



# EAST SUSSEX COUNTY COUNCIL LIBRARY AND INFORMATION SERVICES

**MLA PEER REVIEW ACTION PLAN  
NOVEMBER 2004**

# **Peer Review Action Plan: East Sussex Library and Information Services**

## **Recommendations:**

Thirteen recommendations were made which have been grouped thematically for the purpose of drawing up an action plan.

## **Overarching recommendations: these cross-cutting recommendations are vital for all areas of development and will be implicit in all plans:**

- the library service develop a greater external focus
- more benchmarking activity be undertaken
- plans to maximise the synergy between the education and library services be quickly developed
- key corporate processes be fully embedded

## **Objective 1: To build leadership capacity at all levels to put libraries at the heart of our communities**

### Recommendations

- a clear vision for the library service be communicated as soon as possible to all library staff
- the roles and responsibilities required of the senior management team going forward be identified and mapped against the skills base that currently exists, with any gaps being urgently addressed

## **Objective 2: To build a Service based on the identified needs of East Sussex residents: repositioning the core services to match needs**

### Recommendations

- the library service ensure it bases the transformation of the service on demographic information and outcomes from consultation with local people, including current, lapsed and non-users
- the library service tap into existing consultation activities or networks both within and outside of East Sussex County Council wherever possible
- the library service ensure it takes a proactive approach to alliance building and monitor carefully the outcomes from it

## **Objective 3: To build a system of performance measures and targets based on a sound knowledge of performance levels, in order to improve monitoring and achievements**

### Recommendations

- a performance management culture be brought about quickly
- SMART targets be developed to facilitate the delivery of strategic aims
- The library service ensure it maximises its use of wider directorate support
- a robust challenge of the existing ways of working be undertaken

**Please see Appendix One for Peer Review original text re recommendations and summary.**

**Costs:**

<b>Peer Review</b>	<b>£15,000</b>
<b>Objective 1</b>	<b>£30,500</b>
<b>Objective 2</b>	<b>£30,000</b>
<b>Objective 3</b>	<b><u>£18,500</u></b>
<b>Total cost</b>	<b>£94,000</b>

**Funding:**

<b>MLA</b>	<b>£70,000</b>
<b>East Sussex</b>	<b>£24,000</b>
	<b>_____</b>
<b>Total funding:</b>	<b>£94,000</b>

**Objective 1: To build leadership capacity at all levels to put libraries at the heart of our communities**

**Timescale for priorities:**

November 2004 – June 2005

- Define the vision
- Review organisational structure
- Develop leadership skills

July 2005

- Review progress
- Redefine plan

Actions will also

- Improve performance by incorporating good practice from other authorities
- Encourage innovation

**November 2004 – June 2005**

<b>PRIORITIES What?</b>	<b>Why?</b>	<b>ACTIONS</b>	<b>TIMESCALE</b>	<b>WHO DOES IT</b>	<b>RESOURCES</b>	<b>COMMENTARY</b>
<b>Define the vision for East Sussex libraries and communicate it to all stakeholders</b>	<p><b>To provide clear focus for staff to improve service</b></p> <p><b>To make our offer clear to members of the County Council and the public</b></p>	Prepare vision statement in consultation with staff and key stakeholders	By end of November 2004	Irene Campbell	Staff time	Vision statement written following consultation.
		Communicate the vision to staff through service days	By end of April 2005	Irene Campbell	£2000 Cost of special service days	Two staff Service Days held in November 2004.

<b>PRIORITIES What?</b>	<b>Why?</b>	<b>ACTIONS</b>	<b>TIMESCALE</b>	<b>WHO DOES IT</b>	<b>RESOURCES</b>	<b>COMMENTARY</b>
		Communicate the vision to members - visits to other authorities, seminar delivered by IDEA	By end of June 2005	Libraries' Management Team (LMT)	£1000 visits £1000 for seminar	
		Communicate the vision to the public	By end of June 2005	LMT	£5000 marketing costs	
		Reinforce the vision through customer focused training – sessions for all staff delivered by head of service	By end of December 2005	Irene Campbell	12 sessions £3000 for IC's time	Two sessions have been delivered (on schedule – one per month)
<b>Review organisational structure</b>	<b>To ensure structure facilitates delivery of the vision for libraries</b>	Define core service	Feb - March 2005	LMT	£5000 - 10 days at £500 per day	Kentwood Associates have been appointed as consultants and have begun work on this target.
		Devise staff structure needed to deliver newly defined service (with phased implementation) – in consultation with stakeholders	Feb - March 2005	LMT	£5000 – 10 days at £500 per day	See above
		Implement first phase of new structure	May 2005	Irene Campbell		Should proceed as scheduled.

<b>PRIORITIES What?</b>	<b>Why?</b>	<b>ACTIONS</b>	<b>TIMESCALE</b>	<b>WHO DOES IT</b>	<b>RESOURCES</b>	<b>COMMENTARY</b>
<b>Develop leadership and change management skills</b>	<b>To ensure managers have the necessary skills and qualities to successfully lead the service through change</b>	Identify skills needed by managers to deliver the vision and drive improvement	November 2004 - March 2005	LMT	£2000 – 8 days at £250	Consultant has worked with Library Management Team to identify strengths and weaknesses and strengthen team approach.
		All LMT and library managers have change management training	April 2005	All managers	£1000 – to be confirmed	Should proceed as scheduled.
		Mentoring for head of service	October 2004 – March 2005	ADL&CL	£500	Debriefing meeting to be scheduled.
		Leadership training programme (link to SCL/IdEA one day workshops)	June 2005	LMT	£1000 – to be confirmed	Should proceed as scheduled.
<b>We will also aim to:</b>						
<b>Apply lessons from national good practice and encourage innovation</b>	<b>To improve service delivery and efficiency</b>	Identify authorities to work with and use existing research on good practice e.g. MLA, SCL	Dec – June 2005	LMT	£1000 for visits	One of our staff is working with the MLA to develop a database of good practice, from which we can identify authorities to work with
		Encourage a learning culture by working with other authorities	Jan – June 2005	Irene Campbell	£2000 Workshops/visits with neighbouring authorities	Income Generation Manager, W Sussex delivered a session at LMT meeting on 24 February. Other sessions/visits to be planned.
		Hold a workshop on Innovation – developing a culture of encouraging new ideas	May 2005	LMT	£1000	Should proceed as scheduled.

**Total cost: £30,500**

**Objective 2: To build a Service based on the identified needs of East Sussex residents: repositioning the core services to match needs**

**Timescale:**

November 2004 – June 2005

- To develop and implement a programme of consultation
- To redefine the service following identification of specified needs  
To be ready to participate in Libraries at the Heart of the Community in initiative

July 2005 – December 2005

- Deliver feedback on consultation to stakeholders
- Ensure outcomes of consultation inform planning

<b>PRIORITIES (What?)</b>	<b>Why?</b>	<b>ACTIONS</b>	<b>TIMESCALE</b>	<b>WHO DOES IT</b>	<b>RESOURCES</b>	<b>COMMENTARY</b>
<b>To develop and implement a programme of consultation</b>	<b>To ensure any changes to service delivery are based on outcomes from local people</b>	Appoint consultant to: <ul style="list-style-type: none"> <li>• develop programme with priorities, targets and outcomes expected</li> <li>• to make recommendations about an ongoing, sustainable framework for consultation</li> </ul> Appoint administrative assistant to support consultant - organising calendar, compiling, distributing and collating surveys	By end of November	Helena Sykes	£12000 Cost of consultant tbc – 30 days at £400 per day  £3000 – 30 days at £100 per day	Brief written for Consultant. Awaiting further quotes for this work.  Administrative Assistant appointed.
		Consult Non-Users	December – March 2005	Consultant	£5000 for venues etc	Questionnaire in draft format.
		Consult lapsed users	December – March 2005	Consultant	£4000	It has been decided not to use a consultant for this aspect, but to carry out the consultation in-house. Survey to be undertaken in March 2005.
		Consult users for their service priorities	December – March 2005	Consultant	£2000	Consultant will carry out this work when appointed.

<b>PRIORITIES What?</b>	<b>Why?</b>	<b>ACTIONS</b>	<b>TIMESCALE</b>	<b>WHO DOES IT</b>	<b>RESOURCES</b>	<b>COMMENTARY</b>
		Consult Partners, Groups, Organisations	December – March 2005	Consultant	£500	Consultant will carry out this work when appointed.
		Consult hard to reach groups e.g. B&ME	December – March 2005	Consultant	£500	Some work undertaken on this target, prior to appointment of Consultant. An event was held for BME groups at Eastbourne Library on Tuesday, 30 January. A telephone survey has also been conducted.
		Involve community – teenagers, Older people, rural community	December – March 2005	Consultant	£1000	Consultant to carry out.
<b>To redefine the service following identification of specified needs</b>	<b>To ensure services are customer focussed</b>	Produce a response document including priority change areas	April 2005	Consultant		Should proceed as scheduled.
		Deliver feedback – issues and responses poster in libraries; media campaign	May - July 2005	Consultant	£2000	Should proceed as scheduled.
		Match priorities in consultation with vision core service areas and set priorities in time to feed into business planning for 05/06	May – June 2005	LMT	Staff time	Should proceed as scheduled.
<b>To be ready to participate in the pilot work for Libraries at the heart of the Community initiative</b>	<b>To gain maximum benefit from national marketing initiative</b>		To be launched April 2005	LMT	Staff time	Should proceed as scheduled.

**Total cost:           £30,000**



**Objective 3: To build a system of performance measures and targets based on a sound knowledge of performance levels, in order to improve monitoring and achievements**

**Timescale:**

November 2004 – June 2005

Identify current performance management measures

Develop range of performance measures in identified areas

July 2005 - ongoing

Embed performance management processes

Ensure there is a culture of performance management and improvement throughout the service

<b>PRIORITIES What?</b>	<b>Why?</b>	<b>ACTIONS</b>	<b>TIMESCALE</b>	<b>WHO DOES IT</b>	<b>RESOURCES</b>	<b>COMMENTARY</b>
<b>Identify current performance management measures</b>	<b>To identify gaps in current measurement</b>	Audit existing information collection and performance targets	December – January 2005	Rhona Drever	£500 - 5 days at £100 per day	An audit has been carried out.
		Benchmark with other like authorities to establish range of performance targets and statistics measured	January – March 2005	Rhona Drever	No further cost – alongside existing visits	Work on-going.
<b>Develop range of performance measures for identified areas</b>	<b>To aid service improvement</b>	Investigate use of “Performance Plus” (corporate system for performance management) – to establish if this addresses requirements	March - May 2005	Consultant	£10000: 20 days at £500 per day. Cost of consultant to be confirmed	Have carried out initial investigation and it looks likely that Performance Plans will meet our needs.
		Develop SMART targets, including tolerance ranges	March - May 2005	Consultant	See above	Should proceed as scheduled.
		Create A-Z of performance measures (data compendium)	March - May 2005	Consultant	See above	Should proceed as scheduled.

<b>PRIORITIES What?</b>	<b>Why?</b>	<b>ACTIONS</b>	<b>TIMESCALE</b>	<b>WHO DOES IT</b>	<b>RESOURCES</b>	<b>COMMENTARY</b>
		Collect base statistics against which development can be measured	March - May 2005	Consultant	See above	Should proceed as scheduled.
		Buy software and set up systems if business need is proven - or set up systems using Performance Plus	May 2005	Consultant	£5000 Cost of software/ licences	Should proceed as scheduled.
<b>Embed performance management processes and systems</b>	<b>To ensure collection of management information is timely and accurate</b>	Training for staff <ul style="list-style-type: none"> <li>• Performance managers</li> <li>• Software managers</li> <li>• Generic understanding of Performance management</li> </ul>	Training May – July 2005	Consultant	£3000 – six sessions at £500 each	Should proceed as scheduled.
	<b>To improve staff performance</b>	Strengthen process of staff appraisals – links to leadership priorities	May – July 2005	Rhona Drever	Staff time	Should proceed as scheduled.
<b>Ensure there is a culture of performance management and improvement throughout the service</b>	<b>To ensure the service delivers its strategic aims</b>	Communication strategy to ensure buy in from all staff and buy in from stakeholders	Ongoing from August 2005	Rhona Drever	Staff time	Should proceed as scheduled.

**Total costs:           £18,500**

## East Sussex Library Service: Peer Review June 2004

### Overall recommendations

In order to build upon existing strengths and help achieve future improvement it is recommended that:

- the library service ensure it maximises its use of wider directorate support
- the library service develop a greater external focus
- a clear vision for the library service be communicated as soon as possible to all library staff
- the roles and responsibilities required of the senior management team going forward be identified and mapped against the skills base that currently exists, with any gaps being urgently addressed
- the library service ensure it takes a proactive approach to alliance building and monitor carefully the outcomes from it
- plans to maximise the synergy between the education and library services be quickly developed
- the library service ensure it bases the transformation of the service on demographic information and outcomes from consultation with local people, including current, lapsed and non-users
- the library service tap into existing consultation activities or networks both within and outside of East Sussex County Council wherever possible
- a performance management culture be brought about quickly
- SMART targets be developed to facilitate the delivery of strategic aims
- more benchmarking activity be undertaken
- a robust challenge of the existing ways of working be undertaken
- key corporate processes be fully embedded.

## **Key issues**

### **1. Leadership**

- **A clear vision for the service needs to be articulated to all library staff as soon as possible**
- **Delivering the vision will require enhanced senior management capacity**
- **The library service must develop an external focus**
- **The core service must be redefined**
- **Innovation and creativity need to be encouraged**
- **The service needs to fully utilise wider directorate support**

### **2. Democratic Accountability and Community Engagement**

- **The library service must understand the needs of local people**
- **The service must be transformed in line with local people's needs**
- **Self-generating improvement needs to be brought about**

### **3. Managing Performance**

- **The creation of a performance management culture is vital for future success**
- **SMART planning needs to be developed to deliver strategic aims**
- **The quality of the service in future must be actively managed**
- **The service must ensure effective people management is in place**
- **A robust challenge of ways of working will deliver extra capacity**
- **Key corporate processes need to be embedded**
- **The need exists to deliver and evidence improved services**