



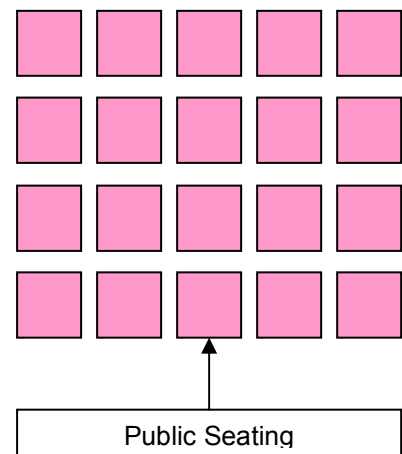
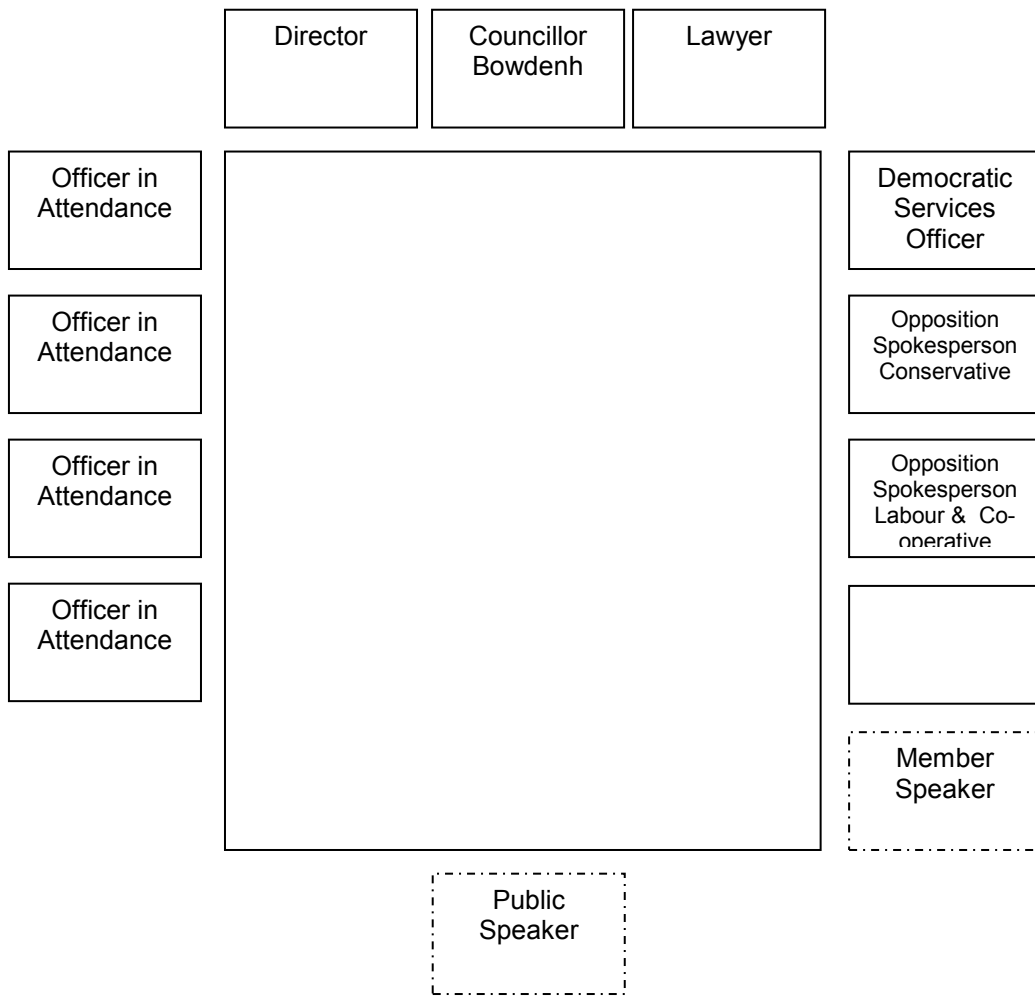
Brighton & Hove  
City Council

# Cabinet Member Meeting

Title:	<b>Culture, Recreation &amp; Tourism Cabinet Member Meeting</b>
Date:	<b>6 September 2011</b>
Time:	<b>3.00pm</b>
Venue	<b>Council Chamber, Hove Town Hall</b>
Members:	<b>Councillor:</b> Bowden (Cabinet Member)
Contact:	<b>Penny Jennings</b> Democratic Services Officer 01273 291065 penny.jennings@brighton-hove.gov.uk

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# Democratic Services: Meeting Layout



## AGENDA

### 14. PROCEDURAL BUSINESS

- (a) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (b) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

*NOTE: Any item appearing in Part 2 of the Agenda states in its heading either that it is confidential or the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.*

*A list and description of the categories of exempt information is available for public inspection at Brighton and Hove Town Halls.*

### 15. MINUTES OF THE PREVIOUS MEETING

1 - 6

Minutes of the Meeting held on 26 July 2011 (copy attached).

### 16. CABINET MEMBER'S COMMUNICATIONS

### 17. ITEMS RESERVED FOR DISCUSSION

- (a) Items reserved by the Cabinet Member
- (b) Items reserved by the Opposition Spokespersons
- (c) Items reserved by Members, with the agreement of the Cabinet Member.

*NOTE: Public Questions, Written Questions from Councillors, Petitions, Deputations, Letters from Councillors and Notices of Motion will be reserved automatically.*

### 18. PETITIONS

No petitions received by date of publication.

### 19. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 30 August 2011)

No public questions received by date of publication.

## CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

### 20. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on 30 August 2011)

No deputations received by date of publication.

### 21. LETTERS FROM COUNCILLORS

No letters have been received.

### 22. WRITTEN QUESTIONS FROM COUNCILLORS

No written questions have been received.

### 23. NOTICES OF MOTIONS

No Notices of Motion have been received by the date of publication.

### 24. LIBRARIES VOLUNTEER STRATEGY 7 - 22

Report of The Strategic Director of Communities (copy attached)

*Contact Officer:* Sally McMahon *Tel:* 29-6963  
*Ward Affected:* All Wards

### 25. BRIGHTON & HOVE PROGRAMME FOR 2012 23 - 40

Report of the Strategic Director of Communities (copy attached).

*Contact Officer:* Pauline Freestone *Tel:* 29-3312  
*Ward Affected:* All Wards

### 26. BRIGHTON AND HOVE TRIATHLON: SEPTEMBER 2012 41 - 48

Report of the Strategic Director of Communities (copy attached).

*Contact Officer:* Jayne Babb *Tel:* 29-2730  
*Ward Affected:* Queen's Park

### 27. BRITISH HEART FOUNDATION: LONDON TO BRIGHTON NIGHT RIDE MAY 2012 49 - 54

Report of the Strategic Director of Communities (copy attached).

*Contact Officer:* Jayne Babb *Tel:* 29-2730  
*Ward Affected:* All Wards

### 28. BRIGHTON MARATHON 55 - 58

Report from the Strategic Director of Communities (copy attached).

*Contact Officer:* Jayne Babb *Tel:* 29-2730  
*Ward Affected:* All Wards

### 29. LIBRARIES CONSULTATION - SYSTEM THINKING APPROACH 59 - 128

## CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

Report of the Strategic Director for Communities (copy attached).

*Contact Officer:* Sally McMahon

*Tel:* 29-6963

*Ward Affected:* All Wards

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

Agendas and minutes are published on the council's website [www.brighton-hove.gov.uk](http://www.brighton-hove.gov.uk). Agendas are available to view five working days prior to the meeting date.

Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

For further details and general enquiries about this meeting contact Penny Jennings, (01273 291065, email [penny.jennings@brighton-hove.gov.uk](mailto:penny.jennings@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk)

Date of Publication - Monday, 29 August 2011



**BRIGHTON & HOVE CITY COUNCIL**

**CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING**

**4.00pm 26 JULY 2011**

**COMMITTEE ROOM 3, HOVE TOWN HALL**

**MINUTES**

**Present:** Councillor Bowden (Cabinet Member)

**Also in attendance:** Councillor Fitch, Opposition Spokesperson Brighton Labour and Co-operative Party

**Apologies:** Apologies were received from Councillor Brown, Opposition Spokesperson, Conservative Party

**PART ONE**

**1. PROCEDURAL BUSINESS**

**1(a) Declarations of Interests**

1.1 There were none.

**1(b) Exclusion of Press and Public**

1.2 In accordance with section 100A of the Local Government Act 1972 ("the Act"), the Cabinet Member considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the business to be transacted or the nature of the proceedings, that if members of the press and public were present during that item, there would be disclosure to them of confidential information (as defined in section 100A(3) of the Act) or exempt information (as defined in section 100I(1) of the Act).

1.3 **RESOLVED** - That the press and public be not excluded from the meeting during consideration of any item on the agenda.

**2. MINUTES OF THE PREVIOUS MEETING**

1.2 **RESOLVED** – That the minutes of the Culture, Recreation & Tourism Cabinet Member Meeting held on 22 March 2011 be agreed and signed by the Cabinet Member.

### **3. CABINET MEMBER'S COMMUNICATIONS**

- 3.1 The Cabinet Member for, Recreation and Tourism, Councillor Bowden welcomed those attending his first Cabinet Member Meeting. He stated that it was his intention that his Cabinet Member meetings should be as inclusive as possible. In relation to his Cabinet portfolio partners with whom the Council worked would be invited to attend and make presentations at future meetings as appropriate. Contributions from the public were also welcome.

#### **VisitBrighton Convention Bureau**

- 3.2 The Cabinet Member congratulated the VisitBrighton Convention Bureau on their success in winning bids for six major events to be staged in the city, expected to bring over £7 million in economic benefit to Brighton. The events were scheduled to take place between March 2012 and June 2017.

#### **Key news from the Royal Pavilion & Museums (RP&M)**

- 3.3 The Cabinet Member explained that whilst the trend for a "staycation" had probably benefited the Pavilion, new exhibition spaces (not previously open to the public) and digital initiatives had been implemented to promote events and collections at the Pavilion to encourage attendance by residents and visitors alike.

#### **Twitter and Facebook**

- 3.4 The Cabinet Member stated RP&M had rapidly built up a large following via social media sites. Facebook posts received around 30,000 views a month. This allowed RP&M to keep its audience informed of what was going on at RP&M and to present collections in fresh and innovative ways.

#### **Five Star Tearoom**

- 3.5 The Royal Pavilion Tearoom had retained its 5 star status under the Council's 'scores on the door' scheme, indicating very high standards of compliance with food safety legislation and demonstrating best practice in managing and achieving this.

#### **Mytime Active**

- 3.6 The Cabinet Member stated that This summer, Mytime Active were offering free golf at Waterhall Golf Course to children aged 16 and under. The offer was available after midday from 18<sup>th</sup> July to 9<sup>th</sup> September. There were also free coaching sessions during this period on Mondays at 12 noon. Mytime Active were a social enterprise organisation who managed Waterhall and Hollingbury Park Golf courses on behalf of the council and this promotion demonstrated the shared vision of getting more people, particularly young people out on to these beautiful golf courses.



**TAKEPART – 25<sup>th</sup> June – 10<sup>th</sup> July**

- 3.7 The Cabinet Member explained that Since the 25<sup>th</sup> June activities and events focussing on sport and physical activity had been happening in schools and communities across the city as part of the TAKEPART Festival 2011. The events so far had been a great success profiling the range of opportunities for local resident's lead active lifestyles in Brighton & Hove through out the year.

**City Sport & Physical Activity Awards**

- 3.8 The Cabinet Member explained that this years City Sport & Physical Activity Awards nomination process was now open. The awards, launched in 2008, paid tribute to those who were helping to make a difference to local community sport or representing the city regionally, nationally and internationally. The public were encouraged to put forward names of their local sporting heroes. The Sports Club survey was still open where all sports clubs and groups had the opportunity to the Council how it could best support them. The survey could be found on the Council consultation portal.

[www.tinyurl.com/yourclubbyoursay](http://www.tinyurl.com/yourclubbyoursay). The results of the survey would inform the new Sport & Physical Activity Strategy action plan.

**Keepers**

- 3.9 Keepers was an excellent new exhibition which had showcased 50 collectors from the city of all ages and background displaying their particular obsessions. The exhibition had taken place on 16<sup>th</sup> and 17<sup>th</sup> July at the Basement.

**4. ITEMS RESERVED FOR DISCUSSION**

- 4.1 **RESOLVED** – That all items be reserved for discussion.

**5. PUBLIC QUESTIONS**

- 5.1 There were none.

**6. PETITIONS****6(i) Petition–The Village Street Party, St James' Street**

- 6.1 The Cabinet Member for Culture, Recreation and Tourism considered a report of the Strategic Director, Resources setting out an e petition submitted via the council's website by C Cooke and signed by 73 people seeking the Council's support in ensuring that the "Village Street Party" associated with the Pride weekend continued to be held in St James's Street and the neighbouring streets.

6.2 The Cabinet Member explained that the lead petitioner had contacted him stating that the petition was now superfluous as that year's street party would be centred on St James's Street. If it appeared that situation might change in future years he would re-submit a further petition requesting that situation be revisited.

6.3 **RESOLVED** – That the petition be received and noted.

## 7. DEPUTATIONS

7.1 There were none.

## 8. LETTERS FROM COUNCILLORS

8.1 There were none.

## 9. WRITTEN QUESTIONS FROM COUNCILLORS

9.1 There were none.

## 10. NOTICES OF MOTIONS

10.1 There were none.

## 11. FUTURE WORK PROGRAMME

11.1 The Cabinet Member for Culture, Recreation and Tourism considered a report of the Strategic Director of Communities setting out a range of potential future items for the work programme for the Cabinet Member Meetings and suggested ways of working for discussion.

11.2 The Cabinet Member stated that he welcomed an inclusive approach in inviting other members or partners to attend in order to provide input and/or presentations in relation to specific items. It was recommended that consideration of between 4 and 6 items per agenda was not exceeded with ideally no more than one external presentation per meeting.

11.3 **RESOLVED** - That the Cabinet Member for Culture, Recreation and Tourism approves the recommendation set out in Paragraph 2 of the report detailing potential future agenda items and agreeing the proposed ways of working set out.

## 12. BRIGHTON & HOVE PROGRAMME FOR 2012

12.1 The Cabinet Member for Culture, Recreation and Tourism considered a report of the Strategic Director of Communities presenting an update in relation to London 2012, the context for that activity, a summary of that activity to date, plus an indication of future potential.

- 12.2 The Strategic Director confirmed that as set out in the report the it was recognised that the 2012 strategy group had worked to increase and raise the economy and profile of the city locally, nationally and internationally; to increase participation in sport and physical activity to raise the overall health of the city and, to maximise and increase activities offered within the city's sporting facilities through the 2012 programme. Further progress reports would be submitted to future meetings to keep the Cabinet member updated as to progress.
- 12.3 Councillor Fitch stated that he positively welcomed the approach being taken which he considered would provide a "golden opportunity" to encourage more young people to take an interest in sport and to encourage greater interest in health and fitness amongst the general populace of the city. The Cabinet Member concurred in that view stating that in future local authority's would be taking a greater lead in public health issues in order to promote well being.
- 12.4 **RESOLVED** - (1) That the Cabinet Member for Culture, Recreation and Tourism recognises the potential and impact surrounding the 2012 games, notes the contents of the report and endorses the activity which has taken place to date;
- (2) That the Cabinet Member continues to endorse the partnership approach adopted at every level to meet agreed outcomes; and
- (3) That the Cabinet Member continues to support the council's role in facilitating the 2012 citywide strategy group and endorses the priorities this group are working towards.

### 13. MUSIC AND FIREWORK EVENT PRESTON PARK

- 13.1 The Cabinet Member for Culture, Recreation and Tourism considered a report of the Strategic Director of Communities seeking landlord's consent for Generate Events Ltd in partnership with a local radio station to stage a one night family music and firework event in Preston Park, Brighton on Saturday 29 October 2011 to an estimated audience of 15,000 people.
- 13.2 The Cabinet Member stated that Councillor Brown who had been unable to attend the meeting had stated that she hoped that the organisers would ensure that he event was sustainable. It was confirmed that the event would be organised in accordance with the latest ISO standards.
- 13.3 In answer to questions by Councillor Fitch it was confirmed that secure fencing would be provided and that no alcohol would be allowed on site safety and security issues would be of paramount importance. Councillor Fitch commended the event as a new event for the city which would complement "White Nights" which was due to take place the same evening.

13.4 **RESOLVED** - (1) That the Cabinet Member grants Landlord's consent to stage a one night family music and firework event in Preston Park on Saturday 29 October 2011; and

(2) That the Cabinet Member authorises officers to enter into formal agreement with the event organisers and to determine fees and conditions as appropriate.

The meeting concluded at 4.45pm

Signed

Chair

Dated this

day of

# CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

## Agenda Item 24

Brighton & Hove City Council

**Subject:** *Libraries Volunteers Strategy*  
**Date of Meeting:** 6 September 2011  
**Report of:** *Director of Communities*  
**Contact Officer:** Name: *Sally McMahon* Tel: 29-6963  
E-mail: [sally.mcmahon@brighton-hove.gov.uk](mailto:sally.mcmahon@brighton-hove.gov.uk)  
**Key Decision:** No Forward Plan No.  
**Wards Affected:** All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 The purpose of the report is to describe the current and proposed use of volunteers in Libraries Services, and to approve the Libraries Service Volunteers Strategy.
- 1.2 The purpose of the Volunteers Strategy is to develop a coherent volunteer programme to deliver a range of added value outcomes across libraries. A key principle of the strategy is that paid jobs will not be replaced by volunteers, and they will not be used for core library functions or to run libraries. Instead, volunteers will complement rather than replace the work of paid staff.

#### 2. RECOMMENDATIONS:

- 2.1 To approve the use of volunteers in libraries in accordance with the Volunteers Strategy as presented in appendix 1.

#### 3. RELEVANT BACKGROUND INFORMATION:

- 3.1 Public Libraries across the country use volunteers to supplement their services and this has been an established practice for many years. Brighton & Hove Libraries Services already use volunteers in the following ways:
  - Silver Surfers – volunteers help staff deliver one to one beginner sessions for people over 50.
  - Housebound library service – a few volunteers deliver books to housebound people and there is also a pilot project currently taking place in Hollingbury and Patcham in partnership with the Neighbourhood Care Scheme.
  - Homework Clubs – young volunteers periodically assist study support staff.
  - Summer Reading Challenge – young volunteers assist staff to run this annual reading project.
  - Council Connect - supporting digital inclusion in libraries by providing help with people using the internet, in particular, helping access council services online.

- 3.2 Volunteering in Brighton & Hove Libraries has been limited and adhoc as there was no dedicated resource to recruit and constantly support and manage the volunteers. Despite this, the number of people approaching libraries seeking to volunteer is increasing. In order to utilise, develop, increase and constantly manage and support this volunteering resource, the Libraries Service has recruited a dedicated volunteer manager.
- 3.3 The aims of the Volunteering Strategy are to:
- Best utilise partnerships across the city to build and enhance volunteering in libraries.
  - Ensure equality and diversity in volunteering opportunities and ensure access to all members of the community.
  - Ensure adequate resourcing of volunteering development in Libraries Services.
- 3.4 Volunteering needs to be mutually beneficial to volunteers and the Libraries Service systematically organises, managed and supported to ensure diversity and involvement of all our communities. Research into models of best practice in other authorities, discussions with local volunteering organisations, and consultation and discussion with staff and unions have resulted in the key principles for the Libraries Volunteering Strategy:
- Paid jobs will not be replaced by volunteers; volunteers will complement not replace the work of paid staff.
  - Encourage voluntary participation by people from all sectors of the community.
  - Foster team work between volunteers and library staff, and help volunteers and staff grow in their respective roles.
  - Recognise and reward the invaluable contribution of volunteers to Brighton & Hove.
  - Ensure a positive volunteering experience for all those involved.

A copy of the full Volunteering Strategy is in Appendix 1.

#### **4. CONSULTATION AND ENGAGEMENT:**

- 4.1 Early drafts of this strategy were sent to staff, managers, trade unions and a range of partners and stakeholders and it has been amended in response to the range of comments received and meetings and discussions held. Agreement was achieved in January 2011 regarding the content of the strategy. Managers have also visited every library to discuss the Volunteer Strategy with frontline staff.
- 4.2 The strategy will be reviewed on a regular basis. It will build on how volunteers are already used in libraries and support this process properly with a volunteer manager.
- 4.3 Staff and trade unions are being consulted on an ongoing basis about the potential role of volunteers and associated role descriptions.

## 5. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 5.1 The in kind contribution made by volunteers will be reported annually. The resources to manage volunteers are available within the current budget.

Finance Officer Consulted: Anne Silley

Date: 2 August 2011

### Legal Implications:

- 5.2 There are no direct legal implications arising from this report

Lawyer Consulted: Bob Bruce

Date: 12 August 2011

### Equalities Implications:

- 5.3 Volunteering opportunities will be made available to all sectors of the community. The added value services that can be delivered using volunteers will especially benefit disadvantaged people, for instance the expansion of the Home Delivery Service, providing library books to housebound people.

### Sustainability Implications:

- 5.4 *Sustainable Consumption and Production*: No implications  
*Climate Change and Energy*: No implications.

*Natural Resource Protection and Environmental Enhancement*: No implications.

*Sustainable Communities*: The involvement of local people delivering added value services through volunteering is one way libraries engage the community and supports the development of sustainable communities.

### Crime & Disorder Implications:

- 5.5 There are no crime and disorder implications.

### Risk and Opportunity Management Implications:

- 5.6 There is a risk that the Volunteering Strategy is misunderstood unless clear communication and management is put in place, due to the expanding use of volunteers to deliver core services in other authorities.

### Corporate / Citywide Implications:

- 5.7 The Volunteering Strategy will contribute to the achievement of the citywide strategic priorities as laid out in 'Joining the Dots: a Triple Impact Volunteering Strategy for Brighton & Hove 2010-2015'. It also supports

the 2020 Community Strategy, in particular strengthening communities and involving people.

Public Health and Wellbeing Implications:

- 5.8 The provision of effective home library delivery services using volunteers will contribute to the health and wellbeing of people who are housebound.

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 No other options considered.

**7. REASONS FOR REPORT RECOMMENDATIONS:**

- 7.1.1 To improve the range and extent of libraries services, increase library use and to deliver better value for money.

**SUPPORTING DOCUMENTATION**

**Appendices:**

- 1. Libraries Volunteering Strategy.

**Documents In Members' Rooms:**

- 1. None.

**Background Documents:**

- 1. None.



## **Brighton & Hove Libraries Volunteers Strategy**

### **1) Introduction**

The purpose of the Volunteers Strategy is to develop a coherent volunteer programme to deliver a range of added value outcomes across libraries. In particular Libraries Services wish to develop and improve services to housebound people in their own homes and to assist people to access information and services online, as well as developing volunteering opportunities across libraries as a whole. A key principle of the strategy is that paid library jobs will not be replaced by volunteers. Volunteers will not be used for core library functions or to run libraries but to complement rather than replace the work of paid staff.

### **2) Strategic Aims**

The key strategic aims for libraries are:

- a) to best utilise partnerships across the City to build and enhance volunteering in library services
- b) to ensure equality and diversity in volunteering opportunities and ensure access to all members of the community
- c) to ensure adequate resourcing of volunteering development in library services

The above to operate in tandem with and contribute to the achievement of the citywide strategic priorities as laid out in '*Joining the Dots: a Triple Impact Volunteering Strategy for Brighton & Hove 2010-2015*':

- Increase numbers of volunteers in the City
- Expand access to volunteering for groups at risk of social exclusion
- Increase recognition and value volunteers and volunteering
- Improve experiences for volunteers, community activists and the organisations they volunteer for
- Enable development: build and influence an environment in which volunteering can have the maximum economic and social impact
- Ensure resources: measure the cost and impact of volunteering

### **3) Key Principles of Libraries Volunteer Strategy**

Volunteering needs to be mutually beneficial to volunteers and the Libraries Service, systematically organised, managed and supported to ensure diversity and involvement of all of our communities.

Research into models of best practice in other authorities, discussions with local volunteering organisations, and consultation and discussion with staff and unions have resulted in the key principles for the Libraries Volunteering Strategy:

- a) Paid jobs will not be replaced by volunteers; volunteers will complement not replace the work of paid staff.
- b) Encourage voluntary participation by people from all sectors of the community
- c) Foster teamwork between volunteers and library staff, and help volunteers and staff grow in their respective roles
- d) Recognise and reward the invaluable contribution of volunteers to Brighton & Hove
- e) Ensure a positive volunteering experience for all those involved

#### **4) Current Service Delivery**

The volunteer strategy will develop, increase and organise volunteering in Brighton & Hove Libraries building on current volunteer work in libraries to deliver added value for a range of communities.

Volunteering opportunities in the library service currently include:

- Silver Surfers\_ - volunteers help staff deliver one to one beginner sessions for people over 50 at Hove, Jubilee and Portslade Libraries.
- Housebound Library Service - a few volunteers deliver books to housebound people and there is also a pilot project in partnership currently taking place in the Hollingbury and Patcham area in partnership with the Neighbourhood Care Scheme. Further information about the Housebound Service is attached as *Appendix 1*
- Homework Clubs - young volunteers periodically assist study support staff
- Summer Reading Challenge- in 2010 young volunteers at Jubilee Library assisted library staff to run this annual reading project
- Volunteer input into some events and activities
- Council Connect - providing help accessing council services online, and other support to strengthen citizens digital skills. Further information about digital inclusion and the Council Connect pilot project is attached as *Appendix 2*. The role description for Council Connect volunteers is attached as *Appendix 3*

#### **5) Framework for management and support**

Up to now, volunteering in libraries has been limited and ad-hoc as there was no dedicated resource to develop, recruit and consistently support and manage this. Despite this, the number of people approaching libraries seeking to volunteer is increasing. In order to utilise, develop, increase and consistently manage and support this volunteering resource, the Libraries Service has recruited a dedicated volunteer manager.

### Volunteer Manager

The volunteer Manager, working to the volunteering strategy strategic aims and key principles is the single point of contact for all volunteering, giving support and consistency across the service. Key responsibilities are to:

- Provide an innovative and integrated volunteering programme to provide added value and meet the changing needs of Brighton & Hove Libraries
- Work collaboratively with volunteer organisations and other partners promote the library volunteering programmes and community involvement
- Work closely with libraries staff
- Draw up clear role descriptions for volunteers
- Recruit, interview, assess and screen volunteers
- Welcome, induct and provide or facilitate training for volunteers
- Manage , supervise, support and develop
- Monitor and evaluate programmes
- Review regularly the guidance, strategic directions and procedures of Brighton & Hove volunteering programmes to ensure continuous improvement

The two initial priorities of the volunteer manager are to develop services to housebound people across Brighton & Hove and to support digital inclusion in libraries, in particular by providing help with accessing council services online via the Council Connect pilot project.

### Library Staff

Library managers and front line staff and the volunteer manager will work closely together to develop, deliver and support the volunteering strategy. This will include:

- Library managers and front-line staff inputting into volunteer strategy planning
- Library managers and staff liaising with and supporting volunteers in libraries undertaking housebound delivery services etc
- The Library training manager and Staff Development Group working closely with the volunteer manager
- Library staff undertaking training required by particular projects - for example the Council Connect project
- Libraries supporting marketing and recruitment.

## **6) Consultation**

Early drafts of this strategy were sent to staff, managers, trade unions and a range of partners and stakeholders and it has been amended in response to the range of comments received and meetings and discussions held. Agreement was achieved in January 2011 regarding the content of the

strategy. Managers have also visited every library to discuss the Volunteer Strategy with frontline staff.

The strategy will be reviewed on a regular basis. It will build on how volunteers are already used in libraries and support this process properly with a volunteer manager.

Staff and trade unions are being consulted on an ongoing basis about the potential role of volunteers and associated role descriptions.

## **7) Equalities**

The volunteer strategy will deliver on a number of key targets in the Libraries Service Equalities Impact Assessment Action Plan in completing implementation of Equal Access Services Review and developing community engagement work to involve and empower a range of communities. It will deliver services and improve access to a range of priority equality groups and social inclusion key groups. In particular initially housebound and disabled people and people who are information poor/digitally excluded. The development of diverse volunteering opportunities will provide wide ranging opportunities encouraging participation by all members of the community bringing a number of benefits to volunteers including improving employability skills.

## **8) Policy Context**

### **a) National:**

#### **i) Localism:**

This volunteering strategy will help meet the Government's 'localism' agenda to:

- Encourage people to take an active role in their communities
- Take a range of measures to encourage volunteering and involvement in social action.

#### **ii) Public Libraries:**

Public Libraries across the country use volunteers to supplement their services, and this has been established practice for many years. Brighton & Hove Libraries Volunteer Strategy is firmly based in the community engagement activity of the service, and is designed to get people involved in their local services. It is not proposed to develop this into a more 'devolved' model where local services are passed over to local people to run themselves, as has been proposed in other authorities.

### **b) Local:**

This volunteering strategy will build on, develop and increase service and city-wide volunteering opportunities and partnerships. It will deliver increased breadth and availability of activities and services, building on community engagement and partnership links and contribute significantly to the localism

and value for money agendas contributing to the delivery of the following citywide strategies and outcomes:

i) Improving the Customer Experience – part of the VFM2 Transformation Programme

Volunteers are key to helping deliver the Council Connect project, to support residents accessing council services and information in their local neighbourhoods. (See details of the project in appendix 2)

ii) 2020 Community Strategy

This strategy potentially helps deliver all eight priority areas, in that the Council Connect project will potentially help residents to access council and other public services more effectively. In particular, the strategy underpins the following priority areas:

- Providing quality advice and information services
- Strengthening communities and involving people
- Promoting enterprise and learning

iii) Joining The Dots - A Triple Impact Volunteering Strategy For Brighton & Hove

- Increase numbers of volunteers in the City
- Expand access to volunteering for groups at risk of social exclusion
- Increase recognition and value volunteers and volunteering
- Improve experiences for volunteers, community activists and the organisations they volunteer for
- Enable development. Build and influence an environment in which volunteering can have the maximum economic and social impact
- Ensure resources: measure the cost and impact of volunteering

iv) Local Area Agreement (LAA)-current indicators

- NI 6 - Participation in volunteering: Develop the volunteering scheme within libraries to enhance opportunities within the community
- NI 141 Number of vulnerable people achieving independent living: Enhance the quality of life for vulnerable people through access to reading and culture

v) Intelligent Commissioning Outcome Areas

This strategy potentially helps deliver all of the outcome areas, in that the improved access to council services reaches across all service areas. In particular, the strategy underpins the engagement outcome:

- A city where people and communities get along, can take action and have their voices heard

## 9) Action Plan

Development of role descriptions for existing and new volunteering opportunities including: <ul style="list-style-type: none"><li>• Summer reading challenge volunteers</li><li>• Housebound volunteers</li><li>• Rare books volunteers</li></ul>	July – October 2011
Review resources required to maintain volunteering activities	September 2011
Evaluation and Review of Council Connect volunteering	October 2011
Consult staff and trade unions on any new volunteer roles as they are developed	Ongoing
Regularly review the effectiveness of volunteering programmes in each of the areas developed	Report annually
Include details of use of volunteers in the Libraries Plan which will be consulted on in autumn 2011	September – December 2011

## ***Appendix 1***

### **Housebound Library Service**

The Home Delivery Services and the Mobile Library Cabinet Member Report of 15 September 2009 included improvements to services to people in residential care and the mobile library which have been progressing

In addition it agreed that a volunteer strategy should be developed to deliver library services to individual housebound people in their own homes. This was informed by consultation with a range of partners and stakeholders prior to Cabinet Member agreement of the report.

Some progress has been made with the a pilot project in partnership currently taking place in the Hollingbury and Patcham area in partnership with the Neighbourhood Care Scheme utilising existing Neighbourhood Care Scheme volunteers and recruiting new ones to deliver books to housebound people.

## ***Appendix 2***

### **Supporting Digital Inclusion in Libraries**

Public Libraries nationally have pledged to get 500,000 new people online by 2012, in support of the Race Online 2012 campaign to reduce the 10 million people currently not digitally active.

Computers in Brighton & Hove libraries are widely used by people to access a wide range of information and services, with 68% of current users without Internet access at home, and there are 400,000 bookings for libraries' PCs each year.

Staff, particularly in community libraries, will always try to help customers but the capacity and time available for this varies depending on how busy the library is and their need to staff the counters, issue and discharge items, answer other enquiries.

Trained volunteer 'computer buddies', building on the successful silver surfer model available in libraries at designated times to provide guaranteed help to customers with accessing information would increase the breadth and availability of the service, assist the library staff, and in particular help deliver the Community Contact point pilot project to be delivered from January 2011.

### **Council Connect pilot project**

This project has arisen from the Improving the Customer Experience Work Stream (ICE) of the Vfm2 Transformation Programme. The ICE programme Board is now part of the overall council vision outlined by the Chief Executive:

'A Council the City Deserves', as the third 'arm' of this vision, alongside the Intelligent Commissioning and the VFM programmes.

A report by the ICE Programme Board to Cabinet in April 2010 identified the need for the establishment of community contact points away from the located away from the city centre that could be contact or access points for council services. Most recently the project has been branded 'Council Connect' to encapsulate both connecting people via the internet to council services as well as connecting people to a range of other information and referral.

Council Connect will serve the needs of resident's who prefer personal contact by signposting, helping people to access services on line; or offering an initial gateway to services.

It will create low level points as an initial gateway to some services and support residents to self help. Specifically they will:

- Help channel shift by being an education point to support customers to access services in other ways
- Divert footfall away from the central access point
- Show a human face to the council
- Meet some residents preference for face to face contact during a time when services are moving to other access channels
- Increase footfall to Libraries or other community buildings
- Allow opportunities to explore how to create a focus in the community through the use of local volunteers



## **Appendix 3**

### **Council Connect Library Volunteer Role Description**

Council Connect Libraries Volunteers help members of the public access vital services in Brighton & Hove within the exciting and dynamic environment of one of the city's many community libraries.

You'll be helping people learn the range of services they can access through the council's web portal, both by raising awareness and by providing one to one direction.

From ordering a new bin to checking planning applications the council's portal offers a wide range of services that help make people's lives better, but not everyone has internet access at home or experience with computers. In libraries, Council Connect bridges that gap and the volunteers that help it run are an essential part of the community, providing excellent customer service and helping people connect with the council to access the services they need.

In addition to the council's own services Council Connect Volunteers also assist the public to learn about other services they could access. From the basics of getting online such as setting up an email account, to making purchases and social networking, they help people get up and running in the digital world.

#### **Duties**

- To assist in answering customer enquiries relating to the accessing of services in Brighton & Hove.
- To assist members of the public in the use of ICT equipment in order to access the council's online services.
- To assist members of the public to access information on local services both in the council and provided by outside organisations i.e. the Citizens Advice Bureau.
- To work with members of the public, both one to one and in groups, to promote learning on the possibilities of online interaction and the use of ICT equipment.
- To maintain a courteous and helpful environment in order to increase customer use of the service.
- To maintain the standards of the council's Equalities Policy.
- To comply with health and safety legislation.

#### **Location & Time**

Volunteering opportunities are currently available at all our community libraries. Times vary and can be flexible, we hope for a 4 hour per week commitment, but we try to place as many volunteers as possible whatever

they are able to give. In our experience both the volunteers and the service benefit the most from placements that last 6 months or more.

### **Selection**

As volunteers come in to regular contact with vulnerable adults and children all Brighton & Hove City Council's volunteers are subject to a completed application form, informal interview, referencing, and Criminal Records Bureau checks.

### **Skills & Experience**

It is essential for volunteers to already be comfortable with ICT equipment, preferably the use of Windows XP and Microsoft Internet Explorer. Previous experience of customer service or training is desirable, and volunteers require good communication and people skills. Knowledge of community languages would be welcome.

### **Training**

Before you start:

You will receive written guidance on being a volunteer which will include general advice on health and safety, details of training courses, what to do if you are late or sick, claiming expenses and what support will be available in the future. Initial training will be provided on the council's services and web portal, these sessions will also be attended by paid staff.

When you start:

You will receive an induction and orientation session at the library you will be volunteering at, as well as health and safety training and guidance on working with vulnerable adults and children. Further ICT training will be made available if needed.

Ongoing support:

Staff within the libraries will provide ongoing support, and you will also receive monitoring and support from the Volunteers Manager. Ongoing training and courses will be identified as you and the role develop to ensure you are supported to develop new skills and enhance your volunteering role.

### **Boundaries**

All volunteer roles within the library service support the existing work of paid staff and do not replace the work of paid staff. Support will be given by your supervisor and the Volunteers Manager to ensure that boundaries are maintained by staff and to ensure there is no replacement or substitution of staff by volunteers.

As a volunteer you are not contractually obliged to carry out the tasks listed above. Both the volunteer and Brighton & Hove City Council Libraries have the right to end the volunteer placement at any time.

### **What you can gain**

This role would suit somebody that wants to gain experience in customer service and providing one to one support with ICT. Community libraries are busy, vibrant, and attract people from all parts of the community, so each day

will bring a new customer service challenge for you to learn from. If you're looking to start work then the training provided will put you in a stronger position at a competitive interview, and Brighton & Hove City Council Libraries are happy to provide references for all volunteers.

### **Review**

We carry out reviews with volunteers to assess how they are settling in to the role, get feedback on their experiences so far, and to see what further support, if any, is needed in the future. This will happen after 4-8 weeks, depending on how many hours you are volunteering for each week.



# CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

## Agenda Item 25

Brighton & Hove City Council

**Subject:** Brighton & Hove's Programme for 2012  
**Date of Meeting:** 6<sup>th</sup> September 2011  
**Report of:** Strategic Director: Communities  
**Contact Officer:** Name: Paula Murray Tel: 29-2534  
E-mail: [paula.murray@brighton-hove.gov.uk](mailto:paula.murray@brighton-hove.gov.uk)  
**Wards Affected:** All All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT

- 1.1 Members have requested regular updates on Brighton and Hove's plans for 2012. A previous update to this Cabinet Member meeting focussed on the background and achievements to date of the Brighton and Hove 10...11...12 initiative. This report focuses on Brighton and Hove's plan of activity for 2012 looking forward to the year ahead.
- 1.2 The report presents the activity and plans already in place, some of which could significantly expand subject to further funding and development.

#### 2. RECOMMENDATIONS:

- 2.1 That the Cabinet Member notes the contents of the report, in particular the plans already in place and supports an approach to increase the potential level of activity and benefits for the city.
- 2.2 That the report is referred on to the relevant Scrutiny Committee and Cabinet for discussion and approval.

#### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 With a clear year to go to London 2012, it is a very useful point for the city to lay out its plans for celebrating and making the most of London 2012.
- 3.2 This report is presenting the 12 month calendar and highlights of the year ahead in the short document attached at Appendix One. The content of the confirmed programme already demonstrates a wealth of activity for the coming months with opportunities for our residents and visitors to take part in activities and come to events. There are opportunities also for us to market the city and increase its profile in a positive way. The staging of the Olympics and Paralympics is a once in a lifetime event and we want to create as much as we can around that for the people of Brighton and Hove to remember.

- 3.3 One of the major highlights already confirmed in the calendar is the hosting the evening celebration of the Olympic Torch Relay in the city. Brighton and Hove was one of the national destinations chosen for this and it will take place on Monday 16<sup>th</sup> July on Hove Lawns. The torch will be arriving in a convoy from its previous destination in Portsmouth, there will be a programme of staged events around its arrival and it will leave the following morning. The detailed programme for the official event, such as the actual route for the parade and the artists to appear on the event stage, will not be made public until much nearer the time. Local spectator numbers are expected to be upwards of twenty thousand for the parade and the staged events and there will be a specific focus on our children and young people taking part along the route.

Plans are also being developed for the local dimension of the Olympic Torch Relay. The timing of the visit of the Torch cavalcade to Brighton and Hove enables the city to make a weekend of the whole event. Subject to funding, there will be two or three major free cultural events over that weekend immediately preceding which will be branded and marketed as part of the Torch Weekend. The second People's Day will also take place on this weekend providing a focus for lively city centre activity and the Big Dance, a large scale participatory dance event, will also take place on the seafront on this weekend. The visitor figures typically for a weekend in July are in the region of 60 to 100 thousand with 20 thousand of those staying, we will work with tourism partners to advertise the weekend as a special summer break, aiming to increase the staying visitor figures for this period.

The costs of the Olympic Torch Relay are split between the London Organising Committee of the Olympic Games (LOCOG) and the host authority in each of the locations the Torch is visiting. Each local authority has to cover the onsite event costs in their location such as stewarding, barriers, rolling road closures and any clean up and waste management. The costs are not fully itemised yet as the route is not confirmed, but will be taken from the event budgets for next year. LOCOG will cover all the production costs such as mobile stage, production staff and the event programme.

The opportunities for local business sponsorship of the Torch Relay event would be limited to the local elements featuring as part of the Torch Weekend. The restrictions around sponsorship in the official elements of 2012 events are stringent. However, there may be the opportunity to match cultural and sporting organisations offering events and activity on the Torch weekend with local businesses who may wish to sponsor 2012 sports or arts related activity.

Each local authority has been asked by LOCOG to nominate two residents to be the Torch bearers who will take part in the parade and Brighton and Hove will be making this selection to be announced in the autumn.

- 3.4 An additional local highlight that is likely to attract high numbers of participants is the use of the Brighton Centre during August 2012 itself to host an Olympic focussed attraction featuring an indoor ice rink and large scale screens showing Olympic footage.
- 3.5 A number of events with local businesses and community partners are planned for the autumn to encourage further participation, sponsorship and development of more events for the year ahead. Officers are working with the Chamber of Commerce, Visit Brighton and the Community and Voluntary Sector Forum to distribute newsletters and updates via those networks to ensure that our businesses and third sector organisations know how to get involved and what the opportunities are.
- 3.6 The marketing and communications efforts will focus in two ways: marketing the city to potential visitors both nationally and internationally plus a locally focussed strategy that is designed to encourage local participation and involvement with events. Further detail on these plans is included in Appendix One and an example piece of local marketing at Appendix Two.
- 3.7 A cross council corporate group of appropriate officers has been established to oversee the ongoing development of a specific Risk Register that relates to all aspects of the potential impact of 2012 on the city. This covers events like the Olympic Torch Relay, issues around staffing and leave arrangements in August of next year and the potential for an increase in street parties and other community celebrations during the year.

#### **4. CONSULTATION:**

- 4.1 Consultation has been carried out across council departments in the establishment of the programme to date plus a range of key partners. Consultation will continue to be focused around the 2012 citywide strategy group.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### **5.1 Financial Implications**

The programme of events and future projects referred to will be subject to confirmation of funding, including those lead by partners and external organisations where appropriate, and will be carried out in accordance with the Outdoor Events Policy. The estimated cost of the torch relay is still being quantified and will be reported in due course. Opportunities are being explored in order to minimise the cost to the Authority but maximise the benefit to the City.

*Finance Officer Consulted: Michelle Herrington*

*Date: 22/08/11*

## 5.2 Legal Implications

There are no direct legal implications arising from this report. Any legal implications arising from specific parts of the council led 2012 programme will be dealt with in more specific reports to Cabinet, Cabinet Member Meetings or Scrutiny meetings as the programme develops.

*Lawyer Consulted: Bob Bruce*

*Date: 15/08/11*

## 5.3 Equalities Implications:

There are positive equalities implications in the delivery of much of the planned 2012 programme in that activity will be targeted towards those who do not currently participate. Significant elements of the 2012 programme will also be free and open access.

## 5.4 Sustainability Implications:

The events programme will conform to the requirements to produce and run events in a sustainable manner.

## 5.5 Crime & Disorder Implications:

There are positive implications in terms of the prevention of crime and disorder in the provision of free events in public spaces that foster civic pride, natural surveillance and positive public behaviours.

## 5.6 Risk and Opportunity Management Implications:

The risk management implications in any event or programme would be outlined in detail in its own project plan, such as the Olympic Torch Relay. Additionally, there is a corporate group leading the development of the Risk Register relating to all aspects of the impact of 2012 on the city. The opportunities are outlined in the body of the report.

## 5.7 Corporate / Citywide Implications:

The opportunities from the city taking an active role in developing and delivering a programme for 2012 are citywide in terms of all residents.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Brighton and Hove 10...11...12 – A Year to Go.
2. 2012 Autumn Season leaflet.

### **Documents in Members' Rooms:**

None.

### **Background Documents:**

None.



**Brighton & Hove**

**10.11.12**

**A year to go**

**The City's Plans for 2012**



**Brighton & Hove  
City Council**

**Brighton & Hove**

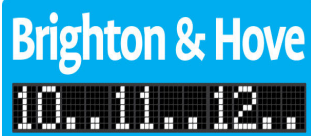
**10. 11. 12.**

**A year to go**

**The City's Plans for 2012**

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- 1) Introduction**
- 2) Highlights**
- 3) Calendar**
- 4) Communications**



## Introductions

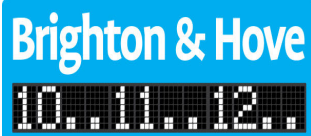
With one year to go the enthusiasm and interest in the London 2012 Games is growing at a local level, and particularly with the announcement that the city is one of 70 evening celebration venues for the Olympic Torch Relay. Brighton and Hove has a great deal of activity throughout any year – and the 12 month lead up to 2012 is certainly no exception.

The London 2012 Games will no doubt have an impact on tourism in the UK next year. However, what is not known is whether this impact will be a positive or negative one. One thing is for certain, Brighton and Hove alongside many other UK destinations must take advantage of the global attention to promote the city in a positive light.

It is a chance for the city to create some new events to add to the already strong events programme. We have the tourism infrastructure in place to build upon, we have the talented artists, organisations and sports operators to put fantastic events in place and we have locations people want to visit.

The year to go is also the perfect moment to promote opportunities for all our residents to take part in the action and to create new chances for people to volunteer, to get active and engage in the life of the city.

The programme information in the next few pages gives a taste of the events ahead. There could be more – there will be more!



## Highlights

The highlights of the Brighton & Hove 10..11..12 programme

### September

#### **5 Rings Walks Challenge**

The Brighton & Hove 2012 team, Healthwalks, Citypark Rangers and Active for Life have come together to provide a series of themed walk challenges starting this Autumn and running right up to the Olympic Games. There are three rounds of walks, Autumn/Winter 2011 which has a nature/wildlife theme, Spring 2012 with a 'new start' and fitness theme, and Spring/Summer 2012 with a history & culture theme.

All the walks are circular to represent the five rings of the Olympic symbol, and many are wheelchair and/or buggy accessible. Participants can challenge themselves to complete all the walks within the different rounds and be entered for a prize in a special celebration walk before the London 2012 Games.

### October

#### **White Night**

Brighton and Hove's annual free all-night arts festival is this year themed around Utopias. The festival takes place on the night that the clocks go back and has become the city's cultural reclaim of the streets – providing an alternative to the dominant homogenous Saturday drinking and clubbing crowd.

There are more than 60 unique and extraordinary 'one night only' cultural events taking place across the city, in cultural venues, cafes, parks, squares, streets, pop up spaces, and on people's smart phones and music players. All events are delivered in partnership with a wide range of organisations and agencies. As part of the 2012 programme White Night is working with the Sports Development team and Sussex Golf Partnership to create a late night 'city golf' with the course running through the city and culminating in a special crazy golf hole designed by artist John Varah. White Night is also hosting a special event to collect stories, songs and shanties for The Boat project – heralding the arrival of the Boat in the Spring.

### November

#### **Oska Bright Film Festival**

The revolutionary worlds first short film festival managed and presented by people with learning difficulties showing their films from around the world and facilitated by Brighton based Carousel and Junk TV. This year is the 5<sup>th</sup> edition and takes place at the Brighton Dome Corn Exchange. Its programme is dedicated to the Olympic and Paralympic themes.

## December

**Burning The Clocks** One of the biggest community events of the year and a true Brighton & Hove traditional celebration of the winter solstice created and delivered by Same Sky. The lantern parade is open to everyone in the city with workshops held all over the city in the build up. This year the central makes will also reflect and celebrate the themes of London 2012. Each year around 20,000 come to watch with more than 1000 people of all ages carrying their own specially created lanterns.

## February

### **Sussex Beacon Half Marathon**

2012 is the 22nd year of the Brighton Half Marathon. The race was started by the local running clubs until the Sussex Beacon took over in 2004. Over the past 16 years the race has grown from 200 entrants to over 8000 entrants and we are now one of the largest running events in the south east and the primary fundraiser for the Sussex Beacon, a clinical care centre for men and women living with HIV. Since 2008 the event has also featured hugely popular Youth Races which have become the training ground for some of the City's upcoming track and long distance stars.

## March

### **Let's Dance**

Over 2,500 children and young people take part every year in Lets Dance, run by the Brighton & Hove School Sports Partnership. It has grown to be one of the largest dance events of its kind in the country.

Lets Dance offers a huge variety of styles and musical diversity and includes performers as young as 4 alongside the more accomplished gifted and talented young people who aspire to be professional dancers of the future.

## April

### **Children's Festival and Brighton Marathon**

Brighton & Hove Children's Festival returns from 9<sup>th</sup>-16<sup>th</sup> April 2012. The theme for this year is 'Courage': taken from one of the core Paralympics values, and we will be challenging the cities children and families to 'feel the fear and do it anyway'.

The 2012 edition of the Brighton Marathon will be bigger than either of the two previous editions. 18,000 entries have been accepted, a 20% increase on the Brighton Marathon 2011. This puts the Brighton Marathon into the top 12 running events across the UK.

## May

### **Brighton Festival and The Boat Project**

#### ***Winner of 'Artists Taking The Lead' commission for the South East***

One of only 12 Cultural Olympiad commissions across the country supported by Arts Council England and Legacy Trust UK, The Boat Project sees a beautiful sea-faring boat being built out of wood donated by people across the region: from tennis rackets, to guitars, cricket bats, school rulers and even wooden legs! Each piece of wood has a story which will also be archived to create a unique picture of the region's personal memories and journeys.

The boat will undertake a maiden voyage along the south coast in spring/summer 2012 starting off with a week long residency for the Brighton Festival in May 2012 where it will be the catalyst for a programme of celebratory events involving the city's cultural venues and communities including a new collaboration from Blast Theory, Brighton Festival, Fabrica, Lighthouse, Photoworks and the University of Brighton called Voices of the Sea

## June

### **Stories of the World and TakePart International Sports Festival**

Brighton Museum and Art Gallery are producing and presenting Stories of the World: an innovative new world cultures gallery, opening 23 June 2012 as part of the London 2012 Festival. The gallery will display Brighton Museum's stunning collections from Africa, Asia, the Americas and the Pacific alongside contemporary art and artefacts. The redevelopment is a partner project in the Stories of the World programme; an official part of the Cultural Olympiad for the London 2012 Olympic and Paralympic Games. The gallery is being developed with young people from the city and beyond. Young people's voices are being gathered in different ways to offer visitors to the gallery new routes into this exciting and unique collection.

TakePart is the city's international festival of sport and in 2012 will be in its 4<sup>th</sup> year. Each year it gets bigger and better offering hundreds of activities, taster sessions and inspirational demonstrations to the city's residents to encourage them to change their lives, get active, get happy, keep fit and lead healthier lifestyles.

## July

### **Olympic Torch Relay and The Torch Weekend**

Brighton & Hove is one of around 70 celebration locations across the UK. Hosting the torch is seen as a big honour as locations have been chosen to represent iconic aspects of Britain. LOCOG and the Presenting Partners, Coca-Cola, Lloyds TSB and Samsung, will stage a celebratory evening event on Hove Lawns, offering thousands of people the opportunity to share in the Olympic spirit.

The city's cultural organisations are also planning to celebrate by creating Brighton's own bank holiday weekend around the torch. Brighton Carnival is planning a special event and South East dance's hugely successful participatory Big Dance will also take place over that weekend plus the second of the city's People's Day. On the Torch Monday, the parade will make its way to Hove Lawns entertaining and picking up spectators on the way to its destination on Hove Lawns.

## August

### **Summer Ice skating**

In August/September of next year, we have plans to install a temporary ice rink in the Brighton Centre which would act as a 2012 focal point in addition to offering skating sessions – a Winter Olympics indoors, out of the heat of the summer with large screens showing Olympic and Paralympic footage.

2011				2012	
SEPT	OCT	NOV	DEC	JAN	FEB
1 <sup>st</sup> Girls Get Active Day	2 <sup>nd</sup> Argus Achievement Awards			Throughout Year The Diamond Jubilee	
				Throughout Year 2012 Celebrations	
Starting 3 <sup>rd</sup> September through to April The 5 Rings Walks Challenge					
3 <sup>rd</sup> & throughout the Autumn World Host training programme					
25 <sup>th</sup> Brighton Triathlon	5 <sup>th</sup> Older People's Wellbeing Event	20 <sup>th</sup> Brooks 10km Run	21 <sup>st</sup> Burning of the Clocks	28 <sup>th</sup> South of England Cross Country Championship	19 <sup>th</sup> Sussex Beacon Half Marathon
	11 <sup>th</sup> – 14 <sup>th</sup> Run Around the World Schools Challenge				
	12 <sup>th</sup> Sports & Physical Activity Awards				
	12 <sup>th</sup> Launch of Sports & Physical Activity Grants				
26 <sup>th</sup> Primary Schools Annual Poster Competition	16 <sup>th</sup> RISE – Women's 8km Charity Run	22 <sup>nd</sup> , 23 <sup>rd</sup> & 24 <sup>th</sup> Oska Bright Film Festival			
	28 <sup>th</sup> Girls Get Active Day				
	29 <sup>th</sup> White Night				



2012					
MAR	APR	MAY	JUNE	JULY	AUG
Throughout Year The Diamond Jubilee					
Throughout Year 2012 Celebrations					
			12 <sup>th</sup> June through to 9 <sup>th</sup> September Finale of the Cultural Olympiad		
Starting 3 <sup>rd</sup> September through to April The 5 Rings Walks Challenge		7 <sup>th</sup> – 29 <sup>th</sup> Brighton Festival	TBC Take Part + Older Persons Olympics	7 <sup>th</sup> & 8 <sup>th</sup> Pier to Pier Swim	TBC Pride
7 <sup>th</sup> – 10 <sup>th</sup> Lets Dance	1 <sup>st</sup> Gold Run		TBC London to Brighton Bike Ride	7 <sup>th</sup> – 15 <sup>th</sup> Big Dance	
12 <sup>th</sup> – 23 <sup>rd</sup> Aqua Festival	9 <sup>th</sup> – 15 <sup>th</sup> Brighton Punch & Judy Jamboree	17 <sup>th</sup> Gold Run	TBC Hove Park Road Race	16 <sup>th</sup> Torch Replay	29 <sup>th</sup> Opening of Paralympic Games
			TBC Race for Life	26 <sup>th</sup> , 27 <sup>th</sup> & 28 <sup>th</sup> Open Weekend	
TBC Special Schools Sports Festival	9 <sup>th</sup> – 16 <sup>th</sup> Children's Festival	TBC Brighton Festival Fringe	TBC Stories of the World Gallery Opening	TBC Brighton Carnival	TBC Indoor Ice Rink
	15 <sup>th</sup> Brighton Marathon	TBC The Boat Project	TBC Primary Schools 2012 Project Celebrations	TBC Paddle Round the Pier	
				TBC England Hockey Roadshow	TBC Whoops Street Show
					<b>SEPT</b>
					TBC Brighton Triathlon

A sustained series of linked communication activity is required to highlight the involvement, impact and benefits of the London 2012 Games for Brighton & Hove residents, businesses and visitors. To help people recognise that the local programme of events and projects is inspired by 2012 and gives them a way to feel part of this major event.

Our Communications Team will produce three further seasonal leaflets – Autumn 2011, Spring 2012 and Summer 2012 in addition to dedicated social media campaigning.

### VisitBrighton

VisitBrighton has already commenced tourism marketing activity relating to London 2012. This includes:

- Commissioned video filming of the city to produce a 'B-Roll' on Brighton & Hove (this is HD quality, un-edited footage that can be used by broadcasters across the world).
- Created specific 'Get Set for the Games' section on VisitBrighton.com, which will act as a 'hub' for all London 2012 Games related visitor information. This site section will be continually updated <http://www.visitbrighton.com/site/things-to-do/get-set-for-the-games>
- Written and distributed a press release to UK consumer media marking one year to go to the Games and presenting Brighton & Hove as a perfect alternative destination to the city.
- Worked with VisitBritain to provide Brighton & Hove content into the '**British Film Locations Guide**' that will be provided to all international media coming to the UK in 2012.
- Hosted a press trip (July 2011) for German travel media presenting Brighton & Hove as a sporty destination. Over 10 travel features have already been published as a result of this press trip, gaining significant international coverage for the destination.
- Assisting German and Brazilian TV crews who both filmed in Brighton & Hove in early summer 2011 for TV shows scheduled for broadcast in 2012 in the run up to the London 2012 Games.
- Working with Yellowwave Beach Sports Centre to sell Brighton & Hove to potential beach volleyball teams. On 8 August 2011, we are co-hosting a representative from the Swiss Beach Volleyball Association.

Additional marketing work by VisitBrighton related to the London 2012 Games has five objectives:

1. To present Brighton & Hove as a viable 'destination alternative' to London for UK and overseas visitors during the Games period. This activity focuses on our connectivity to London, value of accommodation and strong visitor product offering.
2. To generate additional room bookings in the city relating to the Torch Relay; this will be done by marketing a "Torch Relay Long Weekend". This is subject to a range of additional activities taking place in the city over that weekend that create a platform for this.
3. To act as a 'hook' to gain additional international media coverage of Brighton & Hove, cementing on Brighton & Hove's proximity to, and associations with London; thus supporting our tourism marketing in the medium to long term.
4. To act as a 'hook' to promote Brighton & Hove as a healthy & sporty destination for visitors; presenting the range of active opportunities for visitors on land and water.
5. To further promote Brighton & Hove credentials as a cultural visitor destination, using events and new facilities in the city that form part of the Cultural Olympiad as a 'hook'.

Objectives 1 & 2 relate to the Games period itself whilst Objectives 3, 4 & 5 use the Games as an opportunity for longer term tourism benefit in Brighton & Hove; this is key to our strategy. Key activity includes:

- **Development of London Games related content on [www.visitbrighton.com](http://www.visitbrighton.com)** – this will be ongoing to include news / updates / events / travel information etc.
- **Increase in social media activity relating to key events (Torch Relay / Boat Project / Stories of the World Gallery etc)** – this will be ongoing, with focus in the weeks up to each event.
- **Feeding B&H's London 2012 activity into regional / national channels** – this will be ongoing with expected peaks in late 2011 (when "What's On in 2012" round ups are produced) and early 2012.
- **Hosting of national and international media** – this will be ongoing, with an expected increase in media visits for press in early 2012, and broadcast media in spring / early summer 2012 (up to and including the Games period). NOTE: We are already working with a major Asian broadcaster to facilitate a travel programme that will be broadcast in Japan / South Korea and China in the run up to London 2012. We are co-ordinating and arranging the filming ideas / itinerary for the Brighton shoot

which is scheduled to take place in March 2012. This will include a Japanese or Korean celebrity visiting Brighton & Hove.

- ***Delivery of photographic imagery / video content to media*** – this will be ongoing, with an anticipated rise in early 2012.
- ***Communicating with VisitBrighton Partners to ensure they are aware of London 2012 Games related events and activities.***

## Show case of London 2012 related projects

### The Olympic Torch Relay

The Olympic Torch Relay will come to Brighton & Hove on **Monday 16 July 2012** as it tours the country before the 2012 Games.

Brighton & Hove is one of around 70 celebration locations chosen to represent iconic aspects of the UK. Join the celebratory evening event on Hove Lawns staged by LOCOG and the Presenting Partners, Coca-Cola, Lloyds TSB and Samsung which will also reflect the local cultural and sporting scene. The event will end with the lighting of a cauldron from the Olympic Flame.



### Brighton & Hove Olympians and Paralympians

The city has a number of athletes hoping to compete at the London 2012 Games. Watch out for Paralympians: Sophia Warner (athletics), Ben Quilter (judo), Simon Munn (wheelchair basketball) and Olympians: Sophie Johnstone (judo) and Charlotte Woodliscroft (open water swimming).

[www.brighton-hove.gov.uk/2012](http://www.brighton-hove.gov.uk/2012)

### Stories of the World

An innovative new world culture gallery will open at Brighton Museum and Art Gallery on 23 June 2012. This is a partner project in the Stories of the World programme, an official part of the London 2012 Festival. Young people's voices are being gathered in different ways to offer visitors to the gallery new routes into the exciting and unique collections from Africa, Asia, the Americas and the Pacific, alongside contemporary art and artefacts.

[www.brighton-hove-pmi.org.uk](http://www.brighton-hove-pmi.org.uk)

### Personal Best

Personal Best is a training and volunteering programme inspired by 2012 for people who are not in work or education, but would like to gain opportunities to volunteer in their community and at the same time improve their confidence, skills and chances of getting a job. Olympian Jonathan Edwards supports the course run by Alton in the Community.

[www.personalbestprogramme.co.uk](http://www.personalbestprogramme.co.uk)



### World Host

City College Brighton & Hove is launching brand new one-day customer service courses called "WorldHost", offering gold medal standard in customer service training and delivery. The quality of frontline customer service is paramount to the success and strategic growth of any business and with over 500,000 visitors from around the globe linked to the London 2012 Games, make sure your business has its moment to shine by providing outstanding customer care.

[www.cb.ac.uk](http://www.cb.ac.uk) or 01273 667756, option 2

### Volunteering

Being a London 2012 Games Maker is a great way to take part in the Games, but there are plenty of other ways to get involved in one of the many volunteering opportunities in the city.

Find out more: [www.brightonhove.gov.uk/2012volunteering](http://www.brightonhove.gov.uk/2012volunteering)

Could you offer "Games Inspired" volunteering opportunities that will:

- **benefit** your local community now and/or in the future
- **demonstrate** a link to the 2012 Games
- **express** the Olympic and Paralympic Games values of friendship, courage, determination, excellence, equality, respect and inspiration

<http://volunteering.brighton2012.wordpress.com>

## Get inspired...

Autumn / Winter 2011

## Brighton & Hove

10.11.12



2791 produced by [www.graphicdesignteam.org.uk](http://www.graphicdesignteam.org.uk)  
 Photographers: Jim Fife, Simon Beck, Andrew Edwards, LOCOG, Stephen Lawrence, Lone Twin, Andy Sumney, Matthew Andrews, KickCrack @ you go paper, Mike Addison, C. Furtner

## Serious training has already begun for our Olympic and Paralympic hopefuls to gain a place in their chosen sport at the greatest sporting event in the world.

They are all looking for their moment to shine, to perform their personal best and become an Olympic or Paralympic champion.

With under a year to go to the London 2012 Games, we are inviting you to be inspired to take part in our Brighton & Hove 2012 Programme and over the year achieve your personal best. Take a look at some of the amazing projects that are taking place this autumn and winter in the run up to the Games that will give you the opportunity to be creative, learn new skills and get active.

Create your own moment to shine...

For more information on how to get involved and inspired by the largest sporting event in the world

[www.brighton-hove.gov.uk/2012](http://www.brighton-hove.gov.uk/2012)





**1 September**  
**– 29 November**

**World Host programme**  
 Brighton & Hove City College  
 (see over) [www.ccb.ac.uk](http://www.ccb.ac.uk)

**3 September**  
**– 3 December**

**The Five Rings Walks**  
 A series of walks inspired by London 2012  
[www.brighton-hove.gov.uk/fiveringswalks](http://www.brighton-hove.gov.uk/fiveringswalks) 01273 294596

**2 October**

**All Nations Beach Volleyball Tournament**  
 at Nivea Sun Yellowwave  
[www.yellowwave.co.uk](http://www.yellowwave.co.uk)



**2 October**

**The Argus Achievement Awards**  
 recognise local people's selfless, brave, generous, innovative, hard working or ethical actions during the past year. This year the Awards include categories from Brighton & Hove City Council's Public Service Awards.  
[www.theargus.co.uk](http://www.theargus.co.uk)



**28 October**

**Girls Get Active Day** King Alfred Leisure Centre  
[Emma.greenough@brighton-hove.gov.uk](mailto:Emma.greenough@brighton-hove.gov.uk)  
 01273 292569



**22 – 24 November**

**Oska Bright Film Festival**  
 The world's first and only short film festival that is managed and presented by people with learning difficulties showing their films, screening films from around the world on the Olympic and Paralympics theme.  
[www.oskabright.co.uk](http://www.oskabright.co.uk)



**Brighton & Hove Primary Schools Language and International Project**

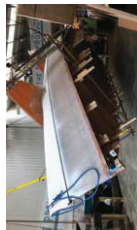
Olympian Mark Coviell joined the city's primary school children at their annual celebration day as they gave wood donations to The Boat Project. Thanks to The Fedora Group children also learnt how to become puppeteers, performing their puppet skills to their audience in French or Spanish.

This project has won an Inspire Mark for using language learning as a way of involving the city's children in the Olympic and Paralympic journey.



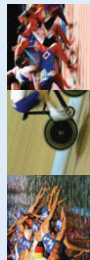
**Lone Twin – The Boat Project**

One of 12 Cultural Olympiad commissions across the country supported by Arts Council England and Legacy Trust UK, The Boat Project will build a seafaring boat built of wood donated by the local community. Its maiden voyage will start with a week long residency at the 2012 Brighton Festival.  
 Visit The Boat project team on White Night on 29 October 2011.  
[www.lonetwin.com](http://www.lonetwin.com)



**25 September**

**The Brighton Triathlon**  
 Swim, Bike, Run  
[www.theoriginalbrightontriathlon.co.uk](http://www.theoriginalbrightontriathlon.co.uk)



**12 September**

**City Sport & Physical Activity Awards nominations close**  
 Brighton & Hove City Council invites nominations for the 4th annual celebration of the city's sporting heroes. Nomination forms are available online at [www.brighton-hove.gov.uk/citysportsawards](http://www.brighton-hove.gov.uk/citysportsawards) or email [sports.info@brighton-hove.gov.uk](mailto:sports.info@brighton-hove.gov.uk) or call 01273 292724

**11 – 14 October**

**Run around the World Schools Challenge**  
 Holly.freeman@groundedevents.co.uk  
 01273 201262

**12 October**

**Launch of the 2012 Sport and Physical Activity Grants scheme.**  
[www.brighton-hove.gov.uk/2012grants](http://www.brighton-hove.gov.uk/2012grants)

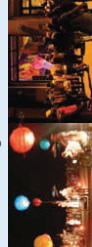


**20 November**

**Brooks 10km run**  
 The Brighton 10K starts and finishes in Madeira Drive  
[www.brooksbrighton10k.co.uk](http://www.brooksbrighton10k.co.uk)

**29 October**

**White Night**  
 The festival that offers you the opportunity to do something different in the middle of the night returns from dusk till dawn.  
[www.whitenightmuitblanche.com](http://www.whitenightmuitblanche.com)



**21 December**

**Burning of the Clocks**  
 Burning the Clocks is an antidote to the excesses of a commercial Christmas. This event combines a family lantern parade on the winter solstice with a high quality fire show and fireworks for the whole city.  
[www.samesky.co.uk/celebrate/burning-the-clocks](http://www.samesky.co.uk/celebrate/burning-the-clocks)

**Nivea Sun Yellowwave – Registered Pre-training Camp Venue**

The UK's only permanent beach sports venue of its kind, Nivea Sun Yellowwave is still in conversation with National Governing Bodies about using the facility as a pre-training camp. Meanwhile the venue is offering its usual programme.  
[www.yellowwave.co.uk](http://www.yellowwave.co.uk)

**Get Set**

Is your school making the most out of the London 2012 Olympic and Paralympic Games? Get Set, the official London 2012 Education Programme, offers children and young people the chance to play their part in the London 2012 Games. Look out for Get Set goes global in the autumn.  
[www.london2012.com/getset](http://www.london2012.com/getset)

# CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

## Agenda Item 26

Brighton & Hove City Council

Subject: **Brighton & Hove Triathlon – 15<sup>th</sup>/16<sup>th</sup> September 2012**

Date of Meeting: **Tuesday 6<sup>th</sup> September 2011**

Report of: **Strategic Director Communities**

Contact Officer: **Jayne Babb** Tel: **290372**

E-mail: [jayne.babb@brighton-hove.gov.uk](mailto:jayne.babb@brighton-hove.gov.uk)

Wards Affected: All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 To seek in principle for Limelight Sports to stage a major new triathlon event in Brighton & Hove with the potential for this to become one of the largest and most successful triathlons in the UK. The principle aim of the triathlon will be to encourage new people into the sport which will be created in such a way that *anyone* can take part with innovative ideas to encourage them to do so.

#### 2. RECOMMENDATIONS:

- 2.1 To grant 'in principle' agreement to stage the inaugural 2012 triathlon on Madeira Drive Brighton seafront over the weekend of the 15<sup>th</sup>/16<sup>th</sup> September 2012 for up to 5-6,000 competitors in year 1.
- 2.2 To authorise officers to enter into formal agreement with the event organisers to determine fees, levels of support and event conditions as appropriate.
- 2.3 To bring final event details, date, routes, road closures, event fee and to grant landlord's consent to a future meeting of CMM CRT.

#### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The aim is to create a triathlon which gives participants the flexibility of focusing just on participating in the event or enjoying an entire weekend with friends and family in Brighton.
- 3.2 The event would be held over a weekend – on 15<sup>th</sup>/16<sup>th</sup> September 2012 with a whole weekend of activity including an exhibition area where local traders can exhibit/sell their produce.

3.3 Limelight the event organiser are asking for initial 'in kind' support in year one from Brighton and Hove City Council and its partner agencies, as a starting point Limelight have requested the following:

- Free use of Madeira Drive for the duration of the event including set up and break down
- Advanced warning notices for the event and any road closures required
- Police support regarding crowd control
- A Temporary Structures Licence
- Road closures (e.g. TMO and parking bay suspensions)
- Lifeguard support
- Cleansing

However all of the above would be subject to negotiation and final agreement between Brighton & Hove City Council and its partner agencies with final event details being subject to agreement at the December CMM.

### 3.4 **Event overview**

Limelight will create a new 'must do' triathlon in the UK. Limelight will aim to overcome many of the perceived barriers to triathlon which are typically – swimming in open water, the cost of the event and the amount of equipment required – in the following ways:-

- Create an 'Easy Tri'
  - Options to hire all equipment on.
  - Partner with a wet suit provider to give low cost wet suit hire.
  - Partner with a cycle outlet.
- 'Pick and mix'
  - Possibility to enter just 1/2 of the 3 events.
  - Entry fee is the same no matter how many events you do.
  - Relay option – particularly aimed at the corporate market.
- "Sea Swimming is scary" – overcome this perception by:-
  - Profile attractions of Brighton's sea front and healthy benefits of sea swimming.
  - Partner with RNLI to reinforce safety aspects of swim.
  - Encourage local people to do short programmes through a local swim club.
- "Triathlon is expensive"
  - Will look to create a low cost (but high quality) triathlon entry structure.
  - Through a cycle partner there will be options to hire a bike at the event.
  - Bike doctors would be available around the bike course for puncture repairs.



### 3.5 **Target audience**

It is anticipated that in year 1 the audience will largely be drawn from London and the South-East but a big emphasis will be put on attracting overseas visitors, particularly from Germany, France, Switzerland and Austria.

3.6 It will also cater for the serious triathlete but will create an event that is especially appealing to new participants – Limelight anticipates the split to be 50/50 existing triathletes/newcomers to triathlon with a focus on the 16 – 34 age range.

3.7 It is proposed that there would be several distances of triathlon on offer, a sprint distance, Olympic distance and relay format. Locations and routes would be agreed in conjunction with Brighton and Hove City Council. The aim would be to keep all road closures to a minimum and work closely with highways to minimise the impact on the City.

3.8 Limelight Sports is the company behind the creation of many of the UK's highest profile grassroots sports and physical activity events and programmes such as Nike Run London, Swimathon, Sainsbury's Sport Relief Mile,

3.9 Limelight Sports is unique in exclusively focusing on the creation and delivery of grassroots sports and physical activity projects. Brighton & Hove City Council have worked with Limelight to deliver three Sport Relief running events on Madeira Drive.

### 3.10 **Benefits to the City of Brighton & Hove**

**Economic Impact** - Each triathlete typically travels with an average of 2 people (family, friends etc) and stays for 2 days in the host city of the event. The estimated economic impact: being £1.65m which supports 21.71 FTE's job opportunities. Additionally there is the spend of the event organisers to the local economy e.g. by using local suppliers. Local businesses would be invited to exhibit in the 'event village' helping to promote their local products to a wider UK and international audience

**Tourism** - The demographic of the participants is very similar to that of visitors to Brighton e.g. from Germany/Switzerland/Austria and France as well as attracting other nations such as the Spanish and Italians. Limelight would work closely with Visit Brighton, the South East Tourism Board and national networks to promote Brighton and to ensure as much coverage as possible for both the city of Brighton & Hove and the event itself.

**Brand** - The city of Brighton & Hove name/logo would appear on any major communications and on significant race branding. This increases the awareness of Brighton & Hove as an international sporting city and host city of a major event in the fastest growing sport in the UK.

### 3.11 **Sports Development**

Limelight would work with the council's sports development team to enhance the current programmes e.g. Active for Life and to work with the local athletic, swim and cycle clubs. This partnership could take the form of training programmes throughout the year that build up to the triathlon. The Active People's survey shows that the general trend of people being active is decreasing, so the aim would be to see an up turn in these numbers. Limelight would work with the councils 2012 coordinator looking at volunteering opportunities and also possible leadership schemes.

### 3.12 The organisers will be required to provide a full event management plan, which is to include:-

- Traffic Management Plan, to focus on public transport to and from the site, road closures, parking suspensions and active management of other road users that may be required as part of the road race elements of the event.
- Cleansing plan, for both the event site and the surrounding area which will be approved and signed off by officers from City Clean in advance of the event taking place.
- Full Risk Assessment including Fire Risk Assessment Plan to be signed off by East Sussex Fire & Rescue.
- Noise Management Plan if there is to be a PA system on site. Detailed noise management plan to be submitted to and approved by officers from the councils Environment Health & Licensing Division.

These plans will be reviewed by the Council and its partner agencies that form the operational event planning group. Should there be any significant safety issues that need addressing then this will be fed through to the City-wide Safety Advisory Group who oversee these major events.

## 4. **CONSULTATION:**

- 4.1 Subject to in principle agreement being granted to develop this proposal further full consultation will be carried out with statutory partners, ward councillors and residents.

## 5. **FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications

- 5.1 In accordance with the Outdoor Events Policy, fees are charged for commercial events and any costs incurred are the responsibility of the organiser. A deposit will be held to ensure that the Authority does not incur any costs that cannot be recovered and this deposit would only be released on reinstatement of the area to the satisfaction of the Authority. The organiser would also have to provide evidence of adequate insurance cover.

The fee for this event would be subject to negotiation and will be reported to a future Cabinet Member Meeting.

*Finance Officer Consulted: Michelle Herrington Date: 22/8/2011*

#### Legal Implications

- 5.2 The council is able to utilise Madeira Drive as an events venue for up to 28 days a year in accordance with section 77 of the East Sussex Act 1981.
- 5.2.1 The proposal is being put forward in accordance with the Outdoor Events Policy. The policy incorporates relevant considerations in respect of convention rights incorporated by the Human Rights Act 1998. The policy is clear that a balancing act is required between the competing interests of those who attend the events and those who do not wish to attend and consultation is suggested to ensure that this balancing exercise is properly carried out.
- 5.2.2 This is a preliminary report and a further report to a future CMM is proposed. The terms of the agreement with the events organiser and the ongoing consultation process should ensure that the event is properly managed and that disruption is kept to a minimum.

*Lawyer Consulted: Bob Bruce Principal Solicitor Date: 12/8/2011*

#### Equalities Implications

- 5.3 The Events programme caters for people from all sectors of the community. This event is specifically aimed at young people and adults however the Active People's survey shows that the general trend of people being active is decreasing, so the aim would be to see an up turn in these numbers. The Active People's survey shows that volunteering amongst females and over 55 year olds is increasing so the focus would be on encouraging the younger members of Brighton's population to volunteer.

There would be an emphasis on working with the local sporting clubs in Brighton & Hove and to look at schemes in conjunction with local stakeholders such as the primary care trust, sports college and such centres as the Yellow Wave beach volleyball centre, Brighton and Hove Albion in the Community. This might be in the form of hosting one part of the event, holding training events at their venues or providing easy to access training schemes for all levels of fitness but related to the triathlon.

#### Sustainability Implications

- 5.4 All events are planned and staged in accordance with the statutory powers and planning obligations set out in the Purple Guide and the council's event policy.
- 5.4.1 The council is committed to managing the risk and environmental impact including waste of all of its activities. Events that are hosted and staged in the

city are reviewed as part of our commitment to continuous improvement and in line with ISO14001 & BS8901 sustainable event management systems.

- 5.4.2 Event organisers will as part of the application process be asked to complete our Sustainable Event Statement SFO4 this gives us an early indication as to how they will manage the environmental impact of staging their event in the city. Under waste, there are five sections to be completed. As both the first council (BHCC) and Limelight as an independent agency to gain the BS8901 certification this would be core to all of the event implementation and stakeholder management. Limelight would assess the event with the aim of getting the event itself BS8901 accredited.

#### Crime & Disorder Implications

- 5.5 The City Safety Advisory Group has an overview of all the major events that take place in Brighton & Hove that have the potential to attract significantly large numbers of people. A protocol and good working partnerships between the council and emergency services are in place in the city and close agency working will be integral to both the planning and delivery of this event.
- 5.5.1 Statutory bodies are involved in both the consultation and planning of all major events.

#### Risk and Opportunity Management Implications

- 5.6 The event will be subject to a full site-specific risk assessment which is signed off by the relevant statutory bodies; other risks are detailed and addressed under sustainable event management.

#### Corporate / Citywide Implications

- 5.7 It is proposed that the event will take place on Madeira Drive, however another seafront location may be more suitable and this would be explored in more detail during the next stage of planning and reported back as part of the final event detail to a future CMM.

### **6. EVALUATION OF ANY ALTERNATIVE OPTION(S)**

- 6.1 Not applicable.

### **7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 Landlord's consent is required for the staging of all major events within Brighton & Hove on council-owned sites.

7.1.2 This event is a valuable addition to the sporting events calendar which is part of the 10.11.12 campaign to ensure that the cultural and sporting legacy of the Brighton & Hove Olympiad will:

- Improve the health and wellbeing of the city's residents
- Build and grow the city's cultural and sporting offer
- Deliver economic benefit to the city.

### **SUPPORTING DOCUMENTATION**

Documents in Members' Rooms:

1. None.

Background Documents:

1. Limelight Event Proposal.



# CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

## Agenda Item 27

Brighton & Hove City Council

<b>Subject:</b>	<b>British Heart Foundation – London to Brighton Night Ride 26<sup>th</sup> &amp; 27<sup>th</sup> May 2012</b>		
<b>Date of Meeting:</b>	<b>Tuesday 6<sup>th</sup> September 2011</b>		
<b>Report of:</b>	<b><i>Strategic Director of Communities</i></b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Jayne Babb</b>	<b>Tel:</b> 29-0372
	<b>E-mail:</b>	jayne.babb@brighton-hove.gov.uk	
<b>Key Decision:</b>	<b>Yes/No</b>	<b>Forward Plan No. (7 Digit Ref):</b>	
<b>Wards Affected:</b>	<b>All</b>		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 To seek landlord's consent for the British Heart Foundation to stage the London to Brighton Night Time Bike Ride in May 2012.

#### 2. RECOMMENDATIONS:

- 2.1 To grant landlord's consent to stage the first British Heart Foundation London to Brighton Night Bike Ride on 26<sup>th</sup> & 27<sup>th</sup> May 2012.
- 2.2 To authorise officers to enter into formal agreement with the event organisers and begin detailed multi-agency planning sessions to deliver a safe well managed event.

#### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The proposed event would start from London Clapham Common and finish on Madeira Drive Brighton. The riders would leave London between 1am and 2am and arrive in Brighton from 5am onwards. The route into the city from the border will be determined by BHCC highways division in consultation with our agency partners to ensure, minimum disruption and maximum safety. Madeira Drive will offer the usual event infrastructure i.e. temporary toilets, marquee, finish gantry with crowd control barriers, first aid and baggage and rider changing facilities. Madeira Drive would be cleared of all the above and revert back to public highway by mid morning on the 27<sup>th</sup> May. The British Heart Foundation (BHF) would also look to provide a transport service for the participants to transport participants from the Brighton and Sussex area to Clapham Common and participants from the London area back to Clapham Common. This will include exploring options for a suitable rail service.

- 3.2 The British Heart Foundation (BHF) was founded in 1961 by a group of medical professionals who were concerned about the increasing death rate from cardiovascular disease. Their aim was to raise money to help fund extra research into the causes, diagnosis, treatment and prevention of heart and circulatory disease.
- 3.3 The BHF mission is to save lives and over the next 10 years invest £50m in the most significant piece of heart research yet, via the Mending Broken Hearts Appeal. The BHF launched a major appeal in February 2011 to raise £50m to fund a new programme of research. Fundraising by the group is varied but they are well known for their cycling fundraising events. Their largest is the celebrated London to Brighton Bike Ride, now in its 31<sup>st</sup> year, which annually attracts 28,000 riders raising around £4m to beat heart disease.
- 3.4 With that in mind, BHF are proposing to organise the first official London to Brighton Night Ride, aiming to recruit 8,500 riders to raise funds for the BHF, this new event would complement the BHF's existing cycling portfolio rather than compete with their diverse range of cycling events.
- 3.5 The daytime London to Brighton Bike Ride is the BHF's flagship event. The event is incredibly popular and sells out in a matter of hours each year. It is at maximum capacity, so the BHF is currently unable to satisfy the demand for places on the event. Increasingly, riders have been requesting the earliest start time (in 2011, 12,000 riders asked to start at 6am. This represents 42% of the total riders). These participants are typically regular cyclists, who do not want to be caught up in the congestion of the family and fun riders who start later in the morning.
- 3.6 BHF have conceived the London to Brighton Night Ride in order to satisfy this group's demands, giving them the opportunity to cycle this iconic route in a smaller field and without the congestion of the main ride. They also know that 70 per cent of the London to Brighton Bike Ride participants are new to the event each year. By developing a Night Ride, they hope to be able to re-engage with these supporters and to further develop their relationship with the BHF and increase their Lifetime Value to the Charity.
- 3.7 BHF will work in partnership with Brighton & Hove City Council, to ensure that they maximise opportunities for delivering economic benefits to the City through additional visitors including staying visitors.
- 3.8 The event would be targeted to the broader London to Brighton audience who are aged over 18 years and would be specifically marketed to experienced cyclists (likely to be those who request the early London to Brighton times) who are confident in their own ability.
- 3.9 It is BHF's aim to educate the participants and improve their knowledge of best practice night cycling by creating a Rider Code of Conduct for the event, including equipment requirements and advice on how to minimise their risk of being involved in an accident whether they are at the event, training for it or simply cycling at night for their own purposes.



- 3.10 Safety will be a major factor when putting the detail of this event in place therefore prior to the event taking place the City Safety Advisory Group will want to see that all safety issues have been address thoroughly.
- 3.11 The organisers will be required to provide a full event management plan which is to include:
- Traffic Management Plan, to focus on public transport to and from the site
  - Cleansing Plan, for both the event site and the surrounding area which will be approved by officers from City Clean in advance of the event taking place
  - Full Risk Assessment including Fire Risk Assessment Plan to be signed off by East Sussex Fire & Rescue
  - Communications Plan
  - Emergency and contingency plan
  - Detailed event production schedule
  - These plans will be reviewed by the Council and its partner agencies that form the operational event planning group. Should there be any significant safety issues that need addressing then this will be fed through to the City-wide Safety Advisory Group who oversee these major events.
- 3.12 New events of this sort are broadly supported as they bring a number of benefits to the local area. Specifically they:
- Raise the national and international profile of Brighton and Hove as both a location for sporting events and as a destination for visitors to support the visitor economy.
  - Support the local economy and local employment. This event will generate approx £0.5m in additional income to the city's businesses.
  - Encourage the city's residents to be 'More Active, More Often'. This event would provide a major motivation for the city cycling clubs to register to take part and to raise much needed funds for the charity. It also coincides with the Olympic year.

#### **4. CONSULTATION**

- 4.1 Initial consultation has taken place with Police Forces from London through to Brighton and Hove to discuss this initial proposal
- 4.2 Internally, consultation has taken place with Environmental Health & Licensing and Highways.

- 4.3 Subject to consent being granted, there would be a requirement for further consultation with statutory agencies, ward councillor's, highways, local residents etc giving details of the event, dates, times etc which would all be carried out by the event organisers.

## **5. FINANCIAL & OTHER IMPLICATIONS:**

### **5.1 Financial Implications:**

- 5.1.1 In accordance with the Outdoor Events Policy, fees are charged for events and any costs incurred are the responsibility of the organiser. A deposit would be held to ensure that the Authority does not incur any costs that cannot be recovered and this deposit would only be released on reinstatement of the area to the satisfaction of the Authority. The organiser would also have to provide evidence of adequate insurance cover.
- 5.1.2 As this is a national registered charity BHF will be charged at the charity rate for the use of Madeira Drive. BHF will also pay all infrastructure costs on Madeira Drive as well as costs relating to the traffic management when the cyclists reach the boundary of Brighton and Hove.

*Finance Officer Consulted: Michelle Herrington*

*22/8/2011*

### **5.2 Legal Implications:**

- 5.2.1 The council is able to utilise Madeira Drive as an events venue for up to 28 days a year in accordance with section 77 of the East Sussex Act 1981.
- 5.2.2 The proposal is being put forward in accordance with the Outdoor Events Policy. The policy incorporates relevant considerations in respect of convention rights incorporated by the Human Rights Act 1998. The policy is clear that a balancing act is required between the competing interests of those who attend the events and those who do not wish to attend and consultation is suggested to ensure that this balancing exercise is properly carried out.
- 5.2.3 The terms of the agreement with the events organiser and the ongoing consultation process should ensure that the event is properly managed and that disruption is kept to a minimum.

*Lawyer Consulted: Bob Bruce, Principal Solicitor*

*Date: 12/8/2011*

### **5.3 Equalities Implications:**

- 5.3.1 The Events programme caters for people from all sectors of the community. This event is specifically aimed at proficient and regular cyclists linked with BHF charity saving lives appeal.

#### 5.4 Sustainability Implications:

- 5.4.1 All events are planned and staged in accordance with the statutory powers and planning obligations set out in the Purple Guide and the council's event policy.
- 5.4.2 The council is committed to managing the risk and environmental impact of its activities. Events that are hosted and staged in the city are reviewed as part of our commitment to continuous improvement and in line with ISO14001 & BS8901 sustainable event management systems. Event organisers will as part of the application process be asked to complete our Sustainable Event Statement SFO4. As part of the monitoring process these forms are reviewed with organisers to identify areas for improvement as well as highlighting good practice.
- 5.4.3 The management of waste and its effective and responsible collection and disposal will be detailed in full in the Sustainable Events Statement – Outdoor Events (SF04). This document is completed by event organisers and gives us an early indication as to how they will manage the waste generated. There are five sections to be completed under waste management.

#### 5.5 Crime & Disorder Implications:

The City Safety Advisory Group has an overview of all the major events that take place in Brighton & Hove that have the potential to attract significantly large numbers of people. A protocol and good working partnerships between the council and emergency services are in place in the city and close agency working will be integral to both the planning and delivery of this event.

The Police are involved in both the consultation and planning of all major events.

#### 5.6 Risk and Opportunity Management Implications:

- 5.6.1 The event will be subject to a full site-specific risk assessment which is signed off by the relevant statutory bodies.

#### 5.7 Corporate / Citywide Implications:

- 5.7 The event will take place on Madeira Drive – a council owned highway and event space.

### **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 Not applicable.

## **7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 Landlord's consent is required for the staging of all major events within Brighton & Hove on council-owned sites.
- 7.2 This event is a valuable addition to the events calendar.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

- 1. None.

### **Documents in Members' Rooms**

- 1. None.

### **Background Documents**

- 1. Event proposal from the British Heart Foundation.

# CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

## Agenda Item 28

Brighton & Hove City Council

**Subject:** Brighton Marathon  
**Date of Meeting:** Tuesday 6<sup>th</sup> September 2011  
**Report of:** *Strategic Director of Communities*  
**Contact Officer:** Name: **Jayne Babb** Tel: **29-0372**  
E-mail: jayne.babb@brighton-hove.gov.uk  
**Key Decision:** Yes/No Forward Plan No. (7 Digit Ref):  
**Wards Affected:** All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Grounded Events Company (GEC) is currently planning to deliver their third marathon event which will be taking place on April 15<sup>th</sup> 2012. The Grounded Events Company now have a proven track record of delivering a safe, well managed event for thousands of participants who register each year to run for a charity of their choice. GEC have requested to enter into a formal contractual agreement with Brighton & Hove City Council that will set out their obligations, terms and conditions for the next three years.

#### 2. RECOMMENDATIONS:

- 2.1 To authorise officers to enter into a formal contractual three year agreement with the event organisers the Grounded Event Company.
- 2.2 To grant Landlord's consent to stage a marathon in Brighton and Hove in 2012, 2013 and 2014.

#### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The inaugural Brighton Marathon organised by the Grounded Event Company took place in Brighton & Hove on Sunday, 8<sup>th</sup> April 2010. The second Brighton Marathon took place on Sunday, 10<sup>th</sup> April 2011. Both events proved to be a great success for both the participants and for the City. The agreed course takes in a fair proportion of the City from Preston Park to Madeira Drive. The main element of the race is open to participants from any background and any ability with runners raising money for national, regional and local charities. Next year's event has already registered and accepted 18,000 entries with an anticipated 12,000 people running.

- 3.2 The proposed three year agreement would look to set out terms, conditions and authorise GEC to stage a marathon in Brighton and Hove in each of the calendar years 2011, 2012 and 2013 on specific dates per year.
- 3.3 The format and route for the 2012 marathon will remain the same. Representatives from the Multi-agency Planning Group and the Safety Advisory Group expressed their continued support, congratulating the organisers on a positive, safe, well managed event.
- 3.4 A formal contract to cover the next three years will provide GEC with the backup to be able to approach new sponsors to the event and the ability to possibly negotiate a two or three year agreement to secure a main sponsor. The agreement would provide a level of confidence in both the event and the host city. The event already compares well with some of the worlds biggest, oldest and most respected marathons in the country.
- 3.5 At a local level the marathon brings together the local community who have turned out for the past two years to line the 26.2 mile route to cheer on family, friends and runners.
- 3.6 The Brighton marathon supports over 230 charities at a national and regional level as well as having a number of designated official charities. Last year the marathon supported local charities; Teenage Cancer Trust; The Rocking Horse Appeal; Sussex Air Ambulance; Friends of Downsview School, to name a few.
- 3.7 **Benefits –**
- This event will help to raise the national profile of Brighton and Hove as both a location for sporting events and as a destination for visitors to support the visitor economy.
  - The marathon supports employment in the city and creates seasonal job opportunities for local people.
  - The primary aim in Sport & Leisure is to encourage the city's residents to be 'More Active, More Often'. This event provides a major motivation for the city running clubs and independent runners to register, take part and to raise much needed funds for charities.
  - A direct economic benefit in the order of £3.6m, largely through hotel, restaurant and retail spend.
  - The marathon has proved to be a major contribution to the City's sporting legacy for the 2012 Olympics.
- 3.8 Even with a contract in place, GEC will still be required to have a full event management plan for each event over the next three years and to carry out consultation with the Multi-agency Planning Group, Ward Councillors and residents, as they have done for previous events.

#### **4. CONSULTATION**

- 4.1 Internal consultation will take place with officers, Legal Services, Tourism & Leisure and representatives of the Grounded Event Company.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 5.1 Any cost relating to the drawing up of the contract will be born by each party.

Fees and charges relating to the event will be detailed in the contract which will be agreed and signed by both parties and will be binding for the next three years.

*Finance Officer Consulted: Michelle Herrington*

*Date: 25/08/11*

##### Legal Implications:

- 5.2 The agreement will so far as possible reflect the previous contractual arrangements, including the process for temporary road closures and diversions.

*Lawyer Consulted: Bob Bruce*

*Date: 23/08/11*

##### Equalities Implications:

- 5.3 The marathon is a mass participation event for both runners and spectators which would take place throughout the City. There is the opportunity for the organiser to promote the event to involve as wide a range of local individuals and groups as possible to take part, spectate or benefit from the money raised for charities.

##### Sustainability Implications:

- 5.4 All events are planned and staged in accordance with the statutory powers and planning obligations as set out in the outdoor events policy.

##### Crime & Disorder Implications:

- 5.5 Safety Advisory Groups have been convened for all major outdoor events taking place in Brighton and Hove that have the potential to attract significantly large numbers of people. A protocol between the council and emergency services was agreed in 2004 and will be used for this event. The Police are involved in both the consultation and planning of all major events.

Risk and Opportunity Management Implications:

5.6 The event will be subject to a full site-specific risk assessment.

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

6.1 Not applicable.

**7. REASONS FOR REPORT RECOMMENDATIONS**

7.1 The benefits of the Marathon event to the city are stated in the body of the report under 3.7. A three year agreement would increase the potential for the further success of the event.

**SUPPORTING DOCUMENTATION**

**Appendices**

1. None.

**Documents in Members' Rooms**

1. None.

**Background Documents**

1. None.



# CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

## Agenda Item 29

Brighton & Hove City Council

**Subject:** *Libraries Consultation – Systems Thinking Approach*  
**Date of Meeting:** 6 September 2011  
**Report of:** *Director of Communities*  
**Contact Officer:** Name: **Sally McMahon** Tel: **29-6963**  
E-mail: [sally.mcmahon@brighton-hove.gov.uk](mailto:sally.mcmahon@brighton-hove.gov.uk)  
**Key Decision:** No Forward Plan No.  
**Wards Affected:** All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 The purpose of the report is to update the Cabinet Member on the results of recent libraries consultation and to agree the action plans arising from this work.
- 1.2 This report highlights the main findings from a project to apply a systems thinking approach to libraries services review, where the customer is engaged in a conversation with open questions, as opposed to the more traditional survey approach where the questions are mainly closed with a range of predetermined answers suggested.
- 1.3 Managers and staff spoke with 2,328 people between May and September 2010 and the results were analysed to see where the service had failed to meet either the demands from customers or their values. The purpose of focusing on failure demand and value is to help the service identify the main areas on which to focus improvement activity.
- 1.4 The results of the systems thinking review shows that Brighton & Hove Libraries satisfy a significantly high number of the demands (87.2%) and values (89.8%) placed on it. However, there is a small but important 12.6% of demands and 7.9% of values not being achieved and where services can be improved. The action plan developed as part of this review focuses on ways to reduce that failure demand or value.
- 1.5 This customer research is part of a comprehensive approach to consult with users and non-users and to identify the library needs of people in the city. The range of methods used include: regular user surveys in libraries, and also online; community engagement activity to identify the needs of specific communities; customer comments and complaints; feedback from events and activities; city wide residents' survey; public meetings related to specific developments.

## **2. RECOMMENDATIONS:**

- 2.1 To note the results of the review of libraries services using a systems thinking approach.
- 2.2 To approve the actions to improve Libraries Services as outlined in section 3.9 and appendix 1.

## **3. RELEVANT BACKGROUND INFORMATION**

- 3.1 With training and support from Vanguard Consulting Ltd., paid for by the Museums, Libraries and Archives Council, the Libraries Service in Brighton & Hove started Systems Thinking work during 2010 in order to better tailor services to the needs of customers. This report is the result of the first phase of this Systems Thinking work ("Check") which comprised of questioning a range of customers and some key flow work to identify how resources are used to meet customer's demands.
- 3.2 Systems Thinking is a very different approach from the traditional survey work undertaken by the library service. In a survey, the questions are mainly closed and already pre-determined and a range of answers suggested. Thus the customer is restricted to only responding on certain topics and only within a certain range of answers. With Systems Thinking the customer is engaged in conversation with open questions. Thus they can talk freely about anything that is particularly important to them about the service. Staff record their responses in the customer's own language where possible so as not to lose the true essence of what they have said.
- 3.3 It is clear from what customers said that libraries are not just a transaction-based service. Many customers visit libraries because they value libraries, for example as a communal space and for social reasons. Thus the values that customers said they attach to libraries were analysed to the same depth as their direct demands on the service.
- 3.4 The top 80% of things that customers had come into the library for were:
  - Borrowing or using stock (48.8%)
  - Using ICT facilities (10.7%)
  - Gaining information and studying, including researching jobs (7.4%)
  - Meeting friends, bringing children in to play and read, and using the library as a community space (5.8%)
  - To sit and read or write (5.0%)
  - To attend an event or activity (3.2%)
- 3.5 The top 80% of things that customers said they valued about their libraries were:
  - Being able to borrow from a good selection of stock (21.6%)
  - Having a nice environment – nice building with good facilities which is welcoming, relaxing and family friendly (18.9%)
  - "I love everything about my library" (14.0%)
  - The library is part of their local community (12.9%)

- Welcoming and helpful staff (8.8%)
  - Services are free (5.0%)
  - Availability of ICT facilities (3.6%)
- 3.6 The results were analysed to see where the service had failed to meet either the demands from customers or their values. A failure is counted where the service failed to provide what the customer expected on the first contact, or where libraries currently do not provide the service. Also, for the purposes of analysis, customers expressing a fear of cuts in the service were counted as a “Failure”.
- The service failed to meet 12.6% of demands made on it
  - The service failed to meet 7.9% of customer values
- 3.7 The results show clearly that libraries are not monolithic and that customers in different libraries make different demands of the service and have differing values. The main differences in demands on the service were:
- Jubilee Library had a more than 10% lower proportion of demands for stock relative to the demands for other services compared with the other libraries in the city
  - Jubilee Library had the highest proportion of demands for gaining information and studying, including researching jobs. Connected to this Jubilee also had by far the highest proportion of customers wanting to sit and read or write.
  - Jubilee Library had the highest proportion of demands for meeting friends, bringing children in to play and read, and using the library as a community space. Community libraries came second on this and Hove had a much lower proportion (half that of community libraries).
- 3.8 There were much bigger differences shown in the responses from customers in different libraries about what they value in the service. The main differences being:
- Customers in the Community Libraries placed their highest value in the library as an integral part of their local community. Their next highest values were the quality of service they received from staff and that services were free.
  - Customers in Hove Library often said “I love everything about my library” without being more specific. They also placed high value on a peaceful, relaxing and friendly environment.
  - Customers in Jubilee Library most valued being able to borrow from a good range of stock. This was closely followed by valuing the building itself for its space and ambience, and finding it a peaceful and relaxing place to be.
- 3.9 The service will be working to improve the small, but important, percentage of demands and values that were failures. Cutting down on failures also cuts down on wasted work putting those failures right. The key recommendations of this report are that:
- Improve range of stock supplied, as well as the processing and flow of stock between libraries

- Seek opportunities to improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries
- Review all library opening hours to better meet community need
- Modernise the ICT facilities, providing WiFi at Jubilee Library and changing the PC booking system to allow longer time slots
- Train and support staff to give a consistent standard of service
- Deploy staff to mirror customer demand at different times so that customers are well served, and staff less stressed
- Review and change the flow of back-office work to ensure that it directly supports the front-line offer in ways that are of value to customers. This will improve the service to the customer while cutting down on waste.

A copy of the detailed action plan is in Appendix 1

#### **4. CONSULTATION AND ENGAGEMENT**

- 4.1 The consultation was carried out between May and September 2010 across all service points including the mobile library. 2,328 people were asked, mainly users in libraries but also including outreach to community locations and events, and a web questionnaire. In this way the work covered non-users as well as current customers. 9,011 comments were captured overall.
- 4.2 The library customers were engaged in conversation with two open questions:
- What have you come into the library to do today? (Demands)
  - What do you value about libraries? (Values)
- 4.3 In addition to engaging customers in conversation, a system of Post-It notes was used in Jubilee Library to find out the views of customers who are difficult to reach. This was found to be particularly useful in reaching young people, those with mental health issues and those who preferred not to have their study or ICT time interrupted.
- 4.4 Staff also attended several outreach events in the community where further data was collected, including from non-library users and there was also an online questionnaire on the council website.
- 4.5 Enquiries coming in through the back-office service points (telephone, email and the national “Enquire” online system) were looked at.
- 4.6 In addition to the customer comments, managers spent time observing the front line, looking at the flow of work and finding out from front-line workers what helps and what hinders their giving a good service to customers.
- 4.7 A draft of this report was shared with other departments in the council who have done Systems Thinking work in order to gain a critical review of this work.

## 5. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 5.1 The actions proposed are expected to improve efficiency, the customer experience and deliver improved value for money. Implementation of a number of the actions is underway funded from the current budget. The proposals arising from the review of opening hours and seeking options for redevelopment/refurbishment of libraries will be considered in the new three year Libraries Plan which will be consulted on in the autumn and reflected in revenue and capital budget strategies.

Finance Officer Consulted: Anne Silley      Date: 2 August 2011

### Legal Implications:

- 5.2 There are no direct legal implications arising from this report.

Lawyer Consulted: Bob Bruce Principal Solicitor      Date: 12 August 2011

### Equalities Implications:

- 5.3 Programme of consultation and improving Libraries Services is part of an equalities strategy to widen access for all, and in particular to target services to the priority groups identified by the council. An equalities impact assessment has been completed on this research, and the improvements proposed will benefit all service users and in particular children and families, including loan parents; unemployed people; disabled people, and some targeted groups such as LGBT.

### Sustainability Implications:

- 5.4 *Sustainable Consumption and Production* : No implications  
*Climate Change and Energy*: No implications.  
*Natural Resource Protection and Environmental Enhancement*: No implications.  
*Sustainable Communities*: The involvement of local people in identifying improvements in services is one way libraries engage the community. The research has highlighted the important role of libraries in local communities including the community around Jubilee Library.

### Crime & Disorder Implications:

- 5.5 There are no crime and disorder implications.

### Risk and Opportunity Management Implications:

- 5.6 There is a risk that regular surveys may raise expectations which cannot be delivered within the current economic climate.

Corporate / Citywide Implications:

- 5.7 Consulting with library users supports the corporate priority to have 'Open and Effective Leadership' as it helps involve and engage local people in decisions about their local library services.
- 5.8 Improving Library Services will support the corporate priority to 'Reducing inequality by increasing opportunity', as they help increase opportunities through access to information and computer facilities, supporting learning and skills development, and broadening cultural understanding in the community.

Public Health and Wellbeing Implications:

- 5.9 Libraries deliver health and wellbeing information services, and Improvements to these services will benefit the wider community.

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

No other options considered.

**7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 To improve the quality of libraries services, increase library use and to deliver better value for money.

**SUPPORTING DOCUMENTATION**

**1. Appendices:**

Action Plan – extract from full report

**2. Documents In Members' Rooms**

Consultation using Systems Thinking Approach Report August 2011

**3. Background Documents**

None

## Recommendations and Action Plan

Recommendations	Actions	Measures of success	Lead Officer(s) and Time
<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Flow of stock – look at time to deliver new titles to libraries. This includes looking at the Bibliographic Service Provider’s supply times, our processing and moving the stock to community libraries via courier.</li> <li>▪ Flow of stock – look at time taken to deliver Reservations to libraries. This includes looking at our processing, the courier service route and the effect of Bank Holidays on delivery times.</li> <li>▪ Broaden the range of stock of all types, especially at community libraries, and cut out duplication of Adult Fiction titles (unless needed eg large print and normal print copies). Ensure that the selection profiles reflect the need for a broad range of stock.</li> <li>▪ Where there is a series of books, ensure that we have the complete series as customers find missing books in a series frustrating (happens a lot with Children &amp; Young People’s stock)</li> <li>▪ Stock layout – Experiment with taking out crime, and possibly sci-fi and romance, Adult Fiction into their own areas at a few community libraries and see how customers react, with a view to rolling</li> </ul>	<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Stock Project</li> <li>▪ Courier Project</li> <li>▪ Rewrite stock profiles and ensure that Bertrams’ buyers understand the new specifications</li> <li>▪ Use Engage software to identify problems with serials. Inform the Bibliographic Service Provider of failures.</li> <li>▪ Experiment with Crime genre separately shelved in one or two libraries and monitor customer responses. Rollout more genres/other libraries dependant on</li> </ul>	<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Stock Project report and action plan completed</li> <li>▪ Courier Project report and action plan completed</li> <li>▪ Stock Project report and action plan completed</li> <li>▪ Reduction in number of missing copies from series</li> <li>▪ Body of evidence from experiments for use in informing further</li> </ul>	<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Stock Project Manager to be appointed (Autumn 2011)</li> <li>▪ Courier Project Lead to be appointed (Autumn 2011)</li> <li>▪ Stock staff and Stock Project Manager (December 2011)</li> <li>▪ Stock staff (March 2012)</li> <li>▪ Stock staff and library managers (March 2012)</li> </ul>

<b>Recommendations</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Lead Officer(s) and Time</b>
<p>out to all libraries if customer reaction is positive.</p> <ul style="list-style-type: none"> <li>▪ Ensure that stock shelving and shelf tidying is done consistently so as to reduce the number of reservations that are failure demands on the service. This is particularly important at Jubilee Library.</li> <li>▪ Provide better central support from Jubilee Library to Hove Library and the Community Libraries from the managers with stock responsibilities.</li> <li>▪ Stock online services - Ensure that all items on the catalogue that are never likely to be available to customers are not seen on the public OPAC (ie the public catalogue in libraries and on the website) – customers do not like messages like “bring repaired since 2007” or “out of circulation”</li> </ul>	<p>responses.</p> <ul style="list-style-type: none"> <li>▪ Review Jubilee Library timetabling to ensure effective use of Library Officers and Assistants for shelving and to free managers’ time at regular intervals for supporting other libraries.</li> <li>▪ Change the necessary parameters in Spydus to hide unavailable stock and either set this up to be automated or set up a regular manual review to keep the data up to date.</li> </ul>	<p>work</p> <ul style="list-style-type: none"> <li>▪ Reduced failure demand for reservations</li> <li>▪ Improved stock in community libraries and Hove</li> <li>▪ Unavailable stock hidden</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operations and Service Development Managers (December 2011)</li> <li>▪ Stock and library Service Development Managers (December 2011)</li> <li>▪ ICT manager (December 2011)</li> </ul>
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>▪ Improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries.</li> <li>▪ To reduce the level of complaints about noise, staff should be encouraged to challenge inappropriate noise (eg. someone speaking very loudly on a mobile phone, a child running around screaming loudly, responding quickly to the alarm system, etc.).</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>▪ Seek opportunities to improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries.</li> <li>▪ Managers to ensure that staff understand that it is an expectation that they should challenge inappropriate noise.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced number of complaints and failures due to environment.</li> <li>▪ Reduced number of complaints</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library Management Team (ongoing)</li> <li>▪ All managers (October 2011)</li> </ul>



<b>Recommendations</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Lead Officer(s) and Time</b>
<ul style="list-style-type: none"> <li>▪ Provide a toilet and baby changing facility in every library.</li> <li>▪ Provide sufficient space for parents and children, with toys to play with, in every library.</li> <li>▪ Review use of space in Jubilee – seating and tables versus use for stock and activities. In the months leading up to exams use the Learning Centre as an extra quiet space for study with extra seats and tables.</li> <li>▪ Review the use of space in other libraries to ensure sufficient study and seating space.</li> <li>▪ Provide refreshments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide toilet and baby changing facilities when refurbishing or redeveloping any libraries.</li> <li>▪ Courier project needs to look at the movement of toys between libraries. If a wider distribution of toys is felt desirable, a larger toy budget would be needed.</li> <li>▪ Investigate the use of the Learning Centre in Jubilee Library as an extra quiet space for study with extra seats and tables.</li> <li>▪ Review the use of space in libraries.</li> <li>▪ Introduce refreshments in Jubilee Library.</li> <li>▪ Review how best to provide refreshments in all other libraries.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased facilities</li> <li>▪ Improved movement of toy stock across the city</li> <li>▪ Extra seating and tables available during the exam period</li> <li>▪ Review completed</li> <li>▪ Refreshments available in all libraries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Neighbourhood &amp; Enterprise Manager (ongoing)</li> <li>▪ Courier Project Lead (March 2012)</li> <li>▪ Marketing &amp; Income Manager and Libraries Facilities Manager (September 2011)</li> <li>▪ Service Development Managers (December 2011)</li> <li>▪ Library Managers (Jubilee July 2011, review other libraries by Dec 2011)</li> </ul>
<p><b>Services</b></p> <ul style="list-style-type: none"> <li>▪ Ensure all staff, including relief staff, are trained to the same level of customer service and that standards are maintained through proper management and supervision on the floor.</li> </ul>	<p><b>Services</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that customer service standards form part of the induction training of any staff member or member of relief staff.</li> <li>▪ Ensure that customer service standards are maintained through managers regularly supervising on the floor.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved standard of customer service</li> </ul>	<ul style="list-style-type: none"> <li>▪ All Managers (September 2011)</li> </ul>

<b>Recommendations</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Lead Officer(s) and Time</b>
<ul style="list-style-type: none"> <li>▪ Seek opportunities to improve Library opening hours</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review all library opening hours.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library Management Team (December 2011)</li> </ul>
<p><b>Information and Enquiry service</b></p> <ul style="list-style-type: none"> <li>▪ Review our information provision and seek new ways of working that will ensure better consistency of information regardless of the location or time of the customer request.</li> </ul>	<p><b>Information and Enquiry service</b></p> <ul style="list-style-type: none"> <li>▪ Review our information provision and implement new ways of working.</li> </ul>	<ul style="list-style-type: none"> <li>▪ New ways of working implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information &amp; Learning Manager (April 2012)</li> </ul>
<p><b>ICT</b></p> <ul style="list-style-type: none"> <li>▪ Provide WiFi at Jubilee Library.</li> <li>▪ Allow more than 1hr time slots.</li> <li>▪ Provide access to power points to plug in laptops, particularly at Jubilee Library.</li> <li>▪ Become proactive in monitoring the need to upgrade key software and putting in place ways to avoid customers being unable to open common file formats.</li> </ul>	<p><b>ICT</b></p> <ul style="list-style-type: none"> <li>▪ Provide WiFi at Jubilee Library.</li> <li>▪ Change booking system to allow greater than 1hr time slots.</li> <li>▪ Find a way to enable access to power points to plug in laptops, particularly at Jubilee Library.</li> <li>▪ Set up a system for monitoring the need to upgrade key software. Proactively ensure that customers are able to open common file formats.</li> </ul>	<ul style="list-style-type: none"> <li>▪ WiFi available to customers</li> <li>▪ Change in time slots</li> <li>▪ Sufficient supply of power points for customers with appropriate Health &amp; Safety precautions</li> <li>▪ Reduced customer complaints about the age of the ICT available</li> </ul>	<ul style="list-style-type: none"> <li>▪ ICT Manager (March 2012)</li> <li>▪ ICT Manager (September 2011)</li> <li>▪ Libraries Facilities Manager (March 2012)</li> <li>▪ ICT Manager (March 2012)</li> </ul>

<b>Recommendations</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Lead Officer(s) and Time</b>
<p><b>Staff deployment and Back-office work</b></p> <ul style="list-style-type: none"> <li>▪ The deployment of staff on the front-line should be further checked against customer demand to ensure that we deploy staff in a way that maximises our capacity to meet customer demand.</li> <li>▪ Ensure that all back-office (“function”) work done is of direct value to our customers and is properly resourced.</li> <li>▪ Flow of “function” work done by staff should be looked at to ensure that the work is being done in the most time-effective way using all the tools available, such as ICT, in the most efficient manner.</li> <li>▪ The current model of teams of staff concentrating on similar function work should be made more flexible to better use the skills and abilities of staff and to encourage the sharing of knowledge.</li> </ul>	<p><b>Staff deployment and Back-office work</b></p> <ul style="list-style-type: none"> <li>▪ Check footfall against deployment in all libraries</li> <li>▪ Demonstrate that each piece of back-office work is making a necessary contribution to front-line priorities. If this cannot be demonstrated then that piece of work should be dropped. If the work is necessary, then ensure that it is properly resourced.</li> <li>▪ Carry out Systems Thinking flow work with front-line staff and identify with them where changes in work practice would be beneficial. This includes all work done in all libraries that is not directly on the front-line. It also includes ensuring that work is distributed effectively across the service.</li> <li>▪ Create opportunities for staff in all libraries to broaden their range of skills when looking at how to change the flow of the back-office work.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Better quality front-line service particularly during busy periods, and reduced levels of stress on staff at busy times</li> <li>▪ Reduced levels of back-office work while ensuring proper resourcing for work that is necessary</li> <li>▪ Reduced levels of back-office work by using the most efficient approach to it and deploying staff effectively to do it</li> <li>▪ Better focus and quality of back-office work, and more</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library Management Team (March 2012)</li> <li>▪ Service Development Managers (December 2011)</li> <li>▪ All Managers (December 2011)</li> <li>▪ All Managers (December 2011)</li> </ul>

<b>Recommendations</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Lead Officer(s) and Time</b>
<ul style="list-style-type: none"> <li>▪ Managers should ensure that they thoroughly understand the work their staff are doing in their function time and constantly review this to ensure that it is making a necessary contribution to front-line priorities. Individual Performance Reviews should include clear objectives and target setting for functional roles, and this information should be collated and reviewed by Service Development Managers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All managers to include careful setting of tasks and clear deadlines in IPRs and 121s</li> <li>▪ Service Development Managers to collate tasks and deadline information in their areas to monitor the ongoing relevance and efficiency of back-office work. This information to be shared across the SDM team with a view to flexible working.</li> </ul>	<ul style="list-style-type: none"> <li>▪ opportunities for staff to gain new skills.</li> <li>▪ Better focus of back-office work</li> </ul>	<ul style="list-style-type: none"> <li>▪ All Managers (immediate)</li> <li>▪ Service Development Managers (December 2011)</li> </ul>

# **Customer Consultation using a Systems Thinking Approach in Libraries Brighton & Hove City Council**

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## Executive Summary

- Brighton and Hove City Council runs 14 static libraries across the city and one mobile library. There are more than 1.8 million visits to these libraries each year.
- We asked 2328 customers to comment about what they want from the library service and what they value about it. They gave us 9011 comments which are analysed in this report.
- In addition to the customer comments, managers spent time observing the front line, looking at the flow of work and finding out from front-line workers what helps and what hinders their giving a good service to customers.
- This was not a survey with set questions and staff were not allowed to lead the conversation, so customers were free to comment openly on anything that was important to them about the service.
- The top 80% of things that customers had come into the library for were:
  - Borrowing or using stock (48.8%)
  - Using ICT facilities (10.7%)
  - Gaining information and studying, including researching jobs (7.4%)
  - Meeting friends, bringing children in to play and read, and using the library as a community space (5.8%)
  - To sit and read or write (5.0%)
  - To attend an event or activity (3.2%)
- The top 80% of things that customers said they valued about their libraries were:
  - Being able to borrow from a good selection of stock (21.6%)
  - Having a nice environment – nice building with good facilities which is welcoming, relaxing and family friendly (18.9%)
  - “I love everything about my library” (14.0%)
  - The library is part of their local community (12.9%)
  - Welcoming and helpful staff (8.8%)
  - Services are free (5.0%)
  - Availability of ICT facilities (3.6%)
- The results were analysed to see where the service had failed to meet either the demands from customers or their values. A failure is counted where the service failed to provide what the customer expected on the first contact, or where libraries currently do not provide the service. Also, for the purposes of analysis, customers expressing a fear of cuts in the service were counted as a “Failure”.
  - The service failed to meet 12.7% of demands made on it.
  - The service failed to meet 7.9% of customer values.

- The results show clearly that libraries are not monolithic and that customers in different libraries make different demands of the service and have differing values. The main differences in demands on the service were:
  - Hove Library and the Community Libraries had a more than 10% higher proportion of demands for stock relative to the demands for other services compared with Jubilee Library.
  - Jubilee Library had the highest proportion of demands for gaining information and studying, including researching jobs. Hove came second followed by the community libraries. Connected to this Jubilee also had by far the highest proportion of customers wanting to sit and read or write.
  - Community Libraries and Jubilee Library had the highest proportion of demands for meeting friends, bringing children in to play and read, and using the library as a community space. Hove Library had a much lower proportion (half that of community libraries).
  
- There were much bigger differences shown in the responses from customers in different libraries about what they value in the service. The main differences being:
  - Customers in the Community Libraries placed their highest value in the library as an integral part of their local community. Their next highest values were the quality of service they received from staff and that services were free.
  - Customers in Hove Library often said “I love everything about my library” without being more specific. They also placed high value on a peaceful, relaxing and friendly environment.
  - Customers in Jubilee Library most valued being able to borrow from a good range of stock. This was closely followed by valuing the building itself for its space and ambience, and finding it a peaceful and relaxing place to be.
  
- The service will be working to improve the small, but significant, percentage of demands and values that were failures (see the action plan at the end of this report). Cutting down on failures also cuts down on wasted work putting those failures right. During the data collection period, managers observed the front-line and asked staff what helped and what hindered their being able to give a good service to customers. This information helps to shed light on why failures are happening. The main areas where failures occurred are:
  - Stock selection, availability and layout.
  - Environmental – especially lack of refreshments, lack of sufficient seating and tables, lack of facilities such as toilets and parking, and noise levels.
  - Fears of cuts in library services.
  - Library opening hours being insufficient.



- ICT facilities too old and lacks WiFi, time slots too small and lack of power points to plug in laptops.
- Inconsistent quality of customer service shown by staff.
- Non-users were also spoken to as staff went out into the community to ask questions. The results show a lack of understanding of the range of services available in a modern public library. Also, some non-users said that they did not have time to visit a library showing the importance of locally placed libraries close to other community facilities that people will be accessing.

- The key recommendations of this report are that:
  - Improve range of stock supplied, as well as the processing and flow of stock between libraries
  - Seek opportunities to improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries
  - Review all library opening hours to better meet community need
  - Modernise the ICT facilities, providing WiFi at Jubilee Library and changing the PC booking system to allow longer time slots
  - Train and support staff to give a consistent standard of service
  - Deploy staff to mirror customer demand at different times so that customers are well served, and staff less stressed
  - Review and change the flow of back-office work to ensure that it directly supports the front-line offer in ways that are of value to customers. This will improve the service to the customer while cutting down on waste.

## 1. Introduction

- 1.1 Brighton and Hove City Council runs 14 static libraries across the city and one mobile library. The main central library, Jubilee Library, has approximately one million visits a year and does about half of the overall library transactions. Hove Library serves the West of the city around central Hove and has approximately 313,000 visits a year. The other libraries are small community libraries serving different communities in different areas of the city.
- 1.2 With training and support from Vanguard Consulting Ltd., paid for by the Museums, Libraries and Archives Council, the Libraries Service in Brighton & Hove started Systems Thinking work during 2010 in order to better tailor services to the needs of customers.
- 1.3 This report is the result of the first phase of this Systems Thinking work (“Check”) which comprised of questioning a range of customers and some key flow work to identify how resources are used to meet customer’s demands.
- 1.4 Systems Thinking is a very different approach from the traditional survey work undertaken by the library service. In a survey, the questions are closed and already pre-determined and a range of answers suggested. Thus the customer is restricted to only responding on certain topics and only within a certain range of answers. With Systems Thinking the customer is engaged in conversation with open questions. Thus they can talk freely about anything that is particularly important to them about the service. Staff record their responses in the customer’s own language where possible so as not to lose the true essence of what they have said.
- 1.5 The results show clearly that libraries are not monolithic and there is a lot of difference in the demands and values from customers in different libraries. Therefore, while the overall analyses are useful, the report also breaks down the results into Jubilee Library, Hove Library and the Community Libraries. In this way the results can be used to look at the needs of different communities and to tailor services in local libraries accordingly. Results for individual community libraries are available but not included in this report.
- 1.6 It is clear from what customers said that libraries are not just a transaction-based service. Many customers visit libraries because they value libraries, for example as a communal space and for social reasons. Thus the values that customers said they attach to libraries were analysed to the same depth as their direct demands on the service.
- 1.7 While stock was shown to be extremely important to customers, libraries offer a wide range of services for a range of different customers, often

services which would be difficult to obtain elsewhere. Hence when reading the pie charts in the report it is useful to keep in mind that the stock segment makes other services look small when in fact they are by no means insignificant.

- 1.8 The results have been presented in this report mainly through pie charts and customer comments with little commentary. This is to let the customers speak through their own words about the service.

## 2. Methodology

- 2.1. The data collection was done between May and September 2010 across all service points including the mobile library. This was done by managers at all levels and front-line staff.
- 2.2. 2328 people were asked, mainly users in libraries but also including outreach to community locations and events, and a web questionnaire. In this way the work covered non-users as well as current customers. The number of users asked represents approximately 4% of all library users in the city (based on the number of active borrowers).
- 2.3. The library customers were engaged in conversation with two open questions:
  - What have you come into the library to do today? (Demands)
  - What do you value about libraries? (Values)
- 2.4. In addition to engaging customers in conversation, a system of Post-It notes was used in Jubilee Library to find out the views of customers who are difficult to reach. This was found to be particularly useful in reaching young people, those with mental health issues and those who preferred not to have their study or ICT time interrupted.
- 2.5. Staff also attended several outreach events in the community where further data was collected, including from non-library users and there was also an online questionnaire on the council website.
- 2.6. Enquiries coming in through the back-office service points (telephone, email and the national “Enquire” online system) were looked at.
- 2.7. A partial analysis was done twice during the data collection period to identify any age ranges of customers not properly represented, and further questioning done to rectify any imbalance.
- 2.8. A partial analysis was done twice during the data collection period to identify the days of the week and times that customers were approached at each library to ensure that a reasonable spread of data was collected, and further questioning done to rectify any imbalance.
- 2.9. The 2328 people who responded made 9011 separate comments about the service, of which 5034 were demands on the service and 3977 were values they associate with the service. Each demand and value was given a label:
  - “Failure” if the service failed to meet this
  - “Value” if the service succeeded in meeting it

- “Unknown” if it was not clear if the customer was satisfied or not (this only applies to a few records).
- 2.10. Since libraries cover a range of services and are valued for many reasons, each comment was put into a category and sub-category to aid overall analysis. This necessarily meant splitting up factors that were actually interrelated, so in the results in this report these have been reported together where relevant.
- 2.11. Some categories score lower than is realistic because customers tend to describe them as being in with something else. For example the “Information” category lacks any count of all the non-fiction books that people have referred to or borrowed, since customers tend to just use the word “book” irrespective of whether it is fiction or non-fiction. (To give a rough estimate of the under-reporting this causes, loans of non-fiction are about 43% of total book issues).
- 2.12. An overall analysis was done for all libraries combined. Also the results were broken down into Jubilee Library, Hove Library and the Community Libraries, both combined and individually. This was done to ensure that differences between different communities were captured. (The individual community libraries data is not included in this report).
- 2.13. Some libraries asked more customers than others which would have distorted the overall figures in favour of those libraries. Hence, in order to make the overall analysis accurate, a system of weighting results was used. Each library’s results were multiplied by a factor based on their proportion of the overall visitor figures in the previous year, so that their contribution to the overall figures was proportional to their customer base.
- 2.14. The overall balance of gender in the 2328 respondents compares well with that of the service as a whole:
- 55.4% Female respondents (56.5% of recorded customers)
  - 30.7% Male respondents (43.5% of recorded customers) - a little low but there are 11.8% respondents of unknown gender from using Post-It notes in Jubilee Library which is likely to be a source of male respondents.
- 2.15. The overall balance of age ranges in the 2328 respondents seems to compare quite well with that of the service as a whole (although exact comparisons are not possible owing to different age ranges being used):
- 22.8% respondents were 60+ (approximately 24% of recorded customers)
  - 55.9% respondents were 20s-50s (approximately 51% of recorded customers)

- 4.4% respondents were teenagers (approximately 6% of recorded customers)
- 7.1% respondents were under 16 (approximately 18% of recorded customers) – seems low, but parents often responded on behalf of younger children who comprise over 9% of our customer base (under 10s).

2.16. Senior library managers spent time observing service points across the service and talking to staff about what helps and what hinders their delivering a good service to customers.

2.17. Flow analysis was done of work in key areas eg stock supply and movement, in order to identify what work was being done to meet customer demands and how efficient this work is.

2.18. A draft of this report was shared with other departments in the council who have done Systems Thinking work in order to gain a critical review of this work.

### 3. Detailed Results

#### 3.1 Customer Perspective

“I want to return these books and borrow some more.” [Woodingdean, Female, 40s, with children]

“I can try books that I wouldn't normally try.” [Jubilee, Male, 40s]

“I've come to pick up a book I've ordered” [Portslade, Female, 50s]

“I came to borrow films and CDs” [Jubilee, Post-It note in foyer]

“I want to use the Internet” [Jubilee, Female, Late teens]

“I've come to use the Internet and to look at newspapers - I'm looking for a job” [Jubilee, Male, 20s, unemployed]

“I've come here to do my homework.” [Woodingdean, Child, 10]

“I came to read the newspapers.” [Whitehawk, Male, Elderly]

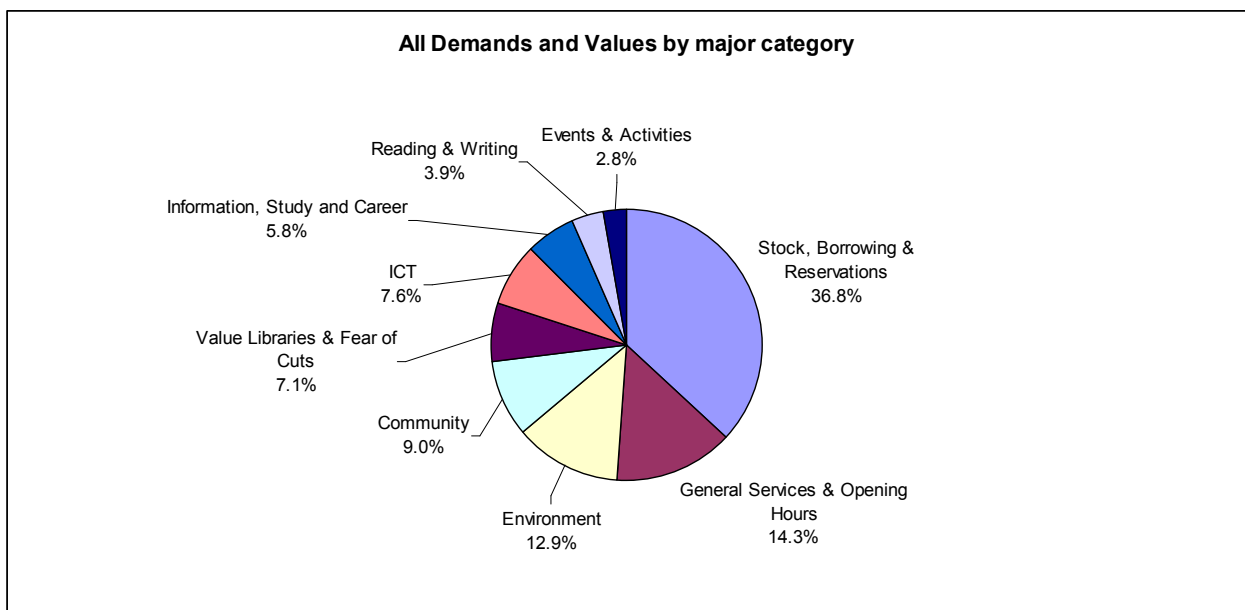
“It's a social thing - I meet people I have not seen in ages.” [Hove, Female Nanny, 20s]

“It's a great place to come with my son while my daughter is at nursery in the morning as he gets a lot out of it, especially if there is an activity going on like today.” [Jubilee, Female, 20s-30s, with 2yr old son]

“Have seen that the staff have great respect for people with, for example, mental health issues, staff are profound in the way they deal with this” [Hangleton, Female, 50s]

“It's a peaceful place to sit with a nice atmosphere” [Jubilee, Male, 20s]

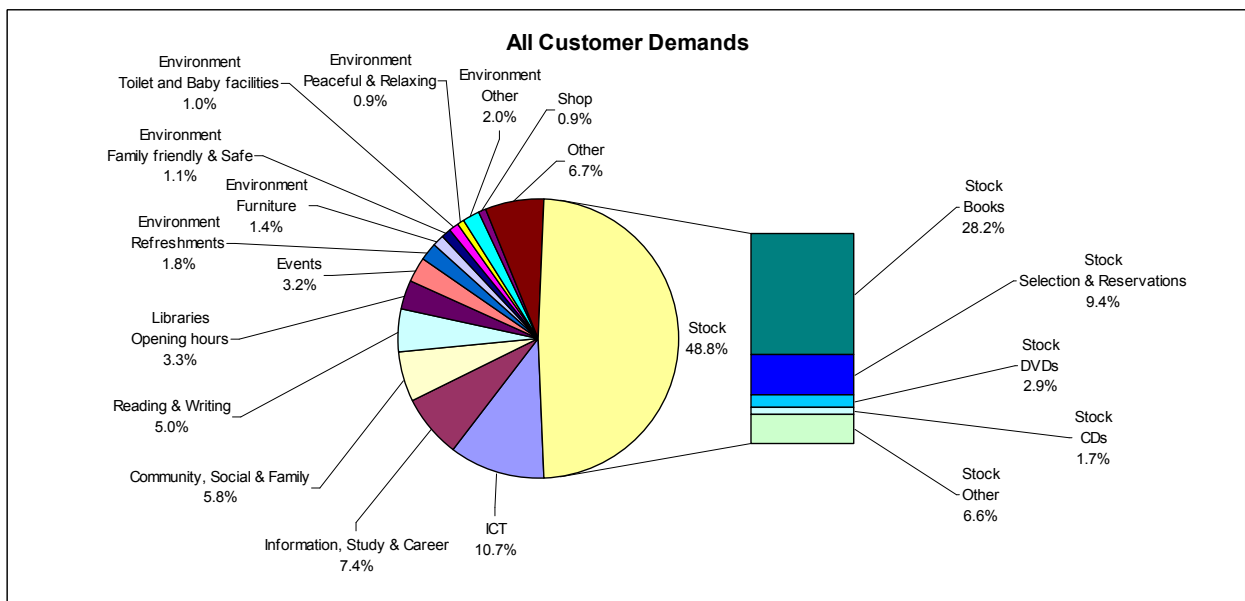
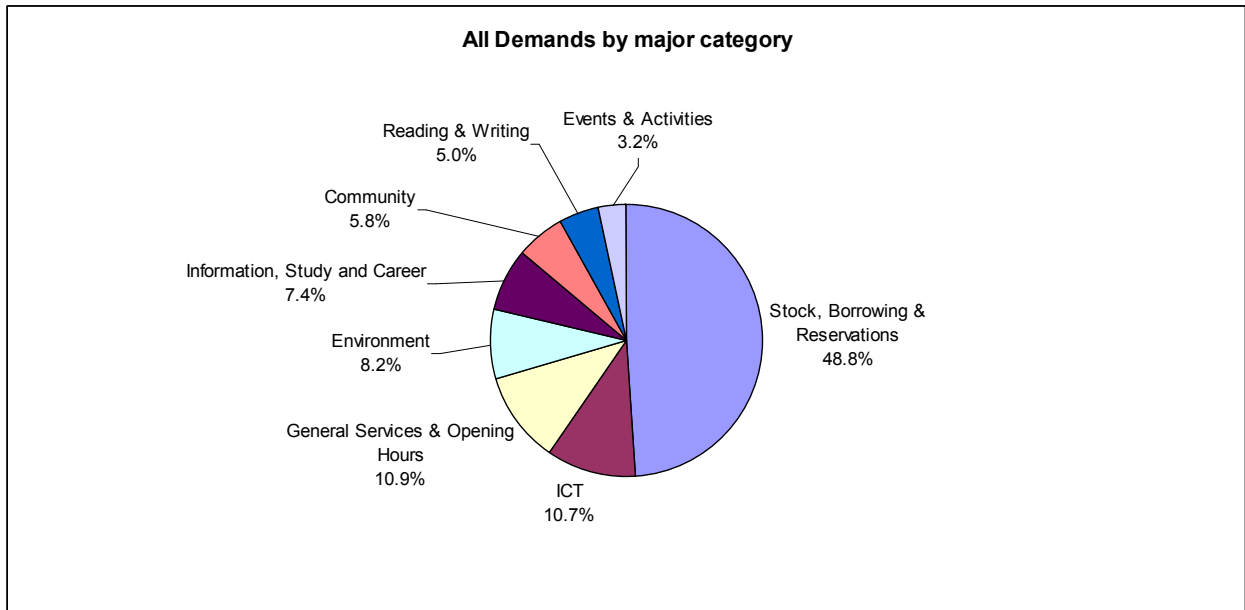
To see an overall perspective of what our customers talked about, all their 9011 comments fall into nine major categories as the chart below shows:





### 3.2 Overall Analyses for all libraries together

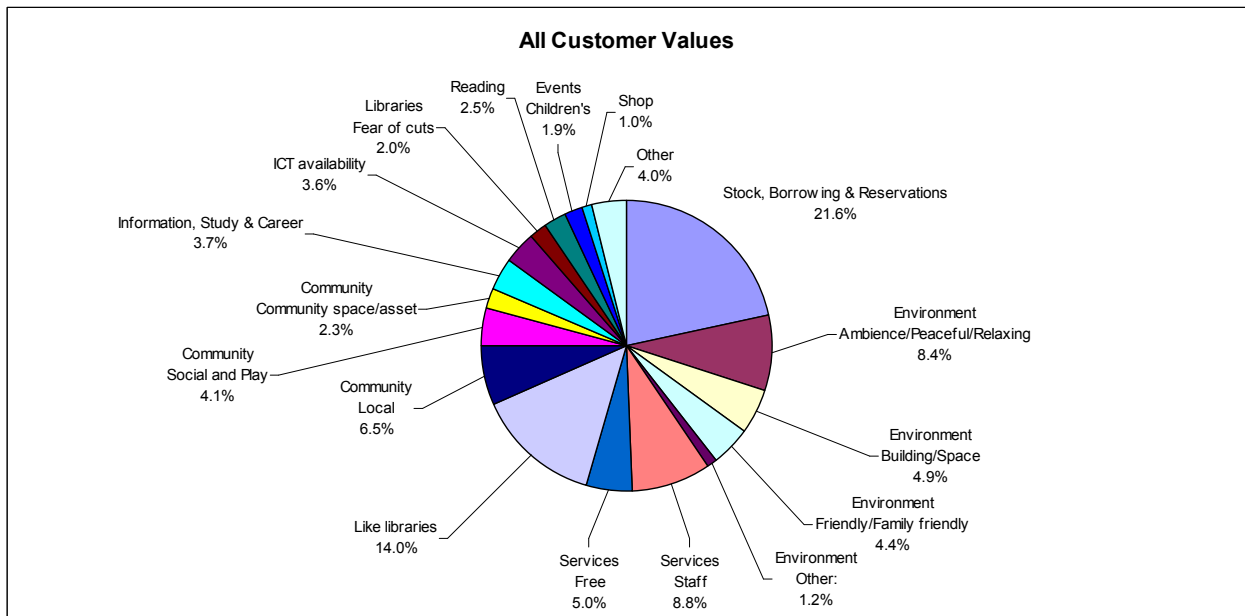
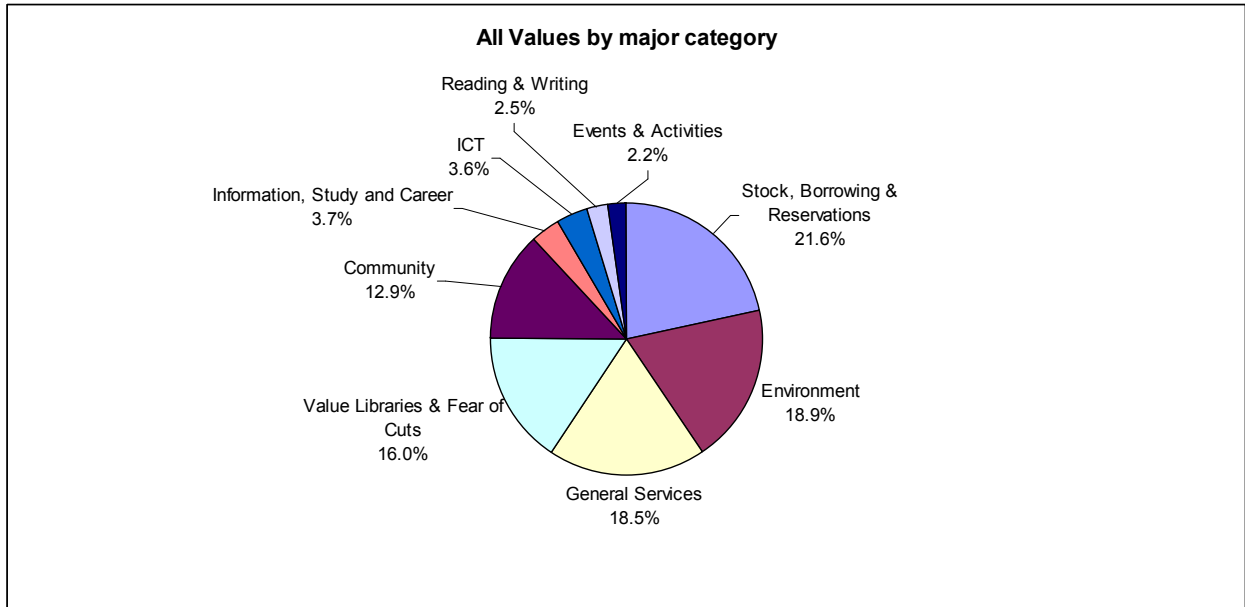
The two charts below show the overall customer demands from the data for all the libraries together. The first chart shows the breakdown by major category, the second chart shows the detailed breakdown of which sub-categories had the highest scores.



(Note: "Other" contains 21 subcategories of general services, each representing less than 0.7% of demands, including joining and photocopying).



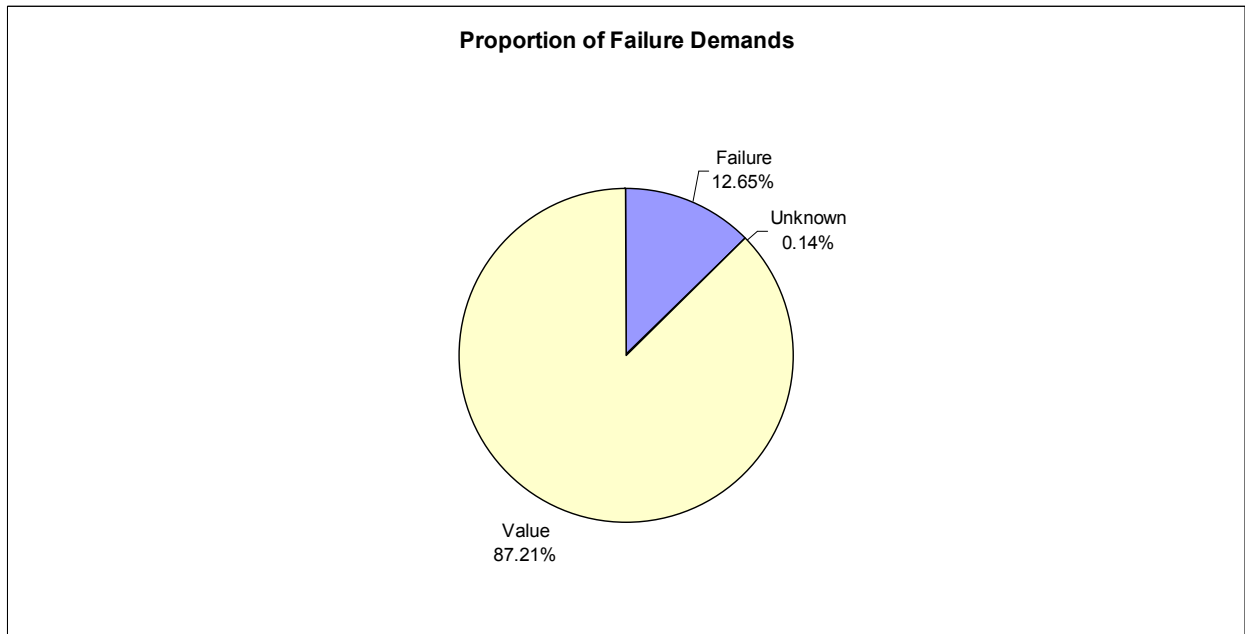
The two charts below show the overall customer values from the data for all the libraries together. The first chart shows the breakdown by major category, the second chart shows the detailed breakdown of which sub-categories had the highest scores.



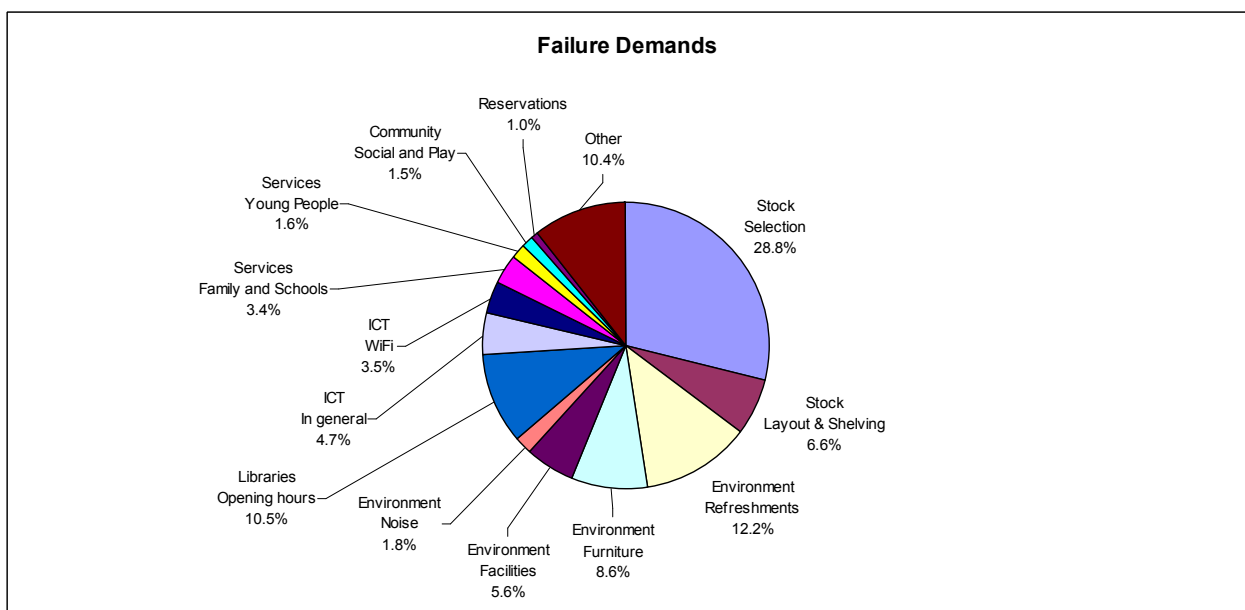
(Note: "Other" contains 12 subcategories, each representing less than 0.9% of values, including events for adults and young people, and general services such as family history and rare books).

### 3.2.1 Overall Failure and Non-Failure Demands

Across all libraries, total of 5034 demands were made on the service. This data has been weighted to ensure a realistic overall result across all service points. The weighted value of the 5034 demands is 4778.8 and of this 604.5 (weighted value – 12.65%) were “Failure Demands” where the service failed to provide what the customer expected on the first contact, or where libraries currently do not provide the service.



The 604.5 (weighted value, 666 actual number) failure demands break down as shown in the following chart. Below the chart are some of the typical comments from customers about these failure demands.



“Keep seeing the same books - can they be changed?” [Coldean, Male, Elderly]

“I would like to see crime novels in a separate section.” [Hove, Female, 50s]

“I would like coffee facilities and water perhaps from vending machines available at all times.” [Portslade, Female, 60s]

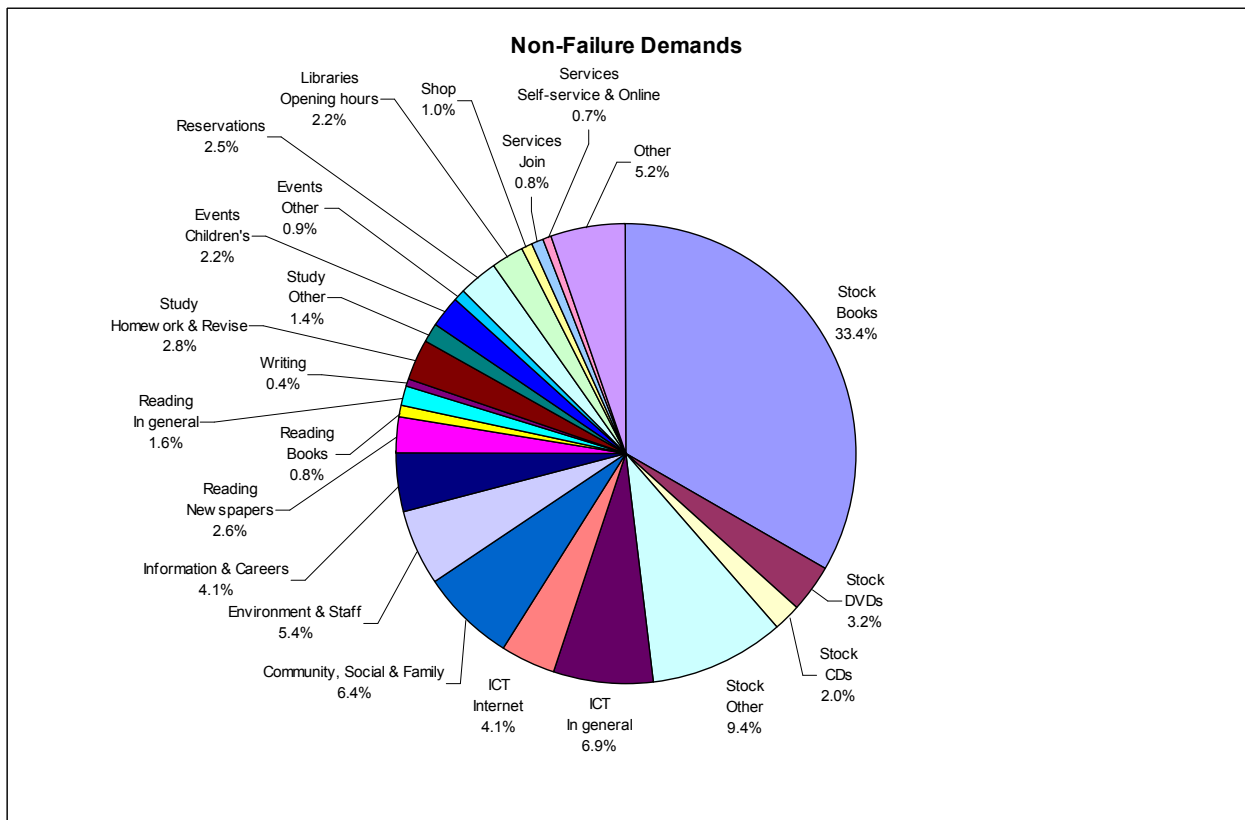
“I’m disappointed at the lack of seating” [Jubilee, Female, 20s]

“Toilet’s would be a great help because I bring them after school - we often leave early to go home to the loo.” [Saltdean, Female Nanny, 20s]

“I came here yesterday and was disappointed that it was not open in the morning. It should be open on a Monday morning.” [Hove, Male, 30s]

“I like to use the computers but they need updating.” [Whitehawk, Male, 50s]

The 4174.3 (weighted value, 4368 actual number) non-failure demands, where customers were satisfied with the result, breakdown as shown in the following chart and customer comments.



“You helped me get some books about human bones and muscles. Today at school my

teacher told me my homework was well researched. Thank you.” [Woodingdean, Secondary school child]

“It’s very useful to be able to come to my local library and be able to use the computers - I have been made redundant recently so I can come regularly and do my research.” [Portslade, Male, 30s]

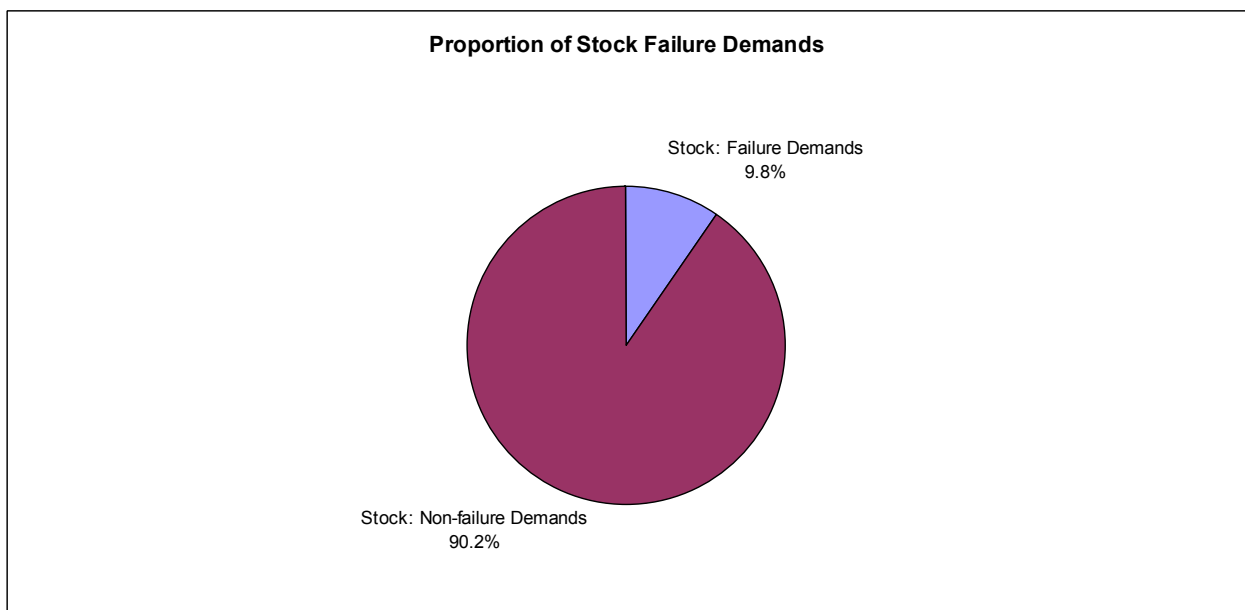
“I’ve come to bring my 2 children to play in the children’s section” [Jubilee, Female, 20s, with children]

“I’ve come to chat to staff.” [Mobile, Male, Elderly]

“I want to know who my local councillor is and where they have their surgeries. The library was the first place I thought of to find information like this out. I don’t take books out but I come here for information on a regular basis.” [Woodingdean, Male, 60s]

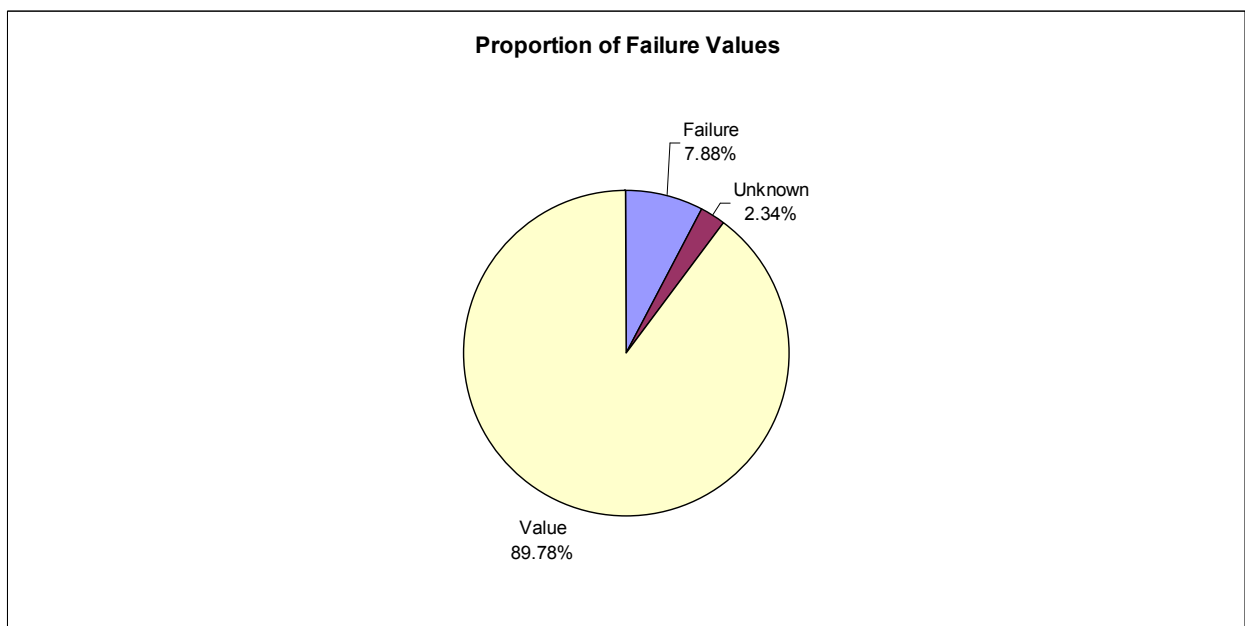
“My husband had a stroke. I went to Patcham Library to find information about it. I used the Internet and the books there. It was a great weight off my mind.” [Outreach, Female, 60s]

It is useful to look at the failure demands in the light of those demands that were non-failures. For example, although quite a few people felt that the stock was not meeting their needs, others complimented the libraries on the quality of the stock (see the chart below). It became clear from the comments that many customers were happy but that a few more experienced readers felt the range was too limited and too simplistic. Thus in correcting this issue the service must not lose sight of those customers who are satisfied and must seek to broaden its range of stock to encompass more customers’ tastes.

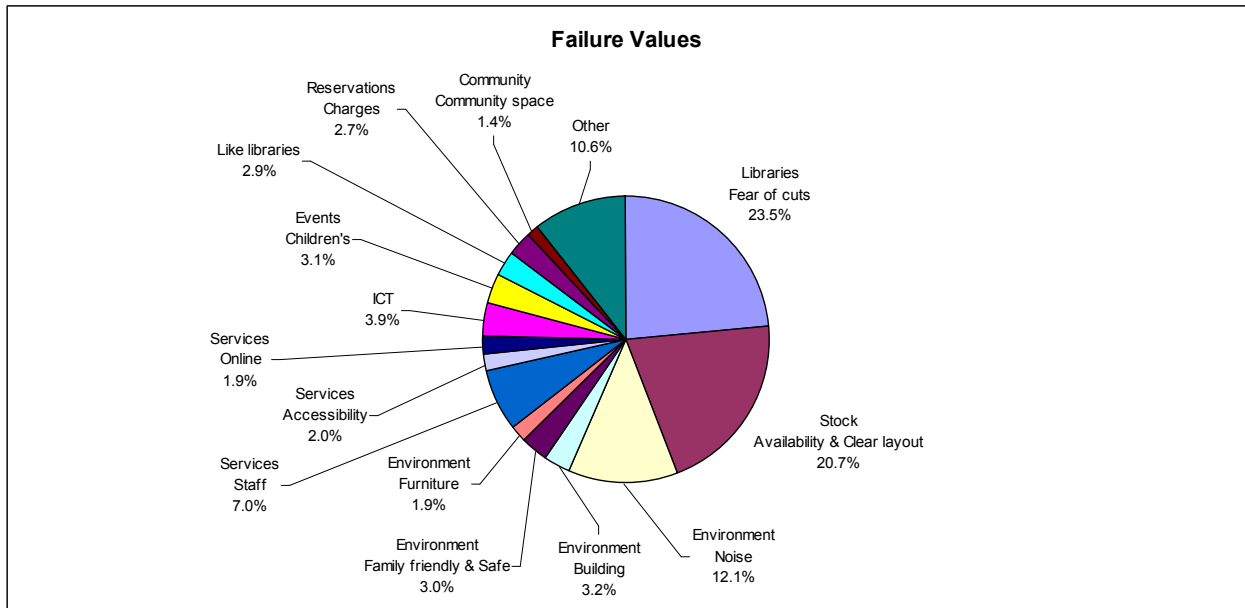


### 3.2.2 Overall Failure and Non-Failure Values

Across all the libraries a total of 3977 comments indicating what the customers felt was of value in library services were made. This data has been weighted to ensure a realistic overall result across all service points. The weighted value of these 3977 comments is 3775.3 and of this 297.4 (weighted - 7.9%) were “Failure Values” where the service failed to live up to the values that the customer expected. Many customers when asked about their values said they loved libraries without specifying why, so a sub-category of “Like Libraries” was included in the analysis to capture this feeling. Also, for the purposes of analysis, customers expressing a fear of cuts in the service were counted as a “Failure”.



The 297.4 (weighted value, 311 actual number) comments about the service failing to meet the values of customers are shown in the chart below, followed by some typical comments from this data.



“I fear for the future of the library service – I would like to see it remain as a service for the community” [Portslade, Couple, Elderly]

“Displays are not fantastic.” [Jubilee, Male, 30s]

“The only thing that spoils it though is when parents don't keep their children under control.” [Westdene, Female, 40s]

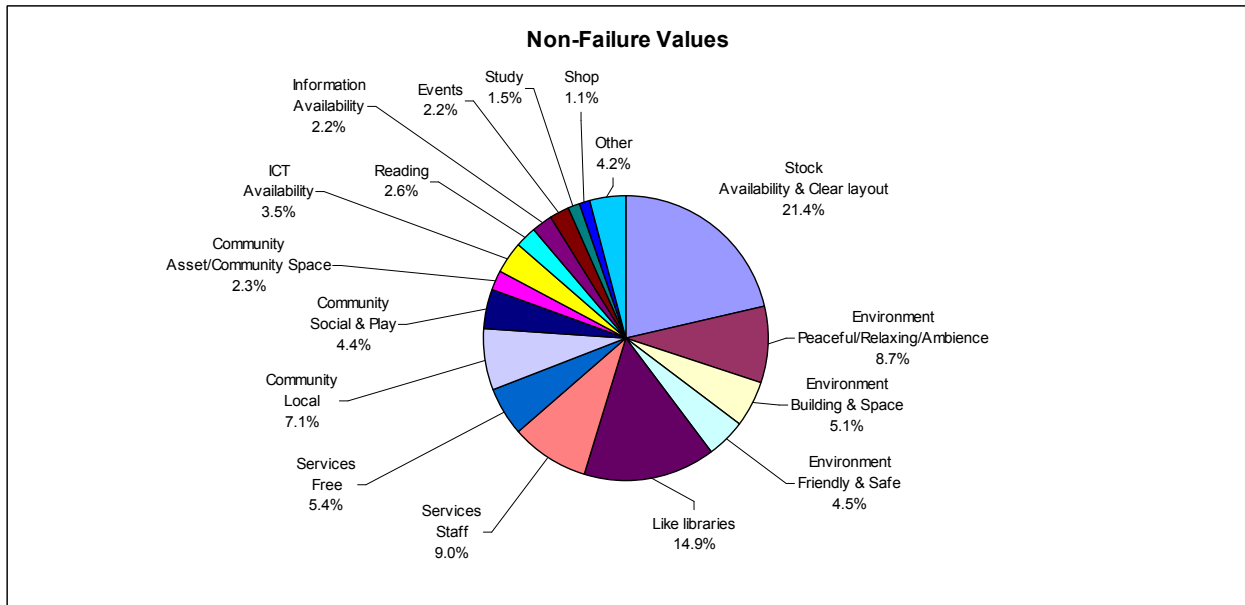
“I like a one-to-one basis here [Hangleton] - the staff there [Hove] are too dismissive.” [Hangleton, Female, 40s]

“I don't want computers.” [Woodingdean, Female, 60s]

“My daughter's past all the kids' activities - There's little for her age until the holidays.” [Outreach, Female, 30s]

The 3477.8 (weighted value, 3666 actual number) comments from customers where their values were met are shown below with quotes from customers.





“The library is easy to use” [Jubilee, Female, Late Teens]

“It’s quiet and I like that - I don’t get interrupted here when I’m studying” [Hove, Female, 20s]

“I value it being light, airy and clean - especially for children” [Jubilee, Female, 40s with 5yr old son]

“Breadth of service is very important” [Jubilee, Male, Elderly]

“Excellent service. Good value for local rates. I’m very pleased with the service.” [Jubilee, Male, 60s]

“I am pleased that the library will offer help to people like me.” [Rottingdean, Female, Elderly]

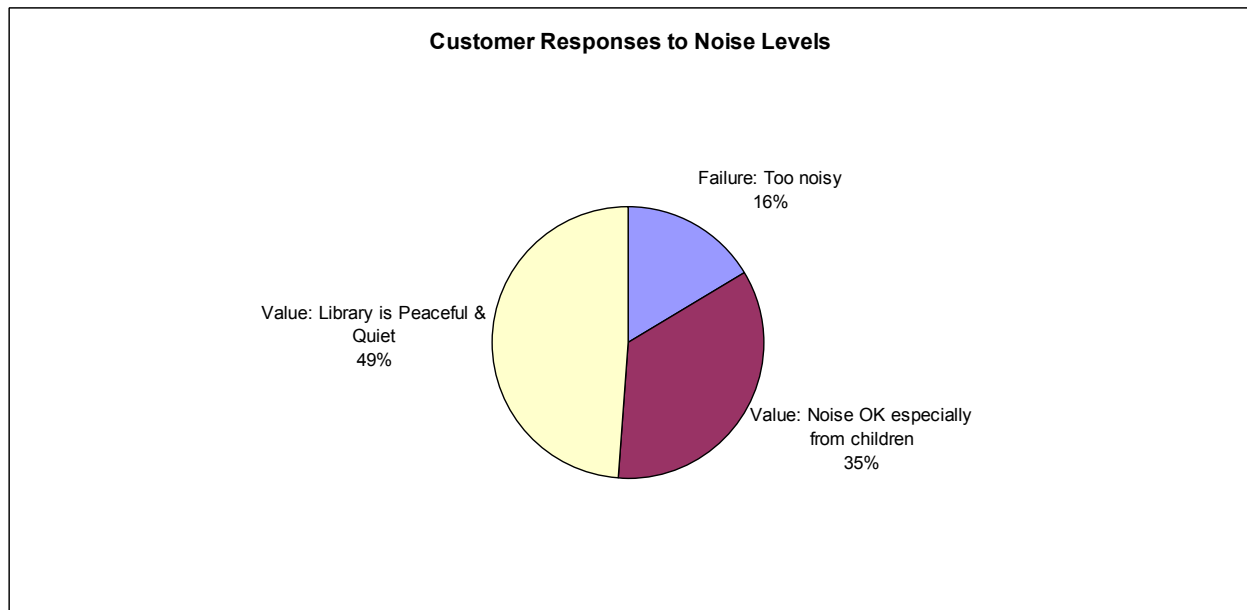
“I like how the people at the tills are really nice and helpful” [Jubilee, Girl, 10]

“It’s a free place to come, which is important. We have a small flat and this offers a big space [for my baby to play]” [Jubilee, Male, 30s with baby]

“It really has a local contact feel” [Portslade, Female, 60s]

“PC usage is superlative for me, it’s absolutely essential.” [Jubilee, Male, 40s]

It is helpful to look at the failure values in the light of those values that were non-failures. For example, although quite a few people complained of too much noise, others complimented the libraries on the peace and quiet, and further customers felt that it was good that libraries allowed noise and that it made them more family friendly. Thus an overall analysis of customer responses to noise is:

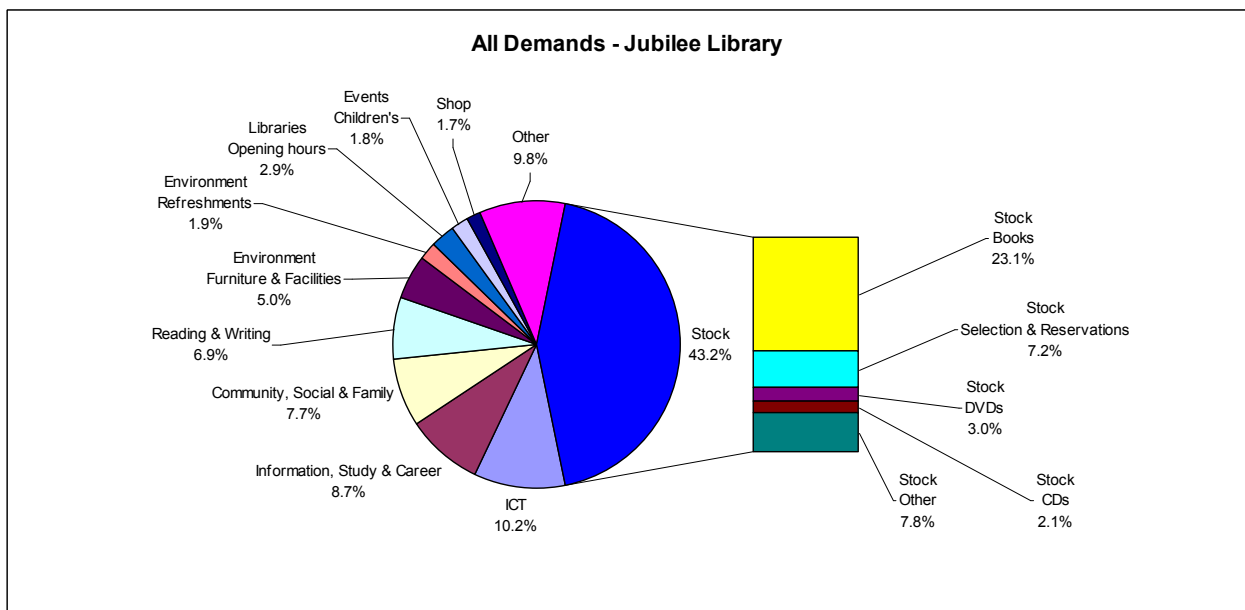
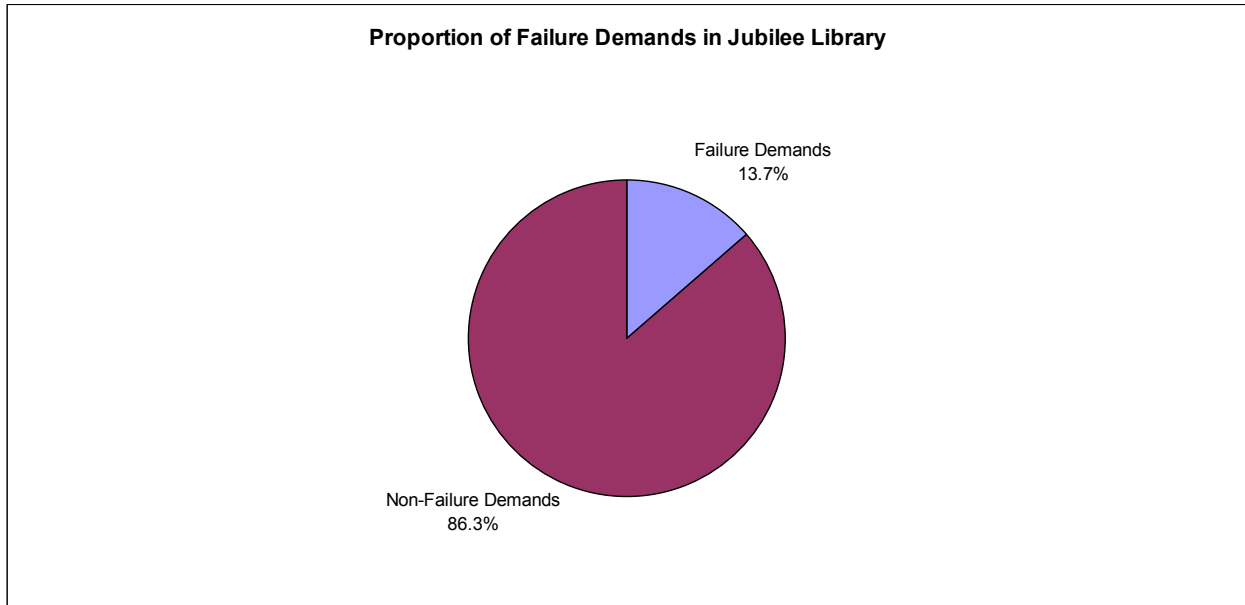


It is clear from this that there is a need for some noise within reason and that many customers are perfectly happy with this. To reduce the level of complaints about noise, staff should be encouraged to challenge inappropriate noise (eg. someone speaking very loudly on a mobile phone, a child running around screaming loudly, responding quickly to the security alarm system, etc.).

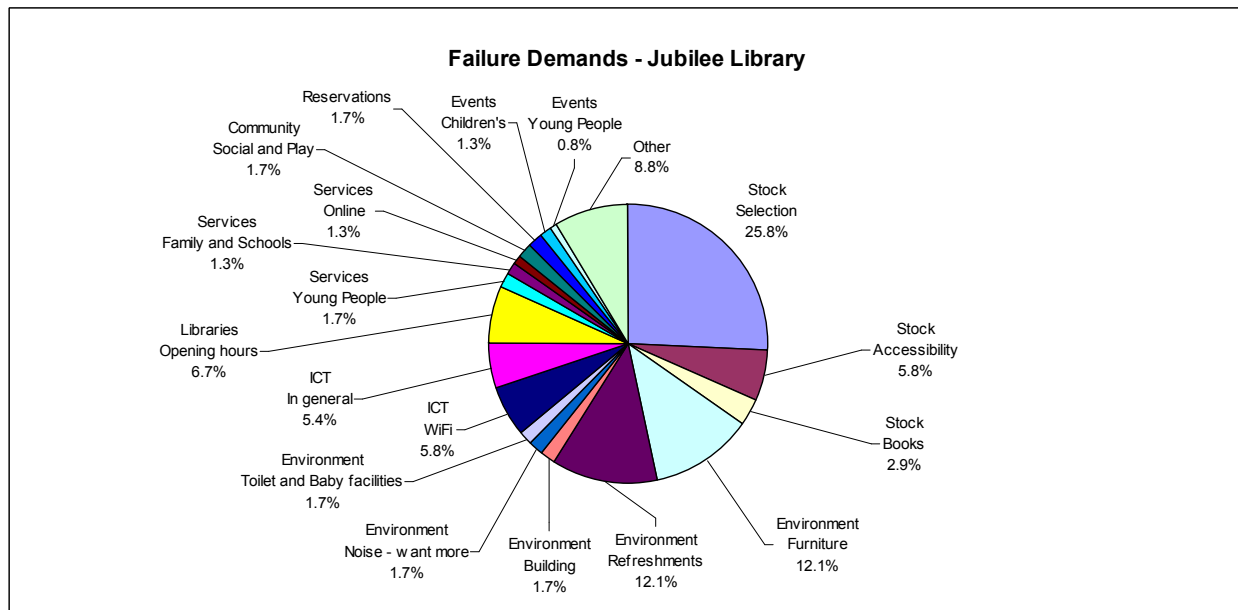
### 3.3 Jubilee Library Analysis

#### 3.3.1 Jubilee Library Failure and Non-Failure Demands

1747 demands were made of Jubilee Library in the comments, of which 240 (13.7%) were failure demands.



The 240 failure demands are shown in the chart below, followed by typical customer comments about them. Note that the flow work showed that there are a lot of known failure demands on the reservations system from this library but many of these do not appear under the category of "Reservations", but appear instead in the customer's language through their comments about stock.



“There is a limited selection of books for the size of the library.” [Jubilee, Male, 30s]

“LGBT stock - Need more LGBT books and DVDs.” [Jubilee, Post-It note in foyer]

“Would like more music.” [Jubilee, Post-It note in Young People’s area]

“There are not enough copies of the Argus.” [Jubilee, Female, Elderly]

“More chairs and tables because there’s never anywhere to sit.” [Jubilee, Post-It note in foyer]

“It’s a shame they don’t have a cafe so I could have a cup of tea.” [Jubilee, Female, 50s]

“Please, please, please get WIFI.” [Jubilee, Post-It note in foyer]

“The connection speed on the computers could be a lot faster especially since you only have an hour.” [Jubilee, Male, 40s]

“People in IT need to have specialist IT knowledge so that problems are fixed sooner” [Jubilee, Male, 30s]

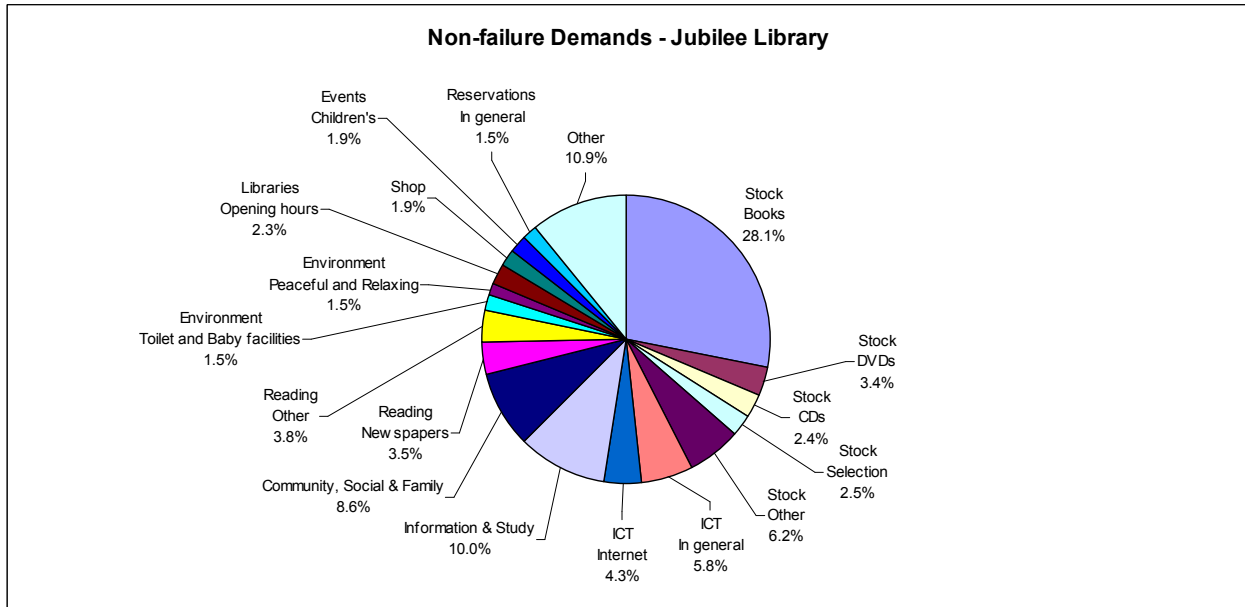
“It would be better to be allowed 7 hours a week on computers instead of 1 hour a day eg If you want to apply for a job application online or get into a piece of writing you don’t get much time.” [Jubilee, Post-It note in foyer]

“Could open later at weekends.” [Jubilee, Female, 30s]

“Wish you were open on bank holiday Monday.” [Jubilee, Post-It note in foyer]

“Would like longer opening hours during exam season (at least till 8 every day).” [Jubilee, Post-It note in Young People’s area]

The remaining 1527 demands made at Jubilee Library were met to the satisfaction of the customer. Their comments are analysed and shown below:



"I also found the book I wanted for my holidays." [Jubilee, Female, 50s]

"To get DVD for my child - we don't have a TV" [Jubilee, Female, 20s]

"I have recently taken out a Subscription card so have borrowed CDs starting with A through to Z - I am now browsing to see if I have missed any" [Jubilee, Male, 30s]

"Did some maths work on the computers." [Jubilee, Female, 40s, with two children]

"I don't borrow books I just use the internet" [Jubilee, Female, Late teens, Deaf]

"I've come to do some work - I'm a freelancer so I was just reviewing my business plan. I saw I got an email about a new contract, so I'm actually working on a tender for a contract." [Jubilee, Female, 30s]

"I'm meeting a client - I'm supporting them to use the Internet - I'm a housing support worker" [Jubilee, Female, 50s]

"Came today to meet up with friends who also have children" [Jubilee, Female, 30s, with two children 6yr and 4yr]

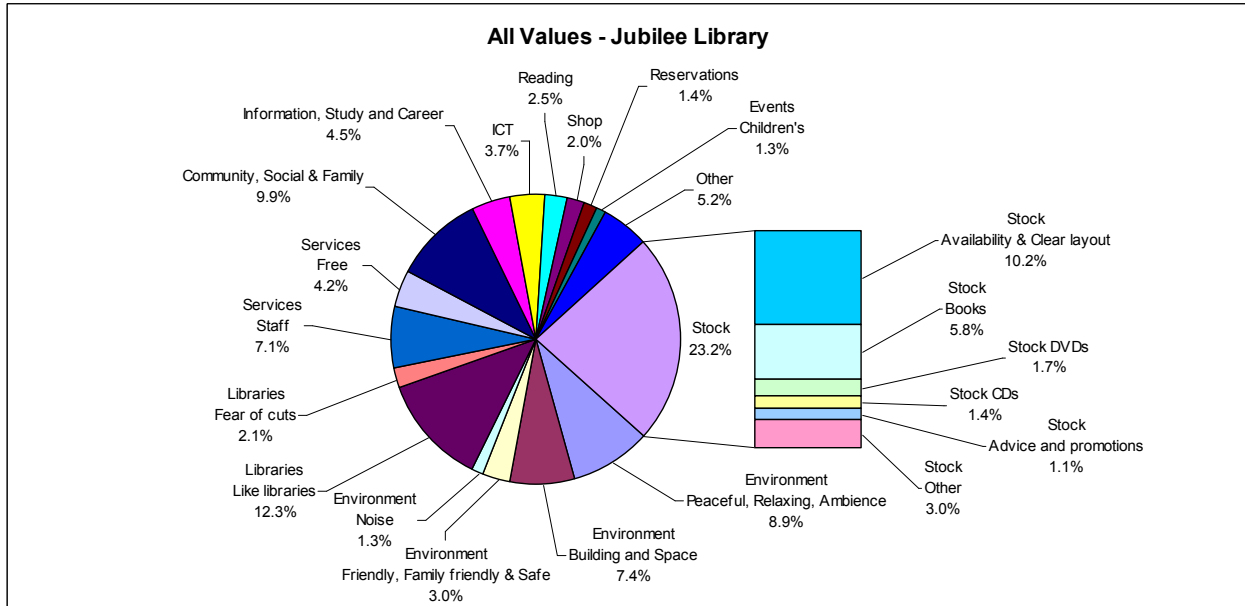
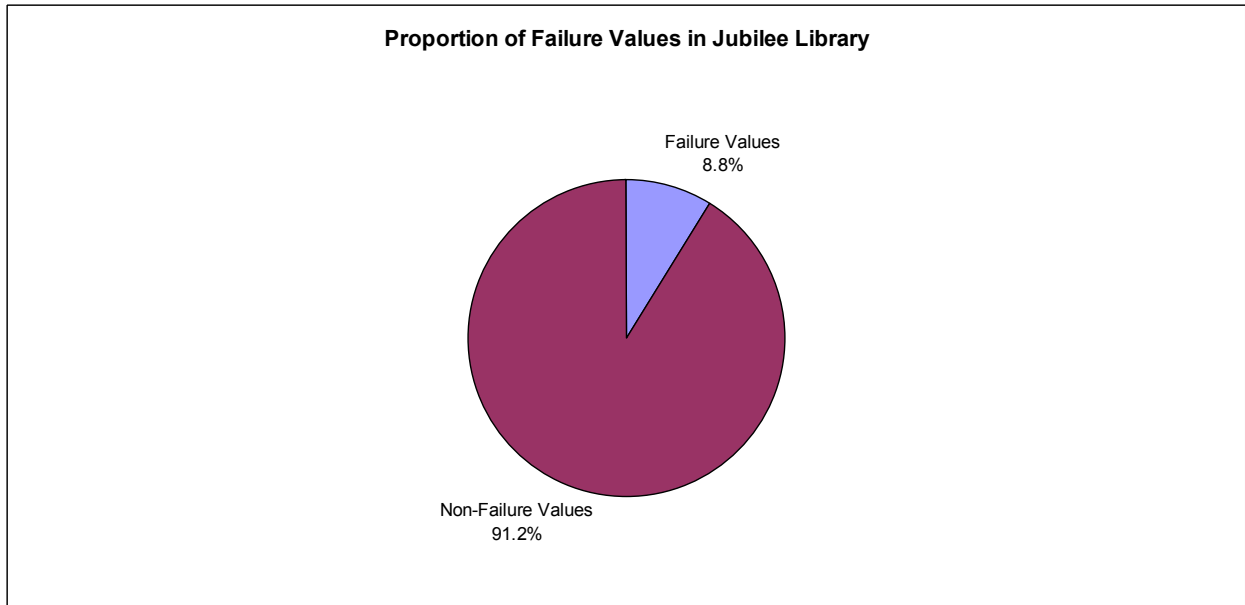
"To bring my two children to play in the children's section" [Jubilee, Female, 20s]

"Came in to read." [Jubilee, Female, under 16]

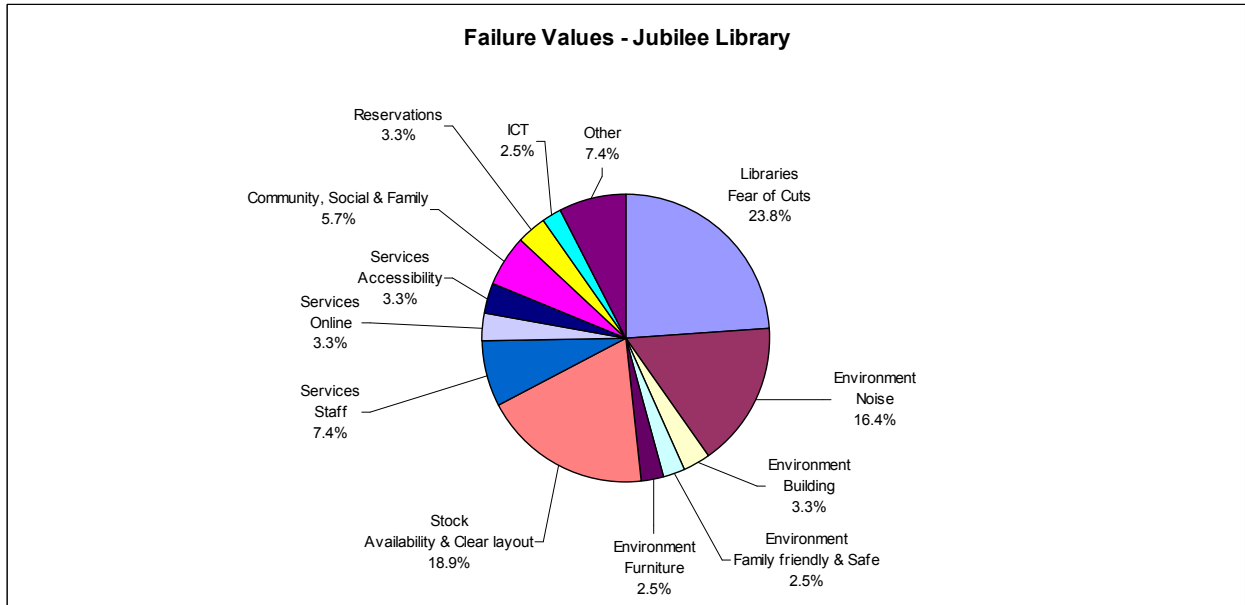
"Look at a foreign newspaper - the Italian one." [Jubilee, Male, Elderly]

### 3.3.2 Jubilee Library Failure and Non-Failure Values

1387 comments were made by customers in Jubilee Library about what is important to them about the library service. Of these, 122 (8.8%) were not met by the service and hence count as failures.



The 122 failures are shown in the chart and quotes from customer comments below.



“There's such a lot in the news about libraries closing.” [Jubilee, Female, 60s]

“That it continues to be a good service that's always here.” [Jubilee, Female, 30s]

“It would be scary to use volunteers instead of professionals.” [Jubilee, Male, 60s]

“I have noticed that nothing happens when the alarm goes off.” [Jubilee, Female, 40s]

“It's a good place to write except for the noisy kids and people talking on mobiles.” [Jubilee, Male, 60s]

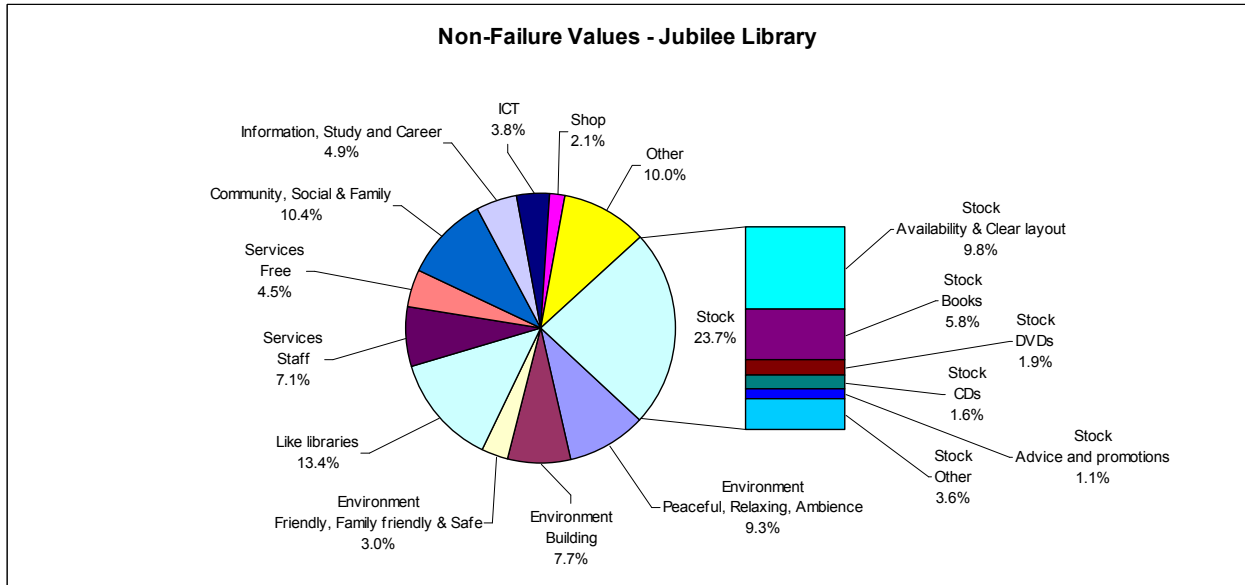
“Why is fiction all alphabetical instead of grouped by genre? Means you can't browse for other authors - bookshops have this, why not this library?” [Jubilee, Post-It note in foyer]

“Good access to the books is important - shelving upstairs is a bit cramped.” [Jubilee, Male, 40s]

“Staff should be more friendly.” [Jubilee, Female, 40s]

“Lack of staff - hanging around here for ages waiting to be served, because there are so few staff here now” [Jubilee, Post-It note in foyer]

The 1265 comments about values where the service successfully met them are analysed below, followed by typical quotes from satisfied customers.



“All well laid out.” [Jubilee, Female, 20s]

“The staff are always really helpful and knowledgeable about similar books and series he [son] might like” [Jubilee, Female, 20s-30s, with son]

“I like the audio books because I drive to work and like to listen to them as I drive” [Jubilee, Female, 40s]

“I value coming in here and being able to choose the books you want with no problems.” [Jubilee, Male, 70s]

“We often pass by the library – the children's area is very good for relaxing.” [Jubilee, Family – couple with small child]

“I like how colourful, big and quiet the library is.” [Jubilee, Male, under 16]

“An oasis of calm amid the day. Always a good option.” [Jubilee, Male, 30s-40s]

“I feel safe.” [Jubilee, Male, 40s]

“You can bring the kids unlike some spaces in city centre” [Jubilee, Couple, 30s]

“It's not one of the libraries where you have to be silent - It's very welcoming” [Jubilee, Female, 20s]

“Library is my 'Shangri-La' almost always something you want.” [Jubilee, Male, 20s]

“The informative staff you have here who are more than willing to help me look for books if I am unsure where to look.” [Jubilee, Female, 30s]

“The staff are accommodating of all the babies and their behaviour” [Jubilee, Female, 40s, with 6yr old and 1yr old]

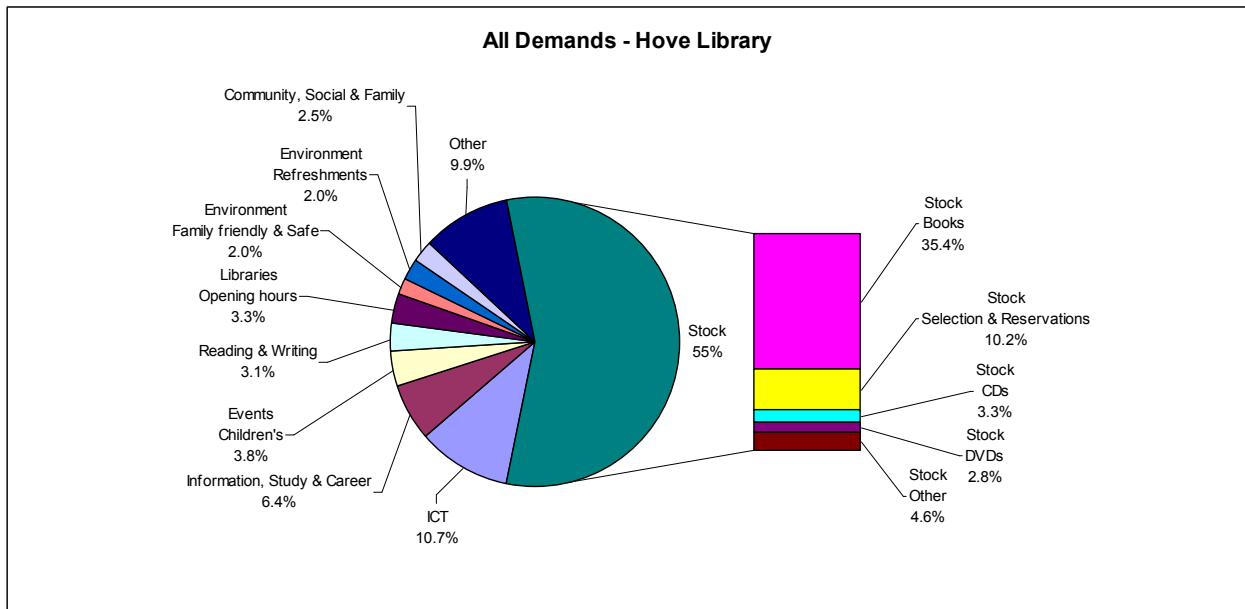
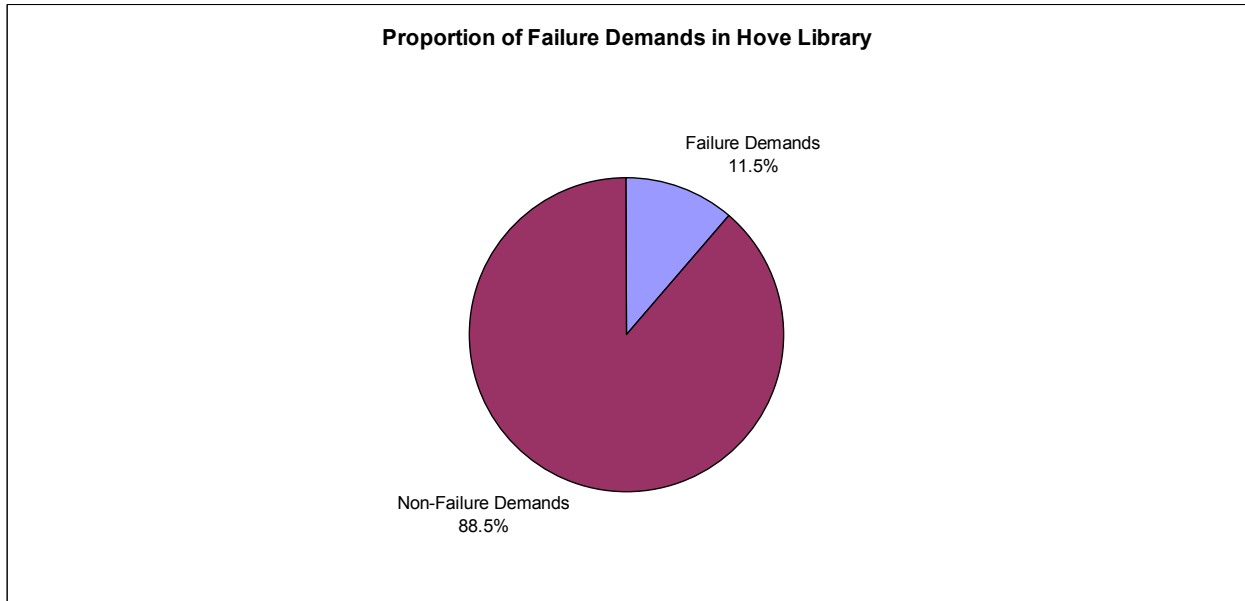
“It helps me to engage with the community.” [Jubilee, Female, 30s]



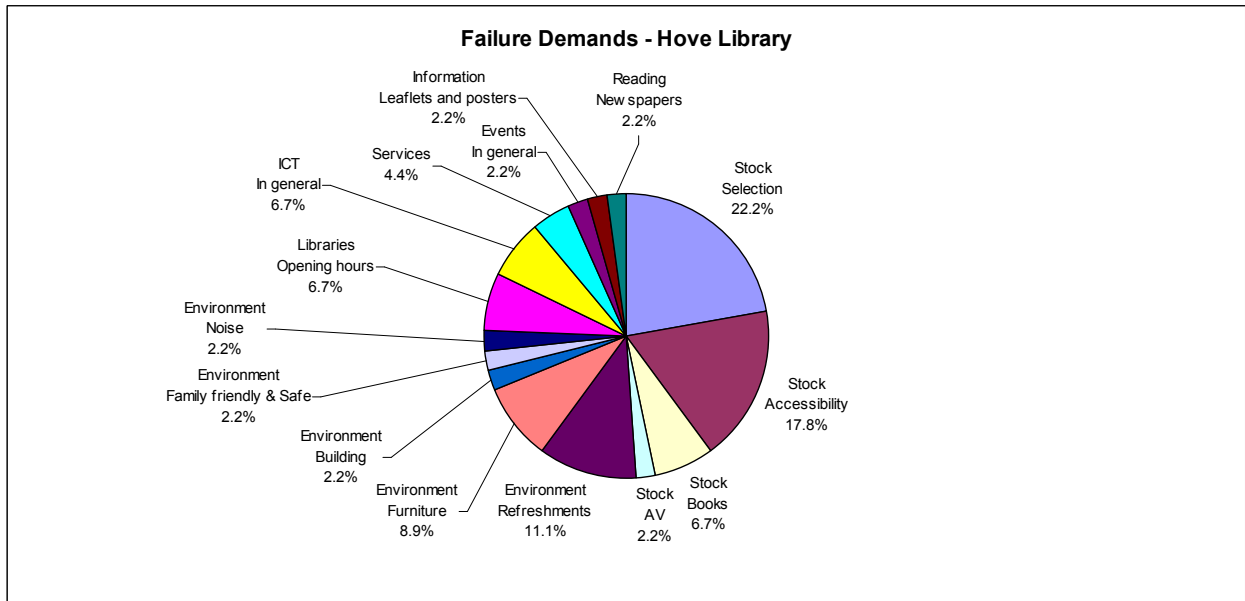
### 3.4 Hove Library Analysis

#### 3.4.1 Hove Library Failure and Non-Failure Demands

383 demands were made of Hove Library in the comments, of which 45 (11.5%) were failure demands.



The 45 failure demands are shown in the chart below, followed by typical customer comments about them.



“There used to be a better selection of books.” [Hove, Male, Elderly]

“Don’t over pack the shelves.” [Hove, Female, Elderly]

“Sometimes finds it hard to find [books in the] non-fiction sequence.” [Hove, Female, Chinese, 20s]

“Water cooler would be useful.” [Hove, Female, 20s-30s, with 6yr old child]

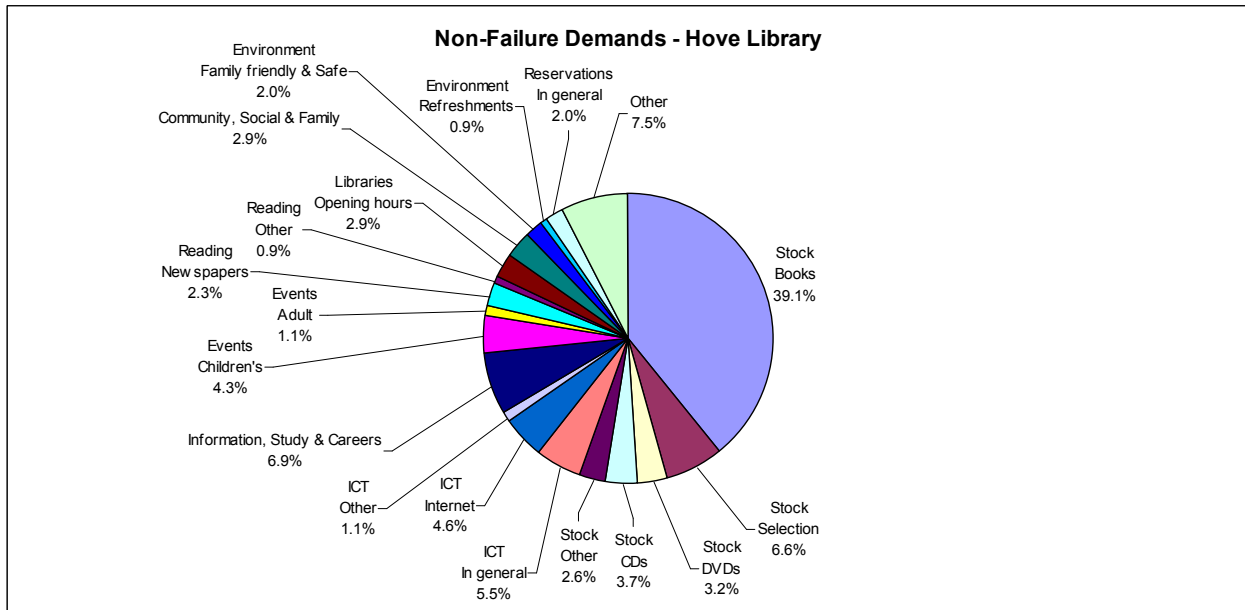
“Needs flexible space - comfy chairs for people who want to just sit and read.” [Hove, Male, 30s]

“Could you space out the chairs in the children’s area because when I read to my child I can overhear other parents reading to theirs so it makes it difficult to read together.” [Hove, Female, 40s, with child under 5yr, English second language]

“The opening hours are good, but I would like it if you were open on Monday mornings too.” [Hove, Female, 40s]

“I’ve come to use the internet, but I find it hard to book at times. I think there should be more computers and longer time slots available.” [Hove, Male, 40s]

The remaining 348 demands made at Hove Library were met to the satisfaction of the customer. Their comments are analysed and shown below:



"I'm in every day - mainly books for myself and my daughter." [Hove, Female, 40s]

"I use the internet because mine isn't working at home." [Hove, Female, 30s]

"I was looking at an article on a health issue." [Hove, Female, 40s]

"I've found some helpful leaflets so that should be useful." [Hove, Female, 40s-50s]

"I came in to use the computers as I am unemployed." [Hove, Male, 20s]

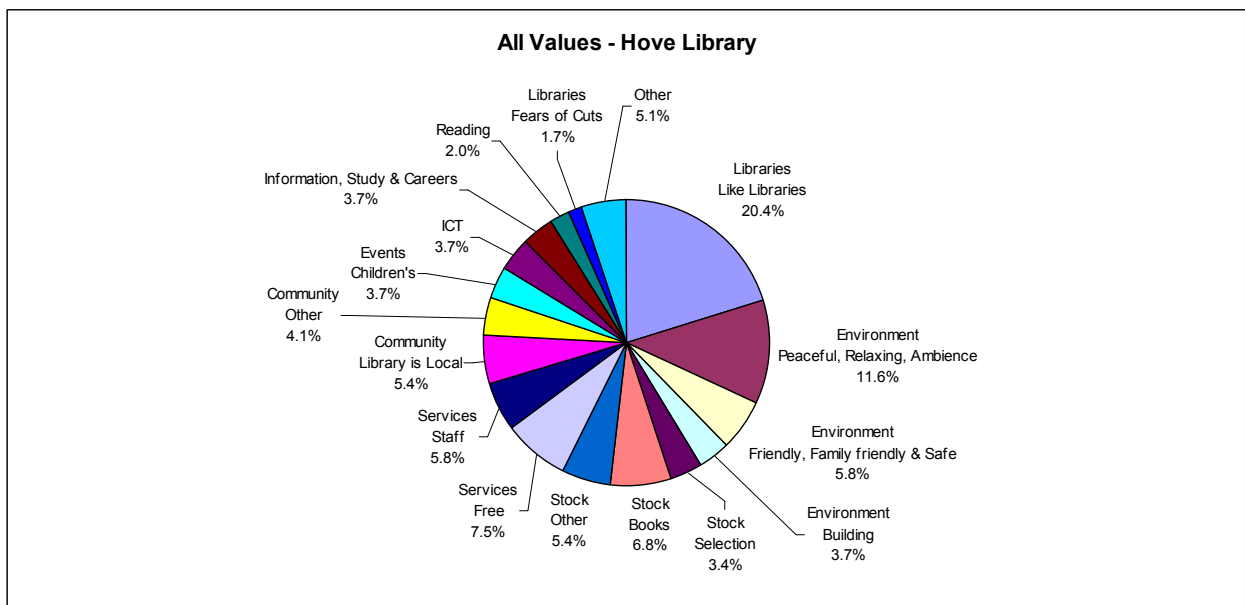
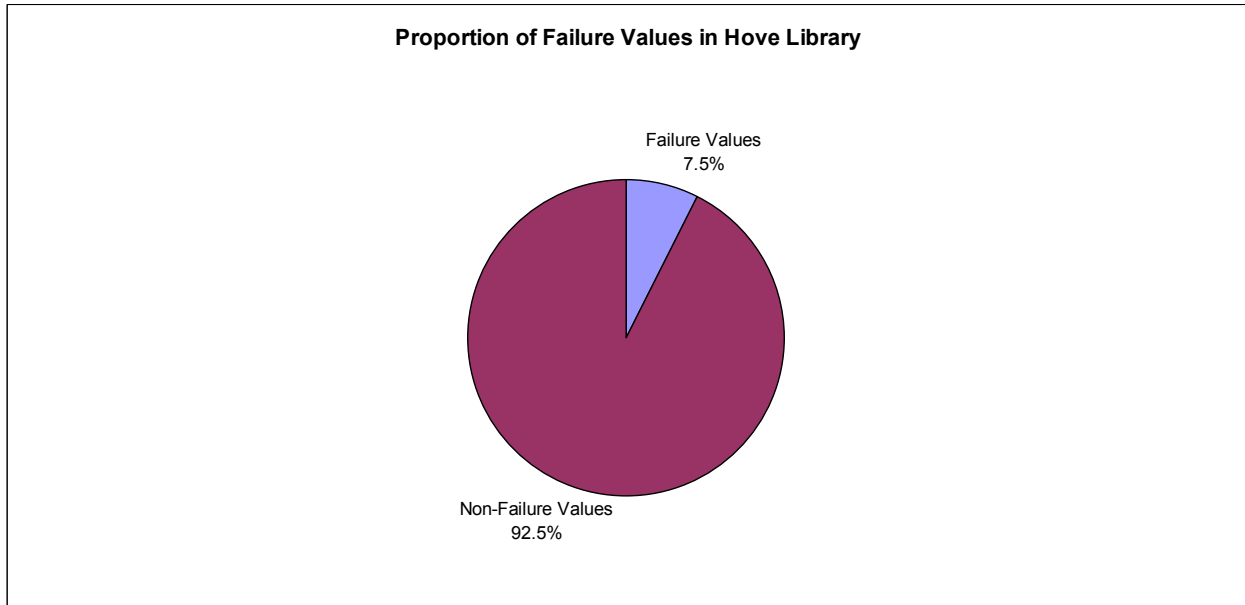
"Somewhere to bring the grandchild." [Hove, Couple, 60s]

"I had a leaflet for the Bookstart event so I brought my children." [Hove, Female, 30s, with children]

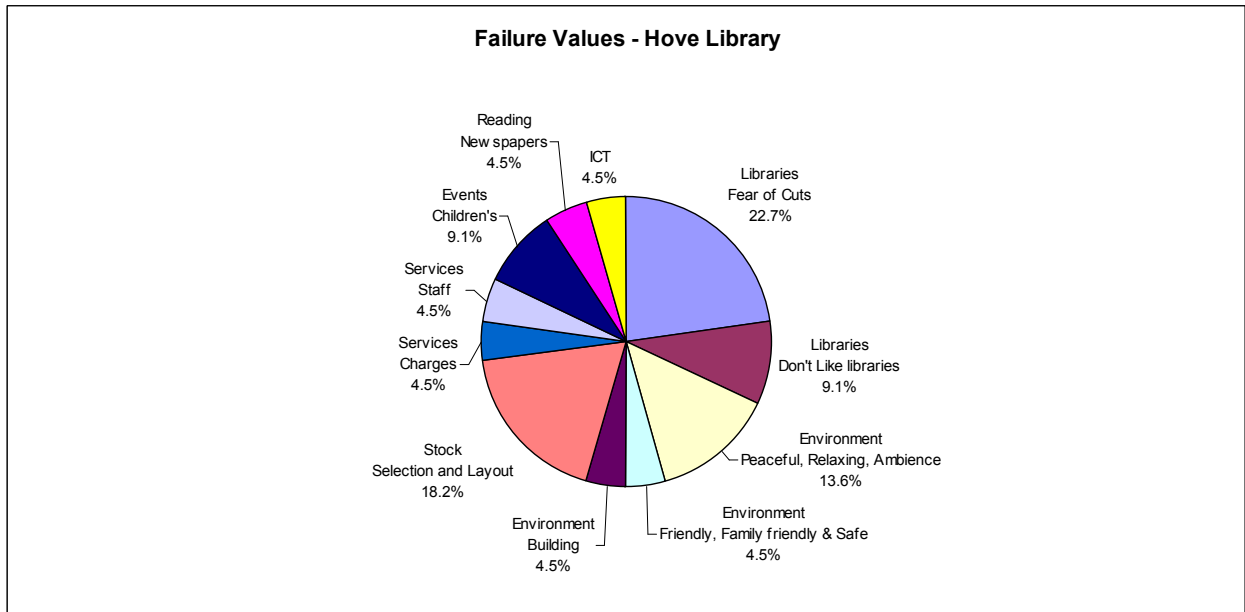
"I've come in to read the paper." [Hove, Male, 50s]

### 3.4.2 Hove Library Failure and Non-Failure Values

294 comments were made by customers in Hove Library about what is important to them about the library service. Of these, 22 (7.5%) were not met by the service and hence count as failures.



The 22 failures are shown in the chart and quotes from customer comments below.



"I'm so glad they didn't shut it, that would have been so stupid and short sighted." [Hove, Male, Elderly]

"I'm very happy with this library, don't ever close." [Hove, Female, 50s]

"With the internet there is a danger of losing the library resources." [Hove, Female, 30s]

"I like the old ways of being silent." [Hove, Female, Elderly]

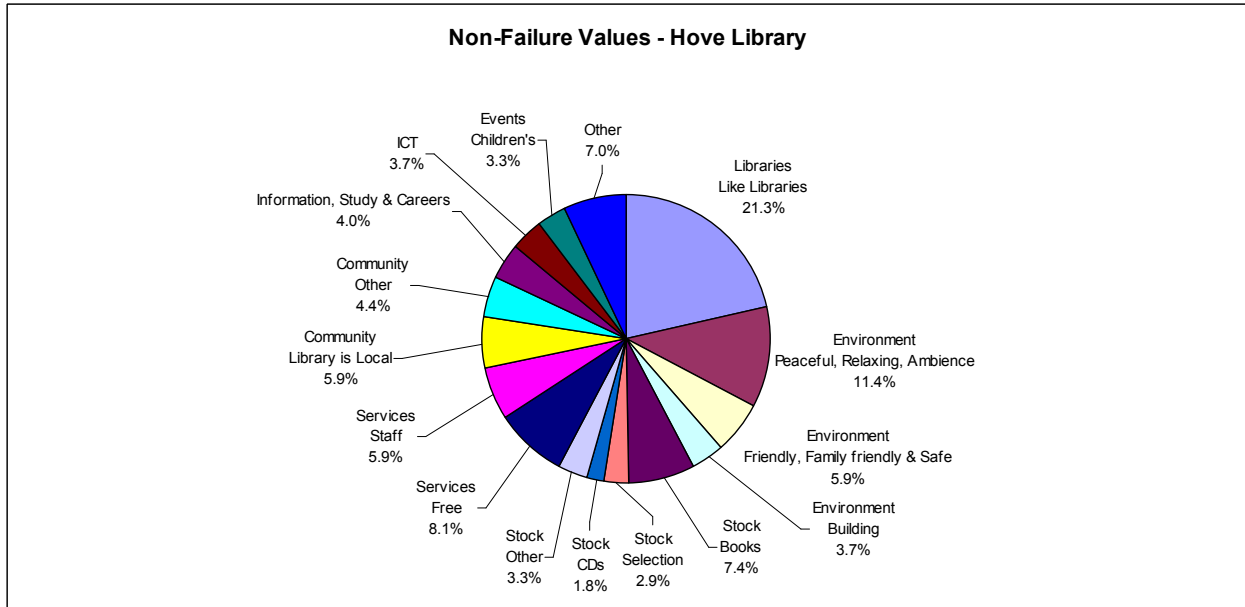
"I don't like the automatic doors especially at Hove as they open onto a main road." [Hove, Female, 30s-40s, with child under 5yr]

"Would you like to know of some improvements? Anybody who has disabilities can't get to high or low shelves." [Hove, Female, Elderly]

"Staff being available - sometimes I have been waiting and waiting here at different times of the day and there is no-one around." [Hove, Female, 20s]

"I like the activities in particular Baby Boogie, though sometimes I don't get in as it is full." [Hove, Female, 20s]

The 272 comments about values where the service successfully met them are analysed below, followed by typical quotes from satisfied customers.



“Love it - Use all the time for everything.” [Hove, Female, 30s]

“Think very highly of the library – Marvellous.” [Hove, Male, 20s]

“I like the feel of this library.” [Hove, Female, 60s]

“Not rushed in here.” [Hove, Male, 30s]

“I mostly value the books because I'm an enthusiastic reader” [Hove, Male, 50s]

“I think it's brilliant you can borrow things and you don't have to buy them, just bring them back.” [Hove, Female, 60s]

“With four children it's too expensive to buy all the books they want and see at school.” [Hove, Male, 30s]

“Personal contact with the children - staff try to build up a relationship with the children and make them feel at home.” [Hove, Female childminder, Elderly, with two children]

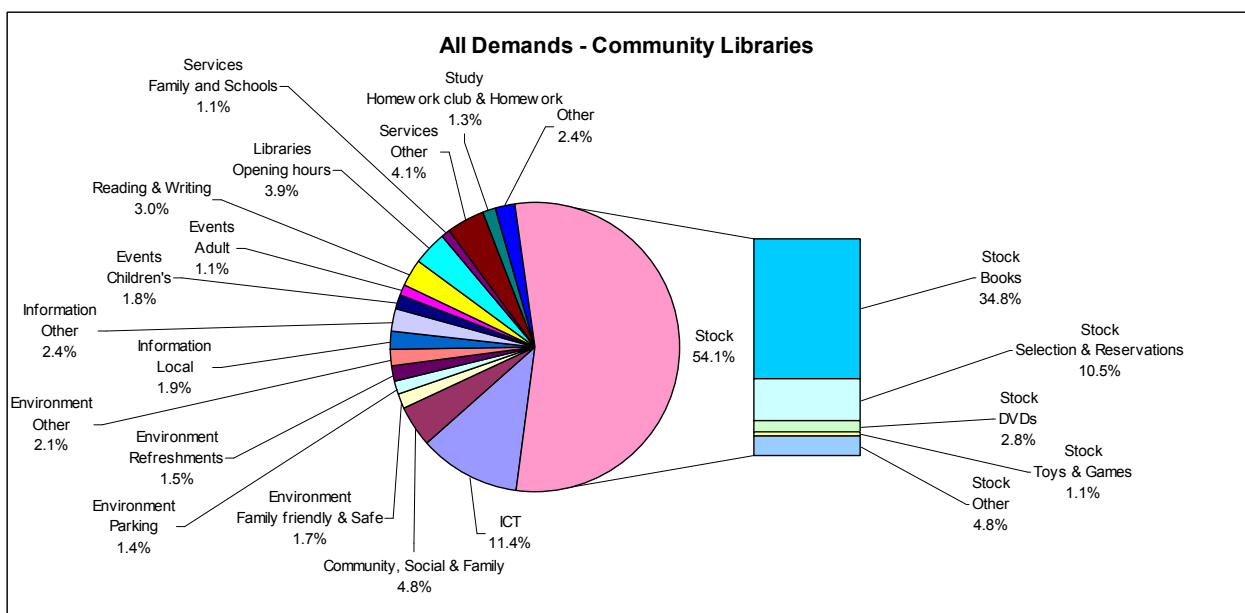
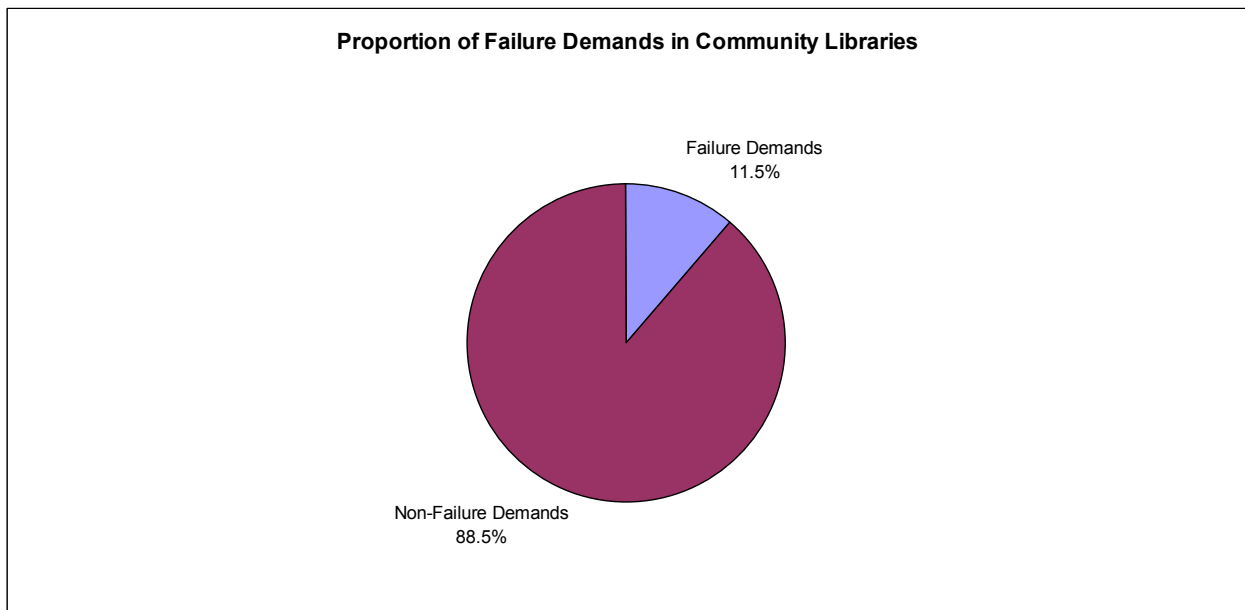
“It's near other groups I go to, so fits into part of my day.” [Hove, Female – mother, 20s-30s]

“Fantastic Community service.” [Hove, Female, 60s]

### 3.5 Community and Mobile Libraries combined analysis

#### 3.5.1 Community and Mobile Libraries Failure and Non-Failure Demands

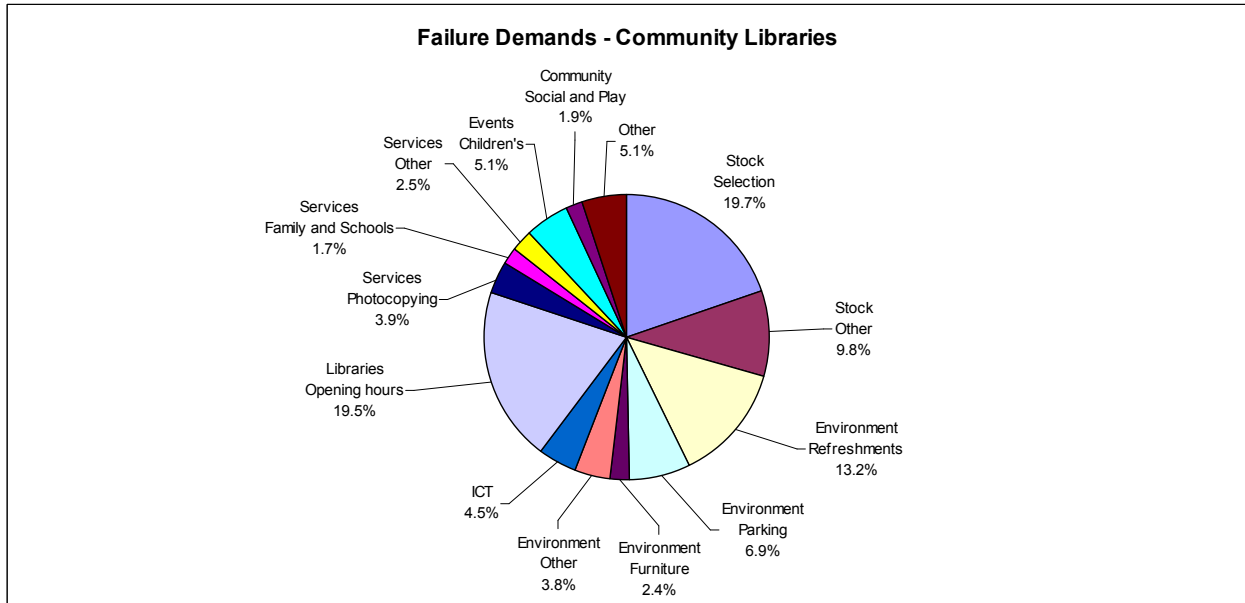
The charts below are for the combined data from all of the community libraries and the mobile library and the data is weighted to ensure a realistic distribution of data across different service points. 1530.2 (weighted value, 2655 actual total number) demands were made of these libraries in the comments, of which 175.3 (weighted - 11.5%) were failure demands.







The 175.3 (weighted value, 327 actual number) failure demands are shown in the chart below, followed by typical customer comments about them.



“I would like to see more cookery books for adults and gardening.” [Mobile, Female, 30s]

“Books-wise there isn't much for me here - the books are mostly for the younger ones or adults.” [Coldean, Male, under 16]

“Would be good to get some new releases so I don't have to pay for reservations.” [Mobile, Male, Elderly]

“More books would be good - I keep coming across the same titles from the same authors - I'd like to see more different ones” [Hollingbury, Male, 40s, with son]

“Would like tea and coffee.” [Whitehawk, Female, 50s]

“Nice if the adults could have a coffee - I bring mine in my back pack. Water would do for the kids” [Saltdean, Female, 40s]

“I need to use my car to get about, but the parking here is making me think twice about coming to the library.” [Woodingdean, Female, Elderly]

“I've come to moan about the parking. I am blocked in and can't get my car out - people are very thoughtless” [Patcham, Female, Elderly]

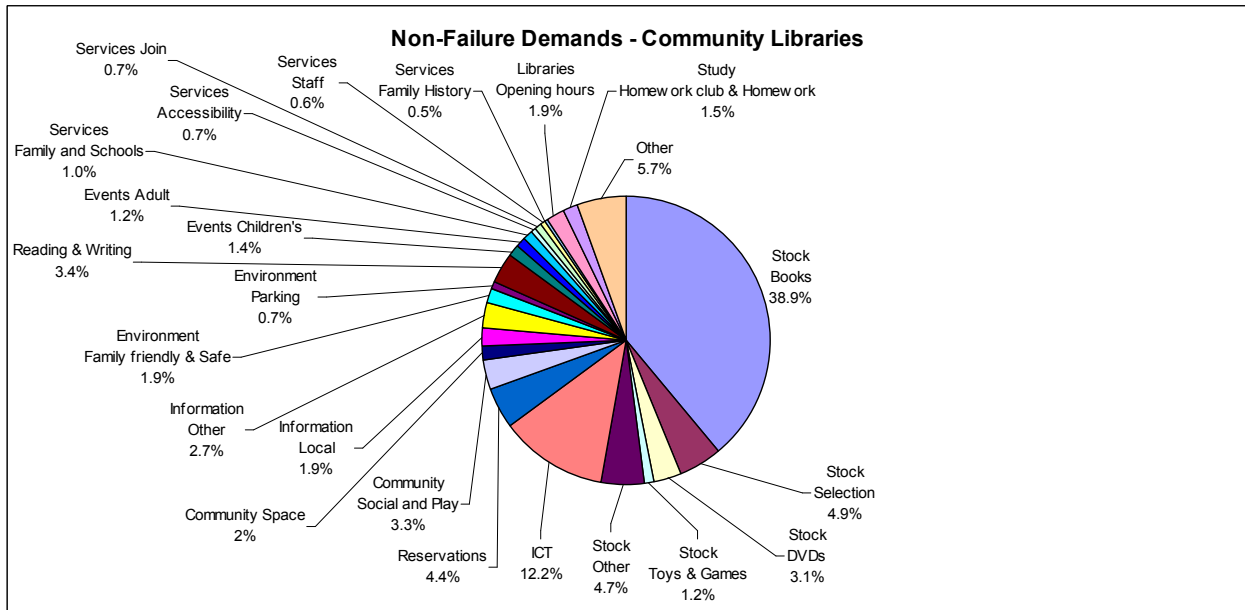
“The only thing on the down side is the parking - we can't park in the PCC spaces but I've seen patients come out of the doctor's who have parked in the library spaces.” [Portslade, Female, 50s]

“I wish you opened more days - I work and it is not always easy to get here.” [Patcham, Female, 30s]

“Opening times - I live in Lower Bevendean and the library times at Moulsecoomb don't match my needs or requirements.” [Portslade, Female, 50s]

“Opening times are a bit difficult.” [Saltdean, Female, 30s]

The remaining 1354.9 (weighted value, 2328 actual number) demands made at the Community and Mobile Libraries were met to the satisfaction of the customer. Their comments are analysed and shown below:



"It's my first visit today, my daughter wanted to come back because of the school visit - We've come to take out books." [Hollingbury, Female, 40s, with child]

"I've come to get some [books] for my homework." [Mile Oak, Child, under 16]

"To get books on the Amazon for a school project, and it is fun looking!" [Hangleton, Female, 40s, with son and daughter]

"To take books out - this is a bonus, I found exactly what I was looking for." [Portslade, Female, 40s]

"I love the good selection of books." [Coldean, Female, 40s – note similar comments were received from many libraries from customers of all ages]

"I like reading magazines." [Moulsecoomb, Female, 20s]

"I have read the paper today while I wait for my partner to get a book" [Rottingdean, Male, 60s]

"I want story bags for my grandchildren" [Mobile, Female, Elderly]

"I want you to help me set up an email so I can keep in touch with my daughter who is travelling around Australia." [Woodingdean, Female, Elderly]

"It's actually really useful because I don't have a printer at home." [Saltdean, Child, under 16]

"I came in last week and asked for computer courses available. You told me to get in touch with Rottingdean for silver surfers and I managed to get a cancellation and I have just come back from there inspired and ready to learn more. Please book me in for an hour on the computer next week for the BBC web wise course you told me about." [Woodingdean, Female, 60s]

“I don't have a PC at home so use library ones.” [Hollingbury, Male, 40s]

“I cannot afford the bus fare to Jubilee so want to be able to have help with finding a job in Coldean Library” [Coldean, Male, unemployed, 50s]

“I want to order Sandman series graphic novels - can you get them for me?” [Woodingdean, Male, 20s]

“I often come in to order books for my book group.” [Westdene, Female, 60s]

“I don't come here for books but for company, but I might start now.” [Woodingdean, Female, 50s]

“We have come in to meet up.” [Whitehawk, three childminders with five under 5yr olds]

“Meet friends here to look at books.” [Patcham, Female, under 16]

“Library's not bad, it's been good you listened and were interested in us. We have people to talk to in school but they're mostly boys or behaviour people - You're different, not one of them. It's been good talking to you.” [Patcham, Female, under 16]

“I like the Brighton & Hove information leaflets and local news.” [Mile Oak, Female, 30s]

“I got the leaflets that I wanted. I knew I would find them here” [Rottingdean, Female, 40s]

“Because my mobile has not got any credit and my Mum will be worrying, can I or you call her to let her know I'm alright?” [Hangleton, Male, under 16]

“It's not frightening to come in like some libraries” [Coldean, Female, 60s]

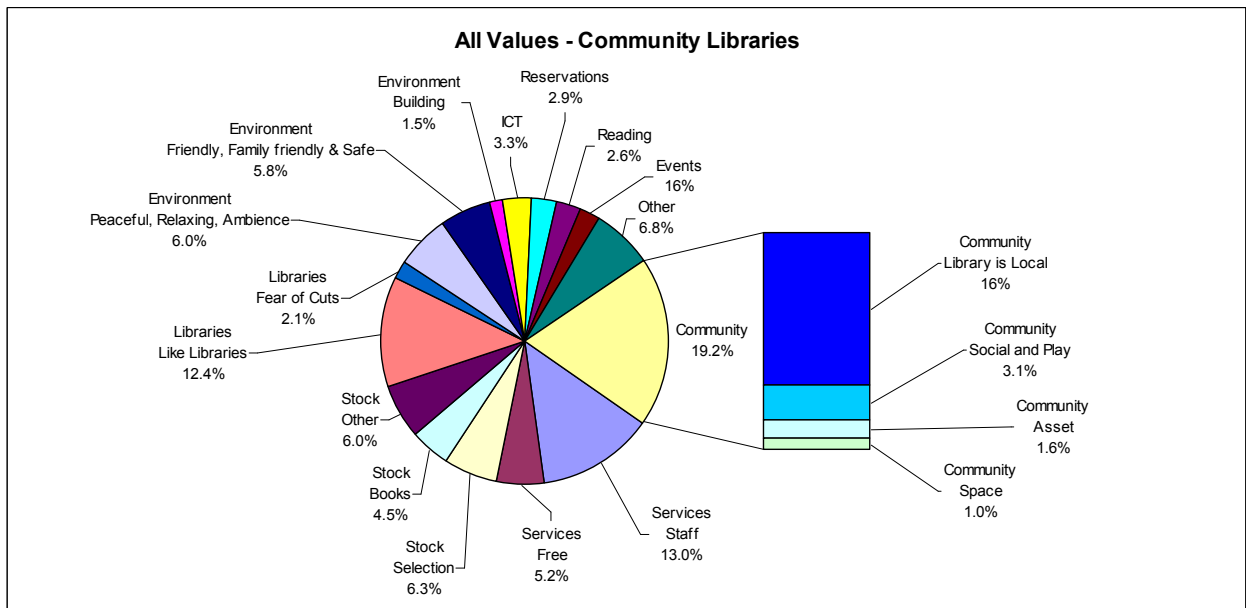
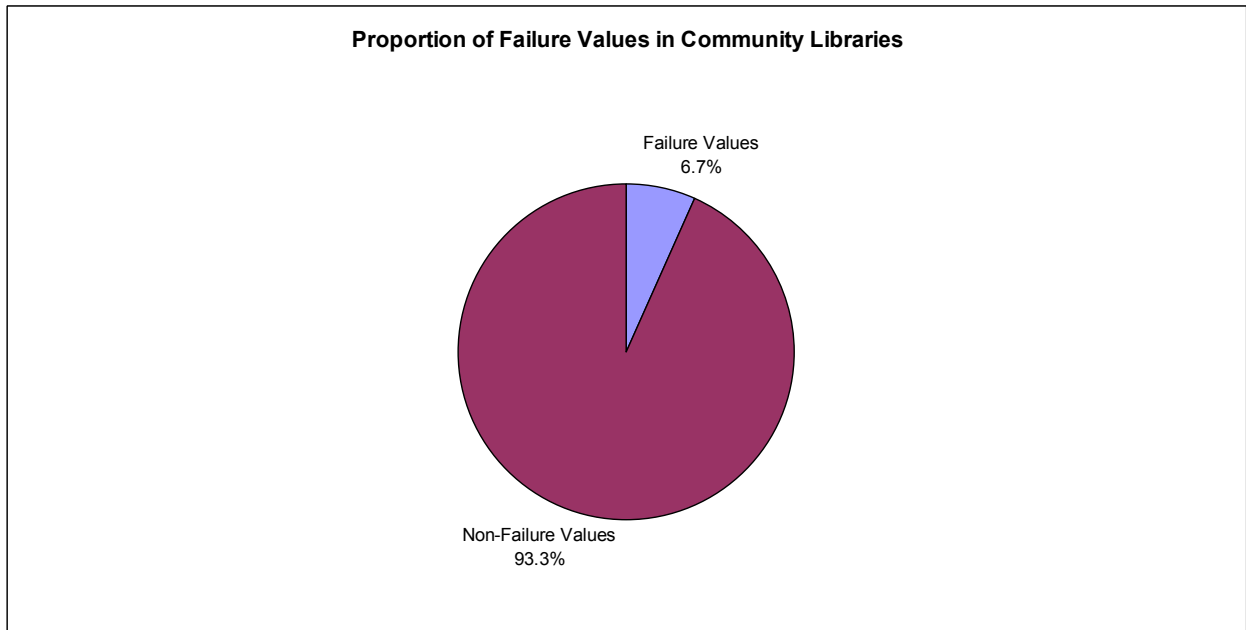
“I came here so I could relax” [Coldean, Female, under 16]

“To attend the Portslade Writer's group - I come once a month. I love attending” [Portslade, Female, 50s]

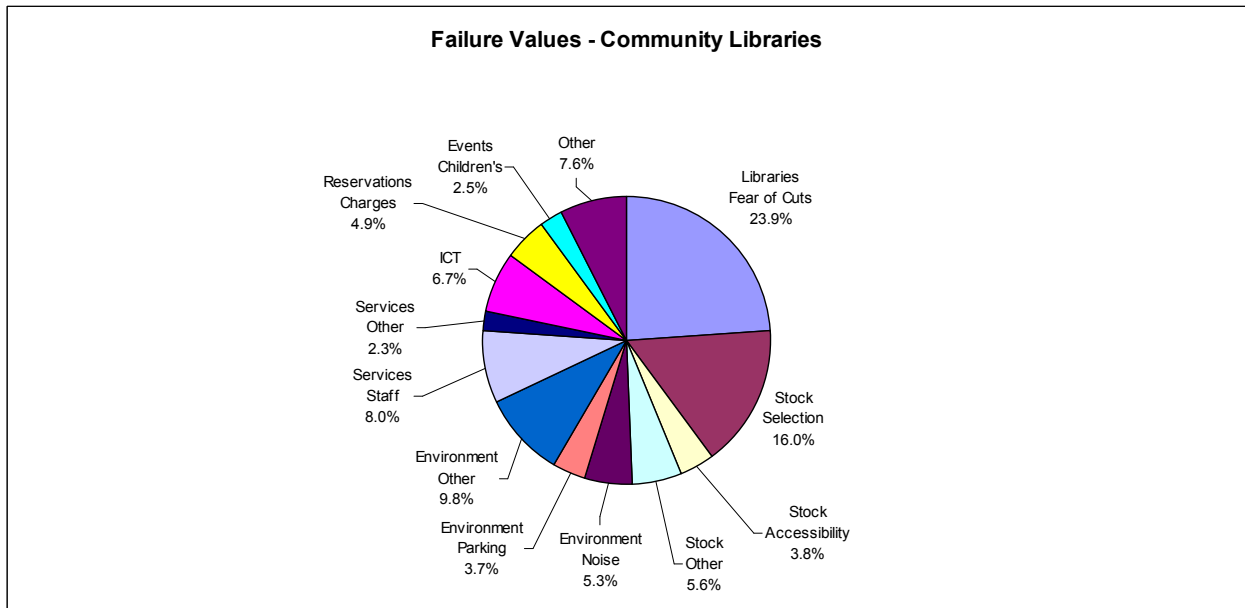
“Learn more about topics we are doing at school” [Woodingdean, Female, under 16]

### 3.5.2 Community and Mobile Libraries Failure and Non-Failure Values

The charts below are for the combined data from all of the community libraries and the mobile library and the data is weighted to ensure a realistic distribution of data across different service points. 1239.6 (weighted value, 2112 actual total number) comments were made by customers in the Community and Mobile Libraries about what is important to them about the library service. Of these, 82.5 (weighted - 6.7%) were not met by the service and hence count as failures.



The 82.5 (weighted value, 149 actual number) failures are shown in the chart and quotes from customer comments below.



“Don't you take it away from us, we don't have a community centre or anything so this is our community space.” [Coldean, Female, Elderly]

“Not letting the sods at the council destroy the library service. Reading is a solitary thing and not something in your face, so seems to be thought of as a service which can be whittled away.” [Portslade, Female, 60s]

“I'm horrified about using volunteers instead of people and closing them down.” [Westdene, Female, 60s]

“I'd be the first to put my name on any partition to stop closures.” [Portslade, Male, 30s]

“I think the stock needs to be changed between libraries. I use Woodingdean as well and I keep seeing the same authors and books in each library.” [Rottingdean, Male, Elderly]

“I get DVDs here (which could have a better selection, but good overall).” [Hangleton, Female, Elderly]

“More copies of the books [for Homework Club] as they only have two copies of the books and it's annoying.” [Patcham, Female, under 16]

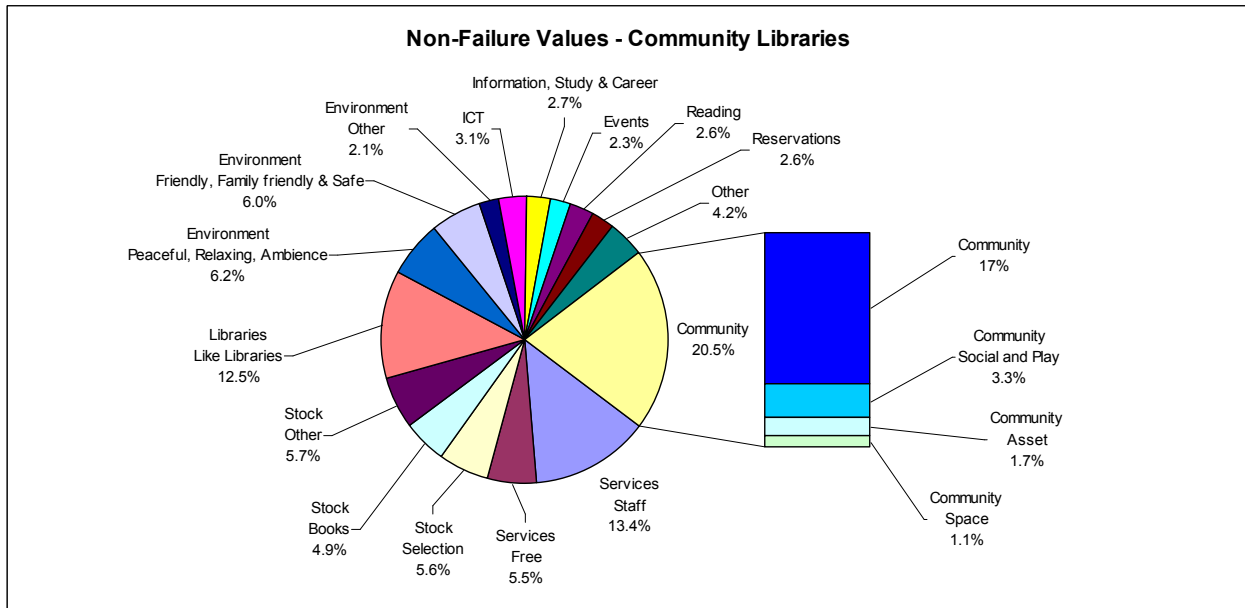
“Children's activities such as singing should be held in nurseries not libraries.” [Portslade, Couple, Elderly]

“Sometimes it's a bit noisy - I like a library to be a library - quiet if I am concentrating.” [Whitehawk, Female, 50s]

“Interaction with staff - doesn't like self service - at Hangleton the staff are here [gestures towards counter] I often can't find anyone to ask at Jubilee and Hove.” [Hangleton, Female, 40s]

“I like the extra assistance you give here, like today when you took the time to look on the catalogue. Last time I was told to keep checking the shelves.” [Mile Oak, Male, 50s]

The 1157.0 (weighted value, 1963 actual number) comments about values where the service successfully met them are analysed below, followed by typical quotes from satisfied customers.



“Well, it’s a community thing, it serves the community - all the ages; children, old people.” [Coldean, Male, 40s]

“The community feel.” [Hollingbury, Female, 40s]

“Hub of community.” [Patcham, Female, 60s]

“Brings people together under one roof.” [Portslade, Female, 60s]

“It’s fun to get to meet new people.” [Coldean, Female, under 16]

“I see the library as a great way to meet new people in the community, I like meeting new people and I worry because I’m getting older and I get lonely.” [Woodingdean, Female, 60s]

“Lovely space for children and parents to socialise.” [Whitehawk, Female, 20s]

“My youngest son really enjoyed the Summer read, it captured his imagination. It moved his reading forward; it gave him a focus and more of an interest to get the next book.” [Hollingbury, Male, 50s]

“I value helpful staff who know what they have in stock.” [Coldean, Female, 40s]

“Very friendly staff always helpful.” [Saltdean, Male, Elderly]

“The staff are friendly to the children which makes them comfortable to use it.” [Mobile, Female, 30s]

“Staff are a great help in pointing out what’s new and recommending new authors.” [Mile Oak, Female, 40s]

“Thank you for showing me the type of books to read with my child next. He was getting bored with books but now enjoying them again.” [Whitehawk, Female, 30s]

“The personal service” [Rottingdean, Female, 40s]

“I like the Recommended Reads and the extra assistance you give here, like today when you took the time to look on the catalogue” [Mile Oak, Male, 50s]

“It’s a life line really if you’ve got a small child, they need lots of books and I can’t afford to buy lots” [Hollingbury, Female, 20s-30s]

“I use the computers as I am unemployed and they are free - can’t really afford to pay £1 or £2” [Coldean, Male, unemployed, 30s]

“We always find a book - the choice is very good” [Portslade, Female, 60s]

“This library has such a great range of homework and reading books” [Mile Oak, Female, 30s, with daughter approximately 10yrs old]

“There are lots of books - a nice choice” [Moulsecoomb, Female, 60s]

“Variety of books for the children - that’s got them into reading and away from the TV” [Portslade, Male, 40s]

“Good to try toys out before buying it yourself - ‘Try before you buy’” [Whitehawk, Female, 30s]

“Full of admiration for the libraries.” [Hollingbury, Male, 60s]

“The children love it down here.” [Portslade, Couple, 30s]

“I always enjoy coming to the library.” [Woodingdean, Male, 60s]

“It’s a very comfortable place to be.” [Westdene, Female, 40s]

“A place you can come, browse and feel at home” [Whitehawk, Female, Elderly]

“It’s a good place where kids can come and rest.” [Coldean, Female, 40s]

“It’s small enough for my children to wander around without me worrying” [Hollingbury, Female, 40s]

“It’s OK here. I’m OK here.” [Hangleton, Male, under 16]

“I feel safe here” [Moulsecoomb, Male, under 16]

### 3.6 Non-users

3.6.1 Staff went out to community places and activities to ask people about libraries. While many of those asked were users, some were not.

3.6.2 A web questionnaire was used which reached a few more non-users.

3.6.3 In total, 34 non-users were questioned. Their reasons for not being users fell into four main categories:

- 46% Did not feel that libraries were for them
- 27% Did not know what libraries had to offer them from the broad range of services or how libraries cater for all ages, including babies
- 18% Did not feel they had enough time
- 9% Went to other libraries (school or university) instead of using the public library service

3.6.4 These results clearly show the need to continue to advertise and market the full range of library services to the public, both locally and nationally, to improve the understanding of non-users about what libraries have to offer them.

“Suppose it’s OK for some people but not for me.” [Male, 30s]

“Never use libraries, don’t appeal.” [Male, 30s]

“Where is the library here?, [Female, under 16]

“Never got round to coming to the library - Didn’t realise how much you do.” [Female, 20s]

“Not a member - just moved here to teach.” [Male, 20s]

“Do I belong to the library - I don’t think so. Isn’t my baby too young?” [Female, 20s]

“No I don’t belong to the library - My kids are too small.” [Female, 20s]

“I don’t use it myself as I rarely read books - I read the same ten over and over.” [Adult, 40s]

“I’m too busy to use libraries now. I buy books in charity shops or Amazon.” [Ex-user, Male, 50s]

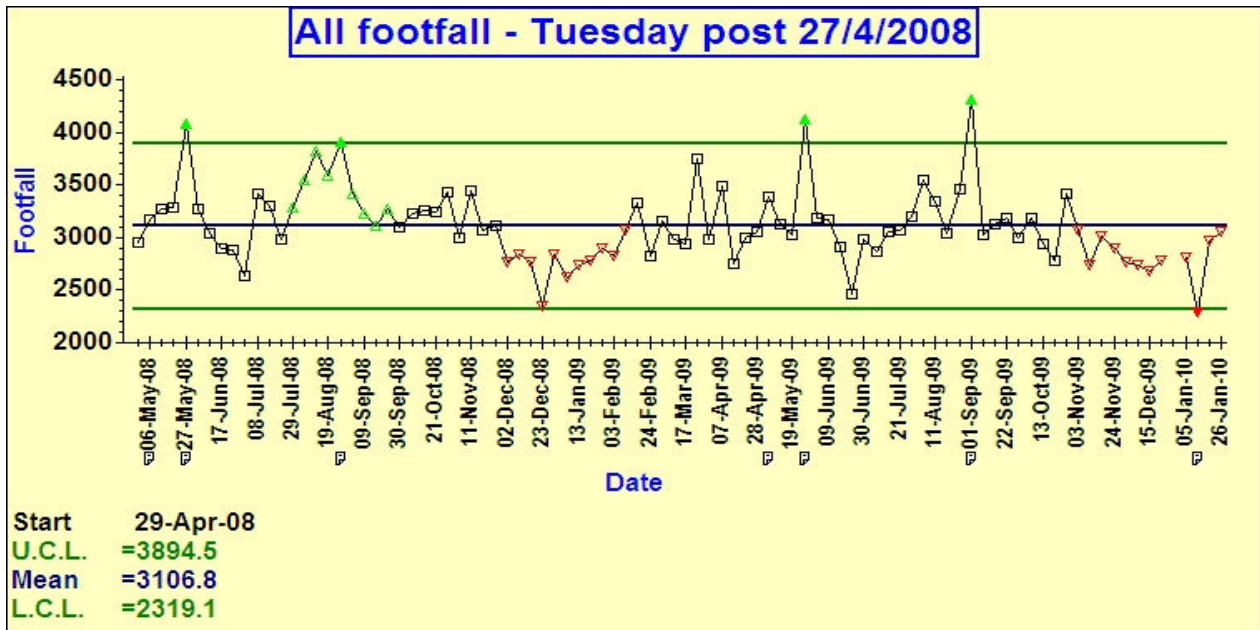
“We use the school library but none of yours.” [Female, under 16]

“I’m a postgrad student at Sussex so I use their library.” [Male, 20s-30s]



## 4. Capability

- 4.1 The capacity of the service to meet these demands was looked at. In particular, new methods were adopted to look at data and management information in a graphical form set against time as opposed to the standard snapshot figures which managers had previously relied on.
- 4.2 This new method allowed monthly changes to be seen in the context of what was normal variation in the system. Thus managers did not waste time worrying about fluctuations that lay within normal variation, but could identify readings that were anomalous and needed further investigation.
- 4.3 For example, the new way of presenting data indicated where pressure points in the service occurred. By plotting footfall on Tuesdays against time in Jubilee Library, it became clear that there was a major increase on the Tuesdays following the Spring and August Bank Holidays, but nothing unusual about the footfall on the Tuesdays after the May Bank Holidays. Hence deployment of staff can be adjusted to accommodate the predicted busier days. It is recommended that further work around the details of staff deployment against customer demand is carried out.
- 4.4 The end-to-end time of services like the reservations service were looked at. There had been a recent introduction of charges for this service which had been introduced, in part, to improve end-to-end supply times. This was based on the pre-Systems Thinking premise that reducing the numbers of reservations would improve the supply time. The data when presented with a more Systems Thinking approach showed that this had not been the case. The delays in supply times were being caused by systemic problems in the movement and locating of stock as further flow analysis showed (see below), not by numbers of reservations placed. It is recommended that further work looking at the movement of stock between libraries is carried out.
- 4.5 For information, a typical new style of graph is shown below. Any data inside the two green lines are within normal variation, but data outside these lines is abnormal.



## 5. Observational Work and Work Flow

- 5.1 Managers carried out observational work both on the front-line and in the workrooms that support the front-line.
- 5.2 Flow charts were drawn for key areas of work and estimates made of how frequently each path through the flow chart was used.
- 5.3 Front-line staff were asked what helped and what hindered their being able to provide an efficient service to the customer. Their responses fell into the following main areas:
  - 33.3% were about ICT issues:
    - Lack of confidence in the Library Management System's searching facilities and information about holdings (some problems now improved with consortium work on the catalogue)
    - Speed issues (which have now been somewhat improved with recent upgrades)
    - Login issues – especially when there is a staff change-over on the front line (smartcard logins to be introduced autumn 2011)
    - Lack of serials and newspapers on the Library Management System (currently working with the third party bibliographic suppliers to rectify this).
    - Use of old systems (eg yellow cards for reservations) instead of the Library Management System (review of old back-office systems recommended).
  - 27.8% were about stock:
    - Failure demands on reservations caused by various issues (stock and courier projects recommended to look at these issues, along with ongoing work in Jubilee Library to ensure stock is reshelved correctly and quickly)
    - Delays in deliveries caused by the courier's route (project recommended to look at the service's use of the courier)
    - AV and audio stock comments from Community Library staff relating to the balance and quality of stock available (project to look at stock issues and library customer profiles recommended)
    - Duplicate stock (currently working with the third-party bibliographic suppliers to remove unwanted duplication)
    - Perceived lack of clear policy and procedure over donations (project recommended to look at stock issues like this)
  - 19.4% were about the layout and staff deployment in Jubilee Library.
    - The layout is now being modified using a project run by the front-line workers with managers providing guidance, but not imposing solutions. This enabled front-line workers to contribute their

considerable knowledge and experience into finding solutions to problems in the system.

- 11.1% were about training issues:
  - Reliance on relief staff who are less well trained and less aware of the range of services
  - Inconsistent use of the Library Management System and procedures (new customer service standards have now been introduced to form the basis of all training and performance management of staff)
- 8.3% were about lack of communication with the customer:
  - Out of date opening times on external notices (currently being replaced)
  - Poor signage inside libraries (especially Jubilee, currently under review)
  - Lack of visibility of staff (especially in Jubilee, new layout has helped with this)

5.4 An example of what was uncovered through this approach of observation and work flow analysis comes from the reservation flow work:

- When a customer comes to the enquiry desk on the upper floor at Jubilee Library asking for a specific book that we have, but that they cannot find, the staff member checks it is not out on loan.
- 50% of the time this is not the case and so the book should be on the shelf, so the staff member checks the shelves, both where it should be and recent returns.
- If the book still cannot be found then a reservation is put in for it – thus creating a lot more work to find it. Meanwhile, the customer leaves empty-handed and has to return to pick up the book at a later date. This is a clear Failure Demand – one which could have been avoided.
- When staff were asked to estimate how often this scenario led to a failure demand for a reservation, the reply was “on a good day when the shelving of returned books are up to date and the shelves are tidy, 10% of the time, on a bad day 85% of the time”.
- Thus the deployment of staff to keep shelving up to date has a large impact on the number of failure demands for reservations which, since they are also labour intensive to administer, ironically take time away from shelving time.
- Extra resources have now been put into shelving and shelf tidying in Jubilee Library reducing the level of resources dealing with reservations.

5.5 More work is recommended to look at the movement of reserved stock between libraries to further improve this service.

“I would like them [books] to be on the shelves (ie not lost as today).” [Jubilee, Female, 20s]

“I've come to get a book here that's not at Jubilee - I've come to pick it up but it's now at Jubilee.” [Hove, Male, 50s]

“Any reservations I put in inevitably makes the 'wait time' longer as you only have two deliveries a week on Mondays and Thursdays - As we are now paying for reservations how about extending the delivery service of them?” [Woodingdean, Male, Elderly]

## 6. System Conditions

- 6.1 Libraries are a statutory service under the Public Libraries & Museums Act 1964.
- 6.2 Brighton & Hove Library Service has a PFI contract covering Jubilee Library, so any changes involving the building require contractual variations.
- 6.3 Brighton & Hove Library Service covers its bibliographic services through the Jubilee Library PFI contract. Thus changes to stock procurement and processing need to be agreed with third parties and dealt with through contractual variations. This process is benchmarked every three years.
- 6.4 Brighton & Hove Library service will be expected to deliver the national offer for libraries.

## 7. Thinking

- 7.1 Many ways of previously thinking about the service are being challenged through this process. Already some smaller issues have been dealt with by a Systems Thinking approach of gathering information directly from the customer before taking decisions.
- 7.2 In a major shift from the normal approach, Jubilee Library has just had changes to the front-line desks and layout which was a project run by the front-line workers with managers providing guidance, but not imposing solutions. This has improved the customer experience and has helped staff eliminate some of the problems that were hindering them from giving a good service. It also empowered the front-line workers to contribute their considerable knowledge and experience into finding solutions to problems in the system – this both utilises their knowledge and gives them ownership.
- 7.3 Being open to further such changes in thinking will undoubtedly be of benefit to the customer and the service.

“It helps me through the weekend. It's a lifeline. The books, CDs and DVDs are my way of coping. I'm on my own, my partner committed suicide. Thanks.” [Jubilee, Post-It note in foyer]

## 8. Recommendations and Action Plan

Recommendations	Actions	Measures of success	Lead Officer(s) and Time
<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Flow of stock – look at time to deliver new titles to libraries. This includes looking at the Bibliographic Service Provider's supply times, our processing and moving the stock to community libraries via courier.</li> <li>▪ Flow of stock – look at time taken to deliver Reservations to libraries. This includes looking at our processing, the courier service route and the effect of Bank Holidays on delivery times.</li> <li>▪ Broaden the range of stock of all types, especially at community libraries, and cut out duplication of Adult Fiction titles (unless needed eg large print and normal print copies). Ensure that the selection profiles reflect the need for a broad range of stock.</li> <li>▪ Where there is a series of books, ensure that we have the complete series as customers find missing books in a series frustrating (happens a lot with Children &amp; Young People's stock)</li> <li>▪ Stock layout – Experiment with taking out crime, and possibly sci-fi and romance, Adult Fiction into their own areas at a few community libraries and</li> </ul>	<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Stock Project</li> <li>▪ Courier Project</li> <li>▪ Rewrite stock profiles and ensure that Bertrams' buyers understand the new specifications</li> <li>▪ Use Engage software to identify problems with serials. Inform the Bibliographic Service Provider of failures.</li> <li>▪ Experiment with Crime genre separately shelved in one or two libraries and monitor customer responses. Rollout more genres/other libraries dependant on responses.</li> </ul>	<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Stock Project report and action plan completed</li> <li>▪ Courier Project report and action plan completed</li> <li>▪ Stock Project report and action plan completed</li> <li>▪ Reduction in number of missing copies from series</li> <li>▪ Body of evidence from experiments for use in informing further work</li> </ul>	<p><b>Stock</b></p> <ul style="list-style-type: none"> <li>▪ Stock Project Manager to be appointed (Autumn 2011)</li> <li>▪ Courier Project Lead to be appointed (Autumn 2011)</li> <li>▪ Stock staff and Stock Project Manager (December 2011)</li> <li>▪ Stock staff (March 2012)</li> <li>▪ Stock staff and library managers (March 2012)</li> </ul>

Recommendations	Actions	Measures of success	Lead Officer(s) and Time
<p>see how customers react, with a view to rolling out to all libraries if customer reaction is positive.</p> <ul style="list-style-type: none"> <li>▪ Ensure that stock shelving and shelf tidying is done consistently so as to reduce the number of reservations that are failure demands on the service. This is particularly important at Jubilee Library.</li> <li>▪ Provide better central support from Jubilee Library to Hove Library and the Community Libraries from the managers with stock responsibilities.</li> <li>▪ Stock online services - Ensure that all items on the catalogue that are never likely to be available to customers are not seen on the public OPAC (ie the public catalogue in libraries and on the website) – customers do not like messages like “bring repaired since 2007” or “out of circulation”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review Jubilee Library timetabling to ensure effective use of Library Officers and Assistants for shelving and to free managers' time at regular intervals for supporting other libraries.</li> <li>▪ Change the necessary parameters in Spydus to hide unavailable stock and either set this up to be automated or set up a regular manual review to keep the data up to date.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced failure demand for reservations</li> <li>▪ Improved stock in community libraries and Hove</li> <li>▪ Unavailable stock hidden</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operations Managers and Service Development Managers (December 2011)</li> <li>▪ Stock and library Service Development Managers (December 2011)</li> <li>▪ ICT manager (December 2011)</li> </ul>
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>▪ Improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries.</li> <li>▪ To reduce the level of complaints</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>▪ Seek opportunities to improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries.</li> <li>▪ Managers to ensure that staff understand that it is an expectation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced number of complaints and failures due to environment.</li> <li>▪ Reduced number</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library Management Team (ongoing)</li> <li>▪ All managers</li> </ul>



Recommendations	Actions	Measures of success	Lead Officer(s) and Time
<p>about noise, staff should be encouraged to challenge inappropriate noise (eg. someone speaking very loudly on a mobile phone, a child running around screaming loudly, responding quickly to the alarm system, etc.).</p> <ul style="list-style-type: none"> <li>▪ Provide a toilet and baby changing facility in every library.</li> <li>▪ Provide sufficient space for parents and children, with toys to play with, in every library.</li> <li>▪ Review use of space in Jubilee – seating and tables versus use for stock and activities. In the months leading up to exams use the Learning Centre as an extra quiet space for study with extra seats and tables.</li> <li>▪ Review the use of space in other libraries to ensure sufficient study and seating space.</li> <li>▪ Provide refreshments.</li> </ul>	<p>that they should challenge inappropriate noise.</p> <ul style="list-style-type: none"> <li>▪ Provide toilet and baby changing facilities when refurbishing or redeveloping any libraries.</li> <li>▪ Courier project needs to look at the movement of toys between libraries. If a wider distribution of toys is felt desirable, a larger toy budget would be needed.</li> <li>▪ Investigate the use of the Learning Centre in Jubilee Library as an extra quiet space for study with extra seats and tables.</li> <li>▪ Review the use of space in libraries.</li> <li>▪ Introduce refreshments in Jubilee Library.</li> <li>▪ Review how best to provide</li> </ul>	<p>of complaints</p> <ul style="list-style-type: none"> <li>▪ Increased facilities</li> <li>▪ Improved movement of toy stock across the city</li> <li>▪ Extra seating and tables available during the exam period</li> <li>▪ Review completed</li> <li>▪ Refreshments available in all libraries</li> </ul>	<p>(October 2011)</p> <ul style="list-style-type: none"> <li>▪ Neighbourhood &amp; Marketing Manager (ongoing)</li> <li>▪ Courier Project Lead (March 2012)</li> <li>▪ Marketing &amp; Income Manager and Libraries Facilities Manager (September 2011)</li> <li>▪ Service Development Managers (December 2011)</li> <li>▪ Library Managers</li> </ul>

Recommendations	Actions	Measures of success	Lead Officer(s) and Time
	refreshments in all other libraries.		(Jubilee July 2011, review other libraries by December 2011)
<p><b>Services</b></p> <ul style="list-style-type: none"> <li>▪ Ensure all staff, including relief staff, are trained to the same level of customer service and that standards are maintained through proper management and supervision on the floor.</li>   <li>▪ Seek opportunities to improve Library opening hours, customers especially commented on: <ul style="list-style-type: none"> <li>- Opening Jubilee Library to 5pm on Sunday</li> <li>- Opening Patcham every day</li> <li>- Extending days Saltdean open</li> <li>- Opening Hove on Monday mornings</li> </ul> </li> </ul>	<p><b>Services</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that customer service standards form part of the induction training of any staff member or member of relief staff.</li>   <li>▪ Ensure that customer service standards are maintained through managers regularly supervising on the floor.</li>   <li>▪ Review all library opening hours.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved standard of customer service</li>   <li>▪ Review completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ All Managers (September 2011)</li>   <li>▪ Library Management Team (December 2011)</li> </ul>
<p><b>Information and Enquiry service</b></p> <ul style="list-style-type: none"> <li>▪ Review our information provision and seek new ways of working that will ensure better consistency of information regardless of the location</li> </ul>	<p><b>Information and Enquiry service</b></p> <ul style="list-style-type: none"> <li>▪ Review our information provision and implement new ways of working.</li> </ul>	<ul style="list-style-type: none"> <li>▪ New ways of working implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information &amp; Learning Manager (April 2012)</li> </ul>

Recommendations	Actions	Measures of success	Lead Officer(s) and Time
or time of the customer request.			
<p><b>ICT</b></p> <ul style="list-style-type: none"> <li>▪ Provide WiFi at Jubilee Library.</li> <li>▪ Allow more than 1hr time slots.</li> <li>▪ Provide access to power points to plug in laptops, particularly at Jubilee Library.</li> <li>▪ Become proactive in monitoring the need to upgrade key software and putting in place ways to avoid customers being unable to open common file formats.</li> </ul>	<p><b>ICT</b></p> <ul style="list-style-type: none"> <li>▪ Provide WiFi at Jubilee Library.</li> <li>▪ Change booking system to allow greater than 1hr time slots.</li> <li>▪ Find a way to enable access to power points to plug in laptops, particularly at Jubilee Library.</li> <li>▪ Set up a system for monitoring the need to upgrade key software. Proactively ensure that customers are able to open common file formats.</li> </ul>	<ul style="list-style-type: none"> <li>▪ WiFi available to customers</li> <li>▪ Change in time slots</li> <li>▪ Sufficient supply of power points for customers with appropriate Health &amp; Safety precautions</li> <li>▪ Reduced customer complaints about the age of the ICT available</li> </ul>	<ul style="list-style-type: none"> <li>▪ ICT Manager (March 2012)</li> <li>▪ ICT Manager (September 2011)</li> <li>▪ Libraries Facilities Manager (March 2012)</li> <li>▪ ICT Manager (March 2012)</li> </ul>
<p><b>Staff deployment and Back-office work</b></p> <ul style="list-style-type: none"> <li>▪ The deployment of staff on the front-line should be further checked against customer demand to ensure that we deploy staff in a way that maximises our capacity to meet customer</li> </ul>	<p><b>Staff deployment and Back-office work</b></p> <ul style="list-style-type: none"> <li>▪ Check footfall against deployment in all libraries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Better quality front-line service particularly during busy periods, and reduced levels of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library Management Team (March 2012)</li> </ul>

Recommendations	Actions	Measures of success	Lead Officer(s) and Time
<p>demand.</p> <ul style="list-style-type: none"> <li>▪ Ensure that all back-office (“function”) work done is of direct value to our customers and is properly resourced.</li> <li>▪ Flow of “function” work done by staff should be looked at to ensure that the work is being done in the most time-effective way using all the tools available, such as ICT, in the most efficient manner.</li> <li>▪ The current model of teams of staff concentrating on similar function work should be made more flexible to better use the skills and abilities of staff and to encourage the sharing of knowledge.</li> <li>▪ Managers should ensure that they thoroughly understand the work their staff are doing in their function time and constantly review this to ensure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrate that each piece of back-office work is making a necessary contribution to front-line priorities. If this cannot be demonstrated then that piece of work should be dropped. If the work is necessary, then ensure that it is properly resourced.</li> <li>▪ Carry out Systems Thinking flow work with front-line staff and identify with them where changes in work practice would be beneficial. This includes all work done in all libraries that is not directly on the front-line. It also includes ensuring that work is distributed effectively across the service.</li> <li>▪ Create opportunities for staff in all libraries to broaden their range of skills when looking at how to change the flow of the back-office work.</li> <li>▪ All managers to include careful setting of tasks and clear deadlines</li> </ul>	<p>stress on staff at busy times</p> <ul style="list-style-type: none"> <li>▪ Reduced levels of back-office work while ensuring proper resourcing for work that is necessary</li> <li>▪ Reduced levels of back-office work by using the most efficient approach to it and deploying staff effectively to do it</li> <li>▪ Better focus and quality of back-office work, and more opportunities for staff to gain new skills.</li> <li>▪ Better focus of back-office work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service Development Managers (December 2011)</li> <li>▪ All Managers (December 2011)</li> <li>▪ All Managers (December 2011)</li> <li>▪ All Managers (immediate)</li> </ul>

<b>Recommendations</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Lead Officer(s) and Time</b>
<p>that it is making a necessary contribution to front-line priorities. Individual Performance Reviews should include clear objectives and target setting for functional roles, and this information should be collated and reviewed by Service Development Managers.</p>	<p>in IPRs and 121s</p> <ul style="list-style-type: none"> <li>▪ Service Development Managers to collate tasks and deadline information in their areas to monitor the ongoing relevance and efficiency of back-office work. This information to be shared across the SDM team with a view to flexible working.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Service Development Managers (December 2011)</li> </ul>

