LIBRARIES AND COMMUNITIES – VISION

Libraries are at the heart of Think Communities

Libraries are a key element of Cambridgeshire's Think Communities approach.

They are a trusted space in the heart of our communities that enable people to connect with each other, and create a deep understanding of the places where they live.

The principles of Think Communities
- **People:** Resilient communities across Cambridgeshire and Peterborough where people can feel safe, healthy, connected and able to help themselves and each other.
- **Places**: New and established communities that are integrated, possess a sense of place, and which support the resilience of their residents.
- **System:** A system wide approach in which partners listen, engage and align with communities and with each other, to deliver public service and support community-led activity.

Think Communities' Strategic Priorities and Actions

PRIORITY ONE	Communities are connected and work together toward shared goals.
PRIORITY TWO	Take a place-based approach to service design and delivery of services.
PRIORITY THREE	Communities feel they are supported to help themselves.

People – the vision for libraries

Libraries are for people. There is no stigma attached to visiting a library. They are one of the few places in our communities where face-to-face contact is still the norm.

Libraries help people to **unlock knowledge**. They have always been places for self-improvement through access to information, advice and knowledge.

The **knowledge of libraries** and their communities are used to inform the commissioning of local services.

Libraries provide people with **opportunities**. Whether that be through volunteering, self-improvement, or just through mastering a new skill, libraries are places of inspiration for people.

To ensure that libraries are relevant to everyone, we will focus on libraries becoming:
- The home of civic infrastructure
- The heart of social prescribing
- The safe space for vulnerable citizens
- The catalyst for local business
- The public sector connector, integrator and commissioner

THE LIBRARY BECOMES… THE HOME OF CIVIC INFRASTRUCTURE — THE LIBRARY BECOMES… THE HEART OF SOCIAL PRESCRIBING — THE LIBRARY BECOMES… THE SAFE SPACE FOR VULNERABLE CITIZENS — THE LIBRARY BECOMES… THE CATALYST FOR LOCAL BUSINESS — THE LIBRARY BECOMES… THE PUBLIC SECTOR CONNECTOR

SHORT-TERM IMPACT — **Individual Agency**

SUCCESS WILL LOOK LIKE…
- Easy access to resources for self-development - ability to access assets, skills and training for individuals and businesses
- Support to improve life chances through in-library service provision e.g. mental health workshops
- Thriving local businesses, supported by training and professional development

LONG-TERM IMPACT — **Improved Life Chances**

WE MIGHT MEASURE THIS THROUGH…
- Life chances outcomes - health, employment, literacy, educational attainment etc.
- Social isolation and loneliness
- SME business performance

Places – the vision for libraries

Libraries have always been **places for connecting**. We see libraries playing a key role in connecting people and communities whether that be through curating events, supporting activities, or just providing a space for people to get together.

Libraries are places for action where people can put ideas into practice.

Libraries are **flexible spaces**. Our library buildings are adaptable and can be used for a wide range of different purposes. Our aim is for them to be used as much as possible.

Libraries are **anchor institutions** in communities. They act as a key part of the civic infrastructure of places. We want to continue to develop a sense of civic pride in our libraries.

OUR 5 ARCHETYPES — ANCHOR OF THE HIGH STREET — (RE)ANIMATING THE COMMUNITY — CENTRE FOR RURAL LIFE — POP-UP FOR REVIVING COMMUNITY ASSETS — HUB FOR THE REGION

We have developed a new 'family of archetypes' for libraries:
- Anchor of the High Street
- (Re)animating the community
- Centre for rural life
- Pop-up for reviving community assets
- Hub for the region

These will enable us to adapt our model to local places.

SHORT-TERM IMPACT — **Community Agency**

SUCCESS WILL LOOK LIKE…
- The library is a crucial location for community convening
- Communities and local institutions/authorities work closely together
- Communities have the resources for independent civic organising e.g. pop-up cinema

LONG-TERM IMPACT — **Strong Social Capital**

WE MIGHT MEASURE THIS THROUGH…
- Number of individuals involved in community activities
- Prevalence of civic and social organisations
- Attitudinal measures of informal sociability and social trust

Systems – the vision for libraries

Libraries are one of the few remaining **trusted spaces** where communities meet the public sector system.

Our approach will see our libraries operate as the **junction boxes** of the system, bringing together different people in different contexts to develop common solutions.

In particular, libraries will be at the heart of Cambridgeshire's work on **early intervention and prevention**. Libraries will play a key role in providing brokering or commissioning services. By bringing together different organisations to work in the same space, libraries will help to develop a co-ordinated approach to ensuring the wellbeing of our citizens and communities.

Our libraries are already contributing to a number of significant change programmes that are taking place across Cambridgeshire.
- Cambs 2020
- Adults Positive Challenge Programme
- Legacy of Neighbourhood Cares
- Best Start in Life
- Future High Streets Fund
- Market Town Masterplans
- Cambridgeshire Skills
- Cambridgeshire Music
- Public Health

This Libraries First approach is embedding libraries as a key element of all system change initiatives.

SHORT-TERM IMPACT — **Institutional Agency**

SUCCESS WILL LOOK LIKE…
- The library functions as a touchpoint for all people in a community
- New models of public service delivery through the library
- Positive perception of public services in the community

LONG-TERM IMPACT — **Improved Systems Efficiency**

WE MIGHT MEASURE THIS THROUGH…
- Direct library revenue - through B2C relationships, membership models and service provision
- Reach of service delivery to underserved demographics
- Dependency on front-line services through rise in early interventions
- Balance of service costs within the council's budget

LIBRARIES AND COMMUNITIES – FUNDING MODEL

The Current Model

The current funding model for libraries sees funding split into funding for the Library Service and funding for Library Buildings.

Within the Library Service budget, spending is primarily split between staffing and resources (books).
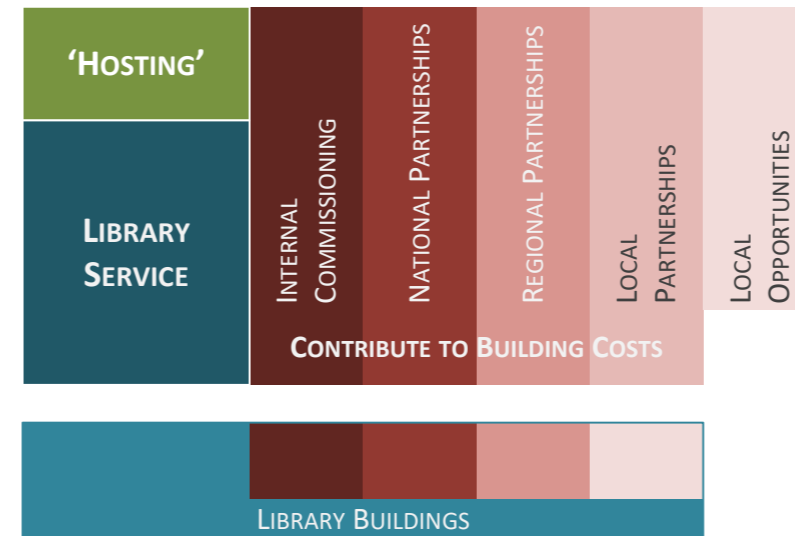
The Library Building costs are managed separately as part of the Corporate Landlord Model.

The focus on efficiency savings has been on the Library Service budget. This has seen staffing reductions which in turn has led to reductions in the number of hours that our libraries are open for.

LIBRARY SERVICE

SPARE CAPACITY
LIBRARY BUILDINGS ARE ONLY OPEN FOR THE 33 PER CENT OF THE TIME THAT THE LIBRARY SERVICE IS OPEN.

ENABLED BY
OPEN ACCESS
WORKFORCE
DEVELOPMENT
PROJECT FUNDING
. . .

LIBRARY BUILDINGS

INDICATIVE FIGURES ONLY

'HOSTING'

LIBRARY SERVICE

INTERNAL COMMISSIONING
NATIONAL PARTNERSHIPS
REGIONAL PARTNERSHIPS
LOCAL PARTNERSHIPS
LOCAL OPPORTUNITIES

CONTRIBUTE TO BUILDING COSTS

LIBRARY BUILDINGS

CURRENT MODEL ⟷ FUTURE MODEL

Community Capacity

This model places our Library Service and Library Buildings at the heart of Cambridgeshire's Think Communities approach.

It will position libraries as the 'junction boxes' in the system:
 - where **people** can connect;
 - which give **places** access to civic infrastructure; and
 - were the **system** can work together for the benefit of all.

The work of the Neighbourhood Cares pilot in Soham has demonstrated the important role that libraries can play in developing community capacity.

A key strand of the new vision will be to understand how these benefits can be appreciated by all.

The Opportunities

Our Library Buildings are only open for the one-third of the time that the Library Service is open. We therefore have an opportunity to see how we can make use of the remaining two-thirds of the time that our buildings are currently closed.

The introduction of *Open Access* technology to all of our Library Buildings will make them all available for 12 hours a day. We set out here how a more joined-up approach to building community capacity and working with communities could benefit from the introduction of this new technology.

This approach would see more services being delivered, commissioned or brokered from our Library Buildings Previous attempts to do this have resulted in services being delivered from the same place along service lines. This approach gives us the opportunity to design new ways in a way that makes sense to people and communities.
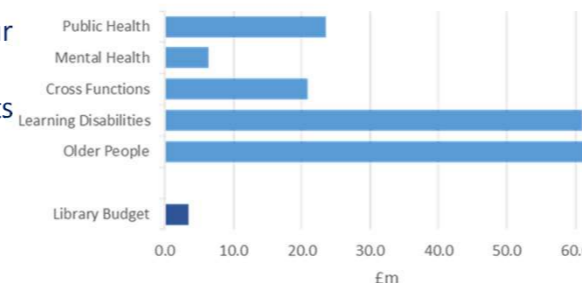
In this new model there is a role for the Library Service to be the 'anchor tenant' in our Library Buildings. This hosting role would provide the glue and connectivity to make sure that what we do makes sense to people and communities. The hosting activities of welcoming, scheduling, network-building, and being responsible for the local building, are all activities that build on and complement the role of the Library Service.

A Libraries First approach to commissioning

A **Libraries First** approach to commissioning would see a requirement for all community-facing commissioned services to use our library buildings.

Rather than the Library Service being responsible for delivering the services, this model would see a range of different organisations delivering services which are then – either in part or in full – delivered from Cambridgeshire's network of libraries. Funding would then be 'top-sliced' to contribute to the Library Building costs, with providers having free access to Library Buildings.

The Market Position Statement sets out our commissioning intentions and budgets for adult social care. Our Public Health Teams are also responsible for commissioning a range of services.

Public Health
Mental Health
Cross Functions
Learning Disabilities
Older People
Library Budget

0.0 10.0 20.0 30.0 40.0 50.0 60.0
£m

A **Libraries First** approach would also enable a more community-focussed approach to service delivery. Rather than working in isolation, providers would see themselves as part of a network based around each of our library's staff, buildings and volunteers.

Taking a **Libraries First** approach and maximising the use of our Library Buildings means that investment in our library buildings becomes a more attractive prospect for national, regional and local partners. The Future Libraries Initiative is working with these partners to form '*a club of unlikely allies.*'

Having a mixed model of funding also reduces the risk of relying too heavily on any one source of funding.

A phased approach will need to be taken to move to this new model, working in line with the wider Future Libraries Initiative project.

The following diagram sets out how possible savings to the Library Building budget could be made over a three-year period.

YEAR ZERO
YEAR ONE
YEAR THREE
YEAR FOUR

SAVINGS   INCOME