CABINET

TUESDAY, 19 SEPTEMBER 2017

10.00 AM COUNCIL CHAMBER, COUNTY HALL, LEWES

MEMBERSHIP - Councillor Keith Glazier (Chair)
Councillors Nick Bennett, Bill Bentley, David Elkin (Vice Chair), Carl Maynard, Rupert Simmons, Bob Standley and Sylvia Tidy

A G E N D A

1 Minutes of the meeting held on 18 July 2017 *(Pages 3 - 6)*

2 Apologies for absence

3 Disclosures of interests

Disclosures by all members present of personal interests in matters on the agenda, the nature of any interest and whether the member regards the interest as prejudicial under the terms of the Code of Conduct.

4 Urgent items

Notification of items which the Chair considers to be urgent and proposes to take at the appropriate part of the agenda. Any members who wish to raise urgent items are asked, wherever possible, to notify the Chair before the start of the meeting. In so doing, they must state the special circumstances which they consider justify the matter being considered urgent.

5 Council Monitoring: Quarter 1 2017/18 *(Pages 7 - 42)*
Report by Chief Executive

6 Libraries Transformation Programme (draft Libraries Strategic Commissioning Strategy) *(Pages 43 - 474)*
Report by Director of Communities, Economy and Transport

7 Proposed closure of Rodmell CE Primary School *(Pages 475 - 490)*
Report by Director of Children's Services

8 Authorised Banking Arrangements *(Pages 491 - 492)*
Report by the Chief Operating Officer

9 Any other items considered urgent by the Chair

10 To agree which items are to be reported to the County Council

PHILIP BAKER
Assistant Chief Executive
County Hall, St Anne's Crescent
LEWES BN7 1UE

11 September 2017

Contact Andy Cottell, 01273 481955,

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NOTE: As part of the County Council's drive to increase accessibility to its public meetings, this meeting will be broadcast live on its website and the record archived for future viewing. The broadcast/record is accessible at

www.eastsussex.gov.uk/yourcouncil/webcasts/default.htm

CABINET

MINUTES of a meeting of the Cabinet held on 18 July 2017 at County Hall, Lewes

PRESENT Councillors Keith Glazier (Chair)
Councillors Nick Bennett, Bill Bentley, David Elkin (Vice Chair), Carl Maynard, Rupert Simmons, Bob Standley and Sylvia Tidy

Members spoke on the items indicated

Councillor Charles Clark	– item 5 (minute 17)
Councillor Davies	– item 5 (minute 17)
Councillor Ensor	– item 5 (minute 17)
Councillor Shuttleworth	– item 5 (minute 17)
Councillor Stogdon	– item 5 (minute 17)
Councillor Tutt	– item 5 (minute 17)
Councillor Ungar	– item 5 (minute 17)
Councillor Webb	– item 5 (minute 17)

15 MINUTES OF THE MEETING HELD ON 27 JUNE 2017

15.1 The minutes of the Cabinet meeting held on 27 June 2017 were agreed as a correct record

16 REPORTS

16.1 Copies of the reports referred to below are included in the minute book

17 EAST SUSSEX BETTER TOGETHER ALLIANCE ACCOUNTABLE CARE MODEL: FUTURE ORGANISATIONAL ARRANGEMENTS

17.1 The Cabinet considered a report by the Director of Adult Social Care and Health together with comments from the East Sussex better Together Scrutiny Board

17.2 It was RESOLVED to:

1) agree a new health and care organisation (Option 4) as the preferred option for the East Sussex Better Together (ESBT) Accountable Care Model and agree the proposed map for implementation by 2020 (Appendix 5), noting that the key next steps and phasing for implementation will take place over the summer; and.

2) agree to strengthening the current ESBT Commissioner Provider Alliance arrangement by April 2018 by implementing the following elements:

- A single point of leadership for strategic commissioning;

- A single pooled budget for our ESBT health and care economy with Eastbourne Hailsham Seaford and Hastings and Rother Clinical Commissioning Groups (CCGs);

- A fully integrated governance structure to support a single pooled health and social care commissioning budget;

- A single point of leadership for delivery and how services are organised, and;
- Reinforcing performance and monitoring against an integrated Outcomes Framework.

Reason

17.3 The report focuses primarily on the ESBT health and social care system. The potential scale of the proposed changes will have a significant impact on ESCC as well as the other partners. The work will continue to be developed with clear consideration of both aspects. Strong progress has been made during the first 150-week phase to redesign care pathways and services, and much of our initial transformation work is now core business. As reports to Cabinet have previously highlighted however, it is clear that this is not enough in itself to ensure the required transformation and secure a sustainable health and care system and quality services for the population we serve. We have now arrived at a point where we need to decide what the embedded structure for our ESBT model needs to look like in the future, to deliver our objective of a fully integrated and sustainable health and social care system for our local population in the long term.

17.4 Cabinet has previously agreed that moving to a fully integrated model of accountable care offers the best opportunity to achieve the full benefits of an integrated health and social care system, and that a transition year of accountable care under an alliance arrangement would allow for the collaborative learning and evaluation to take place between the ESBT programme partners and other stakeholders. Discussion and engagement with our stakeholders about the evaluation criteria and the proposed weightings has helped to shape the options appraisal exercise. Undertaking an appraisal of the available options collectively as an ESBT Alliance with the involvement of key stakeholders has contributed to and strengthened our decision-making process. This has helped us to develop consensus locally to identify that overall a new health and care organisation (Option 4) is the preferred legal vehicle to deliver our ESBT objectives, in keeping with the expectations of our local stakeholders.

17.5 Taking practical action during 2017/18 to strengthen our current ESBT commissioner provider alliance arrangement, to incrementally change the way we are organised, will ensure that benefits can be realised both in year, as well as helping us to achieve the longer term objective of implementing a new health and care organisation by 2020. Such action, given the significant potential implications of the proposed changes, for the discharge of the Council's statutory and financial responsibilities will be fully considered in further reports to Cabinet. A map setting this out was included in Appendix 5.

18 INTERNAL AUDIT ANNUAL REPORT AND OPINION 2016/17

18.1 The Cabinet considered a report by the Chief Operating Officer.

18.2 It was RESOLVED – to note the internal audit service's opinion on the Council's control environment.

Reason

18.3 Reasonable assurance can be provided that East Sussex County Council had in place an adequate and effective framework of governance, risk management and internal control for the period 1 April 2016 to 31 March 2017.

19 ASHDOWN FOREST TRUST FUND

19.1 The Cabinet considered a report by the Chief Operating Officer.

19.2 It was RESOLVED - to note the report and the Ashdown Forest Trust's Income and Expenditure Account for 2016/17 and Balance sheet as at 31 March 2017.

Reason

19.3 To note the final accounts for the Ashdown Forest Trust for 2016/17.

20 ITEMS TO BE REPORTED TO THE COUNTY COUNCIL

20.1 The Cabinet agreed that item 7 should be reported to the County Council.

[Note: The item being reported to the County Council refers to minute number 19]

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Report to: **Cabinet**

Date: **19 September 2017**

Report by: **Chief Executive**

Title: **Council Monitoring Report – Q1 2017/18**

Purpose: **To report Council Plan and Finance monitoring for quarter 1 2017/18**

RECOMMENDATIONS

Cabinet is recommended to:

1) note the latest monitoring position for the Council

1. Introduction

1.1 This report sets out the Council's position and year-end projections for the Council Plan targets, Revenue Budget, Capital Programme, Savings Plan, together with Risks for quarter 1 (April – June) 2017.

1.2 Broad progress against the Council's four strategic priority outcomes is summarised below and an overview of finance and performance data is provided in the Corporate Summary at Appendix 1. Strategic risks are reported at Appendix 7.

2. Carry over report for 2015/16 Council Plan

2.1 Three measures were carried over from quarter 4 reporting on the 2016/17 Council Plan. Measures are carried over when action has been completed but the outturn data was not available for reporting at the year-end. Outturns for the three measures are:

- NHS Health Checks: % of the eligible population offered an NHS Health Check. Final outturn red, 17.3% (target 20%); however 2016/17 was the fourth year of a five year cycle, and with 82% of eligible people offered a Health Check at the end of 2016/17 we are currently on course to offer a Health Check to 100% of eligible people by the end of the five year period (end of 2017/18)
- Smoking Cessation: Number of persons attending East Sussex NHS Stop Smoking Services who quit smoking four weeks after setting a quit date. Final outturn red, 1,433 (target 2,102). The number of people quitting smoking was impacted on by lower than expected demand and performance of stop smoking services, despite recovery plans being agreed. The contract with the specialist stop smoking service provider has now ended and a new integrated lifestyle service commenced in August 2017, consequently the ability to influence the provider during the notice period was limited
- Access to Genito-Urinary Medicine (GUM) clinics: % of first attendances seen within 2 working days. Final outturn green, 96.2% (target 95%)

Further information on the NHS Health Checks and Smoking Cessation targets which weren't met at the end of 2016/17 can be found in Appendix 2 Adult Social Care and Health.

3. Overview of 2017/18 Council Plan

3.1 Following year-end the Council Plan and Portfolio Plans 2017/18 – 2019/20 have been refreshed with completed outturns and some changes to the performance measures and targets. The updated plans are available on our website.

3.2 At quarter 1, the projected year-end overspend within service departments is £3.0m. Services are working on strategies and actions to reduce or mitigate this overspend. The main areas of overspend are:-

- £2.2m in Children's Services mainly due to the increases in packages for young people with complex needs within Early Help and Social Care. The department is working to contain this pressure, but it is increasing, in addition to those ISEND related pressures currently included for future years in the Medium Term Financial Plan. The department is

also currently confirming which budgets would be pooled and/or integrated under the Accountable Care Organisation, and considering whether there are any associated risks.

- £1.1m overspend in Adult Social Care mainly due to a continued pressure on the independent sector, reflecting increases in the number, complexity and cost of care packages. There continue to be a number of significant unknowns that could impact on the financial position, including the impact of the transitional year of health and social care integration, and Strategic Investment Plan, within East Sussex Better Together and the recently announced Local System Review of social care and health in East Sussex, which will be carried out by the Care Quality Commission this autumn.

3.3 There are budget pressures across all departments, within Communities, Economy and Transport; Business Services; and Governance; these are being successfully contained and there is a small underspend of £0.3m being reported across these services.

3.4 The quarter 1 position is a significant improvement when compared to the projected year-end overspend of £12.9m within service departments at quarter 1 2016/17. This is reflective of the work undertaken as part of the RPPR process in autumn 2016 to address the underlying demand pressures affecting both Adult Social Care and Children's Services, and the extra investment made in both services in the 2017/18 Budget, however, the pressures are more significant than anticipated which has resulted in the service overspend detailed at 3.2.

3.5 Work is ongoing to reduce or mitigate the overspend, however, the general contingency provision of £3.4m is available. Current forecasts indicate £3m of the general contingency will be used to reduce the projected overspend. Should the position remain unchanged there will therefore be a general contingency surplus of £0.4m, noting the significant risk and uncertainty outlined in 3.2 above in relation to current service projections.

3.6 The quarter 1 capital programme is monitored against the revised programme submitted to the Council as part of State of the County in June. The forecast expenditure for the year is projected at £95.4m against a current budget of £99.7m, a variation of £4.3m. The variation comprises £4.4m slippage offset by a net overspend of £0.1m.

3.7 The slippage comprises:-

- £1.5m on Terminus Road where further delays have been identified as a result of the necessary redesign of the bus routes.
- £1.2m on Queensway Depot due to delays in finding a suitable site.
- £0.7m in ASC mainly the result of lower than anticipated demand for house adaptations and older peoples service improvements.
- £0.5m in BSD mainly the result of lower than anticipated uptake on SALIX loans and for delays to property Agile Works.
- £0.3m on Exceat Bridge, following confirmation of the additional allocation of the National Productivity Investment Fund the Council has been able to enhance the project for the construction of a new two lane bridge.
- £0.2m in CSD the result of lower than anticipated demand for house adaptations for disabled children's carer's homes.

3.8 The over and underspend comprises:-

- £0.7m overspend on Hastings library. This is due to unforeseen issues with the front façade.
- £0.5m underspend on EDS Incubation Units. This is following a reduction in the number of planned units.
- £0.1m underspends in CET reflecting the finalisation of a couple of projects slightly below budget.

It is proposed that the net overspend of £0.1m is funded from the £11.3m Capital Risk provision.

3.9 The Strategic Risk Register, Appendix 7, has been reviewed and updated to reflect the Council's risk profile. Risk 11 (Apprenticeship levy) and Risk 12 (Cyber attack) have been updated and also have updated risk control responses. Risk 1 (Roads), Risk 4 (Health), Risk 5 (Reconciling Policy, Performance & Resources), Risk 6 (Local Economic Growth), Risk 9 (Workforce) and Risk 10 (Recruitment) all have updated risk control responses. No existing risks have been removed and all risk scores, both pre and post mitigation, remain unchanged.

4. Progress against Council Priorities

Driving economic growth

4.1 3,810 additional premises are now able to be connected to superfast broadband as part of our second contract of works to expand access across the county. 87% of premises in the implementation area are able to receive speeds of 24mbps or above (Appendix 5).

4.2 Trading Standards held 13 workshops, offering advice and training to 240 delegates in quarter 1. Workshops included a Scam Victim Awareness event, to educate people about scams, and Support with Confidence Business Training, for applicants who want to become members of the Support with Confidence scheme (Appendix 5).

4.3 14 carriageway asset improvement schemes were completed in quarter 1, investing almost £3.3m to improve the condition of the county's roads (Appendix 5).

4.4 There were 80 online training courses completed in our libraries in quarter 1, offering people help with topics such as IT, maths, English, and help to get online and use the internet (Appendix 5).

4.5 The new Social Value Measurement Charter was launched in quarter 1, resulting in two contracts being awarded with quantified economic, social and environmental benefits. The benefits include work experience opportunities, volunteer work with families with disabled children, and workshops for isolated parent carers (Appendix 3).

4.6 In 2013 76% of all East Sussex private, voluntary and independent nurseries, pre-schools and childminders were rated 'good' or 'outstanding' by Ofsted. After work by the Early Years Improvement Team this has risen to 96% against a national average of 93%, placing East Sussex as one of the top local authorities in the South East (Appendix 4).

Keeping vulnerable people safe

4.7 There was a reduction in the monthly average bed days lost due to delayed transfers from hospital care due to local NHS from 3,119 in quarter 4 of 2016/17 to 2,861 in quarter 1 2017/18. Key reasons for delays continue to be capacity of intermediate care, residential/nursing placements and homecare. A range of measures to manage delays are being taken forward across health and social care, including a focus on hospital assessments by Mental Health teams to reduce hospital delays for mental health clients and increasing support and assistance to families looking for placements which can account for around 20% of the weekly average delays (Appendix 2).

4.8 The rate of children with a Child Protection (CP) Plan is 51.1 per 10,000 children, against a target of 42.9. Possible reasons for the increases include: improved Early Help Services identifying more families in need of services; improved practices on neglect and child sexual exploitation identifying more children; and plans remaining open for longer (Appendix 4).

Helping people help themselves

4.9 During quarter 1, 1,601 adults were supported by STEPS, which helps people to remain independent and stay in their own home. This included 1,245 people helped with housing support, 293 supported through the Navigator service, and 63 supported through the Gateway Services (Appendix 2).

4.10 The Support with Confidence scheme now has 177 members, there were eight approvals for new members in quarter 1 (Appendix 2).

4.11 58 Integrated Support Workers have been recruited in quarter 1 to support hospital admission avoidance and increase timely hospital discharge as part of East Sussex Better

Together. The newly recruited staff are being trained and deployed, while recruitment to the remaining posts is ongoing (Appendix 2).

Making best use of resources

4.12 Brighton and Hove City Council formally joined the Orbis partnership as the final founding partner on 25 May 2017. Expanding the partnership allows for further shared efficiencies and provides a wider skills and knowledge base for all organisations (Appendix 3).

4.13 The Council has been reaccredited as compliant with the Government's Information Governance standards, achieving a score of 77% against the minimum standard of 70%. The standard ensures that our data is protected and also secure when shared with partners (Appendix 3).

4.14 There has been a 5% reduction in CO^2 emissions in quarter 1 when compared to the same quarter in 2016/17. Schools are showing a 4.5% reduction, while non-schools are showing a 5.6% reduction. A number of programmes are being offered and explored to further increase schools reductions in CO^2 emissions (Appendix 3).

Becky Shaw, Chief Executive

How to read this report

This report integrates monitoring for finance, performance and risk. The contents of the report are as follows:

- Cover report
- Appendix 1 Corporate Summary
- Appendix 2 Adult Social Care and Health
- Appendix 3 Business Services
- Appendix 4 Children's Services
- Appendix 5 Communities, Economy and Transport
- Appendix 6 Governance
- Appendix 7 Strategic Risk Register

Cover report, Appendix 1

The cover report and Appendix 1 provide a concise corporate summary of progress against our Council Plan Targets, Revenue Budget, Savings Targets, and Capital Programme.

The cover report highlights a selection of key topics from the departmental appendices, for the four Council priorities:

- driving economic growth;
- keeping vulnerable people safe;
- helping people help themselves; and
- making best use of resources.

More information on each of these topics is provided in the relevant departmental appendix referenced in brackets, e.g. (Appendix 2). More detailed performance and finance data is also available in the departmental appendices.

Departmental Appendices 2 - 6

The departmental appendices provide a single commentary covering issues and progress against key topics for the department (including all those mentioned in the cover report). This is followed by data tables showing progress against Council Plan Targets, Savings Targets, Revenue Budget, and Capital Programme for the department.

For each topic, the commentary references supporting data in the tables at the end of the appendix, e.g. **(ref i)**. The tables include this reference in the 'note ref' column on the right hand side. Where the commentary refers to the Revenue Budget or Capital Programme, it may refer to all or part of the amount that is referenced in the table, or it may refer to several amounts added together.

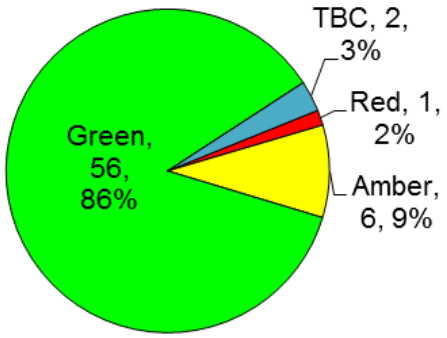
Strategic Risk Registers Appendix 7

Appendix 7 contains commentary explaining mitigating actions for all Strategic Risks.

Council Monitoring Corporate Summary – Q1 2017/18

Council Plan performance targets

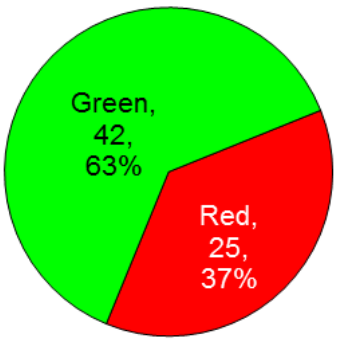
Priority	Red	Amber	Green	TBC
Driving economic growth	0	3	26	0
Keeping vulnerable people safe	1	0	8	2
Helping people help themselves	0	2	20	0
Making best use of resources	0	1	2	0
Total	**1**	**6**	**56**	**2**

Q1 2017/18	Q1 2017/18
There are 65 individual measures in the Council Plan. • Appendix 2 ASC – 2 amber, 2 TBC • Appendix 3 BSD – 1 amber, • Appendix 4 CSD – 1 red, 2 amber • Appendix 5 CET – 1 amber	

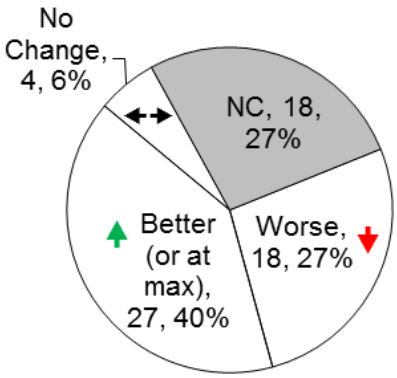
Final Council Plan outturn summary for year ending 2016/17

Three measures were reported as carry overs at the end of Q4 2016/17. Outturns for these measures are now available and the charts below summarise the final year end position for the 67 council plan targets applicable in 2016/17. Where available, performance improvement relative to 2015/16 is given under Direction of Travel.

2016/17 – Final



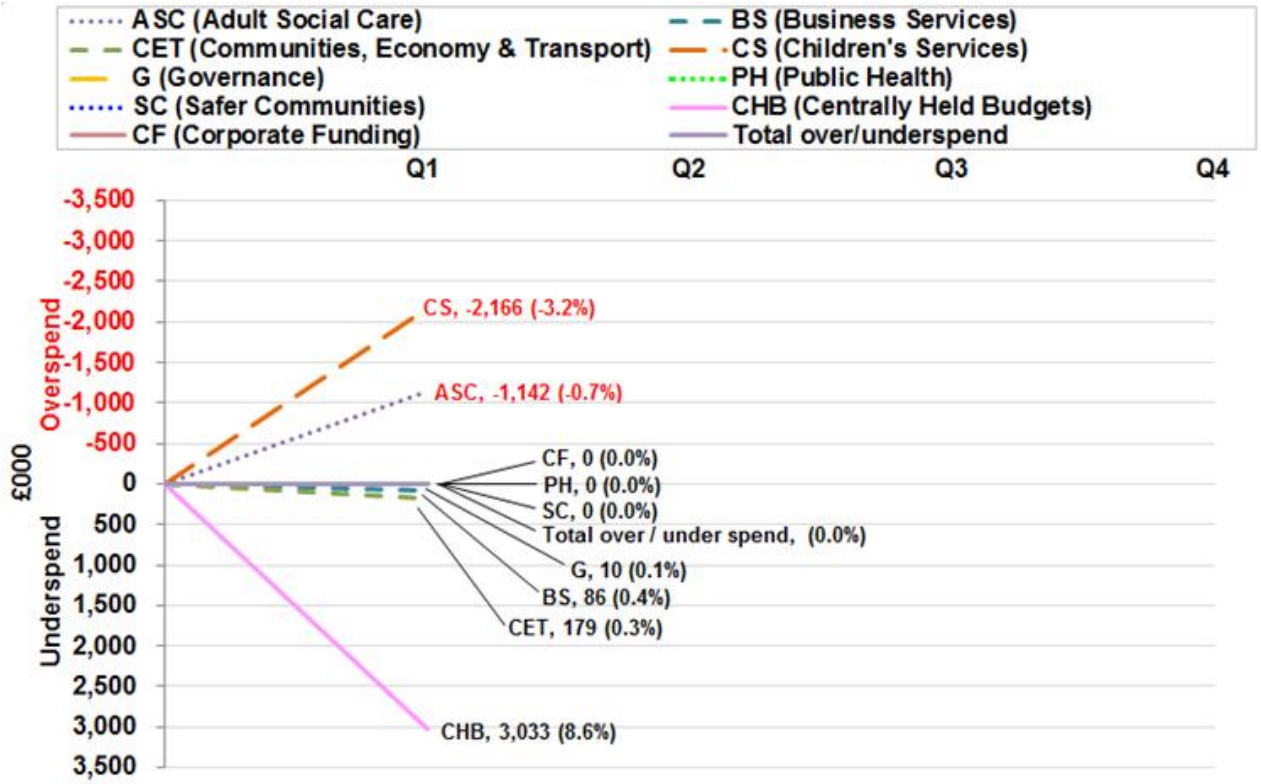
Direction of travel since 2015/16



Direction of Travel key

No change:	←→	Not Comparable	NC	Worse:	↓	Improved (or at maximum):	↑

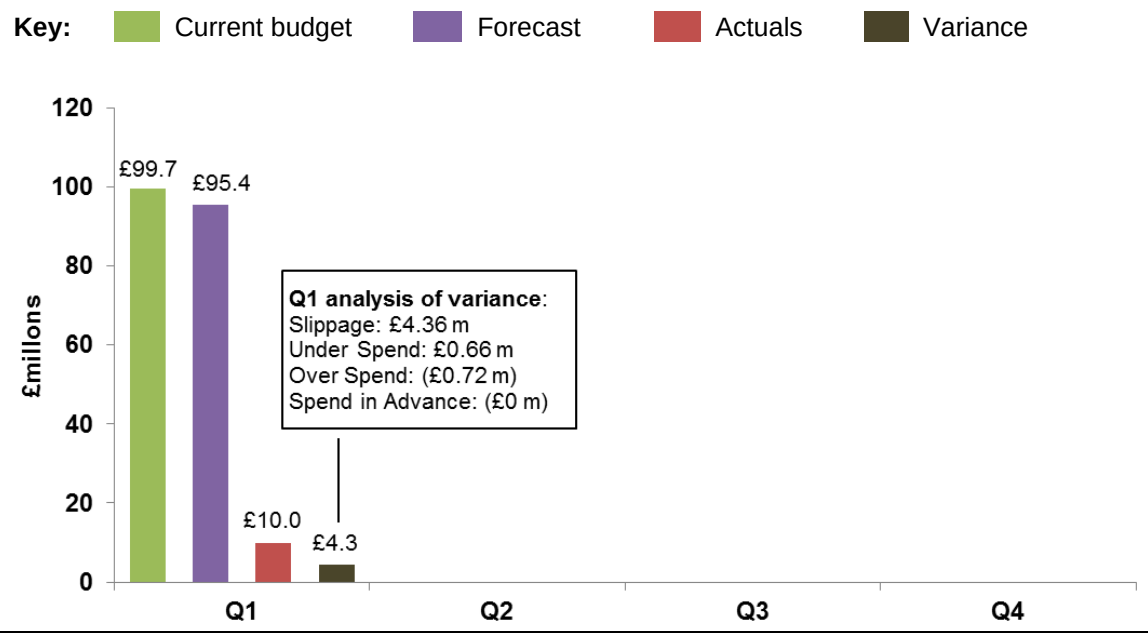
Revenue budget outturn (net £000)



Revenue budget summary (£000)									
	Planned (£000)			Q1 2017/18 (£000)					
				End of year outturn			(Over) / under spend		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
Service Expenditure									
Adult Social Care	251,574	(83,351)	168,223	253,314	(83,949)	169,365	(1,740)	598	(1,142)
Safer Communities	801	(416)	385	851	(466)	385	(50)	50	-
Public Health	34,937	(34,937)	0	34,937	(34,937)	-	-	-	-
Business Services	48,124	(27,037)	21,087	49,436	(28,434)	21,002	(1,312)	1,398	86
Children's Services	325,804	(257,047)	68,757	328,497	(257,574)	70,923	(2,693)	527	(2,166)
Communities, Economy & Transport	113,579	(50,195)	63,384	114,368	(51,163)	63,205	(789)	968	179
Governance Services	8,524	(1,244)	7,280	8,516	(1,246)	7,270	8	2	10
Total Service Spend	**783,343**	**(454,227)**	**329,116**	**789,919**	**(457,770)**	**332,149**	**(6,576)**	**3,543**	**(3,033)**
Centrally Held Budgets									
Treasury Management	22,436	(1,500)	20,936	22,436	(1,500)	20,936	-	-	-
Funding Cap. Prog.	6,250	-	6,250	6,250	-	6,250	-	-	-
General Contingency	3,440	-	3,440	417	-	417	3,023	-	3,023
Contrib to Reserves	781	(3,882)	(3,101)	781	(3,882)	(3,101)	-	-	-
Pensions	6,456	-	6,456	6,456	-	6,456	-	-	-
Apprenticeship Levy	600	-	600	600	-	600	-	-	-
Levies	574	-	574	573	-	573	1	-	1
Corporate Grants	-	(58)	(58)	-	(71)	(71)	-	13	13
Other	305	-	305	309	-	309	(4)	-	(4)
Total Centrally Held	**40,842**	**(5,440)**	**35,402**	**37,822**	**(5,453)**	**32,369**	**3,020**	**13**	**3,033**
Corporate Funding									
Business Rates	-	(71,401)	(71,401)	-	(71,401)	(71,401)	-	-	-
Revenue Support Grant	-	(26,727)	(26,727)	-	(26,727)	(26,727)	-	-	-
Council Tax	-	(261,448)	(261,448)	-	(261,448)	(261,448)	-	-	-
Transition Grant	-	(2,696)	(2,696)	-	(2,696)	(2,696)	-	-	-
New Homes Bonus	-	(2,246)	(2,246)	-	(2,246)	(2,246)	-	-	-
Total Corporate Funding	**0**	**(364,518)**	**(364,518)**	**0**	**(364,518)**	**(364,518)**	**0**	**0**	**0**
Total	**824,185**	**(824,185)**	**0**	**827,741**	**(827,741)**	**0**	**(3,566)**	**3,556**	**0**

Revenue savings summary 2017/18 £000					
Department	**2017/18 (£'000) - Q1 Forecast**				
	Original target	**Target including items c/f from previous year(s)**	**Achieved**	**Slipped**	**Unachieved**
ASC	771	4,895	2,282	2,613	-
ESBT	36	36	36	-	-
BSD / Orbis	1,472	1,472	1,472	-	-
CS	3,440	3,700	3,607	93	-
CET	1,136	1,136	1,136	-	-
GS	270	270	270	-	-
Centrally Held	2,000	2,000	2,000	-	-
Total Savings	**9,125**	**13,509**	**10,803**	**2,706**	**0**
Variations to Planned Savings					
Permanent Variations	-	-	-	-	-
Total Permanent Savings & Variations	**9,125**	**13,509**	**10,803**	**2,706**	**0**
Temporary Variations	-	-	916	(916)	-
Total Savings with Variations	**9,125**	**13,509**	**11,719**	**1,790**	**0**
Savings RAGs:					
Achieved / Green	on track to deliver in the year				
Slipped / Amber	on track to deliver but not in the year, and there may be an offset variation				
Unachieved / Red	will not be delivered but there may be an offset variation				

Capital programme (gross £ millions) – approved projects



*This includes current budget for all finite current projects plus 5 years of rolling programmes.

Capital programme summary (£000)									
Approved project	**Total project – all years***		**2017/18 (£000)**						
			In year monitor Q1				**Analysis of variation**		
	Budget	**Projected**	**Budget**	**Actual to date**	**Projected 2017/18**	**Variation (over) / under budget**	**(Over) / under spend**	**Slippage to future year**	**Spend in advance**
ASC	14,977	14,960	1,842	524	1,167	675	17	658	0
BSD	311,593	311,518	24,929	2,588	24,261	668	75	593	0
CS	14,924	14,923	1,423	156	1,234	189	1	188	0
CET	608,728	608,878	71,489	6,748	68,720	2,769	(150)	2,919	0
GS	0	0	0	0	0	0	0	0	0
Total	**950,222**	**950,279**	**99,683**	**10,016**	**95,382**	**4,301**	**(57)**	**4,358**	**0**
Scheme Specific Income			25,923	3,020	24,937	986			
Capital Reserves			0	0	0	0			
Section 106			0	0	0	0			
Non Specific Grants			32,491	4,140	32,491	0			
Capital Receipts			2,003	0	2,003	0			
Revenue Contributions			7,292	2,856	7,292	0			
Borrowing			31,974	0	28,659	3,315			
Total			**99,683**	**10,016**	**95,382**	**4,301**			

Centrally held budgets

The Treasury Management (TM) Strategy, which provides the framework for managing the Council's borrowing requirement, continues to reflect a policy of ensuring minimum risk whilst aiming to deliver secure realistic investment income on the Council's cash balances. Investment rates available in the market have been stable during the quarter and have continued at historically low levels as a result of the low Bank Rate (0.25%). The average level of Council funds available for investment purposes during the quarter was £252m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme. The total amount received in short term interest for the quarter to 30 June 2017 was £0.317m at an average rate of 0.50%.

At 30 June 2017, the majority of the Council's external debt was held as long term loans (£271m), and no cost effective opportunities have arisen during the first quarter to restructure the existing debt portfolio. No borrowing was undertaken in the quarter. The budget for interest payable is projected to be breakeven. The budget for the Minimum Revenue Provision is projected to be breakeven.

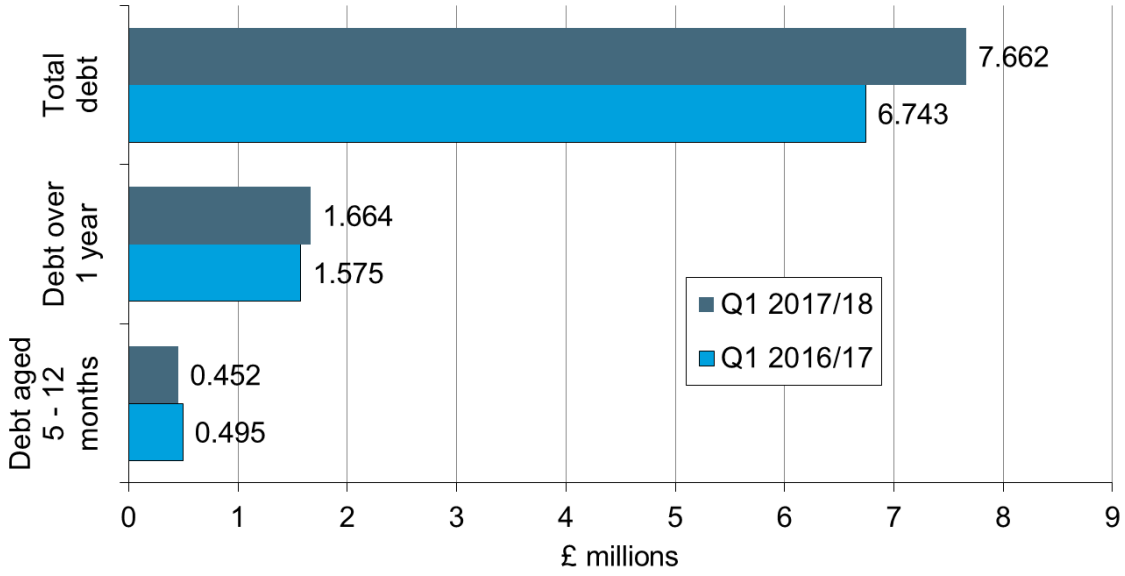
Centrally Held budgets include a general contingency of £3.4m, current forecasts indicate £3m of the general contingency will be used to reduce the projected service overspend.

General balances

The General Fund balance was £10.0m as at 31 March 2017. General balances allow the Council to manage unforeseen financial circumstances without the need to make immediate savings.

The Schools balances as at 31 March 2017 were £10.5m.

Outstanding debt analysis (£ millions)



Total Debt for Quarter 1 is £0.919m higher than the level a year ago. The reason for this is there have been four billing runs for Adult Social care over the period, where last year there were three.

The value of debt over 5 months at Quarter 1 has decreased to £2.116m when compared to the 2016/17 outturn of £2.276m. Aged Debt continues to be a high priority focus area with a continuous improvement approach to continually re-engineer systems and processes. Regular ASC debt case review meetings ensure that the most appropriate steps are taken to recover debt promptly in consideration of the residents' circumstances and in accordance with the Care Act.

Adult Social Care and Health – Q1 2017/18

Summary of progress on Council Priorities, issues arising, and achievements

Adult Social Care

Health and Social Care Integration – The plans for closer integration considered by Cabinet on 18 July have also been approved by the governing bodies of East Sussex Healthcare NHS Trust and Eastbourne, Hailsham & Seaford (EHS) and Hastings & Rother (HR) Clinical Commissioning Groups (CCG), as full members of the East Sussex Better Together (ESBT) Alliance. Sussex Partnership Foundation Trust will also be considering the proposals as an associate member of the Alliance at its board meeting in September. This is the next step towards strengthening our Alliance arrangement by April 2018, with the supporting legal framework and single leadership creating the conditions for moving towards a single health and care entity for East Sussex in the future. Moving towards a formal Accountable Care Alliance will provide improved health and wellbeing to the local population, improve the quality and experience of people's care and ensure financial sustainability and best use of resources.

Locality Link Workers are now in post. This role will act as a conduit between the statutory services and the community, building links between the community, voluntary services and the Integrated Locality Teams. The workers have a detailed understanding of the community and voluntary sector in their area, encouraging them to work collaboratively and working alongside practitioners to suggest additional support that may be available through the community and voluntary sector.

The ESBT programme has been awarded three awards at the Kent Surrey Sussex Leadership and Innovation awards which showcase improvements in services for local people. The awards received were:

- Lay Engagement Award won by the ESBT Public Reference Forum;
- Team Outstanding achievement (Business Professionals) won by ESBT Healthy Hastings and Rother team; and
- Team Outstanding achievement (Clinical Professionals) won by ESBT ASC Occupational Therapy team.

Better Care Fund (BCF) – NHS England, the Department of Health, and Department for Communities and Local Government have published the 2017-19 Integration and BCF planning requirements. NHS England outlines the minimum contributions required in the BCF from all partners - CCG and Local Authority within a Health and Wellbeing Board area. The total minimum 2017/2018 pooled budget for East Sussex is £54,880,491, rising to £59,962,448 in 2018/19.

The BCF supports the delivery of a range of ESBT and Connecting 4 You (C4Y) priorities. A detailed investment plan supports the use of the funding and this is aligned to the ESBT Alliance Strategic Investment Plan.

The BCF plans will be reviewed by the ESBT Alliance Executive and C4Y Programme Board prior to approval by the East Sussex Health and Wellbeing Board. BCF plans are to be submitted on 11th September 2017. A single round of assurance will follow with approval ratings expected by the end of October.

Percentage of referrals starting intervention within required timescales as per their priority level following discharge (ESBT) – The figures below cover the two CCGs that are part of ESBT - EHS CCG, and HR CCG.

In April and May - an average of 59% of interventions by Joint Community Rehabilitation (JCR) started within their required timescales; and an average of 95% of interventions for the Nursing Service **(ref iv)**. Increasing demands on the JCR service have impacted response times. A review of the service is planned in Q2 to agree future priorities and action required to support these, including improvements to response times.

Delayed Transfers of Care – In Q1 there was a monthly average of 2,861 bed days lost due to delayed transfers from hospital care due to local NHS, this is a decrease (performance improvement) on the monthly average of 3,119 in Q4 of 2016/17. Key reasons for delays continue to be capacity of intermediate care, residential/nursing placements and homecare.

A range of measures to manage delays are being taken forward across health and social care, including a focus on hospital assessments by Mental Health teams to reduce hospital delays for mental health clients and increasing support and assistance to families looking for placements which can account for around 20% of the weekly average delays.

There are now 58 Integrated Support Workers recruited to support hospital admission avoidance and timely hospital discharge. Staff already recruited are being trained and deployed across the county. Recruitment to the remaining posts is on-going.

In terms of the development of Care Home Plus to support hospital discharge, there are currently 15 new beds. There are another five imminent in the High Weald, Lewes and Havens (HWLH) area. Two posts are being funded through Eastbourne District, one will focus on Care Home Plus and the other on Step Up/Step Down beds in Extra Care settings. This dedicated resource should be able to facilitate the further roll out of Care Home Plus.

Pathways are being developed between Technology Enabled Care Services (TECS), SECAmb, Crisis Response, Health & Social Care Connect and Proactive Care to reduce hospital admissions. This will be achieved through emergency clinical community-based treatment and providing a proactive response to 'at risk' elderly frail adults to provide support which can prevent or delay hospital admissions and/or residential care.

Self-directed support – During Q1 100% (4,767) of working age adults and older people supported by Adult Social Care received self-directed support. 94.3% of new clients who received short-term service to increase their independence made no further request for support. The Support with Confidence scheme has reached 177 members.

Dementia – Capacity to enable achievement and maintenance of the national dementia diagnostic target (diagnostic rate of 67% of the estimated local prevalence of dementia) has been commissioned. Extensive efforts to increase referral rates to local Memory Assessment Services have resulted in a positive travel to target attainment of 66% in Q1.

'STEPS to stay independent' – During Q1 1,601 adults were supported by STEPS. This includes 1,245 adults supported with housing support, 293 adults supported through the Navigator service and 63 adults supported through the Gateway service.

Direct Payments – As at 30th June 2017, 32.1% of adults and older people were receiving Direct Payments **(ref iii)**. This equates to a total of 1,532 people. Core support for agency only managed accounts and the Direct Payment process in general will be moved in house to take effect from 4th September 2017. This will support the Direct Payment process and reduce the number of Direct Payments that fail in the early stages. Part of this work has included a review of the process which will also be implemented from 4th September 2017.

Safer Communities

Vulnerable Victims of Fraud & Scams – By the end of Q1, 47 organisations have joined the East Sussex Against Scams Partnership (ESASP) Charter which aims to make East Sussex a scam-free county by undertaking a number of scams prevention related activities.

Domestic, Sexual Violence & Abuse and Violence Against Women and Girls – Following the latest Multi-Agency Risk Assessment Conference (MARAC) audit, a number of strengths were identified, including evidence of inter-agency communication and robust safety planning before the MARAC. It highlighted good examples of safeguarding referrals being made and creative problem solving. There were also some areas of development identified which have been taken forward.

In June 2017, the Safer East Sussex Partnership, CGL and RISE, partnered with Women's Aid and Welsh Women's Aid to launch a new pilot scheme called 'Ask Me'. This scheme widens opportunities for survivors of domestic abuse to access the help they need from their communities. It provides free domestic abuse training to people living in East Sussex to become 'ask me ambassadors', who can respond to a disclosure of domestic abuse, and know where to signpost people for help.

Public Health

Sexual Health campaign – Our relaunched sexual health website www.eastsussexsexualhealth.co.uk and social media campaign raised awareness of accessible contraception and sexually transmitted infections (STI) testing services, including the home sampling service for STIs and HIV. The campaign resulted in an increase (Q1 2017/18 compared to Q1 2016/17) of more than double (611 more tests) in home based STI testing and almost doubled (35 more positive diagnoses) the cases of Chlamydia diagnosed.

Beat the Streets – To date, almost 40,000 people in East Sussex have walked and cycled 135,822 miles for Beat the Street – a mass participation physical activity programme challenging people to incorporate more physical activity into their everyday lives.

'One You' campaign – A number of campaigns to support people to make lifestyle changes. These include informing people that making small lifestyle changes such as eating well, drinking less alcohol, quitting smoking or being more active can double the chances of being healthy at 70 and beyond.

Health Checks – 2016/17 was the fourth year of a five year cycle to offer all eligible people an NHS Health Check (reported a quarter in arrears) **(ref i)**. Nationally we are one of the highest performing local authorities. 82% of the eligible population had been offered an NHS Health Check at the end of 2016/17, slightly higher than the target (80%), so we are on course to achieve 100% by 2018. However because of the early success, the proportion of the population offered a check in 2016/17 was lower than the 20% allocated for each year.

Smoking Cessation – To improve smoking cessation service performance **(ref ii)** a range of initiatives have been delivered (reported a quarter in arrears). Additional work has commenced to extend the provision of prescription only stop smoking medication to increase quits in pharmacies; streamline reporting systems in the HWLH area so that practices can focus on delivering the service and increasing activity; address variation between prescribing data and service attendance to identify where smokers may be receiving treatment from GP practices outside of a stop

smoking service and to prompt GP practices to record the smoking status of patients on an annual basis to enable proactive communications to registered smokers.

The Specialist Stop Smoking Service has now been re-commissioned as part of an Integrated Lifestyle Service to improve access to the full range of behaviour change support and is due to begin delivery in August 2017. It is expected that this model of delivery will provide more opportunities to engage with people who smoke.

Revenue Budget Summary

Adult Social Care – The forecast outturn is a £1.142m overspend **(ref viii)**, comprising a £1.421m overspend in the Independent Sector **(ref vi)** and a £279,000 underspend within Directly Provided Services and Assessment and Care Management **(ref vii)**.

The net budget of £168.223m incorporates savings of £4.895m, £4.124m of which slipped from the 2016/17 target. £2.282m is forecast to be permanently achieved in 2017/18, with £2.613m slipping to 2018/19 as a consequence of service overspend and delays in delivering specific service developments. A contribution of £916,000 from ESBT will offset slipped savings in 2017/18 only.

Independent Sector: there is continued pressure on services in 2017/18. The number of client approvals and the cost of packages increased by at least 5% compared to last year, on a like for like basis. This has directly impacted on the ability to deliver the £3m savings in Community Based services **(ref v)**, primarily within Physical Support, Sensory Support and Support for Memory and Cognition.

Directly Provided Services and Assessment and Care Management: Whilst Directly Provided Services are currently projected to underspend in 2017/18, there are some underlying pressures which reflect the slippage and re-phasing of £1.192m of service savings to 2018/19, made up of £771,000 within Management and Support and £421,000 for all other savings.

The ongoing pressure from 2017/18 will be reflected within the refreshed ESBT Strategic Investment Plan (SIP) to be produced shortly. The SIP identifies a range of schemes which will mitigate increasing demands on services.

Within the HWLH area work continues in 2017/18 to align our plans within the C4Y programme into a SIP for 2018/19.

Public Health – The Public Health (PH) core budget is £28.491m, including the PH grant allocation of £27.990m. The forecast is for underspending of £185,000 to occur due to staff vacancies **(ref ix)**, which will be transferred to the underspend reserve. In addition to this, £6.446m is forecast to be drawn from reserves to meet the costs of a number of one-off projects.

PH Reserves: At 30 June 2017, PH reserves are projected at year end to be £4.236m, comprising projects (£3.565m), and underspend (£671,000) reserves.

Capital Programme Summary – The Capital Programme is forecasting slippage of £658,000 and underspend of £17,000 against a total budget of £1.842m. There is slippage of £532,000 on House Adaptation **(ref xii)** because demand is lower than expected. There is also slippage of £50,000 on LD Service Opportunities **(ref xi)** where completion of garden projects at Hookstead and Grangemead is now expected in 2018/19 and slippage of £76,000 on Older People's Service Opportunities due to lower than expected demand **(ref x)**.

Measures marked carry over at year end 2016/17 Final outturn

Performance measure	Outturn 15/16	Target 16/17	16/17 RAG				2016/17 final outturn	Note ref
			Q1	Q2	Q3	Q4		
Helping people help themselves								
NHS Health Checks: % of the eligible population offered an NHS Health Check	21.8%	20%	G	G	A	R	17.3%	i
Smoking Cessation: Number of persons attending East Sussex NHS Stop Smoking Services who quit smoking four weeks after setting a quit date	2,041	2,102	R	R	R	R	1,433	ii
Access to Genito-Urinary Medicine (GUM) clinics: % of first attendances seen within 2 working days	97%	95%	G	G	G	G	96.2%	

APPENDIX 2

Performance exceptions (Q1 – Red and Amber RAG rated targets, and amendments)								
Performance measure	**Outturn 16/17**	**Target 17/18**	**17/18 RAG**				**Q1 17/18 outturn**	**Note ref**
			Q1	**Q2**	**Q3**	**Q4**		
Priority - Helping people help themselves								
Percentage of adults and older people receiving direct payments	33.3%	34%	**A**				32.1%	**iii**
The percentage of referrals starting intervention within required timescales as per their priority level following discharge (ESBT)	i) 63.2% (JCR) ii) 87.9% Nursing Service	i) 65% (JCR) ii) 88% Nursing Service	**A**				i) 59% (JCR) ii) 95% Nursing Service	**iv**

Savings exceptions (Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)					
Service description	**2017/18 (£'000) – Q1 Forecast**				**Note ref**
	Target	**Achieved**	**Slipped**	**Unachieved**	
Savings					
Community Based Services: Review and focus on services to meet personal care needs, in line with personal budgets	3,000	1,579	1,421	-	**v**
Commissioning Grants Prospectus	160	160	-	-	
Supporting People	509	163	346	-	
All Other Savings	1,226	380	846	-	
Total Savings	**4,895**	**2,282**	**2,613**	**0**	
Variations to Planned Savings					
None	-	-	-	-	
Permanent Variations	**0**	**0**	**0**	**0**	
Total Permanent Savings & Variations	**0**	**0**	**0**	**0**	
ESBT: Contribution to partly mitigate pressures	-	916	(916)	-	
Temporary Variations	**0**	**916**	**(916)**	**0**	
Total Savings with Variations	**4,895**	**3,198**	**1,697**	**0**	

Revenue budget										
Divisions	**Planned (£000)**			**Q1 2017/18 (£000)**						**Note ref**
				Projected outturn			**(Over) / under spend**			
	Gross	**Income**	**Net**	**Gross**	**Income**	**Net**	**Gross**	**Income**	**Net**	
Adult Social Care:										
Physical Support, Sensory Support and Support for Memory & Cognition	98,950	(39,874)	59,076	100,048	(39,756)	60,292	(1,098)	(118)	(1,216)	
Learning Disability Support	48,800	(4,081)	44,719	48,979	(3,941)	45,038	(179)	(140)	(319)	
Mental Health Support	7,950	(1,285)	6,665	7,785	(1,234)	6,551	165	(51)	114	
Subtotal Independent Sector	**155,700**	**(45,240)**	**110,460**	**156,812**	**(44,931)**	**111,881**	**(1,112)**	**(309)**	**(1,421)**	**vi**
Physical Support, Sensory Support and Support for Memory & Cognition	17,681	(5,160)	12,521	17,743	(5,211)	12,532	(62)	51	(11)	
Learning Disability Support	8,871	(1,154)	7,717	9,086	(1,188)	7,898	(215)	34	(181)	
Mental Health Support	2,521	(2,507)	14	2,270	(2,255)	15	251	(252)	(1)	
Substance Misuse Support	609	(153)	456	609	(153)	456	-	-	-	
Equipment & Assistive Technology	6,294	(2,987)	3,307	6,576	(2,994)	3,582	(282)	7	(275)	
Other	5,158	(2,957)	2,201	4,045	(1,923)	2,122	1,113	(1,034)	79	
Supporting People	8,293	(200)	8,093	8,574	(200)	8,374	(281)	-	(281)	

APPENDIX 2

Revenue budget										
Divisions	**Planned (£000)**			**Q1 2017/18 (£000)**						**Note ref**
				Projected outturn			**(Over) / under spend**			
	Gross	**Income**	**Net**	**Gross**	**Income**	**Net**	**Gross**	**Income**	**Net**	
Assessment and Care Management	26,453	(2,151)	24,302	27,517	(2,804)	24,713	(1,064)	653	(411)	
Management and Support	19,464	(20,842)	(1,378)	19,173	(21,909)	(2,736)	291	1,067	1,358	
Service Strategy	530	-	530	909	(381)	528	(379)	381	2	
Subtotal Directly Provided Services	**95,874**	**(38,111)**	**57,763**	**96,502**	**(39,018)**	**57,484**	**(628)**	**907**	**279**	**vii**
Total Adult Social Care	**251,574**	**(83,351)**	**168,223**	**253,314**	**(83,949)**	**169,365**	**(1,740)**	**598**	**(1,142)**	**viii**
Total Safer Communities	801	(416)	385	851	(466)	385	(50)	50	-	
Public Health:										
Health Improvement Services	5,383	-	5,383	5,381	-	5,381	2	-	2	
Drug and Alcohol Services	6,101	-	6,101	6,101	-	6,101	-	-	-	
Sexual Health Services	4,160	-	4,160	4,160	-	4,160	-	-	-	
Health Visiting and School Nursing	8,769	-	8,769	8,769	-	8,769	-	-	-	
NHS Health Checks	816	-	816	816	-	816	-	-	-	
Management Support and Public Health Programmes	3,262	-	3,262	3,079	-	3,079	183	-	183	
Transfer to Underspend Reserve	-	-	-	185	-	185	(185)	-	(185)	**ix**
Public Health Grant	-	(27,990)	(27,990)	-	(27,990)	(27,990)	-	-	-	
Public Health CCG and Other Income	-	(501)	(501)	-	(501)	(501)	-	-	-	
Sub Total for Core Services	**28,491**	**(28,491)**	**0**	**28,491**	**(28,491)**	**0**	**0**	**0**	**0**	
One Off Projects funded from Projects Reserve	6,446	(6,446)	-	6,446	(6,446)	-	-	-	-	
Total Public Health	**34,937**	**(34,937)**	**0**	**34,937**	**(34,937)**	**0**	**0**	**0**	**0**	

Capital programme										
Approved project	**Total project – all years (£000)**		**2017/18 (£000)**							**Note ref**
			In year monitor Q1 (£000)				**Analysis of variation (£000)**			
	Budget	**Projected**	**Budget**	**Actual to date**	**Projected 2017/18**	**Variation (over) / under budget**	**(Over) / under spend**	**Slippage to future year**	**Spend in advance**	
OP Service Improvements	536	536	76	-	-	76	-	76	-	**x**
Social Care Information Systems	4,257	4,257	17	-	-	17	17	-	-	
LD Service Opportunities	5,092	5,092	1,201	536	1,151	50	-	50	-	**xi**
Continuing Programme:										
House Adaptations for People with Disabilities	2,719	2,719	532	(1)	-	532	-	532	-	**xii**
Refurbishment – Registration standards	2,373	2,373	16	(11)	16	-	-	-	-	
Total ASC Gross	**14,977**	**14,977**	**1,842**	**524**	**1,167**	**675**	**17**	**658**	**0**	

Business Services – Q1 2017/18

Summary of progress on Council Priorities, issues arising, and achievements

Summary of successes and achievements – Brighton & Hove City Council (BHCC) formally joined the Orbis partnership (initially between East Sussex and Surrey County Councils) on 25 May 2017 as the final founding partner.

Governance arrangements have been updated to ensure BHCC have full voting rights on the Orbis Joint Committee. In addition, each council has agreed to increase the number of appointed Members on the Joint Committee to two per partner. To ensure all parties are protected and that the partnership is legally binding, an interim Inter Authority Agreement (IAA) has been signed that forms the legal basis for the partnership to cover the period April 2017 – March 2018, with a full IAA being developed to coincide with integration of budgets from April 2018.

Each service is developing plans for integrating BHCC into Orbis. This will mean differing approaches and timescales depending on the nature and complexity of each service. It is understood that the journey to integration can take time and is hugely complex due to factors such as different working practices, Information Technology systems, cultures and structures.

Unqualified external audit of accounts – The 2016/17 Statement of Accounts was completed 31 May and the Council's external auditor (KPMG) has given an unqualified "true and fair" audit opinion. KPMG praised the quality of Council's work and engagement throughout the process.

Building review – Following the recent fire at Grenfell Tower in London, a review is being carried out, of the East Sussex Estate, into the contractors and suppliers involved in the installation of the cladding at the tower block. The review covers an initial risk assessment of buildings with cladding; and a due diligence check of fire safety and business continuity arrangements. The review will look first at buildings used for housing or by vulnerable people and those of four or more storeys. Our early findings have not identified any sites that give us cause for concern.

Property operations – We aim to achieve a 2% reduction on last year's cost of occupancy of corporate buildings per sq metre. Following the reductions achieved in 2016/17, further reductions are expected in energy expenditure, particularly as the payback period on some energy efficiency schemes (funded through Salix) come to an end. Changes in calculating a property's rateable value are also expected to benefit the corporate estate. Ongoing plans to release office space through better occupancy design (supported by Agile working), is also expected to reduce our net expenditure – with detailed planning work underway in Eastbourne. However, unplanned increases in some large property support contracts will see costs increase, leading to a reduced level of cost reduction across the corporate estate and an increased risk of not achieving the 2017/18 target **(ref i)**.

During Q1, the Strategic Property Asset Collaboration in East Sussex (SPACES) partnership has continued to focus on 'Collaborative Workspace' and 'One Public Estate'.

Collaborative Workspace, providing hot desk spaces for partner staff across the county, will be available in early August with 50 users from various public sector partner organisations across East Sussex and Brighton & Hove. User workshops have been held and work continues on the roll out of the system access solution and identification of a suitable multi organisation booking system. This will help inform a business case for a wider roll out. A bid is being made to The Business and Local Government Data Research Centre to support the development of the business case with expert support from university researchers.

One Public Estate is an established national programme delivered in partnership by the Cabinet Office Government Property Unit and the Local Government Association. It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners. In 2016/17 we successfully bid for £100k for 2017/18 from Phase 5 of the One Public Estate for feasibility activity around seven projects to co-locate emergency services. Procurement activity is underway to bring in professional services for these feasibility studies. This will identify the benefits that can be delivered from these projects for the public purse and confirm whether they are viable to proceed. Project ideas are also being generated for a Phase 6 bid which will be submitted towards the end of the calendar year.

'Fulfilling Lives' (who work with people who have complex and multiple needs to tailor services to the individual and better align service delivery) has moved into St Mary's House. This takes the total outcomes delivered by SPACES to 52.

Asset Investment Strategy – Work on the strategy is progressing and Audit, Best Value and Community Services (ABVCS) Scrutiny Committee considered a report on 14 July.

Reduction in CO2 emissions – Q1 has seen a 5.0% decrease in carbon emissions compared to Q1 2016/17 (adjusted for warmer weather). Schools showed a 4.5% reduction and non-schools at 5.6%. Although there has been an improvement since Q4 results, gas consumption in primary schools is still higher than expected for Q1. A survey carried out with schools indicated that poor understanding of heating controls is likely to be a factor. The Energy team are working with a controls contractor to offer heating controls training, with 17 schools so far showing an interest. Options are also being explored for a package of efficiency improvements to schools' heating systems to be offered

alongside the schools lighting programme that is already underway. Practical advice on how to save energy is being issued to schools fortnightly, and 10 schools have so far signed up to a fourth cluster of energy efficiency workshops to begin in September. The Energy team are also working closely with Libraries to reduce energy consumption through good housekeeping measures and this appears to be having a significant impact on results. A range of efficiency measures are included in the planned programme, including a refurb at Linden Court, heating and lighting upgrades at Sidley Children's Centre, and boiler upgrades at Firwood House, Egerton Park and Peacehaven Youth Centre. A £450k programme of street lighting improvements is underway and expected to complete by the end of March 2018.

Apprenticeships – The Council aims to develop a strategy and action plan supporting the implementation of the Apprenticeship Levy within the Council, with a target for 2017/18 to finalise the Strategy and action plan. A key consideration of our approach is that it should be complimentary to the existing workforce development and training plans already in place in departments. Given the greater demands that the new standards will place on managers, from a service delivery perspective, a balance needs to be struck between seeking to achieve the 2.3% target and maximising our spend from the Levy, against distorting the composition of the workforce. A workforce led, 'grow our own' strategy, is therefore being reviewed rather than a target led one. In support of this, the apprenticeship standards are being written into job descriptions as a 'willingness to undertake vocational qualifications', thereby fostering a culture of training for new starters and their managers.

Social Value – We aim for at least 50% of Council procurement spend to be with local suppliers. The Q1 outturn for spend with local suppliers is 51% of the total spend (over the last 12 months we have spent £223.6m with 8,005 local suppliers).

The Social Value Measurement Charter was launched in Q1, resulting in two contracts being awarded with quantified economic, social and environmental benefits. The total value of these contracts was £460k, and £43k was secured in Social Value, over and above the contract deliverables. This represents a 9.5% Social Value commitment. The commitments included work experience opportunities, volunteer work with families with disabled children, workshops for isolated parent carers and a carbon management scheme for a replacement windows and door contract.

Savings achieved through procurement, contract and supplier management activities – Signed off savings are £0.3m at the end Q1. There are a number of established opportunities which will contribute to the 2017/18 planned savings. In addition to the established opportunities, the Procurement team will continue to work closely with services to identify new opportunities and projects in order to achieve the 2017/18 savings target.

IT & Digital infrastructure – We aim to retain and exceed compliance with Government Information Governance standards; to protect and enable the organisation to access its business information more flexibly and to share it securely with its partners (minimum standard 70%). Re-accreditation has just been achieved with a score of 77%.

99.8% of key services were available during core hours (08:00 to 17:00 Monday to Friday except Local Area Network, where availability has been extended to be 24/7), exceeding our target of 99%. Weekend and planned unavailability is excluded.

The 2016/17 annual IT Customer Survey showed 87% of staff were satisfied with the technology tools provided. The next annual survey will launch during Q3.

Wellbeing – The 2017/18 Q1 sickness absence outturn for the whole authority (excluding schools) is 1.94 days lost per FTE employee, which represents a decrease of 1.1% since the previous year. Stress related absence has seen a significant reduction; however it still continues to be the primary driver of absences across the organisation.

A number of management and support measures are in place to reduce and sustain reduction in absence. In addition to those referenced in previous quarters, activities included:

- Management Support including a series of videos providing guidance on the absence process, managers checklists and wellbeing plans, which have been well received by managers.
- Training and Development activities such as courses which aim to build individual resilience and are centred on the use of mindfulness techniques. Free 'drop in' mindfulness sessions continue to run at Eastbourne and Lewes, in addition to the Council's participation in an online mindfulness pilot programme (through LGA funding) to support staff to be resilient at work. 60 members of staff participated in this course which completed on 31 March 2017. The evaluation is now in process and will include data and recommendations for the future direction for employees who are absent with stress-related illness and will be published nationally.
- Return to work (RTW) initiatives. Dedicated reports relating to teams with particularly low RTW compliance rates are being produced and sent to the managers in question. On 12 June 2017 the new RTW form was launched with the aim of promoting relevant conversations and to enable appropriate signposting at the earliest opportunity. These revised dynamic forms provide tailored questions for specific conditions, for example stress and musculoskeletal absences. The RTW email has also been revised and reiterates the importance of having these conversations to prevent future absence.
- Employee support including preventive health initiatives offering Council staff work base health checks. This launched on 19 June 2017 with the aim to improve the health and wellbeing of adults aged 40-74 years through

the promotion of earlier awareness, assessment, and management. There has been a positive response to this with 140 employees having received a health check to date.

Revenue Budget Summary – The 2017/18 Business Services net revenue budget is £21.1m and includes the contribution to the Orbis budget of £15.3m. Services expect to achieve the £1.5m planned efficiency savings, the majority of this is from the contribution to Orbis (£1.2m), where partnership savings are being delivered mainly from staffing.

Orbis is in year two of a three year programme to deliver £8.6m of efficiencies and as a result is putting in plans to deliver £3.9m of savings this year and a further £3.9m next year. This has led to additional part year 2018/19 savings this year in Finance and Management leading to a forecast variance of £0.1m in the contribution to Orbis budget **(ref ii)**.

There is zero forecast variance on the budgets managed on behalf of the Council however there are some issues which could lead to a full year variance: the Property support contract is coming to an end and the Property team is working to minimise the impact; and IT &D are reviewing the suitability of the current datacentre.

Capital Programme Summary – The 2017/18 capital budget is £24.9m and includes the Schools Basic Need Programme (£9.1m). Property is currently forecasting an underspend of £0.1m on projects coming to an end: facilities for providing free school meals **(ref vii)** and the temporary-permanent project **(ref viii)**, and slippage of £0.6m on CBOSS £50K **(ref iii)**, The Link £69K **(ref iv)**, SALIX £235K **(ref v)**, and Property Agile Works £239K **(ref vi)**. There are some issues with the Early Years Programme but Property are reviewing this along with Schools Basic Need and are likely to propose some changes for the Q2 report.

Council Plan Performance Exceptions
(Q1 – Red and Amber RAG rated targets, and amendments

Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q1 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Making best use of resources								
Cost of occupancy of corporate buildings per sq. metre	£146 / sq. metre	143 / sq. metre	**A**				Unplanned increases in some large Property support contracts will see costs increase, leading to a reduced level of cost reduction across the corporate estate and increased risk of not achieving the 17/18 target.	**i**

Savings exceptions
(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)

Service description	2017/18 (£'000)				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
	1,472	1,472	-	-	
Total Savings	**1,472**	**1,472**	**0**	**0**	
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	**0**	**0**	**0**	**0**	
Total Permanent Savings & Variations	**1,472**	**1,472**	**0**	**0**	
	-	-	-	-	
Temporary Variations	**0**	**0**	**0**	**0**	
Total Savings with Variations	**1,472**	**1,472**	**0**	**0**	

The table below represents the East Sussex 2017/18 Revenue Budget, and includes a line which is the contribution to Orbis Partnership. The second table shows the total Orbis Partnership 2017/18 Revenue Budget, of which East Sussex make a contribution to shared costs of 30%.

Revenue Budget										
Divisions	**Planned (£000)**			**Q1 2017/18 (£000)**						**Note ref**
				Projected outturn			**(Over) / under spend**			
	Gross	**Income**	**Net**	**Gross**	**Income**	**Net**	**Gross**	**Income**	**Net**	
Business Operations	138	-	138	138	-	138	-	-	-	
Finance	2,710	(2,102)	608	2,748	(2,142)	608	(38)	39	-	
HR & OD	340	(419)	(79)	358	(438)	(79)	(19)	19	-	
IT &D	5,470	(4,891)	579	5,320	(4,741)	579	150	(150)	-	
Procurement	4	(36)	(33)	5	(36)	(32)	(1)	-	-	
Property	24,194	(19,589)	4,605	25,683	(21,078)	4,605	(1,490)	1,490	-	
Contribution to Orbis	15,269	-	15,269	15,183	-	15,183	86	-	86	
Total BSD	**48,124**	**(27,037)**	**21,087**	**49,436**	**(28,435)**	**21,001**	**(1,312)**	**1,398**	**86**	

Orbis Partnership Revenue Budget										
Divisions	**Planned (£000)**			**Q1 2017/18 (£000)**						**Note ref**
				Projected outturn			**(Over) / under spend**			
	Gross	**Income**	**Net**	**Gross**	**Income**	**Net**	**Gross**	**Income**	**Net**	
Business Operations	10,884	(5,617)	5,267	10,884	(5,617)	5,267	-	-	-	
Finance	10,326	(1,258)	9,068	10,201	(1,258)	8,943	125	-	125	
HR & OD	5,257	(582)	4,675	5,257	(582)	4,675	-	-	-	
IT &D	18,563	(1,608)	16,955	18,563	(1,608)	16,955	-	-	-	
Management	2,034	-	2,034	1,874	-	1,874	160	-	160	
Procurement	3,372	(156)	3,216	3,372	(156)	3,216	-	-	-	
Property	11,101	(1,660)	9,441	11,101	(1,660)	9,441	-	-	-	
Total Orbis	**61,537**	**(10,881)**	**50,655**	**61,252**	**(10,881)**	**50,370**	**285**	**0**	**285**	
ESCC Contribution			15,269			15,183			86	**ii**

Capital programme										
Approved project	**Total project – all years (£000)**		**2017/18**							**Note ref**
			In year monitor Q1 (£000)				**Analysis of variation (£000)**			
	Budget	**Projected**	**Budget**	**Actual to date**	**Projected 2017/18**	**Variation (over) / under budget**	**(Over) / under spend**	**Slippage to future year**	**Spend in advance**	
Core Systems Development	1,268	1,268	50	-	-	50	-	50	-	**iii**
The Link	2,718	2,718	69	(1)	-	69	-	69	-	**iv**
SALIX Contract	4,032	4,032	335	37	100	235	-	235	-	**v**
Property Agile Works	9,606	9,606	1,195	109	956	239	-	239	-	**vi**
Capital Building Improvements	85,386	85,386	9,723	439	9,723	-	-	-	-	
ICT Strategy Implementation	27,557	27,557	2,499	189	2,499	-	-	-	-	
Schools Basic Need	166,228	166,228	9,057	1,705	9,057	-	-	-	-	
Early Years	4,765	4,765	1,881	96	1,881	-	-	-	-	
Universal Infant Free School Meals	1,954	1,899	84	-	29	55	55	-	-	**vii**
Other Schools & CSD Projects	8,079	8,059	36	14	16	20	20	-	-	**viii**
Total BSD Gross	**311,593**	**311,518**	**24,929**	**2,588**	**24,261**	**668**	**75**	**593**	**0**	

Children's Services – Q1 2017/18

Summary of progress on Council Priorities, issues arising, and achievements

Summary of successes and achievements:

The Early Years Improvement Team works with all private, voluntary and independent nurseries, pre-schools and childminders to improve Ofsted outcomes and raise quality for all children under five in East Sussex. In 2013, 76% of all East Sussex settings were graded as 'good' or 'outstanding' by Ofsted. Through the hard work of a dedicated team of officers this had risen to 96% (based on Ofsted figures), placing East Sussex as one of the top local authorities in the South East and above the national average of 93%. The team has worked exceptionally hard to provide information, advice, guidance and support to ensure that all children can attend a high quality early years setting.

The Hastings Primary Placement Panel (HPPP) has significantly improved inclusion and permanent exclusion rates for the 20 schools involved. In academic year 2015-16, HPPP schools permanently excluded 15 children, which was 40.5% of the total primary permanent exclusions across East Sussex. Over academic year 2016-17 to 11.07.2017, HPPP schools permanently excluded four children, which was 19.0% of the total primary permanent exclusions across East Sussex. This significant achievement is a good example of successful joint working between head teachers and council officers.

Harbour Primary and Nursery school was assessed by the National Nurture Group Network on the 3 July 2017 and awarded the Marjorie Boxall Quality Mark Award for their nurture provision; the first East Sussex school to achieve this. Nurture is an in-school, teacher-led psychosocial intervention that effectively replaces missing or distorted early nurturing experiences for both children and young adults; schools identify children with social, emotional and/or behavioural needs that would benefit from this intervention. Nurture classes typically have 6-8 children and the children usually attend nurture for four mornings or afternoons, maintaining contact with their base class for register and some curriculum elements. The children's social and emotional needs are initially assessed and this feeds into the planning of specific activities to support the development of these key areas, so that children can learn to self-regulate their emotions, access the curriculum alongside their peers, and progress. We supported Harbour through the application process, and will be supporting four more primary schools through this process over the next academic year. This is a significant achievement for the school and another good example of schools and the Council working together to ensure the very best provision is available to vulnerable pupils.

Our innovative i-Rock service for young people in Hastings was highly commended in the 'Redesign of Care in Mental Health' category in the recent NHS national awards for innovative practice. This is a fantastic achievement following its success in winning a regional award. i-Rock provides a multi-agency drop-in service to young people aged 14-25, promoting early intervention and support to young people experiencing mental health, wellbeing, employment and housing issues. The successful collaborative working with local, statutory, and voluntary and community sector partners to mobilise the project, has established effective referral pathways, for example with GP practices, and improvements to young people's health outcomes.

Attainment gap for disadvantaged pupils – In year data, collected from schools, suggests that the percentage point gap between disadvantaged pupils and their peers for both the expected standard in reading, writing and maths combined at Key Stage 2 and Attainment 8, may be wider than the national average. (From summer 2016, Attainment 8 and Progress 8 became the key accountability measures for secondary schools. Attainment 8 scores are calculated from a suite of eight qualifications (including maths and English) and the point scores awarded to each grade.) Lack of progress for disadvantaged pupils is a particular problem in coastal areas for the following reasons:

- particular difficulties in recruiting good teachers in coastal towns
- schools in coastal towns are likely to have higher proportions of children whose families are unemployed and can have low aspirations for their children
- a higher concentration of white working-class pupils, who are often the lowest achievers in exams

The Department for Education Hastings Opportunity Area initiative funding is designed to address these problems and will be complimented by work across the county addressing the specific underperformance issues. Schools are being challenged to raise expectations and robustly tackle the issues associated with progress of all pupils and groups of pupils. It remains a key priority area for the Council to work with Early Years, Primary and Secondary Schools. We will report further as provisional data becomes available at Q2 for Key Stage 2 and Q3 for Attainment 8 **(ref i and ii)**.

Children subject to Child Protection (CP) plans – The rate of children with a CP plan is 51.1 per 10,000 (541 children) which is above the target rate of 42.9 (454 children) **(ref iii)**. The Heads of Service for Locality, Early Help and Safeguarding are currently conducting more audit work to consider thresholds and whether there are any themes emerging. Possible reasons for the increase include improved Early Help services identifying more families in need of services, improved practice on neglect and child sexual exploitation identifying more older children in need of a plan and that plans are remaining open for longer. The table below shows the increase in the number of current CP plans by key abuse categories:

Current plans % in the top risk/abuse categories	April 2016	April 2017	Change
Emotional abuse	255	266	+11
Neglect	160	177	+17
Physical abuse	24	34	+10
Sexual abuse	18	52	+34

There has been an increasing need to provide high cost, bespoke care packages for a small number of young people with complex and challenging needs which has resulted in an overspend within Early Help and Social Care. Pressure has also arisen from the ongoing need of further foster agency placements.

Inclusion Special Educational Needs and Disabilities (ISEND) – ISEND continues to see a significant number of pupils being identified by schools as requiring specialist provision. We are implementing a number of strategies to reduce demand and these are having an impact, but the level of provision still remains high. Once the new school year starts in September we will have a clearer view of any further pressures for places and also of the impact of our strategies to reduce demand, particularly for students in post 16 education. Further increases in demand may create a budgetary pressure, which will need to be monitored.

Revenue Budget Summary – The £68.757m net CSD budget is forecast to be overspent by year end by £2.166m **(ref vii)**. £2.153m of this overspend is within Early Help and Social Care **(ref v),** due to the increases in packages for young people with complex needs mentioned above in the Child Protection plans commentary.

Communication, Planning and Performance **(ref vi)** is currently forecasting online with budget. As in prior years, pressures against this forecast within Home to School Transport are likely to increase in Q2 following inclusion of the September school intake. It is expected that the number of children with high needs will continue to increase. Currently the impact of this is not possible to gauge. The Department is working with CET to further develop the forecasting methodology.

Within the above outturn position, £3.607m **(ref iv)** of the planned £3.700m savings for 2017/18 are forecast to be achieved, with £0.093m slipped to future years. These savings figures also include £0.260m of savings brought forward from 2016/17.

Capital Programme Summary – At Q1 there is a forecast expenditure of £1.234m against an approved programme of £1.423m. Of the variance £188k is slippage against House Adaptations where demand is lower than expected for the year **(ref viii)**.

Performance exceptions
(Q1 – Red and Amber RAG rated targets, and amendments)

Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q1 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
The percentage point gap between disadvantaged pupils achieving at least the expected standard in reading, writing and maths combined at Key Stage 2, and their peers	Ac year 15/16 ESCC: 23% Nat. Ave: 22%	Ac year 16/17 At or below the national average	A				Provisional data reported at Q2	i
The gap between Attainment 8 overall score for disadvantaged pupils, and Attainment 8 overall score for non-disadvantaged pupils	Ac year 15/16 ESCC 15% Nat av. 12.3%	Ac year 16/17 1.5 points or less above the national average	A				Provisional data reported at Q3	ii
Priority – Keeping vulnerable people safe								
Rate of children with a Child Protection Plan (per 10,000 children)	45.0 per 10,000 (476 children)	42.9	R				51.1 (541 children)	iii

Savings exceptions (Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)					
Service description	**2017/18 (£'000) – Q1 Forecast**				**Note ref**
	Target	**Achieved**	**Slipped**	**Unachieved**	
Savings					
Early Help	673	673	-	-	
Children's Support Services (including Music, Watersports, DofE and Safeguarding qualify assurance)	345	345	-	-	
Home to School Transport	488	488	-	-	
Locality Services	70	-	70	-	
Specialist Services	203	180	23	-	
Looked after Children	990	990	-	-	
SLES	122	122	-	-	
Other	809	809	-	-	
Total Savings	**3,700**	**3,607**	**93**	**0**	**iv**
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	**0**	**0**	**0**	**0**	
Total Permanent Savings & Variations	**3,700**	**3,607**	**93**	**0**	
	-	-	-	-	
Temporary Variations	**0**	**0**	**0**	**0**	
Total Savings with Variations	**3,700**	**3,607**	**93**	**0**	

Revenue budget										
Divisions	**Planned (£000)**			**Q1 2017/18 (£000)**						**Note ref**
				Projected outturn			**(Over) / under spend**			
	Gross	**Income**	**Net**	**Gross**	**Income**	**Net**	**Gross**	**Income**	**Net**	
Central Resources	3,165	(4,485)	(1,320)	3,178	(4,485)	(1,307)	(13)	-	(13)	
Early Help and Social Care	57,872	(10,892)	46,980	61,593	(12,461)	49,132	(3,722)	1,569	(2,153)	**v**
Education and ISEND	81,544	(4,039)	76,505	80,544	(4,039)	76,506	-	-	-	
Communication, Planning and Performance	20,309	(4,370)	15,939	20,309	(4,370)	15,939	-	-	-	**vi**
DSG non Schools	-	(69,347)	(69,347)	-	(69,347)	(69,347)	-	-	-	
Schools	162,872	(162,872)	-	162,872	(162,872)	-	-	-	-	
Total Children's Services	**325,804**	**(257,047)**	**68,757**	**328,497**	**(257,574)**	**70,923**	**(2,693)**	**527**	**(2,166)**	**vii**

Capital programme										
Approved project	**Total project – all years (£000)**		**2017/18 (£000)**							**Note ref**
			In year monitor Q1 (£000)				**Analysis of variation (£000)**			
	Budget	**Projected**	**Budget**	**Actual to date**	**Projected 2017/18**	**Variation (over) / under budget**	**(Over) / under spend**	**Slippage to future year**	**Spend in advance**	
Shinewater School - fire damage	-	-	-	38	-	-	-	-	-	
Direct to schools-s106 allocations	185	185	65	-	65	-	-	-	-	
Family Contact	188	188	32	-	32	-	-	-	-	
House Adaptations for Disabled Children's Carers	1,068	1,068	288	62	100	188	-	188	-	**viii**
Schools Delegated Capital	8,685	8,685	899	(40)	899	-	-	-	-	
Schools Information Hub - Czone replacement	230	230	86	44	86	-	-	-	-	
Exceat Canoe Barn Changing Rooms	24	24	-	-	-	-	-	-	-	
Lansdowne SCH Grant	260	260	53	52	52	1	1	-	-	
Total CSD Gross	**10,640**	**10,640**	**1,423**	**156**	**1,234**	**189**	**1**	**188**	**0**	

Communities, Economy & Transport – Q1 2017/18

Summary of progress on Council Priorities, issues arising, and achievements

Summary of successes and achievements – 13 Trading Standards workshops were held in Q1 offering advice and training to 240 delegates; including a Scams Victim Awareness event, to educate people about scams; and Support with Confidence Business Training, for applicants who want to become members of the Support with Confidence scheme. Trading Standards also made 34 positive interventions to protect vulnerable people from rogue trading or financial abuse; interventions included visiting victims, and installing call blockers for people who had been targeted over the phone. 14 carriageway asset improvement schemes have been delivered in Q1 investing almost £3.3m to maintain and improve the condition of the county's roads. There were 80 online training courses completed in our libraries in Q1, offering people help with topics such as IT, maths, English, and help to get online and use the internet. Battle Library has reopened after a full refurbishment which saw new carpets, lighting, furniture and shelving installed; the children's section of the library has also been completely revamped. Over £3m of external funding has been secured to provide business support and inward investment services through the Growth Hub and Locate East Sussex. There was a 69% reduction in complaints received by the department in 2016/17 compared to 2015/16, from 243 to 76; there was also a 16% rise in compliments received, from 619 to 716. An additional 3,810 premises are now able to be connected to superfast broadband as part of our second programme of works.

East Sussex Growth Hub (GS) – The South East Business Boost (SEBB) programme to extend and enhance the services offered by the Growth Hub has seen the contract to run the service, worth £950k, tendered and awarded to the Let's Do Business Group in June. In addition, further investment of £850k will be made available to East Sussex businesses through the SEBB Growth Grants programme, which is currently on target with over £40k of grants having been awarded which will result in £100k of private sector match funding.

Inward Investment (GS) – One Grants and Loans panel was held in June, with three businesses awarded East Sussex Invest 5 funding to create 15 jobs, the number of businesses engaging with the fund may have been affected by our the inability to publicise the new fund due to the purdah period for the recent elections **(ref i)**. The new contract to run the Locate East Sussex service began in May, worth £1.26m over the next three years to 2020, the contract was awarded to the Let's Do Business Group. As this is a new contract there aren't as yet any confirmed relocations or expansions but 76 businesses are currently working with Locate East Sussex.

Broadband (GS) – 3,810 additional premises are now able to be connected to superfast broadband as part of our second contract of works. 87% of the implementation area is able to receive speeds to 24mbps and above. Overall take up of superfast broadband was 43% at the end of May 2017, the latest data available, against a benchmark target of 20%.

Newhaven Port Access Road – Detailed design and contract document preparation is progressing well, with a view to tendering later this summer. Business case work is continuing with the intention of submitting draft documents to the Department for Transport for comment over the summer; and final submission in the autumn once a tender price is known.

Terminus Road, Eastbourne – A consultation on the relocation of the bus stops into Gildredge Road has been completed and the results are currently being analysed. Tendering for the works will commence in Q2, with the award of the contract in Q3. Construction is programmed to start in Q4.

Employability and Skills – An infographic poster has been created for STEM (Science, Technology, Engineering and Mathematics) learning and is to be replicated for the Construction and Digital sectors. Construction Industry champions, who will promote the construction industry in schools, colleges and other education settings, are currently being recruited.

Road Safety – Working with the Sussex Safer Roads Partnership we have begun an in depth review of road safety targets for East Sussex. These new targets will encompass the outcomes from our £1m Road Safety Programme which is aiming to reduce the number of people Killed and Seriously Injured (KSI) on the county's roads. This includes considering how behavioural science may be used to help to keep people safe on the road. The total number of KSI on our roads in the period January to March 2017 was 76, with eight being fatalities. Of these 70 (six fatalities) occurred on county roads, with six (two fatalities) on Trunk roads. The total number of KSI is an 11.6% reduction on the same period in 2016 when there were 86.

Revenue Budget Summary – At Q1 there is a forecast budget underspend of £179k and all £1.136m of savings in 2017/18 are on track to be achieved. The main underspend is in Concessionary Fares where the predicted number of funded journeys has been reduced based on the latest data received **(ref iv)**. There are also a number of small underspends across Communities on staff vacancies and supplies and services **(ref iii)**. There is a projected overspend on the Archive Service of £18k due to a higher than anticipated rates charge for 2017/18 **(ref ii)**.

Capital Programme Summary – At Q1 there is a forecast expenditure of £68.720m against an approved programme of £71.489m. Of the variation £2.919m is slippage, £571k is underspend and £721k is overspend. The

most significant slippages are for the East Area Depot, £1.162m, where only pre-planning and environmental costs will be incurred this year **(ref x)**, and Terminus Road, £1.495m, where the necessary redesign of the bus routes has delayed the start of construction **(ref xi)**. There is also slippage with the new Exceat Bridge project where pre-planning and consultation costs will be incurred this year **(ref viii)**. The overspend on Hastings Library **(ref vi)** of £721k is due to unforeseen issues with the front façade. This is offset by underspends on the now complete Southover Grange project of £50k **(ref vii)**, EDS Incubation Units of £500K **(ref ix)** and £21k on Rye Library **(ref v)**. It is proposed that the Capital risk provision is used to fund the remaining overspend.

Performance exceptions
(Q1 – Red and Amber RAG rated targets, and amendments

Performance measure	Outturn 16/17	Target 17/18	17/18 RAG				Q1 17/18 outturn	Note Ref
			Q1	Q2	Q3	Q4		
Priority – Driving economic growth								
Support businesses to create or protect jobs via East Sussex Invest 5	41 businesses awarded funding (predicted to create 130 jobs)	Support businesses to create or protect 95 jobs as per contracts	**A**				3 businesses awarded ESI 5 funding to create 15 jobs	**i**

Savings exceptions
(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)

Service description	2017/18 (£'000) – Q1 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Waste Operations	85	85	-	-	
Waste Disposal	25	25	-	-	
Transport Hub	35	35	-	-	
Rights of Way and Countryside Management	50	50	-	-	
Environment service.	5	5	-	-	
Planning and Environment Service	40	40	-	-	
Review fees & charges across the Planning Service.	10	10	-	-	
Library and Information Service	700	700	-	-	
The Keep	4	4	-	-	
Trading Standards	122	122	-	-	
Registration Services	60	60	-	-	
Total Savings	**1,136**	**1,136**	**0**	**0**	
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	**0**	**0**	**0**	**0**	
Total Permanent Savings & Variations	**1,136**	**1,136**	**0**	**0**	
	-	-	-	-	
Temporary Variations	**0**	**0**	**0**	**0**	
Total Savings with Variations	**1,136**	**1,136**	**0**	**0**	

APPENDIX 5

Revenue budget										
Divisions	**Planned (£000)**			**Q1 2017/18 (£000)**						**Note ref**
				Projected outturn			**(Over) / under spend**			
	Gross	**Income**	**Net**	**Gross**	**Income**	**Net**	**Gross**	**Income**	**Net**	
Management and Support	3,445	(228)	3,217	3,445	(228)	3,217	-	-	-	
Customer and Library Services	7,695	(2,160)	5,535	7,717	(2,164)	5,553	(22)	4	(18)	**ii**
Communities	3,832	(2,409)	1,423	3,824	(2,412)	1,412	8	3	11	**iii**
Transport & Operational Services	75,227	(39,233)	35,994	74,883	(39,075)	35,808	344	(158)	186	**iv**
Highways	15,896	(1,261)	14,635	16,237	(1,602)	14,635	(341)	341	-	
Economy	4,485	(2,768)	1,717	4,488	(2,771)	1,717	(3)	3	-	
Planning and Environment	2,999	(2,136)	863	3,774	(2,911)	863	(775)	775	-	
Total CET	**113,579**	**(50,195)**	**63,384**	**114,368**	**(51,163)**	**63,205**	**(789)**	**968**	**179**	

Capital programme										
Approved project	**Total project – all years (£000)**		**2017/18 (£000)**							**Note ref**
			In year monitor Q1 (£000)				**Analysis of variation (£000)**			
	Budget	**Projected**	**Budget**	**Actual to date**	**Projected 2017/18**	**Variation (over) / under budget**	**(Over) / under spend**	**Slippage to future year**	**Spend in advance**	
The Keep	20,178	20,178	36	17	36	-	-	-	-	
Registration Ceremonies Website	30	30	30	-	30	-	-	-	-	
Rye Library	87	66	40	-	19	21	21	-	-	**v**
Hastings Library	8,782	9,503	2,612	700	3,333	(721)	(721)	-	-	**vi**
Newhaven Library	1,713	1,713	39	-	39	-	-	-	-	
Southover Grange	1,307	1,257	234	145	184	50	50	-	-	**vii**
Library Refurbishment	1,473	1,473	328	119	328	-	-	-	-	
Newhaven S106 - ERF	474	474	5	2	5	-	-	-	-	
Travellers Site Bridies Tan	1,347	1,347	15	5	15	-	-	-	-	
Broadband	25,600	25,600	8,334	235	8,334	-	-	-	-	
Bexhill and Hastings Link Road	126,247	126,247	4,562	353	4,562	-	-	-	-	
BHLR Complementary Measures	1,800	1,800	300	9	300	-	-	-	-	
Reshaping Uckfield Town Centre	2,500	2,500	26	6	26	-	-	-	-	
Exceat Bridge Maintenance	2,633	2,633	462	-	200	262	-	262	-	**viii**
Economic Intervention Fund	9,791	9,791	1,269	71	1,269	-	-	-	-	
Catalysing Stalled Sites	916	916	599	75	599	-	-	-	-	
EDS Upgrading Empty Commercial Properties	500	500	447	10	447	-	-	-	-	
EDS Incubation Units	1,500	1,000	650	-	150	500	500	-	-	**ix**
North Bexhill Access Road	16,600	16,600	5,590	176	5,590	-	-	-	-	
Queensway Gateway Road	6,000	6,000	3,460	82	3,460	-	-	-	-	
Newhaven Flood Defences	1,500	1,500	400	-	400	-	-	-	-	
Coastal Communities Housing	667	667	667	-	667	-	-	-	-	

Capital programme										
Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
East Sussex Strategic Growth Package	8,200	8,200	6,300	150	6,300	-	-	-	-	
A22/A27 Junction Improvement Package	4,500	4,500	-	-	-	-	-	-	-	
LGF Business Case Development	196	196	166	-	166	-	-	-	-	
Newhaven Port Access Road	23,271	23,271	320	63	320	-	-	-	-	
Real Time Passenger Information	2,449	2,449	300	(37)	300	-	-	-	-	
Eastern Depot Development	1,586	1,586	1,362	-	200	1,162	-	1,162	-	x
Waste Leachate Programme	250	250	239	4	239	-	-	-	-	
Hastings and Bexhill Movement & Access Package	12,643	12,643	1,995	-	1,995	-	-	-	-	
Eastbourne Town Centre Movement & Access Package	3,000	3,000	-	-	-	-	-	-	-	
Eastbourne/South Wealden Walking & Cycling Package	9,450	9,450	1,892	150	1,892	-	-	-	-	
Hailsham/Polegate/Eastbourne Movement & Access Corridor	2,350	2,350	1,599	57	1,599	-	-	-	-	
Other Integrated Transport Schemes	37,288	37,288	3,699	661	3,699	-	-	-	-	
Speed Management	2,948	2,948	29	(62)	29	-	-	-	-	
Terminus Road Improvements	6,250	6,250	2,000	33	505	1,495	-	1,495	-	xi
CAMS System	30	30	11	-	11	-	-	-	-	
Highways Structural Maintenance	234,346	234,346	18,849	3,507	18,849	-	-	-	-	
Bridge Assessment Strengthening	13,310	13,310	1,378	191	1,378	-	-	-	-	
Street Lighting - Life Expired Equipment	10,133	10,133	850	(79)	850	-	-	-	-	
Rights of Way Surface Repairs and Bridge Replacement	4,883	4,883	395	105	395	-	-	-	-	
Total CET Gross	**608,728**	**608,878**	**71,489**	**6,748**	**68,720**	**2,769**	**(150)**	**2,919**	**0**	

Governance – Q1 2017/18

Summary of progress on Council Priorities, issues arising, and achievements

Reconciling Policy, Performance and Resources (RPPR) – The State of the County report to Cabinet in June and Council in July, set out changes to the context in which the Council agreed its three year plans in February 2017. The budget for 2017/18 and the Medium Term Financial Plan have been amended to take account of the additional Adult Social Care (ASC) Grant announced in March 2017. The plans include the need to make savings of £21.9m in 2018/19 and that high-level proposals for savings allocations in 2019/20 and 2020/21 would be brought to Cabinet in October 2017. Members agreed an amendment to the four priority outcomes and the plan to continue to deliver against them using the operating principles agreed by the Council. Following year-end the Council Plan and Portfolio Plans 2017/18 – 2019/20 have been refreshed with completed outturns. There have been some changes to the performance measures and targets, in part due to the additional ASC Grant. The updated plans are available on our website.

Devolution – Work to progress the Three Southern Counties (3SC) devolution proposals has remained on a 'strategic pause' throughout Q1 to enable the Government's position on a number of key policy areas to become clear. Resumption of work has been delayed as a result of the general election and the process of clarifying the direction of travel for the new Government. The Government's plans for any further devolution and the impacts for areas without a deal may become clearer over the coming months. Partners have been working on and continuing to develop specific pieces of work, namely, to progress the development of the Sub-National Transport Body (Transport for the South East), which is now operating in shadow form having first met on 26 June 2017, and to engage with key stakeholders across the skills sector to commence the process to co-design the 3SC Skills Strategy.

Supporting democracy – During Q1 we supported 32 meetings including: one County Council meeting; two Cabinet meetings; eight Lead Member meetings; four scrutiny committees; and 17 other committees and panels. In addition, 324 school admission appeals were received and arranged. There were no school exclusion review hearings in Q1.

Preparations for the May 2017 Council elections continued in Q1 and the elections were held on 4 May 2017. Member Services worked with the Council's Communications and Policy teams and all departments to devise an induction programme for elected Members. Key improvements have been the development of a new Members' Intranet site with a view to creating a virtual Members' Room, a programme of workshops for new Members, and the production of new guides to help councillors resolve queries. An evaluation of the induction will be conducted during Q2.

The new Windows 'slimline' device (the Dell 2in1) had been rolled out to all but eight Members by the end of Q1.

Q1 saw the peak usage of the new school appeals digital management system. Feedback received during Q1 has demonstrated that the system has improved the experience of those submitting appeals. It has contributed to back-office efficiencies as parents are now actively following the progress of their appeal online which has led to fewer phone queries to the team together with savings in paper, printing and postage.

Legal Services – Orbis Public Law (OPL), our joint legal services partnership with Brighton & Hove City Council and West Sussex and Surrey County Councils continues to develop. In Q1 we held further joint training sessions and we started the recruitment process for our joint court representation team for child law proceedings, which will reduce expenditure on external barristers. We have further developed our joint practice arrangements with work continuing towards a common practice manual for all partners. Three of the four partners now have the same legal case management system which facilitates work being carried out at any of the offices. The remaining partner is due to go live with this system in September. Our commercial pathfinder group has developed common instruction forms and processes for property and contracts work.

During Q1 we completed planning and highways agreements securing contributions of £92,218. We collected debts and agreed repayment plans for money due to the Council totalling £106,641. We also carried out 55 prosecutions against parents for failing to send their children to school, which resulted in fines of £11,940.

We continued to advise Children's Services in pre-proceedings cases to enable families to keep their children within the family. Recent changes to case law, reducing the amount of time a child can be looked after by a local authority without a Care Order, and a general increase in referrals, saw a sustained increase in cases in 2016/17. The increase in referrals has been reflected nationally. Although in Q1 there was a slight decrease in cases issued, the indicators are that the overall trend of increase in cases will continue. Despite the increase in workload over the last year, the median case duration during Q1 was 26 weeks, in line with the Government's target. An average case duration of 32 weeks in Q1 resulted from the closure of two complex cases of above average duration. The figures are produced by Legal Services based upon information collated by both Legal Services and Children's Services.

The number of court hearings to ensure that members of the community who are mentally incapacitated are protected has increased with 33% more than the quarterly average for last year. In Q1 we were involved in four new applications to the Court of Protection

Effective publicity and campaigns – The communications team launched two animated videos to help explain how

the Council and its finances work to new members. These will also be used in officer teams, especially to help induct new arrivals. The videos were featured by the Local Government Association as a case study of innovation in communications.

We supported the launch of Transport for the South East with communications work that included the design of a corporate visual identity for the new organisation, delivery of a website and publicity work for the new shadow body.

A campaign to protect vulnerable people from financial abuse ('Is Something Not Adding Up?') achieved press and radio coverage and reached 25,000 people on social media.

Media work – From April to June the press office dealt with 176 media enquiries and issued 33 press releases (lower than normal because Q1 included the pre-election purdah period). There were 251 media stories about the Council.

Web activity – The Council's main website received 3.7 million page views during Q1 from 832,313 visitors. Over half of all visitors (52%) used a mobile or tablet to view the site, which is an increase of 40% on the same period last year. Facebook continues to be our biggest social media referrer. Of all visits from social media, Facebook is responsible for 85% and Twitter for 13%.

Third Sector support – The Voluntary and Community Sector (VCS) infrastructure services for 2017/18 are live and are now aligned to supporting and developing community resilience, and developing formal and informal volunteering. The SpeakUp network for 2017/18 aims to lead dialogue and connection within the VCS to support sector sustainability and development, and to work with the public sector to jointly develop a culture of, and systems for, collaboration and system leadership. This is especially significant in relation to how the VCS interacts with the new delivery option to achieve full health and social care integration.

In agreement with East Sussex Community Voice the provider for Healthwatch East Sussex, we have agreed a new set of outcomes for the new contract monitoring, that will focus on building relationships with communities, Health and Care commissioners and providers. These relationships are key to Healthwatch fulfilling its statutory functions as the independent local consumer champion for health and care services.

We have continued to support Public Health and Hastings & Rother Clinical Commissioning Group in launching and the administration of two new small grants programmes for communities and small to medium sized voluntary organisations, the new programmes launched in May 2017. The two grant programmes will allocate over £450,000 of funding to communities, groups and organisations during 2017/18.

SE7 – The lobbying and partnership work of the South East 7 (SE7) was restricted in Q1 by the County local elections and purdah for the General Election. At the end of Q1 the SE7 Chief Executives' Board met and considered work, including joint lobbying, the SE7 should undertake as a priority under the new Government. The Leaders' Board considered the Chief Executives' recommendations at the beginning of July and work in Q2 will focus on developing a joint lobbying plan and a list of key asks for the region on issues such as: sustainable funding for Local Government, particularly Adult Social Care and Children's Services; fair funding for schools; and investment in infrastructure for sustainable growth. Councillor Glazier (as Chair of the partnership) has written to Sajid Javid, Secretary of State for Communities and Local Government offering to meet to discuss solutions to these key challenges.

World War 1 (WW1) commemorations – Our website (www.eastsussexww1.org.uk) now hosts 213 stories and events, approximately 62% of which have been submitted or contributed to by the public. In Q1, 11,620 users viewed the site 20,743 times; 39% more users and 24% more views than for the same period in 2016. This increase is impressive as last year was the centenary of the Battle of the Boar's Head, an event of particular historical importance to the county that generated 1,703 views of our website from 962 users on one day (30 June 2016).

In June, we published a collection of digitised WW1 propaganda and recruitment posters. Since their launch, these posters have been viewed 181 times and generated a good deal of engagement through social media, including being noted by the Imperial War Museum's First World War Centenary programme and the social media accounts of 'Who Do You Think You Are?'. To coincide with the launch of the posters, we published a new story on attitudes towards conscription in WW1, based on the Mass Observation archives held at The Keep. We focused our Twitter communications on publicising our existing stories on how people in East Sussex joined the war effort.

We published a further five new stories in Q1, including a story to mark the 101st anniversary of the Battle of Aubers Ridge, where a number of men from Sussex fought. A story on local and national controls over the sale of alcohol during WW1 was posted to mark National Beer Day, and we published a story to coincide with the centenary of American soldiers first arriving in France in 1917.

We continue to release, month by month, digitised copies of our WW1 East Sussex newspapers, and our pages have received 396 views in Q1.

On 26 May, our Project Officer participated in the event "Not Far From the Front: Discovering the First World War in the South East" at Hastings Museum and Art Gallery. For the event, we provided a presentation on life in East Sussex during WW1 and provided guidance for local community groups on potential research resources.

Revenue budget summary – The revenue budget is projected to underspend by £10k which is due to the reduced cost of maternity leave cover and some additional income in the Communications service **(ref i)**. There are some

pressures in the Coroner's budget but these are being managed departmentally. All of the £270k savings for 2017/18 are expected to be achieved.

Capital Programme Summary – The £42k budget for member's laptops has been transferred to ICT Services to manage so there is now no remaining Governance programme for 2017/18.

Performance exceptions
(Q1 – Red and Amber RAG rated targets, and amendments)

Performance measure	Outturn 16/17	Target 17/18	17/18RAG				Q1 17/18 outturn	Note ref
			Q1	Q2	Q3	Q4		
There are no Council Plan targets								

Savings exceptions
(Projected - Red = will not be delivered but may be mitigated; Amber = on track to deliver but not in the year (& may be mitigated); Green = on track to deliver in the year)

Service description	2017/18 (£'000) – Q1 Forecast				Note ref
	Target	Achieved	Slipped	Unachieved	
Savings					
Communications	130	130	-	-	
Legal Services	25	25	-	-	
Member Services	20	20	-	-	
Senior Management and Organisational Development	50	50	-	-	
Chief Executives Office	45	45	-	-	
Total Savings	**270**	**270**	**0**	**0**	
Variations to Planned Savings					
	-	-	-	-	
Permanent Variations	**0**	**0**	**0**	**0**	
Total Permanent Savings & Variations	**270**	**270**	**0**	**0**	
	-	-	-	-	
Temporary Variations	**0**	**0**	**0**	**0**	
Total Savings with Variations	**270**	**270**	**0**	**0**	

Revenue budget

Divisions	Planned (£000)			Q1 2017/18 (£000)						Note ref
				Projected outturn			(Over) / under spend			
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
Corporate Governance	3,974	(442)	3,532	3,974	(442)	3,532	-	-	-	
Corporate Support Services	3,143	(438)	2,705	3,135	(440)	2,695	8	2	10	i
Senior Management & Org Development	1,407	(364)	1,043	1,407	(364)	1,043	-	-	-	
Total Governance	**8,524**	**(1,244)**	**7,280**	**8,516**	**(1,246)**	**7,270**	**8**	**2**	**10**	

Capital programme

Approved project	Total project – all years (£000)		2017/18 (£000)							Note ref
			In year monitor Q1 (£000)				Analysis of variation (£000)			
	Budget	Projected	Budget	Actual to date	Projected 2017/18	Variation (over) / under budget	(Over) / under spend	Slippage to future year	Spend in advance	
No current programme for Governance	-	-	-	-	-	-	-	-	-	
Total Governance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	

Strategic Risk Register – Q1 2017/18			
Ref	**Strategic Risks**	**Risk Control / Response**	**RAG**
12	**CYBER ATTACK** The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure with elevated levels of Cyber Crime being reported against all areas of government. Cyber-attacks often include multi vector attacks featuring internet based, social engineering and targeted exploits against hardware, software and personnel. The remote nature of the internet makes this an international issue and an inevitable risk. Examples of the impact of a Cyber Attack include: • Financial fraud related to phishing of executives and finance staff; • Loss of Personally Identifiable Information and subsequent fines from Information Commissioner's Office (Currently up to £500k rising to 4% of global revenue when General Data Protection Regulation comes into effect May 2018); • Total loss of access to systems that could lead to threat to life.	Most attacks leverage software flaws and gaps in boundary defences. Keeping software up to date with regular patching regimes; continually monitoring evolving threats and re-evaluating the ability of our toolset to provide adequate defence. Expanding Security Information and Event Management (SIEM) system capabilities to leverage latest standards of automation, detection and prevention. Education of key staff – Ongoing education of key staff to enable cascading of skills in detection and remediation. Creation of Security Champions to promote a visible approachable business based security team. Ongoing discussion and communication with the Info Sec industry to find the most suitable tools and systems to secure our infrastructure. Expand E-Learning and policy delivery mechanisms to cover Cyber threat, educating staff around the techniques and methods used by active threats.	**R**

Strategic Risk Register – Q1 2017/18			
Ref	**Strategic Risks**	**Risk Control / Response**	**RAG**
4	**HEALTH** Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.	Implementation of East Sussex Better Together Programme by ESCC and Hastings and Rother CCG and Eastbourne, Hailsham and Seaford CCGs to transform health and social care in the county and deliver the Better Care Fund plan to improve outcomes for East Sussex residents, with robust governance arrangements reporting to County Council and Health and Wellbeing Board. Programme will develop the plan for a clinically and financially sustainable health and social care system in East Sussex. There will also be targeted use of the Better Care Fund to better integrate health and social care and contribute to whole system transformation. In High Weald Lewes Havens the Connecting 4 You Programme has now been established to improve health and social care outcomes for residents. The Programme will have implications for management capacity and for the Medium Term Financial Plan. The RPPR process will be used to manage this risk and associated implications. We are testing this Alliance arrangement this year while we plan the best organisational structure. There are a number of 'legal vehicles' or ways that our organisations could be structured in the future that will help ESBT to achieve its aim, to fully integrate our health and social care system. On 22nd June a panel of representatives of each of the Alliance organisations, key stakeholders and subject matter experts, appraised the different options. The panel's aim was to develop a recommendation for future organisational structure. Each of the options was discussed and scored based on a set of criteria. This options appraisal indicated that a stronger Alliance arrangement, which we could establish by April 2018 – moving towards full integration in the longer term, would deliver the best opportunity for tackling this year's challenge and future sustainability. The recommendation will now be put forward to the governing body of each ESBT Alliance organisation in July.	**R**
7	**SCHOOLS** Failure to manage the expected significant reduction in resources for school improvement from 2017/18 and the potential impacts of changing government policy on education, leading to reduced outcomes for children, poor Ofsted reports and reputational damage	•Develop and implement a transition plan so the Standards and Learning Effectiveness Service and schools are prepared for the changes to funding and education policy. This includes: -Implementing a service restructure to remove direct delivery of school improvement and further develop commissioning model of school improvement -Continue to build relationships with academies and sponsors, including the Diocese of Chichester; ensure a dialogue about school performance, including data sharing. •Continue to work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships. • Continue to broker support to academies to address any performance concerns and investigate the feasibility of trading some LA school improvement services with all schools on a full cost recovery basis. •Where academies do not appear to be accessing appropriate support, bring this to the attention of the DfE, who may exercise their intervention powers. •Continue to build a relationship with the Regional Schools Commissioner to ensure the work of the RSC and the LA do not duplicate and that schools have the support they need.	**R**

APPENDIX 7

Strategic Risk Register – Q1 2017/18			
Ref	**Strategic Risks**	**Risk Control / Response**	**RAG**
1	**ROADS** Wet winter weather, over recent years has caused significant damage to many of the county's roads, adding to the backlog of maintenance in the County Council's Asset Plan, and increasing the risk to the Council's ability to stem the rate of deterioration and maintain road condition.	The additional capital maintenance funding approved by Cabinet in recent years has enabled us to stabilise the rate of deterioration in the carriageway network and improve the condition of our principle road network. However a large backlog of maintenance still exists and is addressed on a priority basis. The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent winter weather. However, severe winter weather continues to be a significant risk with the potential to have significant impact on the highway network. The recently approved five year capital programme for carriageways 2018/19 to 2022/23, and the six year additional capital programme for drainage and footways 2017/18 to 2022/23 provides the ability to continue to improve condition and build resilience into the network for future winter events.	**A**
5	**RECONCILING POLICY, PERFORMANCE & RESOURCE** Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.	We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. The plans take account of known risks and pressures, including demographic changes, to design mechanisms to deliver the Council's priorities. The Queens Speech in June did not contain a Local Government Finance Bill and did not give any indication of additional funding for local authorities. A consultation on proposals for the future of social care was confirmed, but with no indication of when any new provisions might be introduced. It is prudent therefore to continue to plan on the basis of current assumptions.	**A**
8	**CAPITAL PROGRAMME** As a result of current austerity, the capital programme has been produced to support basic need only and as a result of this there is no resource for other investment that may benefit the County e.g. that may generate economic growth. Additionally there is a risk, due to the complexity of formulas and factors that impact upon them, that the estimated Government Grants, which fund part of the programme, are significantly reduced. There continues to be a high level of annual slippage.	As a result of the high level Capital Programme Management Review delivery of the programme is much more robust. Governance arrangements have been reviewed and developed in support of this. This includes the Education Sub Board which in part focuses on future need for schools places and will focus on better forecasting of DfE grant. Regular scrutiny, by the Capital and Strategic asset board, of programme and project profiles (both in year and across the life of the programme) have also been timetabled. The Board also proactively supports the seeking of other sources of capital funding, including Local Growth Fund and European grants.	**A**

Strategic Risk Register – Q1 2017/18			
Ref	**Strategic Risks**	**Risk Control / Response**	**RAG**
9	**WORKFORCE** Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.	Since 2014/15 ESCC have continued to see a significant reduction in days lost due to mental health and stress related absence. We have confirmed our commitment to the mental health 'Time for Change' pledge with a number of dedicated activities and have successfully been awarded funding from two sources in order to assist with our 16/17 and 17/18 wellbeing strategy. We have been awarded a grant of £10k from the LGA to develop an online mindfulness programme to support staff to be resilient at work. The evaluation is due to be completed in the autumn and will include data and recommendations for the future. More generally, a joint venture with Public Health offering ESCC staff work based health checks launched on 19 June 2017. The aim is to improve the health and wellbeing of adults aged 40-74 years through the promotion of earlier awareness, assessment, and management. A 'wellness tool' was introduced in September 2016 designed to enable employees and managers to discuss any wellbeing concerns at the earliest possible stage. Managers have reported an increase in preventative conversations with meaningful plans put in place to support employee's mental health. An automated process is in place to ensure that all managers with employees absent due to mental health or stress are contacted by the first and tenth day of absence. The email provides guidance for managers on the resources available to support staff. On 12 June 2017 the Return to Work form was also revised and improved and now provides tailored questions for specific conditions, including stress and mental health absence.	**A**
10	**RECRUITMENT** Inability to attract high calibre candidates, leading to limited recruitment choices and therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.	Work with departments is underway to understand key areas of recruitment difficulty. Strategies to address this will include refreshing and publicising more clearly the benefits of working in the public sector and ESCC in particular, as well as understanding the different markets we are competing in and our position within them. To support this, different talent attraction approaches will be developed, including use of apprentices and interns as part of our broader workforce mix; the development of appropriate recruitment and retention benefits packages; and broader employee benefits arrangements, such as promotion of flexible working options etc.	**A**

Strategic Risk Register – Q1 2017/18			
Ref	**Strategic Risks**	**Risk Control / Response**	**RAG**
6	**LOCAL ECONOMIC GROWTH** Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.	All projects that secured capital funding from the South East England Local Enterprise Partnership (SELEP) have now been completed or construction is underway. SELEP submitted its formal submission for a 3rd round of Local Growth Funding to Government in July 2016 and East Sussex successfully secured £13.2m for two projects: £5m towards the transformation project at Devonshire Park, Eastbourne; and £8.2m towards a number of strategic infrastructure investments, creating the opening for new business parks across the county in Hastings/Bexhill, Eastbourne and South Wealden through Seachange Sussex. We have also been working with Coast 2 Capital LEP following a call in December 2016 for projects that can start spending in Q4 2016/17 using underspend. We successfully bid with a private developer for £1.6m for Newhaven Eastside South, which will create new business workspace. Lewes DC was successful with a further £3.5m on two projects: for Springman House (Lewes), providing a new medical centre and housing; and investment into Railway Quay (Newhaven). Work has continued on developing partner bids across the SELEP despite uncertainty about EU funding availability in the current programme. Bids to augment the Business East Sussex service were secured for the South East Business Boost (SEBB) project until June 2019, providing a £1.1m injection to further enhance business support services for the growth of local companies, alongside a SEBB's small grants programme worth approximately £850k to East Sussex. The Lets Do Business Group (LDBG) won the contract, which will start in July 2017. A further bid termed South East Invest was secured in February 2017 and awarded £1.38m to May 2020 to enhance our delivery of inward investment services. Procurement was undertaken and LDBG, which has been running the current Locate East Sussex inward investment service, won the contract which started in May 2017. There will not be any subsequent rounds of Local Growth Funding but we are engaging with Government to help shape any replacement. This is likely to take the form of a Prosperity Fund – which seeks to combine LGF and an equivalent for EU funding – and as a consequence we continue to develop pipeline projects for subsequent funding programmes, including the devolution of skills and infrastructure funding to the 3 Southern Counties; the Government's Industrial Strategy; and the emerging Sub-National Transport Board, to influence the investment programmes of Highways England and Network Rail.	**A**
2	**ORDINARY RESIDENCE** Risk from other areas placing clients in receipt of social care services in East Sussex, and transferring to ESCC the commissioning, care management and funding responsibility for the individual as a result of a successful Ordinary Residence claim.	Dedicated Ordinary Residence Panel set up. The Panel discusses and agrees strategic and legal responses to Ordinary Residence claims from and to other Local Authorities, and directs reporting content. Panel members contact other Local Authorities directly where appropriate, and instruct Legal Services representation (including Counsel, and applications for Secretary of State determination) on behalf of ESCC. Continued awareness raising for ASC operational staff (and particularly Social Care Direct) in line with published guidance on Ordinary Residence, resulting in earlier case referrals to Ordinary Residence team. Guidance for frontline staff was written and issued followed by panel members visiting all ASC Operational teams to deliver presentation and Q&A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims. Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.	**A**

APPENDIX 7

Strategic Risk Register – Q1 2017/18			
Ref	**Strategic Risks**	**Risk Control / Response**	**RAG**
11	**APPRENTICESHIP LEVY** The Government introduced the Apprenticeship Levy on 6 April 2017. The levy requires all employers operating in the UK, with a pay bill over £3 million each year, to invest in apprenticeships. This creates a potential financial risk for the Council. A Levy contribution of approximately £550,000 will be deducted from the General Fund staffing budget; and £464,000 will be deducted from the (maintained) Schools delegated staffing budgets; but there is no certainty about how much of this will be returned to the budget in 2017-18 in the form of apprenticeship training vouchers.	As part of the RPP&R process, the core Corporate Levy costs have been accounted for, thereby removing the risk to the budget. The financial risk remains for Schools and as part of the mitigation, focussed work with Schools will be undertaken to support them in seeking to maximise their return on the Levy. In particular: • Targeted communication and engagement with Schools to both raise the profile of the levy with them and the opportunities it presents; • Consideration of flexible financial arrangements such as carry forward of the levy into Year 2 and 'pooling' arrangements for any unspent levy; • A central procurement approach to save officer time in selecting approved training providers, and • A central approach to workforce mapping avoiding the need for each school to have to do this separately	**G**

Report to:	**Cabinet**
Date of meeting:	**19 September 2017**
By:	**Director of Communities, Economy and Transport**
Title:	**Update on the Libraries Transformation Programme (draft Libraries Strategic Commissioning Strategy)**
Purpose:	**To provide Cabinet with an update on the Libraries Transformation Programme, and for Cabinet to consider consulting on the draft Libraries Strategic Commissioning Strategy for a 12 week period from September to December 2017**

RECOMMENDATIONS: **Cabinet is recommended to:**

(1) agree that the draft Libraries Strategic Commissioning Strategy is publicly consulted on for a 12 week period from September to December 2017

1 Background Information

1.1 In December 2015, Cabinet approved the Libraries Transformation Programme (LTP), including an Internal Review of the Library and Information Service (LIS) and the development of the Libraries Strategic Commissioning Strategy (LSCS). In July 2016, Cabinet approved changes to library opening hours which were implemented in November last year.

1.2 The July 2016 Cabinet report noted that the library service remains popular, with 231,559 registered members and 1.48 million visits to East Sussex libraries in 2016/17. However, patterns of library usage are changing locally and nationally, with a major declining trend in visits to libraries and loans (visits are down by over 40% in East Sussex in the past 10 years), and an increase in take up of online library services.

2. Update on the Libraries Transformation Programme (LTP)

2.1 The draft LSCS is based on a robust assessment of the needs of residents of the county as a whole and within specific communities, and has been guided by priority outcomes informed by the Needs Assessment. The LSCS outlines what is required from the service in future and how this can be delivered, by focussing on outcomes rather than the existing service. The draft LSCS is considered to be the most appropriate strategy to prioritise resources in order to meet the needs which have been identified at the current time. The draft LSCS is attached as Appendix 1 to this report and a detailed Rationale and Impact Assessment for the Proposed Needs-Based Library Service is attached as Appendix 2.

2.2 Under section 7 of the *Public Libraries and Museums Act 1964* it is: 'the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof'. A detailed assessment of needs is presented in the Technical Appendices which have been produced to support the development of the proposals contained in the draft LSCS. A summary document of the Technical Appendices is attached as Appendix 3 and the Technical Appendices themselves are attached as Appendices 4-10. These consider carefully whether the draft LSCS would enable the Council to continue to provide a comprehensive and efficient service. The conclusion drawn in the draft LSCS is that it would.

2.3 The draft LSCS has identified the context in which the LIS in East Sussex is operating in terms of reducing demand for traditional library services, the needs of the population of the county and the ESCC's priority outcomes, as well as the financial challenges facing the authority. This included a consideration of factors which may influence need in the future, such as changes in population and housing growth, the age and health of the population, economic factors, and developments in new technology (which may change the way people access library services in future).

2.4 The Needs Assessment identified significant areas of need across a broad range of indicators, where the LIS would be well placed to help achieve better outcomes for the people of East Sussex. In addition to providing a core library offer accessible to all residents, by re-prioritising and developing new, more targeted services we have a key opportunity through the draft LSCS to support and empower those with the greatest needs to make potentially transformational changes to their life chances.

2.5 Literacy skills underpin success in all walks of life, providing children with the building-blocks for future academic and employment success, thereby improving their future prosperity, health and wellbeing. Young children's early communication and vocabulary skills are particularly important. Children who are disadvantaged do worse at school than those from non-disadvantaged backgrounds. At the end of primary school (Key Stage 2) only 51% of disadvantaged pupils reached the expected standard for reading, 60% for writing, and 52% for grammar, punctuation and spelling, compared with 72%, 79%, and 74% respectively for non-disadvantaged pupils. At GCSE (Key Stage 4) 39% of disadvantaged pupils achieve A*-C in both English and maths, compared with 71% of non-disadvantaged pupils. In 2016 about 29% of East Sussex state school pupils were disadvantaged at Key Stage 2 and 25% at Key Stage 4.

2.6 Similarly, there are areas of East Sussex among the 10% of most deprived areas in England for working age adults with no or low qualifications or who cannot speak English well or at all. Parts of the county have an adult population with skills below a level which means they could not compare products and services for the best buy, or work out a household budget. There are also parts of East Sussex in the top 10% of worst areas of England for health deprivation and disability. There is a 13 year difference in life expectancy at birth in different parts of the county.

2.7 Many of these identified needs are most prevalent in and around the coastal towns of Newhaven, Eastbourne, Bexhill and Hastings. However, need is not exclusive to these areas, and there are areas of need in other parts of the county, notably around Hailsham and Rye and for some indicators around Uckfield, Lewes and Crowborough.

2.8 Drawing on the Needs Assessment, the draft LSCS proposes an overall Vision for the service which recognises the importance of the LIS to support residents and communities by promoting reading and knowledge as a route to leading fulfilling lives. Four Strategic Outcomes propose the future focus for delivery of the service. They are: improving child and adult literacy, supporting the economy, better health and wellbeing and increasing digital inclusion. Each of the Strategic Outcomes will be delivered through a range of enhanced and new services which are described in the draft LSCS and in more detail in the supporting documents. These four Strategic Outcomes are also closely aligned to, and will enable the LIS to support, the Council's four overarching priority outcomes of driving sustainable economic growth, keeping vulnerable people safe, helping people help themselves and making best use of resources.

2.9 The draft LSCS therefore proposes that the way in which people access library services would change, with resources targeted to communities where we have identified highest need. The key elements of the draft LSCS are as follows: (i) An enhanced eLibrary service - we would continue to expand the range of online services and materials that are offered through the eLibrary, our online library service, and would actively promote the benefits of the eLibrary to different groups according to their needs; (ii) A new Children and Young People's Offer to improve literacy - we would work closely with other services across all ages (including pre-school), to encourage children and their families to use the LIS. We would offer a range of free, targeted services to support literacy in schools and other settings in areas of identified need and would also provide resources to schools on a pay-as-you-go basis, ceasing the current Schools Library and Museum Service. Further details of the proposed support for schools are set out on page 18 of the draft LSCS. (iii) A focus on outreach - we would work closely with other ESCC services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Children's Centres and community settings. The draft LSCS identifies further potential for other organisations to be located and deliver services from library buildings in the proposed needs-based service and invites any interested parties to make contact during the consultation period.

2.10 The Accessibility Analysis undertaken for the draft LSCS draws on national research to establish that a journey time of 20-25 minutes by car or public transport is reasonable to get to a library. Considering also the evidence from the Needs Assessment of where needs are greatest across East Sussex, the draft LSCS proposes a smaller network of 17 library buildings and the cessation of the Mobile Library Service. This proposal would ensure that there remains a very high level of accessibility to a library by public transport or by car across the county within a reasonable journey time, including in rural communities, and would also ensure that libraries are geographically well-placed to meet the identified needs. The enhanced eLibrary (see 2.9 above) would offer a complementary means of accessing library services remotely, including the ability to renew, reserve and download items. We would provide additional support for our most vulnerable and isolated customers who are unable to travel to libraries or use the eLibrary through an improved Home Library Service. We would also introduce a Community Library Membership which would enable individuals to borrow a larger number of items from a library on behalf of others within their local community for a prolonged period.

2.11 The seven libraries which it is proposed would not be retained are Langney, Mayfield, Ore, Pevensey Bay, Polegate, Ringmer, and Willingdon. Based on registered home addresses, our analysis shows that

100% of the members of these seven libraries live within a 20 minute journey time by car to one of the proposed 17 remaining libraries, and over 96% are within a 30 minute journey time by public transport. In the case of Mayfield, Pevensey Bay, Polegate, Ringmer and Willingdon, the Needs Assessment shows that the libraries are in lower areas of need relative to other parts of East Sussex. In order to direct resources to where they are needed most it is proposed that these libraries are not retained.

2.12 The needs assessment shows high levels of need around Langney Library. However, the proximity of Langney to Eastbourne and Hampden Park libraries means that it is possible to meet needs in Langney from these two locations. The running costs for Langney Library are relatively high because it is in a commercial retail unit within a shopping centre, which we pay rent for, whereas Hampden Park Library is owned by the Council, so it has lower running costs. In addition to the provision of libraries in Hampden Park and Eastbourne, we propose to deliver an outreach service for children and families in the Shinewater Children's Centre. For these reasons it is not proposed to retain Langney Library.

2.13 The Needs Assessment also shows high levels of need around Ore. However, the proximity of Ore to Hollington and the Hastings main library means that it is possible to meet needs in Ore from the completely refurbished Hastings Library (which will re-open in spring 2018) and from Hollington Library. The East Hastings Children's Centre would also be an effective way of meeting needs in Ore, delivering an outreach service for children and families who are identified by the Needs Assessment as one of the groups the Library and Information Service is well placed to support. Hastings Library and Hollington Library are well placed to meet the remaining needs within the community. For these reasons it is not proposed to retain Ore Library.

2.14 92% of members of the current 24 libraries in East Sussex would be unaffected. For the population as a whole, over 86% of the population would be within a 20 minute journey time by public transport and over 99% within a 20 minute journey by car, and therefore within the reasonable travel time of 20 to 25 minutes by either mode (page 25 in the draft LSCS).

2.15 The Mobile Library Service currently has just over 2,900 members. Of these, just over 1,100 have used the service in the last 12 months. It offers a three weekly service to 88 stops across the county, predominantly in rural locations. Of the 88 stops, 82 have an alternative library that can be accessed by public transport, of which 76 are within a 30 minute journey from their existing mobile library stop. All 88 stops are within a 20 minute drive of an alternative library (page 29 in the draft LSCS).

2.16 Specific consideration has been given in the draft LSCS to options for the seven libraries that we do not propose to retain to be community run or community funded if there is a desire within communities for the libraries to continue to operate. The draft LSCS identifies potential options for keeping these seven libraries within the LIS if communities or other organisations wish to fund them in full, in place of ESCC funding. Alternatively, communities or other groups or organisations may wish to take over the leases of buildings or purchase them, and run them as completely independent libraries, or use them as other community assets.

2.17 The draft LSCS includes a summary of the findings of a draft Equality Impact Assessment (EqIA). The draft EqIA is an assessment of the impact of the proposals and further detailed assessment will be undertaken throughout the development of the LSCS and following public consultation. This current draft identifies three main groups who it is considered might be more affected by the proposals. These are those aged 75 and over, those with certain disabilities and those in rural communities. Rurality is not a protected characteristic under the EqIA but is an additional factor that ESCC takes into account considering the impact of the proposals. Those aged 75 and over and those with certain disabilities are primarily identified for a common reason, in that they are likely to be less able to travel to an alternative library and in some cases may be lacking the digital skills or technology to access the services via the eLibrary. For those living in rural communities the impact is likely to be that they would have further to travel to an alternative library. Appropriate mitigations are proposed for each group (page 29 in the draft LSCS).

2.18 An initial options appraisal was undertaken to explore the advantages, disadvantages and risks for ESCC of different delivery models for the draft LSCS. This included the current in-house model (with re-engineering through the proposed LSCS), a Local Authority Trading Company (LATC), a Public Sector Mutual (PSM), outsourcing to a 'for profit' or third sector provider and a joint venture. The options appraisal identified the LATC and in-house (with re-engineering) as the two highest scoring options for East Sussex, with the LATC scoring slightly higher. We visited a number of library services during the development of the Strategy, including Suffolk and Devon County Councils, both of which have created PSMs for their library services. Both PSMs have savings programmes that include many of the options we have either delivered through the Internal Review of the current LIS or that we propose to deliver through the LSCS. The options appraisal concluded that there is currently no convincing argument for changing from the current in-house model in order to implement the LSCS. Discussions have taken place with the District and

Borough Councils to explore opportunities for the potential of a Service Level Agreement to operate libraries on behalf of ESCC, and we will continue these during the consultation period.

2.19 The proposals will provide total savings of £653k (see 3.2 below). These consist of £172k from the proposed reduction in library buildings (including frontline staff for those buildings); £73k from the proposal to cease the Mobile Library Service (including staffing); £137k from management savings associated with the reduction in library buildings; £171k from income generation and shared efficiencies by co-locating library services with other ESCC services; and £100k from a further reduction in the stock fund.

2.20 The proposals in the draft LSCS and the supporting appendices have drawn on the findings of significant public consultation which has been carried out as part of the wider LTP. Additional stakeholder engagement has been undertaken during the development of the draft LSCS with a range of organisations representing different sectors, including children, education and further education, the voluntary and community sector, including rural communities, and organisations representing businesses, in order to develop a fuller understanding of need and shared countywide priorities.

2.21 Following consultation, if agreed by Cabinet, and in making any decision in terms of any final proposals, Members will be required to have 'due regard' to the duties set out in Section 149 of the Equality Act 2010 ('the PSED'). The EqIA is carried out to identify any adverse impacts that may arise as a result of the proposals for those with protected characteristics and any final proposal will take into account the findings about impact identified through the consultation and the EqIA process. It is anticipated that the consultation will help address existing gaps in knowledge in the EqIA process, and the results will be used to inform a detailed assessment of potential mitigations that can be undertaken to minimise any negative impacts.

2.22 It is recommended that a public consultation on the proposals in the draft LSCS be undertaken from September to December 2017, following which all the supporting appendices and EqIA would be amended and updated proposals would be presented to Cabinet in March 2018. During the consultation period, we would engage with all relevant stakeholders including District and Borough Councils, all existing partners and stakeholder organisations, volunteers and communities to ensure they are given the opportunity to comment on the draft proposals. The draft consultation questionnaire for the LSCS is attached as Appendix 11. If approved, the LSCS would be implemented from April 2018.

3 Financial Analysis

3.1 The LTP has an agreed savings target of £2m by the end of the current Medium Term Financial Plan (MTFP) period in 2018/19. The net revenue budget of the LIS in 2017/18 is £5.4m (including depreciation costs of £853k), consisting of £3m of staffing costs (94.5 full-time equivalents) and £2.4m of non-staffing costs. The LTP is on target to deliver in full the identified savings of £1.25m from the Internal Review of the service by 2018/19. The Internal Review included a reduction in front line and back office staff (£500k), the implementation of amended opening hours (£500k) and a reduction in the libraries stock fund (£250k)

3.2 The proposals within the draft LSCS would deliver a further saving of £653k as a result of the implementation of a needs-based library service and through a combination of income generation and shared efficiencies by co-locating LIS services with other ESCC services. This is £97k less than the £750k savings target for the Strategy in the MTFP and the shortfall would be met from elsewhere within the Communities, Economy and Transport Department budget. Overall, this would equate to £1.903m toward the total £2m savings target. If the LSCS is implemented as proposed, the net revenue budget for the LIS will have been reduced by 46% since 2014/15.

3.3 Once the refurbishment of Hastings Library is complete in the spring of 2018, ESCC will have spent approximately £20.4m in the past decade on improvements and major refurbishment of East Sussex library buildings. This included a specific on-going allocation for minor refurbishments, which was contained within the Capital Programme to 2012/13, but was not part of the subsequent Capital Programmes for 2013/14 onwards, apart from where there was slippage that was carried forward. The current Capital Programme is a core needs programme, which would therefore include priority repairs and maintenance works, but not lower priority works that would be important for a library environment as defined in the draft LSCS.

3.4 Following the development of the LSCS, an analysis has been undertaken to assess the expenditure required to keep the proposed 17 library buildings in their current condition and stop them from deteriorating. It is estimated that this will cost around £2.24m over the next five years. However this figure does not include any allocation for day to day reactive maintenance, or specific maintenance items such as new roofs, windows or boiler replacements, as these will be funded through the planned maintenance programme. Of the £2.24m it is estimated that there is currently a notional provision of £76k within the core needs maintenance Capital Programme to undertake some of the identified works, which leaves a current shortfall of around £2.164m over the next five years. Unless this enhanced work is funded, the condition of

libraries will start to deteriorate and create a poor environment from which to deliver the service, as well as a poor image of ESCC. There are risks to service delivery from the increased potential for short-notice library closures to deal with urgent, reactive maintenance issues instead of a more efficient and cost-effective planned maintenance and refurbishment programme. Therefore a Libraries Refurbishment and Maintenance Programme will be included within the RPPR process for consideration for inclusion within the Capital Programme from 2018/19.

4 Libraries Scrutiny Review Board (SRB)

4.1 The Libraries SRB was established to provide critical challenge to the development of the draft LSCS. The SRB was formed of Members from the Audit, Best Value and Community Services Scrutiny Committee. The SRB will have met six times between October 2016 and September 2017. It is expected that a report in response to the proposals in the draft LSCS and supplementary documents will be produced by the SRB prior to the Cabinet meeting.

5 One Council approach

5.1 The draft LSCS has considered how we can modernise, improve and enhance the LIS to meet current and future needs and to ensure it is focussed on outcomes for the whole population of the county. To achieve this, a One Council approach to governance and delivery for the LTP was adopted, comprising a formal project board and project team with members from all Council departments. This has resulted in specific proposals to deliver a library service which works more closely with other ESCC services and with external partners, to achieve shared goals. This would include working with Children's Services to actively promote and deliver some library services within Children's Centres, and through Health Visitors working with families to promote the LIS's offer. We would work with Adult Social Care and Health to train and support volunteers who deliver the Home Library Service and seek to build its capacity to support our most vulnerable and isolated customers.

5.2 In addition, an Integrated Locality Team (ILT) will be based in Seaford Library from the autumn of 2017. This supports the East Sussex Better Together transformation programme in its aim of achieving a fully integrated health and social care system locally by 2018, a key enabler of which is the physical co-location of health and social care staff. There are potential savings to both the LIS and the ILT from more efficient use of the available space in the library and operational benefits for both clients and staff alike from reduced travel time and journeys from a community base. The East Sussex Community Information Service (ESCIS) website, which is provided by the LIS, is being enhanced with Adult Social Care and Health as a common platform for online community health information.

6 Conclusion and Reasons for Recommendations

6.1 This report presents proposals for the implementation of the draft LSCS that could achieve £653k of savings and create a modern, sustainable library service for East Sussex, which prioritises the needs of the county and is able to adapt to future needs. This would deliver total savings for the LTP of £1.903m against a target of £2m and is considered to be the most appropriate strategy to prioritise resources in order to meet the needs which have been identified at the current time.

6.2 In addition to providing a core library offer that would retain a very high level of accessibility to all those who live, work and study in East Sussex, by re-prioritising and developing new, more targeted services the draft LSCS presents a key opportunity for us to support and empower those with the greatest needs to make potentially transformational changes to their life chances. If the proposed needs- based library service were to be implemented following the consultation, resources would be targeted to communities where we have identified these highest needs and, in partnership with others, we would develop and expand our services, including an enhanced eLibrary and Home Library Service, a new Children's and Young People's Offer to support literacy, and increased outreach work in our most disadvantaged communities. There would be a smaller network of library buildings, with 17 libraries in appropriate locations across the county according to need, and 92% of members of the current 24 libraries would be unaffected. Over 86% of East Sussex residents would be within a 20 minute journey time to a library by public transport and over 99% within a 20 minute journey by car.

6.3 Subject to agreement by Cabinet the draft LSCS would undergo a public consultation during September to December 2017. The findings of the public consultation would be analysed and the draft LSCS and the supporting appendices, which form the statutory assessment of needs, including the full EqIA, would be reviewed. The outcome of the consultation and a draft LSCS will be presented to Cabinet in March 2018, with a view, should it be agreed, to implementation from April 2018.

RUPERT CLUBB

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LOCAL MEMBERS
All

BACKGROUND DOCUMENTS
None

East Sussex County Council

East Sussex Libraries The Way Forward

Strategic Commissioning Strategy 2018/19 to 2022/23

DRAFT FOR CONSULTATION



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Foreword by Councillor Bill Bentley

Lead Member for Communities and Safety

Libraries are a popular and highly valued service across East Sussex. In the past year there were nearly one and a half million visits to our libraries. Libraries offer an affordable way for people to enjoy the pleasure of reading and access to culture for all, but they also support people in so many other ways, like getting online, finding employment or new training opportunities, information about health and other services in the local community, studying, pursuing hobbies and interests, and much more. Put simply, libraries and libraries staff can provide the knowledge, information and inspiration to support and empower people to make transformational changes to their lives.

We have continued to invest in improving and modernising our library buildings and have introduced and developed our eLibrary, offering an increasing number of eBooks, eAudiobooks, eMagazines and other eServices for residents online.

In the context of significant reductions in the public spending available to the Council, most residents are aware that the Council has to save money by finding ways to provide all of our services more affordably. Residents may be less aware that the number of people visiting our libraries and the overall number of items borrowed have both reduced by about 40% over the last 10 years, despite an increase in the loans of digital items like eBooks and eAudiobooks.

We are clear that libraries are and will remain a highly accessible service for everyone. But we have to recognise the change in demand and the necessity and responsibility to respond to it. We must recognise the fact that the way people live their lives has changed, and this has an impact on libraries. Due, among other things, to the widespread availability of information and entertainment online and the relatively low cost and ease with which people can now buy many books, fewer people are dependent on libraries for reading, for information and for leisure in the way they once were.

However, our work to produce this draft Libraries Strategic Commissioning Strategy shows that there are still significant needs across the county, and especially within certain communities, around literacy, attainment, employment and ultimately health and wellbeing. These are needs which the Library and Information Service is ideally placed to help tackle. We still have the ability to make a difference, particularly for those who could benefit the most from the services we offer.

Our proposals, therefore, represent a change in the way we invest in and deliver the service, focussing more acutely on need than before, reaching people more effectively and affordably. This Strategy represents a pivotal moment for the service, setting out our approach to provide a modern, sustainable library service for the future.

This would mean prioritising more investment in the eLibrary and outreach work in our most disadvantaged communities, but providing a smaller network of libraries across East Sussex. It would also mean a targeted investment in reading and

information materials together with other resources that support the specific needs we have identified.

At the very core of our proposals is a commitment to work alongside partners within and outside the Council, to make the most of the limited resources and ensure that the Library and Information Service operates at the heart of a collective effort to improve outcomes for residents and communities in East Sussex.

I recognise that some parts of our proposals represent an uncomfortable change for some people. But I hope that many will be able to see that, in addressing the challenges of reducing numbers of people using libraries and less money to spend on them, we have identified potential benefits that would come from a different but enhanced range of library services that enable us to get the best possible outcomes we can achieve. Ultimately, we hope that this will allow us to reinvigorate and grow new audiences for the Library and Information Service for the future.

Please read our draft Libraries Strategic Commissioning Strategy, to understand the challenges and the rationale for our proposals. I would also urge to have your say by filling in our consultation questionnaire which you can find in all libraries and online at eastsussex.gov.uk/haveyoursay from 21 September to 14 December 2017.

I, with my Cabinet colleagues, commit to considering your comments carefully as we then put together the final Libraries Strategic Commissioning Strategy in March 2018.



Councillor Bill Bentley

Please read the draft Libraries Strategic Commissioning Strategy and have your say

The proposals within this draft Libraries Strategic Commissioning Strategy have not yet been decided. East Sussex County Council's Cabinet have approved this draft Strategy so that you can have your say. We would like to hear from you whether you currently use the Library and Information Service or not. You can fill in the consultation questionnaire online at eastsussex.gov.uk/haveyoursay or pick up a copy in any East Sussex library. Or you can write to us. Please make sure you do so before 14 December 2017.

Once the consultation is complete and the results have been analysed, the draft Libraries Strategic Commissioning Strategy and all the supporting documents will be finalised and updated proposals presented to Cabinet in March 2018. We aim to start implementing the Libraries Strategic Commissioning Strategy from April 2018.

Executive Summary

The draft Libraries Strategic Commissioning Strategy is a complete review of the East Sussex Library and Information Service. It is the final part of a wider Libraries Transformation Programme designed to deliver a modern and sustainable Library and Information Service for East Sussex, based on current and future needs for the county. It is designed to address the challenges the service faces, both in terms of less money to deliver the service but also reducing demand for libraries.

Our proposed Vision and Strategic Outcomes provide a clear direction for the delivery of the future Library and Information Service. These are improving child and adult literacy, supporting the economy, better health and wellbeing and increasing digital inclusion. They have been developed based on the evidence within the Technical Appendices that libraries can and already do support a wide range of needs, directly and indirectly. Each Strategic Outcome would be met through a range of different offers, or services, provided according to evidence of need. Three underlying transformation principles have also been developed for the draft Libraries Strategic Commissioning Strategy to ensure that the library service is able to successfully respond to the challenges described. These are working together, promoting use of libraries and increasing our capacity to add value to what we do.

We propose to provide access to library services through an enhanced eLibrary service, continuing to expand the range of online services and materials that are offered. We would actively promote the benefits of the eLibrary to different groups according to their needs. We also propose a greater focus on outreach provision, working closely with other County Council services and partners to make sure that we reach communities and individuals with the greatest needs. We would promote and deliver our offer more closely with other services in different settings such as Children's Centres and community venues. We propose to no longer offer the Schools Library and Museum Service (SLAMS), a service which schools opt to buy into. Instead we would support schools in areas with highest needs free of charge and continue to provide some charged resources to all schools which they tell us they would use. The strategy sets out our proposals for this new offer.

We propose to provide a smaller network of 17 library buildings, in appropriate locations across the county according to need, ensuring that there remains a very high level of accessibility to a library by public transport or by car within a reasonable journey time of 20-25 minutes by car or public transport. These 17 libraries are Battle, Bexhill, Crowborough, Eastbourne, Forest Row, Hailsham, Hampden Park, Hastings, Heathfield, Hollington, Lewes, Newhaven, Peacehaven, Rye, Seaford, Uckfield and Wadhurst. We would work with partners to make the best use of space within these buildings.

Seven of the current 24 libraries would, therefore, not be retained. These are Langney, Mayfield, Ore, Pevensey Bay, Polegate, Ringmer and Willingdon. Based on registered home addresses, our analysis shows that 100% of the members of these seven libraries live within a 20 minute journey time by car to one of the proposed 17 remaining libraries, and over 96% are within a 30 minute journey time by public transport.

In the case of Mayfield, Pevensey Bay, Polegate, Ringmer and Willingdon, the libraries are in lower areas of need relative to other parts of East Sussex and our proposals not to retain these libraries would enable us to direct resources to where they are needed most. Langney and Ore libraries are in areas of higher need. However, we believe that the needs in these communities can be met effectively and efficiently from alternative libraries, supported by targeted local outreach work.

Specific consideration has been given to potential options for the seven libraries that we do not propose to retain. These could be community run or community funded where there is a desire within communities for the libraries to continue to operate if, as proposed, we cease to fund them as part of a needs-based library service. Alternatively, communities may wish to use the buildings for other purposes, where this is possible.

There are potential options for keeping the seven libraries within the East Sussex Library and Information Service if they can be wholly funded by communities or other organisations. Alternatively, communities or other groups or organisations may wish to take over the leases of buildings or purchase them, and run them as completely independent libraries or use them for other purposes. We are happy to discuss these options.

We propose changes to provision for rural communities, no longer providing the Mobile Library Service and instead offering the eLibrary and a network of library buildings to support rural communities. We would provide additional support, including the Home Library Service, for those who are unable to travel to libraries or use the eLibrary. We would also enhance and expand the capacity of the Home Library Service so that it can support more of our most vulnerable and isolated customers in future.

92% of members of the current 24 libraries are registered to one of the 17 libraries we propose to retain and would therefore be unaffected by our proposals. For the those members who would be affected, 100% live within a 20 minute journey time by car to one of the proposed 17 remaining libraries and over 96% are within a 30 minute journey time by public transport. 82 of the 88 Mobile Library stop locations are served by public transport to an alternative library building, on a day when the closest alternative library is open, of which 76 have a journey time of 30 minutes or under. All 88 Mobile Library stops are within a 20 minute drive of an alternative library.

Overall, the proposals mean that the Library and Information Service would continue to provide very high levels of accessibility to a library building within a reasonable journey time of 20 to 25 minutes and by using the eLibrary. Over 86% of the population would be within a 20 minute journey time by public transport and over 99% within a 20 minute journey by car. This compares with over 89% by public transport and over 99% by car for the current network of 24 libraries or 97% by public transport and 100% by car if current Mobile Library stops are included.

A draft Equalities Impact Assessment (EqIA) has been undertaken to identify those groups who it is considered might be more affected than others by the proposals not to retain seven libraries and to cease provision of the Mobile Library Service and

Northiam village library. The draft EqIA identified three main groups who it is considered might be more affected by the proposals; those aged 75 and over; those with certain disabilities; and those in rural communities. These groups were primarily identified for a common reason, in that they are likely to be less able to travel further to an alternative library and in some cases may be lacking the digital skills or technology to access the services via the eLibrary. Appropriate mitigations are proposed for each group.

The proposals within the draft Libraries Strategic Commissioning Strategy would deliver a saving of £653,000 through a combination of shared efficiencies by co-locating library services with other County Council services, income generation, and the reduced provision of library buildings, the Mobile Library and other services. This is approximately £100,000 less than the £750,000 savings target for the Strategy set out in the Council's Medium Term Financial Plan. Overall, this would equate to £1.903 million toward the total £2 million savings target for the Libraries Transformation Programme. This is considered to be the most appropriate strategy to prioritise resources in order to meet identified needs at this time.

Introduction

The draft Libraries Strategic Commissioning Strategy 2018/19 to 2022/23 is a complete review of the East Sussex Library and Information Service. It is the final part of a wider Libraries Transformation Programme designed to deliver a modern and sustainable Library and Information Service for the next five years, which is based on the needs of the people of East Sussex.

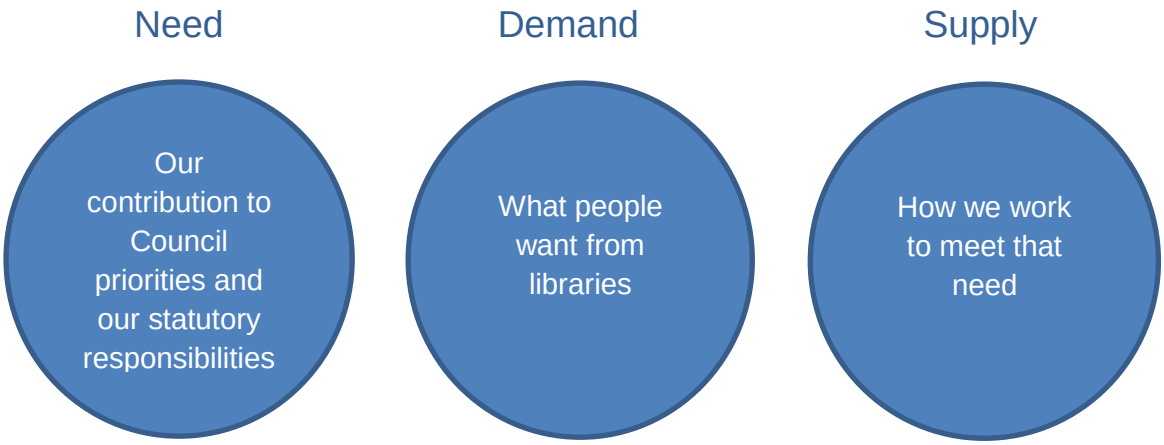
In the context of significant reductions in public spending at Government level, the Council cannot afford to spend as much on its library service as it has in the past. The draft Libraries Strategic Commissioning Strategy has sought to identify further savings of up to £750,000 from the library service, as part of a total savings target for the whole transformation programme of up to £2 million.

In this strategy document we set out the range of services that we propose the East Sussex Library and Information Service will provide in future for those who live, work and study in the county. In developing the plan, we have looked at our statutory obligations and the contribution that the Library and Information Service makes to Council priorities. We have also explored whether it would be better if someone other than the County Council provided the Library and Information Service in future.

What is Strategic Commissioning?

We want to make sure our Strategy is designed properly and provides a long term focus on what is important for East Sussex residents. To develop our Strategy, we are using the 'strategic commissioning framework'. This ensures a clear understanding of 'need', before identifying the best way to meet it. It also sets out a clear rationale for the review and decision making process.

Adopting the commissioning approach enables us to understand three key areas:



Our draft Libraries Strategic Commissioning Strategy is, therefore, based on clear evidence of need, which will enable the Council to prioritise the resources available for the Library and Information Service to deliver the best outcomes for residents.

To develop the draft Libraries Strategic Commissioning Strategy, we have taken our staff from the Library and Information Service through the commissioning process, asking for their views on the evidence base as it has emerged, drawing on their knowledge and experience. We have done the same with colleagues from across Council services and by speaking with partner organisations who represent different groups in East Sussex.

This draft Libraries Strategic Commissioning Strategy presents just a summary of all of the evidence gathered as part of the strategic commissioning process. There is a more detailed rationale for our proposals and assessment of their impacts in Appendix 1 to this draft Strategy. This is a document called the Rationale and Impact Assessment for the Proposed Needs-Based Library Service. You can read or download it from the following webpage: eastsussex.gov.uk/librarystrategy. On this webpage you can also read or download the full evidence base which is presented in the Technical Appendices, or a summary of all of the evidence contained in all of the Technical Appendices.

What does the library service look like now?

The Library and Information Service lends books and other materials, in hard copy and digital formats, provides information, delivers formal and informal learning opportunities as well as volunteering opportunities. Computers and Wi-Fi are available in all library buildings to enable people to use the internet.



Access to the library service is provided by 24 library buildings across the county, the online eLibrary, a Mobile Library Service, a Home Library Service, a Prison Library Service, a community information service (ESCIS) and a Schools Library and Museum Service.

We deliver a range of initiatives, both local and national, often with partners and sometimes externally funded, to support literacy and to help people into employment by developing their IT skills. Many of these services are delivered with the support of over 400 volunteers.

Membership of the Library and Information Service is free to everyone who lives, works and studies in East Sussex. At the start of 2017/18 there were approximately 230,000 registered members of the Library and Information Service, or about 44% of the East Sussex population. However, only about 62,000 people (27% of the population) have borrowed an item in the past year, and visits and loans of items have fallen by around 40% in the past ten years.



Surveys we have undertaken in our libraries show that nearly half (45%) of adult visitors to libraries in East Sussex are aged 65 and over and half (50%) are retired. However, in terms of registered members of the library service, children and young people aged below 16 represent 26 per cent of all members, more than any other age group.

Most people we surveyed consider their library visits to be related to leisure and enjoyment. Almost three quarters of adult library users (74%) visited a library to borrow, return, renew or reserve a book. The next most common reason for visiting (19%) was to access the public computers or Wi-Fi.

Surveys tell us that there is a lack of awareness among non-users of the library service about the range of different services on offer, particularly online services, such as eBooks.

Our statutory duty

East Sussex County Council is one of 151 local councils in the UK with a statutory responsibility (a legal duty) to provide a local library service in accordance with the *Public Libraries and Museums Act 1964*. The Act requires each local authority to provide a library service that is 'comprehensive and efficient'. It is for local decision how the library service best meets this requirement practically, including how many libraries there are, where they are, when they are open, and what each one offers.

Our Vision and Strategic Outcomes

Our proposed Vision and Strategic Outcomes provide a clear direction for the future delivery of the Library and Information Service over the next five years.

This will help us to support the Council's four overarching priority outcomes of driving sustainable economic growth, keeping vulnerable people safe, helping people help themselves, and making best use of resources.

Our Vision and Strategic Outcomes

We will provide a Library and Information Service that promotes reading and knowledge as a route to leading fulfilling lives. We will prioritise our resources and expertise to support the needs of residents and communities in East Sussex to achieve four key outcomes:

Improving child and adult literacy. We will provide a range of quality materials and personalised support for people's different needs, so they can enjoy the pleasure of reading and the better life chances that literacy unlocks for people.

Supporting the economy. We will provide training and guidance for people of all abilities seeking to learn and to work, so they are able to build skills and confidence in a supportive environment.

Better health and wellbeing. We will promote reading as a source of wellbeing, provide reliable information and services to promote good health, and support people to manage their own health and the health of those they care for.

Increasing digital inclusion. We will provide free access to computers and Wi-Fi, and paid access to printers, training for people to use technology and the internet, so they are able to independently access vital information and services and participate in the benefits of the digital world.

We will ensure that in working to deliver our Strategic Outcomes we will meet our statutory duty to provide a comprehensive and efficient library service for everyone who lives, works and studies in East Sussex.

Each Strategic Outcome would be met through a range of different services, provided by the Library and Information Service according to evidence of need across the county as a whole and within specific communities.

A needs-based library service

In order to develop the draft Libraries Strategic Commissioning Strategy we undertook and commissioned a wide range of research in order to establish a robust evidence base from which to determine how best to deliver a needs-based library service.

A needs-based library service means a library service where we prioritise our resources towards the achievement of outcomes that will best meet the needs of those who live, work and study in East Sussex. In order to do that, we had to find out what those needs are and in which communities (of both people and place) they are greatest. We needed to understand how people are using the Library and Information Service, how that is changing, and what impact it might have on what we do in future.

Understanding need enabled us to identify the outcomes which the Library and Information Service is well-placed to help achieve, either in its own right, or by working with others. We could then identify how well our current library service is able to achieve those outcomes, what things we should continue to do or do differently. We could also identify whether there were completely new services and activities we should provide because they would help achieve the outcomes, and whether we should stop doing some things completely. We also needed to consider if there were better ways of providing this needs-based library service that would make it more likely to achieve its goals. This is the basis of the draft Libraries Strategic Commissioning Strategy.

Some of the key things we found were:

Reading and Literacy

Children who are disadvantaged do worse at school than those from non-disadvantaged backgrounds.

At the end of primary school (Key Stage 2) only 51% of disadvantaged pupils reached the expected standard for reading, 60% for writing, and 52% for grammar, punctuation and spelling, compared with 72%, 79%, and 74% respectively for non-disadvantaged pupils.

At GCSE (Key Stage 4) 39% of disadvantaged pupils achieve A*-C in both English and maths, compared with 71% of non-disadvantaged pupils.

In 2016, about 29% of East Sussex state school pupils were disadvantaged at Key Stage 2 and 25% at Key Stage 4.

There are areas of East Sussex among the top 10% most deprived areas in England for working age adults with no or low qualifications or who cannot speak English well or at all. Parts of the county have an adult population with skills below a level which means they could not compare products and services for the best buy, or work out a household budget.

Reading and Literacy (continued)

Literacy skills underpin success in all walks of life, and libraries have a key role to play in ensuring children in particular have the building-blocks for future academic and employment success, thereby improving people's prosperity, their health and their wellbeing. Young children's early communication and vocabulary skills are particularly important. In addition, the health and wellbeing benefits of reading for pleasure are evident for adults as well as children and young people.

The Library and Information Service has the potential to support the literacy needs of every child, although some children are likely to have higher needs than others, such as those living in households with low incomes, those with Special Educational Needs and those without English as a first language. Where there are low adult literacy rates it is expected that this will create a need that can be positively met through access to library services.

Economic Development

In 2016/17 4.5% of the working age population (16-64 year olds) were unemployed in the county compared to 4.8% in England and 3.8% in the South East. Hastings has the highest percentage at 6.3% of unemployment and Lewes has the lowest percentage at 3.8%.

There are 23 areas of East Sussex ranked within the 10% most deprived areas of England in terms of levels of employment, including 16 in Hastings, 5 in Eastbourne and 2 in Rother.

The Library and Information Service can provide access to online information about job vacancies and training and skills development opportunities, and support individuals directly to develop skills such as applying for jobs and learning new literacy, numeracy and ICT skills. This can also boost self-confidence and preparedness for a job interview, increasing the chances of getting into or back into work.

Disability and long-term ill health are factors which can prevent people from obtaining a job when they want to work, and being out of the workplace for long periods of time can have a further impact on people's skills, levels of confidence and mental health.

Health and Wellbeing

14 areas of East Sussex are ranked within the 10% most deprived areas of England in terms of health deprivation and disability, including 10 in Hastings, 3 in Eastbourne and 1 in Rother.

The county has a higher percentage (24.9%) of residents aged 65 and over compared to England (17.7%). The highest percentage of residents aged 65 and over is in Rother and the lowest percentage in Hastings.

Health and Wellbeing (continued)

There is a 13 year difference in life expectancy for those born in different parts of the county. The lowest life expectancy (75.6 years) is in Gensing ward in Hastings and the highest (89 years) in Mayfield ward in Wealden.

There are health and wellbeing needs which the Library and Information Service can meet by supporting community and individual resilience, health improvement and reducing health inequalities. These needs can be met through the provision of safe and inclusive spaces, quality assured self-help information and resource materials tailored for residents of all ages, as well as direct signposting to other services.

In particular, the Library and Information Service can provide resources and information to enable people to take greater ownership of their own health and wellbeing, to be more resilient, increasingly independent, self-sufficient and resourceful, and thus better able to help themselves.

Research has identified the positive benefits of reading for mental health, as well as the positive correlation between literacy and a person's ability to access health information. Those in greatest need are people in poor mental or physical health or at risk of developing health problems, particularly people with a long-term health problem or disability.

The highest health deprivation levels and disability measures are concentrated in the coastal towns, either in central residential areas or large estates on the edge that often have other income, employment and social exclusion issues. There are some pockets of health deprivation in each of the three more rural districts, but usually associated with the mid-sized towns. One area with a relatively high percentage of residents with long term illness is east Bexhill. Other high levels are found in Eastbourne, Hastings, St. Leonards and Newhaven.

Digital Exclusion

Information is increasingly moving to digital platforms and there continues to be a social divide between those who have easy access to the internet and those who are offline. On digital inclusion, the needs which have been identified are the ability to access and use the internet to get information about skills and employment opportunities, health and wellbeing information, and accessing the more competitive online market place for goods and services, which can help households on low incomes.

Behind these needs are the affordability of home or mobile internet provision, the lack of basic digital skills (which is linked to low levels of educational attainment and also to age) and, to a lesser extent, the availability of broadband technology.

There are 18 areas in the county that are ranked within the 10% most deprived areas of England in terms of household income. This includes 12 areas in Hastings, 3 in Eastbourne and 3 in Rother.

In order to serve the needs of the county as a whole, a core library offer would be provided for all residents. In addition to the core offer, by re-prioritising and developing new, more targeted services we have a key opportunity through the draft Libraries Strategic Commissioning Strategy to support and empower those people and communities with the greatest needs to make potentially transformational changes to their life chances. While many of the services we provide would remain the same, the way we promote and engage people will be targeted towards those individuals and communities who stand to benefit more.

Our proposed offers as part of a needs-based library service are as follows, for each Strategic Outcome:

Our offer for improving child and adult literacy

Fiction and non-fiction reading materials for all ages and needs. We will provide an increased range of quality materials and tailored support for people's different needs, so they can enjoy the pleasure of reading and the better life chances that literacy unlocks for people. The choice of titles and websites available to download from the eLibrary, the online library service, will be increased and prioritised according to countywide needs.



A new Children and Young People's Literacy offer. We will work closely with other services for children and young people of all ages (including pre-school) and in all settings, to encourage children and their families to use the library service. The new offer comprises:

- **Literacy support for pre-school children and their families.** We will aim to provide rhyming and storytelling activities in all libraries or community settings, prioritised according to local needs. This supports pre-school learning and development of speech and language.
- **Literacy support for school age children and young people.** We will work with schools and other providers to improve children and young people's literacy and personal development by promoting the library service, its resources and targeted activities, such as the Summer Reading Challenge.
- **Outreach services for pre-school children and their families.** We will work with Early Years services to support family learning and development in areas of higher need, delivering services in Children's Centres and through health workers.
- **Support for schools.** We will offer more targeted, free services in areas of identified need and provide resources to support literacy to all schools on a pay-as-you-go basis. We will no longer provide the Schools Library and Museum Service (SLAMS). Further details of our proposed support to schools offer is set out on p19.

Our offer for improving child and adult literacy (continued)

Literacy support for children and adults with disabilities. We will support children and adults with disabilities and long term health conditions, such as visual impairments, to be confident using adapted reading materials and technology.

Literacy support for adults with low literacy. We will seek external funding to provide courses to improve basic literacy and numeracy in libraries in areas with higher needs, working with other adult education providers to signpost people to the right offer for them.

Home Library Service for isolated or vulnerable residents. We will enhance our Home Library Service to provide reading materials for more isolated or vulnerable residents, working with partners to develop additional volunteering capacity and opportunities within the service.

Our offer for supporting the economy

Support to improve IT skills for work. We will provide free online training resources, using the eLibrary. We will provide personalised training and courses in libraries to help people to gain literacy, numeracy and IT skills for work, working with other adult education providers and Jobcentre Plus to signpost people to the right offer for them.

Space to work and study. We will provide free space in all libraries for children and adults to study or work, with free access to computers, the internet and other library resources. We will provide new volunteer-led Study Clubs for children and young people at exam time and new Coding Clubs in libraries.

Library events programme. We will work closely with other services and venues, such as The Keep, to provide an expanded programme of free or paid events in libraries to support personal development and the wider cultural economy.

Our offer for better health and wellbeing

Fiction and non-fiction reading materials for all ages and needs. We will provide these in all libraries to support the health and wellbeing benefits of reading for pleasure. Different formats and a choice of titles will be provided in each library, prioritised according to local needs.

Self-help materials and support for all ages and needs. We will provide self-help materials online and in all libraries, as well as signposting to other services, prioritised according to local needs.

Our offer for better health and wellbeing (continued)

Health and wellbeing information for all ages and needs. We will provide reliable sources of health information online and in all libraries with guidance to other services. We will work with Adult Social Care and Health to develop ESCIS as the main website for health and wellbeing information for East Sussex.

Physical and mental health support. We will work with other services, such as Public Health, to increase the range of health initiatives offered within libraries. These will be prioritised according to local needs and by the services providing them. We will work with partners, including Adult Social Care and Health, to provide resources to support positive mental health.

Outreach for isolated or vulnerable residents. We will continue to offer our Home Library Service to provide reading materials for isolated or vulnerable residents, and will work with Adult Social Care and Health and partners to develop our Home Library Service, so that our most isolated or vulnerable users are supported and safeguarded.

Our offer for increasing digital inclusion

Access and support to use computers and Wi-Fi. We will continue to provide free access to People's Network computers and Wi-Fi in all libraries. More computers will be made available and we will make more space for computers in some libraries.



Support to use technology and the internet. We will provide free online training resources, using the eLibrary. Computer Buddies volunteers will provide personalised support in libraries, prioritised according to local need. This will be expanded to offer support to people to use the eLibrary confidently.

Support to improve IT skills for work. We will provide free online training resources using the eLibrary. We will provide personalised training and courses in libraries to help people to gain literacy, numeracy and IT skills for work, working with other adult education providers and Jobcentre Plus to signpost people to the right offer for them.

Transformation principles

In addition to the Vision and Strategic Outcomes three underlying principles have been identified which will enable the Library and Information Service to successfully adapt and respond to the challenges described.

- **Working together**
  We will work together with other council services as 'One Council' and with partners outside of the Council, making the most of limited public resources to deliver shared goals and the County Council's priority outcomes.

- **Promoting use of libraries**
  We will stimulate use of library services where there is need, so that as many people as possible who are able to benefit from the Library and Information Service know what is on offer and how to access it.

- **Increasing our capacity to add value to what we do**
  We will build closer relationships with communities and other partners, developing new volunteering opportunities to deliver additional services that will support a wider range of needs and seek new external funding opportunities.

Accessing the new offers

Currently there are a number of different ways to access the Library and Information Service. These include library buildings, the eLibrary, the Mobile Library and one 'village library' in Northiam. A free Home Library Service is offered to people who cannot easily use a library due to disability or frailty, or are caring for someone who cannot be left.

Based on the evidence of need, we think there should still be a range of different ways to access our services, but with an increasing focus on online provision and library services delivered in other settings (for example other service locations, community venues and people's homes). This would enable us to meet a wider range of needs.

There are three key ways in which we propose that people will be able to access the new offers in future:

An enhanced eLibrary service

We will continue to expand the range of online services and materials that are offered through the eLibrary, our online library service. We will actively promote the benefits of the eLibrary to different groups according to their needs.

A focus on outreach

We will work closely with other County Council services and partners to make sure that we reach communities and individuals with the greatest needs. We will promote and deliver our offer more closely with other services in different settings such as Children's Centres, schools and community venues.

Support for schools – part of a new Children and Young People's Offer

Currently we provide a Schools Library and Museum Service (SLAMS) which is funded by schools paying for our service. Income is declining each year and SLAMS, as a distinct service, is no longer financially sustainable. We propose to cease SLAMS and therefore discontinue the SLAMS mobile library service, the topic loan service and the schools museums service. We would offer our museum stock to The Keep and to local museums and collections.

We propose that the more affordable and popular of our current charged services would continue to be offered to all schools. We also propose the introduction of a free library membership specifically for teachers. In addition, schools in areas of need will be offered free targeted support with literacy and reading through outreach activities. This will form part of the new offer for Children and Young People and will allow teachers and children to benefit from the expertise of our librarians.

Proposed Support for Schools

Free services (for primary and special schools)

- Our librarians would work with children, families and teachers in schools through an outreach programme to contribute to literacy, targeting need and working in partnership with Children's Services. Activities could include introducing children to a range of books to encourage reading, and involvement with family learning
- Our librarians would work more closely with schools to ensure children, families and teachers can maximise use of public library resources, both in hard copy and online
- Our free services would be targeted to areas of need and prioritised according to the needs of the school community and our capacity to support the requests we receive

Free services (for all schools)

- We would provide teachers in East Sussex schools with a membership which allows them to borrow items on a long loan from libraries for use in the classroom; teachers would be able to reserve items online, including the best of our topic loan and fiction stock

Charged services (for all schools)

- Participation in the Children's Book Award
- Stock selection and purchase on behalf of the school – our librarians would help schools to make the best of their budget by selecting a range of titles (non-fiction or fiction) for them; schools would benefit from their expertise and our discounts on stock purchase
- Advice on management of a school library
  Training for teachers/volunteers on running a school library
- Any other relevant training for teachers we can provide

A smaller network of library buildings

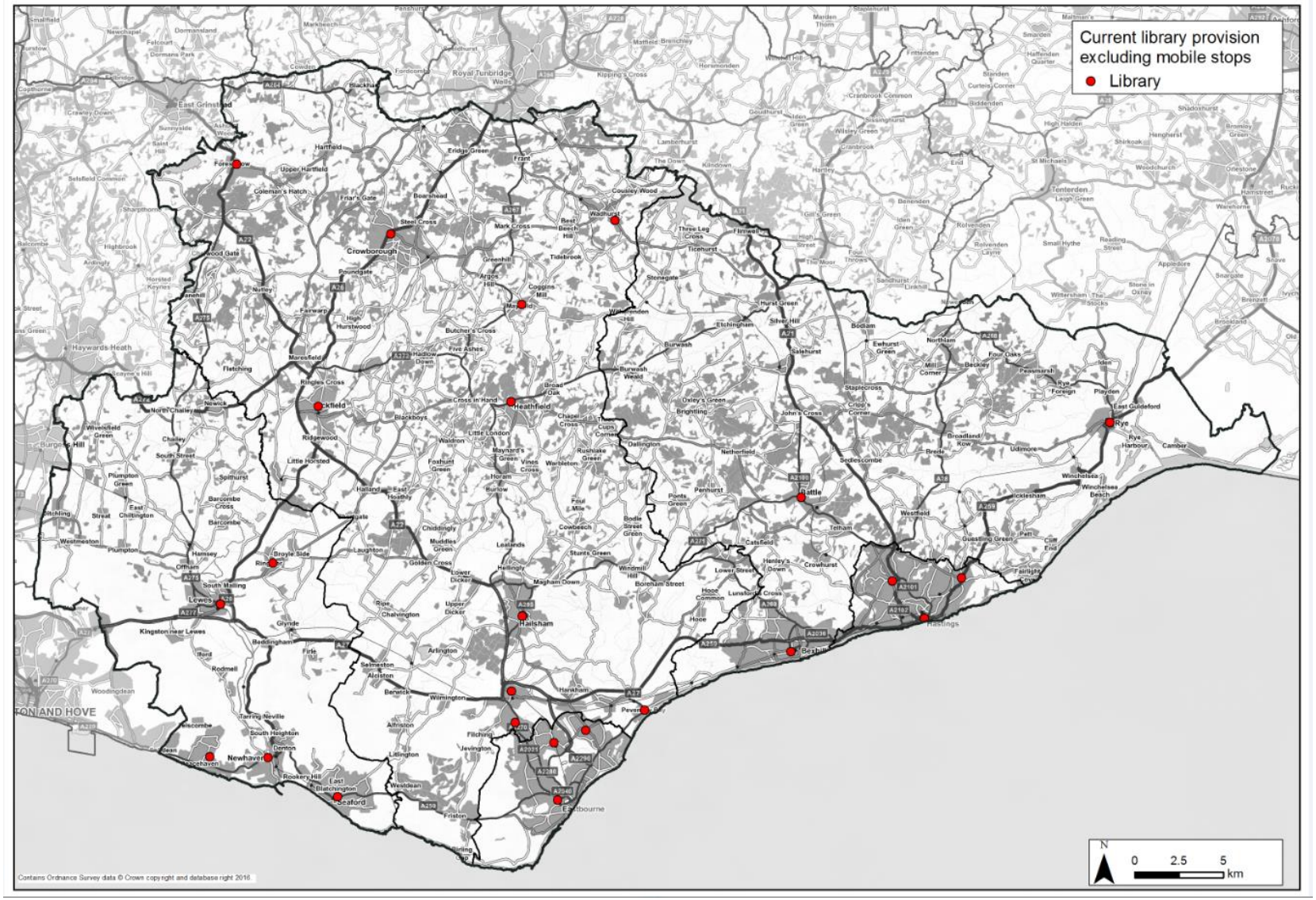
Currently we provide a network of 24 libraries across East Sussex. We propose to provide 17 libraries in appropriate locations across the county according to need and in order to maintain a high level of accessibility. The research we undertook for the draft Libraries Strategic Commissioning Strategy of the types and duration of journey people make shows that a journey time of 20 to 25 minutes to a library by public transport and car is reasonable. We will also work with partners to make the best use of space within these buildings.

Proposed future network of library buildings:

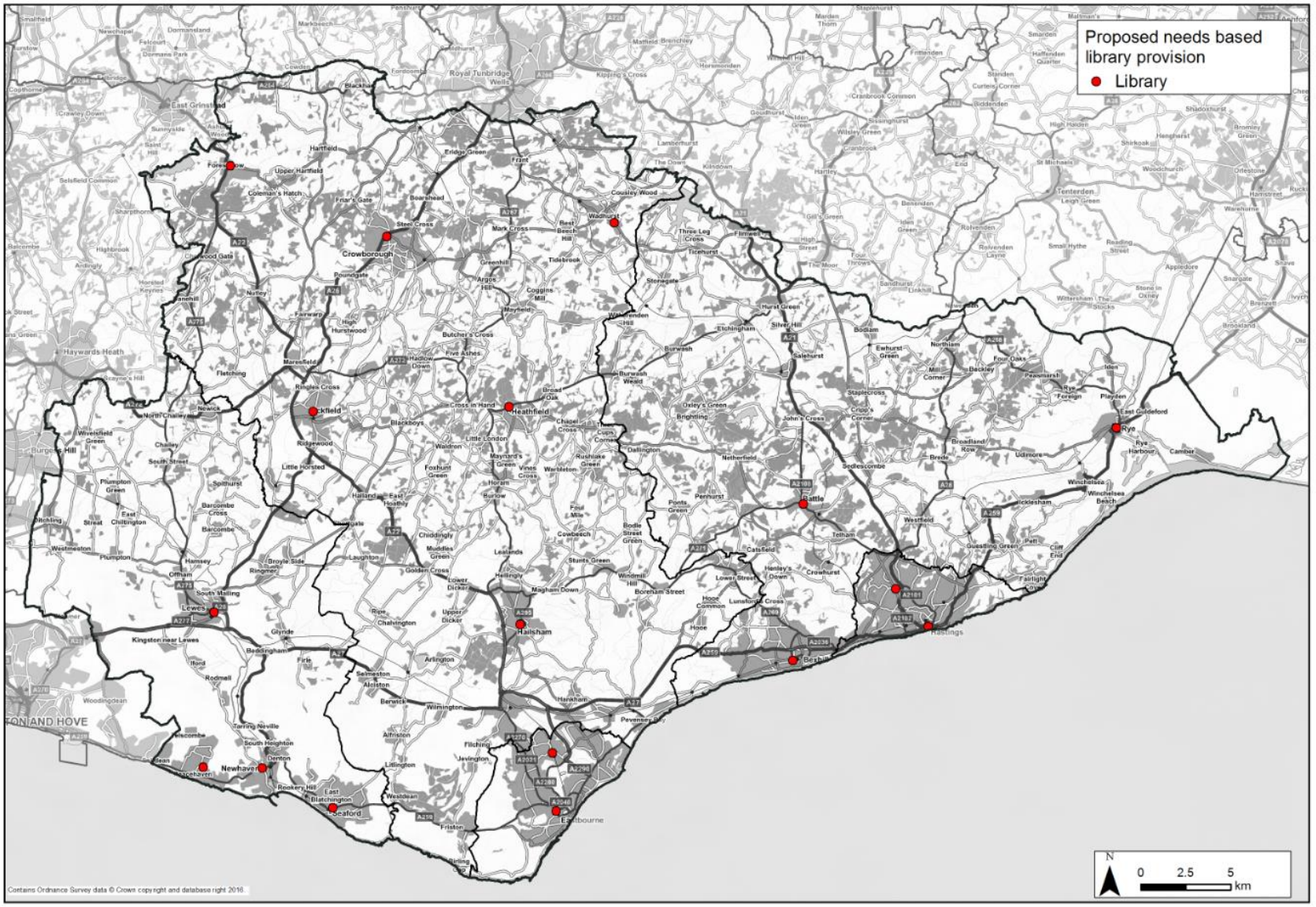
- Battle
- Bexhill
- Crowborough
- Eastbourne
- Forest Row
- Hailsham
- Hampden Park
- Hastings
- Heathfield
- Hollington
- Lewes
- Newhaven
- Peacehaven
- Rye
- Seaford
- Uckfield
- Wadhurst

Maps 1 and 2, below, compare the current and proposed library buildings.

Map 1 Current network of library buildings for East Sussex



Map 2 Proposed future network of library buildings for East Sussex



We propose not to retain seven of our current libraries, based on evidence of need in those areas. These libraries are Langney, Mayfield, Ore, Pevensey Bay, Polegate, Ringmer and Willingdon. Based on registered home addresses, our analysis shows that 100% of the members of these seven libraries live within a 20 minute journey time by car to one of the proposed 17 remaining libraries, and over 96% are within a 30 minute journey time by public transport.

In Mayfield, Pevensey Bay, Polegate, Ringmer and Willingdon the evidence shows that there are lower levels of need across the wide range of indicators that we examined.

In and around Langney and Ore there are high levels of need. However, each of these communities is also served by a large town centre library (Eastbourne and Hastings) as well as another smaller library (Hampden Park and Hollington). The proximity of both libraries to alternative provision means that it is possible to meet needs in Langney and Ore through other libraries nearby.

In addition, however, we propose to deliver an outreach service for children and families in Langney from Shinewater Children's Centre and for children and families in Ore from the East Hastings Children's Centre, who are identified by the needs assessment as one of the groups the Library and Information Service is well placed to support.

We have set out below the evidence we have gathered for the draft Libraries Strategic Commissioning Strategy, which explains in more detail why we believe that these library buildings are no longer required for an effective needs-based library service for East Sussex.

Langney

The needs assessment shows high levels of need around both Langney and Hampden Park libraries. The proximity of both libraries to each other and to Eastbourne Library means that it is possible to meet needs in Hampden Park and Langney by retaining one library and through the wider range of services provided in Eastbourne Library. Off-peak journey times from Langney Library to Hampden Park Library are 16 minutes by bus (or between 20 and 30 minutes to Eastbourne Library) and 4 minutes by car.

The costs for Langney Library are relatively high because it is in a commercial retail unit within a shopping centre, which we pay rent for, whereas Hampden Park Library is owned by the Council, so it has lower running costs.

However, in addition to the provision of libraries in Hampden Park and Eastbourne, we propose to deliver an outreach service for children and families in Shinewater Children's Centre, who are identified by the needs assessment as one of the groups the Library and Information Service is well placed to support.

Mayfield

The needs assessment shows that Mayfield is in a very low area of need. In order to direct resources to where they are needed most it is proposed that Mayfield Library is

not retained. Off-peak journey times from Mayfield Library to Heathfield Library are 12 minutes by bus and 9 minutes by car.

Ore

The needs assessment shows high levels of need around Ore, Hollington and the Hastings main library. The proximity of all three libraries means that it is possible to meet needs in these communities by retaining the completely refurbished Hastings Library (which will re-open in spring 2018) and either Hollington or Ore libraries. Off-peak journey times from Ore Library to Hastings Library are 18 minutes by bus and 6 minutes by car.

We believe that the proximity of the East Hastings Children's Centre close to Ore Library means that it would be a more effective way of meeting needs in Ore by delivering an outreach service at the East Hastings Children's Centre for children and families who are identified by the needs assessment as one of the groups the Library and Information Service is well placed to support. Hastings Library or Hollington Library are well placed to meet the remaining needs within the community.

Pevensey Bay

The needs assessment shows that Pevensey Bay is not in a priority area of need. In order to direct resources to where they are needed most it is proposed that Pevensey Bay Library is not retained. Off-peak journey times from Pevensey Bay Library to Eastbourne Library are 20 minutes by bus and 11 minutes by car to Hampden Park Library.

Polegate

The needs assessment shows that Polegate Library is not in a priority area of need. In order to direct resources to where they are needed most it is proposed that Polegate Library is not retained. Frequent public transport links connect Polegate with Hampden Park, Eastbourne and Hailsham libraries. Off-peak journey times from Polegate Library to Hailsham Library are 12 minutes by bus or 7 minutes by car, and 7-10 minutes by train to Eastbourne.

Ringmer

The needs assessment shows that Ringmer Library is not in a priority area of need. In order to direct resources to where they are needed most it is proposed that Ringmer Library is not retained. Off-peak journey times from Ringmer Library to Lewes Library are 10 minutes by bus and 9 minutes by car.

Willingdon

The needs assessment shows that Willingdon Library is not in a priority area of need. In order to direct resources to where they are needed most it is proposed that Willingdon Library is not retained. Off-peak journey times from Willingdon Library to Eastbourne Library are 18 minutes by bus and 6 minutes by car to Hampden Park Library.

The full evidence base for the identified needs in each of these seven areas is presented within the Needs Assessment (Technical Appendix 2).

The Mobile Library and Northiam village library

74% of the population of East Sussex live in urban areas and 26% in rural areas. The needs of communities in more rural areas have been considered, where access to a library may be more limited than in urban areas, for example due to greater distances and fewer public transport options.

The Mobile Library Service has traditionally provided an alternative to travelling to a library building for more rural communities. It offers a three weekly service to 88 stops across the county. Each stop lasts between 15 minutes and 2 hours and 10 minutes, although most stops are for 20-30 minutes.

In the past year 1,112 residents have used the Mobile Library. For the majority of the 88 mobile library stops, the number of customers that access the mobile service is extremely low. Of the 88 stops, 72 (82%) had on average fewer than 10 customers per visit in 2016.

We propose to cease provision of the Mobile Library Service, offering instead the eLibrary and the network of 17 library buildings that support rural communities within reasonable journey times. We will provide additional support, including the Home Library Service, for those who are unable to travel to libraries or use the eLibrary.

The Library and Information Service also supports Northiam Village Library, a volunteer-led community book swap which offers a limited selection of books to the local community from 2pm to 4pm on Thursday and Saturday each week. In the past year, a total of just under 1,000 people used the village library, around 83 visitors on average each month. We also propose to no longer deliver a supply of books to Northiam Village Library. Off-peak journey times from Northiam Village Library to Rye Library are 28 minutes by bus and 17 minutes by car.

As we implement the draft Libraries Strategic Commissioning Strategy, we would wish to help mitigate for the impact of the proposals by supporting community led solutions. We would provide a new library membership category, a Community Library Member, so that recognised members from the local community, for example a member of a Town or Parish Council or someone assigned on their behalf, would be issued with a library card that would allow them to borrow a large number of items from the library to make available within a community setting for a prolonged period of time.

What will the impacts of these proposals be?

Our proposals ensure that there remains a very high level of accessibility to a library by public transport or by car across the county, within a reasonable journey time of 20 to 25 minutes, including for rural communities. They also ensure that libraries are well-placed to serve areas with greater needs.

The key impacts of these proposals are:

- **92% of members of the current 24 libraries will be unaffected by the proposals and for the 8% of users who would be affected there would be an alternative library within a 20 minute journey from their existing library.**
- **Of the 88 Mobile Library stops, 82 have an alternative library that can be accessed by public transport, and of these 76 are within a 30 minute journey from their existing Mobile Library stop**
- **All 88 Mobile Library stops are within a 20 minute drive of an alternative library**
- **Over 99% of residents would still be able to travel to a library within a reasonable journey of 20 minutes by car, compared with 100% for the current library network or a Mobile Library stop.**
- **Over 86% of residents would still be able to travel to a library within a reasonable journey time of 20 minutes by public transport. This compares to 89% for the current network of libraries.**

As we have summarised above, our proposals would mean that 86.1% of the population of East Sussex would be within a 20 minute journey time of a library by public transport and 99.9% of the population would be within a 20 minute journey by car. This compares with 89.1% of the population who can get to one of the current 24 libraries by public transport and 99.9% of whom can currently do so by car. In terms of current access to our existing 24 libraries and the 88 Mobile Library stops, 97% of the population of East Sussex have access within 20 minutes by public transport and 100% by car.

Looking at accessibility within half an hour, 95.7% of East Sussex residents would be able to get to a library within a 30 minute journey time by public transport (bus or train) and 100% by car. This compares with 96.2% of the population who can currently reach a library within 30 minutes by public transport and the same 100% who can currently do so by car. If current Mobile Library stops are included 99.4% of residents are currently able to get to a library within half an hour by public transport and 100% by car.

Table 1 provides a detailed breakdown of access to a library within 10, 20 and 30 minute journey times for the population of East Sussex for the proposed network of

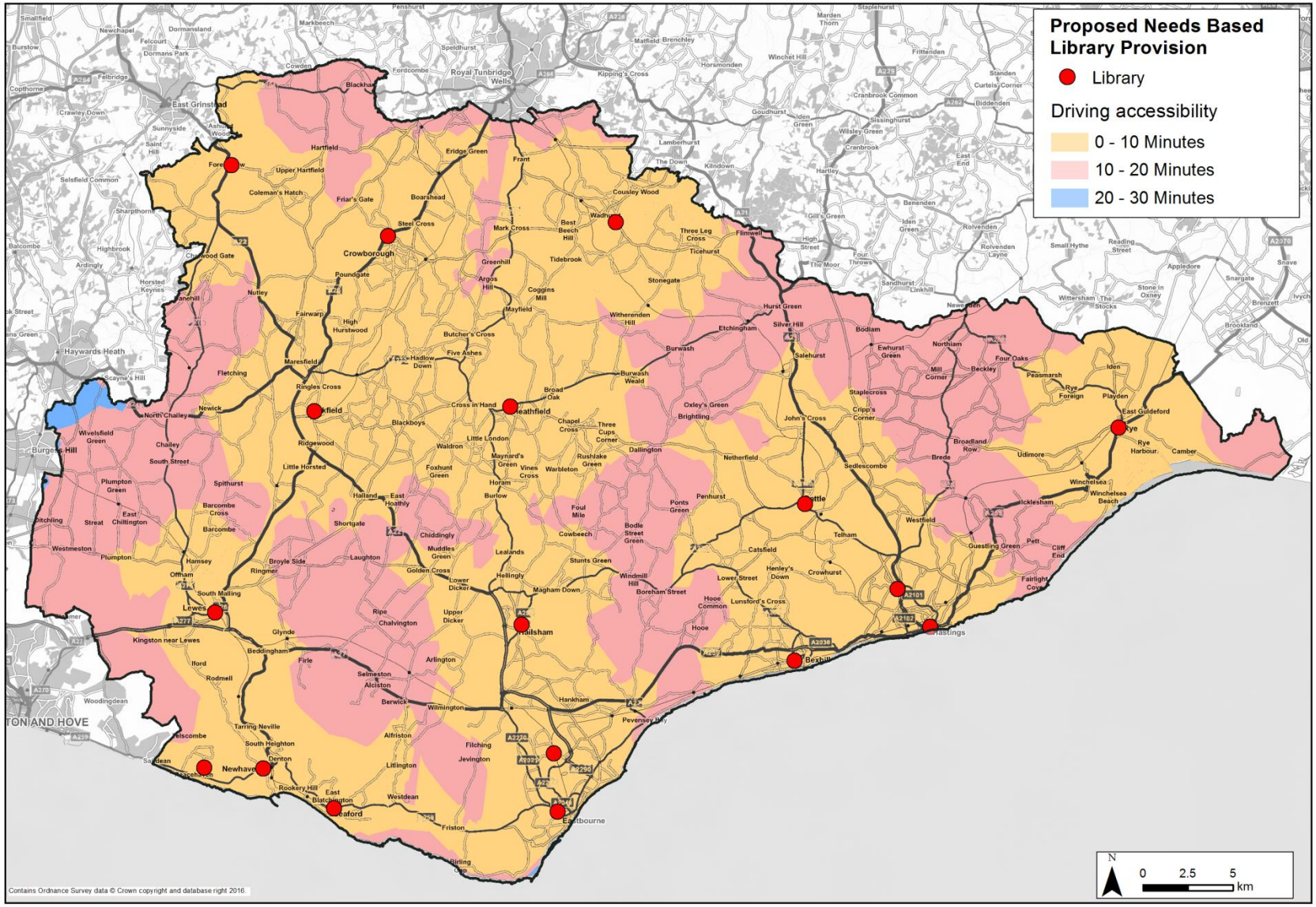
17 libraries compared to the current network of 24 library buildings and the current network of 24 library buildings plus mobile library stops.

Table 1 Journey times to East Sussex libraries – current and proposed library network

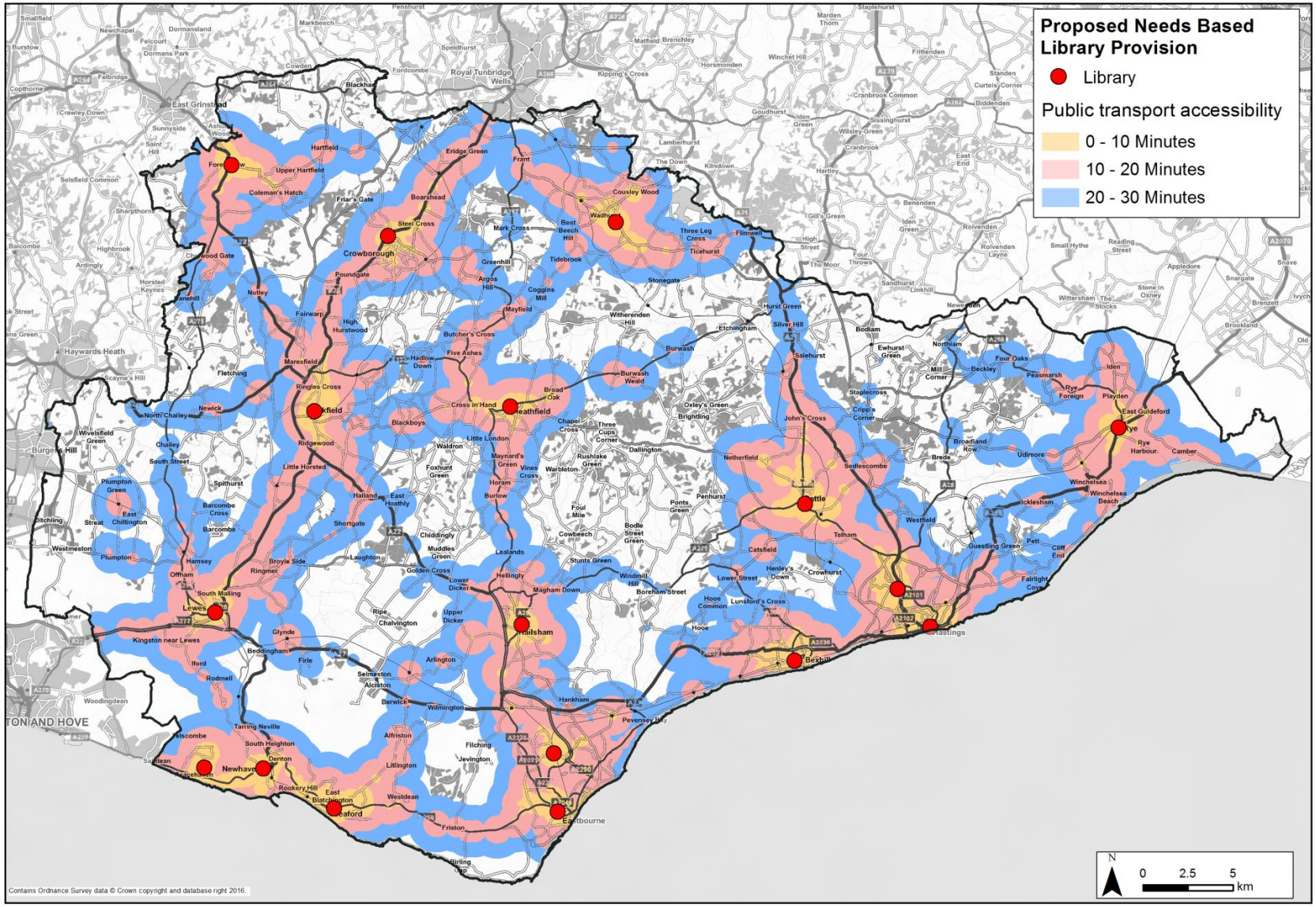
		Journey time in minutes								
Cumulative totals		Public Transport			Driving			Walking		
		0-10	**0-20**	**0-30**	**0-10**	**0-20**	**0-30**	**0-10**	**0-20**	**0-30**
No. of residents within journey time	Current 24 libraries & Mobile Library stops	380,428	511,894	524,342	527,108	527,521	527,521	119,851	300,467	460,805
	Current 24 libraries only	307,975	469,758	507,219	496,817	526,799	527,521	86,113	256,226	397,193
	Proposed network of 17 libraries	241,980	454,364	504,851	482,621	526,799	527,521	65,532	203,991	309,387
% of residents within journey time	Current 24 libraries & Mobile Library stops	72.1%	97.0%	99.4%	99.9%	100.0%	100.0%	22.7%	57.0%	87.4%
	Current 24 libraries only	58.4%	89.1%	96.2%	94.2%	99.9%	100.0%	16.3%	48.6%	75.3%
	Proposed network of 17 libraries	45.9%	86.1%	95.7%	91.5%	99.9%	100.0%	12.4%	38.7%	58.6%

Map 3 shows journey times to the proposed network of 17 libraries by car and **Map 4** shows the journey times by public transport.

Map 3 Journey times to the proposed network of 17 libraries by car



Map 4 Journey times to the proposed network of 17 libraries by public transport



53 of the 88 Mobile Library stops (60%) are within a 10 minute drive of one of the proposed 17 libraries. On average seven customers use the Mobile Library at each of these stops. 35 stops (40%) are within a 20 minute drive. On average five customers use the Mobile Library at each of these stops. 82 of the 88 Mobile Library stop locations are served by public transport to an alternative library building, on a day when the closest alternative library is open, of which 76 have a journey time of 30 minutes or under.

The proposals do have a greater impact for people who currently walk to libraries. 58.6% of residents would be able to walk to a library within half an hour compared to 75.3% for the current network of libraries and 87.4% when mobile library stops are included.

It is also important to bear in mind that a wide range of factors influence whether people make particular journeys by car or public transport and that people commonly travel to libraries as part of combined trips to do other things, such as shopping or when they are at work. 55% of library users use more than one library.

A draft Equality Impact Assessment has been produced to identify those groups of people who it is considered will be more affected by the proposals than others. Three main groups are identified; those aged 75 and over, those with certain disabilities and those in rural communities.

Those aged 75 and over and those with certain disabilities were primarily identified for a common reason, in that they are likely to be less able to travel further to an alternative library and in some cases may be lacking the digital skills or technology to access the services via the eLibrary. For those individuals unable to access a library themselves due to mobility issues, illness or their caring responsibilities, the Home Library Service would be considered a suitable alternative way to access the service.

For individuals living in rural communities, it is likely that they will have further to travel to the library, if they currently use the Mobile Library Service, the Northiam village library or one of the rural libraries it is proposed not to retain (Mayfield, Ringmer and Pevensey Bay). For those that have access to a car or are able to travel by public transport to an alternative library, the majority of the county would still be able to access a library in reasonable travel times. In addition, the eLibrary provides a suitable alternative way of accessing the service.

We will use the feedback we receive from the consultation on this draft Libraries Strategic Commissioning Strategy to ensure we fully understand the impacts of these proposals. We will produce a final Equality Impact Assessment before the County Council's Cabinet considers the Libraries Strategic Commissioning Strategy in March 2018.

Library opening hours

Library opening hours were changed in November 2016, following a public consultation. The rationale was to decrease library running costs by reducing opening hours at times when libraries were less busy, ensuring that people can access services across the county when they are most used. Given the necessary savings, some hours were reduced at other times.

We have looked again at the evidence we considered prior to reducing library opening hours in 2016 and we do not think that increasing current library opening hours is required in order to provide a needs-based library service.

We have, however, looked at different ways to open libraries for longer, including technology which allows people to use libraries when they are unstaffed. These systems are not cheap, and at present, there is not a case for investing in them in East Sussex, especially considering the evidence we found that libraries were not well used outside of our 'core hours' of 10am to 5pm.

Community and partner involvement

Volunteering opportunities

Our Library and Information Service is supported by over 400 volunteers who play a vital role in enabling us to deliver the full range of services we provide. We have identified the potential to develop new volunteering opportunities to deliver additional services that will support a wider range of needs, such as study clubs and coding clubs. We would very much welcome people coming forward to find out more about these roles.

Following the changes to library opening hours, we are piloting a project with Forest Row Parish Council, where volunteers in Forest Row open the library without paid staff on one afternoon per week when the library would normally be closed. So far this pilot is working well. Although we do not plan to increase library opening hours we would welcome any approach by communities who wish to work with us to set up volunteer-run library sessions as a way of increasing library opening hours if there is a desire within their communities to do so. As with the pilot in Forest Row Library, volunteers would need to be managed and coordinated by the community, but we would provide full training and protocols for volunteer-led opening hours.

Similarly, if communities wanted to set up Friends Groups as a way of supporting the Library and Information Service through fund-raising or volunteering, we would be very interested in hearing your ideas.

Please get in touch by email at library.consultation@eastsussex.gov.uk

Options for community library provision

We have given specific consideration to potential options for the seven libraries that we do not propose to retain to be community run or community funded if there is a

desire within communities for the libraries to continue to operate. Alternatively, communities may wish to use the buildings for other purposes, where this is possible.

We do not consider that it is viable to maintain these libraries simply by replacing paid staff with volunteers. We would continue to incur costs and there would be resource implications for the management of volunteers, library stock, running and maintaining the building as well as centralised costs. Given that we believe these libraries are not necessary in order to provide a needs-based library service, there would be no justification to make a financial contribution to their operation in future.

However, there are potential options for keeping the seven libraries within the East Sussex Library and Information Service if they can be funded wholly by communities or other organisations. Alternatively, communities or other groups or organisations may wish to take over the leases of buildings or purchase them, and run them as completely independent libraries or use them for other purposes. We invite communities to come forward to discuss these options.

We've set out below the indicative annual running costs of each of the seven buildings. If they were funded by other organisations but stayed within the East Sussex Library and Information Service, there would also be additional costs associated with managing the sites, a contribution to the stock they would be supplied with, the costs of refurbishment and new furniture, and any other resources which we agreed to continue to provide.

Library	Owned, leased or licenced	Estimated staff cost (in-library staff only)	Estimated running costs (rents, rates, upkeep), and including income	Total
Langney	Leased	£22,000	£38,000	£60,000
Mayfield	Licensed	£7,000	£1,000	£8,000
Ore	Owned	£11,500	£3,500	£15,000
Pevensey Bay	Leased	£10,000	£8,500	£18,500
Polegate	Owned	£27,500	£10,500	£38,000
Ringmer	Licensed	£5,500	£2,500	£8,000
Willingdon	Owned	£15,000	£9,000	£24,000

Space in library buildings

We have undertaken a Property Assessment for all of our library buildings. This includes consideration of how effectively the space within each library is used. We have been able to secure partnerships within the Council to locate or deliver other services in some libraries as part of the draft Libraries Strategic Commissioning Strategy. This will allow us to support a wider range of needs, draw in new audiences and generate additional income to offset required savings for the Library and Information Service.

Operational bases for parking enforcement staff will be provided in Hastings, Eastbourne and Lewes libraries from July 2018. The Library and Information Service will deliver the functions of the three Parking Shops from these libraries. This joint venture will enable the parking services to be delivered at a lower cost due to the sharing of overheads and other operational costs.

The Seaford Integrated Locality Team, part of our East Sussex Better Together health partnership, will move into accommodation within Seaford Library. This team will bring together a number of social care and health services for adults, from the County Council and the NHS, within the community. Their services will not be delivered in the library.

There are further opportunities for partners to use space within other library buildings to provide services or for office accommodation. This would increase the potential of the library service to offer an increased range of services, delivering shared outcomes with partners and creating further savings. We would welcome approaches from organisations or groups interested in using space within any of our libraries to provide services or for office accommodation. An expression of interest only is necessary at this stage, and any arrangement would be negotiated on a case by case basis.

HMP Lewes

The library in Lewes Prison is provided by the Library and Information Service as a traded service, which means that it is self-financing. We will continue to provide this service subject to any future negotiations with the prison authorities. It is recognised that the prison community do have specific needs which the library supports, but these are not assessed as part of the draft Libraries Strategic Commissioning Strategy.

Alternative delivery models

We have spoken to or visited a number of other local authorities to understand how they run their library services and see what lessons we could learn from them. They include West Sussex, Kent, Brighton and Hove, Surrey, Buckinghamshire, Devon and Suffolk.

We have explored whether it would be better if someone other than the County Council provided the Library and Information Service in future and have undertaken an initial options appraisal to explore the advantages, disadvantages and risks of different delivery models that would most effectively enable the Library and Information Service to implement the draft Libraries Strategic Commissioning Strategy.

This options appraisal included:

- Keeping the Library and Information Service in-house, delivered by the County Council, but assuming that the draft Libraries Strategic Commissioning Strategy is implemented, as proposed;
- Establishing a Local Authority Trading Company;
- Establishing a Public Service Mutual;
- Outsourcing the service (to a 'for profit' or third sector provider); and
- Establishing as a joint venture between the Council and a library service staff group.

A summary of these different delivery models is provided in the table below.

The options appraisal identified a Local Authority Trading Company and continuing to provide the Library and Information Service in-house as the two highest scoring options for East Sussex, with the Local Authority Trading Company scoring slightly higher. The main advantage of a Local Authority Trading Company over the in-house model would be the ability to trade for profit. At present the opportunities for us to do that are limited as most councils are not outsourcing their library services.

Both Suffolk and Devon County Councils have created Public Service Mutuals for their library services. Both of these Public Service Mutuals have savings programmes that include many of the options we have either already delivered through the Libraries Transformation Plan or that we propose to deliver through the draft Libraries Strategic Commissioning Strategy.

The options appraisal therefore concluded that there is currently no convincing argument for changing from the current in-house model in order to implement the draft Libraries Strategic Commissioning Strategy. Discussions have taken place with the District and Borough Councils to explore opportunities for the potential of a Service Level Agreement to operate libraries on our behalf, and we will continue these during the consultation period.

Summary of alternative delivery models for the Library and Information Service

Local Authority Trading Companies (LATCs)
LATCs are bodies that are free to operate as commercial companies but remain wholly owned and controlled by the 'parent' council(s). As trading bodies, LATCs are in a position to provide their services to a wider market than a council department. LATCs are contracted by the parent council (or councils) to provide services back to the council(s) via a service contract.

Public Sector Mutual (PSM)
The Department for Culture Media and Sport defines a PSM as an organisation that has left the public sector (also known as 'spinning out'), which continues to deliver public services, and which has a significant degree of employee control, influence or ownership. Typically a PSM would involve an element of employee-ownership (or at the very least a significant level of employee control). The model also allows for the involvement of a range of other stakeholders, possibly including community groups and the Council.

Depending on the intended ownership and governance arrangements, stakeholders (e.g. staff, community groups, Friends Groups and the Council) may own part of the PSM and sit on the board of directors. Several advisory groups could be established to ensure that a diverse range of stakeholders are effectively represented and able to influence the PSM's strategic direction.

Outsourcing
The process of outsourcing a council's library service involves the procurement of a third party to deliver the library service on behalf of the council via a contract. The outsourcing of library services may take several forms, including:

- Procuring an existing social enterprise or charity to deliver the service on behalf of the council;
- Procuring local community groups to deliver library services on behalf of the council (with funding, professional library services and back-office support and systems);
- Procuring another council to deliver part or all of the service; and
- Procuring a for-profit provider to deliver the service on behalf of the council.

Joint venture
The term 'joint venture' can describe a range of different commercial arrangements between two or more separate entities. Each party contributes resources to the venture and a new business is created in which the parties collaborate together and share the risks and benefits associated with the venture.

A party may provide land, capital, intellectual property, experienced staff, equipment or any other form of asset. Each party generally has an expertise or need which is central to the development and success of the new business which they decide to create together. It is also vital that the parties have a 'shared vision' about the objectives for the joint venture.

In the case of libraries, a joint venture may involve the Council and one or more third party (possibly including the staff group) establishing a new entity.

Ownership of the joint venture would conventionally be split across each of the parties involved. Typically this would be determined by the appetite of the Council to share ownership, and the level of investment and risk taken on by each party.

Identified savings

The proposals within the draft Libraries Strategic Commissioning Strategy would enable us to deliver an estimated saving of £653,000 through a combination of shared efficiencies by co-locating library services with other County Council services, income generation, and the reduced provision of library buildings, the Mobile Library and other services.

This is approximately £100,000 less than the £750,000 savings target for the Libraries Strategic Commissioning Strategy set out in the Council's Medium Term Financial Plan.

Overall, this would equate to £1.903 million toward the total £2 million savings target for the Libraries Transformation Programme. This is considered to be the most appropriate strategy to prioritise resources in order to meet identified needs at this time.

Identified saving	Value of saving
Closure of buildings, including frontline staff	£172,000
Management savings associated with closures	£137,000
Income generation from buildings and building efficiencies	£171,000
Additional reduction in stock fund	£100,000
Cease Mobile Library provision, including staff costs	£73,000
Total	**£653,000**

Implementing and monitoring the Libraries Strategic Commissioning Strategy

The draft Libraries Strategic Commissioning Strategy has clearly identified a package of proposals and agreed opportunities which will allow us to deliver the identified savings within the agreed timeframe, to the end of the current Medium Term Financial Plan in 2018/19.

It is essential that the strategy is implemented on time and within resources. Formal monitoring arrangements will be put in place to ensure that this happens. These will include the continuation of the officer level corporate Libraries Transformation Programme Board and planned reporting to Lead Member for Communities and Safety, and the Audit, Best Value and Community Service Scrutiny Committee.

Supporting information

The draft Libraries Strategic Commissioning Strategy is supported by a number of other documents.

There are two appendices to the draft Libraries Strategic Commissioning Strategy.

- **Appendix 1. Rationale and Impact Assessment for the Proposed Needs-Based Library Service.** This provides a more detailed rationale for the proposals contained within this draft Libraries Strategic Commissioning Strategy

- **Appendix 2. Summary of the Technical Appendices.** This provides a summary of all of the evidence developed in the supporting Technical Appendices (see below)

A number of Technical Appendices (TA) have also been developed, providing the detailed evidence base which has informed the commissioning process. Together these documents also fulfil the legal duty of the Council to produce an assessment of needs for our proposed changes which demonstrates that, by implementing them, we would continue to meet our statutory duty to provide a comprehensive and efficient library service.

TA	Title	Purpose of the Technical Appendix
1	National and local context	Explains the context in which the library service operates at a local and national level, including the legal duty to provide a library service
2	Needs Assessment	Explains the different needs across the county and within different communities, which are relevant to the library service
3	Service Description and Analysis	Explains how the current library service is provided, including comparison with other library services and findings from consultations with service users
4	Property Assessment	Explains the current buildings used to provide the library service and opportunities that exist to use them better in future
5	Accessibility Analysis	Explains current access to the library service, including library buildings, the e-library and the mobile library, and determines reasonable travel times for journeys to libraries
6	Gap Analysis	Explains gaps between the way that the library service is currently provided and the way that it should be provided to meet needs and identifies the proposed Vision and Strategic Outcomes
7	Delivery model options appraisal	Explains the different models that are available to provide the library service and proposes the preferred model for future delivery

Next steps

Subject to agreement by Cabinet on 19 September 2017, there will be a public consultation on the proposals contained within this draft Libraries Strategic Commissioning Strategy from 21 September to 14 December 2017.

Once closed, the results of the public consultation will be collated and analysed and the results used to review the draft Strategy and all of the supporting documents.

The proposed amended Libraries Strategic Commissioning Strategy will be presented to Cabinet in March 2018, with an additional full report on the findings of the public consultation and the Equality Impact Assessment.

If agreed by Cabinet, implementation of the Strategy will begin from April 2018.



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Libraries Strategic Commissioning Strategy

Appendix 1

Rationale and Impact Assessment for the Proposed Needs Based Library Service

Contents

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1 Purpose of this document

Purpose of this document

1.1 This document provides further assessment of the rationale and impact for the proposals contained within the draft Libraries Strategic Commissioning Strategy. It is one of a series of documents produced to support the Strategy, which are as follows:

Figure 1 Schematic of draft Libraries Strategic Commissioning Strategy and supporting documents

<table>
<tr><td colspan="7">Draft Libraries Strategic Commissioning Strategy</td></tr>
<tr><td colspan="7">Appendix 1. Rationale and Impact Assessment for the Proposed Needs Based Library Service</td></tr>
<tr><td colspan="7">Appendix 2. Summary of Technical Appendices</td></tr>
<tr><td>Technical Appendix 1
National and Local Context</td><td>Technical Appendix 2
Needs Assessment</td><td>Technical Appendix 3
Service Description and Analysis</td><td>Technical Appendix 4
Property Assessment</td><td>Technical Appendix 5
Accessibility Analysis</td><td>Technical Appendix 6
Strategic Outcomes and Gap Analysis</td><td>Technical Appendix 7
Delivery Model Options Appraisal</td></tr>
</table>

1.2 Based on the findings of the Technical Appendices and the draft Equalities Impact Assessment this document provides further detail on:

- The proposed ways in which people will be able to access the Library and Information Service and those parts of the service which it is proposed to stop providing
- The likely impact of the proposals on library users, the population as a whole and also those with protected characteristics, and the proposed mitigations to address those impacts

1.3 The draft Libraries Strategic Commissioning Strategy aims to create a modern, affordable Library and Information Service for East Sussex, which prioritises the needs of the county and is able to adapt to future needs.

1.4 The term ‘needs’, in this context includes the general requirement that adults and children have a reasonable ability to access reading materials, information and the range of other resources that meet their general and special requirements, for the various benefits that these can provide. It also takes account of the particular needs of different communities (both of people and place) who face greater disadvantage than others.

1.5 For many people the obvious focus would be around reading and literacy when considering the needs that a library service can meet. However, in developing the draft Libraries Strategic Commissioning Strategy, we have set out to identify the wider needs that the Library and Information Service may be well-placed to help meet, either on its own or in partnership with others, within the resources that are available.

1.6 The development of the draft Strategic Commissioning Strategy also takes into account our legal responsibilities for providing a library service. This approach, and the detailed process of review that has been undertaken, are described in this and in the other Technical Appendices.

1.7 An affordable and adaptable Library and Information Service means that it will be able to respond to a number of common challenges facing library services across the UK, including:

- the significant budget pressures facing councils, both in terms of a reduction in grant allocated to councils at the same time as an increase in demand for key services, such as social care

- a decrease in library use related to a shift in consumer behaviour, with increasing access to reading materials, information and public and paid services online

- the changing needs brought about by a growing and ageing population and the move increasingly toward a knowledge based economy and the effects of a long period of financial uncertainty

1.8 The Strategy has been produced using the Strategic Commissioning Framework, our business planning process for all East Sussex County Council service redesign.

2 Rationale for the proposals

Proposed access to library services

2.1. Currently there are a number of different ways to access the Library and Information Service. These include library buildings, the eLibrary, the Mobile Library and one 'village library' in Northiam. A free Home Library Service is offered to people who cannot easily use a library due to disability or frailty, or are caring for someone who cannot be left.

2.2 Based on the evidence of need, it is considered that a mix of different access to services should still be delivered, but more appropriately reflecting changes in use. This would include access to services in libraries but increasingly online and in other settings; other service locations, community venues and people's homes.

2.3 The remainder of this section describes, in detail, the proposed access to library services.

eLibrary

2.4 The eLibrary has changed the way in which people are able to access library services, at any time, no matter where they are. By using the eLibrary, people can download reading materials, access information resources (including some resources that the Library and Information Service provides for free, but which people would have to pay for outside of the eLibrary), watch training videos or look up community information on ESCIS.

2.5 ESCIS, the East Sussex Community Information Service, is a website hosted by the Library and Information Service, providing up to date details of community organisations and events across East Sussex and Brighton & Hove. ESCIS can be accessed by anyone who can get online. Anyone wishing to access ESCIS within a library can do so, either by using the People's Network computers to visit the website or by asking a member of library staff to look up information for them.

2.6 The eLibrary also offers the ability to manage library loans more conveniently online between library visits. It provides the opportunity to 'click and collect', as with retailers, allowing people to search the library catalogue online and reserve items to collect from a library knowing they will be available, or to renew items for longer, reducing the need to visit a library as often.

2.7 Despite the potential benefits, however, the evidence suggests that awareness of the range of eLibrary services among the general population of East Sussex is still very low. There has been a lack of targeted promotion of

the eLibrary and support offered to help people with the skills to use it effectively.

2.8 Although the eLibrary has the potential to serve a much wider cross-section of the local population than it does at present and use is increasing, we recognise that the shift toward online information, books and services is unlikely to replace the need either for library buildings or for printed reading materials altogether.

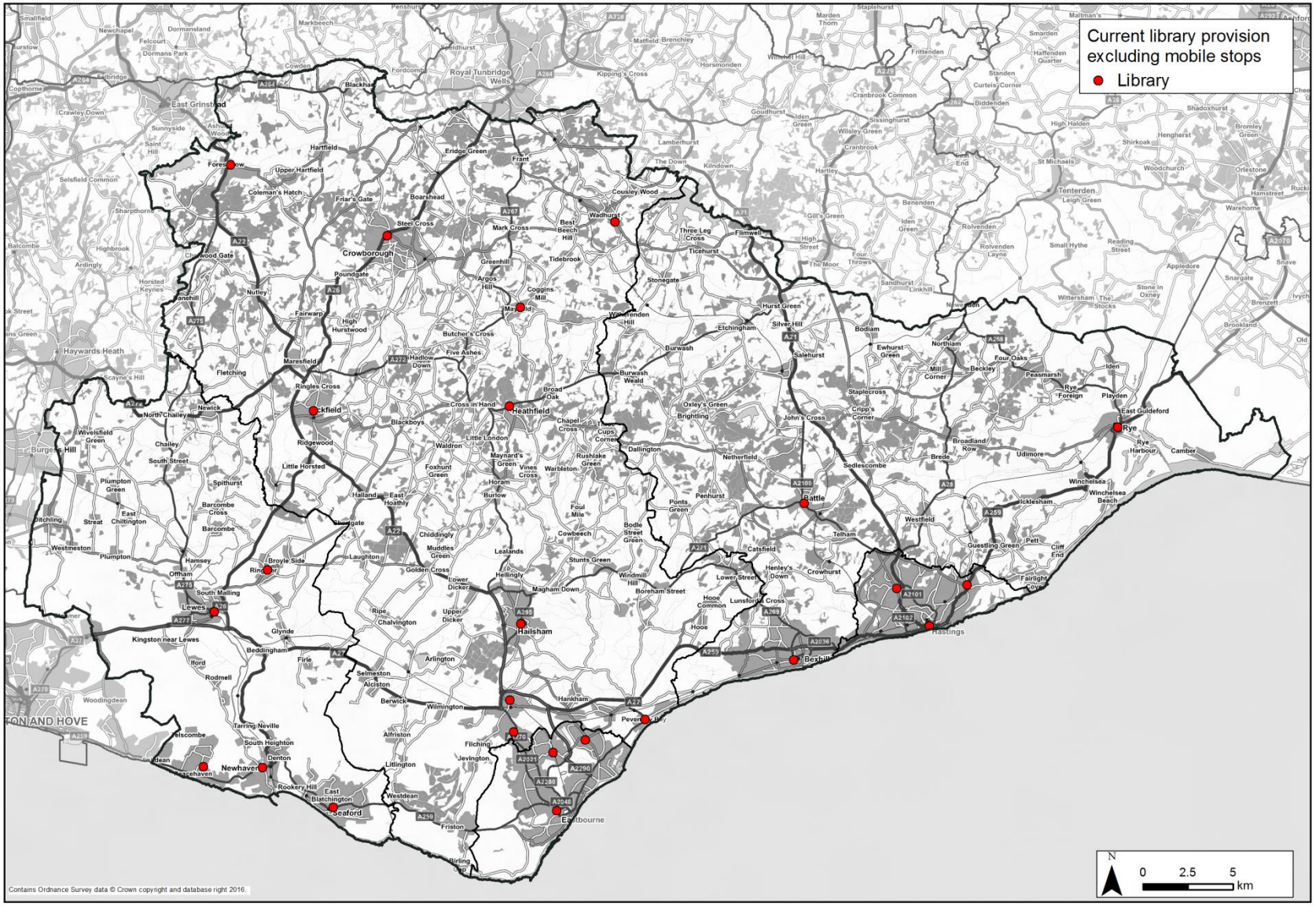
2.9 It is proposed, therefore, that the eLibrary continue to be enhanced, with an expanded range of materials and services and more targeted promotion, as an integral part of a modern library service for East Sussex. This will enable us to meet needs by responding increasingly to changes in consumer behaviour and in a way that is more cost effective for the service.

Library buildings

2.10 By visiting a library, people are able to read or borrow books and access reliable sources of information, use computers, work or study and take part in literacy and training sessions. Although they remain the way that most people use the library service, fewer people are visiting libraries year on year.

2.11 Currently there is a network of 24 library buildings across East Sussex, as shown in **Map 1**, below.

Map 1 Current East Sussex library network



2.12 The draft Libraries Strategic Commissioning Strategy has determined that a smaller network of library buildings is required in order to provide a needs based library service, based upon the following considerations:

- National research of the types and duration of journey people make, which shows that a journey time of 20 to 25 minutes to a library by public transport and car is reasonable (see Technical Appendix 5, Accessibility Analysis, section 3).

- The availability of the eLibrary, as a modern and cost effective part of the library service, to support the services available in library buildings (see Technical Appendix 5, Accessibility Analysis, section 6)

- The different levels of need in communities across East Sussex and the potential for the Library and Information Service to deliver greater benefits where needs are greatest (see Technical Appendix 2, Needs Assessment).

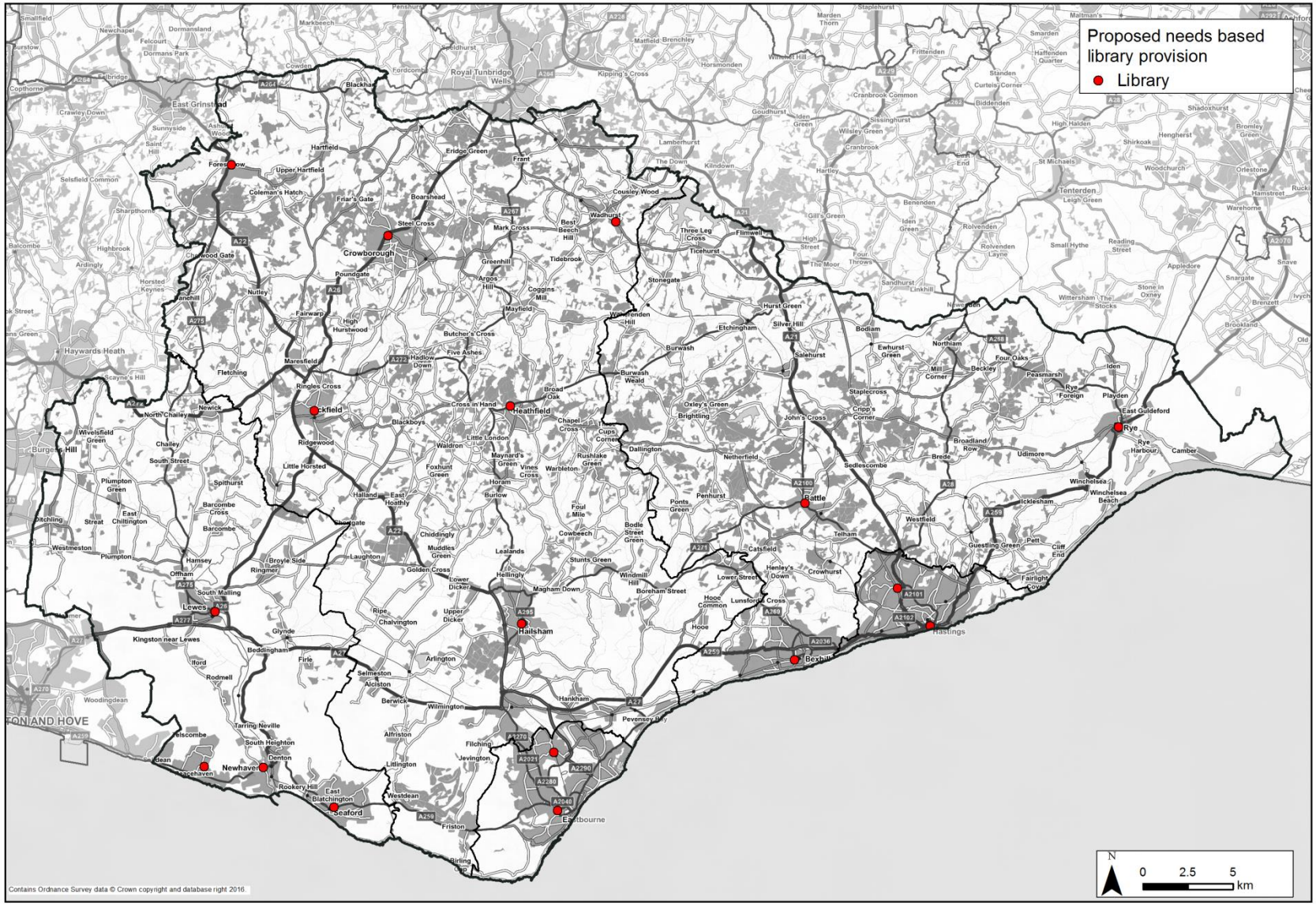
- The overall resources available to provide the library service, along with the cost effectiveness of individual library buildings

2.13 In the two larger urban areas of the county, Eastbourne and Hastings, where there are currently more libraries within a smaller geographic area, we have considered whether it is necessary to retain all of the libraries currently provided in order to meet the identified needs, or whether needs could still be met locally with fewer libraries. Where it is the case that needs could be met without all of the current libraries, we have considered which libraries would be best placed to deliver the service. In these cases, other factors have also been taken into account, such as the relative cost and condition of different buildings and opportunities to use the space within them more effectively. It is important to note, however, that the primary consideration of whether to retain a library or not is based on meeting identified needs.

2.14 Based on these considerations, we propose that 17 libraries would be retained from the current network of 24 libraries to provide a needs based library service, as shown in **Map 2**. These are, in alphabetical order:

- Battle
- Bexhill
- Crowborough
- Eastbourne
- Forest Row
- Hailsham
- Hampden Park
- Hastings
- Heathfield
- Hollington
- Lewes
- Newhaven
- Peacehaven
- Rye
- Seaford
- Uckfield
- Wadhurst

Map 2 Map of proposed network of libraries



2.15 Seven of our current 24 libraries would not be retained under the proposals. The following table summarises the rationale for each library.

Table 1 Rationale for each of the seven libraries which are not proposed to be retained

Library	Rationale
Langney	The needs assessment shows high levels of need around both Langney and Hampden Park Libraries. The proximity of both libraries to each other and to Eastbourne Library means that it is possible to meet needs in Hampden Park and Langney by retaining one library and through the wider range of services provided in Eastbourne Library. Off-peak journey times from Langney Library to Hampden Park Library are 16 minutes by bus, or between 20 and 30 minutes to Eastbourne Library, and four minutes by car. Langney has a lower percentage (32%) of registered members aged under 16 compared to Hampden Park (37%) and the needs assessment identifies child literacy as one of the key needs which the Strategy is well-placed to address. The costs for Langney Library are relatively high because it is in a commercial retail unit within a shopping centre and the County Council pays rent for it, whereas Hampden Park Library is owned by the Council, so it has lower running costs. We propose to introduce Rhymetime, Storytime and Computer Buddy sessions at Hampden Park library to replace those which would cease to be provided at Langney Library. In addition to the provision of libraries in Hampden Park and Eastbourne, we propose to deliver an outreach service in Langney. A new children and family library offer would be provided in Shinewater Children's Centre, including free Rhymetime and Storytime sessions, free children's books swap and access to training for parents/carers. This targeted outreach service for children and families is identified by the needs assessment as being one of the groups which the Library and Information Service is well-placed to support and will help to achieve the Strategic Outcomes.
Mayfield	The needs assessment shows that, overall, Mayfield is in a very low area of need. The library is, therefore, not required in order to provide a library service which prioritises resources on need. Off-peak journey times from Mayfield Library to Heathfield Library are 12 minutes by bus and 9 minutes by car.
Ore	There are currently four libraries in Hastings, the main Hastings Library and Hastings Children's Library in the town centre, and two libraries in Ore and Hollington. Hastings main library is currently being refurbished and will reopen in the spring of 2018. In the meantime, a temporary library is being provided from Hastings Children's Library. When the main library reopens Hastings Children's Library will merge with it and will no longer be separate. It will provide state of the art library facilities, more public space, a new learning suite and other facilities.

Library	Rationale
	The needs assessment shows very high levels of need around Ore, Hollington and the Hastings main library. The proximity of all three libraries means that it is possible to meet needs in these communities by retaining the completely refurbished Hastings Library plus either Hollington or Ore libraries. Off-peak journey times from Ore Library to Hastings Library are 18 minutes by bus and six minutes by car. In addition to the provision of libraries in Hollington and Hastings, we propose to provide a new children and family library offer at East Hastings Children's Centre (situated in Ore), including free Rhymetime and Storytime sessions, free children's books swap and access to training for parents/carers. This targeted outreach service for children and families is identified by the needs assessment as being one of the groups which the Library and Information Service is well-placed to support and will help to achieve the Strategic Outcomes.
Pevensey Bay	The needs assessment shows that Pevensey Bay is not in a priority area of need. The library is, therefore, not required in order to provide a library service which prioritises resources on need. A new children and family library offer will be provided in Shinewater Children's Centre including free Rhymetime and Storytime sessions, free children's books swap and access to training for parents/carers. Off-peak journey times from Pevensey Bay Library to Eastbourne Library are 20 minutes by bus and 11 minutes by car to Hampden Park Library.
Polegate	The needs assessment shows that Polegate Library is not in a priority area of need. The library is, therefore, not required in order to provide a library service which prioritises resources on need. We propose to introduce Rhymetime, Storytime and Computer Buddy sessions at Hampden Park library to replace those which would cease to be provided at Langney Library and the loss of a Rhymetime session at Polegate Library. Frequent public transport links connect Polegate with Hampden Park, Eastbourne and Hailsham libraries. Off-peak journey times from Polegate Library to Eastbourne Library are 30 minutes by bus, or seven to 10 minutes by train, and seven minutes by car to Hailsham Library.
Ringmer	The needs assessment shows that Ringmer Library is in a very low area of need. The library is, therefore, not required in order to provide a library service which prioritises resources on need. Off-peak journey times from Ringmer Library to Lewes Library are 10 minutes by bus and nine minutes by car.
Willingdon	The needs assessment shows that Willingdon Library is not in a priority area of need. The library is, therefore, not required in order to provide a library service which prioritises resources on need. We proposed to introduce Rhymetime, Storytime and Computer Buddy sessions at Hampden Park library to replace those which would cease to

Library	Rationale
Willingdon (cont)	be provided at Langney Library and the loss of a Rhymetime session at Willingdon Library. Off-peak journey times from Willingdon Library to Eastbourne Library are 18 minutes by bus and six minutes by car to Hampden Park Library.

2.16 In May 2017 there were 18,381 registered members for these seven libraries, representing a relatively small proportion, only 8%, of total registered members for the library service. **Table 4**, in Annex 1, provides a breakdown of the number of registered members for each of these seven libraries. Based on registered home addresses, our analysis shows that 100% of the members of these seven libraries live within a 20 minute journey time by car to one of the proposed 17 remaining libraries, and over 96% are within a 30 minute journey time by public transport.

Rural access (including Mobile Library Service and village library)

2.17 74% of the population of East Sussex live in urban areas and 26% in rural areas, according to the 2011 Census. In developing these proposals, the needs of communities in more rural areas have been considered, where access to a library may be more limited than in urban areas, for example due to greater distances and fewer public transport options.

2.18 The Mobile Library Service has traditionally provided an alternative to travelling to a library building for more rural communities. The Mobile Library is a wheelchair accessible vehicle which offers a three weekly service to 88 stops across the county. Each stop lasts between 15 minutes and 2 hours and 10 minutes. The most frequent length of a stop is 30 minutes. The Mobile Library carries a stock of approximately 2,000 items.

2.19 There are 2,928 registered members of the Mobile Library Service, representing only 1% of total registered library users. If the rural libraries of Mayfield, Pevensey Bay and Ringmer, are added this equates to 5,757 registered members or 2.5% of total registered members.

2.20 At the majority of stops, the number of customers that access the mobile service is extremely low with 72 (81.8%) of the 88 stops having on average fewer than 10 customers per visit in 2016. Of these 72 stops, 34 stops had between 0 and 5 customers on average per visit. Twelve stops (13.6%) had between 10 to 15 customers on average per visit, whereas four stops (4.5%) had more than 20 customers on average per visit. These four stops were Westfield, Geary Place (21 customers), Groombridge, Village Hall (32 customers), Fairlight Cove, Shepherd's Way (35) and Ticehurst, Car Park (52 customers).

2.21 It is proposed that the Mobile Library Service is not retained as part of a needs based library service, given the limitations and the relative low use of Mobile Library stops. The proposed network of 17 libraries has been determined to

ensure reasonable journey times to libraries, by both public transport and car, across the whole county, for rural and urban areas alike. Increasingly, access to services using the eLibrary allows people to supplement visits to a library without the limitations of the frequency and duration of Mobile Library stops.

2.22 53 of the 88 Mobile Library stops (60.2%) are within a 10 minute drive of one of the proposed 17 libraries. On average seven customers use the Mobile Library at each of these stops. 35 stops (39.7%) are within a 20 minute drive. On average five customers use the Mobile Library at each of these stops. By public transport, 82 of the 88 Mobile Library stop locations are served by public transport to an alternative library building, on a day when the closest alternative library is open, of which 76 have a journey time of 30 minutes or under.

2.23 Six locations have journey times of more than 30 minutes by public transport, including Bodiam, Brede, Ditchling, Ewhurst Green, Hurst Green, and Wivelsfield. On average seven customers use the Mobile Library at each of these stops. From each of these locations it takes between 33 and 42 minutes by public transport to access a library within the proposed network of 17. **Table 5**, in Annex 1, provides a full breakdown of journey times to an alternative library from each of the 88 Mobile Library stops.

2.24 In four locations currently served by the Mobile Library (Bodle Street Green, Chiddingly, Crowhust Blacksmith's Field and Fairwarp) there is no public bus service, due to lack of demand, within a short walk of the Mobile Library stop. On average five customers use the Mobile Library in each of these locations. In two locations currently served by the Mobile library (Arlington and Ripe) the public bus runs on days of the week when the closest alternative library, Hailsham, is closed. On average, five customers use the Mobile Library each visit in Arlington and two in Ripe.

2.25 67% of those library customers registered to the Mobile Library currently use only the Mobile Library, and no other library building, to borrow items. There are a higher proportion of older library users, aged over 75, of the Mobile Library than other libraries. For the Mobile Library user group as a whole, therefore, we recognise that the ability to travel to another library or the likelihood that this group would be able to use the eLlibrary is more limited.

2.26 The Library and Information Service also supports one 'village library', or community book swap, in Northiam. The village library is within the Northiam Village Club and offers a limited selection of books to the local community from 2pm to 4pm on Thursday and Saturday each week, with the supervision of a volunteer. Three book exchanges are provided each year by the Library and Information Service, with approximately 500 books available at each exchange. A village library was also provided in Sedlescombe, until May 2017, but was discontinued at the request of the Village Hall Committee.

2.27 It is also proposed that the library service will no longer provide an exchange of materials to Northiam Village Library. The eLibrary is considered to be a more modern and cost effective way to meet the needs of rural communities

with reasonable journey times to libraries. Off-peak journey times from Northiam Village Library to Rye Library are 19 minutes by bus and 28 minutes by car.

2.28 As we implement the draft Libraries Strategic Commissioning Strategy, we would look to help mitigate for the impact of the proposals by supporting community led solutions, so long as we are able to provide them within available resources. We would provide a new library membership category so that recognised members from the local community, for example a member of a Town or Parish Council or someone assigned on their behalf, would be issued with a library card that would allow them to borrow a large number of items from the library to make available within a community setting.

2.29 The following further provisions, to mitigate for the impact on library users who will have to travel further in order to visit the nearest library as a result of the withdrawal of the Mobile Library and Northiam Village Library, have also been identified:

- New, volunteer provided, Computer Buddy sessions will be available in libraries to promote the eLibrary service and to help library users develop skills and confidence to use it.

- A book drop facility will be provided at each of the proposed 17 libraries, so that loaned items can be returned even if the library is closed, meaning that people will not be fined for later returns.

- Those who are unable to use an alternative library, due to ill-health, disability or caring responsibilities, will be eligible to use the Home Library Service.

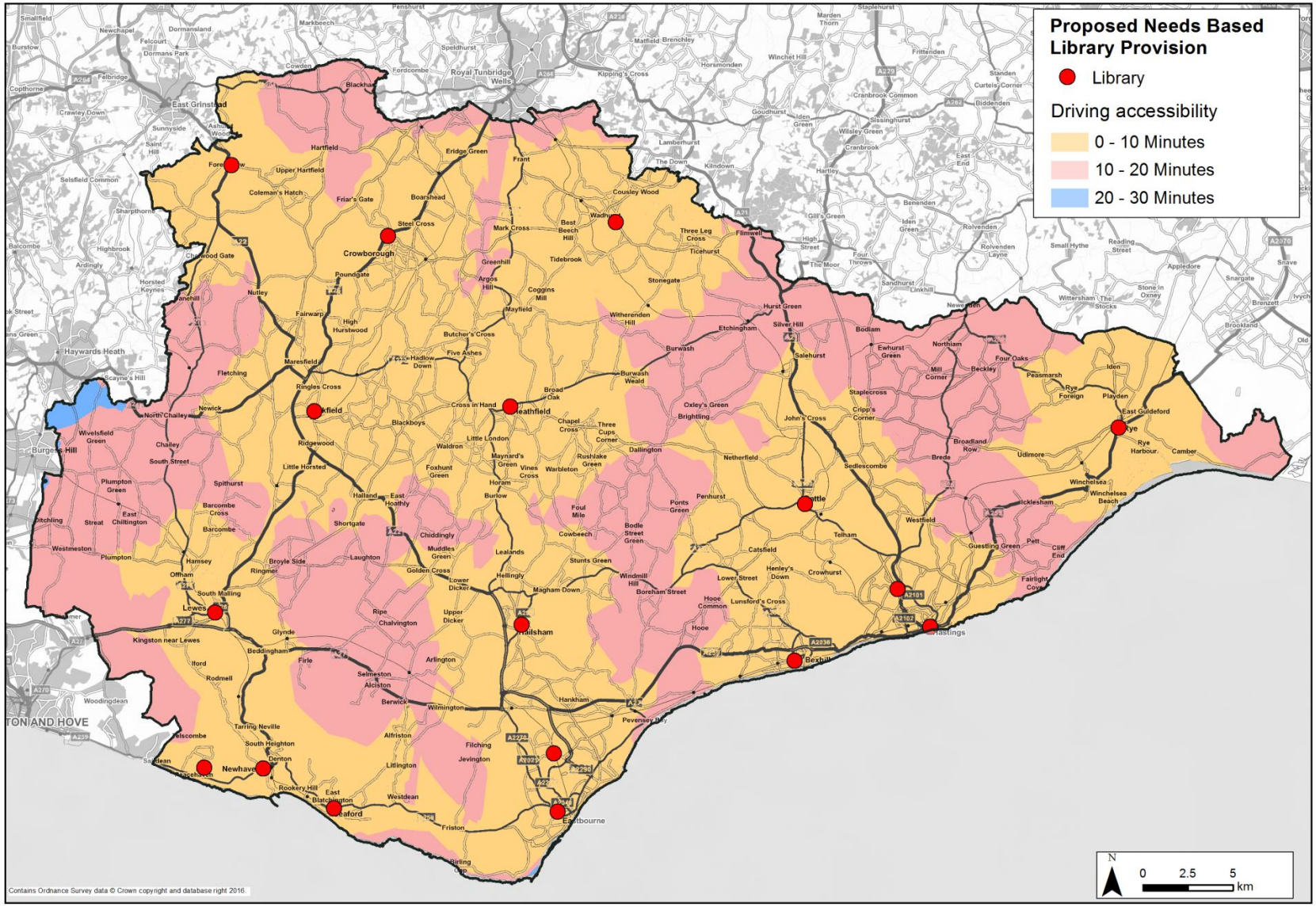
3 Impacts of the proposals

Impacts of the proposals and further mitigations

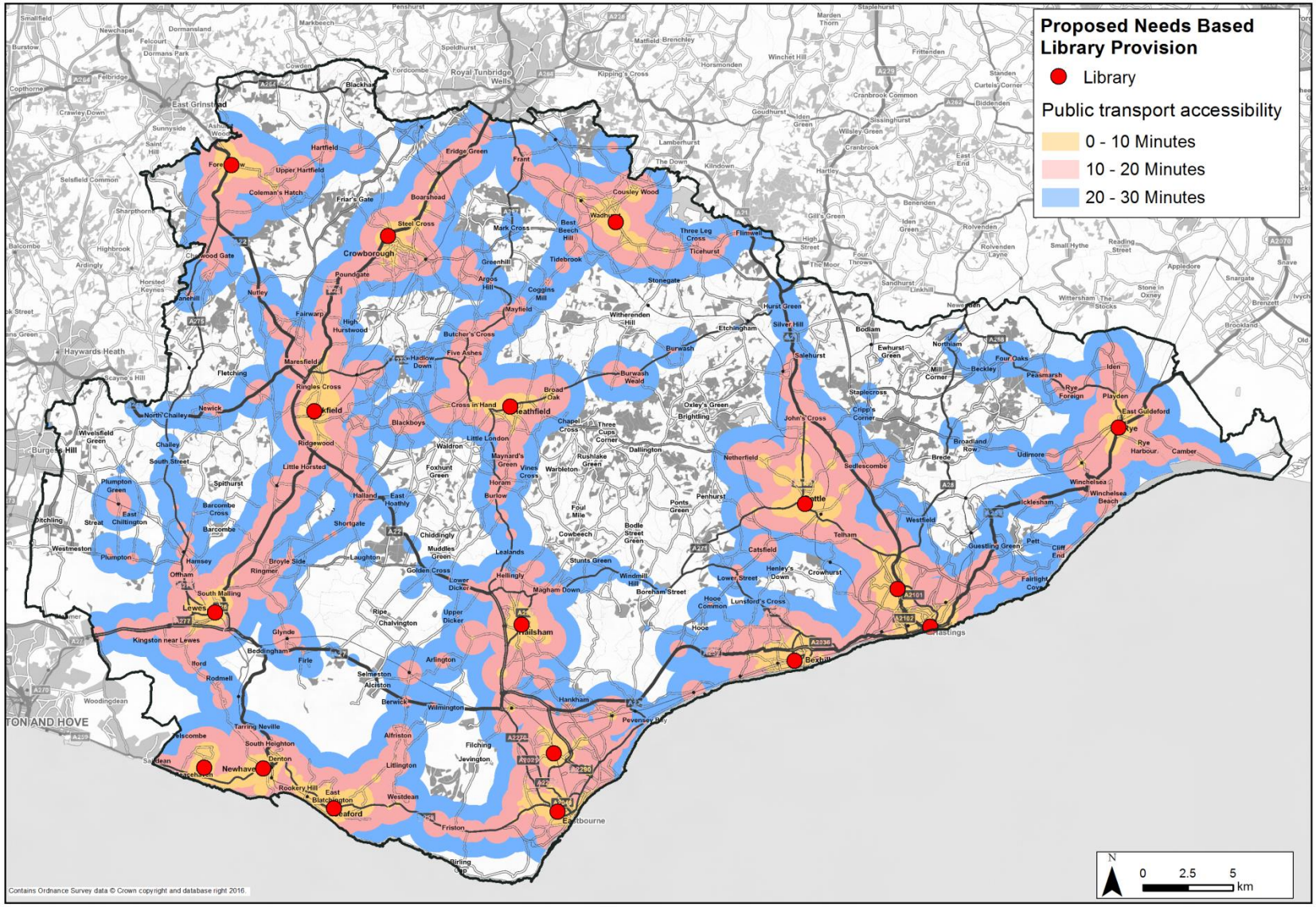
3.1 Journey times for the population of East Sussex to the proposed network of 17 libraries by public transport, driving and walking have been analysed and the results are shown in **Maps 3 to 5**, below. For each map journey times are broken down into intervals of 0-10, 10-20 and 20-30 minutes[1].

[1] 0-10 minutes is 0 to 9 minutes and 59 seconds; 10-20 minutes is 10 minutes to 19 minutes and 59 seconds, 20-30 minutes is 20 Minutes to 29 minutes and 59 seconds.

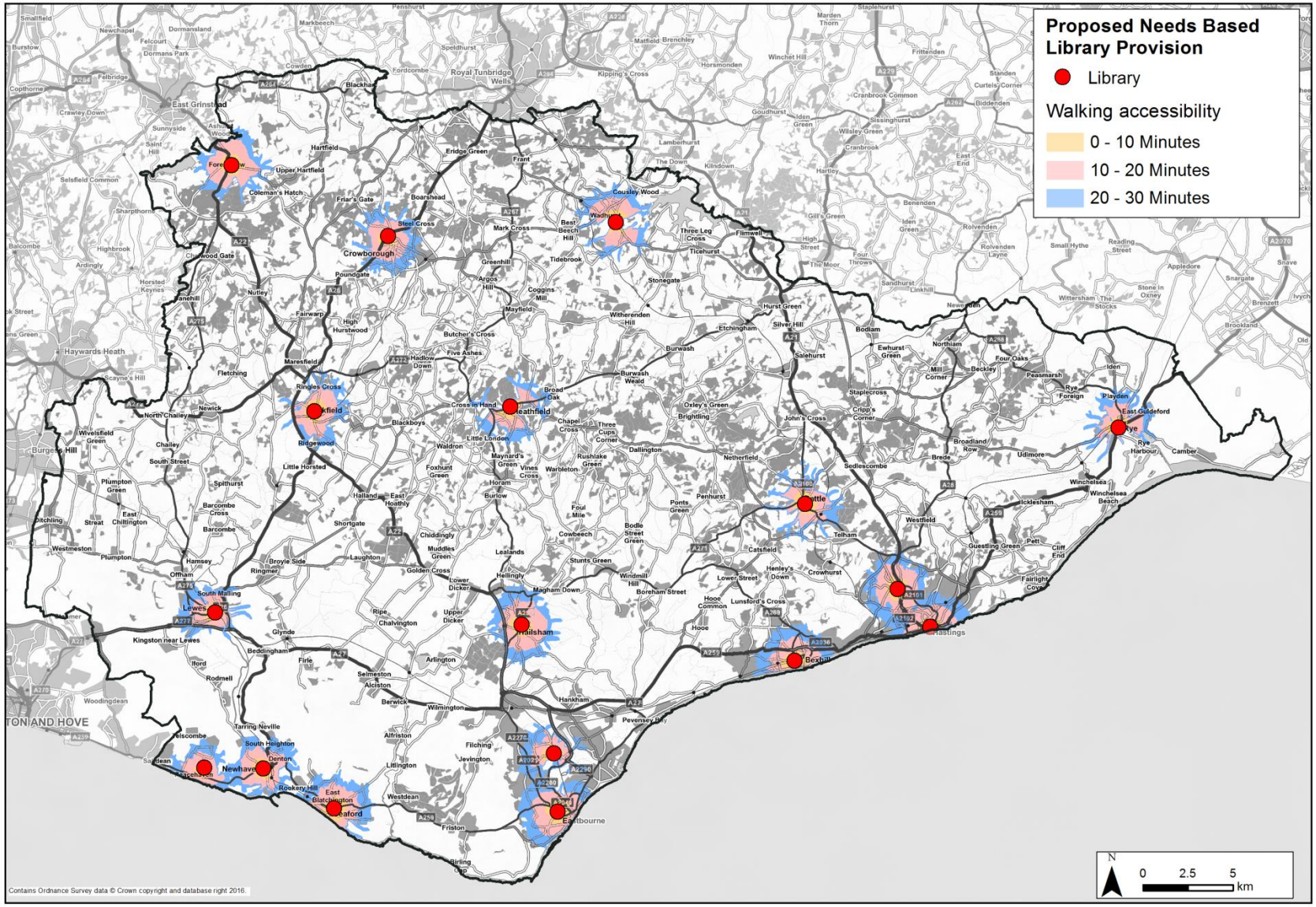
Map 3 Proposed needs based library provision, driving accessibility within 30 minutes



Map 4 **Proposed needs based library provision, public transport accessibility within 30 minutes**



Map 5 Proposed needs based library provision, walking accessibility within 30 minutes



3.2 The overall impact of the proposed network of 17 libraries on library users would be that 8% of registered members would no longer be able to access the library that they are currently registered to. This means that 92% of all library users are largely unaffected by the proposals.

3.3 **Table 2** shows the percentage of the total population and **Table 3** the cumulative population totals for East Sussex within a 10, 20 and 30 minute journey time of a library by car, public transport, and walking. The percentage calculations are based on a total population of 527,521, in the 2011 Census.

Table 2 Population totals within half an hour journey time to libraries (proposed and current)

		Journey time in minutes								
		Public Transport			Driving			Walking		
		0-10	**10-20**	**20-30**	**0-10**	**10-20**	**20-30**	**0-10**	**10-20**	**20-30**
No. of residents within journey time	Current library network & Mobile Library	380,428	131,466	12,448	527,108	413	0	119,851	180,616	160,338
	Current library network only	307,975	161,783	37,461	496,817	29,982	722	86,113	170,113	140,967
	Proposed library network	241,980	212,384	50,487	482,621	44,178	722	65,532	138,459	105,396
% of residents within journey time	Current library network & Mobile Library	72.1%	24.9%	2.4%	99.9%	0.1%	0.0%	22.7%	34.2%	30.4%
	Current library network only	58.4%	30.7%	7.1%	94.2%	5.7%	0.1%	16.3%	32.2%	26.7%
	Proposed library network	45.9%	40.3%	9.6%	91.5%	8.4%	0.1%	12.4%	26.2%	20.0%

Table 3 Cumulative population totals within half an hour journey time to libraries (proposed and current)

		Journey time in minutes								
		Public Transport			Driving			Walking		
		0-10	**0-20**	**0-30**	**0-10**	**0-20**	**0-30**	**0-10**	**0-20**	**0-30**
No. of residents within journey time	Current library network & Mobile Library	380,428	511,894	524,342	527,108	527,521	527,521	119,851	300,467	460,805
	Current library network only	307,975	469,758	507,219	496,817	526,799	527,521	86,113	256,226	397,193
	Proposed library network	241,980	454,364	504,851	482,621	526,799	527,521	65,532	203,991	309,387
% of residents within journey time	Current library network & Mobile Library	72.1%	97.0%	99.4%	99.9%	100.0%	100.0%	22.7%	57.0%	87.4%
	Current library network only	58.4%	89.1%	96.2%	94.2%	99.9%	100.0%	16.3%	48.6%	75.3%
	Proposed library network	45.9%	86.1%	95.7%	91.5%	99.9%	100.0%	12.4%	38.7%	58.6%

3.4 Overall, the proposals mean that 95.7% of East Sussex residents would be able to get to a library within half an hour by public transport (bus or train) and 100% by car. The current network of 24 libraries enables 96.2% of the population to get to a library within half an hour by public transport and 100% by car. If current Mobile Library stops are included, 99.4% are currently able to get to a library within half an hour by public transport and 100% by car.

3.5 The proposals mean that 86.1% of the population would be within a 20 minute journey time by public transport and 99.9% within a 20 minute journey by car. There would, therefore, continue to be a very high level of accessibility to a library within a reasonable travel time of 20 to 25 minutes by either mode. This compares with 89.1% by public transport and 99.9% by car for the current network of 24 libraries or 97% by public transport and 100% by car if current Mobile Library stops are included.

3.6 The largest impact would be on those walking to libraries. The current network of 24 libraries and Mobile Library stops enables 87.4% of the population to walk to a library within half an hour. Without Mobile Library stops, currently 75.3% of the population are able to walk to a library within 30 minutes. 58.6% of the population would still be able to walk to a library within

30 minutes with the proposed network of 17 libraries and without the Mobile Library.

3.7 The current network of 24 libraries and Mobile Library stops enables 57.0% of the population to walk to a library within 20 minutes and 22.7% within 10 minutes. Without Mobile Library stops, currently 48.6% of the population are able to walk to a library within 20 minutes and 16.3% within 10 minutes. 38.7% would still be able to walk to a library within 20 minutes and 12.4% within 10 minutes, with the proposed network of 17 libraries and without the Mobile Library.

3.8 The analysis presents journey times to a library of the whole population of East Sussex, not only library users, to travel to a library. This is necessary in order to assess the ability of the service to meet the terms of the statutory duty to provide a comprehensive and efficient library service. It also based on an assumption that people will travel to the nearest library to their home. We know, from data on library users' home postcodes and where they have borrowed materials from, that this is not necessarily the case.

3.9 There are a number of other relevant considerations about journeys to libraries:

- People will commonly travel to libraries as part of combined trips to do other things, such as shopping or when they are at work
- 66% of East Sussex library users visit a library between once or twice a week and once a fortnight, compared to 5% who visit daily
- 55% of library users who were visiting a particular library also visit another library, including the Mobile Library
- The most popular 'other' library visited was Eastbourne, which was visited as an additional library by 16% of library users
- Only 23% of library users also used the eLibrary
- Only 35% of library users only used one library and no other service

3.10 A draft Equalities Impact Assessment (EqIA) has been undertaken to identify those groups with protected characteristics who it is considered might be more affected than others by the proposals not to retain seven libraries and to not continue to provide the Mobile Library Service and Northiam village library. The draft EqIA identified three main groups who it is considered might be more affected by the proposals, as follows:

- Those aged 75 and over
- Those with certain disabilities
- Those in rural communities

3.11 Those aged 75 and over and those with certain disabilities were primarily identified for a common reason, in that they are likely to be less able to travel further to an alternative library and in some cases may be lacking the digital skills or technology to access the services via the eLibrary.

3.12 People aged 75 and over who, due to their age, are likely to be more affected by the proposals due to reduced mobility and therefore may find it harder to travel further to an alternative library. This age group are least likely to access the eLibrary due to a lack of digital skills and therefore may be unable to access the service in this way, without additional support. For those customers in this age group who are unable to visit an alternative library, due to frailty or mobility issues, the Home Library Service would be a suitable alternative way to access the service.

3.13 People with certain disabilities are likely to be more affected by the proposals due to the likelihood of being unable to travel further to an alternative library building, either on foot, by public transport or car. The proposed changes also have the potential to impact those people with certain disabilities who, as a result of those disabilities, have to rely on a personal helper who may not be able to travel one of the alternative libraries. For those individuals unable to access a library themselves due to mobility issues, illness or their caring responsibilities, the Home Library Service is available. Current Home Library Service volunteers and customers that may be impacted by the proposals will be contacted during the consultation period to ensure that existing volunteers are able to access an alternative library to collect books, or alternatively, customers will be matched with a different volunteer. Some existing volunteers are waiting to be matched with a customer. Our eLibrary is also available 24 hours a day and advice and training on how to use the eLibrary will continue to be offered to customers of those libraries not included in the proposed future network prior to closure.

3.14 People in rural communities are likely to be more affected by the proposals if they use the Mobile Library Service, Northiam village library or Mayfield, Ringmer and Pevensey Bay libraries. However for those that have access to a car or are able to travel by public transport to an alternative library, the majority of the county would still be able to access the library in reasonable travel times. In addition, the eLibrary is available 24 hours a day which can enable customers to visit libraries less frequently as well as access a range of online materials. For those individuals in rural locations that are unable to travel to an alternative library themselves due to mobility issues, illness or their caring responsibilities, the Home Library Service is available.

Annex 1

Table 4, below, shows the nearest alternative library, by journey time rather than distance, from each of the seven libraries which are proposed not to be retained.

Table 4 Nearest alternative library from each of the seven libraries, based on journey time

Library	Registered members	Active users	Nearest alternative library (by public transport)	Public transport journey time	Route	Nearest alternative library (by car)	Car journey time
Langney	6,145	1,609	Eastbourne Hampden Park	20 or 30 minutes to Eastbourne 16 minutes to Hampden Park	1,1A,1X, twice an hour, and The Loop, up to 12 times per hour, to Eastbourne. The Loop, up to 4 journeys per hour, to Hampden Park	Hampden Park	4 minutes
Mayfield	680	219	Heathfield	12 minutes	251/252, up to 2 journeys per hour	Heathfield	9 minutes
Ore	3,174	747	Hastings	18 minutes	2, 22A, 28, 100, 101, 7 journeys per hour in total	Hastings	6 minutes
Pevensey Bay	1,683	473	Eastbourne	20 minutes	99, up to 3 journeys per hour	Hampden Park	11 minutes

Library	Registered members	Active users	Nearest alternative library (by public transport)	Public transport journey time	Route	Nearest alternative library (by car)	Car journey time
Polegate	3,880	1,434	Eastbourne Hailsham	33 minutes to Eastbourne 12 minutes to Hailsham 7 to 10 minutes by train to Eastbourne	51, 54, 98, up to 4 journeys per hour, to Eastbourne or Hailsham Train, up to four journeys per hour, to Eastbourne	Hailsham	7 minutes
Ringmer	466	228	Lewes	10 minutes	28, up to 2 journeys per hour	Lewes	9 minutes
Willingdon	2,353	810	Eastbourne	18 minutes	51, 54, 98, up to 4 journeys per hour	Hampden Park	6 minutes

Table 5, below, shows the nearest alternative library, by journey time rather than distance, from each of the 88 libraries mobile library stops. It is proposed to cease the Mobile Library Service.

Table 5 Nearest alternative library from each of the 88 Mobile Library stops, based on journey time

Mobile Library stop	Average number of visitors per stop	Next nearest library (by public transport)	Public transport journey time	Route	Next nearest library (by car)	Car journey time
Alfriston, Deans Road	8	Seaford	10 minutes	Service 126	Seaford	7 minutes
Arlington, Village Hall	5	Hailsham	14 minutes	Service 42 (Wednesday only, when library is closed)	Hailsham	9 minutes
Ashburnham, Church Road	4	Battle	15 minutes	Service B79	Battle	10 minutes
Barcombe, Weald View	8	Lewes	20 minutes	Service 122	Lewes	10 minutes
Beckley, Village Hall	9	Rye	20 minutes	Service 313	Rye	13 minutes
Bells Yew Green, Rushlye Close	2	Wadhurst	19 minutes	Service 256	Wadhurst	9 minutes
Berwick, Village Hall	0	Seaford (Eastbourne and Lewes)	32 minutes (9 to 14 minutes by train)	Service 40 (or train to Eastbourne or Lewes)	Seaford	12 minutes
Bexhill, Cowdray Park	12	Bexhill	20 minutes	Service 94 or 96	Bexhill	7 minutes
Blackboys, Mount Pleasant	9	Uckfield	15 minutes	Service 231	Heathfield	8 minutes
Bodiam, Levetts Lane	1	Hastings	42 minutes	Service 349	Battle	15 minutes
Bodle Street Green, Village Hall	6	Uckfield	15 minutes, Community Transport	No public bus due to lack of demand. Community transport available, upon request	Hailsham	13 minutes
Brede, Village Hall	7	Hastings	33 minutes	Service 2	Hollington	13 minutes
Brightling, Village Hall	6	Battle	12 minutes	Service 225	Battle	11 minutes
Broad Oak, Brede, Reedswood Road	9	Rye	20 minutes	Service 326	Rye	13 minutes
Burwash Weald, Scout Hall	8	Heathfield	14 minutes	Service 231	Heathfield	8 minutes
Burwash, Christ the King	6	Heathfield	19 minutes	Service 231	Heathfield	12 minutes

Mobile Library stop	Average number of visitors per stop	Next nearest library (by public transport)	Public transport journey time	Route	Next nearest library (by car)	Car journey time
Burwash, Rother View	6	Heathfield	22 minutes	Service 231	Wadhurst	12 minutes
Buxted, Buxted Court, Gordon Road	5	Uckfield	24 minutes	Service 248	Uckfield	7 minutes
Camber, Castle Public House	3	Rye	26 minutes	Service 100 or 101	Rye	9 minutes
Catsfield, Village Hall	5	Battle	15 minutes	Service 95	Battle	5 minutes
Chailey, Markstakes Corner	7	Lewes	26 minutes	Service 121	Lewes	13 minutes
Chelwood Gate, Village Hall	9	Forest Row	8 minutes	Service 270	Forest Row	8 minutes
Chiddingly, School	6	Uckfield	15 minutes, Community Transport	No public bus due to lack of demand. Community transport available upon request	Hailsham	10 minutes
Cooksbridge, Little Mead	5	Lewes	12 minutes	Service 121 or 122	Lewes	7 minutes
Cripps Corner, Northside Yard	3	Hastings	30 minutes	Service 349	Battle	9 minutes
Crowhurst, Blacksmith's Field	1	Hastings	25 minutes, Community Transport	No public bus due to lack of demand and train station is not within walking distance. Community Transport available upon request	Hollington	8 minutes
Crowhurst, Station Car Park	0	Hastings	13 minutes	Train No public bus due to lack of demand. Community Transport available upon request	Hollington	10 minutes
Dallington, Village Hall	11	Uckfield	27 minutes	Service 249	Heathfield	11 minutes
Danehill, Oak Tree Cottages	1	Forest Row	20 minutes	Service 270	Forest Row	10 minutes
Deanland, Mobile Home Park	13	Hailsham	20 minutes	Service 143	Hailsham	11 minutes
Ditchling, Dumbrell's Court	9	Lewes	42 minutes	Service 167	Lewes	16 minutes
East Dean, Village Hall	13	Eastbourne	12 minutes	Service 12/12X	Eastbourne	8 minutes

Mobile Library stop	Average number of visitors per stop	Next nearest library (by public transport)	Public transport journey time	Route	Next nearest library (by car)	Car journey time
East Hoathly, Church	8	Uckfield	15 minutes	Service 54	Uckfield	11 minutes
Etchingham, Village Hall	15	Heathfield	21 minutes	Service 231	Battle	15 minutes
Ewhurst, Village Street	4	Hastings	36 minutes	Service 349	Battle	14 minutes
Fairlight Cove, Shepherd's Way	35	Rye (or Hastings)	15 minutes (or 20 minutes)	Service 101	Hastings	12 minutes
Fairwarp, Foresters Arms	6	Uckfield	15 minutes, Community Transport	No public bus due to lack of demand. Community transport available upon request	Crowborough	8 minutes
Firle, opposite Post Office	8	Lewes	16 minutes	Service 125	Lewes	9 minutes
Flimwell, opposite Longbranch	3	Wadhurst	19 minutes	Service 254	Wadhurst	10 minutes
Framfield, Beckett's Way	5	Uckfield	9 minutes	Service 231	Uckfield	5 minutes
Framfield, Framelle Mount	1	Uckfield	10 minutes	Service 231	Uckfield	5 minutes
Frant, Village Hall	8	Wadhurst	13 minutes	Service 254	Wadhurst	9 minutes
Groombridge, The Ridge	6	Forest Row	22 minutes	Service 291	Crowborough	10 minutes
Groombridge, Village Hall	32	Forest Row	23 minutes	Service 291	Crowborough	10 minutes
Hailsham East, Community Centre	3	Hailsham	12 minutes	Service H1	Hailsham	4 minutes
Hartfield, Castle Fields	6	Forest Row	12 minutes	Service 291	Forest Row	10 minutes
Herstmonceux, Ridgeway	6	Hailsham	18 minutes	Service 98	Hailsham	10 minutes
Hooe, opposite Denbigh Court	9	Bexhill	20 minutes	Service 97	Bexhill	11 minutes
Horam, Horebeech Lane	12	Heathfield	18 minutes	Service 51	Heathfield	7 minutes
Hurst Green, Village Hall	6	Wadhurst	35 minutes	Service 254	Battle	12 minutes
Icklesham, Old Post Office	6	Rye	14 minutes	Service 100	Rye	10 minutes
Iden, Village Hall	3	Rye	8 minutes	Service 312	Rye	6 minutes
Laughton, School	2	Lewes	21 minutes	Service 143	Hailsham	12 minutes
Maresfield, Village Hall	2	Uckfield	9 minutes	Service 31	Uckfield	6 minutes
Mark Cross, Mark Cross Inn	4	Heathfield	19 minutes	Service 251	Wadhurst	7 minutes

Mobile Library stop	Average number of visitors per stop	Next nearest library (by public transport)	Public transport journey time	Route	Next nearest library (by car)	Car journey time
Mountfield, Hoath Hill	4	Battle	9 minutes	Services B71-B75	Battle	5 minutes
Netherfield, Netherfield Stores	4	Battle	9 minutes	Service 225/B72/B74/B75	Battle	7 minutes
Newick, South Rough	8	Uckfield	18 minutes	Service 31	Uckfield	10 minutes
Ninfield, Downsview	10	Bexhill	19 minutes	Service 98	Battle	8 minutes
Normans Bay, Caravan Park	12	Bexhill	9 minutes	Train No public bus due to lack of demand	Bexhill	10 minutes
Northiam, Station Road, opposite The Paddock	5	Rye	22 minutes	Service 313	Rye	17 minutes
Nutley, Fords Green layby	6	Uckfield	14 minutes	Service 261	Uckfield	11 minutes
Peasmarsh, Memorial Hall	6	Rye	9 minutes	Service 313	Rye	8 minutes
Pett, Church of England	14	Hastings	25 minutes	Service 347	Hastings	11 minutes
Playden, Poppyfields	1	Rye	7 minutes	Service 312 or 313	Rye	5 minutes
Plumpton, Village Hall	6	Heathfield	8 minutes	Service 225	Lewes	14 minutes
Punnetts Town, opposite the School	2	Heathfield	8 minutes	Service 225	Heathfield	5 minutes
Ripe, opposite Lamb Inn	2	Hailsham	19 minutes	Service 42 (Wednesdays only, when library is closed)	Hailsham	13 minutes
Robertsbridge, near George Inn	7	Battle	16 minutes	Service 304 or 305	Battle	8 minutes
Rotherfield, The School	6	Crowborough	12 minutes	Service 224/225/226	Crowborough	8 minutes
Rye, Tilling Green	2	Rye	5 minutes	Service 326	Rye	3 minutes
Sedlescombe, Park Shaw	15	Hastings	25 minutes	Service 349	Battle	7 minutes
Selmeston, Village Hall	6	Lewes	19 minutes	Service 125	Polegate	11 minutes
St Leonards, Bulverhythe Road	4	Hastings	15 minutes	Service 98 or 99	Hollington	7 minutes
Staplecross, Cricketers Field	2	Hollington	25 minutes	Service 349	Battle	11 minutes

Mobile Library stop	Average number of visitors per stop	Next nearest library (by public transport)	Public transport journey time	Route	Next nearest library (by car)	Car journey time
Stonegate, Village Hall	10	Battle	16 minutes	Train No public bus due to lack of demand.	Wadhurst	6 minutes
Three Oaks, Village Hall	7	Rye	10 minutes	Train No public bus due to lack of demand.	Hollington	10 minutes
Ticehurst, Car Park	52	Wadhurst	16 minutes	Service 254	Wadhurst	6 minutes
Udimore, Village Hall	8	Rye	15 minutes	Service 326	Rye	9 minutes
Wadhurst, Durgates	2	Wadhurst	6 minutes	No public bus due to lack of demand. Service 254 is a 5 minute walk and then a 6 minute journey to Wadhurst	Wadhurst	2 minutes
Wannock, Village Hall	7	Eastbourne	23 minutes	Service 125 or 143	Hampden Park	8 minutes
Westfield, Geary Place	21	Hastings	28 minutes	Service 2	Hollington	8 minutes
Wilmington, Ades Field	2	Eastbourne	30 minutes	Service 125	Polegate	5 minutes
Winchelsea Beach, opposite Windmill Way	7	Rye	11 minutes	Service 101	Rye	7 minutes
Winchelsea, Castle Street	6	Rye	9 minutes	Service 100	Rye	5 minutes
Windmill Hill, Hurst Lane	7	Hailsham	21 minutes	Service 98	Hailsham	11 minutes
Withyham, Dorset Arms	4	Forest Row	16 minutes	Service 291	Crowborough	10 minutes
Wivelsfield Green, Village Hall	15	Lewes	33 minutes	Service 166	Uckfield	19 minutes

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Libraries Strategic Commissioning Strategy

Appendix 2

Summary of Technical Appendices

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1 About the Technical Appendices

1.1 In order to develop the draft Libraries Strategic Commissioning Strategy East Sussex County Council undertook and commissioned a wide range of research in order to establish a robust evidence base from which it can determine how best to deliver a proposed future needs based library service.

1.2 A needs based library service means a library service where we prioritise our resources towards the achievement of outcomes that will best meet the needs of those who live, work and study in East Sussex. In order to do that, we need to know what those needs are and in which communities (of both people and place) they are greatest. We need to understand how people are using the Library and Information Service, how that is changing, and what impact it might have on what we do in future.

1.3 Understanding need enables us to identify the outcomes which the Library and Information Service is well-placed to help achieve, either in its own right, or by working with others. We can then identify how well our current library service is able to achieve those outcomes, what things we should continue to do or do differently, whether there are completely new services and activities we should provide because they would help achieve the outcomes, and whether we should stop doing some things completely. We also need to consider if there are better ways of providing this needs based library service that would make it more likely to achieve its goals. This is the basis of the draft Libraries Strategic Commissioning Strategy.

1.4 All of the evidence that we used to develop the draft Libraries Strategic Commissioning Strategy is contained in seven Technical Appendices. This document provides a summary of the complete evidence base. The detail is contained in each Technical Appendix. The diagram below shows the seven Technical Appendices and their relationship to the draft Libraries Strategic Commissioning Strategy.

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2 National and Local Context

2.1 The draft Libraries Strategic Commissioning Strategy is the final part of a wider Libraries Transformation Programme that has been designed to deliver a modern and sustainable library service which prioritises the needs of those who live, work and study in East Sussex, and which is able to adapt to future needs. The Libraries Transformation Programme has a savings target of £2 million by the end of our current Medium Term Financial Plan period in 2018/19, part of East Sussex County Council's overall savings plans of between £70 and £90 million.

2.2 By the end of 2017/18 the Libraries Transformation Programme will have secured measures to deliver £1.25 million of the £2 million savings target, through reductions in management posts and cutting back office costs, spending on books and other materials to reflect changing demand and to bring East Sussex into line with other local authorities, and library opening hours which were cut by around 25% in 2016.

2.3 In developing the draft Libraries Strategic Commissioning Strategy we set out to identify up to £750,000 of further savings and income, by prioritising resources where the need for library services is greatest, whilst ensuring that we continue to deliver a comprehensive and efficient library service for the county. The draft Libraries Strategic Commissioning Strategy has identified savings of £653,000. This is approximately £100,000 less than the £750,000 savings target proposed, and overall, would equate to £1.903 million toward the total £2 million savings target. The draft Libraries Strategic Commissioning Strategy is considered to be the most appropriate strategy to prioritise resources in order to meet the needs which have been identified at the current time.

2.4 We have set out to identify the range of needs that the Library and Information Service may be well-placed to help meet, either on its own or in partnership with others, within the resources that are available. This includes the particular needs of different communities who face greater disadvantage than others, whether this is directly or indirectly. The draft Libraries Strategic Commissioning Strategy also takes into account our legal responsibilities for providing a library service that is 'comprehensive and efficient'. All library services must provide, by law, free reading materials available to borrow by anyone who lives, works or studies (full-time) in the local area. Apart from this requirement, it is for local decision how the library service best meets the duty to provide a 'comprehensive and efficient' service in practical terms, including how many libraries there are, where they are and when they are open and what each one offers.

2.5 The requirement to provide a 'comprehensive' library service does not mean that the Council has a duty to guarantee every individual resident access to any or all of the library services it provides at any cost. Rather, all residents

should have a reasonable ability to access library services using reasonable means, including access to services via the internet, taking into account constraints such as available resources.

2.6 The East Sussex Library and Information Service supports the County Council's four overarching priority outcomes of:

- sustainable economic growth
- keeping vulnerable people safe
- helping people help themselves
- making best use of resources

2.7 Our Library and Information Services aim to support reading for pleasure and personal development, recognising also that literacy supports the local economy and people's ability to lead independent lives. We offer resources and personal support to help job seekers find work, increasingly via online searching and applications, and can help people identify and develop new skills and qualifications.

2.8 In our information age, where many materials and information resources have moved online, and as more commercial and public services have become digital, libraries provide free access to computers and to the internet to enable people to get online. Free internet access to computers and to the internet remains important. Some people are still excluded from the online world because of the cost of a broadband connection or mobile data package, or because they do not have the digital skills to use the internet.

2.9 The context to the development of the draft Libraries Strategic Commissioning Strategy is one in which fewer people are visiting libraries and borrowing books both nationwide and within East Sussex. Libraries remain a popular service, with 1.48 million visits to East Sussex libraries and 1.84 million items issued in 2016/17. However, both visits and issues have decreased by around 40% in the past ten years.

2.10 Widespread availability of affordable or free information and reading materials via the internet means a visit to the local library is no longer the only means of accessing information that it once was. The market for new and second hand books has become more competitive in the past fifteen to twenty years, and the development of the internet has also enabled a huge online marketplace to develop. At the same time, eBooks, eMagazines and eAudiobooks have developed which means people can access library services remotely.

2.11 Some people have argued that the usage of libraries has decreased because libraries have been closed or had their opening hours reduced. However, we know that, locally at least, that is not the case. In the period 2006/7 to 2015/16, when the number of East Sussex libraries open to the public remained the same, and before we made changes to library opening hours, there was a 29% decline in library visitors. In this same period we invested approximately £22m in new libraries and refurbished existing ones.

2.12 The Carnegie Trust found in a recent survey that 72% of people think that public libraries are important for communities whilst only 40% of people said that libraries were important to them personally. This raises the question of whether people's needs are increasingly being met elsewhere or whether people are unaware of the services that are available through library services that could be of benefit to them. When people in the same survey were asked what would encourage them to make more use of library services, the most frequent suggestion was to provide better information on what services are on offer. Among non-users the most popular improvement was 'providing other council services in library buildings'.

2.13 A key opportunity within the Libraries Strategic Commissioning Strategy, therefore, is to seek to ensure that the Library and Information Service provides clear information about what library services are on offer, how people can make the most of what is available to them and to help people choose to use libraries because they see clear benefits and positive outcomes from doing so. There is also an opportunity to explore whether providing other services in libraries would help meet people's needs better through a more 'joined-up' offer.

3 Needs Assessment

3.1 The Needs Assessment is a key element of the Libraries Strategic Commissioning Strategy. Its prime purpose is to provide a clear evidence-based review of needs, both met and unmet, that impact on the current and future provision of the Library and Information Service. If our understanding of residents' needs is incomplete then the design and delivery of services is unlikely to fully meet their needs or achieve the required outcomes.

3.2 There is a clear distinction between the need and the demand for services. Need is what people could benefit from (that is an effective intervention or service); demand is what people ask for. Strategic Commissioning is about prioritising need over demand and supply. This Needs Assessment, together with the other Technical Appendices, provides an evidence base which enables us, through the Libraries Strategic Commissioning Strategy, to prioritise our resources for library services towards the achievement of outcomes that will best meet the needs of those who live, work and study in East Sussex.

3.3 The Needs Assessment is framed around four Commissioning Themes, which reflect the Council's four overarching priority outcomes: driving economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. The Commissioning Themes are considered to represent the key areas of community need that the Library and Information Service may be best placed to meet or contribute towards, in support of the Council's priority outcomes. These Themes are:

- Reading and literacy
- Economic development
- Health and wellbeing
- Digital exclusion

3.4 The process of undertaking a needs assessment is not an exact science. The Council has a duty under the Public Libraries and Museums Act 1964 to provide a "comprehensive and efficient" library service. If a library authority wishes to make changes to its library service, it must carry out an assessment of need which is informed by consultation, Equalities Impact Assessment and an assessment of relevant library service data, to ensure that the duty is met. The Act does not set out a statutory measure of need and there are no national guidelines that spell out what is or is not a need in terms of library services. It is also important to highlight that, in most cases, the Library and Information Service is not the primary provider of services to meet identified needs. The role of the Library and Information Service is largely indirect in support of other more targeted service providers.

3.5 The Needs Assessment has considered a wide range of potential indicators of needs, clustered around each Commissioning Theme that may be addressed by the Library and Information Service. These have been refined to select the indicators which best illustrate need and which are based on robust, publicly available data at a sufficiently detailed scale that meaningful evidence can be

gathered at a local level across the county. The Needs Assessment has considered how the identified needs vary across the county, and whether there are specific groups of people whose needs are currently not met. Invariably it is the relative differences, not the absolute values, between the level of needs identified that are of most use in identifying areas to target resources where needs are greatest.

3.6 East Sussex generally compares favourably with many other local authority areas on a number of measures of need. In the analysis undertaken for the Needs Assessment there was, for most indicators, little variation across the whole county. However, for some indicators there were stark variations, and these are noted below. The Needs Assessment has sought to identify when the variation in needs is significant in scale and scope, compared to where the variations are minimal across the county. Where there are significant variations between parts of the county (in particular for indicators related to deprivation, ageing and health) the variations can reflect very localised pockets of need, even within each of the main urban areas.

3.7 The over-arching indicator of need is the Indices of Multiple Deprivation, however the full Needs Assessment document (Technical Appendix 2) contains detailed indicators and mapping of all of the needs used in the Needs Assessment. The highest deprivation levels are seen in parts of Hastings and the super output area covering Iden and Camber. There are also relatively high levels of deprivation in pockets of Bexhill, Eastbourne, Newhaven, and in and around Hailsham. However, it is important to recognise that not every person in a highly deprived area will themselves be deprived. Likewise, there will be some deprived people living in the least deprived areas. In terms of the findings of the Needs Assessment under each Commissioning Theme, deprivation, skills and educational attainment and income play a key role.

3.8 Literacy skills underpin success in all walks of life, and libraries have a key role to play in ensuring children in particular have the building-blocks for future academic and employment success, thereby improving people's prosperity, their health and their wellbeing. Young children's early communication and vocabulary skills are particularly important. In addition, the health and wellbeing benefits of reading for pleasure are evident for adults as well as children and young people.

3.9 On reading and literacy, the Library and Information Service has the potential to support the literacy needs of every child, although some children are likely to have higher needs than others, such as those living in households with low incomes, those with Special Educational Needs and those without English as a first language. Where there are low adult literacy rates (often linked with other indicators of deprivation) it is expected that this will create a need that can be positively met through access to library services. The areas of the county where literacy needs are greatest are areas to the north of Hastings, Camber, the north-east of Newhaven, south-east of Hailsham and south-east of Crowborough.

Key findings - reading and Literacy

Children who are disadvantaged do worse at school than those from non-disadvantaged backgrounds.

At the end of primary school (Key Stage 2) only 51% of disadvantaged pupils reached the expected standard for reading, 60% for writing, and 52% for grammar, punctuation and spelling, compared with 72%, 79%, and 74% respectively for non-disadvantaged pupils.

At GCSE (Key Stage 4) 39% of disadvantaged pupils achieve A*-C in both English and maths, compared with 71% of non-disadvantaged pupils.

In 2016 about 29% of East Sussex state school pupils were disadvantaged at Key Stage 2 and 25% at Key Stage 4.

There are areas of East Sussex amongst the top 10% most deprived areas in England for working age adults with no or low qualifications or who cannot speak English well or at all. Parts of the county have an adult population with skills below a level which means they could compare products and services for the best buy, or work out a household budget.

3.10 The modern library service can provide information and support to individuals and businesses to help develop the economy. Economic performance in East Sussex is below the regional and national average, with a skills deficit being a contributory factor. For economic development, the need is primarily for people seeking work but struggling to find it because of, for instance, low levels of qualifications, poor literacy and numeracy skills, poor CV writing and interview techniques, and a lack information about availability of suitable jobs. Disability and long-term ill health are factors which can prevent people from obtaining a job when they want to work, and being out of the workplace for long periods of time can have a further impact on people's skills, levels of confidence and mental health.

3.11 The Library and Information Service can provide access to online information about job vacancies and training and skills development opportunities, and support individuals directly to develop skills such as applying for jobs and learning new literacy, numeracy and ICT skills. This can also boost self-confidence and preparedness for a job interview, increasing the chances of getting into or back into work. Indicators of deprivation and adult skills levels suggest that the greatest needs are in the north of Bexhill, Eastbourne, the north of Hastings, the north-east of Newhaven and east of St. Leonard's.

Key findings - economic development

In 2016/17 4.5% of the working age population (16-64 year olds) were unemployed in the county compared to 4.8% in England and 3.8% in the South East. Hastings has the highest percentage at 6.3% of unemployment and Lewes has the lowest percentage at 3.8%.

There are 23 areas of East Sussex ranked within the 10% most deprived areas of England in terms of levels of employment, including 16 in Hastings, 5 in Eastbourne and 2 in Rother.

3.12 There are health and wellbeing needs which the Library and Information Service can meet by supporting community and individual resilience, health improvement and reducing health inequalities through the provision of safe and inclusive spaces, quality assured self-help information and resource materials tailored for residents of all ages, as well as direct signposting to other services. In particular, the Library and Information Service can provide resources and information to enable people to take greater ownership of their own health and wellbeing, to be more resilient, increasingly independent, self-sufficient and resourceful, and thus better able to help themselves.

3.13 Research has identified the positive benefits of reading for mental health, as well as the positive correlation between literacy and a person's ability to access health information. Those in greatest need are people in poor mental or physical health or at risk of developing health problems, particularly people with a long-term health problem or disability. The highest health deprivation levels and disability measures are concentrated in the coastal towns, either in central residential areas or large estates on the edge that often have other income, employment and social exclusion issues. There are some pockets of health deprivation in each of the three more rural districts, but usually associated with the mid-sized towns. One area with a relatively high percentage of residents with long term illness is east Bexhill. Other high levels are found in Eastbourne, Hastings, St. Leonards and Newhaven.

Key findings – health and wellbeing

14 areas of East Sussex are ranked within the 10% most deprived areas of England in terms of health deprivation and disability, including 10 in Hastings, 3 in Eastbourne and 1 in Rother.

The county has a higher percentage (24.9%) of residents aged 65 and over compared to England (17.7%). The highest percentage of residents aged 65 and over is in Rother and the lowest percentage in Hastings.

There is a 13 year difference in life expectancy for those born in different parts of the county. The lowest life expectancy (75.6 years) is in Gensing ward in Hastings and the highest (89 years) in Mayfield ward in Wealden.

3.14 Information is increasingly moving to digital platforms and there continues to be a social divide between those who have easy access to the internet and those who are still offline. On digital inclusion, the needs which have been identified are the ability to access and use the internet to access information about skills and employment opportunities, health and wellbeing information, and accessing the more competitive online market place for goods and services, which can help households on low incomes.

3.15 Behind these needs are the affordability of home or mobile internet provision, the lack of basic digital skills (which is linked to low levels of educational attainment and also to age), and to a lesser extent, the availability of broadband technology. The data show that adults with the lowest skills levels are located mainly in the coastal towns of Newhaven, Eastbourne, Bexhill and

Hastings, as well as Hailsham and the far east of the county in Rye and surrounding areas.

Key findings – digital inclusion

Affordability and basic digital skills are key drivers for digital inclusion. There are 18 areas in the county that are ranked within the 10% most deprived areas of England in terms of household income. This includes 12 areas in Hastings, 3 in Eastbourne and 3 in Rother.

3.16 The indicators of need identified in this Needs Assessment provide a baseline upon which to develop the Libraries Strategic Commissioning Strategy, which will set the direction of the Library and Information Service for the next five years. The Needs Assessment considers these changes and has concluded that, for the duration of the Libraries Strategic Commissioning Strategy, changes in population, employment and economic activity, health and digital technology are unlikely to have a significant impact on its findings and overall conclusions.

4 Service description and analysis

4.1 The Library and Information Service lends books and other materials, in hard copy and digital formats, provides information, and delivers formal and informal learning opportunities as well as volunteering opportunities. Computers and Wi-Fi are available in all library buildings to enable people to use the internet.

4.2 Access to the Library and Information Service is provided by 24 library buildings across the county, the online eLibrary, a Mobile Library Service, a Home Library Service, a Prison Library Service, a community information service (ESCIS) and a Schools Library and Museum Service.

4.3 We deliver a range of initiatives, both local and national, often with partners and sometimes externally funded. These include Bookstart to help parents/carers share books with pre-school children and IT for You to support people into employment by developing their IT skills.

4.4 Membership of the Library and Information Service is free to everyone who lives, works and studies in East Sussex. There are also customers who visit the library to use the resources and facilities, but do not have a membership. At the start of 2017/18 there were approximately 230,000 registered members of the Library and Information Service, or about 44 per cent of the East Sussex population. However, as mentioned earlier, the number of people visiting libraries and borrowing items from them is declining.

Figure 1 Visitors to East Sussex libraries 2006/7 – 2016/17

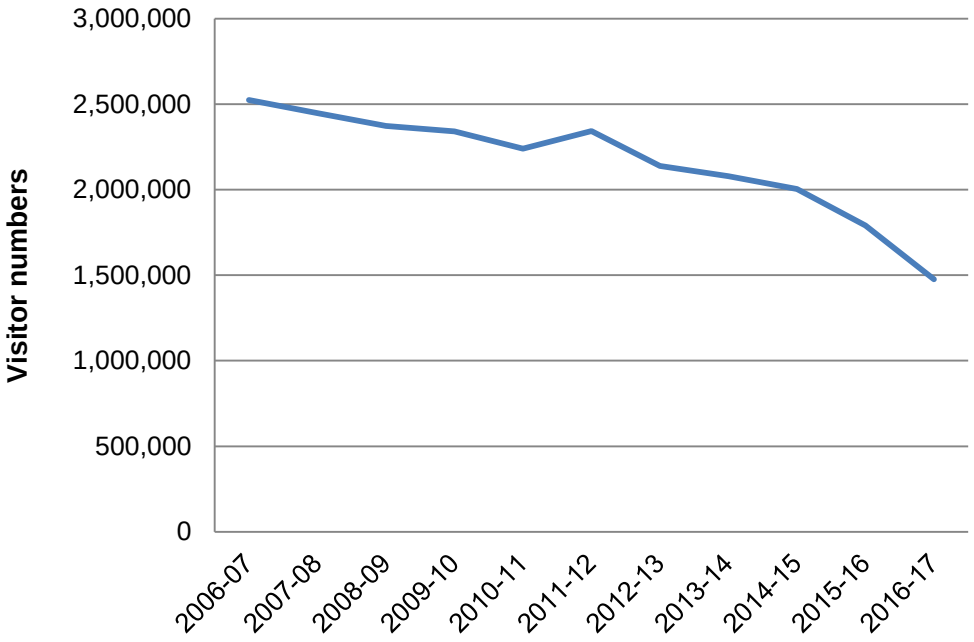
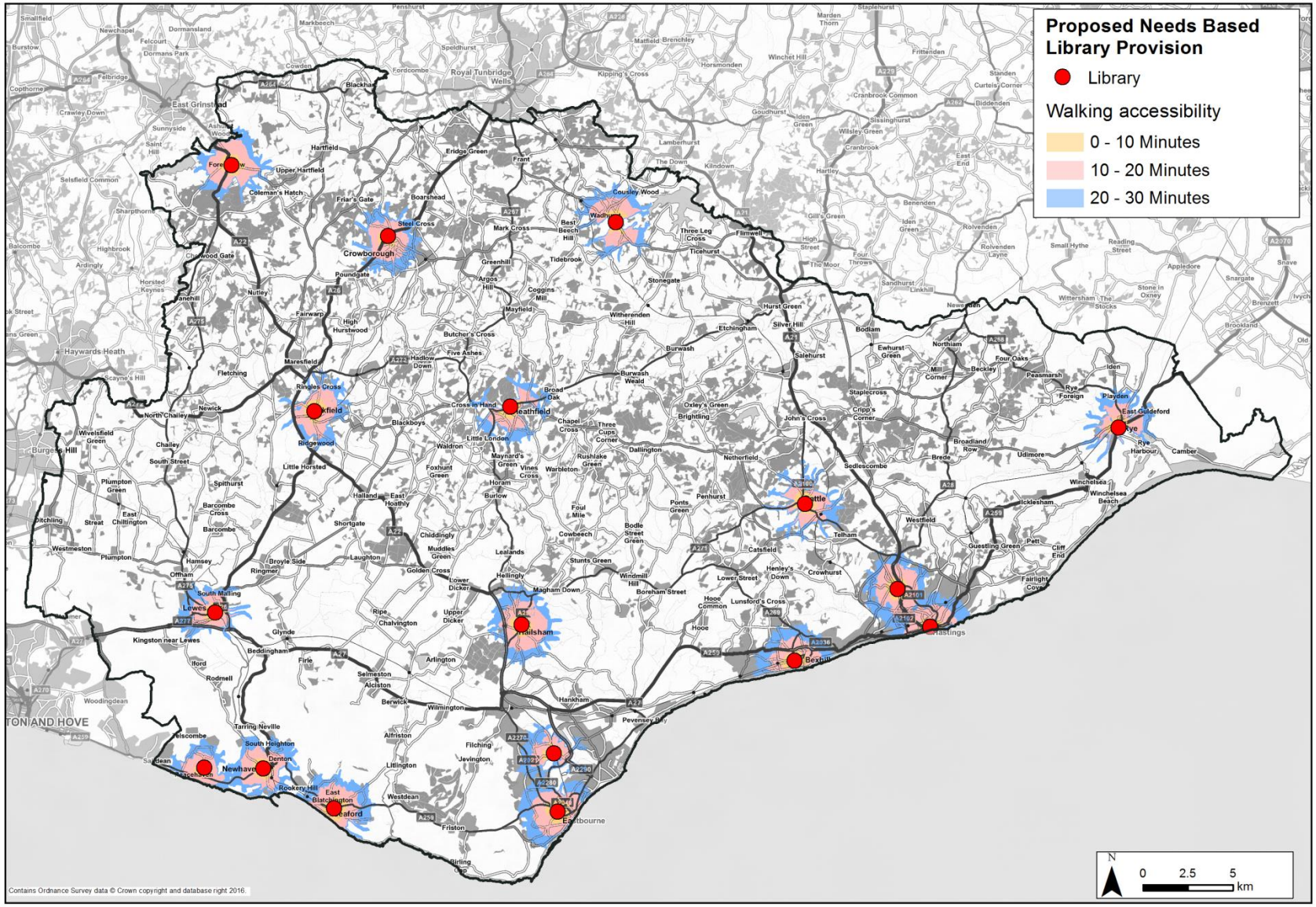


Figure 2 Current network of library buildings and Mobile Library stops in East Sussex



4.5 At 31st March 2017, there were 62,027 active members of the Library and Information Service (people who borrowed an item in the previous twelve months). This is a reduction of 16% since March 31st 2015, when there were 74,176 active members.

4.6 Library stock, the materials available to borrow, is made up of a range of different formats, including books, DVDs, newspapers, and online resources such as eBooks, online encyclopaedias and training resources. Loans in all categories are decreasing year on year, with the exception of eBooks and eAudiobooks. Loans of eBooks have increased from 19,173 in 2014/15 to 30,843 in 2016/17.

4.7 Expenditure on materials (books and other resources) per 1,000 population was second highest in our comparator local authority group in 2015/16, and satisfaction with the condition and choice of stock has remained high despite the decline in library use.

4.8 Income for the Library and Information Service is generated through fees and charges (such as fines and reservation fees) as well as by delivering traded services such as the Schools Library and Museum Service and a Learndirect contract to deliver learning programmes. Despite recent efforts to generate more income, for example, by hiring out meeting rooms, income is decreasing for a number of reasons. In particular, income for the Schools Library and Museum Service is not sufficient to continue delivery of services to schools in the same way.

4.9 There are 237 computer terminals (referred to as the People's Network) and Wi-Fi available to use for free across the 24 library buildings. In 2016/17, there were 281,704 computer sessions in total, 49,125 (17%), of which were Wi-Fi sessions using the customer's own device. Wi-Fi has been available in all libraries since March 2016 and usage is growing.

4.10 In January 2015, there were 150 full time equivalent (FTE) members of staff within the East Sussex Library and Information Service. Following the implementation of two restructures associated with the Libraries Transformation Programme this has reduced to 96.5 FTE. The service had 0.23 staff per 1,000 population in 2015/16. At March 2017, this had reduced to 0.19, one of the lowest in our comparator local authority group. Over 400 volunteers provide additional library services, such as Rhymetime and Storytime and IT for You sessions. Comparison with our comparator local authority group shows that there is scope to increase the number of volunteers involved in providing the Library and Information Service.

4.11 Surveys show that nearly half (45%) of adult visitors to libraries in East Sussex are aged 65 and over and half (50%) are retired. However, in terms of registered members of the Library and Information Service, children and young people aged below 16 represent 26 per cent of all members, more than any other age group.

4.12 Most people who were asked consider their library visits to be related to leisure and enjoyment. Almost three quarters of adult library users (74%) visited a library to borrow, return, renew or reserve a book. The next most common reason for visiting (18.5%) was to access the public computers or Wi-Fi. Most adult library users visited at least once a fortnight, with the highest number visiting once or twice a week. There is a lack of awareness among non-users of the Library and Information Service about the range of different services on offer, particularly online services, such as eBooks.

5 Property Assessment

5.1 We own 16 of the 24 library properties, and the remainder are leased from public, private or voluntary and community sector landlords. We also lease Unit D, Ropemaker Park in Hailsham, which is the central storage and distribution point for library stock and base for the Mobile Library and some staff.

5.2 The total running cost of our buildings is approximately £850,000 per year, including £359,000 of business rates, £209,000 of maintenance costs and £177,000 of rents and service charges. Utility costs are around £105,000 per year.

5.3 In the past decade we have spent approximately £16.5 million on improvements and major refurbishment of East Sussex library buildings, including works to ensure libraries remain safe and in a good state of repair, so that they are fit to provide the services they need to deliver. Once the refurbishment of Hastings library is complete in the spring of 2018, this sum will have risen to £20.4 million.

5.4 In the current financial climate future investment on this scale is unlikely for the foreseeable future. However, it is estimated that it would cost around £2.6 million over the next five years to maintain the 24 library buildings the service currently operates in their current condition and stop them from deteriorating.

5.5 Many of our libraries also offer services delivered by, or in partnership with, other organisations. However, there is considerable scope for community groups, voluntary sector organisations, the private sector and other parts of the public sector (including other parts of the County Council) to make more use of libraries in East Sussex outside of normal opening hours. This could provide a source of income to help reduce financial pressures on the service, or enable income to be reinvested into delivering new services to meet local needs.

5.6 Four libraries have dedicated meeting rooms which are available for public hire by individuals, small businesses, charities, local organisations, service providers, partners and private enterprises. However, despite marketing of the meeting room spaces, they are under-utilised and are not realising their income generation potential. Further consideration could be given to more targeted marketing of the meeting rooms for ad hoc or longer term rentals, or entering into longer-term agreements with potential partners to rent the rooms as workspaces or places from which services to the community could be provided.

5.7 With decreasing visits and issues of items, there are also opportunities to release space within libraries for other organisations to use, so that costs can be shared and a rental income generated for the Library and Information

Service. The identified space could also enable the Library and Information Service to generate income by providing new or better services. This would help the service achieve its strategic outcomes if external funding is sourced, or by being paid to deliver services on behalf of others when they are commissioning services. There are nine libraries within East Sussex where this potential exists. The opportunities range from small shop-style operations or delivery of front-line services to the public, to spaces for meetings and training, to office space.

5.8 As a result of this review, operational bases for parking enforcement staff will be provided in Hastings, Eastbourne and Lewes libraries from July 2018. The Library and Information Service will deliver the functions of the three Parking Shops from these libraries. This joint venture will enable the new parking contract to be delivered at a lower cost due to the sharing of overheads and other operational costs.

5.9 In addition, the Seaford Integrated Locality Team, part of our East Sussex Better Together health partnership, will move into accommodation within Seaford Library. This team will bring together a number of social care and health services for adults, from the County Council and the NHS, within the community. Their services will not be delivered in the library.

5.10 As a result of these two proposals and other efficiency programmes which we have identified as part of the development of the draft Libraries Strategic Commissioning Strategy, the Library and Information Service will save approximately £171,000 per year through a combination of efficiencies and the rental of library space.

5.11 The Library and Information Service will also need to continue to identify whether library services could be delivered in the same locality in a more cost-effective way and consider the potential for library services to share accommodation with other organisations, in order to reduce costs or to deliver a better service in conjunction with other services, or both. The consultation on the draft Libraries Strategic Commissioning Strategy provides a key opportunity for the Library and Information Service to enter into a dialogue with potential partners over possible co-location of library services.

6 Accessibility Analysis

6.1 The Library and Information Service comprises both the physical infrastructure that people can use (e.g. library buildings and the services available within them) and the digital services that people can access online without having to visit the library, such as reserving and renewing items, downloading eBooks and eMagazines, and accessing online reference materials and information resources.

6.2 Published national research shows that the average journey time for trips people make by all modes of transport is 24 minutes. Trips for 'personal business' specifically include visits to libraries and the average trip duration for personal business is 20 minutes. This research suggests that reasonable travel time parameters for the majority of residents to access library services is in the order of 20 to 25 minutes by car or public transport.

6.3 Accessibility mapping software shows that, despite the fact that East Sussex is a rural county, the Library and Information Service has very high levels of physical accessibility to libraries. Everyone in East Sussex lives within a 20 minute drive of either one of the 24 libraries or the 88 Mobile Library stops.

6.4 Car ownership is generally very high across the county, with a county average of 78% of households owning one or more cars. It is recognised however that car ownership varies considerably across the county, with high car ownership in rural areas and lower levels of car ownership in coastal areas. However, in terms of access to libraries, the identified areas of low car ownership are compensated by having regular bus or train services and/or being in central locations where walking distances to local libraries are relatively short.

6.5 Overall across the county 97% of the population lives within a 20 minute journey time by public transport of an East Sussex library or a Mobile Library stop. This figure rises to 99.4% of the population for journey times of up to 30 minutes. In terms of journey time on foot, 22.7% of the population of the county lives within a 10 minute walk of an East Sussex library or a Mobile Library stop. This figure rises to 57% for walking times up to 20 minutes and 87.4% within a 30 minutes' walk of a library or a Mobile Library stop. Table 1 provides a more detailed breakdown.

6.6 Recognising that the majority of Library and Information Service customers use a library building rather than visiting the Mobile Library, the analysis has in addition considered physical accessibility just in terms of the 24 library buildings, and this also shows that the library buildings have very high levels of accessibility. 99.9% of the population of the county are within a 20 minute car drive time of one of the 24 East Sussex libraries. Nobody has a journey time by car in excess of 30 minutes. For public transport, 89.1% of the population of the county lives within a 20 minute journey time of an East Sussex library and 96.2% are within a 30 minute journey time. In terms of

journey time on foot, 16.3% of the population of the county lives within a 10 minute walk of an East Sussex library. This figure rises to 48.6% for walking times up to 20 minutes and 75.3% within a 30 minutes' walk of a library. Table 2 provides a more detailed breakdown.

6.7 An analysis of where East Sussex library users live and which libraries they use shows that users do not necessarily visit their nearest library. This shows that there are other factors apart from travel time that influence decisions on which library to visit, and there may be a range of reasons behind this, including where people work, or combining a visit to the library with a trip for another purpose, such as shopping or a leisure activity.

6.8 Accessibility to the Library and Information Service's digital services is also very high. This provides another means of accessing library services away from our library buildings via the internet, 24 hours per day. Household internet access has grown rapidly in recent years and a 2017 survey of East Sussex residents showed that 90% of them use the internet.

6.9 However, barriers do still exist for some residents. The Accessibility Analysis shows that residents in a small number of areas of East Sussex, in proximity to the main towns of Rye, Hastings, Bexhill, Eastbourne, Newhaven, Peacehaven, Lewes and Hailsham may be less able to access the Library and Information Service's digital services due to the affordability of broadband and mobile data packages and the costs of devices. Small geographical areas around Rye, Hastings and Eastbourne are also where residents are more likely not to have the digital skills required to access the eLibrary services independently.

6.10 Age is a key factor in people's level of digital skills and therefore use of the internet. Whilst 74% of people nationally aged 65-74 had used the internet in the past three months in a 2016 survey, this figure was only 39% for people aged 75 and over. The areas of the county where people's age is likely to be a factor which creates a barrier to eLibrary accessibility (because they are less likely to use the internet) is geographically slightly wider, and is around the coastal towns of Hastings, Bexhill, Eastbourne, Seaford and Peacehaven. Areas around the towns of Crowborough, Heathfield, Uckfield, Hailsham and Lewes are also included.

6.11 In these areas people are more likely to rely on access to a library building to use the resources available. Staff in libraries can help people access the resources they need, and both staff and computer buddies in libraries can help people who lack digital skills to get online and help narrow the digital divide.

Table 1 Percentage of East Sussex population within different journey times of an East Sussex library or a Mobile Library stop

	Car			Public Transport			Walking		
Journey time (minutes)	**0 – 10**	**10 – 20**	**20 – 30**	**10 – 20**	**20 – 30**	**20 – 30**	**0 – 10**	**10 – 20**	**20 – 30**
East Sussex population within journey time	527,108	413	0	380,428	131,466	12,448	119,851	180,616	160,338
Percentage	99.9%	0.1%	0%	72.1%	24.9%	2.4%	22.7%	34.2%	30.4%
Cumulative East Sussex population within journey time	527,108	527,521	527,521	380,428	511,894	524,342	119,851	300,467	460,805
Cumulative percentage	99.9%	100%	100%	72.1%	97%	99.4%	22.7%	57%	87.4%

Table 2 Percentage of East Sussex population within different journey times of an East Sussex library

	Car			Public Transport			Walking		
Journey time (minutes)	**0 – 10**	**10 – 20**	**20 – 30**	**0 – 10**	**10 – 20**	**20 – 30**	**0 – 10**	**10 – 20**	**20 – 30**
East Sussex population within journey time	496,817	29,982	722	307,975	161,783	37,461	86,113	170,113	140,967
Percentage	94.2%	5.7%	0.1%	58.4%	30.7%	7.1%	16.3%	32.2%	26.7%
Cumulative East Sussex population within journey time	496,817	526,799	527,521	307,975	469,758	507,219	86,113	256,226	397,193
Cumulative percentage	94.2%	99.9%	100%	58.4%	89.1%	96.2%	16.3%	48.6%	75.3%

7 Gap analysis

7.1 The Gap Analysis identifies which services should be provided by the Library and Information Service in order to meet the needs identified within the Needs Assessment (Technical Appendix 2). This includes a detailed consideration of individual services which could support each of the four Commissioning Themes identified by the Needs Assessment.

7.2 Library services commonly provide a wide range of offers to support different outcomes, tailored according to local needs and circumstances. These are reflected by the Universal Offers which East Sussex, like many other library services, subscribes to. There are, in theory, no limitations, to the range of services that can be delivered by a library service. The Commissioning Themes, therefore, are considered to represent the key areas of community need that the Library and Information Service may be best placed to meet or contribute towards, in support of the Council's priority outcomes.

7.3 The scope of the offer is also, in practice, limited by available resources. Primarily, the service offer must be in line with the provisions laid out by the statutory duty which requires the Council to provide books and other materials to borrow for everyone who lives, works and studies in East Sussex. The precise nature of the materials, and any others services that are provided by the Library and Information Service, is for the local authority to decide.

7.4 Overall, the Gap Analysis finds that the current offer provided by the Library and Information Service meet the needs which have been identified by the Needs Assessment to a high degree. A number of gaps have been identified, including more joined up working with other parts of the County Council to promote library services to specific groups and a greater focus on providing services through outreach work, recognising that some people who stand to benefit from the Library and Information Service require more targeted engagement. There are also some services which can be enhanced, such as the eLibrary, and new services, such as study sessions for school aged children, which would support the specific needs of different groups.

7.5 A number of services which are already provided by the Library and Information Service, which add value to the core service offer, are provided by drawing in external funding from partners such as the Department for Work and Pensions and Arts Council England. A number of our value added services are provided through the commitment of volunteers, including those within libraries, such as Computer Buddies, and those who provide the Home Library Service to customers who cannot get to a library easily. A number of the opportunities identified by the Gap Analysis to extend and provide new services through the Strategy would similarly rely on extending our volunteering roles and securing partnership funding.

7.6 By analysing each of the Commissioning Themes in turn, the Gap Analysis concludes by identifying four Strategic Outcomes which would underpin the

draft Libraries Strategic Commissioning Strategy and enable the Library and Information Service to prioritise available resources and service delivery according to need. Each of the proposed Strategic Outcomes is accompanied by a short summary of the overall service offer which would be required to meet it, as follows:

Improving child and adult literacy. We will provide a range of quality materials and personalised support for people's different needs, so they can enjoy the pleasure of reading and the better life chances that literacy unlocks for people.

Supporting the economy. We will provide training and guidance for people of all abilities seeking to learn and to work, so they are able to build skills and confidence in a supportive environment.

Better health and wellbeing. We will promote reading as a source of wellbeing and provide reliable information and services to promote good health and support people to manage their own health and the health of those they care for.

Increasing digital inclusion. We will provide free access to computers and Wi-Fi, and paid access to printers, with training for people to use technology and the internet, so they are able to independently access vital information and services and participate in the benefits of the digital world.

7.7 It is recommended that the draft Libraries Strategic Commissioning Strategy should set out a comprehensive service offer for each of the four Strategic Outcomes, based on the findings of this Gap Analysis. Some specific gaps are identified which it is not yet clear that the Library and Information Service would be able to meet. Further efforts should be made to identify whether there are appropriate offers to resolve these within available resources, potentially by working with other services. Given that the offers provided by a library service naturally change and develop, as new opportunities are identified, it is not considered that the offers described by the Strategy should be considered exhaustive or necessarily provide for each individual gap that is identified.

7.8 The services which are identified by the Gap Analysis to deliver the draft Libraries Strategic Commissioning Strategy also ensure that the Library and Information Service would meet the provisions of the statutory duty to provide a comprehensive and efficient library service for everyone who lives, works and studies full-time in East Sussex.

7.9 A new vision is recommended for the Library and Information Service which would effectively draw the four Strategic Outcomes together. The evidence provided by the Needs Assessment and Gap Analysis demonstrates that this vision should have its foundations in the role of the library service to promote reading and knowledge to enable people to lead fulfilling lives. Collectively, the Vision and Strategic Outcomes would provide a clear direction for the delivery of the Libraries Strategic Commissioning Strategy.

8 Delivery model initial options appraisal

8.1 The Initial Options Appraisal aims to identify the different possible ways or 'delivery models' in which the draft Libraries Strategic Commissioning Strategy could be implemented. It consists of an appraisal of the ability of five possible delivery models against a set of criteria to determine their suitability to deliver the draft Libraries Strategic Commissioning Strategy. Following this a financial differences model was created to identify which of the delivery models would generate a surplus over the five year duration of the Strategy, and to estimate the size of the surplus. Finally, an overall assessment of the combined appraisal and financial differences modelling was undertaken, taking into account the limitations of the options appraisal process and other factors which are relevant to the context in which the Library and Information Service operates. The assessment of the delivery models against the suitability criteria and the financial differences model were undertaken by an independent consultant, Mutual Ventures.

8.2 The five delivery models considered were:

- Remain in-house with re-engineering;
- Establishing a Local Authority Trading Company (LATC);
- Establishing a Public Service Mutual (PSM);
- Outsourcing the service (to a 'for profit' or third sector provider); and
- Establishing as a joint venture (JV) between the Council and the library service staff group.

8.3 The Initial Options Appraisal did not aim to identify a single preferred option, rather its goal was to assess the sustainability of several potential delivery models and identify their relative strengths and weaknesses from a variety of perspectives.

8.4 The process was undertaken during the development of the draft Libraries Strategic Commissioning Strategy at which stage the draft Vision, Strategic Outcomes and draft Gap Analysis had been identified. By definition, therefore, it was not possible to base the Initial Options Appraisal on a complete draft Strategy. However, it should be borne in mind that this appraisal process is a snapshot at this point in time. The range of delivery models, their benefits and advantages may change over time. We may, following consultation on the draft Libraries Strategic Commissioning Strategy, or at some other point in the future, seek to deliver a different vision and outcomes for the Library and Information Service, which might give a different conclusion to the options appraisal process contained in this Technical Appendix.

8.5 The first option considered, keeping the service in-house with 're-engineering' through the draft Libraries Strategic Commissioning Strategy, scored second highest at 67% against the assessment criteria, mainly because it maximises council control over the service, and does not incur any implementation costs or procurement costs. The changes could be implemented quickly and one-off savings and efficiencies achieved in the short-term. Its limitations are that it does not provide the Library and Information Service with full commercial freedom and has a limited ability to grow revenue streams and realise an ongoing surplus. It also limits the ability of stakeholders to influence the service in a formal capacity, such as a board of directors would do in a Public Service Mutual (PSM) would do. There may be opportunities to extend further the Council's partnership working with other library authorities, but the potential for savings is considered to be low as the Council has already implemented a major cost reduction and efficiency programme through the Libraries Transformation Programme to reduce the costs of management and back office services. Further opportunities for joint working would need to be considered on a case by case basis.

8.6 The Local Authority Trading Company (LATC) option achieved the highest mark (74%) against the assessment criteria and would generate the highest surplus, estimated at around £267,000 over five years. LATCs are companies set up by councils specifically to trade at a profit, and this is their key advantage over an in-house service, which is also fully controlled by the local authority. LATCs possess greater freedom than in-house library services to develop and trade services, including the development and delivery of new non-statutory services which can generate a surplus for the organisation. However, only up to 20% of the revenue of the LATC can come from outside of the 'parent' council.

8.7 Although the LATC option comes out well overall, for an LATC to become financially viable, there would need to be a developed market in which our Library and Information service could trade at a profit. At present the opportunities for us to do that are limited as most councils are not outsourcing their library services. Taking this into account, and also the likely set-up costs, which have not been estimated at this Initial Options Appraisal stage, and which would in all likelihood erode a significant proportion of the estimated surplus, it is not recommended that an LATC is considered at present.

8.8 The PSM option scored third highest (56%) against the assessment criteria, reflecting its ability to gain buy-in from staff and other stakeholders while also exploiting commercial opportunities. A PSM is an organisation that has left the public sector and is either wholly or partly owned by its employees. There is usually a board of directors, which may include community representatives. Some PSMs, such as Libraries Unlimited in Devon and Suffolk Libraries have charitable status, which means they have trustees. PSMs can increase the level of freedom and autonomy experienced by staff and managers, enabling them to be more creative within their roles, within a new organisational culture, and this can make the PSM less bureaucratic.

8.9 PSMs can have a high degree of commercial freedom to explore new areas of service growth. However, as with the LATC option, these opportunities need to exist within the market place. The estimated surplus for the PSM option in this Initial Options Appraisal was low, with a surplus of just over £56,000 over five years, excluding set-up costs. Discussions which we have had with other councils who have established PSMs for their library service show that this surplus would certainly be wiped out by the set-up costs, and there is likely to be a net deficit at the end of the five year period of the draft Libraries Strategic Commissioning Strategy.

8.10 Many PSMs have business models which include the kinds of measures that we have already implemented or propose as part of the Libraries Transformation Programme during the three-year period from 2016/17 to 2018/19. Over and above this, potential savings associated with a PSM are often reliant upon achieving charitable status, which can reduce the PSM's liability for business rates. Local authorities currently retain a proportion of the business rates they collect and there are proposals for councils in future to be reliant solely on business rates and council tax for their funding. A business rates saving for a PSM for the East Sussex Library and Information Service would therefore mean that we were diverting resources away from one or more local authorities to the PSM. For all of the reasons above it is not recommended that a PSM is the right delivery model for the East Sussex Library and Information Service.

8.11 The outsourcing option scored 49% against the assessment criteria. Outsourcing involves the procurement of a third party to deliver the library service on behalf of the Council via a contract, including potentially through a social enterprise or charity, a 'for-profit' provider or another local authority. Outsourcing offers a high degree of council influence and control, as the Council would specify in the contract what it wanted to be provided. The other key benefits are the ability to tap into expertise to deliver an improved service from an external provider and the potential for savings and efficiencies to be realised as a result of the library service being part of a wider organisation.

8.12 Outsourcing would certainly require a procurement process, with the financial and time implications that carries with it unless outsourced to another local authority under legislation which avoids this requirement. Specific risks to the Council associated with this option include the unknown likelihood of the provider re-investing any surpluses back into the Library and Information Service and the risks around service delivery if the provider does not meet the required level of performance. It is not possible to forecast the potential viability of the service should it be outsourced. Interested providers will have their own business models and will structure their service proposal in different ways. It is impossible therefore to assess the viability of a provider's proposal until it has been received as part of the procurement process. The low score against the assessment criteria and the inability to undertake a financial differences model for this option mean that there is no clear evidence to recommend it as a preferable delivery model for the draft Libraries Strategic Commissioning Strategy.

8.13 Finally, the joint venture option scored 50%. The term joint venture can describe a range of different commercial arrangements between two or more separate entities. Each party contributes resources to the venture and a new business is created in which the parties collaborate together and share the risks and benefits associated with the venture. Each party generally has an expertise or need which is central to the development and success of the new business which they decide to create together. It is also vital that the parties have a 'shared vision' about the objectives for the joint venture.

8.14 While a joint venture will bring several advantages (mainly relating to accessing commercial expertise and the benefits associated with a range of stakeholders assuming ownership and decision making roles), the complexity of establishing the model and the associated timescales represent a risk to the Council. The surplus for the joint venture is estimated to be the same as the PSM option at just over £56,000 over five years, excluding set-up costs. This surplus would certainly be eradicated by the set-up costs, and there is likely to be a net deficit at the end of the five year period of the draft Libraries Strategic Commissioning Strategy.

8.15 The Initial Options Appraisal does not identify an evidence base for recommending an alternative delivery model as the most suitable means of implementing the draft Libraries Strategic Commissioning Strategy. It is therefore recommended that the current in-house service, with re-engineering through the Libraries Strategic Commissioning Strategy is retained.

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Libraries Strategic Commissioning Strategy

Technical Appendix 1

National and Local Context (including the Statutory Duty)

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1 Purpose of the Technical Appendix

Introduction

1.1 This Technical Appendix sets out the national and local context in which the East Sussex Library and Information Service is provided. It includes information about the statutory duty under which we provide the service, latest Government policy direction and the relationship between the services that the Library and Information Service provides and local priorities.

1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

Draft Libraries Strategic Commissioning Strategy						
Appendix 1 Rationale and Impact Assessment for the Proposed Needs Based Library Service						
Appendix 2 Summary of Technical Appendices						
Technical Appendix 1 National and Local Context	Technical Appendix 2 Needs Assessment	Technical Appendix 3 Service Description and Analysis	Technical Appendix 4 Property Assessment	Technical Appendix 5 Accessibility Analysis	Technical Appendix 6 Strategic Outcomes and Gap Analysis	Technical Appendix 7 Delivery Model Options Appraisal

1.3 The draft Libraries Strategic Commissioning Strategy aims to create a modern, affordable Library and Information Service for East Sussex, which prioritises the needs of the county and is able to adapt to future needs. The term 'needs', in this context includes the general requirement that people have to access reading materials, information and the range of other resources that the Library and Information Service offers, for the various benefits that this can provide. It also takes account of the particular needs of different communities (both of people and place) who face greater disadvantage than others whether directly or indirectly.

1.4 For many people the obvious focus would be around reading and literacy when considering the needs that a library service can meet, however, in developing these Technical Appendices and the draft Strategic Commissioning Strategy, we have set out to identify the wider needs that the Library and Information Service may be well-placed to help meet, either on its own or in partnership with others, within the resources that are available. The development of the draft Strategic Commissioning Strategy also takes into account our legal responsibilities for providing a library service. This approach, and the detailed process of review that has been undertaken, are described in this and in the other Technical Appendices.

1.5 An affordable and adaptable Library and Information Service means that it will be able to respond to a number of common challenges facing library services across the UK, including:

- the significant financial challenges facing councils
- shifts in consumer behaviour (both for paid and public services)
- a decline in demand for traditional library services
- the changing needs of a growing and ageing local population

1.6 The Strategy has been produced according to the Strategic Commissioning Framework, our business planning process for all East Sussex County Council service redesign.

2 Impact of library services

Background

2.1 Libraries are part of the common landscape of public service provision, with each upper tier and unitary council area having a statutory duty to provide the service. All library services provide, by law, free reading materials available to borrow by anyone who lives, works or studies (full-time) in the local area. However, there has been a common desire, within local authorities and government, to maintain a broader universal offer than books alone.

2.2 Public libraries in the UK were established by the *Public Libraries Act 1850*, as part of wider social reform. They were conceived as places where people could go to pursue their own personal improvement, for free. Libraries experienced widespread growth across the UK with the aid of philanthropic giving, notably by the industrialist Andrew Carnegie. The universal provision of libraries that we experience today was established with the *Public Libraries and Museums Act 1964*.

2.3 Since then, various reviews of public library provision have been commissioned by government. The latest of these is the Independent Library Report for England commissioned by the Department of Culture, Media and Sport and presented to the Government by William Sieghart and an expert panel on 18 December 2014. Sieghart made three major recommendations:

a. The provision of a national digital resource for libraries, to be delivered in partnership with local authorities

b. The setting up of a task force, led by local government, in partnership with other bodies involved in the library sector, to provide a strategic framework for England, and to help in implementing the following:

c. The task force, to work with local authorities, to help them improve, revitalise and if necessary, change their local library service, while encouraging, appropriate to each library, increased community involvement.

2.4 According to the Libraries Taskforce[1], nearly 60% of the English population holds a current library card, although it is important to add that a lower decreasing number of people are using library services (further detail on which is provided in section 4). That Libraries Taskforce also states that in the financial year 2014 to 2015, libraries in England received 224.6 million physical visits, more than visits to Premier League football games, the cinema,

[1] https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021

and the top 10 UK tourist attractions combined. Libraries also received 96 million website visits in 2014 to 2015, more than three every second.

2.5 Libraries offer a wide range of services, either universal or targeted, for a range of different needs. It is common for people to use library services for different purposes at different stages in their lives, through infancy and early childhood with parents, entering into independent study, finding work and progressing careers, and into retirement. Many people use libraries completely independently, on a self-help/self-service basis, identifying and accessing the resources they need on their own. Other people have a need for support from the library, whether this is help from a member of staff to locate an item, or a much more structured programme of help like a course to help people improve their reading, numeracy and ICT skills.

Universal Offers

2.6 The Universal Offers[2] are a set of core services that around 90% of library services nationally have signed up to, working through the Society of Chief Librarians (SCL). They aim to provide people with a clear idea of what is on offer within their local library service. The Universal Offers are:

- Reading
- Information
- Digital
- Health
- Learning
- Culture

Reading

2.7 Libraries provide free access to reading materials for pleasure and to support personal development. Their support for literacy, beyond formal educational settings, supports the local economy and people's ability to lead independent lives. Libraries support young children and their families to enjoy reading and wider cultural participation.

Information

2.8 Libraries provide free access to reference materials and general information. This includes local history and personal interests, but also general information. Where reference materials and information have moved online by default, libraries provide free access to computers and to the internet, including access to resources that people would have to pay for like online dictionaries, encyclopaedias, and newspapers and magazines that library users would

[2] http://goscl.com/wp-content/uploads/sj11_07-SCL-Universal-Offers-poster-2016_v-3.pdf

otherwise have to pay for if they accessed them at home. Libraries signpost people to other public services and also to other community resources.

Digital

2.9 As with Information, libraries provide free access to computers and to the internet. This is increasingly important as more commercial and public services move online by default. Although many people are able to access the internet at home and on mobile devices there is a need for public access, either due to affordability or, to a lesser extent, poorer quality digital infrastructure. Libraries also, increasingly, offer free support to help people use and get the most out of digital technology and the internet.

Health

2.10 Libraries provide free access to reading materials, and other cultural activity, which is known to support personal health and wellbeing. Libraries increasingly support individuals and health practitioners to manage health conditions, for example by offering 'books on prescription'. Libraries are free, community spaces that some people use to fulfil basic social needs. Many libraries offer a home library service, visiting and taking materials to those who cannot get to libraries for a variety of reasons, such as physical or mental health and caring responsibilities.

Learning

2.11 Libraries provide free access to reading materials and other resources that support personal development and self-led learning. Libraries offer personal support to help job seekers find work, increasingly via online searching and applications. Increasingly, access to online job seeking platforms is being offered to library members. Libraries also offer opportunities to gain informal and formal skills and qualifications.

Culture

2.12 The new Culture Offer has just been announce Libraries provide the space for culture and enable creative enrichment, to inspire imagination. Library staff are catalysts for activity, empowerment and exploration.

2.13 The Library and Information Service works to support and deliver the Universal Offers, as well as the Six Steps Promise for people with visual impairment and the Children's Promise A programme of activity is coordinated each year to promote them within East Sussex, aligned to the national SCL Universal Offers calendar[3].

[3] http://goscl.com/wp-content/uploads/SCL-Universal-Offers-Calendar-2017-V6-1.pdf

3 Statutory responsibilities

The legal requirement for library services

3.1 East Sussex County Council is one of 151 local councils in the UK with a statutory responsibility (a legal duty) to provide a local library service in accordance with the *Public Libraries and Museums Act 1964*. The Act requires each local authority to provide a library service that is 'comprehensive and efficient'. It is for local decision how the library service best meets this requirement practically, including how many libraries there are, where they are, when they are open and what each one offers.

3.2 Local authorities who are proposing to alter their library provisions are required to produce a needs assessment to demonstrate that they will continue to comply with the terms of the statutory duty. The requirement to provide a 'comprehensive' library service does not mean that the County Council has a duty to guarantee every resident access to any or all of the library services it provides at any cost, in the same way that people have a right to a postal service or electricity supply under 'universal service obligations'. Recent case law where local authorities have been challenged over their proposed changes has clarified that library services should be accessible to everyone using reasonable means, which includes access to services via the internet, and they take into account constraints such as available budgets, which the authority is facing. This is the 'efficient' part of the 'duty to provide a 'comprehensive and efficient' service.

3.3 Local authorities are also required to demonstrate that they have considered, and mitigated where necessary, for the impact of service changes on any groups with protected personal characteristics (e.g. age, gender, disability), in accordance with the *Equality Act 2010*. Local authorities are also required to consult fairly on any proposals that they put forward.

3.4 More information about libraries as a statutory service is available on the Government's website[4].

[4] https://www.gov.uk/government/publications/guidance-on-libraries-as-a-statutory-service/libraries-as-a-statutory-service

4 Changing demand

National context

4.1 Libraries remain a popular service. However, in the past decade or more, there have been changes in the way that people use their library service and in the overall numbers doing so. This change has been seen locally, nationally and internationally. Overall, fewer people are visiting libraries and borrowing books.

4.2 Analysis of results from the Taking Part survey[5] in 2016, showed that over ten years, between 2005/06 and 2015/16, use of library services had reduced from roughly one half to one third of all UK adults. A survey and associated report published by the Carnegie Trust in 2017[6] reported higher levels of use, with 46% of people surveyed saying they had used a library service in the past 12 months, down from 50% in 2011.

4.3 Against this backdrop of an overall reduction in people using library services, of those adults who had still used a library service, the proportion using a library service website rose from 8.9% to 14.2% between 2005/06 and 2015/16. There was an increase in those people using the library website to complete a transaction, such as reserving or renewing an item or paying a fine for an overdue loan (up from 28.1% in 2006/07 to 39.7% in 2015/16). However, the proportion of those using a library website to search and view online information or to make an enquiry fell (from 75.5% in 2006/07 to 67.4% in 2015/16)[7].

Local context

4.4 Data on usage of East Sussex libraries are taken from our visitor counters and our library management system rather than surveys. This data is not directly comparable, therefore, to national surveys which interview individuals, as data on visits to libraries will include multiple visits by the same customers. In 2006/7 there were 2.52 million visits to East Sussex libraries. In 2016/17 this number had fallen to 1.48 million, a decrease of 41.5%.

4.5 We do not have details of the make-up of this reduction, but it is likely to comprise both a reduction in the number of people visiting East Sussex libraries, and a reduction in the frequency with which some customers visit. This change can be seen in Figure 4.2, which shows that the rate of reduction in visits to East Sussex libraries has accelerated since 2014/15. There has been a 35% reduction in visits since then. Technical Appendix 3, Service

[5] https://www.gov.uk/guidance/taking-part-survey

[6] https://www.carnegieuktrust.org.uk/shining-a-light/

[7] https://www.gov.uk/guidance/taking-part-survey

Description and Analysis, provides further analysis of the trends in visits to East Sussex libraries.

Figure 4.2 Visitors to East Sussex libraries 2006/7 – 2016/17

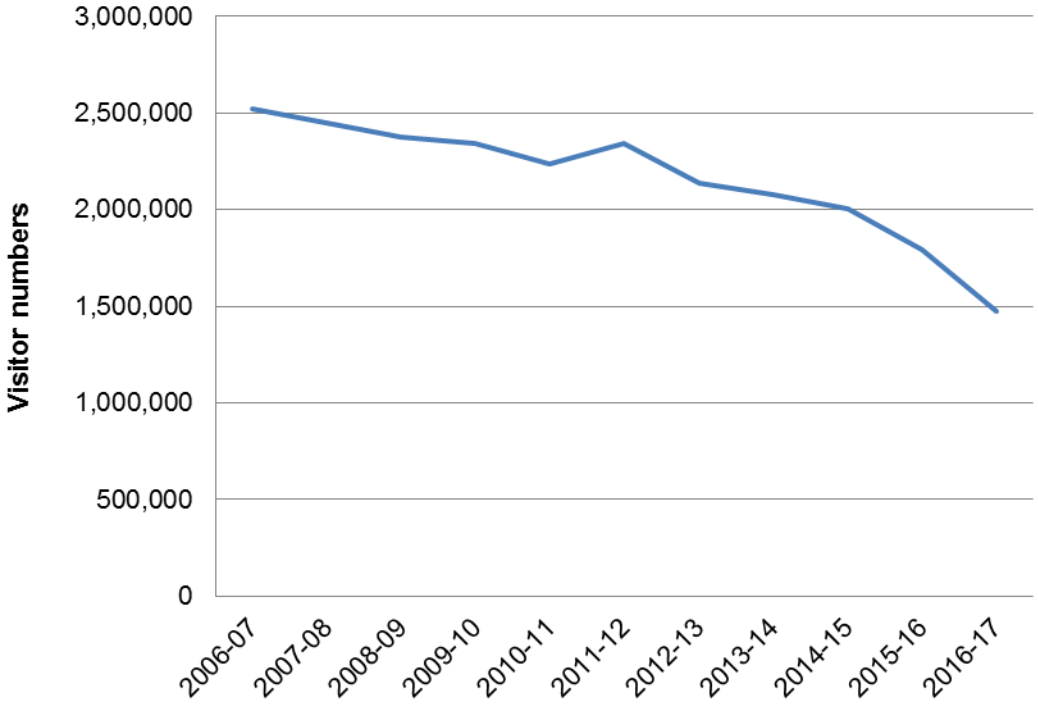
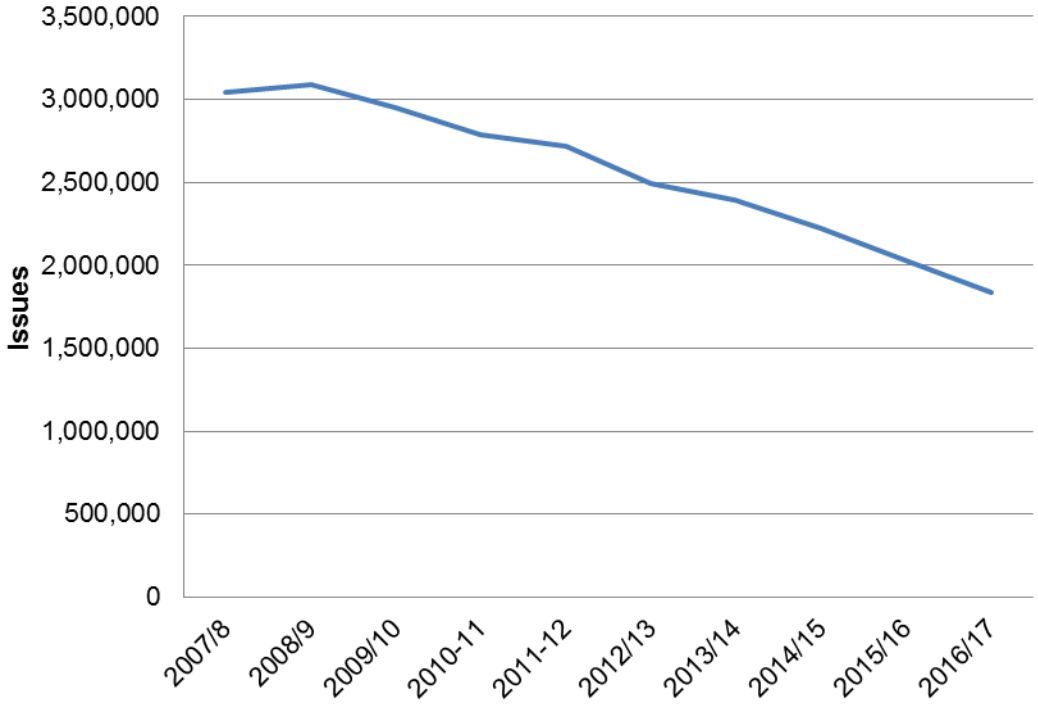


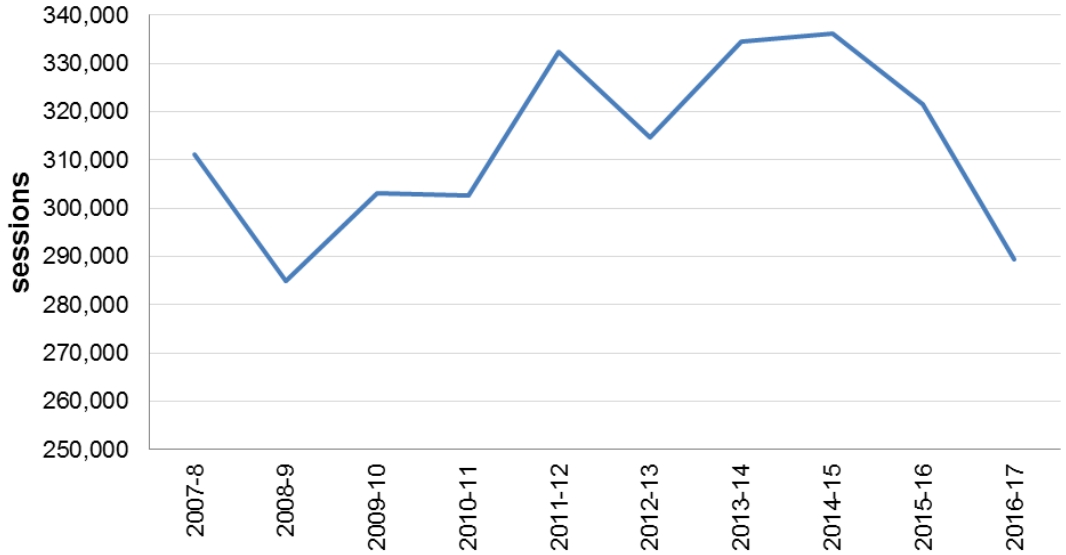
Figure 4.3 Items issued from East Sussex libraries 2007/8 – 2016/17



4.6 Figure 4.3 shows that the number of items issued or renewed from East Sussex libraries has followed a similar pattern of decrease to that of visitor numbers. In 2007/8 there were 3.04 million items issued or renewed. In 2016/17 this number had fallen to 1.84 million, a decrease of 39.5%. Electronic items such as eBooks, eMagazines and eAudiobooks were issued for the first time in 2011/12, and are included in the data from that period.

4.7 Use of the free People's Network computers and Wi-Fi in East Sussex libraries, on the other hand, showed an overall increasing trend since 2007/8, with over 311,000 sessions in 2007/8, rising to a peak of just over 336,000 sessions in 2014/15. There was a 3.4% decrease in the number of sessions in 2015/16 compared with the previous year and a further 10% decrease from 2015/16 to 2016/17.

Figure 4.4 Use of East Sussex library computers and Wi-Fi 2010/11 – 2016/17



Why are libraries being used less?

4.8 There is a lack of published evidence as to what is behind these changing use patterns, however some of the factors behind the decline in library usage are probably self-evident. For example, widespread availability of affordable or free information and reading materials via the internet means people can now get easy access to something they would previously have had to make a visit to the local library's reference section to look up.

4.9 The ending of the Net Book Agreement in 1995, whereby publishers and retailers set agreed prices for new books, and the development of the internet have also made the market for new books highly competitive, making books more affordable overall. The internet has also enabled a huge online marketplace to develop for cheap second hand books. Equally, the ability to provide more library services, particularly reading materials, online without the

need for a hard copy, challenges the traditional notion of a library service being identifiable only with the library building or mobile library.

4.10 As we have pointed out earlier in this Technical Appendix, although there has been a decline in the usage of libraries, they remain a very popular service. Interestingly, the Carnegie Trust found that 72% of people think that public libraries are important for communities whilst only 40% of people said that libraries were important to them personally. This raises the question of whether people's needs are increasingly being met elsewhere or whether people are unaware of the services that are available through library services that could be of benefit to them.

4.11 The Carnegie Trust report asked those surveyed whether or not a number of potential changes would encourage them to make more use of library services. The most frequent suggestion to this question was to provide better information on what services are on offer, and one of the report's conclusions was that there was an 'urgent need to improve communications and branding: many people are unaware of what public libraries offer'[8]. Among non-users the most popular improvement was 'providing other council services in library buildings'.

4.12 Some have argued that the usage of libraries has decreased because libraries have been closed or had their opening hours reduced. However, we know that, locally at least, that is not the case. In the period 2006/7 to 2015/16, when the number of East Sussex libraries open to the public remained the same, and before the County Council made changes to library opening hours, there was a 29% decline in library visitors. In this same period the County Council invested approximately £22m in new libraries and refurbished existing ones. With some of the library refurbishments or new libraries, we have seen an increase in visitor numbers and issues. However, it is often the case that this is a temporary reversal, and visitor numbers decline again after a couple of years.

4.13 A key opportunity within the Strategic Commissioning Strategy, therefore, is to seek to ensure that the Library and Information Service provides clear information about what library services are on offer, how people can make the most of what is available to them, and to help people choose to use libraries because they see clear benefits and positive outcomes from doing so. There is also an opportunity to explore whether providing other services in libraries would help meet people's needs better through a more 'joined-up' offer.

[8] https://www.carnegieuktrust.org.uk/shining-a-light/

5 Ambition for libraries

The Libraries Taskforce

5.1 Government responsibility for libraries is held by the Department for Culture, Media and Sport (DMCS) and the Minister for Civil Society.

5.2 A Libraries Taskforce was created following the Independent Library Report for England[9]. It reports to Ministers via DCMS and the Local Government Association (LGA).

5.3 The priorities for the Libraries Taskforce are:

- making the case for investment for libraries: advocacy
- raising public awareness of what libraries have to offer
- identifying and showcasing good practice and supporting innovation
- supporting workforce development
- supporting development of the digital offer of libraries
- monitoring and reporting on progress

Libraries Deliver

5.4 On 1 December 2016 the Libraries Taskforce launched *Libraries Deliver: Ambition for Public Libraries in England*[10], endorsed jointly by Rob Wilson MP and Cllr Ian Stephens (Chair, Culture, Tourism and Sport Board, Local Government Association). Libraries Deliver identifies 7 Outcomes that library services contribute toward, that it considers are critical to the individuals and communities in their areas, as follows:

- cultural and creative enrichment
- increased reading and literacy
- improved digital access and literacy
- helping everyone achieve their full potential
- healthier and happier lives
- greater prosperity
- stronger, more resilient communities

[9] https://www.gov.uk/government/publications/independent-library-report-for-england

[10] https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021

Libraries Opportunities for Everyone Innovation Fund

5.5 As part of the launch of Libraries Deliver, a £4 million innovation fund was announced to pilot library service projects that provide people with opportunities that they might not otherwise have. On 22 March 2017 it was announced that 30 local authorities had been awarded grants, including just under £130,000 to East Sussex County Council toward a programme with a total value of £150,000.

5.6 Our successful bid, Advantage East Sussex, is a coordinated programme of transformational new initiatives delivered through our Library and Information Service to support some of our most disadvantaged residents and groups, with a focus on our most deprived places, specifically:

- those with visual impairments
- those who are more vulnerable to mental health deterioration
- those who are digitally excluded from employment
- refugee families
- children and young people

5.7 Advantage East Sussex activity includes:

- new hardware, software and training to help people with visual impairment to use library services
- wellbeing boxes to provide stimulus and discussion
- support to help people into employment
- support for small businesses
- social inclusion for people who do not speak English
- literacy activities for children and young people

5.8 *Advantage East Sussex* will be delivered between April 2017 and March 2018. The programme will be evaluated and the results used to inform development of library services at both the national and local level.

6 Our contribution to local strategic priorities

ESCC Council Plan

6.1 The library service in East Sussex operates within the Council's four overarching priority outcomes:

- Driving economic growth
- Keeping vulnerable people safe
- Helping people help themselves
- Making best use of resources

Examples of how the service supports these include:

Driving economic growth

- Helping people to get the qualifications and skills they need to get into employment, by providing online learning (in partnership with Learndirect and others). Learning can be informal or may lead to qualifications
- Providing jobs hubs in libraries where people can find information to aid job seeking
- Providing MyWorkSearch apps and software in all libraries which help people to write CVs, search for work and link to the Universal Jobsmatch site
- Providing materials and resources to help improve adult literacy
- Delivery of our *IT for You* project, funded by the Department for Work and Pensions and the Arts Council England, and supported by volunteers to support people into employment, with tailored learning packages

Keeping vulnerable people safe

- Providing services which contribute to health and wellbeing e.g. Books on Prescription, health literature and promotions, Older Peoples Day
- Our Home Library Service, which takes books and information to people who are housebound

Helping people help themselves

- Helping people to get online and reduce digital exclusion with help from our volunteer computer buddies
- Providing free access to computers and the internet, enabling people to access information and services which can support self-reliance

Making best use of resources

- Taking part in national initiatives to achieve economies of scale e.g. the Summer Reading Challenge for primary-age children to encourage them to keep reading over the summer holidays and reduce learning loss
- Being part of the Central Buying Consortium to purchase stock, achieving best value through a larger purchasing budget.

Medium Term Financial Plan (MTFP) and Libraries Transformation Programme

6.2 The Libraries Strategic Commissioning Strategy is the final part of a wider Libraries Transformation Programme that has been designed to deliver a modern and sustainable library service. The Libraries Transformation Programme has a target to seek to identify £2 million of savings by the end of the current Medium Term Financial Plan period in 2018/19. This is additional to the £1.1 million of savings delivered in the financial year 2014/15 and is part of overall savings plans by East Sussex County Council of between £70 and £90 million,

6.3 The Libraries Transformation Programme consists of:

- A reduction in management and 'back office' costs which has already saved £500,000 per year
- A reduction in spending on books and other materials, to reflect changing demand, and to bring East Sussex into line with other local authorities, which will save £250,000 per year
- A reduction in library opening hours, by around 25% from 28 November 2016, which has saved £500,000 annually
- The draft Libraries Strategic Commissioning Strategy which, subject to public consultation and approval by the County Council's Cabinet, aims to identify £750,000 of further savings and income, by prioritising resources where the need for library services is greatest, whilst ensuring that we continue to deliver a comprehensive and efficient service for the county.

Savings delivered from 2014/15 to present

6.4 By the end of the 2016/17 financial year, savings of £2.1 million have been achieved by the Library and Information Service. A further £250,000 of savings will be achieved in the financial year 2017/18. If the full £750,000 savings target for the Strategic Commissioning Strategy is delivered as proposed, a total of just over £3 million of cost will have been cut from the Library and Information Service's budget between 14/15 and 18/19.

Targets and Performance measures

6.5 The Library and Information Service contributes key service targets towards the Council Plan and, additionally, the Communities, Economy and Transport Portfolio Plan and other key local strategies. This is summarised in the table below.

Council Plan
Target: In partnership with Learndirect and other funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract) (CP) Measure: Number of courses completed
Communities, Environment and Transport Portfolio Plan
Target: In partnership with Learndirect and other funding organisations provide online learning (including skills for life and ICT courses) in libraries (subject to contract) Measure: Number of courses completed Measure: Number of sessions on library computers (the People's Network)
ESCC Corporate Employability and Skills Action Plan 2016-18
Target: Support a network of providers to deliver CEIAG in Libraries across the county. Provide a variety of support services to improve the skills and confidence of job seekers, such as face to face and online services. (Target 2 in Community Services Portfolio Plan) Measure: Job Hub network sustained to provide CEIAG in specified Library locations, supported by partner organisations and trained staff. Measure: Number of internal referrals to the offer. Measure: Number of Learndirect courses completed Measure: Number of learners
Safety, Prevention, Access, Choice & Early Intervention (SPACE Action Plan
Target: Improve learning for older people about dementia prescription drugs Measure: Maintain and/or improve on the take up of the dementia strand of the Books on Prescription Scheme offered in East Sussex libraries from baseline to specified number of items issued

7 Conclusions

Key findings

7.1 The draft Libraries Strategic Commissioning Strategy is the final part of a wider Libraries Transformation Programme that has been designed to deliver a modern and sustainable library service which prioritises the needs of those who live, work and study in East Sussex, and which is able to adapt to future needs. The Libraries Transformation Programme has a target to seek to identify £2 million of savings by the end of the County Council's current Medium Term Financial Plan period in 2018/19, part of overall savings plans by the County Council of between £70 and £90 million.

7.2 By the end of 2017/18 the Libraries Transformation Programme will have delivered £1.25 million of the £2 million savings target, through a reduction in management posts and cutting back office costs, a reduction in spending on books and other materials to reflect changing demand, and to bring East Sussex into line with other local authorities, and a reduction in library opening hours by around 25%, which took effect in 2016.

7.3 The draft Libraries Strategic Commissioning Strategy which, subject to public consultation and approval by the County Council's Cabinet, aims to identify £750,000 of further savings and income, by prioritising resources where the need for library services is greatest, whilst ensuring that we continue to deliver comprehensive and efficient library services for the county.

7.4 In developing the Technical Appendices and the draft Strategic Commissioning Strategy, the County Council has set out to identify the range of needs that the Library and Information Service may be well-placed to help meet, either on its own or in partnership with others, within the resources that are available. This includes the particular needs of different communities (both of people and place) who face greater disadvantage than others.

7.5 The development of the draft Strategic Commissioning Strategy also takes into account our legal responsibilities for providing a library service and has been developed according to the Strategic Commissioning Framework, our business planning process for all East Sussex County Council service redesign.

7.6 The current regulatory framework for public libraries is set out in the *Public Libraries and Museums Act 1964*. East Sussex County Council is one of 151 local councils in the UK with a duty under this Act to provide a local library service that is 'comprehensive and efficient'. All library services must provide, by law, free reading materials available to borrow by anyone who lives, works or studies (full-time) in the local area. Apart from this requirement, it is for local decision how the library service best meets the duty to provide a

'comprehensive and efficient' service in practical terms, including how many libraries there are, where they are, when they are open and what each one offers.

7.7 Under case law, it has been made clear by the courts that the requirement to provide a 'comprehensive' library service does not mean that the authority has a duty to guarantee every resident access to any or all of the library services it provides at any cost. Rather, library services must be accessible to everyone using reasonable means, including access to services via the internet, taking into account constraints such as available resources.

7.8 Local authorities who are proposing to alter their library provisions are required to produce a needs assessment to demonstrate that they will continue to comply with the terms of the statutory duty. In addition, the impact of service changes on any groups with protected personal characteristics (e.g. age, gender, disability) must be considered in accordance with the *Equality Act 2010*, and any impacts must be mitigated where necessary.

7.9 Libraries today offer a much wider range of services than those envisaged under the 1964 Act, most obviously through the provision of access to the internet and IT resources in library buildings and through a wider range of electronic services such as online library catalogues and information resources, eBooks and eMagazines. A series of core services, called Universal Offers, has been established, that around 90% of library services nationally have signed up to. They aim to provide people with a clear idea of what is on offer within their local library service.

7.10 The Universal Offers are Reading, Information, Digital, Health, Learning and Culture. Through the Universal Offers and other library services, the East Sussex Library and Information Service, supports the County Council's four overarching priority outcomes of driving economic growth, keeping vulnerable people safe, helping people help themselves and making best use of resources.

7.11 The Universal Offers aim to support reading for pleasure and personal development, recognising also that literacy supports the local economy and people's ability to lead independent lives. Libraries offer resources and personal support to help job seekers find work, increasingly via online searching and applications, and can help people identify and develop new skills and qualifications.

7.12 In our information age, where many materials and information resources have moved online, and as more commercial and public services have become digital, libraries provide free access to computers and to the internet to enable people to get online. Free internet access to computers and to the internet remains important. Some people are still excluded from the online world because of the cost of a broadband connection or mobile data package, or because they do not have the digital skills to use the internet.

7.13 Many people use libraries completely independently, on a self-help/self-service basis, identifying and accessing the resources they need on their own. Other people have a need for support from the library, whether this is help from a member of staff to locate an item, or a much more structured programme of help like a course to help people improve their reading, numeracy and ICT skills.

7.14 Libraries remain a popular service. Nearly 60% of the English population holds a current library card and in 2014/15 libraries in England received almost 225 million physical visits, more than visits to Premier League football games, the cinema, and the top 10 UK tourist attractions combined. However, in the past decade or more, there have been changes in the way that people use their library service and in the overall numbers doing so. This change has been seen locally, nationally and internationally. Overall, fewer people are visiting libraries and borrowing books.

7.15 The Taking Part survey in 2016, showed that in the ten year period from 2005/06 to 2015/16, use of library services reduced from roughly one half to one third of all UK adults. A survey and associated report published by the Carnegie Trust in 2017 reported higher levels of use, with 46% of people surveyed saying they had used a library service in the past 12 months, down from 50% in 2011. Against this backdrop of an overall reduction in people using library services, of those adults who had still used a library service, the proportion using a library service website rose from 8.9% to 14.2% between 2005/06 and 2015/16 and the use of a library website to complete a transaction, such as reserving or renewing an item or paying a fine for an overdue loan was up from 28.1% in 2006/07 to 39.7% in 2015/16).

7.16 In East Sussex there has also been a decline in usage of libraries. In 2006/7 there were 2.52 million visits to East Sussex libraries. In 2016/17 this number had fallen to 1.48 million, a decrease of 41.5%.

7.17 There is a lack of published evidence as to what is behind these changing use patterns, however some of the factors behind the decline in library usage are probably self-evident. Widespread availability of affordable or free information and reading materials via the internet means people can now get easy access to something they would previously have had to make a visit to the local library's reference section to look up. The market for new and second hand books has become more competitive in the past fifteen to twenty years, and the development of the internet has also enabled a huge online marketplace to develop. The ability to provide more library services, particularly reading materials, online without the need for a hard copy, challenges the traditional notion of a library service being identifiable only with the library building or mobile library.

7.18 The Carnegie Trust found in a recent survey that 72% of people think that public libraries are important for communities whilst only 40% of people said that libraries were important to them personally. This raises the question of whether people's needs are increasingly being met elsewhere or whether people are unaware of the services that are available through library services

that could be of benefit to them. When people in the survey were asked what would encourage them to make more use of library services, the most frequent suggestion was to provide better information on what services are on offer. Among non-users the most popular improvement was 'providing other council services in library buildings'.

7.19 Some have argued that the usage of libraries has decreased because libraries have been closed or had their opening hours reduced. However, we know that, locally at least, that is not the case. In the period 2006/7 to 2015/16, when the number of East Sussex libraries open to the public remained the same, and before the County Council made changes to library opening hours, there was a 29% decline in library visitors. In this same period the County Council invested approximately £22m in new libraries and refurbished existing ones.

7.20 A key opportunity within the Strategic Commissioning Strategy, therefore, is to seek to ensure that the Library and Information Service provides clear information about what library services are on offer, how people can make the most of what is available to them, and to help people choose to use libraries because they see clear benefits and positive outcomes from doing so. There is also an opportunity to explore whether providing other services in libraries would help meet people's needs better through a more 'joined-up' offer.

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East Sussex County Council

Libraries Strategic Commissioning Strategy

Technical Appendix 2

Needs Assessment

Prepared in conjunction with Peter Brett Associates LLP

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1 The Purpose of the Technical Appendix

Introduction

1.1 The Needs Assessment is a key element of the Strategic Commissioning Strategy. It is essential to formally identify what contribution libraries can make to meeting the needs of East Sussex residents, and the extent to which they are currently meeting those needs, as well as to inform future strategies.

1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

Draft Libraries Strategic Commissioning Strategy						
Appendix 1 Rationale and Impact Assessment for the Proposed Needs Based Library Service						
Appendix 2 Summary of Technical Appendices						
Technical Appendix 1 National and Local Context	Technical Appendix 2 Needs Assessment	Technical Appendix 3 Service Description and Analysis	Technical Appendix 4 Property Assessment	Technical Appendix 5 Accessibility Analysis	Technical Appendix 6 Strategic Outcomes and Gap Analysis	Technical Appendix 7 Delivery Model Options Appraisal

1.3 The prime purpose of the Needs Assessment is therefore to provide a clear evidence-based review of needs, both met and unmet, that impact on the current and future provision of the Library and Information Service. It is developed in line with the Council's Strategic Commissioning Framework and reflects best practice in public sector service analysis. See section 2 for further details on the Strategic Commissioning approach.

1.4 The County Council commissioned Peter Brett Associates to develop the methodology and undertake the analysis which forms this Needs Assessment. This Technical Appendix has therefore been produced in conjunction with Peter Brett Associates.

The Commissioning Themes

1.5 The work in this, and the other reports, that inform the evidence base for the Strategic Commissioning Strategy is undertaken in the context of four Commissioning Themes:

- Reading and literacy
- Economic development
- Health and wellbeing

- Digital exclusion

1.6 These four Commissioning Themes have been developed to provide a framework for the assessment of needs that has been undertaken. Libraries support people in many different ways and a structure was needed that enabled us to effectively gather and group the range of services libraries provide beyond reading and literacy, in line with the broad view of libraries described in Technical Appendix 1 – National and Local Context. The four Commissioning Themes are considered to represent the key areas of community need that the Library and Information Service may be best placed to meet or support.

1.7 The development of the four Commissioning Themes, and the assessment of needs, has been undertaken in the context of addressing the Council's statutory duty under the Public Libraries and Museums Act 1964, to provide a "comprehensive and efficient public Library Services for all persons desirous to make use thereof". The Council's statutory duty is also explained in detail in Technical Appendix 1.

1.8 In addition, the focus of the Commissioning Themes, and the development of all aspects of the Strategic Commissioning Strategy, is in line with the Council's four overarching priority outcomes: driving economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources[1].

1.9 The four Commissioning Themes represent the important role that libraries play in society as a gateway for individuals of all ages to access information, support, knowledge and culture.

1.10 Literacy skills, whether traditional or digital, underpin success in all walks of life, and libraries have a key role to play in ensuring children in particular have the building-blocks for future academic and employment success. A 2011 research report by the Department for Education[2] acknowledged the important role that libraries play in young children's early communication and vocabulary skills. The study found that school entry performance was highest among children who owned more books and made more frequent visits to a library.

1.11 In addition, the health and wellbeing benefits of reading for pleasure are evident for adults as well as children and young people. Research shows that those individuals that choose to read for pleasure benefit from improved social capital, reduced symptoms of depression and dementia among adults and better parent-child communication[3].

1.12 Beyond the traditional role of libraries to facilitate reading and literacy, the modern library service can provide information and support to individuals and

[1] https://www.eastsussex.gov.uk/yourcouncil/about/keydocuments/councilplan/priorities/

[2] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/181549/DFE-RR134.pdf

[3] https://readingagency.org.uk/news/The%20Impact%20of%20Reading%20for%20Pleasure%20and%20Empowerment.pdf

businesses to help develop the economy, in line with the aims of the East Sussex Growth Strategy 2014-2020[4]. The Growth Strategy recognises the need to support individuals to improve their skills levels to meet the skills needs of business and support residents to reach their full potential. Libraries provide access to online information about job vacancies, training and skills development opportunities, and support individuals directly to develop skills such as writing CVs and job applications, and learning new literacy, numeracy and ICT skills, in both formal and informal ways. Libraries provide facilities for people running small businesses or those considering setting one up. A range of online and hard copy information is available through the library, and they can be used as informal drop-in centres with free Wi-Fi and, in some cases, bookable meeting rooms.

1.13 Public libraries are neutral and safe spaces that can promote health and wellbeing, not only through reading for pleasure, but also through cultural events, as well as targeted self-help support for community and individual resilience. Research has identified the positive benefits of reading for mental health, as well as the positive correlation between literacy and a person's ability to access health information[5].

1.14 Information is increasingly moving to digital platforms and there continues to be a social divide between those that have easy access to the internet and those that are offline, due to issues around affordability and digital skills. Libraries can help those that are digitally excluded gain access to information and acquire digital skills leading to increased employability.

1.15 Each Commissioning Theme, and the associated indicators of need, are described in more detail in section 3.

The Report

1.16 In the following sections of this report the methodology is developed in the following stages:

- Definition - the key terms used in the assessment, such as need, want, demand and supply, are defined;
- Data - the data that are available to assess individual and community needs are considered;
- Context and best practice - a review of what has been done elsewhere in assessing the impact of library services in meeting needs, as well as the use of needs assessment more generally in public service reviews;

[4] https://www.eastsussex.gov.uk/environment/planning/regeneration/growthstrategy

[5] http://www.artscouncil.org.uk/sites/default/files/download-file/Evidence_review_economic_contribution_libraries_2014.pdf

- Approach to analysis - a review of how needs can be analysed against each of the four Commissioning Themes that the Library and Information Service aims to address in East Sussex;

- Identify key indicators – compile and consider the relevance of key indicators of need, and the likely impact of the Library and Information Service in meeting each need; and

- Commentary - what do these indicators show across East Sussex, in terms of revealing areas of relatively high need and how might that influence the development of the strategic commissioning of libraries in East Sussex?

2 Definitions and Measurement

Strategic Commissioning and Needs

2.1 East Sussex County Council has identified Strategic Commissioning as the approach and discipline which will underpin all the Council's business planning activity. It is about securing the best outcomes for East Sussex residents, by understanding need, matching supply with need and making the most effective use of all available resources.

2.2 Building a strong evidence base to assess local needs is essential during the initial phase of the Strategic Commissioning process, in order to understand the evolving needs of customers. The strategic commissioning approach recognises the requirement to meet needs at a strategic level for whole groups of customers, service users and populations. This assessment has therefore sought to understand both individual and community needs using the most appropriate ways of measuring these needs.

Level of Need

2.3 To fully understand needs and their variability across the county it is necessary to identify at what level the evidence is gathered, whether from individuals, wards or parishes, or super output areas (these are the small geographical areas that census data are often presented in), and whether this is district or county wide. Invariably it is the relative differences, not the absolute values, between the level of needs identified that will help to inform decisions about allocating resources and making strategic choices in communities. Through the clear measurement of the levels of needs, it is possible to determine 'intervention levels' (which may be set nationally or locally) that can be used to target resources in areas where needs are greatest.

2.4 In the analysis undertaken for this Needs Assessment there was often very little variation across the whole county (and as a baseline it should be recognised that East Sussex compares favourably with many other local authority areas on a number of measures of need). However, for some indicators there were stark variations.

2.5 Therefore, in this assessment we have sought to identify when the variation in needs *is* significant in scale and scope, compared to where the variations are minimal across the county and therefore perhaps should be given less weight in prioritising resources to meet needs.

2.6 In assessing whether a level of need and the degree of variation across the county are relevant it is necessary to consider national guidance and policy, experience in East Sussex and elsewhere in setting intervention levels, and to an extent using common sense and reasonableness in determining points or

levels where a need should be addressed. There are generally no national or locally agreed formulae or tests that suggest that a specific percentage of need, for example, should be the cut off point for support or intervention in the Library and Information Service. This therefore places further dependence on the interpretation of the *Public Libraries and Museums Act 1964* requirement for the Council to provide a "comprehensive and efficient" library service and the 1964 Act does not set out a statutory measure of need.

2.7 This can be seen in the example of the Index of Multiple Deprivation (IMD) and specifically the adult education, skills and training domain. As the IMD is ranking super output areas (SOA) across the whole of England, a low number indicates the highest level of deprivation and vice versa. Therefore it might be appropriate that the Library and Information Service's resources should be focussed on the most deprived areas to have an impact on adult literacy and skills. In East Sussex the difference between the lowest 10% and the highest 10% is significant on this domain – the most deprived SOA in East Sussex is in Hastings, ranked 634th out of 32,844 small areas (called Lower-layer Super Output Areas and each with an average of 1,500 residents each). The least deprived in East Sussex is an SOA in Lewes ranked 31,621st. Therefore there is a considerable disparity between the two parts of the county on this measure.

2.8 In seeking to understand at what level is a need of sufficient "importance" that it must be met, we have therefore sought to identify what is variously termed as minimum levels, cut-offs or floor standards. In most cases there are not uniformly agreed levels of need – where government, councils or professional advisors considered a need to be "significant" and requires an intervention.

2.9 The key issue with using any measure of need is where the cut off between most deprived and the average occurs – for example, should resources be allocated to the 10% or 25% most deprived areas? The assessment of needs utilised for this review has therefore developed figures which generally show the highest decile or quartile for each indicator to highlight where the concentration of need is potentially greatest.

Defining Needs

2.10 It is important from the outset to be very clear on the definition of 'needs', as there can be confusion as to exactly what a 'need' is. Utilising the Council's Strategic Commissioning Framework (May 2012) to understand need is central to this assessment. The framework identifies the key terms as follows:

> *"There is a clear distinction between need, demand and supply. Need is what people could benefit from (that is an effective intervention or service), demand is what people ask for, supply is what is provided. Strategic Commissioning is about prioritising need over demand and supply".*

2.11 In common usage and particularly where applied to consumer goods and services 'needs', 'wants' and 'demands' can sometimes be used interchangeably. The differences between the terms are as follows:

Need
▪ A need is 'inherent' and something which is required in order for a certain condition to be maintained or a desired state to be achieved ▪ In this review, beyond very basic human needs (clothing, food, safety, shelter), are the needs for health and wellbeing, income, information and literacy that typically identify as needs in developed societies ▪ Social needs, such as belonging and affection, as well as individual needs such as respect, knowledge, and self-expression also can be considered, even if not easily measured
Want
▪ A want is typically a desire for a specific satisfier of need ▪ Wants can be influenced by advertising, fashion, peer pressure
Demand
▪ A demand is a want that has a component of both willingness and ability to pay ▪ Demands can be influenced by price, and the price of competitors ▪ Demand is most easily measured
Supply
▪ The provision of a product or services that can satisfy the demand ▪ While efficient and effective suppliers should respond to needs and demand, the availability of a service also shapes demand, if not the underlying needs

2.12 In this review we have used the definitions of need in the Council's own Strategic Commissioning Framework and other public sector assessment models to ensure that our selection of indicators is specifically relevant to addressing the need for public services.

2.13 There are many public sector examples of needs led assessments influencing policy, funding and delivery of public services. Councils, government departments and the NHS are embracing the rigorous evidence led approach that places a full understanding of need before demand and supply, particularly in health care and public health.

2.14 East Sussex County Council believes that assessing individual and community needs is a crucial step in the commissioning process. If the Council's understanding of residents' needs is incomplete then the design and delivery of services is unlikely to fully meet their needs or achieve the required outcomes.

2.15 Therefore, in assessing the needs of individuals and communities in East Sussex, and how the Library and Information Service meets those needs, it is important not to focus on the demand (who is currently using the service) or the want (those who express a desire for a library) but on those specific needs that can be satisfied best through access to the Library and Information Service (the supply).

Measuring Needs

2.16 This needs assessment focusses on using the best possible measurement of need and therefore it has to ensure that the indicators and measures utilised are credible and relevant. In so far as there is a requirement to measure needs, the focus will be on quantitative measures, but at the same time recognising that qualitative factors also have to be understood, even if there is not a simple measure for them that can be used to compare individual or community needs.

2.17 For this review the main sources of data are:

- Trustworthy - from recognised sources – government or council bodies, data agencies, representative organisations
- Available - publicly available to all, either online or by request to agencies and organisations
- Longitudinal - established measures with the ability to describe and review trends over time
- Disaggregated – to assess variation in need between different geographical areas, at a sufficiently detailed local level

2.18 East Sussex County Council has a well-established and widely respected countywide database called East Sussex in Figures (ESIF)[6]. This online resource collates information and data from a wide range of sources, regularly updating and expanding the availability of information about the county and its communities. Data is collected under 12 key themes, such as access to services, economy, deprivation, health and transport. While not all themes and data sets are relevant to this review it provides a core information source from which to build this needs assessment.

[6] http://www.eastsussexinfigures.org.uk/webview/welcome.html

2.19 The ESIF search function and the ability to select data by area has also proved invaluable in cross checking the data collected and the indicators of need being assessed for inclusion.

2.20 The prime source of demographic information is the Office of National Statistics (ONS) 2011 Census[7] and subsequent population counts. With the significantly different levels of population density and composition between the rural and urban areas of the county this will be a key factor in assessing need in context. In particular, the Neighbourhood Statistics[8] section of the online ONS resource has been used to test the appropriateness of needs indicators that are considered for application in this review.

2.21 The Index of Multiple Deprivation[9] (IMD), which is a combined indicator of the relative level of deprivation at a Lower-layer Super Output Area (LSOA) level, is useful in giving a view of the pockets of relative deprivation in the county. However, it combines indicators across seven domains, which are weighted to produce the prime IMD and not all are directly relevant to assessing need for the Library and Information Service – for example the level of crime or living environment deprivation. The most recent IMD is from 2015 and it has been used in this review as a sense check on the relative levels of deprivation identified within individual domains.

2.22 Both the ONS 2011 census and the Council's own economic data in ESIF give a good indication of levels of unemployment, incomes and job availability, as well as a range of business growth, training and skills statistics. Other economic data are available, but care is needed to ensure that any business, skills or training needs identified are properly collected and analysed to ensure no selection bias influences the overall needs assessment.

2.23 There are also market segmentation tools and commercial data sets that seek to identify the social profile of an area or community, with for example Experian's Mosaic[10] often being used to understand consumer behaviour. It utilises a much wider set of quantitative and qualitative data (not just key population demographics) to understand the likes, attitudes and behaviours of the UK adult population. Each individual and household is assigned to one of 15 groups and 66 detailed types.

2.24 Where necessary, specialist data sets have been used – for example information on internet use and broadband availability, which is a fast moving market indicator and therefore it is important to ensure that the most recent trends in use and availability are utilised.

2.25 In the review and selection of needs indicators the links to the Council's Equality Impact Assessment (EqIA) process were considered and specifically the assessment of the needs of protected characteristics. The selected

[7] http://www.ons.gov.uk/census/2011census

[8] http://www.neighbourhood.statistics.gov.uk

[9] https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015

[10] https://www.experian.co.uk

information and data sets included in this needs assessment cover all individuals and communities in the county and in addition, a full draft EqIA has been undertaken to ensure the potential impact of those with protected characteristics are considered in all aspects of the strategic commissioning process.

2.26 To aid the understanding of the differences in needs between areas of the county it was useful to make use of a range of spatial analysis tools, such as Geographical Information Systems (GIS). This enables the visualisation of different levels of need on detailed maps, helping to illustrate sometimes complex data relationships. It is then possible to populate single or multiple 'layers' with data, showing all of the different variables of a community, to assist decision makers in understanding the balance between different data sets. It is particularly useful in understanding the physical access to services, education, employment and health, with its accurate distance measuring tools more reliable than plotting contours on maps.

2.27 In the review of the indicators of need specific measures have been identified which can be demonstrated over a reasonable time period. This is important as it enables us to accommodate and consider trends and changes over time. In the review of the potential needs indicators it was important to look back (to the 2011 or 2001 census, or annual surveys, for example) to determine whether values are properly representative, relative to both the trend over time and in relation to each discrete area in the county.

2.28 The strength and value of the assessment of need will be determined by the selection of the appropriate indicators of needs. There are, of course, considerable challenges which have to be addressed in testing each indicator before adopting it for the full assessment of relative needs across the county and then how that need can be met by the Library and Information Service. The key challenges include:

- scale – ensuring the scale and measurement is appropriate for the causal links we are seeking to identify
- scope – ensuring the right focus, so for example not seeking to demonstrate the need for library services just through general indicators of deprivation
- accuracy – having measures from trusted sources, that are statistically significant and can withstand external scrutiny
- externalities - separating out external factors or influences that confuse the impact of the service on meeting specific types of need

3 The Needs Assessment

Introduction – Measuring Need

3.1 The assessment of needs to be met in the county, their relative values and their spatial distribution, have been developed and will now be used as a foundation for the strategic commissioning of library services in East Sussex. Key indicators, grouped under the four Commissioning Themes, have been selected as the most appropriate to estimate the relative need for the Library and Information Service in East Sussex by neighbourhood, community and area.

3.2 Over 100 individual needs indicators were considered in detail for inclusion in the Needs Assessment (and many more on the ESIF database were considered but deemed not relevant to this review). The rationale and process for the reduction from a long list to a short list of indicators was based on the overall objectives, key factors and criteria identified in section 2. Throughout it was important to ensure that indicators selected are either already or potentially linked to the Library and Information Service, and that there is sufficient variation across the county to allow appropriate levels of intervention to be set. While the selection has to be in part subjective, based on current information and experience of similar needs assessments, it is considered that the range of key indicators selected offer the best view of the needs that the Library and Information Service should aim to be meeting in East Sussex.

3.3 It is important to highlight that in most cases, the Library and Information Service is not the primary provider of services to meet identified needs. The role of the Library and Information Service is largely indirect in support of other more targeted service providers. This assessment has considered how the identified needs vary across the county, and whether there are specific groups of people whose needs are currently not met.

Assessment of Needs

3.4 This section considers the key needs indicators identified under each of the four Commissioning Themes. The indicators per Commissioning Theme are set out in the tables below and for each indicator a definition is provided, considering the scale and scope of the measure. Each indicator has been mapped to assess the relative balance of need across the county and each set of data is considered in detail in the tables. The spatial relationship with each library is considered in more detail in the Technical Appendix 5, Accessibility Analysis.

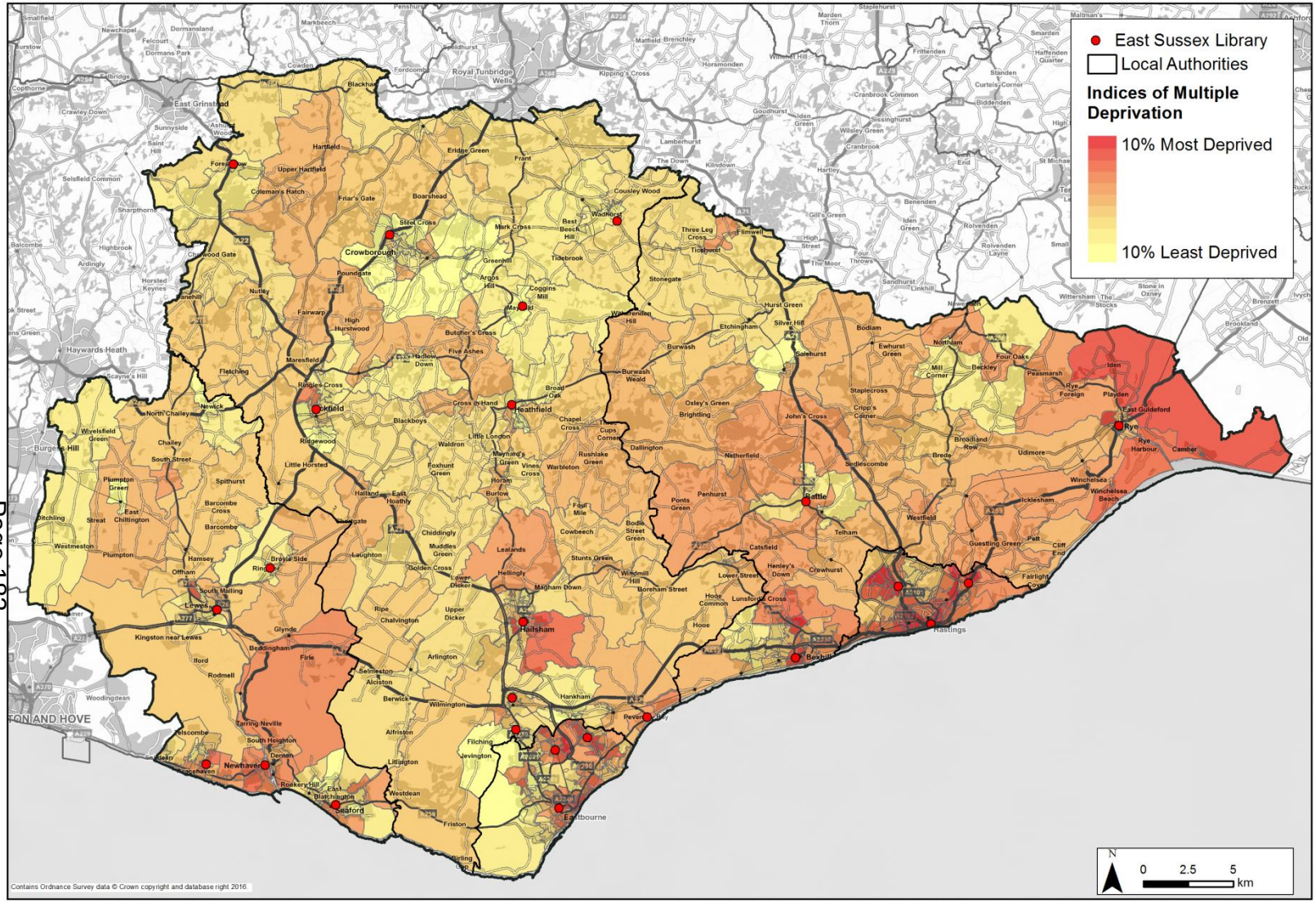
3.5 Table 1 below shows the distribution of the population by age across the county. This shows that there is slight variation in the spread of different age groups across the county but not significant variation. There is not a clear picture that urban or rural areas have younger or older populations compared to each other.

3.6 The over-arching indicator of need is the Indices of Multiple Deprivation (IMD). The English Indices of Deprivation are based on 37 separate indicators, organised across seven distinct domains of deprivation which are combined, using appropriate weights, to calculate the IMD. This is an overall measure of multiple deprivation experienced by people living in an area and is calculated for every Lower-layer Super Output Area (LSOA), or neighbourhood, in England. Every such neighbourhood is ranked according to its level of deprivation relative to that of other areas. It is important to recognise that not every person in a highly deprived area will themselves be deprived. Likewise, there will be some deprived people living in the least deprived areas.

3.7 The IMD results for East Sussex provide an overview of the relative deprivation within the county and are shown in map 1 below. 19 out of 329 LSOAs are amongst the most deprived 10% of LSOAs in England, 6% of all LSOAs in the county. 16 of these are in Hastings, two are in Eastbourne and one in Rother. The LSOA covering Iden and Camber to the far east of Rother stands out on the map due to its geographical size however it ranks 49th in the county and therefore there are 48 smaller LSOAs in East Sussex which are more deprived.

Table 1: Population estimates, 2015

Age group	East Sussex	Eastbourne	Hastings	Lewes	Rother	Wealden
All ages	544,064	102,465	91,497	100,693	92,908	156,501
% of population	100%	100%	100%	100%	100%	100%
0-15	93,096	17,541	17,047	17,454	14,096	26,958
% of population	17%	17%	19%	17%	15%	17%
16-29	77,556	16,403	15,440	13,732	11,503	20,478
% of population	14%	16%	17%	14%	12%	13%
30-44	87,033	18,069	16,601	16,252	12,053	24,058
% of population	16%	18%	18%	16%	13%	15%
45-64	150,747	25,614	24,979	28,308	26,340	45,506
% of population	28%	25%	27%	28%	28%	29%
65 and over	135,632	24,838	17,430	24,947	28,916	39,501
% of population	25%	24%	19%	25%	31%	25%



1. Deprivation – overall

Indicator
IMD 2015

Data source
2015

Description/Definition
The IMD is based on 37 separate indicators, organised across seven distinct domains of deprivation which are combined, using appropriate weights, to calculate the IMD. This is an overall measure of multiple deprivation experienced by people living in an area.

Format
Shows information by decile.

Reading and Literacy

3.8 At the core of the Library and Information Service has been its traditional role in enabling and encouraging literacy for the whole population, and in doing so, supporting the education sector which has the prime responsibility for literacy. While other roles have developed, for much of the population the levels of literacy will be seen as a key indicator of need for an effective library service. If literacy is low, for any age group, then it is expected that maintaining or improving access to a library service will have a positive impact in enabling and delivering improved literacy rates. It is also the case that basic literacy skills are required in order to access and benefit from those other offers around information and skills.

3.9 For young people the assumption with this theme is that the Library and Information Service has the potential to support the literacy needs of every child, hence the requirement to base the analysis on all children living in East Sussex. However, some children are likely to have higher needs than others, such as those living in poverty, those with Special Educational Needs and those without English as a first language. Throughout this analysis the Library and information Service's impact on literacy is seen as complementary and in addition to the education sector, whether provided through school, colleges or universities.

3.10 The Library and Information Service can potentially help raise adult literacy levels in a similar way as the formal adult education sector. Therefore, where there are low adult literacy rates (often linked with other indicators of deprivation) it is expected that this will create a need that can be positively met through access to library services. The indicators selected are:

Needs to be addressed	Indicator	Fig.	Comments
Children and young people living in poverty are likely to have a need for support to improve their literacy	East Sussex Schools Census. School pupils entitled to free school meals	2	Overall numbers of pupils entitled to free school meals are low. Of those with such entitlement, the highest concentrations are in pockets of Hastings and there are also moderate numbers in parts of Newhaven and Battle, the Dickers area and east of Hailsham.
Children and young people with low educational attainment have greatest need for support to improve their literacy	Index of Deprivation 2015, Education, skills and training domain – Children and young people sub-domain	3a to 3c	Although there is a concentration in the main urban areas, high levels of education deprivation (the 10% most deprived) are also located in specific areas in mid-sized towns such as Hailsham and Newhaven and in communities in otherwise rural areas in all districts – for example to the east of Rye in Camber. Access to both main libraries in the towns and to smaller branch libraries serving some of the rural areas therefore may have a role to play in meeting this identified need.

	Children achieving Good Levels of Development (GLD) at the end of the Early Years Foundation Stage	4	The data shows that across the county a high percentage of children are achieving GLD at the end of the Early Years Foundation Stage (Age 5). In most areas between 70-100% of children are shown to be achieving GLD, with slightly lower levels in some rural areas.
	Pupils under-achieving at Key Stage 2	5	For KS2 (Ages 7-11) there is a pattern of rural communities reporting less than 10% underachievement, with urban areas reporting between 30% and 50% underachievement.
	Pupils under-achieving at Key Stage 4	6	Data for KS4 (Ages 14-16) represents pupils not getting 5 A-C grades including English and Maths. The map shows a more consistent pattern across the rural districts and urban boroughs. The range across the county is broadly between 20% and 60%. Hastings is identified as an area with the highest underachievement at 51.6% of pupils, compared to Wealden with the lowest underachievement at 33.9%. The impact of the Library and Information Service may be marginal, albeit possibly very localised and linked to the performance of particular secondary schools.
	Key Stage 5 – Average Points per Entry for A Level results	7	Data for attainment at KS5 (Ages 16-18) shows little variation across the county, with most areas ranging between 150 and 250 points. There are some exceptions including areas that have attainment levels lower than 150 points, for example areas of Eastbourne and wards in Rother and Wealden. Conversely some areas have attainment above 250 points including wards in Hastings, Lewes, Rother and Eastbourne Points awarded at A-Level range from 150 (grade E) up to 300 (grade A*)
Children without English as a first language are likely to have particular literacy challenges	East Sussex Schools Census. School pupils without English as a first language	8	The absolute number data demonstrate that there are in fact very few pupils in the county that do not have English as their first language and those that do are in communities in the main inner urban centres, and currently have access to the facilities of the larger main libraries in each town – Bexhill, Crowborough, Eastbourne and Hastings. As these are shown as percentages to demonstrate the variation across the county (and they are very low absolute numbers) the impact of this need in determining library service provision should be recognised, but not be overstated, and the variation

			between areas should not be a determinant in resource allocation.
Adults with low literacy skills, including some adults whose first language is not English, need targeted support	Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels in literacy and numeracy	9a to 9e	On the plot for percentage of population at Level 1 Skill Level (equivalent to GCSE grades D-G) there is very little variation across the county, as the total range is between 25% and 35%. The rural east of Rother, parts of Wealden and some of the urban areas score higher than the rest of the county. The percentage of population at Level 2 (equivalent to GCSE grades A*-C) or above shows more variation across the county, with rural Wealden, Lewes and Rother having higher percentages than parts of the larger urban areas. The highest prevalence of adults at lower Entry Levels (EL1 to EL3) are located mainly in the coastal towns of Newhaven, Eastbourne, Bexhill and Hastings, as well as Hailsham and the far east of the county in Rye and surrounding areas. Entry Level 1 is the national school curriculum equivalent for attainment at age 5-7, Entry level 2 is the equivalent for attainment at age 7-9 and Entry level 3 is the equivalent for attainment at age 9-11.
	Index of Deprivation 2015, Education, skills and training domain – by super output area. Adult skills sub-domain	10a to 10 c	This measure, a proxy for adult literacy, is consistently focussed on delineating an urban/rural split, with high levels of adult skills deprivation reported in the largest urban areas and very low levels elsewhere in the rural parts of Lewes, Rother and Wealden.
Children and adults with disabilities may face additional barriers to accessing reading and literacy and may require targeted support	Residents with a limiting long-term illness or disability	15	The highest prevalence is shown in Rother (23%) and lowest in Wealden (18%). Levels of long term illness and disability are higher in East Sussex than elsewhere in the South East, but this data set includes illnesses and disabilities that are related to old age which may account for this.

Economic Development

3.11 This theme supports the delivery of the East Sussex Growth Strategy by helping to tackle unemployment and exclusion. The focus here is primarily on disadvantaged groups – particularly on adults with a skills deficit. In addition the library has a role to play to support young people by providing access to resources and study space to support higher educational attainment and skills development.

3.12 In this theme it is suggested that the library service, through its function as a provider of information and training, potentially has a direct impact on adults of working age, and an additional impact on adults with poor literacy, numeracy and IT skills, on those claiming out of work benefits, and those who live in areas with high deprivation.

3.13 The target group for libraries is therefore more likely to be those seeking work but struggling to find it because of, for instance, poor literacy and numeracy skills, poor CV writing and interview techniques and because they lack information about availability of suitable jobs.

3.14 Under this theme, the Library and Information Service can also support the cultural offer of the county, in line with the East Sussex Cultural Strategy 2013-2023, including support to the creative and digital sector, which is one of the five priority growth sectors identified by Skills East Sussex, the Employment and Skills Partnership Board.

3.15 Libraries offer informal workspace and Wi-Fi which can be used for a number of purposes, including business start-ups including the creative and digital sector. There is a potential existing and future role of the Library and Information Service to support new businesses, however there are not strong indicators of this need. Potential need for this provision may be reflected, for example, by business registration and survival rates across the county. The role of the library service to directly support business start-ups through the provision of reference materials has reduced over time as most information is now available online, rather than in paper format. However, the Library and Information Service provides online access to these resources for those who do not have internet access. The indicators selected are:

Needs to be addressed	Indicator	Fig.	Comments
Adults with low qualifications or low levels of skills may need support to learn new skills that will help them in job seeking and access to information	Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels in ICT and numeracy	9a to 9e	Entry Level 1 is the national school curriculum equivalent for attainment at age 5-7, Entry level 2 is the equivalent for attainment at age 7-9 and Entry level 3 is the equivalent for attainment at age 9-11. The highest prevalence of adults at these low Entry Levels (EL1 to EL3) are located mainly in the coastal towns of Newhaven, Eastbourne, Bexhill and Hastings, as well as Hailsham and the far east of the county in Rye and surrounding areas. On the plot for percentage of population at Level 1 Skill Level (equivalent to GCSE grades D-G) there is very little variation across the county, as the total range is between 25% and 35%. The rural east of Rother, parts of Wealden and some of the urban areas score higher than the rest of the county. The percentage of population at L2 (equivalent to GCSE grades A*-C) or above Skill Level shows more variation across the county, with rural Wealden, Lewes and Rother having higher percentages than parts of the larger urban areas.
	ID 2015, Education, skills and training domain – adult skills (proxy for adult literacy)	10a to 10c	This measure, a proxy for adult literacy, is consistently focussed on delineating an urban/rural split, with high levels of adult skills deprivation reported in the largest urban areas and very low levels elsewhere in the rural parts of Lewes, Rother and Wealden.
Those people who are not working , including those who are unemployed sick or disabled, or have caring responsibilities, may need support applying for out of work benefits or gaining new skills	ID 2015, Employment domains	11a to 11c	The ID measure for the most deprived areas for income and employment includes both urban and rural areas. Some largely rural LSOAs – for example around Rye (including Camber) and Newhaven (including the eastern and northern edge of town estates) - are scoring similar levels as their nearby town centres as they are mixed rural and urban communities. The north of the county is generally less deprived, both in towns and in rural areas. The highest income and employment deprivation is found in the large seaside towns.

Needs to be addressed	Indicator	Fig.	Comments
Entrepreneurs and business start-ups may need access to information and informal work space to develop their business	New business registration rate, by district	12	In East Sussex the absolute numbers of new business registrations are highest in Wealden, Lewes and Rother. Hastings has the lowest level of new company start-ups at just over one third of those seen in Wealden in 2013, but over the whole county variation is not particularly wide.
	New business survival rate, by district	13	One year survival rates can demonstrate not just the innate entrepreneurial skills of those setting up businesses but also the availability or otherwise of business support and information. Again this indicator is based on district level data, and the range is only between 93% and 97%. The data shows that Rother businesses survive better than Wealden businesses.

Health and Wellbeing

3.16 Libraries have a direct role to play in supporting community and individual resilience, health improvement and wellbeing and reducing health inequalities through the provision of safe and inclusive spaces, quality assured self-help information and resource materials tailored for residents of all ages. Libraries also play an important role in boosting health literacy in that a person's skills, knowledge and understanding about how to find and use information can enable them act to support and improve their own health and wellbeing.

3.17 Nine libraries in East Sussex also offer specific self-help schemes such as Books on Prescription, Shelf Health and Reminiscence Boxes, as well as signposting to more targeted health and wellbeing services provided by the Council through Adult Social Care and Health and Children's Services departments, and those provided by external partners including the NHS and Voluntary and Community Sector organisations.

3.18 Libraries can help to build on the resources and strengths in individuals and communities, supporting and encouraging people to develop new skills and confidence and encouraging people to take greater ownership of their own health and wellbeing, to be more resilient, increasingly independent, self-sufficient and resourceful, and thus better able to help themselves.

3.19 This theme covers both the role of the Library and Information Service in supporting people who are in poor health (either physically or mentally), as well as those at risk of health inequalities or becoming unwell. In addition to the services provided in static libraries, the Library and Information Service also provides support for vulnerable people by providing books and other resources through the Home Library Service for those who are homebound due to frailty, or disability.

3.20 This theme also recognises the wider impact that libraries can have on supporting the general wellbeing of communities by providing fiction and non-fiction materials for reading for pleasure and access to cultural experiences. The indicators selected are:

Needs to be addressed	Indicator	Fig.	Comments
Those in poor mental or physical health or at risk of developing health problems may need signposting and targeted support	Index of Deprivation 2015, Index of Multiple Deprivation – Health Deprivation and Disability domain	14a to 14c	The highest health deprivation outcomes and disability measures are concentrated in the coastal towns, either in central residential areas or large estates on the edge that often have other income, employment and social exclusion issues. There are some pockets of health deprivation in each of the three more rural districts, but usually associated with the mid-sized towns.
Those with a long-term health problem or disability may need support to access library services and signposting to other services.	Residents with a limiting long-term illness (one that limits day to day activities and has lasted or is expected to last at least 12 months)	15	One area with a relatively high percentage of residents with long term illness is east Bexhill, with between 36% and 40% identified - other high levels are found in Eastbourne, Hastings/St. Leonards and Newhaven. The lowest percentages are found in the rural north of the county and parts of the South Downs, maybe in part reflecting the need of people with illness or disability to select more accessible communities to settle in.
	GP reported prevalence of smoking, percentage of persons aged 15 years and over.	16	The prevalence of smoking is recognised to be a strong indicator of future health needs. The highest prevalence of smoking for people over 15 years old is in central and suburban Hastings and east Hailsham, with most rural areas having very low or lower than average smoking levels. In public health terms smokers hoping to give up may seek information at libraries, as well as surgeries and hospitals, but it is also an indicator of potential limiting health concerns later in life.
Different areas in the county experience different levels of life expectancy based largely on health inequality and therefore there is a greater role for libraries to support people in those communities	Life Expectancy	17	There is no clear pattern in life expectancy across the county, other than notably east Bexhill and St Leonards having the lowest life expectancy of under 78yrs, compared to some rural areas of the county having a life expectancy of over 86yrs.

Digital Exclusion

3.21 Increasingly, residents require access to the internet to access government services and information, as well as to carry out transactions as part of their everyday life, such as banking. However it is recognised that not all households in East Sussex have access to the internet due to a number of factors including, affordability and lack of basic digital skills.

3.22 This theme is mainly about improving access to information online and supporting those who are digitally excluded to carry out online transactions through fixed and mobile broadband technology. The benefits of being able to access and use the internet include the ability to access information about skills and employment opportunities, and access to health and wellbeing information, as described earlier in the Needs Assessment.

3.23 There are also financial benefits arising from the ability to 'shop around' for cheaper utility packages such as gas, electricity and telephone, as well as other services like car insurance online. There is an opportunity, therefore to address income and other areas of inequality. For example, in its final report[11] into the investigation of energy markets the Competition and Markets Authority (CMA) noted in 2016 that those who have low incomes, have low qualifications, are living in rented accommodation or who are above 65 are less likely to shop around for better energy deals. 35% of those whose household incomes were above £36,000 had switched supplier in the previous three years, compared with 20% of those whose household incomes were below £18,000. Similarly, 32% of those with degree level qualifications had switched in the previous three years compared with 18% of those with no qualifications. The CMA also concluded that those households who are in rented accommodation, have incomes below £18,000 or are in receipt of a Warm Home Discount rebate were likely to be the households who would gain most from switching energy supplier.

3.24 There will be residents who cannot access the internet at home because they choose not to, cannot afford to or for some other reason such as being in temporary accommodation. There will also be those who can benefit from training, support and advice in libraries on how to get the most from their computers and other devices. The assumption here is that libraries can provide support for those without facilities of their own, or with a skills deficit; the focus is therefore likely to be on disadvantaged groups and the elderly.

3.25 In addition, there may be residents that are digitally excluded due to lack of infrastructure, although to a much lesser extent. The Government's subsidised better broadband scheme, launched in December 2015, has ensured residents and businesses have access to at least 2mbps. Furthermore, government proposals for a broadband Universal Service Obligation will mean that, potentially, by 2020 households will have the right to request speeds of up to 10mbps. This, together with continuing private sector investment in both

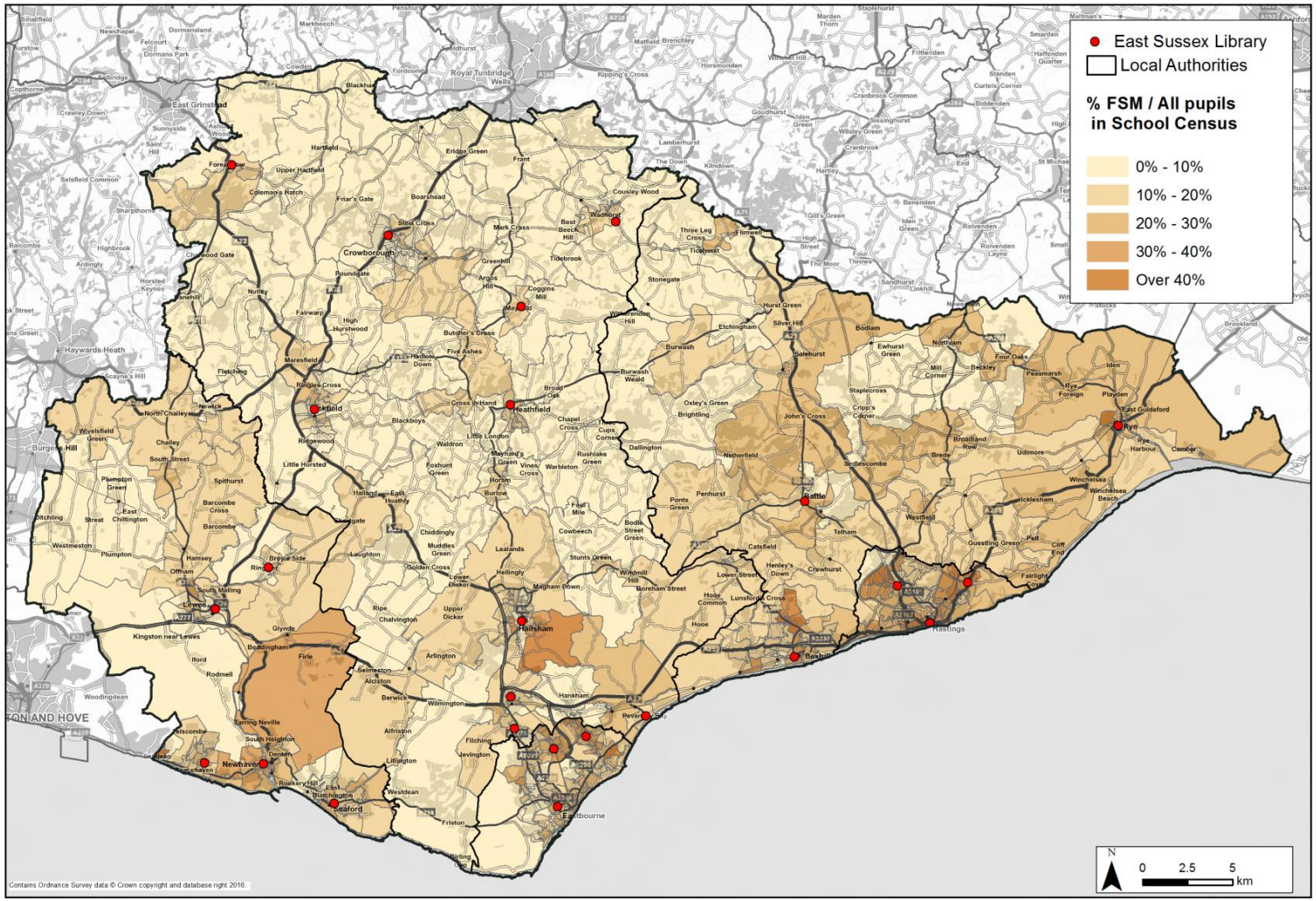
[11] https://assets.publishing.service.gov.uk/media/5773de34e5274a0da3000113/final-report-energy-market-investigation.pdf

fixed and mobile broadband, suggests that digital exclusion due to lack of infrastructure will continue to decrease in the coming years.

3.26 The majority of digital transactions do not need high speeds and can be carried out via "first generation" broadband, however the Council's 'eSussex' project is currently funding the rollout of superfast broadband to improve connectivity to those who choose to use it in areas where it would not otherwise be commercially provided. The indicators selected are:

Needs to be addressed	Indicator	Fig.	Comments
Those with no or low qualification and skills are likely to need training to gain basic IT skills (using the internet, emailing, word processing, spreadsheet use) and support accessing information online	Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels in ICT	9a to 9e	There is a link between low levels of education and low digital skills. The data shows that adults with the lowest skills levels (Entry Levels 1-3) are located mainly in the coastal towns of Newhaven, Eastbourne, Bexhill and Hastings, as well as Hailsham and the far east of the county in Rye and surrounding areas. Entry Level 1 is the national school curriculum equivalent for attainment at age 5-7, Entry level 2 is the equivalent for attainment at age 7-9 and Entry level 3 is the equivalent for attainment at age 9-11.
	ID 2015, Education, skills and training domain – adult skills (proxy for adult IT skills)	10a to 10c	This measure, a proxy for adult IT skills, is consistently focussed on delineating an urban/rural split, with high levels of adult skills deprivation reported in the largest urban areas and very low levels of deprivation elsewhere in rural parts of Lewes, Rother and Wealden.
People who do not have access to the internet due to affordability are likely to need access to online services	Digital exclusion heat map	18	As this data set is district and borough based it shows very little variation across the county, and masks areas of deprivation where digital exclusion due to affordability is likely, for example in areas of Hastings.
	ID 2015, Employment domains	11a to 11c	Despite technology and broadband becoming more affordable, cost is still a barrier for some residents on low incomes who remain digitally excluded. In a recent residents survey, only 62% of those on low or no income were online, compared to 99% of the highest earners (East Sussex Residents' Survey: 2017) The ID measure for the most deprived areas for employment includes both urban and rural areas. However, some largely rural LSOAs – for example around Rye (including Camber) and Newhaven

			(including the eastern and northern edge of town estates) - are scoring similar levels as their nearby town centres as they are mixed rural and urban communities. The north of the county is generally less deprived, both in towns and in rural areas. The highest income and employment deprivation is found in the large seaside towns.
	Households in fuel poverty, 2008-2014 - super output areas	19	This dataset shows that the areas of the county with highest levels of fuel poverty are in areas of central Hastings and Eastbourne as well as some rural areas of Lewes and Wealden The dataset uses the Low Income High Cost (LIHC) indicator. Under this definition a household is considered to be fuel poor where: - They have required fuel costs that are above average (the national median level) - Were they to spend that amount, they would be left with a residual income below the official poverty line.
Those aged over 65 years may lack basic IT skills	Population estimates by age (65 and Over)	20	The likelihood of digital exclusion increases significantly among those aged 65 and over. The map illustrates the percentage population numbers aged 65 and over. The highest concentrations of adults aged 65 and over are in the main urban areas and some mid-sized towns.



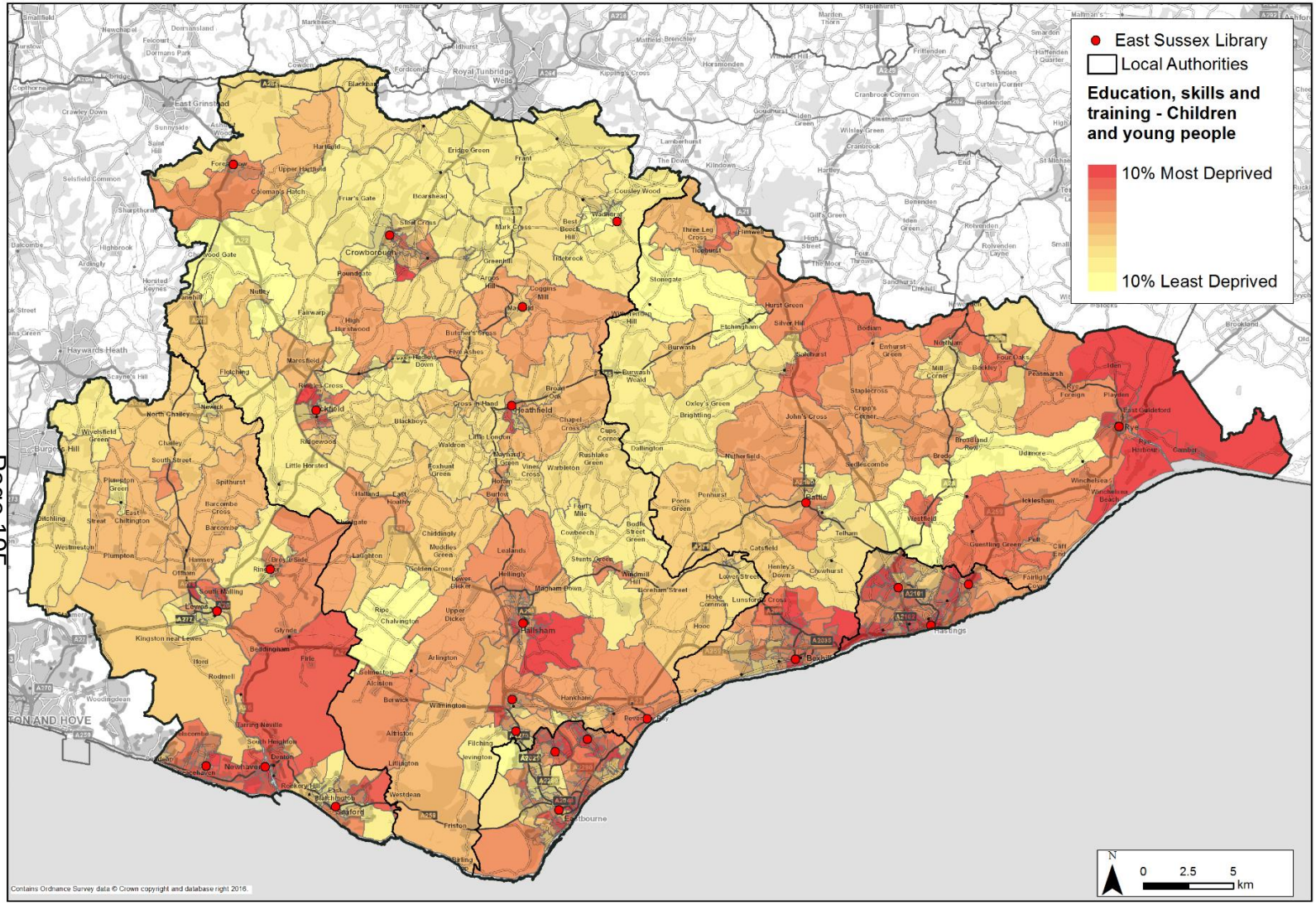
2. Deprivation - Children and Young People

Indicator
East Sussex Schools Census. School pupils entitled to free school meals – by super output areas.

Data source
2016

Description/Definition
This dataset provides details about the number of pupils who attend schools maintained by East Sussex county Council. Data for children attending academies in the county are included in geographical datasets (district, ward, SOA) and with the exception of Ringmer Community College, included for all school level data. The information is presented according to where pupils live. Pupils may not live in the same area as where they go to school and some pupils attending East Sussex schools live outside the county

Format
Shows pupils entitled to free school meals who are resident in each super output area as a percentage of all school pupils in East Sussex.



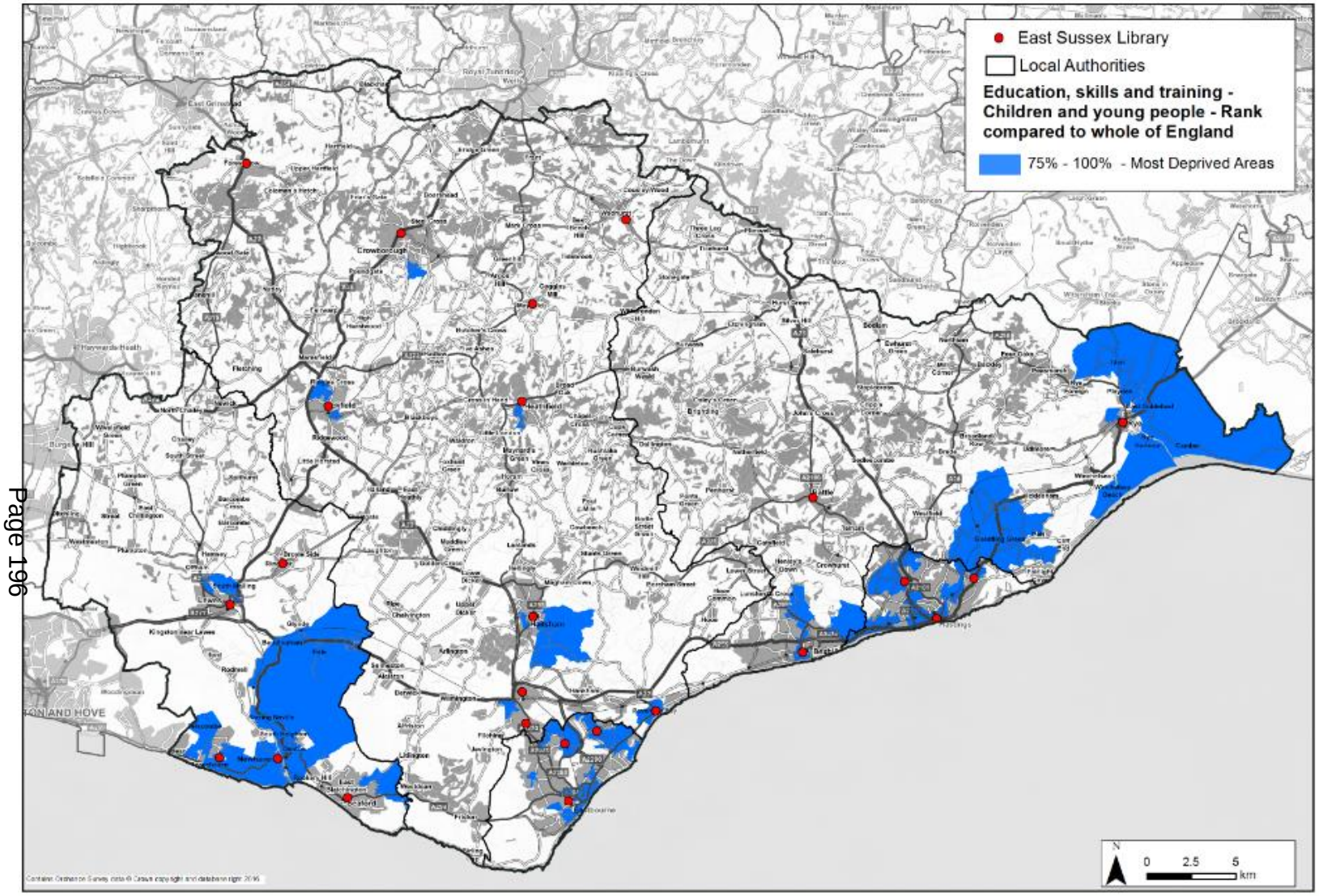
3a. Deprivation - Children and Young People

Indicator
ID 2015, Education, skills and training domain – by super output area. Children and young people sub-domain.

Data source
2015

Description/Definition
The 'Children and young people' sub-domain is made up of five indicators relating to education attainment (at Key Stages 2 and 4), secondary school absence and the proportions not staying in education (above the age 16) and those not entering higher education

Format
Shows information by decile – most deprived areas score 1, least deprived score 10 based on national ranking out of 32,844 observations.



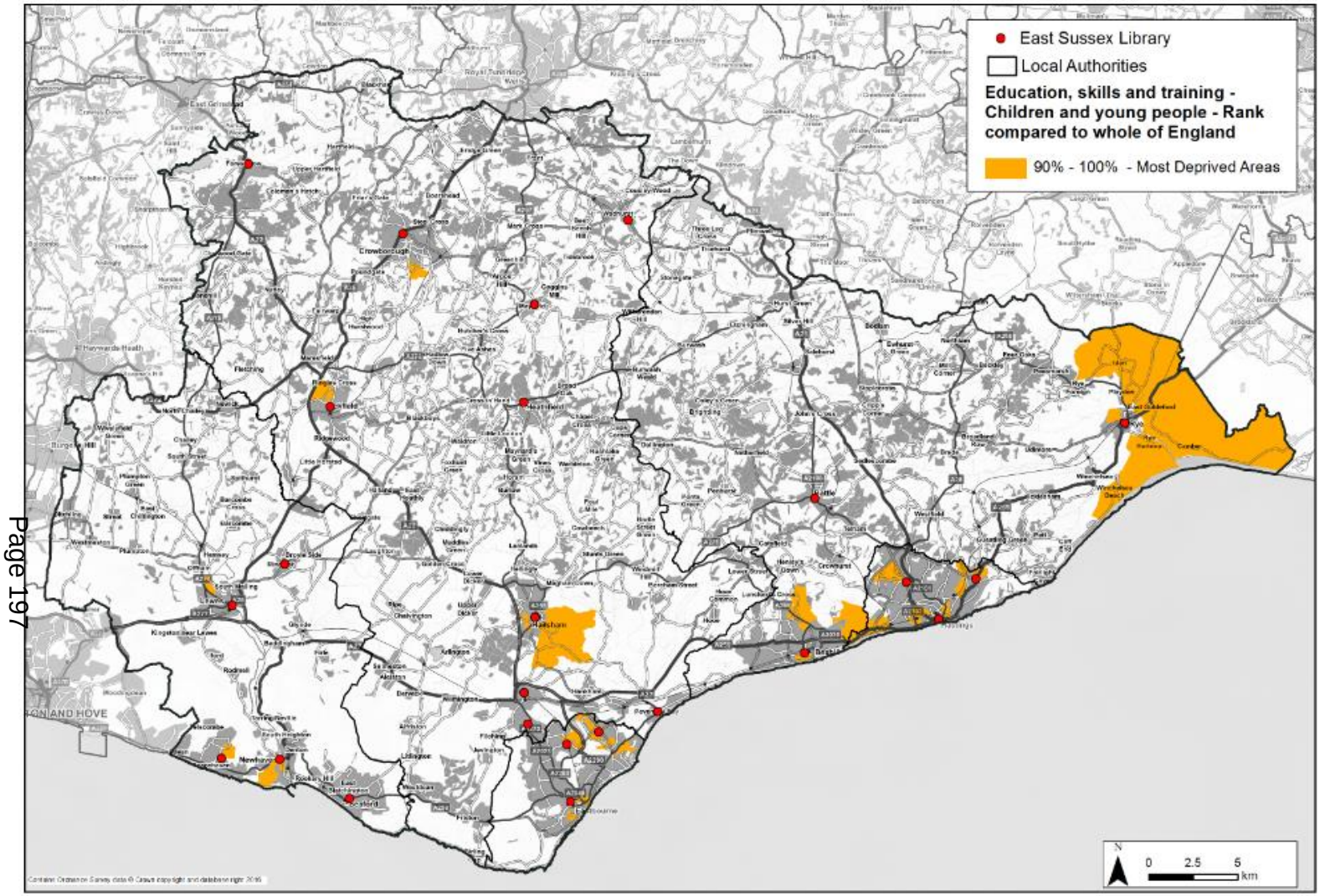
3b. Deprivation - Children and Young People

Indicator
ID 2015, Education, skills and training domain – by super output area. Children and young people sub-domain.

Data source
2015

Description/Definition
The 'Children and young people' sub-domain is made up of five indicators relating to education attainment (at Key Stages 2 and 4), secondary school absence and the proportions not staying in education (above the age 16) and those not entering higher education

Format
Shows information for the most deprived quartile, compared to the whole of England.



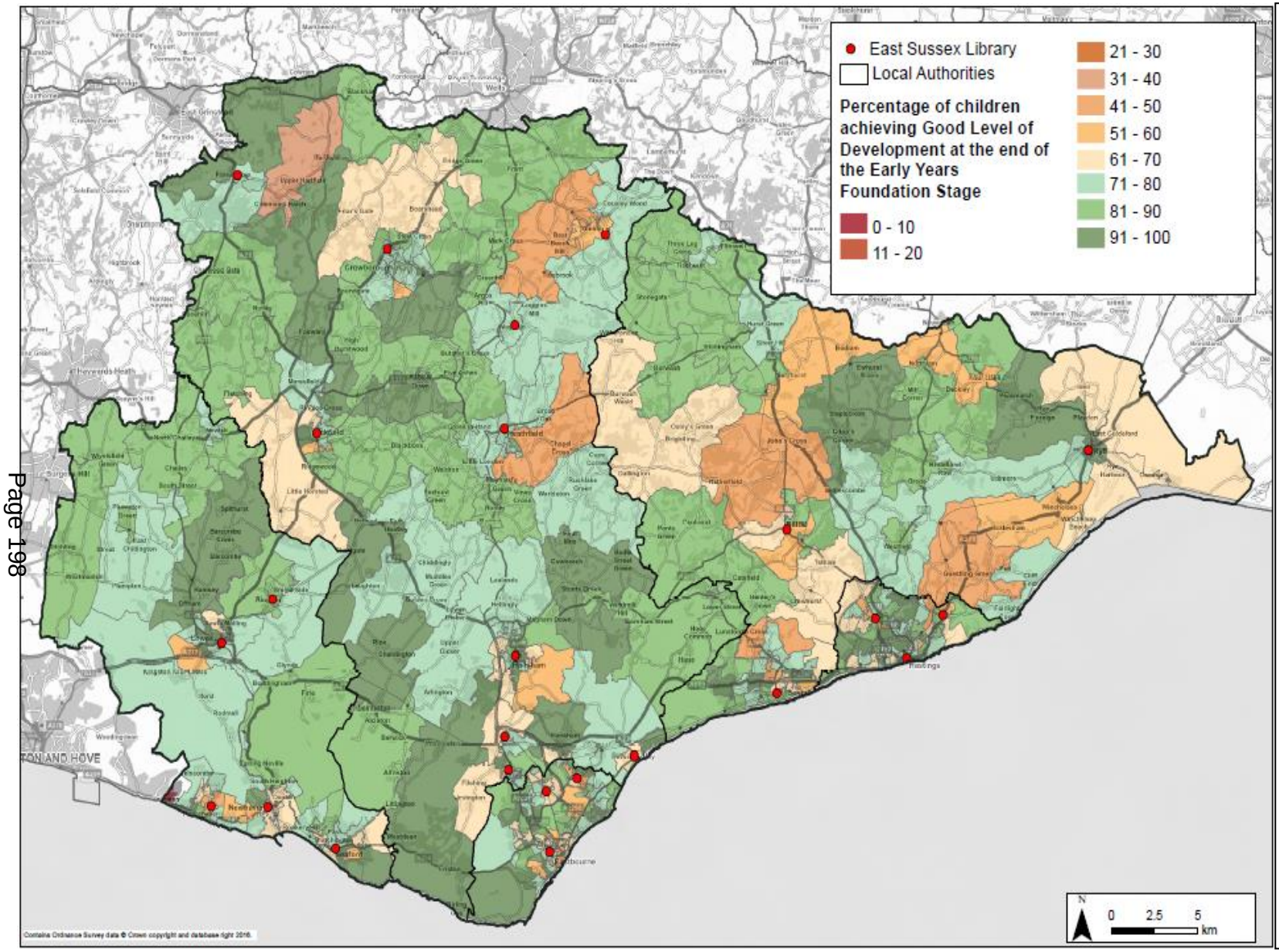
3c. Deprivation - Children and Young People

Indicator
ID 2015, Education, skills and training domain – by super output area. Children and young people sub-domain.

Data source
2015

Description/Definition
The 'Children and young people' sub-domain is made up of five indicators relating to education attainment (at Key Stages 2 and 4), secondary school absence and the proportions not staying in education (above the age 16) and those not entering higher education

Format
Shows information for the most deprived decile, compared to the whole of England.



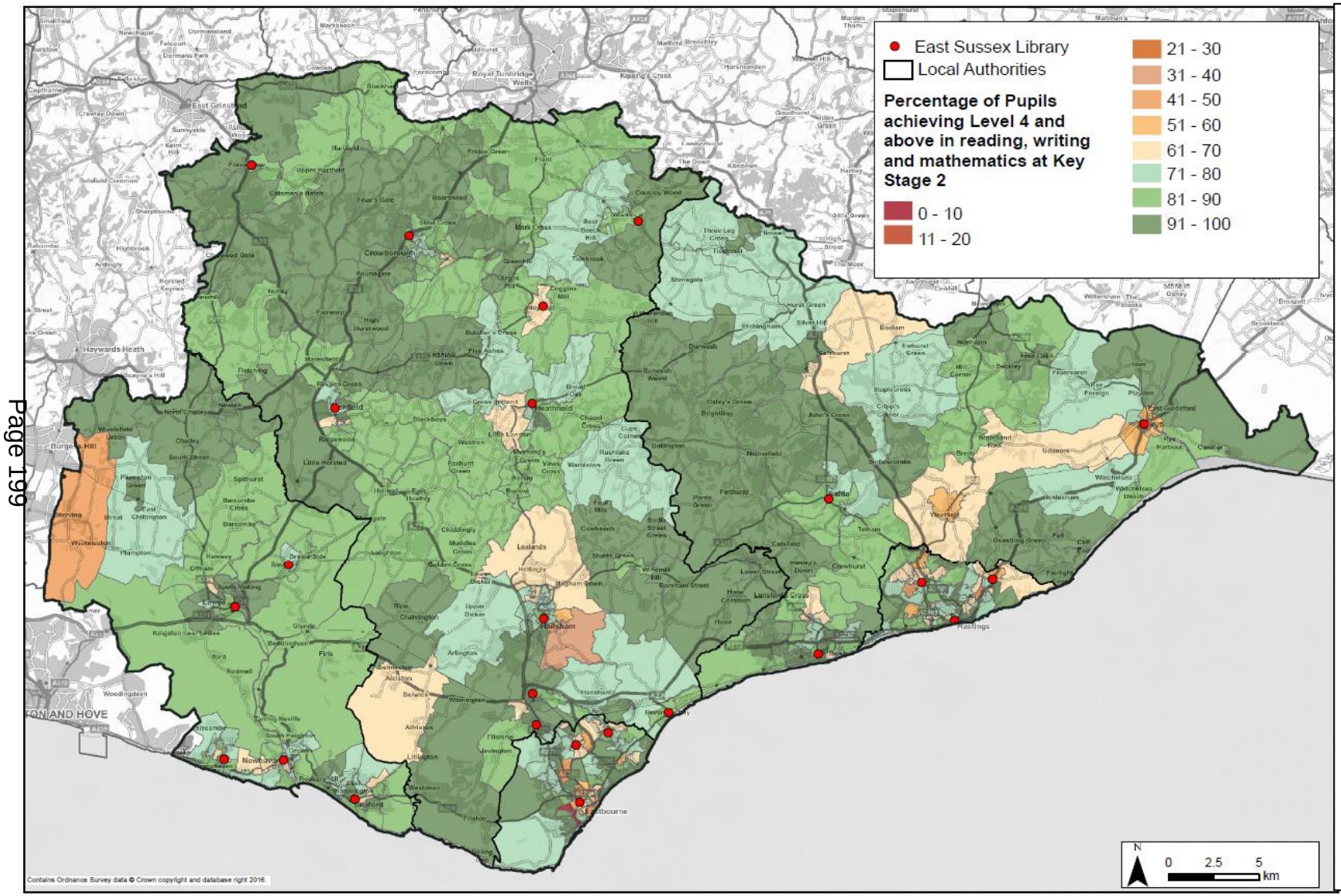
4. Good Level of Development

Indicator
Early Years Foundation Stage – achievement of Good Level of Development

Data Source
2015

Description/Definition

Early Years Foundation Stage – Ages 0-5
This dataset provides details of the percentage of children achieving Good Level of Development at the end of the Early Years Foundation Stage (Age 5).



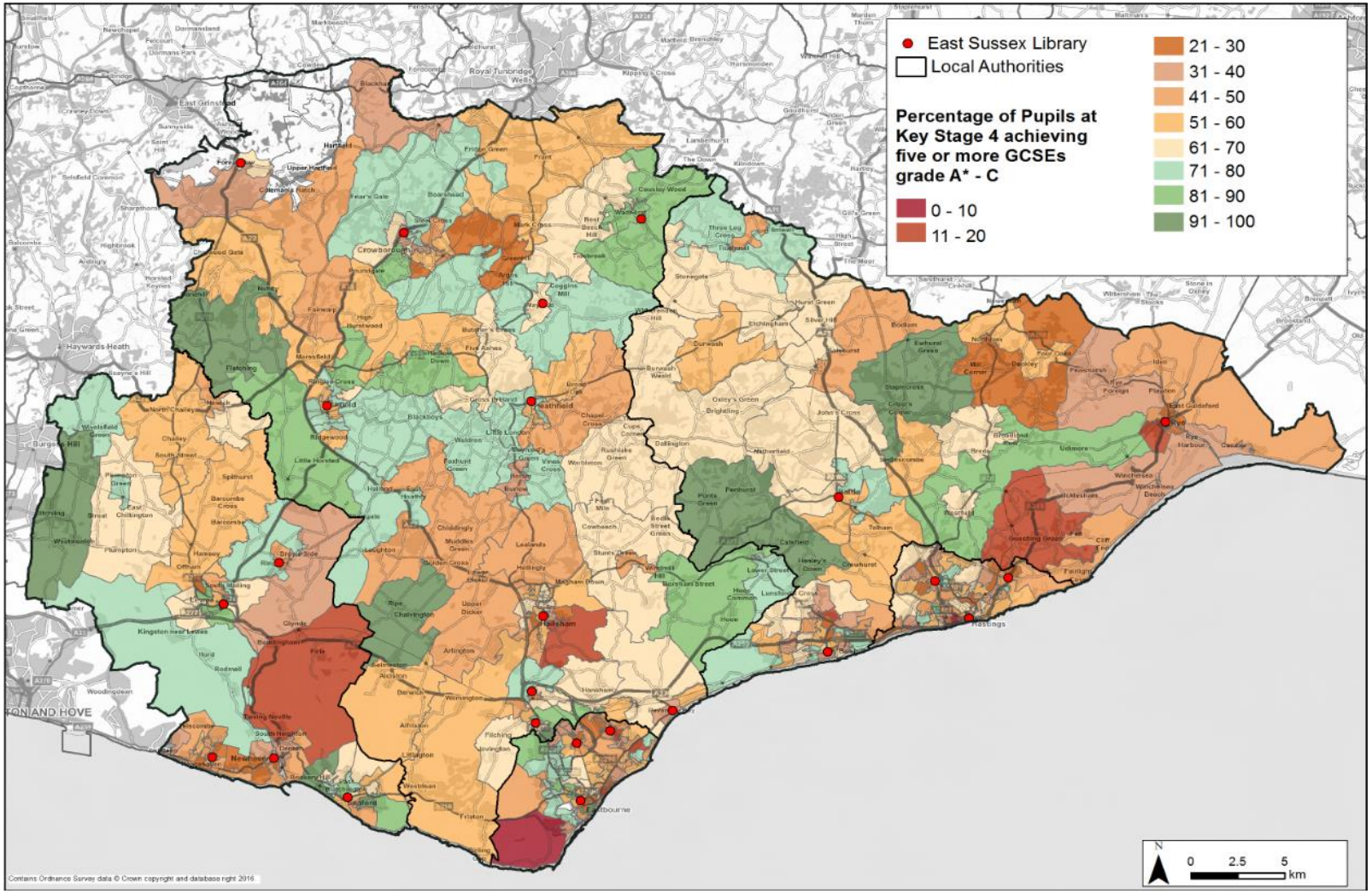
5. Education, Learning and Skills – Key stage 2

Indicator
Pupils under-achieving at Key Stage 2 – by super output area

Data source
2015

Description/Definition
The National Curriculum covers learning for all children aged 5-16 in state schools and it is divided into four Key Stages that children are taken through during their school life. Targets defined in the National Curriculum are assessed at the end of each Key Stage.
Key Stage 2 - Ages 7-11 (Years 3, 4, 5 and 6)

At the age of 11, when children leave primary school, they are expected to have achieved at least a Level 4 in English, maths and science



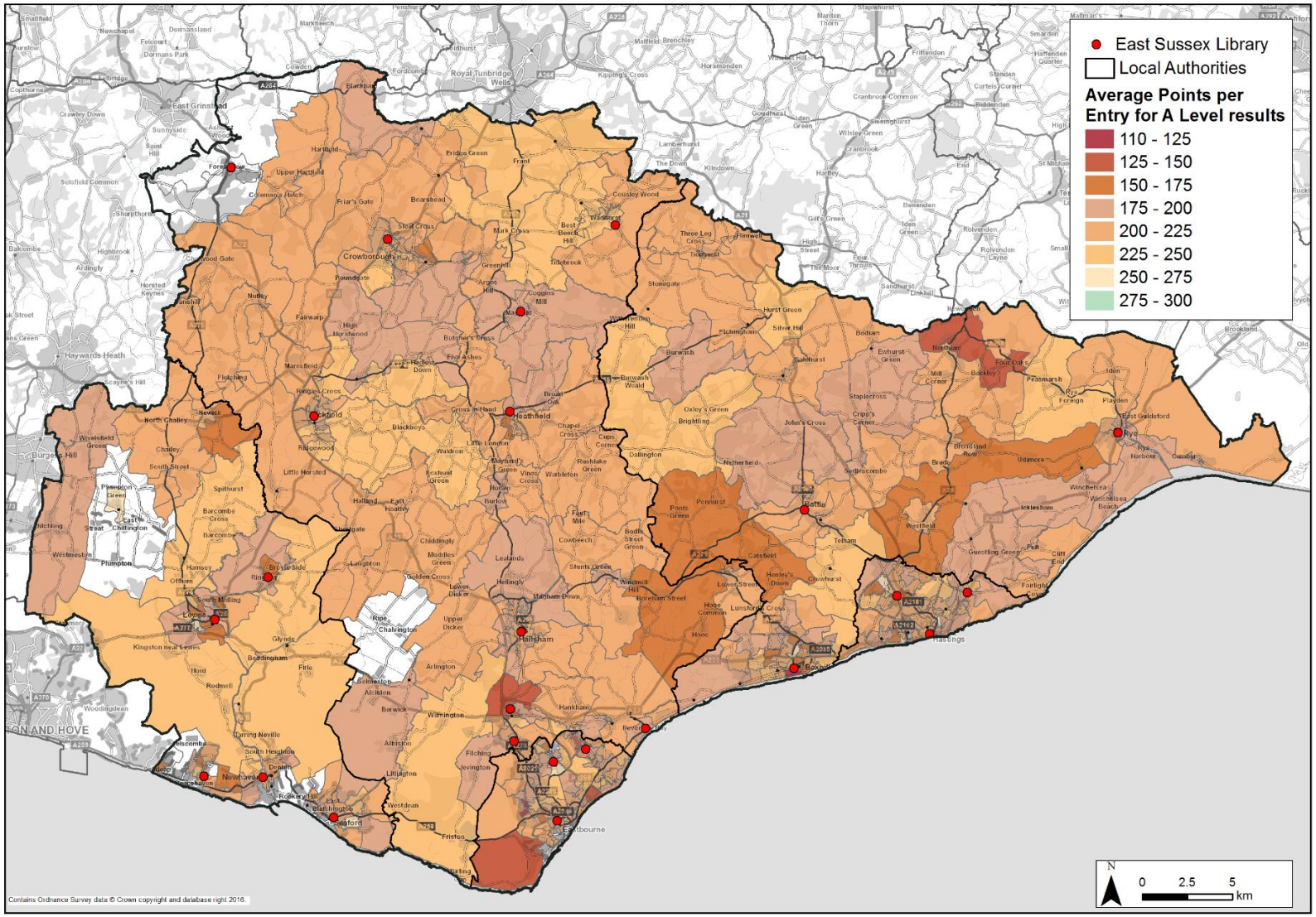
6. Education, Learning and Skills – Key stage 4

Indicator
Pupils under-achieving at Key Stage 4 – by super output area.

Data source
2015

Description/Definition
The National Curriculum covers learning for all children aged 5-16 in state schools and it is divided into four Key Stages that children are taken through during their school life. Targets defined in the National Curriculum are assessed at the end of each Key Stage.

Key Stage 4 - Ages 14-16 (Years 10 and 11)
This dataset shows the achievement of pupils at GCSE



7. Education, Learning and Skills – Key stage 5

Indicator
Key Stage 5 – Average Points per Entry for A Level results

Data source
2015

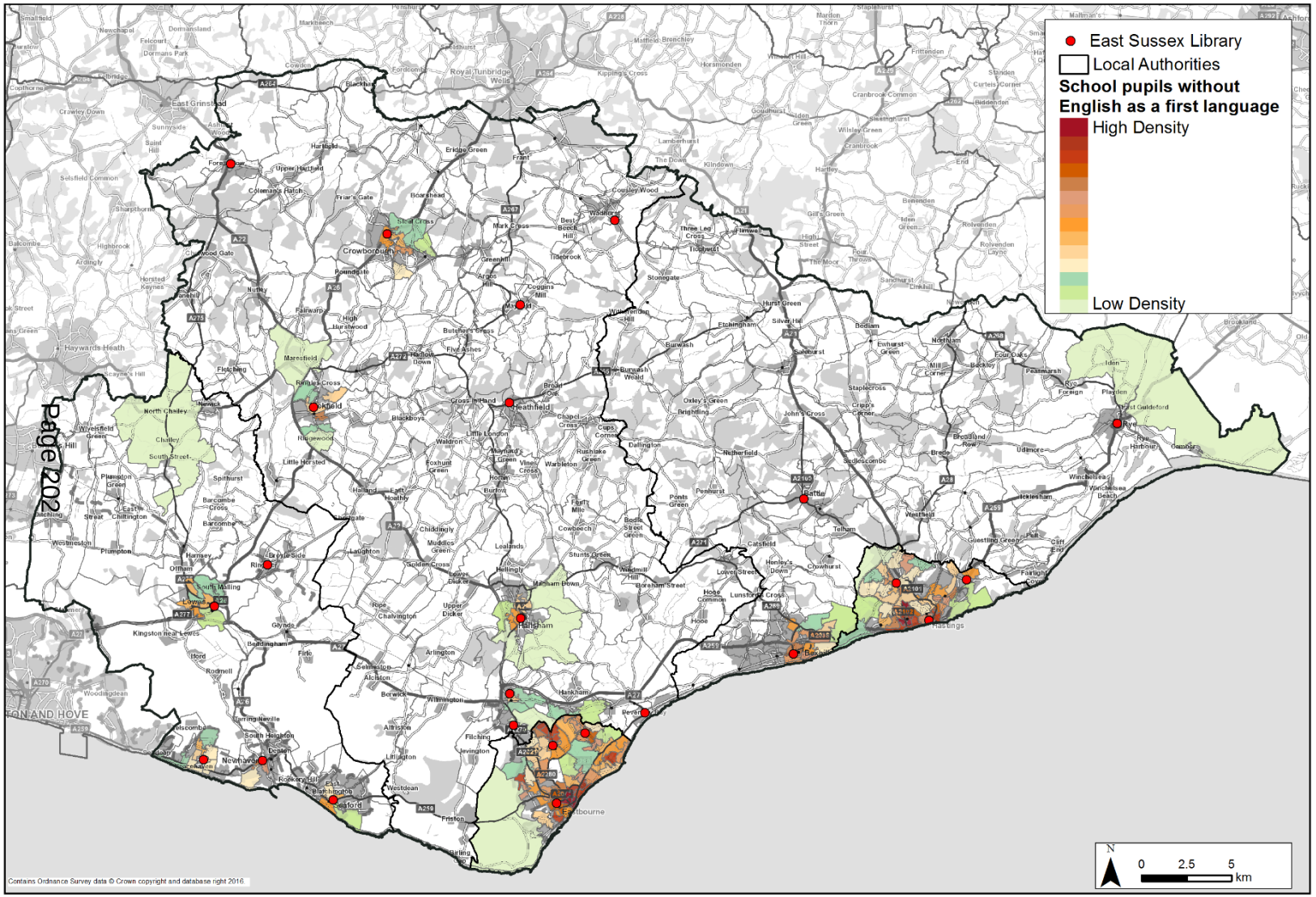
Description/Definition

Key Stage 5 – Ages 16-18
This dataset provides details of the average points per student at A-Level, using the Qualification and Curriculum Authority's (QCA) point scoring system.

The average point score per student provides a measure of the average number of A level equivalent studied and the grades achieved. The more qualifications undertaken by a student and the higher the grades achieved, the higher the average point score per student. However, the average point score per examination gives an indication of the average A level grade achieved by students at an institution.

270 points is the equivalent to A-Level grade A and 150 points is the equivalent to A-Level grade E.

(Source: www.education.gov.uk)



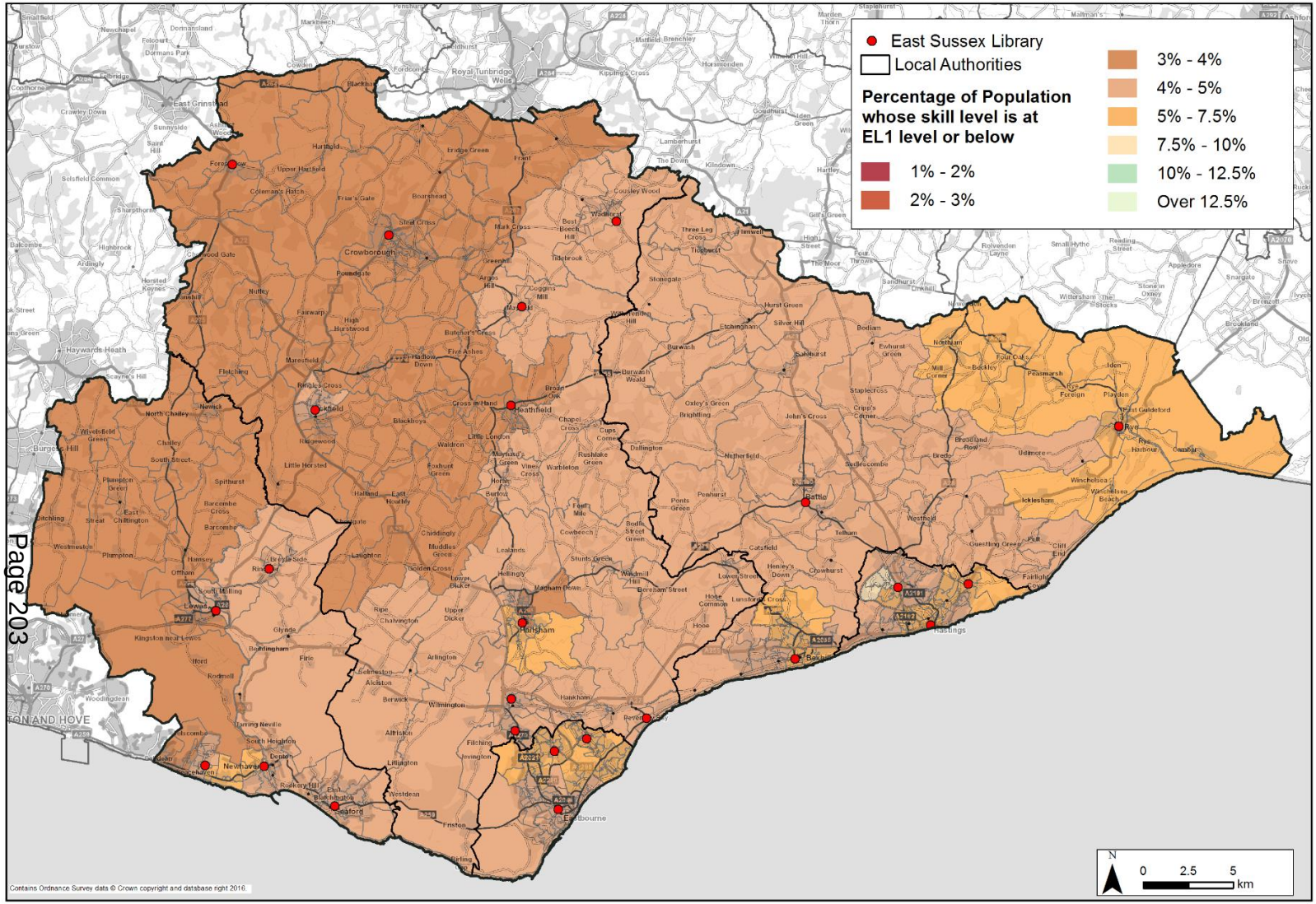
8. Education, Learning and Skills – English First Language

Indicator
East Sussex Schools Census. School pupils without English as a first language in 2013/14 – by super output areas.

Data source
2013-2014

Description/Definition
This dataset provides details about the number of pupils who attend schools maintained by East Sussex County Council. Data for children attending academies in the county are included in geographical datasets (district, ward, SOA) and with the exception of Ringmer Community College, included for all school level data. The information is presented according to where pupils live. Pupils may not live in the same area as where they go to school and some pupils attending East Sussex schools live outside the county

Format
Data available by numbers of children. Around 5% of children living in East Sussex do not have English as a first language – it is as high as 10% in Eastbourne but falls to 3% in Wealden



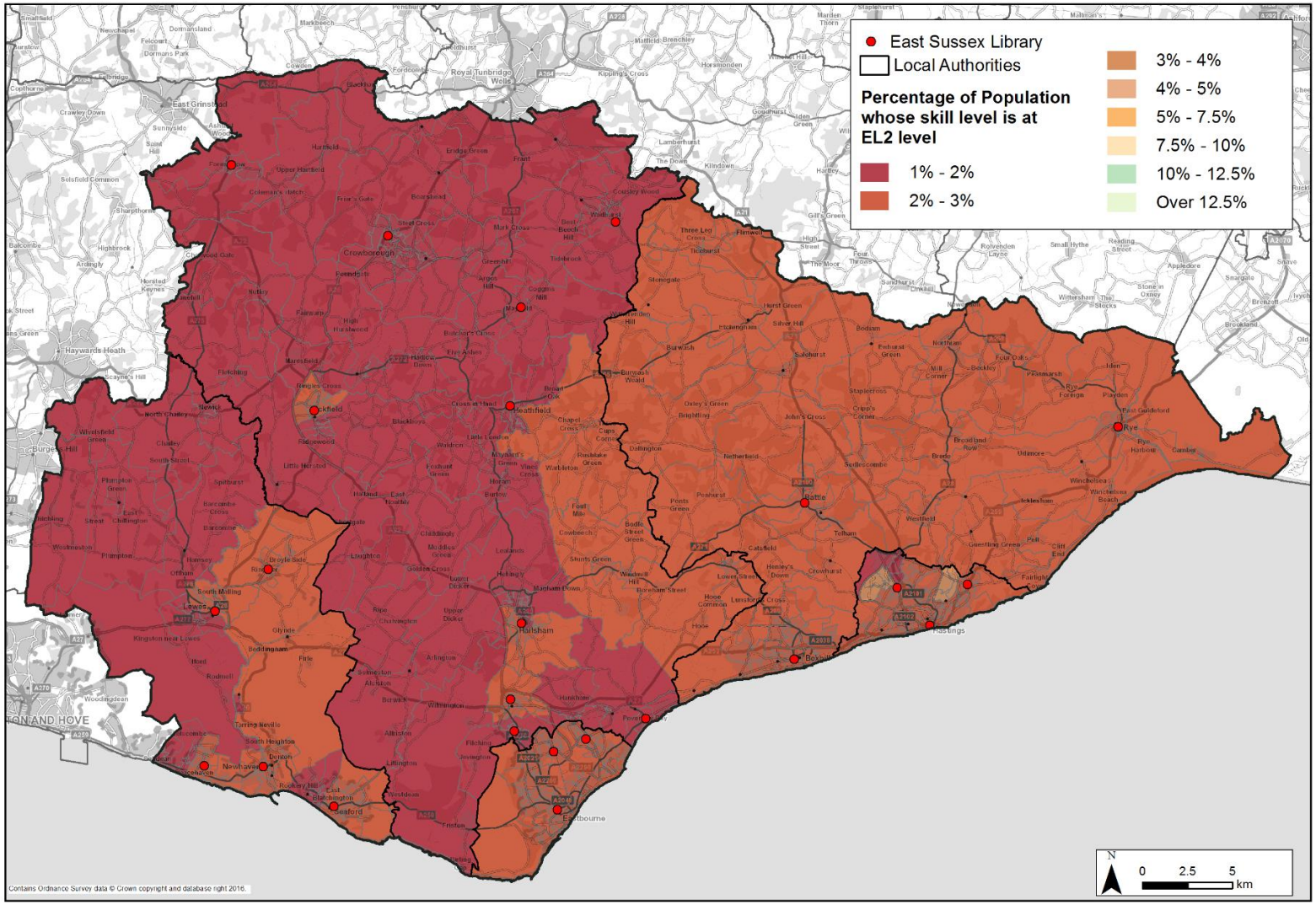
9a. Skill Level – Entry Level 1

Indicator
Adult literacy and numeracy levels

Data source
Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels, 2011

Description/Definition
Indicator estimates the number and proportion of adults (aged 16-64 years old) living in households with defined skill levels in literacy and numeracy. Small area estimation modelling methods have been applied to the 2011 Skills for Life survey data in order to generate local level area estimates. Entry Level 1 is the national school curriculum equivalent for attainment at age 5-7. Adults below Entry Level 1 may not be able to write short messages to family or select floor numbers in lifts. Adults with ICT Entry Level 1 skills are able to get information from an ICT-based source and follow recommended safe practices.

Format
Shows estimates of literacy and numeracy levels by ward.



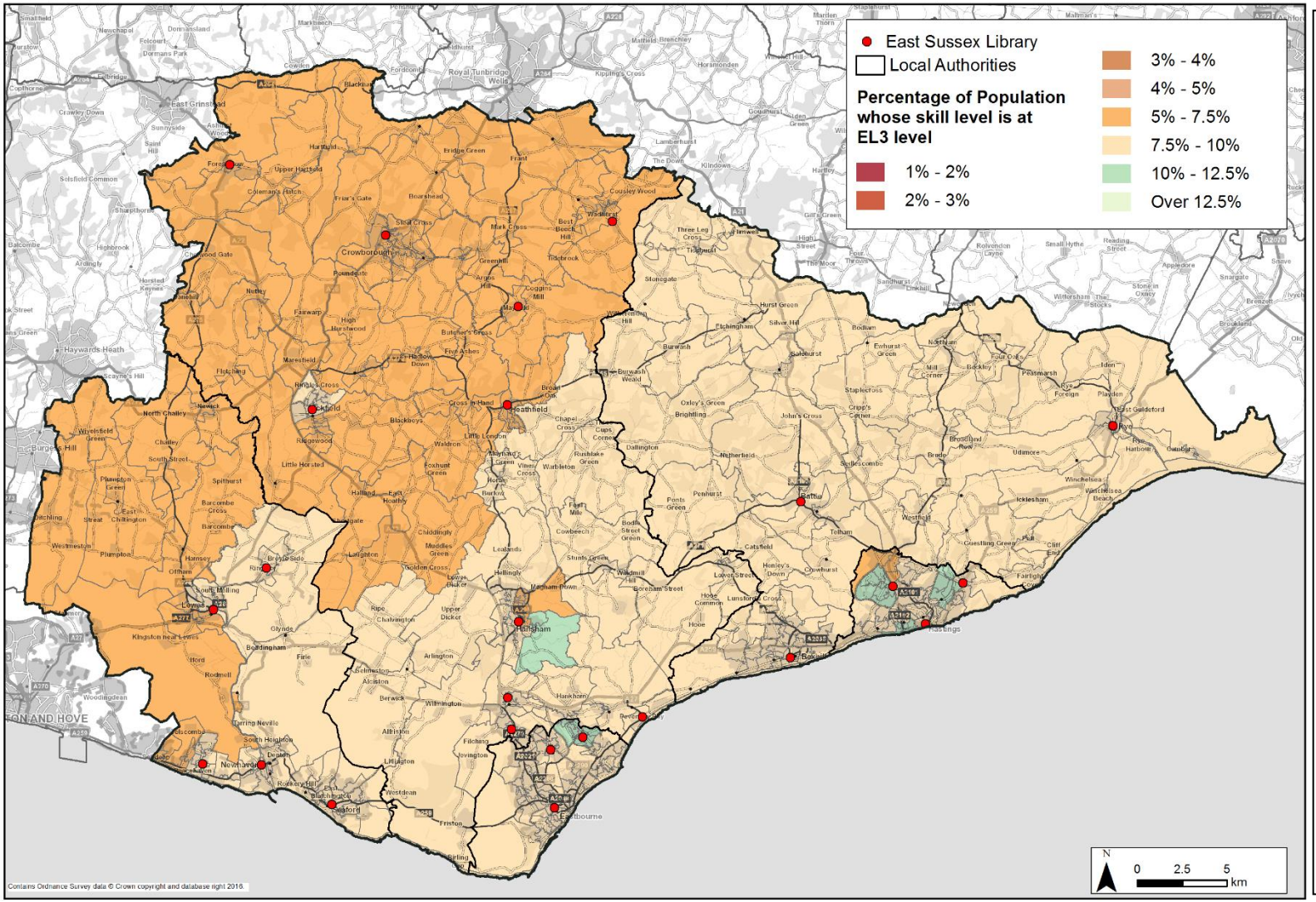
9b. Skill Level – Entry Level 2

Indicator
Adult literacy and numeracy levels

Data source
Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels, 2011

Description/Definition
Indicator estimates the number and proportion of adults (aged 16-64 years old) living in households with defined skill levels in literacy and numeracy. Small area estimation modelling methods have been applied to the 2011 Skills for Life survey data in order to generate local level area estimates. Entry Level 2 is the national school curriculum equivalent for attainment at age 7-9. Adults with below Entry Level 2 may not be able to describe a child's symptoms to a doctor or use a cash point to withdraw cash. Adults with ICT Entry Level 2 skills are able to use ICT to communicate, as well as enter and edit small amounts of information in ways that are fit for purpose and audience.

Format
Shows estimates of literacy and numeracy levels by ward.



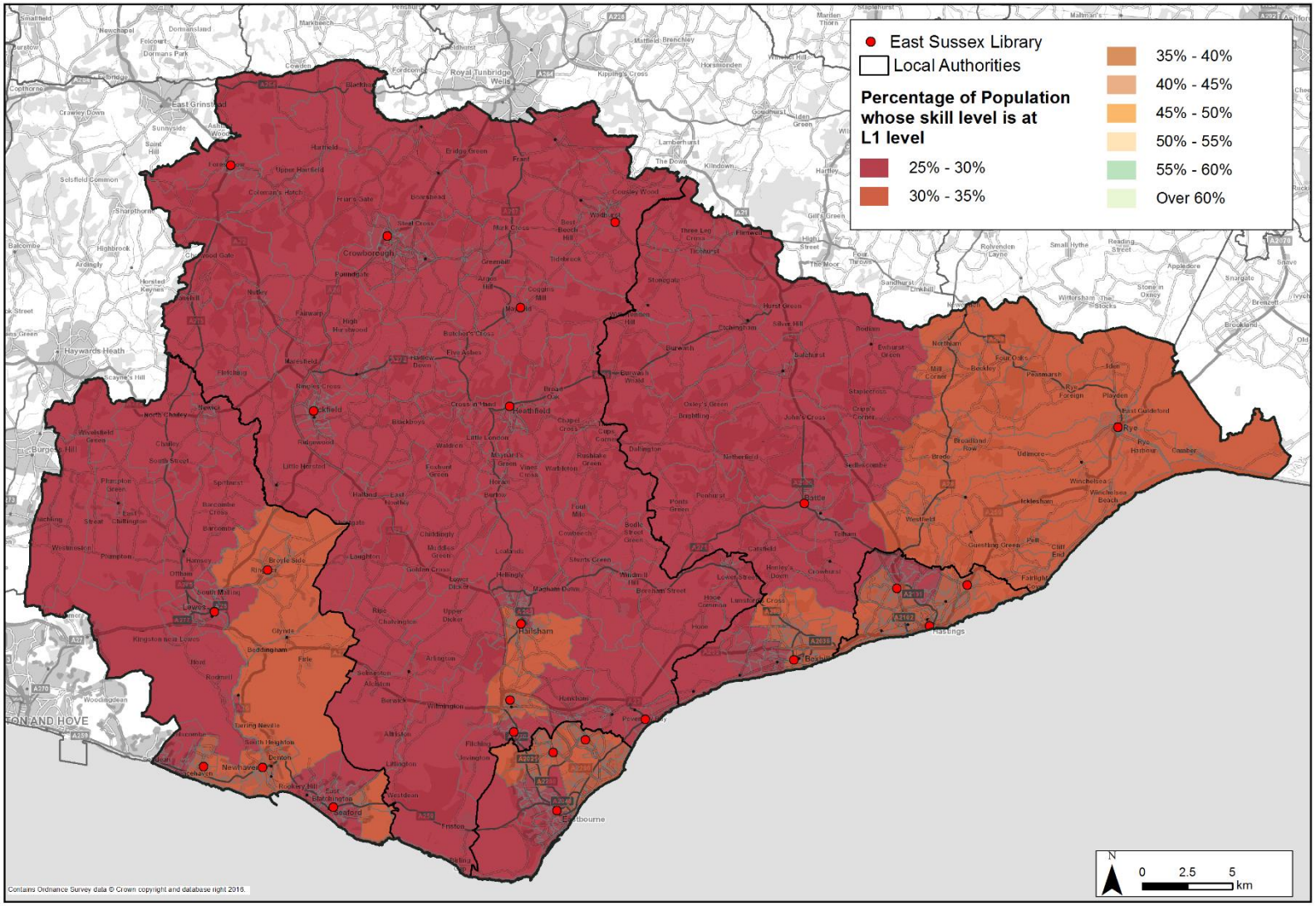
9c. Skill Level – Entry Level 3

Indicator
Adult literacy and numeracy levels

Data source
Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels, 2011

Description/Definition
Indicator estimates the number and proportion of adults (aged 16-64 years old) living in households with defined skill levels in literacy and numeracy. Small area estimation modelling methods have been applied to the 2011 Skills for Life survey data in order to generate local level area estimates.
Entry Level 3 is the national school curriculum equivalent for attainment at age 9-11. Adults with skills below Entry Level 3 may not be able to understand price labels on pre-packaged food or pay household bills. Adults with ICT Entry Level 3 skills are able to interact with and use an ICT system to meet needs, as well as present information in ways that are fit for purpose and audience.

Format
Shows estimates of literacy and numeracy levels by ward.



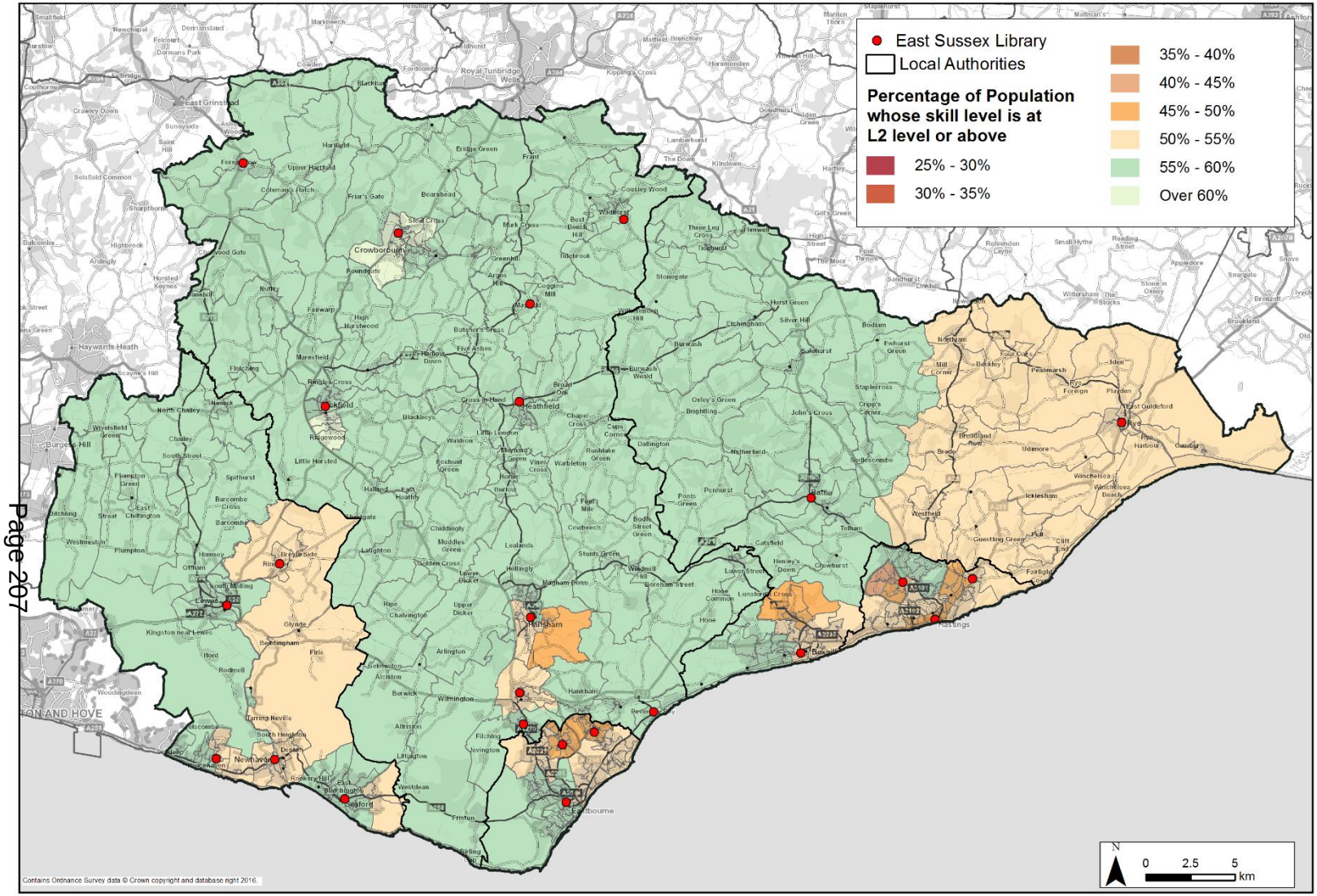
9d. Skill Level – Level 1

Indicator
Adult literacy and numeracy levels

Data source
Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels, 2011

Description/Definition
Indicator estimates the number and proportion of adults (aged 16-64 years old) living in households with defined skill levels in literacy and numeracy. Small area estimation modelling methods have been applied to the 2011 Skills for Life survey data in order to generate local level area estimates. Level 1 is equivalent to GCSE grades D-G. Adults with skills below Level 1 may not be able to read bus or train timetables or check the pay and deductions on a wage slip. Adults with ICT Level 1 skills are able to select and use a variety of appropriate sources of information, as well as enter, organise, develop format and bring together information to suit content and purpose.

Format
Shows estimates of literacy and numeracy levels by ward.



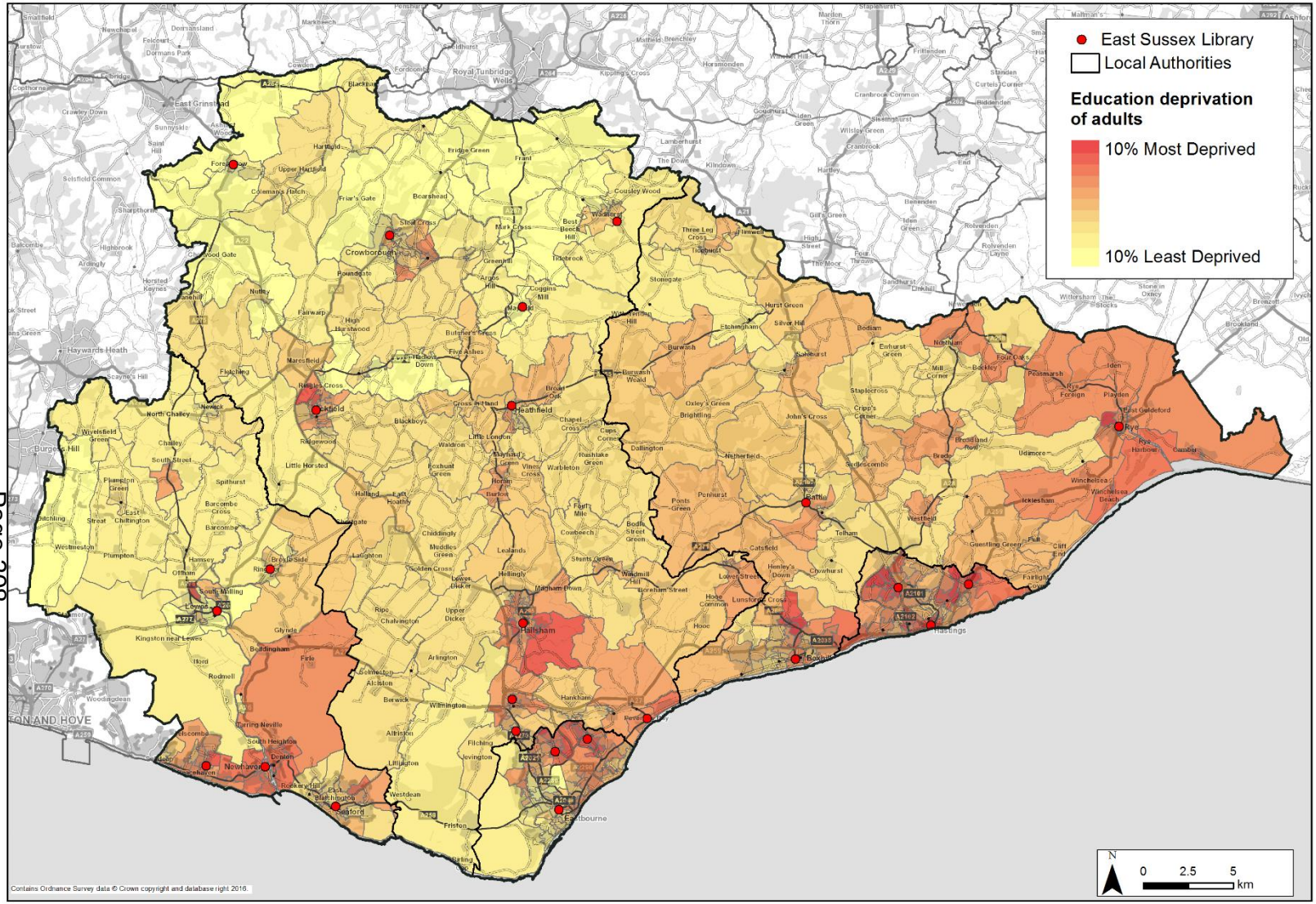
9e. Skill Level 2

Indicator
Adult literacy and numeracy levels

Data source
Skills for Life survey data. Estimates of the number and proportion of adults (aged 16-64 years old) in England living in households with defined skill levels, 2011

Description/Definition
Indicator estimates the number and proportion of adults (aged 16-64 years old) living in households with defined skill levels in literacy and numeracy. Small area estimation modelling methods have been applied to the 2011 Skills for Life survey data in order to generate local level area estimates. Level 2 is equivalent to GCSE grades A*-C. Adults with skills below Level 2 may not be able to compare products and services for the best buy, or work out a household budget. Adults with ICT Level 2 skills are able to use a variety of appropriate sources of information and evaluate its fitness for purpose, as well as evaluate and use different methods of organising and presenting information, taking into account fitness for purpose and audience.

Format
Shows estimates of literacy and numeracy levels by ward.



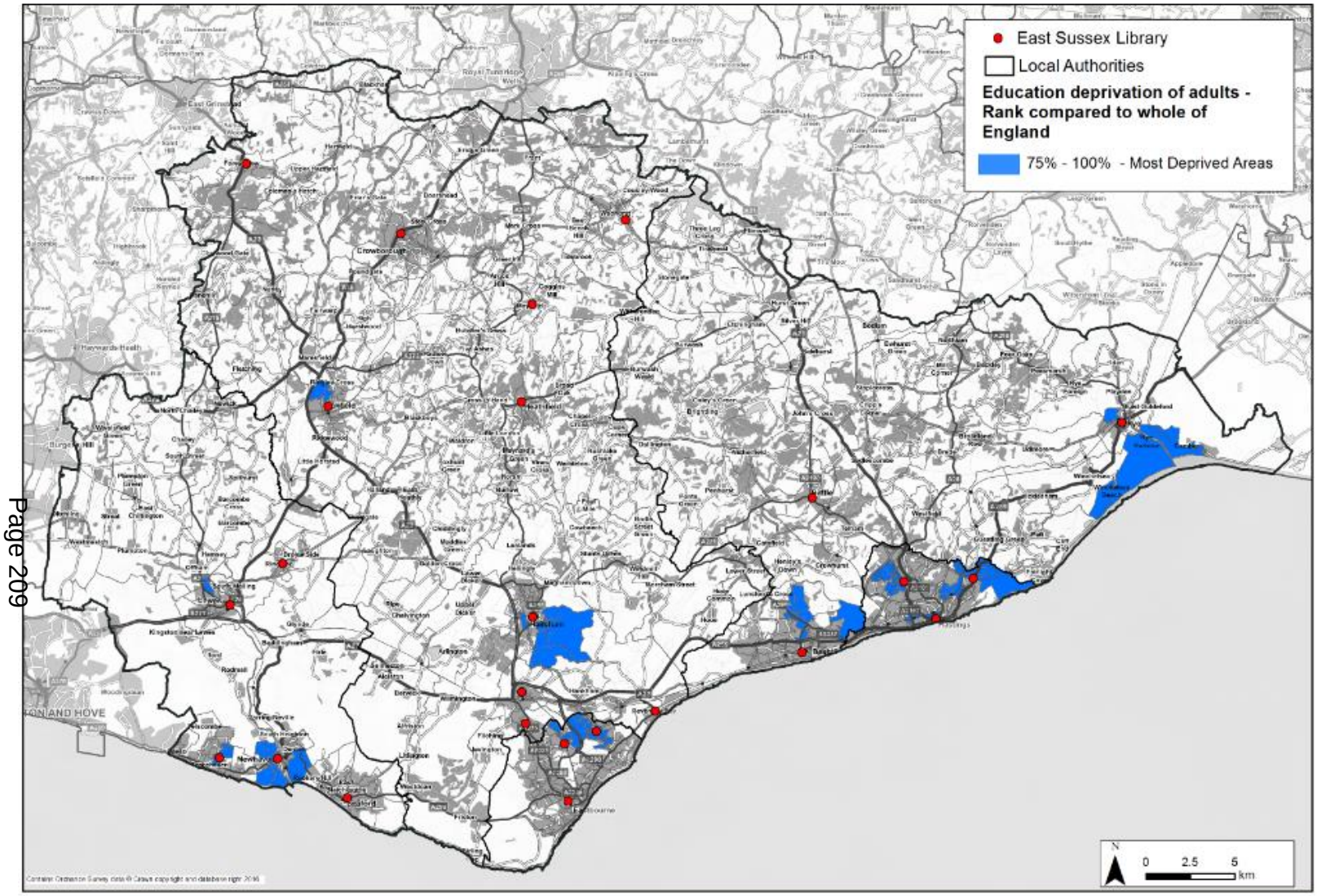
10a. Education deprivation of adults

Indicator
ID 2015, Education, skills and training domain – by super output area. Adult skills sub-domain

Data source
2015

Description/Definition
This dataset shows the results from the Indices of Deprivation 2015 (ID 2015) for the Education, skills and training domain. It is one of the seven separate domains that are brought together to form the Index of Multiple Deprivation 2015 (IMD 2015).
The 'Adult skills' sub-domain is based on two indicators:

- the proportion of women aged 25-59 and men aged 25-64 with no or low qualifications; and
- The proportions of these who cannot speak English well or at all.



10b. Education deprivation of adults

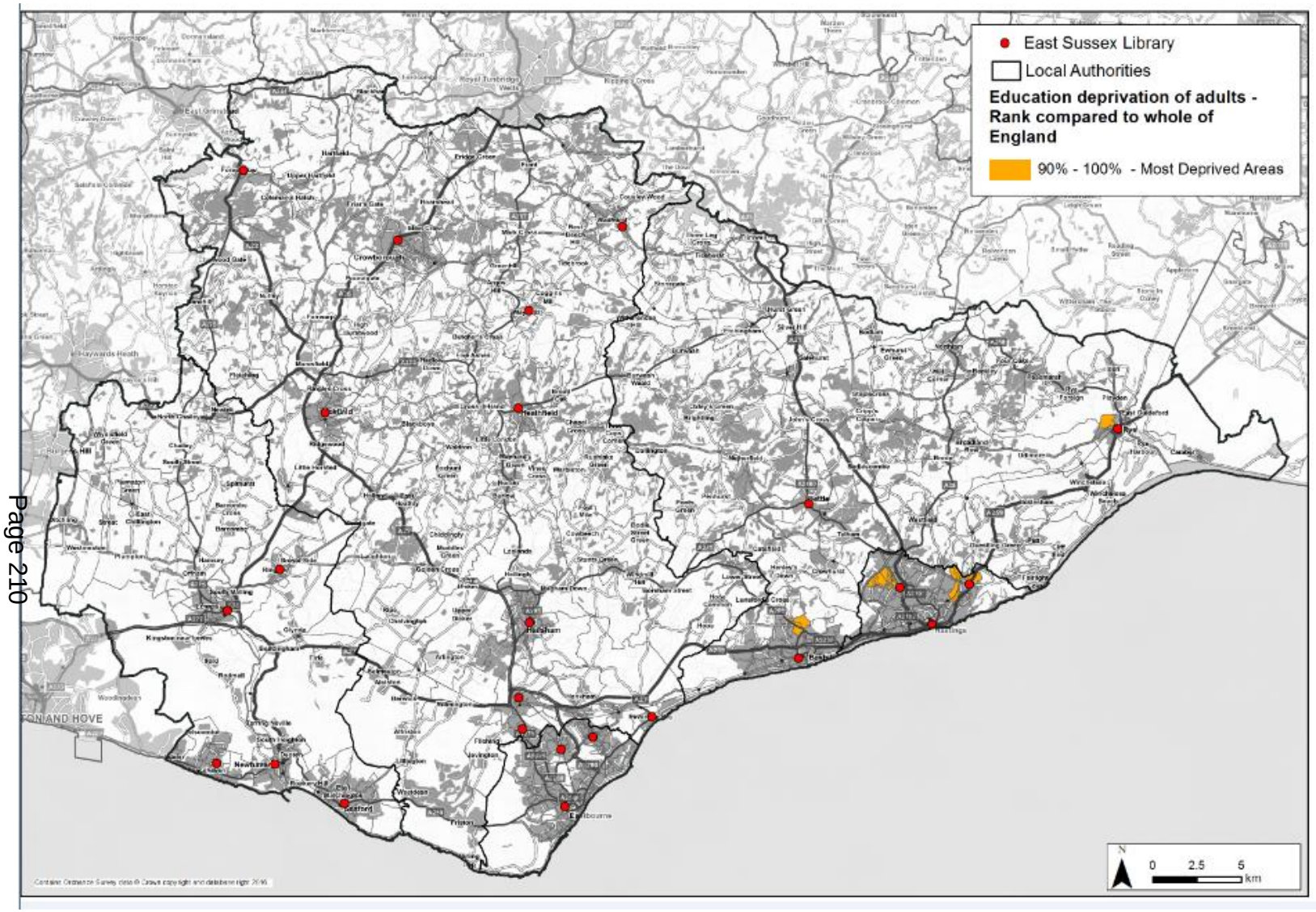
Indicator
ID 2015, Education, skills and training domain – by super output area. Adult skills sub-domain

Data source
2015

Description/Definition
This dataset shows the results from the Indices of Deprivation 2015 (ID 2015) for the Education, skills and training domain. It is one of the seven separate domains that are brought together to form the Index of Multiple Deprivation 2015 (IMD 2015).
The 'Adult skills' sub-domain is based on two indicators:

- the proportion of women aged 25-59 and men aged 25-64 with no or low qualifications; and
- The proportions of these who cannot speak English well or at all.

Format
Shows information for the most deprived quartile, compared to the whole of England.



10c. Education deprivation of adults

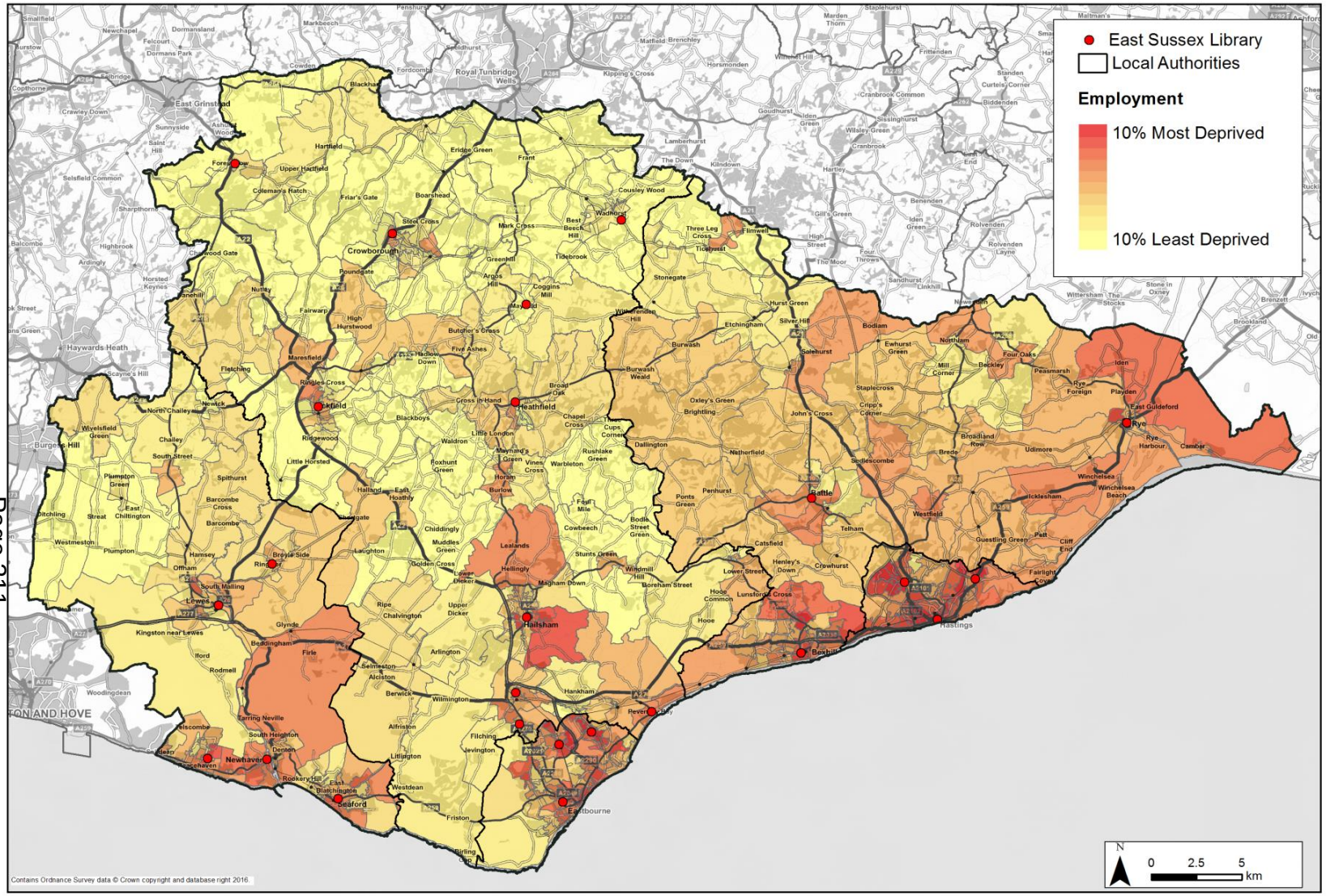
Indicator
ID 2015, Education, skills and training domain – by super output area. Adult skills sub-domain

Data source
2015

Description/Definition
This dataset shows the results from the Indices of Deprivation 2015 (ID 2015) for the Education, skills and training domain. It is one of the seven separate domains that are brought together to form the Index of Multiple Deprivation 2015 (IMD 2015).
The 'Adult skills' sub-domain is based on two indicators:

- the proportion of women aged 25-59 and men aged 25-64 with no or low qualifications; and
- The proportions of these who cannot speak English well or at all.

Format
Shows information for the most deprived decile, compared to the whole of England.



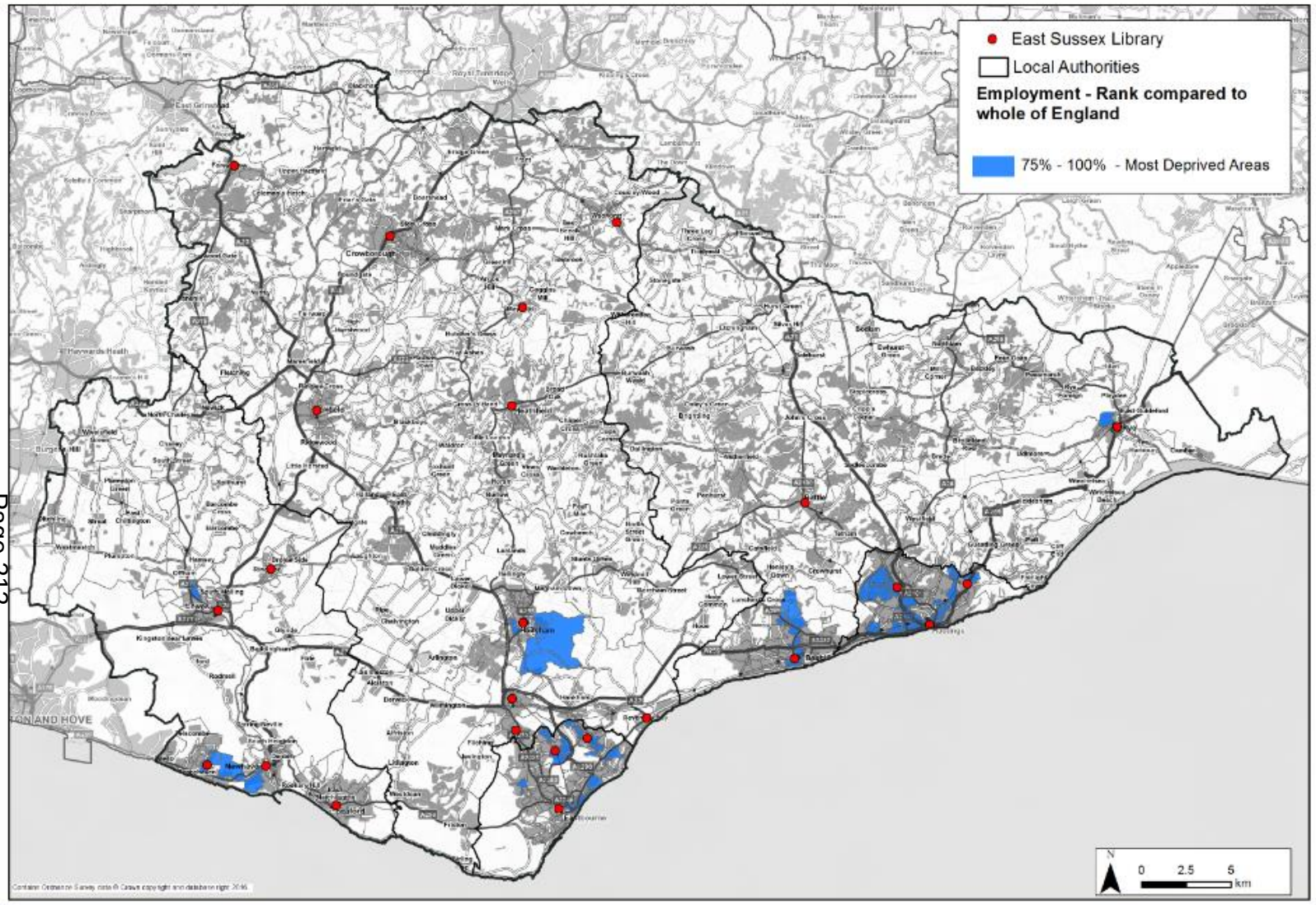
11a. Deprivation –Employment

Indicator
ID 2015, Employment domain – by super output area.

Data source
2015

Description/Definition
The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. The indicators used are:
- Claimants of Jobseeker's Allowance (both contribution-based and income-based), women aged 18 to 59 and men aged 18 to 64
- Claimants of Employment and Support Allowance (both contribution-based and income-based) , women aged 18 to 59 and men aged 18 to 64
- Claimants of Incapacity Benefit, women aged 18 to 59 and men aged 18 to 64
- Claimants of Severe Disablement Allowance, women aged 18 to 59 and men aged 18 to 64
- Claimants of Carer's Allowance, women aged 18 to 59 and men aged 18 to 64.

Format
Data is presented by super-output area. The total number listed as excluded from the labour market in East Sussex is 35,500. The rate is highest in Hastings (19%) and lowest in Wealden (7%).



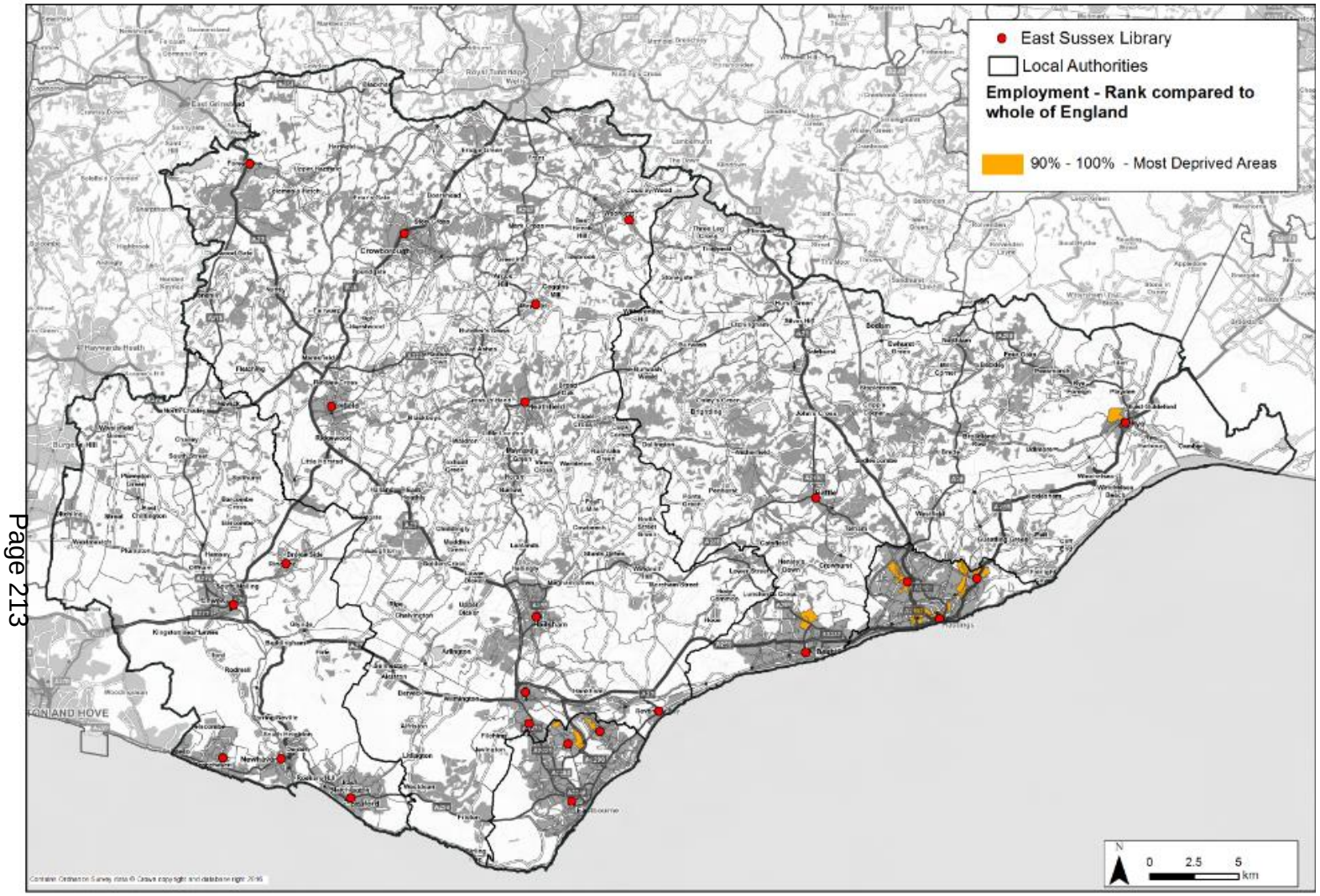
11b. Deprivation – Employment

Indicator
ID 2015, Employment domain – by super output area.

Data source
2015

Description/Definition
The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. The indicators used are:
- Claimants of Jobseeker's Allowance (both contribution-based and income-based), women aged 18 to 59 and men aged 18 to 64
- Claimants of Employment and Support Allowance (both contribution-based and income-based) , women aged 18 to 59 and men aged 18 to 64
- Claimants of Incapacity Benefit, women aged 18 to 59 and men aged 18 to 64
- Claimants of Severe Disablement Allowance, women aged 18 to 59 and men aged 18 to 64
- Claimants of Carer's Allowance, women aged 18 to 59 and men aged 18 to 64.

Format
Data shows most deprived quartile.



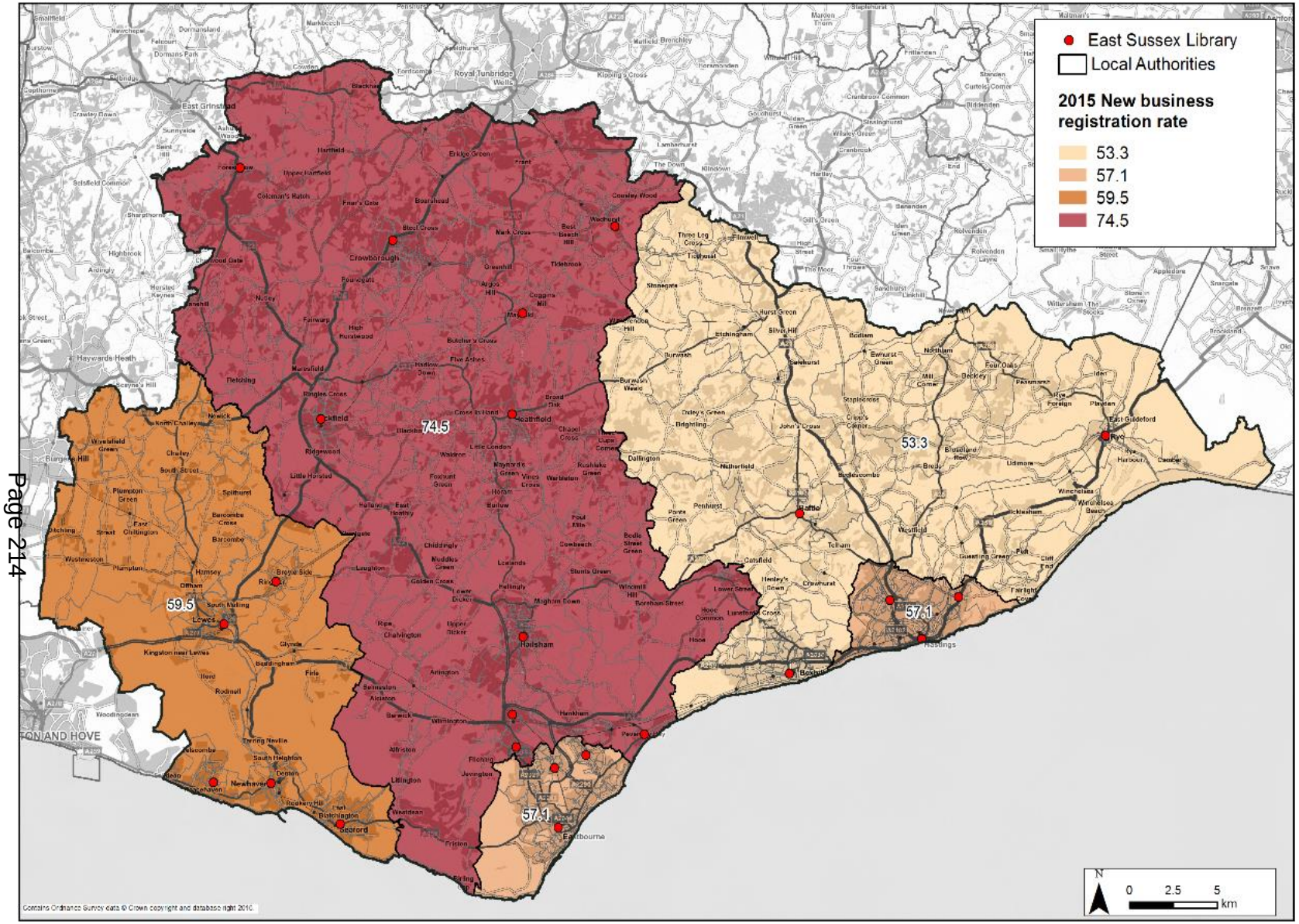
11c. Deprivation –Employment

Indicator
ID 2015, Employment domain – by super output area. Most deprived decile.

Data source
2015

Description/Definition
The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. The indicators used are:
- Claimants of Jobseeker's Allowance (both contribution-based and income-based), women aged 18 to 59 and men aged 18 to 64
- Claimants of Employment and Support Allowance (both contribution-based and income-based) , women aged 18 to 59 and men aged 18 to 64
- Claimants of Incapacity Benefit, women aged 18 to 59 and men aged 18 to 64
- Claimants of Severe Disablement Allowance, women aged 18 to 59 and men aged 18 to 64
- Claimants of Carer's Allowance, women aged 18 to 59 and men aged 18 to 64.

Format
Data shows most deprived decile.



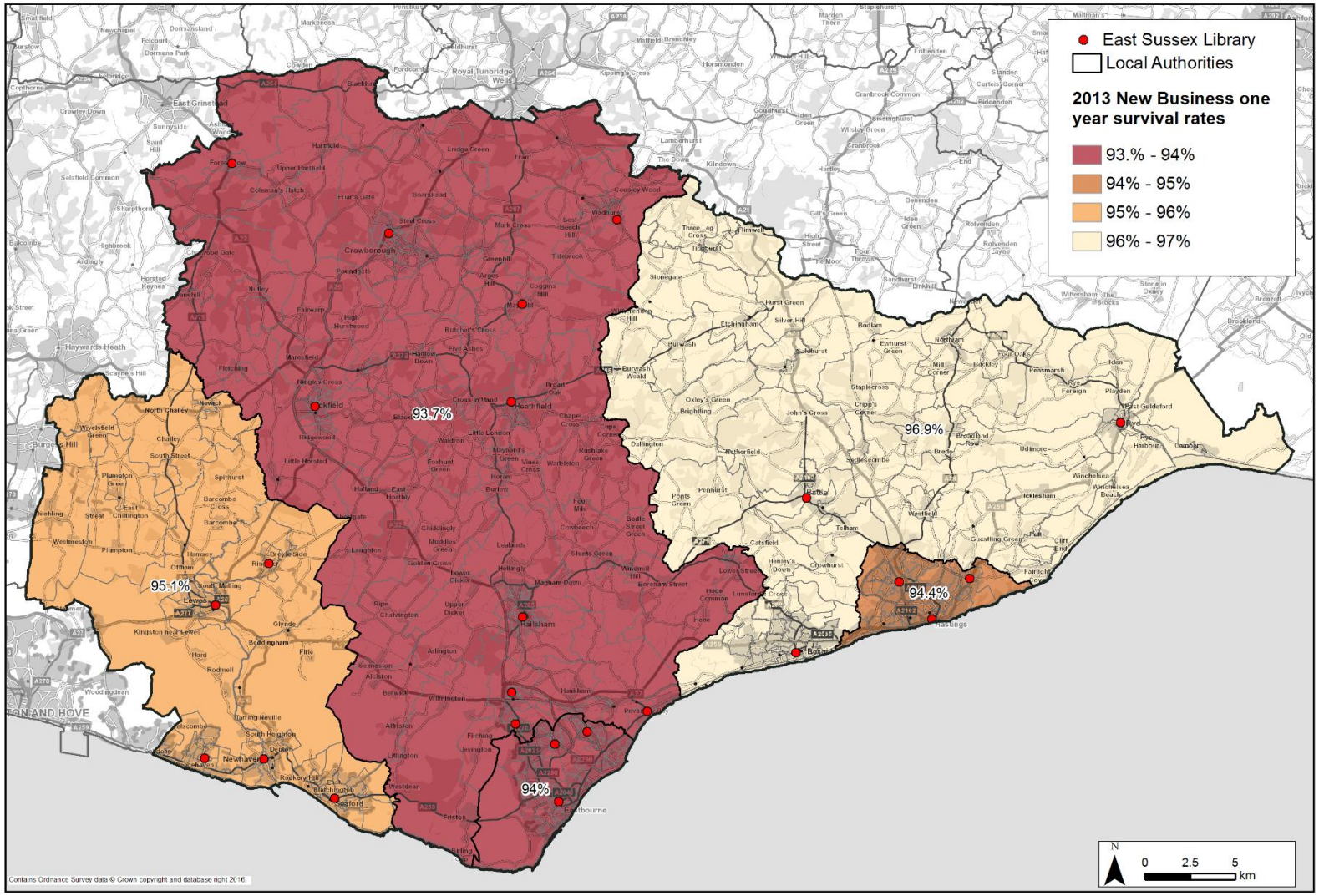
12. Economy, jobs and prosperity - New Business Registration Rate

Indicator
Economy, jobs and prosperity

Data source
New business registration rate, by district, 2015

Description/Definition
New business registration rate which is the rate of new business registrations per 10,000 people aged 16 and over.

Format
Data is presented at District level



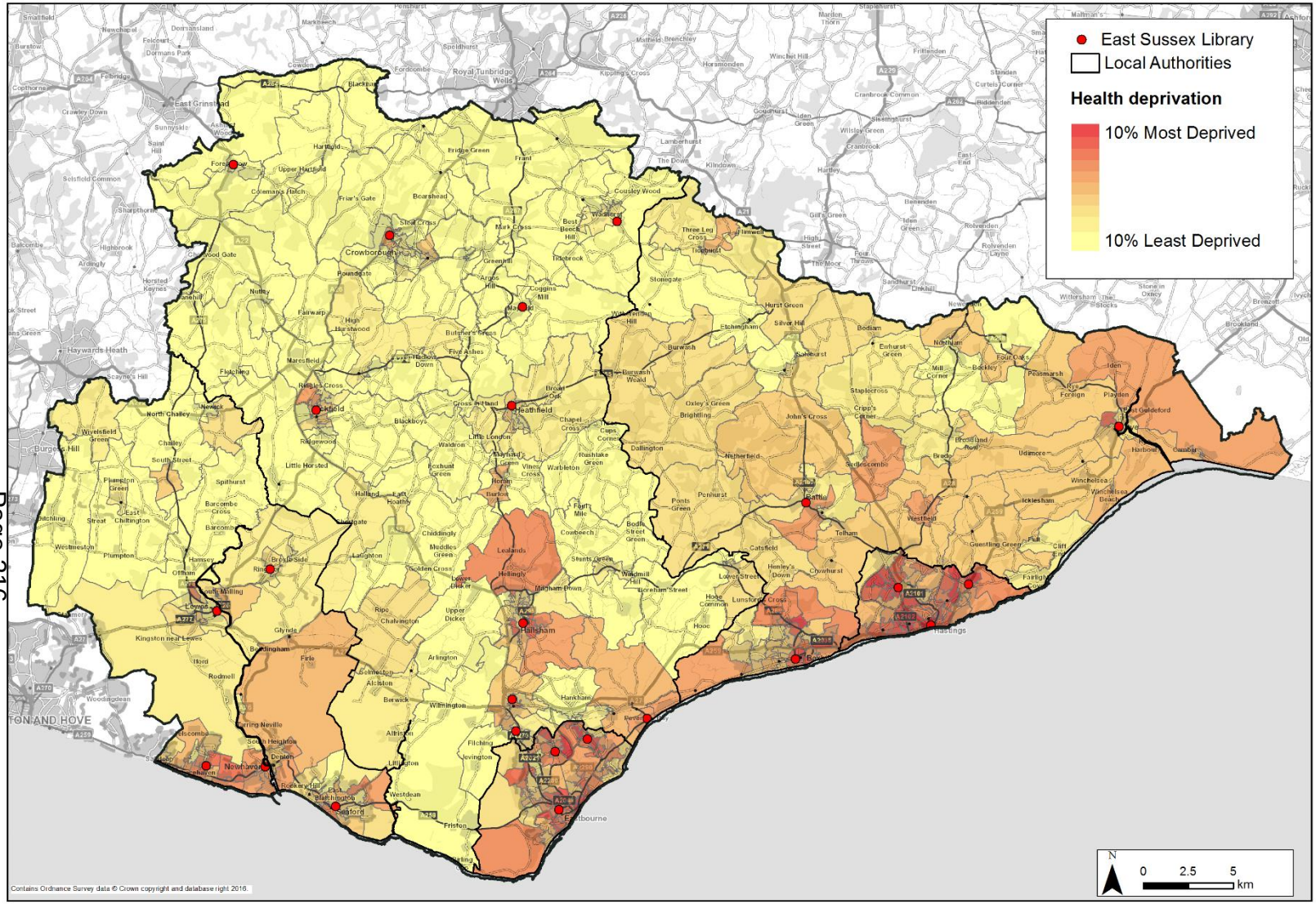
13. Economy, jobs and prosperity – New Business Survival Rate

Indicator
Business survival rates

Data source
New business survival rate, by district, 2009-2013

Description/Definition
Shows enterprise births, deaths and survival rates for a five-year period, up to 2013.

Format
Data is presented at District level



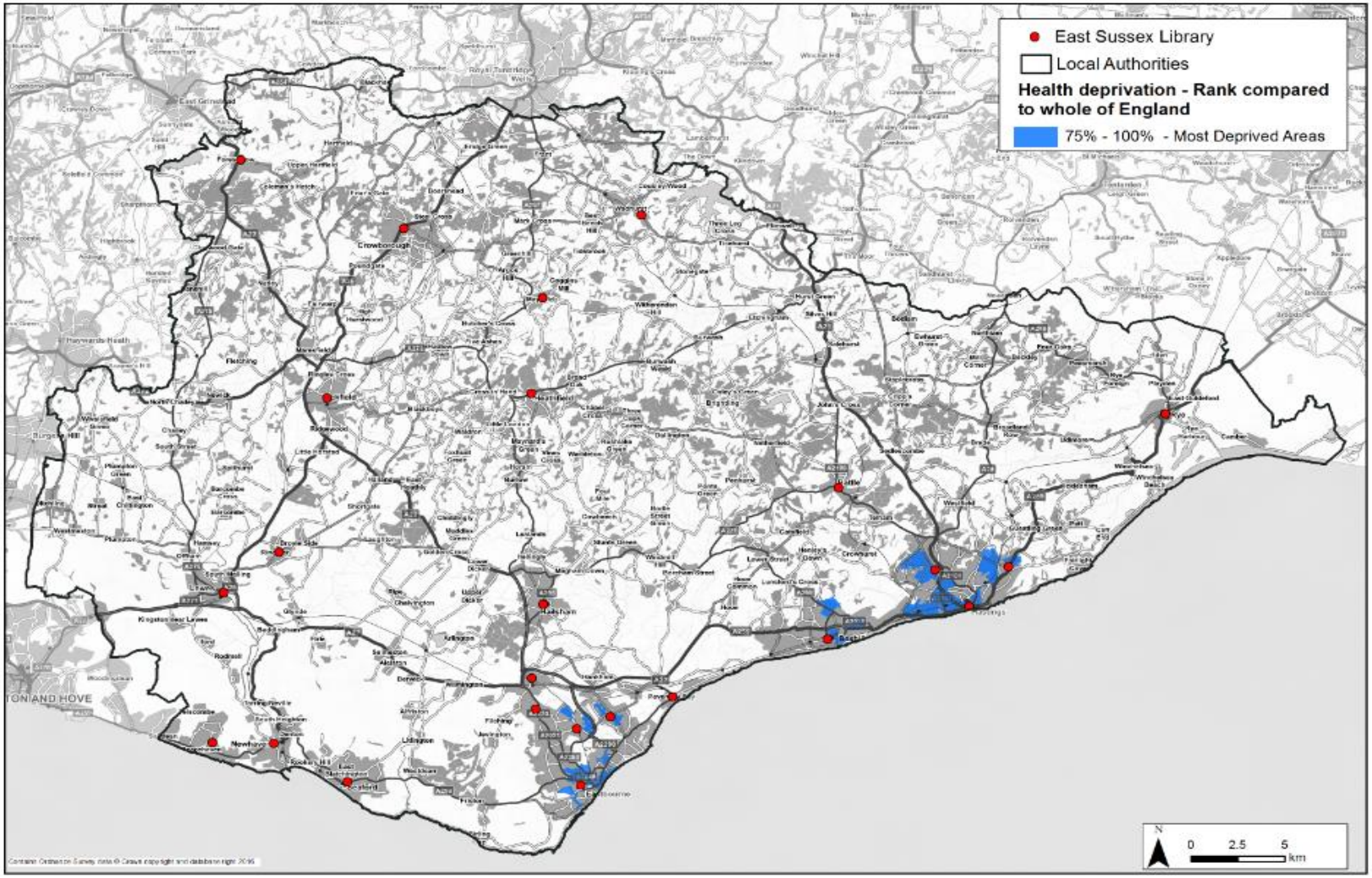
14a. Deprivation – Health Deprivation

Indicator
ID 2015, Index of Multiple Deprivation – by super output area. Health Deprivation and Disability domain

Data source
2015

Description/Definition
The Health Deprivation and Disability Domain measure the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.

Format
Ranks each super output area according to health deprivation – deprived areas score low; least deprived areas score high



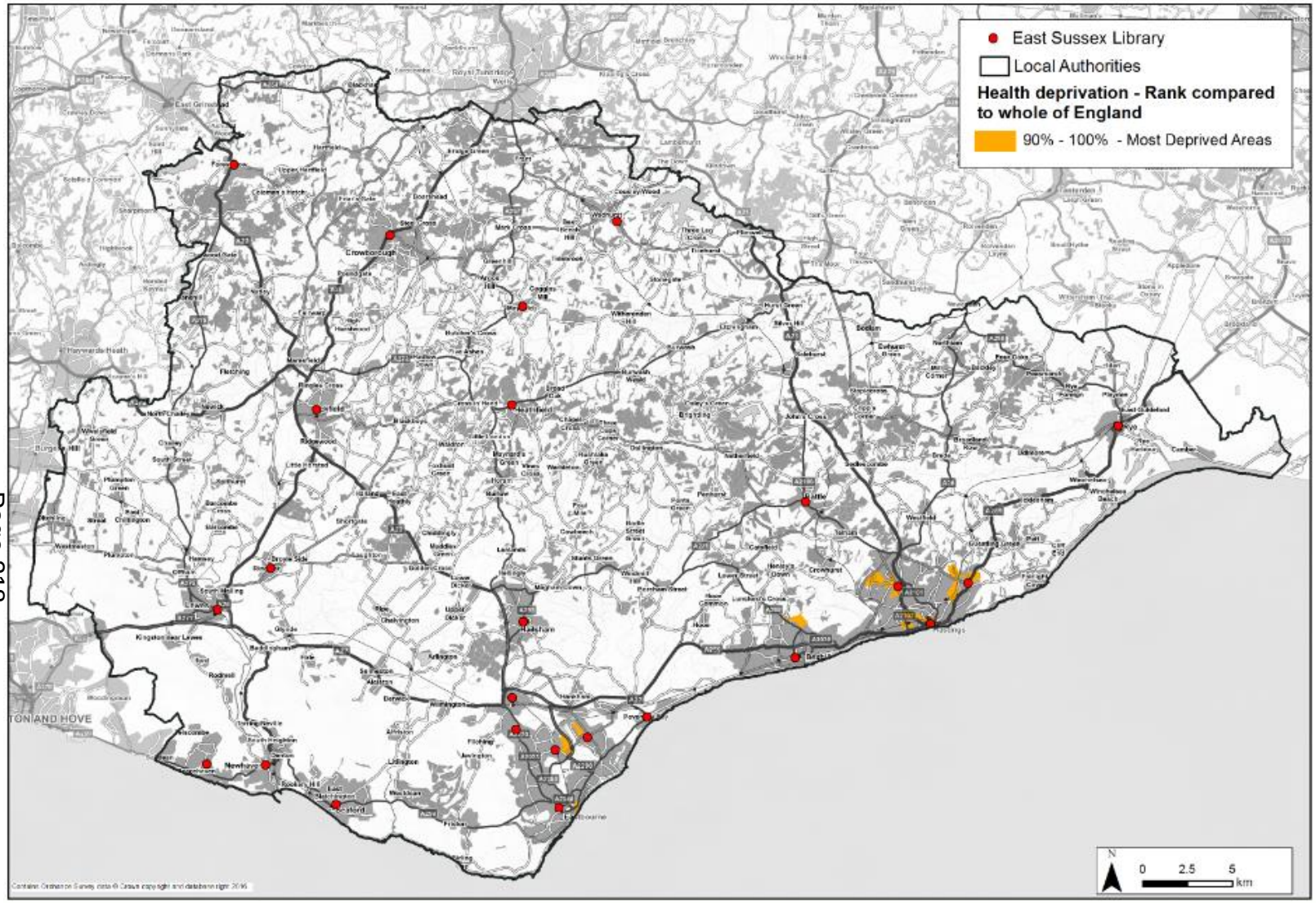
14b. Deprivation – Health Deprivation

Indicator
ID 2015, Index of Multiple Deprivation – by super output area. Health Deprivation and Disability domain

Data source
2015

Description/Definition
The Health Deprivation and Disability Domain measure the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.

Format
Ranks each super output area according to health deprivation – shows most deprived quartile.



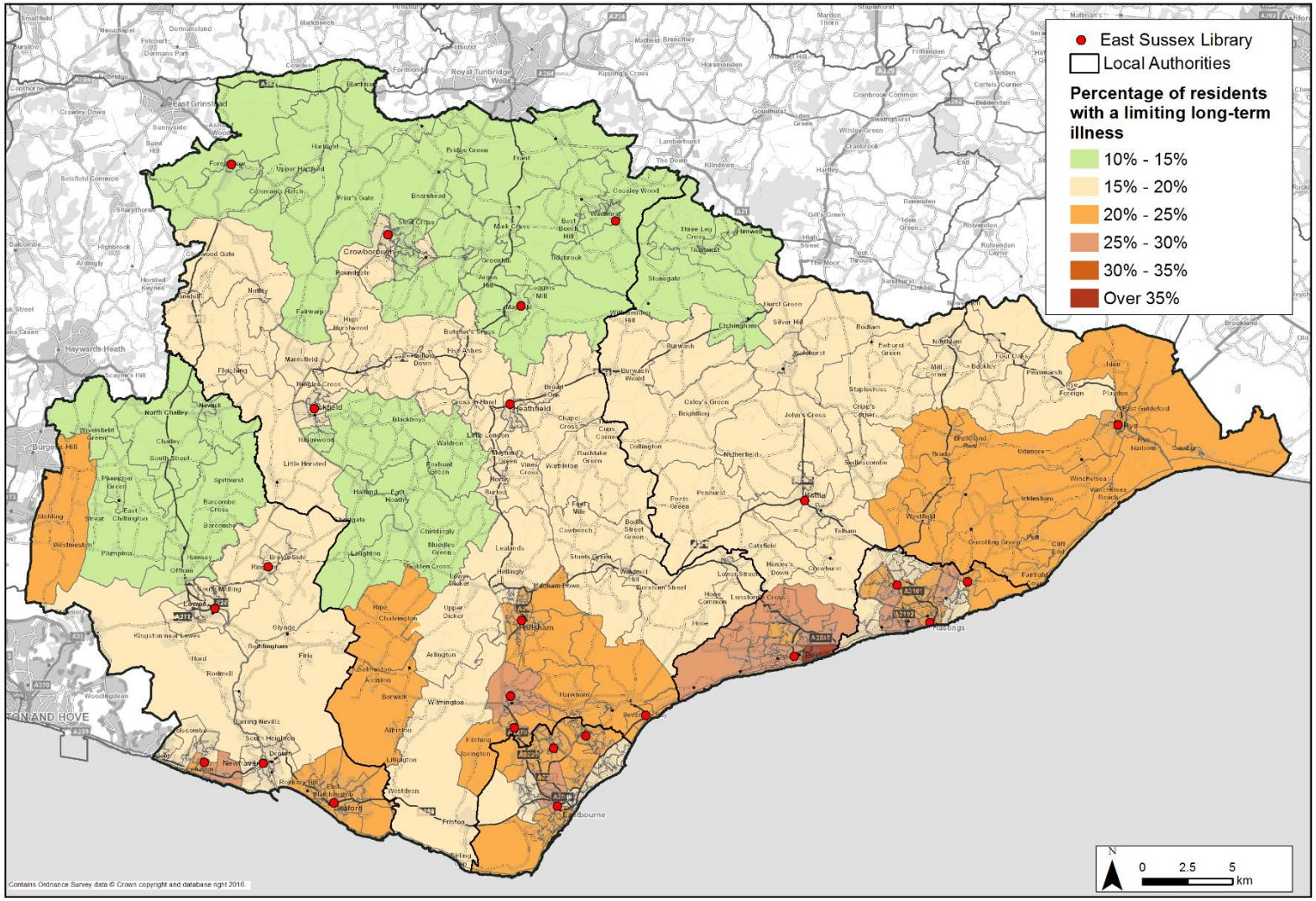
14c. Deprivation – Health Deprivation

Indicator
ID 2015, Index of Multiple Deprivation – by super output area. Health Deprivation and Disability domain

Data source
2015

Description/Definition
The Health Deprivation and Disability Domain measure the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.

Format
Ranks each super output area according to health deprivation – shows most deprived decile



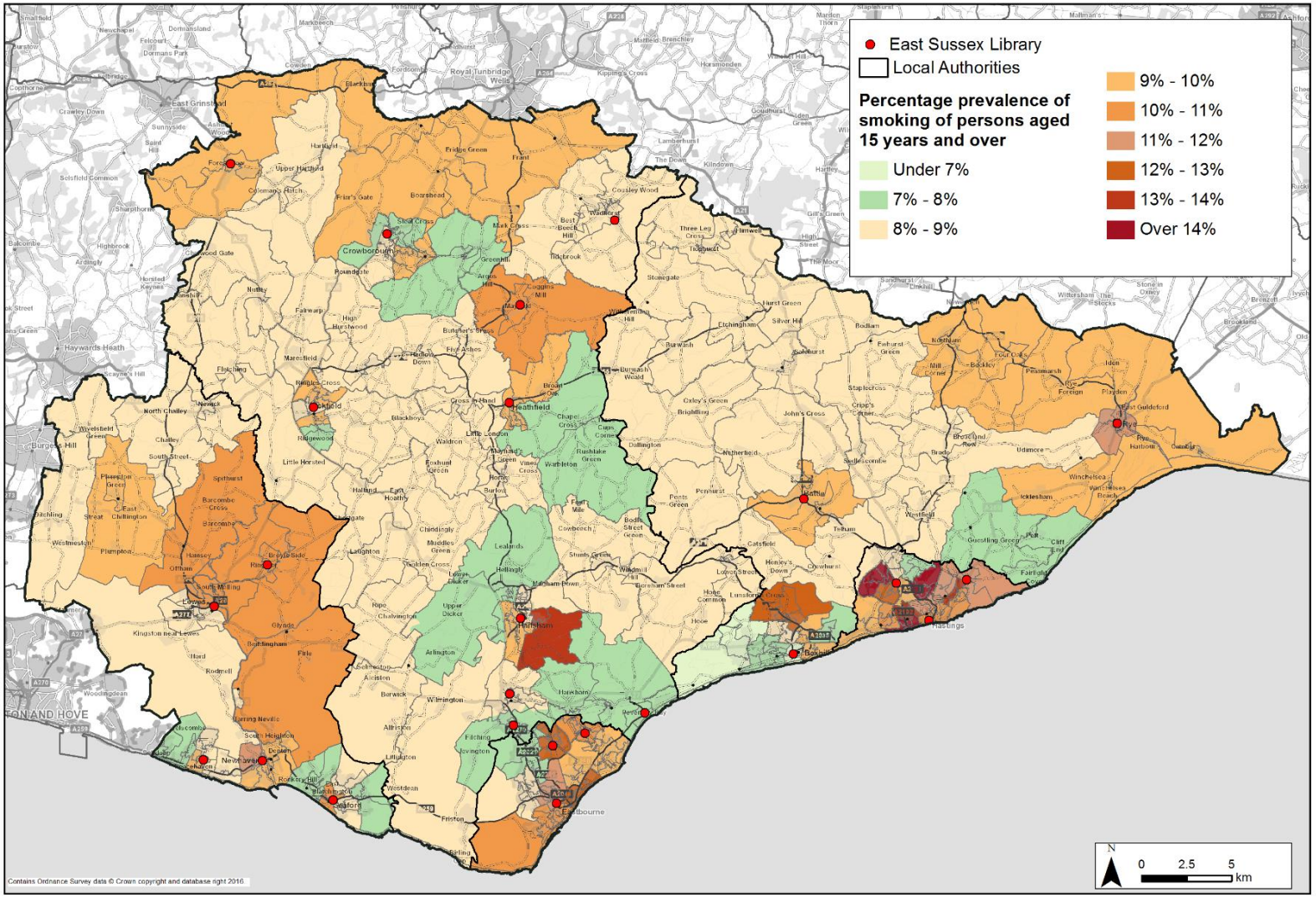
15. Health and wellbeing – Long Term Illness

Indicator
Residents with a limiting long-term illness in 2011 – by super output area

Data source
2011 census

Description/Definition
A long-term health problem or disability is one that limits a person's day-to-day activities, and has lasted, or is expected to last, at least 12 months. It includes problems that are related to old age.

Format
Proportions are available by super output area. The proportion of residents living in East Sussex with a long-term health problem or disability is higher than the regional average (20% compared to 16% - probably because of the link to old age). It is highest in Rother (23%) and lowest in Wealden (18%).



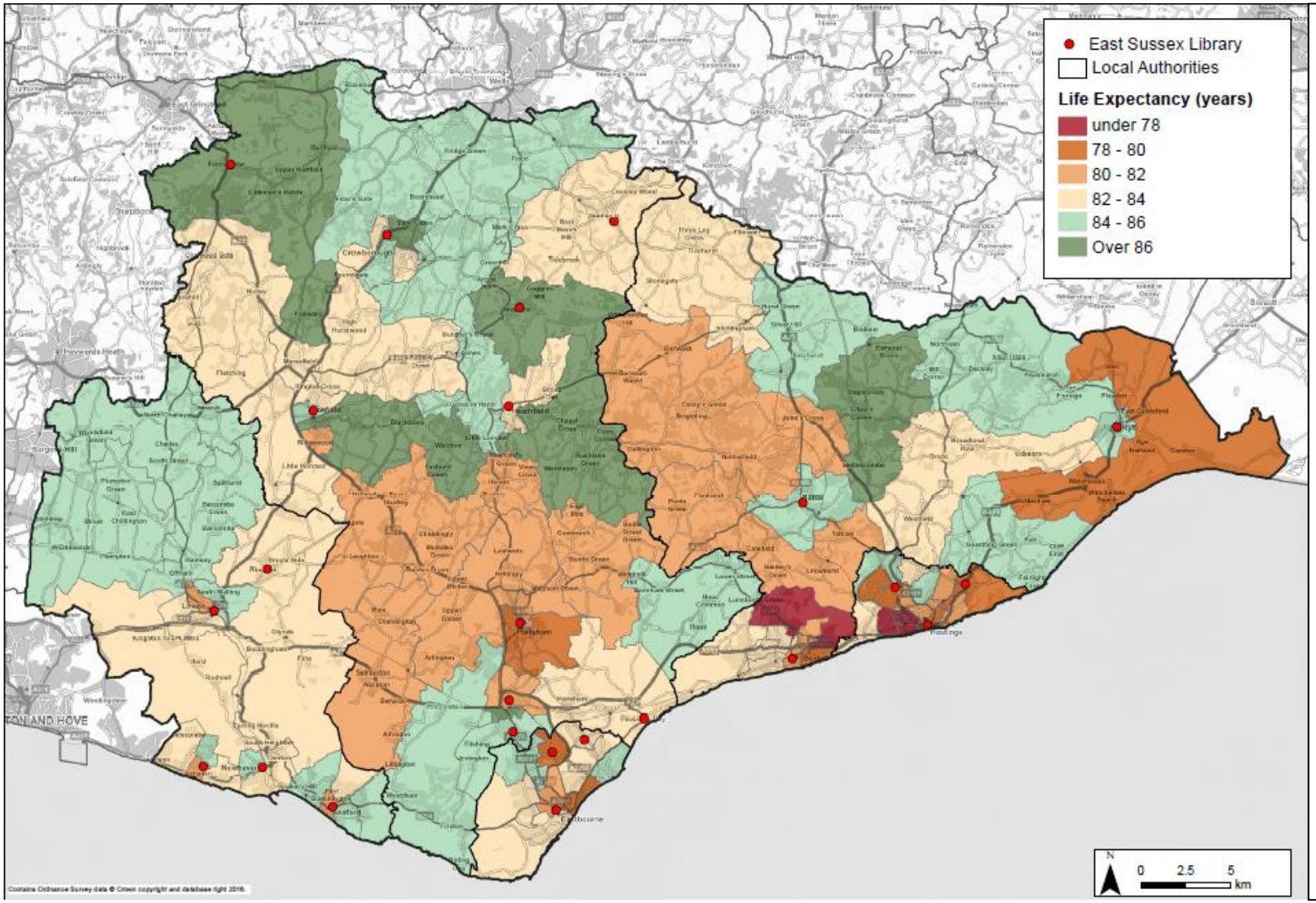
16. Health and wellbeing - Smokers

Indicator
GP reported prevalence of smoking, percentage of persons aged 15 years and over at 31st March 2015 – by ward.

Data source
2015
Public Health Data Scorecard no. 3.09

Description/Definition
The number of people aged 15 or over reported by GPs to be smokers. This is an indicator of future problems relating to current behaviour and lifestyles.

Format
Data is available at ward level. There are 82,500 smokers in East Sussex – 18% of the population 15+. The highest rate of smoking is in Hastings (26%, in some wards it is as high as 30%) the lowest rate is in Wealden (15%).



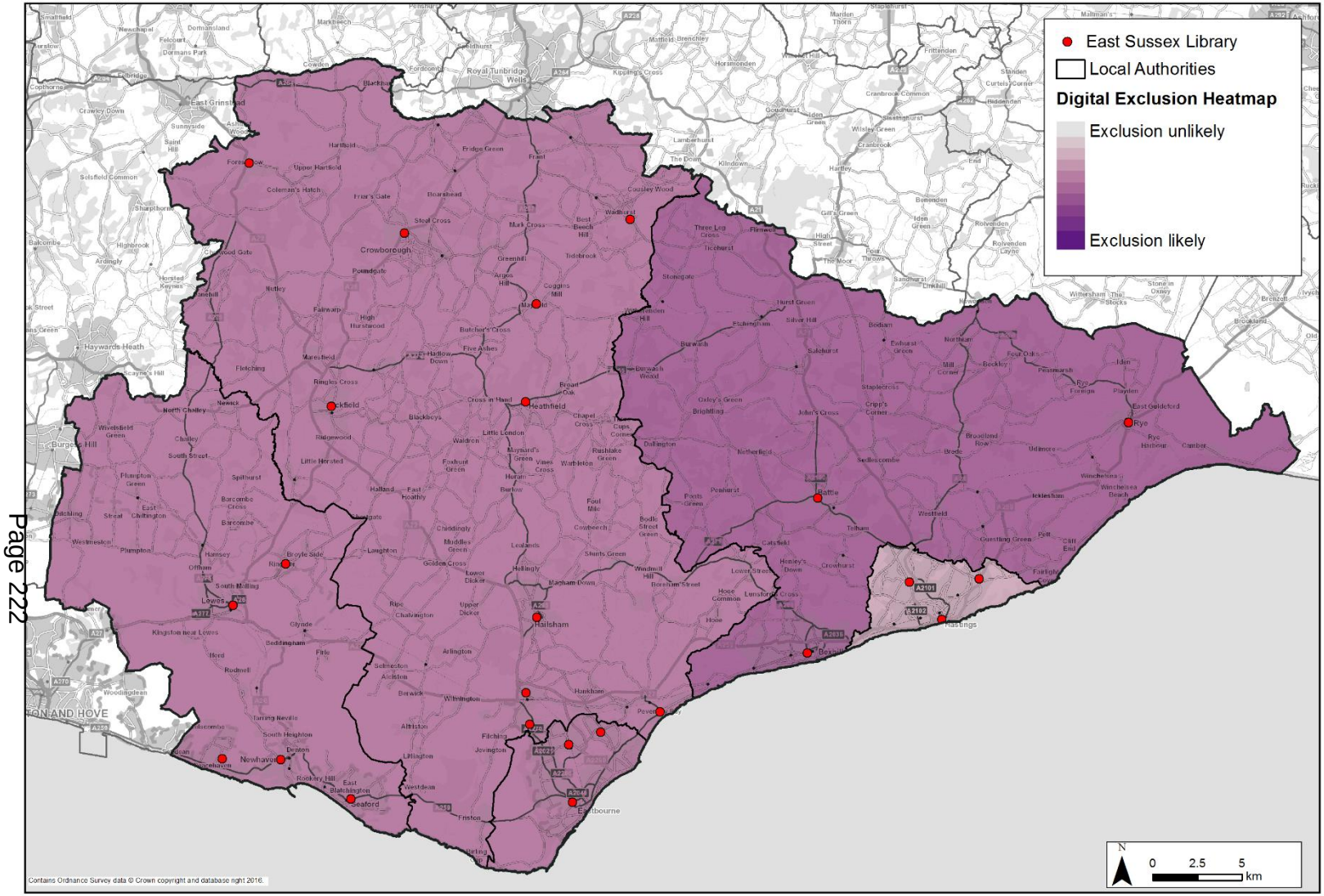
17. Health and wellbeing – Life Expectancy

Indicator
JSNAA, Mortality, Life-expectancy at birth - by ward

Data source
2013-2015

Description/Definition
Life expectancy at birth is an estimate of the average number of years a new-born baby would survive if he or she experienced the age-specific mortality rates for a particular area in the given time period throughout his or her life. The figure reflects mortality among those living in an area in each time period, rather than mortality among those born in that area. It is not, therefore, the number of years a baby born in the area at a particular time might be expected to live, both because the death rates of the area are likely to change in the future and because many of those born in the area will live elsewhere for at least some part of their lives.

Format
Life expectancy data is available at ward level. Across East Sussex the average life expectancy at birth is 82. It varies by ward within districts but is lowest in Hastings (79.6), and is highest in Lewes (83.4). Within East Sussex it varies from a low of 75.6 in one ward to a high of 89 in another.



18. Doteveryone – Digital Exclusion

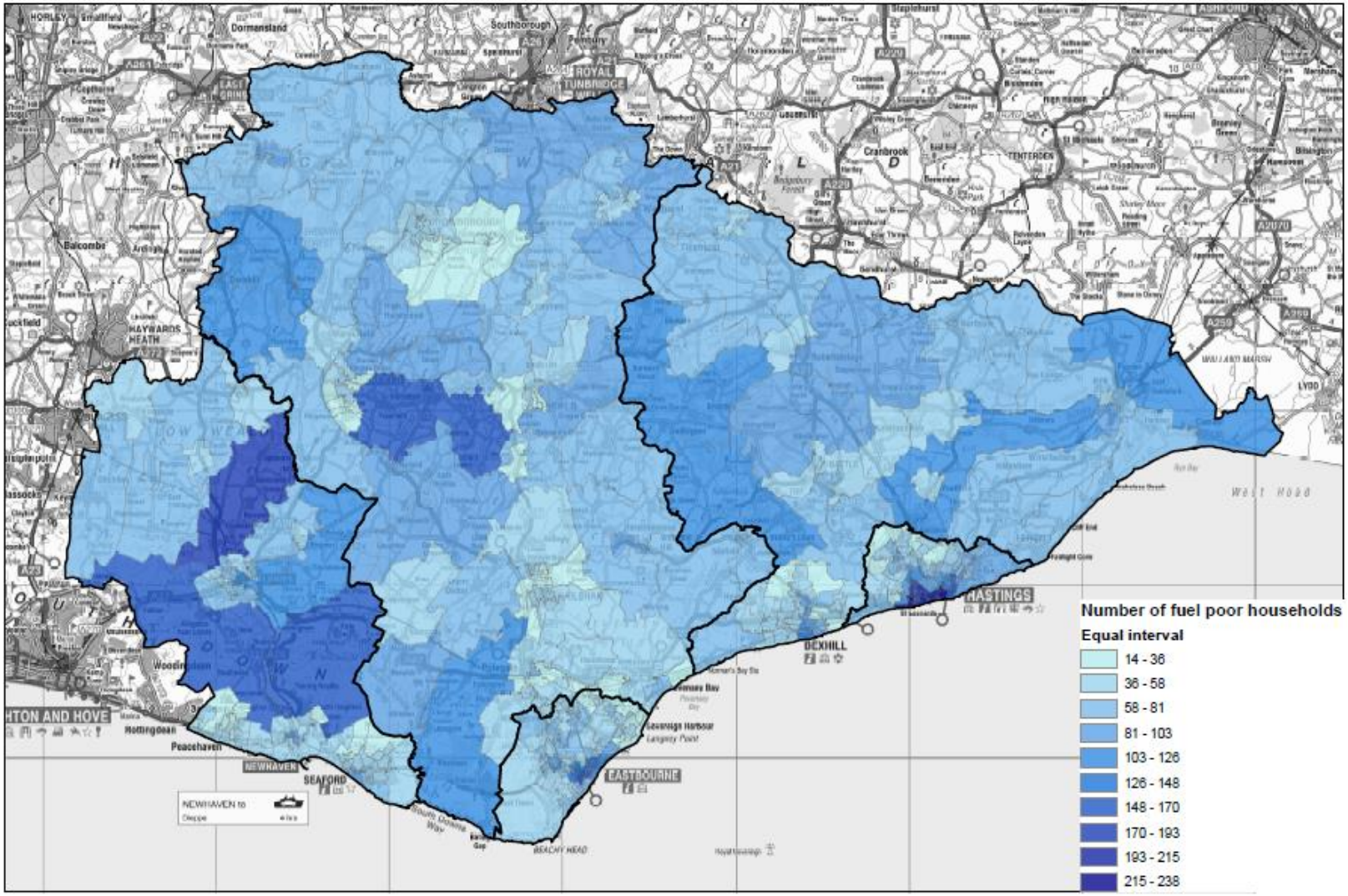
Indicator
The Digital Exclusion Heatmap

Data source
2015

Description/Definition
IMD type multiple indicator for digital exclusion. Eight different metrics have been used to calculate the overall likelihood of exclusion. Four of these are digital metrics (combined infrastructure, access, Basic Digital Skills and Basic Digital Skills used), which have been aggregated to provide a combined digital indicator. Four are social metrics (age, education, income and health), which have been aggregated to create a combined social indicator.

These combined indicators have been further aggregated using a formula designed by the London School of Economics and Political Science to provide a single measure of predicted overall exclusion from a digital United Kingdom.
Source:
https://doteveryone.org.uk/resources/heatmap/

Format
District



19. Households in fuel poverty,

Indicator

Number of fuel poor households

Data source

2014

Description/Definition

This dataset shows the estimated number and percentage of households living in fuel poverty, meaning that they find it difficult to afford sufficient fuel to maintain a satisfactory heating regime (usually 21°C for the main living area, and 18°C for other occupied rooms).

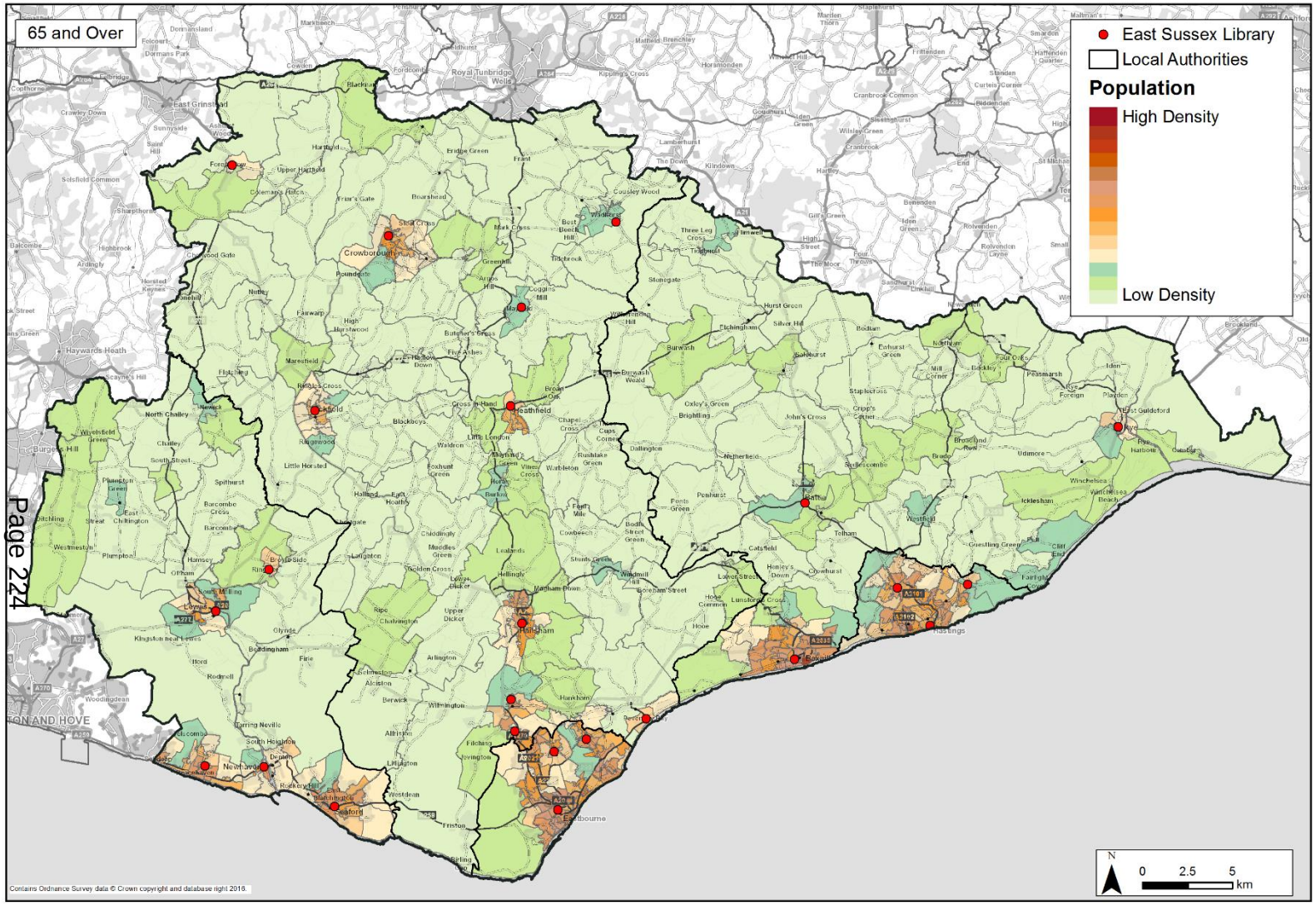
This dataset uses the Low Income High Cost (LIHC) indicator. Under this definition a household is considered to be fuel poor where:

- They have required fuel costs that are above average (the national median level)

- Were they to spend that amount, they would be left with a residual income below the official poverty line.

Format

Super output areas



20. Population - 65 and Over

Indicator
Population estimates by age and gender by super-output area

Data source
ONS 2015

Description/Definition
Data are available by broad and detailed (mostly 5-year) age groups and single year of age for all geographies from 2012 onwards. The mid-year population estimates are produced by the Office for National Statistics (ONS) by ageing on the population of the previous year and by adjustments to reflect actual counts of births, deaths and migration during the year.

Format
Shows numerical information by super-output area.

4 Results

Results

4.1 Having selected the key indicators, in the four key Commissioning Themes, overall the review has identified that the highest needs are in the following geographical areas:

- Parts of central and suburban Hastings
- Parts of central and suburban Eastbourne
- Areas within some mid-sized towns, such as east Hailsham and Uckfield
- Some rural locations, such as Camber in the rural area east of Rye

Reading and Literacy
Rural and urban
North Hastings Camber NE Newhaven SE Hailsham SE Crowborough

Economic Development
Primarily urban
North Bexhill Eastbourne North Hastings NE Newhaven East St Leonards

Health and Wellbeing
Rural and urban
Bexhill/St Leonards/Hastings Eastbourne Newhaven/Seaford Uckfield Rural areas of Rother, less Wealden or Lewes

Digital exclusion
Primarily urban
Hastings Newhaven Eastbourne Bexhill Hailsham Rye and Camber

4.2 The initial analysis may indicate that, in identifying need, especially when linked with indicators of deprivation, a clear urban versus rural split develops. However, when considered at a more granular level, at ONS Lower Super Output Areas rather than at parish, ward or district level, relative differences in need can be identified at a neighbourhood level. This is important, as assuming a rural district has lower needs under, for example, the literacy measures can mask pockets of significant need in rural areas. In some towns areas of high deprivation can be adjacent to areas of significant wealth and lower needs, as seen in both Eastbourne and Hastings.

4.3 It is worth pointing out that there are some limitations to the data presented in this report. The indicators are fixed in time, often based on 5-year-old census

data and therefore patterns of need may have changed in subsequent years – our review suggests this is not a major risk but is to be noted. Secondly, even within LSOAs and very local data sets there could be considerable differences between individual needs and the benefits that access to the library service may bring to a community as a whole – therefore when making any decisions about future provision it has to be accepted there will be 'exceptions to the rule' where individuals will feel that their specific needs cannot be met locally.

4.4 The results of this Needs Assessment will be used in the next stage of the Strategic Commissioning process to analyse existing gaps in current service provision in order to deliver a relevant libraries service offer that will enable the county Council to prioritise needs with the resources it has available. The results of this analysis are presented in the Gap Analysis (Appendix 6).

Benchmarking

4.5 It was noted in section 2.22 that "it should be recognised that East Sussex compares favourably with many other local authority areas on a number of measures of need". This view has been developed through an independent benchmarking of East Sussex districts and the county against South East England and national comparators on the needs indicators selected.

4.6 In Appendix A the relative values of needs indicators are considered against benchmarks, with commentary on the relative East Sussex performance against the averages.

Future Trends

4.7 The indicators of need identified are providing a baseline for the current library service, but it is important also to assess the trends and changes that will impact on the needs of individuals and areas in East Sussex. These include the national and local changes driven by government spending decisions, improved physical and digital accessibility through technology change, and the social changes brought about by changing attitudes and values.

4.8 The Libraries Strategic Commissioning Strategy will set the direction of the Library and Information Service for the next five years. The following factors may influence needs and the shape of the Library and Information Service during this period:

- Demographics – Similar to the 8.1% growth in the rest of the south east England in the period from 2014 up to 2027, East Sussex's population will continue to grow[12]. Hastings will see the lowest net growth, predicted at 5.09%, Lewes the highest at 10.26%. The level of net international migration varies between -0.34% (Hastings) and 1.16% (Wealden), although these forecasts were made before the 2016 referendum decision.

12 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/bulletins/subnationalpopulationprojectionsforengland/2014basedprojections

Hastings will see the highest level of natural change, reflecting a younger population and higher levels of childbirth than the rest of the county. The population aged 65 and over is projected to grow at the fastest rate compared with other age groups in every region of England, and in East Sussex particularly. Eastbourne will see a 19% increase in over 65s, Hastings 20%, Lewes 21%, Rother 19% and Wealden 24%.

- Employment – The number of jobs in the county is anticipated to increase from 229,400 in 2015, to 235,800 in 2020 and to 242,700 in 2025[13]. The GVA of businesses in East Sussex is similarly anticipated to grow from £8,621m in 2015 to £9,639m in 2020 and to £10,711m in 2025[14].

- Health and wellbeing - It is difficult to predict how people's attitudes to their health and behaviour will change over time and therefore the impact on public services generally considered to be operating outside the healthcare sector. Current trends suggest a growing socio-economic divide as those who are better off take on board health messages and adopt healthier lifestyles and those from more disadvantaged backgrounds do not.

- Digital - The landscape for the UK media consumer is substantially different to what it was just 5 years ago. In 2016, over 89% of households had internet access in the UK[15]. Data for Great Britain shows that the internet was used daily or almost daily by 82% of adults (41.8 million) in 2016, compared with 78% (39.3 million) in 2015 and 35% (16.2 million) in 2006[16]. In 2016, 70% of adults accessed the internet 'on the go' using a mobile phone or smartphone, up from 66% in 2015 and nearly double the 2011 estimate of 36%. The advancement of smartphones, 4G coverage and social media, to name but a few examples have all proliferated and changed the way we consume media. As smartphones become ever more embedded in our lives, there will be new opportunities and challenges for the public sector, including the East Sussex Library and Information Service. This trend of increased digital access and use for a wider range of activities is expected to continue.

13 http://www.eastsussexinfigures.org.uk/webview/index.jsp?catalog=http%3A%2F%2Fwww.eastsussexinfigures.org.uk%3A80%2Fobj%2FfCatalog%2FCatalog54&submode=catalog&mode=documentation&top=yes

14 http://www.eastsussexinfigures.org.uk/webview/index.jsp?catalog=http%3A%2F%2Fwww.eastsussexinfigures.org.uk%3A80%2Fobj%2FfCatalog%2FCatalog54&submode=catalog&mode=documentation&top=yes

15 https://www.ofcom.org.uk/__data/assets/pdf_file/0026/26648/uk_telecoms.pdf

16 https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016

5 Conclusions

Key findings

5.1 The Needs Assessment is a key element of the Strategic Commissioning Strategy. Its prime purpose is to provide a clear evidence-based review of needs, both met and unmet, that impact on the current and future provision of the Library and Information Service. If the Council's understanding of residents' needs is incomplete then the design and delivery of services is unlikely to fully meet their needs or achieve the required outcomes.

5.2 There is a clear distinction between the need and the demand for services. Need is what people could benefit from (that is an effective intervention or service); demand is what people ask for. Strategic Commissioning is about prioritising need over demand and supply. This Needs Assessment, together with the other Technical Appendices, provides an evidence base which enables the Council, through the Libraries Strategic Commissioning Strategy, to prioritise its resources for library services towards the achievement of outcomes that will best meet the needs of those who live, work and study in East Sussex.

5.3 The Needs Assessment is framed around four Commissioning Themes, which reflect the Council's four overarching priority outcomes: driving economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. The Commissioning Themes are considered to represent the key areas of community need that the Library and Information Service may be best placed to meet or contribute towards, in support of the Council's priority outcomes. These are:

- Reading and literacy
- Economic development
- Health and wellbeing
- Digital exclusion

5.4 The process of undertaking a needs assessment is not an exact science. The Council has a duty under the *Public Libraries and Museums Act 1964* to provide a "comprehensive and efficient" library service, but the Act does not set out a statutory measure of need and there are no national guidelines that spell out what is or is not a need in terms of library services. It is also important to highlight that, in most cases, the Library and Information Service is not the primary provider of services to meet identified needs. The role of the Library and Information Service is largely indirect in support of other more targeted service providers.

5.5 The Needs Assessment has considered a wide range of potential indicators of needs, clustered around each Commissioning Theme that may be addressed by the Library and Information Service. These have been refined to select the indicators which best illustrate need and which are based on robust, publicly available data at a sufficiently detailed scale that meaningful evidence can be gathered at a local level across the county. The Needs Assessment has

considered how the identified needs vary across the county, and whether there are specific groups of people whose needs are currently not met. Invariably it is the relative differences, not the absolute values, between the level of needs identified that are of most use in identifying areas to target resources where needs are greatest.

5.6 East Sussex generally compares favourably with many other local authority areas on a number of measures of need. In the analysis undertaken for the Needs Assessment there was, for most indicators, little variation across the whole county. However, for some indicators there were stark variations. The Needs Assessment has sought to identify when the variation in needs is significant in scale and scope, compared to where the variations are minimal across the county. Where there are significant variations between parts of the county (in particular for indicators related to deprivation, ageing and health) the variations can reflect very localised pockets of need, even within each of the main urban areas.

5.7 The over-arching indicator of need is the Indices of Multiple Deprivation. The highest deprivation levels are seen in parts of Hastings and the super output area covering Iden and Camber. There are also relatively high levels of deprivation in pockets of Bexhill, Eastbourne, Newhaven, and in and around Hailsham. However, it is important to recognise that not every person in a highly deprived area will themselves be deprived. Likewise, there will be some deprived people living in the least deprived areas.

5.8 In terms of the findings of the Needs Assessment under each Commissioning Theme, deprivation, skills and educational attainment and income play a key role.

5.9 Literacy skills underpin success in all walks of life, and libraries have a key role to play in ensuring children in particular have the building-blocks for future academic and employment success, thereby improving people's prosperity, their health and their wellbeing. Young children's early communication and vocabulary skills are particularly important. In addition, the health and wellbeing benefits of reading for pleasure are evident for adults as well as children and young people.

5.10 On reading and literacy, the Library and Information Service has the potential to support the literacy needs of every child, although some children are likely to have higher needs than others, such as those living in households with low incomes, those with Special Educational Needs and those without English as a first language. Where there are low adult literacy rates (often linked with other indicators of deprivation) it is expected that this will create a need that can be positively met through access to library services. The areas of the county where literacy needs are greatest are areas to the north of Hastings, Camber, the north-east of Newhaven, south-east of Hailsham and south-east of Crowborough.

5.11 The modern library service can provide information and support to individuals and businesses to help develop the economy. Economic performance in East Sussex has lagged behind the regional and national average, with a skills deficit being a contributory factor. For economic development, the need is

primarily for people seeking work but struggling to find it because of, for instance, low levels of qualifications, poor literacy and numeracy skills, poor CV writing and interview techniques, and a lack information about availability of suitable jobs. Disability and long-term ill health are factors which can prevent people from obtaining a job when they want to work, and being out of the workplace for long periods of time can have a further impact on people's skills, levels of confidence and mental health.

5.12 The Library and Information Service can provide access to online information about job vacancies and training and skills development opportunities, and support individuals directly to develop skills such as applying for jobs and learning new literacy, numeracy and ICT skills. This can also boost self-confidence and preparedness for a job interview, increasing the chances of getting into or back into work. Indicators of deprivation and adult skills levels suggest that the greatest needs are in the north of Bexhill, Eastbourne, the north of Hastings, the north-east of Newhaven and east of St. Leonard's.

5.13 There are health and wellbeing needs which the Library and Information Service can meet by supporting community and individual resilience, health improvement and reducing health inequalities through the provision of safe and inclusive spaces, quality assured self-help information and resource materials tailored for residents of all ages, as well as direct signposting to other services. In particular, the Library and Information Service can provide resources and information to enable people to take greater ownership of their own health and wellbeing, to be more resilient, increasingly independent, self-sufficient and resourceful, and thus better able to help themselves.

5.14 Research has identified the positive benefits of reading for mental health, as well as the positive correlation between literacy and a person's ability to access health information. Those in greatest need are people in poor mental or physical health or at risk of developing health problems, particularly people with a long-term health problem or disability. The highest health deprivation levels and disability measures are concentrated in the coastal towns, either in central residential areas or large estates on the edge that often have other income, employment and social exclusion issues. There are some pockets of health deprivation in each of the three more rural districts, but usually associated with the mid-sized towns. One area with a relatively high percentage of residents with long term illness is east Bexhill. Other high levels are found in Eastbourne, Hastings, St. Leonards and Newhaven.

5.15 Information is increasingly moving to digital platforms and there continues to be a social divide between those who have easy access to the internet and those who are still offline. On digital inclusion, the needs which have been identified are the ability to access and use the internet to access information about skills and employment opportunities, health and wellbeing information, and accessing the more competitive online market place for goods and services, which can help households on low incomes.

5.16 Behind these needs are the affordability of home or mobile internet provision, the lack of basic digital skills (which is linked to low levels of educational attainment and also to age), and to a lesser extent, the availability of broadband technology. The data show that adults with the lowest skills levels

are located mainly in the coastal towns of Newhaven, Eastbourne, Bexhill and Hastings, as well as Hailsham and the far east of the county in Rye and surrounding areas.

5.17 The indicators of need identified in this Needs Assessment provide a baseline upon which to develop the Libraries Strategic Commissioning Strategy, which will set the direction of the Library and Information Service for the next five years. The Needs Assessment considers these changes and has concluded that, for the duration of the Strategic Commissioning Strategy, changes in population, employment and economic activity, health and digital technology are unlikely to have a significant impact on its findings and overall conclusions.

Appendix A Benchmarking

District level analyses by indicator

Fig 1 index of multiple deprivation
Data is presented only at super output area level and is not available at a district level

Fig 2 population estimates by age

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	South East	England	Notes
% Population 0-15	17.1	18.6	17.3	15.2	17.2	17.1	19.0	19.0	In all districts the percentage of children 0-15 is below the south east and England average.
% Population 65+	24.2	19.0	24.8	31.1	25.2	24.9	18.8	17.7	In all districts the percentage of people 65 or older is higher than the south east and England average. The highest percentage is in Rother, which has one of the highest percentages of 65+ residents in England
% estimated 2024 Population 65+	26.6	21.6	26.8	34.3	28.2		22.5	20.5	
	Q1	Q2	Q1	Q1	Q1				It is predicted that by 2024 Rother district will have the third highest % of older people of any district in England (only the % in West Somerset and North Norfolk will be higher). The proportion of those aged 65+ will also be upper quartile for Wealden, Lewes and Eastbourne districts. Hastings will remain above the England average as well, but below the average in the south east.

Fig 3a to 3c index of deprivation – education skills and training domain - children and young people sub-domain
Figures on this sub-domain are not readily available by district, but are available for the full education, skills and training domain. The five East Sussex districts have been ranked across the 326 districts in England – these include district councils, metropolitan districts, London boroughs and unitary councils. The quartiles are therefore:

- Q1 authorities numbers 1-81;
- Q2 authorities numbers 82-163;
- Q3 authorities numbers 164-245; and
- Q4 authorities numbers 246-326.

East Sussex County Council has been ranked within the 152 upper tier authorities in England – these include County Councils, metropolitan districts, London boroughs and unitary councils. In this case the quartiles are Q1 authorities 1-37, Q2 authorities 38-76, Q3 authorities 77-114 and Q4 authorities 115-152. In this analysis, those authorities with the lowest numbers are the authorities deemed to have the greatest need (shaded red). Those with the highest numbers are the authorities with the least need (shaded green).

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
Education, skills and training Ranking of 326 for each district, ranking of 152 for East Sussex	108	22	165	128	233	66	
	Q2	Q1	Q3	Q2	Q3	Q2	Hastings is in the most deprived quartile and also in the most deprived **decile** in England on this measure.

Fig 4 Pupils entitled to free school meals

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
Pupils entitled to free school meals as % of East Sussex school population	2.9%	4.5%	1.9%	2.2%	2.1%	13.7%	The highest percentage of children in school who are entitled to free school meals is in Hastings and the lowest percentages are in Lewes and Wealden.

Fig 5 Pupils without English as their first language

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	England	Notes
% without English as a first language	11.6	6.5	3.9	4.6	3.2	5.7	1 in 6 primary 1 in 8 secondary	The highest percentage of children in school without English as a first language is in Eastbourne, where about 1 in 10 children do not have English as a first language. But this is not normally a significant issue in East Sussex

Fig 6 Pupils under-achieving at KS2

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
% under-achieving at KS2	18.9	19.9	14.6	16.2	12.8	16.2	

Fig 7 Pupils under-achieving at KS4

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
% under-achieving at KS4 – not getting 5+ GCSEs	41.2	51.6	42.7	44.2	33.9	42.2	

Fig 9a to 9e Skills for life survey data - literacy

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
% estimate of adults below Entry Level 1 for reading	5.1	5.6	4.4	4.9	4.0		

Fig 9a to 9e Skills for life survey data – numeracy and ICT

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
% estimate of adults not at Entry Level 1 for numeracy	6.5	7.3	5.4	5.9	4.9		
% estimate of adults not at basic levels for ICT /email competence	36.6	39.4	34.5	37.4	33.4		These figures may be out of date, as the data used is from 2011. Might now be reasonably expected that these percentages will have fallen.

Fig 10a to 10c index of deprivation – Education skills and training domain, adult skills sub-domain
Figures are not readily available by district, but have been presented at figure 3 for the full education skills and training domain.

Fig 11a to 11c index of deprivation – employment deprivation domain

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
Employment deprivation Ranking of 326 for each district, ranking of 152 for East Sussex	72	8	172	114	278	86	
	Q1	Q1	Q3	Q2	Q4	Q3	On the employment deprivation indicator, Hastings is in the bottom quartile and also in the most deprived decile (there are only seven more deprived districts in the country than Hastings on this measure). Eastbourne also features in the most deprived quartile of authorities.

Figures 12 and 13 (new business registrations and business survival rates)
This data has been presented by district in the main report.

Figure 14a to 14c Index of Multiple Deprivation – Health Deprivation and Disability domain

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	Notes
Health deprivation Ranking of 326 for each district, rank of 152 for East Sussex	102	51	202	176	287	98	
	Q2	Q1	Q3	Q3	Q4	Q3	On this indicator although Hastings is in the quartile of highest need, it is not in the most deprived decile. Wealden (which is in the quartile of lowest need) is approaching being in the least deprived decile of authorities on this measure.

Figure 15 – residents with a long-term limiting illness

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	South East	England	Notes
% Population with a long-term limiting illness	21.0	22.1	19.5	23.4	17.5	20.3	15.7	17.9	These figures suggest high levels of long term illness and disability compared with the rest of the South East, but these could be largely age-related

Figure 16 – GP reported incidence of smoking

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	South East	England	Notes
% Population 15 or over who are smoking	22	26	16	13	16	18		18	
	Q1	Q1	Q3	Q4	Q3				Smoking rates are highest in Hastings and Eastbourne, and lowest in Rother

Figure 17 – Life expectancy at birth

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	South East	England	Notes
Life expectancy at birth - years	81.7	79.8	83.5	82.1	83.2	82.2			
males	79.9	77.2	80.6	80.0	81.3	80.0		79.4	
females	83.3	81.6	85.1	83.9	84.7	83.9		83.1	
	Q3	Q1	Q4	Q3	Q4				Life expectancy is in the lowest quartile for Hastings. Elsewhere it is similar to or better than the national average.

Figure 18 – Household composition - single one person households aged 65+

	Eastbourne	Hastings	Lewes	Rother	Wealden	East Sussex	South East	England	Notes
% households with a single occupier aged 65+	17.2	13.1	16.2	19.8	15.3	16.2	12.7	12.4	This shows the high proportion of single (65+) person households in every district compared with England – particularly in Rother.

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Libraries Strategic Commissioning Strategy

Technical Appendix 3

Service Description and Analysis

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Purpose of the Technical Appendix

Introduction

1.1. This Technical Appendix describes all aspects of the current East Sussex Library and Information Service. It analyses provision across the county and reviews the performance of the service against other local authorities.

1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

Draft Libraries Strategic Commissioning Strategy						
Appendix 1 Rationale and Impact Assessment for the Proposed Needs Based Library Service						
Appendix 2 Summary of Technical Appendices						
Technical Appendix 1 National and Local Context	Technical Appendix 2 Needs Assessment	Technical Appendix 3 Service Description and Analysis	Technical Appendix 4 Property Assessment	Technical Appendix 5 Accessibility Analysis	Technical Appendix 6 Strategic Outcomes and Gap Analysis	Technical Appendix 7 Delivery Model Options Appraisal

1.3 This Technical Appendix compares East Sussex's performance with its nearest statistical neighbouring authorities, using data from Public Library Statistics, published on an annual basis by the Chartered Institute of Public Finance and Accountancy (CIPFA). The latest published data available is for 2015/16. The comparator group of local authorities for East Sussex consists of:

- West Sussex
- Gloucestershire
- Kent
- Dorset
- Suffolk
- North Yorkshire
- Hampshire
- Cumbria
- Devon
- Worcestershire
- Warwickshire
- Somerset
- Essex
- Norfolk
- Lincolnshire

1.4 The results for these other local authorities have been anonymised in this Technical Appendix, according to CIPFA guidance.

2 Library and Information Service

Summary of current services provided

2.1. The current services provided by the Library and Information Service are summarised as follows:

- 24 library buildings, the eLibrary, (online library service) and a Mobile Library Service (serves rural locations)
- Materials to borrow, including books, newspapers and magazines, in both hard copy and digital formats, for anyone who lives, works or studies in East Sussex
- Free access to computers, internet and Wi-Fi in all libraries
- Information, both in hard copy and online, including encyclopedias, dictionaries and other reference materials, a community information service, training courses , and a monthly eNewsletter,
- An online catalogue, with facilities to reserve items and extend loan periods
- Services for people with specific requirements, such as reminiscence resources to support people with dementia and talking books for people with visual impairment
- A Home Library Service, delivered by volunteers to people who are not able to visit a library
- Library services for Her Majesty's Prison (HMP) Lewes
- Opportunities for volunteering in a range of roles including computer buddies
- A service for schools, known as the Schools Library and Museum Service (SLAMS), which delivers resources to support the curriculum and fiction to promote reading for pleasure, as well as advice on the management of school libraries
- Learning opportunities, both formal and informal, helping people to get online, improve their skills and providing support with job seeking
- Events and activities to support literacy, learning and wellbeing including a Summer Reading Challenge for children over the summer holiday period
- Meeting room hire

3 Membership

Types of membership

3.1 Membership of the Library and Information Service is free and open to all who live, work and study in East Sussex, with proof of name and address.

3.2 Members can borrow a range of items, including a maximum of 20 books, 6 CDs, 6 audio books and 6 DVDs, as follows:

- Books – 3 week loan
- Spoken word CDs – 3 week loan (fee applies)
- CDs – 1 week loan (fee applies)
- DVDs – 1 week loan (fee applies)
- Language courses – 2 at a time

3.3 Members can also use the free library computers and Wi-Fi.

3.4 There are additional membership categories, to allow for people's different needs and circumstances. For example, categories are provided for people with disabilities, childminders, carers, health practitioners and care centres.

3.5 There are also customers who visit the library, to use the resources and facilities, but do not have a membership.

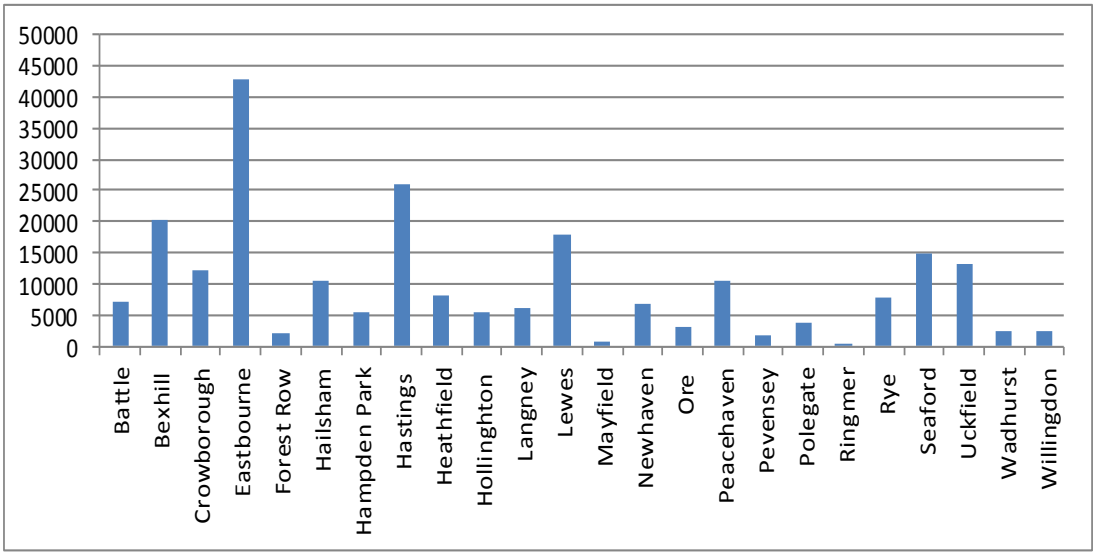
Active and registered members

3.6 At 31 March 2017, there were 62,027 active members of the East Sussex Library and Information Service. The number of active members is decreasing, shown by comparison with 31st March 2015 when there were 74,176 active members. For purposes of comparison between local authorities, active members are defined by CIPFA as the number of people who have borrowed an item in the previous twelve months. Although useful as a general indicator, it does not include people who use library services for other purposes, such as using library computers, borrowing eBooks only or visiting a library to consult resources without borrowing them.

3.7 In April 2017 there were 239,636 registered members of the East Sussex Library and Information Service. This is approximately 44% of the population of the county. Registered members are people with a current library membership. Customers have to re-register every two years to ensure their details are current. Their membership expires if they do not update their details, but can be reactivated if contact is made. Registered membership is approximately 75% adult members and 25% children and young people (aged 0-15). The population of the county is made up of 17%, 0-15 year olds and 83% 16 years and over.

Number of registered members

Figure 1 Distribution of registered members by East Sussex library, at April 2017



4 Libraries

Introduction

4.1 There are 24 library buildings providing access in person to the Library and Information Service across the county, as shown in Figure 2 (below). In addition, the Library and Information Service supports a village book swap in Northiam.

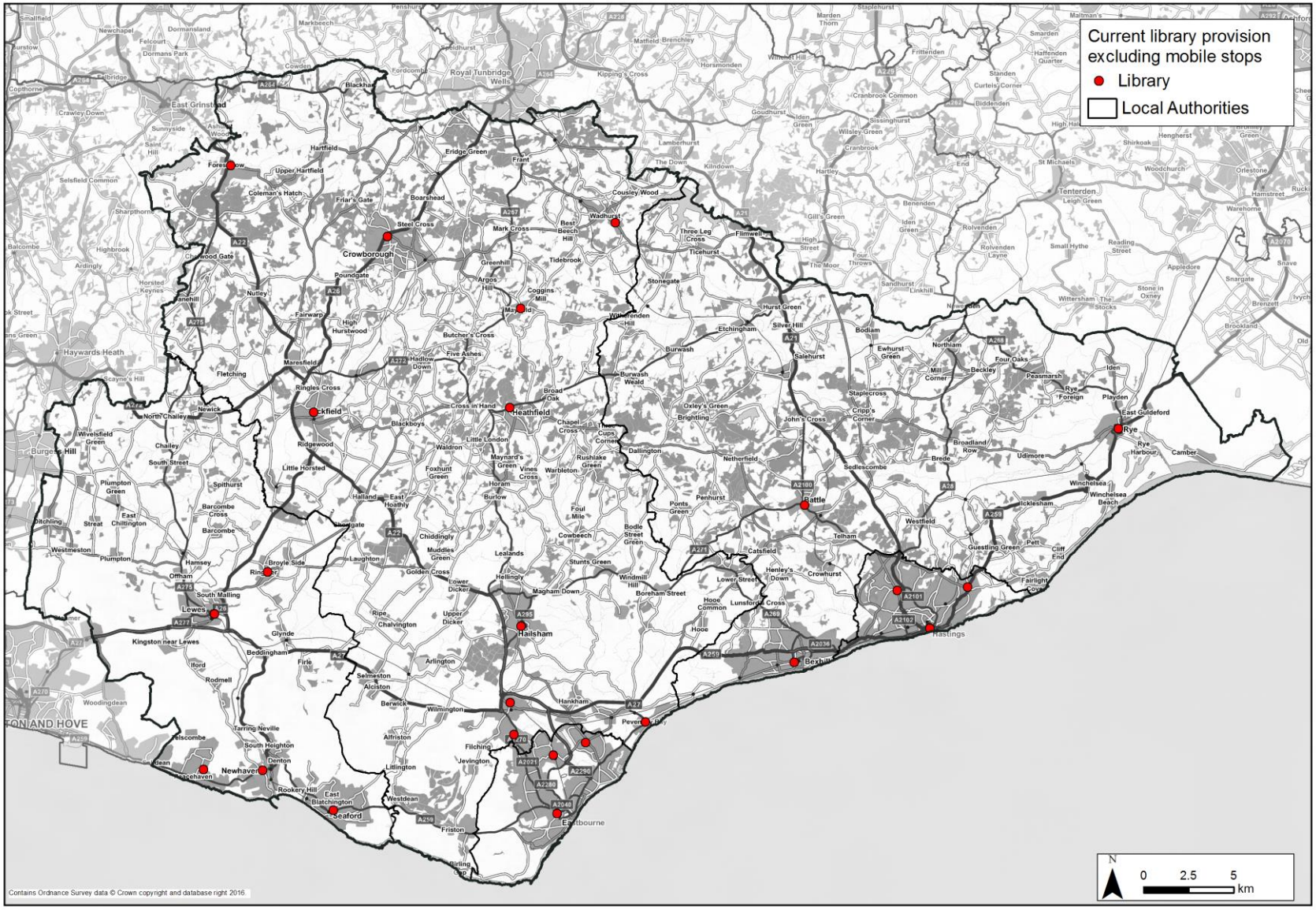
4.2 Library opening hours have recently been reviewed following public consultation. The rationale behind the changes, implemented in November 2016, was to decrease library running costs by reducing opening hours at quieter times, whilst ensuring that people can access services across the county when they are most used.

4.3 The review resulted in an overall reduction of around 25% of opening hours. It was recognised that a uniform reduction of 25% for every library would have a disproportionate impact on smaller libraries in particular and for their users. Therefore, the actual change for each library varied, with a reduction of between 8% and 27%.

4.4 Libraries now open between the hours of 10am and 5pm, apart from those libraries which were previously open later than 5.30pm on one or more days, which now also open until 6pm on a Thursday. All libraries also now open on a Saturday.

4.5 In addition to the library services provided by East Sussex County Council, there are two community-run libraries in East Sussex, as well as a number of informal book swaps.

Figure 2 Location of East Sussex libraries



Visits

4.6 In 2016/17 there were 1,475,203 visits to the 24 fixed libraries in East Sussex. Table 1 shows the breakdown by library of the total number of visits in 2016/17, including the average number of visits per hour before and after the review of opening hours was implemented on 28 November 2016.

Table 1 Total visits and average number of visits per hour, 2016/17

Library	Visits 2016/17	Average visits per hour (01 April to 27 November 2016)	Average visits per hour (28 November 2016 to 31 March 2017)
Battle	50,604	26	27
Bexhill	149,706	70	76
Crowborough	57,233	24	27
Eastbourne	287,239	113	134
Forest Row	13,962	19	21
Hailsham	51,537	26	26
Hampden Park	27,338	18	17
Hastings	148,089	67	68
Heathfield	40,772	28	29
Hollington	25,637	18	18
Langney	47,256	38	36
Lewes	109,242	52	57
Mayfield	3,303	6	5
Newhaven	65,324	40	40
Ore	11,178	9	9
Peacehaven	55,776	32	31
Pevensey Bay	7,947	6	14
Polegate	31,958	22	24
Ringmer	7,297	17	16
Rye	43,611	19	20
Seaford	134,329	59	78
Uckfield	70,021	33	34
Wadhurst	14,056	25	19
Willingdon	21,788	20	14
Total	**1,475,203**	**32.8**	**35**

Notes: Pevensey Bay Library was closed for part of 2016/17 due to flood damage. Hastings Library is operating from the former Hastings Children's Library whilst the main library is refurbished

Analysis of visits

4.7 Each library records the number of visits made on a daily basis. Visits are counted by clickers, beam counters and thermal imaging devices. The information collected is useful for showing trends in visitor figures, but should not be treated as 100% accurate, given the nature of the technology.

4.8 The cost per library visit is an indicator which can be used to benchmark library services but its accuracy depends on comparing costs on a like for like basis and accurate recording of number of visits. It is a fairly crude indicator and should not be taken as the actual cost to the Library and Information Service for each visit, as it does not take into account the number of visits to our online resources or the cost of other services provided.

4.9 Including the mobile library, but excluding HMP Lewes, there were 1,486,199 visits to the East Sussex libraries in 2016/17. Based on the annual net budget of £5,960,200, minus depreciation costs of £654,000 the cost per visit in 2016/17 was £3.57.

4.10 In 2006/7 there were 2.52 million visits to East Sussex libraries. Visitor numbers have decreased by over 40% since then. Table 2 shows visitor numbers from 2014/15 to 2016/17. The decrease in visits since 2014/15 is 25%.

Table 2 Visits by library, 2014/15 to 2016/17

Library	2014/15	2015/16	2016/17
Battle	58,855	55,161	50,604
Bexhill	190,483	172,622	149,706
Crowborough	83,551	62,967	57,233
Eastbourne	352,300	328,272	287,239
Forest Row	15,631	15,224	13,962
Hailsham	71,406	66,301	51,537
Hampden park	29,996	28,618	27,338
Hastings (main and children's libraries)	335,321	243,221	148,089
Heathfield	45,866	41,682	40,772
Hollington	27,342	27,450	25,637
Langney	59,776	55,248	47,256
Lewes	143,102	131,956	109,242
Mayfield	3,715	3,372	3,303
Newhaven	46,707	59,586	65,324
Ore	19,578	12,306	11,178
Peacehaven	101,004	74,967	55,776

Library	2014/15	2015/16	2016/17
Pevensey Bay	12,262	196	7,947
Polegate	41,372	35,271	31,958
Ringmer	6,928	6,950	7,297
Rye	71,465	52,451	43,611
Seaford	116,709	160,112	134,329
Uckfield	83,260	78,929	70,021
Wadhurst	17,212	17,729	14,056
Willingdon	33,601	30,704	21,788
Total	1,967,442	1,761,295	1,475,203
% Decrease		**10.47% from 14/15**	**16.24% from 15/16**
Cumulative % Decrease			**26.71% from 14/15**

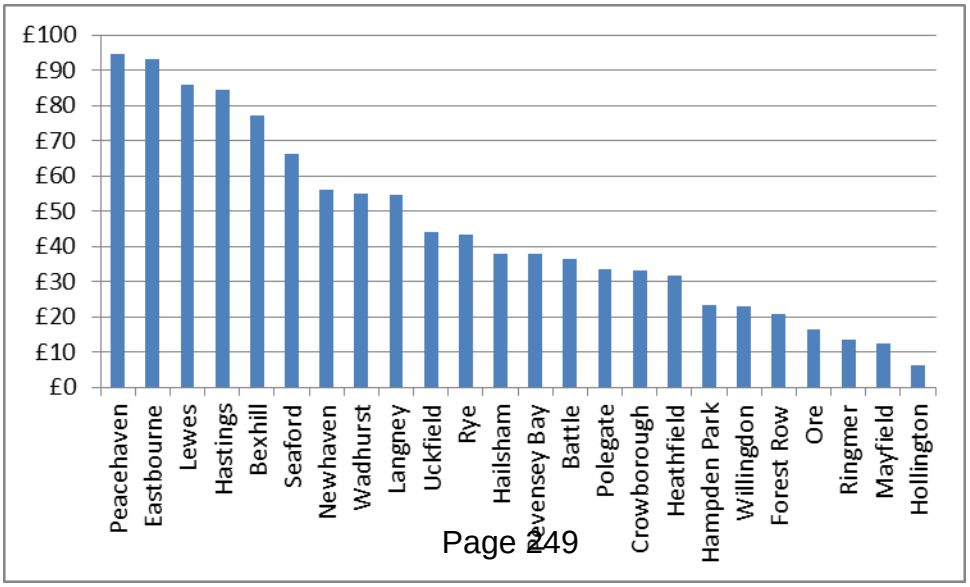
Notes: Hastings main library has been closed for major refurbishment since February 2016. Pevensey Bay was closed due to flooding for parts of 2015/16 and 2016/17. Newhaven moved to new, improved larger premises in 2015. Seaford was in a temporary location prior to the opening of the new library in August 2014.

Cost per open hour

4.11 Figure 3 provides cost per open hour for each individual library in 2016/17. The cost per library comprises the costs of the staff who work in the building, the costs of the building (rent, rates and utilities, if applicable) and includes income received in that building. It does not include all costs, some of which are paid centrally.

4.12 The cost per open hour is the total annual cost of these elements in 2016/17 divided by the number of hours that the library is currently open each year, divided by 52 weeks. It gives an indication of the cost per library and is a means of comparing libraries using the same criteria.

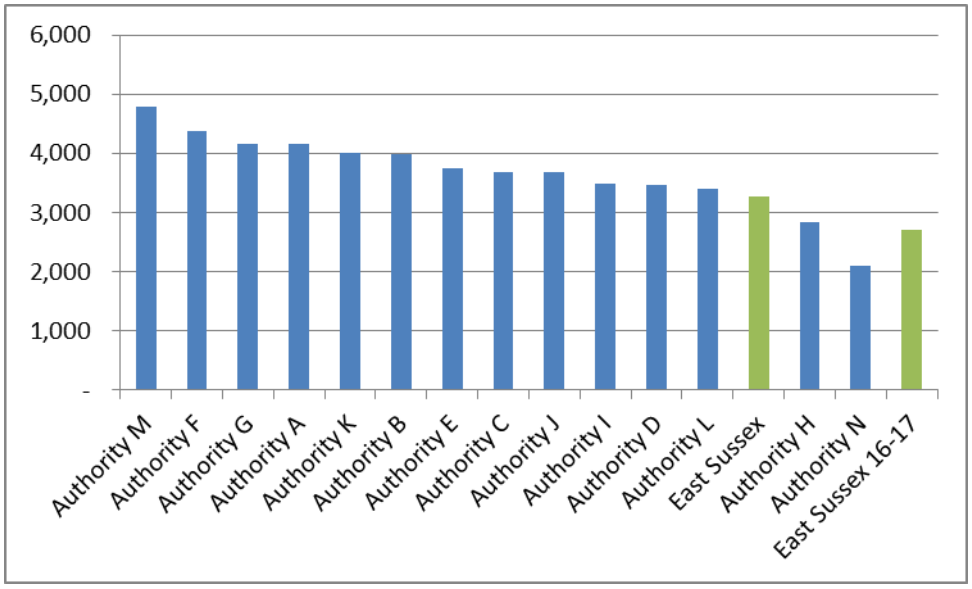
Figure 3 Library cost per open hour, 2016/17



Benchmarking of library visits

4.13 Visits to East Sussex libraries are low when compared to the group of statistical neighbours, identified by CIPFA. Figure 4 shows that East Sussex had 3,260 visits per 1,000 population, compared with 4,787 in Worcestershire, which had the highest number of visits, and an average across the comparator group of 3,676 visits per 1,000 population. It shows an estimate for East Sussex for 2016/17.

Figure 4 Library visits per 1,000 population, 2015/16



Source: CIPFA, East Sussex County Council

4.14 Technical Appendix 1, National and Local Context, (Figures 4.2 and 4.3) summarised the overall picture of declining usage of libraries. Table 3 provides a further breakdown of changes in visits, active borrowers and issues from 2011/12 to 2015/16.

Table 3 Trends in library usage nationally, CIPFA

'000s	2011/12	2012/13	2013/14	2014/15	2015/16	% change since 2011/12
Active borrowers	11,412	10,321	9,883	8,991	8,421	-26.2
Visits to library premises	306,591	288,044	282,332	265,280	250,772	-18.2
Issues per user	287,505	262,762	247,245	220,606	205,509	-28.5

4.15 There is a similar pattern of declining usage in East Sussex between 2011/12 and 2015/16, although the reduction in both active borrowers and issues is less than the national reduction.

- Active borrowers reduced from 85,656 to 68,231, a reduction of 20.3%
- Visits to libraries reduced from 2,314,958 to 1,773,654, a reduction of 23.4%
- Issues reduced from 2,715,180 to 2.027,640, a reduction of 25.3%

Services in libraries

4.16 The services available in each library vary dependent on their size and location. Self-service machines are available in 12 of the 24 libraries, allowing customers to issue, renew and return their own loans. Services provided by libraries include:

- Books, audiobooks and DVDs
- Free computer, internet and Wi-Fi access
- Reference and local history materials
- Photocopier and printing
- Bus pass applications verified and forwarded
- Choice ID and 3i-D (discounts and ID for young people)
- iGo (access to leisure activities for young people with disabilities or special needs)
- Disabled access
- Display facilities
- Regular library events: such as Rhymetimes for babies and toddlers
- Computer help from volunteers
- Some libraries have microfiche readers.

Mobile Library Service

4.17 The Library and Information Service provides a mobile library service, with one wheelchair-accessible vehicle offering a three weekly service to 88 stops across the county, predominantly in rural locations. It carries stock of approximately 2,000 Items.

4.18 The vehicle is owned by the County Council. The service costs between £65,000 to £70,000 per annum to operate, this figure fluctuates due to vehicle running costs and requirement for agency staff. The vehicle is driven and managed by a full-time Library Manager, with additional support from agency staff. An HGV licence is required to drive the mobile library.

4.19 Some of the key statistics for the mobile library are:

- 32,152 items were issued, approximately 90% of which were to adults in 2016/17

- There were 10,996 visits by customers in 2016/17
- There were 2,928 registered members and 1,116 active members in May 2017
- 68% of registered members are female, 32% male
- 67% of mobile library customers use only the mobile library to borrow items

Home Library Service

4.20 Volunteers select and deliver books and other items to meet the individual requests of people who are unable to visit libraries themselves due to mobility issues, illness or their caring responsibilities. 173 customers use the Home Library Service (as at April 2017) and there is a pool of 186 volunteers, some of whom are waiting to be matched with a customer.

Activities and partnerships

4.21 The following are examples of significant activities and partnerships that are delivered through the East Sussex Library and Information Service. Some of these are activities that would be common in other UK library services and some are more locally developed services.

IT for you

4.22 This project is funded by the Department for Work and Pensions (DWP) and is currently running in five Libraries, predominantly in Wealden. The aim is to help customers who need to improve their IT skills to seek employment by providing resources and support. Trained volunteers help them to get online, develop their IT skills and access online training packages. DWP provide referrals to the service and Possibility People provide additional support, specific to individual disability needs to help people get into sustainable employment.

Bookstart

4.23 Bookstart is a national programme that provides free packs of books to every child in the UK at 0-12 months and then again between 3 and 4 years. All the packs are designed to give children the very best start in life with reading, books and literacy, and encourage parents and carers to enjoy books with their children from as early an age as possible. The Library and Information Service works in partnership with colleagues in health and early years settings to distribute packs to children, including children with special needs and for whom English is not their first language.

4.24 In East Sussex, over 3,480 Bookstart Baby Packs were gifted when parents registered the birth of their child and 6,600 Bookstart Treasure Packs were gifted to three year olds from January to December 2016.

4.25 There was a marked increase in dual language packs gifted to families. Polish was the language most in demand and there was also an increase in requests for additional special needs packs.

Rhymetime and Storytime

4.26 Rhymetimes and Storytimes are free sessions provided in libraries for pre-school children with their parents and carers. The sessions promote and support Bookstart and contribute to the development of children's speech and language.

4.27 Rhymetime is currently offered in 15 libraries and Storytime in eight libraries. In 2016/17 Rhymetimes were attended by 10,980 children and parents/carers and Storytimes by 2,165 people.

Summer Reading Challenge

4.28 The Summer Reading Challenge is a national initiative, managed by The Reading Agency to encourage children aged 4 to 11 to read six books during the long summer holiday. There is a different theme each year and children can read whatever type of books they choose (fact books, joke books, picture books, audio books) just as long as they are borrowed from the library. Children receive special rewards each time they finish a book and there is a certificate for every child who completes the Challenge.

4.29 The Summer Reading Challenge is open to all primary school aged children and is designed for all reading abilities. Schools work with libraries and give out information to encourage children to take part. In 2016, 8,563 children took part in East Sussex, an increase of over 500 on the previous year.

Macmillan information points

4.30 In 2017, the Library and Information Service began a pilot with Macmillan to become part of a network of information provision for cancer support. An information point in Newhaven Library will provide access to information for people living and working in the area and will be easily accessible to people affected by cancer, including patients, carers, friends and family members.

5 Computers and internet access

Introduction

5.1 There are 237 computer terminals for public use across the 24 East Sussex libraries, referred to as the People's Network. In addition, there are 11 computers at Eastbourne Library and 16 at Hastings Library (currently in a temporary location) used for learning initiatives, as well as 9 laptops which can be taken to events. Following a recent investment of £270,000, all library computers were replaced and upgraded to Windows 7 and Microsoft Office 10 software.

5.2 Every library also provides access to printing and scanning machines and has an accessible PC with a large key keyboard and mouse. A new initiative in 2017 will introduce software and equipment to support people with visual impairment. Use of the computers and internet is free and customers can book for an hour per day with the potential for further time if available.

5.3 In 2016/17, there were 281,704 computer sessions by customers on the People's Network, 232,579 (83%) were on desktop computers, 49,125 (17%), of these were Wi-Fi sessions using the customer's own device. Free Wi-Fi has been available in all libraries since March 2016 and usage is growing.

5.4 Details of the number of sessions at each individual library and the percentage change over three years follow in Table 4 below. It should be noted that opening hours were reduced in November 2016, resulting in fewer available hours for customers to use the computers. The table also does not include Wi-Fi sessions which are increasing year on year.

Table 4 Sessions in libraries on PN computers, 2014/15 to 2016/17

Library	2014/15	2015/16	2016/17
Battle	5,739	4,596	4,515
Bexhill	26,163	23,792	22,397
Crowborough	11,215	9,546	9,033
Eastbourne	97,457	87,477	75,147
Forest Row	1,972	1,857	1,617
Hailsham	10,677	9,838	8,653
Hampden Park	4,673	3,912	3,676
Hastings	43,271	36,460	21,574
Heathfield	4,040	3,560	3,765
Hollington	3,762	3,433	3,364
Langney	4,895	4,903	4,543

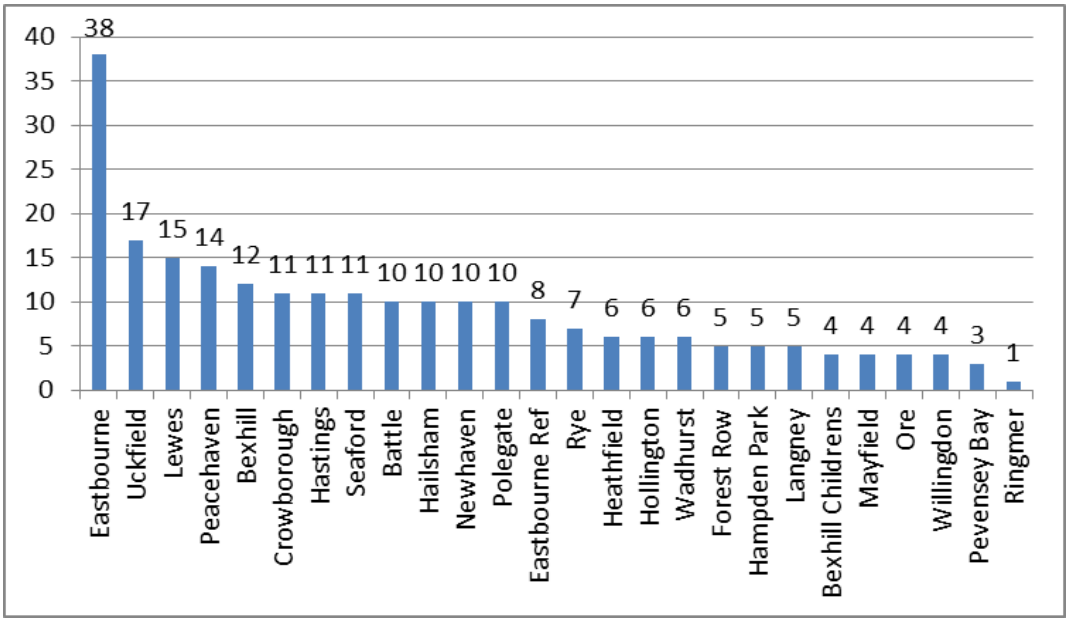
Library	2014/15	2015/16	2016/17
Lewes	19,130	17,754	15,719
Mayfield	434	341	246
Newhaven	4,007	8,180	8,852
Ore	2,231	1,866	1,763
Peacehaven	15,726	13,390	10,731
Pevensey Bay	1020	0	540
Polegate	4,876	4,159	3,752
Ringmer	58	64	106
Rye	9,009	8,049	7,459
Seaford	11,906	15,470	13,871
Uckfield	12,525	10,662	8,907
Wadhurst	1,466	967	732
Willingdon	1,915	1,502	1,617
Total	**298,167**	**271,778**	**232,579**

Notes: Hastings Library has been closed for major refurbishment since February 2016 with an alternative library provided in Hastings Children's Library. Pevensey Bay Library was closed due to flooding for parts of 2015/16 and 2016/17. Newhaven Library moved to new, improved larger premises in 2015. Seaford Library was in a temporary location prior to the opening of the new library in August 2014.

Wi-Fi usage

5.5 Wi-Fi has been installed in all East Sussex libraries over the three years 2014/15 to 2016/17. 2016/17 is the first full year that all libraries have benefitted from Wi-Fi facilities. In 2014/15, there were 36,594 Wi-Fi sessions in eight libraries. This rose to 43,650 sessions in nine libraries in 2015/2016. In 2016/17, there have been 49,125 sessions in 22 of the 24 libraries. These figures do not include Uckfield and Langney libraries (data for these libraries is not available at time of writing as the Wi-Fi was installed via a separate initiative and performance data is not available.) Figure 5 shows the number of computers available in each library. It should be noted that the number of computers in Hastings Library will increase when the refurbished building is reopened.

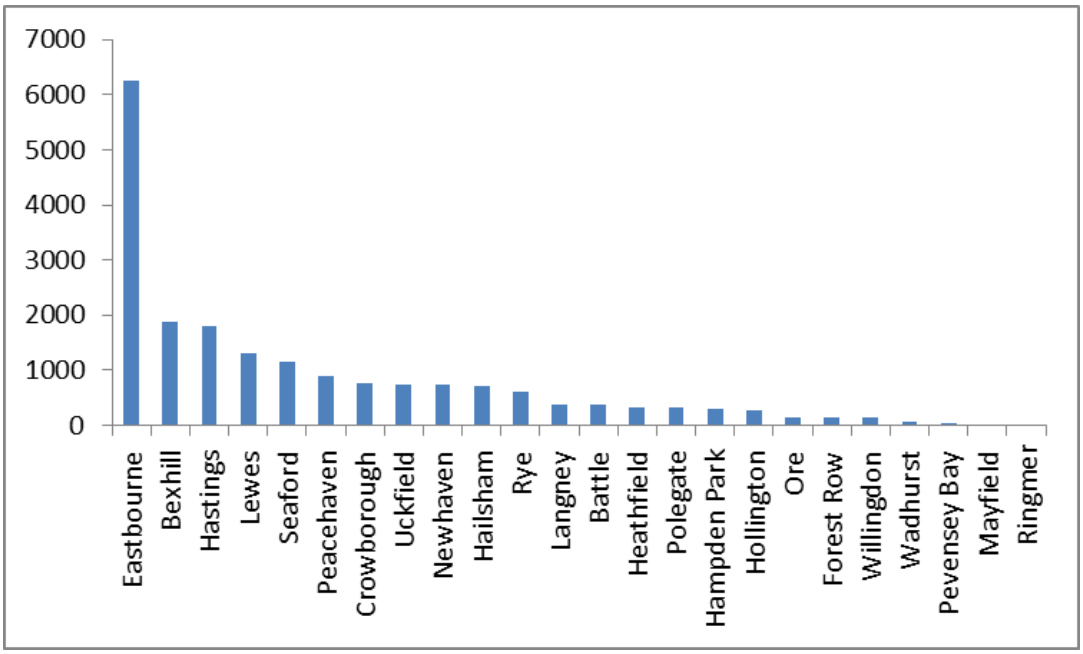
Figure 5 Number of People's Network computers



Notes: Hastings Library has been closed for major refurbishment since February 2016 with a reduced number of computers available in the alternative library provided in Hastings Children's Library. More computers will be provided when the main library reopens.

5.6 Figure 6 gives an overview of usage for 2016/17. This demonstrates that, on the whole in areas with higher populations, usage is greater, and this is reflected in the number of terminals provided to meet that demand.

Figure 6 Average number of computer sessions per month, 2016/17



6 Other services

Introduction

6.1 A number of services delivered by the Library and Information Service are part funded or entirely funded by income generation or external funding.

East Sussex Community Information Service (ESCIS)

6.2 The Library and Information Service develops and manages the ECSIS website, a news and information portal for East Sussex and Brighton & Hove residents and funded by both authorities https://www.escis.org.uk/. Over 7,500 organisations are listed and the information is easily navigable. It is a signposting service and is constantly updated, with reminders regularly sent to organisations to update their records. There is also an events listing facility.

6.3 ESCIS includes information on:

- Advice (ESCIS has been adopted as the site of choice by Wealden Area Citizens Advice Bureau)
- Halls / venues to hire
- i-go partners
- Belief and faith organisations
- Leisure clubs and hobbies
- Parish Councils
- Childminders – Family Information
- Alternative health therapies

6.4 The inclusion criteria for listing groups, organisations and information on ESCIS are based on:

- local relevance
- likelihood of enquiry
- difficulty of finding the information elsewhere
- geographically based in East Sussex and Brighton & Hove

6.5 Brighton & Hove Libraries purchase their community information service from the East Sussex Library and Information Service through ESCIS. They contribute a third of the running costs for the service, including staffing costs and website charges, bringing not only economies of scale, but also a much more comprehensive service to all residents.

6.6 In 2015/16, there were 458,865 visits to the ESCIS website and in 2016/17, 456,993. New functionality allowed the promotion of 529 events on ESCIS (the peak was 77 events advertised in October 2016).

6.7 In 2016/17, 44% of customers accessed ESCIS via a desktop, 41% on mobile devices and 15% from tablets.

HMP Lewes

6.8 The library at HMP Lewes is fully funded by the Home Office. Lewes is a local prison, holding convicted and remand adult males mainly from the East Sussex and West Sussex courts. The staff are Library and Information Service staff employed by East Sussex County Council. Stock is purchased on behalf of the prison and managed via the Library Management System. Library staff at the prison deliver a number of initiatives to support literacy.

6.9 In 2016/17, there were 6,002 visits to the prison library and 9,543 items were borrowed. There are 4,721 registered members and 1,136 active members (this includes prison staff).

Learndirect

6.10 As part of the Library and Information Service's learning offer, Learndirect courses are offered at Eastbourne and Hastings libraries[1]. Eastbourne Library has 11 computers available to learners, Hastings has 16. Online courses leading to qualifications are available and learners are supported by tutors.

6.11 The service is funded by an annual contract with Learndirect. Delivery of the Learndirect contract began in Hastings Library in 2003 as a result of a joint initiative between the South East England Development Agency (SEEDA), the University for Industry (UFI) and East Sussex County Council. Delivery provides residents with courses and qualifications in a variety of subjects including IT, English and Maths.

6.12 The main objective of the Library and Information Service's learning offer is to support the Council's key priorities, particularly Driving Economic Growth and Helping People Help Themselves. The aim is to help people into employment, and many learners are referred to our Learndirect provision by Jobcentre Plus and other agencies. Some learners prefer the library environment which is welcoming and neutral.

6.13 Approximately 250 courses are completed per annum with learners gaining accreditation in ICT, English and Maths, split approximately 60% ICT, 20% Maths and 20% English. Learners are supported by tutors and volunteer computer buddies. They may also complete Learn My Way, a course which helps people to get online.

[1] In Hastings Learndirect is currently provided at Muriel Matters House, whilst the central library undergoes refurbishment.

6.14 The Learndirect contract is awarded on an annual basis which means that planning and development of the service is undertaken over the short term.

Schools Library and Museum Service (SLAMS)

6.15 All schools in East Sussex and in Brighton & Hove have the opportunity to buy library and museum services from East Sussex County Council. Schools may purchase a subscription to SLAMS, with a package of services including loans of fiction books to promote reading for pleasure, topic loans of non-fiction books to support the curriculum and advice on the management of school libraries. Loans are delivered to schools either by van delivery or via a mobile library. Schools may also borrow museum artefacts.

Table 5 SLAMS borrowing, 2014/15 to 2016/17

Academic Year	2014/15	2015/16	2016/17 (to May 2017)
Topic loan items borrowed	58,123	50,577	34,249
Fiction borrowed from mobile library	10,752	12,374	7,699
Museum artefacts borrowed	984	793	663
Total	**69,859**	**63,744**	**42,611**

6.16 In the 2016/17 academic year, 2,293 children and 307 adults visited the SLAMS mobile between September and May. 71 schools subscribed to the service and 46 took part in the annual Book Award scheme.

6.17 SLAMS is funded by charging for services it sells to schools. The budget is set on an annual basis to match expenditure to income. SLAMS has historically also received an annual allocation of central funding from the two local authorities which it serves, East Sussex County Council (£39,200) and Brighton & Hove City Council (£46,200). Brighton and Hove City Council no longer provide this funding, so the service has additional financial challenges. Income from schools is also declining year on year as schools face budget pressures.

Table 6 Comparison of SLAMS income, 2014/15 to 2016/17

2014/15	2015/16	2016/17
-£347,999	-£342,063	-£240.058

6.18 The current delivery model is no longer financially viable as the economy of scale is diminishing and the income is reducing, however the service has stock and expertise which is valuable. There is an opportunity to develop a better way of providing library services for children and young people in East

Sussex schools through the Strategic Commissioning Strategy, which is financially viable.

7 Stock

Introduction

7.1 Library stock is made up of a range of formats, including books, DVDs, newspapers, and online resources such as eBooks, online encyclopaedias and training resources. Stock is purchased on a countywide basis and dynamic stock management is used to ensure it circulates around the county to achieve best value for money and provide customers with wider choice.

7.2 The Library and Information Service is part of the Central Buying Consortium (CBC), a non-profit making federation of local authorities based broadly across the southern half of England, who jointly procure their stock to achieve bigger discounts and better customer service from suppliers.

7.3 A Principal Officer has responsibility for stock policy, management, procurement and development across all East Sussex libraries. We currently have 6 full-time equivalent (FTE) Librarians who review and select stock and set up the profiles for supplier selections (profiles against which suppliers can choose some stock on behalf of the Library and Information Service). They organise materials and report on the effectiveness of the stock. They share their professional knowledge with staff in libraries who feed in customer comments and requests. All staff are responsible for ensuring that the materials we offer our customers are appropriate to the activity, of suitable quality and managed to ensure we make best use of our resources.

Stock catalogue and management

7.4 Stock is ordered, catalogued and circulated via the library management system, Spydus, provided by Civica. As well as stock and circulation management modules for staff, the system provides customers in libraries and at home with access to the catalogue and electronic resources. This service allows people to search the library catalogue and reserve and renew books. It also provides access to the library eBook loan service (which is managed by Overdrive), to eMagazines and to online information such as encyclopaedias and training material.

7.5 There are plans to upgrade the system in autumn 2017 to provide better functionality for customers and staff, including easier access to eBooks and better access via tablet and mobile devices.

Current stock

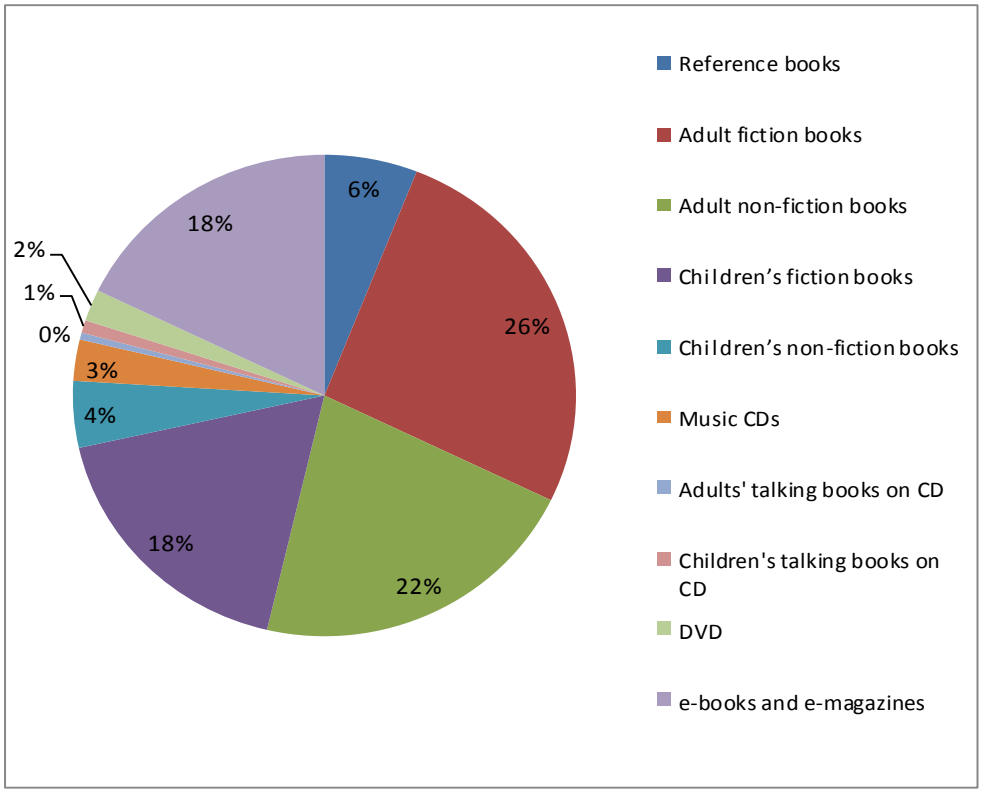
7.6 The stock consists of hard copy items as well as audio visual (AV) and online resources. It is important to note that quality of stock is very important and quantity is not the most effective measure.

7.7 There were 693,011 items in stock in total at the end of the 2016/17 financial year.

7.8 The service is buying less hardcopy reference books and providing this information online, enabling it to be accessed from home, e.g. Encyclopedia Britannica is no longer published in hard copy, but is accessible from home via our webpages.

7.9 Just over 50% of stock is adult fiction, adult non-fiction and adult talking books. There is a higher percentage of fiction than non-fiction for children which represents children's choices and titles published for children.

Figure 7 Breakdown of stock categories



Source: East Sussex Library Management System

Items loaned by stock category

Table 7 Items loaned by stock category

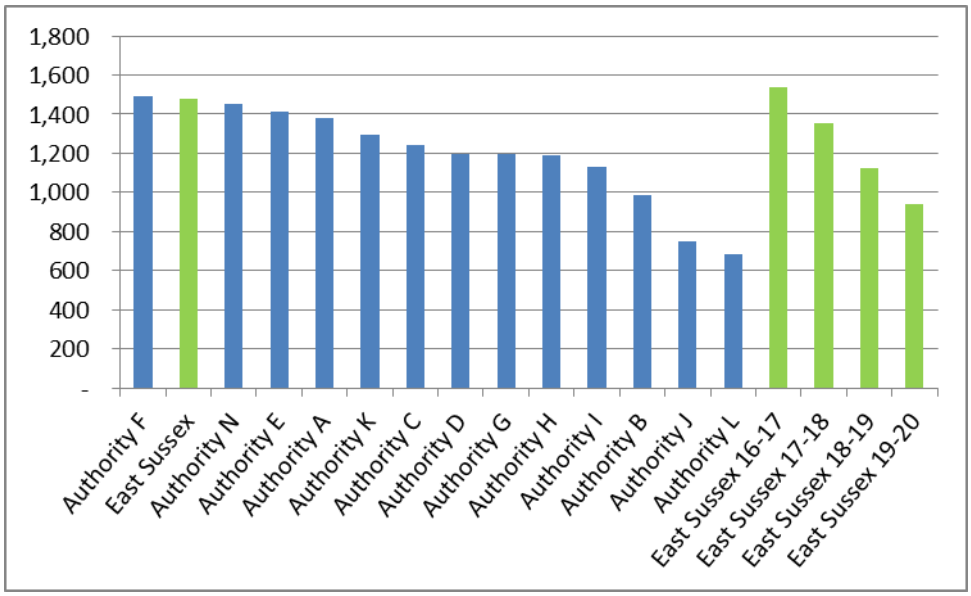
Stock category	2014/15	2015/16	2016/17
Adult fiction	976,002	897,967	813,675
Adult non fiction	319,372	285,403	238,092
Children's fiction	681,605	630,380	563,662
Children's non fiction	96,829	82,402	70,755
Music (CDs)	11,081	5,992	2,317
Adults' talking books on CD	55,626	51,690	38,679
Children's talking books on CD	12,780	10,886	8,424
DVD	41,156	33,000	25,914
e-books	19,173	22,286	30,843
e-audio	4,595	7,634	11,169
Total	**2,218,219**	**2,027,640**	**1,803,530**

7.10 Loans are in line with national trends, but there are a decreasing number of loans in all categories except eBooks and eAudiobooks. DVD loans are reducing at a significant rate. As this is an income generating service, it is important to review the financial viability of continuing to provide this service. Music loans (CD) are also decreasing at a rapid pace due to availability of streaming services.

Benchmarking expenditure on materials

7.11 Figure 8 shows how the Library and Information Service compared for expenditure on materials per 1,000 population to other comparator local authorities in 2015/16. It can be seen that our expenditure on materials per 1,000 population was second highest of this group. The average for the group was £1,207, East Sussex spent £1,481. Figure 8 also includes expenditure per 1,000 population on materials for East Sussex in 2106/17, based on the same population figure used in 2015/16, and estimated expenditure for 2017/18, 2018/19 and 2019/20 in line with current savings plan. It should be noted that the figure for 2016/17 includes budget for new stock for Hastings Library which is currently undergoing refurbishment.

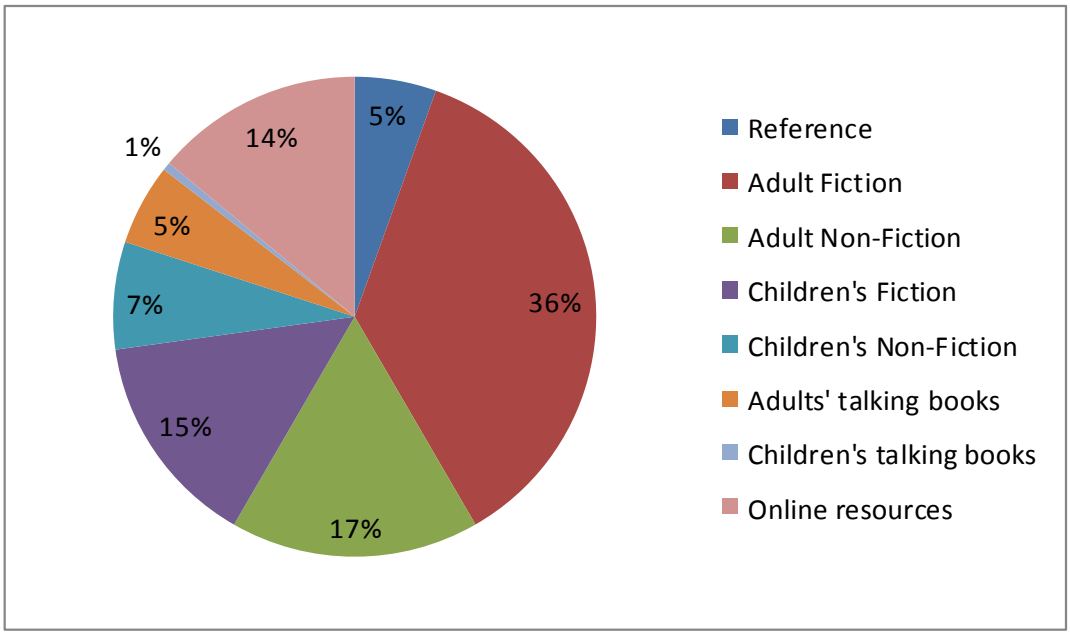
Figure 8 Expenditure on materials per 1000 population, 2015/16



Source: CIPFA, East Sussex County Council
Note: Two comparator local authorities did not provide data

7.12 Figure 9 shows the planned percentages of spend on each stock category this year.

Figure 9 Breakdown of planned expenditure on stock by category, 2016/17



Renewals and reservations (in-library and online)

7.13 Customers can renew or extend the loan period for an item if it is not required by another customer, as well as being able to reserve an item in stock or request an item not currently held in stock. East Sussex performs well in terms of meeting customer reservations. 67% of customers reservations are met within 7 days and 88% are met within 30 days. The average for English counties is 62.9% and 87.8% respectively.

7.14 The number of items being reserved and renewed on an annual basis is reducing, in line with the decrease in items being borrowed by customers. The number of online reservations and renewals, however, is increasing or maintaining a similar level, as shown in Figures 10 and 11.

Figure 10 Items reserved/requested in 2016/17

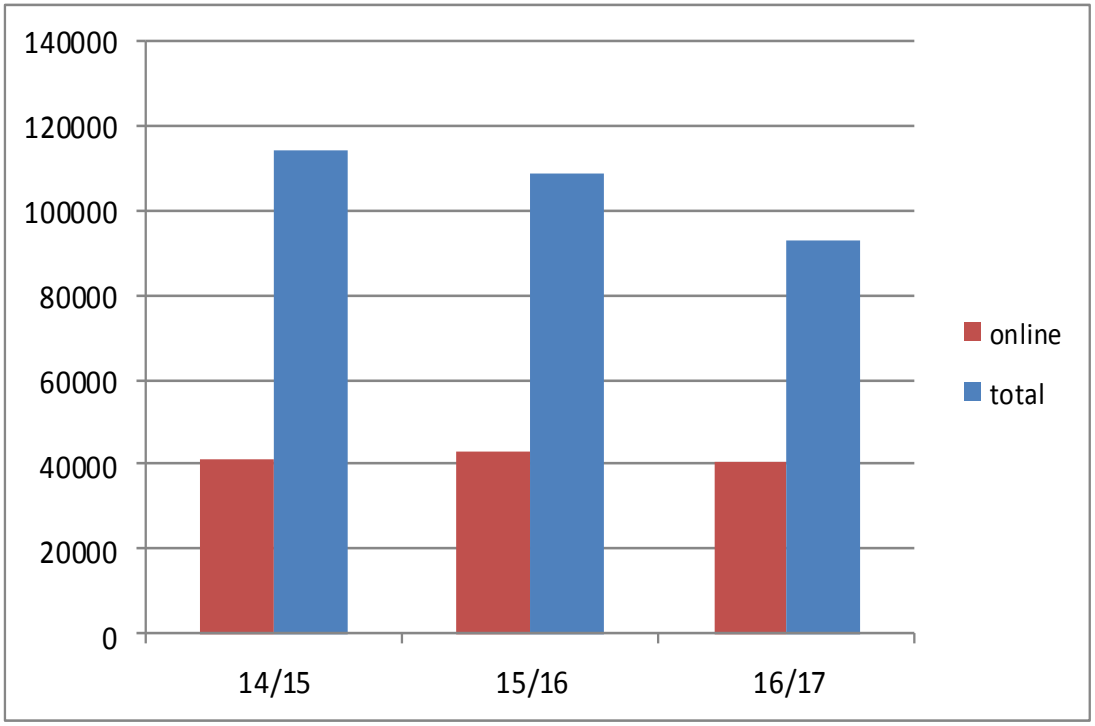
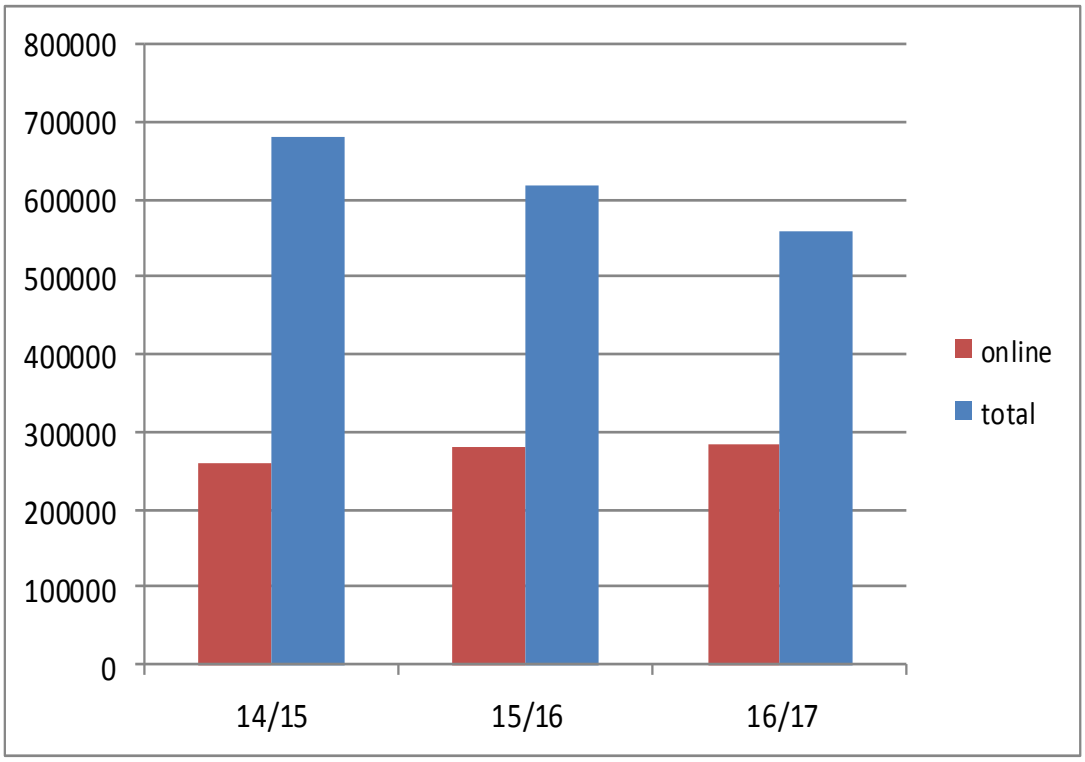


Figure 11 Items renewed (loan extended) in 2016/17



Specialist resources

7.15 The following are examples of different specialist resources held by the Library Service, for universal and targeted audiences.

Books on Prescription

7.16 An initiative endorsed by health professionals, the library service provides self-help books for people who are finding it difficult to cope or need advice on a specific emotional or mental health problem. Topics for adults include panic attacks, depression, phobias and anxiety. There are also books to help people with dementia and their carers.

7.17 This service also supports young people and families who are finding it difficult to cope or need advice on a specific emotional or mental health problem with a range of books specifically to support them. Topics include behaviour, bullying, divorce and sibling rivalry. Wellbeing boxes are also being provided as part of a new initiative - these include a range of resources to boost mood and promote wellbeing.

7.18 7,041 Books on Prescription items were issued in 2016/17.

Health resources

7.19 The service works with colleagues in Public Health to provide a lending service of Health Promotion Resources to practitioners. These are available to be ordered online through the library catalogue for collection from any of the 24 library branches across East Sussex.

Reminiscence resources

7.20 These are activity books and training guides, films, music, pictures, jigsaws and objects which help to re-awaken people's memories of their experiences and lives. They are used for working with older people including those with dementia, and adults or children with disabilities, either in a group setting or one-to-one. They are ideal for care homes, carers and family members. Other reminiscence material is available online.

7.21 The Library and Information Service issued 307 of these resources in 2016/17.

Resources for people with a visual impairment

7.22 For people with sight problems, the offer includes:

- Large Print books.
- Audiobooks (on CD and e-audiobooks).
- Bookstart packs containing touch and feel books for young children.
- Audio described films on DVD or CD
- Specialist equipment to support people to read

Resources for people with a hearing impairment

7.23 For people with hearing problems, the offer includes:

- DVDs with subtitles.
- Hearing loop system at some libraries.
- Bookstart packs containing baby sign books and touch and feel books.

Resources for people with learning disabilities

7.24 For people with learning disabilities, the offer includes:

- Bag Books; storytelling kits for families, carers and respite centres to use with severely disabled children, young people and adults.
- Books Beyond Words picture books; stories in pictures to help people with learning and communication difficulties understand and cope with their

own experiences. Subjects include love and relationships, health, death and crime. We run groups for sharing these books at Seaford and Uckfield libraries.

Training resources

7.25 Online training is part of the online offer, including:

- Learn my Way; free courses on using a computer, browsing the web, sending an email and finding work online
- Atomic Training; a video-based how-to training resource which provides access to thousands of short videos covering more than 500 software applications, in both PC and Mac formats.

Online information subscriptions

7.26 The service also subscribes to a range of online information resources. Table 8 provides details of the number of customer sessions in 2015/16 and 2016/17 for some of our subscription sites to give an indication of levels of usage.

Table 8 Number of online information subscription sessions, 2015/16 and 2016/17

Online Resource	Number of sessions 2015/16	Number of sessions 2017/18
Ancestry	11,122	8,835
Atomic Training	n/a	1,247
Encyclopaedia Britannica	1,398	1,223
Illustrated London News	928	788
My worksearch	n/a	3305
Newsbank (all)	2,126	3,359
Oxford Who's Who	657	269
Sunday Times Digital	761	709
Times Digital	5,271	5,757
InfoTrac Full Text Newspaper database	420	241
Total	22,683	25,733

Notes: the figures for Atomic Training and My worksearch represent hits on these sites, other figures represent sessions

7.27 Table 9 shows hard copy items loaned by each library, from 2014/15 to 2016/17, and the percentage change. These figures represent issues only. To give a more accurate picture of activity in each library, they do not include

renewals of items as customers can renew (extend the loan) their items online or by telephone, although many still choose to renew in the library.

Table 9 Loans of hard copy items by library, 2014/15 to 2016/17

Library	2014/15	2015/16	2016/17	% change since 14/15
Battle	54,045	49,238	44,696	-17
Bexhill	140,566	127,830	120,241	-14
Crowborough	91,969	84,071	75,012	-18
Eastbourne	179,791	159,771	139,873	-22
Forest Row	13,643	14,634	10,549	-23
Hailsham	77,585	71,011	64,948	-16
Hampden Park	40,416	37,433	35,046	-13
Hastings	121,457	97,830	60,856	-50
Heathfield	55,199	50,329	45,835	-17
Hollington	30,337	27,250	25,359	-16
Langney	47,390	49,215	42,693	-10
Lewes	120,371	109,034	96,315	-20
Mayfield	4,958	5,198	4,504	-9
Mobile library	21,030	25,469	26,633	27
Newhaven	28,475	41,728	33,109	16
Ore	25,949	23,949	21,425	-17
Peacehaven	59,970	52,796	43,936	-27
Pevensey Bay	10,497	296	5,884	-44
Polegate	45,604	41,057	36,123	-21
Ringmer	8,816	7,577	8,644	-2
Rye	52,879	45,099	40,854	-23
Seaford	122,497	124,715	104,249	-15
Uckfield	81,049	73,094	67,016	-17
Wadhurst	15,420	15,291	13,391	-13
Willingdon	26,143	23,000	19,497	-25
Total	**1,504,847**	**1,371,864**	**1,186,688**	**-21**

7.28 There is an overall decrease of 21% from 2014/15 to 2016/17 in loans of hard copy items. Where there are new libraries or major refurbishments, loans have increased or the percentage decrease is less, for example, new libraries in Newhaven, Seaford and the relocation of Ringmer Library.

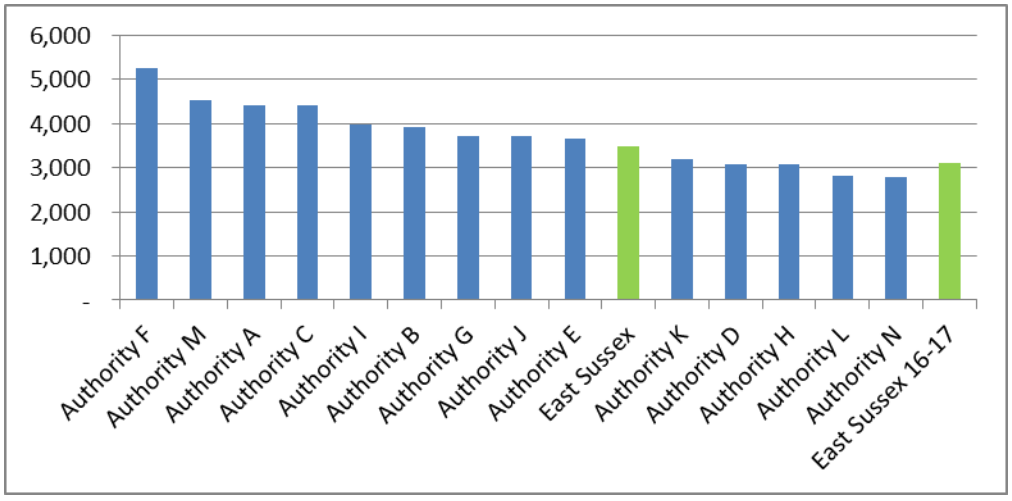
7.29 Mobile Library loans show an increase as a result of reducing to one vehicle from two during 2014/15. This increase has been sustained in subsequent years.

Benchmarking number of book issues

7.30 The number of book issues (including renewals) per 1,000 population for 2016/17 was 3,273, based on issues of 1,780,612 and a population of 544,100 (population figure used by CIPFA). This is a reduction of 212 issues per 1,000 population from 3,485 in 2015/16. However, neither figure includes issues of eBooks, eAudiobooks and eMagazines, which are increasing year on year.

7.31 Figure 12 shows how the Library Service compared for issues to other comparator local authorities, in 2015/16, as well as an estimate of the East Sussex figure for 2016/17. The average for the group is 3,732 issues per 1000 population. East Sussex is slightly below average, but higher than neighbouring Kent which has four times as many libraries. As can be seen from Figure 8, expenditure on materials per 1,000 population was second highest of this group. 89% of customers rated quality of stock as very good or good, and 77% rated choice of stock as very good or good during the Public Library User Survey in 2015.

Figure 12 Book issues per 1,000 population, 2015/16



Source: CIPFA, East Sussex County Council
Note: One comparator local authority did not provide data

Self-service facilities

7.32 Customers can choose to use self-service kiosks in 12 libraries to borrow or return items, as well as extend their loan period. In 2016/17, 78% (1,465,689) of all transactions (1,893,235) in those 12 libraries were carried out on self-service kiosks and 22% (427,546) were carried out by staff.

8 Budget

Introduction

8.1 This section provides details of the costs of running the Library and Information Service and income generated.

8.2 Between 2016/17 and 2018/19 East Sussex County Council has to find savings of up to £90 million and is reviewing the way all services are delivered. The County Council's Cabinet have approved a Libraries' Transformation Programme (LTP) to respond to the changing demand for library services, in order to develop a modern and sustainable library service that meets the needs of East Sussex.

8.3 The LTP has a savings target of £2 million during the current Medium Term Financial Plan period (2015/16 to 2018/19). The reduction has been planned through the Council's Reconciling Policy, Performance and Resources (RPPR) business planning process. This ensures that available resources are used to the best effect to deliver Council priorities and that clear targets are set to ensure those priorities are being delivered.

8.4 The net revenue budget of the service in 2015/16 was approximately £5.4 million, consisting of £3.6 million of staffing costs (150 full-time equivalents) and £1.8 million of non-staffing costs. A £2 million reduction in running costs would therefore reduce the budget to approximately £3.4 million by 2018/19.

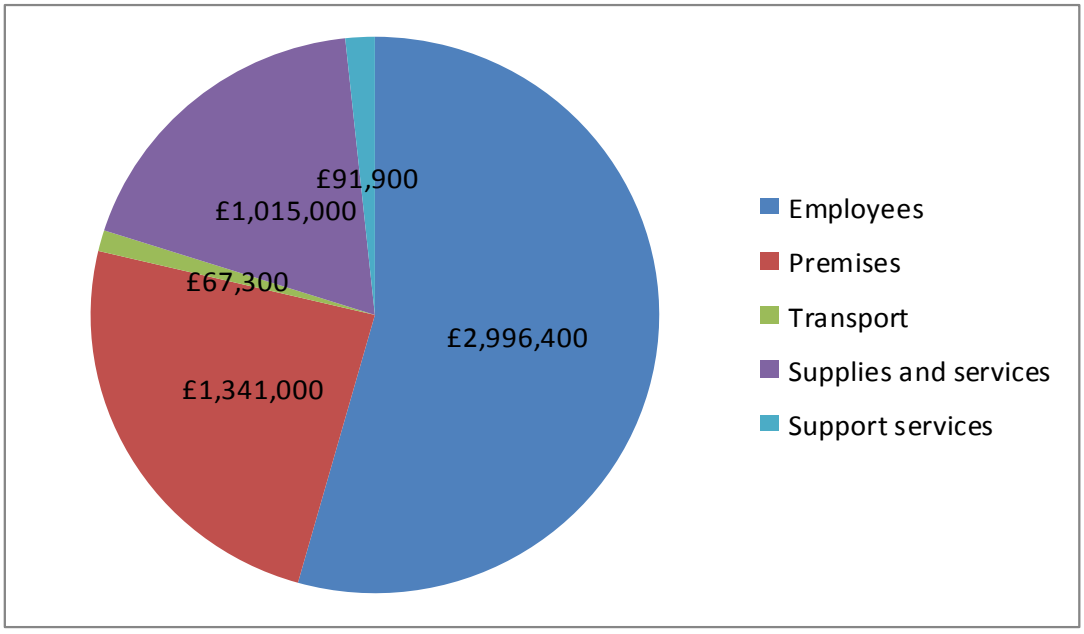
8.5 The LTP is on target to deliver the identified savings of £1.25 million from an Internal Review of the service. By the end of 2017/18 the Library and Information Service will have achieved £1 million of the £2 million target from a restructure of staff, the review of library opening hours and a reduction of £125,000 in the stock fund. A further £125,000 reduction will be made in 2018/19. The final £750,000 of the overall £2 million savings target for the LTP is to be identified through the Libraries Strategic Commissioning Strategy.

Revenue budget

8.6 The revenue budget is the annual budget allocated for the Library and Information Service. It includes all of the day-to-day expenditure that the service incurs, including the budget for staff, stock and for the running costs of the buildings, including rents, rates and utility costs. An amount of income, to be generated by the Library and Information Service, is built into the budget.

8.7 The net revenue budget (expenditure minus income) for 2017/18 is £4,580,700. Figure 13 provides details of expenditure, £5,511,600. Income is planned at £930,900.

Figure 13 Income and revenue expenditure for the Library and Information Service, 2017/18



8.8 As part of the £1 million reduction in running costs in 2016/17 and 2017/18, there has been a reduction of 22% of staffing costs between 2015/16 and 2017/18. Income for the same period has reduced by 15%, mainly due to decreasing rentals of DVDs and a decreasing number of fines issued (e-mail notifications are now sent out to inform customers when items are about to become overdue and incur fines).

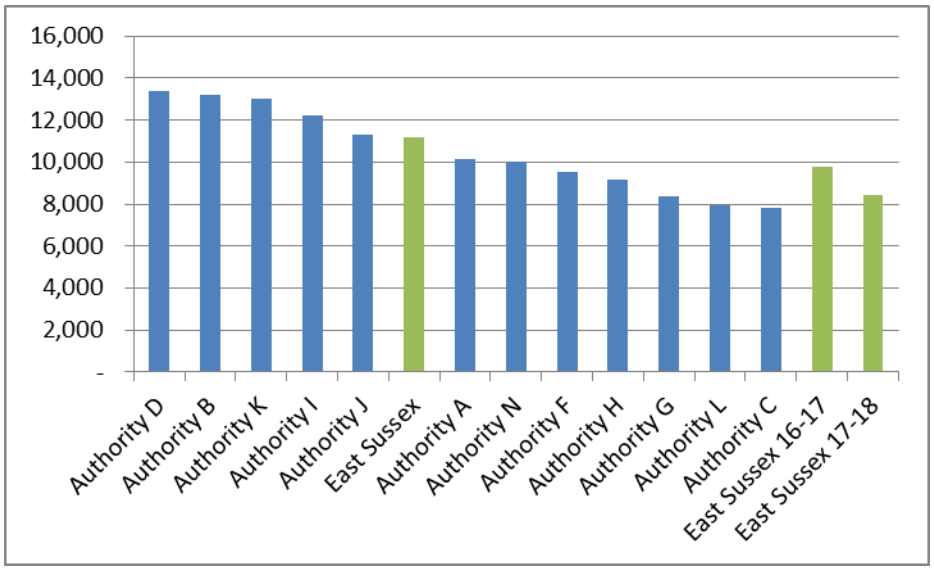
8.9 Non-employee costs, including premises costs and materials have increased by 3% between 2015/16 and 2017/18.

8.10 It should be noted that, in addition to budget reductions, the service is also absorbing pressures, such as decreasing income from DVD hire charges and book fines. The section on income, below, provides further details.

Benchmarking revenue budgets

8.11 Figure 14 shows how the Library and Information Service compared for revenue budget to other comparator local authorities, in 2015/16.

Figure 14 Net revenue expenditure per 1000 population, excluding capital charges, 2015/16



Source: CIPFA, East Sussex County Council
Note: Three comparator local authorities did not provide data

8.12 The revenue expenditure per 1,000 population excluding capital charges for East Sussex Library and Information Service was £11,151 in 2015/16, slightly higher than average, the average of our comparator group was £10,549. However, this decreases to an estimated £9,752 in 2016/17 and £8,424 in 2017/18, assuming no increase in the population figure (544,100), which is comparable with the spend of counties like Suffolk and Warwickshire in 2015/16. We do not yet have the CIPFA data to compare East Sussex with these authorities for 2016/17 or 2017/18, but have included an estimate of the East Sussex position.

8.13 One of the factors which needs to be considered when comparing revenue expenditure against the population is that some authorities own all of their library buildings so do not incur costs for rent. East Sussex pays rent or a licence charge for 9 out of 24 libraries.

Capital funding

8.14 In addition to the revenue budget for the annual running costs for the Library and Information Service, the service has also received funding to pay for specific costs which are over and above day-to-day spending to keep the service running. This includes building new libraries and refurbishing existing buildings, replacing worn out or damaged furniture and fittings, replacing ICT hardware and upgrading software. Capital spend is usually 'one off' money and is not able to be spent on day-to-day revenue costs.

Capital spend on buildings

8.15 Around £16.5 million of capital funding has been spent on refurbishment of existing library buildings and new buildings (including work to date on the refurbishment of Hastings Library) since 2006. £1.3 million was spent on DDA works (improvements made to buildings and facilities to make them more accessible to everyone, including people with disabilities). Further detail is available in Technical Appendix 4, Property Assessment.

Capital spend on ICT

8.16 In December 2013, the Library Management System, which handles all transactions, borrower information and stock information, was replaced. The cost of implementing the new system was £60,000. In 2016/17, approximately £270,000 was spent on replacing all the People's Network computers and software in libraries.

8.17 Self-service kiosks have been purchased for individual libraries on an ongoing basis at a total cost of approximately £400,000 (including associated hardware) over the past 10 years.

Income generation

8.18 Under the terms of the Public Libraries and Museums Act 1964, local authorities must provide a library service which lends books and other printed material free of charge for those who live, work or study in the area. Membership of the library service is free. It is permissible to charge fees and charges for other services.

8.19 The following are some of the main income streams for the Library Service.

Fees and charges

8.20 Fees and charges includes paid elements of the service, for example, fines for late items, reservation charges, printing, photocopying and DVD hire. Table 10 shows income for fees and charges from 2014/15 to 2016/17.

Table 10 Fees and charges, 2014/15 to 2016/17

Fees/charges	2014/15	2015/16	2016/17 (as at 03 April 2017)
Reservation Fees to request items	£25,654	£26,621	£21,517
DVD Hire Charge	£93,300	£68,108	£56,781
Fines (books)	£55,560	£51,895	£42,774
Music Charges	£4,088	£4,316	£1,598
Spoken Word Charges	£17,048	£18,392	£14,715
Hire of Scores/Playsets	£3,920	£2,534	£2,278
Lost/Damaged Books	£3,619	£3,172	£3,740
Internet/CD ROM Printouts	£56,275	£67,316	£59,279
Reading Groups	£2,455	£2,269	£9,497
Total	**£261,919**	**£244,623**	**£212,179**

Traded services

8.21 Traded services include the delivery of contracts and service level agreements from both external sources and internal partners on a cost recovery basis; a profit is not made on these services but neither are they subsidised. Traded services include:

- Schools Library and Museum Service
- Delivery of the Learndirect contract
- Library services at HMP Lewes
- Delivery of Public Health Resources
- Grant funded projects e.g. IT for You, a project to help people into work, funded by Department for Work and Pensions (DWP)
- Provision of ESCIS, a community information service on behalf of Brighton & Hove

Other income for other services

8.22 In addition to income from fees and charges and traded services, the Library and Information service generates income from the following:

- Meeting room hire
- Space in buildings such as Ropemaker Park
- Licence to run a café in Seaford Library
- Bookends, sale of withdrawn material run by volunteers, based at Eastbourne Library
- Sale of greetings cards
- External funding from grants

Analysis of income

8.23 Overall there is a trend of reducing income for fees and charges (down by 19% in the three years from 2014/15 to 2016/17) for a number of reasons. It has become easier to renew loans online, so fewer people incur fines for overdue items. This is much better for customers, of course, but does mean that income levels for the library service decrease. Reducing DVD hire income seems largely due to the increase and availability of streaming services, and is reflected in the few high street DVD hire outlets remaining.

8.24 Consideration has been given to charging for access to computers and the internet in libraries to generate income. The idea has been rejected as it would impact on people with greatest needs who risk being digitally excluded e.g. job seekers who need to access the Universal Jobsmatch website.

8.25 There is a continuing trend of reducing income achieved through traded services, for example, schools being unable to subscribe to the Schools Library and Museum Service despite good satisfaction ratings for the services provided.

8.26 The Library and Information Service proactively seeks opportunities for external funding to deliver value added services, for example, the service recently achieved funding of over £125,000 from DCMS to deliver a project to support disadvantaged people within the county, Advantage East Sussex.

8.27 There is potential to examine further letting of space in libraries. Technical Appendix 4, Property Assessment, provides further details of opportunities regarding space in buildings owned and operated by the Library and Information Service.

8.28 Café space and facilities are provided at Seaford Library, through a licence arrangement. Although the idea of cafes in libraries is known to be popular, the amount of income generated is not significant and there is also an increase in management costs, so it is considered that there is very limited viability for cafés in East Sussex libraries, once issues such as footfall and set up costs are factored in. People are, however, welcome to bring drinks and snacks into libraries, which is also a way for the service to support rather than detract from local small businesses.

Benchmarking fees and charges

8.29 Fees and charges have been benchmarked against other UK local authorities[2]. Adult fines and spoken word charges are the two largest areas of income from fees and charges. Of the 173 library authorities in England and Wales, 73 charge less than East Sussex for adult fines per day, 41 charge the same and 58 charge more. For spoken word charges (audio

[2] Fines and Charges in Public Libraries, 29th edition, 2016, LISU, Loughborough University

books), 46 authorities do not charge, 55 authorities charge less and the rest charge more than East Sussex. Customer charges for inter-library loans have not risen in line with the increased cost for East Sussex to provide the service.

9 Staff and volunteers

Introduction

9.1 In January 2015, there were 150 full time equivalent (FTE) members of staff working within the Library and Information Service. Following the implementation of two restructures associated with the Libraries Transformation Programme (LTP) this has reduced to 96 FTE.

9.2 Restructures have achieved streamlining of the management structure and rationalisation of operational management, Librarian roles and Bibliographic Services functions, as well as further efficiencies through a review of staffing levels across all libraries associated with a review of library opening hours in November 2016.

9.3 During 2015/16 and 2016/17, in order to minimise the potential for redundancies, staff vacancies were mainly been filled by existing staff working additional hours on a fixed-term basis or by recruiting temporary staff. In total, 19 team members have taken Voluntary Severance and there have been 10 compulsory redundancies. In addition some team members have been redeployed, some have reduced hours and a small number of staff have resigned.

9.4 The service is split between Library Operations and Library Strategy and Performance, each managed by two Team Managers. The service overall is the responsibility of the Head of Service, who also has responsibility for the County Council's records management and archives services and customer services functions.

Operations

9.5 This team is made up of Premises Officers, Library Assistants, Assistant Library Managers, Library Managers and Principal Officers. They are responsible for delivery of the service in libraries, the mobile library and HMP Lewes, including:

- Day to day operation of libraries
- Delivery of high quality customer services
- Ensuring stock is well displayed and managed
- Promoting online resources
- Health and safety in library buildings
- Management of volunteers
- Cash handling and banking

Strategy and Performance

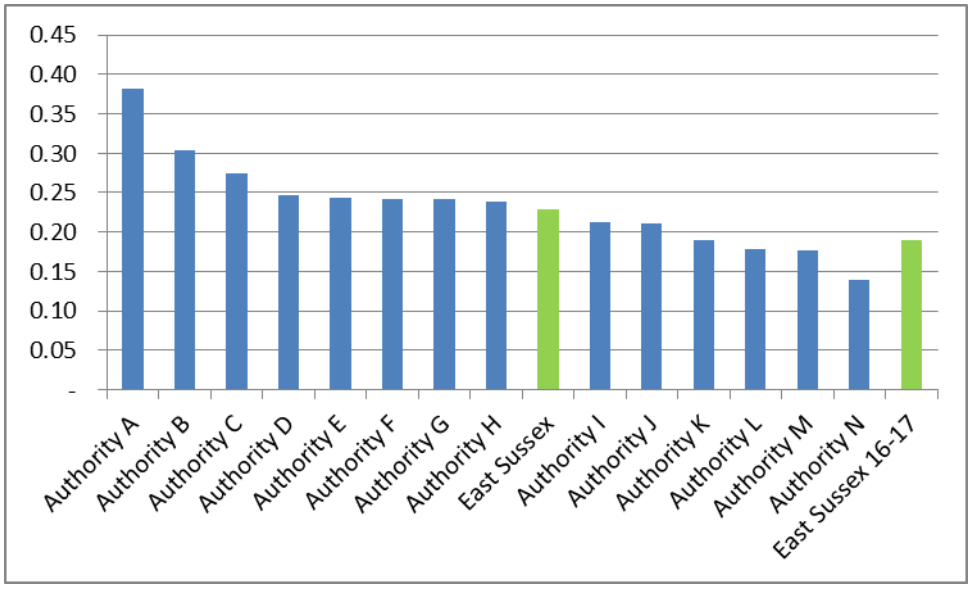
9.6 This team is made up of Librarians, a Volunteer Coordinator, tutors, Administration Assistants, Administration Officers, Office Manager, Technical Officer, Management Information Assistant, Library Systems Development Officer and Principal Officers. They are responsible for:

- Selection, acquisition, circulation, management and promotion of library stock, both in libraries and online
- The administrative function across the service, including purchasing and recruitment
- Recruitment and training of volunteers
- Delivery of formal and informal learning opportunities
- Audience development
- Business planning and development
- Budget management

Benchmarking employees

9.7 The East Sussex Library and Information Service had 0.23 FTE staff per 1,000 population in 2015/16 which matches the average for our comparator group. At March 2017, this had reduced to an estimated 0.19, which is equivalent to the position of Essex, as shown in Figure 15.

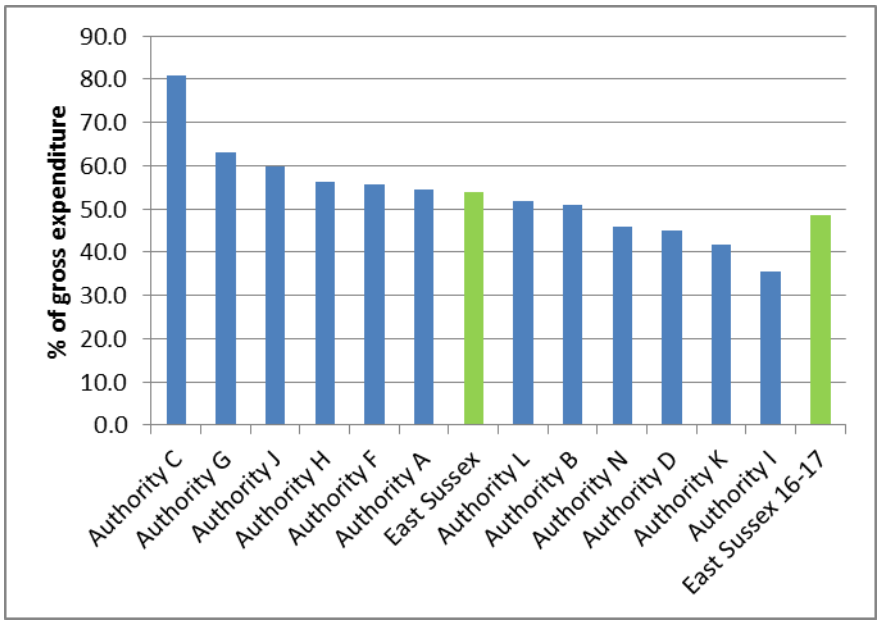
Figure 15 Number of staff per 1,000 population, 2015/16



Source: CIPFA, East Sussex County Council
Note: One comparator local authority did not provide data

9.8 The East Sussex Library and Information Service's employee costs were 53.9% of gross expenditure in 2015/16. Figure 16 shows that East Sussex was in the middle of the range for this measure (the average is 53.5%), compared to its statistical neighbours. Based on actual gross expenditure of £7,158,535 and employee costs of £3,482,927 in 2016/17, employee costs reduced to 48.6%. It is estimated that employee costs will be 47% of gross expenditure in 2017/18, £2,996,400 against gross expenditure of £6,367,600.

Figure 16 Employee costs as a percentage of gross expenditure, 2015/16



Source: CIPFA, East Sussex County Council
Note: Three comparator local authorities did not provide data

Joint working

9.9 The service is linked in to professional networks such as the Society of Chief Librarians (SCL), and the Association of Children's and Education Librarians (ASCEL). SCL have identified, with partners, five key areas of service which they regard as integral to public libraries, known as the Universal Offers, as follows:

- Reading
- Information
- Digital
- Health
- Learning

Culture

9.10 The Culture Offer was recently launched by the Society of Chief Librarians in August 2017.

9.11 The Library and Information Service of the County Council already works to support and deliver these Universal Offers, with activities to promote them included in the annual business planning cycle. They include:

- Participating in delivery of the universal offers advocated by SCL brings economies of scale for specific initiatives, for example, the Summer Reading Challenge, and sharing good practice to deliver high quality services
- Advocacy and a coherent message for library services nationally in terms of what people can expect from them
- Working with professional networks supports staff development and training

9.12 More detail on the Universal Offers and how the Library and Information Service supports them is provided in Technical Appendices 1 and 6.

9.13 There have been a series of meetings and initiatives with colleagues from Surrey County Council and West Sussex County Council where best practice and knowledge have been shared in the following areas:

- income generation
- training and e learning
- procurement of library management systems (LMS)
- procurement of stock
- initiatives that could be shared

9.14 In addition, useful contacts have been made between staff working in the same areas of library services.

Volunteers

9.15 Over 400 people have volunteer roles for the Library and Information Service, providing additional services for customers and supporting libraries staff. Volunteers do not replace paid staff.

9.16 There is a detailed policy on how the service recruits, trains, manages and supports volunteers. Volunteers deliver a diverse range of activity, including working with children at Rhymetimes and during the Summer Reading Challenge, running the library service bookshop, supporting customers in their use of ICT and acting as 'meeters and greeters' at events and activities. Other volunteers support customers wishing to research their family history or to help retrieve information from archival collections.

9.17 The Home Library Service in Bexhill is managed and delivered by an external organisation, Bexhill Caring Community. In other libraries, the Home Library Service volunteers are managed by the library staff. 173 customers are served across the county.

9.18 Northiam Village Library is a small service point, open for just one hour per week, run entirely with volunteer staffing with stock provided by the Library and Information Service. It is not part of the main libraries' network in East Sussex.

9.19 Volunteers provide additional support for the service and many gain confidence and transferable skills in return. There are examples of volunteers moving on to employment.

9.20 The way in which volunteers are managed is set out in the Volunteer Policy and Guidance. The policy covers the recruitment, induction and training, support and review of volunteers and also explains how any complaints or problems should be dealt with. There is a paid post of Volunteer Coordinator whose role it is to manage the scheme and to encourage take-up of volunteering opportunities.

9.21 The recruitment process is designed to establish the suitability of those wishing to volunteer and to provide appropriate checks and balances to protect both the Council and the individual. The process includes an informal meeting with applicants, following up of references and a Disclosure Barring Service (DBS) check if appropriate.

9.22 Volunteers are given guidance on their responsibilities regarding availability for work, what to do if they wish to cease volunteering, confidentiality and data protection and equalities and diversity. There is a formal Volunteer Agreement which includes a confidentiality agreement.

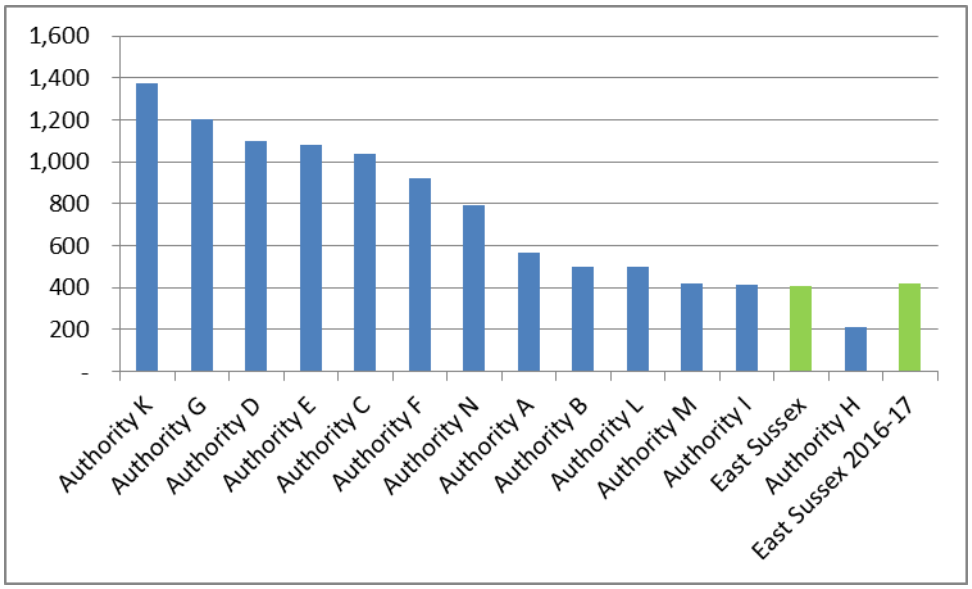
9.23 Volunteers are supported in a number of ways including role specific training, a trial period and a named supervisor with whom to discuss any problems or issues. There is also an annual review and support meeting to which all volunteers are invited and at which they are able to share experience and skills, hear speakers and undergo refresher training. There are clear policies and procedures for managing any disciplinary issues that may arise.

Benchmarking of volunteer numbers

9.24 In 2015/16 the Library and Service had 405 volunteers compared with 322 volunteers in 2011/12. In 2016/17 there were 422.

9.25 Comparison with other authorities demonstrates that there is potential to increase the number of volunteers and to deliver more services in libraries, for example, computer buddies, Rhymetime and Storytime volunteers. The average number of volunteers per authority is 751.

Figure 17 Number of volunteers, 2015/16



Source: CIPFA, East Sussex County Council
Note: Two comparator local authorities did not provide data

10 Library users and non-users

Views of library users and non-users

10.1 This section provides information about library users and non-users, the profile of these groups compared to the local population of East Sussex and the reasons why they do, or do not, use the library service.

10.2 Library users (aged 16 and over) in East Sussex are surveyed once every three years as part of the UK wide Public Library Users Survey (PLUS survey), most recently in 2015. A number of additional library user surveys have been undertaken recently in East Sussex as part of the Libraries Transformation Programme.

10.3 The East Sussex County Council Reputation Tracker survey (a household survey of approximately 1,000 local residents which currently takes place once a year) asked a number of questions about libraries in June 2015. This provided responses from 865 people who had not used the Library Service in the past 12 months.

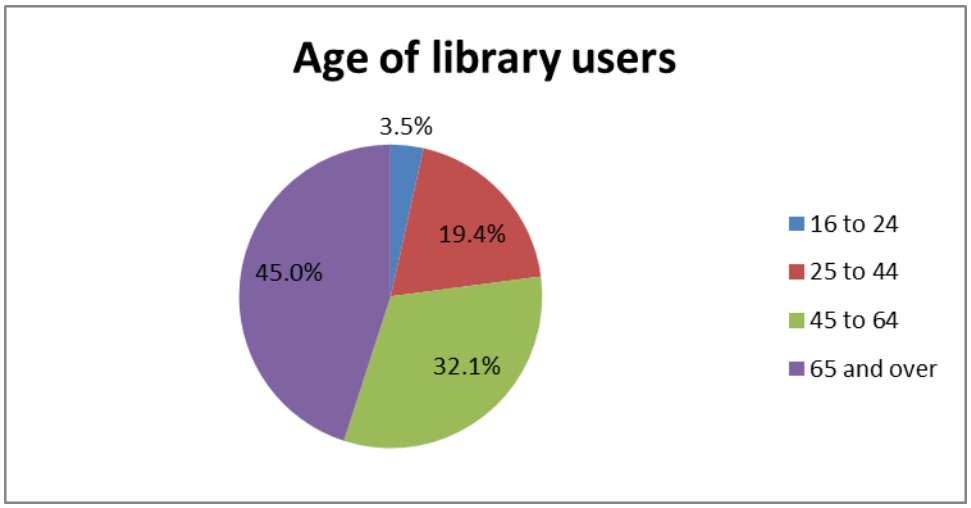
Profile of library users and non-users

10.4 The following section provides a comparison of the different characteristics of library users. It also provides a comparison of library users with a sample of non-users and with the local population of East Sussex as a whole.

10.5 Age of adult library users

- Most adult library users are older, with only 23% aged between 16 and 44 compared to 77% aged 45 and over.
- As a group, library users are older compared with non-users and the local population, where just over 60% are aged 45 and over for both.
- 26% of all registered library members are aged 15 and under, who are not reflected in surveys.

Figure 18 Age of adult library users



Source: PLUS Survey, 2015

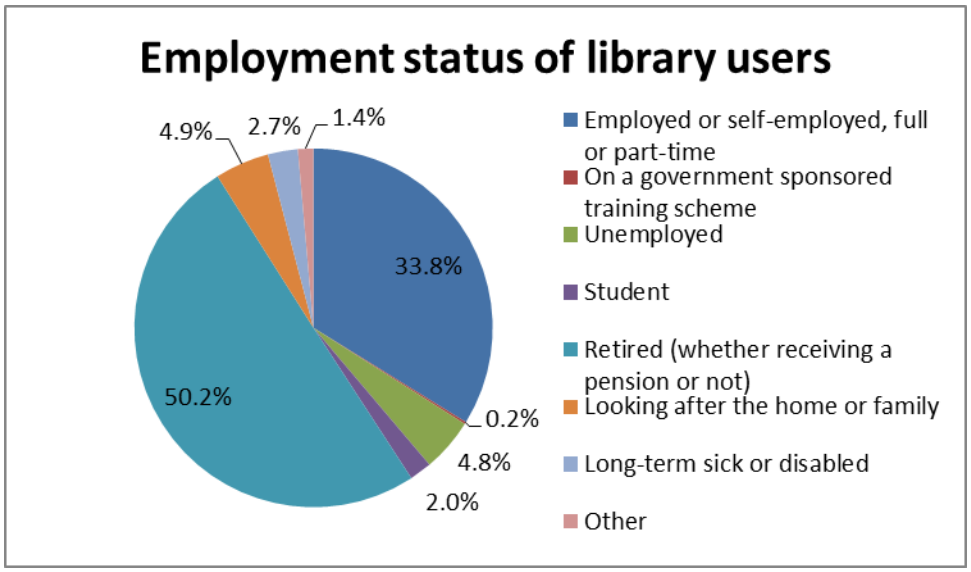
Table 11 Breakdown of ages for adult library users, non-users and the local population:

Age	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2015)
16 to 24	3.5%	9.8%	11.4%
25 to 44	19.4%	27.7%	25.1%
45 to 64	32.1%	25.3%	33.4%
65 and over	45.0%	37.0%	30.0%
Total	*100.0%*	*100.0%*	*99.9%*

10.6 Employment status of library users

- Half of all library users are retired, compared to all other employment categories, which is reflective of the older user base.
- 34% of all library users are in employment (self-employed, full or part-time) compared to 63% of non-users and 74% of the local population.

Figure 19 Employment status of library users

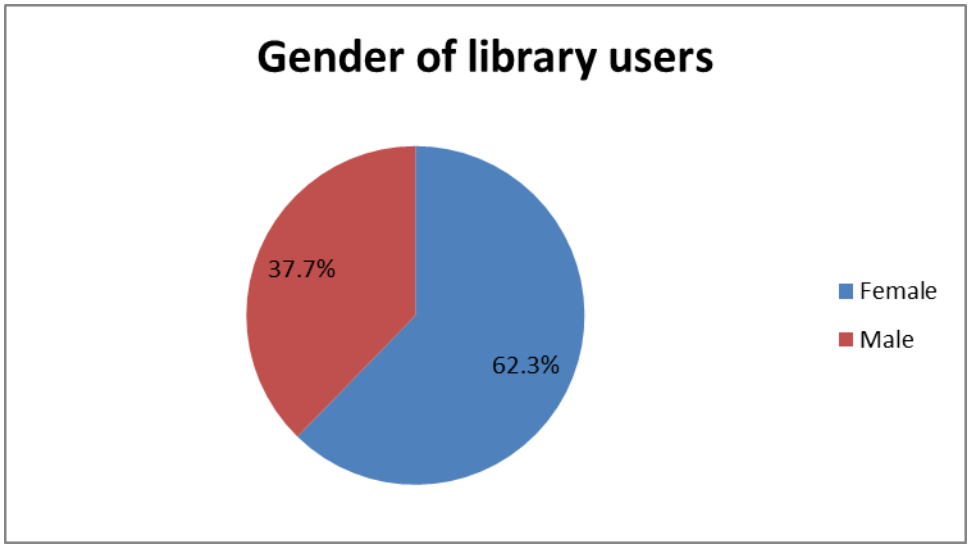


Source: PLUS Survey, 2015

10.7 Gender of library users

- Most library users are female, with 62% female compared to 38% male.
- As a group, more library users are female compared with non-users and the local population, where just over 50% are female.

Figure 20 Gender of library users



Source: PLUS Survey, 2015

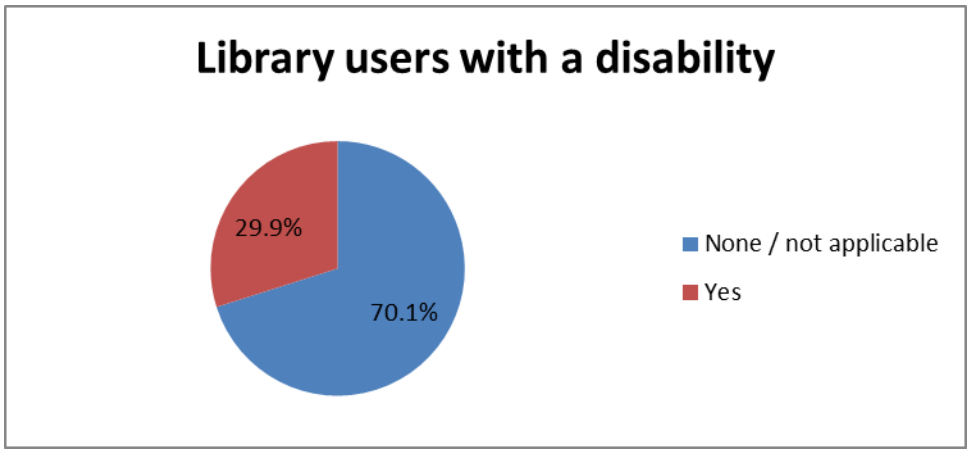
Table 12 Breakdown of gender for library users, non-users and the local population

Gender	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2015)
Female	62.3%	51.3%	51.7%
Male	37.7%	48.7%	48.3%
Total	*100.0%*	*100.0%*	*100.0%*

10.8 Library users with disabilities and long term health conditions

- 30% of library users have a disability or long term health condition.
- As a group, more library users have a disability, where 20% of the local population have a disability.

Figure 21 Library users with a disability



Source: PLUS Survey, 2015

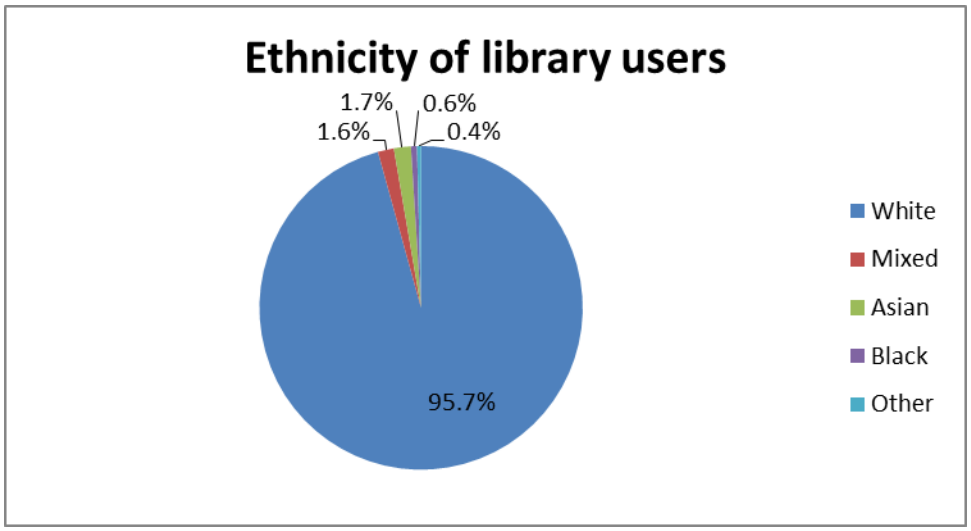
Table 13 Breakdown of library users, non-users and the local population with a disability

Disability	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2011)
None	70.1%	-	79.7%
Yes	29.9%	-	20.3%
Total	*100.0%*	-	*100.0%*

10.9 Ethnicity of library users

- Most library users are White (96%), the same proportion as in the local population.

Figure 22 Ethnicity of library users



Source: PLUS Survey, 2015

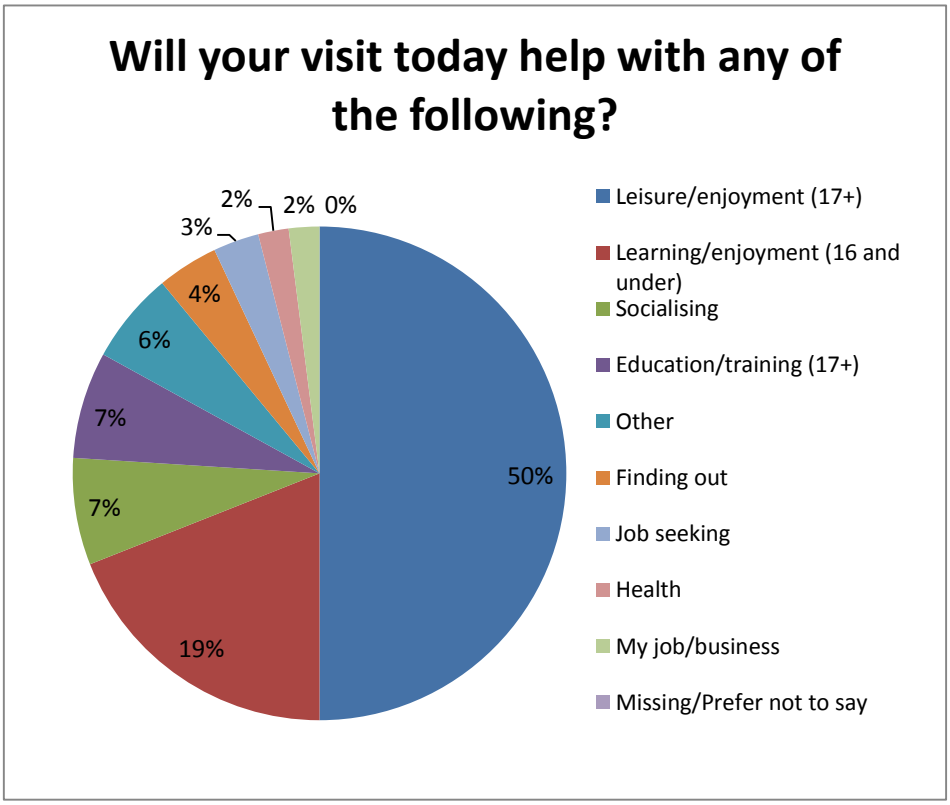
Table 14 Breakdown of ethnicity for library users, non-users and the local population:

Disability	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2011)
White	95.7	-	96.0
Mixed	1.6	-	1.4
Asian	1.7	-	1.7
Black	0.6	-	0.6
Other	0.4	-	0.3
Total	*100.0*	-	*100.0*

10.10 Why do people use libraries?

- Half of library users visited for leisure and enjoyment, rising to 69% if learning and enjoyment for children and young people is included.
- 10% visited for job seeking or for adult education or training and 7% visited the library for socialising.

Figure 23 Will your visit today help with any of the following?

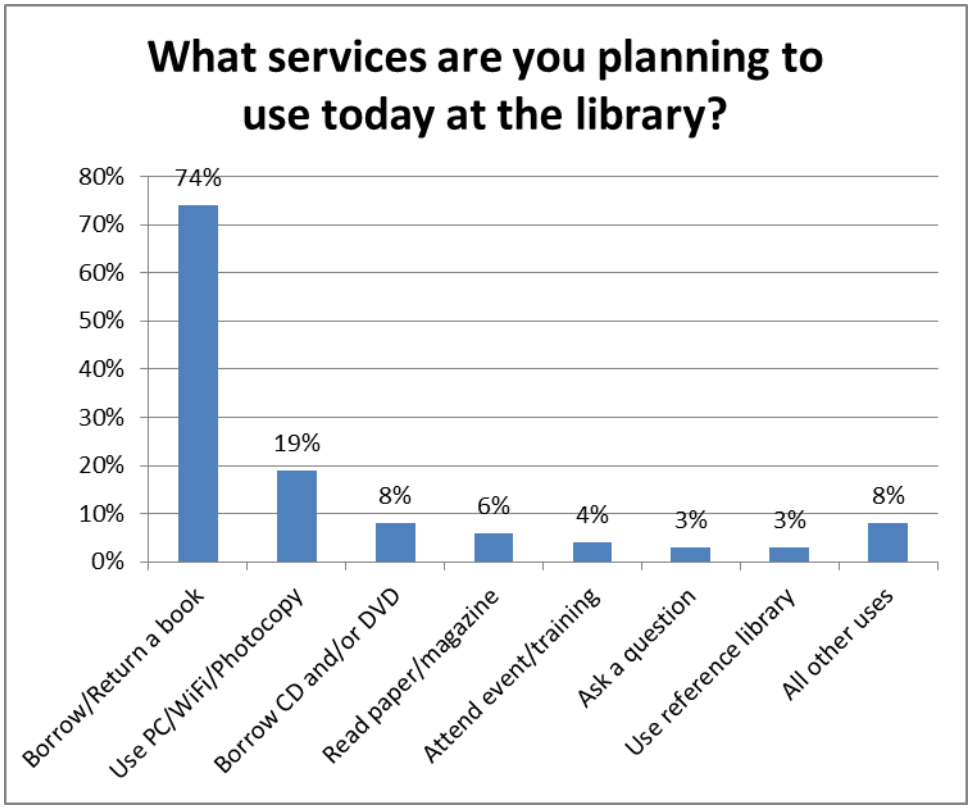


Source: East Sussex Library Survey, 2015

10.11 What services do people use when they visit?

- Almost three quarters of library users (74%) visited to borrow, return, renew or reserve a book.
- The next most common reason for visiting a library (18.5%) was to access the public computers or Wi-Fi.
- A smaller percentage of users (8% or less) visited to either borrow, return, renew or reserve a DVD or CD, to read a newspaper or magazine or to use reference materials.

Figure 24 What services are you planning to use at the library?

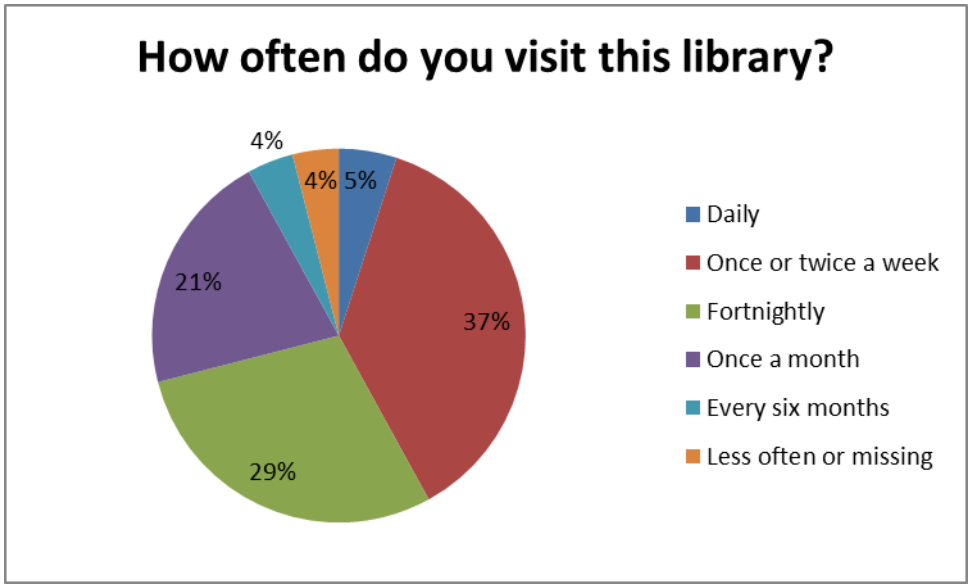


Source: East Sussex Library Survey, 2015

10.12 How often do people visit our libraries?

- Most library users visited at least once a fortnight, with the highest number visiting once or twice a week.
- Just over a fifth (21%) visited once a month.
- Only 5% visited on a daily basis.

Figure 25 How often do you visit this library?



Source: East Sussex Library Survey, 2015

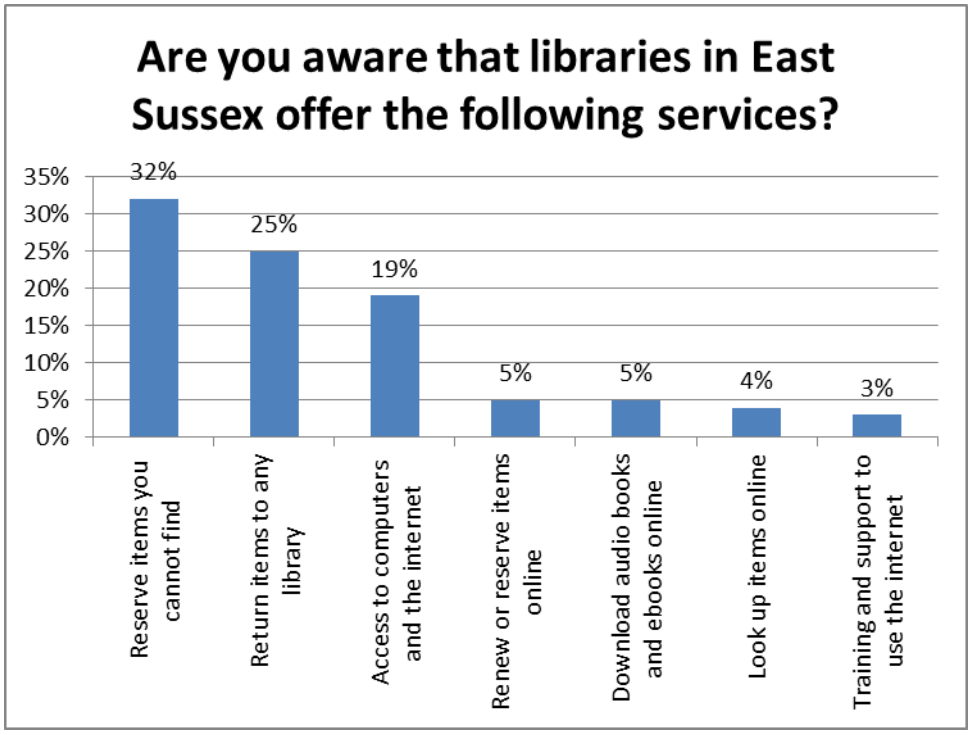
10.13 Why people do not use libraries

The following provides further information from non-users responding to the Reputation Tracker about why they do not use the library service, their awareness of the current service offer and what would encourage them to use the service in future.

10.14 Awareness of the service offer among non-users

- The level of awareness of different services that are offered is low among non-users.
- This is particularly the case for online services, available through the eLibrary, where the level of awareness among non-users is only 5% or less for each.

Figure 26 Are you aware that libraries in East Sussex offer the following services?



Source: East Sussex County Council Reputation Tracker, 2015
Figures represent the % of 863 non-users responding to the survey who identified each of the categories

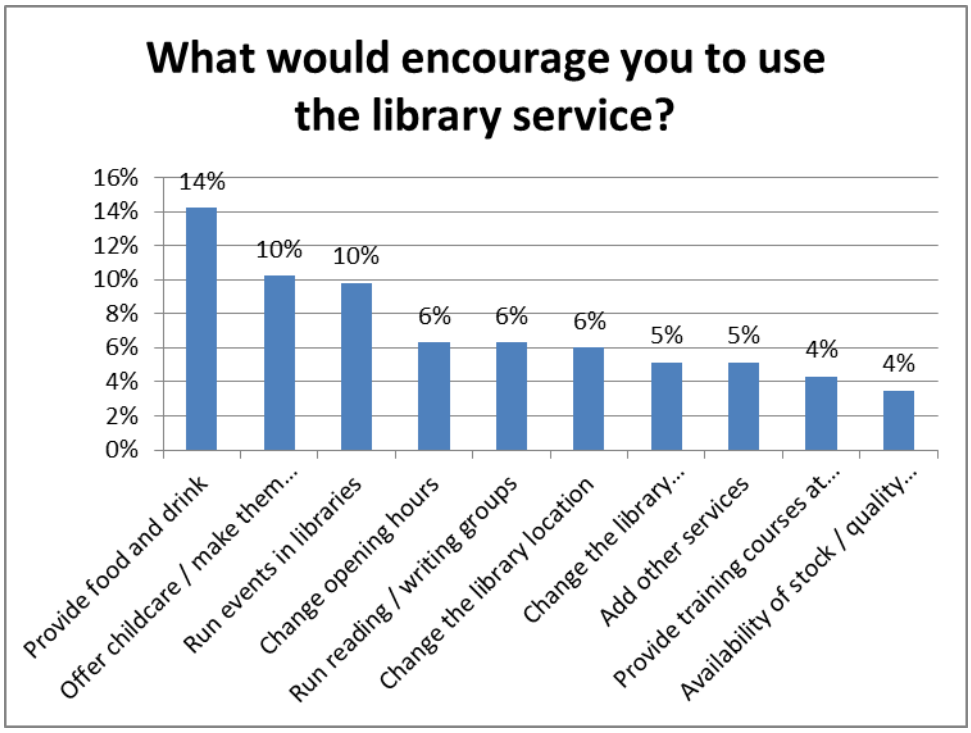
What would encourage people to use the service?

10.15 The top three things that non-users said would encourage them to use the libraries are:

- Provide food and drink in libraries
- Make libraries more child friendly
- Run events in libraries

10.16 A number of the suggestions raised are already provided, which seems to further demonstrate that the level of awareness of different services that are offered is low among non-users.

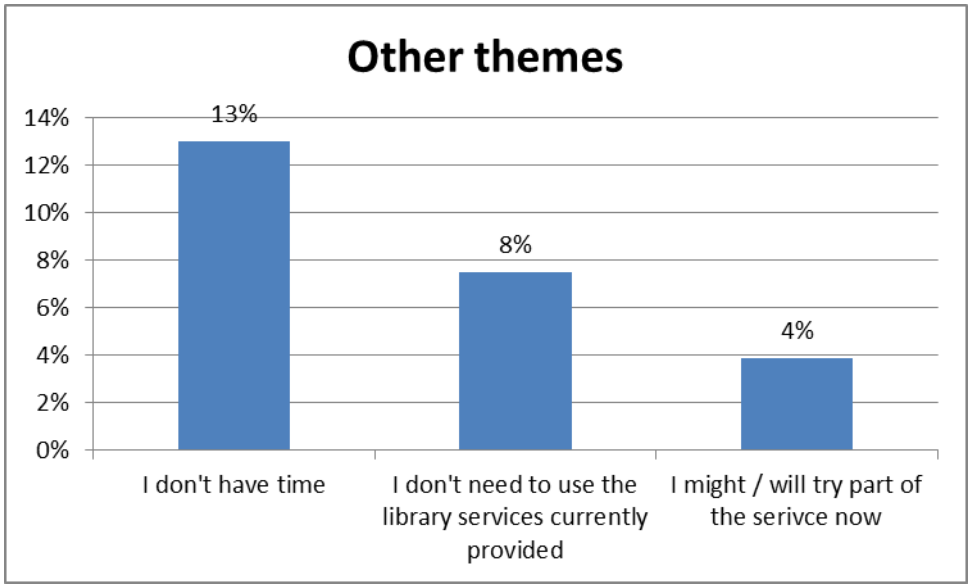
Figure 27 What would encourage you to use the library service?



Source: East Sussex County Council Reputation Tracker, 2015
Figures represent the % of 254 comments from respondents that identified each of the categories

10.17 In response to the same question, respondents offered a number of other comments which help to identify why they do not use the service. A small number of respondents commented that they would now try the library service, having learned from the survey about the different services offered.

Figure 28 What would encourage you to use the library service (other themes)?



Source: East Sussex County Council Reputation Tracker, 2015
Figures represent the % of 254 comments from respondents that identified each of the categories

11 Conclusion

11.1 The Library and Information Service lends books and other materials, in hard copy and digital formats, provides information, delivers formal and informal learning opportunities as well as volunteering opportunities. Computers and Wi-Fi are available in all library buildings to enable people to use the internet.

11.2 Access to the library service is provided by 24 library buildings across the county, the online eLibrary, a Mobile Library Service, a Home Library Service, a Prison Library Service, a community information service (ESCIS) and a Schools Library and Museum Service (SLAMS).

11.3 The library service delivers a range of initiatives, both local and national, often with partners and sometimes externally funded. These include Bookstart to help parents/carers share books with pre-school children and IT for You to support people into employment by developing their IT skills.

11.4 Membership of the Library and Information Service is free to everyone who lives, works and studies in East Sussex. There are also customers who visit the library to use the resources and facilities, but do not have a membership.

11.5 At the start of 2017/18 there were approximately 230,000 registered members of the Library and Information Service, or about 44 per cent of the East Sussex population. However, the number of people visiting libraries and borrowing items from them is declining.

11.6 In 2016/17 there were 1,475,203 visits to the 24 library buildings in East Sussex, a reduction of 25 per cent since 2014/15 when there were 1,967,442 visits. This is lower than for other comparator local authorities, representing 3,260 visits per 1,000 population compared with an average across the comparator group of 3,676.

11.7 At 31st March 2017, there were 62,027 active members of the library service (people who borrowed an item in the previous twelve months). This is a reduction of 16% since March 31st 2015, when there were 74,176 active members.

11.8 Library stock, the materials available to borrow, is made up of a range of different formats, including books, DVDs, newspapers, and online resources such as eBooks, online encyclopaedias and training resources. Loans in all categories are decreasing year on year, with the exception of eBooks and eAudiobooks. Loans of eBooks have increased from 19,173 in 2014/15 to 30,843 in 2016/17.

11.9 Expenditure on materials (books and other resources) per 1,000 population was second highest in our comparator local authority group in 2015/16, and

satisfaction with the condition and choice of stock has remained high despite the decline in library use.

11.10 Income for the library service is generated through fees and charges (such as fines and reservation fees) as well as by delivering traded services such as the Schools Library and Museum Service and a Learndirect contract to deliver learning programmes. Despite recent efforts to generate more income, for example, by hiring meeting rooms, income is decreasing for a number of reasons. In particular, income for the Schools Library and Museum Service is not sufficient to continue delivery of services to schools in the same way.

11.11 There are 237 computer terminals (referred to as the People's Network) and Wi-Fi available to use for free across the 24 library buildings. In 2016/17, there were 281,704 computer sessions in total, 49,125 (17%), of which were Wi-Fi sessions using the customer's own device. Wi-Fi has been available in all libraries since March 2016 and usage is growing.

11.12 In January 2015, there were 150 full time equivalent (FTE) members of staff within the East Sussex Library and Information Service. Following the implementation of two restructures associated with the Libraries Transformation Programme (LTP) this has reduced to 96.5 FTE. The service had 0.23 staff per 1,000 population in 2015/16. At March 2017, this had reduced to 0.19, one of the lowest in our comparator local authority group. Over 400 volunteers provide additional library services, such as Rhymetime and Storytime and IT for You sessions. Comparison with our comparator local authority group shows that there is scope to increase the number of volunteers involved in providing the library service.

11.13 Surveys show that nearly half (45%) of adult visitors to libraries in East Sussex are aged 65 and over and half (50%) are retired. However, in terms of registered members of the library service, children and young people aged below 16 represent 26 per cent of all members, more than any other age group.

11.14 Most people, who were asked, consider their library visits to be related to leisure and enjoyment. Almost three quarters of adult library users (74%) visited a library to borrow, return, renew or reserve a book. The next most common reason for visiting (18.5%) was to access the public computers or Wi-Fi. Most adult library users visited at least once a fortnight, with the highest number visiting once or twice a week. There is a lack of awareness among non-users of the library service about the range of different services on offer, particularly online services, such as e-Books.

East Sussex County Council

Libraries Strategic Commissioning Strategy

Technical Appendix 4

Property Assessment

Contents

1.	Purpose of the Technical Appendix	2
2.	Building Information	3
3.	Review of library properties	8
4.	Conclusions	13

1 Purpose of the Technical Appendix

Introduction

1.1 This Technical Appendix sets out the current properties from which the East Sussex Library and Information Service delivers its functions and reviews the effectiveness of existing library buildings, in order to ascertain how the current buildings should be used to support delivery of the draft Libraries Strategic Commissioning Strategy and how these assets can best be used by the wider community.

1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

<table>
<tr><td colspan="7">Draft Libraries Strategic Commissioning Strategy</td></tr>
<tr><td colspan="7">Appendix 1 Rationale and Impact Assessment for the Proposed Needs Based Library Service</td></tr>
<tr><td colspan="7">Appendix 2 Summary of Technical Appendices</td></tr>
<tr><td>Technical Appendix 1
National and Local Context</td><td>Technical Appendix 2
Needs Assessment</td><td>Technical Appendix 3
Service Description and Analysis</td><td>Technical Appendix 4
Property Assessment</td><td>Technical Appendix 5
Accessibility Analysis</td><td>Technical Appendix 6
Strategic Outcomes and Gap Analysis</td><td>Technical Appendix 7
Delivery Model Options Appraisal</td></tr>
</table>

1.3 The purpose is to:

- provide an overview of the buildings from which the Library and Information Service operates
- set out the running and upkeep costs of these buildings
- review the efficiency of the current library estate and identify where there are opportunities to deliver the service in a more cost-effective way and/or deliver a better service in conjunction with other services.
- identify whether there is scope to release space for joint working or for activities that could generate income for the Library and Information Service or to deliver services on behalf of someone else as a source of income generation.

2 Building information

Introduction

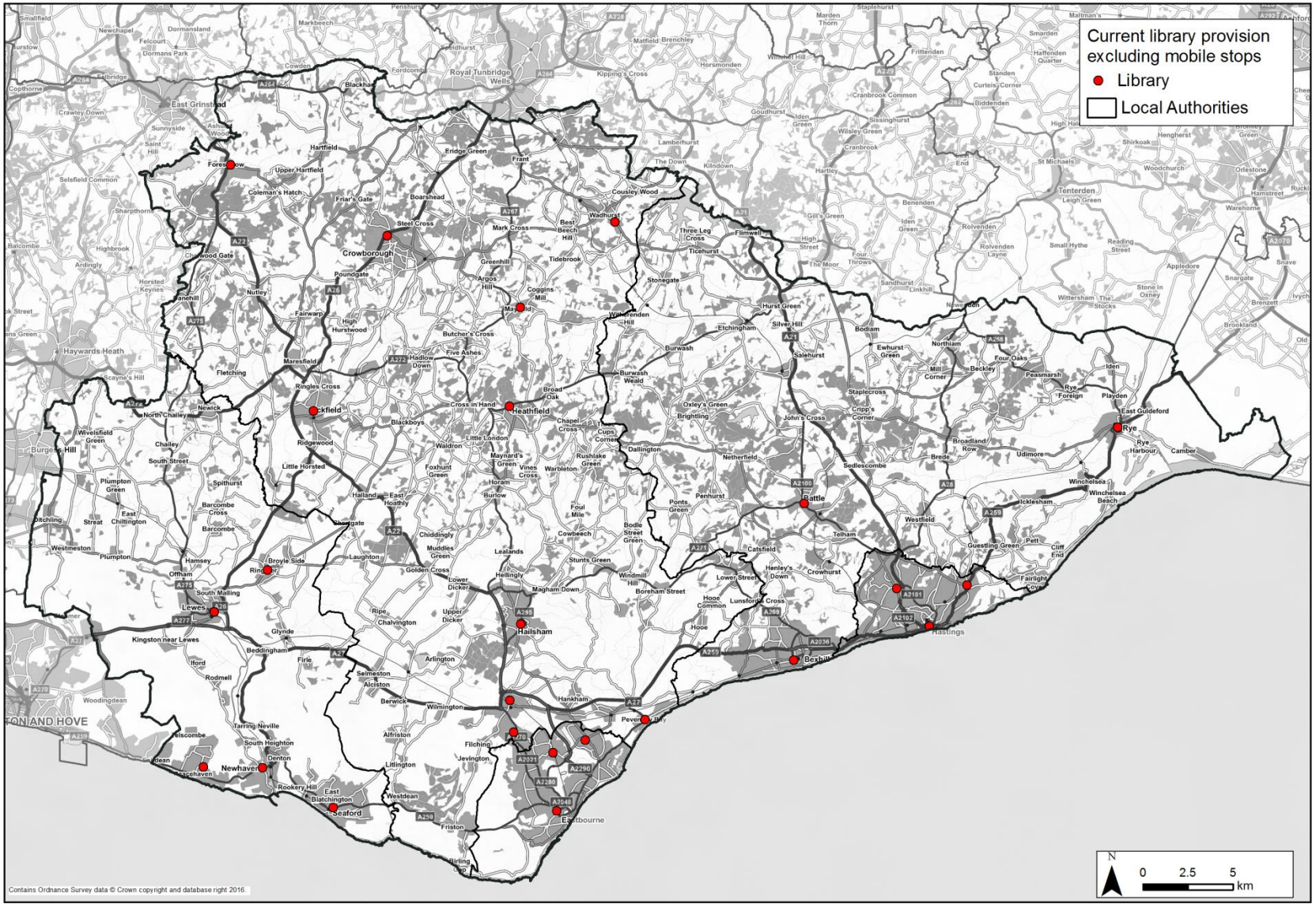
2.1 The East Sussex Library and Information Service currently has a network of 24 public library buildings. Each year around 1.48 million visits take place in these buildings. In addition to the services provided by the Library and Information Service some of our libraries offer services delivered by, or in partnership with, other organisations. The location of the 24 libraries can be seen in Figure 1.

2.2 The County Council owns 15 of the 24 libraries freehold. The remaining 9 libraries are leased, either from public, private or voluntary and community sector landlords. A list of the East Sussex libraries, with their freehold/leasehold status is provided in Annex 1 to this Technical Appendix.

2.3 The Library and Information Service also leases Ropemaker Park, a modern warehouse unit located in Hailsham, which is the central storage and distribution point for library stock and base for the Mobile Library, as well as being the base for some library service staff, including librarians, Bibliographic Services and the Schools Library and Museum Service. Ropemaker Park is also the County Council's records centre and provides office space to some other County Council services.

2.4 The Mobile Library is not covered in this Technical Appendix, which provides an appraisal of library service buildings only. An assessment of the Mobile Library service is included in Technical Appendix 3, Service Description and Anaylsis.

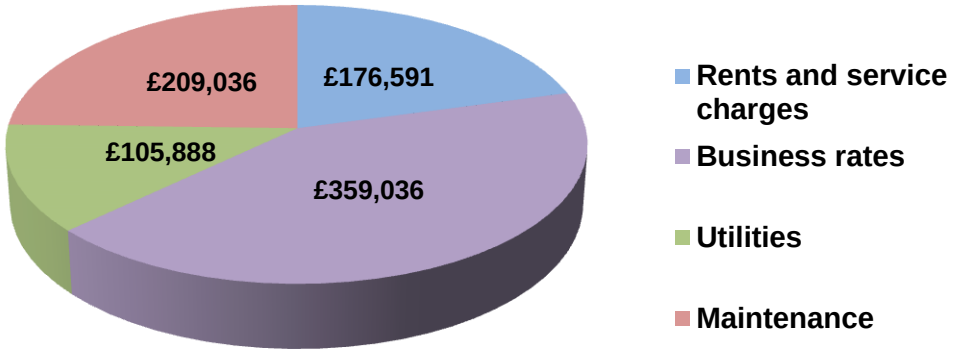
Figure 1: Map of East Sussex library service buildings



Running costs of Library and Information Services buildings

2.5 The total running cost of our buildings, including Ropemaker Park, is approximately £850,000 per year. This excludes staffing costs, any income which each library generates from fees and fines, and the costs of refurbishment, new furniture etc., which is detailed separately in the next section. A breakdown of the buildings costs for the Library and Information Service as a whole can be seen in Figure 2.

Figure 2: Annual running costs of East Sussex Libraries buildings



Capital expenditure on libraries

2.6 With 1.48 million visitors annually, wear and tear on library buildings, furniture and fittings is inevitable, and can cost a considerable amount of money over a number of years. Worn and damaged items can quickly pose a risk to the health and safety of customers and staff or become damaged beyond economic repair.

2.7 Of the £850,000 annual running costs of the Library and Information Service's buildings, around £210,000 is spent on maintenance. This covers both small repairs such as fixing leaks to much larger scale repairs such as re-roofing or replacing old windows.

2.8 On top of this annual maintenance expenditure, the County Council has spent approximately £16.5 million over the last decade on improvements to and major refurbishment of East Sussex library buildings. Once the refurbishment of Hastings library is complete in the spring of 2018, this sum will have risen

to £20.4 million. This investment in library buildings, as opposed to the paying for the annual running costs, is known as ‘capital expenditure’.

2.9 The reduction in funding for local councils from Central Government and increasing demand for some local council services mean that it is unlikely the County Council will be able to afford an investment programme for library buildings on this scale for the foreseeable future. However, we will still need to keep our buildings, furniture and fittings safe and in a good state of repair, so that they are fit to provide the services they need to deliver. It is estimated that for the 24 library buildings the service currently operates from will cost around £2.6 million over the next five years or approximately £523,000 per year. This is in addition to the annual maintenance costs of around £210,000.

2.10 Table 1 provides a breakdown of the estimated funding needed for each library over the next five years. The estimates are based on items associated with general building maintenance and items frequently replaced during a building's lifetime. This includes:

- Repair and replacement of CCTV, security and personal safety items as they fail or become obsolete and beyond economic repair.
- Replacement of worn and damaged floor coverings and furniture including desks, trolleys, map cabinets etc.
- Changes to signage, both internal and external to reflect changes in service delivery and opening times.
- Dilapidations and lease responsibilities arising from the 9 library buildings currently leased or rented.
- Repair and replacement of equipment specific to the library service such as self-service kiosks and security gates
- Repair and replacement of furniture needed to respond to statutory requirements for public and staff, such as Disability Discrimination Act (DDA) compliant desks, chairs and adapted technology.

Table 1: Estimated upkeep costs for East Sussex libraries, 2017 to 2022

Library	Estimated cost
Battle	£184,924
Bexhill	£463,543
Crowborough	£269,535
Eastbourne	£339,460
Forest Row	£22,035
Hailsham	£92,561
Hampden Park	£90,957
Hastings	£96,425
Heathfield	£109,839
Hollington	£28,323
Langney	£66,289
Lewes	£96,711
Mayfield	£37,868
Newhaven	£51,393
Ore	£27,073
Peacehaven	£152,411
Pevensey Bay	£8,322
Polegate	£132,976
Ringmer	£11,445
Rye	£50,766
Seaford	£65,665
Uckfield	£99,949
Wadhurst	£29,572
Willingdon	£32,740
Total	**£2,560,781**
Annual average	**£512,156**

Note: Ropemaker Park is not included

3 Review of library properties

Opportunities for partnership working or delivering commissioned services

3.1 Library buildings are spaces from which a range of different services are provided to the public, in addition to the core Library and Information Service functions. The range of ways in which the Library and Information Service currently works with partners is described in more detail in Technical Appendix 3, Service Description and Analysis. This section of the Technical Appendix looks at the different ways in which better use could be made of library properties in order to meet local needs, looking particularly at the cost effectiveness of the current buildings and opportunities to increase income or share the costs of running them.

Making better use of libraries when they are closed

3.2 All of the libraries in East Sussex are closed for periods of time, for example on one or more mornings, afternoons or whole days per week. Many libraries now have movable shelving and furniture which enable the layout to be changed for a few hours to accommodate a wide range of different potential uses.

3.3 There is considerable scope for community groups, voluntary sector organisations, the private sector and other parts of the public sector (including other parts of the County Council) to make more use of these assets when the Library and Information Service is not using a building to deliver its services. This would be subject to any applicable planning permissions or lease conditions of each building. This could provide a source of income for the Library and Information Service, helping to reduce financial pressures on the service, or enabling income to be reinvested into delivering new services to meet local needs.

Library meeting rooms

3.4 The existing network of library buildings offers a number of meeting, function and office spaces. These facilities are available for public hire by individuals, small businesses, charities, local organisations, service providers, partners and private enterprises.

3.5 Meeting rooms are available in four libraries across the county. They are primarily hired on an hourly or session basis (morning, afternoon or full day) although there is the potential to hire the space on a weekly, monthly or other agreed duration period. Meeting rooms can be hired when the library is closed, by prior arrangement. The meeting rooms have a variety of facilities and are located as shown in Table 2.

Table 2: Current meeting room provision in library buildings

Library	Meeting Room detail	Facilities
Peacehaven	Meeting Room 1 @ 50m^2	Wifi, toilets, parking, power, DDA compliant, interactive screen
	Meeting Room 2 @ 30m^2	
Newhaven	Meeting Room 1 @ 6m^2	Wifi, toilets, power, DDA compliant, hearing loop
	Meeting Room 2 @ 6 m^2	
	Meeting Rooms 1 and 2 can be joined together	
Eastbourne	The Grove room @ 30m^2	Wifi, toilets, power, DDA compliant, interactive screen, hearing loop
	The Ivy room @ 8m^2	
	The Grove and Ivy rooms can be joined together	
Uckfield	Meeting Room 1 @ 63 m^2	Kitchen facilities, toilets, DDA compliant

3.6 During 2016/2017 the meeting rooms across all four venues generated £8,500 of income. The rooms were booked for a wide range of uses including business meetings, health programmes, language courses, training, and individual use.

3.7 Despite marketing of the meeting room spaces at these four libraries, they are under-utilised and are not realising their income generation potential. Further consideration should be given to more targeted marketing of the meeting rooms for ad hoc or longer term rentals, or entering into longer-term agreements with potential partners to rent the rooms as workspaces or places from which services to the community could be provided.

3.8 Where meeting rooms are not being used, and where they can be adequately supervised by staff, consideration will also be given to opening them up to library customers, for example for use as study spaces or areas where customers can access library wifi using their own devices.

Opportunities to release library space for alternative use

3.9 Technical Appendix, National and Local Context, shows that the number of visits to East Sussex libraries and the number of items borrowed by customers has decreased significantly. There is an opportunity, therefore, to consider whether the amount of space within each library building is still

required to deliver the Library and Information Service. This section of the Technical Appendix provides a detailed assessment of opportunities within individual libraries to allocate space for use by partners, delivery of commissioned services, or both.

3.10 The release of space within libraries is also an opportunity for the Library and Information Service to review overheads and generate a rental income either as a saving or to be reinvested within the service. Partners could help offset running costs of libraries, reducing property revenue expenditure for themselves as well as the library service. Identifying space within a building that could be used for other purposes could also enable the Library and Information Service to generate income by bidding for external funding to provide new or better services that help the service achieve its strategic outcomes or by being paid to deliver services on behalf of others when they are commissioning services.

3.11 A review of space within all of the libraries in East Sussex has identified:

- the available space (description and m^2)
- what kind of potential use the space is best suited for (considering the layout and use of the rest of the building and the facilities available) e.g. office space, training rooms, operational base, delivery of a public facing service like a shop/service point
- any works that would be required to enable this
- any planning issues that need to be addressed

3.12 This review identified that nine libraries have the potential for space to be freed up for use by partners or to deliver commissioned services on behalf of others, so that income could be generated. These are:

- Battle
- Bexhill
- Hailsham
- Newhaven
- Peacehaven
- Rye
- Seaford
- Uckfield
- Wadhurst

3.13 As a result of this review, operational bases for parking enforcement staff will be provided in Hastings, Eastbourne and Lewes libraries from the start of the new parking contract from June 2018. The Library and Information Service will deliver the functions of the three separate Parking Shops from these libraries, and members of the public will be able to access Parking Services' online services from the free People's Network computers in the libraries. This joint venture will enable the new parking contract to be delivered at a

lower cost due to the sharing of overheads and other operational costs with the Library and Information Service.

3.14 In addition, the Seaford Integrated Locality Team, part of our East Sussex Better Together health partnership, will move into accommodation within Seaford Library. This team will bring together a number of social care and health services for adults, from the County Council and the NHS, within the community. Their services will not be delivered in the library.

3.15 As a result of these two proposals and other efficiency programmes which we have identified as part of the development of the draft Libraries Strategic Commissioning Strategy, the Library and Information Service will save approximately £171,000 per year through a combination of efficiencies and the rental of library space.

3.16 Relocation of library space for other purposes (including the provision of parking services) will, in most cases, be subject to planning restrictions. It is therefore recommended that an application for change of use is submitted for the relevant library when required to enable the property portfolio to respond to changing needs for space across the County.

Further efficiencies

3.17 As identified above, the reduced footfall in libraries and the decline in the number of issues means that libraries need less space than previously required. There is no current evidence to suggest that this trend will stop or reverse in future. With rising rents and business rates, the Library and Information Service will need to continue to identify whether library services could be delivered in the same locality in a more cost-effective way.

3.18 In addition to considering the release of space within library buildings as an opportunity for the Library and Information Service to share costs or generate a rental income, there may also, in future, be the potential for library services to be delivered from different locations, in order to reduce costs or to deliver a better service in conjunction with other services, or both. This could involve sharing space with a district, town or parish council or a private, voluntary or community sector organisation, to the benefit of both organisations and their users. The consultation on the draft Libraries Strategic Commissioning Strategy provides a key opportunity for the Library and Information Service to enter into a dialogue with potential partners over possible co-location of library services.

3.19 The County Council has considered what opportunities there might be to share library facilities with other organisations as part of the work on this Technical Appendix. This included a ‘search’ against the buildings requirements of the SPACES partners. SPACES (Strategic Property Asset Collaboration in East Sussex) aims to identify and realise opportunities for co-location and collaboration between community and voluntary sector partners. Partners include East Sussex County Council, the borough and district

councils in the county, the emergency services, representatives from the voluntary and community sector, the NHS and some central government services such as the Department for Work and Pensions. At the time of this review, there were no clear matches, but the consultation on the draft Strategic Commissioning Strategy provides a key opportunity for the Library and Information Service to enter into a dialogue with potential partners over possible co-location of library services.

4 Conclusions

4.1 The East Sussex Library and Information Service has a network of 24 public library buildings, which host around 1.48 million visits annually. Many libraries also offer services delivered by, or in partnership with, other organisations. The County Council owns 16 of the 24 libraries, and the remainder are leased from public, private or voluntary and community sector landlords. The Library and Information Service also leases Ropemaker Park in Hailsham, which is the central storage and distribution point for library stock and base for the Mobile Library and some staff. Ropemaker Park is also the County Council's records centre.

4.2 The total running cost of our buildings, including Ropemaker Park, is approximately £850,000 per year, excluding staffing costs, refurbishment costs and income. Around £359,000 is spent on business rates, £209,000 on maintenance and £177,000 on rents and service charges. Utility costs make up the remainder of around £105,000 per year.

4.3 With 1.48 million visitors annually, wear and tear on library buildings, furniture and fittings is inevitable. Worn and damaged items can quickly pose a risk to the health and safety of customers and staff or become damaged beyond economic repair. In the past decade the County Council has spent approximately £16.5 million on improvements to and major refurbishment of East Sussex library buildings. Once the refurbishment of Hastings library is complete in the spring of 2018, this sum will have risen to £20.4 million.

4.4 The current financial climate means that it is unlikely the County Council will be able to afford an investment programme for library buildings on this scale for the foreseeable future. However, we will still need to keep our buildings, furniture and fittings safe and in a good state of repair, so that they are fit to provide the services they need to deliver. It is estimated that for the 24 library buildings the service currently operates from, this would cost around £2.6 million over the next five years, or approximately £523,000 per year.

4.5 All of the libraries in East Sussex are closed for periods of time, for example on one or more mornings, afternoons or whole days per week and many have movable shelving and furniture which enable the layout to be changed for a few hours to accommodate a wide range of different potential uses.

4.6 There is considerable scope for community groups, voluntary sector organisations, the private sector and other parts of the public sector (including other parts of the County Council) to make more use of these assets when the Library and Information Service is not using a building to deliver its services, subject to any applicable planning permissions or lease conditions of each building. This could provide a source of income to help reduce financial pressures on the service, or enable income to be reinvested into delivering new services to meet local needs.

4.7 Library meeting rooms are available for public hire by individuals, small businesses, charities, local organisations, service providers, partners and private enterprises in four libraries across the county. During 2016/2017 the meeting rooms were booked for a wide range of uses including business meetings, health programmes, language courses, training, and individual use.

4.8 Despite marketing of the meeting room spaces at these four libraries, they are under-utilised and are not realising their income generation potential. Further consideration could be given to more targeted marketing of the meeting rooms for ad hoc or longer term rentals, or entering into longer-term agreements with potential partners to rent the rooms as workspaces or places from which services to the community could be provided.

4.9 With decreasing visits and issues of items, there are also opportunities to release space within libraries for other organisations to use, so that costs can be shared and a rental income generated for the Library and Information Service. There are nine libraries within East Sussex where this potential exists. The opportunities range from small shop-style operations or delivery of front-line services to the public, to spaces for meetings and training, to office space.

4.10 As a result of this review, operational bases for parking enforcement staff will be provided in Hastings, Eastbourne and Lewes libraries from June 2018. The Library and Information Service will deliver the functions of the three Parking Shops from these libraries. This joint venture will enable the new parking contract to be delivered at a lower cost due to the sharing of overheads and other operational costs.

4.11 In addition, the Seaford Integrated Locality Team, part of our East Sussex Better Together health partnership, will move into accommodation within Seaford Library. This team will bring together a number of social care and health services for adults, from the County Council and the NHS, within the community. Their services will not be delivered in the library.

4.12 As a result of these two proposals and other efficiency programmes which we have identified as part of the development of the draft Libraries Strategic Commissioning Strategy, the Library and Information Service will save approximately £171,000 per year through a combination of efficiencies and the rental of library space.

4.13 The Library and Information Service will also need to continue to identify whether library services could be delivered in the same locality in a more cost-effective way and consider the potential for library services to share accommodation with other organisations, in order to reduce costs or to deliver a better service in conjunction with other services, or both. The consultation on the draft Libraries Strategic Commissioning Strategy provides a key opportunity for the Library and Information Service to enter into a dialogue with potential partners over possible co-location of library services.

Annex 1 Freehold/Leasehold status of East Sussex libraries

Library	Ownership
Battle	Freehold
Bexhill	Freehold
Crowborough	Leased
Eastbourne	Freehold
Forest Row	Leased
Hailsham	Freehold
Hampden Park	Freehold
Hastings	Freehold
Heathfield	Freehold
Hollington	Freehold
Langney	Leased
Lewes	Freehold
Mayfield	Licence
Newhaven	Freehold
Ore	Freehold
Peacehaven	Leased
Pevensey Bay	Leased
Polegate	Freehold
Ringmer	Leased
Rye	Leased
Seaford	Freehold
Uckfield	Freehold
Wadhurst	Leased
Willingdon	Freehold

East Sussex County Council

Libraries Strategic Commissioning Strategy

Technical Appendix 5

Accessibility Analysis

Prepared in conjunction with Peter Brett Associates LLP

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1 Purpose of the Technical Appendix

Background

1.1 This Accessibility Analysis is a key element of the Strategic Commissioning Strategy. The Library and Information Service comprises both the physical infrastructure that people can use (e.g. library buildings and the services available within them) and the digital services that people can access online without having to visit the library (e.g. eBooks and eMagazines, and online reference material)**.** The prime purpose of the analysis is three-fold:

a. To determine reasonable travel time parameters for the majority of residents to access library services and analyse the proportion of the population within the county who have access to a library within these parameters

b. To understand how residents currently travel to/access the Library and Information Service.

c. To determine the accessibility of the East Sussex Library and Information Service in terms of the ability of residents to access its digital services.

1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

<table>
<tr><td colspan="7">Draft Libraries Strategic Commissioning Strategy</td></tr>
<tr><td colspan="7">Appendix 1 Rationale and Impact Assessment for the Proposed Needs Based Library Service</td></tr>
<tr><td colspan="7">Appendix 3 Summary of Technical Appendices</td></tr>
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National and Local Context</td><td>Technical Appendix 2
Needs Assessment</td><td>Technical Appendix 3
Service Description and Analysis</td><td>Technical Appendix 4
Property Assessment</td><td>Technical Appendix 5
Accessibility Analysis</td><td>Technical Appendix 6
Strategic Outcomes and Gap Analysis</td><td>Technical Appendix 7
Delivery Model Options Appraisal</td></tr>
</table>

1.3 The Accessibility Analysis is part of a body of evidence that has been developed to enable the Council to draft and implement its Strategic Commissioning Strategy for the Library and Information Service.

Methodology

1.4 The County Council commissioned Peter Brett Associates to develop the methodology and undertake the analysis which forms this Accessibility Study. This Technical Appendix has therefore been produced in conjunction with Peter Brett Associates.

1.5 The methodology adopted for the analysis has been first to calculate current travel times to access library services in East Sussex by car, public transport and walking. These have been calculated using accessibility and GIS software, and the results are shown in chapter 2. This provides a picture of the current accessibility of libraries in the county. Chapter 2 also examines car ownership across East Sussex.

1.6 Research has also been undertaken using published national data to establish how far people are willing to travel to access library services and other comparable types of service. The results are set out in chapter 3.

1.7 In chapter 4, the travel times identified in chapter 3 have been applied to the libraries within East Sussex and then accessibility and GIS mapping software have been used to map accessibility according to these travel times to all libraries within the county as well as the mobile library stops. As the opening hours of East Sussex libraries and the mobile library are generally within the daytime period of 10am to 5pm (apart from those libraries which open until 6pm on a Thursday), the travel times presented show average car journey times during off-peak hours, calculated using accessibility and GIS software. To validate the accuracy of these calculated journey times by car, a sample of routes have been driven. Thirty mapped routes between libraries and varied locations across the county were driven to verify the mapped journey time for the route. Each of these 30 routes was tested at least 3 times in each direction, at varying times throughout the off-peak period of the day.

1.8 For public transport the mapped journey times are derived from published bus and rail timetables as at April 2016 and are based on travel between 10:00 and 14:00 on a weekday.

1.9 Chapter 5 presents data held by the Council on the home locations of both registered and active users of the Library and Information Service and the libraries that they visit. This information shows the geographical spread of the libraries that people in the county use in relation to their home postcode.

1.10 Chapter 6 provides an analysis of a range of data which has been used to assess the accessibility of the Library and Information Service's digital services. This analysis has included the examination of a number of indicators of accessibility and affordability of broadband, including income, poverty levels, skills and access to infrastructure.

1.11 Finally, conclusions are presented in chapter 6.

2 Current Transport Accessibility

Introduction

2.1 In this chapter, the current accessibility of the East Sussex Library and Information Service by car, public transport and walking is presented. Accessibility software has been used to identify the areas within a 10, 20 and 30 minute travel time of each library by each mode[1].

2.2 The start point for journeys by public transport is a bus stop or railway station, and journey times include walking from the bus stop or railway station at the end of the journey to the library. The average journey times by car end at the library building.

2.3 Figures 2.1 to 2.3 show the travel time catchments for the 24 library buildings in East Sussex. The figures show, in turn, car, public transport and walking.

2.4 Figures 2.4 to 2.6 repeat this analysis to include the mobile library service. Again, the figures show, in turn, car, public transport and walking. The analysis demonstrates that the mobile service adds a greater level of accessibility although with less choice of visiting time, as the mobile library only visits each stop once every three weeks for a short period of time.

2.5 The figures for car travel times (Figures 2.1 and 2.4) include unshaded white areas in, for example, Birling Gap/Beachy Head, between Hastings and Fairlight and Rye Harbour. These are areas where either there is no road network or only single no-through roads. In the former case, no travel time can be calculated without a road network; in the latter case, travel times have been calculated along the individual roads, but the scale of the plans means that the shadings are not visible when presented at A4 or A3 pagination.

2.6 When reviewing car travel times to the Library and Information Service, it is important to acknowledge that this is of relevance only to residents who have access to a car. Figure 2.7 shows the levels of car ownership across the county, although it should be recognised that household car ownership is not the same as having access to a car. For example, the car may not be available to other householders if one person is using it for work commuting.

[1] For simplicity travel times are shown as 0-10, 10-20, 20-30. However the three catchments are non-overlapping, as follows: 0-10, 10.01-20, 20.01-30 minutes

2.7 Travel Time Catchments

Figure 2.1 Car Travel Times to Libraries in East Sussex

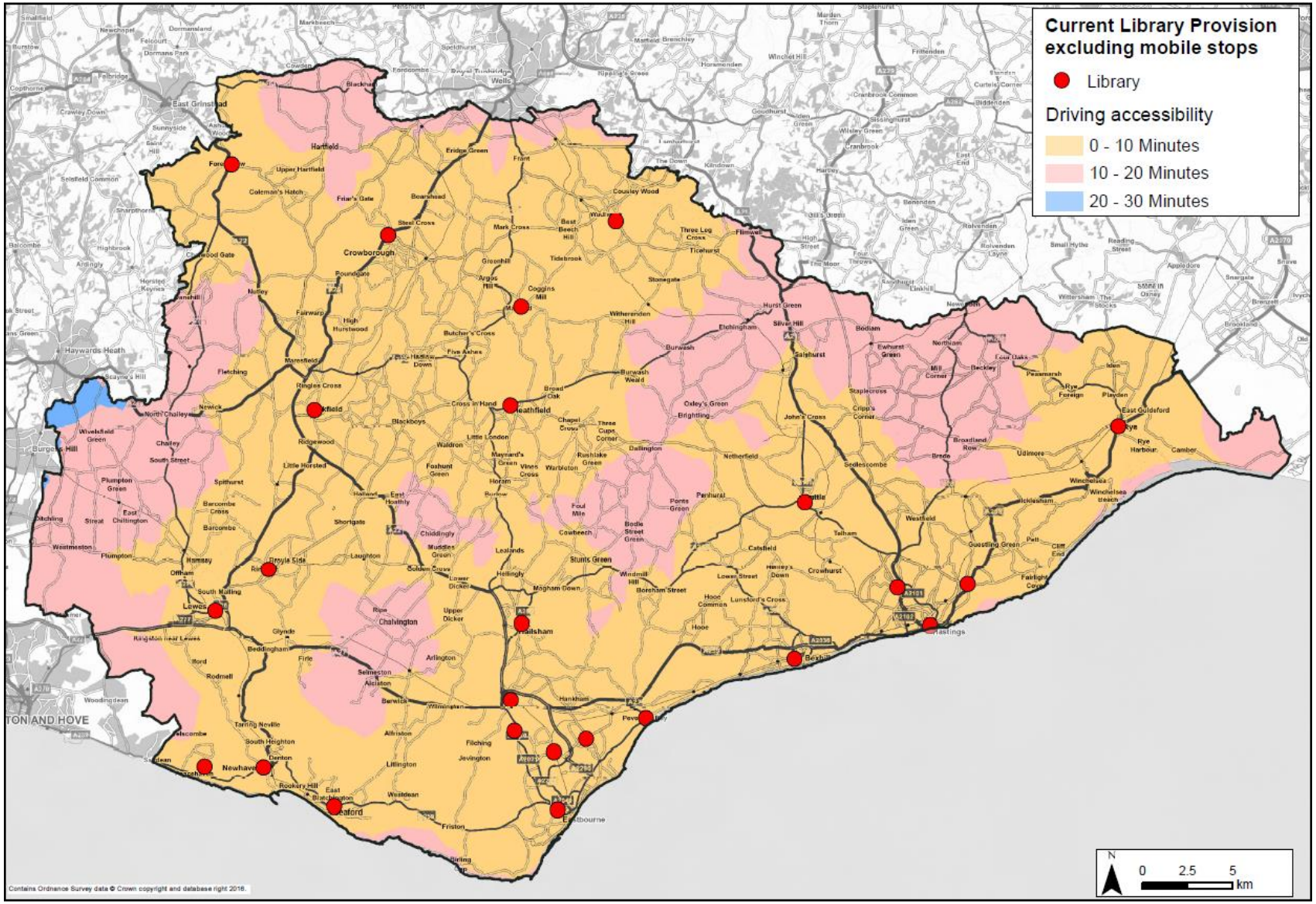


Figure 2.2 Public Transport Travel Times to Libraries in East Sussex

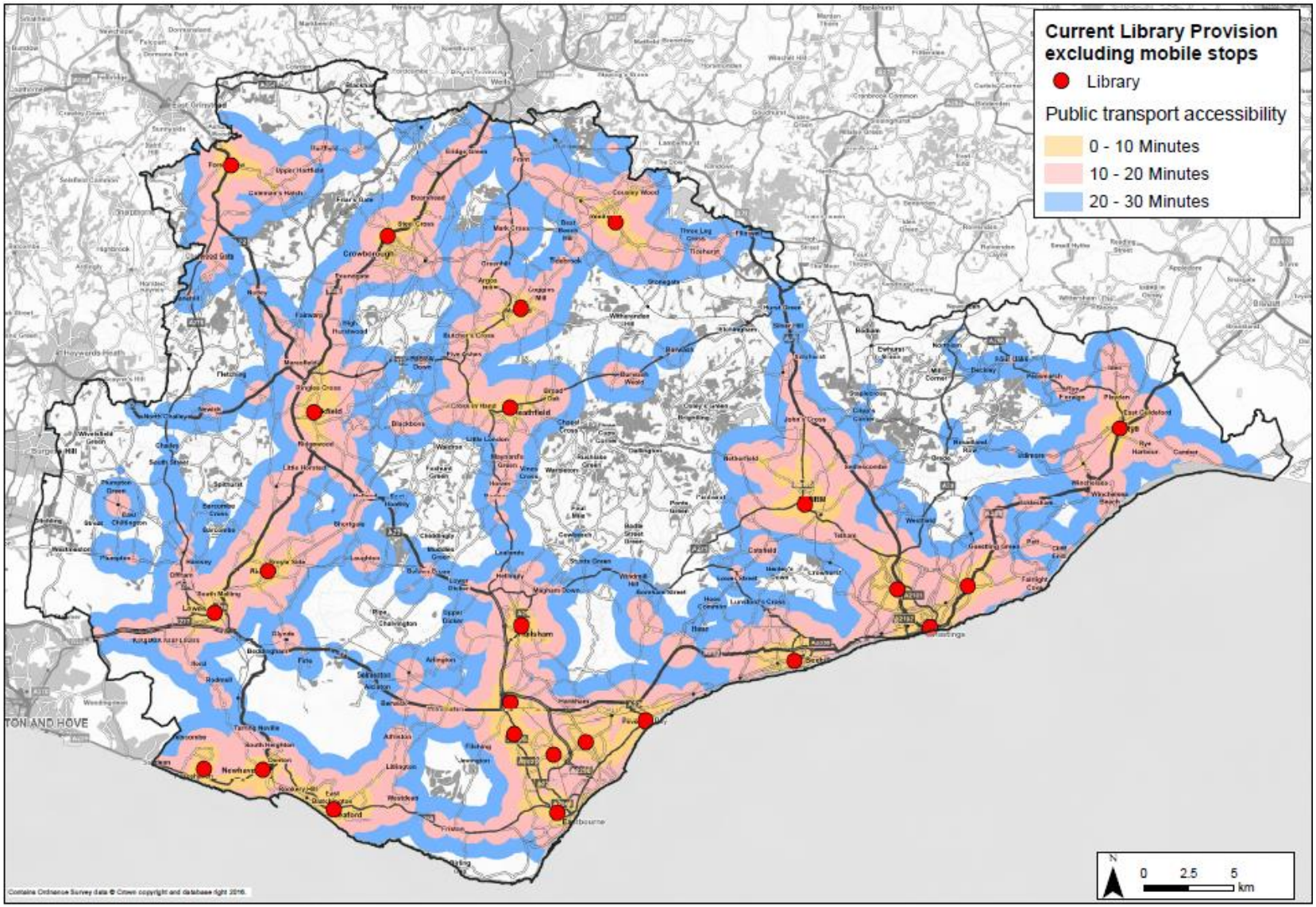


Figure 2.3 Walking Travel Times to Libraries in East Sussex

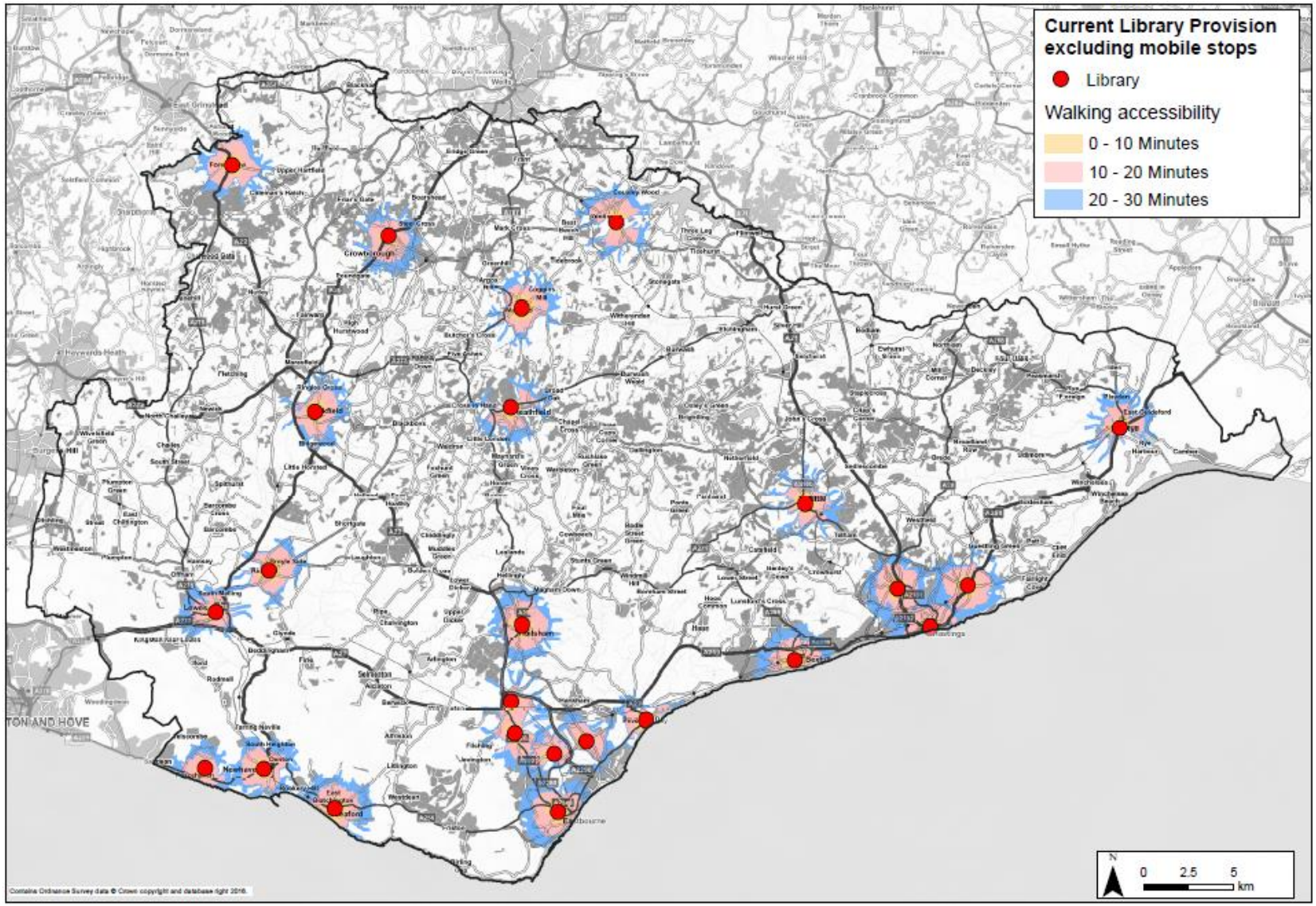


Figure 2.4 Car Travel Times to Libraries in East Sussex including Mobile Library Service

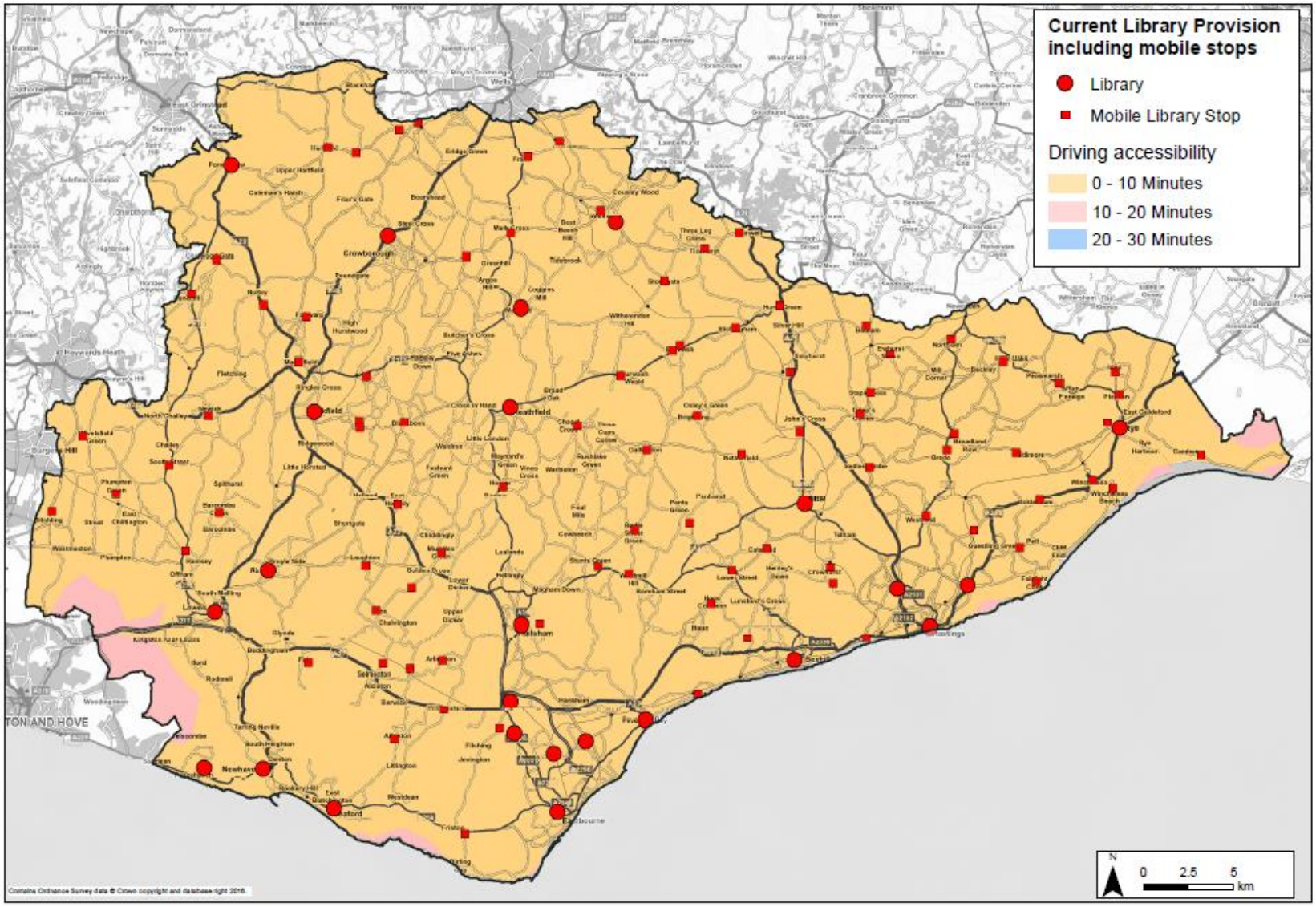


Figure 2.5 Public Transport Travel Times to Libraries in East Sussex inc Mobile Library Service

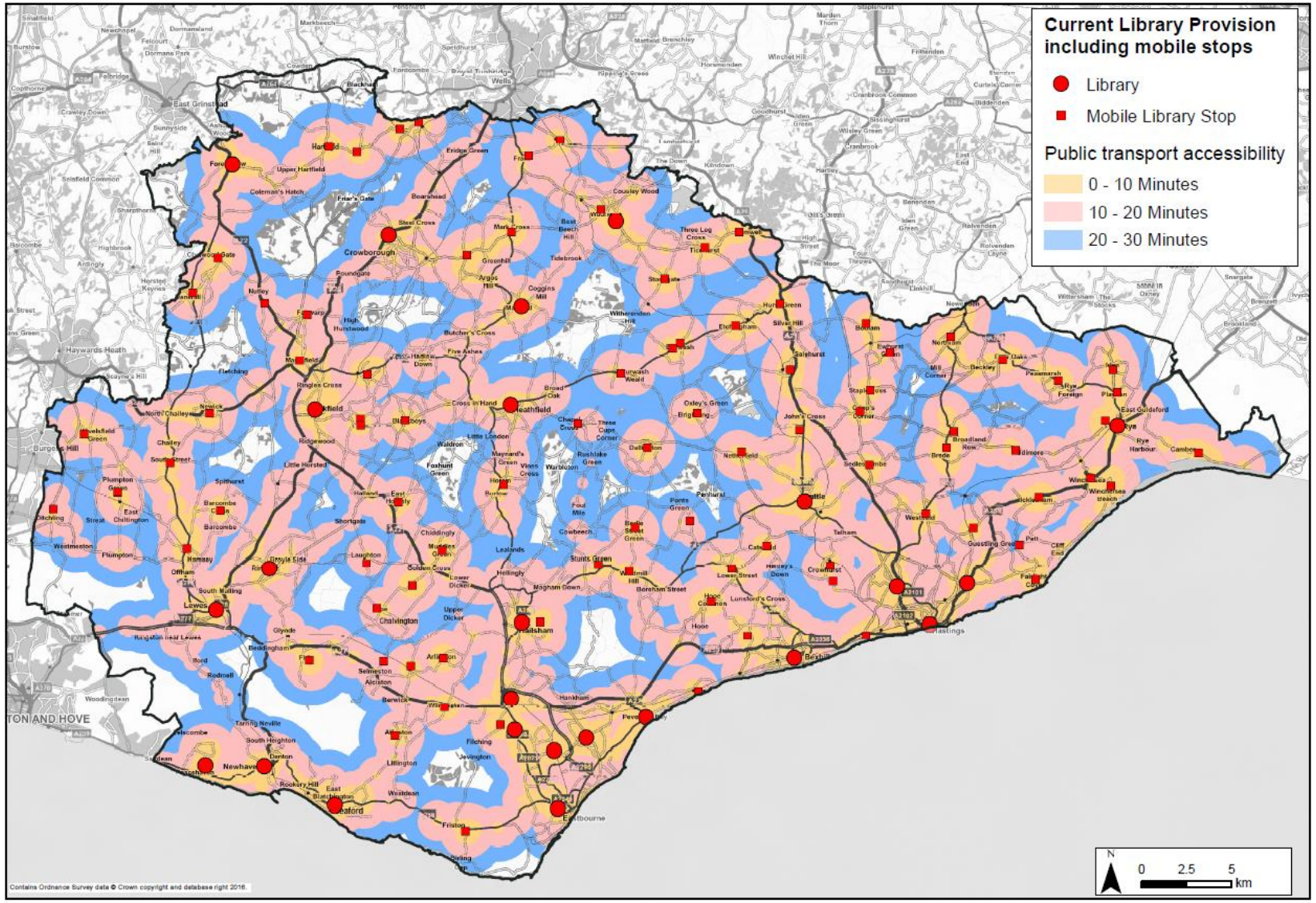
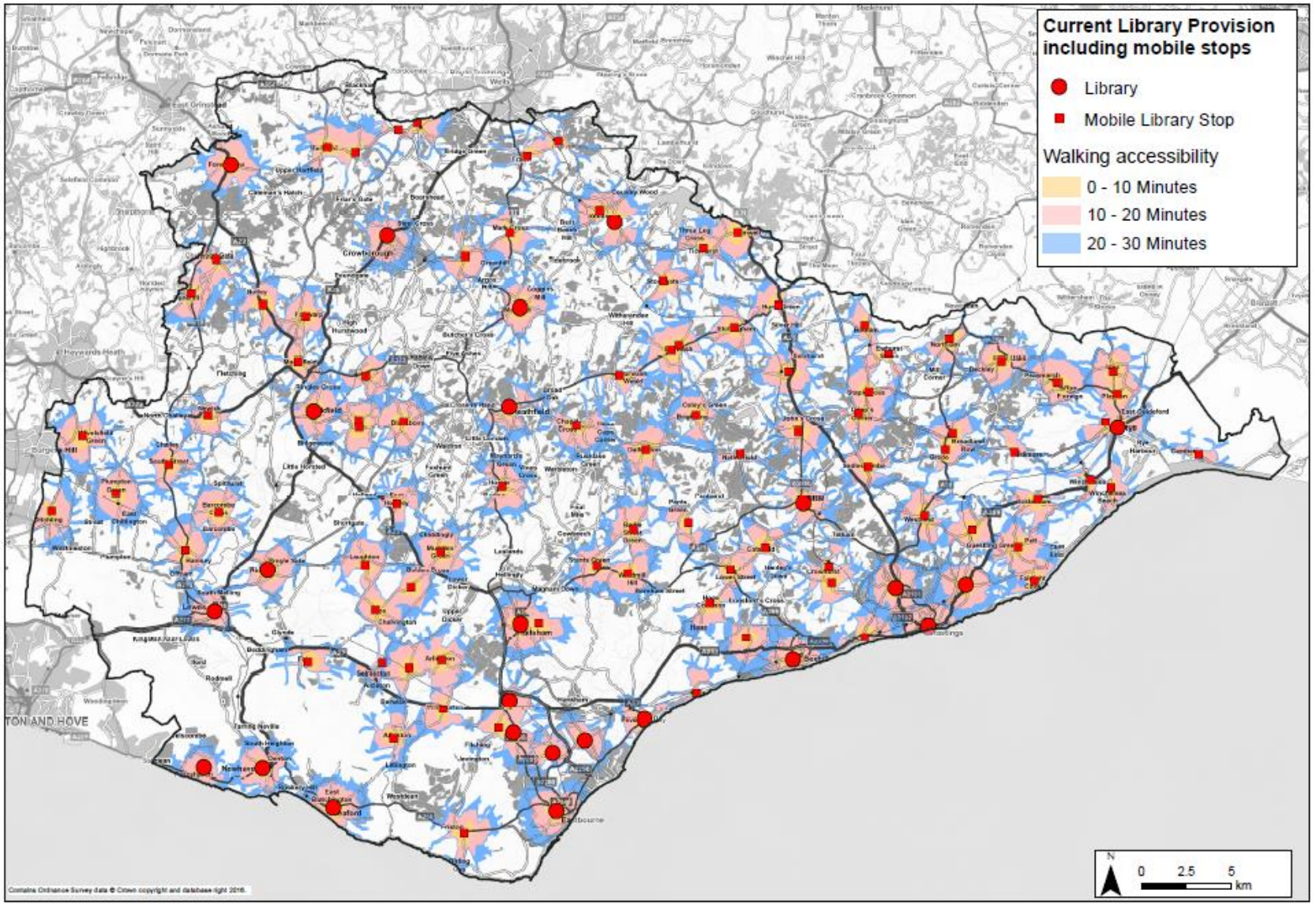
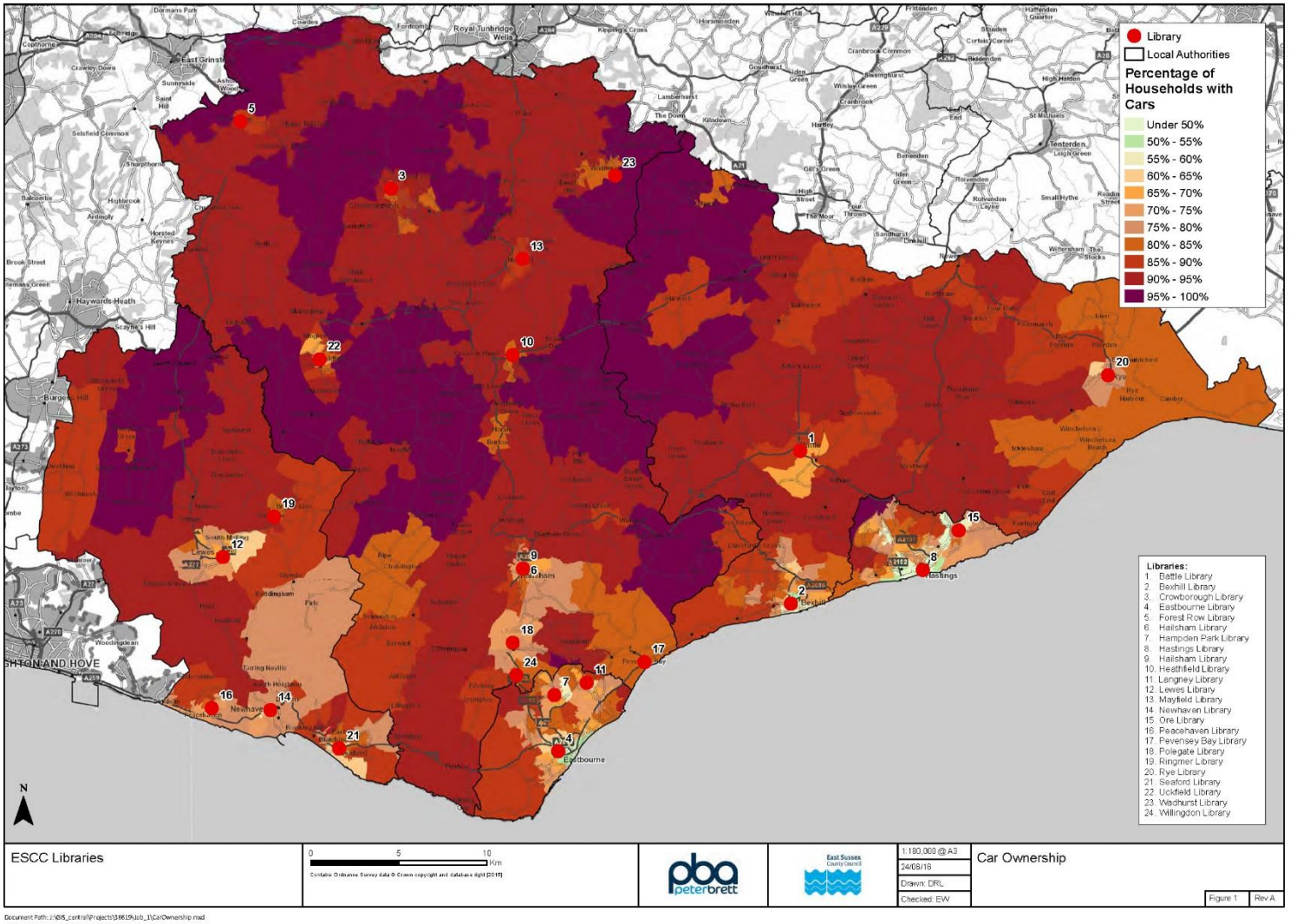


Figure 2.6 Walking Travel Times to Libraries in East Sussex including Mobile Library Service



2.8 Car Ownership

Figure 2.7 Car Ownership in East Sussex



2.9 As Figure 2.7 shows, car ownership is generally very high across East Sussex, with a county average of 78.1% of households owning one or more cars. This compares to 74.4% on average in England and Wales. There are considerable variations within the county, however, with high car ownership in rural areas; 87.6% of households own one or more cars in Wealden for example, as do 81.0% of households in Rother.

2.10 In contrast, car ownership is lower in coastal areas, at 71.3% in Eastbourne and 66.7% in Hastings. There are pockets in Hastings where fewer than half of households own a car (Castle ward, 47.6% and Central St Leonards, 44.1%). While Lewes district as a whole has above average car ownership (79.9%), this figure falls substantially in some of the housing estates of Lewes, Newhaven and Peacehaven, and in central Seaford.

2.11 In terms of access to libraries, the identified areas of low car ownership are compensated by having regular bus services and/or being in central locations where walking distances to local libraries are relatively short. Table 2.1 gives details of alternatives to the private car for all wards below the county average level of car ownership.

Table 2.1: Alternatives to Private Car in Areas with Relatively Low Car Ownership

Town	Ward	Car ownership	Comments
Eastbourne	Devonshire	57.2%	Frequent bus services on Seaside and Royal Parade while the west of the ward is within walking distance of the town centre and library
Eastbourne	Hampden Park	68.9%	Good bus service provision throughout the ward to/from the town centre and rail access to town centre
Eastbourne	Langney	75.8%	Good level of bus services to the town centre
Eastbourne	Meads	63.7%	Frequent bus services within the Meads Estate while the north of the ward is within walking distance of the town centre and library
Eastbourne	St Anthony's	74.7%	Good level of bus services to the town centre
Eastbourne	Upperton	62.6%	Frequent bus services on the Kings Drive and Willingdon Road corridors while the south of the ward is within walking distance of the town centre and library
Hastings	Baird	69.1%	Good level of bus service provision covering the ward.
Hastings	Braybrooke	64.5%	Parts of ward within walking distance of town centre and library, daytime bus service on Linton Road & Priory Avenue and good level of service on St Helens Road
Hastings	Castle	46.7%	Town centre ward within walking distance of library

Town	Ward	Car ownership	Comments
Hastings	Central St Leonards	44.1%	Good level of bus service provision on Grand Parade and rail access via Warrior Square station
Hastings	Gensing	59.7%	Very high bus service frequency on London Road and good service provision on Bohemia Road
Hastings	Hollington	69.0%	Very high bus service frequency throughout
Hastings	Old Hastings	69%	Good level of bus service in East Hill area and Old Town within walking distance of town centre and library
Hastings	Ore	69.8%	High bus service frequency throughout
Hastings	Silverhill	72.8%	Very high bus service frequency on London Road
Hastings	Tressell	62.8%	Good level of service on Mount Pleasant Road and Priory Road
Hastings	Wishing Tree	65.2%	Very high bus frequencies on Blackman Avenue and Battle Road
Lewes	Lewes Bridge	69.9%	Good daytime bus service in South Malling while the south of the ward is within walking distance of the library
Lewes	Lewes Castle	70.1%	Daytime bus service in Landport while the south of the ward is within walking distance of the library
Lewes	Lewes Priory	76.4%	Frequent bus service on Brighton Road/Western Road while eastern part of the ward is within walking distance of town centre and library
Newhaven	Denton & Meeching	77.2%	Much of ward is within walking distance of the library; outer areas served by two-hourly daytime bus service
Newhaven	Newhaven Valley	69.8%	Much of ward is within walking distance of the library; outer areas have access to frequent services on Brighton Road and two-hourly daytime bus service on Lewes Road
Peacehaven	Peacehaven West	72.8%	Good level of service on Brighton Road and Sutton Avenue
Seaford	Seaford Central	68.8%	Most of ward is within walking distance of the library
Seaford	Seaford South	75.8%	Daytime bus service on Sutton Avenue while western part of ward is within walking distance of the library
Bexhill	Central	56.6%	Most of ward is within walking distance of the library
Bexhill	Bexhill Old Town	76.7%	Good level of bus services to Bexhill town centre

Town	Ward	Car ownership	Comments
Bexhill	Sackville	64.9%	Western part of ward is within walking distance of the library; daytime bus services on key corridors
Bexhill	Sidley	71.8%	Daytime bus service on Ninfield Road
Rye	Rye	72.1%	Much of ward is within walking distance of the library; daytime bus services serve Tilling Green and Rye Road (Playden)
Hailsham	Hailsham East	71.7%	Most of ward is within walking distance of the library
Polegate	Polegate North	76.1%	Western part of ward is within walking distance of the library; good bus services on Pevensey Road/Dittons Road Rail access to Eastbourne
Polegate	Polegate South	74.9%	Most of ward is within walking distance of the library; frequent bus services to Hailsham and Eastbourne Rail access to Eastbourne

2.12 As Table 2.1 shows, the only wards in East Sussex where car ownership is below the county average are in urban areas where walking distances to local libraries are generally low and where alternative bus and train service provision exists, often at a high frequency.

3 Travel Time Research

Introduction

3.1 In this chapter, published research is reviewed to establish how long people typically spend travelling to access library services. There is limited data available that is specifically related to travel patterns associated with library visiting. However, the National Travel Survey (NTS) provides data on travel time by journey purpose.

Travel Time by Journey Purpose

3.2 Data from the National Travel Survey (NTS)[2] has been used to identify average journey times by different trip purposes and this data is summarised in Table 3.1. It should be noted that the data relates to average travel times, which means that a proportion of respondents will have trip durations in excess of the average.

Table 3.1: Average Travel Times (Minutes) by Journey Purpose in Great Britain

Purpose	Average Trip Duration (minutes)
Commuting	29
Business	42
Education	22
School run	14
Shopping	18
Other escorted trips	17
Personal business	**20**
Visiting friends at private home	27
Visiting friends at private elsewhere	23
Entertainment/public activity	24
Sport: participate	20
Day trip	33
Other, including just walk	24
All purposes	**24**
Unweighted sample size:	
Individuals	16,491
Trips (000s)	280

[2] National Travel Survey 2014, Table 0406, Average trip time by trip purpose: England, 1995/97 to 2014

3.3 Table 3.1 shows that average trip durations range from 14 minutes for school run to 42 minutes for business travel. The majority of trip purposes have travel times in the range 17 to 24 minutes and the overall all-purpose average is 24 minutes.

3.4 The category of personal business is of particular relevance as it specifically includes visits to libraries. Personal business is defined as[3]:

"visits to services, e.g. hairdressers, launderettes, dry-cleaners, betting shops, solicitors, banks, estate agents, libraries, churches; or for medical consultations or treatment; or for eating and drinking, unless the main purpose was entertainment or social."

3.5 The average trip duration for personal business is 20 minutes. Recognising that this is an average value and not a maximum, and that the all-purpose average is slightly higher at 24 minutes, this research suggests that it would appear reasonable to use a target of 20 to 25 minutes for the majority of people to access a library.

[3] National Travel Survey 2014: Notes and Definitions- Page 10

4 Travel Time Parameters in East Sussex

Introduction

4.1 In this chapter, the travel time parameters identified in the previous chapter are applied to the East Sussex library network, to build a picture of the catchment areas within a reasonable travel time of each library.

4.2 The results of the analysis for car travel time catchments for the current library network are shown in Figures 4.1a to 4.1f. Figures 4.2a to 4.2f show the equivalent public transport travel time catchments.

4.3 The methodology used to determine these plots is set out in the next section.

Methodology

Car

4.4 The car travel times shown in the figures are based on actual observed average car journey times between 10:00 and 16:00 on a weekday. The data source is “HERE” data, previously known as Navteq.

4.5 “HERE” travel times are based on billions of multiple-year vehicle speed observations, gathered using GPS and Bluetooth signals from in-vehicle sat-nav devices and mobile phones. Data is gathered for the time taken to travel across each link in the highway network and to pass through each junction; a link is a section of road between two junctions. Each analysis is based only on roads that are traversable by car and includes information on restricted junctions, overpasses and underpasses so that connections between roads are only made at viable junctions.

4.6 The data is then averaged for 15-minute time intervals throughout the day and a combined off-peak average, known as the “core road speed timing” is also produced. This is based on all observations between 10:00 and 16:00 on all weekdays over a five-year period and thus includes, for example, school days and school holidays, good weather and bad, light and heavy traffic conditions, and all other situations that can affect driving speeds. The core road speed timing has been used to prepare the plots in this chapter.

4.7 To calculate travel time between two points, HERE adds up the average times for each link and junction that would be involved in making the journey and then presents the total.

4.8 To derive the 10, 20 and 30-minute travel time contours shown in the figures the HERE data have been analysed using TRACC accessibility software to plot the distances that can be traversed. As stated above, this is based on the average of actual observed trips made between 10:00 and 16:00 on a weekday.

4.9 We believe that HERE data is the best and most appropriate analysis to derive average off-peak car travel times as it is based on a massive dataset of actual observations. HERE is owned by Audi, BMW and Daimler and is supported by Microsoft and Nokia who are both former owners of the company. The data is the standard used across the transport industry and is used within all ESRI, Citilab and Mapinfo inhouse isochronal analysis tools.

4.10 To validate the accuracy of these calculated journey times by car, a sample of routes have been driven. Thirty routes between libraries and varied locations across the county were tested of which 27 (90%) were within the mapped average journey times. Each of these 30 routes was tested at least 3 times in each direction, at varying times throughout the day. 86% of these individual trips were completed within the mapped average journey times.

Public Transport

4.11 The public transport travel times shown in the figures are derived from published bus and rail timetables as at April 2016 and are based on travel on a Wednesday between 10:00 and 14:00. Wednesday has been chosen to represent a typical weekday and the analysis gives a conservative picture of access via public transport on any weekday. Most services that run between these times will also be available at other times of the day and on other weekdays. A small number of less frequent services only run outside of these hours or on days other than Wednesdays. These services therefore will not be shown in the figures, and as a result the accessibility of libraries by public transport will be slightly greater than is shown in the analysis, although not significantly so.

4.12 Where a public transport journey involves changing buses or trains, or changing between bus and train, an interchange allowance of 5 minutes has been included.

4.13 To complete the total journey time, a walk speed of 5 km per hour has been applied away from each bus stop or rail station. The total distance that can be travelled by public transport and walking in a 30-minute time frame has then been plotted.

4.14 Library Catchment Areas

Figure 4.1a Actual Observed Average Off-Peak (1000-1600) Car Travel Time Catchment (Crowborough Area & NW)

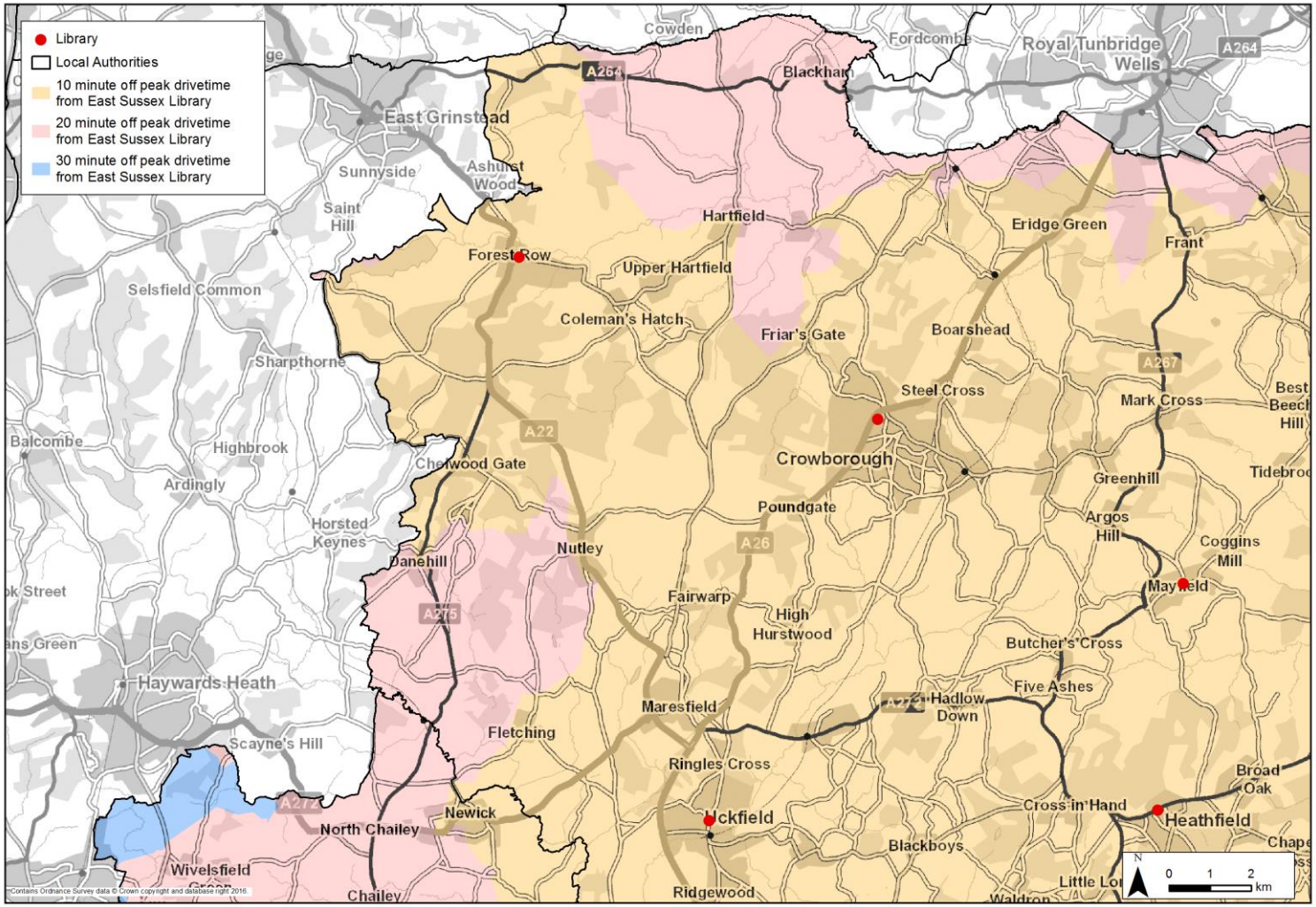


Figure 4.1b Actual Observed Average Off-Peak (1000-1600) Car Travel Time Catchment (Wadhurst Area & NE)

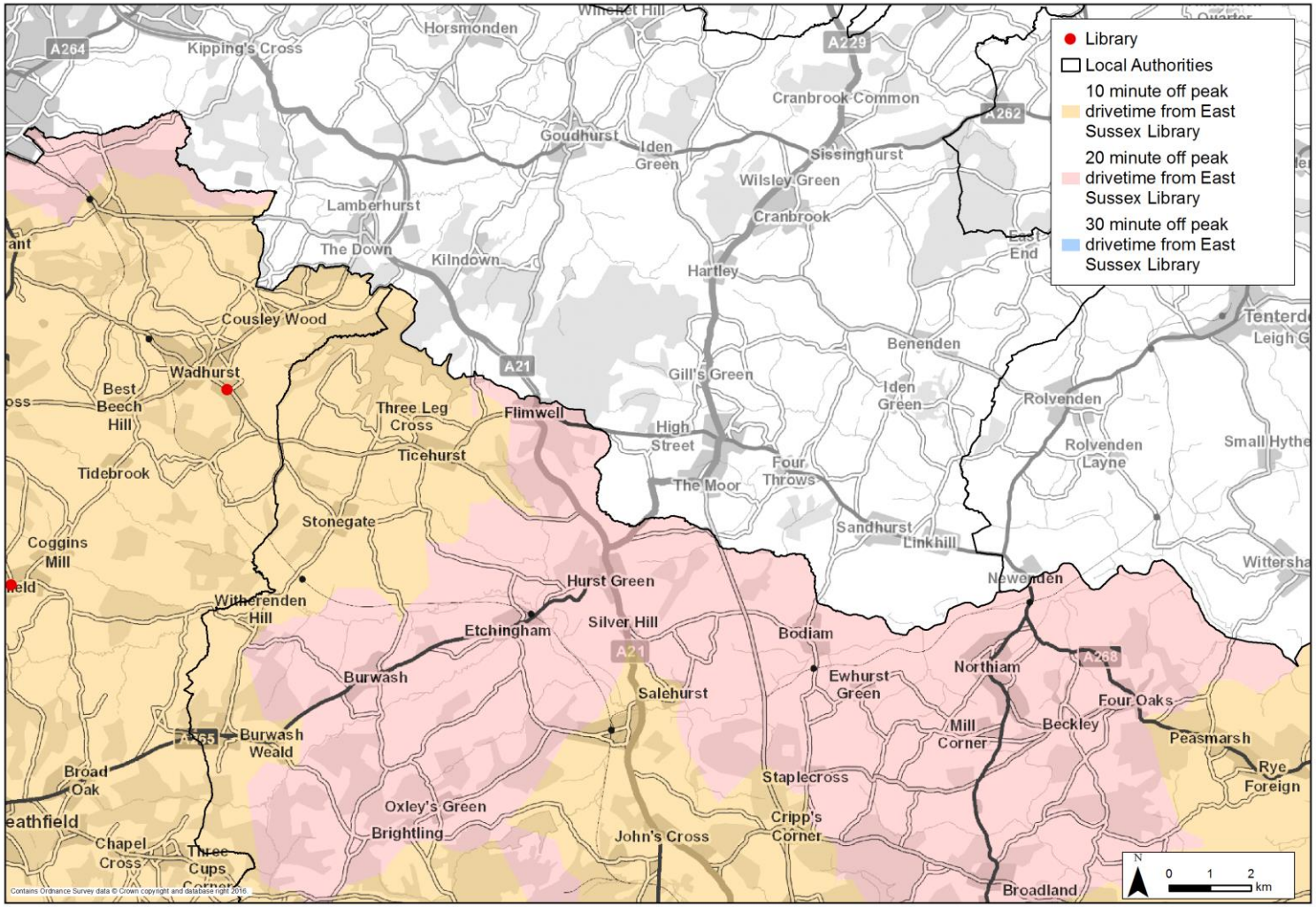


Figure 4.1c Actual Observed Average Off-Peak (1000-1600) Car Travel Time Catchment (Lewes Area & SW)

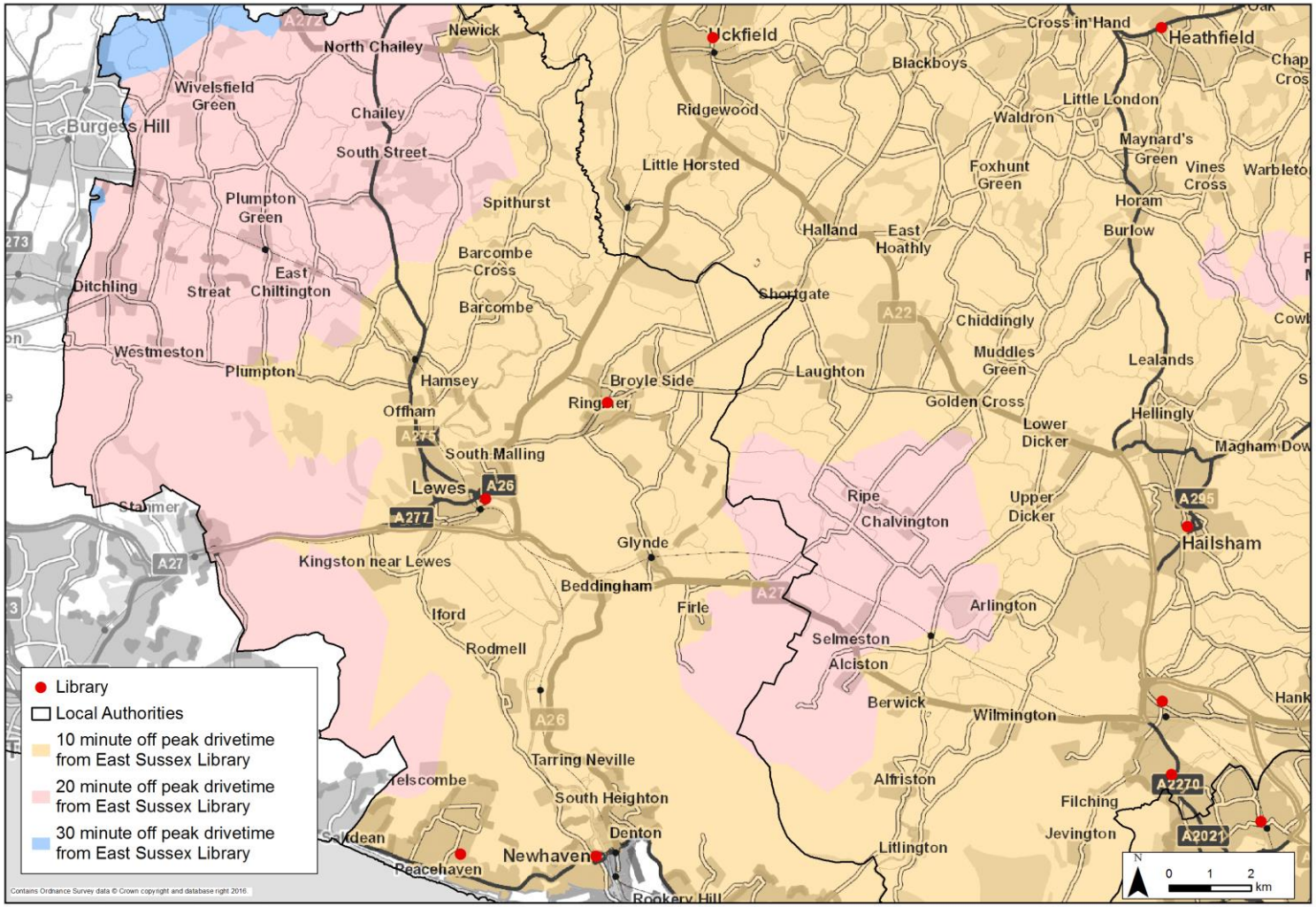


Figure 4.1d Actual Observed Average Off-Peak (1000-1600) Car Travel Time Catchment (Eastbourne Area & South)

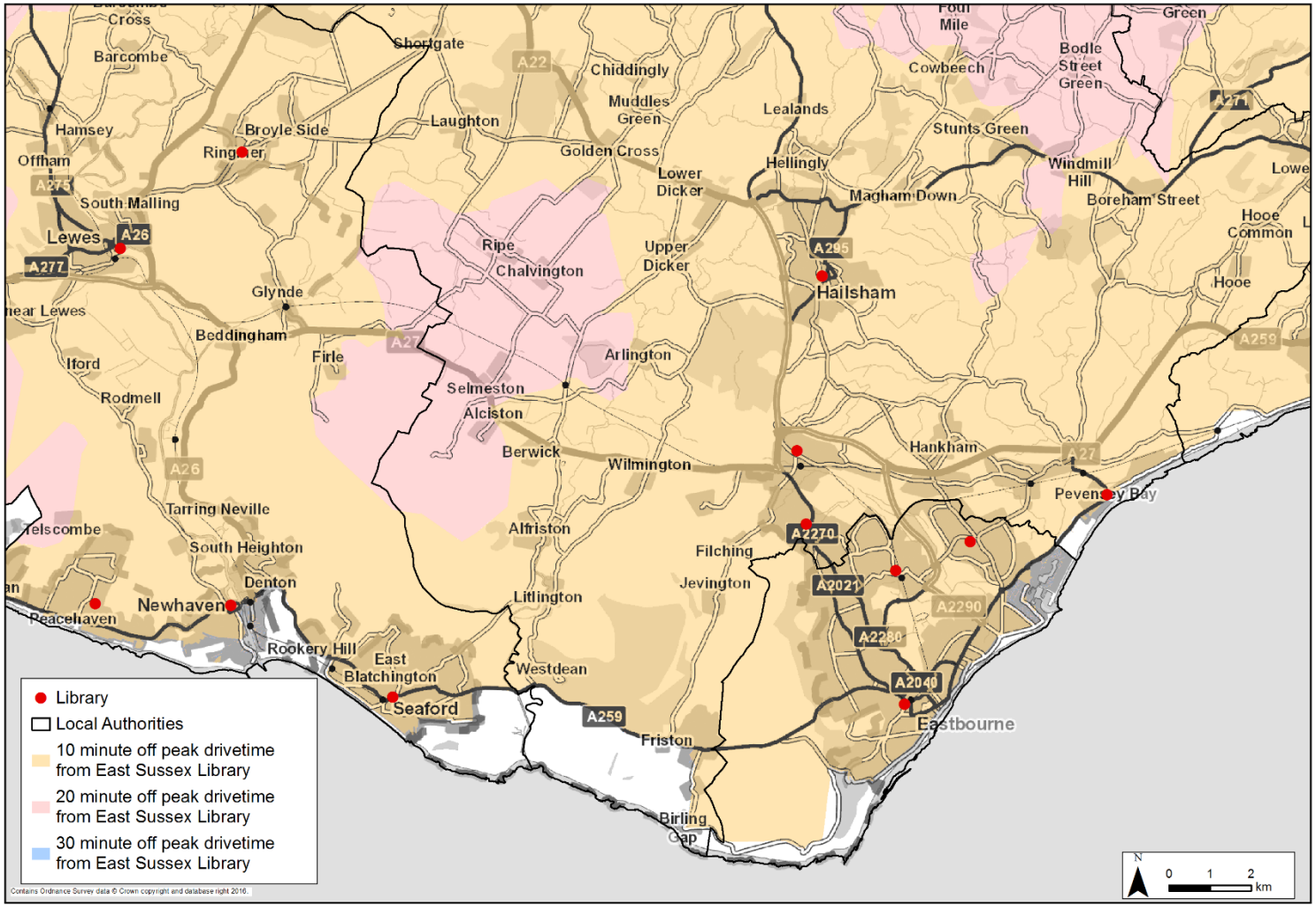


Figure 4.1e Actual Observed Average Off-Peak (1000-1600) Car Travel Time Catchment (Hastings, Bexhill Area & SE)

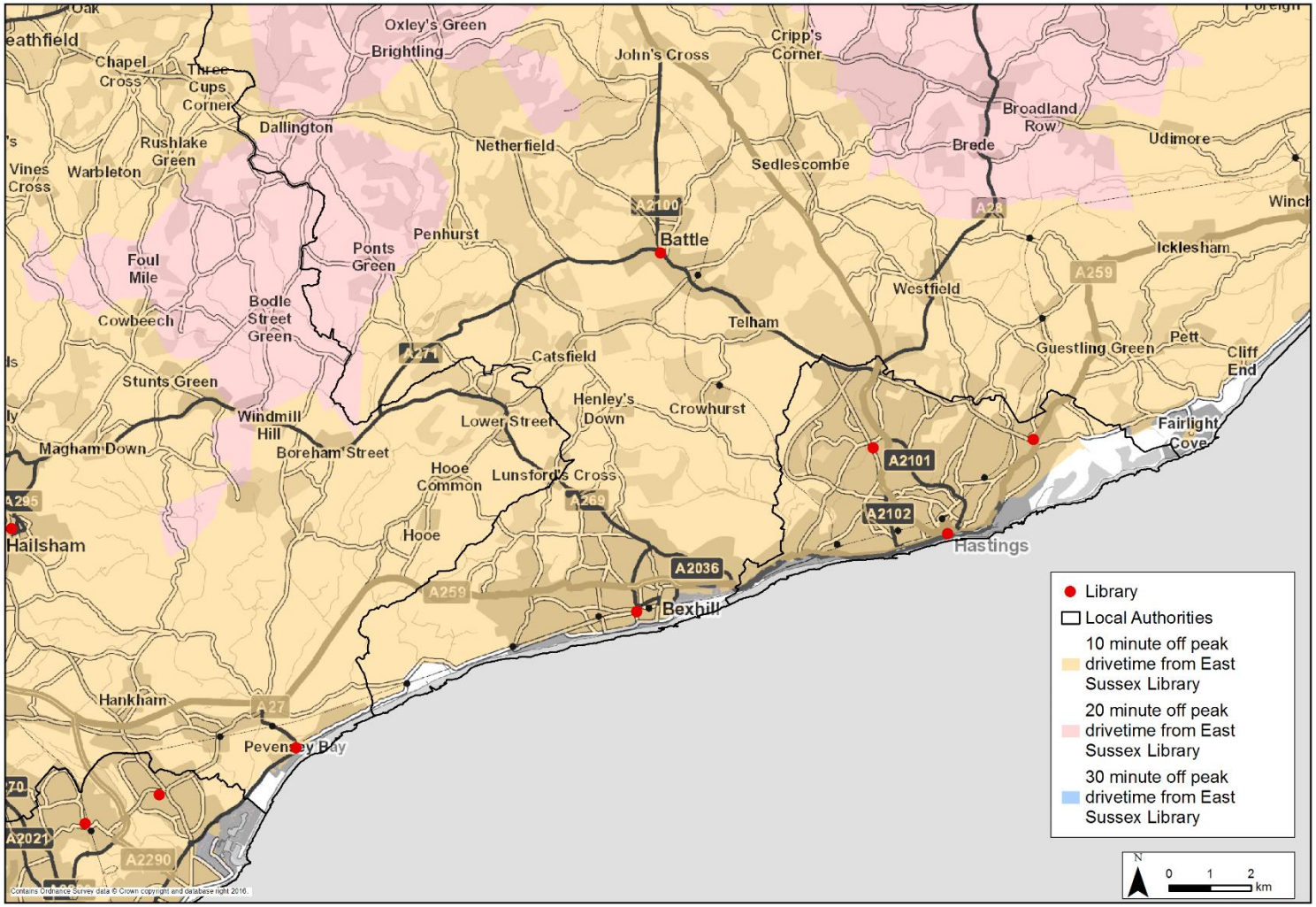


Figure 4.1f Actual Observed Average Off-Peak (1000-1600) Car Travel Time Catchment (Hastings, Rye & East)

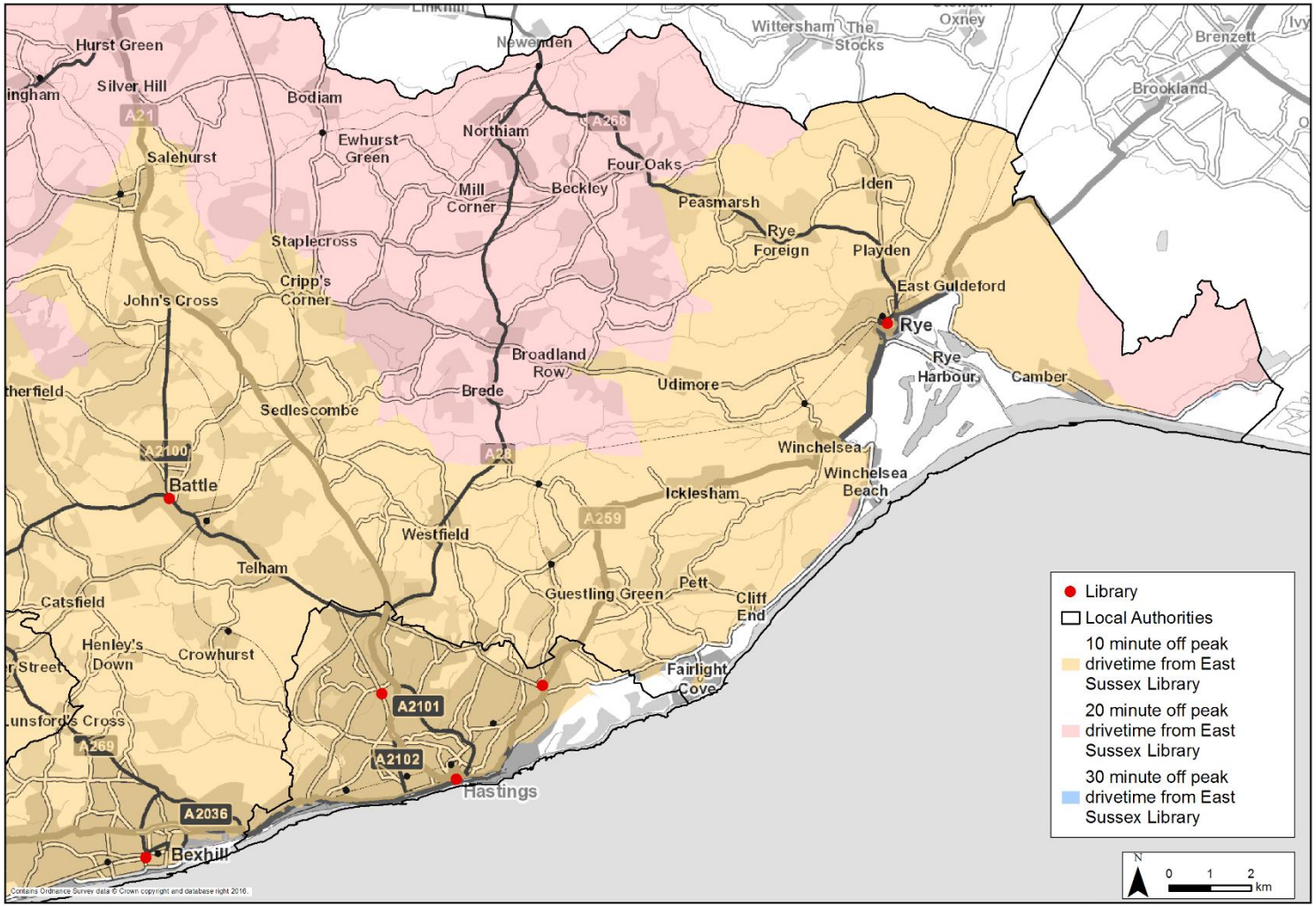


Figure 4.2a Off-Peak (1000-1600) Public Transport Travel Time Catchment (Crowborough Area & NW)

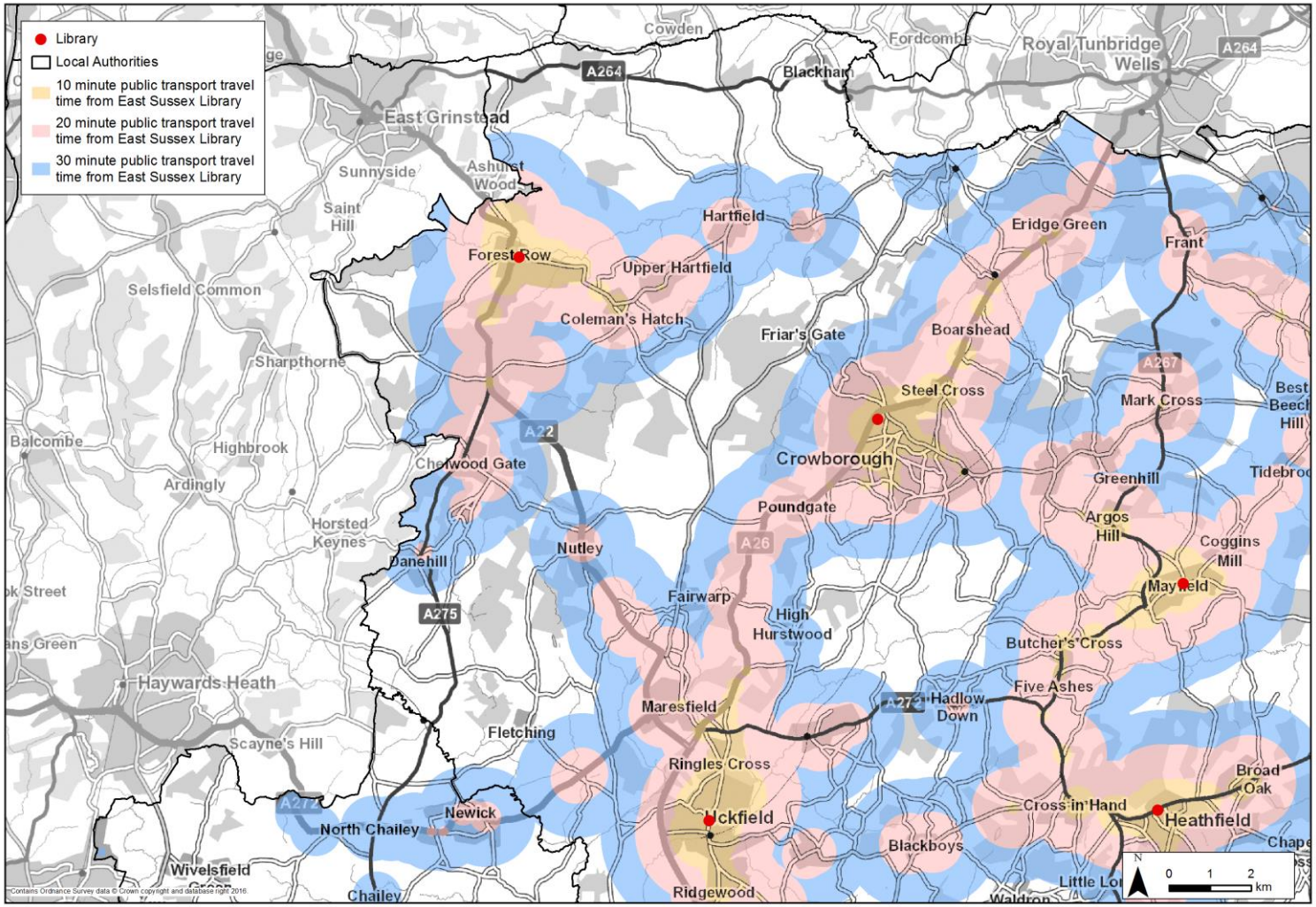


Figure 4.2b Off-Peak (1000-1600) Public Transport Travel Time Catchment (Wadhurst Area & NE)

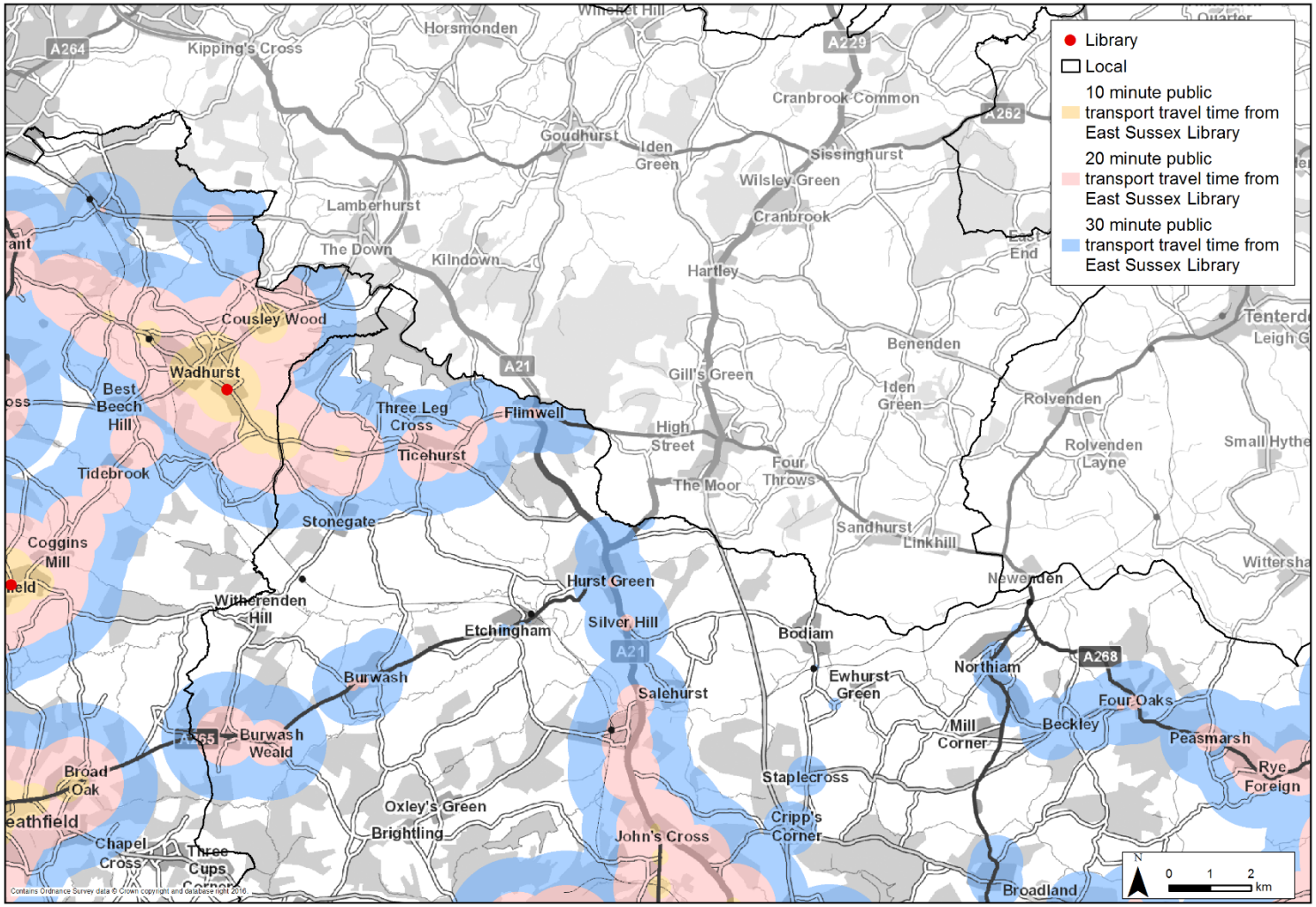


Figure 4.2c Off-Peak (1000-1600) Public Transport Travel Time Catchment (Lewes Area & SW)

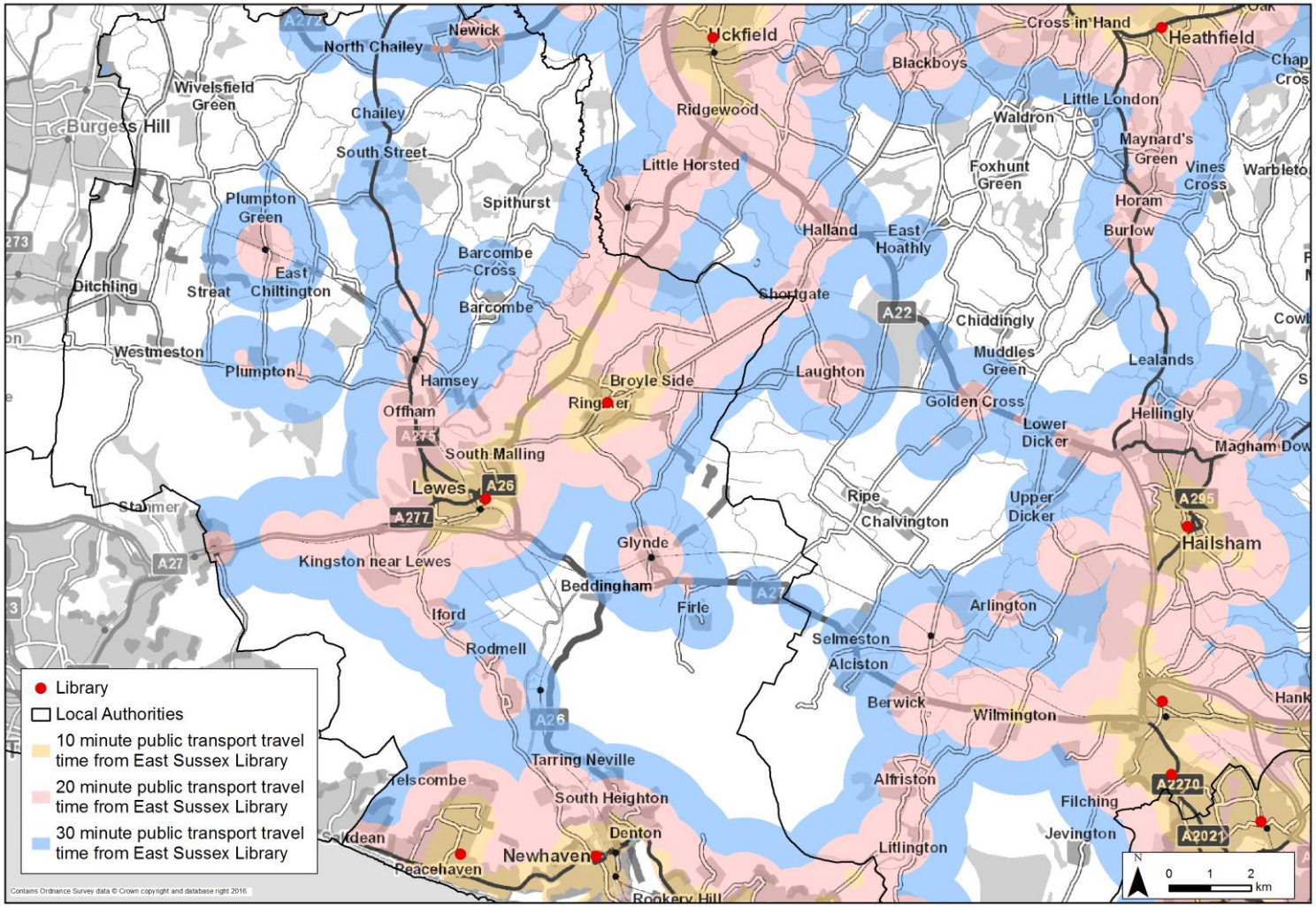


Figure 4.2d Off-Peak (1000-1600) Public Transport Travel Time Catchment (Eastbourne Area & South)

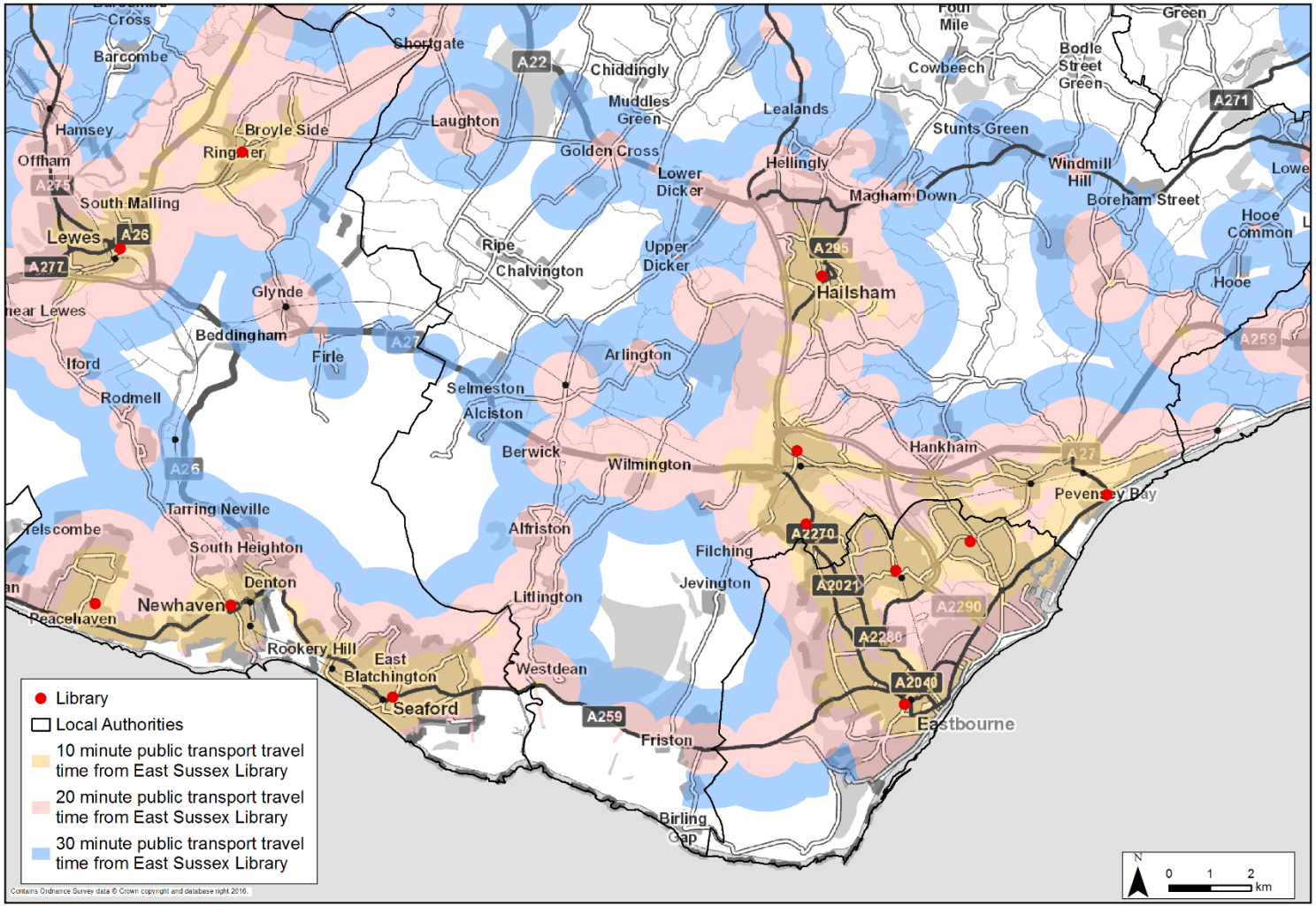


Figure 4.2e Off-Peak (1000-1600) Public Transport Travel Time Catchment (Hastings, Bexhill Area & SE)

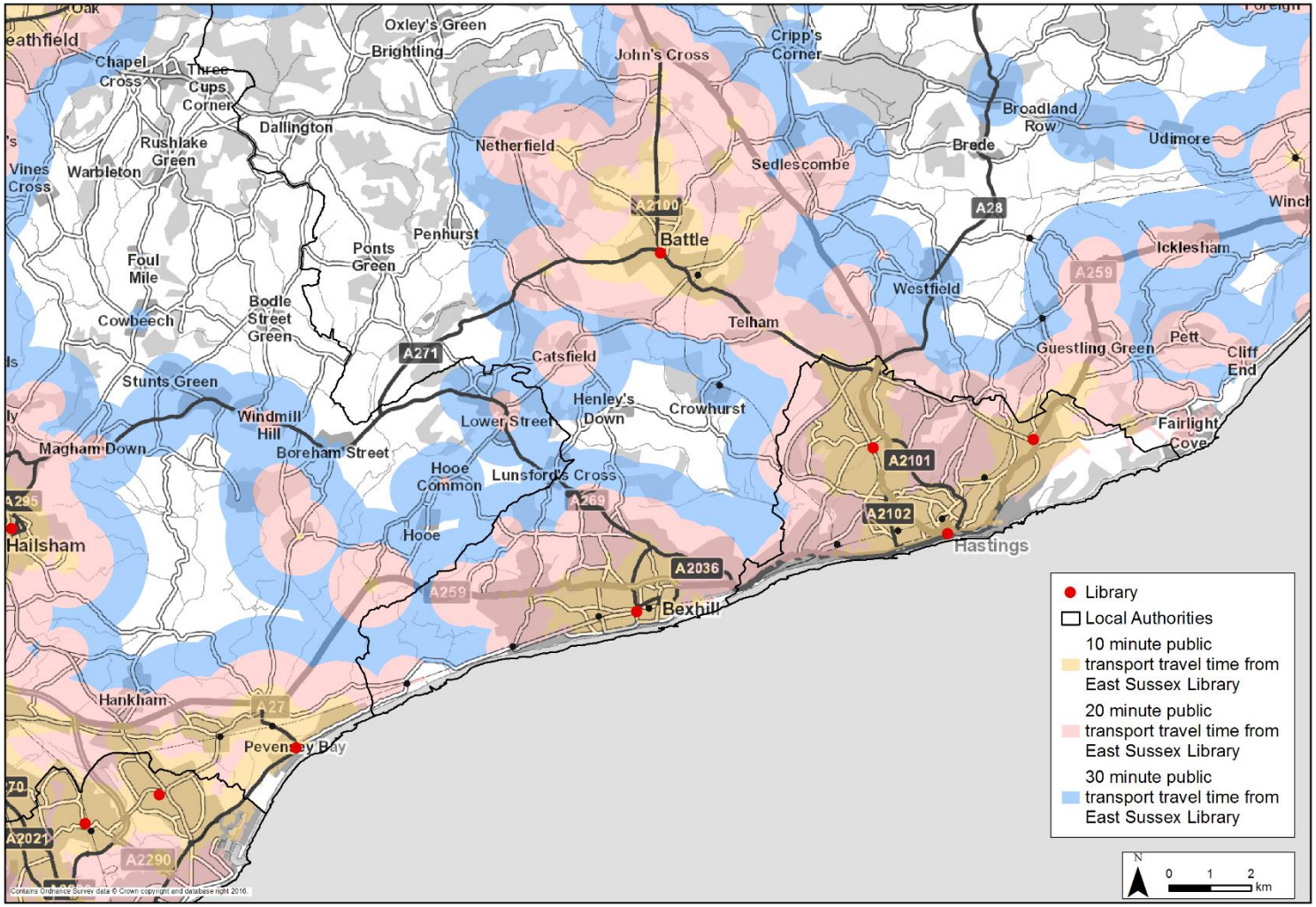
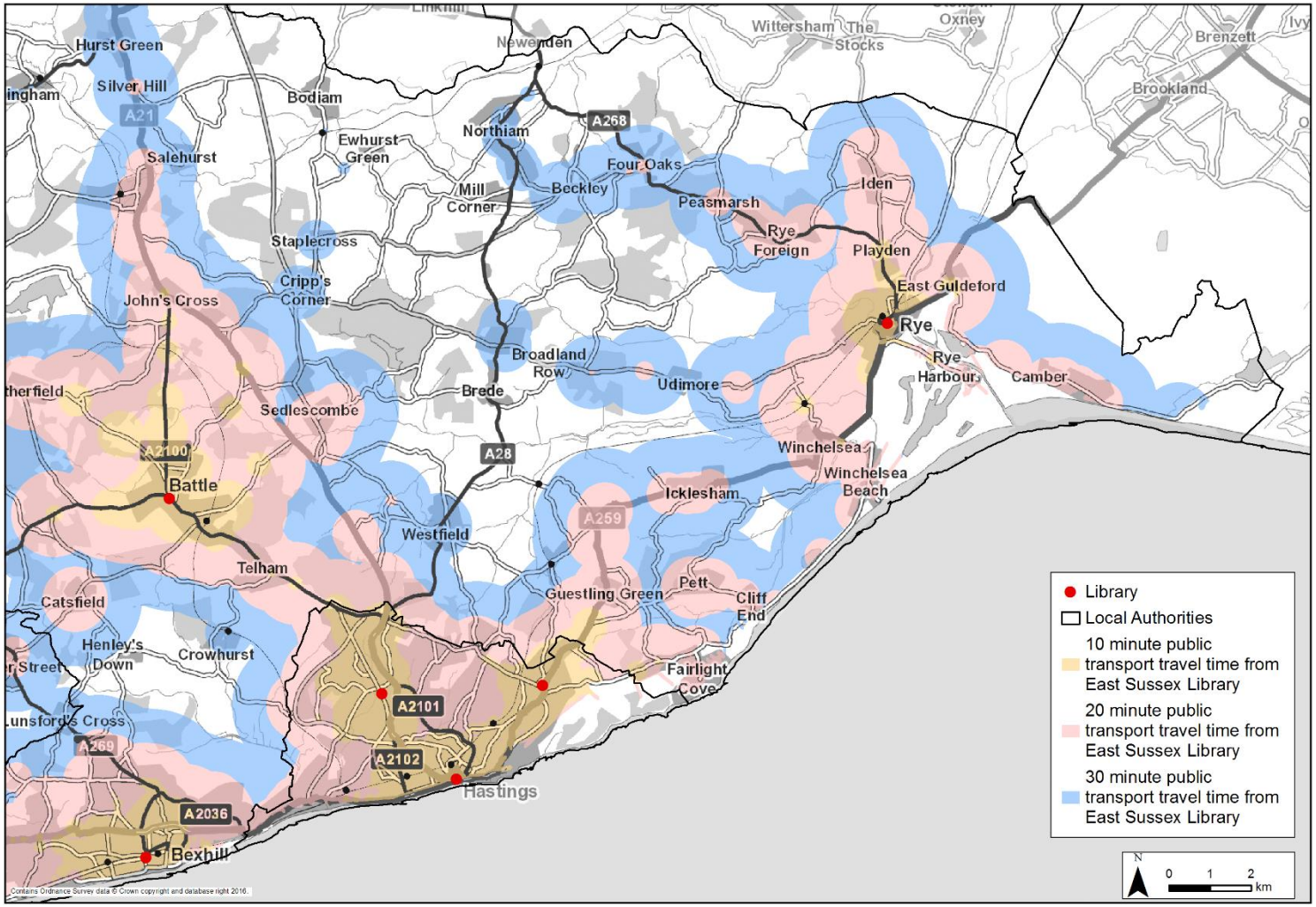


Figure 4.2f Off-Peak (1000-1600) Public Transport Travel Time Catchment (Hastings, Rye & East)



Population accessibility to East Sussex libraries

4.15 Using the accessibility data which have been mapped above, the percentage of the population of East Sussex within a 10, 20 and 30 minute drive of one of the 24 East Sussex libraries, and the percentage of the population within the same journey times of either an East Sussex library or a mobile library stop have been calculated. The same calculations have been undertaken for public transport journey time. The results are shown in Tables 4.1 and 4.2.

4.16 Table 4.1 shows that 94.2% of the population of East Sussex currently live within a 10 minute car journey time of one of the 24 East Sussex libraries. This increases to 99.9% of the population for car journey times up to 20 minutes. No-one in East Sussex, according to our calculations, currently has a journey time by car in excess of 30 minutes to get to one of the 24 East Sussex libraries.

4.17 For public transport, 58.4% of the population of the county lives within a 10 minute journey time of an East Sussex library. This figure rises to 89.1% for journey times up to 20 minutes, and just over 96% of the population of the county lives within a journey time of 30 minutes by public transport to one of the 24 East Sussex libraries.

4.18 Table 4.1 shows that 16.3% of the population of the county lives within a 10 minute walk of an East Sussex library. This figure rises to 48.6% for walking times up to 20 minutes and 75.3% within a 30 minutes' walk of a library. According to our calculations, 24.7% of the population of East Sussex has a journey time by foot of in excess of 30 minutes. Our calculations are based on a presumed walking speed of 5km per hour. It is acknowledged that speeds vary, especially for some older people and people with limited mobility.

Table 4.1 Percentage of East Sussex population within different journey times of an East Sussex library

	Car			Public Transport			Walking		
Journey time (minutes)	**0 – 10**	**10 – 20**	**20 – 30**	**0 – 10**	**10 – 20**	**20 – 30**	**0 – 10**	**10 – 20**	**20 – 30**
East Sussex population within journey time[4]	496,817	29,982	722	307,975	161,783	37,461	86,113	170,113	140,967
Percentage	94.2%	5.7%	0.1%	58.4%	30.7%	7.1%	16.3%	32.2%	26.7%
Cumulative East Sussex population within journey time	496,817	526,799	527,521	307,975	469,758	507,219	86,113	256,226	397,193
Cumulative percentage	94.2%	99.9%	100%	58.4%	89.1%	96.2%	16.3%	48.6%	75.3%

[4] 2011backcast from Micromarketer

Table 4.2 Percentage of East Sussex population within different journey times of an East Sussex library or a mobile library stop

	Car			Public Transport			Walking		
Journey time (minutes)	**0 – 10**	**10 – 20**	**20 – 30**	**0 – 10**	**10 - 20**	**20 – 30**	**0 – 10**	**10 – 20**	**20 – 30**
East Sussex population within journey time[5]	527,108	413	0	380,428	131,466	12,448	119,851	180,616	160,338
Percentage	99.9%	0.1%	0%	72.1%	24.9%	2.4%	22.7%	34.2%	30.4%
Cumulative East Sussex population within journey time	527,108	527,521	527,521	380,428	511,894	524,342	119,851	300,467	460,805
Cumulative percentage	99.9%	100%	100%	72.1%	97%	99.4%	22.7%	57%	87.4%

[5] 2011backcast from Micromarketer

4.19 Table 4.2 shows that 99.9% of the population of East Sussex currently live within a 10 minute car journey time of either an East Sussex library or a mobile library stop. This increases to 100% of the population for car journey times up to 20 minutes. No-one in East Sussex, according to our calculations, currently has a car journey time in excess of 20 minutes to get either to one of the 24 East Sussex libraries or a mobile library stop.

4.20 For public transport, 72.1% of the population of the county lives within a 10 minute journey time of an East Sussex library or a mobile library stop. This percentage rises to 97% for public transport journey times of up to 20 minutes, and rises again to 99.4% of the population who live within a 30 minute journey time of an East Sussex library or a mobile library stop.

4.21 Table 4.2 shows that 22.7% of the county is within a 10 minute walk of an East Sussex Library or a mobile library stop. This increases to 57% of the population for walking times up to 20 minutes and 87.4% within a 30 minutes' walk of a library. According to our calculations, 12.6% of the population of East Sussex has a journey time by foot of in excess of 30 minutes to an East Sussex library or a mobile library stop.

5 Current Travel to the Library Service

Introduction

5.1 The figures in the previous chapter show the theoretical catchment areas for the Library and Information Service, based on observed and actual journey times. It is interesting to note, however, that people's actual behaviour is more varied and that some users travel greater distances and access libraries that are not the nearest to their home address. This chapter therefore considers current actual use of the Library Service.

5.2 The analysis considers both "registered" and "active" users of the service. Registered users are those residents who either joined the Library and Information Service in the last two years or existing users who have re-registered with the Council to gain access to the service – currently library memberships expire after two years, but the County Council is in the process of changing this to make them permanent. Active users are a sub-set of registered users, consisting of those people who have borrowed an item at least once in the past twelve months.

5.3 The analysis is based on anonymised data.

Geographic Distribution of Users

5.4 Maps showing the home address distribution of registered users of each library are contained in Appendix A and of active users in Appendix B. Some of the notable results are:

- Main libraries have a not unexpectedly wide distribution of both registered and active users. Both Eastbourne and Hastings have active users resident in each other's towns, and Lewes has a catchment extending to the border with West Sussex as well as into Eastbourne and Hailsham.
- Suburban libraries in Eastbourne and Hastings attract active users from the other major coastal town, e.g. Hampden Park with users resident in Bexhill and Hastings, and Hollington with users in Eastbourne
- Considerable overlap in catchment of users in Newhaven, Peacehaven and Seaford including active users resident in Bexhill and Hailsham
- Hailsham and Heathfield libraries have a wide spread of users throughout much of the county and both have active users in the other town
- A number of other libraries have instances of users based some distance from the library, e.g. Battle library with registered users in Ticehurst and Wadhurst, Bexhill library with registered and active users in Hailsham and Seaford, and Uckfield library with active users in Lewes, Hailsham, Wadhurst.

5.5 This analysis shows that it is not simply distance and travel time that is the sole determinant of users' choice of library and clearly there are also other factors in play. While there is no definitive research that quantifies the impact of these other factors, some likely influences are:

- Work location – it may be more convenient for some people to visit a library near their place of work, rather than near their home
- Trip linking – some people may combine a visit to the library with a trip for another purpose, such as shopping or leisure activity
- The availability of a public transport route may make a library which is further away more accessible than a geographically closer one
- Family location – some people may spend time at a family member's home, visiting, child minding or caring and may prefer to visit a nearby library
- Personal preference – more modern, better appointed or larger libraries with more facilities may appeal to some people.

6 eLibrary Service Accessibility

Introduction

6.1 In addition to the physical libraries provided by the Council, including the mobile library service, the eLibrary service provides another means of accessing library services via the internet, 24 hours per day. The eLibrary offer includes the ability to access to the library catalogue, reserve items and renew loans, and download eBooks, eAudiobooks and an extensive range of eMagazines, as well as accessing online reference materials.

6.2 Part of the Library and Information Service's information offer is the ECSIS website, which is a news and information portal for East Sussex and Brighton and Hove residents, funded by both authorities. Over 7,500 organisations are listed and the information is easily navigable. It is a signposting service and is constantly updated, and also includes an events listing facility. The eLibrary and ESCIS can be accessed at home via a broadband connection, or 'on the go' via a mobile device.

6.3 Use of the internet has grown rapidly in recent years. Paragraph 4.3.2 of the Needs Assessment describes the increase in household internet access in Great Britain. In 2016, the internet was used daily or almost daily by 82% of adults (41.8 million), compared with 78% (39.3 million) in 2015 and 35% (16.2 million) in 2006[6]. In a statistically significant survey of East Sussex residents carried out in 2017, 90% of residents use the internet[7].

6.4 Despite the high proportion of residents who are now online, it is recognised that barriers do still exist for some residents, including a combination of the affordability of devices and broadband or mobile data packages to access these digital services, as well as a lack of skills or confidence to use devices and navigate around the internet, doing things like downloading apps and electronic content. To a limited extent, access to broadband infrastructure also plays a part, though this is much less of an issue now that all of the county has broadband coverage. This analysis has considered these three factors and builds on the findings of the Needs Assessment.

6.5 Information on internet access at a household or individual level is not publicly available. For the purposes of this assessment of understanding how accessible the eLibrary's digital services are to residents of East Sussex, we have selected a number of indicators that are likely to most closely represent people's ability to afford a home broadband connection or a mobile data package and the necessary device to connect to the internet. We have also selected indicators of adult skills levels and the age of the population, as both of these are likely to be factors which have a bearing on whether people know how to use the internet and the technology to access it.

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6 https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016

7 East Sussex Annual Resident's Survey, East Sussex County Council, 2017

Affordability

6.6 Figure 6.1 shows the most deprived areas of East Sussex, based on a measure of the proportion of the working-age population in an area involuntarily excluded from the labour market. Those areas highlighted on the map are ranked within the 25% most deprived areas of England and Wales.

6.7 The areas of highest deprivation highlighted in Figure 6.1 suggest where residents may be less able to access our digital services due to affordability. They are located in proximity to the main towns of Rye, Hastings, Bexhill, Eastbourne, Newhaven, Peacehaven, Lewes and Hailsham, where residents have access to library buildings and People's Network computers.

Digital skills

6.8 This analysis has assessed those who may be less able to access our digital services due to a skills deficit, for example due to low levels of literacy. The data presented in Figure 6.2 show those areas of the county where education deprivation among adults is ranked within the 25% most deprived areas of England and Wales.

6.9 Many of these areas coincide with the areas of income and employment deprivation shown in Figure 6.1, namely areas around Rye, Hastings and Eastbourne. Some residents in these areas may lack the basic digital skills required to access our eLibrary services independently and may require access to a library building to use the resources available. Staff in libraries can help people access the resources they need, and both staff and computer buddies volunteers in libraries can help people who lack digital skills to get online.

6.10 Age is a factor in people's level of digital skills and therefore of use of the internet. According to the Office for National Statistics survey *Internet users in the UK: 2016*[8] 74% of people aged 65-74 had used the internet in the past three months. This figure was only 39% for people aged 75 and over. Two thirds of women over 75 have still never used the internet.

6.11 However, the percentage of recent internet users (i.e. used in the previous three months) among 65-74 year olds increased by 69% since 2011. Among those aged 75 and over it has nearly doubled since 2011. Women aged 75 and over had seen the largest rise in recent internet use, up 169% from 2011, although this still accounts for only one third of all women over 75. The proportion of adults aged 75 years and over who had never used the internet decreased from 76% in 2011 to 57% in 2016.

6.12 Figure 6.3 shows the distribution of the population of East Sussex aged over 65. This indicates areas of the county where people may be less able to

[8] https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/2016#recent-internet-use-is-on-the-increase-for-those-aged-65-and-over

access our digital services because they do not use the internet. It can be seen that the highest density of population aged 65 and over is around the coastal towns of Hastings, Bexhill, Eastbourne, Seaford and Peacehaven. There are also higher concentrations of residents aged 65 and over in and around the towns of Crowborough, Heathfield, Uckfield, Hailsham and Lewes.

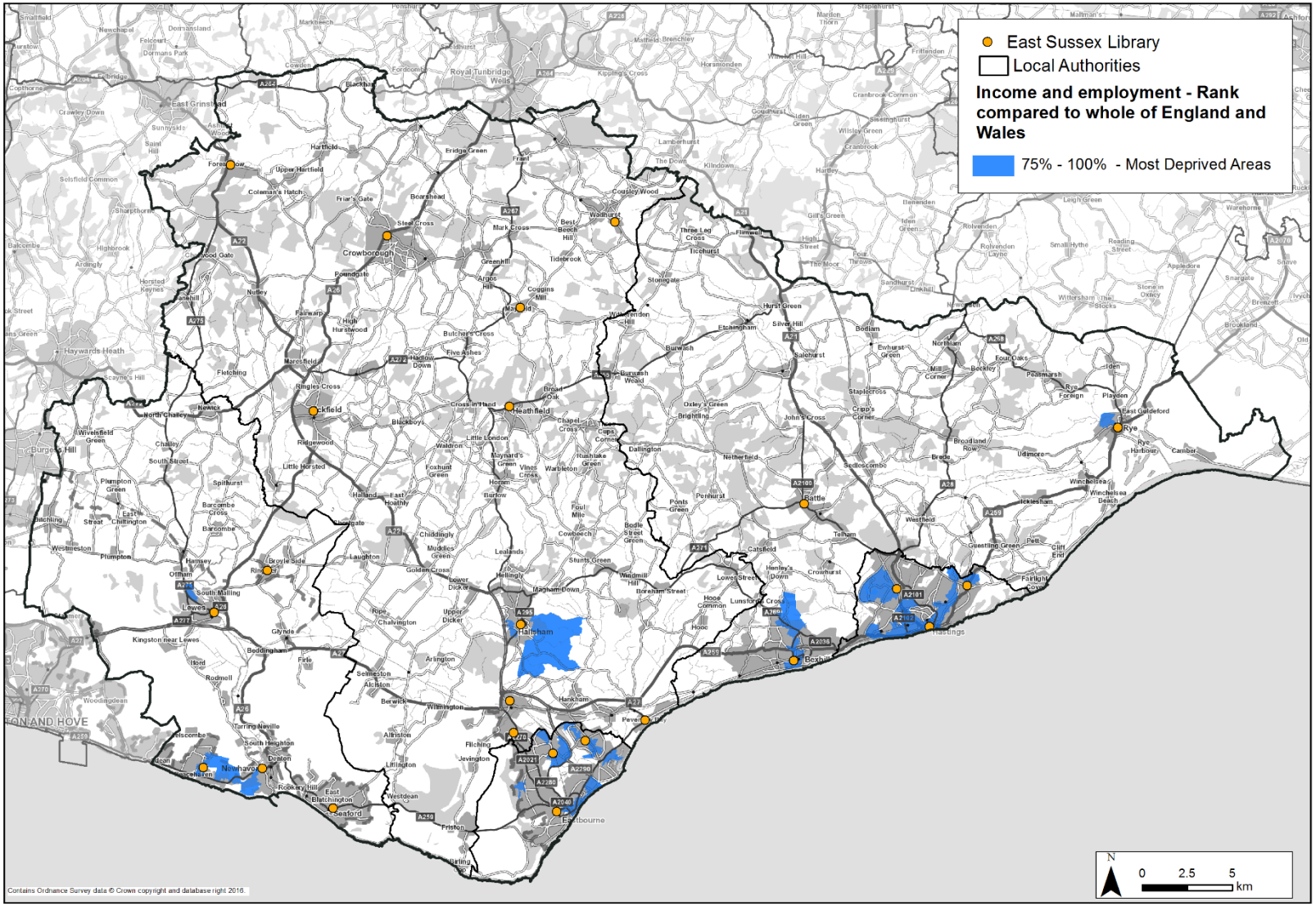
Digital infrastructure

6.13 The Government's subsidised better broadband scheme, launched in December 2015, has ensured residents and businesses nationally have access to at least 2mbps. Furthermore, government proposals for a broadband Universal Service Obligation will mean that, potentially, by 2020 households will have the right to request speeds of up to 10mbps. This, together with continuing private sector investment in both fixed and mobile broadband, suggests that digital exclusion due to lack of infrastructure will continue to decrease in the coming years.

6.14 The majority of digital transactions do not need high speeds and can be carried out via "first generation" broadband, however the Council's 'eSussex' project is currently funding the rollout of superfast broadband to improve connectivity to those who choose to use it in areas where it would not otherwise be commercially provided.

6.15 In a recent survey of East Sussex residents carried out between January and February 2017, 82% of internet users were reported to use mobile devices to get online, compared to 72% using tablets and 66% using desktops or laptops. The increased use of mobile devices has improved access to our digital services on the go.

Figure 6.1 Deprivation – Income and Employment



6.1 Deprivation – Income and Employment

Indicator
ID 2015, Income and employment domains – by super output area.

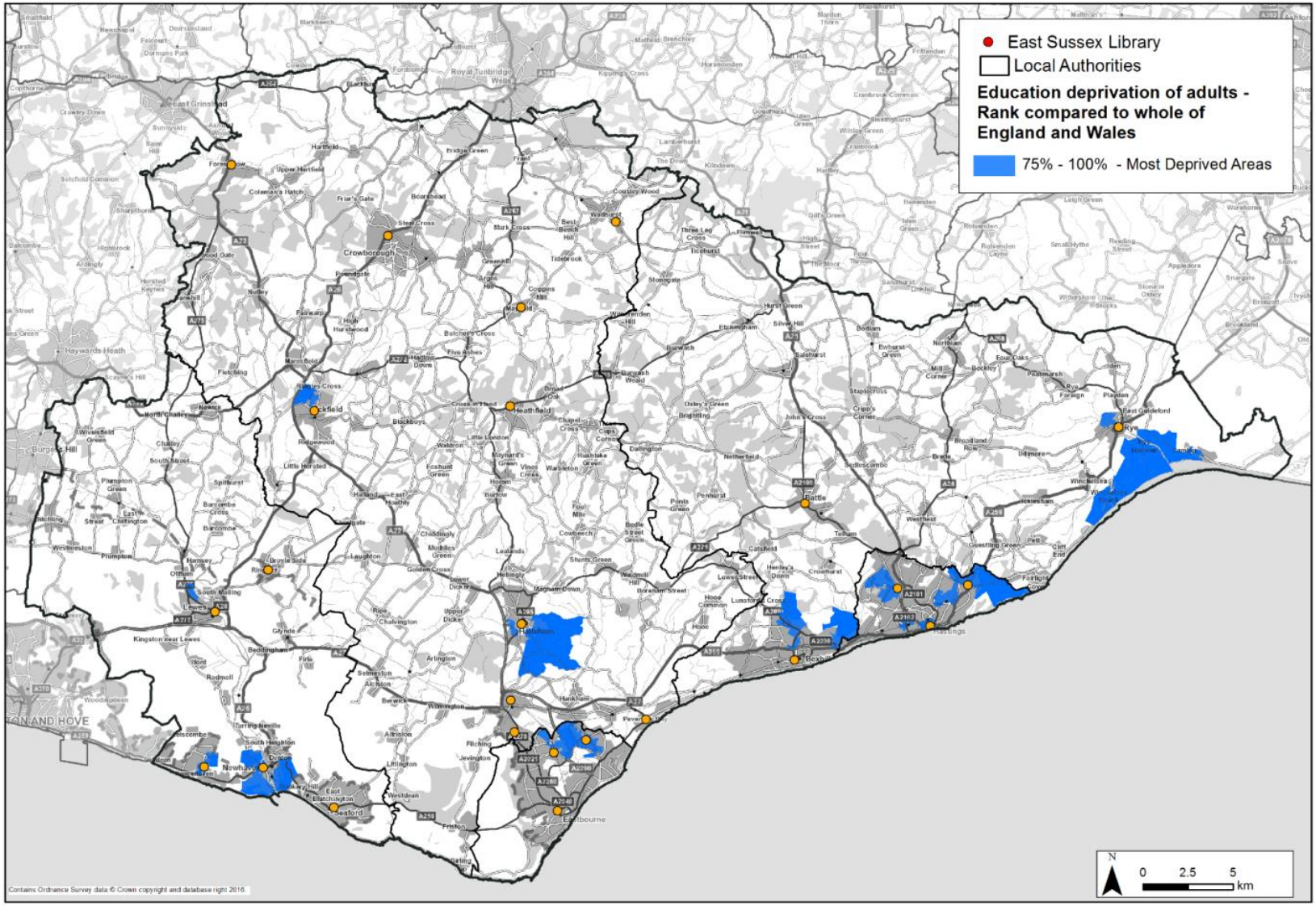
Data source
2015

Description/Definition

The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. The indicators used are:
- Claimants of Jobseeker's Allowance (both contribution-based and income-based), women aged 18 to 59 and men aged 18 to 64
- Claimants of Employment and Support Allowance (both contribution-based and income-based) , women aged 18 to 59 and men aged 18 to 64
- Claimants of Incapacity Benefit, women aged 18 to 59 and men aged 18 to 64
- Claimants of Severe Disablement Allowance, women aged 18 to 59 and men aged 18 to 64
- Claimants of Carer's Allowance, women aged 18 to 59 and men aged 18 to 64.

Format
Data shows most deprived quartile.

Fig 6.2 Education deprivation of adults



6.2 Education deprivation of adults

Indicator
ID 2015, Education, skills and training domain – by super output area. Adult skills sub-domain

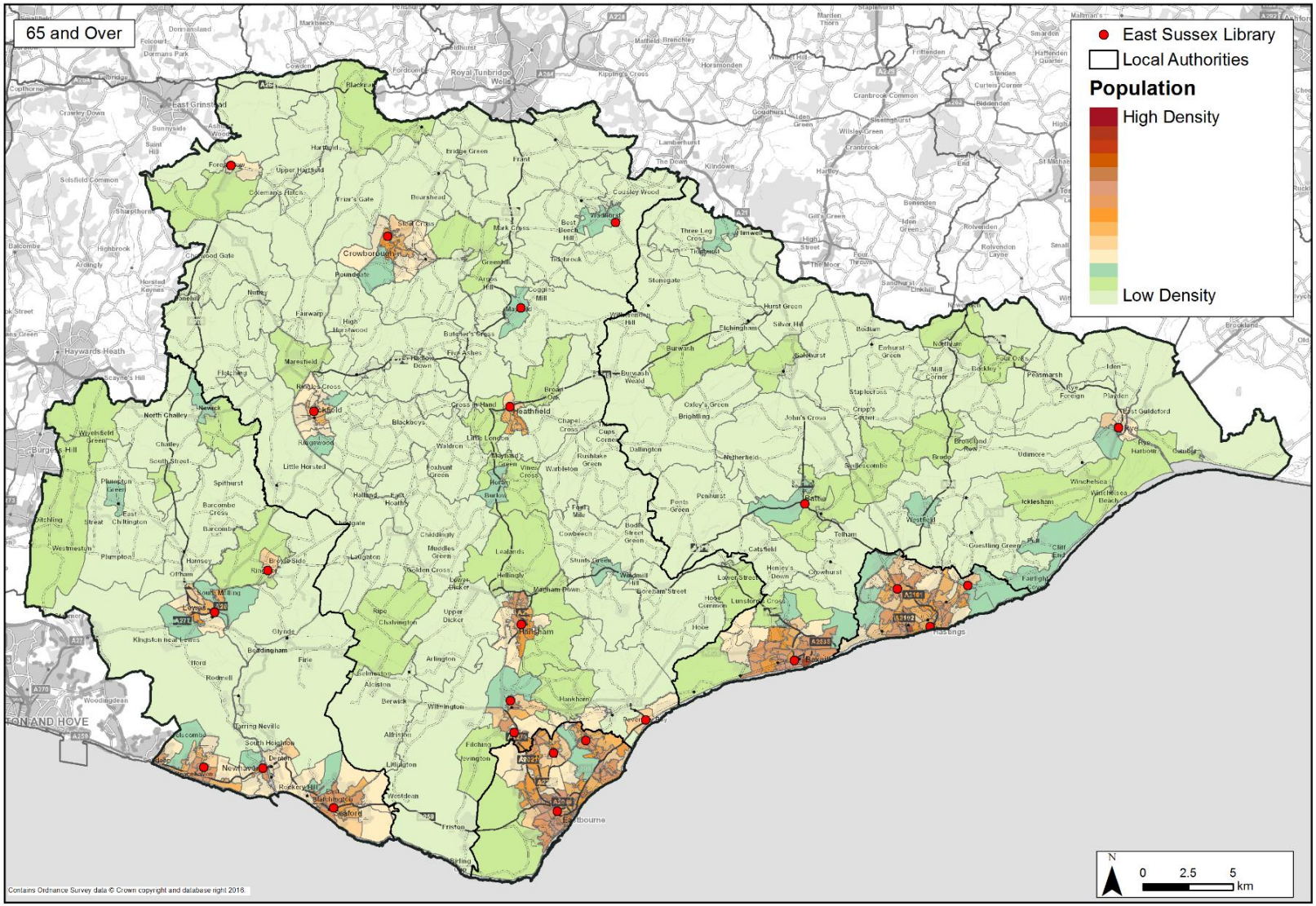
Data source
2015

Description/Definition
This dataset shows the results from the Indices of Deprivation 2015 (ID 2015) for the Education, skills and training domain. It is one of the seven separate domains that are brought together to form the Index of Multiple Deprivation 2015 (IMD 2015).
The 'Adult skills' sub-domain is based on two indicators:

- the proportion of women aged 25-59 and men aged 25-64 with no or low qualifications; and
- The proportions of these who cannot speak English well or at all.

Format
Shows information for the most deprived quartile, compared to the whole of England and Wales.

Fig 6.3 Distribution of population aged 65 and over



Population - 65 and Over

Indicator
Population estimates by age and gender by super-output area

Data source
ONS 2015

Description/Definition
Data are available by broad and detailed (mostly 5-year) age groups and single year of age for all geographies from 2012 onwards. The mid-year population estimates are produced by the Office for National Statistics (ONS) by ageing on the population of the previous year and by adjustments to reflect actual counts of births, deaths and migration during the year.

The population estimates for mid-2002 to mid-2010 have been revised by ONS to bring them into line with the official mid-2011 estimates, which are based on the 2011 Census estimates of the usually resident population, plus population change between Census Day (27 March) and 30 June 2011.

Format
Shows numerical information by super-output area.

7 Conclusions

7.1 The Library and Information Service comprises both the physical infrastructure that people can use (e.g. library buildings and the services available within them) and the digital services that people can access online without having to visit the library, such as reserving and renewing items, downloading eBooks and eMagazines, and accessing online reference materials and information resources).

7.2 The prime purpose of the Accessibility Analysis is three-fold:

a. To determine reasonable travel time parameters for the majority of residents to access library services and analyse the proportion of the population within the county who have access to a library within these parameters

b. To understand how residents currently travel to/access the Library and Information Service.

c. To determine the accessibility of the East Sussex Library and Information Service in terms of the ability of residents to access its digital services.

7.3 The findings of the Accessibility Analysis, combined with the findings of the Needs Assessment and Gap Analysis will enable the County Council to identify the needs-based library provision (both physical and digital) required to deliver the identified Strategic Outcomes and meet the Council's statutory duty to provide a "comprehensive and efficient" service.

Transport Access

7.4 For the current library service provision, accessibility software has been used to identify the areas within a 10, 20 and 30 minute travel time of each library by car, public transport and walking.

7.5 Published research has also been reviewed to establish how long people typically spend travelling to access library services. There is limited data available that is specifically related to travel patterns associated with library visiting. However, the National Travel Survey shows that the majority of trip purposes have travel times in the range 17 to 24 minutes and the overall all-purpose average is 24 minutes. The category of "personal business" specifically includes visits to libraries. The average trip duration for personal business is 20 minutes. This research suggests that reasonable travel time parameters for the majority of residents to access library services is 20 to 25 minutes by car or public transport.

7.6 Accessibility mapping software shows that, despite the fact that East Sussex is a rural county, the Library and Information Service has very high levels of

physical accessibility to libraries. Everyone in East Sussex lives within a 20 minute drive of either one of the 24 libraries or the 88 mobile library stops.

7.7 Car ownership is generally very high across the county, with a county average of 78% of households owning one or more cars. It is recognised however that car ownership varies considerably across the county, with high car ownership in rural areas (88% of households own one or more cars in Wealden for example, as do 81% of households in Rother) and lower levels of car ownership in coastal areas (71% in Eastbourne and 67% in Hastings). There are pockets in Hastings where fewer than half of households own a car (Castle ward, 47.6% and Central St Leonards, 44.1%).

7.8 In terms of access to libraries, the identified areas of low car ownership are compensated by having regular bus or train services and/or being in central locations where walking distances to local libraries are relatively short. Overall across the county 97% of the population lives within a 20 minute journey time by public transport of an East Sussex library or a mobile library stop. This figure rises to 99.4% of the population for journey times of up to 30 minutes.

7.9 Recognising that the majority of Library and Information Service customers use a library building rather than visiting the mobile library, the analysis has in addition considered physical accessibility just in terms of the 24 library buildings, and this also shows that the library buildings have very high levels of accessibility. 99.9% of the population of the county are within a 20 minute car drive time of one of the 24 East Sussex libraries. Nobody has a journey time by car in excess of 30 minutes. For public transport, 89% of the population of the county lives within a 20 minute journey time of an East Sussex library and 96% are within a 30 minute journey time.

7.10 An analysis of where East Sussex library users live and which libraries they use shows that users do not necessarily visit their nearest library. For example, the main libraries in both Eastbourne and Hastings have active users resident in the other town and the suburban libraries in the two towns attract active users from the other one such as Hampden Park with users resident in Bexhill and Hastings and Hollington with users in Eastbourne.

7.11 This shows that there are other factors apart from travel time that influence decisions on which library to visit, and there may be a range of reasons behind this. It may be more convenient for some people to visit a library near their place of work, rather than near their home, and some people may combine a visit to the library with a trip for another purpose, such as shopping or leisure activity. Other reasons may include personal preference – more modern, better appointed or larger libraries with more facilities may appeal to some people, and the availability of a public transport route may make a library which is further away more accessible than a geographically closer one.

7.12 Accessibility to the Library and Information Service's digital services is also very high. This provides another means of accessing library services away from our library buildings via the internet, 24 hours per day. Household internet access has grown rapidly in recent years, from 35% in 2006 to 89% in

2016. A 2017 survey of East Sussex residents showed that 90% of them use the internet. This is consistent with the national picture.

7.13 There is little evidence that digital infrastructure remains a barrier for getting online in East Sussex, as all of the county now has broadband access. However, barriers do still exist for some residents, including a combination of the affordability of devices and broadband or mobile data packages to access the digital services provided, as well as a lack of skills or confidence to use devices and navigate around the internet. Age is a key factor in people's level of digital skills and therefore use of the internet. Whilst 74% of people nationally aged 65-74 had used the internet in the past three months in a 2016 survey, this figure was only 39% for people aged 75 and over.

7.14 Based on income levels, the Accessibility Analysis shows that residents in a small number of areas of East Sussex, in proximity to the main towns of Rye, Hastings, Bexhill, Eastbourne, Newhaven, Peacehaven, Lewes and Hailsham, may be less able to access the Library and Information Service's digital services due to the affordability of broadband and mobile data packages and the costs of devices. Small geographical areas around Rye, Hastings and Eastbourne are also where residents are more likely not have the digital skills required to access the eLibrary services independently.

7.15 The areas of the county where people's age is likely to be a factor which creates a barrier to eLibrary accessibility because they are less likely to use the internet is geographically slightly wider, and is around the coastal towns of Hastings, Bexhill, Eastbourne, Seaford and Peacehaven. Areas around the towns of Crowborough, Heathfield, Uckfield, Hailsham and Lewes are also included.

7.16 In these areas people are more likely to rely on access to a library building to use the resources available. Staff in libraries can help people access the resources they needs, and both staff and computer buddies volunteers in libraries can help people who lack digital skills to get online and help narrow the digital divide.

Appendix A Home distribution of Registered Users

Figure A1: Home Distribution of Registered Users at Battle Library

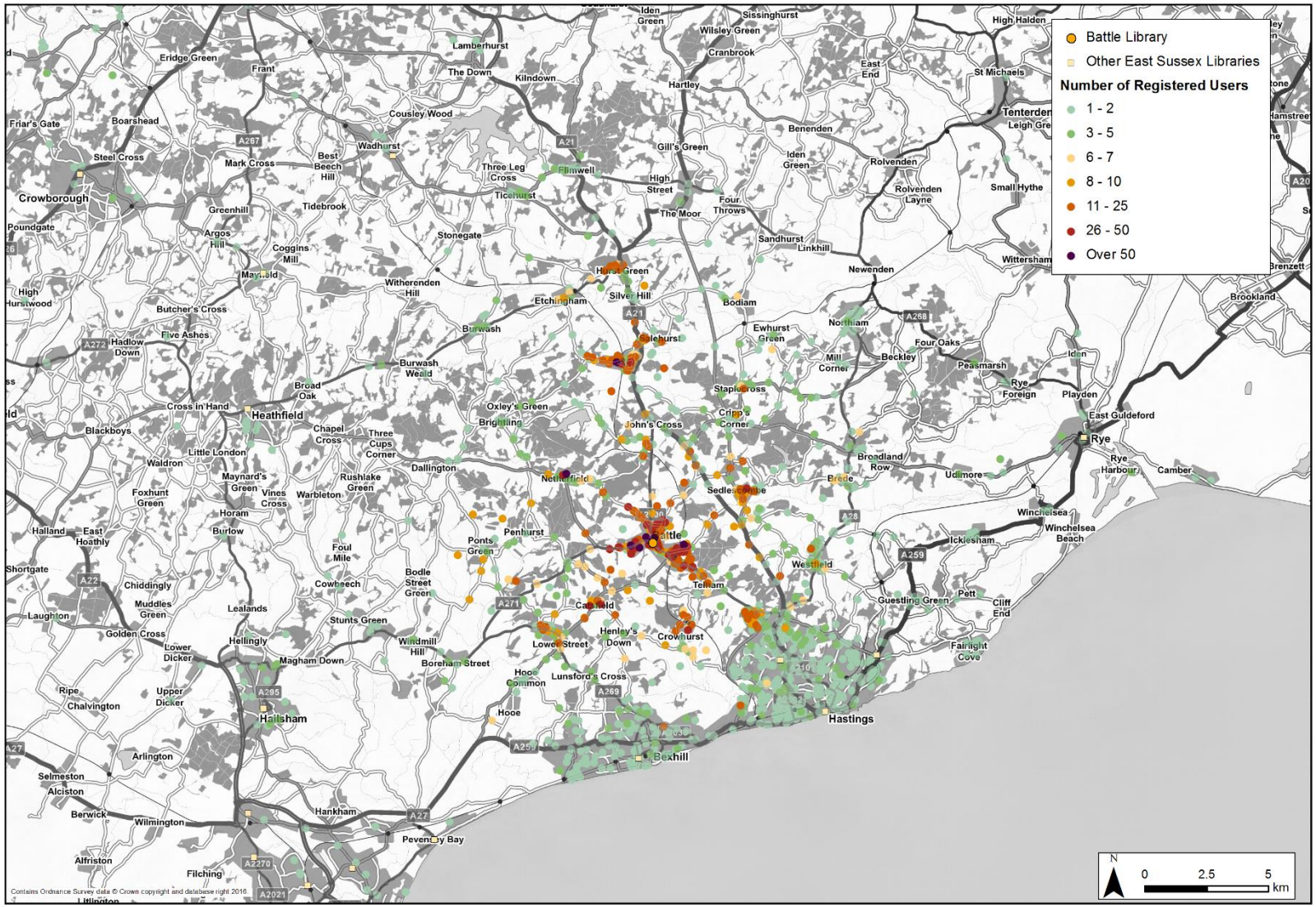


Figure A2: Home Distribution of Registered Users at Bexhill Library

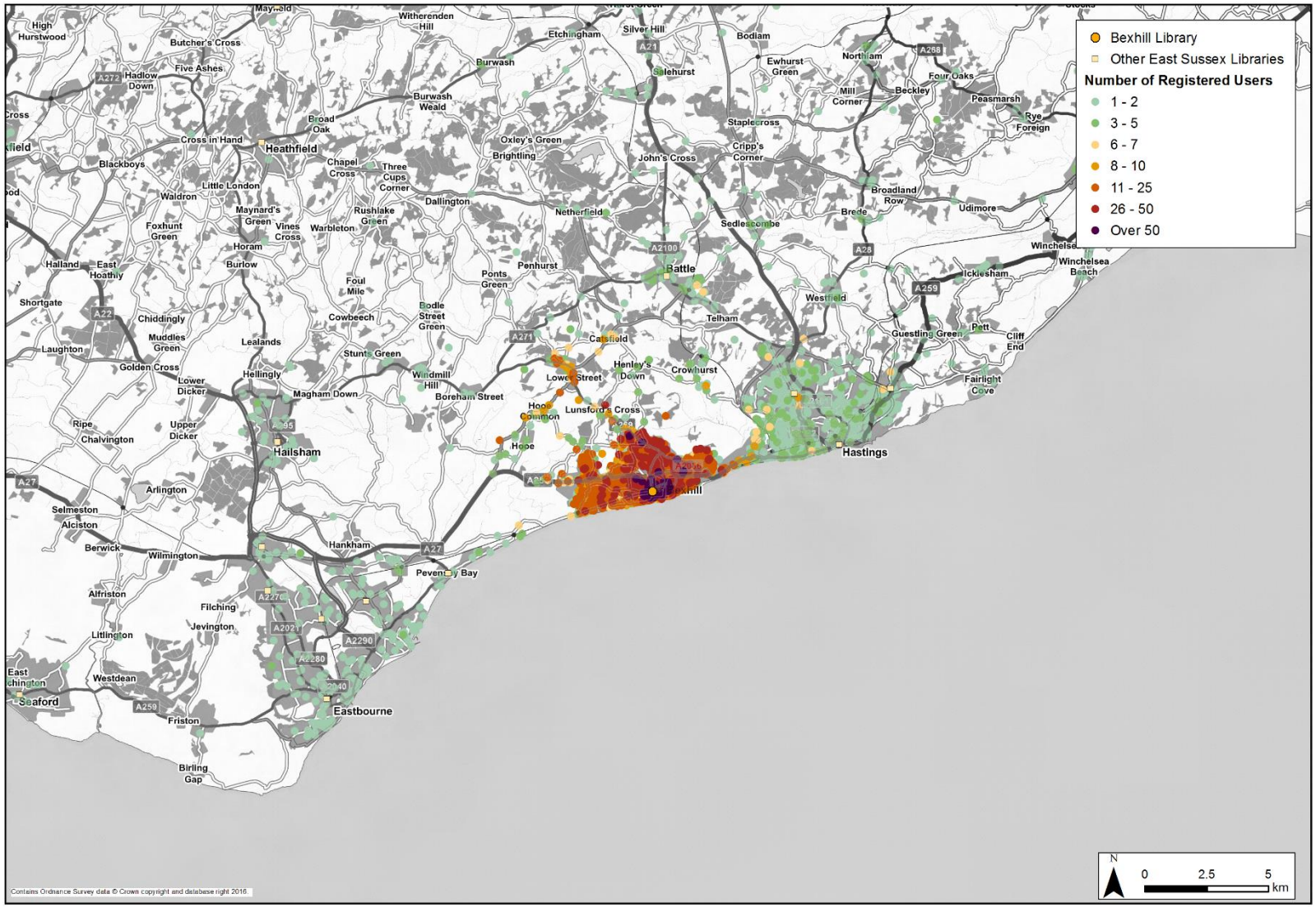


Figure A3: Home Distribution of Registered Users at Crowborough Library

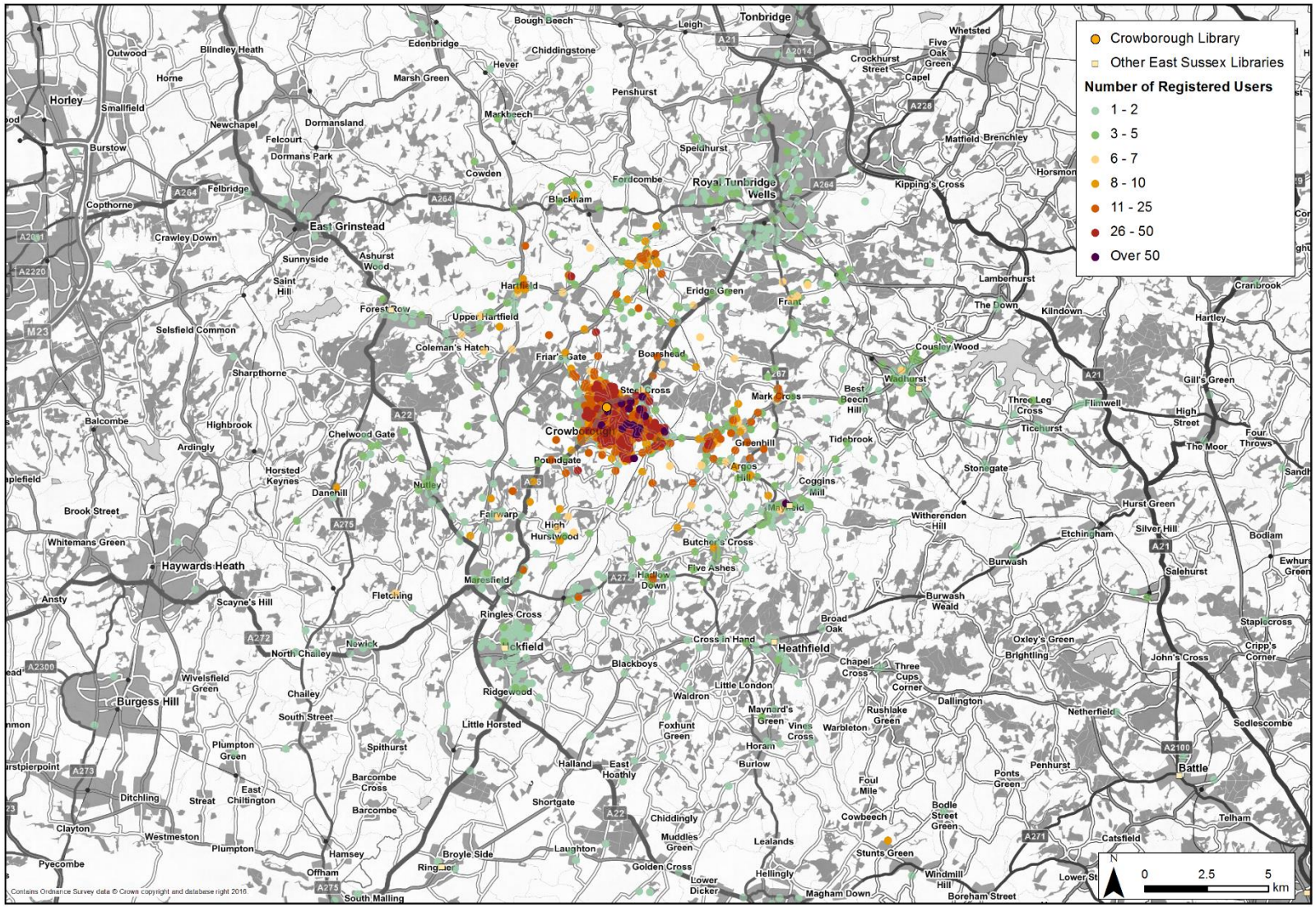


Figure A4: Home Distribution of Registered Users at Eastbourne Library

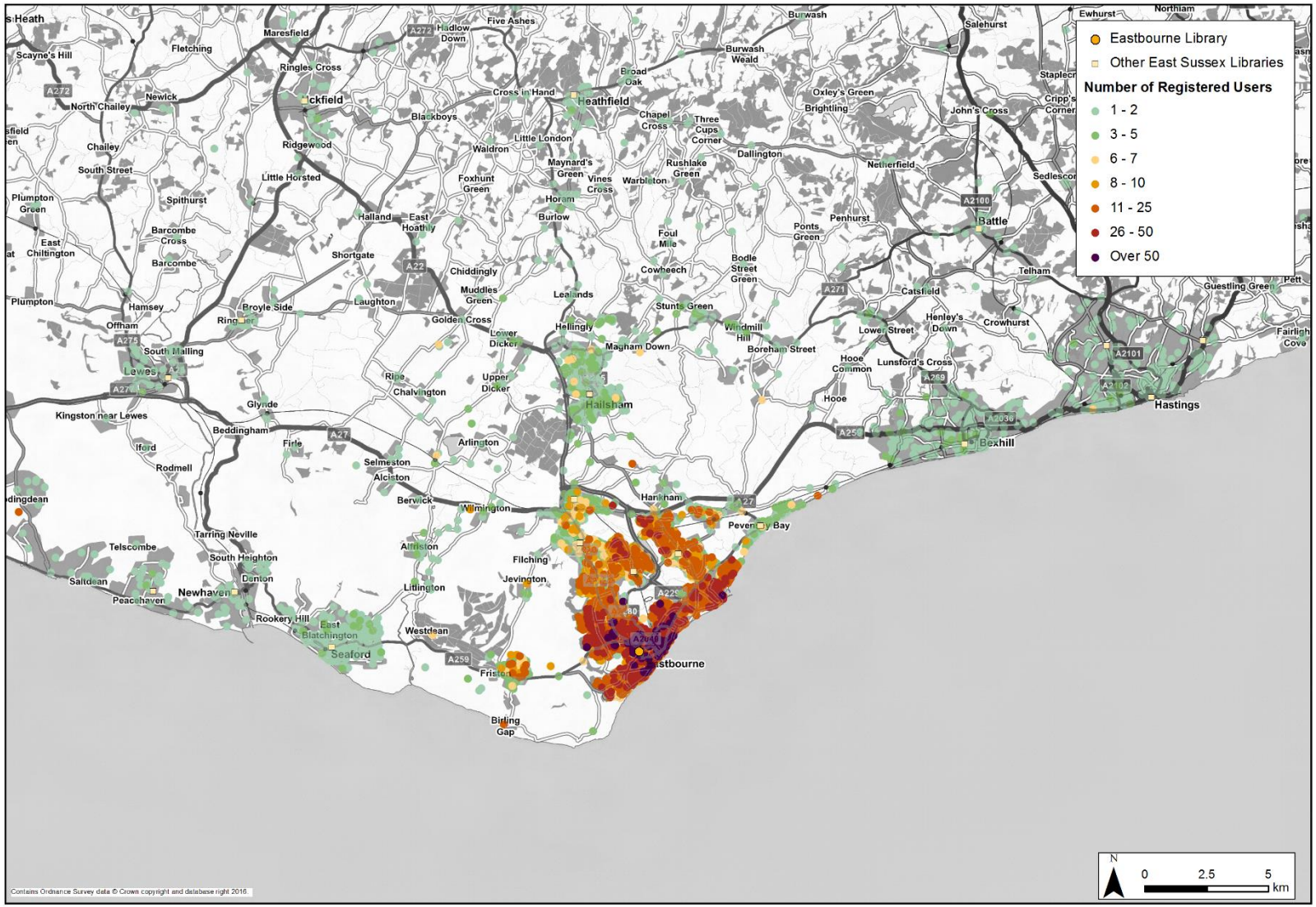


Figure A5: Home Distribution of Registered Users at Forest Row Library



Figure A6: Home Distribution of Registered Users at Hailsham Library

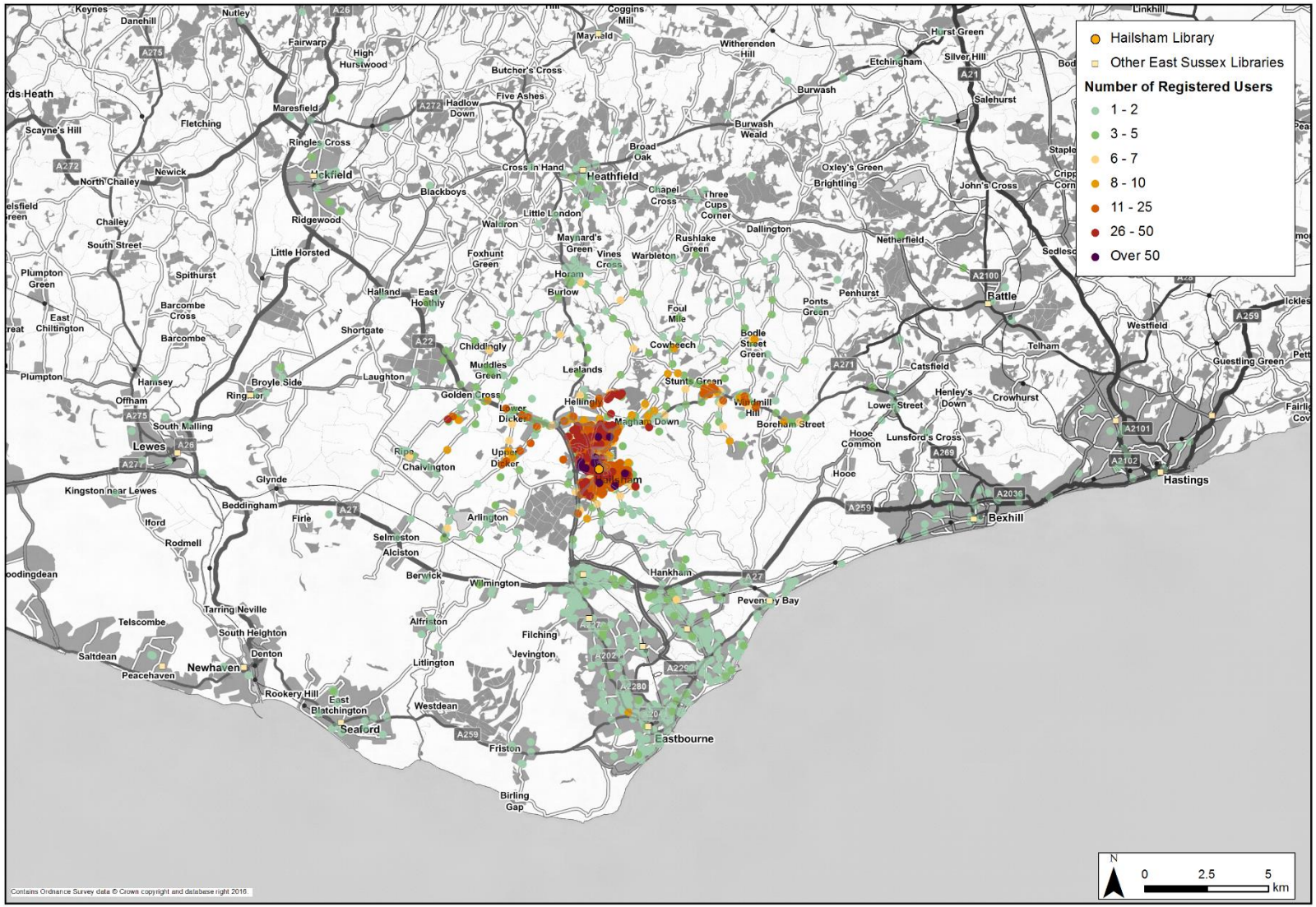


Figure A7: Home Distribution of Registered Users at Hampden Park Library

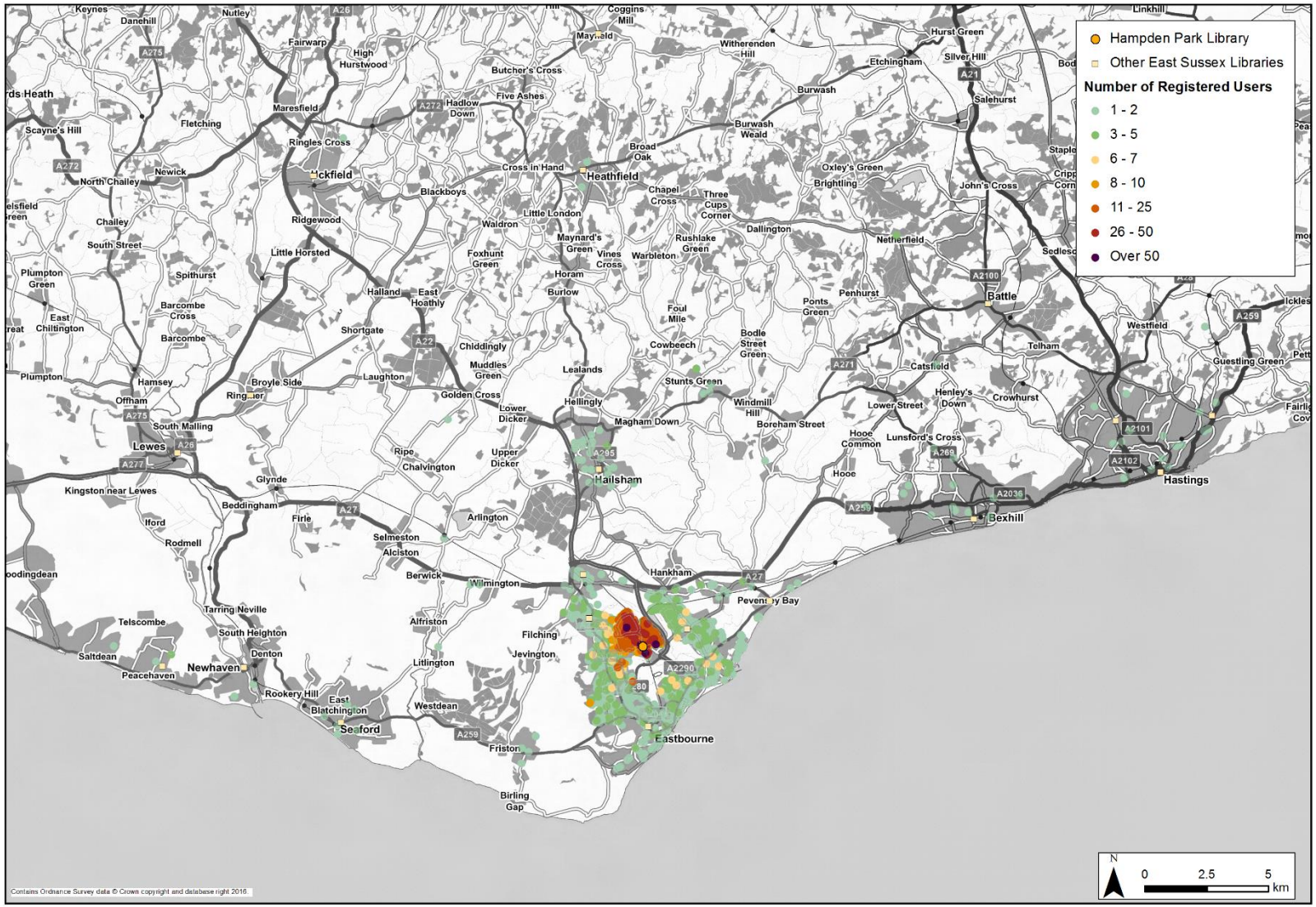


Figure A8: Home Distribution of Registered Users at Hastings Library

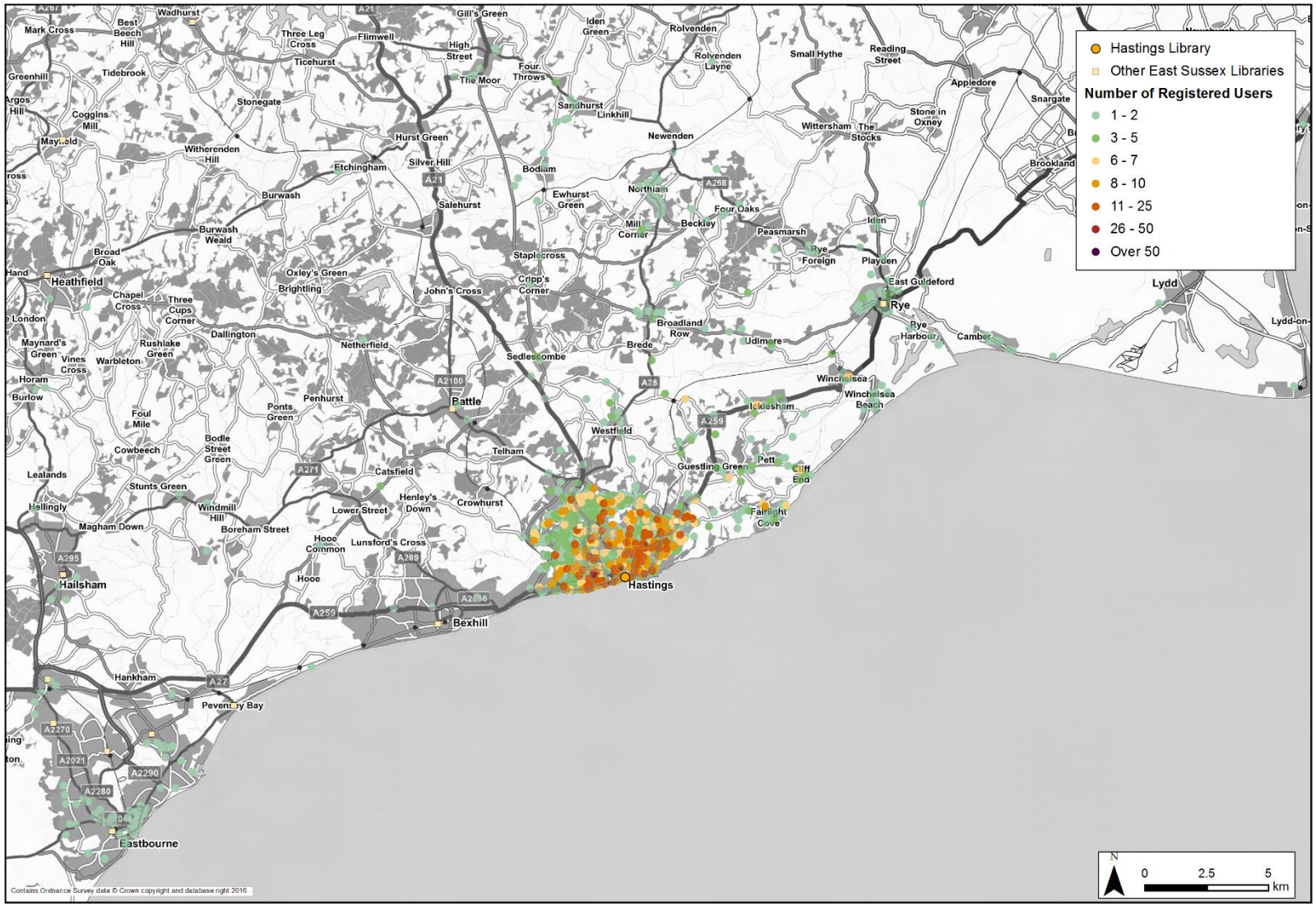


Figure A9: Home Distribution of Registered Users at Heathfield Library

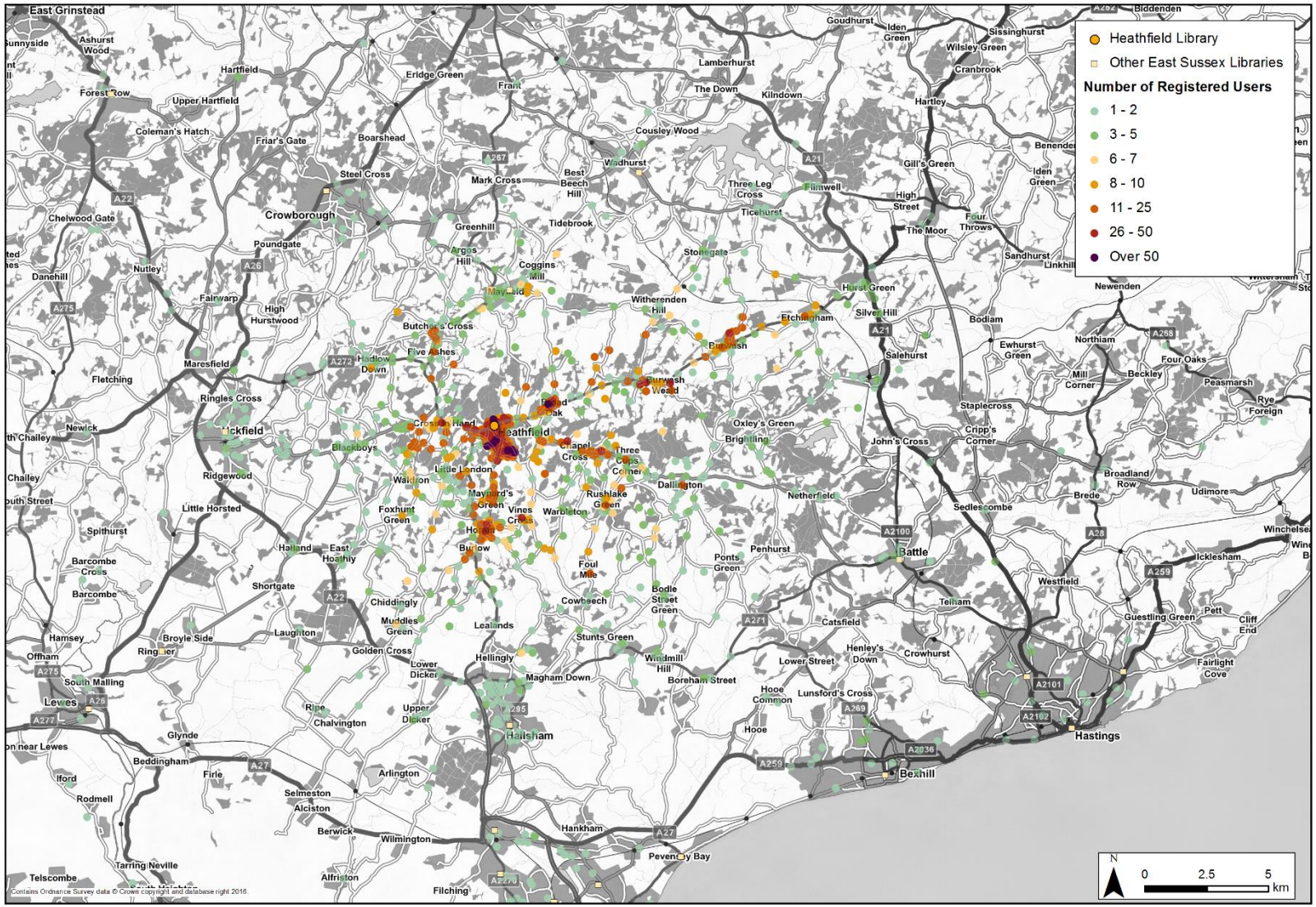


Figure A10: Home Distribution of Registered Users at Hollington Library

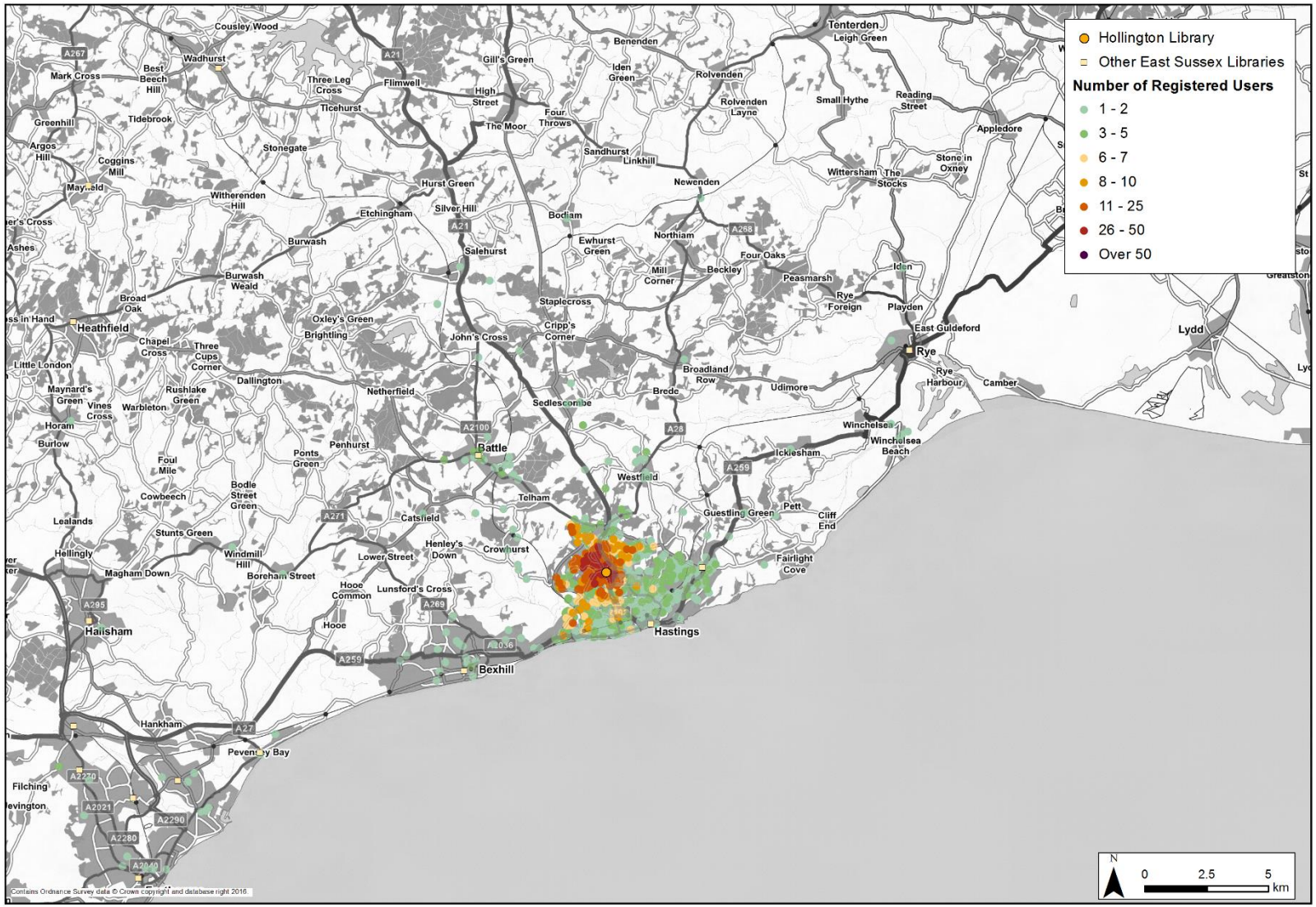


Figure A11: Home Distribution of Registered Users at Langney Library

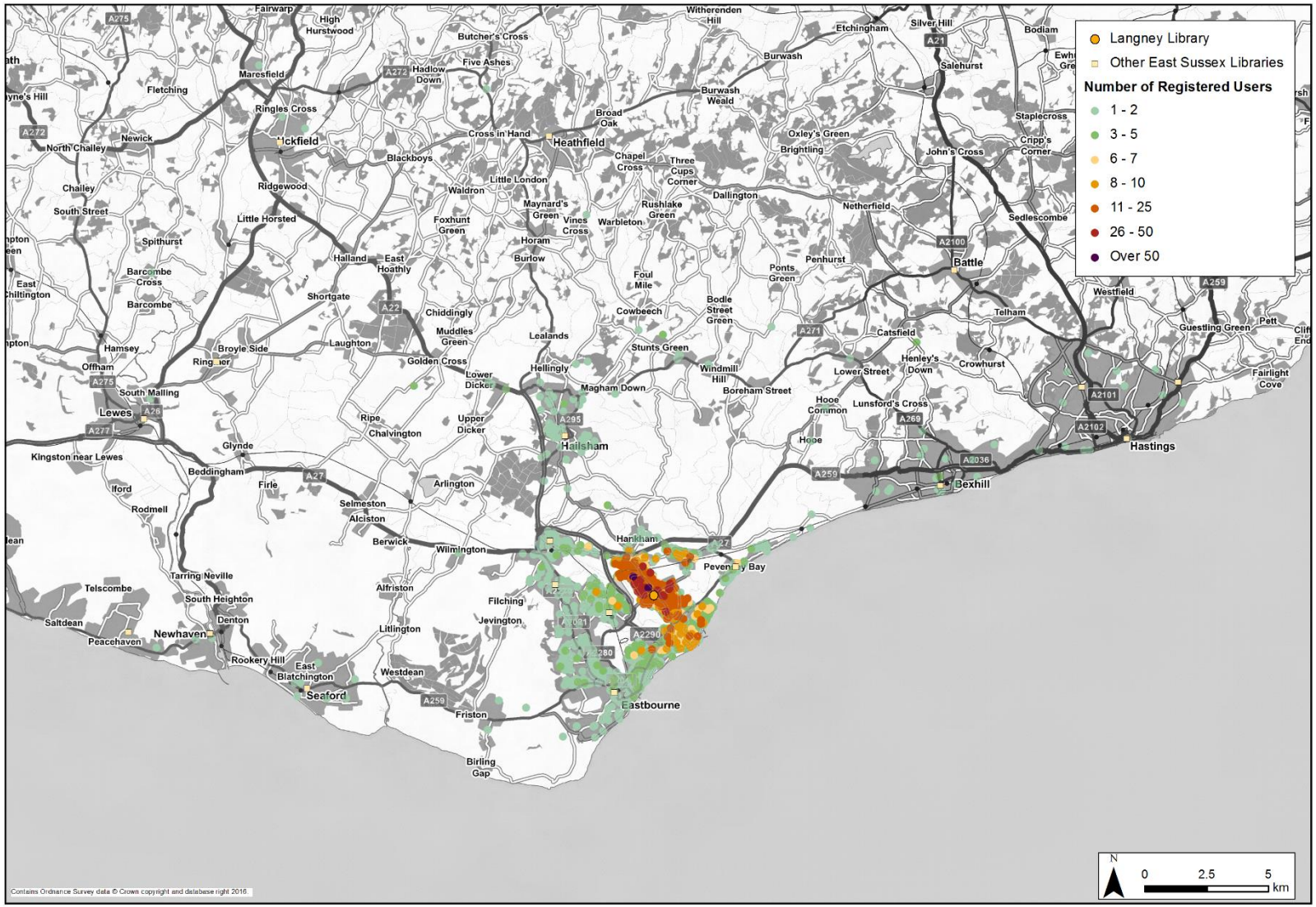


Figure A12: Home Distribution of Registered Users at Lewes Library

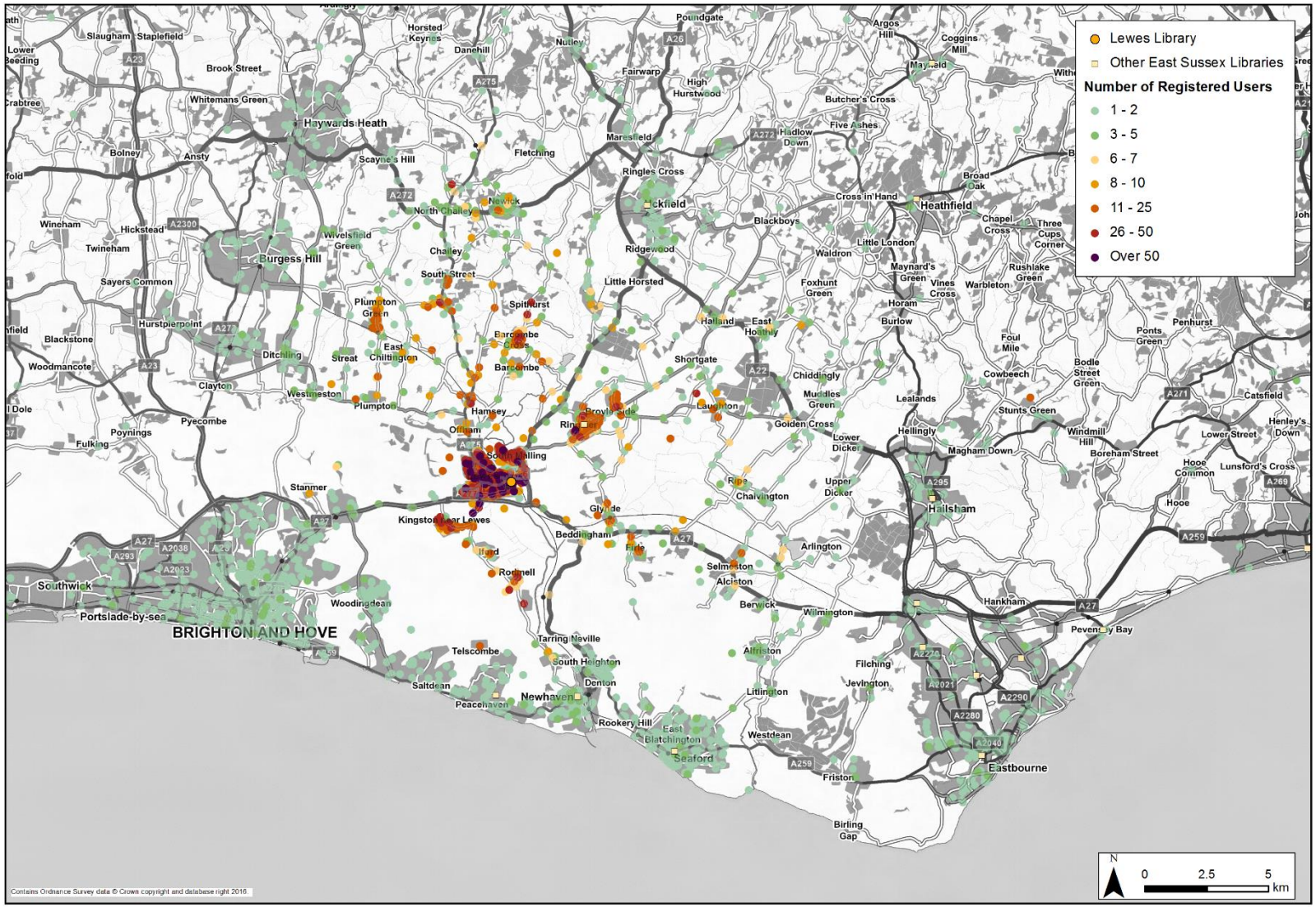


Figure A13: Home Distribution of Registered Users at Mayfield Library



Figure A14: Home Distribution of Registered Users at Newhaven Library

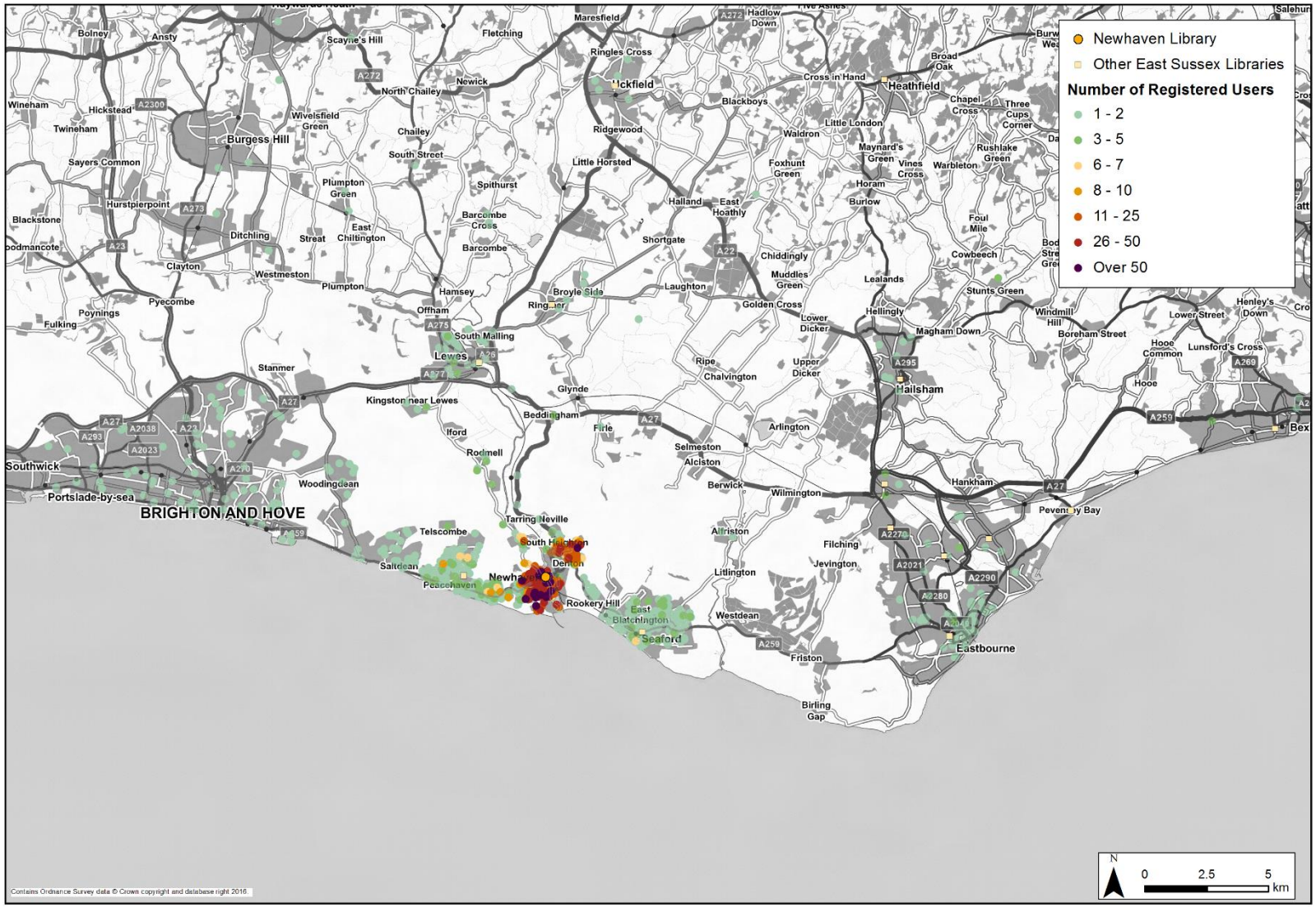


Figure A15: Home Distribution of Registered Users at Ore Library

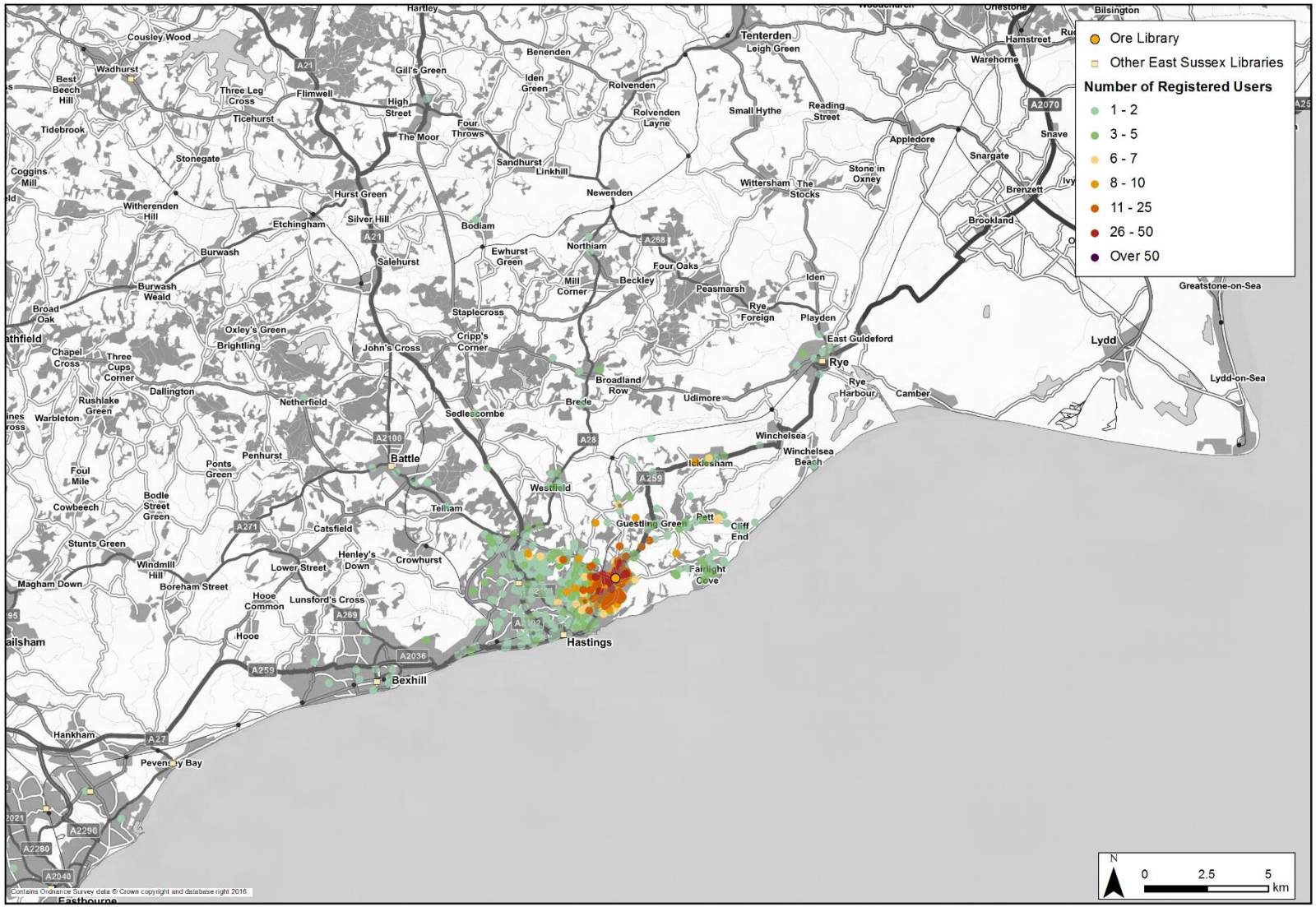


Figure A16: Home Distribution of Registered Users at Peacehaven Library

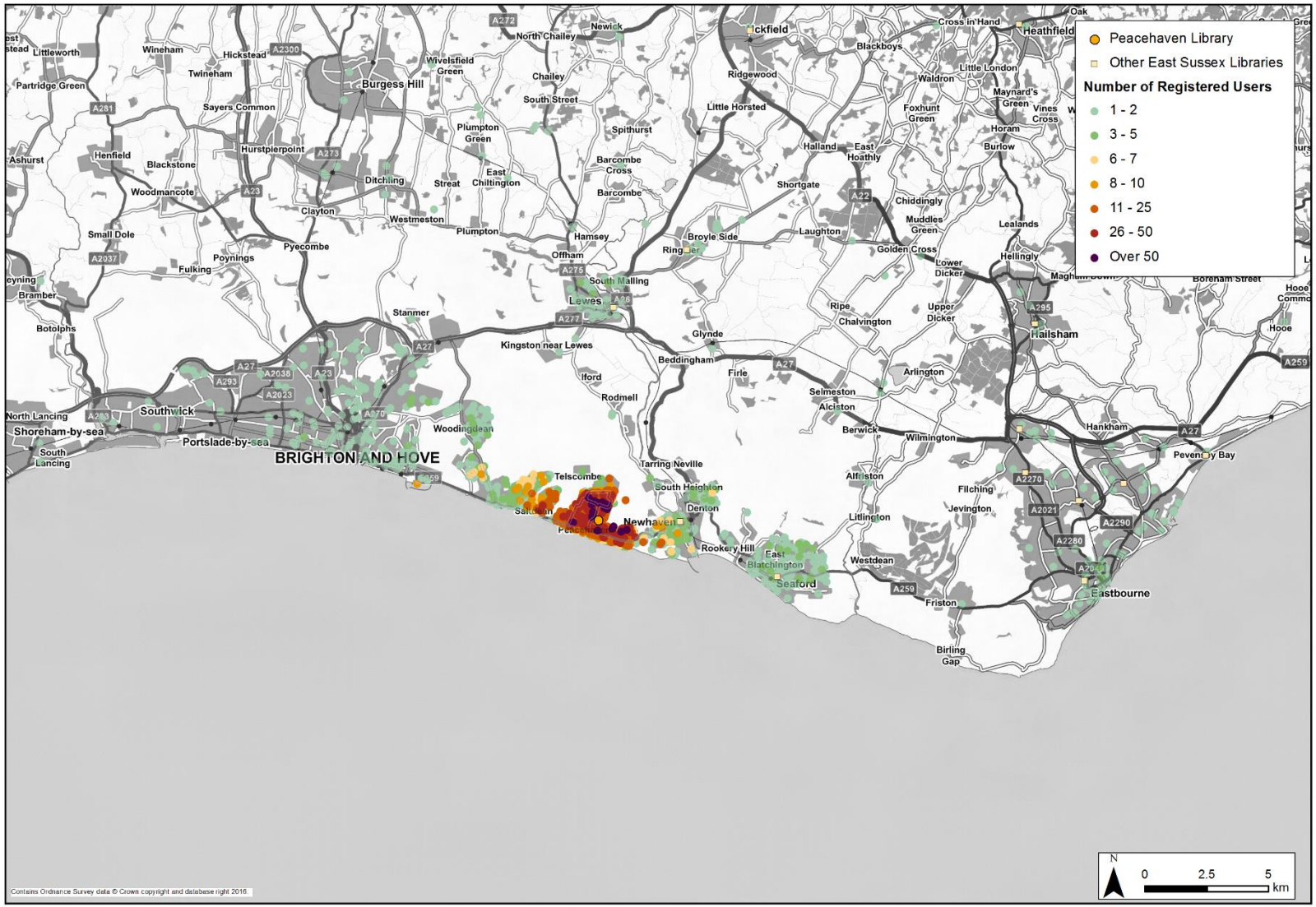


Figure A17: Home Distribution of Registered Users at Pevensey Bay Library

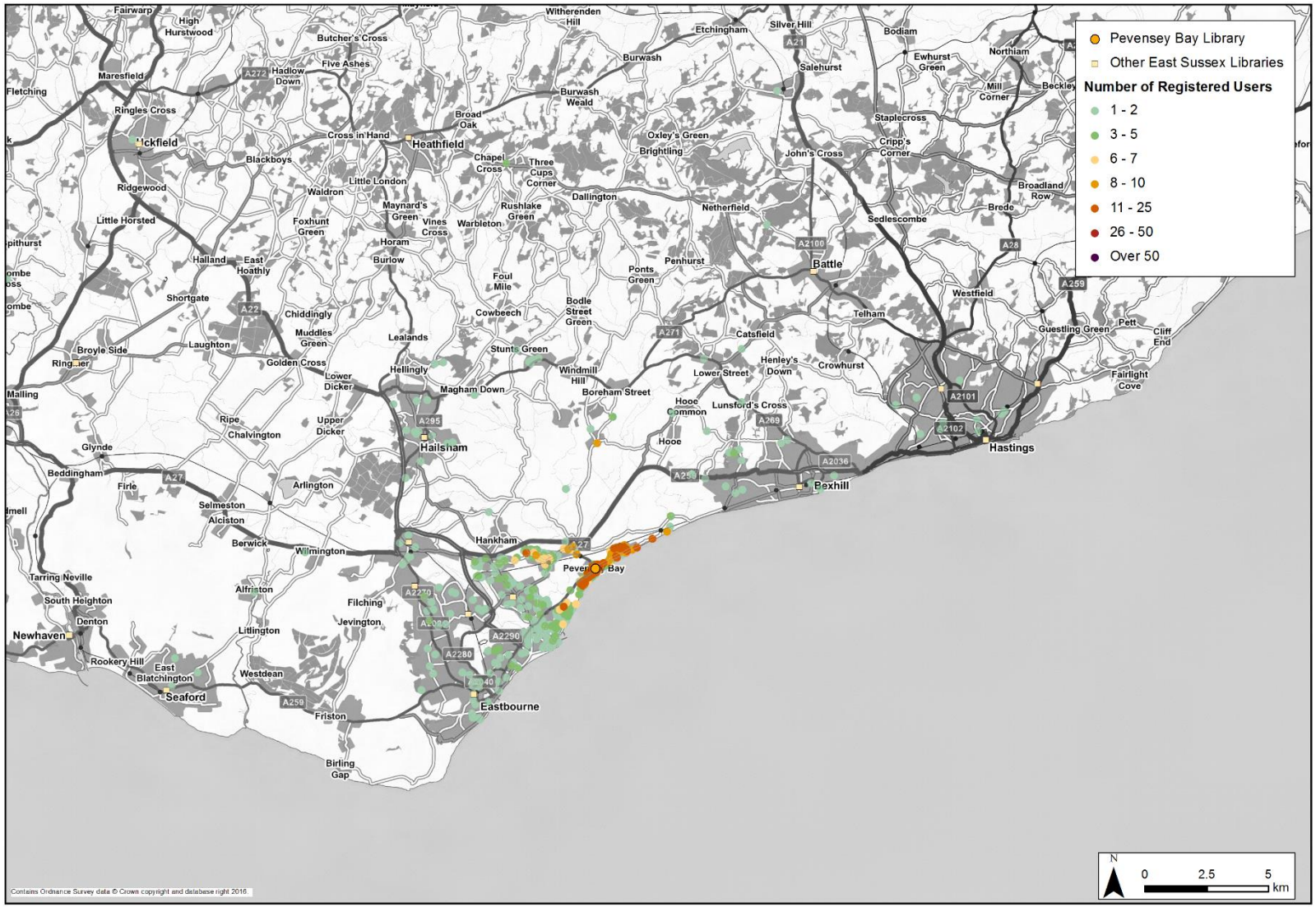


Figure A18: Home Distribution of Registered Users at Polegate Library

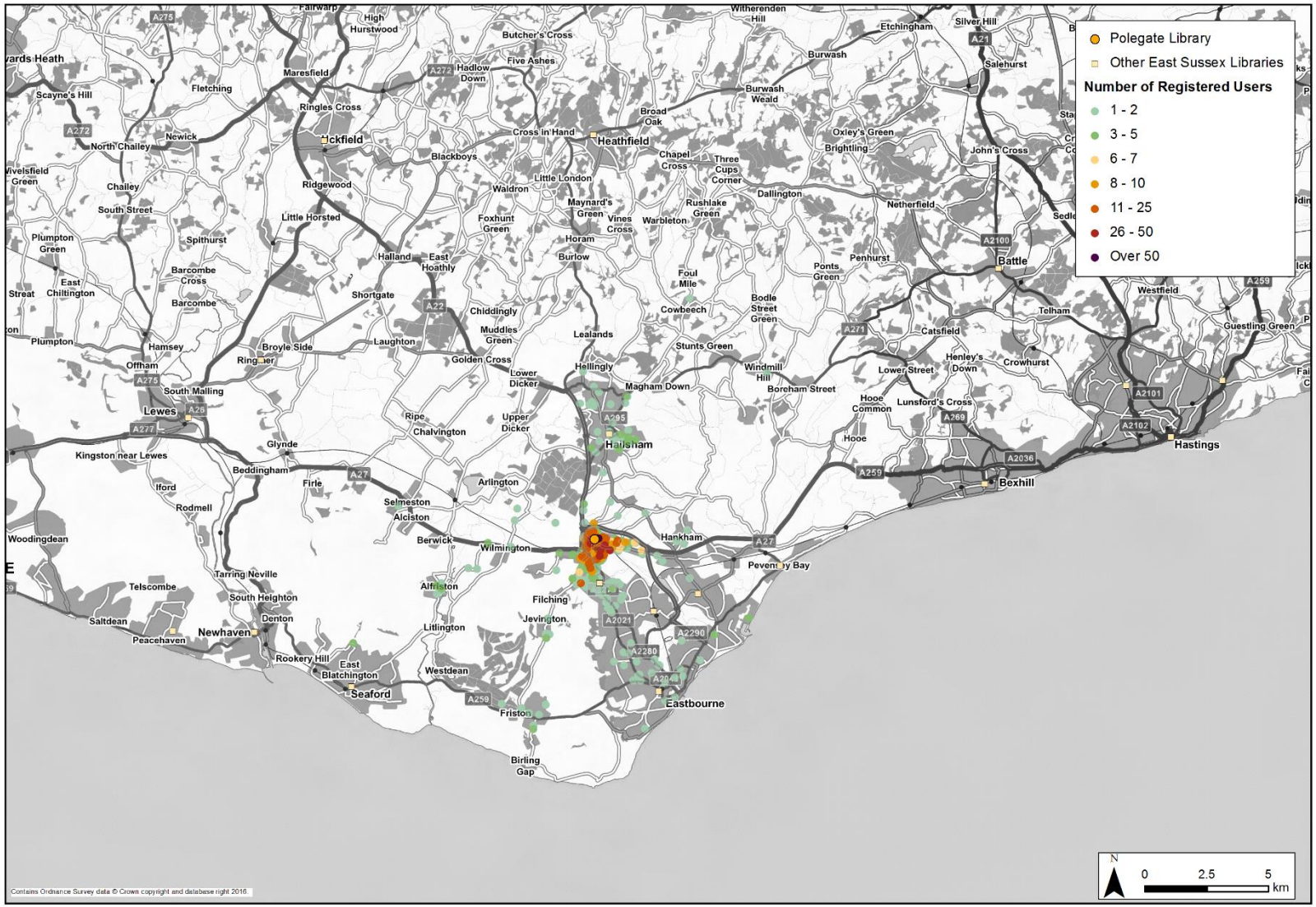


Figure A19: Home Distribution of Registered Users at Ringmer Library

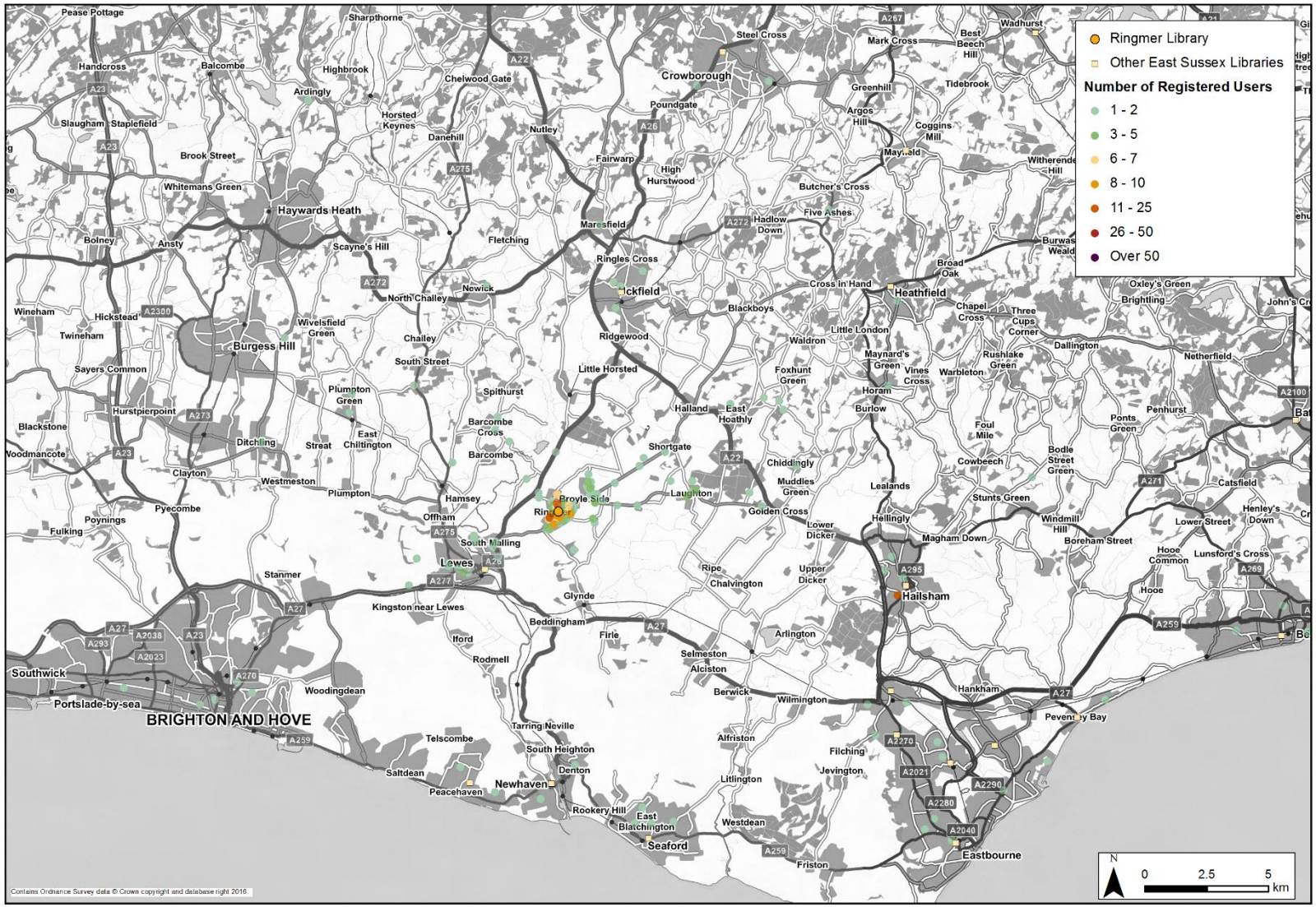


Figure A20: Home Distribution of Registered Users at Rye Library

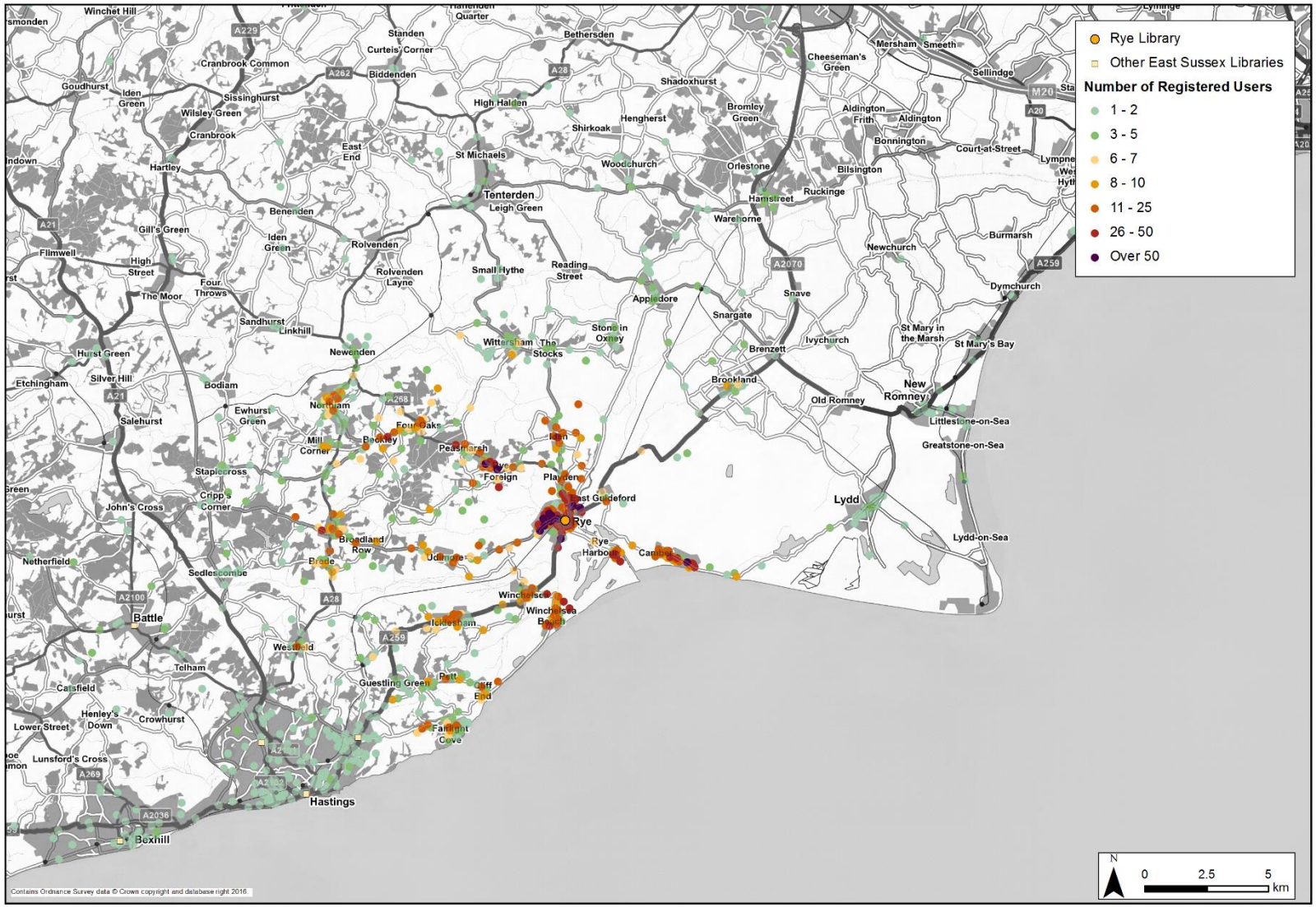


Figure A21: Home Distribution of Registered Users at Seaford Library

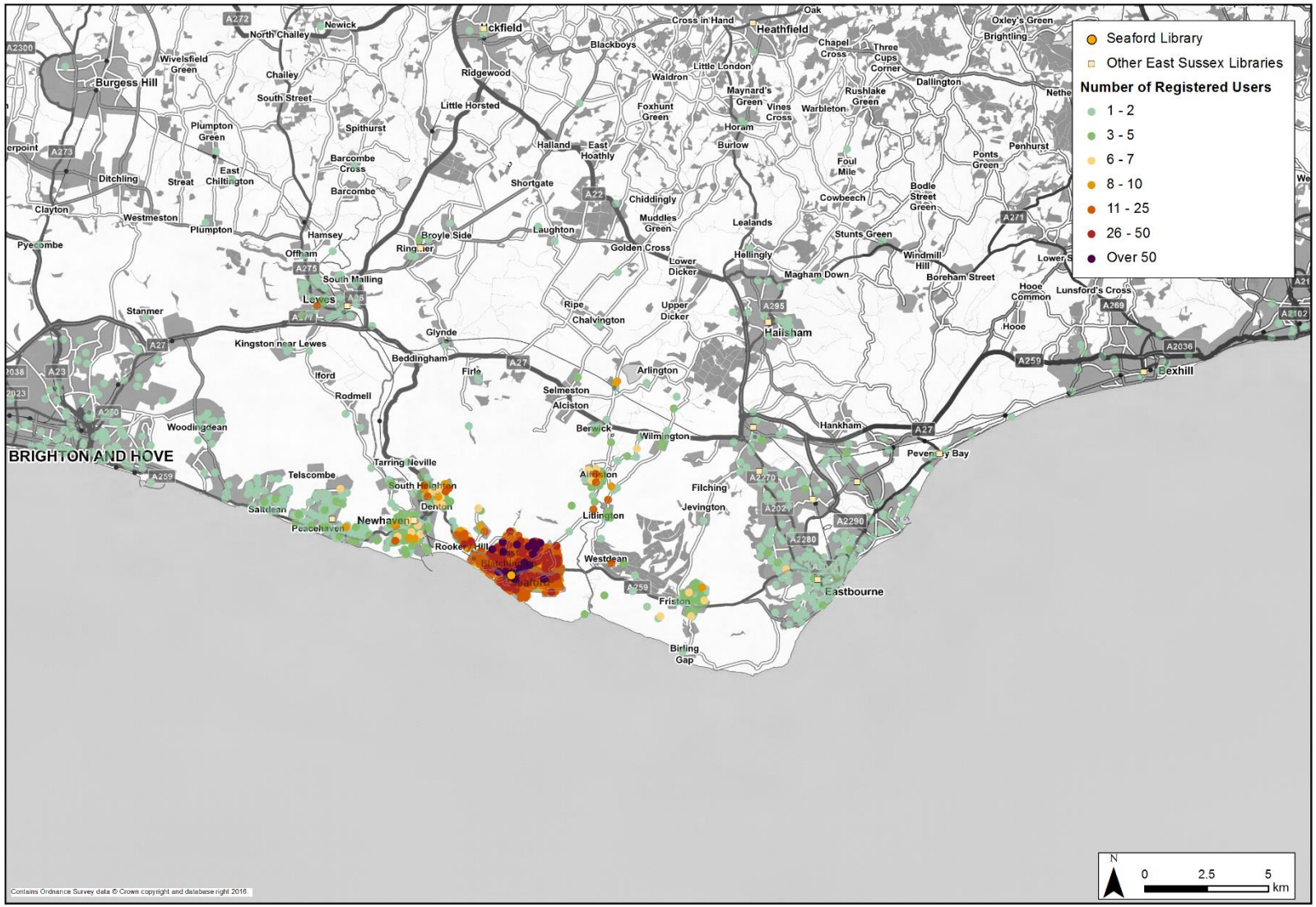


Figure A22: Home Distribution of Registered Users at Uckfield Library



Figure A23: Home Distribution of Registered Users at Wadhurst Library

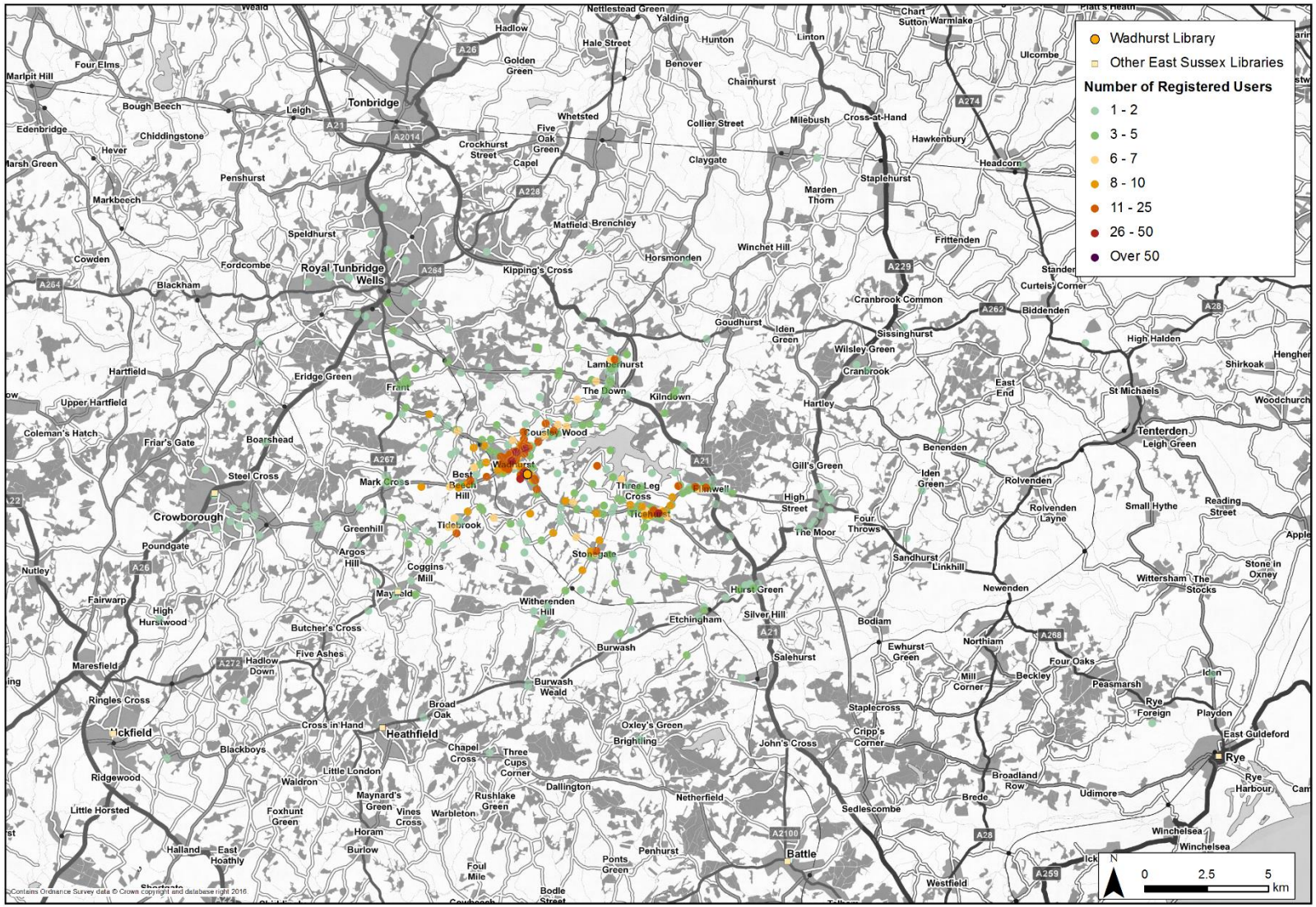
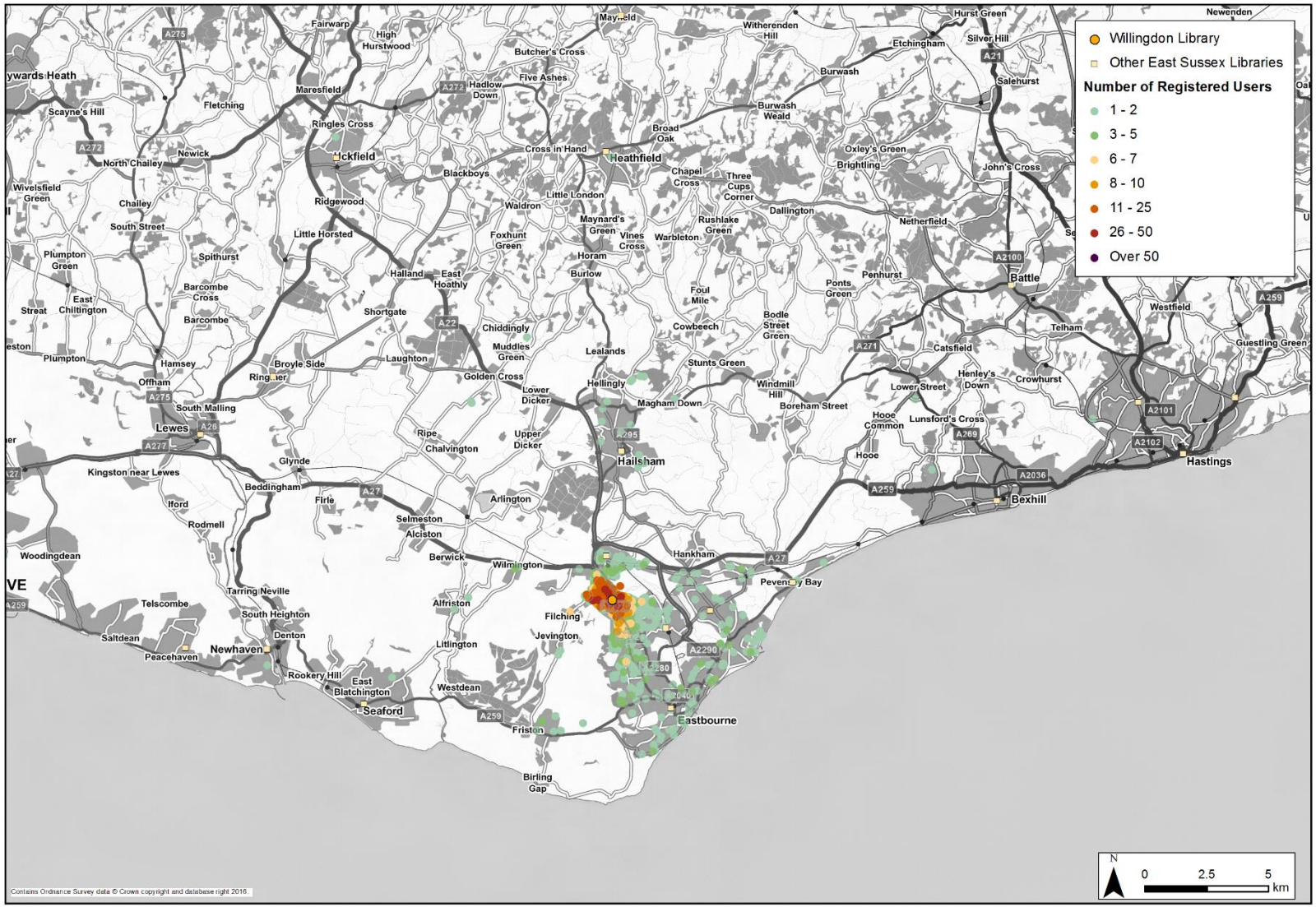


Figure A24: Home Distribution of Registered Users at Willingdon Library



Appendix B Home distribution of Active Users

Figure B1: Home Distribution of Active Users at Battle Library

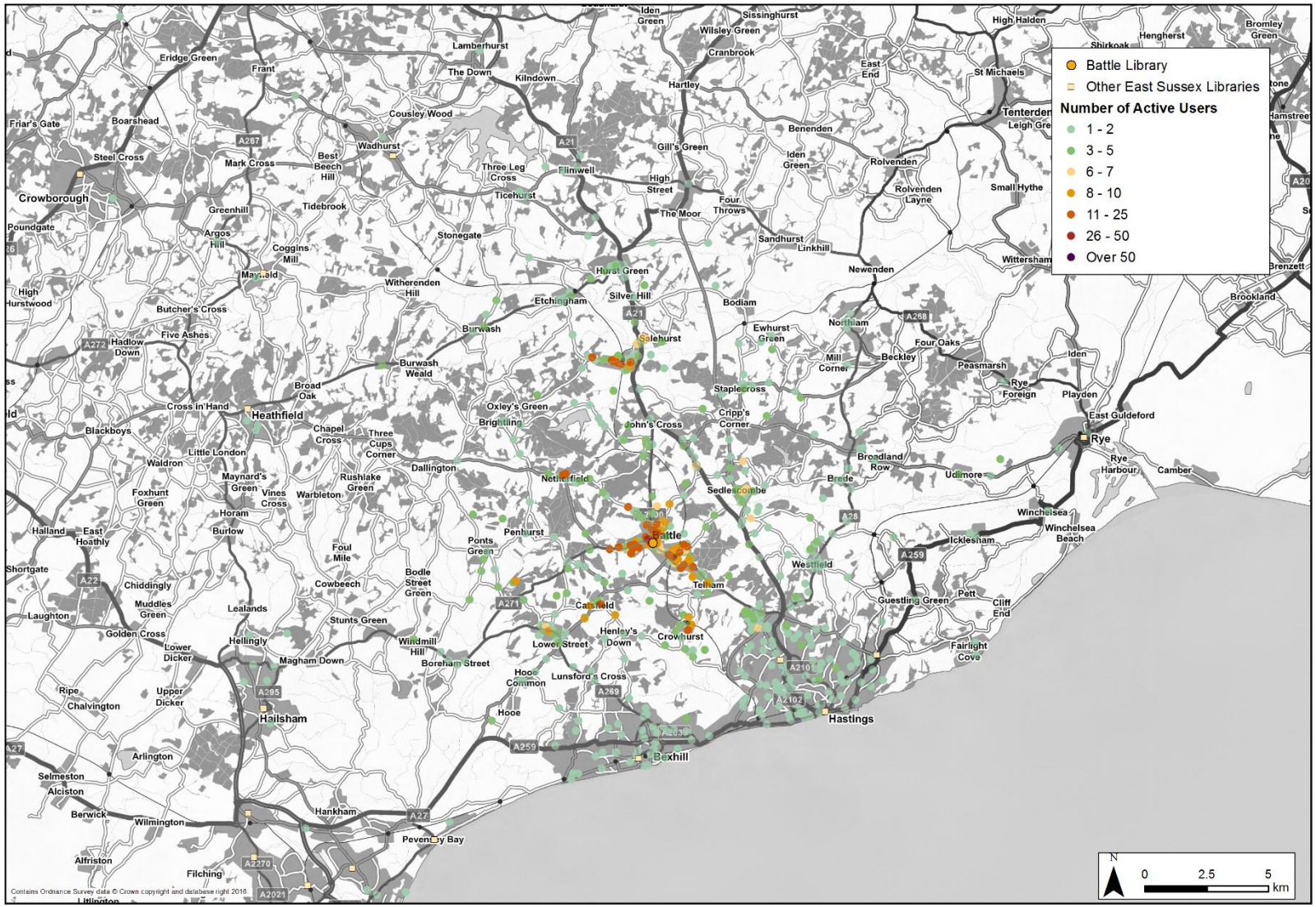


Figure B2: Home Distribution of Active Users at Bexhill Library

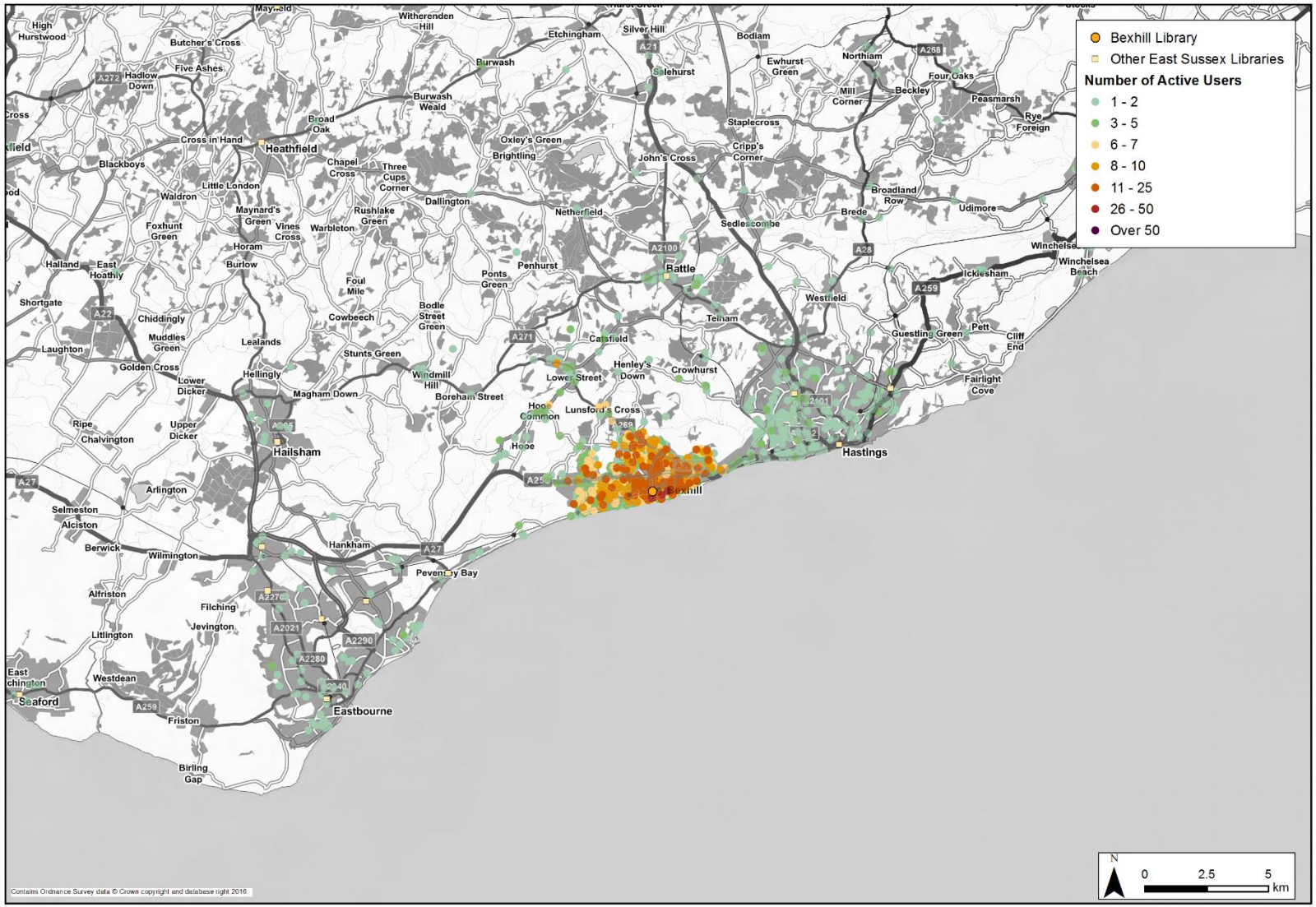


Figure B3: Home Distribution of Active Users at Crowborough Library

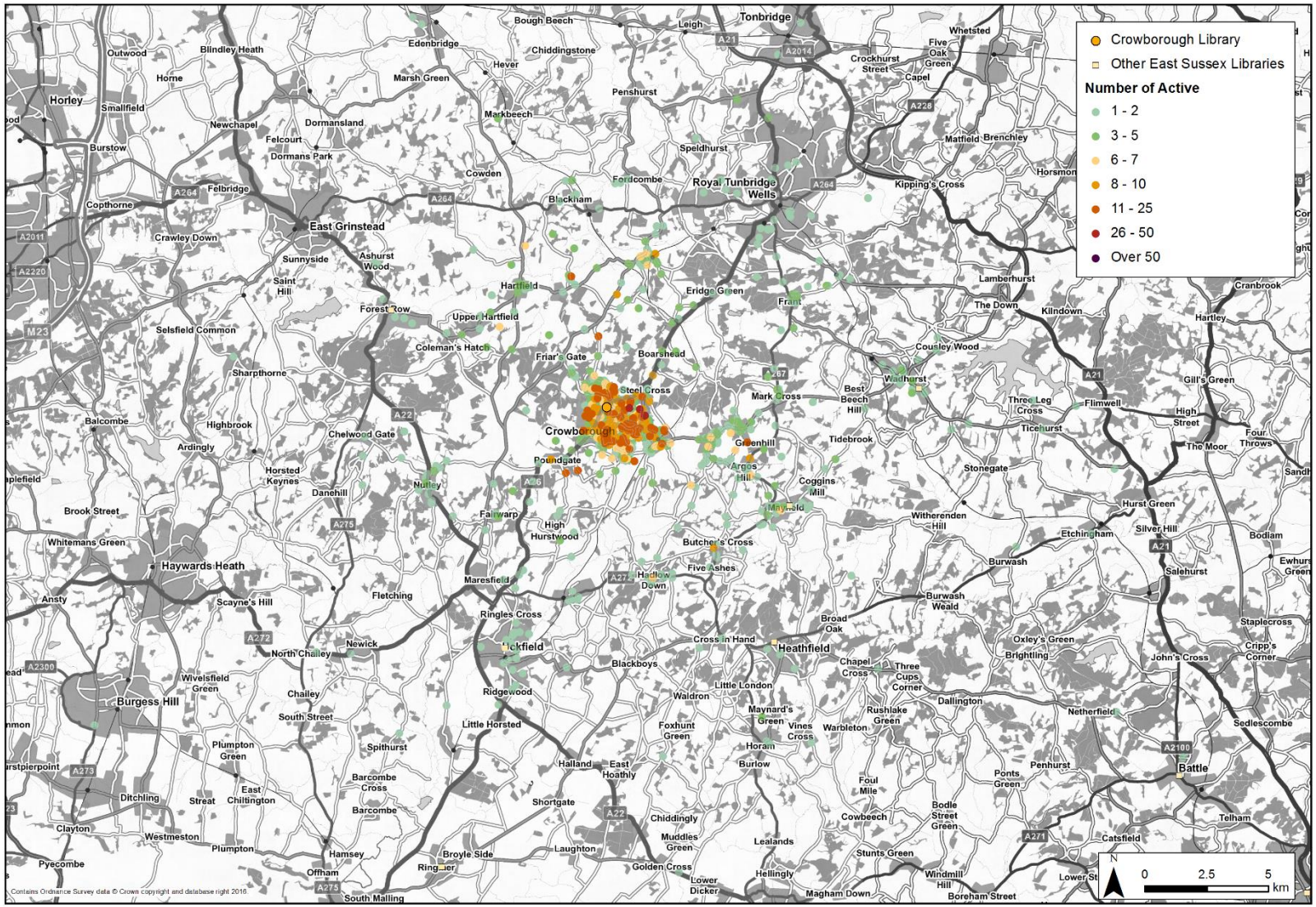


Figure B4: Home Distribution of Active Users at Eastbourne Library

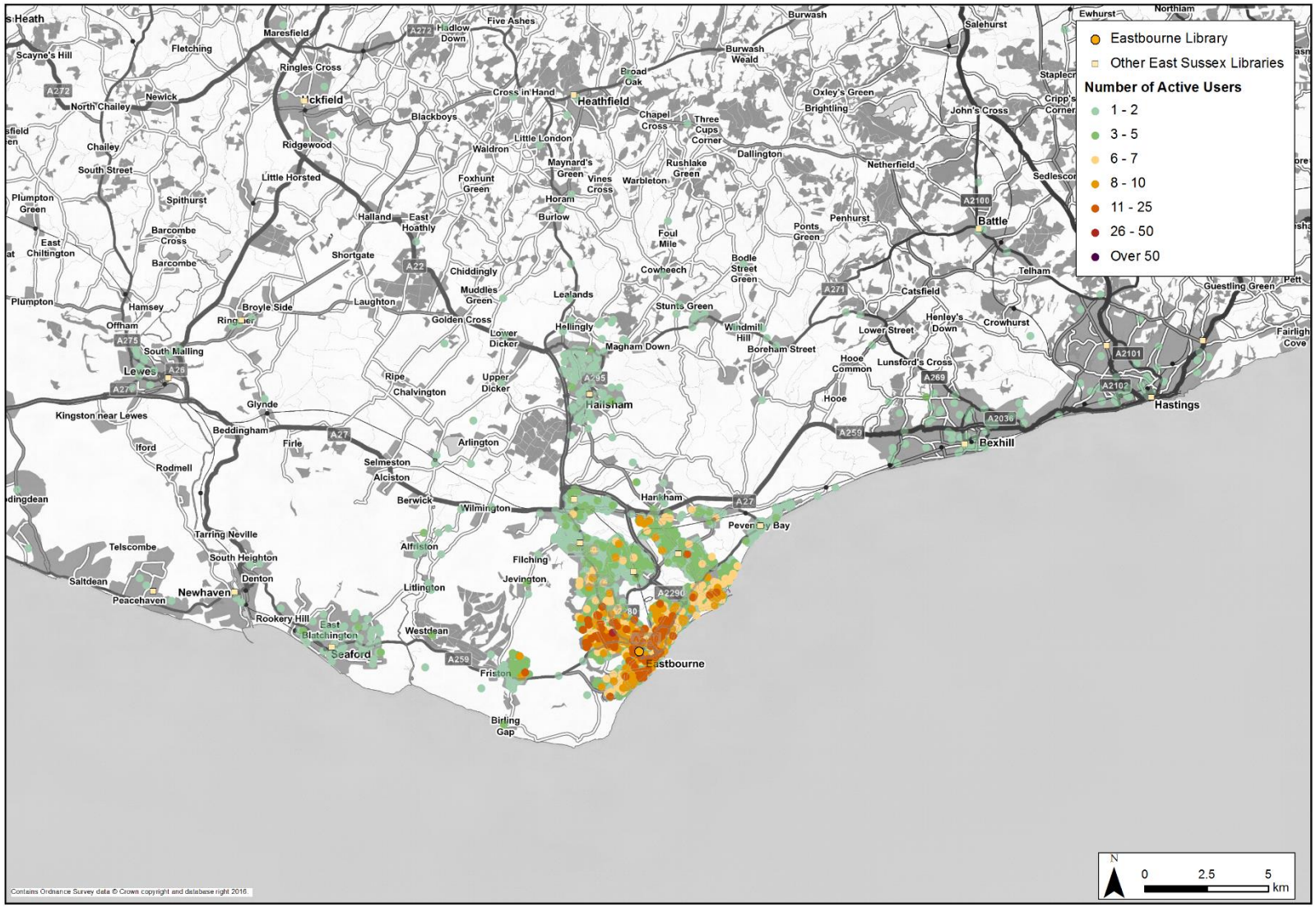


Figure B5: Home Distribution of Active Users at Forest Row Library

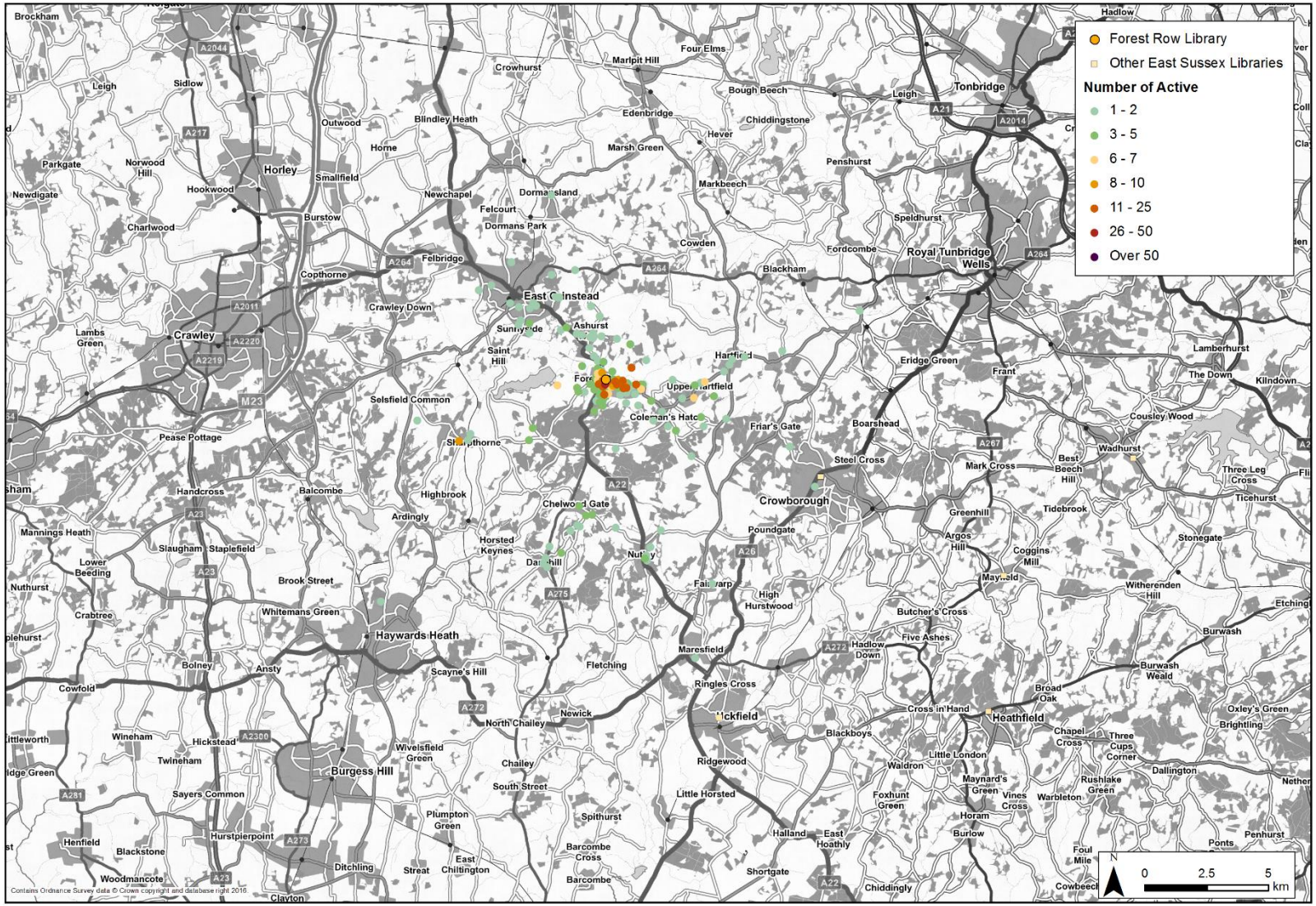


Figure B6: Home Distribution of Active Users at Hailsham Library

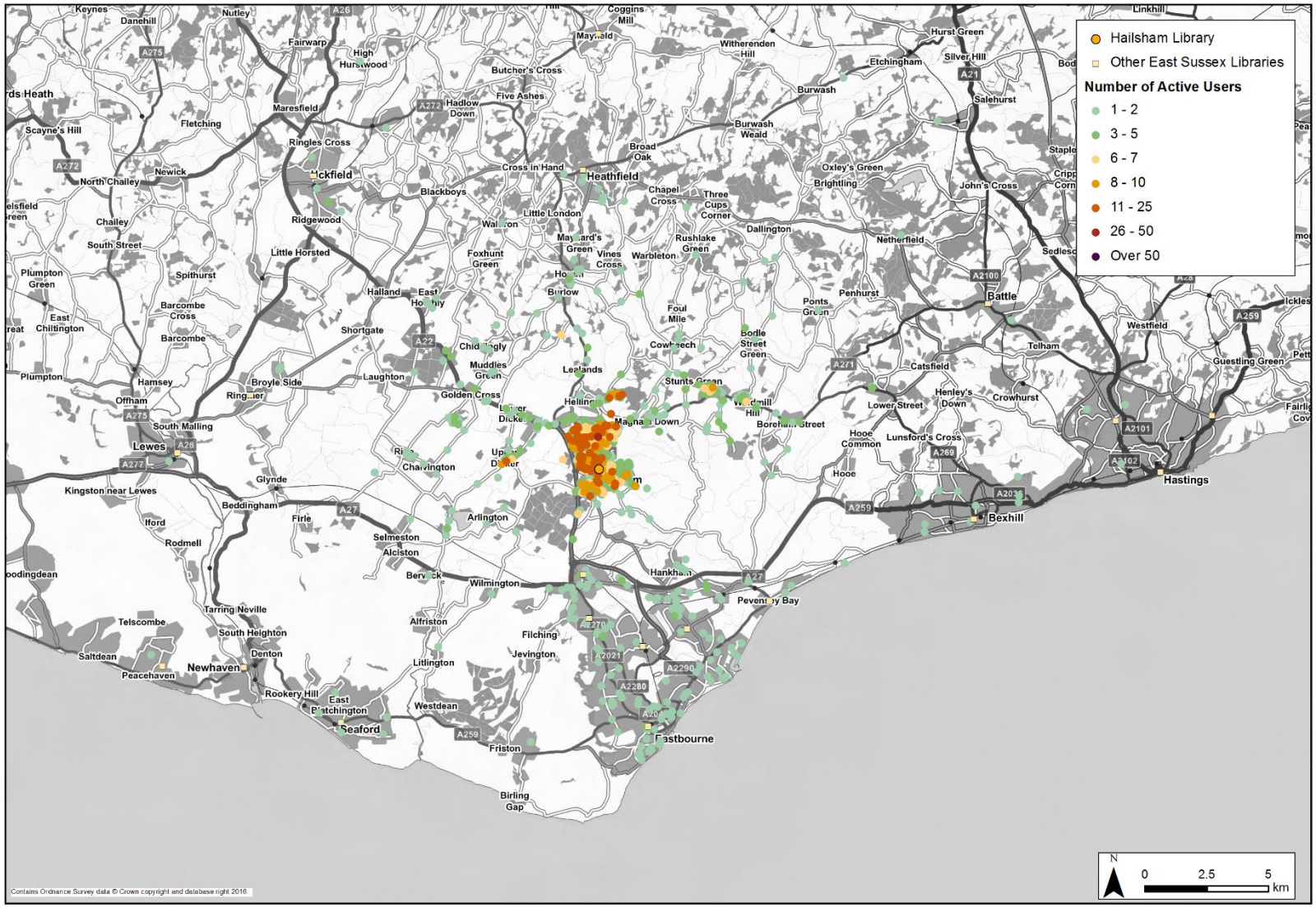


Figure B7: Home Distribution of Active Users at Hampden Park Library

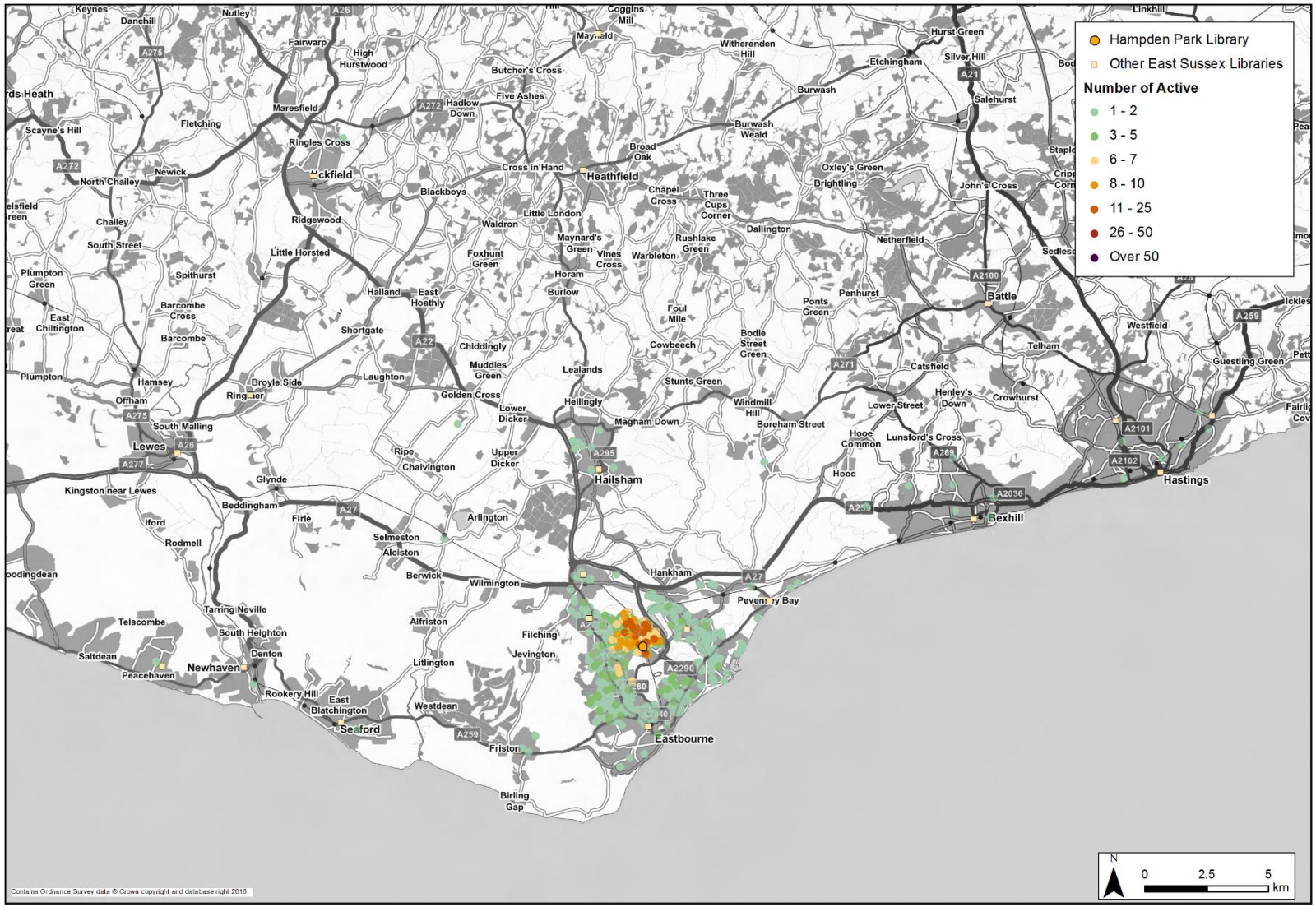


Figure B8: Home Distribution of Active Users at Hastings Library

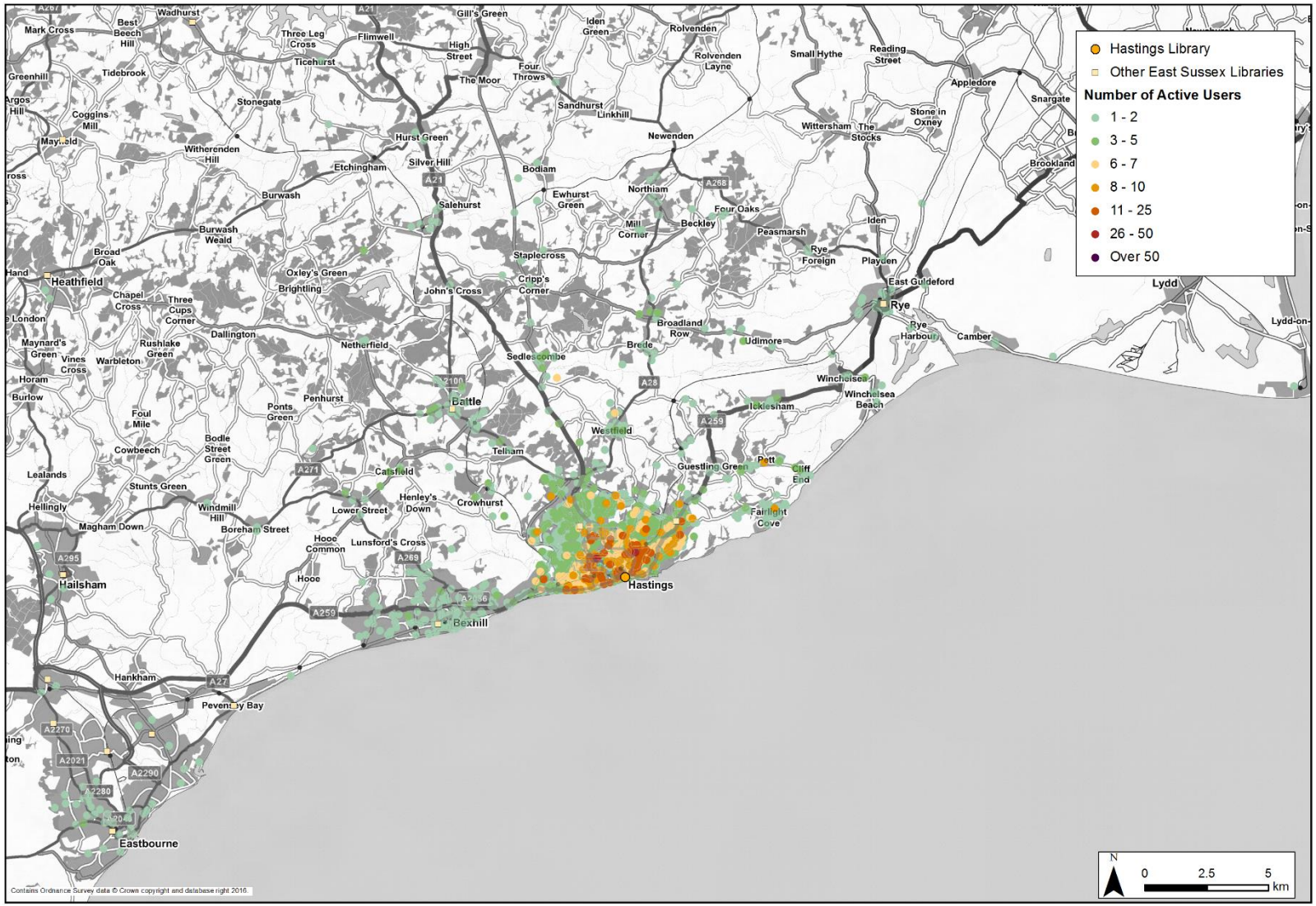

Hastings Library
Other East Sussex Libraries
Number of Active Users
1 - 2
3 - 5
6 - 7
8 - 10
11 - 25
26 - 50
Over 50
Hastings
Bexhill
Battle
Rye
Eastbourne
Hailsham
Heathfield
Crowhurst
Westfield
Winchelsea
Winchelsea Beach
Icklesham
Guestling Green
Fairlight Cove
Pett
Cliff End
Camber
Rye Harbour
Udimore
Broadland Row
Breede
Sedlescombe
Telham
Catsfield
Penhurst
Netherfield
Dallington
Burwash
Burwash Weald
Salehurst
Etchingham
Hurst Green
Newenden
Northiam
Beckley
Peasmarsh
Iden
Playden
East Guldeford
Staplecross
Ewhurst Green
Bodiam
Sandhurst
Linkhill
Rolvenden
Rolvenden Layne
Small Hythe
Reading Street
Appledore
Snargate
Stone in Oxney
Wittersham
The Stocks
Brookland
Lydd
Lydd-on-
Four Oaks
Mill Corner
Cripp's Corner
John's Cross
Brightling
Oxley's Green
Three Cups Corner
Chapel Cross
Rushlake Green
Warbleton
Vines Cross
Maynard's Green
Broad Oak
Ponts Green
Foul Mile
Bodle Street Green
Cowbeech
Lealands
Stunts Green
Hellingly
Windmill Hill
Magham Down
Borehamstreet
Lower Street
Henley's Down
Hooe Common
Lunsford's Cross
Hooe
Hankham
Pevensey Bay
Pevensey
Horam
Burlow
Maynard's Green
Greenhill
Tidebrook
Coggins Mill
Witherenden Hill
Stonegate
Ticehurst
Three Leg Cross
Flimwell
Wadhurst
Best Beech Hill
Mark Cross
Gill's Green
High Street
The Moor
Four Throws
Iden Green
Rolvenden
Rolvenden Layne
Silver Hill
Northiam
Rye Foreign
Iden
Playden
Udimore
Breede
Broadland Row
Sedlescombe
Telham
Catsfield
Guestling Green
Pett
Cliff End
Fairlight Cove
Icklesham
Winchelsea
Winchelsea Beach
Camber
Rye Harbour
Lydd
Lydd-on-
Four Oaks
Mill Corner
Cripp's Corner
John's Cross
Brightling
Oxley's Green
Three Cups Corner
Chapel Cross
Rushlake Green
Warbleton
Vines Cross
Maynard's Green
Broad Oak
Ponts Green
Foul Mile
Bodle Street Green
Cowbeech
Lealands
Stunts Green
Hellingly
Windmill Hill
Magham Down
Borehamstreet
Lower Street
Henley's Down
Hooe Common
Lunsford's Cross
Hooe
Hankham
Pevensey Bay
Pevensey
Horam
Burlow
Maynard's Green
Greenhill
Tidebrook
Coggins Mill
Witherenden Hill
Stonegate
Ticehurst
Three Leg Cross
Flimwell
Wadhurst
Best Beech Hill
Mark Cross
Gill's Green
High Street
The Moor
Four Throws
Iden Green
Rolvenden
Rolvenden Layne
Small Hythe
Reading Street
Appledore
Snargate
Stone in Oxney
Wittersham
The Stocks
Brookland

Figure B9: Home Distribution of Active Users at Heathfield Library

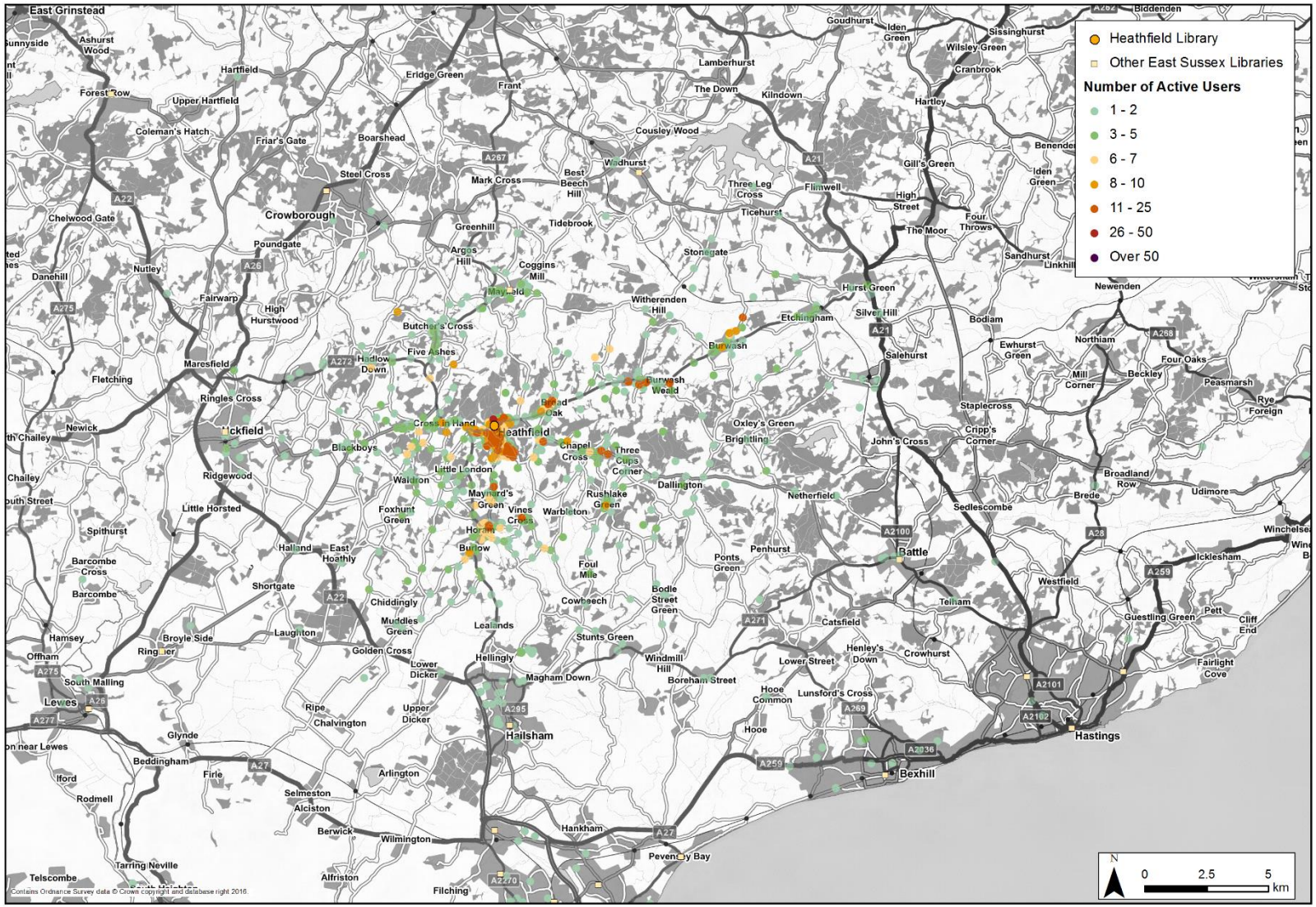


Figure B10: Home Distribution of Active Users at Hollington Library

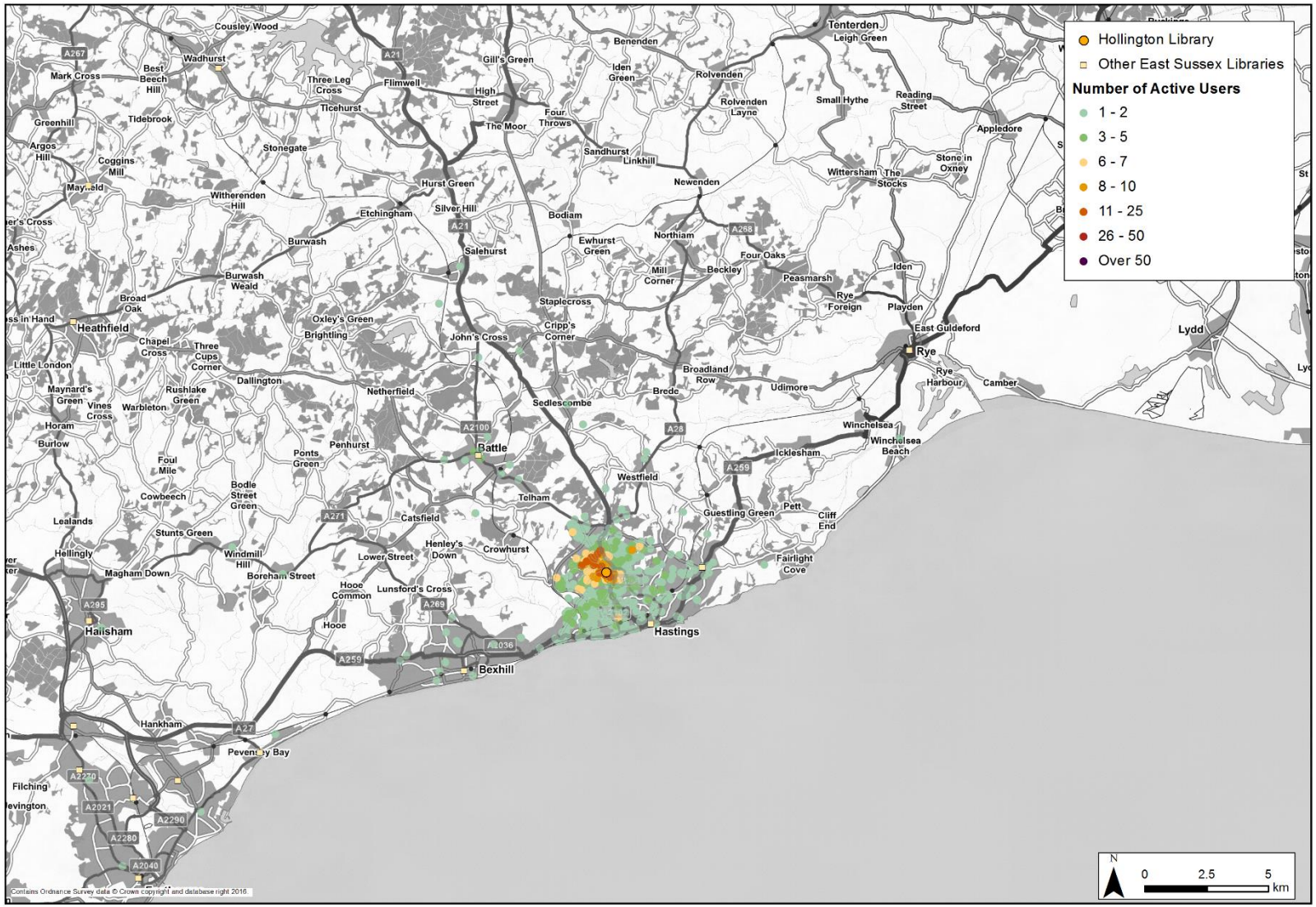


Figure B11: Home Distribution of Active Users at Langney Library

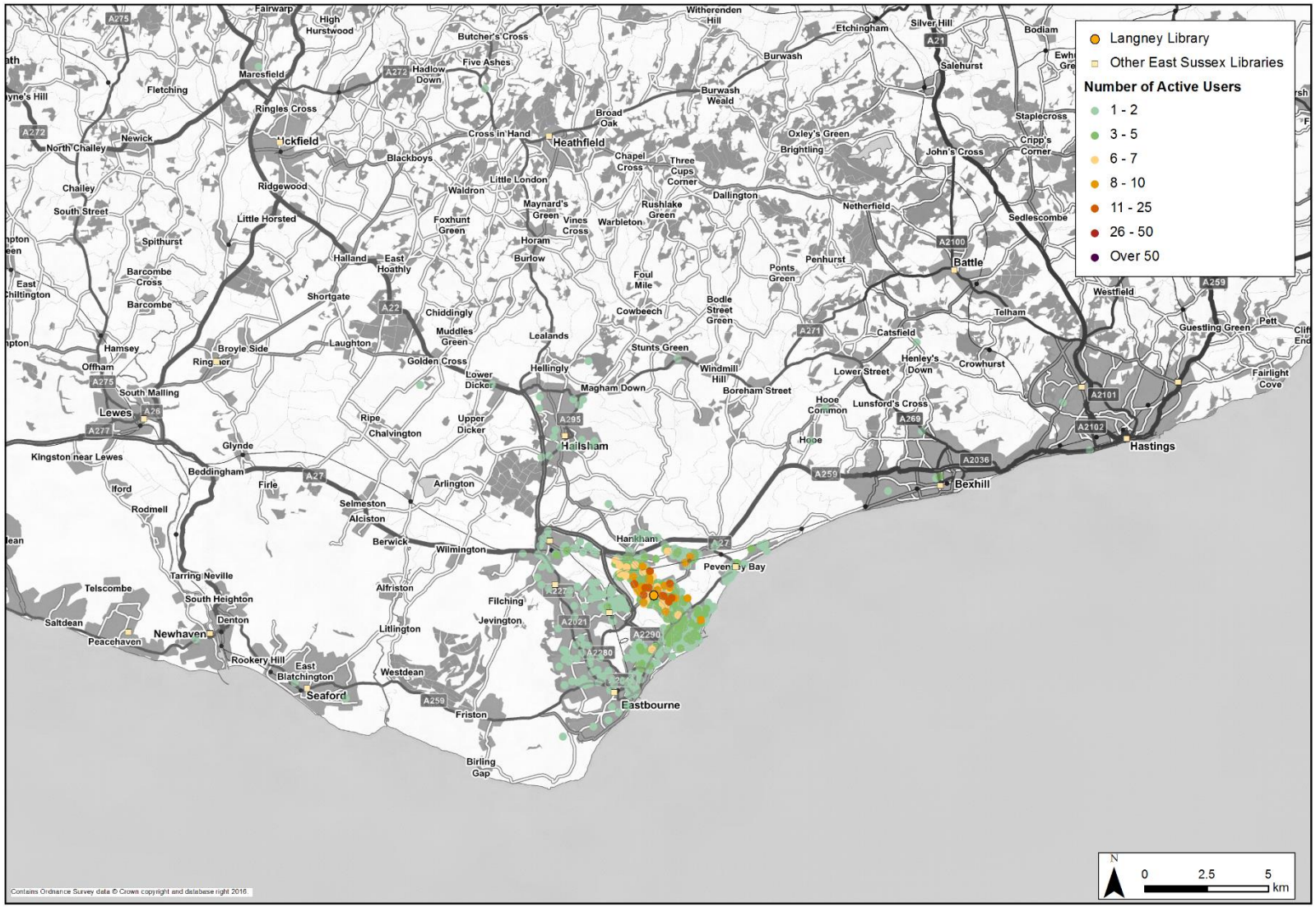


Figure B12: Home Distribution of Active Users at Lewes Library

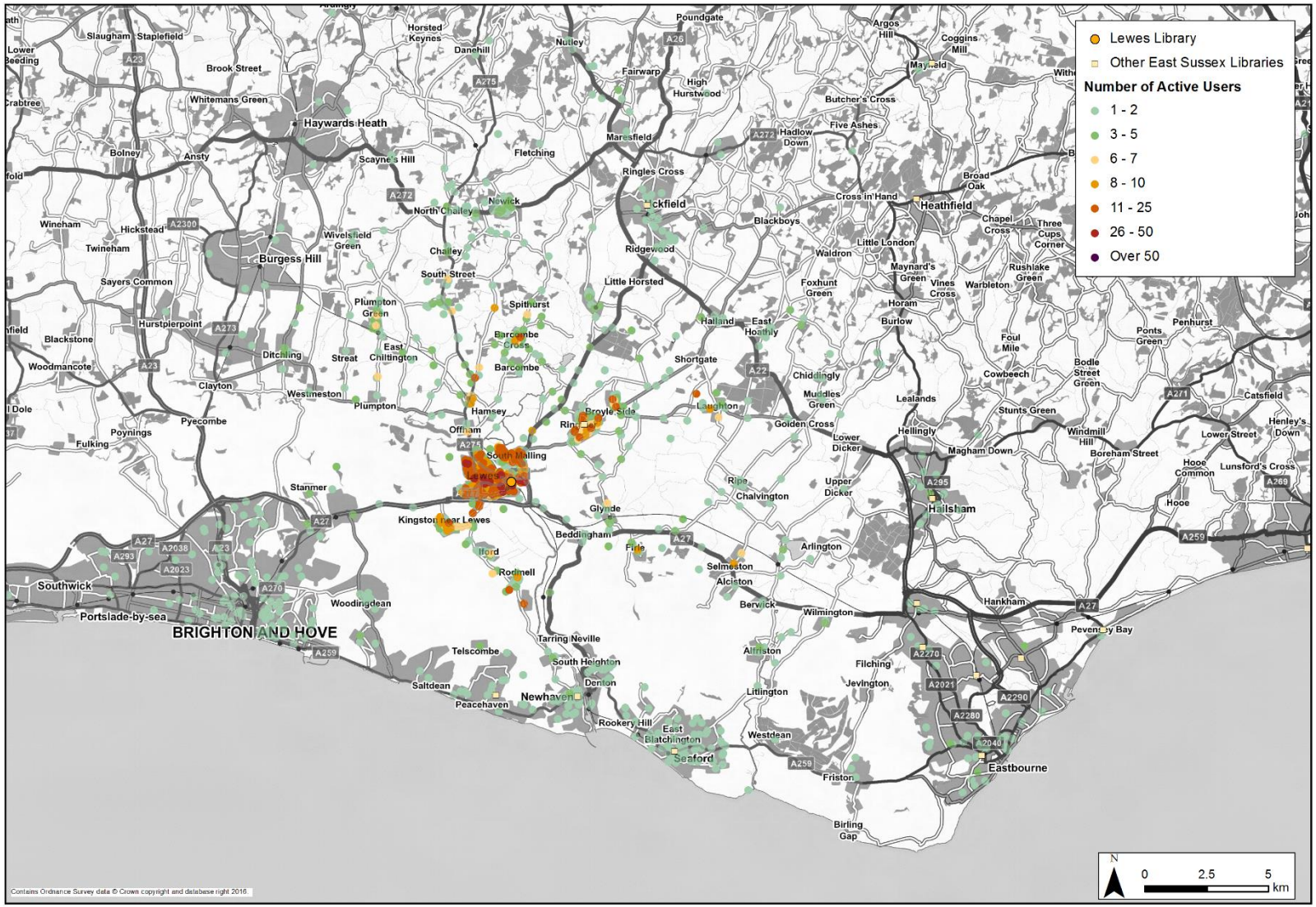


Figure B13: Home Distribution of Active Users at Mayfield Library

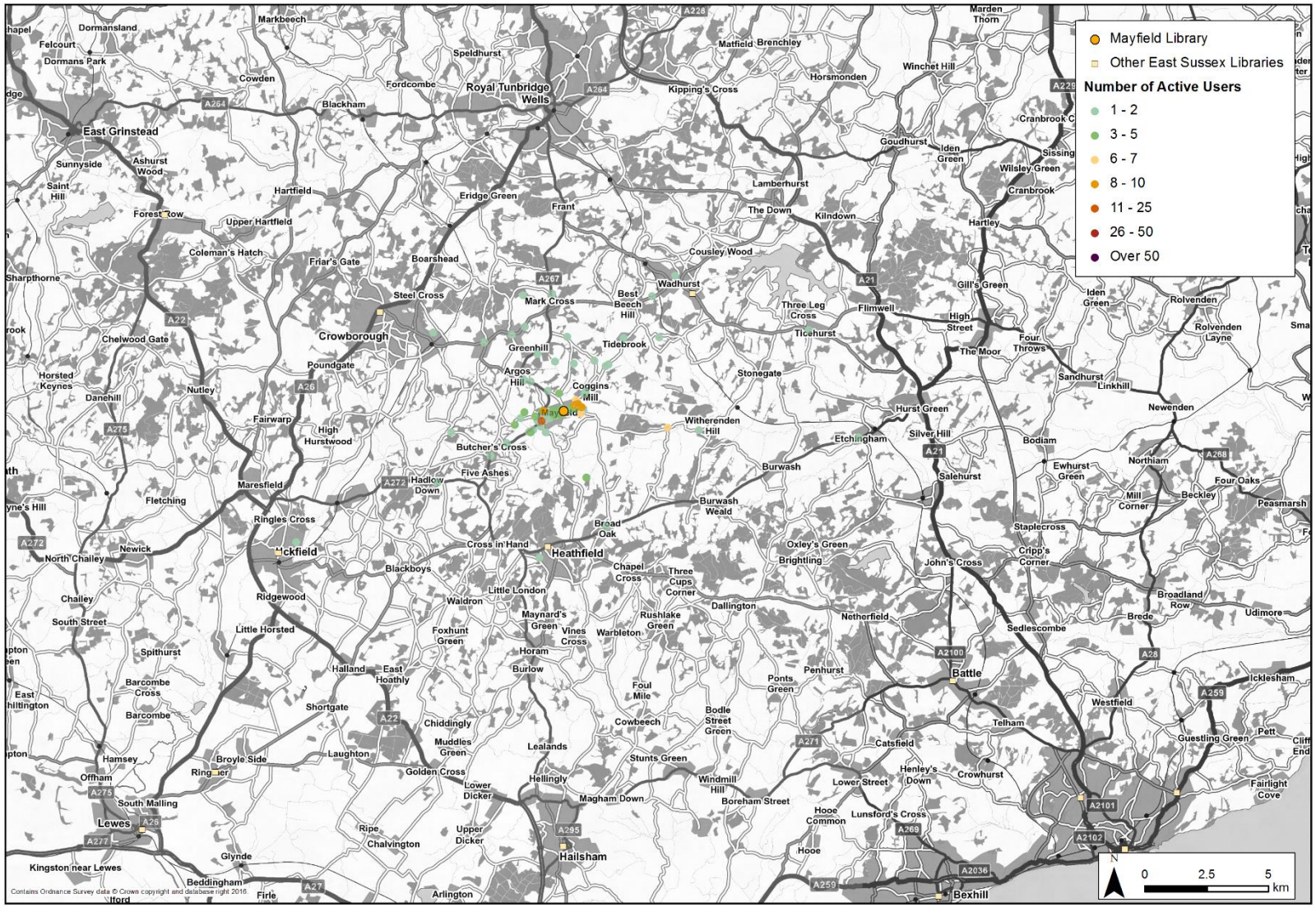


Figure B14: Home Distribution of Active Users at Newhaven Library

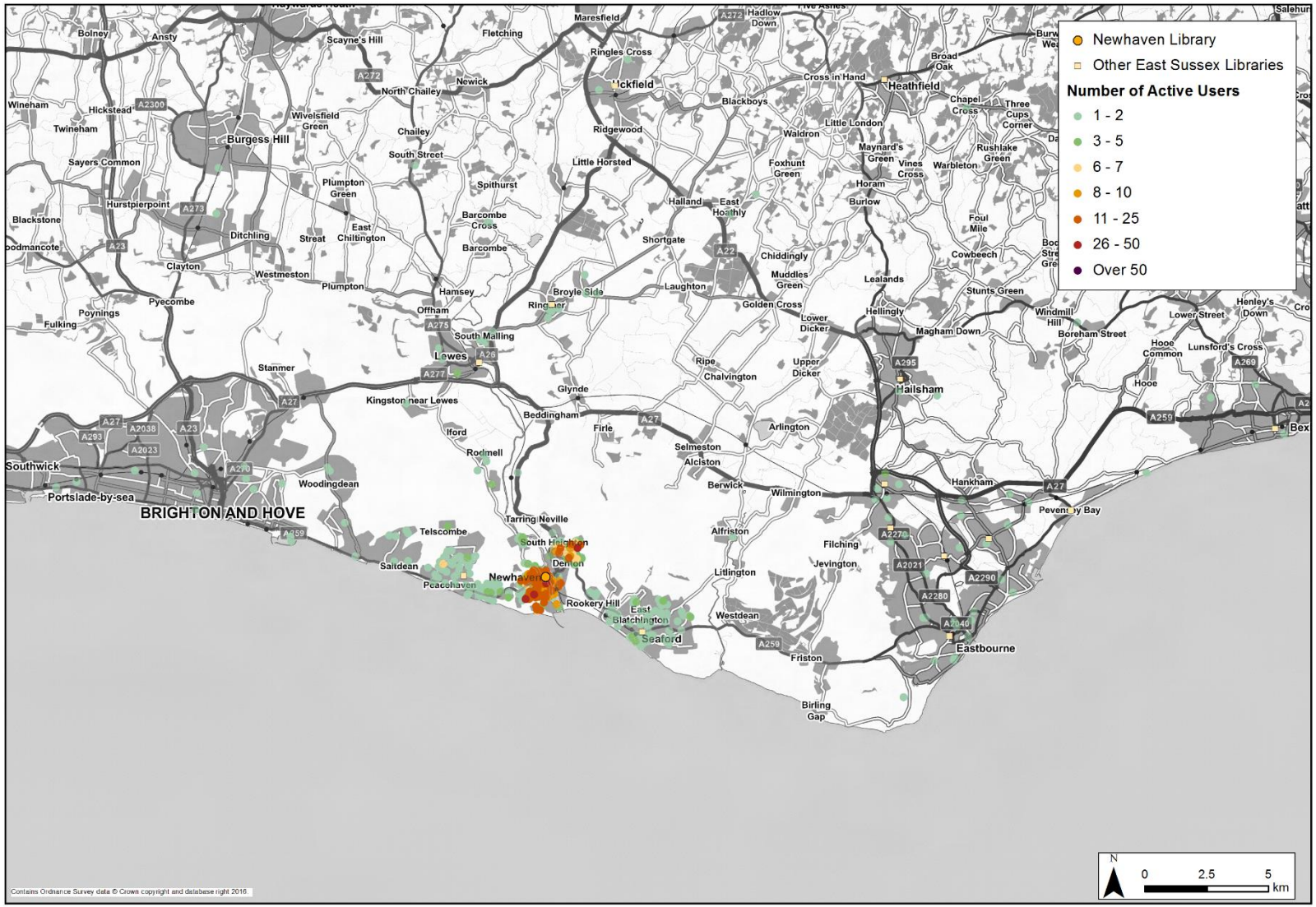


Figure B15: Home Distribution of Active Users at Ore Library

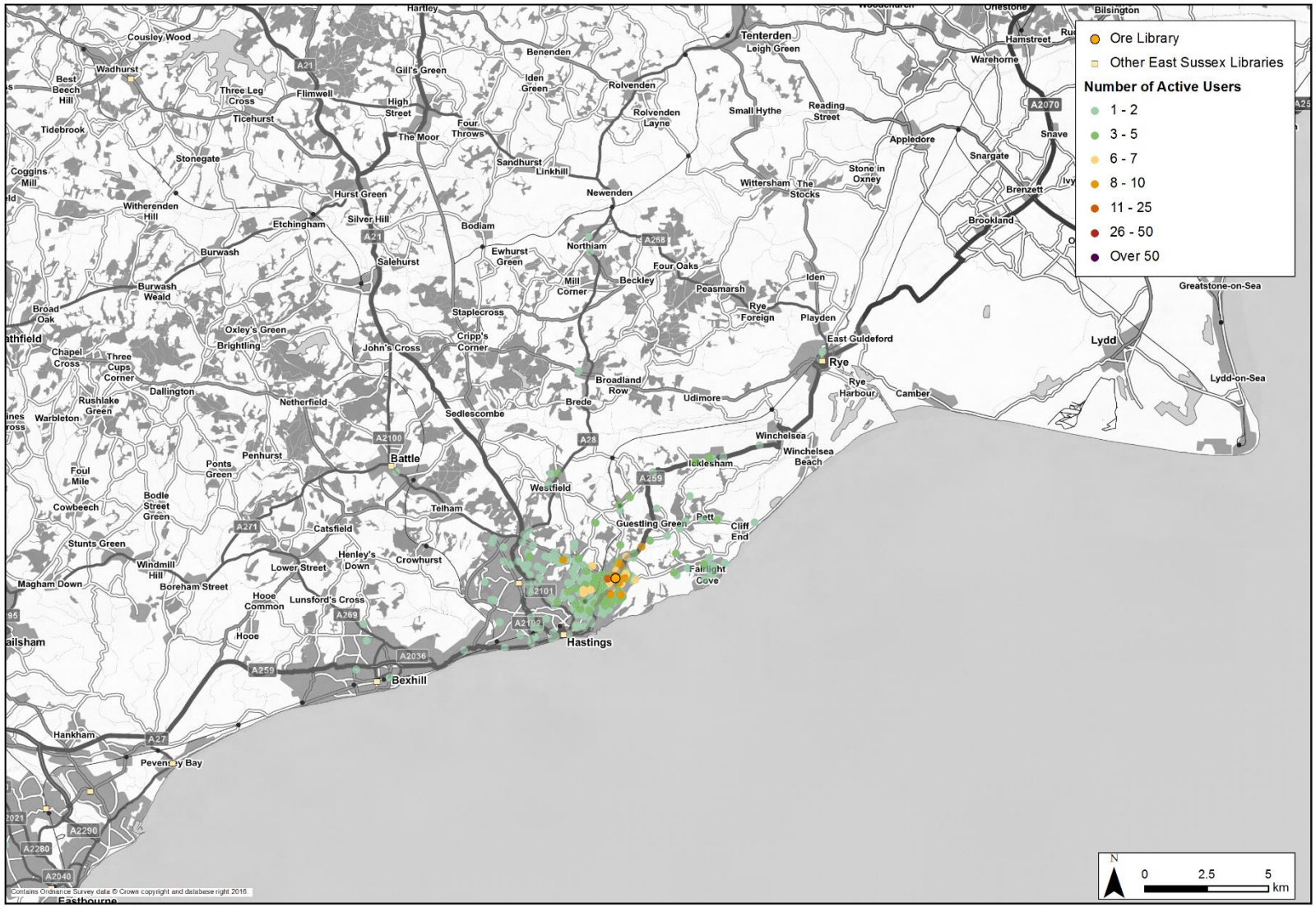


Figure B16: Home Distribution of Active Users at Peacehaven Library

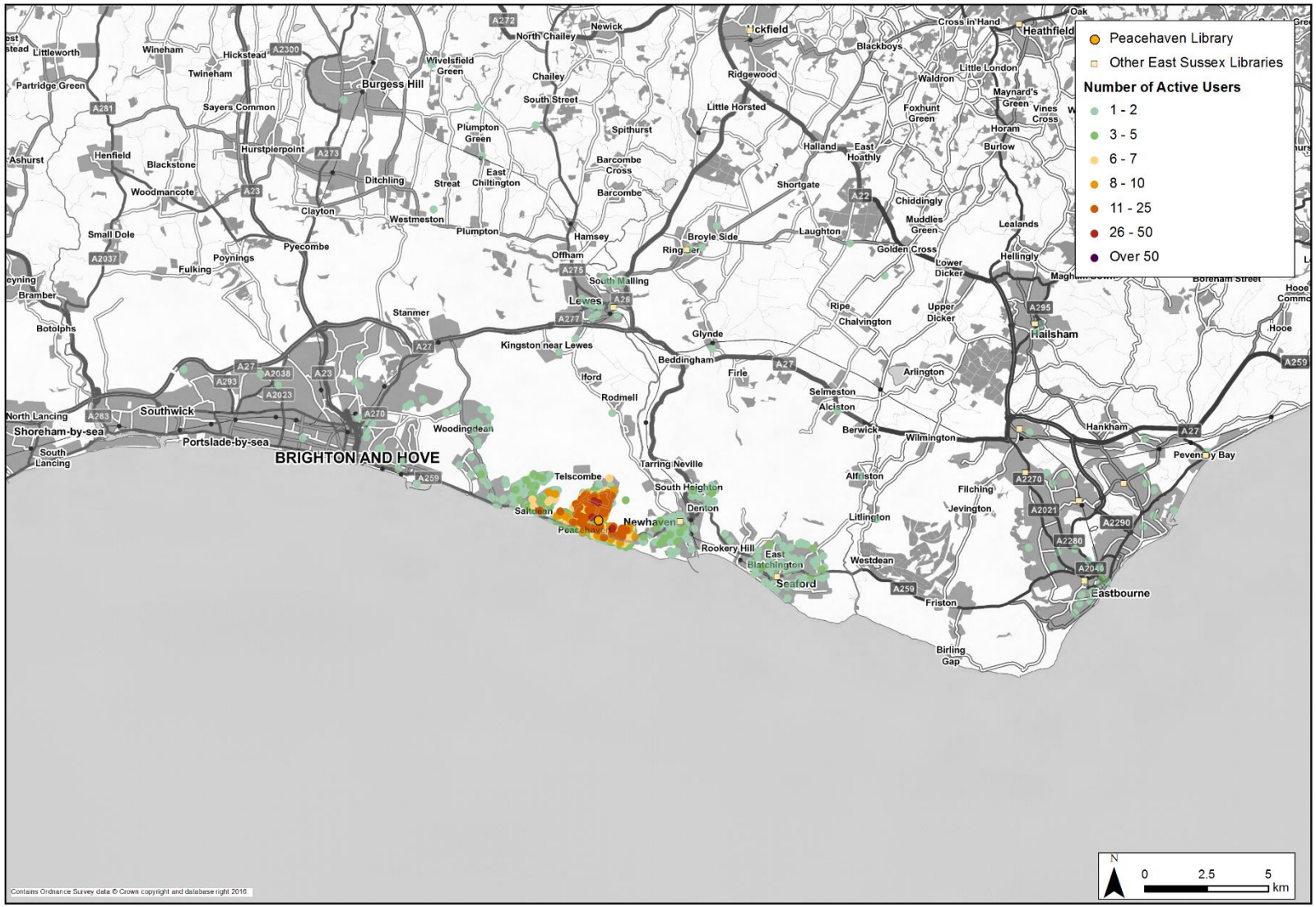


Figure B17: Home Distribution of Active Users at Pevensey Bay Library

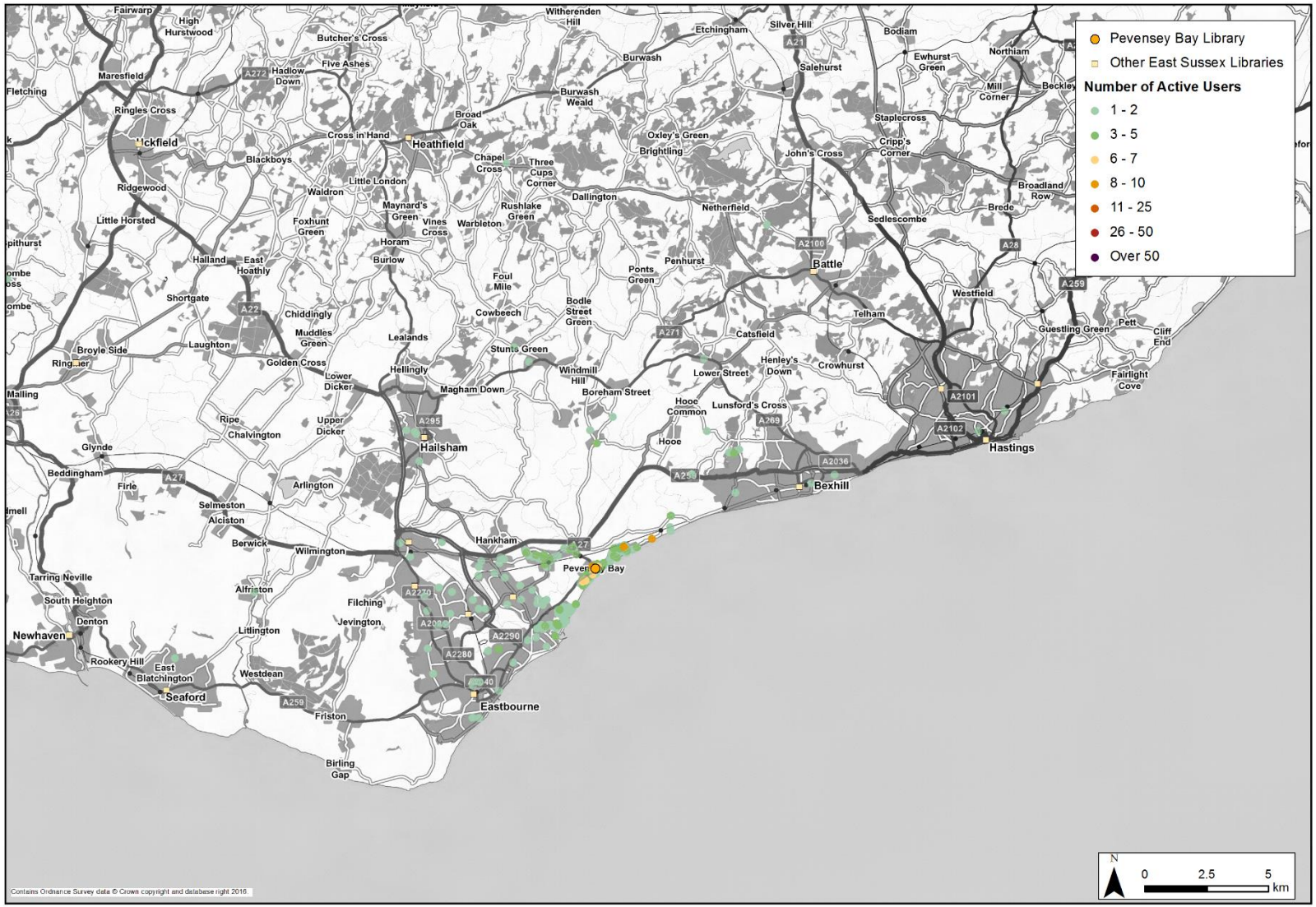


Figure B18: Home Distribution of Active Users at Polegate Library

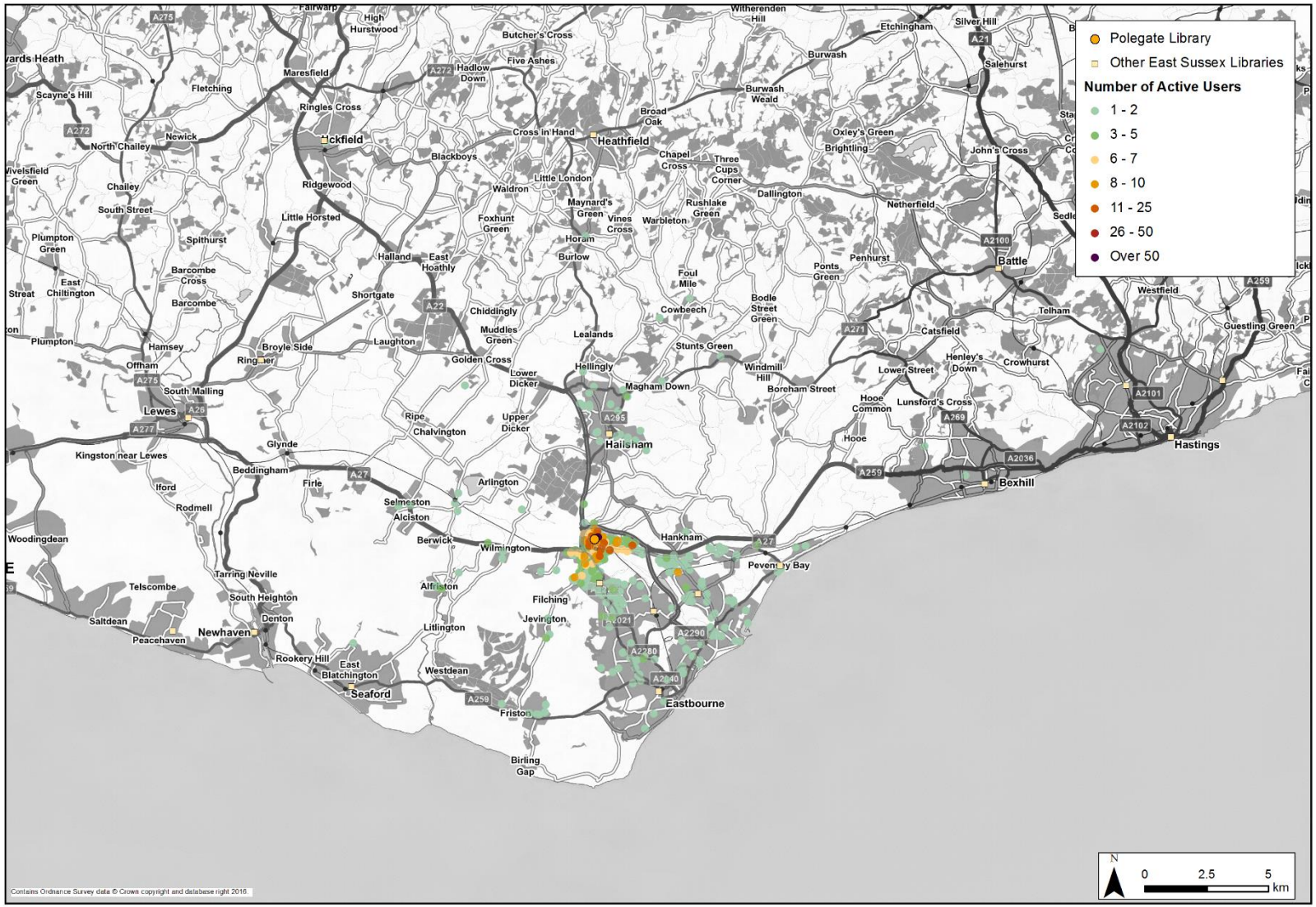


Figure B19: Home Distribution of Active Users at Ringmer Library

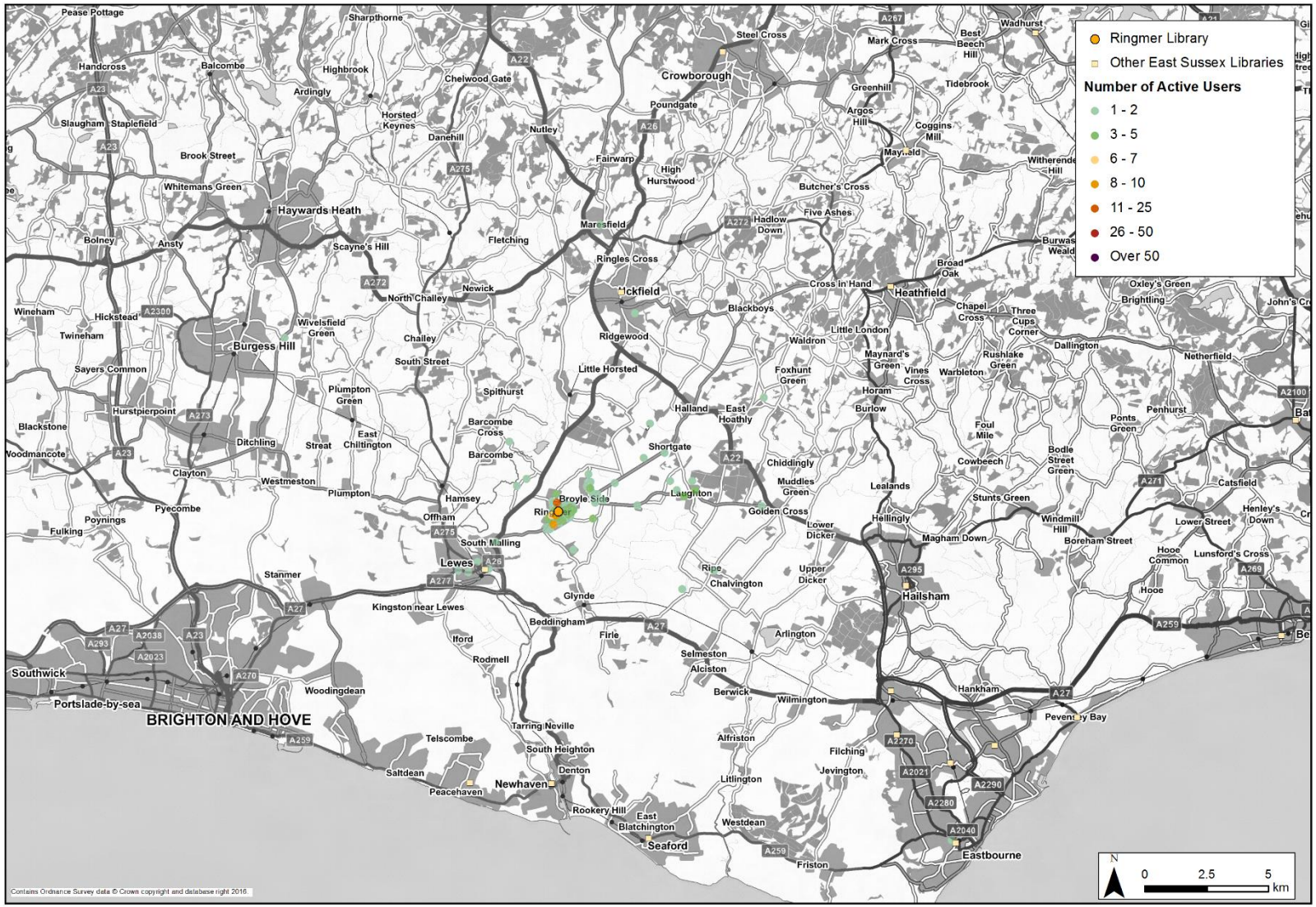


Figure B20: Home Distribution of Active Users at Rye Library



Figure B21: Home Distribution of Active Users at Seaford Library

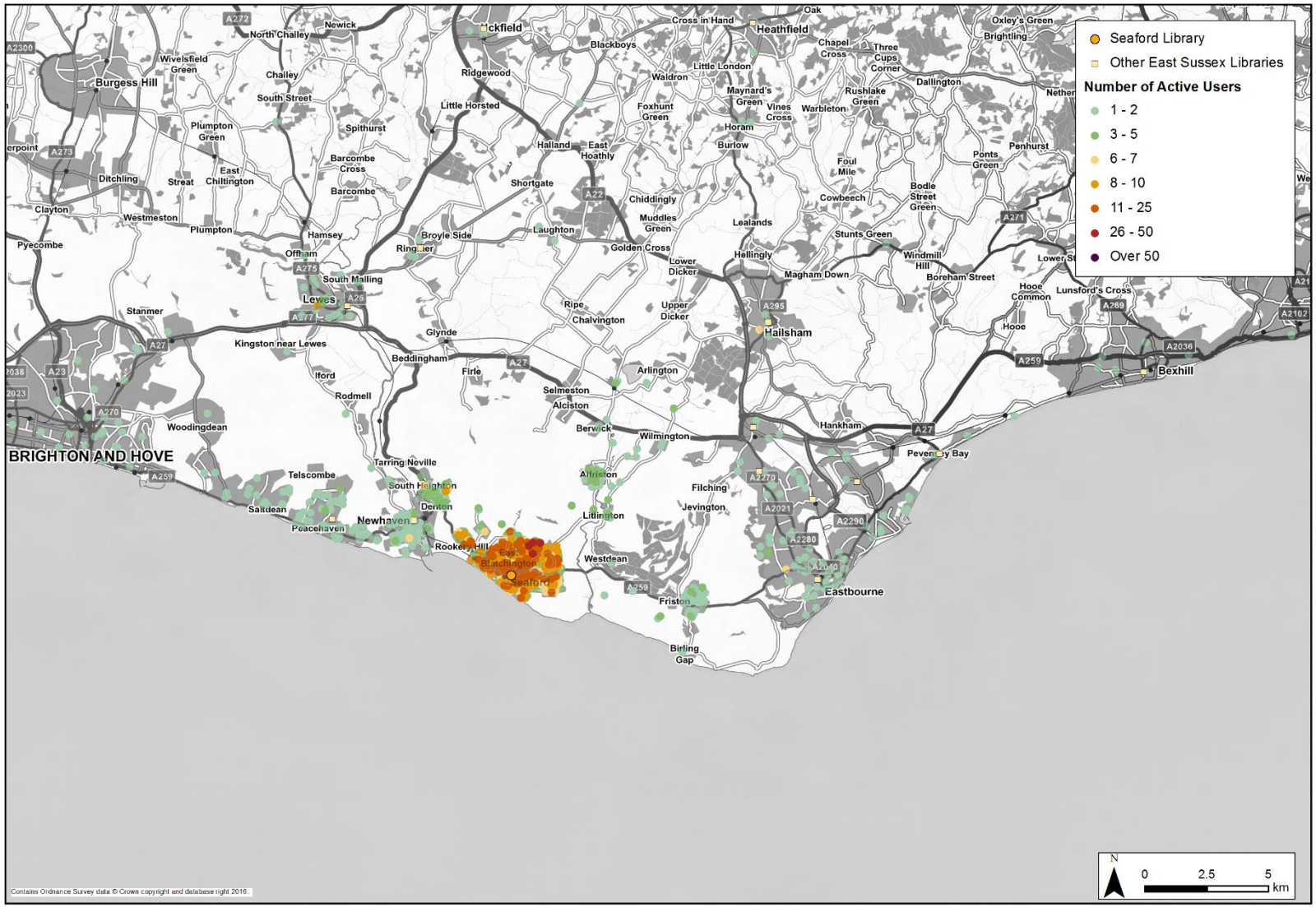


Figure B22: Home Distribution of Active Users at Uckfield Library



Figure B23: Home Distribution of Active Users at Wadhurst Library

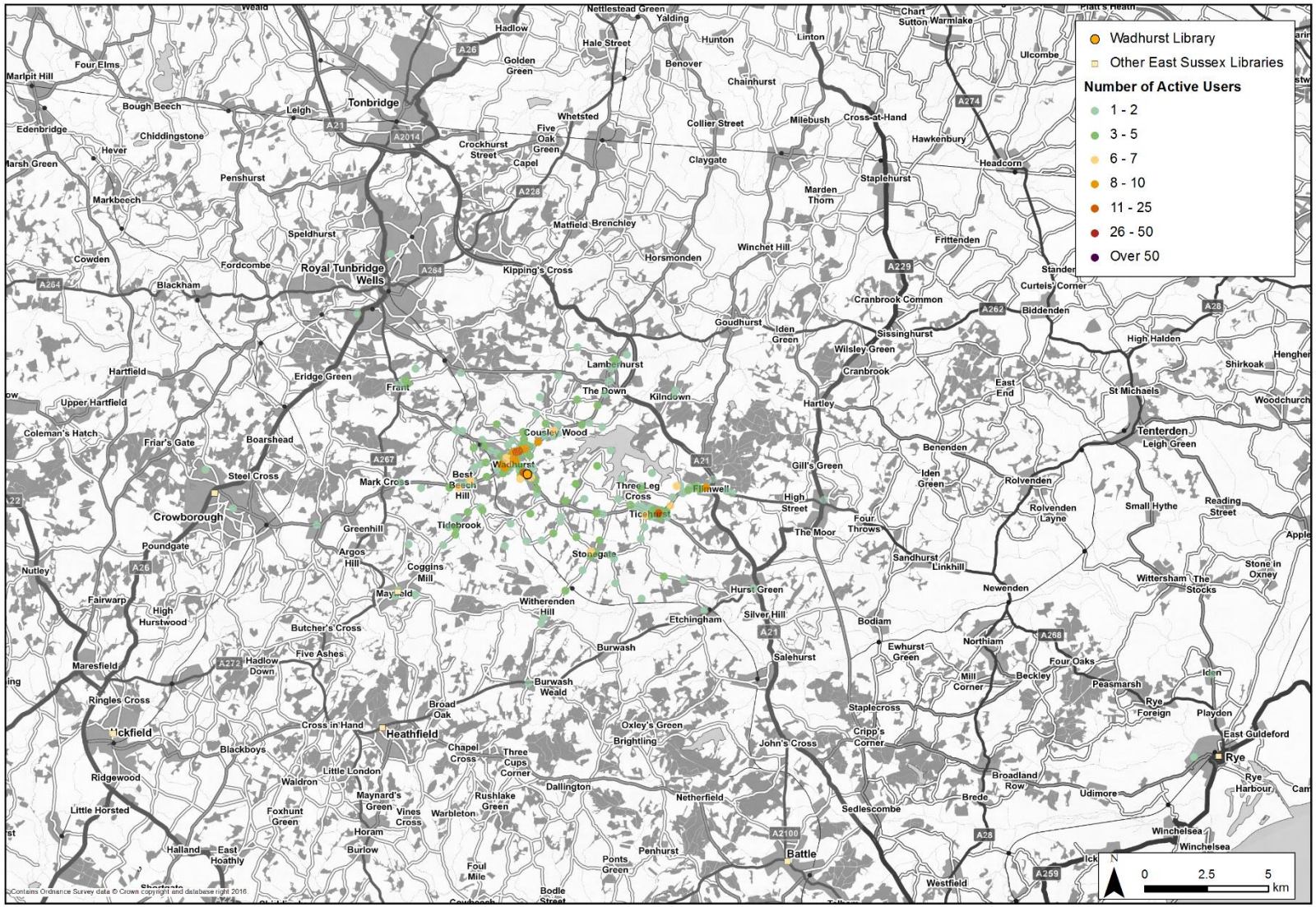
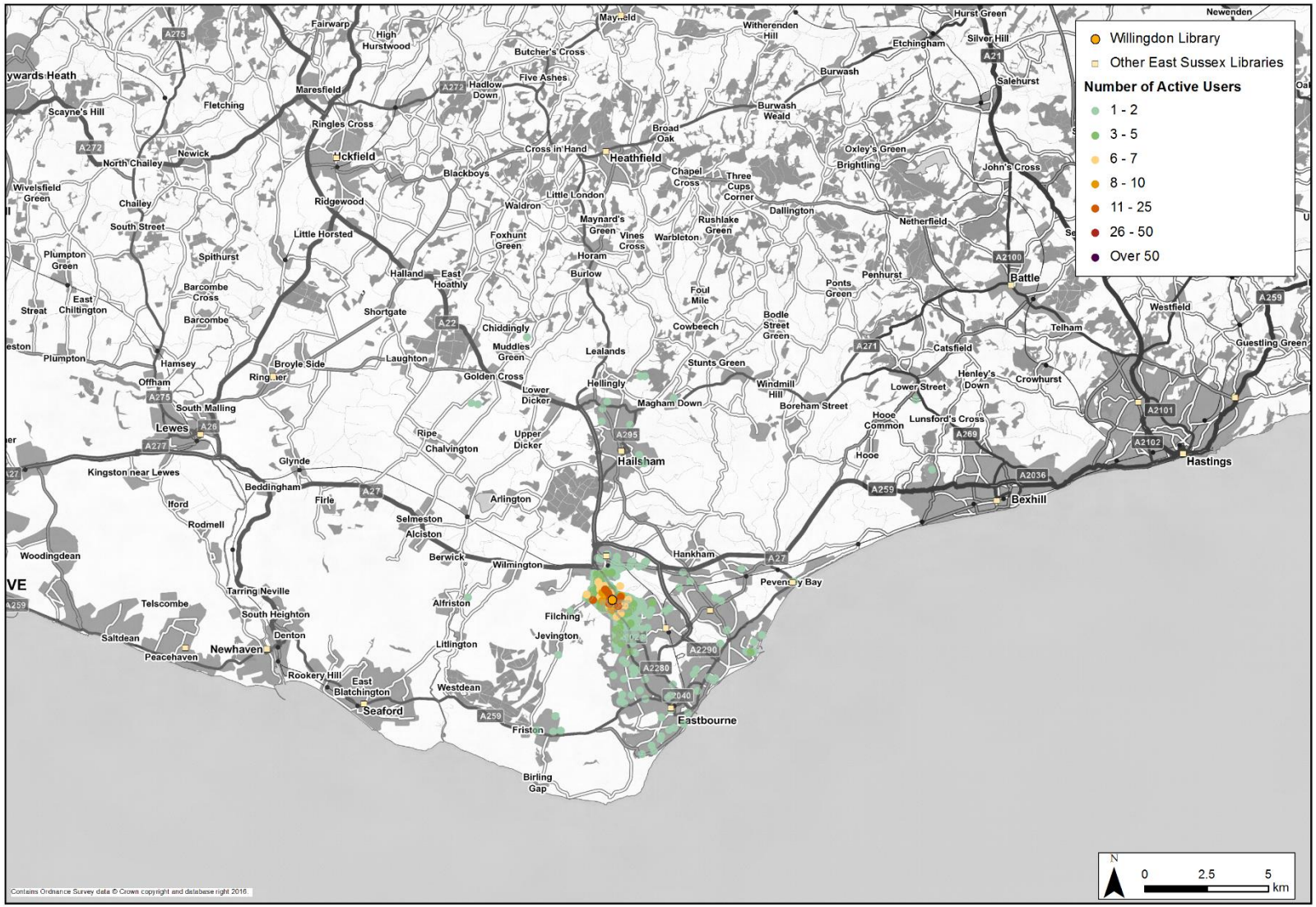


Figure B24: Home Distribution of Active Users at Willingdon Library



East Sussex County Council

Libraries Strategic Commissioning Strategy

Technical Appendix 6

Gap Analysis and Strategic Outcomes

Contents

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1 Purpose of the technical appendix

1.1 The Gap Analysis identifies which services should be provided by the Library and Information Service in order to meet the needs identified within the Needs Assessment (Technical Appendix 2). This includes a detailed consideration of individual services which could support each of the four Commissioning Themes identified by the Needs Assessment.

1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

Draft Libraries Strategic Commissioning Strategy						
Appendix 1 Rationale and Impact Assessment for the Proposed Needs Based Library Service						
Appendix 2 Summary of Technical Appendices						
Technical Appendix 1 National and Local Context	Technical Appendix 2 Needs Assessment	Technical Appendix 3 Service Description and Analysis	Technical Appendix 4 Property Assessment	Technical Appendix 5 Accessibility Analysis	**Technical Appendix 6 Strategic Outcomes and Gap Analysis**	Technical Appendix 7 Delivery Model Options Appraisal

1.3 For each of the Commissioning Themes identified by the Needs Assessment the process of identifying and addressing gaps is as follows:

- state each of the identified needs and in which geographic areas of the county the relative level of need is greatest
- summarise briefly the current service offer and its effectiveness in meeting the identified need
- conclude whether the current service offer should continue in the same way, or whether it should be enhanced or a new service provided

1.4 Based on the analysis of each of the Commissioning Themes and the future service offer, the gap analysis concludes by identifying the Strategic Outcomes which would underpin the draft Libraries Strategic Commissioning Strategy to prioritise available resources and service delivery according to need.

2 Commissioning Themes

2.1 The Needs Assessment identifies four separate Commissioning Themes which provide a framework for the identification of different needs in relation to the Library and Information Service. These are as follows:

- Reading and literacy
- Economic development
- Health and wellbeing
- Digital exclusion

2.2 Library services commonly provide a wide range of offers to support different outcomes, tailored according to local needs and circumstances. These are reflected by the Universal Offers which East Sussex, like many other library services, subscribes to. There are, in theory, no limitations, to the range of services that can be delivered by a library service. The Commissioning Themes, therefore, are considered to represent the key areas of community need that the Library and Information Service may be best placed to meet or contribute towards, in support of the Council's priority outcomes.

2.3 There is also no fixed model for how different services may be funded and delivered. In different instances services could be directly funded and delivered by the Library and Information Service, funded by another service and delivered by the Library and Information Service on their behalf, or delivered by another service using libraries as venues.

2.4 It is important to highlight that in most cases, the Library and Information Service is not the primary provider of services to meet identified needs. The role of the Library and Information Service is largely indirect in support of other service providers. For example, the Service supports good literacy, but literacy itself is primarily delivered by the education system.

2.5 The scope of the offer is also, in practice, limited by available resources. Primarily, the service offer must be in line with the provisions laid out by the statutory duty which requires the Council to provide books and other materials to borrow for everyone who lives, works and studies in East Sussex. The precise nature of the materials, and any other services that are provided by the Library and Information Service, is for the local authority to decide.

2.6 Opportunities are continuously sought by the Library and Information Service to secure external funding to deliver shared outcomes. An example of this is the *IT for You* service, which is coordinated by the Library and Information Service and delivered by volunteers, and is funded by the Department for Work and Pensions. A programme of new services, *Advantage East Sussex*, has recently been launched to support some of the most disadvantaged individuals and communities within East Sussex with funding from Arts Council England.

3 Reading and literacy

3.1 Table 1, below, describes for each of the identified needs under this Commissioning Theme the areas of higher need, the current service offer and any gaps in the service offer.

Table 1 Reading and literacy gap analysis

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Children and young people living in poverty are likely to have a need for support to improve their literacy	Parts of Bexhill Eastbourne, including Langney and Hampden Park Parts of Hailsham Hastings, including Hollington and Ore Newhaven	Free reading materials for children and young people are provided in all libraries and online. Free supported literacy events for pre-school children and their families, such as Rhymetime and Storytime, are provided in a number of libraries, but not necessarily in those places with greatest needs. Free literacy activities, such as the Summer Reading Challenge, are provided in all libraries and promoted to schools across the county. Some children and young people have access to materials from the School Library and Museum Service (SLAMS), but only where their school subscribes to the service.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Children's Centres and community settings. Increase volunteering to extend literacy events and activities for pre-school aged children and families in areas with higher needs, either within libraries or as outreach services in other venues.

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Children and young people with low educational attainment have greatest need for support to improve their literacy	Parts of Bexhill, Parts of Crowborough, Eastbourne, including Hampden Park, Langney, Pevensey Bay and Polegate Parts of Hailsham Hastings, including Hollington and Ore Parts of Heathfield Parts of Lewes Newhaven Parts of Peacehaven, Parts of Seaford Parts of Rye and the surrounding rural area Parts of Uckfield Children and young people's attainment at different stages of education show a varied picture across the county.	Free reading materials for children and young people are provided in all libraries and online. Free supported literacy events for pre-school children and their families, such as Rhymetime and Storytime, are provided in a number of libraries, but not necessarily in those places with greatest needs. Free literacy activities, such as the Summer Reading Challenge, are provided in all libraries and promoted to schools across the county. Some children and young people have access to materials from the School Library and Museum Service (SLAMS), but only where their school subscribes to the service.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Children's Centres and community settings. Increase volunteering to extend pre-school literacy events and activities for children and families in areas with higher needs, either within libraries or as outreach services in other venues. Increasing volunteering to provide new Study Clubs and Coding Clubs at key points in the academic year and extend Coding Clubs to these areas with highest needs.

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Children without English as a first language are likely to have particular literacy challenges	Eastbourne, including Hampden Park and Langney Hastings	Free reading materials for children and young people are provided in all libraries and online, including reading materials in different languages in libraries in areas of higher need. Free literacy activities, such as the Summer Reading Challenge, are provided in all libraries and promoted to schools across the county. Free dual-language literacy sessions for pre-school children and their families for whom English is not their first language are provided in Hastings. Some children and young people have access to materials from the School Library and Museum Service (SLAMS), but only where their school subscribes to the service.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Children's Centres and community settings. Extend dual-language literacy sessions for pre-school aged children and their families in areas with higher needs.

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Adults with low literacy skills, including some adults whose first language is not English, need targeted support	Parts of Bexhill Eastbourne, including Langney and Hampden Park Parts of Lewes Parts of Hailsham Hastings, including Hollington and Ore Newhaven Parts of Peacehaven Parts of Rye and the surrounding rural area Uckfield	Free reading materials for adults are provided in all libraries and online, including Quick Reads for those with lower literacy levels. Free basic English and Maths courses are offered through Learndirect in Eastbourne and Hastings libraries. People can refer themselves or be referred by other agencies such as Jobcentre Plus. Free dual-language literacy sessions for pre-school children and their families for whom English is not their first language are provided in Hastings.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Jobcentre Plus, adult education settings and to parents in Children's Centres and through Health Visitors. Extend dual-language literacy sessions for pre-school aged children and their families in areas with higher needs. Provide reading sessions or outreach sessions for adults with low literacy in areas with higher needs.

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Children and adults with disabilities may face additional barriers to accessing reading and literacy and may require targeted support	Parts of Bexhill Eastbourne Hastings Newhaven	Free resources for children and adults with disabilities and long term health conditions, including visual impairment, hearing impairment and learning disabilities, are provided in all libraries. New reading equipment and support for people with visual impairments and dyslexia has been introduced in Bexhill and Eastbourne libraries. The Home Library Service delivers reading materials for people who cannot easily use a library due to disability or frailty, or are caring for someone who cannot be left. Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Children's Centres, Health Visitors and services for individuals with disabilities and their families/carers. Seek opportunities with partners to extend literacy activities for adults with disabilities in areas with higher needs. Work with Adult Social Care and Health and partners to train and support volunteers who deliver the Home Library Service and seek to build its capacity to support our most vulnerable and isolated customers.

4 Economic development

4.1 Table 2, below, describes for each of the identified needs in this commission theme the areas of higher need, the current service offer and any gaps in the service offer.

Table 2 Economic development gap analysis

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Adults with low qualifications or low levels of skills may need support to learn new skills that will help them in job seeking and access to information	Parts of Bexhill Langney and Hampden Park Parts of Lewes Parts of Hailsham Hastings, including Hollington and Ore Newhaven Parts of Peacehaven Parts of Rye and the surrounding rural area Parts of Uckfield	Free reading materials for adults are provided in all libraries and online, including Quick Reads for those with lower literacy levels. Free online job seeking training and CV resources are provided via the eLibrary including Atomic Training, My Work Search, Learn My Way Free IT for You sessions are provided in Crowborough, Eastbourne, Hailsham, Heathfield and Uckfield libraries to help people improve their IT skills and confidence to use the internet to find work. Free basic English and Maths courses are offered through Learndirect in Eastbourne and Hastings libraries. People can refer themselves or be referred by other agencies such as Jobcentre Plus.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Jobcentre Plus, adult education settings and to parents in Children's Centres and through Health Visitors. Increase volunteering to extend or promote IT for You in areas with higher needs.

		Free dual-language literacy sessions for pre-school children and their families for whom English is not their first language are provided in Hastings.	
Those people who are not working , including those who are unemployed sick or disabled, or have caring responsibilities, may need support applying for out of work benefits or gaining new skills	Parts of Bexhill Eastbourne, including Hampden Park and Langney Parts of Hailsham Hastings, including Hollington and Ore Parts of Lewes Newhaven Parts of Peacehaven Parts of Rye and the surrounding rural area	Free reading materials for adults are provided in all libraries and online, including Quick Reads for those with lower literacy levels. Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries. Free basic English and Maths courses are offered through Learndirect in Eastbourne and Hastings libraries. People can refer themselves or be referred by other agencies such as Jobcentre Plus. Free IT for You sessions are provided in Crowborough, Eastbourne, Hailsham, Heathfield and Uckfield libraries to help people improve their IT skills and confidence to use the internet to find work.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Jobcentre Plus, adult education settings and to parents in Children's Centres and through Health Visitors. Seek opportunities with partners to extend literacy activities for adults with disabilities in areas with higher needs. Increasing volunteering to offer Computer Buddies in areas with higher needs to support people applying for Universal Credit or other benefits online.
Entrepreneurs and business start-ups may need access to information and informal work space to develop their business	Most new businesses are registered in Wealden District and fewest in Rother District. Survival of new businesses is lowest in Wealden, but only slightly lower than the other Boroughs and Districts.	Libraries provide a range of free support which can be used by people for their own purposes, including by entrepreneurs and business start-ups, including space, People's Network and Wi-Fi access.	Promote services to support and advise business start-ups on the eLibrary webpage and ESCIS. Work with economic partners to promote library resources, such as free computers, Wi-Fi and space to entrepreneurs and business start-ups.

5 Health and wellbeing

5.1 Table 3, below, describes for each of the identified needs in this commission theme the areas of higher need, the current service offer and any gaps in the service offer.

Table 3 Health and wellbeing gap analysis

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Those in poor mental or physical health or at risk of developing health problems may need signposting to other services and targeted support	Parts of Bexhill Eastbourne, including Hamdpen Park and Langney Hastings, including Hollington and Ore	Free reading materials for children and young people and adults are provided in all libraries and online, including self-help materials and Books on Prescription Free resources for people with disabilities and long term health conditions, including visual impairment, hearing impairment and learning disabilities, are provided in all libraries. The Home Library Service delivers reading materials for people who cannot easily use a library due to disability or frailty, or are caring for someone who cannot be left. Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries.	A greater focus on outreach work with other Council services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as Adult Social Care and Health and NHS health providers and parners. Expand Books on Prescription as new lists are developed, for example the new 'Critical Illness' list Seek opportunities with partners to extend literacy activities for adults with disabilities in areas with higher needs. Actively develop more partnerships with Public Health and voluntary and community sector organisations for health promotions in libraries.

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Those with a long-term health problem or disability may need support to access library services and signposting to other services.	Eastbourne Parts of Bexhill Hastings Parts of Hailsham Newhaven	Free reading materials for children and young people and adults are provided in all libraries and online, including self-help materials and Books on Prescription Free resources for people with disabilities and long term health conditions, including visual impairment, hearing impairment and learning disabilities, are provided in all libraries. The Home Library Service delivers reading materials for people who cannot easily use a library due to disability or frailty, or are caring for someone who cannot be left. Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries.	Work more closely with other services and community organisations to promote library resources and activities to support people with physical and mental health needs in all areas and with a focus on those areas with the highest needs. Expand Books on Prescription as new lists are developed, for example the new 'Critical Illness' list Extend literacy activities for adults with disabilities in areas with higher needs. Actively develop more partnerships with Public Health and voluntary and community sector organisations for health promotions in libraries.

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Different areas in the county experience different levels of life expectancy based largely on health inequality and therefore there is a greater role for libraries to support people in those communities	Parts of Bexhill Eastbourne, including Hampden Park Parts of Hailsham Hastings Surrounding rural area of Rye	Free reading materials for children and young people and adults are provided in all libraries and online, including self-help materials and Books on Prescription Free resources for people with disabilities and long term health conditions, including visual impairment, hearing impairment and learning disabilities, are provided in all libraries. The Home Library Service delivers reading materials for people who cannot easily use a library due to disability or frailty, or are caring for someone who cannot be left. Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries.	Work more closely with other services and community organisations to promote library resources and activities to support people with physical and mental health needs in all areas and with a focus on those areas with the highest needs. Expand Books on Prescription as new lists are developed, for example the new 'Critical Illness' list Extend literacy activities for adults with disabilities in areas with higher needs. Actively develop more partnerships with Public Health and voluntary and community sector organisations for health promotions in libraries.

6 Digital exclusion

6.1 Table 4, below, describes for each of the identified needs in this commission theme the areas of higher need, the current service offer and any gaps in the service offer.

Table 4 Digital exclusion gap analysis

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
Those with no or low qualifications and skills are likely to need training to gain basic IT skills (using the internet, emailing, word processing, spreadsheet use) and support accessing information online	Parts of Bexhill Eastbourne, including Hampden Park and Langney Parts of Lewes Parts of Hailsham Hastings, including Hollington and Ore Newhaven Parts of Peacehaven Parts of Rye and the surrounding rural area Parts of Uckfield	Free online IT training and resources are provided vie the eLibrary, including Atomic Training, Learn My Way) Free Computer Buddy sessions providing one to one computer and internet support (in 15 libraries) Free IT for You sessions are provided in Crowborough, Eastbourne, Hailsham, Heathfield and Uckfield libraries to help people improve their IT skills and confidence to use the internet to find work. IT courses are offered through Learndirect in Eastbourne and Hastings libraries to people on benefits.	Work more closely with other services and community organisations to promote library resources and activities to adults in areas where there are lower literacy levels. For example Jobcentre Plus, adult education settings, Children's Centres, Health Visitors. Increase volunteering to extend or promote IT for You and Computer Buddies to these areas with higher needs.

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
People who do not have access to the internet due to affordability are likely to need access to online services	Parts of Bexhill Eastbourne, including Hampden Park and Langney Parts of Hailsham Hastings, including Hollington and Ore Parts of Lewes Newhaven Parts of Peacehaven Rye Some rural parts of Lewes and Wealden Districts	Free online IT training and resources are provided via the eLibrary, including Atomic Training, Learn My Way) Free Computer Buddy sessions providing one to one computer and internet support (in 15 libraries) Free IT for You sessions are provided in Crowborough, Eastbourne, Hailsham, Heathfield and Uckfield libraries to help people improve their IT skills and confidence to use the internet to find work. Free IT courses are offered through Learndirect in Eastbourne and Hastings libraries.	Work more closely with other services and community organisations to promote library resources and activities to adults in areas where there are lower literacy levels. For example Jobcentre Plus, adult education settings, Children's Centres, Health Visitors. Increase volunteering to extend or promote IT for You and Computer Buddies to these areas with higher needs.
Those aged over 65 years may lack basic IT skills	Parts of Bexhill Eastbourne Parts of Hailsham Hastings Parts of Heathfield Parts of Lewes	Free online IT training and resources are provided via the eLibrary, including Atomic Training, Learn My Way) Free Computer Buddy sessions providing one to one computer and internet support (in 15 libraries)	New, targeted promotion of the PN and Wi-Fi offer in these areas, including skills support, specifically targeting those aged 65 and over. Increase volunteering to extend or promote Computer Buddies to these areas with higher needs, including new Computer Buddy sessions to develop skills to use the eLibrary.

7 Strategic Outcomes

7.1 By analysing each of the Commissioning Themes in turn, the Gap Analysis concludes by identifying four Strategic Outcomes which would underpin the draft Libraries Strategic Commissioning Strategy and enable the Library and Information Service to prioritise available resources and service delivery according to need.

7.2 Table 5, below, compares each of the Commissioning Themes, identified within the Needs Assessment, to the four proposed Strategic Outcomes.

Table 5 Comparison of Commissioning Themes with Strategic Outcomes

Commissioning Theme (Needs Assessment)	Proposed Strategic Outcome (draft Libraries Strategic Commissioning Strategy)
Reading and literacy	Improving child and adult literacy
Economic development	Supporting the economy
Health and wellbeing	Better health and wellbeing
Digital exclusion	Increasing digital inclusion

7.3 Each of the Strategic Outcomes would be delivered by providing a range of appropriate service offers according to need, as identified in this Gap Analysis for each of the corresponding Commissioning Themes. A short summary of the overall service offer which would be required to meet each Strategic Outcome is described below.

7.4 **Improving child and adult literacy.** We will provide a range of quality materials and personalised support for people's different needs, so they can enjoy the pleasure of reading and the better life chances that literacy unlocks for people.

7.5 **Supporting the economy.** We will provide training and guidance for people of all abilities seeking to learn and to work, so they are able to build skills and confidence in a supportive environment.

7.6 **Better health and wellbeing.** We will promote reading as a source of wellbeing and provide reliable information and services to promote good health and support people to manage their own health and the health of those they care for.

7.7 **Increasing digital inclusion.** We will provide free access to computers and Wi-Fi, and paid access to printers, with training for people to use technology and the internet, so they are able to independently access vital information and services, and participate in the benefits of the digital world.

7.8 The services which are identified by the Gap Analysis to deliver the draft Libraries Strategic Commission Strategy also ensure that the Library and Information Service would meet the provisions of the statutory duty to provide a comprehensive and efficient library service for everyone who lives, works and studies full-time in East Sussex.

Vision

7.9 A new vision is recommended for the Library and Information Service which would effectively draw the four Strategic Outcomes together. The evidence provided by the Needs Assessment and Gap Analysis demonstrates that this vision should have its foundations in the role of the Library and Information Service to promote reading and knowledge to enable people to lead fulfilling lives. Collectively, the Vision and Strategic Outcomes would provide a clear direction for the delivery of the Libraries Strategic Commissioning Strategy.

8 Conclusion

8.1 The Gap Analysis identifies which services should be provided by the Library and Information Service in order to meet the needs identified within the Needs Assessment (Technical Appendix 2). This includes a detailed consideration of individual services which could support each of the four Commissioning Themes identified by the Needs Assessment.

8.2 Library services commonly provide a wide range of offers to support different outcomes, tailored according to local needs and circumstances. These are reflected by the Universal Offers which East Sussex, like many other library services, subscribes to. There are, in theory, no limitations, to the range of services that can be delivered by a library service. The Commissioning Themes, therefore, are considered to represent the key areas of community need that the Library and Information Service may be best placed to meet or contribute towards, in support of the Council's priority outcomes.

8.3 The scope of the offer is also, in practice, limited by available resources. Primarily, the service offer must be in line with the provisions laid out by the statutory duty which requires the Council to provide books and other materials to borrow for everyone who lives, works and studies in East Sussex. The precise nature of the materials, and any others services that are provided by the Library and Information Service, is for the local authority to decide.

8.4 Overall, the Gap Analysis finds that the current offer provided by the Library and Information Service meet the needs which have been identified by the Needs Assessment to a high degree. A number of gaps have been identified, including more joined up working with other parts of the County Council to promote library services to specific groups and a greater focus on providing services through outreach work, recognising that some people who stand to benefit from the Library and Information Service require more targeted engagement. There are also some services which can be enhanced, such as the eLibrary, and new services, such as study sessions for school aged children, which would support the specific needs of different groups.

8.5 A number of services which are already provided by the Library and Information Service, which add value to the core service offer, are provided by drawing in external funding from partners such as the Department for Work and Pensions and Arts Council England. A number of our value added services are provided through the commitment of volunteers, including those within libraries, such as Computer Buddies, and those who provide the Home Library Service to customers who cannot get to a library easily. A number of the opportunities identified by the Gap Analysis to extend and provide new services through the Strategy would similarly rely on extending our volunteering roles and securing partnership funding.

8.6 By analysing each of the Commissioning Themes in turn, the Gap Analysis concludes by identifying four Strategic Outcomes which would underpin the draft Libraries Strategic Commissioning Strategy and enable the Library and Information Service to prioritise available resources and service delivery according to need. Each of the proposed Strategic Outcomes is accompanied by a short summary of the overall service offer which would be required to meet it, as follows:

Improving child and adult literacy. We will provide a range of quality materials and personalised support for people's different needs, so they can enjoy the pleasure of reading and the better life chances that literacy unlocks for people.

Supporting the economy. We will provide training and guidance for people of all abilities seeking to learn and to work, so they are able to build skills and confidence in a supportive environment.

Better health and wellbeing. We will promote reading as a source of wellbeing and provide reliable information and services to promote good health and support people to manage their own health and the health of those they care for.

Increasing digital inclusion. We will provide free access to computers and Wi-Fi, and paid access to printers, with training for people to use technology and the internet, so they are able to independently access vital information and services and participate in the benefits of the digital world.

8.7 It is recommended that the draft Libraries Strategic Commissioning Strategy should set out a comprehensive service offer for each of the four Strategic Outcomes, based on the findings of this Gap Analysis. Some specific gaps are identified which it is not yet clear that the Library and Information Service would be able to meet. Further efforts should be made to identify whether there are appropriate offers to resolve these within available resources, potentially by working with other services. Given that the offers provided by a library service naturally change and develop, as new opportunities are identified, it is not considered that the offers described by the Strategy should be considered exhaustive or necessarily provide for each individual gap that is identified.

8.8 The services which are identified by the Gap Analysis to deliver the draft Libraries Strategic Commissioning Strategy also ensure that the Library and Information Service would meet the provisions of the statutory duty to provide a comprehensive and efficient library service for everyone who lives, works and studies full-time in East Sussex.

8.9 A new vision is recommended for the Library and Information Service which would effectively draw the four Strategic Outcomes together. The evidence provided by the Needs Assessment and Gap Analysis demonstrates that this vision should have its foundations in the role of the library service to promote reading and knowledge to enable people to lead fulfilling lives. Collectively,

the Vision and Strategic Outcomes would provide a clear direction for the delivery of the Libraries Strategic Commissioning Strategy.

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Libraries Strategic Commissioning Strategy

Technical Appendix 7

Delivery Model Initial Options Appraisal

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1 Purpose of the Technical Appendix

1.1 The purpose of this Technical Appendix is to identify the different possible ways (known as 'delivery models') in which the Libraries Strategic Commissioning Strategy could be implemented. It assesses the relative advantages, disadvantages and risks of different delivery model options and the ability to effectively deliver the Strategy, including a financial assessment and a consideration of other relevant factors. This Technical Appendix presents the findings of an Initial Options Appraisal of delivery models. It is based on work that was undertaken by an independent consultant, Mutual ventures, as well as our additional considerations based on discussions with other local authorities that have adopted alternative delivery models, and an assessment of the local context in East Sussex.

1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

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1.3 The Initial Options Appraisal did not aim to identify a single preferred option, rather its goal was to assess the sustainability of several potential delivery models and identify their relative strengths and weaknesses from a variety of perspectives.

1.4 The following possible delivery models were considered during the Initial Options Appraisal:

- Remain in-house with re-engineering;
- Establishing a Local Authority Trading Company (LATC);
- Establishing a Public Service Mutual (PSM);
- Outsourcing the service (to a 'for profit' or third sector provider); and
- Establishing as a joint venture (JV) between the Council and the library service staff group.

1.5 The Initial Options Appraisal is formed of four key stages:

- Review of the key characteristics of the five possible delivery models and their main benefits and disadvantages;
- An appraisal of the ability of each of these models against a set of criteria to determine their suitability to deliver the draft Libraries Strategic Commissioning Strategy;
- A financial differences model to identify which of the delivery models would generate a surplus over the five year duration of the Strategy, and to estimate the size of the surplus;
- An overall assessment of the combined appraisal and financial differences modelling, taking into account the limitations of the options appraisal process and other factors which are relevant to the context in which the Library and Information Service operates.

2 National context

2.1 These are challenging times for councils as they manage ongoing, and in many cases increasing, demands for services like adult social care with significantly reduced budgets and changing expectations from local communities. Many local authorities are considering different approaches and solutions to these challenges, including steps to investigate new models of service delivery

2.2 Investigating new delivery models provides a range of stakeholders with an opportunity to consider the services currently offered by a library service. In partnership with communities and public bodies, a number of library service delivery models are developing innovative, needs led and sustainable services across a range of agendas.

2.3 New delivery models can, in the right circumstances, be an effective way of promoting sustainability, resilience and innovation across the library sector and beyond. Chapters 3 to 7 of this Technical Appendix describe the characteristics of a selection of different delivery models that are potentially suitable for library services, and examine the pros and cons of each. It should be noted that the advantages and disadvantages described in these chapters are generic to any library service, and indeed in many cases any public service that may move to a different delivery model. They are not specific to the East Sussex Library and Information Service.

2.4 Chapter 8 evaluates the five delivery models against a selected range of assessment criteria and presents the overall findings of the assessment and chapter 9 presents a 'financial differences' model, which considers the additional financial surpluses that different delivery models could potentially generate.

2.5 Finally, chapter 10 presents the conclusions of the Initial Options Appraisal.

3 Option 1: Remain in-house with re-engineering

3.1 Should the Council intend to retain delivery responsibility for the library service, two main alternative delivery model options may be considered:

a) Remaining within the 'host council'

3.2 Where 'doing nothing is no longer an option', this option is considered to be the 'do the minimum' alternative to establishing the service as an external delivery model. In the context of the East Sussex Library and Information Service, 're-engineering' is effectively the implementation of the draft Libraries Strategic Commissioning Strategy. Service re-design would be undertaken to improve systems, realise efficiencies, transform existing services or develop new services to meet the evolving needs of local communities. This could potentially be in conjunction with increased community involvement. Examples of local authorities that have taken this approach include the Warwickshire Library Service – Globe House, Alcester[1] and the Hampshire Library Service[2].

Potential advantages

- The 'do the minimum' option is likely to require lower levels of resource (when compared to the establishment of other delivery model options) and will not require a procurement process;
- Depending on the scale of the re-engineering, the required level of change may be achieved relatively quickly and at (potentially) lower cost than other options; and
- One-off savings and efficiencies could be realised in the short term.

Potential disadvantages

- Remaining in-house leaves the Service under the complete control, including budgetary control, of the local authority. With this delivery model there is the theoretical potential for a library service's budget to be reduced to an unsustainable level, to the extent that it finds it difficult to meet the needs of the population. However, this is unlikely in a situation where the authority adopts a needs-based approach, as East Sussex is doing;

[1] https://www.gov.uk/government/case-studies/warwickshire-library-service-globe-house-alcester
[2] https://www.gov.uk/government/case-studies/hampshire-county-council-strategic-library-plan

- The decision to remain in-house may result in the Library and Information Service not being able to benefit from increased freedom to trade etc. that would help to improve the service's sustainability and flexibility to innovate, potentially threatening the long term sustainability of the service.

b) Partnership across two or more councils

3.3 Two or more councils may be in a position to work together to deliver public library services. There are varying degrees of partnerships, from local authorities working together in areas where there is mutual benefit (which East Sussex currently does) to a fully shared service. Where there is a contract in place for one council to deliver the service for the other, this tends to fall more within the definition of an outsourcing arrangement rather than a partnership, although there are no hard and fast rules. Partnership working between the councils could potentially involve the sharing of staff and other resources. It could also potentially involve the joint procurement of back office services and support systems, in addition to the sharing of best practice.

3.4 The option would not necessarily involve the establishment of a new delivery model, but would instead be based on a partnership agreement between councils. One of the councils could act as the host for the 'shared service' with staff and service delivery responsibility transferred. Examples of local authorities that have taken this approach include Libraries West[3] and London Libraries Consortium[4].

3.5 The East Sussex Library and Information Service currently operates a number of shared services with other local authorities. The community information service ESCIS is a joint service for Brighton and Hove and East Sussex and is funded by both councils working together.

3.6 East Sussex is part of a central book buying consortium (CBC), one of the largest local government procurement organisations in the UK. The CBC started in 1991 and is a non-profit making federation of 18 local authorities based broadly across the southern half of England. Members' collective procurement spend is currently in excess of £5 billion with the authorities involved representing over 20% of the population in England. West Sussex is the lead authority for the parts of the consortium which we buy into. The benefits to East Sussex are the discounts and spending power of the consortium and the reduced costs and combined skills of the members to shape specifications, as well as more standard servicing of books that reduce costs and the sharing of best practice and networking with colleagues. We pay 1% of turnover to the West Sussex procurement team to participate in the contract and to pay for contract management and administration. In return, they provide a dedicated officer who manages the relationship with suppliers and deals with any customer issues, provide monitoring reports for the contract, and manage the procurement and tender processes.

[3] https://www.gov.uk/government/case-studies/librarieswest
[4] https://arena.yourlondonlibrary.net/web/home/

3.7 We also currently provide the Schools Library and Museum Service (SLAMS) to schools in both East Sussex and Brighton and Hove, although as discussed elsewhere in the Technical Appendices and draft Libraries Strategic Commissioning Strategy, the current funding model for SLAMS has become unsustainable.

Potential advantages

- The ability to tap into expertise and intellectual property held across a number of councils;
- The potential for reduced duplication and the development of efficient shared services across a number of councils;
- Potential for savings depending on the degree of sharing across councils;
- The ability to realise increased purchasing power across a number of councils; and
- In-house services are not required to pay VAT or corporation tax.

Potential disadvantages

- The potential inability of councils to agree on the scope and scale of the partnership;
- The potential differences in operating systems and organisation cultures across the councils involved in the partnership; and
- The need to agree the terms of the partnership, particularly in relation to the level of investment and the sharing of risks and rewards.

4 Option 2: Establishing as a Local Authority Trading Company (LATC)

4.1 Local Authority Trading Companies (LATCs) are bodies that are free to operate as commercial companies, but remain wholly owned and controlled by the 'parent' council(s). As trading bodies, LATCs are in a position to provide their services to a wider market than a council department.

4.2 LATCs are contracted by the parent council (or councils) to provide services back to the council(s) via a service contract. The council may decide to apply the 'Teckal' or 'in-house' exemption which allows the authority to establish a LATC without the requirement for a procurement exercise. It is based on case law, but has recently been codified in the *Public Contracts Regulations 2015*[5]. In general, the terms of exemption requires:

- The Council to control the vehicle as if it were an internal department, with there being no direct private share or ownership participation in the company (this is known as the control test); and
- More than 80% of the vehicles activities to be with its 'parent' council (this is known as the function test).

4.3 If the council decides to undertake an open procurement, the 'Teckal' requirements would not need to be in place.

Potential advantages

- A clear commissioner/provider split exists, meaning that the Council can incentivise the LATC to realise efficiencies, develop service offerings etc. (as it does for the Public Sector Mutual, outsourcing and joint venture options);
- Two or more councils can work together to establish a library service LATC, potentially offering opportunities to realise efficiencies;
- The Council can retain a high degree of control over the organisation, which may be a more politically palatable option than for example the PSM or outsourcing options;
- An LATC can transition into alternative forms of delivery (for example a PSM) in the future;
- Despite certain restrictions on the type and level of commercial activities, LATCs possess greater freedom than in-house library services to develop

[5] http://www.legislation.gov.uk/uksi/2015/102/contents/made

and trade services, including the development and delivery of new non-statutory services which can generate a surplus for the organisation. Depending on how the LATC has been set-up, the Council may be in a position to 'claw back' surpluses from the service; and

- An LATC may be able to achieve social enterprise status.

Potential disadvantages

- The process of establishing an LATC can be complicated, resource intensive and time consuming. The process would be undertaken 'on top of the day job' by library service staff, while it requires close working with a number of council departments (i.e. legal, finance, HR, property/premises etc.) and support from external experts;

- As a 'Teckal' LATC needs to be owned and controlled by one or more council, there is limited potential for other stakeholders (such as staff, community groups, Friends Groups etc.) to influence the strategic direction of the company. A 'non-Teckal' LATC would not experience these limitations;

- Should a 'Teckal' LATC wish to develop new service lines, the income from these services is limited to 20% of the LATC's total turnover. An in-house library service may be generating this level of income already, meaning that there is limited potential for an LATC to generate further levels of revenue outside of the core contract held with the council;

- Due to its close association with the Council, a 'Teckal' LATC is unlikely to achieve charitable status;

- The ability of a 'Teckal' LATC to access external funding is limited because it is owned by a public body;

- As it is owned and controlled by the Council, there is the risk that the creation of a LATC result in 'more of the same' being delivered;

- The LATC may be required to transfer surpluses back to the Council, limiting the LATC's ability to develop new services. Should the LATC be able to retain a proportion of the surpluses it has generated, these would be subject to corporation tax; and

- Like any company, LATCs are required to pay VAT.

5 Option 3: Establishing as a Public Service Mutual (PSM)

5.1 The Department for Culture Media and Sport defines a PSM as an organisation:

- That has left the public sector (also known as 'spinning out');
- Which continues to deliver public services; and
- Which has a significant degree of employee control, influence or ownership.

5.2 Typically a PSM would involve an element of employee-ownership (or at the very least a significant level of employee control). The model also allows for the involvement of a range of other stakeholders, possibly including community groups and the Council.

5.3 Depending on the intended ownership and governance arrangements, stakeholders (e.g. staff, community groups, Friends Groups and the Council) may own part of the PSM and sit on the board of directors. Several advisory groups could be established to ensure that a diverse range of stakeholders are effectively represented and able to influence the PSM's strategic direction.

5.4 PSMs have significant commercial freedoms and flexibility to deliver differently. As staff will play an important role within the new entity, they (along with community stakeholders if included within the PSM's governance structure) are well placed to influence the PSM's strategic direction and the type of services delivered. Staff and communities can play an important role in shaping services to reflect local needs, piloting innovative services through the re-investment of surpluses generated by the PSM, where these exist.

5.5 PSMs are typically established by a staff group 'spinning out' of the Council. This requires the support of councillors and council commissioners, as well as broad support from library staff.

5.6 Councils can make use of a number of procurement routes, from the Council directly awarding the contract to the PSM, through to undertaking a public procurement exercise. Examples of local authorities that have taken this approach include York[6], Nottinghamshire[7], Devon[8] and Suffolk[9].

[6] https://www.gov.uk/government/case-studies/explore-york-libraries-and-archives
[7] https://www.inspireculture.org.uk/
[8] https://librariesunlimited.org.uk/
[9] https://www.suffolklibraries.co.uk/

Potential advantages

- Establishing as an independent PSM can provide the library service with the opportunity to break from the past and establish an organisation with a single focus on libraries. The business plan would demonstrate how the strengths of the organisation can be maximised, while at the same time developing plans to address areas of weakness;

- Establishing as a PSM may increase the level of freedom and autonomy experienced by staff and managers, enabling them to be more creative within their roles. A new organisational culture can be established, leading to staff playing an increasing role in making decisions at an operational level, which in turn can increase levels of staff engagement and motivation;

- Depending on the ownership and governance model assumed by the PSM, staff, community groups and Friends Groups (as well as other relevant stakeholders) can be in a strong position to influence the strategic direction of the organisation. In this situation, stakeholders would be involved in the decision making process, providing them with the power to address issues;

- Decision making processes may involve fewer layers of bureaucracy, resulting in more timely decisions being made which benefit staff and communities, while at the same time increasing the sustainability of the library service;

- As PSMs experience a high degree of commercial freedom, they are able to explore new areas of service growth. The PSM may be incentivised to generate income from new sources to offset reductions in the level of funding received from the council;

- By empowering employees and communities to design and improve their services, PSMs are well placed to encourage innovation. In particular, PSMs may be in a position to pilot new services (designed by staff and communities) on a small scale. Should these prove successful, and show significant social impact and value, they can be scaled up and potentially procured by public bodies;

- As an independent entity, the PSM will be in a position to reinvest profits back into the organisation, fuelling innovation and a needs-led approach to service delivery;

- Some PSMs appear to demonstrate greater levels of efficiency, particularly in terms of lower levels of absenteeism and staff turnover. They may also be in a position to procure services in a more cost effective way (for example back-office support services); and

- Depending on the chosen legal form and constitution, a library service PSM may qualify as a social enterprise or charity, meaning that it may be

eligible for grant funding opportunities not available to in-house council services.

Potential disadvantages

- The process of establishing a PSM can be complicated, resource intensive and time consuming. The process is often undertaken 'on top of the day job' by library service staff. It requires close working with a number of council departments (i.e. legal, finance, HR, property/premises etc.) and support from external experts;

- The costs of change need to be understood by all parties. It should also be accepted that changes to the way services are delivered may take time. The immediate challenges for PSMs once established usually involve ensuring business continuity and stabilising the service after significant reductions in funding and the move to a new organisational entity;

- While PSMs may realise significant efficiencies, the decision to establish a PSM should not be primarily motivated by making efficiencies. Councils investigating the PSM model from a cost cutting perspective risk 'setting the organisation up to fail'. Equal (if not more) attention needs to be paid to ensuring the sustainability of the service through delivering differently, modernising the library offer and diversifying income streams;

- Initially at least, most PSMs are reliant on their core contract held with the council. This over reliance is a significant business risk. The challenge for PSMs is to diversify their income streams and reduce their dependence on the core contract;

- Ensuring the involvement of staff, community groups and Friends Groups in the process can be a challenge. While it may be widely accepted that 'doing nothing is not an option', there is often resistance to change. The challenge of engaging with a wide range of stakeholders is significant, although it also presents the opportunity of meaningfully involving these groups in designing the service's future function and strategic direction;

- The staff group transferring to the PSM often does not possess all of the skills and capabilities needed to operate a commercially disciplined business. While training and development can help, PSMs may be required to employ new staff at a management level or recruit non-executive directors to the board to make sure the organisation has the necessary skills, experience and expertise to be sustainable; and

- Like any independent company, PSMs are required to pay VAT and corporation tax.

6 Option 4: Outsourcing

6.1 The process of outsourcing a council's library service involves the procurement of a third party to deliver the library service on behalf of the council via a contract. The outsourcing of library services may take several forms, including:

- Procuring an existing social enterprise or charity to deliver the service on behalf of the council;
- Procuring local community groups to deliver library services on behalf of the council (with funding, professional library services and back-office support and systems);
- Procuring another council to deliver part or all of the service; and
- Procuring a for-profit provider to deliver the service on behalf of the council.

6.2 Examples of local authorities that have taken this approach include Hounslow[10] Lincolnshire[11] and Libraries West[12] – a partnership of 7 public library authorities in the south west of England.

Potential advantages and disadvantages

6.3 Due to the large number of outsourcing options available to a council, it is difficult to be specific in terms of the potential advantages and disadvantages that could be realised.

Potential benefits associated with outsourcing include:

- The ability to tap into expertise (e.g. digital) to deliver an improved service;
- The potential for increased purchasing power, shared systems and intellectual property;
- The potential for savings and efficiencies to be realised, as a result of the library service being part of a wider organisation; and
- Savings can be underwritten in the contract.

[10] http://www.ccslibraries.com/libraries/hounslow-libraries
[11] https://www.lincolnshire.gov.uk/news/recommendation-given-to-outsource-library-services-to-gll/127998.article
[12] https://www.gov.uk/government/case-studies/librarieswest

Potential disadvantages associated with outsourcing include:

- The potential for opposition to the move from staff, councillors, friends groups, library users and communities;

- The risk of the council realising 'stranded costs' if the outsourced provider accesses their back office support from an alternative provider (i.e. other than the council);

- Risks associated with the provider not fulfilling the requirements of the contract (e.g. poor performance against contractual requirements); and

- The risk that the procured provider may not reinvest operating profits back into the library service.

7 Option 5: Joint venture

7.1 The term joint venture can describe a range of different commercial arrangements between two or more separate entities. Each party contributes resources to the venture and a new business is created in which the parties collaborate together and share the risks and benefits associated with the venture.

7.2 A party may provide land, capital, intellectual property, experienced staff, equipment or any other form of asset. Each party generally has an expertise or need which is central to the development and success of the new business which they decide to create together. It is also vital that the parties have a 'shared vision' about the objectives for the joint venture.

7.3 In the case of libraries, a joint venture may involve the Council and one or more third party (possibly including the staff group) establishing a new entity. Ownership of the joint venture would conventionally be split across each of the parties involved. Typically this would be determined by the appetite of the Council to share ownership, and the level of investment and risk taken on by each party.

Potential advantages and disadvantages

7.4 Due to the large number of joint venture options available, it is difficult to be specific with regard to the potential advantages and disadvantages that may be realised. HM Treasury has provided a guidance note[13] on joint ventures and provides an overview of the advantages and disadvantages associated with each legal form for a joint venture.

Status – social enterprise or charity

7.5 A further consideration relates to whether the new delivery model is suited to either social enterprise or charitable status.

7.6 A social enterprise is defined as a 'business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners'. A charity is 'an institution which is established for charitable purposes only, where charitable purpose is a purpose which is for the public benefit.' Both statuses may restrict the commercial flexibility of the delivery model, although both provide a recognisable and trusted 'brand' that could potentially benefit the new delivery model.

13 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/225321/06_joint_venture_guidance.pdf

8 Analysis of longlisted options

8.1 Informed by the longlist of delivery models outlined in chapters 3–7 an Initial Options Appraisal was undertaken.

8.2 This process was undertaken during the development of the draft Libraries Strategic Commissioning Strategy at which stage the draft Vision, Strategic Outcomes and draft Gap Analysis had been identified. By definition, therefore, it was not possible to base the Initial Options Appraisal on a complete draft Strategy. However, it should be borne in mind that this appraisal process is a snapshot at this point in time. The range of delivery models, their benefits and advantages may change over time. We may, following consultation on the draft Libraries Strategic Commissioning Strategy, or at some other point in the future, seek to deliver a different vision and outcomes for the Library and Information Service, which might give a different conclusion to the options appraisal process contained in this Technical Appendix.

8.3 For this stage, each longlisted option was developed into a tangible proposition (rather than a general concept) to allow for an objective analysis to take place for the East Sussex Library and Information Service using the application of assessment criteria. The assessment criteria used to inform this Initial Options Appraisal were developed to inform each of the following tiers of investigation:

- Desirability - To what extent does each option provide the council and service with the ability to achieve a range of strategic priorities?

- Viability - To what extent does each option provide the service with the ability to reduce dependence on council income (e.g. the core contract) and promote the sustainability and resilience of the model?

- Feasibility - Can each option be established within the preferred timescales and within acceptable levels of cost?

8.4 Specific criteria were then developed and a scoring mechanism and weighting for each criterion was developed. The criteria can be seen in Annex 1.

Overall findings

8.5 The results of the scoring of the Initial Options Appraisal can be seen in Table 1.

Table 1 Final Scoring Initial Options Appraisal

Final scoring	Score	Points available	% Score	Position
Remain in-house with re-engineering	651	970	67%	2nd
Local Authority Trading Company (LATC)	720	970	74%	1st
Public Service Mutual (PSM)	547	970	56%	3rd
Outsource (to a 'for profit' or third sector provider)	472	970	49%	5th
Joint venture	482	970	50%	4th

8.6 The LATC option scored well (74%); the in-house and PSM options scored moderately (67% and 56% respectively); and the Joint Venture and outsourcing options scored less well (50% and 49%).

8.7 The LATC option achieved the highest mark (74%). This option avoids the need for competitive tender and increases the opportunity to generate income, while allowing the Council to retain control over the service. The assumption here is that the LATC would be directly awarded the contract via the Teckal exemption, which eliminates the risk of competition but places restrictions on the service in terms of external stakeholder influence and the level of revenue that can be generated outside of the core contract to the Council. The LATC would be highly unlikely to achieve charitable status due to the Teckal 'control' test, however, which states that the local authority must have the power to exert control, and which stands in opposition to the Charity Commission's requirement to be 'independent from outside control'.

8.8 The option to retain the service in-house with re-engineering scored 67%. This option scores well as it maximises council control over the service, and does not incur any implementation costs or procurement costs. However, it does not provide the Library and Information Service with full commercial freedom and has a limited ability to grow revenue streams and realise an ongoing surplus. The option also limits the ability of stakeholders to influence the service in a formal capacity. Charitable and direct award options do not apply to this option.

8.9 The PSM option achieved 56%. This option scored highly among the desirability factors, reflecting its ability to gain buy-in from staff and other stakeholders while also exploiting commercial opportunities. The PSM scored relatively less well in the viability criteria. This may in part be due to the assumption that the PSM option could not be established until Year 2 due to the period of time required post adoption of the Libraries Strategic Commissioning Strategy by Cabinet in March 2018 for such an alternative delivery model to be established. If the model was implemented in 18/19 the

cumulative surplus may be greater, and the option would therefore in turn achieve higher scores in the viability and feasibility groups of criteria.

8.10 The joint venture option scored 50%. While a joint venture will bring several advantages (mainly relating to accessing commercial expertise and the benefits associated with a range of stakeholders assuming ownership and decision making roles), the complexity of establishing the model and the associated timescales represent a risk to the Council. As with the PSM option, if the model could be implemented in 18/19 the cumulative surplus may be much greater, and the option would therefore in turn achieve higher scores in the viability and feasibility groups of criteria.

8.11 The outsourcing option scored 49%, 10% points lower than the joint venture model. Outsourcing scored highly within the feasibility group of criteria as it offers the same degree of council influence and control as the PSM and joint venture options, although would certainly require a procurement process, with the financial and time implications that carries with it. Specific risks to the Council associated with this option include the likelihood of the provider re-investing surpluses back into the Library and Information Service and the ability of stakeholders to influence the strategic direction of the service (both currently unknown). The provider is also likely to request that the Library and Information Service sources its back-office support from the provider (rather than the Council).

Limitations of the Initial Options Appraisal

8.12 The Initial Options Appraisal did not aim to identify a definitive single preferred option as many of the steps that are required to do so in a robust and evidence-based way are lacking. These include:

- Shortlisting - The use of gateway criteria to rule out options based on high priority strategic considerations provides an additional level of confidence that the detailed assessment criteria are being used to compare options that are all strategically appropriate for the Council.

- Stakeholder mapping and engagement - This ensures that all relevant stakeholders' views and priorities are reflected in the assessment criteria, and that there would be buy-in from key stakeholders;

- Portfolio analysis - In many cases there are other services with similar business requirements and objectives that can be grouped together with the target service, resulting in additional financial and service benefits;

- Growth model and strategy - A robust and evidence based strategy for the growth of the service, taking into consideration plans for income generation as well as cost reductions, strategic commercial opportunities, and research to assess the market conditions; and

- Financial model - A detailed financial model for each of the shortlisted delivery model options that represents a full picture of all costs and income, and which enables a clear view of the relative financial strengths and weaknesses of each approach.

9 Financial differences modelling

9.1 A high level financial forecast has been developed for each option, apart from the outsourced option. It is not possible to forecast the potential viability of the service should it be outsourced. Interested providers will have their own business models and will structure their service proposal in different ways. It is impossible therefore to assess the viability of a provider's proposal until it has been received as part of the procurement process. For the other options the financial forecast is informed by a range of assumptions. Some of these assumptions are common to all options, while others relate specifically to a single option. Table 2 provides, for each option, the financial difference from the option of an in-house service with re-engineering through the draft Libraries Strategic Commissioning Strategy.

General assumptions

9.2 There are some important assumptions to note in terms of the financial forecasts for each option:

- **Achievement of savings targets** – The Council is currently committed to realising MTFP savings of £1.25 million between 2016/17 and 2018/19, and there is a further savings target of £750,000 for the Libraries Strategic Commissioning Strategy. The financial differences model assumes that the £750,000 of savings from the Strategy can be delivered irrespective of which delivery model option is identified or established. As such, the financial analysis and scoring of each option via the assessment criteria focusses on the sustainability of each option and its ability to generate a surplus, rather than its ability to realise the intended level of savings.

- **Timescales** – If a PSM or joint venture option was identified as the preferred alternative delivery model, the Council would not be able to implement either of these models until 2019/20 due to the fact that adoption of the amended Libraries Strategic Commissioning Strategy by Cabinet is not expected until March 2018. Other options (LATC and outsourcing) would require shorter timescales and could be implemented within 2018/19.

- **Set-up costs** – It is accepted that each option will require a different level of set-up costs. To ensure that the financial forecasting undertaken within this section (and the relevant assessment criteria relating to sustainability) focus solely on testing the perceived sustainability of each option, the anticipated set-up costs for each option have not been included within the financial calculations. It is often difficult to establish the true set-up costs from other local authorities who have changed their delivery models. This can be due to a number of factors including confidentiality, and also the way in which set-up costs are calculated, for example if they include costs which the authority was planning to incur anyway as part of a savings programme, irrespective of the delivery model chosen. The process of

establishing any new delivery model can be complicated, resource intensive and time consuming. The process would be undertaken ‘on top of the day job’ by library service staff, and requires close working with a number of council departments (i.e. legal, finance, HR, property/premises etc.) and support from external experts.

Table 2: Summary of high level financial forecast

Financial modelling – Option 1: Remain in-house with re-engineering through the draft Libraries Strategic Commissioning Strategy

As stated above, the financial analysis of this option assumes that the in-house service, through delivery of the draft Libraries Strategic Commissioning Strategy, would achieve the full £2 million of savings identified in the Council's Medium Term Financial Plan. On this basis there would be no surplus.

A more in-depth analysis of the Service's growth strategy would be required to assess whether further revenue generation can be realised and the robustness of the assumptions relating to increasing income through improved partnership working.

Financial modelling – Option 2: Local Authority Trading Company (LATC)

This option has been calculated based on the following assumptions:

- the LATC would established on 1st April 2018; in reality this is unlikely to be achievable as the LATC would need to be set up, and therefore the surplus below is likely to be slightly lower. The impact of a later start date on the first year of surplus is not significant, as the LATC is expected to generate around £50,000 per year of surplus after tax. Therefore an implementation date half way through the year would result in a net surplus over five years some £25,000 lower than that stated below.
- the LATC would be directly awarded the contract via the Teckal exemption;
- traded income would increase by 5% per annum, ensuring that this does not breach the Teckal 'function' limit of 20% of income being generated outside of services delivered to the council;
- a profit margin of 5% on all new traded income generated in Year 1, increasing by 1% per annum as the LATC realises delivery efficiencies;
- an irrecoverable VAT liability is assumed (£5k in Yr1, increasing by £1k each year to reflect increase in traded income activity);
- no increase in employer pension contribution assumed, as actuarial assessment not yet undertaken. This would also require an indication as to whether the pension scheme would be 'open' or 'closed';
- no reduction in costs associated with back-office services, as it is assumed that the LATC will be required to continue to access the Council's back-office support services; and
- 25% of the LATC's surpluses are returned to the Council (in the form of dividends or service charges).

Based on these assumptions, the financial analysis has indicated that the LATC represents a viable option. Surpluses are forecasted to be generated each year post-establishment.

Net surplus after tax, five year period 18/19 – 22/23 : £267,157

Financial modelling – Option 3: Public Service Mutual (PSM)

This option has been calculated based on the following assumptions:

- The PSM would be established on 1st April 2019 (Year 2);
- 15% increase in traded income per annum;
- A profit margin of 10% has been assumed on all new traded income generated, increasing by 1% per annum as the PSM realises delivery efficiencies;
- A £25k annual increase in the level of external grant funding is assumed, although no profit is forecasted to be realised from this funding;
- An irrecoverable VAT liability is assumed (£7.5k in Yr1, increasing by £1k each year to reflect increase in traded income activity);
- No increase in employer pension contribution assumed, as actuarial assessment not yet undertaken. This would also require an indication as to whether the pension scheme would be 'open' or 'closed'; and
- Assumes an immediate 10% reduction in costs associated with back-office services. The level of income received (from the Council) is assumed to remain the same as 17/18.

Based on these assumptions, the financial analysis has indicated that the PSM established in Year 2 represents a potentially viable option. Surplus levels are at a low but grow over the 4 year period.

Net surplus after tax, four year period 19/20 – 22/23 : £56,427

Financial modelling – Option 4: Outsource the service to a 'for profit' or third sector provider

It is not possible to forecast the potential viability of the service should it be outsourced. Interested providers will have their own business models and will structure their service proposal in different ways. It is impossible, therefore, to assess the viability of a provider's proposal until it has been received as part of the procurement process.

Financial modelling – Option 5: Joint Venture

The assumptions used to inform the joint venture financial forecast are the same as for the PSM option above.
Based on these assumptions the financial analysis has indicated that the joint venture established in Year 2 represents a potentially viable option. The financial forecast is identical to the PSM forecast, with surplus levels starting at a low level but growing over the 4 year period.

Net surplus after tax, four year period 19/20 – 22/23 : £56,427

9.4 The financial modelling shows that surpluses over and above the £2 million savings assumed to be delivered through the Libraries Transformation Programme range from £56,427 over five years for both the Public Sector Mutual and joint venture options to £267,157 over five years for the LATC. This is before any set up costs.

10 Conclusions

10.1 The Initial Options Appraisal aims to identify the different possible ways or 'delivery models' in which the draft Libraries Strategic Commissioning Strategy could be implemented. It consists of an appraisal of the ability of five possible delivery models against a set of criteria to determine their suitability to deliver the draft Libraries Strategic Commissioning Strategy. Following this a financial differences model was created to identify which of the delivery models would generate a surplus over the five year duration of the Strategy, and to estimate the size of the surplus. Finally, an overall assessment of the combined appraisal and financial differences modelling was undertaken, taking into account the limitations of the options appraisal process and other factors which are relevant to the context in which the Library and Information Service operates. The assessment of the delivery models against the suitability criteria and the financial differences model were undertaken by an independent consultant, Mutual Ventures.

10.2 The five delivery models considered were:

- Remain in-house with re-engineering;
- Establishing a Local Authority Trading Company (LATC);
- Establishing a Public Service Mutual (PSM);
- Outsourcing the service (to a 'for profit' or third sector provider); and
- Establishing as a joint venture (JV) between the Council and the library service staff group.

10.3 The Initial Options Appraisal did not aim to identify a single preferred option, rather its goal was to assess the sustainability of several potential delivery models and identify their relative strengths and weaknesses from a variety of perspectives.

10.4 The process was undertaken during the development of the draft Libraries Strategic Commissioning Strategy at which stage the draft Vision, Strategic Outcomes and draft Gap Analysis had been identified. By definition, therefore, it was not possible to base the Initial Options Appraisal on a complete draft Strategy. However, it should be borne in mind that this appraisal process is a snapshot at this point in time. The range of delivery models, their benefits and advantages may change over time. We may, following consultation on the draft Libraries Strategic Commissioning Strategy, or at some other point in the future, seek to deliver a different vision and outcomes for the Library and Information Service, which might give a different conclusion to the options appraisal process contained in this Technical Appendix.

10.5 The first option considered, keeping the service in-house with 're-engineering' through the draft Libraries Strategic Commissioning Strategy, scored second highest at 67% against the assessment criteria, mainly because it maximises council control over the service, and does not incur any implementation costs

or procurement costs. The changes could be implemented quickly and one-off savings and efficiencies achieved in the short-term. Its limitations are that it does not provide the Library and Information Service with full commercial freedom and has a limited ability to grow revenue streams and realise an ongoing surplus. It also limits the ability of stakeholders to influence the service in a formal capacity, such as a board of directors would do in a Public Service Mutual (PSM). There may be opportunities to extend further the Council's partnership working with other library authorities, but the potential for savings is considered to be low as the Council has already implemented a major cost reduction and efficiency programme through the Libraries Transformation Programme to reduce the costs of management and back office services. Further opportunities for joint working would need to be considered on a case by case basis.

10.6 The Local Authority Trading Company (LATC) option achieved the highest mark (74%) against the assessment criteria and would generate the highest surplus, estimated at around £267,000 over five years. LATCs are companies set up by councils specifically to trade at a profit, and this is their key advantage over an in-house service, which is also fully controlled by the local authority. LATCs possess greater freedom than in-house library services to develop and trade services, including the development and delivery of new non-statutory services which can generate a surplus for the organisation. However, only up to 20% of the revenue of the LATC can come from outside of the 'parent' council.

10.7 Although the LATC option comes out well overall, for an LATC to become financially viable, there would need to be a developed market in which our Library and Information service could trade at a profit. At present the opportunities for us to do that are limited as most councils are not outsourcing their library services. Taking this into account, and also the likely set-up costs, which have not been estimated at this Initial Options Appraisal stage, and which would in all likelihood erode a significant proportion of the estimated surplus, it is not recommended that an LATC is considered at present.

10.8 The PSM option scored third highest (56%) against the assessment criteria, reflecting its ability to gain buy-in from staff and other stakeholders while also exploiting commercial opportunities. A PSM is an organisation that has left the public sector and is either wholly or partly owned by its employees. There is usually a board of directors, which may include community representatives. Some PSMs, such as Libraries Unlimited in Devon and Suffolk Libraries have charitable status, which means they have trustees. PSMs can increase the level of freedom and autonomy experienced by staff and managers, enabling them to be more creative within their roles, within a new organisational culture, and this can make the PSM less bureaucratic.

10.9 PSMs can have a high degree of commercial freedom to explore new areas of service growth. However, as with the LATC option, these opportunities need to exist within the market place. The estimated surplus for the PSM option in this Initial Options Appraisal was low, with a surplus of just over £56,000 over five

years, excluding set-up costs. Discussions which we have had with other councils who have established PSMs for their library service show that this surplus would certainly be wiped out by the set-up costs, and there is likely to be a net deficit at the end of the five year period of the draft Libraries Strategic Commissioning Strategy.

10.10 Many PSMs have business models which include the kinds of measures that we have already implemented or propose as part of the Libraries Transformation Programme during the three-year period from 2016/17 to 2018/19. Over and above this, potential savings associated with a PSM are often predicated on achieving charitable status, which can reduce the PSM's liability for business rates. Local authorities currently retain a proportion of the business rates they collect and there are proposals for councils in future to be reliant solely on business rates and council tax for their funding. A business rates saving for a PSM for the East Sussex Library and Information Service would therefore mean that we were diverting resources away from one or more local authorities to the PSM. For all of the reasons above it is not recommended that a PSM is the right delivery model for the East Sussex Library and Information Service.

10.11 The outsourcing option scored 49% against the assessment criteria. Outsourcing involves the procurement of a third party to deliver the library service on behalf of the Council via a contract, including potentially through a social enterprise or charity, a 'for-profit' provider or another local authority. Outsourcing offers a high degree of council influence and control, as the Council would specify in the contract what it wanted to be provided. The other key benefits are the ability to tap into expertise to deliver an improved service from an external provider and the potential for savings and efficiencies to be realised as a result of the library service being part of a wider organisation.

10.12 Outsourcing would certainly require a procurement process, with the financial and time implications that is carried with it unless outsourced to another local authority under legislation which avoids this requirement. Specific risks to the Council associated with this option include the unknown likelihood of the provider re-investing any surpluses back into the Library and Information Service and the risks around service delivery if the provider does not meet the required level of performance. It is not possible to forecast the potential viability of the service should it be outsourced. Interested providers will have their own business models and will structure their service proposal in different ways. It is impossible therefore to assess the viability of a provider's proposal until it has been received as part of the procurement process. The low score against the assessment criteria and the inability to undertake a financial differences model for this option mean that there is no clear evidence to recommend it as a preferable delivery model for the draft Libraries Strategic Commissioning Strategy.

10.13 Finally, the joint venture option scored 50%. The term joint venture can describe a range of different commercial arrangements between two or more separate entities. Each party contributes resources to the venture and a new business is created in which the parties collaborate together and share the risks and benefits associated with the venture. Each party generally has an expertise or

need which is central to the development and success of the new business which they decide to create together. It is also vital that the parties have a 'shared vision' about the objectives for the joint venture.

10.14 While a joint venture will bring several advantages (mainly relating to accessing commercial expertise and the benefits associated with a range of stakeholders assuming ownership and decision making roles), the complexity of establishing the model and the associated timescales represent a risk to the Council. The surplus for the joint venture is estimated to be the same as the PSM option at just over £56,000 over five years, excluding set-up costs. This surplus would certainly be eradicated by the set-up costs, and there is likely to be a net deficit at the end of the five year period of the draft Libraries Strategic Commissioning Strategy.

10.15 The Initial Options Appraisal does not identify an evidence base for recommending an alternative delivery model as the most suitable means of implementing the draft Libraries Strategic Commissioning Strategy. It is therefore recommended that the current in-house service, with re-engineering through the Libraries Strategic Commissioning Strategy is retained.

Annex 1 Assessment Criteria

1. Desirability:

- Ability for ESCC to have on-going strategic control over the service and to implement the Council's library strategy and commissioning themes:

    1. Reading and literacy
    2. Digital inclusion
    3. Economic development
    4. Health and well-being

- Ability of the model to offer staff ownership/control, to achieve buy in and retain staff, and ability to incentivise staff.

- Ability of the model to offer control/influence to users and the community, to achieve buy in and involvement with users and the community

- Ability to achieve joint working with external partners

- Ability to operate in a commercially focussed and flexible way

- Reversibility of the model

2. Viability:

- Cumulative net surplus generated over the 5 year period from 18/19 onwards
- Ability of option to establish within the required cost envelope identified (<£100k)
- Level of ongoing contract management costs to ESCC
- Ability to bid for external contract and access external funding
- Ability of model to realise surpluses and reinvest them wholly or in part

3. Feasibility:

- Ability for model to be implemented within required timeframe
- Requirement for a procurement process to be undertaken
- Ability of ESCC to influence the decision on purchasing business support services
- Ability of ESCC to manage reputational risks

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Libraries Consultation

East Sussex Libraries The Way Forward

Our proposals

Libraries Strategic Commissioning Strategy 2018/19 to 2022/23

eastsussex.gov.uk/haveyoursay



Ends 14 December 2017

East Sussex County Council

Why are we consulting?

We are asking for your views on our draft Strategy for East Sussex libraries over the next five years.

The draft Strategy sets out our proposed approach to provide a modern, sustainable Library and Information Service for the future, recognising the financial constraints which East Sussex County Council faces and also the changes in the way that people are using libraries.

Our draft Strategy presents proposals for a needs-based library service. This means a library service where we prioritise our resources to achieve outcomes that will best meet the needs of those who live, work and study in East Sussex.

Our work to produce our draft Strategy shows that there are significant needs across the county, and especially within certain communities, around literacy, attainment, employment and ultimately health and wellbeing, which the Library and Information Service is ideally placed to help tackle.

You can read our draft Strategy and all of the evidence on which our proposals are based in full on our website at eastsussex.gov.uk/librarystrategy. Alternatively, you can request a paper copy by contacting us using the details below.

How to take part in this consultation

The consultation runs for 12 weeks, from 21 September to 14 December 2017. We would like to hear from you whether or not you currently use the Library and Information Service. We will do all we can to make it as easy as possible for everyone to have their say.

There are a number of ways you can give your views:

- By completing the questionnaire online at eastussex.gov.uk/haveyoursay
- By picking up a copy of the questionnaire in a library
- By printing a copy of the questionnaire from eastussex.gov.uk/haveyoursay and returning it to us
- By contacting us to request a paper copy of the questionnaire using the details below.

Completed surveys can be returned to the drop off points in East Sussex libraries or posted back to us at: Library Consultation, West D Floor, County Hall, St Anne's Crescent, Lewes, BN7 1UE.

If you have a question about this consultation, need help to take part or need a copy of the information in a different format or another language, please contact us by e-mail at library.consultation@eastsussex.gov.uk or by phone on 01273 335165 and 01273 335397.

What changes are proposed?

Libraries in East Sussex are a popular service with almost 1.5 million visits during 2016/17. However, the number of visits and the number of items issued in libraries have both reduced by around 40% over the past ten years. By comparison, the number of items borrowed online has risen, although these still represent a relatively small amount of our overall loans.

Our proposals would enable us to modernise the East Sussex Library and Information Service in order to respond to the increasing demand from customers to access library services online and the reducing number of people visiting libraries. They would enable us to cut our costs by having fewer libraries and to prioritise our resources to provide better support to people in East Sussex.

We propose to help improve literacy for adults and children and provide learning opportunities for people so that they can get on in life by having better skills and finding employment. By providing independent, reliable information and resources, we believe we have a key role to play in supporting the health and wellbeing of people in East Sussex. We also believe that libraries should continue to provide a way for people to get online if they cannot do so at home, or need help accessing the internet.

The majority of our customers use our libraries for the pleasure of reading and the benefits this brings. Although we propose a more modern library service with fewer libraries, we will continue to provide a highly accessible network of libraries containing all of the things people love about going to the library. Over 90% of our customers would still be able to use their current library in exactly the same way they do today.

The key **changes** we are proposing are:

- an **enhanced eLibrary**, continuing to expand the growing range of online services and materials we offer. As well as accessing materials online, the eLibrary allows people to manage their library loans anywhere, anytime, using the familiar 'click and collect' approach.

- a **greater focus on outreach provision**, by working more closely with other County Council services and partners. This will enable us to use limited resources more effectively to achieve better outcomes for those people who stand to benefit most from the service, but may be less able or inclined to visit a library.

- a **smaller network of 17 library buildings**, in appropriate locations across the county according to identified needs, which will continue to provide a comprehensive range of materials to borrow and resources to use. Our proposals ensure there remains a very high level of accessibility to a library by public transport or by car within a reasonable journey time of 20-25 minutes.

- to **no longer provide the Mobile Library Service**, or provide a supply of books for the Northiam Village Library. This proposal takes into account the fact that the 17 library buildings and the eLibrary provide a high level of accessibility to library services for rural communities, and are a more efficient way to meet needs for library services in these areas.

We fully recognise that, although our proposals will offer a more modern service overall, there is likely to be a greater impact for certain groups, particularly older people, people with a disability

and some people in rural areas. We are proposing measures to reduce the impact by supporting their particular needs. These include a Community Library Card, allowing community representatives to borrow a larger number of items for a long period to make available to their local community, e.g. in a village hall or community centre. Anyone who cannot easily use a library due to disability or frailty or caring responsibilities is able use the Home Library Service.

Further detail on the proposals themselves and our rationale for them can be found in the Strategy on our website at eastsussex.gov.uk/librarystrategy

How much will this save?

The proposals within the draft Libraries Strategic Commissioning Strategy would enable us to make a saving of £653,000 per year by co-locating library services with other County Council services, income generation, and the reduced provision of library buildings, the Mobile Library and other services.

This would mean that the Library and Information Service has been able to identify total savings for the Libraries Transformation Programme of over £1.9 million toward an original savings target of £2 million. The Programme has included other changes to the Library and Information Service, including administrative and management savings and the reduction in library opening hours.

What happens next?

Our proposals have not yet been decided. East Sussex County Council's Cabinet have approved our draft Strategy so that you can have your say. Once the consultation is complete and the results have been analysed, the draft Strategy and all the supporting documents will be amended and updated proposals presented to Cabinet in March 2018. We aim to start implementing our new Strategy from April 2018.

Section 1 A needs based Library and Information Service

Our proposed Vision and Strategic Outcomes provide a clear direction for the delivery of the future Library and Information Service. They have been developed based on the evidence that libraries can and already do support a wide range of needs, directly and indirectly. Each Strategic Outcome would be met through a range of different offers, or services provided according to evidence of need.

Our Vision and Strategic Outcomes

We will provide a Library and Information Service that promotes reading and knowledge as a route to leading fulfilling lives. We will prioritise our resources and expertise to support the needs of residents and communities in East Sussex to achieve four key outcomes:

Improving child and adult literacy. We will provide a range of quality materials and personalised support for people's different needs, so they can enjoy the pleasure of reading and the better life chances that literacy unlocks for people.

Supporting the economy. We will provide training and guidance for people of all abilities seeking to learn and to work, so they are able to build skills and confidence in a supportive environment.

Better health and wellbeing. We will promote reading as a source of wellbeing and provide reliable information and services to promote good health and support people to manage their own health and the health of those they care for.

Increasing digital inclusion. We will provide free access to computers and Wi-Fi, and paid access to printers, with training for people to use technology and the internet, so they are able to independently access vital information and services, and participate in the benefits of the digital world.

We will ensure that in working to deliver our Strategic Outcomes we will meet our statutory duty to provide a comprehensive and efficient library service for everyone who lives, works and studies in East Sussex.

Q1. To what extent do you agree or disagree that we are focussing our limited resources on the right areas, as listed above in our Vision and Strategic Outcomes?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't feel able to say

Space is available in Section 4 on page 9 to make comments or suggestions on any question

Section 2 Ways people would be able to use our proposed range of library services

Our proposals include an enhanced eLibrary, by continuing to expand the range of online services and materials that are offered in order to increasingly serve needs online. We also propose a greater focus on outreach provision, working closely with other County Council services and partners to make sure that we reach communities and individuals with the greatest needs.

We propose a network of 17 library buildings, in appropriate locations across the county according to identified needs.

The 17 libraries are Battle, Bexhill, Crowborough, Eastbourne, Forest Row, Hailsham, Hampden Park, Hastings, Heathfield, Hollington, Lewes, Newhaven, Peacehaven, Rye, Seaford, Uckfield and Wadhurst.

Over 90% of customers currently use one or more of these 17 libraries and are unaffected by the proposals. These 17 libraries are within a 20 minute journey by public transport for over 86% of all East Sussex residents and within a 20 minute car journey for over 99% of residents.

Q2. To what extent do you agree that our proposals provide a reasonable range of different ways for people to use the Library and Information Service according to their needs?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't feel able to say

Space is available in Section 4 on page 9 to make comments or suggestions on any question

We propose not to retain seven of our current libraries, based on the evidence of need in those areas, the fact that there are higher needs in other parts of the county, and the proximity and transport availability to other libraries. These libraries are Langney, Mayfield, Ore, Pevensey Bay, Polegate, Ringmer and Willingdon.

We also propose to no longer provide the Mobile Library Service, or provide a supply of books for the Northiam Village Library.

Q3. Have you used any of the following libraries in the last 12 months, or has someone used any of them on your behalf? (Please tick all that apply)

- ☐ Langney Library
- ☐ Mayfield Library
- ☐ Ore Library
- ☐ Pevensey Bay Library
- ☐ Polegate Library
- ☐ Ringmer Library
- ☐ Willindon Library
- ☐ Mobile Library
- ☐ Northiam Village Library
- ☐ None of these (please go to Section 3 on page 7)

Q4. If we no longer retain the libraries listed above, will you be able to use one of the following alternative services instead? (Please tick all that apply)

- ☐ Battle Library
- ☐ Bexhill Library
- ☐ Crowborough Library
- ☐ Eastbourne Library
- ☐ Forest Row Library
- ☐ Hailsham Library
- ☐ Hampden Park Library
- ☐ Hastings Library
- ☐ Heathfield Library
- ☐ Hollington Library
- ☐ Lewes Library
- ☐ Newhaven Library
- ☐ Peacehaven Library
- ☐ Rye Library
- ☐ Seaford Library
- ☐ Uckfield Library
- ☐ Wadhurst Library
- ☐ eLibrary (includes reserving and renewing books online, downloading eBooks and/or eAudiobooks, using online reference and training materials)
- ☐ Home Library Service (for people who cannot easily use a library due to disability or frailty, or are caring for someone who cannot be left)
- ☐ None of these (please go to Q5)

Q5. If you answered "None of these" in question 4, which of the following best explain why you would not be able to use one of our other services instead? (Please tick all that apply)

- ☐ I am unable to travel to one of the remaining 17 libraries
- ☐ I do not have access to a computer or mobile device to use the eLibrary (online library)
- ☐ I do not know how to use the eLibrary (online library)
- ☐ Other (Please specify)

Section 3 Getting involved

We are proposing a number of ways in which people can get more involved to support the library service to increase our capacity and resources, so that we can support a wider range of needs in different communities. This includes more volunteering opportunities in existing and new roles within the service.

We would also welcome the opportunity to work with communities if they are interested in extending their local library opening hours on a volunteer basis, and working with communities to explore options for the seven libraries which we do not propose to retain.

Q6. Would you be interested in finding out more about any of the following volunteering roles, either on an occasional or regular basis?

- ☐ Computer Buddy (countywide)
- ☐ Rhymetime/Storytime sessions (countywide)
- ☐ Home Library Service (countywide, must have own vehicle)
- ☐ Bookends second-hand bookshop (Eastbourne Only)
- ☐ Study Clubs
- ☐ Coding Clubs
- ☐ Meeting and greeting customers and helping them find what they are looking for

Q7. Please tick how often you might be interested in volunteering.

- ☐ Weekly
- ☐ Monthly
- ☐ One-off events

Please tell us your name and provide us with your contact details so we can get in touch and find out a bit more about what you would like to do.

Name: ☐

Telephone number/email address: ☐

Volunteer led opening hours and Friends Groups

We invite communities to come forward who wish to work with us to set up volunteer-run library sessions as a way of increasing library opening hours, if there is a desire within their communities to do so. Volunteers would need to be managed and coordinated by the community, with full training and support from the Library and Information Service. Similarly, if communities wanted to set up Friends Groups as a way of supporting the library service through fund-raising or volunteering, we would be very interested in hearing your ideas.

Options for community library provision

We invite communities to come forward to discuss potential options for keeping open the seven libraries that we are not proposing to retain within the East Sussex Library and Information Service, if they can be funded wholly by communities or other organisations. Alternatively,

communities or other groups or organisations may wish to take over the leases of buildings or purchase them, and run them as completely independent libraries or use them for other purposes. Additional information, including indicative annual running costs, are provided in the draft Strategy.

Q8. Please tick any of the following opportunities you might be interested in and supply your contact details so that we can get in touch. You are not committing yourself at this stage.

☐ Volunteer led opening hours

☐ Setting up a Friends Group

☐ Options for community involvement library provision

Q9. Please tell us which library you are interested in supporting?

Name of Library:

Name:

Telephone number / email address:

Section 4: Additional comments

Please use the following box to provide information related to any of your answers to the questions above or any other comments that you wish to make.

Section 5: About you

We wish to make sure that everyone is treated fairly and equally and that no one gets left out. That is why we ask you these questions.

We will not share the information you give us with anyone else. We will only use it to help us make informed decisions about our services and their likely impacts.

If you would rather not answer any of these questions, you do not have to.

Q10. Have you used the East Sussex Library and Information Service in the last 12 months, either for yourself or on behalf of someone else, or has someone else accessed for you? (Please tick all that apply)

- ☐ Yes for myself
- ☐ Yes on behalf of a child aged under 16
- ☐ Yes on behalf of another adult
- ☐ Yes, someone else accessed the library service for me
- ☐ No

Q11. Do you have access to a car?

- ☐ Yes
- ☐ No

Q12. Do you have access to the internet? (Please tick all that apply)

- ☐ Yes at home
- ☐ Yes at work
- ☐ Yes on my mobile
- ☐ Yes in the library or in an public internet café
- ☐ No

Q13. What is your home postcode? (Please provide in the box below)

Q14. What is your age? (Please tick one box only)

- ☐ Under 16
- ☐ 16 – 24
- ☐ 25 – 34
- ☐ 35 – 44
- ☐ 45 – 54
- ☐ 55 – 64
- ☐ 65 – 74
- ☐ 75 – 84
- ☐ 85 +
- ☐ Prefer not to say

Q15. Are you?

☐ Male

☐ Female

☐ Prefer not to say

Q16. Which of the following best describes you? (Please tick one box only)

☐ Self-employed

☐ Employed full-time

☐ Employed part-time

☐ Student

☐ Unemployed

☐ Retired

☐ Other* (Please Specify)

☐ Prefer not to say

* ☐

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted or is likely to last at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day to day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example) are considered disabled from the point that they are diagnosed.

Q17. Do you consider yourself to be disabled as set out in the Equality Act 2010 (Please tick one box only)

☐ Yes

☐ No

☐ Prefer not to say

Q18. If you answered yes to Q17, please tell us the type of impairment that applies to you. (Please tick all that apply)

☐ Physical impairment

☐ Mental health condition

☐ Sensory impairment

☐ Learning disability

☐ Long standing illness

☐ Other* (Please Specify)

☐ Prefer not to say

***** ☐

Q19. To which of these ethnic groups do you feel you belong? (Please tick one box only)

- ☐ White British
- ☐ White Irish
- ☐ White Gypsy/Roma
- ☐ White Irish Traveller
- ☐ White other* (Please specify)
- ☐ Mixed White and Black Caribbean
- ☐ Mixed White and Black African
- ☐ Mixed other* (Please Specify)
- ☐ Mixed White and Asian
- ☐ Asian or Asian British Indian
- ☐ Asian or Asian British Pakistani
- ☐ Asian or Asain British Bangladeshi
- ☐ Asian other* (Please Specify)
- ☐ Black or Black British Caribbean
- ☐ Black or Black British African
- ☐ Black other* (Please specify)
- ☐ Arab
- ☐ Chinese
- ☐ Prefer not to say
- ☐ Other ethnic group* (Please specify)

*If your ethnic group was not specified in the list p[lease describe your ethnic group:

Q20. Do you regard yourself as belonging to any particular religion or belief? (Please tick one box only)

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Q21. If you answered yes to Q20, please tell us the religion or belief that applies to you. (Please tick one box only)

- ☐ Christian
- ☐ Muslim
- ☐ Jewish
- ☐ Hindu
- ☐ Buddhist
- ☐ Sikh
- ☐ Other (Please Specify):
- ☐ Prefer not to say

Thank you for taking the time to complete this questionnaire. Your responses will be analysed along with all other responses and the results used to inform our amended Strategy, which will be presented to Cabinet in March 2018.

Report to:	**Cabinet**
Date of meeting:	**19 September 2017**
By:	**Director of Children's Services**
Title:	**Proposed closure of Rodmell CE Primary School**
Purpose:	**Final decision on the proposed closure of Rodmell CE Primary School**

RECOMMENDATIONS

Cabinet is recommended to approve the closure of Rodmell CE Primary School on 31 August 2018 or sooner if at such time as no children remain on roll at the School.

1. Background

1.1 On 27 June 2017 Cabinet approved the publication of statutory notices in relation to a proposal to close Rodmell CE Primary School on 31 August 2018. A copy of the Cabinet report can be found by following the link: https://Cabinet 27 June 2017

1.2 The proposal for closure is being made following a decision by the governing board of Rodmell CE Primary School in January 2017 that the school can no longer provide a sustainable future for its children and that the school should move to closure by 31 August 2018.

1.3 Significant concern remains about the long term sustainability of the school in terms of its financial stability, securing good outcomes for pupils and the absence of demand for places from within its community area and supports the governing board's decision to move to closure. This view is shared by the Diocese of Chichester (the diocese).

1.4 The statutory notice was published in the Sussex Express on 14 July 2017. A copy of the notice as published can be viewed in Appendix A. The notice was also posted at the entrances to the school. The notice, together with a full copy of the proposal was sent to the school's governing board, the diocese, the Diocese of Arundel and Brighton and the Department for Education. The notice and full proposal was also posted on the council's website.

1.5 Publication of the statutory notice triggered a four week period of representation, when comments or objections could be made to the Council in writing. The representation period closed on 11 August 2017.

1.6 No representations were received during the consultation period, and there is no new information or evidence since the notice of proposal was published.

2. Pupil numbers

2.1 Pupil numbers at the school have continued to decline, due in part to the ongoing uncertainty about the future of the school. At the time of writing this report there are only three children in attendance at the school.

3. Equality Impact Assessment

3.1 Cabinet is required to have 'due regard' to the duties set out in Section 149 of the Equality Act 2010 (the Public Sector Equality Duty, 'PSED') in determining these proposals. An Equality Impact Assessment (EqIA) has been carried out to identify the equality implications of this proposal and to identify any appropriate mitigations. A copy of the EQIA is appended at Appendix

B. Members must read the EQIA and take its findings into consideration when determining these proposals.

4. Statutory process

4.1 Closure proposals must be made in accordance with section 15 of the Education and Inspections Act 2006 (as amended by the Education Act 2011) and the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013. The process complied with these requirements.

4.2 The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 set out a number of factors that Cabinet must have regard to before making a final decision on the proposal to close the school. A detailed consideration of these factors is set out in Appendix C.

4.3 When deciding a proposal for the closure of a primary school, the decision maker must consider section 15(4) of the Education and Inspection Act 2006 relating to the closure of rural primary schools and the impact it will have on the local community, education standards and the likely cost of transport to other schools.

4.4 The Council can confirm that as of September 2017 Rodmell CE Primary School was designated as a rural primary school under the Designation of Rural Primary Schools (England) Order. The School is not considered sustainable in terms of its financial stability, securing good outcomes for pupils and the absence of demand for places from within its community area. It is not considered that there will be a significant impact on school journey times for displaced pupils as no children remaining at the school live in the Rodmell community area. It is likely that children's journey times will be shorter in the future as children will be able to attend a school closer to their home address.

5. Conclusion and reason for recommendations

5.1 The governing board has been unable to find an alternative partnership model to deliver a sustainable future for its children. As a result, the governing board has agreed that the school should move to closure by 31 August 2018. Pupil numbers at the school have continued to decline, with only three children currently on roll

5.2 It is not considered that the school is sustainable in the long term, will be financially stable or will secure good outcomes for pupils, particularly given the absence of demand for places from within its community area. It is therefore recommended that Cabinet supports the governing board's decision to move to closure. This view is shared by the diocese.

5.3 No comments or objections were received during the representation period following the publication of notices.

5.4 For the reasons set out above Cabinet is recommended to approve the closure of Rodmell CE Primary School on 31 August 2018 or sooner at such time as no children remain on roll at the School.

STUART GALLIMORE
Director of Children's Services
Contact Officer: Fiona Wright, Assistant Director: Education and ISEND
Tel. No. 01273 481112
Email: Fiona.wright@eastsussex.gov.uk

LOCAL MEMBER
Councillor Sarah Osborne

Appendices
Appendix A Copy of statutory notice
Appendix B Equality Impact Assessment Update
Appendix C Factors to be considered by Cabinet before determining the proposal

Copy of statutory notice

EAST SUSSEX COUNTY COUNCIL AS LOCAL AUTHORITY

Closure of Rodmell Church of England Primary School

Notice is hereby given in accordance with section 15 of the Education and Inspections Act 2006 (as amended by the Education Act 2011) and the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 that East Sussex County Council, County Hall, St Anne's Crescent, Lewes BN7 1UE, intends to discontinue the following Voluntary Aided school with effect from 31 August 2018:

Rodmell Church of England Primary School, Rodmell, Lewes, East Sussex BN7 3HF

All children attending Rodmell Church of England Primary School at the time of closure would be offered places at alternative schools in the area. The school currently has 13 children on roll.

Free transport would be provided for eligible pupils provided they meet the criteria. The criteria can be found on the East Sussex website at:

https://www.eastsussex.gov.uk/educationandlearning/schools/transport/free/

East Sussex County Council is publishing the proposal. The Council will implement the proposal.

The proposal is not related to any other school organisation proposal which has been or is about to be published.

This notice is an extract of the complete proposal. A copy of the complete proposal can be viewed at: https://consultation.eastsussex.gov.uk/

Alternatively you can request a printed copy of the complete proposal from the address below or telephone 01273 481758.

Within four weeks from the date of publication of this proposal, any person may object to, or make comment upon the proposal, by sending their representations to: Stuart Gallimore, Director of Children's Services (FAO: Gary Langford, Place Planning Manager), East Sussex County Council, 4th Floor St Mark's House, 14 Upperton Road, Eastbourne BN21 1EP, or by emailing: school.consultations@eastsussex.gov.uk

Stuart Gallimore, Director of Children's Services,
East Sussex County Council

14 July 2017

Explanatory Notes

East Sussex
County Council

Equality Impact Assessment Update

Name of the project, policy, service or strategy to be updated
Proposed closure of Rodmell CE Primary School Update

File ref:	Rodmell	Issue No:	1
Date of Issue:	August 2017	Review date:	

.....

Managers(s) and section or service responsible for completing the updated assessment	
Name	Gary Langford, Place Planning Manager
Section/service	Standards & Learning Effectiveness Service, Children's Services Department
Date	August 2017

Part 1 The Public Sector Equality Duty and Equality Impact Assessments (EqIA)

1.1 The Council must have due regard to its Public Sector Equality Duty when making all decisions at member and officer level. An EqIA is the best method by which the Council can determine the impact of a proposal on equalities, particularly for major decisions. However, the level of analysis should be proportionate to the relevance of the duty to the service or decision.

1.2 This is one of two forms that the County Council uses for Equality Impact Assessments, both of which are available on the intranet. This form is designed for any proposal, strategy or policy. The other form looks at services or projects.

1.3 The Public Sector Equality Duty (PSED)

The public sector duty is set out at Section 149 of the Equality Act 2010. It requires the Council, when exercising its functions, to have "due regard" to the need to

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. (See below for "protected characteristics".)

These are sometimes called equality aims.

1.4 A "protected characteristic" is defined in the Act as:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race (including ethnic or national origins, colour or nationality);
- religion or belief;
- sex;
- sexual orientation.

Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.

The previous public sector equalities duties only covered race, disability and gender.

1.5 East Sussex County Council also considers the following additional groups/factors when carrying out analysis:

- Carers – A carer spends a significant proportion of their life providing unpaid support to family or potentially friends. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems. [Carers at the Heart of 21st Century Families and Communities, 2008.]
- Literacy/Numeracy Skills.
- Part time workers.
- Rurality.

1.6 Advancing equality (the second of the equality aims) involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristic.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people including steps to take account of disabled people's disabilities.
- Encouraging people from protected groups to participate in public life or in other activities where their participation in disproportionately low.

NB Please note that, for disabled persons, the Council must have regard to the possible need for steps that amount to positive discrimination, to “level the playing field” with non-disabled persons, e.g. in accessing services through dedicated car parking spaces.

1.6 Guidance on Compliance with The Public Sector Equality Duty (PSED) for officers and decision makers:

1.6.1 To comply with the duty, the Council must have “due regard” to the three equality aims set out above. This means the PSED must be considered as a factor to consider alongside other relevant factors such as budgetary, economic and practical factors.

1.6.2 What regard is “due” in any given case will depend on the circumstances. A proposal which, if implemented, would have particularly negative or widespread effects on (say) women, or the elderly, or people of a particular ethnic group would require officers and members to give considerable regard to the equalities aims. A proposal which had limited differential or discriminatory effect will probably require less regard.

1.6.3 *Some key points to note :*

- The duty is regarded by the Courts as being very important.
- Officers and members must be aware of the duty and give it conscious consideration: e.g. by considering open-mindedly the EqIA and its findings when making a decision. When members are taking a decision,this duty can’t be delegated by the members, e.g. to an officer.
- EqIAs must be evidence based.
- There must be an assessment of the practical impact of decisions on equalities, measures to avoid or mitigate negative impact and their effectiveness.
- There must be compliance with the duty when proposals are being formulated by officers and by members in taking decisions: the Council can’t rely on an EqIA produced after the decision is made.
- The duty is ongoing: EqIA’s should be developed over time and there should be evidence of monitoring impact after the decision.
- The duty is not, however, to achieve the three equality aims but to consider them – the duty does not stop tough decisions sometimes being made.
- The decision maker may take into account other countervailing (i.e. opposing) factors that may objectively justify taking a decision which has negative impact on equalities (for instance, cost factors)

1.6.4 In addition to the Act, the Council is required to comply with any statutory Code of Practice issued by the Equality and Human Rights Commission. New Codes of Practice under the new Act have yet to be published. However, Codes of Practice issued under the previous legislation remain relevant and the Equality and Human Rights Commission has also published guidance on the new public sector equality duty.

Part 2 - Scope of original EqIA and reasons for revision

2.1 What is being assessed?

a) Name of the project, policy, service or strategy.
Proposed closure of Rodmell CE Primary School with effect from 31 August 2018

b) **What is the name of the original EqIA?**
Recommendation to halt the closure of Rodmell CE Primary School

c) What date was it completed?
May 2016

d) What project, policy, service or strategy was covered in the original EqIA?
Proposed closure of Rodmell CE Primary School

e) What was the scope of the original EqIA?
Assessing the implications of closing the school as part of the wider area Lewes Area Review of primary school places

2.2 Reasons for the revision
The governing body of Rodmell CE Primary School believes that the school can no longer provide a sustainable future for its children and that the school should move to closure.

2.3 Scope of the update
The update will cover any changes which might impact on those affected by the proposal

2.4 Has there been any change to who is affected by this revised EqIA?

No

2.5 Main differences between original EqIA and the update

Since Cabinet took the decision on 19 July 2016 to halt the proposed closure of Rodmell CE Primary School and allow the governing body further time to submit a firm and viable proposal that would ensure a sustainable future model for the school, pupil numbers at the school have continued to decline.

At the January 2017 School Census there were 38 children on roll at the school. By the May 2017 School Census the number had fallen to 18. At the time of writing there are only three children in attendance at the school.

On 19 January 2017 the Chair of Governors, informed the Director of Children's Services, the Diocese of Chichester (the diocese), staff and parents/carers that, having been unable to find a viable alternative partnership model for the school, the governing body had reached the decision that the school can no longer provide a sustainable future for its children and that the school should move to closure.

Part 3 - Consideration of additional data and research

3.1 List any examples of additional quantitative and qualitative data or any consultation information available for the update

Please mark the relevant boxes below with an 'X'

Census	**X**	School Census October 2016 and January 2017
Consultation	**X**	Representation period following the publication of statutory notices on 14 July 2017
Complaints		
ESiF		
Other	**X**	Letter from Chair of Governors of 19 January 2017 confirming the Governing Body decision to move to closure.
Staff survey		

3.2 Have you carried out any additional consultation or research to complete this update? (If No, go to part 4.)

Statutory notices were published on 14 July 2017. A four week period of representation followed when interested parties could comment or object to the proposal. The representation period ended on 11 August 2017.

3.2 What does the consultation, research and/or data indicate about the negative impact of the project, policy, service or strategy update?

No comments or objections were received during the representation period and there is no new information or evidence since the notice was published.

3.4 What does the consultation, research and/or data indicate about the positive impact of the project or update?

n/a

Part 4 – Changes to assessment of impact

4.1 From the evidence available, does the update affect or have the potential to affect equality groups differently?

Please mark the relevant boxes below with an 'X'

	Yes	No	No change
Age The proposal will impact any children on roll at the school on the date of closure. The proposal will disproportionately affect children of primary school age at the school. No change from original EqIA.			**X**
Disability The SEN data for Rodmell CE Primary School shows that the percentage of SEN pupils at the school is 28.9% (11 out of 38). This is significantly higher in comparison to the % average in East Sussex primary schools of 12.1% (Source January 2017 School Census) The data indicates that Rodmell CE Primary School continues to be significantly overrepresented by pupils with this characteristic. No change from original EqIA.			**X**
Ethnicity The vast majority of pupils (97.4%) attending Rodmell CE Primary School are of White British Heritage. This compares with 91.7% of the population across East Sussex. Of the 38 pupils attending Rodmell CE Primary School where ethnicity is known, 2.6% (1 pupil) are from ethnic minority backgrounds. (Source January 2017 School Census and 2011 Census) Data for Rodmell CE Primary School indicates that the percentage of pupils with English as an Additional Language (EAL) is 0.0% (years 1-6). This is considerably lower than figure of 6.2% in East Sussex primary schools. We do not believe that people with the protected characteristic will be more affected by the proposal than those in the general population who do not share that protected characteristic. No change from original EqIA.			**X**
Gender/transgender The percentage of pupils attending the school who are male is 57.9% and female 42.1%. This compares to the East Sussex primary school figures of male 51.7% and female 48.3%. (Source January 2017 School Census and 2011 Census) Boys continue to be significantly overrepresented at the school and are likely to be more affected by the proposal. No change from original EqIA.			**X**
Marriage and Civil Partnership Not relevant to the proposal			**X**
Maternity and Pregnancy Not relevant to the proposal			**X**

Religion, belief Rodmell CE Primary School continues to be a Voluntary Aided School but also a local community school and therefore accepts pupils of all faiths or no faith. The proposal will predominantly affect children whose families have chosen to send their children to a denominational school. No change from original EqIA.			**X**
Sexual orientation Not relevant to the proposal			**X**
Others (please state e.g. carers/rurality etc): 23.6% of all pupils in East Sussex maintained schools are Disadvantaged. 27.1% of Rodmell CE Primary School pupils are Disadvantaged (Ever 6 FSM, Looked after or adopted from care). The data therefore indicates that there is an overrepresentation of Disadvantaged pupils at Rodmell CE Primary School. No change from original EqIA. (Source January 2016 School Census and 2011 Census)			**X**

4.2 If yes, do any of the differences amount to? Please duplicate this box for each equality group that you identify will have a changed impact.

	Reason, evidence, comment
Barriers, negative impact or unlawful discrimination	N/A
Neutral Impact	N/A
Positive impact	N/A

a) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one group over another or for another legitimate reason?

4.3 Specify measures that can be taken to remove or minimise the disproportionate or negative effect identified in Section 3. If none were identified in Section 3; identify how disproportionate impact or adverse effect could be avoided in future.

All Local Authorities have a statutory duty to ensure there are sufficient school places to meet demand. The Council regularly reviews its pupil forecasts and if necessary takes action to address any shortfalls in places in line with its statutory responsibilities. If Rodmell CE Primary School closes on 31 August 2018 the local authority will work with other schools in the area to ensure that every pupil at the school will be offered a place at an alternative school.

Rodmell CE Primary School is a mainstream school. There is no specific provision on the site that is recognised by the local authority as reserved for pupils with SEN. All mainstream schools are required to meet the individual needs of all their pupils including those with SEN and disability.

Should the proposal to close Rodmell CE Primary School be approved the local authority would work closely with receiving schools to ensure appropriate transition arrangements would be made so that any potential adverse impacts on pupils affected would be mitigated.

The local authority and affected schools have a duty to support appropriate transition arrangements and the Council would take all practical steps to ease the transition for pupils, most especially for vulnerable learners and those with SEN. Were Rodmell CE Primary School to close the local authority is confident that teaching staff at other schools would manage the transition of any pupils to their new school. These circumstances are not unusual in that schools regularly manage in-year admissions, though it is recognised that there will be a number of pupils making the transition at any one time, including a number of pupils with SEN. Therefore additional support will be in put in place if necessary for the transition arrangements as detailed below.

Should the proposal be implemented the local authority would work with pupils, their parents and the relevant schools to make appropriate transition arrangements for pupils. Relevant families would be consulted about any specific potential impacts on individuals; for instance, because of loss of support networks or the need to replicate reasonable adjustments made to accommodate disabled children, and we would ensure that appropriate individual arrangements are made where this is necessary to avoid potential adverse impacts. Transfer to a larger school could potentially provide more flexibility of resource to support pupil's needs.

The local authority will closely monitor the transition of the pupils to their new schools through regular monitoring arrangements already in place.

All schools have to report on the outcomes of all pupils by gender, including those with SEN, those who are Ever6FSM. The local authority will continue to monitor regularly the outcomes at all schools for these pupils.

4.4 How will any amended project, policy, service or strategy be implemented, including any necessary training?

Subject to Cabinet approval on 19 September 2017, Rodmell CE Primary School will close on 31 August 2018. The local authority will support the governing body through the closure process and work closely with parents and local schools as outlined above to support transition arrangements.

Part 5 - Conclusions and recommendations

5.1 Does the project, policy, service or strategy comply with equalities legislation?

Yes

5.2 What are the main areas requiring further attention?

n/a

5.3 Summary of recommendations for improvement

n/a

5.4 Is there a plan in place to carry out regular checks on the effects of the project, policy, service or strategy?
(Give details)

n/a

5.5 When will the updated project, policy, service or strategy be reviewed?

n/a

Factors which the decision maker should consider before determining the proposal

1. Did the publication of the statutory notice comply with the requirements of Section 15 of the Education and Inspections Act 2006 (as amended by the Education Act 2011) and the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013?

1.1 The statutory notice complied with the requirements set out above.

2. Is the proposal related to other published proposals?

2.1 The proposal to close Rodmell CE Primary School is not related to other published proposals.

3. Is conditional approval being sought for the proposal?

3.1 When determining the proposal, the decision maker can:

- Reject the proposal;
- Approve the proposal without modification;
- Approve the proposal with such modifications as the decision maker thinks desirable, after consulting with the governing body
- Approve the proposal – with or without modification – subject to certain conditions being met

3.2 In this instance, Cabinet is recommended to approve the proposal without modification i.e. to close Rodmell CE Primary School with effect from 31 August 2018.

4. Was a statutory consultation carried out prior to the publication of statutory notices?

4.1 A six week period of local consultation was carried out between 15 April and 27 May 2016 (please refer to section 5 below).

5. Reason for closure

5.1 In October 2014 the Lead Member for Education and Inclusion, Special Educational Needs and Disability (formerly the Lead Member for Learning and School Effectiveness) ("the Lead Member") agreed that a review of primary schools should be undertaken in the Lewes area. This was in the context of the Council's principles for planning the provision of education places in East Sussex as set out in the '*Education Commissioning Plan 2014 – 2018'* and the Council's strategy for school improvement '*Excellence for All'*. The Council has a duty to ensure there is sufficient provision to meet the predicted demand for places and to also look more widely at the organisation of schools to make sure they are well placed to deliver a high quality education to their local communities. The Lead Member report is available at: https://democracy.eastsussex.gov.uk/CeListDocuments.aspx?CommitteeId=156&MeetingId=1319&DF=06%2f10%2f2014&Ver=2

5.2 The Area Review raised significant concerns about the long term sustainability of the School in terms of the risks to its financial stability, securing good outcomes for pupils and the absence of demand for places from within its community area. For these reasons and having considered alternative options including federation, amalgamation and academisation, approval was sought from the Lead Member on 21 March 2016 to consult on a proposal to close the School. The Lead Member agreed that the Council should consult on the closure of the School but instructed the Council to fully consider any proposals coming from the School or from other

consultees around federation or amalgamation which would lead to a sustainable solution. The Lead Member report can be viewed at:
https://democracy.eastsussex.gov.uk/ieListDocuments.aspx?CId=456&MId=2867&Ver=4

5.3 The Diocese of Chichester ("the Diocese") shared the Council's concerns and agreed that the Council should consult on closure of the School.

5.4 The consultation period commenced on 15 April 2016 and finished on 27 May 2016. The Council consulted with the governing body, pupils, parents and carers, staff, other local schools and trade unions. The Council also consulted with a wide range of other groups including the parish council, the district council, the local MP, the Church of England and Catholic dioceses and the wider local community.

5.5 It was apparent from the level of response received during the consultation that parents and carers, pupils, staff, the governing body and the local community were overwhelmingly against the School closing.

5.6 Although the Council remained very concerned about the long term sustainability of the School it agreed that the governors of the school should be given more time to explore partnership solutions with other schools, including a possible federation with Iford and Kingston CE Primary School.

5.7 As a result, on 19 July 2016 the Council's Cabinet agreed to halt the proposed closure of the School and allow the governing body further time to submit a firm and viable proposal that would ensure a sustainable future model for the School. The proposal was to be submitted in time for review by the Council during Term 5 of the 2016/17 academic year. The Cabinet report is available at:
https://democracy.eastsussex.gov.uk/ieListDocuments.aspx?CId=133&MId=2604&Ver=4

5.8 Having been unable to find a viable partnership model for the School, the Chair of Governors informed the Director of Children's Services, the Diocese, staff and parents and carers on 19 January 2017 that the governing body had reached the decision that the school can no longer provide a sustainable future for its children and that the school should move to closure by 31 August 2018.

5.9 The Council remains concerned about the long term sustainability of the School for the reasons set out above and supports the governing body's decision to move to closure. This view is shared by the Diocese.

6. Pupil numbers and admissions

6.1 The School is a co-educational Voluntary Aided primary school for children aged 4-11. The School is a mainstream school. There is no specific provision on the site that is recognised by the Council as reserved for pupils with SEN.

6.2 At the time of writing there are only three children in attendance at the School. No children live in the Rodmell community area.

7. Displaced pupils

7.1 There are sufficient places across primary schools in the surrounding area to accommodate every child that requires a place at an alternative school.

7.2 Should closure of the School be approved, arrangements would be made for parents/carers to apply for a place at an alternative school in their local area. Parents/carers would be asked to complete an admissions application form and to name up to three schools they would like their child/ren to attend. Parents/carers would be offered a school place for their child/ren, either at one of their preferred schools named on the application form, or if this is not possible, at the nearest school to the child's home where a place is available. It should be noted that parents have a right to express a preference for a school, not to choose which school their child/ren attend.

7.3 The Council will try to meet parents/carers preferences wherever possible but cannot guarantee to do so. The allocation of places will be made in line with the admissions policy as set out in the school admissions booklet which is available on the East Sussex website. https://new.eastsussex.gov.uk/educationandlearning/schools/admissions/

8. Impact on the Community

8.1 It is not considered that there would be a significant impact on the local community as no children remaining at the School live in the Rodmell community area.

8.2 In-area demand for places at the School has been low for a number of years. This is evidenced by an average birth rate of only 2 per annum over the last ten years. In-area demand is insufficient to sustain the school in the future.

8.3 The Diocese has no plans for the site at this stage and will not consider the future of the site until such time as the School's future is determined in order to remain impartial during the consultation. If the decision is taken to close the School and the School site is sold, the Diocese proceeds would go into an education foundation account to be invested and used for education purposes in the Diocese and it would be for the trustees to decide whether the money would be reinvested in the local area to support children who have been displaced from the School.

9. Rural Primary Schools

9.1 Section 15(4) of the Education and Inspection Act 2006 relating to the closure of rural primary schools. The Council can confirm that as of September 2016, Rodmell CE Primary School was designated as a rural primary school under the Designation of Rural Primary Schools (England) Order.

10. Balance of denominational provision

10.1 The School is a Church of England Voluntary Aided school. It is not believed that the proposal will have a negative impact on the balance of denominational provision and associated parental choice in the area should the School close on 31 August 2018. It is predicted that there would be places available at alternative Church schools in the wider area in the 2018/19 academic year to accommodate children currently on roll at the School should parental preference be for a faith place.

10.2 The church schools in the wider area are:

Iford & Kingston CE Primary School – Voluntary Controlled
Southover CE Primary School, Lewes – Voluntary Controlled
South Malling CE Primary School, Lewes – Voluntary Controlled
St Pancras Catholic Primary School, Lewes – Voluntary Aided
Annecy Catholic Primary School, Seaford – Voluntary Aided
Our Lady of Lourdes RC School, Rottingdean – Voluntary Aided
St Margaret's CE Primary School, Rottingdean – Voluntary Aided

11. Maintained Nursery

11.1 The School does not have a maintained nursery and therefore no consideration needs to be given under this section.

12. Sixth Form Provision

12.1 The School does not have a Sixth form and therefore no consideration needs to be given under this section.

13. Special Educational Needs Provision

13.1 The School is a mainstream school. There is no specific provision on the site that is recognised by the Council as reserved for pupils with SEN. All mainstream schools are required to

meet the individual needs of all their pupils including those with SEN and disability. All schools in the area want all children to thrive and have access to a range of support to help with their needs. This would be the case for children moving from the School and all schools would be expected to provide the same level of care as that provided at the School.

13.2 Should the proposal to close the School be approved, the Council would work closely with receiving schools to ensure appropriate transition arrangements would be made so that any potential adverse impacts on affected pupils would be mitigated.

13.3 The Council and affected schools have a duty to support appropriate transition arrangements and the Council would take all practical steps to ease the transition for pupils, most especially for vulnerable learners and those with SEN. Were the School to close the Council is confident that teaching staff at other schools would manage the transition of any pupils to their new school. These circumstances are not unusual in that schools regularly manage in-year admissions, including learners with SEN.

13.4 The Council would closely monitor the transition of the pupils to their new schools through regular monitoring arrangements already in place.

13.5 All schools have to report on the outcomes of all pupils, including those with SEN. The Council would continue to monitor regularly the outcomes at all schools for these pupils.

14. Travel

14.1 It is not considered that there will be a significant impact on school journey times should the School close on 31 August 2018. No children remaining at the school live in the Rodmell community area. It is likely that children's journey times will be shorter in the future as children will be able to attend a school closer to their home address.

14.2 It is envisaged that displaced pupils will continue to be transported to school under arrangement made by their parents and that, given it is anticipated that displaced pupils will attend schools closer to their homes, there will be no increased use of cars.

14.3 Free transport would be provided for eligible pupils provided they meet the criteria. The criteria can be found on the East Sussex website at:
https://www.eastsussex.gov.uk/educationandlearning/schools/transport/free/

Report to: **Cabinet**

Date: **19 September 2017**

By: **Chief Operating Officer**

Title of report: **Authorised banking arrangements**

Purpose of report: **To agree revisions to the list of authorised signatures**

RECOMMENDATIONS

Cabinet is recommended to rescind the previous list of officers authorised to sign cheques drawn on the County Council's main bank account and to authorise the officers set out in paragraph 2.2 in their place.

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1. Background

1.1 The Financial Regulation (A9) of the County Council authorises the Chief Finance Officer to agree operational arrangements with our bankers and to operate accounts as he/she deems necessary. It also prescribes that cheques drawn on the County Council's main banking accounts are to bear the pre-printed signature of the Chief Finance Officer to be signed by him/her or other officers authorised by the Cabinet. Following the formation of a new Orbis Finance service, there have been a number of changes. The effect of this is that the posts which are authorised signatories need to be changed to reflect the new department's structure.

2. Supporting Information

2.1 In June 2013, the Cabinet agreed a revision to the Council's banking arrangements. The arrangements included a list of seven officers who are authorised, in addition to the Chief Finance Officer, to sign cheques drawn on the County Council's main banking accounts (County Fund, Payments Account and Salaries Account). The authorised officers were changed to:

- Chief Operating Officer
- Assistant Director for Service Finance
- Head of Accounts and Pensions
- Head of Financial Planning
- Head of Finance (3 posts).

2.2 The Council is going through organisational change and as part of this, the following are proposed as the authorised officers to reflect the new structure in the new Orbis Finance service:

- Chief Operating Officer
- Chief Finance Officer
- Head of Pensions
- Head of Finance (Planning and Reporting).

2.3 These officers can also open cheques under exceptional circumstances and these tend to be a very small volume (single figures).

2.4 The number of cheques requiring countersignature continues to decline. These were because of arrangements being put in place to use BACS, as these are more secure and convenient than cheque payments.

3. Conclusion and Reason for Recommendation

3.1 This report fulfils the requirement in Financial Regulations that the Cabinet has to approve the list of authorised officers (set out in paragraph 2.2) to sign cheques drawn on the County Council's bank accounts. The Cabinet is recommended to agree the new authorisation list.

KEVIN FOSTER
Chief Operating Officer

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Local Member(s): All

BACKGROUND DOCUMENTS

Cabinet 11 June 2013 – Authorised banking arrangements
Financial Regulations of the County Council