

Southend-on-Sea Borough Council

Report of the Director for Place
to
Cabinet

On
5th November 2013

Report prepared by: Nick Harris,
Head of Culture

Cultural Advisory Working Party Recommendations following consultation on the
Draft Library Development Strategy;
“Facing the Challenge: The Future of Southend-on-Sea Library Service 2013 - 2028”

Executive Councillor: Cllr Jarvis

1. Purpose of Report

- 1.1 To update Members on the outcome of the consultation on the proposals for the future library service 2013 - 2028.

2. Cultural Advisory Working Party Recommendations:

- 2.1 That Members note the objectives of the Cultural Advisory Working Party throughout the review has been to maintain a branch network.
- 2.2 *That Members adopt the draft vision for the Library Service 2013 – 2028 as follows:-*

“Southend Libraries will continue to serve the local community through recreation, entertainment, education and information; responsive to local needs and adapting to the use of new technologies.

The vision will be delivered through the achievement of key objectives:

- *Delivery of the national universal offer*
- *Being recognised regionally / nationally as a leading provider of library services within the Eastern Region*
- *Establishing a framework in which community libraries can operate*
- *Providing non-judgemental, welcoming open access to all*
- *Provision of spaces for people and community groups*

- ***Provision of shared policies and values across each library setting within the Borough. “***
- 2.3 **That Members approve the Draft Library Development Strategy 2013-2028 and fully adopt the original proposal within the draft strategy for the future delivery of the Library Service for the next fifteen years.**
- 2.4 **That Members agree the co-location of Thorpedene and Friars Library on a single site along Delaware Road, Shoeburyness;**
- 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 Cabinet Members make a decision on the location of the West Hub Library location (i.e. Kent Elms or Leigh).**
- 2.7 **That Members support transitional one-off revenue expenditure of £40k in order to assist the library service in moving to a different operating model.**
- 2.8 **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).**
- 2.9 **Officer Recommendations:**
 - 2.9.1 **That Members make an allowance during the 2014/15 budget setting process for capital funding for the selection and relocation of the library hub in Delaware Road.**
 - 2.9.2 **That a review of the delivery of the Library Development Strategy is undertaken within a period of 12 months.**

3. Background

- 3.1 The Community Services and Culture Scrutiny committee agreed on 10th July 2012 to support a proposal for the Cultural Advisory Working Party to undertake a review of the Southend-on-Sea Library Service which would consider the future direction of the Library Service to achieve an effective, sustainable Library provision whilst reducing cost to assist in meeting the required Council spending reductions. It was agreed that one of the outcomes for the Review would be the production of a draft libraries development strategy clearly setting out proposals for future service delivery to be agreed by cabinet.
- 3.2 As directed, the outcome of the review informed the development of the draft Library strategy, outlining how the agreed recommendations of the review will be

implemented over a period of time to ensure that the Library Service remains fit for purpose to 2028 and beyond.

- 3.3 The production of the draft strategy has involved significant consultation, review of National policy, consideration of good practice, equalities, IT developments and the impact of budget reductions.
- 3.4 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 seek out information, access and use public library services;
 - The decline in usage of the service;
 - Issues with the physical standards of some of the existing branches
- 3.5 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 of the Working Party; this has influenced the proposals within the draft Library Development Strategy.
- 3.6 On 19th March 2013 Cabinet accepted the recommendation of the report produced by the 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.
- 3.7 The Working Party have considered in detail all the previous work and information put before them during this review. This includes feedback from the two public consultations, various representations made in writing or in person by local people and community groups, an Equality Analysis of their proposal and a range of other options for consideration as detailed in section 5 of this report.
- 3.8 Having taken all of this information into account, the Working Party considers that their original proposal within the draft strategy will deliver the best outcome for the future Library Service in Southend-on-Sea.
- 3.9 The Working Party has requested that the location of the Hub Library in the west of the Borough be considered by a wider range of elected Members as part of the decision making process.

4 The Proposal

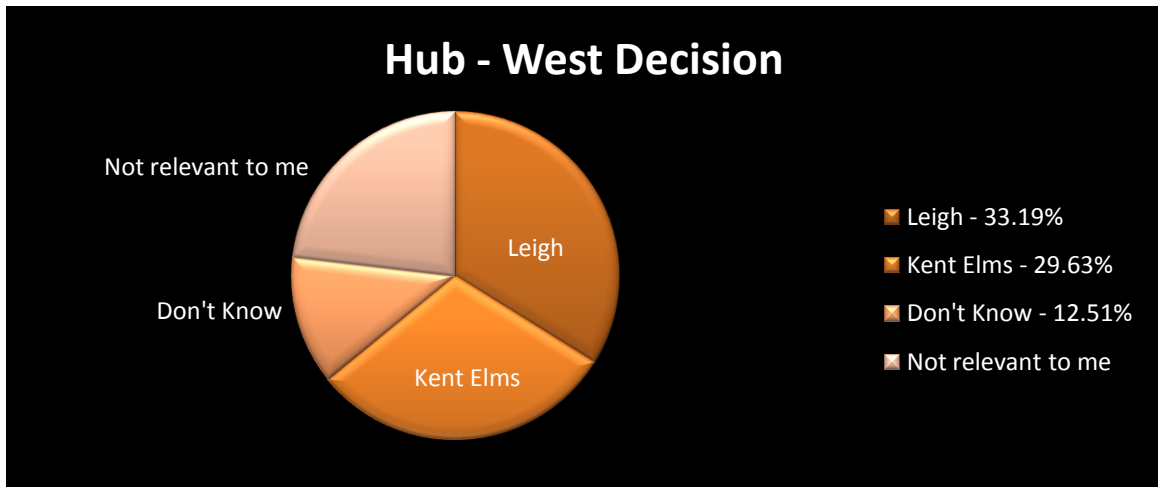
- 4.1 The model of provision that the Working Party are recommending the council work towards will involve:-

- The main Library provision at the Forum: Southend – the central library provision will be open 7 days a week, have longer opening hours, Wi-Fi and more stock than existed in the old central library.
- Two hub libraries; one in the East of Southend and one in the West. 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.
- The remaining branch libraries(Southchurch, Westcliff and either Kent Elms or Leigh) will be offered to Community Groups to run as Community Managed Libraries, 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 delivery of the new National Offers around Reading, Health, Information and Digital.
- The development of a Virtual Library providing 24 hour access to information and resources and to support both the Community Libraries and enable Library Users to access the service at times convenient to them.
- Changes to the operation of the mobile service and Home Library Service to ensure these are bringing maximum benefit to their users. This includes:
 - Transferring a number of residential homes from the Mobile Library Service to the Home Library Service; providing a more personal service for some readers.
 - Using the mobile and or 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 Medium Term to long term the Council will look at a replacement building for Southchurch Library, introducing Wi-Fi into all of the branches, improving IT provision and an e-book lending service as it becomes available.

4.2 Kent Elms / Leigh supporting information

- 4.2.1 The Working Party has requested that the location of the Hub Library in the west of the Borough be considered by a wider range of elected Members as part of the decision making process.

- 4.2.2 The following information has been extracted as a summary from the responses received during the most recent period of public consultation.
- 4.2.3 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 are predominantly single issue responses in relation to the West Hub decision.
- 4.2.4 The Friends of Kent Elms requested that their petition and supporting business case was taken into consideration by the Working Party and did not wish it to be discussed separately at Full Council.
- 4.2.5 Leigh Town Council requested that their petition was debated at the Full Council meeting which took place on 17th October 2013.
- 4.2.6 A common theme emerging from the consultation responses has been the strength of feeling people have towards the Leigh Library building. There is a clear preference for the retention of the existing Leigh Library building into the future rather than the medium term plan within the original proposal to provide purpose built provision in the Elm Road development.
- 4.2.7 During this consultation 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.
- 4.2.8 It was clear that people felt the consultation was about selecting which library to close and that 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.
- 4.2.9 From the responses received the breakdown in favour of either Kent Elms or Leigh as the preferred Hub Library location on the west was as follows:



4.2.10 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

4.2.11 The Friends of Kent Elms Library submitted a business case for formal consideration this included a wide range of information on how the branch library was used by its different user groups (primarily children, young people, families, older people and local schools; including two special needs schools in close proximity) and also information regarding the lack of potential capacity within the area to successfully support and Community Managed Library on a long term basis. **(Please refer to appendix 1 for a full copy of this report)**

4.2.12 Leigh Town Council presented their case to Council on 17th October 2013, following which it was resolved that that the views expressed by Leigh Town Council both within their petition and during their presentation to Council are taken into account by Cabinet on 5th November 2013 when considering the report of the Cultural Working Party on the future of the Southend-on-Sea Library Service.

4.2.11 Kent Elms vs Leigh – a statistical comparison

The tables below present a range of statistical information to illustrate various elements of usage at both of the branches from April 2011 to March 2013.

	Visits			Cost Per Visit	Number of items Issued			Cost per issue
	2011 / 2012	2012 / 2013	% change		2011 / 2012	2012 / 2013	% change	
Kent Elms	91,859	71,062	-22.6	£1.28	91,831	85,149	-7.3	£1.07
Leigh	139,516	120,412	-13.7	£1.28	158,990	140,562	-11.6	£1.10

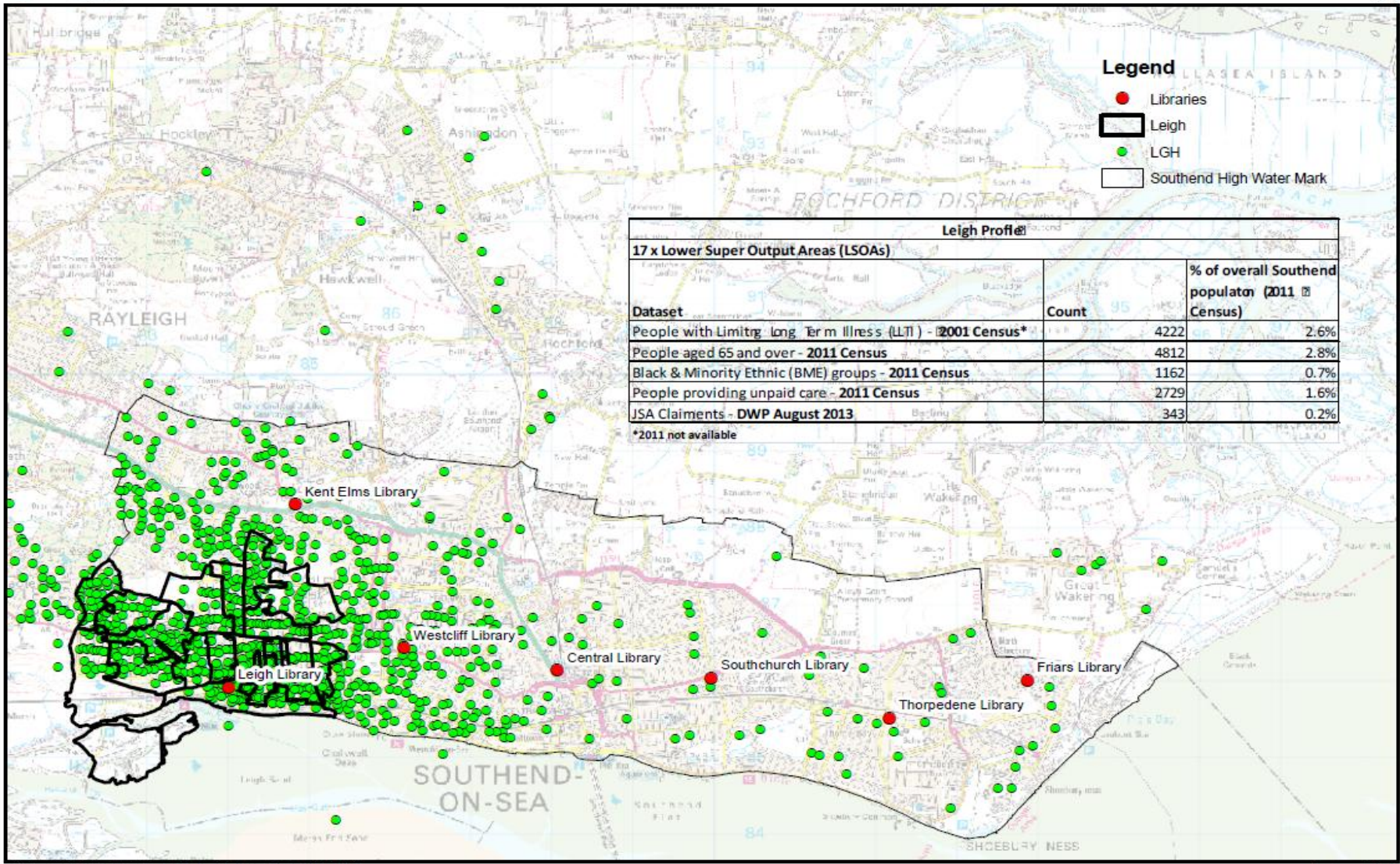
	Use of Internet (% of available time used)		Membership (Holds a valid ticket)		Active Membership (Ticket used in past 12 months)		% of active users	
	2011/2012	2012/2013	2011/2012	2012/2013	2011 / 2012	2012 / 2013	2011 / 2012	2012 / 2013
Kent Elms	37.55	28.75	3,874	3,735	2,903	2,632	75%	70%
Leigh	37.08	25.06	9,292	8,961	6,904	7,012	74%	78%

The following maps provide information on the characteristics of the local communities surrounding the branches of Kent Elms and Leigh. (The green dots represent the home location of the people using either of the branches.)

Leigh Library – Profile of local community characteristics



Library mapping

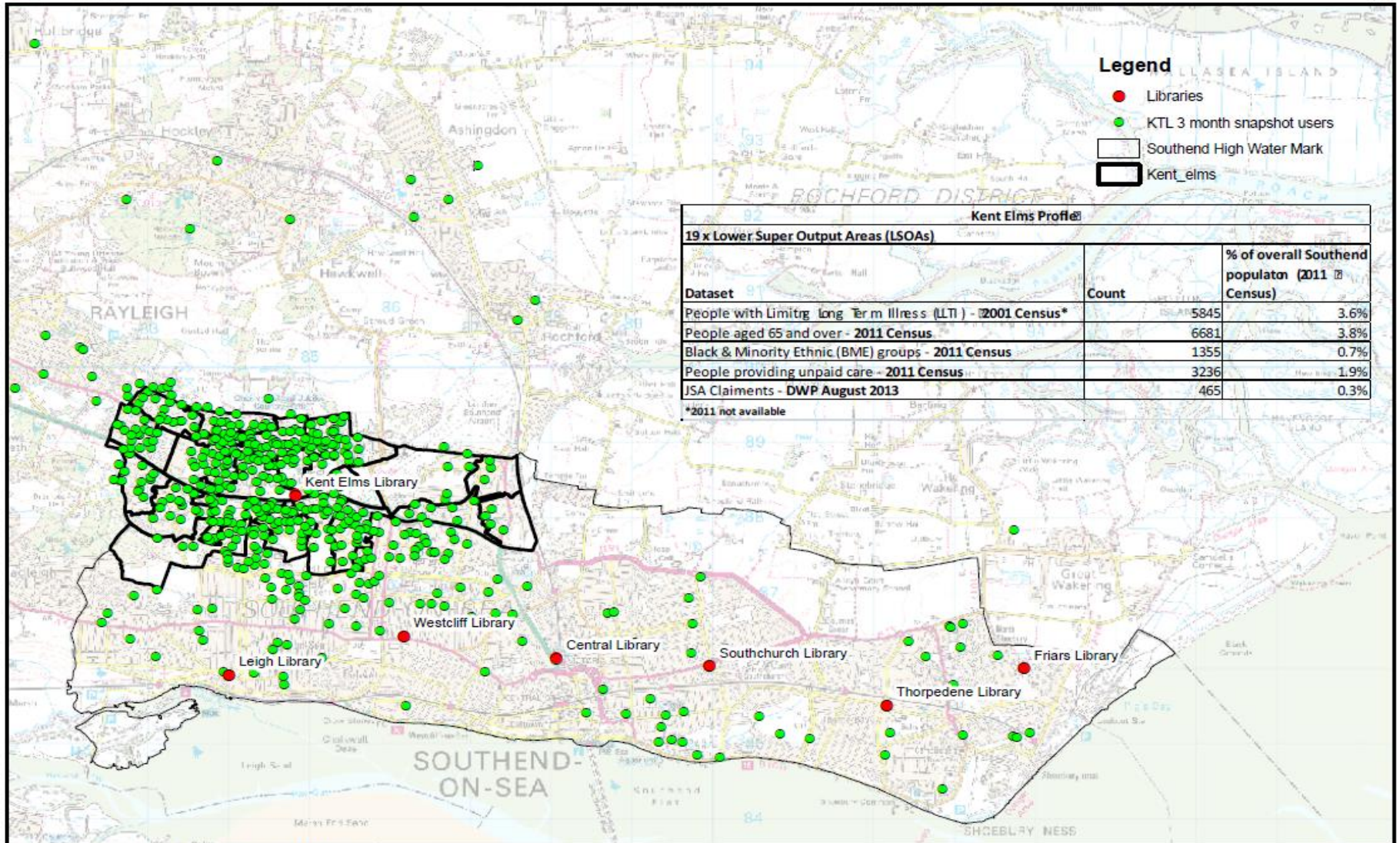


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Kent Elms Library – Profile of local community characteristics



Library mapping



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Scale 1:62,788

5 Other Options for future service delivery:

5.1 Combining the responses to this latest consultation with the earlier work of the Working Party, further consideration has been given to other ways in which the Library Service could be delivered through the next 15 years.

Option	Positive Impacts (including Equalities issues)	Negative Impacts (Including Equalities issues)	Costs, Equalities & other considerations
1. 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 Ability to make financial savings	Reduced access to service which may significantly impact on certain groups with protected characteristics Reduced staff base across the library network 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
1a 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
2 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) Collaboration with the local community	Issue of job substitution and challenge from the trade unions 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
2a As above, however, continue with plans to locate Thorpedene and Friars libraries on a single site	Ability to build social capital	Responsibility and co-ordination of volunteers will lay solely with the service	

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

- 5.2 In addition to these options, alternative models of service delivery are continually emerging across the country; one of the most recent being York City Council's move to delivering Library Services via a trust.
- 5.3 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.
- 5.4 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.
- 5.5 The delivery of the Library Service at the Forum is being 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.

6 Reasons for the Recommendations

- 6.1 The Cultural Advisory Party have considered in detail all the previous work and information put before them during this review. This includes feedback from the two public consultations, various representations made in writing or in person by local people and community groups, an Equality Analysis of their proposal and a range of other options for consideration as detailed in section 5 of this report.
- 6.2 The vision statement presented within the draft strategy 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.
- 6.3 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 five of their twelve libraries to a range of community groups. A progress report dated December 2012 provides information on the approaches taken at each branch with 3 branches being managed by the same community interest company. The report also documents 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.

In this instance, 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, Human Resources and property responsibilities and provides two 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.

- 6.4 Implementation of the proposals will be reliant on the support of the local community through volunteering. 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.
- 6.5 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 on-going advice and training to community groups.
- 6.6 This support is considered key to the success in developing community managed libraries. Consideration, however, should be given to recognise that individual branches do have distinct differences and community requirements which are likely to be reflected in the type, level and length of support required, as well as the willingness of community groups to come forward and take on the responsibility for managing a local branch library.
- 6.7 This suggests that a pragmatic approach, rather than “one size fits all”, may be more appropriate when finalising the future management arrangements with individual branches.
- 6.8 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.

- 6.9 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.
- 6.10 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.
- 6.11 At present, none of the existing branch libraries are fully open during the week with all of them having some days when they are either completely or partially closed. The move to hub libraries will provide increased access to library services through a wider range of consistent opening hours and days. The hub libraries will be open six days a week with the addition of up to two late night openings each week. The hub libraries will also benefit from support through a virtual library (a website bringing together many electronic resources together with information about Southend) and an e-book lending service.
- 6.12 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.
- 6.13 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.
- 6.14 With regard to library provision within the West of the Town, the local communities 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.

- 6.15 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.
- 6.16 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.
- 6.17 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.

7. Corporate Implications

7.1 Contribution to Council's Vision & Corporate Priorities

- HEALTHY - Support Southend to be active and alive with sport and culture.
- PROSPEROUS - Reduce inequalities and increase the life choices of people living in Southend.
- EXCELLENT - Deliver targeted services that meet the identified needs of our community.

7.2 Financial Implications

In the light of the restrictions in public spending in the last two years, savings of £417,000 have been achieved through a Library Service restructure; the introduction of self-service technology (RFID) and reductions in spend on supplies and services. The Council budget for operating the service is £3.185m per annum, including corporate overheads and capital financing. The Head of Finance & Resources has highlighted that the current budget gap for the Council over the next three years is estimated at £35m.

The target saving of 15% of controllable library service budget, equating to £378,000 of a total controllable budget of £2,546,000, is required to form part of the Library review outcome, a phased delivery over the next three years 13/14, 14/15 and 15/16 is to take place. The 2013/14 budget saving of £126,000 has already been removed from the service area as part of the budget agreed by Council on 28 February 2013.

The recommendations in this report do require elements of additional funding to be made available to support one-off costs for the installation of Wi-Fi (£50k) and the provision of a resource to promote and support both community groups and volunteers which will assist the transition to the new branch library model (£40k).

The amalgamation of Friars and Thorpedene library to a new location on a site along Delaware Road will also require capital funding to create the new hub location in the east of the borough.

Currently no capital or revenue budget provision exists for the above proposals. If Members are to approve the proposals then:-

- (i) The capital fundings of £50k for wi-fi will be met from within the existing wi-fi capital budget of £500k for this purpose;
- (ii) The one-off revenue funding of £40k for support to transitioning to a new branch library model can be met from the Council's contingency;
- (iii) The capital investment for a new library site can be considered in the Capital Programme review as part of the Budget process 2014/15.

7.3 Legal Implications

The statutory basis for the Library Service is "The Public Libraries and Museum Act 1964". The Local Authority has the statutory duty to provide, under the superintendence of the Secretary of State, a free, comprehensive and efficient Library Service for all who wish to use it. The Act requires Libraries to provide facilities for borrowing books and other materials for persons whose residence or place of work is in the area or who are undergoing full time education. It also states that local authorities "must encourage adults and children to make full use of the service and provide advice".

While the core Library Service is free under the Act, the Local Government and Housing Act 1989 and Library Charges (England and Wales) Regulations 1991 define what may not be charged for and also give Library Authorities the power to make charges for the provision of specified Library facilities.

7.4 People Implications

The implementation of the proposal to change the way in which the Library Service is delivered will have implications for Library Staff. The proposal will involve a reduction in the existing staff employed at the branches; the Council will be responsible for staffing the hub locations in the East and West of the Borough, along with the Forum, and the responsibility for staffing the three Community Managed Libraries will rest elsewhere.

The proposal also makes provision for the restructure of the Library Management Team to enable the creation of a Community Libraries Support Outreach Team.

Staff and Trade Unions are being consulted and involved throughout the Library Review process. A cross-departmental officer team has been supporting the Review.

7.5 Property Implications

The review will consider the property assets that will be required to deliver the service in the draft Library Strategy.

7.6 Consultation

7.6.1 There has been extensive consultation as part of the Library Review:-

1. 14 week period of initial consultation to gather information on patterns of usage and ideas for the future from 3rd October 2012 – 6th January 2013;
 - a. during this time there were additional workshop sessions with library staff, library volunteers and Members.
2. 12 week period of formal public consultation on the proposals contained within the Draft Library Development Strategy 2013 - 2028 from 10th June 2013 - 8th September 2013. **(Appendix 2 provides a summary report of the consultation responses)**

7.6.2 In addition to the direct responses to the questionnaire, the Council has also received letters from local schools, community groups and members of the public as well as petitions from Leigh Town Council, Friends of Kent Elms Library and UNISON.

7.6.3 Members of the Cultural Advisory Working Party were consulted on the alternative options (section 5 refers) to the original proposal within the draft strategy and also on the issue of the hub location in the west. The Members' views will be reported in the Working Party Minutes.

7.7 Equalities and Diversity Implications

An Equality Analysis has been carried out to identify and understand the potential impacts the proposals within the draft Library Development Strategy may have on those groups with protected characteristics.

7.8 Risk Assessment

A full risk assessment and log has been kept and reported to the Cultural Advisory Working Party. The main risks are:

Risk	Mitigation
Failure to consult with all stakeholders and across Southend resulting in a	<ul style="list-style-type: none">• Communication & engagement plans developed• Various mechanisms put in place to raise

judicial review on the grounds of equality & diversity	<p>awareness of consultation process</p> <ul style="list-style-type: none"> • Various ways in which stakeholders are able to access and contribute to the consultation (online, paper version, Easy Read version, focus groups, generic e-mail address etc.)
Failure to ensure review process and conclusions have support across and within political process	<ul style="list-style-type: none"> • Members of CAWP agree their role is to communicate key messages about the review within their own parties • Regular meetings of the CAWP during the review process - providing opportunity to discuss each stage in full and obtain consensus of opinion • Focus Group session offered (8th January 2013) to all Members outside of the CAWP to input their views to the review
Difficult issues are not considered appropriately, rendering the review worthless	<ul style="list-style-type: none"> • Scope of the review agreed by all • Progress of the review will be monitored against agreed objectives
Failure to implement Review or only to implement budget cuts and not service changes	<ul style="list-style-type: none"> • Production of library service strategy & action plan • Monitoring of action plan

7.9 Value for Money

The Draft Libraries Development Strategy considers the Council's budget plans and makes proposals for effective delivery of the service.

7.10 Community Safety Implications

None

7.11 Environmental Impact

None

8. Background Papers

8.1 Facing the Challenge Together: Draft Library Development Strategy 2013 - 2028. Supporting Appendices

9. Appendices

Appendix 1: Friends of Kent Elms Library Business Case
Appendix 2: Phase 2 Consultation – A Summary of Responses
Appendix 3: Draft Equality Analysis