**Southend-on-Sea Borough Council**

**Report of Corporate Director for Place**
**to**
**Cultural Advisory Working Party**

**On**
**3rd October 2013**

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Head of Culture

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**Draft Library Development Strategy;**
**Facing the Challenge: The Future of Southend-on-Sea Library Service 2013 – 2028**
**Update on consultation**

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**1.      Purpose of Report**

1.1     To update Members of the Cultural Advisory Working Party on the outcome of the consultation on the proposals for the future library service.

**2.      Recommendations:**

2.1     **That Members consider the detailed responses to the consultation on the draft service proposals and consider the options set out within this report, selecting appropriate recommendation(s) which will be put to Cabinet for a decision on 5th November 2013.**

2.2     **That Members adopt the draft vision for the Library Service 2013 – 2028.**

2.3     **That Members support the co-location of Thorpedene and Friars Library on a single site along Delaware Road, Shoeburyness.**

2.4     **That Members recognise the level of public support for the Leigh Library building and support the retention of Leigh Library in its present location for its continued use as a public library (irrespective of the status of the Library, i.e. hub or community managed) and do not pursue plans to relocate to alternative premises as part of the Elm Road development**

2.5     **That Members adopt a pragmatic approach to delivery of the branch network, recognising that a 'one-size fits all' approach may not necessarily deliver the best solution for the locality or library service.**

2.6 **That Members support transitional one-off revenue expenditure of £40k in order to assist the library service in moving to a different operating model.**

2.7 **For Members to support one-off capital funding of approximately £50k for the installation of Wi-Fi across the entire Southend Libraries Branch Network (irrespective of the status of the branch; i.e. hub or community managed).**

## 3. Background

3.1 Throughout the review there has been recognition of the importance of the branch network within local communities. Consequently the retention of as much of the existing branch network as possible has become an overarching objective and has informed the proposals within the draft Library Development Strategy.

3.2 On 19th March 2013 Cabinet accepted the recommendation of the report produced by the Cultural Advisory Working Party requesting that the Draft Library Development Strategy be subject to a three month period of public consultation which commenced 10th June 2013 and closed on 8th September 2013.

3.3 The draft Library Development Strategy sets out the vision for the Library Service over the next fifteen years and proposes changes to the service that seek to address:-

- The short term financial pressures faced by the service;
- Technological advancements in the way in which people access and use library services;
- The decline in usage of the service;
- Issues with the physical standards of some of the existing branches

3.4 The proposals within the draft library development strategy are:-

- **The main Library provision will be at the Forum:** Southend – from October 2013 the new central library provision at the Forum will be open 7 days a week, have longer opening hours, Wi-Fi and 25% more stock than presently exists in the current central library. The Forum will feature bigger gallery space, a children's library, coffee shop facilities, meeting rooms along with an outdoor entertainment space

- **Two hub libraries; one in the East of Southend and one in the West**; each hub will benefit from longer opening hours than at present, improved IT provision and book stock:

  - The East Hub library will be an amalgamation of Thorpedene and Friars libraries on a new site in Delaware Rd.

- The West Hub will be a development of either Leigh Library or Kent Elms Library. This hub will initially operate from an existing library site but could be considered for relocation if a suitable site became available in the longer term.

- **The remaining branch libraries Westcliff, Southchurch and one in the west, will be offered to Community Groups to run as Community Managed Libraries**; staffed by volunteers and supported by the Council in terms of the provision of materials, access to relevant parts of the Library Computer system and professional support and advice:

  - These branches will operate under a Service Level Agreement within a framework of policies set by the Council.

- **The development of a Virtual Library providing 24 hour access to on-line information and resources** and to support both the Community Libraries and enable Library Users to access the service at times convenient to them.

- **Improvements to existing services** to include the new National Offers around:

- **Health** – services to promote general health and well-being along with the health benefits gained from reading and a completely new service, which has recently been introduced into Southend's libraries 'Books on Prescription'. GPs will be able to prescribe patients cognitive behavioural therapy books from a quality assured national reading list which will be available in local libraries.

- **Reading** – services which develop deliver and promote reading services. Our libraries already run national reading programmes, such as the 'Six Book Challenge' and the 'Big Summer Read' which can inspire adults and children to pick up a book and read; helping the 5.1million people in England with inadequate literacy skills.

- **Information** – supporting people to access information and services online in areas such as careers and job seeking, health, personal financial information and benefits. Our libraries will continue to provide internet access and support to complete Universal Credit applications and manage their account online.

- **Digital** – free internet access for every customer (for minimum period of time), clear and accessible online information about library services, trained staff to help customers access online information. Giving our customers the ability to join, renew and reserve books online. This area will develop to include the opportunity for e-lending of digital books, audio and video with remote access, Wi-Fi, social networking, a library APP and loans of digital devices.

- **Maximise the benefit to users of the mobile service and Home Library Service.** This includes:

  - Transferring a number of residential homes to the Home Library Service
  - Using the mobile and or temporary 'pop-up' libraries to serve neighbourhood areas, targeting service users at different venues such as major store car parks or outreach locations such as Cluny Square
  - Extending the Home Library Service to all those whom the Council currently helps to live at home.

**In the next 5 to 10 years the Council will look at**:

- Replacing the current Southchurch Library building; which is almost at the end of its life
- Introducing Wi-Fi into all of the branches (including any community managed sites),
- Improving IT provision
- Access to a wider range of E-book lending as it becomes more readily available in public libraries
- Possible relocation of Leigh Library from its existing site to the Elm Road Development (should this happen an alternative use for the existing building will be sought)

3.5 The public consultation document set out the vision and the proposals to deliver that vision contained within the draft Library Development Strategy and asked people to provide their responses to the following questions:-

**Q1: Vision:** We want to improve the service in difficult financial times. Do you think our vision for developing the service in the way proposed is right?

**Q2: Creation of Library hubs**
The proposal is for the creation of two hub libraries which will be managed and staffed by the Council; one in the east and one in the west of the Borough. The other three branches will become Community Managed Libraries.

Do you agree with the creation of the two staffed hub libraries and the three Community Managed Libraries?

**Q3: West Hub Location**
We are proposing that the East Hub Library is on a site in Delaware Road. We are also proposing that the West Hub Library is located at either Leigh Library or Kent Elms Library. Which of these libraries do you think should become the hub library managed by the Council? Please provide us with as many reasons for your preference as possible

**Q4: Volunteering**
Would you be prepared to volunteer within one of the Council managed hub library locations?

**Q5: Community Managed Libraries**
Do you agree that the creation of community managed libraries is a practical way of maintaining the library branch network within Southend-on-Sea?

Would you be prepared to volunteer some of your time within a Community Managed Library?

Please indicate which branch location you would be prepared to volunteer at:

Are any of the social groups you are associated with prepared to consider taking responsibilities for any of the library branches?

**Q6: Service Enhancements**
We are proposing to develop a virtual library which will provide 24 hour online access to all our users, introducing Wi-Fi to all branches (including any community managed sites), improving IT, access to other electronic resources such as e-books and temporary 'pop-up' libraries around the borough.

Which of these service improvements would you welcome?
- Virtual Library
- Wi-Fi
- Better IT
- E-books & other electronic resources
- Temporary Pop-up libraries
- Comments

3.6 People were given the opportunity to provide us with additional comments on the proposals and to also advise of any other factors that may affect individuals that the Council should be aware of when making a decision on the proposals.

## 4.    Consultation Responses

4.1 Full public consultation took place during the period 10th June 2013 to 8th September 2013.

4.2 The consultation booklet was made available in both hard copy and electronic format and was accessed by the public in the following ways:
- 5,600 paper copies of the booklet distributed via the Southend-on-Sea Library Branch Network
- Approximately 80,000 copies made available through Outlook magazine and distributed to each household in the borough from the week commencing 21st July 2013

- A further 250 paper copies of an Easy Read version of the questionnaire (developed in consultation with users of learning disability services)
- Electronically via the Council's online consultation portal.

4.3     Further awareness of the consultation was raised through writing to each secondary, infant and primary school in the borough, various local media articles, posters at 50 bus stops around the borough, attendance at meetings of local community groups (e.g. Southend Blind Welfare Organisation, Belfairs Gardens Residents Association) and attendance at various community events throughout the summer.

4.4     A total of 1,300 direct responses to the questionnaire have been received:
- 257 online
- 1,043 paper copies
- 19 responses to the Easy Read version

**Questionnaire Returns**
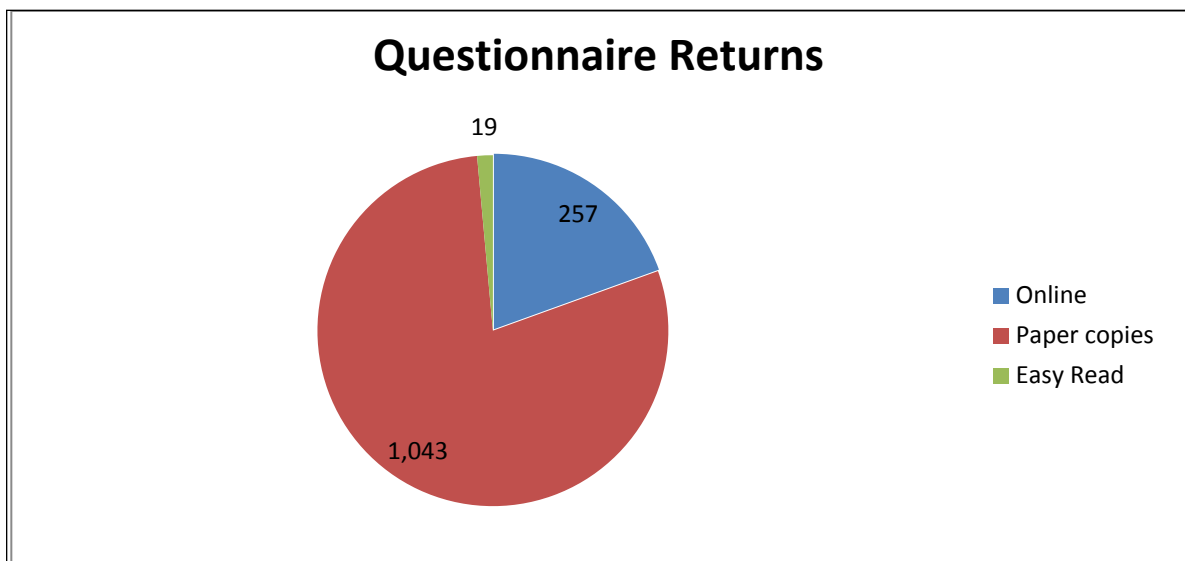


4.5     In addition direct responses to the questionnaire we also received letters from local schools, residents associations, Leigh Town Council and the Friends of Kent Elms, some of which have been in the form of a petition.

4.6     In general:

- Respondents were principally concerned about whether any changes would affect their local library, with worries about closures, reduction in opening hours and loss of staff frequently expressed.
- A fair number of respondents expressed ideological opposition to any change to the Library Service and suggestions that the changes were being instigated as a result of the investment in the Forum.

- There was some suspicion of the Council's motives, with a fear that the proposed introduction of community managed libraries was a smokescreen to enable the Council to make reductions in the branch network enforcing closures 'through the back door'.
- A small number of respondents suggested that changes could be introduced to the various charges made by the service to bring in additional revenue.
- There is support from members of the community to volunteer within libraries; however, comments received indicate that there is a reticence in accepting complete responsibility for managing branch libraries.

4.7 The headline results to the individual questions within the consultation are as follows:

a) *Vision* - 22.22% of respondents agreed with the vision, with 67.48% disagreeing and a further 10.29% undecided.
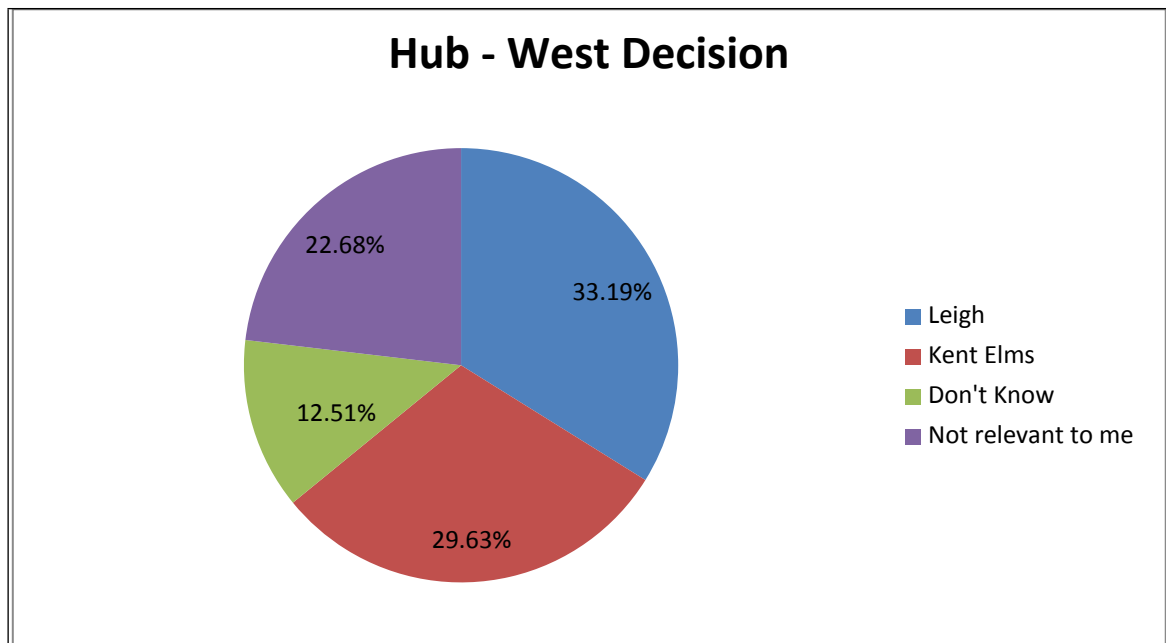
## Is the Vision Right?
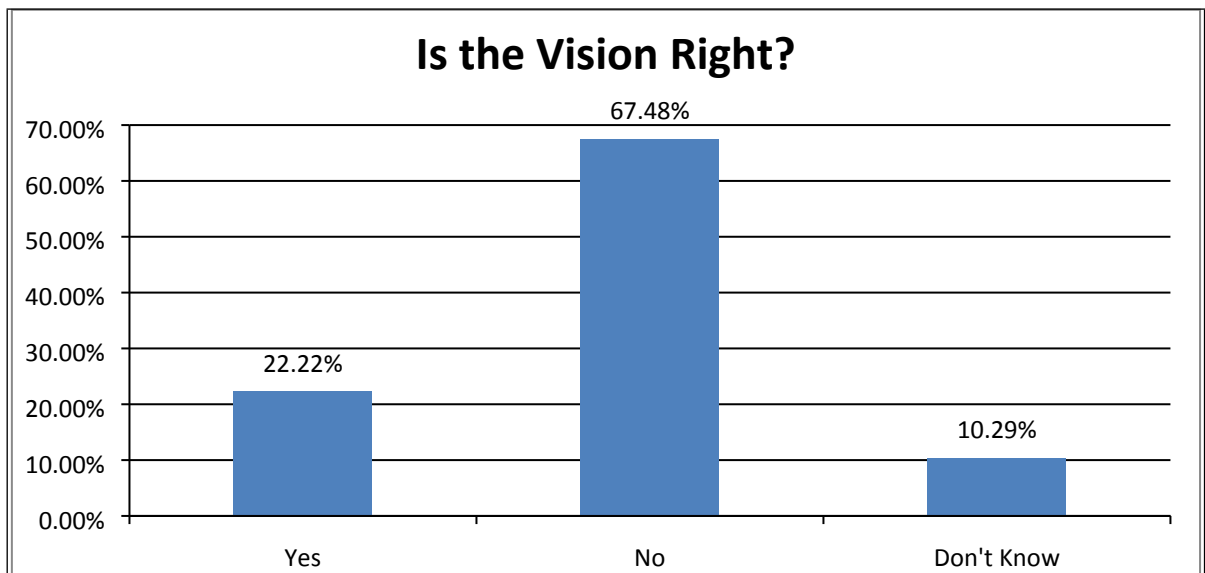


b) **The principle of 2 hub libraries and 3 community** libraries is favoured by approximately 19.64% of respondents whilst 73.4% disagreed and 6.95% were undecided.

## Agree with 2 Hubs & 3 Community Managed Libraries?

Yes 19.64%, No 73.40%, Don't Know 6.95%
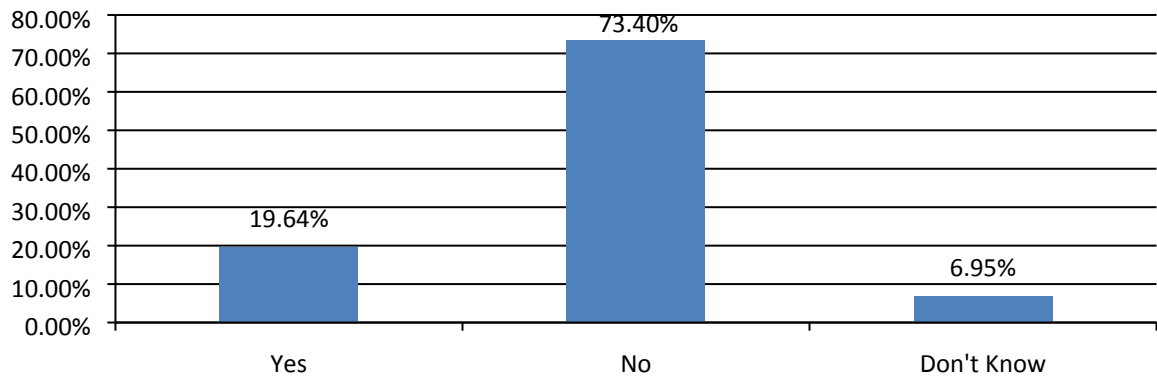
It is felt that the delivery mechanism of the vision (through hubs and community libraries) has had some level of influence on people's responses to the question of the vision for the service, and therefore it is recommended that the vision is maintained as it is but further thought be given to how that vision will be delivered.

c) *Hub Library in the West* – from the responses received the breakdown for this is as follows:

## Hub - West Decision

- Leigh 33.19%
- Kent Elms 29.63%
- Don't Know 12.51%
- Not relevant to me 22.68%

d) *Information to support choice*

Many respondents expressed the opinion that they did not think the choice was fair and that both communities served by the branches in Leigh and Kent Elms deserved to retain their branch library and for each of them to be staffed by

council employed, professional staff. People pointed out that both libraries served two very different communities and residents were very unlikely to use the hub library if it was not in their own community.

It was clear that people still felt the consultation was about selecting which library to close and the concept of volunteer run libraries was not very welcome. People expressed concerns with the perceived quality of service that would be delivered in a Community Managed Library – many stating it would be a 'downgraded' library and questioned the long-term viability of this type of service.

*"A community library is not a library it is a book swap. A library is only a library if staffed by professional librarians."*

For those who did provide supporting information for their preference for either Leigh or Kent Elms, the main reasons were:-

| Reasons in favour of Leigh | Reasons in favour of Kent Elms |
|---|---|
| Highest performing branch | School use – several special needs schools in the vicinity |
| The beautiful building  - many people expressed their love of the building and desire to keep it as a library in its present location | Far fewer community facilities within the Eastwood area – library currently used as base for many services |
| Combining a visit with the library gardens and children's playground | More deprived  / needy area |
| Community Hub | Less services available within Eastwood – perception that library is one of the only services left. |
| Availability of parking | Less social capital |
| Surrounding facilities (shops, cafes etc) | Availability of parking behind the library |
| Excellent staff | Impact on local shops |
| Risk of alienating the people of Leigh as other services removed from the town (post office / sorting office) | Poor transport links to Leigh |
| Poor transport links with Kent Elms | A127 seen as a big barrier |
| A127 seen as a big barrier | Excellent staff |

Appendix 1 provides a complete breakdown of all comments received.

As previously stated, in addition to the responses to the questionnaire, letters of support in favour of one location or another as well as petitions from Leigh Town Council and Friends of Kent Elms Library have also been received. These have been kept separate from the consultation analysis as they are predominantly single issue responses in relation to the West Hub decision.  The Friends of Kent Elms requested that their petition is taken into consideration by the Cultural Advisory working Party and did not wish it to be discussed separately at Full Council. Leigh Town Council has requested that their petition is debated at the next full council meeting; which will take place on 17th October 2013.

## e)  *Volunteering at hub location*

200 people have indicated that they would be prepared to volunteer their time at a council managed hub library, with the breakdown as follows:
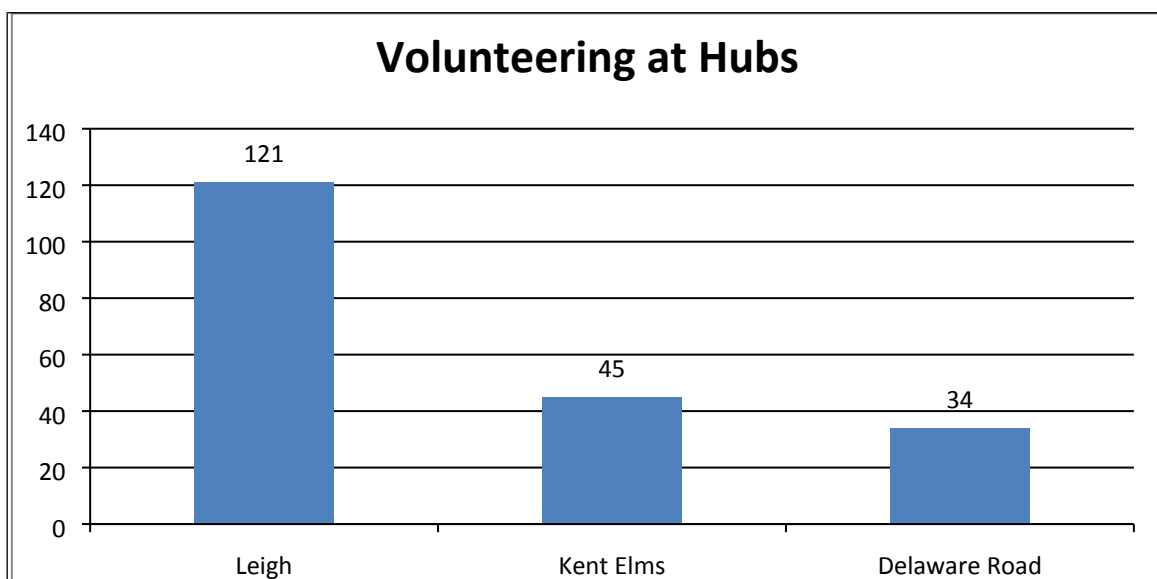


Looking at the responses for Leigh / Kent Elms, this does seem to support the perception that there is more capacity for volunteers to be drawn from the residents of Leigh with them being almost 3 times more likely / able to volunteer than resident of Kent Elms and 3.5 times than Shoebury residents.

## f)  *Volunteering in Community Managed Libraries*

275 people have indicated that they supported the idea of community managed libraries with a further 126 currently undecided.

Encouragingly from this 121 people said that they would volunteer at a community managed library with a further 145 stating 'maybe' they would consider it; this number is higher than anticipated.

It should be noted that the majority of people who stated they would volunteer, tempered their response by advising that they would do so only if there were paid staff in the branch. A reluctance to take on the full responsibility of running and managing a library themselves was expressed by many. Nevertheless, people were willing to provide details of which location(s) they would consider volunteering at and many also provided their contact details.

## Volunteering in Community Managed Libraries

| Location | Value |
|----------|-------|
| Westcliff | 71 |
| Leigh / Kent Elms | 138 |
| Southchurch | 60 |
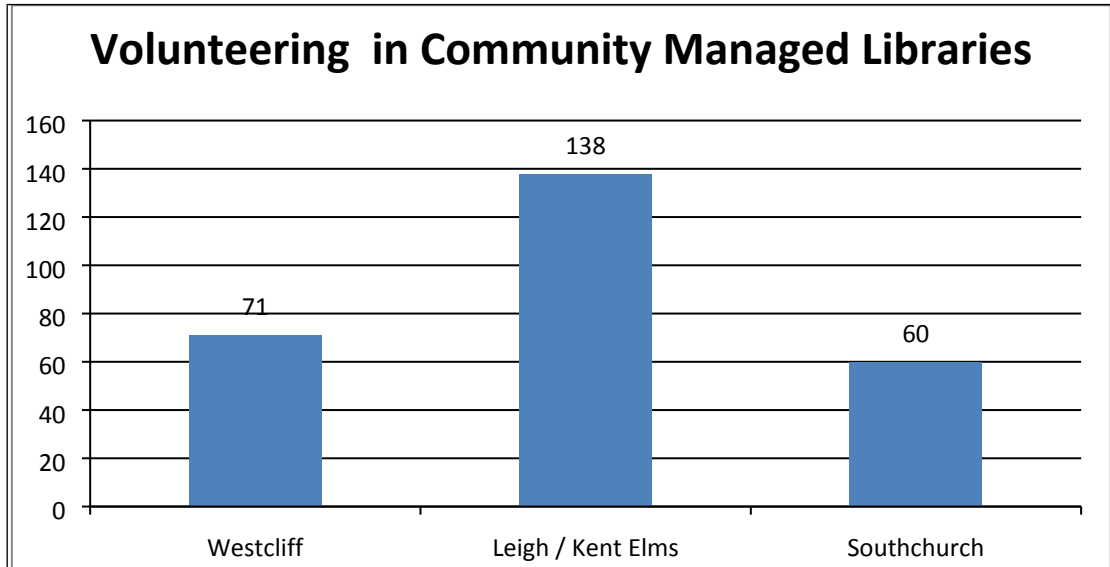
### g) Community Groups to take on responsibility

Very few details of groups were put forward in response to this question – some local community groups stated that they did not have capacity to take on this function; this includes the Leigh Society, Leigh Town Council and Westborough Community Association. U3A was a group that was suggested by some respondents.

It is clear that work with local community groups would need to be carried out if the option of Community Managed Libraries is to be pursued. This work is likely to take the form of clarification and assurance on the level of support that would be provided by the council.

### h) Service Improvements

Out of all the service improvements suggested, people ranked the provision of Wi-Fi as their top preference, followed by Better IT and then E-books and other electronic resources.

**This multiple response question was answered by 961 respondents**

## Service Improvements

| Service | Value |
|---------|-------|
| Virtual Library | 320 |
| Wi-Fi | 585 |
| Better IT | 498 |
| E-books and other electronic resources | 436 |
| Temporary Pop-Up Libraries | 257 |
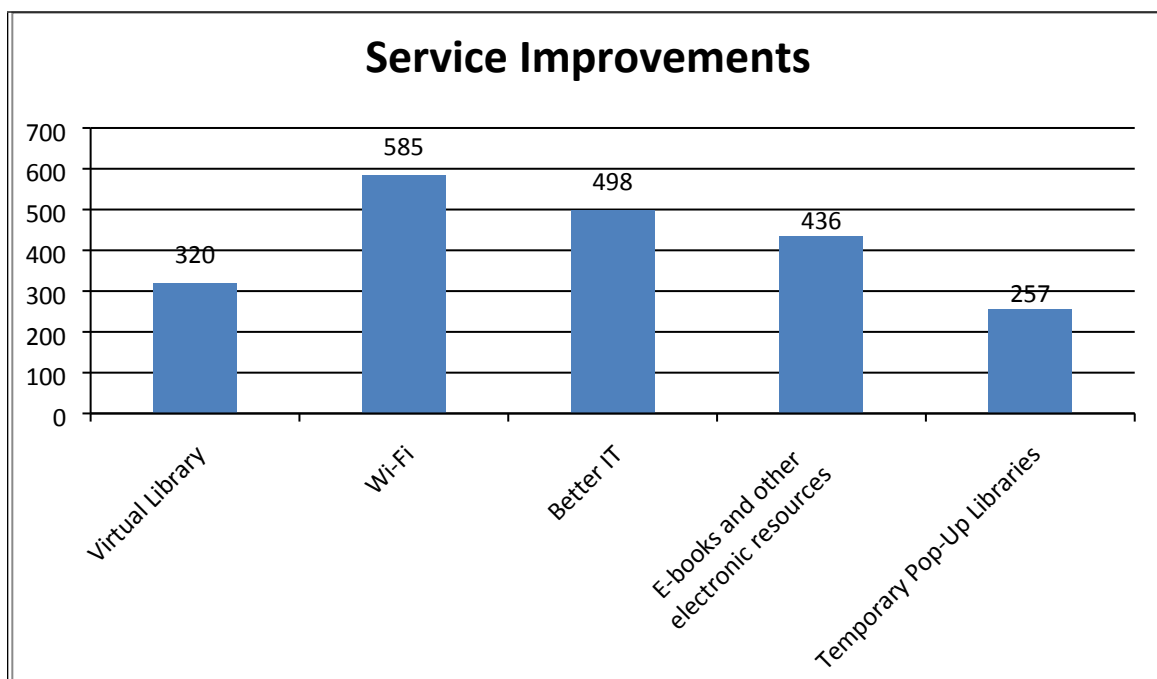
245 respondents also took the opportunity to express a level of dissatisfaction with current IT particularly in relation to the catalogue, internet downtime (especially as this counted towards their free hour) and difficulty in accessing audio books. See appendix 2 for full details of comments received. Respondents were not very clear on what virtual library services would be and also were not sure about Temporary Pop-up Libraries.

Given these responses it is felt that priority should be given to installing Wi-Fi across the entire branch network, in addition to improving IT and access to other electronic resources.

Appendix 3 provides details of other ideas and suggestions for the service.

### i)   *Other considerations*

This question was asked to try and ascertain any other reasons / impacts that the proposals would have on individuals that should be taken into consideration by the working party when making their decision.

In general responses to this were largely around access issues; both in terms of transport and affordability of transport / parking charges. Other issues raised were around the proximity to local schools and mobility issues for family carers.

Appendix 4 provides a breakdown of additional factors that may need to be considered.

## 5. Officer Commentary

5.1 Members should consider this response in the context of the consultation responses and the representations made to the council regarding the 'Draft Library Development Strategy' proposals.

5.2 The vision statement previously agreed by the working party is considered to be appropriate. The consultation responses indicated a low positive response to this but this is likely to be due to the context of the overall proposals. It is suggested that Members confirm the acceptance of the vision.

5.3 As part of the consultation process, questions have been raised about the viability of community managed libraries within an urban area such as Southend-on-Sea and there has been the suggestion that this model is more likely to work in smaller, more rural communities. Additional research has discovered that community libraries are thriving in rural, urban and inner city areas:

- **London Borough of Lewisham –** transferred responsibility for 5 of their 12 libraries to a range of community groups. A progress report, see appendix 5 for examples, provides information on the approaches taken at each branch; 3 of which being managed by the same community interest company and reports increases in overall usage of the library service; both within the retained branches and the community managed branches.

- **Buckinghamshire County Council –** there are 31 libraries within the county, 16 of which are now community managed. Buckinghamshire have been operating community managed libraries since 2007. Their community managed libraries are either completely self managed supported by Buckinghamshire County Council (book stock, access to library catalogue, helpline support) or partnerships where community volunteers and the County Council jointly manage and deliver the library.

  Gerrards Cross Community Library is the latest branch to transfer to a Community Managed model – from April 2013 the County Council entered into a joint agreement with Gerrards Cross Community Library Charity to become the largest community library in the UK.

  The trust is managing the library in partnership with Buckinghamshire County Council library service, through a Joint Management Committee drawn from the local community and the County Council. The Management Committee has overall responsibility for the efficient running of the library.

  Buckinghamshire County Council retains key legal, HR and property responsibilities and provides 2 members of staff to manage the library. The Gerrards Cross Community Library Charity is responsible for volunteer resources to help staff the library, and for local fund raising to partially defray

the cost. This arrangement is subject to a one year trial period following which it will be reviewed.

In addition to these examples, other models are emerging across the country; one of the most recent being York City Council's move to delivering Library Services via a trust.

**York City Council -** Currently in the process of forming a Community Benefit Society (CBS) with charitable status to deliver York Libraries and Archives.

This will be called *Explore Libraries and Archives Mutual*, branded as Explore Libraries and Archives, with the strap line of 'Knowledge and Ideas for Everyone'.

The Libraries and Archives staff who will form the CBS believe that not only is it a viable proposition, capable of maintaining the current service, but that it represents an exciting and enterprising route to developing new forms of service provision.

York is seeking agreement and a five year contract from the Council.  The CBS will work in close partnership with the Council to support the provision of a range of services from engaging with its communities, facilitating adult learning, getting people on line, promoting the health and wellbeing agenda, to supporting vulnerable people, e.g. housebound people and people with mental health issues.

The Trust option was an area explored by the Cultural Advisory working Party in 2010/11; following detailed investigations it was recommended, and approved by Cabinet, that the Council should retain its current mixed economy approach to the provision of cultural services.

In terms of future governance arrangements for the Library Service the report recommended:
- That an alternative governance mechanism be considered with the partners during the development of the new joint library at Elmer Square.

The delivery of the Library Service at the Forum will be managed by The Forum Southend Management Company and will include representation from each of the three partners; the Council, University of Essex and South Essex College. Early on in the negotiations of this agreement the partners were very clear that they would not welcome the involvement of a fourth partner (i.e. Trust). Consequently, it is considered that it is not appropriate to the future relationship of this new partnership to pursue the option of Trust status for the delivery of library services at this present time.

5.4    The positive response in relation to the various volunteering questions within the consultation document indicates that community capacity does exist to support the library branch network and, that there is the opportunity to introduce Community Managed Libraries along with additional volunteer support for library staff within the branches.

5.5 As set out in the draft strategy the introduction of community managed libraries would be supported through changes to the Library Management structure to provide ongoing advice and training to community groups.

5.6 This support is considered key to the success developing community managed libraries. Consideration, however, should be given to recognise that individual branches do have distinct differences and community requirements. This suggests that a pragmatic approach, rather than "one size fits all", may be more appropriate when finalising recommendations to cabinet.

5.7 Further work will be required to clarify what this support will consist of; particularly as a hesitation in willingness to take on this responsibility has emerged from the consultation. It is therefore suggested that a request is made for one-off expenditure of approximately £40k to provide a resource to promote and support both community groups and volunteers to assist the transition to the new branch library model.

5.8 Another area where further work is required is around the public perception that all of the staff currently working in the Library Service are professional Librarians. This is not the case. There has not been a requirement to have a professionally qualified librarian within any of the branches since the early 1990s; the vast majority of staff working within our branches are Library Assistants who have developed valuable knowledge and expertise.

5.9 The introduction of the Hub model could support a longer period of transition for a community managed branch library; particularly where community capacity is an issue. Staffing resources at the hub could be 'shared' with a developing community managed branch until sufficient capacity exists for that branch to become self-managing. To make this option financially viable, paid, hub staff, would need to be supported by additional volunteers.

5.10 The consultation on the proposals stated that the East Hub would be located at a site along Delaware Road, Shoeburyness and that this would be an amalgamation of both Thorpedene and Friars Libraries. Responses were received from users of both branches; more which indicated that the respondents were more likely to use Thorpedene. On the whole, this proposal was received with very little objection with only a very small number of people either advising that accessing the new East Hub library would be problematic for them or that would most likely not visit the new library location if Friars were closed.

5.11 It is therefore suggested that members approve the co-location of Thorpedene and Friars library. There are two possible sites for the new library either within Shoebury Youth Centre or Thorpedene School /Shoebury Campus. Both options will require capital investment from the Council. Discussions are currently underway to try and identify which site could provide the best option. This hub

library could either be directly operated by the Council or by considering joint management arrangements with an appropriate community group.

5.12 With regard to library provision within the West of the Town, it has been clear that retention of the existing Leigh Library building into the future is preferred by the community rather than the medium term plan within the original proposal to provide purpose built provision in the Elm Road development. The local community in the proximity of both Leigh and Kent Elms have been campaigning to retain a 'Hub Library' staffed by the local authority. Both communities have provided supporting information within the consultation and their written submissions which will need to be taken into consideration.

5.13 From the responses it is evident that many people welcomed the prospect of further improvements to the service; although some did suggest that if these improvements were to be at the expense of keeping branches open and retaining staff, they would prefer to leave the service alone.

5.14 This is something that should be considered, however, it is doubtful if this would help to meet the vision for the Library Service over the next fifteen years which include:
- technological advancements in the way in which people access and use library services;
- Addressing the decline in usage of the service.

5.15 The use and availability of IT and the internet have been prominent features in both sets of consultation that has taken part in the course of the Review; we know this is an important issue for many library users and failure to keep abreast of technological advancements is likely to have a negative impact on our library users' ability to continue to access information in a way suitable to them.

5.16 A series of options are set out within the following section of this report together with delivery plans. These options include the original proposals set out in the consultation or a variation of this; all of which need to be considered in light of the consultation responses, financial resources available and the individual opportunities for each branch, communities and the library network.

## 6. Options for future service delivery:

Combining the responses to this latest consultation with the earlier work of the Working Party, it is clear that further consideration needs to be given to the recommendations for how the Library Service will be delivered through the next 15 years.

Whichever options are recommended, it is important that a pragmatic approach is taken for each locality. The consultation has brought to the fore the fact that there are distinctly different communities and sets of circumstances within the Borough and that a "one size fits all" solution is not appropriate for the future of our library service until 2028.

**The supporting timelines and indicative costings for each of the options detailed below**

| Option | | Positive Impacts (including Equalities issues) | Negative Impacts (Including Equalities issues) | Costs, Equalities & other considerations |
|---|---|---|---|---|
| 1 | Fully adopt the original proposals within the draft strategy. This will include:<br>• continuing with the proposal o co-locate the Friars & Thorpedene branches on a new single site along Delaware Road – the East Hub Library<br>• creation of a west hub location at either:<br>    A) Leigh, or<br>    B) Kent Elms.<br>• Adapting the original proposal to keep Leigh Library within its present location and do not consider moving the service to the Elm Road Development<br><br>• Delivering service improvements | Delivery of identified savings within timescale<br><br>Makes provision for the retention of the branch network<br><br>Maximises use of potential sites<br><br>Seen as responsive to feedback from consultation<br><br>Ability to provide modern library services within a modernised location over an extended | Public opinion & likely repercussions from which ever community is not selected as the preferred west hub location.<br><br>Potential loss of trained library staff (includes risk of losing valued staff who may seek alternative employment before changes take effect)<br><br>Lack of community groups currently willing to come forward to take on the responsibility for community managed branches | Library Management Structure would need to be altered to provide ongoing support to the community and the branch network (additional resources of £40k to support this transition would be required).<br><br>Capital investment of approx. £50k required for the introduction of WI-FI and other IT improvements |

| | | period of time.<br><br>Allow service improvements to be made<br><br>Retains use of the Leigh Library building within the public domain<br><br>Retention of Leigh Library building can be implemented irrespective of 'status' of the branch (i.e. hub or community managed)<br><br>Enhancing the home Library Service will enable greater access for vulnerable groups; particularly those adversely impacted by changes in the east of the town. | Impact of closure of Friars within its surrounding community – there may be issues of accessibility to the new site.<br><br>Public perception that community managed libraries will provide less of a service<br><br>On-going restrictions and constraints due to nature of the existing Leigh Library building, which may impact on future service enhancements | Capital investment required for the new East Hub library<br><br>Both of the existing Shoebury branches are located within premises which house community centres and a health centre (Thorpedene only). |

| 2 | All branches to be retained by the council by offering a significantly reduced service via 50% less opening hours. | Public opinion - all branches managed and staffed by the Council<br><br>Ability to make financial savings | Reduced access to service which may significantly impact on certain groups with protected characteristics<br><br>Reduced staff base across the library network<br><br>Delivery of library hub services will not be possible | Longer term adverse impact on delivery of service improvements required to retain and attract more library users |
|---|---|---|---|---|
| 2a | As above, however, continue with plans to locate Thorpedene and Friars libraries on a single site | Additional savings realised from amalgamation of two branches | Users of Friars Library will have significantly less access to the library service than any other community in the borough | Additional savings to be re-invested in service enhancements |
| 3 | All branches retained by the Council and remain open as present – opening hours to be delivered with extensive support from volunteers (i.e. 50/50 split) | All branches managed and staffed by the Council (at some level)<br><br>Collaboration with the local community | Issue of job substitution and challenge from the trade unions<br><br>Reduction in the staff base | Need clear differentiation between the roles of paid staff and those of volunteers – define 'core' library service to be provided by the Council |
| 3a | As above, however, continue with plans to locate Thorpedene and Friars libraries on a single site | Ability to build social capital<br><br>Ability to make financial savings<br><br>Additional savings realised from amalgamation of two branches | Responsibility and co-ordination of volunteers will lay solely with the service and can be resource intensive | |

| 4 | Develop a hybrid model for community managed libraries - at some branches it may be appropriate to enter into joint agreements with community groups to manage a particular branch | Responsive to local needs - agreement could be time limited and council responsibility reduces over time as capacity developed within the community groups.<br><br>Collaboration with the local community<br><br>Ability to build social capital | Strain on staff resources<br><br>Ability to deliver savings within identified timescale<br><br>Ability to deliver full range of hub services may be compromised. | Library Management Structure would need to be altered to provide ongoing support to the community and the branch network. |
| --- | --- | --- | --- | --- |
| 5 | Leave the service as it is – no further changes | Satisfy public opinion (in the short term)<br><br>No loss of staff | Year 1 savings target met - inability to deliver year 2 & 3 savings<br><br>Will make it difficult to introduce future service enhancements such as Wi-Fi and improved IT provision<br><br>Service likely to stagnate; customer satisfaction will decline and visitor numbers likely to suffer<br><br>Will not achieve the aims of the review or help to deliver the vision for the library service over the next 15 years | £252k agreed savings will have to be met from other sources. |

**Library Service Development Delivery Plan 2013 – 2028**
**NB:- All these options relate to on-going revenue expenditure**
**Option 1**

**Year 1: 2013 – 14**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Achievement of year 1 savings | Self Service/Operation Review Savings | | (70K) | April 2013 |
| | Review of shared service arrangements with Essex County Council | | (30k) | April 2013 |
| | Review Library Management.  Introduce a Community Libraries Support Outreach Team | | (26k) | March 2014 |
| Shaping the future | Open new Forum Central Library | 0 | | September 2013 |
| | Library Review Strategy adopted by Council | 0 | | October 2013 |
| | Advertise/promote the introduction of Community Libraries – Transfer of Operation | 0 | | December 2013 |
| | Bid for Capital to introduce Wi-Fi access to the Branch Network | (Capital Funding) | | December 2013 |
| | **Totals** | | **(126k)** | |

**Year 2: 2014 – 15**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Development East Hub Library (Revenue cost of providing the service) | 80k | (70K) | March 2015 |
| | Friars and Delaware Branch Transfer to East Hub Library Site | (153k) | (30k) | March 2015 |
| | First Library branch transfer to Community Operation | (76k) | (26k) | April 2014 |
| | Virtual Branch Library Service opened | 23k | | April 2014 |
| | **Totals** | | **(£126k)** | |

**Year 3: 2015 – 16**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Transfer two branch libraries to community operation | (170k) | (70K) | March 2016 |
| | Create Hub Library in the West (either Leigh or Kent Elms) | 14k | (30k) | March 2016 |
| | Introduce 'Pop-Up' Library Provision in Wards without provision, accessibilities issues and area of low use, pro-active development of mobile service | 30k | (26k) | Sept 2015 |
| | **Totals** | | **(126k)** | |

**Year 4: 2016 – 17**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Virtual library branch introduced home delivery and collection service – linked with increased volunteering to key groups | April 2016 – March 2017 |
| | Capital investment into designated Hub Libraries (East and West) to provide latest IT provision | |
| | Implement building refurbishment and maintenance programme | |
| | Develop private/public sector partnership to provide access to public services and complimentary private sector activities, for example delivery/collection points for parcels | |

**Year 5: 2017 – 18**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Review Community Library Provision and Outreach Service | April 2017 – Oct 2017 |
| | Update Library Development strategy and action plan, incorporating specific actions to 2028 | Jan 2018 |
| | Explore options for the replacement of Southchurch Library building and development of site. Possible re-provision nearby or on existing site | Nov 2017 – Feb 2017 |

**Library Service Development Delivery Plan 2013 - 2028**

**Option 2**

**Year 1: 2013 – 14**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Achievement of year 1 savings | Self Service/Operation Review Savings | | (70K) | April 2013 |
| | Review of shared service arrangements with Essex County Council | | (30k) | April 2013 |
| | Review Library Management. Introduce a Community Libraries Support Outreach Team | | (26k) | March 2014 |
| Shaping the future | Open new Forum Central Library | 0 | | September 2013 |
| | Library Review Strategy adopted by Council | 0 | | October 2013 |
| | Bid for Capital to introduce Wi-Fi access to the Branch Network | (Capital Funding) | | December 2013 |
| | **Totals** | | **(126k)** | |

**Years 2 - 3: 2014 – 16**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Reduce Opening Hours by 50% at all Branch Libraries | | (231K) | April 2014 – March 2016 |
| | Restructure service management | | (11K) | September 2014 |
| | **Totals** | | **(252k)** | |

**Years 4 & 5: 2017 – 18**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Review Library Provision and Outreach Service | April 2017 – Oct 2017 |
| | Update Library Development strategy and action plan, incorporating specific actions to 2028 | Jan 2018 |
| | Explore options for the replacement of Southchurch Library building and development of site. Possible re-provision nearby or on existing site | Nov 2017 – Feb 2018 |

**Library Service Development Delivery Plan 2013 - 2028**

**Option 2a**

**Year 1: 2013 – 14**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Achievement of year 1 savings | Self Service/Operation Review Savings | | (70K) | April 2013 |
| | Review of shared service arrangements with Essex County Council | | (30k) | April 2013 |
| | Review Library Management. Introduce a Community Libraries Support Outreach Team | | (26k) | March 2014 |
| Shaping the future | Open new Forum Central Library | 0 | | September 2013 |
| | Library Review Strategy adopted by Council | 0 | | October 2013 |
| | Bid for Capital to introduce Wi-Fi access to the Branch Network | 0 | | December 2013 |
| | **Totals** | | **(£126k)** | |

**Years 2 & 3: 2014 – 16**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Reduce Opening Hours by 50% at all Branch Libraries | | (231K) | April 2014 – March 2016 |
| | Restructure service management | | (11K) | September 2014 |
| | Amalgamate Friars & Thorpedene on a single site with 50% reduced opening hours | | (70k) | March 2015 |
| | Invest additional revenue from East changes in new book stock, increase on opening hours across the branches | 70k | | April 2016 |
| | **Totals** | 70k | **(322k)** | |

**Years 4 & 5: 2016 – 18**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Review Library Provision and Outreach Service | April 2017 – Oct 2017 |
| | Update Library Development strategy and action plan, incorporating specific actions to 2028 | Jan 2018 |
| | Explore options for the replacement of Southchurch Library building and development of site.  Possible re-provision nearby or on existing site | Nov 2017 – Feb 2018 |

**Library Service Development Delivery Plan 2013 – 2028**

<div align="center">

**Option 3**

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**Year 1: 2013 – 14**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Achievement of year 1 savings | Self Service/Operation Review Savings | | (70K) | April 2013 |
| | Review of shared service arrangements with Essex County Council | | (30k) | April 2013 |
| | Review Library Management. Introduce a Community Libraries Support Outreach Team | | (26k) | March 2014 |
| Shaping the future | Open new Forum Central Library | 0 | | September 2013 |
| | Library Review Strategy adopted by Council | 0 | | October 2013 |
| | Bid for Capital to introduce Wi-Fi access to the Branch Network | (capital funding) | | December 2013 |
| | **Totals** | | **(126k)** | |

**Years 2 & 3: 2014 – 15**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Reduce Opening Hours by 50% at all Branch Libraries<br><br>Recruit volunteers to deliver remaining "staff time" requirement (one-off additional funding) | <br><br><br>50K | (231K) | April 2014 – March 2016 |
| | Restructure service management | | (11K) | September 2014 |
| | **Totals** | | **(252k)** | |

**Year 4 & 5: 2017 – 18**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Review Library Provision and Outreach Service | April 2017 – Oct 2017 |
| | Update Library Development strategy and action plan, incorporating specific actions to 2028 | Jan 2018 |
| | Explore options for the replacement of Southchurch Library building and development of site. Possible re-provision nearby or on existing site | |

**Library Service Development Delivery Plan 2013 – 2028**

**Option 3a**

**Year 1: 2013 – 14**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Achievement of year 1 savings | Self Service/Operation Review Savings | | (70K) | April 2013 |
| | Review of shared service arrangements with Essex County Council | | (30k) | April 2013 |
| | Review Library Management. Introduce a Community Libraries Support Outreach Team | | (26k) | March 2014 |
| Shaping the future | Open new Forum Central Library | 0 | | September 2013 |
| | Library Review Strategy adopted by Council | 0 | | October 2013 |
| | Bid for Capital to introduce Wi-Fi access to the Branch Network | (capital funding) | | December 2013 |
| | **Totals** | | **(126k)** | |

**Years 2 & 3: 2014 – 15**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Reduce Opening Hours by 50% at all Branch Libraries<br><br>Recruit volunteers to deliver remaining "staff time" requirement (one-off additional funding) | <br><br><br>50K | (231K) | April 2014 – March 2016 |
| | Restructure service management | | (11K) | September 2014 |
| | Amalgamate Friars & Thorpedene on a single site with 50% reduced opening hours | | (70k) | March 2015 |
| | Invest additional revenue from East changes in new book stock, increase on opening hours across the branches | 20k | | April 2016 |
| | **Totals** | | **(252k)** | |

**Year 4 & 5: 2017 – 18**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Review Library Provision and Outreach Service | April 2017 – Oct 2017 |
| | Update Library Development strategy and action plan, incorporating specific actions to 2028 | Jan 2018 |
| | Explore options for the replacement of Southchurch Library building and development of site.  Possible re-provision nearby or on existing site | |

**Library Service Development Delivery Plan 2013 – 2028**

**Option 4**

**Year 1: 2013 – 14**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Achievement of year 1 savings | Self Service/Operation Review Savings | | (70K) | April 2013 |
| | Review of shared service arrangements with Essex County Council | | (30k) | April 2013 |
| | Review Library Management.  Introduce a Community Libraries Support Outreach Team | | (26k) | March 2014 |
| Shaping the future | Open new Forum Central Library | 0 | | September 2013 |
| | Library Review Strategy adopted by Council | 0 | | October 2013 |
| | Advertise/promote the introduction of Community Libraries – Transfer of Operation | 0 | | December 2013 |
| | Bid for Capital to introduce Wi-Fi access to the Branch Network | (Capital funding) | | December 2013 |
| | **Totals** | | **(£126k)** | |

**Year 2: 2014 – 15**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Development East Hub Library (Revenue cost of providing the service) | 80k | (70K) | March 2015 |
| | Friars and Delaware Branch Transfer to East Hub Library Site | (153k) | (30k) | March 2015 |
| | First Library branch transfer to Community Operation | (76k) | (26k) | April 2014 |
| | Virtual Branch Library Service opened | 23k | | April 2014 |
| | **Totals** | **(£126k)** | **(£126k)** | |

**Year 3: 2015 – 16**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Shaping the Future | Transfer two branch libraries to community operation | (170k) | (70K) | March 2016 |
| | Create Hub Library in the West (either Leigh or Kent Elms) | 14k | (30k) | March 2016 |
| | Introduce 'Pop-Up' Library Provision in Wards without provision, accessibilities issues and area of low use, pro-active development of mobile service | 30k | (26k) | Sept 2015 |
| | **Totals** | **(£126k)** | **(£126k)** | |

**Year 4: 2016 – 17**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Virtual library branch introduced home delivery and collection service – linked with increased volunteering to key groups | April 2016 – March 2017 |
| | Capital investment into designated Hub Libraries (East and West) to provide latest IT provision | |
| | Implement building refurbishment and maintenance programme | |
| | Develop private/public sector partnership to provide access to public services and complimentary private sector activities, for example delivery/collection points for parcels | |

**Year 5: 2017 – 18**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Review Community Library Provision and Outreach Service | April 2017 – Oct 2017 |
| | Update Library Development strategy and action plan, incorporating specific actions to 2028 | Jan 2018 |
| | Explore options for the replacement of Southchurch Library building and development of site. Possible re-provision nearby or on existing site | Nov 2017 – Feb 2018 |

**Library Service Development Delivery Plan 2013 – 2028**

**Option 5**

**Year 1: 2013 – 14**

| Theme | Action | Investment funding £ | Revenue Saving £ | Timescale |
|---|---|---|---|---|
| Achievement of year 1 savings | Self Service/Operation Review Savings | | (70K) | April 2013 |
| | Review of shared service arrangements with Essex County Council | | (30k) | April 2013 |
| | Review Library Management.  Introduce a Community Libraries Support Outreach Team | | (26k) | March 2014 |
| Shaping the future | Open new Forum Central Library | 0 | | September 2013 |
| | Library Review Strategy adopted by Council | 0 | | October 2013 |
| | Bid for Capital to introduce Wi-Fi access to the Branch Network | (Capital funding) | | December 2013 |
| | **Totals** | | **(£126k)** | |

**Year 4: 2016-17**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Virtual library branch introduced home delivery and collection service – linked with increased volunteering to key groups | April 2016 – March 2017 |
| | Capital investment into designated Hub Libraries (East and West) to provide latest IT provision | |
| | Implement building refurbishment and maintenance programme | |
| | Develop private/public sector partnership to provide access to public services and complimentary private sector activities, for example delivery/collection points for parcels | |

**Year 5: 2017 – 18**

| Theme | Action | Timescale |
|---|---|---|
| Shaping the Future | Review Community Library Provision and Outreach Service | April 2017 – Oct 2017 |
| | Update Library Development strategy and action plan, incorporating specific actions to 2028 | Jan 2018 |
| | Explore options for the replacement of Southchurch Library building and development of site.  Possible re-provision nearby or on existing site | Nov 2017 – Feb 2018 |