



Cabinet

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Appendix 12

Libraries Strategic Commissioning Strategy

Technical Appendix 6

Gap Analysis and Strategic Outcomes

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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. Equality Impact Assessment.						
Appendix 3 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
<p>Children and young people with low educational attainment have greatest need for support to improve their literacy</p>	<p>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.</p>	<p>Free reading materials for children and young people are provided in all libraries and online.</p> <p>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.</p> <p>Free literacy activities, such as the Summer Reading Challenge, are provided in all libraries and promoted to schools across the county.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
<p>Children without English as a first language are likely to have particular literacy challenges</p>	<p>Eastbourne, including Hampden Park and Langney Hastings</p>	<p>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.</p> <p>Free literacy activities, such as the Summer Reading Challenge, are provided in all libraries and promoted to schools across the county.</p> <p>Free dual-language literacy sessions for pre-school children and their families for whom English is not their first language are provided in Hastings.</p> <p>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.</p>	<p>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.</p> <p>Extend dual-language literacy sessions for pre-school aged children and their families in areas with higher needs.</p>

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
<p>Adults with low literacy skills, including some adults whose first language is not English, need targeted support</p>	<p>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</p>	<p>Free reading materials for adults are provided in all libraries and online, including Quick Reads for those with lower literacy levels.</p> <p>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.</p> <p>Free dual-language literacy sessions for pre-school children and their families for whom English is not their first language are provided in Hastings.</p>	<p>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.</p> <p>Extend dual-language literacy sessions for pre-school aged children and their families in areas with higher needs.</p> <p>Provide reading sessions or outreach sessions for adults with low literacy in areas with higher needs.</p>

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
<p>Children and adults with disabilities may face additional barriers to accessing reading and literacy and may require targeted support</p>	<p>Parts of Bexhill Eastbourne Hastings Newhaven</p>	<p>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.</p> <p>New reading equipment and support for people with visual impairments and dyslexia has been introduced in Bexhill and Eastbourne libraries.</p> <p>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.</p> <p>Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries.</p>	<p>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.</p> <p>Seek opportunities with partners to extend literacy activities for adults with disabilities in areas with higher needs.</p> <p>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.</p>

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	<p>Parts of Bexhill</p> <p>Langney and Hampden Park</p> <p>Parts of Lewes</p> <p>Parts of Hailsham</p> <p>Hastings, including Hollington and Ore</p> <p>Newhaven</p> <p>Parts of Peacehaven</p> <p>Parts of Rye and the surrounding rural area</p> <p>Parts of Uckfield</p>	<p>Free reading materials for adults are provided in all libraries and online, including Quick Reads for those with lower literacy levels.</p> <p>Free online job seeking training and CV resources are provided via the eLibrary including Atomic Training, My Work Search, Learn My Way</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>Increase volunteering to extend or promote IT for You in areas with higher needs.</p>

		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 partners. 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
<p>Those with a long-term health problem or disability may need support to access library services and signposting to other services.</p>	<p>Eastbourne Parts of Bexhill Hastings Parts of Hailsham Newhaven</p>	<p>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</p> <p>Free resources for people with disabilities and long term health conditions, including visual impairment, hearing impairment and learning disabilities, are provided in all libraries.</p> <p>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.</p> <p>Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries.</p>	<p>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.</p> <p>Expand Books on Prescription as new lists are developed, for example the new 'Critical Illness' list</p> <p>Extend literacy activities for adults with disabilities in areas with higher needs.</p> <p>Actively develop more partnerships with Public Health and voluntary and community sector organisations for health promotions in libraries.</p>

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
<p>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</p>	<p>Parts of Bexhill Eastbourne, including Hampden Park Parts of Hailsham Hastings Surrounding rural area of Rye</p>	<p>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</p> <p>Free resources for people with disabilities and long term health conditions, including visual impairment, hearing impairment and learning disabilities, are provided in all libraries.</p> <p>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.</p> <p>Free literacy activities for adults with learning disabilities take place in Seaford and Uckfield libraries.</p>	<p>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.</p> <p>Expand Books on Prescription as new lists are developed, for example the new 'Critical Illness' list</p> <p>Extend literacy activities for adults with disabilities in areas with higher needs.</p> <p>Actively develop more partnerships with Public Health and voluntary and community sector organisations for health promotions in libraries.</p>

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	<p>Parts of Bexhill</p> <p>Eastbourne, including Hampden Park and Langney</p> <p>Parts of Lewes</p> <p>Parts of Hailsham</p> <p>Hastings, including Hollington and Ore</p> <p>Newhaven</p> <p>Parts of Peacehaven</p> <p>Parts of Rye and the surrounding rural area</p> <p>Parts of Uckfield</p>	<p>Free online IT training and resources are provided via the eLibrary, including Atomic Training, Learn My Way)</p> <p>Free Computer Buddy sessions providing one to one computer and internet support (in 15 libraries)</p> <p>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.</p> <p>IT courses are offered through Learndirect in Eastbourne and Hastings libraries to people on benefits.</p>	<p>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.</p> <p>Increase volunteering to extend or promote IT for You and Computer Buddies to these areas with higher needs.</p>

Identified need	Areas of higher need	How does the current service offer support this need	Identified gap in the current service offer
<p>People who do not have access to the internet due to affordability are likely to need access to online services</p>	<p>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</p>	<p>Free online IT training and resources are provided via the eLibrary, including Atomic Training, Learn My Way)</p> <p>Free Computer Buddy sessions providing one to one computer and internet support (in 15 libraries)</p> <p>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.</p> <p>Free IT courses are offered through Learndirect in Eastbourne and Hastings libraries.</p>	<p>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.</p> <p>Increase volunteering to extend or promote IT for You and Computer Buddies to these areas with higher needs.</p>
<p>Those aged over 65 years may lack basic IT skills</p>	<p>Parts of Bexhill Eastbourne Parts of Hailsham Hastings Parts of Heathfield Parts of Lewes</p>	<p>Free online IT training and resources are provided via the eLibrary, including Atomic Training, Learn My Way)</p> <p>Free Computer Buddy sessions providing one to one computer and internet support (in 15 libraries)</p>	<p>New, targeted promotion of the PN and Wi-Fi offer in these areas, including skills support, specifically targeting those aged 65 and over.</p> <p>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.</p>

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.