

**Table 1: WBC Design Principles / Libraries Preferred Option**

Design Principle	Priorities	Libraries Preferred Option Outcome
Finance	<ul style="list-style-type: none"> <li>• Operate within available resources</li> <li>• Maximise Wirral Pound, pooling resources with partners</li> <li>• Outcomes based budgeting</li> <li>• Business planning is aligned to financial planning</li> <li>• Commercial</li> </ul>	<ul style="list-style-type: none"> <li>• Preferred option most viable balance against statutory duty within the context of available resources.</li> <li>• External assurance review represents influencing factor – corporate mandate, budget challenges and need for service to evidence efficiencies and maximising value for money wherever possible.</li> <li>• Key need to review Council’s approach to central recharges.</li> <li>• Fundamental test - whether Strategic outcomes as a statutory function can be met with available resource and under the preferred option.</li> <li>• Outcomes linked back to strategy and needs analysis.</li> <li>• Co-location with partners to ensure Council assets are better utilised and to minimise operational costs whilst still providing a comprehensive service – Seacombe Children’s Centre a good pilot.</li> </ul>
Commissioning	<ul style="list-style-type: none"> <li>• Consistent approach</li> <li>• Economies of scale maximised, and gaps minimised / avoided</li> <li>• Performance led</li> <li>• Outcomes focused</li> <li>• Risk based management</li> <li>• Accountability culture</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure a clear and consistent approach to commissioning in line with the Council’s procurement procedure rules – No PO No Pay, due diligence to reduce and remove maverick spend etc.</li> <li>• Opportunities to standardise library stock management with neighbouring authorities currently being explored – economies of scale.</li> <li>• Improving systems and processes by updating and improving the current library management system – tender out early 2022</li> </ul>

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Data & Insight	<ul style="list-style-type: none"> <li>• One source of the truth</li> <li>• Enables evidence-based decision making and evaluation of impact</li> <li>• Real time data / insight and response</li> <li>• At the heart of what we do</li> <li>• Intelligent holistic view of customers</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence based decision making and needs based approach is embedded in the Development of new operating model and preferred option.</li> <li>• Suite on intelligence and data has been used to inform decision on new operating model, including operational and performance data.</li> <li>• Comprehensive needs analysis has been updated.</li> <li>• Socio-economic profiling and mapping undertaken.</li> <li>• Public consultation to inform the outcomes of the strategy and forward plan.</li> </ul>
Assets	<ul style="list-style-type: none"> <li>• Rationalise assets</li> <li>• Minimise environmental impact and carbon footprint</li> <li>• Co-location</li> <li>• Flexible use</li> <li>• Minimal operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• New operating model places focus on service being delivered and not physical assets/quantity of buildings. Geographic coverage a key consideration and informed consolidation of assets.</li> <li>• Need for condition/remedial costs management and plan identified and engagement with assets initiated. Requires commitment/need for future capital investment and improvement works.</li> <li>• Consideration for listed building status and other limiting factors.</li> <li>• Consideration for appropriate future use and options including retain, reuse, disposal etc.</li> <li>• Inefficient building stock, exploring opportunities around corporate decarbonization agenda and climate emergency declaration – requires commitment and financial support.</li> </ul>

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Governance	<ul style="list-style-type: none"> <li>• Proportionate to risk</li> <li>• Underpinned by effective committee system / democratic processes</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory duty and compliance with 1964 act governing and directing the development of the preferred Option.</li> <li>• Local interpretation and definition based on local need</li> <li>• Benchmarking against other local authorities and national precedent for what constitutes a 'comprehensive and efficient service'.</li> </ul>
Digital	<ul style="list-style-type: none"> <li>• Maximise digital opportunities</li> <li>• Self-serve</li> <li>• Convenient, intuitive, and accessible</li> <li>• Digital inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Identified opportunities to enhance digital offer through improved library management systems, online library provision, using the learning from COVID pandemic and performance/trends/outcomes of consultation.</li> <li>• Taking lead from corporate digital strategy and wider Customer Access Solutions programme looking at digital transformation and improvements.</li> <li>• Subject to corporate Wi-fi and connectivity improvements – 5G enabled.</li> <li>• Identified need for libraries to be a key consideration and in scope for corporate digital design – seen as the face of the Council and often first tier for information and advice.</li> <li>• Exploring, where appropriate, a reduction of printed/printing services and improvement around digital accessibility to content and media.</li> </ul>
Process	<ul style="list-style-type: none"> <li>• Standardised</li> <li>• Lean</li> <li>• Minimise steps end to end</li> </ul>	<ul style="list-style-type: none"> <li>• Minimised resource under preferred option will place challenge on non-essential processes and need for review/lean approach</li> </ul>

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	<ul style="list-style-type: none"> <li>• Customer centric</li> <li>• All processes must add value, those that do not will be stopped</li> </ul>	<p>identified – subject to internal service review alongside implementation of new model (pending agreement).</p> <ul style="list-style-type: none"> <li>• Expression of interest in a fully funded external peer challenge will be submitted to ACE in Jan 2022 – external challenge team developed to provide objective analysis on the effect of service change and identifying opportunities for further transformation and process improvements. Report with recommendations provided.</li> <li>• Redesign alongside implementation of new LMS to ensure alignment with new processes and customer expectation/experience.</li> </ul>
Service Design	<ul style="list-style-type: none"> <li>• Focus on prevention and early intervention, reducing demand on statutory services</li> <li>• Enabling and empowering communities and individuals to help themselves and each other</li> <li>• Reducing inequality and delivering efficiently through lean core universal services &amp; targeted services based on needs</li> <li>• Place based approach. Making the Wirral pound go further and improving outcomes by delivering</li> </ul>	<ul style="list-style-type: none"> <li>• Outcomes based approach – utilising needs based model (e.g. education, attainment, “better brighter futures” – clear cross over and opportunities with other ‘people’ services in the Council and external partners.</li> <li>• Partnership based approach – developing and delivering programmes of work with partners and services (e.g. early years, macmillan, NHS). Highlights importance of strategic librarian team and ensuring adequate capacity within the model to develop and strengthen existing and new partnerships and programmes.</li> <li>• Wirral is a borough of extremes – ensuring needs based model reflects local need (e.g. east/west). Delivered through use of needs analysis and socio-economic profiling.</li> <li>• Removal of existing provision ‘as is’ addressed differently in development of new model to ensure accessibility remains and</li> </ul>

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	<p>together with partners and communities</p>	<p>sufficient/appropriate mitigation offered (e.g. mobile library, community owned/managed libraries explored).</p> <ul style="list-style-type: none"> <li>• Piloting community hub model – Seacombe</li> <li>• One stop shops and co-design and delivery – library 1<sup>st</sup> tier information and advice and requires front door design and end to end mapping to provide comprehensive service.</li> <li>• Explore opportunities and ensure libraries is a key consideration through corporate digital offer and improvement programmes.</li> </ul>
<p>Customer Access &amp; Experience</p>	<ul style="list-style-type: none"> <li>• Getting it right for the customer, first time, with minimum number of steps / contacts</li> <li>• Convenient, intuitive, fast digital services</li> <li>• Fast feedback – action loop</li> <li>• Rationalise customer access channels</li> <li>• Accessible with support / options to address digital exclusion</li> <li>• Consistent</li> <li>• Clear SLAs</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities to enhance digital access in preferred Option and exploring further accessibility.</li> <li>• Signposting through appropriate and available channels (global, organisation led).</li> <li>• Work with partners and develop/agree “cut off” points with other services including SLAs (mapping processes end-to-end).</li> <li>• Use of rationalised service evaluated on impact/quality to assess future provision for the customer.</li> <li>• Improve/planned use of online channels and media to support continuous improvement and feedback loop. Explore two-way communications with customers and library users.</li> <li>• Ensure annual iterative review against KPIs within the strategy and opportunities for consultation/feedback with customers to inform.</li> <li>• Corporate approach to customer complaints and inquiries – aligned with customer access solutions programme. Use as key intel/data to inform decision making, lessons learnt and continual</li> </ul>

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		<p>improvement. Root cause analysis with support from service design team.</p> <ul style="list-style-type: none"> <li>• 12-week consultation – high level feedback used to develop Library Strategy and new operating model/preferred option.</li> <li>• Use if physical/virtual OSS within Library design (inc. Kiosks)</li> </ul>
Workforce & Culture	<ul style="list-style-type: none"> <li>• Organisation structured (spans, layers)</li> <li>• Centralised corporate services</li> <li>• Head of profession and centre of excellence model</li> <li>• People, place and resource/organisation clusters</li> <li>• More flexible, agile, highly skilled workforce</li> <li>• Focus on culture, values, and behaviours</li> <li>• Effective, system leaders</li> <li>• Exemplar employer</li> </ul>	<ul style="list-style-type: none"> <li>• Best fit for workforce at this time in relation to preferred option – acknowledge there are some unknowns as this represents the most significant transformation in library services history.</li> <li>• Lessons from this model need to be incorporated iteratively and periodic reviews will be undertaken alongside a full service review as part of an implementation plan to ensure model is delivering on vision and objectives.</li> <li>• Post-COVID trends uncertain – this may influence options and decisions once impacts are known/clearer.</li> <li>• Need to understand EVR impact on structure/resource/capacity in line with corporate approach.</li> <li>• Multi-disciplinary working already in place with many staff trained for frontline 1<sup>st</sup> tier information and advice as well.</li> <li>• Library workforce adapted to change well during COVID – redeployed and adapted new capabilities, evidence of resilience.</li> <li>• Expect impact on culture and wellbeing requires significant input and support from OD – change management and motivation specifics. Need to bring workforce with this change.</li> </ul>

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		<ul style="list-style-type: none"><li data-bbox="1106 276 1946 347">• Seen as a two phased approach – delivery of option and transformation for the future.</li></ul>