

# 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](http://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](http://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 EqlA 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.

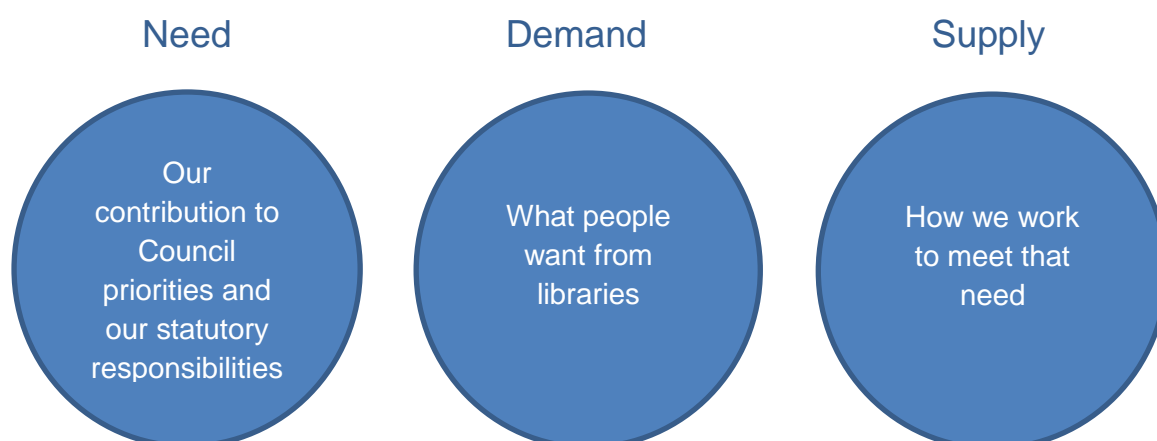
In the context of significant reductions in public spending at Government level, the Council cannot afford to spend as much on its library service as it has in the past. The draft Libraries Strategic Commissioning Strategy has sought to identify further savings of up to £750,000 from the library service, 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](https://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**

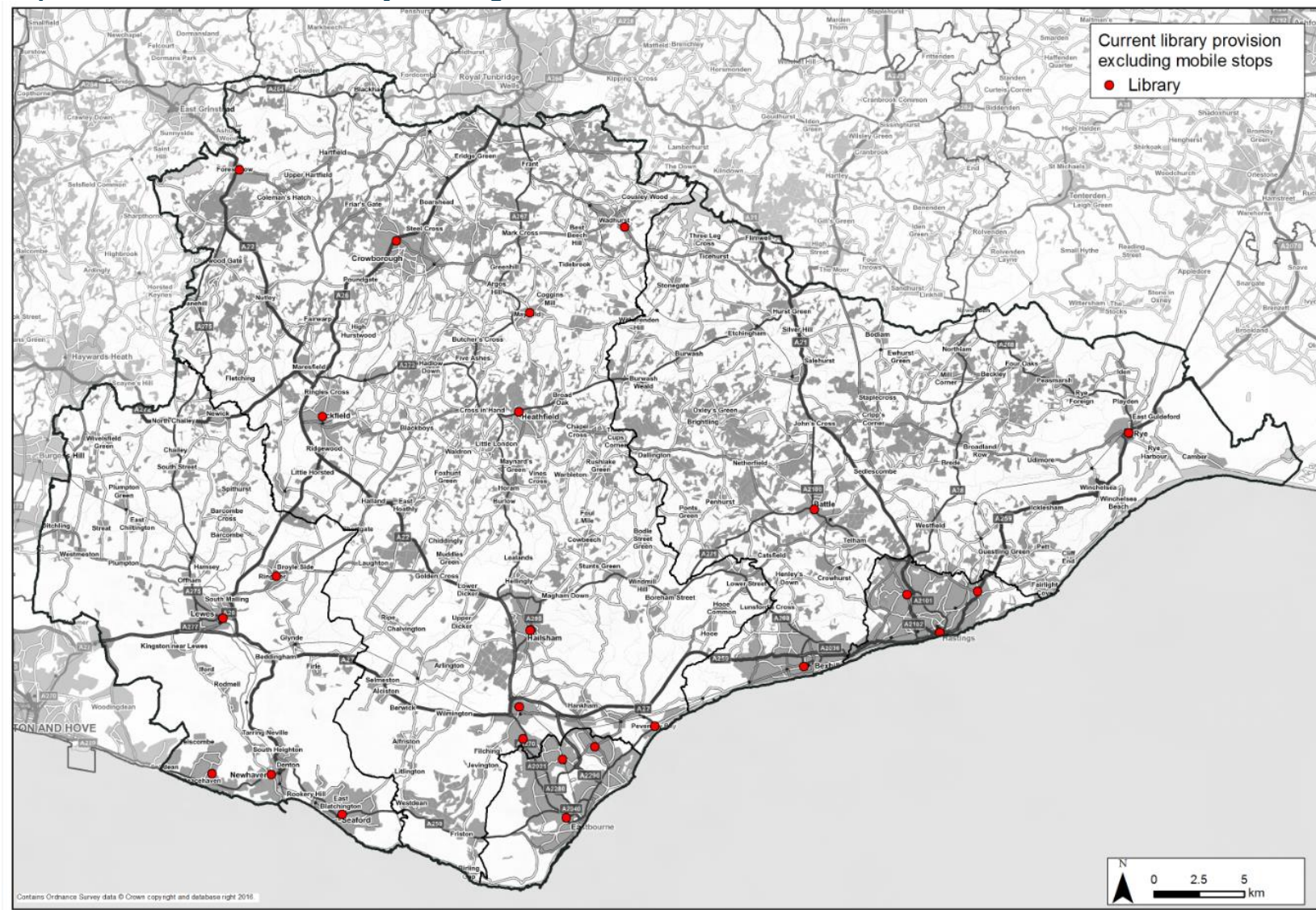
Currently we provide a network of 24 libraries across East Sussex. We propose to provide 17 libraries in appropriate locations across the county according to need and in order to maintain a high level of accessibility. The research we undertook for the draft Libraries Strategic Commissioning Strategy 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:**

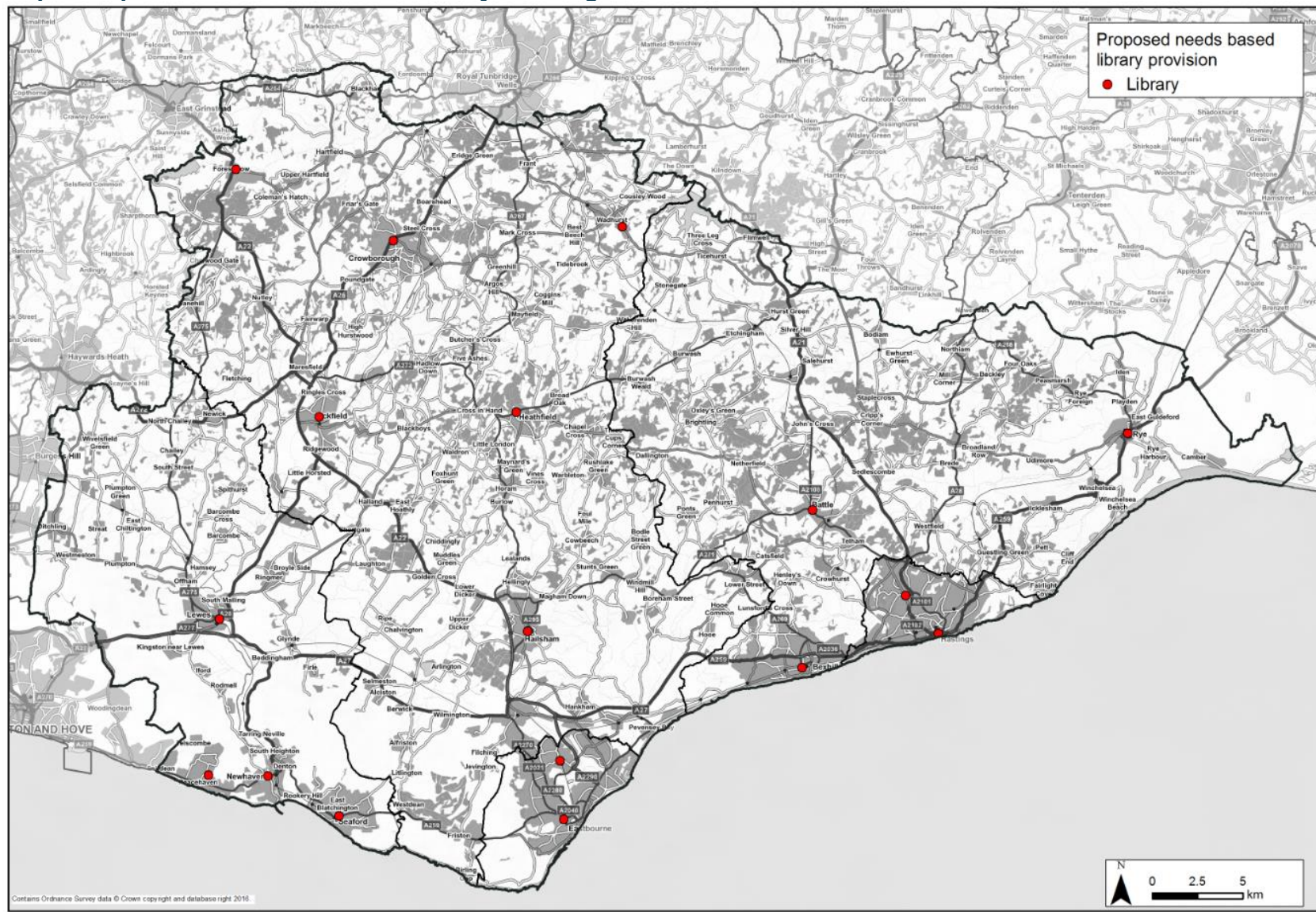
Battle	Hollington
Bexhill	Lewes
Crowborough	Newhaven
Eastbourne	Peacehaven
Forest Row	Rye
Hailsham	Seaford
Hampden Park	Uckfield
Hastings	Wadhurst
Heathfield	

**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.

### **Pevensy Bay**

The needs assessment shows that Pevensy Bay is not in a priority area of need. In order to direct resources to where they are needed most it is proposed that Pevensy Bay Library is not retained. Off-peak journey times from Pevensy 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

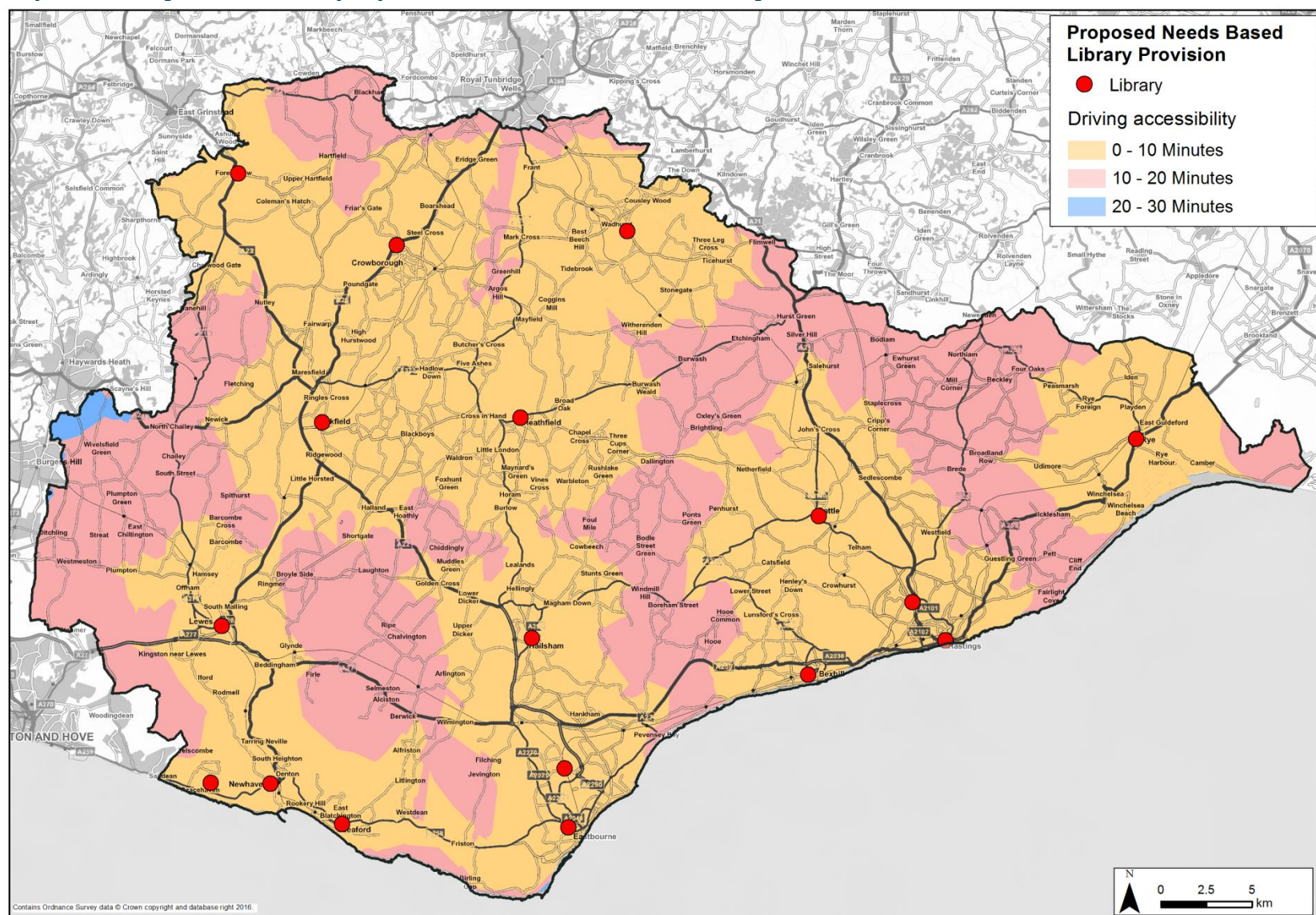
17 libraries compared to the current network of 24 library buildings and the current network of 24 library buildings plus mobile library stops.

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

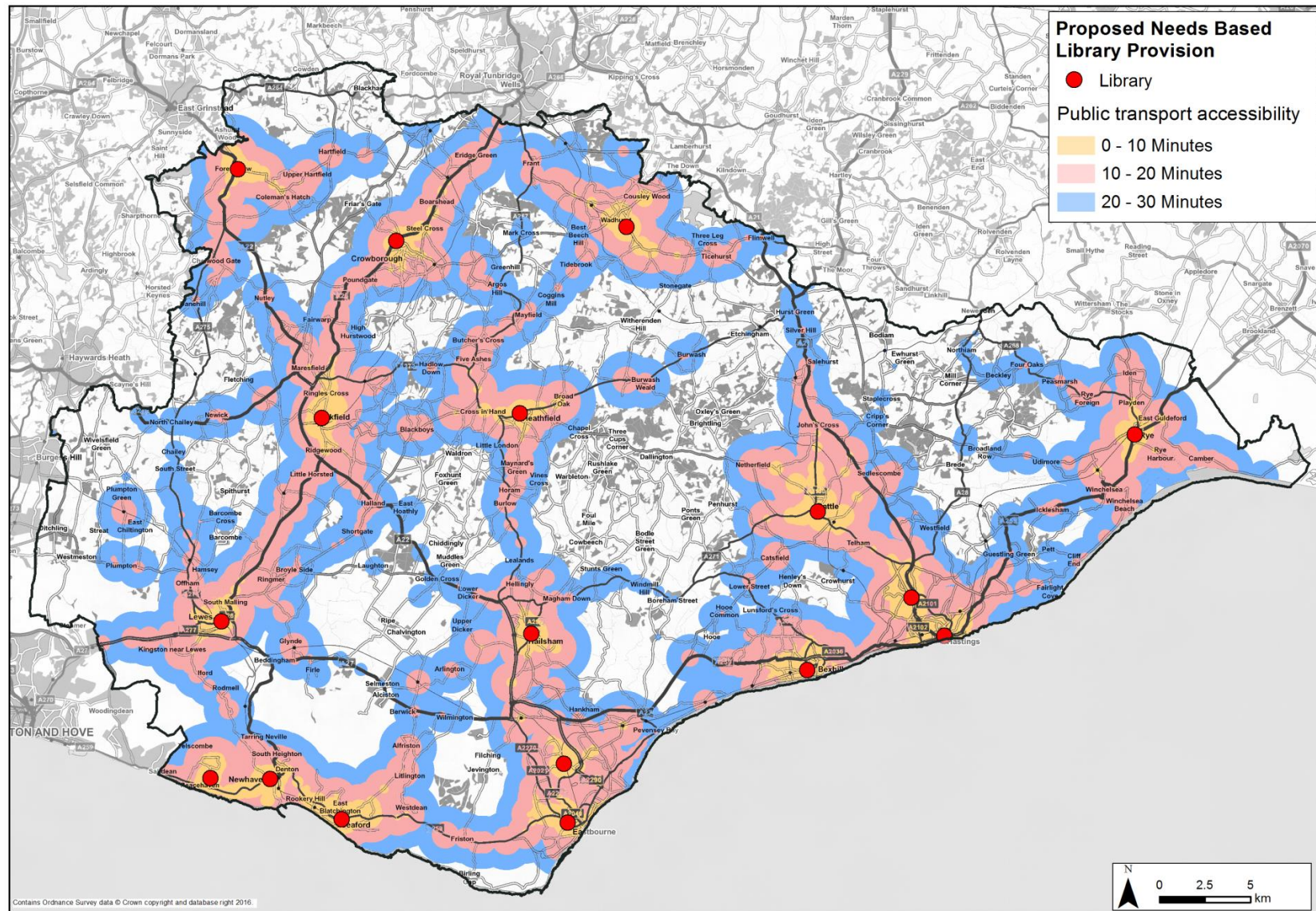
		Journey time in minutes								
Cumulative totals		Public Transport			Driving			Walking		
		0-10	0-20	0-30	0-10	0-20	0-30	0-10	0-20	0-30
No. of residents within journey time	Current 24 libraries & Mobile Library stops	380,428	511,894	524,342	527,108	527,521	527,521	119,851	300,467	460,805
	Current 24 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](mailto: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.

<b>Library</b>	<b>Owned, leased or licenced</b>	<b>Estimated staff cost (in-library staff only)</b>	<b>Estimated running costs (rents, rates, upkeep), and including income</b>	<b>Total</b>
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
<b>Total</b>	<b>£653,000</b>

## 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	<b>National and local context</b>	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	<b>Needs Assessment</b>	Explains the different needs across the county and within different communities, which are relevant to the library service
3	<b>Service Description and Analysis</b>	Explains how the current library service is provided, including comparison with other library services and findings from consultations with service users
4	<b>Property Assessment</b>	Explains the current buildings used to provide the library service and opportunities that exist to use them better in future
5	<b>Accessibility Analysis</b>	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	<b>Gap Analysis</b>	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	<b>Delivery model options appraisal</b>	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.



**Produced by the Library and Information Service**

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September 2017