

21ST CENTURY LIBRARY SERVICE

To: **Cabinet**

Date: **27th September 2011**

From: **Mark Lloyd: Chief Executive**

Electoral division(s): **All**

Forward Plan ref: **2011/041**

Key decision: **Yes**

Purpose: **To seek Cabinet's agreement not to pursue development of a Trust for the delivery of Libraries, Learning and Culture Services; Cabinet's endorsement of a vision for a 21st Century Library Service and a programme to deliver it; and to advise Cabinet of proposals for consultation and community impact assessments for this programme.**

Recommendation: **Cabinet:**

- 1) Agree to cease development of a trust for the Libraries, Learning and Culture Service**
- 2) Endorse the vision for a 21st Century Library Service and a programme to deliver it**
- 3) Note comments from the 13 communities where libraries were under review and agree an ongoing dialogue that reflects their views in the shaping of services.**

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1. BACKGROUND

- 1.1 The current strategy for achieving savings in the Library service, as outlined in the current Integrated Plan, includes the externalisation of the service to an independent charitable Trust. This is to take place alongside participation in Shared Partnership IN the East (SPINE), which involves the sharing of library support and specialist functions such as bibliographic services, electronic and digital services and information and enquiry services, in order to achieve economies of scale. A further key facet of the current approach is service redesign: rationalisation of library opening hours, the further rollout of self-service, staff restructuring, seeking participation from communities to participate in running the service locally, with conversations starting with the 13 libraries that have been highlighted as a priority for review.
- 1.2 More detailed financial and legal analysis of the business case for externalisation suggests that because of likely changes in government policy, particularly in relation to National Non Domestic Rates, the full savings are unlikely to be achieved, with unrecoverable investment also required. It is therefore recommended that the Council does not continue with the Trust model.
- 1.3 The Council has listened to the views of library users and as a result an alternative strategy for creating a 21st Century Library Service has been developed which responds to the needs of our communities and seeks to increase overall access to library services which will lead to savings in the longer term.

2. A 21ST CENTURY LIBRARY SERVICE

- 2.1 A detailed financial and legal analysis of the business case for externalisation suggests that the full savings are unlikely to be achieved, with unrecoverable investment also required. The likely Government decision to allow local authorities to retain elements of business rates creates a major challenge for the viability of the Trust option. The Trust was expected to save more than £500k in business rates, which was essential to its business case. If local authorities, as anticipated, are allowed to retain some elements of business rates, then although the Trust itself would save money, the Council would not as there would be a reduction in the level of business rates the Council receives. As it will require significant investment to establish a Trust, it is therefore proposed that Cabinet agrees not to pursue further the development of a Trust.
- 2.2 It is proposed that Cabinet agrees an alternative model for the transformation of the service, seeking to develop the model for a 21st Century Library Service. This model has been developed as a result of public consultation and national Government thinking on libraries. We have listened to communities and have heard that they want to protect their local library services and that they attach significant social value to libraries and the public spaces they provide. The new model therefore outlines how Cambridgeshire County Council will seek to increase overall access to library services and help protect community facilities. Cambridgeshire's library service will be a pioneer for modern, innovative and local public services in every community.

- 2.3 The model will link with the programme Making Assets Count, which is focussed on better use of the public sector estate to both improve services and the customer experience and make savings. As part of Making Assets Count and the 21st Century Library Programme, the Council will look at each area of Cambridgeshire and work with local Members, acting as community champions, and local communities to make sure that they have the library services and wider local public services that best meet their needs. By tailoring provision to local needs, and linking services together, the model will improve service provision, increase efficiencies and save money by providing what residents want, in more flexible ways. This will create a robust, flexible and sustainable model for the future of local public services.

3. **PROGRAMME OBJECTIVES**

3.1 Services shaped by the community

Residents in each local area will work with the County Council to ensure that they get the services they want, and are able to access them in the best way for them. Therefore public services will truly be at the heart of the local community and local public services will be tailored to local areas.

3.2 A modern and accessible approach to local public services

The library service will meet the needs of 21st Century library users, recognising the need for information 24/7 in an attractive format. An improved online presence and use of digital media and new technology will be used to enable the programme to meet this objective, and this approach will be extended to cover a wider range of local community services.

This programme will ensure that residents are close to information and books, are able to access the library service at all times via the internet and have books and information delivered to them. To allow the programme to achieve this, it is anticipated that there will be an increase in the range of locations where library/learning services can be accessed. Hours of access will be extended through sharing with other Council services, partner services, the private sector and the use of volunteers. There will be access to an all encompassing service in main population centres, served by transport links.

This focus on modernity and accessibility will be expanded to encompass the services closely connected to and affected by the library programme. The learning gained from this can then be expanded across other local public services.

3.3 Sustainable public services, which provide long-term value for money

The development of the online side of the library service will make it flexible, sustainable and future proof. By investing in self service technology, the internet and other technology, developing beneficial relationships with private companies, including co-location, the model will deliver value for money over the longer term. This approach will be extended to other service areas where appropriate.

- 3.4 A gateway to learning, knowledge and information, contributing to the local economy
Everyone will be able to use the library service in a way that suits them as a gateway to learning, knowledge and information, including information about wider public services. Included in this are Adult Education and Skills and Culture Services, which will form an integral part of the programme's vision. Local services will contribute to up-skilling and educating the local workforce, and providing opportunities to work with local businesses.
- 3.5 Create savings for CCC and wider public services
The 21st Century Library programme will help the Council and wider public services to make savings through better integration of services and ways of working.

4. THE MODEL

- 4.1 The proposed new programme will lead the transition from the current library service model to a model for a 21st Century Library Service for Cambridgeshire which is based on different sizes and types of library services for different population sizes. The physical side of provision will be underpinned by a stronger 'virtual' presence through greater use of the web and innovative technology.
- 4.2 The proposal envisages different levels of libraries, with 'Public Services Extra' being the largest and most comprehensive, and 'Public Services Access' being the smallest and most local.
- 4.3 There will be investment to create 'Public Services Extra' in each principal centre of population. These would provide the whole range of library and learning services, including specialist/reference materials, have access to professional staff and include full digital access. Located in areas with strong transport links, users would travel to access the more specialist material.
- 4.4 There will be 'Public Services Centres' in new communities; all co-located with a wide range of other public/private sector services to meet increasing demand as population increases.
- 4.5 'Public Services Compact' will expand the number of locations through which library services are provided by co-locating a range of public services with other public sector partners including schools, leisure centres, one-stop-shops.
- 4.6 'Public Services Access' will increase the locations and opening hours through locating with public/private organisations such as the Post Office, GP surgery or café. We would also explore kiosks and other technology to place books in places like Park & Ride or Guided Bus centres.
- 4.7 The stock and services available in the Public Services Compact and Access would be co-designed with communities. A pure localism model, the centres would only stock the provision wanted/needed by communities, where more specialist materials can be ordered, delivered or accessed through the closest Public Services Extra. Public Services Extra and Public Services Access will

be connected and supported by an increased mobile service using smaller vehicles.

- 4.8 The co-location element which underpins this programme will mean that the Council will consider the provision of local public services more widely and how services can best fit together. This suggested new programme initially sees libraries at the forefront of local and modern service provision. As the programme develops, other project strands are likely to develop below it, which will focus on other public services. Further papers and decisions will be brought to Cabinet as the programme evolves.
- 4.9 In this programme, the physical provision would be supported by innovative and enhanced online services. The library service website will be developed to make it intuitive and accessible for all and will contain increased online information. Further decisions will be taken to Cabinet, but this could include the ability to order and deliver books from the comfort of your own home, swap books with other residents and access service information from your mobile phone.
- 4.10 Commercialisation of services will increase revenue and benefit local businesses. We will be more entrepreneurial in our approach, approaching local businesses to find mutually beneficial ways of working. This means people will be able to access library services in many more places in their community than they can now. Locating libraries and other services in town centres will be prioritised in order to benefit and revive town centres and local businesses.
- 4.11 Externalisation remains an option, but only to take on Public Services Compact or Access and as part of our comprehensive service, possibly along the lines of a franchise.
- 4.12 Volunteering remains an opportunity for local people to get involved and this will also have the benefit of extending the hours that the services are available to the public. The Council will look at ways of encouraging, rewarding and incentivising volunteering, including developing volunteers' skills to increase their employability.
- 4.13 The benefits to local communities of the programme as it has been outlined so far are:
- The opportunity to shape their local public services so that they provide what residents want in more flexible ways
 - Greater co-ordination of local services
 - Greater use of new technology to improve service provision
 - Increased range of locations and ways in which library/learning services and other public services can be accessed
 - Extended hours of access through sharing with other partners/private sector and use of volunteers
 - Greater online presence and use of digital media across public services
 - Stock catering to local needs/preferences
 - Access to all encompassing service in main population centres, served by transport links
 - Greater joining up and accessibility of Council services

- Increased use of other Council services as residents see and use them when they access library services and vice versa.

4.14 The benefits to Cambridgeshire County Council and how savings will be realised:

- Reducing the number of buildings we lease/own through co-location of local County Council services, co-location with other public sector partners and the private sector. Overhead costs e.g. for facilities management will reduce
- Generating increased income through sponsorship/advertising
- Revenue from 'selling' retail space in our centres
- Increased use of generalist support staff and sharing costs with other public services/partners/private sector
- Greater use of online media, reducing the need for larger premises and associated costs
- Tailored provision of stock to meet community needs
- Joint and effective procurement across the model and exploration of joint procurement arrangements with other areas.

4.15 The overall business case for the programme and the five component projects has been agreed by the Programme Board and initial key milestones have been developed. If the decision to proceed with the 21st Century Library programme is made, more detailed financial business cases and proposals will be developed. Key decisions on the programme will be taken to Cabinet as and when required and there will be a detailed business case and community impact assessment where relevant for each decision. In each locality, the local Member will be fully involved in the development of proposals, engagement with communities and the decision-making process.

5. CONSULTATION AND COMMUNITY IMPACT ASSESSMENTS

5.1 An initial community impact assessment for the programme has been completed, and is attached at Appendix 1. If it is decided that the programme can progress, the community impact assessment will be continually updated as further programme details are developed. Consultation and community impact assessments will also be carried out in each local area as the Council works with residents to enable them to shape services in their area and generate alternative ideas. As well as the views of residents, the views of employees are also important and the Council will support them in adapting to new ways of working. Other stakeholders, including Town and Parish Councils, will also be consulted and involved.

6. OVERVIEW

6.1 On 7th September 2011, a meeting of the Safer and Stronger Communities Overview and Scrutiny Committee focussed on this programme so that Members could help shape this Cabinet paper. The following points have therefore been integrated into this paper:

- Volunteering should be encouraged and recognised by training, skill development and reward in order to improve the employability of participants

- Adult education should form an integral component of the Library Service Vision
- The report to Cabinet on 27th September 2011 should include information on the effect on library employees in terms of adapting to new ways of working and reduced staffing numbers
- Parish and town councils should be engaged with early in order that there are no barriers to their participation
- The concept of community hubs being at the heart of the community should be central to local plans
- Community and Youth Inspectors' contribution should be invited
- Incentives should be provided for businesses to be involved in community hubs
- The location of community hubs in or near town centres should be considered in order to benefit and revive town centres and local businesses
- The integration of IT systems between partners should be considered at the earliest opportunity
- The intangible value of library buildings as public spaces should be acknowledged
- The social value of libraries should be recognised
- The vision should remain flexible, in a rapidly changing environment
- The Administration should extend their horizons to consider unusual and varied models referring to exemplars, where helpful.

7. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING

7.1 Supporting and protecting vulnerable people when they need it most

The following bullet points set out details of implications identified by officers:

- The Council will ensure that vulnerable and hard to reach people are part of the engagement process which will allow communities to shape their local public services
- Some current library buildings may be closed, and this may cause challenges for some people. However, local public services will be shaped by the community and library service provision will not be reduced. Physical provision may just move in some instances, so that a library co-locates with a children's centre, for example, or vice versa.
- The proposed model will make the library service more accessible to everyone, and allow more people to access more services from the comfort of their own homes.

7.2 Helping people live healthy and independent lives in their communities

The following bullet points set out details of implications identified by officers:

- The proposed new model will allow residents to help shape their local public services in their area
- The proposed new model will allow greater access to a service which advances personal enjoyment, learning and opportunities

- The proposed new model will enable people to access wider public services in their local area, for example through the co-location or signposting to other public services.

7.3 Developing the local economy for the benefit of all

The following bullet points set out details of implications identified by officers:

- The new model will ensure that everyone will be able to use the library service in a way that suits them as a gateway to learning, knowledge and information, including information about wider public services
- The proposed model will provide local services that contribute to up-skilling and educating the local workforce
- The proposed model will provide opportunities to local businesses.

7.4 Ways of working

The following bullet points set out implications identified by officers for 'Being a genuinely local Council':

- The recommended model will engage with communities in their areas to ensure that local public services are shaped by local communities. Library and other local public services will therefore differ in each area depending on what local people want
- The aim is to ensure that services meet the needs of the local communities.

The following bullet points set out implications identified by officers for 'Making sure the right services are provided in the right way':

- The suggested model advocates volunteers and co-location of services, including co-location with the private sector, where it makes most sense
- The suggested model recognises the rapidly increasing range of information made available digitally, and seeks to develop further the ways in which customers can access library services and resources online 24x7
- Decisions about local library services will be shaped by the community to ensure that they are provided in the right way to meet their needs.

The following bullet points set out implications identified by officers for 'Investing in prevention':

- There is a strong preventative element to the programme as the programme will enhance a public service that provides support and information for children and young people and older people – fostering literacy skills and enjoyment of reading and learning for children and providing opportunities for older people to stay active and independent.

The following bullet points set out implications identified by officers for 'Working together':

- If the 21st Century Library Programme is approved, this will require the Council to work across its public services, with other public sector organisations and with the private sector. It is proposed that the Strategic

Management Team will form the programme board for this work, to ensure that all implications for the Council are considered

- This project spans across the Council, particularly for the co-location of public services, but the Library Service will be at the forefront of this new approach
- Partnership working with other public sector organisations will also be important as the project progresses. Successful examples of co-location with district council services provide the programme with strong foundations on which it can build upon.

8. SIGNIFICANT IMPLICATIONS

8.1 Resource and Performance Implications

The following bullet points set out details of significant implications identified by officers:

- The proposed 21st Century Library Programme is large and ambitious. It will require significant resource both in terms of officer time and initial financial investment.
- The programme envisages implications beyond the library service, as this service will be at the forefront of a new approach to local, modern public services. At this stage, it is difficult to predict the full extent of these wider implications. Further papers will be brought to Cabinet as more detail emerges
- The co-location facet of this programme has the potential to save the Council money from the whole of its budget, rather than just specifically on library services. It will be important to ensure that investment decisions are taken across the whole range of services, not specifically within the libraries service
- The proposed model will lead to a shift in role for some employees, within the libraries service and elsewhere, and it is anticipated that this may result in some redundancies
- There will be implications for the Council's property assets as it looks to co-locate services. Decisions about whether to sell, rent, lease etc buildings will be made on a case by case basis and will tie in with the work of the Making Assets Count Project and Better Utilisation of Property Assets programme.

8.2 Statutory, Risk and Legal Implications

The following bullet points set out details of significant implications identified by officers:

- The Public Libraries and Museums Act 1964 states that, 'It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use.' The proposed model is intended to increase access to library services and therefore the Council should not be in contravention of the Act. However, the programme will seek legal advice on the emerging model; the shaping of services by the public will help to reduce the chance of the Council facing legal challenge
- The proposed programme is a large and high profile one. There will be significant reputational implications to the Council not achieving it. It is

therefore important that the resource is invested so that the Council has the capacity to deliver within set timescales

- A detailed financial business case will be brought to Cabinet with each key decision on the programme to ensure that the programme makes savings over the longer term.

8.3 Equality and Diversity Implications

The following bullet points set out details of significant implications identified by officers:

- The proposed new model will lead to a change in service provision and the equality and diversity implications of this need to be understood and mitigated where necessary. As a result, an initial community impact assessment for the programme has been produced. This will be continually developed as more detail emerges and as Cabinet has to make decisions on different aspects of the project
- Community impact assessments will also take place in each locality as the programme will be implemented on a locality basis.

8.4 Engagement and Consultation

The following bullet points set out details of significant implications identified by officers:

- Significant consultation has taken place this year with the public on the current model for the future of the library service. This has provided valuable information, crucially the high value that members of the public place on their local library service
- This is a programme that will be largely implemented on a locality basis. Engagement and consultation will take place in each local area as residents are engaged in the shaping of local public services in their area. It is anticipated that local Elected Members will be fully involved in the development of proposals, engagement with communities and the decision making process
- Consultation has already begun to take place with local stakeholders including District Councils and Parish Councils, as part of the engagement with the 13 communities whose libraries were highlighted as a priority for review (see Appendix 2 for a summary of responses). It is anticipated that these conversations will lead the way in the implementation of co-location
- The responses from the 13 communities were largely positive and all noted the high value which communities place upon their local library service and staff. While some communities expressed their willingness to support their libraries through volunteering, there were concerns about the capacity to raise sufficient funds to maintain or improve services. There was a clear indication that additional activities could take place in buildings that house library services and residents were supportive of the co-location of library services with other community services
- The Council has listened and recognized just how important libraries are to our communities. The new vision for a 21st Century Library Service will improve access to library services and harness the commitment and energy of communities to help shape library services in their local area. This new vision will see the start of discussions that will take place in each

community, engaging with Cambridgeshire residents and seeking their input to the future of public services

- If Cabinet agree to proceed with the new 21st Century Library service model, an initial consultation will be held with representative stakeholders, including library staff
- An outline consultation plan and initial Community Impact Assessment can be found in Appendix 1.

Source Documents	Location
The Local Government Group's and Museums Libraries and Archives', 'Future Libraries: Change, options and how to get there'	http://www.mla.gov.uk/news_and_views/press_releases/2011/Report_on_future_libraries

Appendix 1 – Community Impact Assessment

	Key Sections	Your Answer
1.	<p>Scope:</p> <ul style="list-style-type: none"> What is the existing service, document or action being impact assessed ? 	<p>Context</p> <p>Cambridgeshire County Council is designated as a Public Library Authority. As such it has a statutory duty derived from the 1964 Public Library & Museums Act to ensure that those who live, work or are educated in the county have access to a “comprehensive and efficient” public library service. The County Council cannot divest itself of this statutory responsibility, but it does not necessarily have to provide the service itself.</p> <p>This CIA covers the transformation of the library service to a model for a 21st Century Library Service for Cambridgeshire which is based on a new community centric differentiated model of library provision, with different sizes and types of libraries for different population sizes. This model will be underpinned by a strong online presence and the use of technology, like book vending machines. The 21st Century Library Service will have communities at its core, with services being designed by the community for the community.</p> <p>This is the first CIA for the emerging vision for the 21st Century Library Service. The CIA will be refined as the details of the programme are developed and planned. An initial consultation plan has been developed, based upon the emerging vision which outlines the plan for the completion of CIA's on an iterative basis.</p> <p>The vision for the 21st Century Library service for Cambridgeshire will be: ‘for Cambridgeshire’s library service will be a pioneer for modern, innovative and local public services in every community.’ Therefore, libraries will be at the forefront of this approach. Other public services will also need to be closely involved, but we will not know the full extent of this until we have worked with our communities to shape local public services.</p> <p>The 21st Century Library programme will be implemented on a locality basis. It is anticipated that the conversations with communities could be phased across the county to enable a quicker implementation. Consultation and a CIA will therefore be carried out in each local area to ensure services in each area are shaped by the community; more details of this are included in the initial consultation plan.</p> <p>Existing Service</p> <p>Cambridgeshire Libraries, Archives and Information provides free public access to a wide range of books, information, digital resources, and original historical documents through a countywide network of:</p> <ul style="list-style-type: none"> 32 Branch Libraries, 8 of which incorporate computer based learning centres that deliver adult learning and skills 10 volunteer run library access points 7 mobile library vehicles 2 archive offices together holding around 2.4 million original documents The Cromwell Museum in Huntingdon A wide range of special services such as services to children and young people, the ‘Engage’ service for over-50’s, the ‘Doorstep’ service for the housebound, community information on the web, historical research and digitisation services, and the Postal Tape service for people with visual impairments. <p>The vision for the programme is for Cambridgeshire’s library service to be a pioneer for modern, innovative and local public services in every community.</p>

<ul style="list-style-type: none"> What are the aims and objectives of the service, document or action? 	<p>As part of the programme, Cambridgeshire's residents will have the opportunity to shape their local public services to meet their needs. This will enable each community to have a co-designed service; a local service that the communities want, in more flexible ways.</p> <p>There are a series of objectives that sit below this:</p> <p><u>Services shaped by the community</u> Residents in each local area will work with the County Council to ensure that they get the services they want, and are able to access them in the best way for them. Therefore public services will truly be at the heart of the local community. Local public services will be tailored to local areas. Libraries will be at the forefront of this approach, which will focus on services that anyone can access, often without even leaving their home.</p> <p><u>A modern and accessible approach to local public services</u> The library service will meet the needs of 21st Century library users, recognising the need for information 24/7 in an attractive format. An improved online presence and use of digital media and new technology will be used to enable the programme to meet this objective, and this approach will be extended to cover a wider range of local community services.</p> <p>This programme will ensure that residents are close to information and books, are able to access the library service at all times via the internet and have books and information delivered to them. To allow the programme to achieve this, it is anticipated that there will be an increase in the range of locations where library/learning services can be accessed. Hours of access will be extended through sharing with other Council services, partner services, the private sector and the use of volunteers. There will be access to an all encompassing service in main population centres, served by transport links.</p> <p>This focus on modernity and accessibility will be expanded to encompass the services closely connected to and affected by the library programme. The learning gained from this can then be expanded across other local public services.</p> <p><u>Sustainable public services, which provide long-term value for money</u> The development of the online side of the library service will make it flexible, sustainable and future proof. By investing in self service technology, the internet and other technology, developing beneficial relationships with private companies, including co-location, the model will deliver value for money over the longer term. This approach will be extended to other service areas where appropriate.</p> <p><u>A gateway to learning and information, contributing to the local economy</u> Everyone will be able to use the library service in a way that suits them as a gateway to learning and information, including information about wider public services. Included in this is Adult Education and Skills, which will form an integral part of the programme's vision. Local services will contribute to up-skilling and educating the local workforce, and providing opportunities to work with local businesses.</p> <p><u>Create savings for CCC and wider public services</u> The 21st Century Library programme will help the Council and wider public services to make savings through better integration of services and ways of working.</p>
<ul style="list-style-type: none"> What is the proposed change? What will be different? 	<p>Under the new programme for a 21st Century Library Service, Cambridgeshire's library service will be a pioneer for modern, innovative and local public services in every community. There will therefore be changes across Cambridgeshire's local public services. The proposed changes to library services are as follows.</p>

21st Century Library model

The project proposes moving from the current library service model to a model for a 21st Century Library Service for Cambridgeshire which is based on a differentiated model of library provision, with different sizes and types of libraries for different population sizes. There will be different levels of provision:

- Investment to create 'public services extra' Libraries in each principal centre of population. These would provide the whole range of library and learning services, including specialist/reference materials, have access to professional staff and include full digital access. Located in areas with strong transport links, users would travel to access the more specialist material.
- Strategy to create new 'public services centres' Libraries in new communities, all co-located with wide range of other public/private sector services to meet increasing demand as population increases.
- Co-location/opening new 'public services compact' Libraries, expanding the number of locations through which library services are provided by co-locating a range of public services with other public sector partners, including schools, leisure centres, one-stop-shops.
- Co-location/opening new 'public services access', expanding the locations and opening hours through locating with public/private organisations such as the Cambridge Building Society, Post Office, GP surgery or café. We would also explore kiosks and other technology to place books in places with high footfall, like Park&Ride or Guided Bus centres.

It is envisaged that the public services compact and public services access would be staffed by generalist customer service staff who will become local public service experts, working in a range of public services. Support to the library service will be provided through locality teams of Consultant Librarians who would manage professional element of service in their locality. This will increase the accessibility of local public services and ensure that they are truly local.

The stock and services available in the compact/access locations would be co-designed with communities. A pure localism model, the centres would only stock the provision wanted/needed by communities, where more specialist materials can be ordered, delivered or accessed through the closest Public services extra. Extra and compact provision will be connected and supported by increased mobile service using smaller vehicles.

In this programme, the physical provision would be supported by innovative and enhanced online services. The library service website will be developed to make it accessible for all and will contain increased online information. Further decisions will be taken to Cabinet, but this could include the ability to order and deliver books from the comfort of your own home, swap books with other residents, download e-books and access service information from your mobile phone.

Commercialisation of services will increase revenue and benefit our local businesses. We will be more business like in our approach, approaching local business to find mutually beneficial ways of working. This means people will be able to access library services in many more places in their community than they can now.

Externalisation remains an option, but only to take on public services access or compact and as part of our comprehensive service, possibly along the lines of a franchise.

Volunteering remains an opportunity in all centres to extend the hours that the services are available to the public.

		<p>The new model therefore increases access to library services through more physical access points and through greater use of the internet. It will mean that some library buildings may close, but overall there will be an increase in the number of buildings with library facilities.</p> <p>The new model for the library service could change the way in which the library service is staffed. It is anticipated that as the library service is increasingly co-located with other public services within the community, there will be a shift to more generalised customer service staffing roles, with staff delivering a range of services. These staff could be drawn from either existing library staff or other services, or both. In terms of the delivery of library services, It is envisaged that these generalised customer service staff would be supported by a locality team of consultant librarians who will provide the professional expertise necessary to run the service.</p> <p>It should be noted that many of the generic skills required, including working with volunteers and new technology, have been written into new job descriptions for staff as part of the forthcoming re-structure of front-line library staff within the service.</p> <p><u>Shared Services Approach: SPINE</u></p> <p>Authorities in the East of England are exploring sharing the delivery of significant library and information services infrastructure. In scope services are:</p> <ul style="list-style-type: none"> • Bibliographic services (book acquisition and supply, rotation and disposal) • Electronic and digital services (including a single Library Management System) • Information and enquiry services and the creation of a single information service across the partners <p>This will ensure that resources are focused on the provision of front line services, with change made to the support and specialist services. The shared services approach, through SPINE, will therefore have a greater impact on library staff than it will on library users.</p>
2.	<p>Who should be involved:</p> <ul style="list-style-type: none"> • Who is involved in this impact assessment? <p>e.g. Council officers, stakeholders from partner organisations, service users and community experts</p>	<p>Christine May, Head of Libraries, Archives and Information Pat Harding, Acting Executive Director Community and Adult Services</p> <p>As further details about the programme develop, a greater range of people will be involved in the impact assessment.</p> <p>This impact assessment also takes into account the feedback gained during the large scale consultation on the initial Library Service Review. This consultation was held from March-May 2011 and involved 18 public meetings to discuss the proposed changes to the library service. In addition, conversations were held with stakeholders such as Library Staff, Library Friends Groups, LAPs and parish councils.</p> <p>This consultation provided us with useful feedback from the public, who stated how much they value their local library service, and that they would not like to see it reduced or closed.</p> <p>A selection of feedback from members of the public who took part in the consultation is outlined below:</p> <ul style="list-style-type: none"> • “You should be looking to extend the library opening hours if the library is to be a community hub, not reduce them” • “You should consider the users of other services such as evening classes who might wish to use the library.” • “I am concerned for children and their access to books if the library closed.” • “Community hubs ... will take a long term approach, capital and commitment. If you decimate the service now then we won't get it back again. Many of the villages you mention as part of the catchment area don't have good transport links. I urge you take back these comments and don't opt for a quick fix approach.” • “What about e-books? You are missing a trick there, I have looked at the online

		<p>catalogue and there aren't many available via Cambridgeshire at present."</p> <ul style="list-style-type: none"> • "You aren't satisfying customer needs and requirements if you reduce the opening hours." • "Co-location sounds like a no brainer, there is duplication of some services provided by the Community Information Centre and library, they should work together, and it would work well." • "The worst thing you can do is get rid of a valued service. The library is the best way to give a service to the community, ensure that people are well educated and well informed." <p>In addition, the 2010 public consultation also provides strong evidence in favour of the co-location of the library service with other public services. 77% of respondents said that 'Library buildings also used as community meeting places – for community groups, exhibitions and other activities' would appeal to them as a future scenario for the service.</p> <p>This has therefore informed the new emerging vision for a 21st Century Library Service which is predicated on enhanced access and community design.</p> <p>It should also be noted that Elected Members have been closely involved in the consultation, with those 13 libraries that were highlighted as a priority for review in particular.</p> <p>At this stage, this CIA is being completed for the vision for the 21st Century Library Service and is therefore based on evidence from previous consultations held in 2011 and 2010. If Cabinet approve the direction of this programme, a more detailed CIA will be completed, based on a consultation with representative stakeholders. The plan is outlined in the attached consultation report.</p>
3 a)	<p>What will the impact be?</p> <ul style="list-style-type: none"> • What groups will be affected by this? • What will the impacts on these groups be? • What evidence has been used to inform this view? • What plans are in place to mitigate any 	<p>This vision for the future of the Library Service will have an impact on three main groups:</p> <ul style="list-style-type: none"> • Library Users • Library Staff • Communities, including current non-users <p><u>Effect on users</u></p> <p>The benefits to the community of the programme:</p> <ul style="list-style-type: none"> • The opportunity to shape their local public services so that they are provided how they want them, where they want them and when they want them. • Greater co-ordination of local services. • Greater use of new technology to improve service provision. • Increased range of locations and ways where library/learning services and other public services can be accessed. • Extended hours of access through sharing with other partners/private sector and use of volunteers. • Greater online presence and use of digital media across public services. • Stock catering to local needs/preferences. • Access to all encompassing service in main population centres, served by transport routes. • Greater joining up and accessibility of Council services. • Increased use of other Council services as residents see and use them when they access library services and visa-versa.

	negative impacts identified?	<p><u>Older people</u> – One of the key impacts of this proposed change to the service is that library services will be brought closer to people at a local level, increasing accessibility; Older people will benefit from greater access to library services near them. Some older people may find the use of technology a challenge. To help mitigate this, library employees and volunteers will provide help with the technology, through the continuation of activities including the EngAGE project. There will also be employees or volunteers on hand to issue books etc. This is envisaged as being a great opportunity for older people to gain the opportunity to use the internet to help them access public services. However, it should be noted that physical access of services will continue. Furthermore, it is anticipated that older people will continue to have the opportunity to access the convenient delivery of materials through current schemes such as the Postal Tape Service (POTS) and Doorstep delivery to our Housebound Readers, as well as the continuation of mobile libraries to further enhance access.</p> <p><u>Community groups</u> – Community groups who use the library service to hold events and activities may be adversely affected if the library building they use closes down or moves. However, there will still be larger library buildings available, and co-location means that there will be other venues that they can use. Public consultation on the Cambridgeshire Library Service Review took place during August and September 2010. This showed that 77% of respondents believe that library buildings could also be used as community meeting places for groups, exhibitions and other activities. When asked, 'Thinking about library services in 5-10 years time, which of the following scenarios most appeal to you?' 76.9% said library buildings should also be used as community meeting places, for community groups, exhibitions and other activities. Availability of community spaces to hold events is something that the co-location project will need to consider as it progresses, however it is anticipated that conversations with communities will be the ultimate decision as to whether or not community meeting rooms are required.</p> <p><u>Children and families with children</u> – The model will ensure more access to library services for children and their families, as they are more likely to have physical access nearby with the increase in the number of buildings from which library services can be accessed. The online provision will also provide increased access. The library service may move into a different building to share a building with other public services. This will have a positive impact upon children and families as it will increase access to public services and further information about other services available. It is anticipated that the co-location of public services will be more convenient for families and may encourage greater use of the library service.</p> <p><u>Disability</u> – It is important that the project ensures disabled access to all of the library buildings, including the smaller ones. Some disabled people may find using the technology to be a challenge, and therefore it will need to be made as user friendly as possible. This may mean the option for larger font sizes, or self service technology that provides audible instructions. The new technology will increase access to library services and will mean that people may not have to travel as far to access library services. The strong on-line presence and the delivery option will benefit people who are housebound, as it is anticipated that this will continue to be supplemented by the POTS, Doorstep and mobile library services.</p> <p><u>Deprivation</u> – The increased access to services will provide more convenient access to public services including signposting and a place to go within the community. However, for those who do not have a computer they may not be able to access all digital services. This will be mitigated by ensuring that there is digital access in all of the larger public services extra, centres and compact service points and an endeavour to increase access in all access service points where possible.</p>
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Effect on employees

The new model for the library service will change the way in which the library service is staffed. It is anticipated that as the library service is increasingly co-located with other public services within the community, there will be a shift to more generalised staffing roles. It is envisaged that these generalised front-line staff will be supported by a locality team of consultant librarians who will provide the professional expertise necessary to run the service.

It should be noted that many of these skills, including working with volunteers and new technology, have already been written into new job descriptions for staff as part of the current re-structure of front-line library staff within the service.

If the new model leads to redundancies, the following groups are likely to be impacted the most, given the current profile of staffing within the service:

- Gender: Issues for women: 89.96% of front line library staff are women, so any reduction in staffing numbers will disproportionately affect women.
- Age: Impact on older people: For staff aged 46-55 there is a slight negative affect (37% of staff compared to 29% across the service). There is a neutral affect on staff aged 56 and above.
- Ethnicity/Race and Culture: 89.13% of staff would class themselves as White/British. There is therefore a disproportionate affect on this group.

New technology

This will impact those people who are less confident with the use of technology; both library staff and users.

One of the key benefits of the introduction of new technology within the service is that it will encourage non-users to use the service and make access for all more convenient. It is hoped that the service will see an increase in active borrowers. The introduction of new technology, for example e-books or a book delivery service, will make access more convenient for the working population who may struggle to go into a library building. It is therefore anticipated that this will benefit the working population aged 25-55, but as there is an increase in people who are accessing services online it may benefit all. It should be noted that new-technology in this format is an additional way in which services can be accessed; people will continue to have the option to go into a library and be assisted.

Building on the success of RFID which will be installed in all 25 existing community libraries throughout the county, it is anticipated that new service outlets will also feature self-service technology.

There is a high proportion of issues and return in libraries that currently have RFID self-service technology. Cambridge Central Library had an average of 88% self-issues in the year 2009-2010.

Similarly, Wisbech library saw an average of 92% of self-issues for the same year. This demonstrates that the technology has been highly utilised by library users and indicates that there would be a high take up in all service points.

There are many actions planned to assist less-confident library staff users with the use of self-service technology, including a full programme for training and shadowing for all staff. There will be a 'soft' introduction of the facilities into libraries, in which users will be invited to test the equipment and be shown how to use it in a pressure-free environment. Volunteer members of staff will also be utilised to assist in this area, providing help and support to users. This is something that the Library Service currently does a lot of and is very good at, and therefore we are confident that this will be a success.

Shared Services (SPINE)

Since this strand is focused on the reconfiguration of support and specialist functions, this option will not have an impact upon library users, as SPINE will allow resources to be focused on front line resources.

However, it will impact on library staff as reductions will be inevitable.

- Gender: Issues for women: 89.96% of front line library staff are women, so any reduction in staffing numbers will disproportionately affect women.
- Age: Impact on older people: For staff aged 46-55 there is a slight negative affect (37% of staff compared to 29% across the service). There is a neutral affect on staff aged 56 and above.
- Ethnicity/Race and Culture: 89.13% of staff would class themselves as White/British. There is therefore a disproportionate affect on this group.

This does not have an impact on any other group.

HR policies and procedures will be followed to mitigate the impact of redundancy for anyone at risk.

Evidence used to inform this view

This initial CIA on the new vision for a 21st Century Library service is based on evidence from the large scale public consultations held in both 2010 and 2011. Comments and feedback from the public have been taken into account in shaping the vision for a 21st Century Library Service.

Evidence of Library users has also been used to inform this view. The main source for data on the users of the public library service comes from surveys last undertaken of adults in 2006 and children in 2007.

Adults

Age:

The 2006 Public Library User Survey (PLUS) identified the age groups of respondents as;

- 15-19: 3.2%
- 20-24: 4.3%
- 25-34: 15.05%
- 35-44: 19.4%
- 45-54: 14.5%
- 55-64: 17.8%
- 65-74: 16.0%
- Over 75: 9.8%

Sex:

- 61.4% of library users are female
- 35.9% of library users are male

Disability/Long-term limiting illness

- None: 81.9%
- Mobility - getting around: 7.0%
- Hearing: 4.2%
- Eyesight: 4.0%
- Using hands/fingers: 2.6%
- Learning difficulty: 1.6%
- Mental Health: 3.9%

- Other: 2.6%

When asked about occupation, 3.2% of library users responding to the survey described themselves as permanently sick or disabled.

Ethnicity:

- White British: 86.7%
- Another White Background: 7.2%
- Indian: 0.9%
- Chinese: 0.9%
- African: 0.75
- Pakistani: 0.3%
- Bangladeshi: 0.1%
- Caribbean: 0.15%
- Mixed Background: 1.0%

Children

A separate children's user survey was conducted in 2007. Users were divided into the following three age groups:

- 0-4: 33.7% of respondents
- 5-10: 42.7%
- 11-15: 23.6%

Sex:

- 57.5% of respondents were girls
- 42.5% of respondents were boys

4. Making a judgement:

- Your final judgement – will your service, document or action have a positive, negative or neutral equality impact?
- If it will have a positive impact on some groups and a neutral impact on others, is this justified?
- Are there any existing or potential equality

Overall impact upon staff		
Equality strand	Judgement based on evidence cited above (positive, negative, neutral	Issues or opportunities that need to be addressed
Age	Negative	For library staff aged 46-55 there is a slight negative affect (37% of staff compared to 29% across the service).
Sex	Negative	89.96% of frontline library staff are women, so any reduction in staffing numbers will disproportionately affect women.
Disability	Negative	
Ethnicity, race and culture	Negative	89.13% of staff would class themselves as White/British. There

issues with your service, document or action that need to be addressed?			is therefore a disproportionate affect on this group
	Sexual orientation	Neutral	
	Religion or belief	Neutral	
	Pregnancy & Maternity	Neutral	This would be covered by normal HR policies
	Marriage and Civil Partnership	Neutral	
	Gender reassignment	Neutral	
	<i>You may also want to make a judgement on:</i>		
	Rural isolation	Positive	This will bring services closer to the community, which will have a positive impact on staff and users
	Deprivation	Positive	It will increase access to services
	Overall impact on Library users		
	Equality strand	Judgement based on evidence cited above (positive, negative, neutral)	Issues or opportunities that need to be addressed
	Age	Positive	It will provide increased access for people of all ages.
	Sex	Positive	It will provide increased access for all, and different ways of accessing services.
	Disability	Positive	It will provide increased access for all, and different ways of accessing services.
	Ethnicity, race and culture	Positive	It will provide increased access for all, and different ways of accessing services.
	Sexual orientation	Positive	It will provide increased access for all, and different

			ways of accessing services.	
	Religion or belief	Positive	It will provide increased access for all, and different ways of accessing services.	
	Pregnancy & Maternity	Positive	It will provide increased access for all, and different ways of accessing services.	
	Marriage and Civil Partnership	Positive	It will provide increased access for all, and different ways of accessing services.	
	Gender reassignment	Positive	It will provide increased access for all, and different ways of accessing services.	
	<i>You may also want to make a judgement on:</i>			
	Rural isolation	Positive	It will provide increased access for all, and different ways of accessing services. The new model aims to increase access to services throughout the county.	
	Deprivation	Positive	It will provide increased access for all, and different ways of accessing services. Co-location with other public services will further increase access.	
	<p>The overall impact of the 21st Century Library service is positive for all groups, as it is based on the principles of increasing access to library services and information, increasing access to public services and being truly community oriented.</p> <p>Existing or potential equality issues with your service/document/action that need to be addressed:</p> <p>At present there is significant use by young children and older sections of the community (people aged over 65 represented 25.8% of users in the 2006 Public Library User Survey (PLUS). These are particularly strong user groups within community libraries. It is therefore imperative that we pay particular attention to access by these groups.</p> <p>It should also be noted that Cambridgeshire has an increasingly ageing population and these demographics will need to be taken into account as the plans for delivering the service are formulated.</p>			

5.	Action planning: <ul style="list-style-type: none"> Are there any actions that you have identified to address any potentially unjustifiable differences in impact on different equality groups Are there any actions you have identified to take advantage of an opportunity you have identified to promote equality and diversity Where will these actions be recorded (i.e. which service plan, strategy action plan etc.)? 	Issue/ opportunity	Action	Timescale	Action plan recorded in
		Some members of the public may not be comfortable with the use of technology.	Ensure that the technology is simple and easy to use and there is provision for disabled users. Ongoing support and guidance from staff will also help members of the public in using and becoming at ease with new technology. This is a great opportunity to encourage the public to utilise new technology and we will ensure that opportunities for learning are available.		Project Plan and Issue log
		It may be difficult for disabled users to access the smaller service points	Ensure that the smaller service points allow for disabled access.		Project Plan and Issue log
		The library consultation showed that people felt that libraries should be used as places where community groups can meet	Ensure that the larger libraries have provisions for community groups and as many of the co-located libraries as possible have these facilities. Communities will have the opportunity to help shape their local services.		Project Plan and Issue log
		Communities may not be able to access services through the existing library building that they may be fond of	Communities will be able to shape their local services. Conversations will take place with each community to find out what they want and need from their local service, and to gain their ideas about where it could be best located within the community.		Project Plan and Issue log

		Staff redundancies may take place	Ensure that staff receive guidance and support to help them to find reasonable alternative employment. Ensuring opportunities are available for staff to access relevant training. HR policies will be followed, with the aim of mitigating redundancies.		Project Plan and Issue log	
		These actions will be recorded as part of the action plan for the project. The actions in this community impact assessment will be recorded, where appropriate in risk and issue logs for this project.				
6.	Monitoring and Review: <ul style="list-style-type: none"> If the actions identified in stage 5 are not incorporated into an existing action plan, how will you monitor them? When will you review this impact assessment? Who will be responsible? 	<p>The actions are/ will be incorporated into existing plans as outlined above.</p> <p>This impact assessment will be kept under review as the details of the programme develop. It will therefore be an iterative process of refinement.</p> <p>As the programme rolls out, there will be a consultation and community impact assessment for each locality.</p> <p>Furthermore, as this programme gains momentum and wider aspects of public services are considered as part of the co-location project, additional community impact assessments will need to be undertaken on the individual services affected and on the vision for the 21st century library service as it evolves.</p>				

If it is relevant to your area, you may also need to consider the impact on community cohesion:

Community Cohesion <i>Answer the above with yes, no, or not applicable</i>	
a. Will this service, document or action help community groups to develop a vision of a shared future?	Yes The service will provide the community with increased access to information and community facilities. It will encourage both use of libraries and, though, co-location, other services. It will provide a variety of venues where the community can meet.

<p>b. Will this service, document or action help community groups to improve their understanding and respect for each other?</p> <p>c. Does this service, document or action promote engagement of children and young people in the locality?</p> <p>d. Have local stakeholders and community leaders been engaged in the planning of this service, document or action?</p> <p>If you have answered NO to any of these questions please outline the reasons and consider if and how this work needs doing</p>	<p>The service will be co-located and co-designed as a result of community engagement; the community will shape the service that they require. Discussions around a service that will meet the needs of the community will help the community to develop a vision of a shared future.</p> <p>Yes The service will provide the community with increased access to information and community facilities. It will encourage both use of libraries and, though, co-location, other services. The co-design of stock will help communities to understand their needs. It will provide a variety of venues where the community can meet. Through greater access to information, the community will be able to learn about other groups, religions etc.</p> <p>Yes The new service will provide children with greater access to library facilities. It will also ensure library facilities are better presented to attract children and young people. The potential for co-location of library services within SureStart children's centres and other public services may encourage children and young people to use the library service. The use of technology and a strong internet presence will be attractive to some young people.</p> <p>Yes A public consultation was held during August and September 2010 which provided the opportunity for members of the community to comment on proposals put forward as part of the library service review. There was a huge public response to this consultation, with 5648 responses, far exceeding expectations and demonstrating the high level of public feeling and support for library services. The consultation involved a questionnaire, and series of public meetings and roadshows and it was widely publicised using a variety of methods. Throughout this consultation the message from communities was strong – they highly value and want to protect their library services.</p> <p>There will be a series of CIAs which will support this initial assessment. These are outlined in the consultation plan. Further CIA's will be developed on the overall programme plan and also for each of Cambridgeshire's localities, which will take place when the community is consulted on the specific provision of library services in their locality.</p> <p>All CIA's will be informed by further consultation. The next iteration of the CIA for the overall programme will be when the model has been approved by Cabinet. At this stage, representative stakeholders will be asked to comment on the model for the service and these comments will be taken into account in the CIA.</p>
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Appendix 2

Summary of Responses from 13 communities whose libraries were highlighted as a priority for review

All communities emphasised the importance of the library to their community and the value the community places on the service. The County Council is grateful to these communities for the time and effort they have put in to consult with local residents and for their support of their local library service.

Bar Hill

Positive meetings have been held with Bar Hill Parish Council about the future of the library, which shares premises with the Post Office. The Parish Council is prepared to make an annual financial contribution towards the running of the library (figure to be confirmed later in the year) and to appeal in the local magazine for residents to volunteer to support the library. In addition, they will ask their contractor to maintain the grounds surrounding the library. They would like the Library Service to continue to be responsible for the maintenance and running of the library including cleaning, to employ a paid member of staff, and be responsible for stock within the library.

Buckden

Buckden Parish Council conducted a questionnaire for local residents which outlined four options for the support of the local Library: 1) raising the parish precept, 2) run the library with volunteers and negotiate with CCC over any remaining expenditure, 3) raise precept and use volunteers, 4) do nothing. The majority of the community were in favour of option 1; raising the precept to maintain the library service as at present.

The Parish Council has agreed to offer to pay the following charges relating to the library for a period of three years, at which time the arrangements would be reviewed: the rent, service charge, electricity, gas, water charges and general rates. They have estimated these charges in the current year at approximately £3900. They have also agreed to cover any increase in costs due to inflation. Parish Councillors are clear that this financial contribution will only be made following agreement that future opening hours will include one evening session. There was sufficient response from the survey that volunteers could possibly be used in limited support roles.

Comberton

A number of meetings have been held which have been attended by people willing to volunteer to support the Library. As a result a FOCAL (Friends of Comberton Area Library) group has been established, which includes volunteers from surrounding villages. The newly formed group will try to raise sufficient money to assist with the rent and maintenance costs of the building. Volunteers from the community will assist the paid member of staff, which will include Sixth Form students working for their Duke of Edinburgh Award. The Parish Council and FOCAL have made a number of suggestions for widening the function of the library within the community, for example coffee mornings and reading groups, which will serve to bring the community together. FOCAL are also discussing possibilities with Comberton Village College, and a steering committee has sought advice on funds and community grants and will seek to apply to the appropriate bodies. The group advocates co-location, noting that village colleges are central to Henry Morris' original vision of well-utilised community colleges.

Cottenham

The Parish Council and The Friends of Cottenham Library have met to discuss ways in which the future of the library can be sustained. The Parish Council is unable to comment at present on the level of financial support that they may be able to provide or on the use of volunteers. More time is required for consideration. The Parish Council will continue to work with The Friends of Cottenham Library to ensure that the highly valued library is retained within the village.

Great Shelford

Much concern has been expressed by the community about losing staff, the role of volunteers, and about the proposal to reduce opening hours. The library is very well used and residents are surprised that it is under review. Residents have a strong attachment to the new purpose built library and suggestions have been made for additional uses of the Library for which charges could be made. A meeting to launch a Friends Group has been held, and the group will gauge how much volunteer time people are prepared to offer and for what purpose, and will add value to the library e.g. by fundraising or by contributing to additional activities. Discussions about the possibility of raising the parish precept will take place at a later date, when more definite plans about the future for the service have been revealed. There is resistance from residents to 'paying twice' for services, especially as the Parish Council has already been asked to take over transferred expenditure for other services. Great Shelford Parish Council have had conversations with neighbouring parish councils, none of which have resulted in financial contributions. The community wants the County Council to continue to run the library with paid professional staff, for a similar number of hours as currently.

Linton

The community have demonstrated clear and strong support for the continued operation of Linton Library. A 'Friends of Linton Library' group has been formed and is currently looking into ways to support the library, but it is not clear at present what form this support might take. The Parish Council would prefer that CCC review its proposed cuts and find alternative ways of saving money to protect library services. There are reservations over the extensive use of volunteers, and the Parish Council would seek input from other local villages which use the Library.

Linton Library is located in a building owned by Linton, for which the Parish Council granted CCC a rent-free lease running until 2099 for the premises. The Parish Council therefore feel that they currently make a considerable and continuing financial commitment to the cost of the library. This building is already used for many other community activities, clubs and other meetings and is to be the site of the new Children's Centre; Linton Library is therefore already co-located with other services.

Milton Road

Two responses were received regarding Milton Road Library, one from the Friends of Milton Road Library and another from Chesterton Community Association. The Friends Group has engaged with local residents and library users through public meetings and a survey. The survey results showed strong support for the library being open in the early evening and on Saturdays. Over half of respondents (43) offered their time as volunteers, and it was indicated that this cover could extend to seven days a week. However the Friends Group has highlighted that they do not think that running the library will be sustainable without a basic level of paid staff, whose experience is essential, and believe that managing volunteers should become a role of the library staff.

Many suggestions were made for expanding the use of the library building, including talks, groups, activities, homework clubs and meeting space. The provision of a Café was supported by many. The survey illustrated that some people are prepared to make donations to help keep the library open; the figures from the survey total around £1,700 per annum. The survey also revealed that many people felt that this would be paying twice for the service and there were frequent comments of “that’s why we pay our council tax”. Exploratory discussions have also taken place with the City Council about potential development and support. Any plans for developing buildings would have legal and financial considerations, and further discussions will be required. The Friends of Milton Road Library have proposed that a partnership between the group, CCC and the City Council be developed to take these discussions forward.

Rock Road

The Friends of Rock Road Library have engaged with library users and residents through public meetings and a survey which asked individuals what support they might be able to provide in terms of volunteering to staff the library, volunteering for fundraising and organizing events at the library, or providing a regular donation to help with running costs of the library.

The survey suggests that it may be possible to raise approximately £4,500 per year from people living in the area, although many stressed that they would do this only if there is no other way of keeping the library open. The Friends Group has also estimated that it might be possible to raise approximately £1,000 per year from fundraising events. The results from the survey suggest that there are approximately 90 individuals who would be prepared to volunteer within the library to help keep it open. Based on this, it is estimated that volunteers would be able to staff the library for 30 hours per week, but this would need to be coordinated by a paid member of staff. The Friends have also made some suggestions for co-location as well as a number of ideas for community activities which could be held within the library and could potentially provide income and create a community meeting place. Like Milton Road, the Rock Road Friends Group has had discussions with the City Council about the possibilities for development of the building.

Sawston

A new ‘Friends of Sawston Library’ group has been formed, who are very motivated to see Sawston Library continue and to flourish. The objectives of the group have been agreed and include: to promote and publicise Sawston Library within the community, to foster understanding of how the library service is run and funded, to liaise with and lobby Government about the library service, to provide a forum for social and cultural activities, to provide a channel for feedback from Library users, to raise funds to support the Library, and to provide volunteer assistance with events and activities. The Friends Group are keen to be involved in all future consultations regarding the review of the Library service. Sawston Parish Council has asked for more time to enable them to discuss the future of the Library at a full Parish Council meeting.

Sawtry

The response from Sawtry Parish Council noted that the Community College, in which the local library is located, continues to support the library. Sawtry Community College will, from April 2011, be employing library staff to support a fully integrated library service serving both the school and public hours. The College also be looking to establish a Sawtry Library user group to attract volunteers and consider fund raising projects etc, this would cover all the parish councils in the area.

Warboys

Warboys Parish Council, the Friends of Warboys Library and Warboys Community Association have put together a draft business plan which outlines a vision for the Library and the adjoining empty youth centre premises as an opportunity to create a valued asset which can become a focal point for village activities and organisations. The transfer of the buildings to community ownership is a possibility which the Parish Council has considered, but investment would be required.. Suggestions have been made for additional use of the premises, but this would depend on whether the amalgamation of the two buildings is possible. As part of the additional use, the community would intend that the library be open for longer hours with supervision by other users and volunteers when CCC staff are not present. The community recognizes the importance of dedicated CCC staff and has yet to establish the level of support that might be available from volunteers.

The Parish Council is limited in its ability to contribute financially, but set the precept for 2011/12 to anticipate that the library review would result in a need for local funding and the level of the precept was increased by some 22%. Discussions with neighbouring Parish Councils have taken place with a possibility that they might make a contribution.

The draft business plan highlights that they feel a lack of equity in the Council's approach to the review, in which some libraries are being asked to contribute financially and others are not. Further time is needed to explore the possibilities outlined in the draft business plan.

Willingham

Willingham Parish Council and The Friends of Willingham Library have noted that the Library is well integrated within the community, with a thriving Friends Group and a supportive Parish Council, which provides an annual grant of £500 to fund the Summer Reading Challenge. The community has been well engaged and a base of around 30 volunteers already exists. The Parish Council has expressed sadness at the possibility of losing excellent library staff. The possibility of co-location has been discussed and there is one option that could be considered. Many suggestions have been made for the additional use of the current library building for it to become a community hub. Suggestions include: a location for PCSO and housing surgeries, an after school homework centre or a base for advice and information.

There is an overwhelming desire from users and parishioners that the existing facility is retained. The Parish Council has offered the following support based on retention of the existing building with its primary function as a library: At least 15 hours per week of voluntary labour provided and organized by the Friends of Willingham Library, £1000 grant per annum from Over Parish Council commencing in the financial year 2012/13, £5000 support from Willingham Parish Council for each of the financial years 2012/13, 2013/14 and 2014/15 – provided that the Library remains in its current building and that funds are not available from other sources to enable this to happen in another way.

Yaxley

No response has been received from Yaxley.

Appendix 3 – Timelines for Library Service Review and SPINE

Library Service Review

Phase	Date
Staff Restructure	
Staff Restructure – phase one: operational management staff	
Launch:	July 2011
Implementation of new arrangements:	Oct 2011
Staff Restructure – phase two: front line staff	
Launch:	Oct 2011
Implementation of new arrangements:	Nov 2011 - Jan 2012
Staff Restructure – phase three: Specialist, professional and support staff	
Launch:	Anticipated 2012
Roll out of self service facilities in all libraries	
Start	June 2011
Finish	Jan 2012
Culture Change / Staff Development	
Plan programme of culture change and staff development	August - October 2011
Implement culture change and staff development programme	From October 2011
Redesign of systems and processes	
Implement business process reengineering action plan / recommendations	August – December 2011
Rollout of SmartSM stock management	Ongoing

SPINE

Phase	Date
Agree governance arrangements between Cambridgeshire and Suffolk	October 2011
Agree Library Management System (LMS) procurement process and issue tender documentation	August - September 2011
LMS tenders received and evaluated	October – December 2011
LMS contract awarded	January 2012
LMS implementation	January – May 2012

Agree phasing of joint working and harmonisation of processes	August – October 2011
Introduce coordinated acquisitions processes	TBA
Introduce direct delivery of stock to Cambridgeshire libraries	TBA
Develop and agree joint strategy for provision of information and enquiry services	August – November 2011
Introduce joint working for enquiry services	April 2012
Develop web services offer (linked with public facing functionality of the LMS)	January – May 2012