LIBRARY SERVICES IN CAMBRIDGESHIRE: DEVELOPING OUR APPROACH FOR THE FUTURE

1 INTRODUCTION

This discussion paper outlines a new approach to library services for the future which aims to deliver better outcomes for the people of Cambridgeshire, in a sustainable way.

Our aspiration is to find ways to improve services at the same time as meeting the huge financial challenges we all face. We want to design services in partnership with others, tailored for the way people live now and in the future, that better meet their needs and aspirations.

We see library services at the heart of our preventative and early support offer to build resilient communities, helping to keep people healthy, employed, connected - and less reliant on other, more intensive and expensive forms of support.Refocussing our library services to maximise their use for prevention work is central to the Council's demand management strategies.   This is vital to underpin the savings that need to be made across the Council, and to ensure that local communities are resourced and supported effectively to help themselves.

The way we live is changing fast, and library services of the future will be very different to how they are today. But their ongoing core purpose will continue, as an enabler and catalyst for:
- greater equality and social cohesion in communities, narrowing the gap of deprivation and promoting mutual understanding and tolerance
- self- help, individual and community resilience, learning and development throughout people's lives
- healthier, happier and more prosperous communities

They already support these outcomes by offering:
- helpful people to assist
- connections with a wide range of other groups and service providers
- a range of activities to participate in
- free access to information, reading and resources
- safe neutral and trusted places in the community

To ensure we continue to meet these important outcomes we will seek to:
- Co-design services in partnership with the communities they serve
- Pool and maximise the use of our joint resources in partnership with other service providers
- Continue to give most support where it is most needed

Two key differences that service users will experience are:
- a shift away from a service which passively provides information, towards front line staff who are active community facilitators, making connections between people and actively resolving their problems
- a shift in thinking away from the local authority making the decisions, towards co-design with local communities, so that they decide what is best for them.

The County Council's mission is 'Making Cambridgeshire a great place to call home'.

It has three key priority objectives:
- Helping everyone to live healthy, safe and independent lives
- Supporting and protecting vulnerable people
- Developing the local economy for all

The Council as a whole (and where possible in conjunction with public sector partners) is re-defining its approach to how services will be delivered across the countyand developing its future operating model. The future of the library service is fundamentally tied in with this approach, supporting cross-council working around themes of community resilience, and early help and prevention.

Throughout this strategy we set out how library services will support our communities. We set out what our aspirations are, what we are already doing to work towards these aims, and the nature of the challenges we face in achieving them.

This will be set out as four key themes:
- Building community resilience
- Enabling more than delivering
- Maximising use of our assets
- Digital First

Whilst much has already been done to work in new ways to deliver savings and improve services, clearly more radical change will be needed in order to achieve a similar level of savings again in future years. Below are the options and proposals the County Council is currently exploring.

2 BUILDING COMMUNITY RESILIENCE

2.1 We will work with others toincrease our support for the elderly and most vulnerable in society, and help give children the best start in life

Library services are an ideal starting point for the Council's 'Help to Help Yourself' universal offer. They are already universal services providing information, advice, guidance and self-help, and play a role in community facilitation and development – and by working with other service providers, together we could provide a better, more comprehensive and integrated 'offer' that supports community resilience and facilitates self-help. The Council's community hubs strategy has already moved forwards in this directionthrough combining public services at Ramsey, Chatteris and Whittlesey Hubs, for example, and with GP surgeries at Cambourne and the planned new Trumpington facility. However, much more could be done, and needs to be done quickly.

Libraries bring a highly trusted 'brand', second only to GPs. They are regarded first and foremost as community facilities rather than Council services, and also make a significant contribution to the cultural life of communities. Participation in culture is proven to have a highly beneficial impact on people's lives, resulting in happier, healthier and more connected people. Libraries are already opening up their facilities to enable a wider cultural offer to be delivered from library spaces,

especially in areas of deprivation and with low cultural engagement. For example the *Arts Alive!* project in Fenland is empowering local people to become commissioners of cultural activities taking place in their libraries, according to local need and demand.

By working holistically with other providers, together we will develop integrated services for children and families, the elderly and the disadvantaged. We will do this by focusing on the customer and combining our resources to provide a better and more joined up offer, whilst eliminating duplication and saving resources. For example, by combining services that are currently duplicated across libraries and children's centres to provide targeted support for parenting skills and literacy in harder to reach communities, and using libraries as hubs of information, advice and support for older people, to help prevent loneliness and isolation and promote health and participation.   This could result in library services being commissioned to deliver some services, some existing library services being delivered by others, and some activities being withdrawn if they are not the most effective ways to deliver agreed outcomes.

We will make intelligent use of data to ensure that we are targeting resources on preventative services where they are most needed. Working together in partnership, we will focus on enabling better outcomes at lower cost.

In addition, the opportunities presented by the Mobile Library Service and the Library@Home service will be explored to see if they can be exploited for wider Council use as part of a preventative agenda. It will be very important to ensure that services remain comprehensive and available to all who wish to use them, including people with disabilities and those who are isolated or housebound. We will continue to maximise the opportunities for making back office savings by working smarter and in partnership to ensure support services are as trim and fit for purpose as possible.

The Story So Far

By providing a welcoming, trusted and non-judgemental community space, trained and helpful assistance, and access to information andresources for loan, library services are an excellent basis for self-help services. Central and Local Government agencies and other organisations routinely rely on the library network as a service to which they can refer people to find information and assistance on the widest range of topics. The entitlement to free, impartial access to information and reading is one of the cornerstones of democratic societies, whilst literacy lifts people out of poverty.

In Cambridgeshire, library staff already provide a wide range of additional preventative activities including:
- public health promotion campaigns
- awareness raising for health related issues and agencies e.g. Stroke Support, Macmillan Cancer Care
- activities and resource for people with depression and mental health disorders
- Dementia Friendly staff and volunteers
- 'Engage' older people's club sessions including talks, reminiscence, chair based exercise, knit and natter etc.
- baby rhyme time and children's story time sessions (Save the Children's recent

Read on Get on campaign has highlighted the vital importance of early literacy and reading for pleasure for children's future success in life)

- Summer Reading Challenge for children, proven to maintain and improve children's reading ability over the school holidays
- Campaigns and projects to support literacy in adults and encourage adults to improve and widen their reading, including in prisons and in deprived areas (such as Waterlees in Wisbech, for example)
- distribution of book gifting schemes for babies and young children such as Book Start, in association with the Book Trust and early years settings, targeted at families who are less likely to have access to books at home
- "Bag Books" for loan for children with profound disabilities
- new Dementia resource packs for loan with support from the Huntingdon Women's Institutes

These activities serve to prevent citizens needing to access higher cost services by helping them to manage and improve their own health, literacy and life chances. These is great scope to increase the range and breadth of activities and resources offered by staff as part of integrated services offered in hubs.

2.2   We will work with others to increase our support for people to build their skills and employability

We will build on the large numbers of entrepreneurs, sole traders, returning mums, students and home educators using the library service, and seek to orchestrate valuable connections and activities between them and the business world. By enabling' dragon's dens' type product pitches, inspirational talks and creative thinking sessions, these facilities will promote and support more small businesses to succeed, and help more people into sustainable employment. We are already preparing plans to introduce enterprise and innovation centres into libraries, starting with Central Library Cambridge. We will particularly seek to target those who are furthest away from the workplace and who do not benefit from other support networks, or to those who may struggle to apply through digital means (e.g. providers of home care).

For those who are unemployed, the Government is rolling out a new way of claiming and paying benefits – Universal Credit. This will require claimants to manage their claim digitally, and to manage monthly payments successfully through budgeting and money management skills. The Government expects local Partners to work together to provide the support that the more vulnerable claimants will require, and our library services are well placed to be central to the provision of this Universal Support.

The Story So Far

Library Learning Services provide IT based learning courses for target groups under externally funded contracts. In addition, volunteer Computer Buddies support people to complete basic IT courses and offer one-to-one support for individuals. The service outreaches into community centres and other settings to enable self-help groups to share skills and learning.

Libraries host Job Clubs and are used by large numbers of job seekers, both to find information on vacancies (online and in newspapers and trade journals) and to

prepare their CVs using public PCs. The Adult Careers Service also supports people in library settings by offering careers advice and help to prepare CVs and for interview etc.

In addition, our promotion of community resilience through volunteering will support people in gaining employment skills and life-long learning.

3ENABLING MORE THAN DELIVERING

Staff will enable rather than deliver, supporting communities to support themselves, empowering communities to co-produce services and co-create resources that are of local value.

Our aspiration is that at a local community level, the emphasis will be on the co-design, with communities, of flexible multipurpose centres where a wide range of services can be delivered on a part time or 'pop up' basis according to the needs of each individual community. The focus will be on moving these facilities to local control, so that communities can determine for themselves how they should be run, what services they require, and make a full contribution to their sustainability. An obvious starting point for exploring co-location options for these local centres is libraries, children's centres, community centres / halls, leisure centres, and GP surgeries. Community hubs investment funding will be used to enable the flexible use of local community buildings for this purpose. The emphasis of these centres will be primarily on help from within the community as their starting point.

Drawing on our success in harnessing the energy of volunteers through our award winning volunteering programmes, we will work to co-ordinate a whole council approach to volunteering, facilitating communities to use their own resources to support their most vulnerable members and most valued services. Libraries will be hubs where people can come to connect with others with similar needs or experiences in a self-supported environment. Evidence shows that people most like to get support from others who are like them. In this way, for example, parents can support other parents with parenting skills, older people can help each other with IT skills, and people with particular health conditions can help others with the same condition. Staff roles will change in line with this approach, requiring people who are skilled in identifying and supporting those who are most vulnerable and in need, and who are able to nurture and co-ordinate local community champions and volunteer supporters.

In smaller communities, especially where there is a good level of community capacity, there will be much less reliance on the Council to deliver local services. Council Service Centres in towns will be available for more occasional use, but in the immediate locality communities will design and deliver the services they want and need. They are best placed to know what works best in their own community, to make the local connections, and- with our support – to build the networks and leverage the funds required to support this.

Libraries in villages and small towns could be operated by the local community and

staffed by volunteers, with the support of Council services to advise, co-ordinate and supply core infrastructure (such as book stock and deliveries) if required. The buildings will be equipped with flexible mobile shelving that can be packed away to enable other uses for the building – thus maximising their use around the clock.

Council services can be supplied on a 'pop up' basis through regular visits and appointments, as required. The local community will be able to access a wide range of information, guidance and resources available on the Council's online channel, to assist others in the community.

The Story So Far

Cambridgeshire was one of the first authorities in the country to enable communities to take responsibility for running their own library services, when the Council withdrew from delivering 10 libraries following a review of the service in 2002/3. These ten community libraries have been sustained successfully over the last 11 years through voluntary effort and parish support, and with support from the County Council. Whilst there are elements of this model that we would like to improve for the future, there is a wealth of valuable experiencehere that can be shared with other communities.

In addition, the service works with more than 3 times the number of volunteers to the number of staff, with around 680 volunteers working in a wide variety of roles both within libraries and outside (notably the Library@Home service, which delivers services to housebound people). The service recently won the first ever Cambridgeshire and Peterborough Volunteer Centres '5 stars' award for its good practice in recruiting, training and managing volunteers, and is looking to provide volunteer management for other services within the Council.

4 MAXIMISING THE USE OF OUR ASSETS

4.1We will work with others to further develop and maximise the use of assets (people, places and facilities) as the first tier of support for individuals and communities.

Sharing buildings – and in some cases, staff - with other public sector partners (including Children's Centres, Adult Day Centres, District Council services, GP surgeries, town and village halls etc.) will make a large and important contribution to the huge savings to be made by the County Council (£150M over the next 5 years). This work is already underway through the Making Assets Count and Community Hubs programmes with our public sector partners, but needs to be accelerated to meet savings targets.

Library services will be a key component of a range of services delivered from integrated service centres or 'hubs'. These are likely to take the form of fewer, better buildings that can accommodate the widest range of services and are well located and connected (both by public transport and IT infrastructure). They could also be used as touch down centres for mobile workers making use of the internet, WiFi, meeting rooms and other 'mobile office' facilities on offer. Generic hub roles will be

developed based on combining frontline customer service, information and advice, and community engagement roles. Savings will come from the disposal of buildings and a smaller, more integrated staff resource. The hub will coordinate pop-up services and resources at very local levels in local buildings, e.g. schools or GP surgeries.

We will make best use our networks of knowledgeable people throughout the council and the county to ensure that the staff and volunteers that people encounter are able to help them with their queries and concerns at the first point of contact. We imagine a new kind of front-line staff with skills in signposting, advice and guidance across a wide range of services, as well as customer service.

The Story So Far

The service has, for many years, sought to maximise the use of buildings by co-locating and sharing space with other services. Good examples of this include:
- Cambourne (shared building with GP surgery and children's centre)
- Linton (library service is part of a local trust-run building alongside children's centre, pre-school and community centre)
- Bar Hill (the library building hosts the post office)
- inclusion of IT based adult learning and careers services
- Citizens Advice Bureau operates out of several libraries

More recently a 'community hubs' programme has taken this approach further by working in partnership with district councils and co-locating services at Ramsey, Chatteris and Whittlesey. City Council funding has enabled the creation of meeting facilities for wider community use at Cherry Hinton and Rock Road libraries. The programme is also looking to introduce facilities that open up opportunities for increased use of library buildings (including small meeting rooms, movable shelving, out of hours access, and better public display, refreshment and toilet facilities), as well as opportunities to share staffing resources. WiFi is available in all 42 libraries across the county, providing touch down opportunities for Council staff and the public.

The service has recently consolidated all its back office functions at one site, achieving revenue savings for the Council of £177,000. This was made possible by adopting smarter approaches to managing library stock (deliveries of new stock are now made directly to libraries rather than via a central stock unit; items remain at the libraries to which they are requested / returned rather than returning to a nominated 'home' library; and an 'intelligent stock management' system is used to allocate items to where there is most demand for them). The library transport system has taken on deliveries to schools and early years settings, saving the Council £22,600 on the cost of courier services.

The Library Service belongs to a regional stock consortium which uses its buying power to negotiate supply contracts at significantly discounted prices. Cambridgeshire is also one of the founding partners in the SPINE (Shared Partnership in the East) consortium, which jointly procured and shares a library catalogue system, saving £62,000, and continues to explore ways in which these consortia can achieve further efficiencies.

4.2 We will work to maximise income and voluntary donations

We will thoroughly review the income potential of the service, including from value added services, and look to establish a trading arm to maximise income from existing activities and to enable more commercial activities to provide new income streams. We will establish a charitable trust to enable library friends groups and independent community libraries to benefit from gift aid, grant funding and legacy giving. We will continue to work in consortia with other authorities in order to streamline the professional library support on offer to communities and to ensure economies of scale.

The Story So Far

Nearly £700,000 of income is raised each year by the library service (this is around 15% of the budget to run the service) primarily through fees and charges for the hire of resources and spaces. In addition, voluntary donations and sponsorship are encouraged. In the first 6 months of this year the service raised more than £8700 in donations compared to around £600 last year – and there is scope for more. Library Friends groups also provide invaluable work fundraising for their local libraries.

5 DIGITAL FIRST

We will continue to take a 'digital first' approach to delivering services, ensuring that our residents can gain the full benefits of our increasingly digital world.

Our aspiration is that libraries are places to go to experiment with the latest new technologies, with people on hand to demonstrate, support and answer questions. They are the engines of digital learning, providing access to digital content and hardware, and helping people to navigate the bewildering array of content, systems, services and gadgets. A variety of local providers and experts will come together to pass on the benefit of their knowledge.

This activity will have a direct impact on increasing the confidence of Cambridgeshire people to be active digital citizens who are better connected and more successful entrepreneurs. Our aspiration is that very few people will remain unable to carry out routine transactions online, but for those that do the library service can assist them to complete transactions either at the library, using Skype or chat-room technologies or through aLibrary@Home service, as appropriate. Rather than assisted digital delivery being a supported transaction, this support can take the form of mentoring and teaching, enabling people to have greater digital literacy and digital independence. People are able to learn about and experiment with new technologies in a supportive environment.

As the use of mobile technologies grows, the provision of fixed PCs is likely to become increasingly obsolete, and the provision of Wifi and touch down space will be more important. This would see a reduction in space requirements, hardware and software maintenance over time, resulting in associated savings.

We will continue to build our digital offer so that for most people, most of the time,

they can access our services virtually.

The Story So Far

The library service is central to promoting the take-up of digital services and assisting people to become digitally enabled and will be an important part of the 'Universal Support' underpinning the roll out of Universal Credit and other digitally delivered government services. The 'People's Network' of public internet PCs in libraries (originally government funded but recently updated by the Council) provides essential free online access for those who cannot afford it or cannot access it elsewhere. Help to gain and improve digital skills is available via the Library Learning Service, and one-to-one support is provided by volunteer Computer Buddies. Popular 'E-tech' and 'Tea and Tablets' events introduce people to a range of mobile devices in a non-commercial setting. We aim to build on the success of these events, working with partners to build people's confidence and skills with technology by enabling them to experiment and learn in a safe and supportive environment.

Cambridgeshire Libraries are already one of the most digitally delivered of all Council services. 770,000 transactions (item renewals etc.) are carried out remotely, online or using a mobile app, which is 21% of all issues and renewals; borrowers can manage their own accounts online and also view and download extensive digital content including e-books, e-magazines and newspapers, e-audio, and online reference resources. The service engages with customers through an e-zine, email and social media. Self- service approaches are well embedded with nearly 90% of issues and returns carried out through self-service terminals in libraries. Online payment methods will shortly be available, and a QR code enables customers to find their way easily to information about their local service.

The range of e-books available for public libraries to lend is currently very limited by publisher controls and licences, but we expect this to increase significantly in future so that more can be provided digitally and less in hard copy, reducing the need for readers to physically visit libraries. Pilot projects across the country have explored a range of options for e-book lending, and we will make the most of the learning and opportunities that result. As more and more government services go online, we need to increase the capacity of library services to help people grow their digital skills, and act as the final safety net to help those who cannot help themselves.

6 THE ONGOING PROCESS OF CHANGE

Library services have been on a transformative 'journey' for many years, summarised in the diagram below.
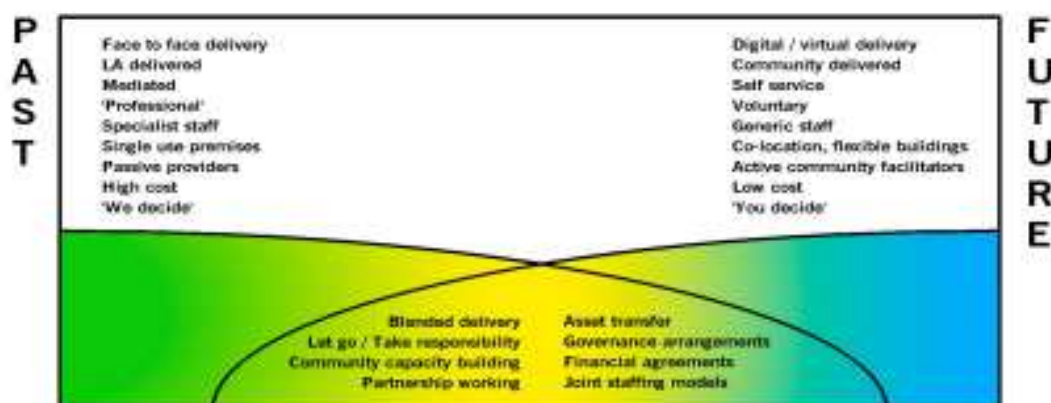
Library services across the country have been through a process of continuous change over many years, and Cambridgeshire has often been at the forefront of new developments. Over the past 3 years, more than £2m has been saved from the Library Service budget following the approaches outlined above, whilst delivering improved services. Yet in the current year book issues and visits to libraries have increased by 5% compared to last year.

Over time services have moved away from being physically delivered, and are increasingly delivered digitally. Whereas in the past every library transaction was mediated by paid staff, they are now carried out on a self-service basis. In the past professionally qualified staff were employed in every library, whereas now a very small team of specialist librarians co-ordinate activity across the whole service, whilst customer services are delivered by library assistants in more 'generic' roles. At one time library buildings were built for the sole purpose of accommodating a library – now our strategy is always to co-locate services with others. The cost of the service has reduced dramatically, and will continue to be delivered at ever lower cost. Increasingly services will be delivered by the communities they serve rather than by the state, as public resources dwindle.

Services are currently a blend of these approaches and are likely to remain so, according to the varied requirements of different communities. But overall a greater shift towards the 'future' state is required. This will entail Council services to let go of their responsibilities and to support communities to build their capacity to do more for themselves. It will require much greater partnership working between agencies, and the adoption of new governance and financial arrangements, as well as new staffing models.

Further radical change is clearly necessary to meet our ambitious aspirations in the context of the serious challenges set out below.

7 THE CHALLENGING CONTEXT

In order to develop a new approach for future library services, it is important to consider the wider context within which they operate.

7.1 Finance

Recent years have been characterised by the economic recession with financial pressure on public services expected to continue in the medium term, making the need to 'do more with less' ever more pressing. Whilst this is challenging, it has resulted in greater willingness from public services to join together, pool their resources and deliver more integrated services focused on agreed, shared outcomes. The Local Government Association's (LGA) document '*Investing in our nation's future: the first 100 days of the next government*' states that 'joining up local public services is the only way we can invest in the future of our nation within the tough budget'. It anticipates a £15.6bn budget gap for public services by 2019/20; in Cambridgeshire we need to find around £150m in savings to bridge this gap over the next 5 years, of which around £93M savings are required from Children's, Families and Adults services, which is a massive challenge given the growing older generation with increasingly complex needs.

Currently £1.835m savings are planned from library services over the next 3 financial years from the current budget of c£4.5M to run the service, Providing a comprehensive and efficient library service is a statutory duty for the council, so some budget will always have to go towards this provision – meaning there is an important need to use our library services to support wider council and community aims as much as possible in order to enable savings elsewhere in the Council.

7.2 Demography

In society as a whole people are living longer, the population is increasing, health needs are growing, and the pressures on health and social care services are immense; it is estimated that by 2037 one in twelve people will be over the age of 80. The LGA is seeking integration of health and social care services at local level, with a focus on investing more on information and prevention in order to manage demand for more expensive interventions, prioritising children to give them the best possible start in life, and exploring volunteer schemes. The County Council (CCC) has identified 'supporting and protecting vulnerable people' and 'helping everyone to live healthy, safe and independent lives' as key priorities.

The Council's Early Help Strategy sets out to support families as a whole (rather than in service 'silos'), with services based and designed within communities and joined up across organisations and sectors, with clear targeted support. Its aim is to make sure that children are ready for school and have the opportunities to succeed in the employment market, whilst the number of families needing the intervention of specialist services is minimised.

The Council's Transforming Lives Strategy for the future of Social Care is based on a person-centred, strengths-based approach, with carers, the community, the voluntary and community sector and partnerships at its core. It will require health, social care and housing, as well as other public service partners to work effectively together to meet the needs of our communities. Older people's services are

focussing on a three tier model to target support where it is most needed, with a further increased emphasis on early intervention and supporting independence. Our aim for older people is that crisis intervention is a rare and short-term provision to help people gain or regain skills and confidence and connect or reconnect with community networks of support. The library service has an important role to play in supporting the council and our communities to meet the challenges of our changing population, through the provision of skilled frontline staff able to provide advice, guidance and signposting, and support people to resolve problems and learn skills, as well as the provision of information, activities, and safe and trusted spaces.

7.3 Employment

The world of work is also changing with significant issues such as the high unemployment levels of young people, skills gaps, the move away from 'careers for life' to 'portfolio careers' and from public sector employment to greater numbers of self-employed people and small businesses, many of which fail in their first few years of operation. In order to rebuild a buoyant economy, it is vital to support more people into sustainable employment. The LGA and CCC have both identified 'attracting and supporting local business' and 'developing the local economy for all' as another key priority. The role of the library service in meeting this challenge will be dependent on the needs of the particular local community being served, in line with our aim to enable, rather than provide, locally appropriate services.

7.4 Technology

Rapid technological change has radically changed the way people communicate, find information, access and use services. Both central and local government have 'digital first' strategies which expect public services to be delivered digitally 'by default'. It is essential to assist individuals and businesses to keep up and make the most of technology in order to remain active and enabled citizens, and to ensure the sustainability of businesses. The library service helps us to meet this challenge through the provision of spaces where technology can safely be explored, support for people needing to improve their digital literacy, and as a last resort, assistance for those unable to access digital transactions or services without support.

7.5 The Council's response

The Council is proposing various ways to meet these challenges, including:

- managing demand for (more expensive) specialist services by focusing on prevention and building community resilience, working primarily to enable people to help themselves and each other
- taking a system wide, whole Council approach to redesigning services
- withdrawing from some services and developing alternative approaches by joining up with partners and the voluntary sector
- taking a more targeted approach for those with most need
- taking a 'digital first' approach, so that as many transactions and contacts with the Council as possible are carried out through online and mobile channels rather than through (more expensive) face to face contact
- smarter and more flexible ways of working, maximising the use of our property, people and other assets
- maximising income

The Library Service is well placed to play a central role in all of these approaches in

order to enable savings across the Council. Our aspirations for the library service both build on and support these council-wide transformations, enabling emerging themes of building community resilience, mobilising community energy through volunteering, and enabling communities to support themselves

8 SETTING OUT THE CHANGES

8.1 Building community resilience

OBJECTIVE
Skilled staff, safe and trusted places, and open access to information help us to create resilient communities and individuals.
SHORT TERM CHANGE
The creation of Enterprise Centres, beginning with Cambridge Central Library, will support individual employment prospects and the growth of small local businesses
LONG TERM VISION
Skilled customer engagement staff provide advice, guidance and signposting to answer queries and solve problems at the first point of contact Joined up working across the council means that preventative activities across the board are run from, advertised through, and signposted from library provision. Frontline staff working from libraries are fully informed and trained to support council-wide agendas of prevention, support, promotion and education Libraries are places where communities run a wide range of activities which promote social and economic wellbeing, good mental and physical health, and literacy and lifelong learning Libraries are places where networks of people can come together to support each other to solve a problem or to grow an enterprise or cultural project Library@Home services support isolated housebound people to be part of a wider network, providing books and other isolation reduction strategies Building on successful library volunteer programmes gives communities the skills and resources to harness the energy of local people to solve local problems.
HOW THIS WILL SAVE MONEY
Helps promote economic and social wellbeing, reducing reliance on services Helps prevent the need for expensive specialist or crisis interventions Supports communities to harness their own resources, rather than relying on state support
HOW THIS WILL IMPROVE OUTCOMES

People have access to resources and information needed to help themselves
People are engaged in meaningful activity and not isolated
People have access to literacy and learning, improving their life chances and promoting wellbeing

8.2 Enabling more than delivering

OBJECTIVE
Communities are empowered to co-produce services and co-create resources that are of real local value

SHORT TERM CHANGE

We will build on existing community library models to enable more communities to take control and deliver services how they want them, whilst ensuring they receive the essential support they need.

Community hubs investment funding will be used to make library spaces more flexible, so that communities can use them for a wider range of activities

Projects such as the Arts Council funded *Arts Alive!* will skill local people to commission and stage cultural events using flexible spaces in their local libraries

LONG TERM VISION
We offer a flexible package of support enabling communities to run local services in the most appropriate ways for them. There is no 'one size fits all' solution, but communities are appropriately empowered to take ownership of their services

Local people are upskilled to be able to co-produce and co-create appropriate local services

Local people are engaged and creative in their drive to solve local problems, with support from appropriate networks and partnerships

Volunteer energy throughout the council and the county is used in a coordinated and strategic way to focus on the issues most important to people

HOW THIS WILL SAVE MONEY
Local communities are encouraged, supported and skilled to find other sources of income and resource than public funds

HOW THIS WILL IMPROVE OUTCOMES
By focussing on the issues most important to people and supporting them to have ownership of the solutions, communities are empowered and strengthened

The activities and resources provided in libraries and hubs are most

appropriate to the local community
People are engaged, informed, skilled and networked

8.3 Maximising the use of our assets

OBJECTIVE
We maximise the use of assets and work in smart ways
PRESENTSTATE Co-location in community hubs in some locations. Separate libraries, children's centres, district council services etc. Staff and volunteers recruited, trained and managed for specific roles. Silo working. Customers have to use multiple services separately. Large and expensive estate of buildings, staff and resources.
SHORT TERM CHANGE Job descriptions are co-ordinated and shared. Staff are trained to deliver more generic customer assistance role. Locations and buildings are identified to become key service centres.
LONG TERM VISION Generic customer service and community engagement roles in hubs. Holistic approach to working with volunteers. Fewer, better, fully integrated buildings offering widest range of services. Few, specialist professional roles identified available at hubs. Services fully integrated and designed to meet the needs of the 'whole person'. Buildings used to the maximum, around the clock, by the Council, partners and the community.
HOW THIS WILL SAVE MONEY Fewer physical buildings required. Savings from buildings and staffing. Reduction in duplication and better use of public money
HOW THIS WILL IMPROVE OUTCOMES Better, more integrated and targeted services for customers, designed holistically for the 'whole person'. Fewer referrals and hand offs. Staff and volunteers better able to see the connections between people, organisations and services, helping to build resilience. Services will be more sustainable.

8.4 Digital First

OBJECTIVE

Our communities and services can exploit digital potential to make transactions, services and networks more efficient and accessible

SHORT TERM CHANGE

Online payments will be made available by April 2015.
Staff will be trained and equipped to support document check and application referrals by April 2015.
We will build on the success of our popular 'E-tech' and 'Tea and tablets'events, working with partners to build people's confidence and skills with technology

LONG TERM VISION

Most resources for loan are digital.
All citizens able to transaction online / mobile.
Individual help is available at home for those with disabilities.
Support and advice can be provided online via skype type technology.
Libraries are places to go to encounter and learn about an exciting range of cutting edge new technologies.

HOW THIS WILL SAVE MONEY

Fewer physical libraries required.
Savings from buildings and staffing.

HOW THIS WILL IMPROVE OUTCOMES
Buildings will be targeted spaces for economic and social well being
Services available 24/7 online and mobile.
Travel not required.
People with particular needs receive better targeted support.
Everyone is supported to improve their digital literacy.
People are active digital citizens.
Local businesses thrive by making the most of technology to compete.
Individuals able to access support and transactions online, supporting efficiencies and improvements across all council services