

Cabinet 23rd November 2017

Proposals are the wrong way round for a complex project such as this

Projects comprise six key stages

- Definition
- Initiation
- Planning
- Execution
- Monitoring and control
- Closure

Defining the project is the stage we are at the present

This should comprise of project goals – objectives – scope – risks – issues – budget – timescale and approach

All the above to be communicated to stakeholders.

At the moment the Cabinet has rushed to initiation without adequately completing the first stage

I believe the Cabinet should now

- Be clearer on the project goals
- Set clear objectives for each individual library within an overall strategic context for B&NES libraries
- Prepare detailed project plans for each site
- Set out how delivery is to take place
- Decide if the library can function as a public service within the cost envelope
- Be clear about the timescales for all sites

- Manage this as a discrete project

Finally I believe the Cabinet should be clear what the legal framework is for their decisions..

The Council has a legal duty under the Public Libraries and Museums Act 1964 to provide a comprehensive and efficient library service for all persons.

Each LA has the duty to consult its users and stakeholders on the best way to do that.

This does preclude the path the Cabinet is taking but it does mean that far more work early on is needed before final decisions are made

It also means that the strategic responsibility always remains with the council and cannot be outsourced and in the event of failure the service reverts back to the council. This is at odds with the statements in 3.11

In conclusion I believe that if the Cabinet still wishes to proceed with this project it should take a step back, reconsider the options, establish the appetite for new partnerships and most of all satisfy yourselves that you are acting within the spirit and letter of the law.

That in essence is what the CTE panel has asked you to do.