

CABINET MEETING – 19 June 2013

EXECUTIVE SUMMARY SHEET – PART I

Title of Report:

FUTURE LIBRARY SERVICES

Author(s):

Report of the Executive Director of Health Housing and Adult Services

Purpose of Report:

To appraise Cabinet of the results from the recent consultation programme.

To propose a new service model to deliver a new vision for library services extending the reach deeper into our communities. The proposal takes account of the consultation programme results, and releases significant efficiencies.

To propose the approach to the final stage of consultation on the future service model and implementation milestones.

Description of Decision: Cabinet is asked to:

Cabinet is recommended to:

- (i) Note the information about the current service, the financial context, and the recent consultation programme.
- (ii) Agree the proposed future service model, including expansion of outreach to take the service into community venues that are currently well used by local residents, the development of Library Service hubs and community Libraries and the capital investment required for e-services and refurbishment of the City Library and Arts Centre.
- (iii) Agree to a further programme of consultation to seek the views of and engage with the following audiences to support the comprehensive and efficient delivery of the future service model:
 - Current users of the buildings proposed for closure in the new service model
 - Current users of provision proposed to be designated as community libraries
 - Non-users, staff and partners impacted by the proposed future service model
 - Potential outreach partners in the voluntary, community, private and public sectors
 - Non-users and in particular children, young people and families

Is the decision consistent with the Budget/Policy Framework?

***Yes**

If not, Council approval is required to change the Budget/Policy Framework

Suggested reason(s) for Decision:

The proposed future service model ensures library services will continue to be accessible to all residents of the City whilst delivering the required significant efficiencies from the budget. Library services will be modernised through the use of technology and retained static provision where demand is high. Services will be delivered through library

hubs, community libraries and community outreach programmes enabling services to be taken to communities, in particular, those that need the most support to engender reading and learning. The Council has used evidence taken from the consultation programme, population, usage and performance and service costs to inform the future service model.

The further consultation period is recommended to enable engagement with a wide range of stakeholders on the specific details of the proposed service model.

Alternative options to be considered and recommended to be rejected:

Do nothing – this is not considered a viable option given the significant decline in use of traditional static based Library Services and the need to reduce costs.

Reduce number of static Libraries further – given the outcome of the consultation and the current demand for the static provision proposed to be retained further reduction of the portfolio was not considered appropriate. In the event that demand levels and the economic environment alter then this aspect of the service can be considered further.

Impacts analysed:

Equality ☒ Privacy ☐ Sustainability ☒ Crime and Disorder ☐

Is this a “Key Decision” as defined in the Constitution?
Yes

Is it included in the Forward Plan?
Yes

Relevant Scrutiny Committee:

FUTURE LIBRARY SERVICES

REPORT OF THE EXECUTIVE DIRECTOR OF HEALTH, HOUSING AND ADULT SERVICE

1. PURPOSE OF REPORT

- 1.1. To appraise Cabinet of the results from the recent consultation programme.
- 1.2. To propose a new service model to deliver a new vision for library services extending the reach deeper into our communities. The proposal takes account of the consultation programme results, and releases significant efficiencies.
- 1.3. To propose the approach to the final stage of consultation on the future service model and implementation milestones.

2. DESCRIPTION OF DECISION

- 2.1. Cabinet is recommended to:

- (i) Note the information about the current service, the financial context, and the recent consultation programme.
- (ii) Agree the proposed future service model, including expansion of outreach to take the service into community venues that are currently well used by local residents, the development of Library Service hubs and community Libraries and the capital investment required for e-services and refurbishment of the City Library and Arts Centre.
- (iii) Agree to a further programme of consultation to seek the views of and engage with the following audiences to support the comprehensive and efficient delivery of the future service model:
 - Current users of the buildings proposed for closure in the new service model
 - Current users of provision proposed to be designated as community libraries
 - Non users, staff and partners impacted by the proposed future service model
 - Potential outreach partners in the voluntary, community, private and public sectors
 - Non-users and in particular children, young people and families

3. BACKGROUND

- 3.1. A report on future library services was presented to Cabinet on 13 February 2013. This report provided an overview of library services in Sunderland and feedback from an initial engagement exercise. The report outlined a proposed new vision for future library services and proposed an approach for consultation on the vision and to inform the future service offer. The vision was based on initial discussions with users, peers, and staff about how the service could be

modernised to extend the reach of services and make them more accessible to a wider range of residents in the city through both technology and a less traditionally based set of static provision.

- 3.2. At the meeting Cabinet Members agreed the report including a two stage consultation approach with both users and non-users to inform the future service design.

4. POLICY, FINANCIAL AND SERVICE CONTEXT

- 4.1. Importantly, the vision and the proposed modernised service model supports the delivery of our economic, social and educational policy. In particular, that Library Services in future will ensure they contribute to the council's corporate outcomes framework and focus on access to quality learning environments through readily available reading material, information services, training and education opportunities.
- 4.2. An example of this policy drive is the Marmot Report. Cabinet will recall that the Marmot Report supports the council's view that equal opportunities in early years provision supports child development. The council has invested in early years and nursery provision over recent years and believes this investment has contributed to the significant increase in educational attainment the city has seen over recent years. The 'New Vision for Library Services' enables the council to support a range of policy recommendations in the Marmot Report:
- Ensure expenditure on early years development is focused progressively across the social gradient
 - Support families to achieve progressive improvements in early child development, including developing programmes for the transition to school
 - Provide good quality early years education and childcare proportionately across the gradient. This provision should be combined with outreach to increase the take-up by children from disadvantaged families
- 4.3 The Marmot report also highlights the importance of reducing social isolation and signposts evidence that participation in the local community:
- acts as a protective factor against dementia and cognitive decline over the age of 65, and
 - additionally impacts on the risk of mortality by aiding recovery when becoming ill.
- 4.4 The council has made efficiency savings of approximately £100m over the last 3 years. It now faces a similar, further amount in savings to be made over the next 3 years with the library service to contribute £ 850,000. This means that it becomes even more important that the resource available is targeted, to meet need, at both a range of universally accessed services, and is focussed at residents in the city to support them to take an active part in community and city life.

- 4.5 In developing the new vision, and in listening to residents in the consultation, the review is proposing a new service that continues to allow significant universal access, whilst using focussed resources to engage those residents who need or would most benefit from increased access and support. The proposals also take account of those more confident readers, demand for new forms of reading material and the retention of professional library staff.
- 4.6 The library service is currently delivered through 20 static service points located across the city. Additional services delivered include:
- Mobile Library
 - Libraries Information Access Zone (LIAZe)
 - Books on Wheels (delivered in partnership with the WRVS)
 - Patients Library Service (partnership with Health)
 - Schools Library Service (Traded Service provided to Schools in the City)
 - Customer Services Centres (delivered in partnership with the Customer Service Network)
- 4.7 The table in Appendix 3 shows current usage of the 20 static libraries detailing visits, issues, active membership and ICT usage for 2012/2013.
- 4.8 Due to improvements in technology, changes in leisure and reading habits and the wider availability of affordable reading materials the number of active users and book lending has been reducing over a number of years both within Sunderland and nationally. In Sunderland issues have fallen from 1,307,712 in 2007/08 to 936,236 in 2012/13 (a 28% reduction).
- 4.9 Research has also shown that currently library services are most likely to be used by older residents, females and households with children but are not currently accessed by some groups who would most benefit, including young people, male residents and those at risk of social exclusion.

5. CONSULTATION METHODOLOGY AND FINDINGS

- 5.1. Following agreement at Cabinet in February a wide ranging programme of consultation has been undertaken to consult on the proposed vision for future library services and to understand in more detail the needs and preferences of current and potential customers in how library services can be provided in the future within the resources that are available.
- 5.2. The consultation programme included a survey which was undertaken from 27 February to 25 March 2013. This was available online and in hardcopy and was promoted widely including via the council's consultation calendar and website, static libraries, the Books on Wheels service and LIAZe, to library groups and learning courses, via communication with the Voluntary and Community Sector through the VCS Area Networks and Equality Forums, to the citizens panel and via a range of non library venues including Shopping and Leisure Centres.

- 5.3. Engagement sessions have been held with Members, VCS Area Networks, Equality Forums and Library Staff. Additional feedback has been received through a Peer Support programme facilitated by the Local Government Association.

5.4. Consultation Findings

- 5.4.1 The consultation process has captured the imagination and interest of the city's residents with over 2,700 people either completing forms or as part of focus groups.

The key headline messages are:

The majority of survey respondents (95%) say they or their household uses library services. Library users are more likely to be female and aged 55+ years. 52% of library users say that they only use one library and 48% use more than one library. Secondary libraries tend to be those in close proximity and/or the City Library and Arts Centre.

Services and activities

In terms of services and activities, books and information is perceived as the main function of and reason for use and non-use of libraries and the most important aspect for the future. This is followed by access to computers and the internet and the library as a place to learn, study and read. Family and local history services and activities are also a popular area of interest.

There are two key areas of activity/service that present opportunities for encouraging wider use of libraries, in particular amongst current non-users, families and young people:

- **Computers and online technology** - non-library users, those aged under 45 years and those with children are keener to access library services online than existing users and older respondents respectively. Non-library users are more likely to buy books online and read e-books and indeed opportunities to access e-books and e-audio services holds a greater appeal to non-users interested in future library services. Online services for renewals and reservations and online reference and information resources are also of greater interest to them and to those aged between 45 and 54 years of age. Computers and the internet are particularly important to under 25's. Indeed, aspects such as e-books, online services, Wi-Fi, improved ICT equipment and resources are all identified as services of interest.
- **Social activities and opportunities** - activities for children and families are another area of opportunity. These are particularly important to those aged 25 to 44 years, those who have or look after/care for children and young people. Suggested opportunities include craft, story telling, reading groups and after school clubs. These groups are also more amenable to accessing library services through Children's Centres than other groups. Other social activities and opportunities of interest include activities in general, art and craft related activities, non-accredited learning courses, reading groups and a café/eating area.

The need to improve awareness of what is available and in particular what is on offer beyond traditional services is also highlighted and will be important moving forward.

Opening times

Weekdays are the most popular days to visit libraries and the most popular times are late morning (10am to 12) and afternoons (2pm to 6pm). Afternoons tend to be more popular with younger people and those with children whilst late morning is more popular with those aged 55+. The most popular slots for non-users are weekday evenings (6pm to 8pm).

The vision

The majority (93%) of respondents agreed with the proposed vision for library services although non-users less so (75%). Suggested improvements included the need for the vision to include everyone, the importance of accessibility and inclusion and the need for it to be more meaningful and understandable. The future vision has been revised to take these comments into account.

Other means of accessing library services

The most favoured alternative means of accessing library services are through Community Centres and online and least favoured is post offices. Overall, non-users, those with children and younger respondents tend to be more amenable to accessing library services in different ways, however the propensity to do so decreases with age.

There are aspects raised about library services being delivered in other ways, including the loss of the ambience/environment a library provides, concerns over accessibility of other venues, appropriateness of other venues and a dilution of quality and loss of librarian expertise. Computer literacy and lack of access is also raised. It is proposed the new service will design in solutions to a number of these aspects.

Volunteering

The majority of respondents are not willing to volunteer to support library services but a sizeable minority are and opportunities will be explored with those individuals/groups who registered an interest. The opportunity to engage young people through volunteering is also highlighted.

Charging for library services

Of the options presented, respondents are most amenable to paying for events and activities for adults and for children. Charging is also identified as a possible means of meeting the budget challenge, the most popular suggestions being around internet use, although it should be noted that respondents were divided when asked about charging for internet use and under 25's are less willing to pay for this. Other suggestions include charges for author visits and genealogy research.

Making savings

The most popular suggestions are around changing opening days and times, closing smaller or lesser used libraries, charging for some services and making

savings in terms of stock management. A number of respondents, however, stress the importance of libraries to the community and individuals, which echoes other comments, and do not believe any savings should be made.

Overall the library service seems to be a valued service by those who use it. Going forward there remain opportunities to meet the needs of the existing client base whilst at the same time appealing to non-users, younger people and families and children, and a greater understanding of latter groups is a suggested area for further exploration.

6. PROPOSED NEW SERVICE MODEL

6.1. Service Vision

- 6.2. Following consultation on the service Vision, the proposed vision of the new library service is:

'Future library services will provide high quality, accessible reading, information and learning for all, therefore, supporting the development of individuals and communities to play an active role in the city and to enable them to achieve their full potential'.

- 6.2.1 Given the consultation results agree the need to modernise, it is considered that this will mean a significant focus on outreach provision. Although services will still be delivered in some current static libraries, as was requested in the consultation process, the intention is to take services out into communities, in particular, to those communities that need the most support to encourage / engender reading and learning, whilst continuing to ensure accessibility for older people and responding to issues of social isolation. Services will be delivered in Children's Centres, Community Centres, other neighbourhood venues and schools that local people access and that are accessible to them.
- 6.2.2 The new service will be less about lending books, and more about access to lifelong learning opportunities, social engagement, and activities. It will embrace modern technological and e-based service developments. This means access to reading, information and learning material will be available in a number of formats so that choice and accessibility is much wider and more convenient for those who have competing pressures on their time.
- 6.2.3 The proposal recognises the need to increase access to services and increase the number of residents accessing a range of learning, information, reading and ICT services. Whilst traditional, static provision will reduce, the proposed new approach will increase the number of service access points and is expected to increase the number of service users.

6.3. New Service Model

6.4. Library Hubs, Community Libraries and Community Outreach

- 6.4.1. The proposed new service model will deliver a Library Hub in each of the five areas of the city supported by Community Libraries and a programme of community outreach activities which will take services into neighbourhood settings. The service model will provide a reduced number of static libraries but through partnerships with locations such as Community Centres, Children's Centres and other neighbourhood venues will increase the overall number of locations where library services are accessed and therefore the opportunity to engage with more users.
- 6.4.2. The new model reflects that some of the existing Library buildings are either well or reasonably well used by their communities and that within the consultation process residents asked that a quality supply of books was maintained. The model enables this, whilst targeting outreach resources into areas of the city where Library services have seen a steady decline over a number of years.
- 6.4.3. The model used therefore enables resources to be targeted to work alongside existing community based provision that the council knows are well used by residents. Focussing this in parts of the city the council wants and needs to see an increase in learning and reading and addressing social isolation issues.

6.4.4. Library Hubs

In moving forward the library service will ensure consistency in service provision across the five areas of the city through establishing a library hub in each area. These hubs will enable service provision to be tailored to local community needs and provide a base from which community outreach programmes can be supported.

It is proposed the following libraries will become Library Hubs:

East: City Library and Arts Centre

West: Sandhill Centre Library and Customer Service Centre

North: Bunny Hill Library and Customer Service Centre

Coalfields: Houghton Library and Customer Service Centre

Washington: Washington Town Centre Library and Customer Service Centre

All library hubs will be open for more than 40 hours a week over six days. Arrangements for evening opening will reflect local demand but will ensure there is access to services each weekday evening across the city.

The hubs have been selected on a natural geographical spread, current usage and performance, asset management assessment and the range of services that are available within these settings that provide a range of partnership opportunities. This means that residents can complete multiple transactions with both the council and partners in one visit.

Services provided from hubs will include access to:

- A wide selection of reading material for free loan in a range of formats for adults, children and young people in a variety of accessible formats
- a comprehensive range of information resources and services
- reservation services
- ICT and the Internet and online information resources
- health information and resources
- impartial and confidential information, advice and guidance (and referral as appropriate)
- learning opportunities and information
- the Council's Customer Services
- some local history information
- community information
- Trained library and information staff providing high quality services
- Space for community activity, debate, displays and events
- Visitor Information

6.4.5. Community Libraries

In addition to the library hubs identified above, library services will also be delivered from community libraries, each providing access to core library services, reflecting a geographic distribution of static libraries across the City.

It is proposed the following libraries will become Community Libraries:

East: Ryhope Library and Customer Service Centre

West: Kayll Road Library

North: Fulwell Library

Coalfields: Hetton Library and Customer Service Centre, and Shiney Row Library and Customer Service Centre

Washington: Millennium Centre Library

The model proposes that Community Libraries will open for 15 hours a week for the services listed below with opening hours reflecting local community needs, based on the times residents said they are most likely to use the static provision. This approach reflects the consultation findings when feedback identified the most popular way to reduce costs was to change opening times/days. It is possible that these Libraries will also be open for additional hours each week either through voluntary activity, or to provide access to learning and reader development programmes, managed by outreach staff. These arrangements will be determined by local need.

A wide range of factors have been taken into consideration when determining which libraries will become Community Libraries. These have included detailed examination of population and proximity, current usage and performance, asset management costs and service costs as set out in appendix 4.

Services provided from community libraries will include access to:

- A selection of reading material for free loan for adults, children and young people in a variety of accessible formats
- a range of information resources and services
- reservation service
- ICT and the Internet and online information resources
- selected reader development activities and programme
- selected learning opportunities and information
- Resources that reflect the diversity and needs of the local community
- some local history information
- community information
- Trained library staff providing high quality services

6.4.6. It is worth noting that use of the 5 Library Hubs and 6 Community Libraries proposed in the new service model accounts for 87.75% of all Library visits in 2012/13.

6.4.7. Community Outreach

It is considered that Community Outreach will be the key to driving up use of Library Services in the future by providing an alternative and more relevant means of access to library services by targeting those groups most in need of services including children and families and those at risk of social isolation. Additionally the Community Outreach programme will be targeted at areas of the city where take-up from the target groups is currently low and where residents would most benefit from services and additional support. The targeting of resources will be defined by factors such as key stage 1 and 2 attainment, adult skills and qualifications, accessibility (including concentrations of groups such as older people), community infrastructure and capacity.

Working with partners including existing Community Centres and venues, Electronic Village Halls, Children's Centres and Leisure Centres, provision will be tailored to each community but will include:

- Library Community Outreach staff working with key partners across local neighbourhoods delivering reading and learning programmes in a range of non-traditional venues. Examples include the promotion and delivery of reader development activities (e.g. World Book Day / Night) and partnerships with schools to promote and deliver the Summer Reading Scheme.
- Partnerships with Community venues to provide community collections of stock. Stock will reflect the needs, usage and requirements of the local community and be updated on a regular basis.
- Partnerships with Children's Centres to provide community collections of stock tailored to support reading in young children and families and parents.
- These locations will also provide access to the reservation and collection service to be introduced. For those that need support, assistance will be available to access these services.
- The next stage of consultation will enable the council, with People Boards, to support identification of community venues, Children's Centres and other

potential partners to build up the network of outreach centres. It is worth noting that as part of the consultation process a number of community partners indicated they would be interested in supporting the taking of services out into communities. A table outlining possible locations by area is set out in appendix 5.

6.4.8. Community Reservations

Community reservations will provide an alternative means of access to library stock. Working with partners library members will be able to request books online via the library catalogue and then collect them from a pre-nominated location. Staff in all future Libraries and outreach centres will be available to support users request on-line reservations.

In support of this programme it is proposed that the current reservation charges will no longer be levied for items borrowed with the exception of items borrowed from other authorities and the British Library under the Inter-Library Loans Service.

6.5. Static Library Service Coverage

6.5.1 A library network of 5 library hubs and 6 community libraries, excluding any outreach services, will form the basis of the Council's statutory provision and will mean that:

- 100% of residents are within 2 miles of a library
- 92% of residents are within 1.5 miles of a library
- 72% of residents are within 1 mile of a library

6.6. As was indicated in the consultation by residents, a key way to reduce cost is to close less well performing buildings. To enable increased access to services via outreach centres and community reservations whilst reducing cost, it is proposed to decommission 9 libraries based on current usage, performance, cost per visit and asset management assessment. A range of options are being explored for each site including use as outreach centres, other community usage, commercial opportunities and demolition. The Libraries proposed for closure are:

- Doxford Park
- Easington Lane
- East Herrington
- Fence Houses
- Hendon
- Monkwearmouth
- Silksworth
- Southwick
- Washington Green

Consultation will be undertaken with current users to establish the impact on them and to signpost to other opportunities through outreach and other provision, including the Books on Wheels service for those who indicate they

are unable to access any static provision. The Council would also be open to discussions about the future sustainable use of these buildings and it has been recognised that two of the libraries proposed for closure are Carnegie Libraries, one of which is a Grade II Listed building. Advice has been obtained from Law and Governance Services that the legal titles to these libraries do not contain any reference to Carnegie or any funding having been given for the construction of the libraries. There is therefore nothing on the registered titles preventing a change of use of the buildings solely because they are Carnegie libraries.

6.7. Community Outreach Services

6.7.1. Mobile Library

The current mobile library vehicle is out of lease and the lease company have indicated that they can no longer sustain the high maintenance costs, which are increasing as a result of the age of the vehicle. In recent years the mobile service has continued to see a significant decline in usage and has regularly been off the road due to mechanical breakdowns and maintenance. Current mobile library usage shows that a high percentage of users also use static libraries whilst other users who have mobility issues are also taking advantage of the Books on Wheels service.

It is proposed that as the service is limited in its impact in supporting the new vision and is not cost effective, it should be ceased. Any current or potential users with mobility issues will be supported via the bespoke Books on Wheels Service, and through the new more extensive community outreach service.

6.7.2. LIAZe (Libraries Information Access Zone)

The LIAZe vehicle is a mobile ICT unit that has traditionally worked in the community with hard to reach groups. The vehicle is owned by the Council. The service is costly to maintain, has limited usage and the programme could be delivered from other venues using laptops or static provision in libraries and community Electronic Village Halls by other staff or partners. It is therefore proposed that the service be ceased and users signposted to alternative provision.

6.7.3. Books on Wheels

The Books on Wheels service is a vital link to those who are unable to access services outside of their home. Delivered in partnership with the WRVS items are delivered directly to the homes of customers. Residents wishing to use the service are usually referred through Health, Housing and Adults Services or via static libraries. Although the service is open to all, currently the majority of Books on Wheels customers are senior females.

It is proposed that the Books on Wheels service be re-launched aiming to increase usage from a more diverse range of residents of all ages who may otherwise have difficulties accessing services.

It is also proposed that we work with WRVS to recruit additional Books on Wheels volunteers to support any increase in uptake.

6.7.4. Hospital

Health partners provide funding for the provision of a book trolley service at Sunderland Royal Hospital for patients in nominated wards for 11 hours each week. Both the library service and the Hospital contribute £1,000 for book stock each year. Due to changes in treatments and the reducing length of stay for patients there is very little uptake (less than 1,200 issues per year), of the service, however, there remains a value for those patients who do use it. The hospital is keen to maintain the service.

There is the opportunity to explore alternative options for service delivery that could include library service staff delivering a comprehensive training programme to volunteers who are already based in the hospital. They would then take over the day to day operation of the service liaising with library staff who would still undertake the overall management of the service. This will be pursued.

6.7.5. Sound and Vision

Audio-books remain an important service and will continue to be provided from all libraries. It is proposed to retain a small CD and DVD provision in the City Library and Washington Town Centre Library however, as part of the re-configuration of the City Library and Arts Centre this provision will be re-located. CD and DVD loan services will be withdrawn from other libraries. This provision is important to a small number of regular users and further consultation will take place to understand whether popularity can be increased.

6.8. ICT and the future 'e' offer

6.8.1. A critical part of modernising the service and operating a future service model will be the incorporation of sustainable modern technological and e-based services. Customers can already manage their accounts online 24/7, renewing books, checking the library catalogue, reserving materials and have access to a wide range of online information resources including online dictionaries, news archives and family history resources. These services will be enhanced to include:

- Access to e-book and e-audio book collections provided via the library website
- Refreshed and updated ICT provision in all Library hubs and Community libraries
- Access to enhanced online services including library membership
- Loan of digital devices for those without other access, administered through community groups as the council currently does with Electronic Village Halls
- Access to wi-fi services (where possible and appropriate)

6.9. Capital Investment Programme

6.9.1. In support of the implementation and delivery of the future library services model a programme of capital investment in library services will be undertaken. This will include:

- Refreshed and updated ICT provision in all Library hubs and Community libraries
- Introduction of an e-book and e-audio book service
- Reconfiguration and refurbishment of the City Library and Local Studies Centre to improve access to services and to support the realisation of efficiencies

6.10. Charging Policy

6.10.1. Currently library services have a limited number of traditional income streams. The charging policy in place provides for concessions where applicable and broadly covers fees and charges for copy and print and room hire. It is proposed that all current fees and charges are reviewed sensitively and additional charges introduced for specialist activities such as genealogy research and some events particularly where artist fees apply.

6.10.2. It is proposed that the establishment of charges be delegated to the Executive Director of Health, Housing and Adult Services in consultation with the Portfolio Holder for Public Health, Wellness and Culture.

7. FURTHER CONSULTATION

7.1. Cabinet have agreed that a two stage consultation process be implemented. It is therefore proposed that the second stage of consultation commence on 20 June, subject to the approval of this report. This will include more detailed consultation and engagement on the proposed library service model including:

- Consultation on the proposed future service model of library hubs, community libraries and a programme of community outreach activities
- Making appropriate and adequate provision for those impacted by the changes and who are unable to access future library services
- Identifying appropriate community outreach centres to increase access to services with partners and People Boards

7.2. Consultation will be undertaken with users of static libraries affected by changes to opening hours or recommended for decommissioning, non-users, elected members, library staff, and potential partners in the voluntary, community, private and public sectors.

7.3. The key milestones are:

- Recommend to Cabinet new service proposals – June 2013
- Further consultation on proposals – June 2013 to July 2013
- Cabinet Report on final proposals and implementation – September 2013
- New Service introduced – October 2013

8. REASON FOR THE DECISION

- 8.1. The proposed future service model ensures library services will continue to be accessible to all residents of the city whilst delivering the required significant efficiencies from the budget. Library services will be modernised through the use of technology and retained static provision where demand is high. Services will be delivered through library hubs, community libraries and community outreach programmes enabling services to be taken to communities, in particular, those that need the most support to engender reading and learning. The council has used evidence taken from the consultation programme, population, usage and performance and service costs to inform the future service model.
- 8.2. The further consultation period is recommended to enable engagement with a wide range of stakeholders on the specific details of the proposed service model.

9. ALTERNATIVE OPTIONS

- 9.1 Do nothing – this is not considered a viable option given the significant decline in use of traditional static based Library Services and the need to reduce costs.
- 9.2 Reduce number of static Libraries further – given the outcome of the consultation and the current demand for the static provision proposed to be retained further reduction of the portfolio was not considered appropriate. In the event that demand levels and the economic environment alter then this aspect of the service can be considered further.

10. IMPACT ASSESSMENTS

A full equalities impact assessment has been developed and has been updated to reflect the findings from the phase 1 consultation and the proposals for the future service model. This is attached as Appendix 6 and evidence from further consultation will continue to inform the impact assessment.

The work completed to date has identified that there may be potential negative impacts on disabled users, children and young people and older people. However the Council has identified potential mitigations and will seek additional, detailed information from users during a further period of consultation so that measures can be put in place where necessary.

- 10.1.1. For disabled users – any customers who cannot make the journey to an alternative static library because of disability would be able to join the Books on Wheels service.
- 10.1.2. For children and young people – for schools currently visiting libraries proposed for closure alternative options will be explored and by working with partner organisations and schools, a programme of library activities for children will continue to be delivered in a range of settings.

- 10.1.3. For older people – there will continue to be a core static service in all areas of the city, however any customers who cannot make a journey to an alternative library or outreach collection because of disability would be supported by the Books on Wheels service.

11. PROJECT MANAGEMENT METHODOLOGY

- 11.1. The future library service review is being planned and implemented using the Council's standard project management methodology.

12. FUTURE FINANCIAL MODEL

- 12.1 The proposals as set out above deliver the required revenue efficiencies of £850,000 per annum. To support the delivery of these efficiencies a capital investment of £500,000 will be required and, provision for this has been made within the capital programme as agreed by Cabinet in February.

13. BACKGROUND PAPERS

- 13.1. Future Library Services – Cabinet Report – 13 February 2013

14. APPENDIX ITEMS

1. Copy of Consultation Questionnaire (Phase 1)
2. Analysis of the public consultation (Phase 1)
3. Key performance information by library
4. Library Criteria Document Narrative
5. Potential Outreach Centres/Partners
6. Equality Impact Assessment