

**Cabinet**

**6 March 2018**

**Appendix 9**

**Libraries Strategic Commissioning Strategy**

**Technical Appendix 3**

**Service Description and Analysis**

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# Purpose of the Technical Appendix

## Introduction

- 1.1. This Technical Appendix describes all aspects of the current East Sussex Library and Information Service. It analyses provision across the county and reviews the performance of the service against other local authorities.
- 1.2 This is one of a number of documents, Technical Appendices (TA), which form the evidence base that supports the draft Libraries Strategic Commissioning Strategy. These documents are as follows:

Draft Libraries Strategic Commissioning Strategy						
Appendix 1 Rationale and Impact Assessment for the Proposed Needs Based Library Service						
Appendix 2. 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 This Technical Appendix compares East Sussex's performance with its nearest statistical neighbouring authorities, using data from Public Library Statistics, published on an annual basis by the Chartered Institute of Public Finance and Accountancy (CIPFA). The latest published data available is for 2015/16. The comparator group of local authorities for East Sussex consists of:

- West Sussex
- Gloucestershire
- Kent
- Dorset
- Suffolk
- North Yorkshire
- Hampshire
- Cumbria
- Devon
- Worcestershire
- Warwickshire
- Somerset
- Essex
- Norfolk
- Lincolnshire

- 1.4 The results for these other local authorities have been anonymised in this Technical Appendix, according to CIPFA guidance.

## 2 Library and Information Service summary

### Summary of current services provided

2.1. The current services provided by the Library and Information Service are summarised as follows:

- 24 library buildings, the eLibrary, (online library service) and a Mobile Library Service (serves rural locations)
- Materials to borrow, including books, newspapers and magazines, in both hard copy and digital formats, for anyone who lives, works or studies in East Sussex
- Free access to computers, internet and Wi-Fi in all libraries
- Information, both in hard copy and online, including encyclopedias, dictionaries and other reference materials, a community information service, training courses , and a monthly eNewsletter,
- An online catalogue, with facilities to reserve items and extend loan periods
- Services for people with specific requirements, such as reminiscence resources to support people with dementia and talking books for people with visual impairment
- A Home Library Service, delivered by volunteers to people who are not able to visit a library
- Library services for Her Majesty's Prison (HMP) Lewes
- Opportunities for volunteering in a range of roles including computer buddies
- A service for schools, known as the Schools Library and Museum Service (SLAMS), which delivers resources to support the curriculum and fiction to promote reading for pleasure, as well as advice on the management of school libraries
- Learning opportunities, both formal and informal, helping people to get online, improve their skills and providing support with job seeking
- Events and activities to support literacy, learning and wellbeing including a Summer Reading Challenge for children over the summer holiday period
- Meeting room hire

## 3 Membership

### Types of membership

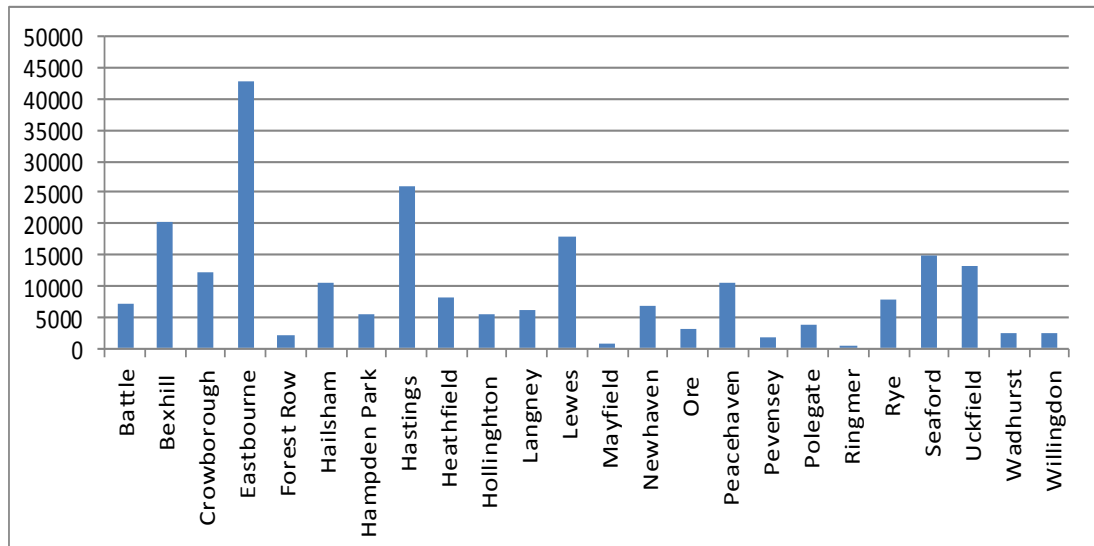
- 3.1 Membership of the Library and Information Service is free and open to all who live, work and study in East Sussex, with proof of name and address.
- 3.2 Members can borrow a range of items, including a maximum of 20 books, 6 CDs, 6 audio books and 6 DVDs, as follows:
  - Books – 3 week loan
  - Spoken word CDs – 3 week loan (fee applies)
  - CDs – 1 week loan (fee applies)
  - DVDs – 1 week loan (fee applies)
  - Language courses – 2 at a time
- 3.3 Members can also use the free library computers and Wi-Fi.
- 3.4 There are additional membership categories, to allow for people's different needs and circumstances. For example, categories are provided for people with disabilities, childminders, carers, health practitioners and care centres.
- 3.5 There are also customers who visit the library, to use the resources and facilities, but do not have a membership.

### Active and registered members

- 3.6 At 31 March 2017, there were 62,027 active members of the East Sussex Library and Information Service. The number of active members is decreasing, shown by comparison with 31<sup>st</sup> March 2015 when there were 74,176 active members. For purposes of comparison between local authorities, active members are defined by CIPFA as the number of people who have borrowed an item in the previous twelve months. Although useful as a general indicator, it does not include people who use library services for other purposes, such as using library computers, borrowing eBooks only or visiting a library to consult resources without borrowing them.
- 3.7 In April 2017 there were 239,636 registered members of the East Sussex Library and Information Service. This is approximately 44% of the population of the county. Registered members are people with a current library membership. Customers have to re-register every two years to ensure their details are current. Their membership expires if they do not update their details, but can be reactivated if contact is made. Registered membership is approximately 75% adult members and 25% children and young people (aged 0-15). The population of the county is made up of 17%, 0-15 year olds and 83% 16 years and over.

## Number of registered members

**Figure 1**      **Distribution of registered members by East Sussex library, at April 2017**



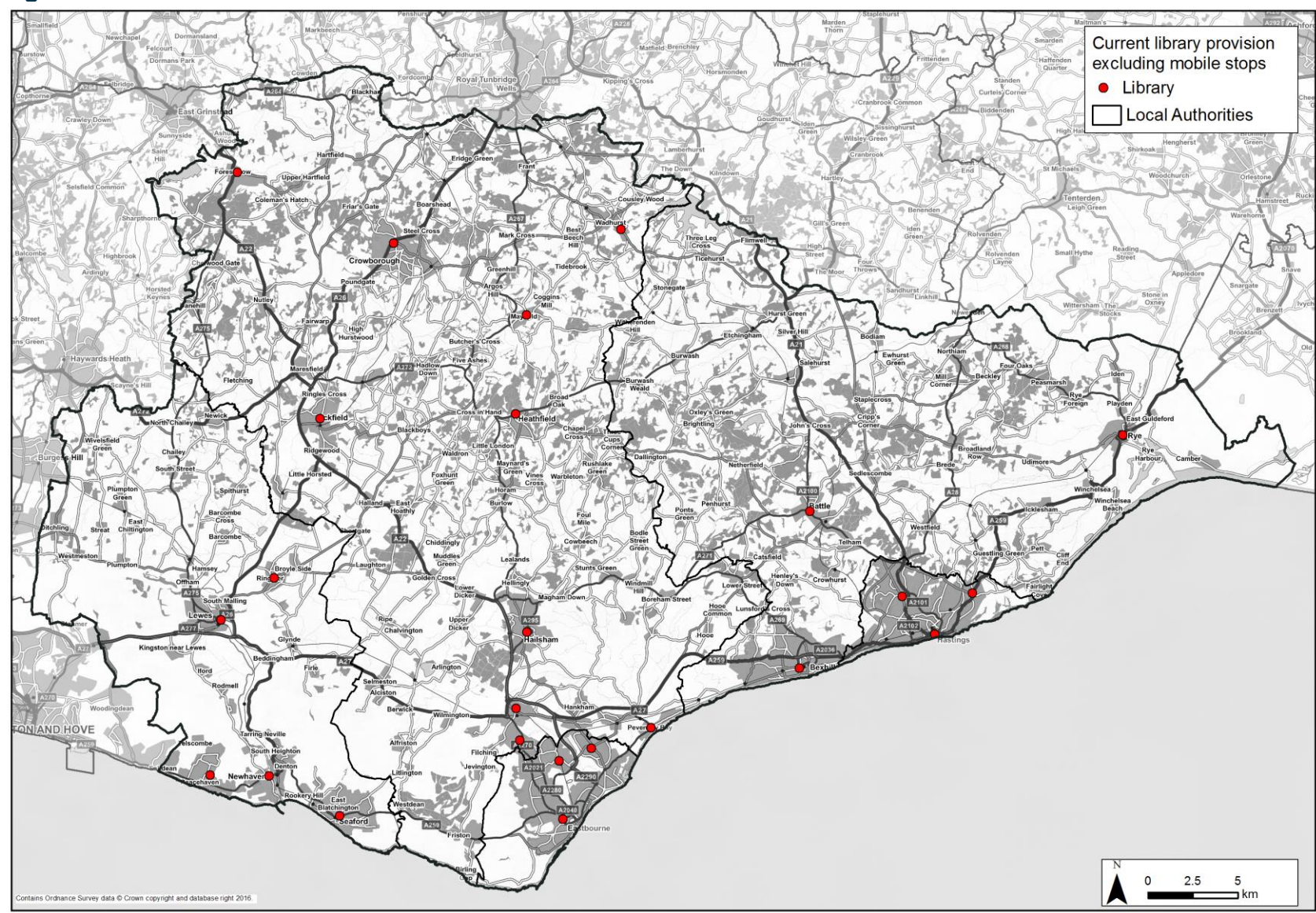
## 4 Libraries

### Introduction

- 4.1 There are 24 library buildings providing access in person to the Library and Information Service across the county, as shown in Figure 2 (below). In addition, the Library and Information Service supports a village book swap in Northiam.
- 4.2 Library opening hours have recently been reviewed following public consultation. The rationale behind the changes, implemented in November 2016, was to decrease library running costs by reducing opening hours at quieter times, whilst ensuring that people can access services across the county when they are most used.
- 4.3 The review resulted in an overall reduction of around 25% of opening hours. It was recognised that a uniform reduction of 25% for every library would have a disproportionate impact on smaller libraries in particular and for their users. Therefore, the actual change for each library varied, with a reduction of between 8% and 27%.
- 4.4 Libraries now open between the hours of 10am and 5pm, apart from those libraries which were previously open later than 5.30pm on one or more days, which now also open until 6pm on a Thursday. All libraries also now open on a Saturday.
- 4.5 In addition to the library services provided by East Sussex County Council, there are two community-run libraries in East Sussex, as well as a number of informal book swaps.



Figure 2 Location of East Sussex libraries





## Visits

- 4.6 In 2016/17 there were 1,475,203 visits to the 24 fixed libraries in East Sussex. Table 1 shows the breakdown by library of the total number of visits in 2016/17, including the average number of visits per hour before and after the review of opening hours was implemented on 28 November 2016.

**Table 1 Total visits and average number of visits per hour, 2016/17**

Library	Visits 2016/17	Average visits per hour	Average visits per hour
		(01 April to 27 November 2016)	(28 November 2016 to 31 March 2017)
Battle	50,604	26	27
Bexhill	149,706	70	76
Crowborough	57,233	24	27
Eastbourne	287,239	113	134
Forest Row	13,962	19	21
Hailsham	51,537	26	26
Hampden Park	27,338	18	17
Hastings	148,089	67	68
Heathfield	40,772	28	29
Hollington	25,637	18	18
Langney	47,256	38	36
Lewes	109,242	52	57
Mayfield	3,303	6	5
Newhaven	65,324	40	40
Ore	11,178	9	9
Peacehaven	55,776	32	31
Pevensey Bay	7,947	6	14
Polegate	31,958	22	24
Ringmer	7,297	17	16
Rye	43,611	19	20
Seaford	134,329	59	78
Uckfield	70,021	33	34
Wadhurst	14,056	25	19
Willingdon	21,788	20	14
<b>Total</b>	<b>1,475,203</b>	<b>32.8</b>	<b>35</b>

Notes: Pevensey Bay Library was closed for part of 2016/17 due to flood damage. Hastings Library is operating from the former Hastings Children's Library whilst the main library is refurbished

## Analysis of visits

- 4.7 Each library records the number of visits made on a daily basis. Visits are counted by clickers, beam counters and thermal imaging devices. The information collected is useful for showing trends in visitor figures, but should not be treated as 100% accurate, given the nature of the technology.
- 4.8 The cost per library visit is an indicator which can be used to benchmark library services but its accuracy depends on comparing costs on a like for like basis and accurate recording of number of visits. It is a fairly crude indicator and should not be taken as the actual cost to the Library and Information Service for each visit, as it does not take into account the number of visits to our online resources or the cost of other services provided.
- 4.9 Including the mobile library, but excluding HMP Lewes, there were 1,486,199 visits to the East Sussex libraries in 2016/17. Based on the annual net budget of £5,960,200, minus depreciation costs of £654,000 the cost per visit in 2016/17 was £3.57.
- 4.10 In 2006/7 there were 2.52 million visits to East Sussex libraries. Visitor numbers have decreased by over 40% since then. Table 2 shows visitor numbers from 2014/15 to 2016/17. The decrease in visits since 2014/15 is 25%.

**Table 2 Visits by library, 2014/15 to 2016/17**

Library	2014/15	2015/16	2016/17
Battle	58,855	55,161	50,604
Bexhill	190,483	172,622	149,706
Crowborough	83,551	62,967	57,233
Eastbourne	352,300	328,272	287,239
Forest Row	15,631	15,224	13,962
Hailsham	71,406	66,301	51,537
Hampden park	29,996	28,618	27,338
Hastings (main and children's libraries)	335,321	243,221	148,089
Heathfield	45,866	41,682	40,772
Hollington	27,342	27,450	25,637
Langney	59,776	55,248	47,256
Lewes	143,102	131,956	109,242
Mayfield	3,715	3,372	3,303
Newhaven	46,707	59,586	65,324
Ore	19,578	12,306	11,178
Peacehaven	101,004	74,967	55,776

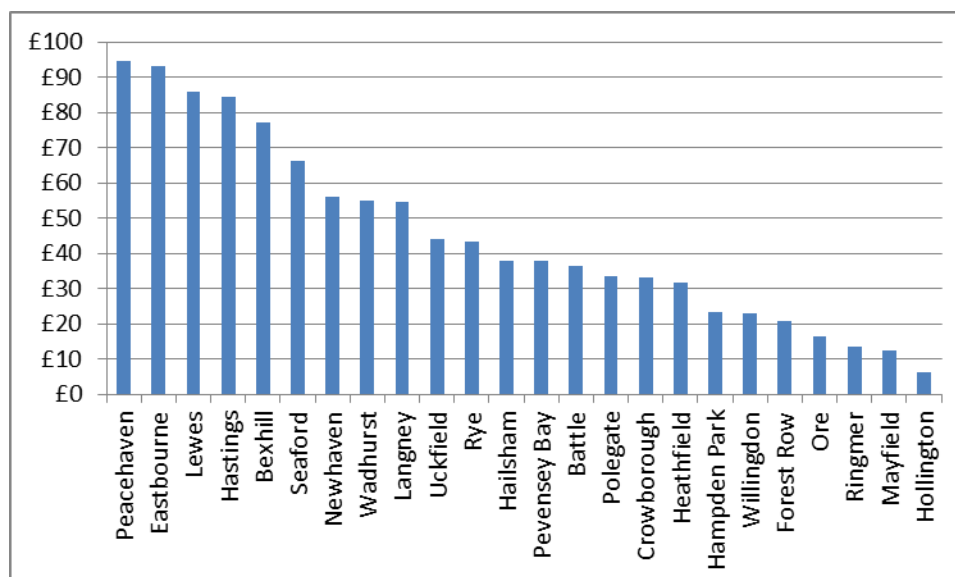
Library	2014/15	2015/16	2016/17
Pevensey Bay	12,262	196	7,947
Polegate	41,372	35,271	31,958
Ringmer	6,928	6,950	7,297
Rye	71,465	52,451	43,611
Seaford	116,709	160,112	134,329
Uckfield	83,260	78,929	70,021
Wadhurst	17,212	17,729	14,056
Willingdon	33,601	30,704	21,788
Total	1,967,442	1,761,295	1,475,203
<b>% Decrease</b>		<b>10.47% from 14/15</b>	<b>16.24% from 15/16</b>
<b>Cumulative % Decrease</b>			<b>26.71% from 14/15</b>

Notes: Hastings main library has been closed for major refurbishment since February 2016. Pevensey Bay was closed due to flooding for parts of 2015/16 and 2016/17. Newhaven moved to new, improved larger premises in 2015. Seaford was in a temporary location prior to the opening of the new library in August 2014.

### Cost per open hour

- 4.11 Figure 3 provides cost per open hour for each individual library in 2016/17. The cost per library comprises the costs of the staff who work in the building, the costs of the building (rent, rates and utilities, if applicable) and includes income received in that building. It does not include all costs, some of which are paid centrally.
- 4.12 The cost per open hour is the total annual cost of these elements in 2016/17 divided by the number of hours that the library is currently open each year, divided by 52 weeks. It gives an indication of the cost per library and is a means of comparing libraries using the same criteria.

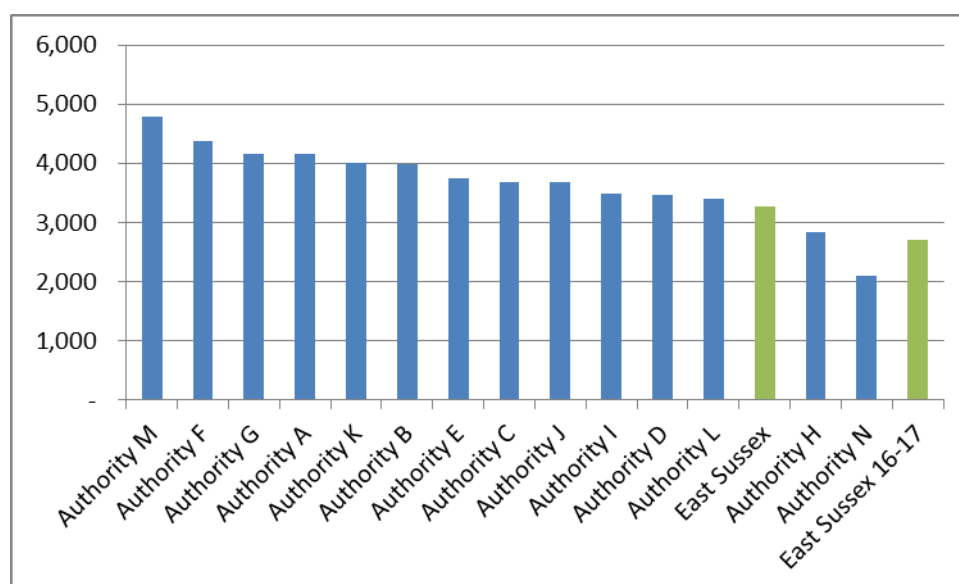
**Figure 3 Library cost per open hour, 2016/17**



## Benchmarking of library visits

- 4.13 Visits to East Sussex libraries are low when compared to the group of statistical neighbours, identified by CIPFA. Figure 4 shows that East Sussex had 3,260 visits per 1,000 population, compared with 4,787 in Worcestershire, which had the highest number of visits, and an average across the comparator group of 3,676 visits per 1,000 population. It shows an estimate for East Sussex for 2016/17.

**Figure 4 Library visits per 1,000 population, 2015/16**



Source: CIPFA, East Sussex County Council

- 4.14 Technical Appendix 1, National and Local Context, (Figures 4.2 and 4.3) summarised the overall picture of declining usage of libraries. Table 3 provides a further breakdown of changes in visits, active borrowers and issues from 2011/12 to 2015/16.

**Table 3 Trends in library usage nationally, CIPFA**

'000s	2011/12	2012/13	2013/14	2014/15	2015/16	% change since 2011/12
Active borrowers	11,412	10,321	9,883	8,991	8,421	-26.2
Visits to library premises	306,591	288,044	282,332	265,280	250,772	-18.2
Issues per user	287,505	262,762	247,245	220,606	205,509	-28.5

4.15 There is a similar pattern of declining usage in East Sussex between 2011/12 and 2015/16, although the reduction in both active borrowers and issues is less than the national reduction.

- Active borrowers reduced from 85,656 to 68,231, a reduction of 20.3%
- Visits to libraries reduced from 2,314,958 to 1,773,654, a reduction of 23.4%
- Issues reduced from 2,715,180 to 2,027,640, a reduction of 25.3%

### **Services in libraries**

4.16 The services available in each library vary dependent on their size and location. Self-service machines are available in 12 of the 24 libraries, allowing customers to issue, renew and return their own loans. Services provided by libraries include:

- Books, audiobooks and DVDs
- Free computer, internet and Wi-Fi access
- Reference and local history materials
- Photocopier and printing
- Bus pass applications verified and forwarded
- Choice ID and 3i-D (discounts and ID for young people)
- iGo (access to leisure activities for young people with disabilities or special needs)
- Disabled access
- Display facilities
- Regular library events: such as Rhymetimes for babies and toddlers
- Computer help from volunteers
- Some libraries have microfiche readers.

### **Mobile Library Service**

4.17 The Library and Information Service provides a mobile library service, with one wheelchair-accessible vehicle offering a three weekly service to 88 stops across the county, predominantly in rural locations. It carries stock of approximately 2,000 Items.

4.18 The vehicle is owned by the County Council. The service costs between £65,000 to £70,000 per annum to operate, this figure fluctuates due to vehicle running costs and requirement for agency staff. The vehicle is driven and managed by a full-time Library Manager, with additional support from agency staff. An HGV licence is required to drive the mobile library.

4.19 Some of the key statistics for the mobile library are:

- 32,152 items were issued, approximately 90% of which were to adults in 2016/17

- There were 10,996 visits by customers in 2016/17
- There were 2,928 registered members and 1,116 active members in May 2017
- 68% of registered members are female, 32% male
- 67% of mobile library customers use only the mobile library to borrow items

### **Home Library Service**

- 4.20 Volunteers select and deliver books and other items to meet the individual requests of people who are unable to visit libraries themselves due to mobility issues, illness or their caring responsibilities. 173 customers use the Home Library Service (as at April 2017) and there is a pool of 186 volunteers, some of whom are waiting to be matched with a customer.

### **Activities and partnerships**

- 4.21 The following are examples of significant activities and partnerships that are delivered through the East Sussex Library and Information Service. Some of these are activities that would be common in other UK library services and some are more locally developed services.

### **IT for you**

- 4.22 This project is funded by the Department for Work and Pensions (DWP) and is currently running in five Libraries, predominantly in Wealden. The aim is to help customers who need to improve their IT skills to seek employment by providing resources and support. Trained volunteers help them to get online, develop their IT skills and access online training packages. DWP provide referrals to the service and Possibility People provide additional support, specific to individual disability needs to help people get into sustainable employment.

### **Bookstart**

- 4.23 Bookstart is a national programme that provides free packs of books to every child in the UK at 0-12 months and then again between 3 and 4 years. All the packs are designed to give children the very best start in life with reading, books and literacy, and encourage parents and carers to enjoy books with their children from as early an age as possible. The Library and Information Service works in partnership with colleagues in health and early years settings to distribute packs to children, including children with special needs and for whom English is not their first language.

- 4.24 In East Sussex, over 3,480 Bookstart Baby Packs were gifted when parents registered the birth of their child and 6,600 Bookstart Treasure Packs were gifted to three year olds from January to December 2016.
- 4.25 There was a marked increase in dual language packs gifted to families. Polish was the language most in demand and there was also an increase in requests for additional special needs packs.

### **Rhymetime and Storytime**

- 4.26 Rhymetimes and Storytimes are free sessions provided in libraries for pre-school children with their parents and carers. The sessions promote and support Bookstart and contribute to the development of children's speech and language.
- 4.27 Rhymetime is currently offered in 15 libraries and Storytime in eight libraries. In 2016/17 Rhymetimes were attended by 10,980 children and parents/carers and Storytimes by 2,165 people.

### **Summer Reading Challenge**

- 4.28 The Summer Reading Challenge is a national initiative, managed by The Reading Agency to encourage children aged 4 to 11 to read six books during the long summer holiday. There is a different theme each year and children can read whatever type of books they choose (fact books, joke books, picture books, audio books) just as long as they are borrowed from the library. Children receive special rewards each time they finish a book and there is a certificate for every child who completes the Challenge.
- 4.29 The Summer Reading Challenge is open to all primary school aged children and is designed for all reading abilities. Schools work with libraries and give out information to encourage children to take part. In 2016, 8,563 children took part in East Sussex, an increase of over 500 on the previous year.

### **Macmillan information points**

- 4.30 In 2017, the Library and Information Service began a pilot with Macmillan to become part of a network of information provision for cancer support. An information point in Newhaven Library will provide access to information for people living and working in the area and will be easily accessible to people affected by cancer, including patients, carers, friends and family members.



## 5 Computers and internet access

### Introduction

- 5.1 There are 237 computer terminals for public use across the 24 East Sussex libraries, referred to as the People's Network. In addition, there are 11 computers at Eastbourne Library and 16 at Hastings Library (currently in a temporary location) used for learning initiatives, as well as 9 laptops which can be taken to events. Following a recent investment of £270,000, all library computers were replaced and upgraded to Windows 7 and Microsoft Office 10 software.
- 5.2 Every library also provides access to printing and scanning machines and has an accessible PC with a large key keyboard and mouse. A new initiative in 2017 will introduce software and equipment to support people with visual impairment. Use of the computers and internet is free and customers can book for an hour per day with the potential for further time if available.
- 5.3 In 2016/17, there were 281,704 computer sessions by customers on the People's Network, 232,579 (83%) were on desktop computers, 49,125 (17%), of these were Wi-Fi sessions using the customer's own device. Free Wi-Fi has been available in all libraries since March 2016 and usage is growing.
- 5.4 Details of the number of sessions at each individual library and the percentage change over three years follow in Table 4 below. It should be noted that opening hours were reduced in November 2016, resulting in fewer available hours for customers to use the computers. The table also does not include Wi-Fi sessions which are increasing year on year.

**Table 4 Sessions in libraries on PN computers, 2014/15 to 2016/17**

Library	2014/15	2015/16	2016/17
Battle	5,739	4,596	4,515
Bexhill	26,163	23,792	22,397
Crowborough	11,215	9,546	9,033
Eastbourne	97,457	87,477	75,147
Forest Row	1,972	1,857	1,617
Hailsham	10,677	9,838	8,653
Hampden Park	4,673	3,912	3,676
Hastings	43,271	36,460	21,574
Heathfield	4,040	3,560	3,765
Hollington	3,762	3,433	3,364
Langney	4,895	4,903	4,543

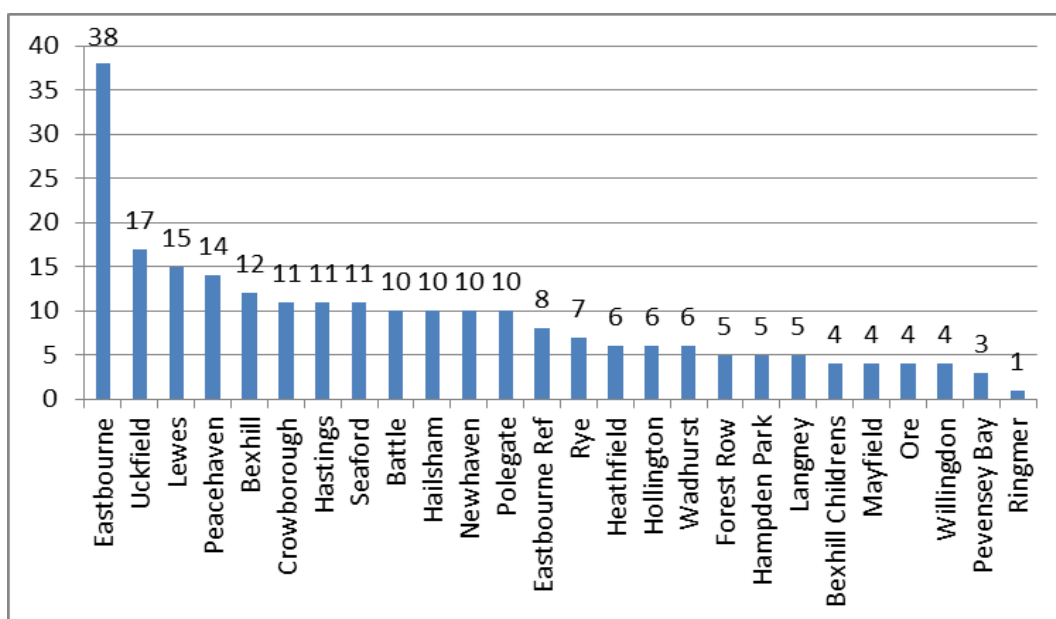
Library	2014/15	2015/16	2016/17
Lewes	19,130	17,754	15,719
Mayfield	434	341	246
Newhaven	4,007	8,180	8,852
Ore	2,231	1,866	1,763
Peacehaven	15,726	13,390	10,731
Pevensey Bay	1020	0	540
Polegate	4,876	4,159	3,752
Ringmer	58	64	106
Rye	9,009	8,049	7,459
Seaford	11,906	15,470	13,871
Uckfield	12,525	10,662	8,907
Wadhurst	1,466	967	732
Willingdon	1,915	1,502	1,617
<b>Total</b>	<b>298,167</b>	<b>271,778</b>	<b>232,579</b>

Notes: Hastings Library has been closed for major refurbishment since February 2016 with an alternative library provided in Hastings Children's Library. Pevensey Bay Library was closed due to flooding for parts of 2015/16 and 2016/17. Newhaven Library moved to new, improved larger premises in 2015. Seaford Library was in a temporary location prior to the opening of the new library in August 2014.

## Wi-Fi usage

- 5.5 Wi-Fi has been installed in all East Sussex libraries over the three years 2014/15 to 2016/17. 2016/17 is the first full year that all libraries have benefitted from Wi-Fi facilities. In 2014/15, there were 36,594 Wi-Fi sessions in eight libraries. This rose to 43,650 sessions in nine libraries in 2015/2016. In 2016/17, there have been 49,125 sessions in 22 of the 24 libraries. These figures do not include Uckfield and Langney libraries (data for these libraries is not available at time of writing as the Wi-Fi was installed via a separate initiative and performance data is not available.) Figure 5 shows the number of computers available in each library. It should be noted that the number of computers in Hastings Library will increase when the refurbished building is reopened.

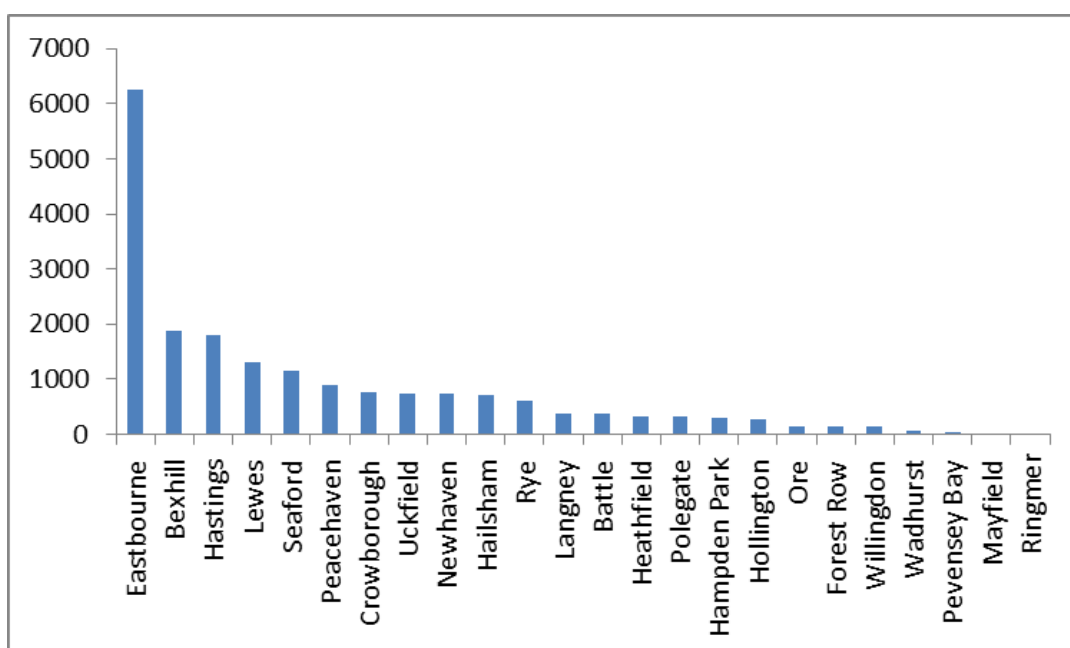
**Figure 5 Number of People's Network computers**



Notes: Hastings Library has been closed for major refurbishment since February 2016 with a reduced number of computers available in the alternative library provided in Hastings Children's Library. More computers will be provided when the main library reopens.

- 5.6 Figure 6 gives an overview of usage for 2016/17. This demonstrates that, on the whole in areas with higher populations, usage is greater, and this is reflected in the number of terminals provided to meet that demand.

**Figure 6 Average number of computer sessions per month, 2016/17**



## 6 Other services

### Introduction

- 6.1 A number of services delivered by the Library and Information Service are part funded or entirely funded by income generation or external funding.

### East Sussex Community Information Service (ESCIS)

- 6.2 The Library and Information Service develops and manages the ECSIS website, a news and information portal for East Sussex and Brighton & Hove residents and funded by both authorities <https://www.escis.org.uk/>. Over 7,500 organisations are listed and the information is easily navigable. It is a signposting service and is constantly updated, with reminders regularly sent to organisations to update their records. There is also an events listing facility.
- 6.3 ESCIS includes information on:
- Advice (ESCIS has been adopted as the site of choice by Wealden Area Citizens Advice Bureau)
  - Halls / venues to hire
  - i-go partners
  - Belief and faith organisations
  - Leisure clubs and hobbies
  - Parish Councils
  - Childminders – Family Information
  - Alternative health therapies
- 6.4 The inclusion criteria for listing groups, organisations and information on ESCIS are based on:
- local relevance
  - likelihood of enquiry
  - difficulty of finding the information elsewhere
  - geographically based in East Sussex and Brighton & Hove
- 6.5 Brighton & Hove Libraries purchase their community information service from the East Sussex Library and Information Service through ESCIS. They contribute a third of the running costs for the service, including staffing costs and website charges, bringing not only economies of scale, but also a much more comprehensive service to all residents.
- 6.6 In 2015/16, there were 458,865 visits to the ESCIS website and in 2016/17, 456,993. New functionality allowed the promotion of 529 events on ESCIS (the peak was 77 events advertised in October 2016).

- 6.7 In 2016/17, 44% of customers accessed ESCIS via a desktop, 41% on mobile devices and 15% from tablets.

### **HMP Lewes**

- 6.8 The library at HMP Lewes is fully funded by the Home Office. Lewes is a local prison, holding convicted and remand adult males mainly from the East Sussex and West Sussex courts. The staff are Library and Information Service staff employed by East Sussex County Council. Stock is purchased on behalf of the prison and managed via the Library Management System. Library staff at the prison deliver a number of initiatives to support literacy.
- 6.9 In 2016/17, there were 6,002 visits to the prison library and 9,543 items were borrowed. There are 4,721 registered members and 1,136 active members (this includes prison staff).

### **Learndirect**

- 6.10 As part of the Library and Information Service's learning offer, Learndirect courses are offered at Eastbourne and Hastings libraries<sup>1</sup>. Eastbourne Library has 11 computers available to learners, Hastings has 16. Online courses leading to qualifications are available and learners are supported by tutors.
- 6.11 The service is funded by an annual contract with Learndirect. Delivery of the Learndirect contract began in Hastings Library in 2003 as a result of a joint initiative between the South East England Development Agency (SEEDA), the University for Industry (UFI) and East Sussex County Council. Delivery provides residents with courses and qualifications in a variety of subjects including IT, English and Maths.
- 6.12 The main objective of the Library and Information Service's learning offer is to support the Council's key priorities, particularly Driving Economic Growth and Helping People Help Themselves. The aim is to help people into employment, and many learners are referred to our Learndirect provision by Jobcentre Plus and other agencies. Some learners prefer the library environment which is welcoming and neutral.
- 6.13 Approximately 250 courses are completed per annum with learners gaining accreditation in ICT, English and Maths, split approximately 60% ICT, 20% Maths and 20% English. Learners are supported by tutors and volunteer computer buddies. They may also complete Learn My Way, a course which helps people to get online.

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<sup>1</sup> In Hastings Learndirect is currently provided at Muriel Matters House, whilst the central library undergoes refurbishment.

- 6.14 The Learndirect contract is awarded on an annual basis which means that planning and development of the service is undertaken over the short term.

### **Schools Library and Museum Service (SLAMS)**

- 6.15 All schools in East Sussex and in Brighton & Hove have the opportunity to buy library and museum services from East Sussex County Council. Schools may purchase a subscription to SLAMS, with a package of services including loans of fiction books to promote reading for pleasure, topic loans of non-fiction books to support the curriculum and advice on the management of school libraries. Loans are delivered to schools either by van delivery or via a mobile library. Schools may also borrow museum artefacts.

**Table 5 SLAMS borrowing, 2014/15 to 2016/17**

Academic Year	2014/15	2015/16	2016/17 (to May 2017)
Topic loan items borrowed	58,123	50,577	34,249
Fiction borrowed from mobile library	10,752	12,374	7,699
Museum artefacts borrowed	984	793	663
<b>Total</b>	<b>69,859</b>	<b>63,744</b>	<b>42,611</b>

- 6.16 In the 2016/17 academic year, 2,293 children and 307 adults visited the SLAMS mobile between September and May. 71 schools subscribed to the service and 46 took part in the annual Book Award scheme.
- 6.17 SLAMS is funded by charging for services it sells to schools. The budget is set on an annual basis to match expenditure to income. SLAMS has historically also received an annual allocation of central funding from the two local authorities which it serves, East Sussex County Council (£39,200) and Brighton & Hove City Council (£46,200). Brighton and Hove City Council no longer provide this funding, so the service has additional financial challenges. Income from schools is also declining year on year as schools face budget pressures.

**Table 6 Comparison of SLAMS income, 2014/15 to 2016/17**

2014/15	2015/16	2016/17
-£347,999	-£342,063	-£240,058

- 6.18 The current delivery model is no longer financially viable as the economy of scale is diminishing and the income is reducing, however the service has stock and expertise which is valuable. There is an opportunity to develop a better way of providing library services for children and young people in East

Sussex schools through the Strategic Commissioning Strategy, which is financially viable.



## 7 Stock

### Introduction

- 7.1 Library stock is made up of a range of formats, including books, DVDs, newspapers, and online resources such as eBooks, online encyclopaedias and training resources. Stock is purchased on a countywide basis and dynamic stock management is used to ensure it circulates around the county to achieve best value for money and provide customers with wider choice.
- 7.2 The Library and Information Service is part of the Central Buying Consortium (CBC), a non-profit making federation of local authorities based broadly across the southern half of England, who jointly procure their stock to achieve bigger discounts and better customer service from suppliers.
- 7.3 A Principal Officer has responsibility for stock policy, management, procurement and development across all East Sussex libraries. We currently have 6 full-time equivalent (FTE) Librarians who review and select stock and set up the profiles for supplier selections (profiles against which suppliers can choose some stock on behalf of the Library and Information Service). They organise materials and report on the effectiveness of the stock. They share their professional knowledge with staff in libraries who feed in customer comments and requests. All staff are responsible for ensuring that the materials we offer our customers are appropriate to the activity, of suitable quality and managed to ensure we make best use of our resources.

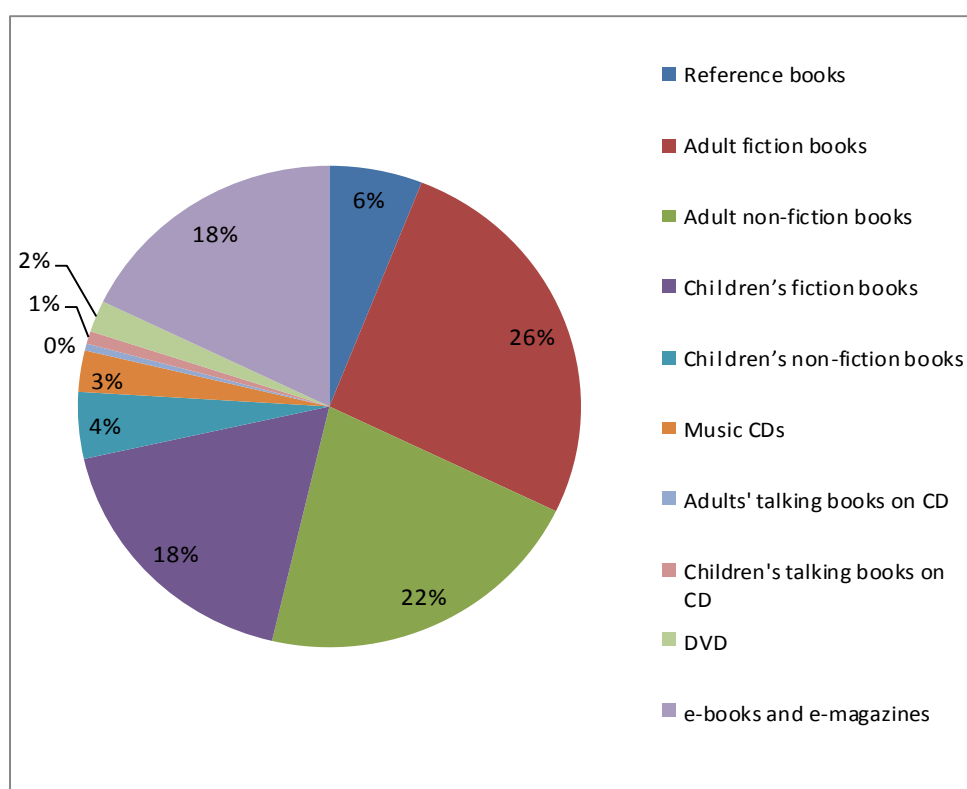
### Stock catalogue and management

- 7.4 Stock is ordered, catalogued and circulated via the library management system, Spydus, provided by Civica. As well as stock and circulation management modules for staff, the system provides customers in libraries and at home with access to the catalogue and electronic resources. This service allows people to search the library catalogue and reserve and renew books. It also provides access to the library eBook loan service (which is managed by Overdrive), to eMagazines and to online information such as encyclopaedias and training material.
- 7.5 There are plans to upgrade the system in autumn 2017 to provide better functionality for customers and staff, including easier access to eBooks and better access via tablet and mobile devices.

## Current stock

- 7.6 The stock consists of hard copy items as well as audio visual (AV) and online resources. It is important to note that quality of stock is very important and quantity is not the most effective measure.
- 7.7 There were 693,011 items in stock in total at the end of the 2016/17 financial year.
- 7.8 The service is buying less hardcopy reference books and providing this information online, enabling it to be accessed from home, e.g. Encyclopedia Britannica is no longer published in hard copy, but is accessible from home via our webpages.
- 7.9 Just over 50% of stock is adult fiction, adult non-fiction and adult talking books. There is a higher percentage of fiction than non-fiction for children which represents children's choices and titles published for children.

**Figure 7 Breakdown of stock categories**



Source: East Sussex Library Management System

## Items loaned by stock category

**Table 7** Items loaned by stock category

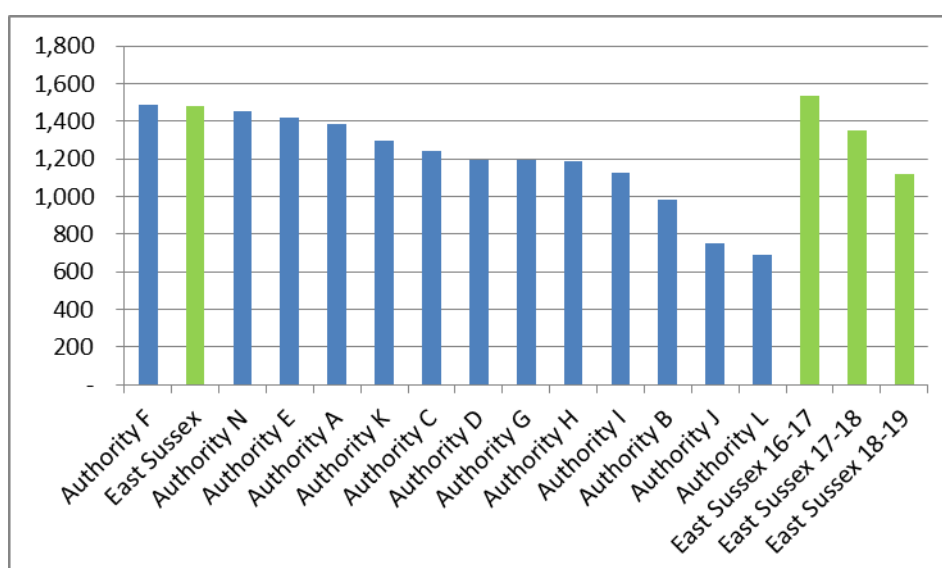
Stock category	2014/15	2015/16	2016/17
Adult fiction	976,002	897,967	813,675
Adult non fiction	319,372	285,403	238,092
Children's fiction	681,605	630,380	563,662
Children's non fiction	96,829	82,402	70,755
Music (CDs)	11,081	5,992	2,317
Adults' talking books on CD	55,626	51,690	38,679
Children's talking books on CD	12,780	10,886	8,424
DVD	41,156	33,000	25,914
e-books	19,173	22,286	30,843
e-audio	4,595	7,634	11,169
<b>Total</b>	<b>2,218,219</b>	<b>2,027,640</b>	<b>1,803,530</b>

- 7.10 Loans are in line with national trends, but there are a decreasing number of loans in all categories except eBooks and eAudiobooks. DVD loans are reducing at a significant rate. As this is an income generating service, it is important to review the financial viability of continuing to provide this service. Music loans (CD) are also decreasing at a rapid pace due to availability of streaming services.

## Benchmarking expenditure on materials

- 7.11 Figure 8 shows how the Library and Information Service compared for expenditure on materials per 1,000 population to other comparator local authorities in 2015/16. It can be seen that our expenditure on materials per 1,000 population was second highest of this group. The average for the group was £1,207, East Sussex spent £1,481. Figure 8 also includes expenditure per 1,000 population on materials for East Sussex in 2106/17, based on the same population figure used in 2015/16, and estimated expenditure for 2017/18, 2018/19 and 2019/20 in line with current savings plan. It should be noted that the figure for 2016/17 includes budget for new stock for Hastings Library which is currently undergoing refurbishment.

**Figure 8 Expenditure on materials per 1000 population, 2015/16**

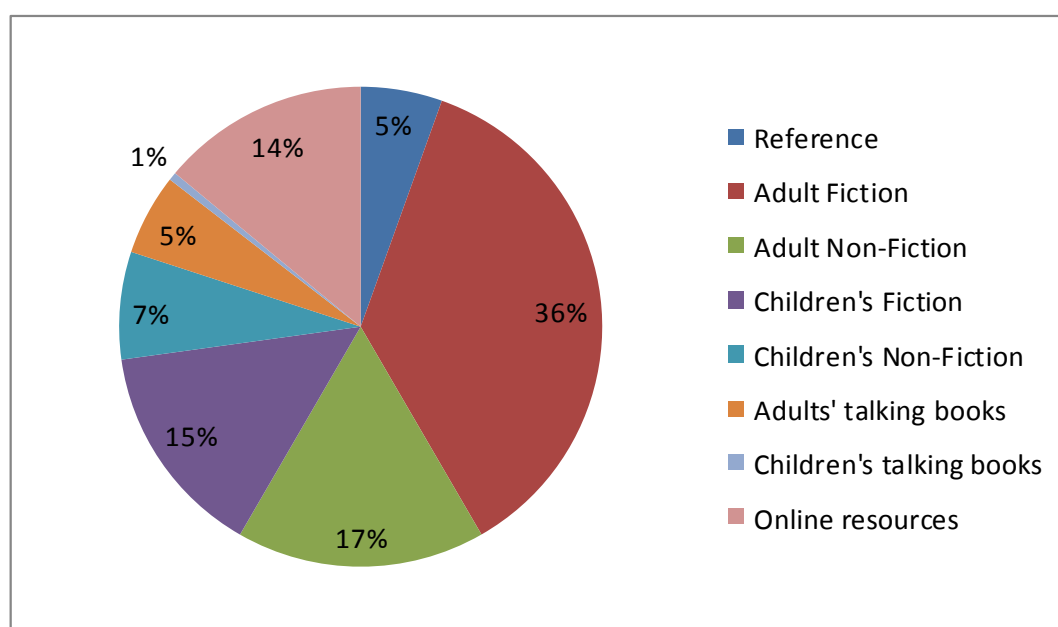


Source: CIPFA, East Sussex County Council

Note: Two comparator local authorities did not provide data

7.12 Figure 9 shows the planned percentages of spend on each stock category this year.

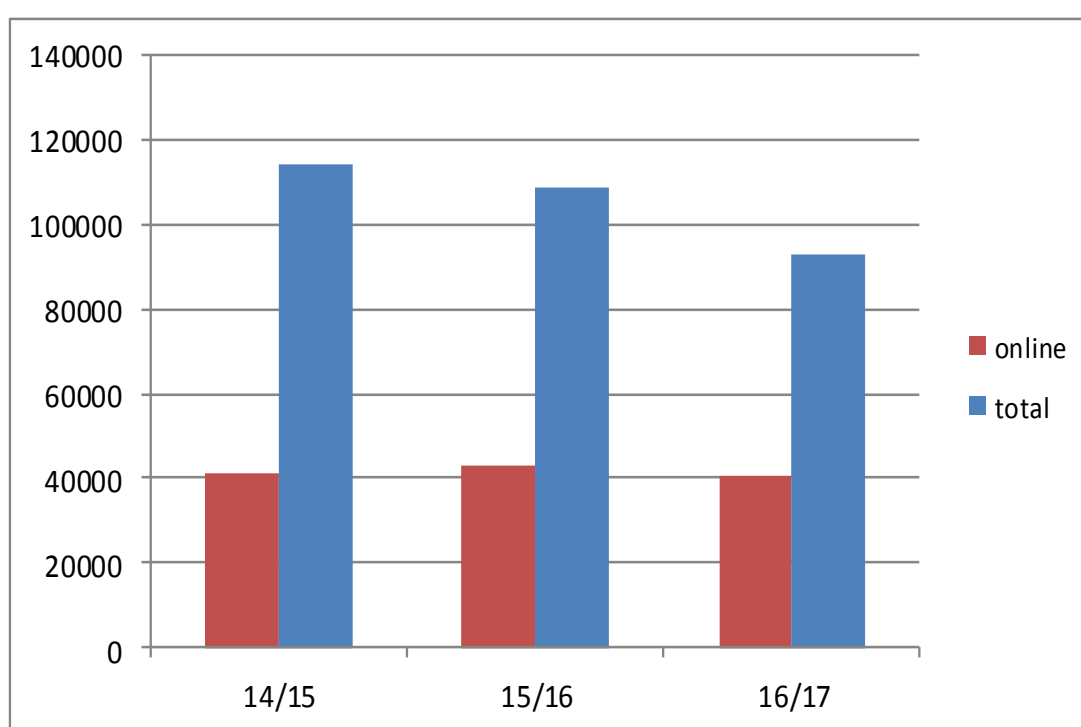
**Figure 9 Breakdown of planned expenditure on stock by category, 2016/17**



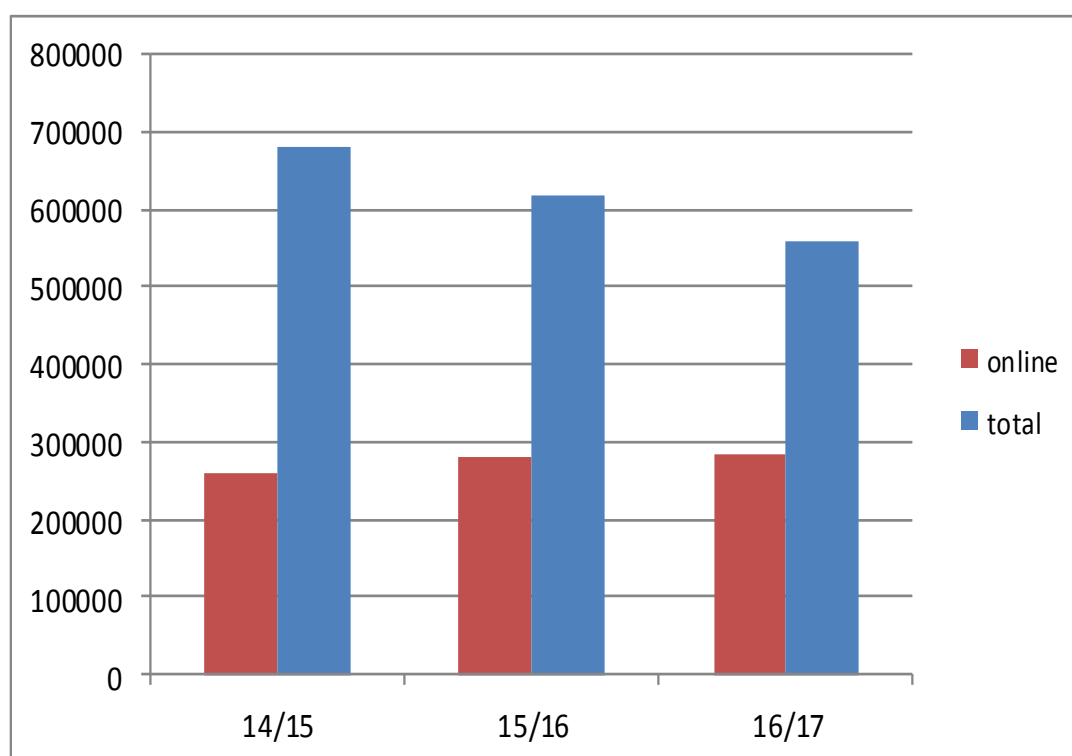
## Renewals and reservations (in-library and online)

- 7.13 Customers can renew or extend the loan period for an item if it is not required by another customer, as well as being able to reserve an item in stock or request an item not currently held in stock. East Sussex performs well in terms of meeting customer reservations. 67% of customers reservations are met within 7 days and 88% are met within 30 days. The average for English counties is 62.9% and 87.8% respectively.
- 7.14 The number of items being reserved and renewed on an annual basis is reducing, in line with the decrease in items being borrowed by customers. The number of online reservations and renewals, however, is increasing or maintaining a similar level, as shown in Figures 10 and 11.

**Figure 10** Items reserved/requested in 2016/17



**Figure 11 Items renewed (loan extended) in 2016/17**



### **Specialist resources**

- 7.15 The following are examples of different specialist resources held by the Library Service, for universal and targeted audiences.

### **Books on Prescription**

- 7.16 An initiative endorsed by health professionals, the library service provides self-help books for people who are finding it difficult to cope or need advice on a specific emotional or mental health problem. Topics for adults include panic attacks, depression, phobias and anxiety. There are also books to help people with dementia and their carers.
- 7.17 This service also supports young people and families who are finding it difficult to cope or need advice on a specific emotional or mental health problem with a range of books specifically to support them. Topics include behaviour, bullying, divorce and sibling rivalry. Wellbeing boxes are also being provided as part of a new initiative - these include a range of resources to boost mood and promote wellbeing.
- 7.18 7,041 Books on Prescription items were issued in 2016/17.

## **Health resources**

- 7.19 The service works with colleagues in Public Health to provide a lending service of Health Promotion Resources to practitioners. These are available to be ordered online through the library catalogue for collection from any of the 24 library branches across East Sussex.

## **Reminiscence resources**

- 7.20 These are activity books and training guides, films, music, pictures, jigsaws and objects which help to re-awaken people's memories of their experiences and lives. They are used for working with older people including those with dementia, and adults or children with disabilities, either in a group setting or one-to-one. They are ideal for care homes, carers and family members. Other reminiscence material is available online.
- 7.21 The Library and Information Service issued 307 of these resources in 2016/17.

## **Resources for people with a visual impairment**

- 7.22 For people with sight problems, the offer includes:
- Large Print books.
  - Audiobooks (on CD and e-audiobooks).
  - Bookstart packs containing touch and feel books for young children.
  - Audio described films on DVD or CD
  - Specialist equipment to support people to read

## **Resources for people with a hearing impairment**

- 7.23 For people with hearing problems, the offer includes:
- DVDs with subtitles.
  - Hearing loop system at some libraries.
  - Bookstart packs containing baby sign books and touch and feel books.

## **Resources for people with learning disabilities**

- 7.24 For people with learning disabilities, the offer includes:
- Bag Books; storytelling kits for families, carers and respite centres to use with severely disabled children, young people and adults.
  - Books Beyond Words picture books; stories in pictures to help people with learning and communication difficulties understand and cope with their



own experiences. Subjects include love and relationships, health, death and crime. We run groups for sharing these books at Seaford and Uckfield libraries.

## Training resources

7.25 Online training is part of the online offer, including:

- Learn my Way; free courses on using a computer, browsing the web, sending an email and finding work online
- Atomic Training; a video-based how-to training resource which provides access to thousands of short videos covering more than 500 software applications, in both PC and Mac formats.

## Online information subscriptions

7.26 The service also subscribes to a range of online information resources. Table 8 provides details of the number of customer sessions in 2015/16 and 2016/17 for some of our subscription sites to give an indication of levels of usage.

**Table 8      Number of online information subscription sessions, 2015/16 and 2016/17**

Online Resource	Number of sessions 2015/16	Number of sessions 2017/18
Ancestry	11,122	8,835
Atomic Training	n/a	1,247
Encyclopaedia Britannica	1,398	1,223
Illustrated London News	928	788
My worksearch	n/a	3305
Newsbank (all)	2,126	3,359
Oxford Who's Who	657	269
Sunday Times Digital	761	709
Times Digital	5,271	5,757
InfoTrac Full Text Newspaper database	420	241
<b>Total</b>	<b>22,683</b>	<b>25,733</b>

Notes: the figures for Atomic Training and My worksearch represent hits on these sites, other figures represent sessions

7.27 Table 9 shows hard copy items loaned by each library, from 2014/15 to 2016/17, and the percentage change. These figures represent issues only. To give a more accurate picture of activity in each library, they do not include

renewals of items as customers can renew (extend the loan) their items online or by telephone, although many still choose to renew in the library.

**Table 9 Loans of hard copy items by library, 2014/15 to 2016/17**

Library	2014/15	2015/16	2016/17	% change since 14/15
Battle	54,045	49,238	44,696	-17
Bexhill	140,566	127,830	120,241	-14
Crowborough	91,969	84,071	75,012	-18
Eastbourne	179,791	159,771	139,873	-22
Forest Row	13,643	14,634	10,549	-23
Hailsham	77,585	71,011	64,948	-16
Hampden Park	40,416	37,433	35,046	-13
Hastings	121,457	97,830	60,856	-50
Heathfield	55,199	50,329	45,835	-17
Hollington	30,337	27,250	25,359	-16
Langney	47,390	49,215	42,693	-10
Lewes	120,371	109,034	96,315	-20
Mayfield	4,958	5,198	4,504	-9
Mobile library	21,030	25,469	26,633	27
Newhaven	28,475	41,728	33,109	16
Ore	25,949	23,949	21,425	-17
Peacehaven	59,970	52,796	43,936	-27
Pevensey Bay	10,497	296	5,884	-44
Polegate	45,604	41,057	36,123	-21
Ringmer	8,816	7,577	8,644	-2
Rye	52,879	45,099	40,854	-23
Seaford	122,497	124,715	104,249	-15
Uckfield	81,049	73,094	67,016	-17
Wadhurst	15,420	15,291	13,391	-13
Willingdon	26,143	23,000	19,497	-25
<b>Total</b>	<b>1,504,847</b>	<b>1,371,864</b>	<b>1,186,688</b>	<b>-21</b>

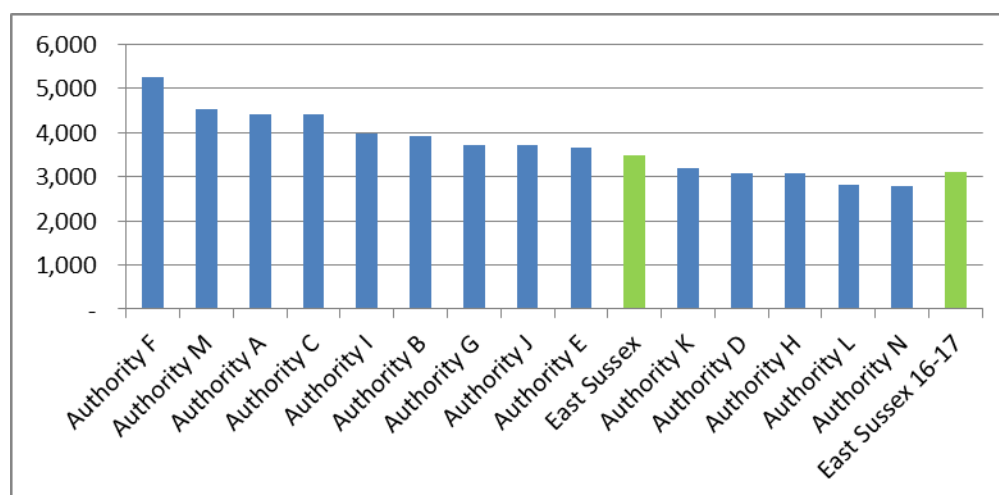
- 7.28 There is an overall decrease of 21% from 2014/15 to 2016/17 in loans of hard copy items. Where there are new libraries or major refurbishments, loans have increased or the percentage decrease is less, for example, new libraries in Newhaven, Seaford and the relocation of Ringmer Library.

- 7.29 Mobile Library loans show an increase as a result of reducing to one vehicle from two during 2014/15. This increase has been sustained in subsequent years.

### Benchmarking number of book issues

- 7.30 The number of book issues (including renewals) per 1,000 population for 2016/17 was 3,273, based on issues of 1,780,612 and a population of 544,100 (population figure used by CIPFA). This is a reduction of 212 issues per 1,000 population from 3,485 in 2015/16. However, neither figure includes issues of eBooks, eAudiobooks and eMagazines, which are increasing year on year.
- 7.31 Figure 12 shows how the Library Service compared for issues to other comparator local authorities, in 2015/16, as well as an estimate of the East Sussex figure for 2016/17. The average for the group is 3,732 issues per 1000 population. East Sussex is slightly below average, but higher than neighbouring Kent which has four times as many libraries. As can be seen from Figure 8, expenditure on materials per 1,000 population was second highest of this group. 89% of customers rated quality of stock as very good or good, and 77% rated choice of stock as very good or good during the Public Library User Survey in 2015.

**Figure 12 Book issues per 1,000 population, 2015/16**



Source: CIPFA, East Sussex County Council

Note: One comparator local authority did not provide data

### **Self-service facilities**

- 7.32 Customers can choose to use self-service kiosks in 12 libraries to borrow or return items, as well as extend their loan period. In 2016/17, 78% (1,465,689) of all transactions (1,893,235) in those 12 libraries were carried out on self-service kiosks and 22% (427,546) were carried out by staff.

## **8 Budget**

### **Introduction**

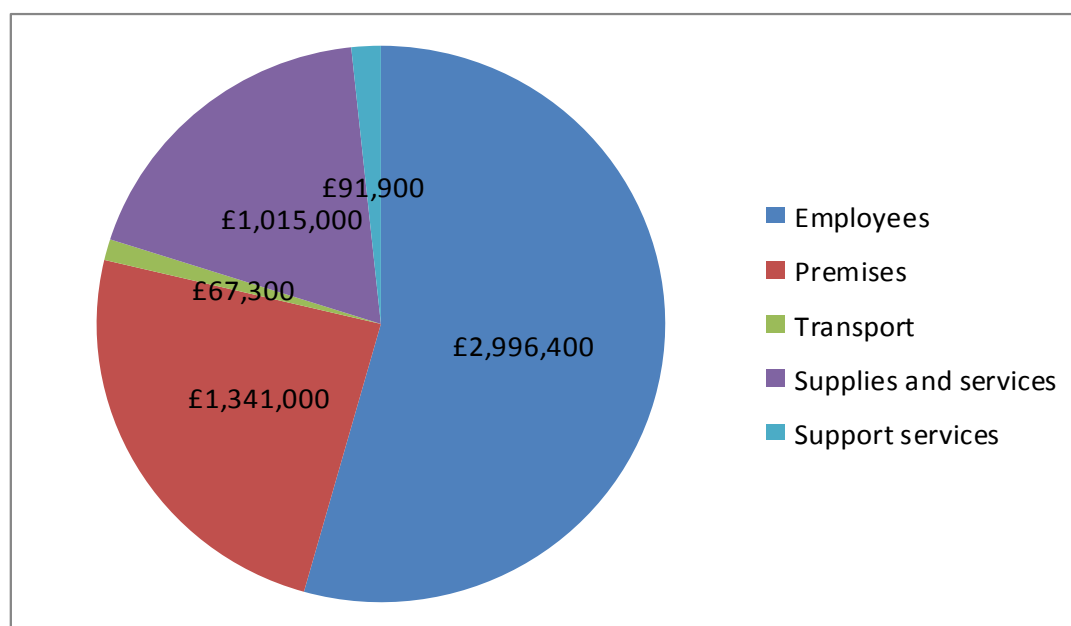
- 8.1 This section provides details of the costs of running the Library and Information Service and income generated.
- 8.2 Between 2016/17 and 2018/19 East Sussex County Council has to find savings of up to £90 million and is reviewing the way all services are delivered. The County Council's Cabinet have approved a Libraries' Transformation Programme (LTP) to respond to the changing demand for library services, in order to develop a modern and sustainable library service that meets the needs of East Sussex.
- 8.3 The LTP has a savings target of £2 million during the current Medium Term Financial Plan period (2015/16 to 2018/19). The reduction has been planned through the Council's Reconciling Policy, Performance and Resources (RPPR) business planning process. This ensures that available resources are used to the best effect to deliver Council priorities and that clear targets are set to ensure those priorities are being delivered.
- 8.4 The net revenue budget of the service in 2015/16 was approximately £5.4 million, consisting of £3.6 million of staffing costs (150 full-time equivalents) and £1.8 million of non-staffing costs. A £2 million reduction in running costs would therefore reduce the budget to approximately £3.4 million by 2018/19.
- 8.5 The LTP is on target to deliver the identified savings of £1.25 million from an Internal Review of the service. By the end of 2017/18 the Library and Information Service will have achieved £1 million of the £2 million target from a restructure of staff, the review of library opening hours and a reduction of £125,000 in the stock fund. A further £125,000 reduction will be made in 2018/19. The final £750,000 of the overall £2 million savings target for the LTP is to be identified through the Libraries Strategic Commissioning Strategy.

### **Revenue budget**

- 8.6 The revenue budget is the annual budget allocated for the Library and Information Service. It includes all of the day-to-day expenditure that the service incurs, including the budget for staff, stock and for the running costs of the buildings, including rents, rates and utility costs. An amount of income, to be generated by the Library and Information Service, is built into the budget.

- 8.7 The net revenue budget (expenditure minus income) for 2017/18 is £4,580,700. Figure 13 provides details of expenditure, £5,511,600. Income is planned at £930,900.

**Figure 13 Income and revenue expenditure for the Library and Information Service, 2017/18**

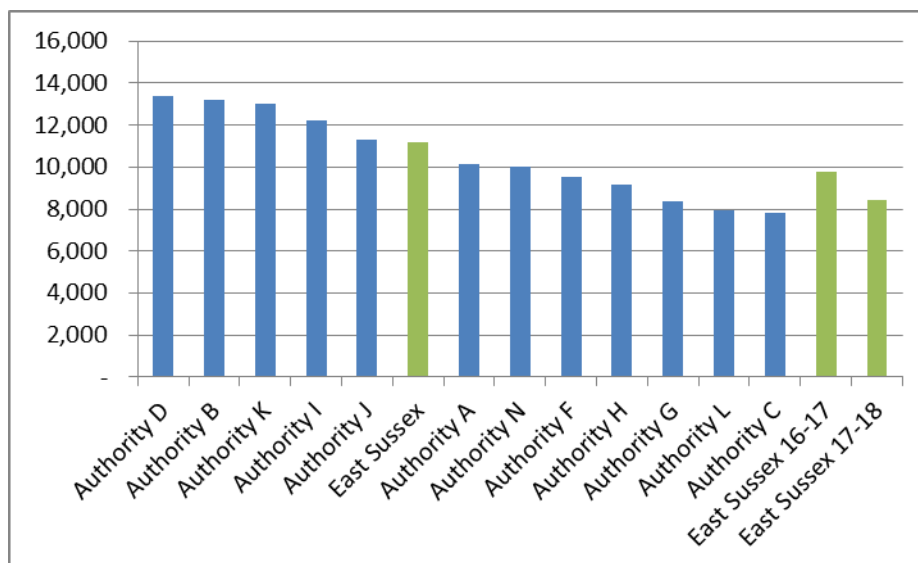


- 8.8 As part of the £1 million reduction in running costs in 2016/17 and 2017/18, there has been a reduction of 22% of staffing costs between 2015/16 and 2017/18. Income for the same period has reduced by 15%, mainly due to decreasing rentals of DVDs and a decreasing number of fines issued (e-mail notifications are now sent out to inform customers when items are about to become overdue and incur fines).
- 8.9 Non-employee costs, including premises costs and materials have increased by 3% between 2015/16 and 2017/18.
- 8.10 It should be noted that, in addition to budget reductions, the service is also absorbing pressures, such as decreasing income from DVD hire charges and book fines. The section on income, below, provides further details.

### **Benchmarking revenue budgets**

- 8.11 Figure 14 shows how the Library and Information Service compared for revenue budget to other comparator local authorities, in 2015/16.

**Figure 14 Net revenue expenditure per 1000 population, excluding capital charges, 2015/16**



Source: CIPFA, East Sussex County Council

Note: Three comparator local authorities did not provide data

- 8.12 The revenue expenditure per 1,000 population excluding capital charges for East Sussex Library and Information Service was £11,151 in 2015/16, slightly higher than average, the average of our comparator group was £10,549. However, this decreases to an estimated £9,752 in 2016/17 and £8,424 in 2017/18, assuming no increase in the population figure (544,100), which is comparable with the spend of counties like Suffolk and Warwickshire in 2015/16. We do not yet have the CIPFA data to compare East Sussex with these authorities for 2016/17 or 2017/18, but have included an estimate of the East Sussex position.
- 8.13 One of the factors which needs to be considered when comparing revenue expenditure against the population is that some authorities own all of their library buildings so do not incur costs for rent. East Sussex pays rent or a licence charge for 9 out of 24 libraries.

### Capital funding

- 8.14 In addition to the revenue budget for the annual running costs for the Library and Information Service, the service has also received funding to pay for specific costs which are over and above day-to-day spending to keep the service running. This includes building new libraries and refurbishing existing buildings, replacing worn out or damaged furniture and fittings, replacing ICT hardware and upgrading software. Capital spend is usually 'one off' money and is not able to be spent on day-to-day revenue costs.



### **Capital spend on buildings**

- 8.15 Around £16.5 million of capital funding has been spent on refurbishment of existing library buildings and new buildings (including work to date on the refurbishment of Hastings Library) since 2006. £1.3 million was spent on DDA works (improvements made to buildings and facilities to make them more accessible to everyone, including people with disabilities). Further detail is available in Technical Appendix 4, Property Assessment.

### **Capital spend on ICT**

- 8.16 In December 2013, the Library Management System, which handles all transactions, borrower information and stock information, was replaced. The cost of implementing the new system was £60,000. In 2016/17, approximately £270,000 was spent on replacing all the People's Network computers and software in libraries.
- 8.17 Self-service kiosks have been purchased for individual libraries on an ongoing basis at a total cost of approximately £400,000 (including associated hardware) over the past 10 years.

### **Income generation**

- 8.18 Under the terms of the Public Libraries and Museums Act 1964, local authorities must provide a library service which lends books and other printed material free of charge for those who live, work or study in the area. Membership of the library service is free. It is permissible to charge fees and charges for other services.
- 8.19 The following are some of the main income streams for the Library Service.

### **Fees and charges**

- 8.20 Fees and charges includes paid elements of the service, for example, fines for late items, reservation charges, printing, photocopying and DVD hire. Table 10 shows income for fees and charges from 2014/15 to 2016/17.

**Table 10 Fees and charges, 2014/15 to 2016/17**

<b>Fees/charges</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17 (as at 03 April 2017)</b>
Reservation Fees to request items	£25,654	£26,621	£21,517
DVD Hire Charge	£93,300	£68,108	£56,781
Fines (books)	£55,560	£51,895	£42,774
Music Charges	£4,088	£4,316	£1,598
Spoken Word Charges	£17,048	£18,392	£14,715
Hire of Scores/Playsets	£3,920	£2,534	£2,278
Lost/Damaged Books	£3,619	£3,172	£3,740
Internet/CD ROM Printouts	£56,275	£67,316	£59,279
Reading Groups	£2,455	£2,269	£9,497
<b>Total</b>	<b>£261,919</b>	<b>£244,623</b>	<b>£212,179</b>

### **Traded services**

8.21 Traded services include the delivery of contracts and service level agreements from both external sources and internal partners on a cost recovery basis; a profit is not made on these services but neither are they subsidised. Traded services include:

- Schools Library and Museum Service
- Delivery of the Learndirect contract
- Library services at HMP Lewes
- Delivery of Public Health Resources
- Grant funded projects e.g. IT for You, a project to help people into work, funded by Department for Work and Pensions (DWP)
- Provision of ESCIS, a community information service on behalf of Brighton & Hove

### **Other income for other services**

8.22 In addition to income from fees and charges and traded services, the Library and Information service generates income from the following:

- Meeting room hire
- Space in buildings such as Ropemaker Park
- Licence to run a café in Seaford Library
- Bookends, sale of withdrawn material run by volunteers, based at Eastbourne Library
- Sale of greetings cards
- External funding from grants

## **Analysis of income**

- 8.23 Overall there is a trend of reducing income for fees and charges (down by 19% in the three years from 2014/15 to 2016/17) for a number of reasons. It has become easier to renew loans online, so fewer people incur fines for overdue items. This is much better for customers, of course, but does mean that income levels for the library service decrease. Reducing DVD hire income seems largely due to the increase and availability of streaming services, and is reflected in the few high street DVD hire outlets remaining.
- 8.24 Consideration has been given to charging for access to computers and the internet in libraries to generate income. The idea has been rejected as it would impact on people with greatest needs who risk being digitally excluded e.g. job seekers who need to access the Universal Jobmatch website.
- 8.25 There is a continuing trend of reducing income achieved through traded services, for example, schools being unable to subscribe to the Schools Library and Museum Service despite good satisfaction ratings for the services provided.
- 8.26 The Library and Information Service proactively seeks opportunities for external funding to deliver value added services, for example, the service recently achieved funding of over £125,000 from DCMS to deliver a project to support disadvantaged people within the county, Advantage East Sussex.
- 8.27 There is potential to examine further letting of space in libraries. Technical Appendix 4, Property Assessment, provides further details of opportunities regarding space in buildings owned and operated by the Library and Information Service.
- 8.28 Café space and facilities are provided at Seaford Library, through a licence arrangement. Although the idea of cafes in libraries is known to be popular, the amount of income generated is not significant and there is also an increase in management costs, so it is considered that there is very limited viability for cafés in East Sussex libraries, once issues such as footfall and set up costs are factored in. People are, however, welcome to bring drinks and snacks into libraries, which is also a way for the service to support rather than detract from local small businesses.

## **Benchmarking fees and charges**

- 8.29 Fees and charges have been benchmarked against other UK local authorities<sup>2</sup>. Adult fines and spoken word charges are the two largest areas of income from fees and charges. Of the 173 library authorities in England and Wales, 73 charge less than East Sussex for adult fines per day, 41 charge the same and 58 charge more. For spoken word charges (audio

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<sup>2</sup> Fines and Charges in Public Libraries, 29th edition, 2016, LISU, Loughborough University

books), 46 authorities do not charge, 55 authorities charge less and the rest charge more than East Sussex. Customer charges for inter-library loans have not risen in line with the increased cost for East Sussex to provide the service.

## 9 Staff and volunteers

### Introduction

- 9.1 In January 2015, there were 150 full time equivalent (FTE) members of staff working within the Library and Information Service. Following the implementation of two restructures associated with the Libraries Transformation Programme (LTP) this has reduced to 96 FTE.
- 9.2 Restructures have achieved streamlining of the management structure and rationalisation of operational management, Librarian roles and Bibliographic Services functions, as well as further efficiencies through a review of staffing levels across all libraries associated with a review of library opening hours in November 2016.
- 9.3 During 2015/16 and 2016/17, in order to minimise the potential for redundancies, staff vacancies were mainly been filled by existing staff working additional hours on a fixed-term basis or by recruiting temporary staff. In total, 19 team members have taken Voluntary Severance and there have been 10 compulsory redundancies. In addition some team members have been redeployed, some have reduced hours and a small number of staff have resigned.
- 9.4 The service is split between Library Operations and Library Strategy and Performance, each managed by two Team Managers. The service overall is the responsibility of the Head of Service, who also has responsibility for the County Council's records management and archives services and customer services functions.

### Operations

- 9.5 This team is made up of Premises Officers, Library Assistants, Assistant Library Managers, Library Managers and Principal Officers. They are responsible for delivery of the service in libraries, the mobile library and HMP Lewes, including:
- Day to day operation of libraries
  - Delivery of high quality customer services
  - Ensuring stock is well displayed and managed
  - Promoting online resources
  - Health and safety in library buildings
  - Management of volunteers
  - Cash handling and banking

## Strategy and Performance

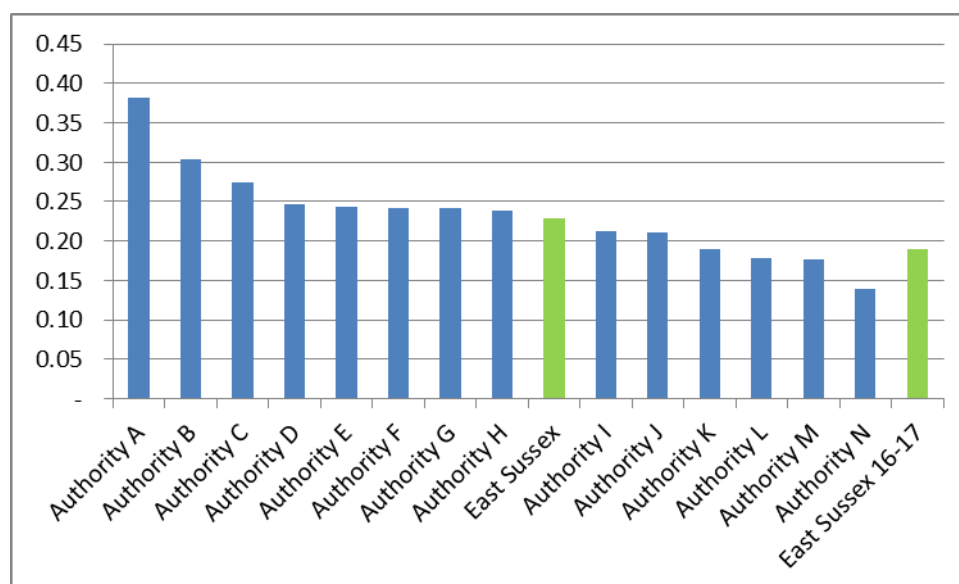
9.6 This team is made up of Librarians, a Volunteer Coordinator, tutors, Administration Assistants, Administration Officers, Office Manager, Technical Officer, Management Information Assistant, Library Systems Development Officer and Principal Officers. They are responsible for:

- Selection, acquisition, circulation, management and promotion of library stock, both in libraries and online
- The administrative function across the service, including purchasing and recruitment
- Recruitment and training of volunteers
- Delivery of formal and informal learning opportunities
- Audience development
- Business planning and development
- Budget management

## Benchmarking employees

9.7 The East Sussex Library and Information Service had 0.23 FTE staff per 1,000 population in 2015/16 which matches the average for our comparator group. At March 2017, this had reduced to an estimated 0.19, which is equivalent to the position of Essex, as shown in Figure 15.

**Figure 15 Number of staff per 1,000 population, 2015/16**

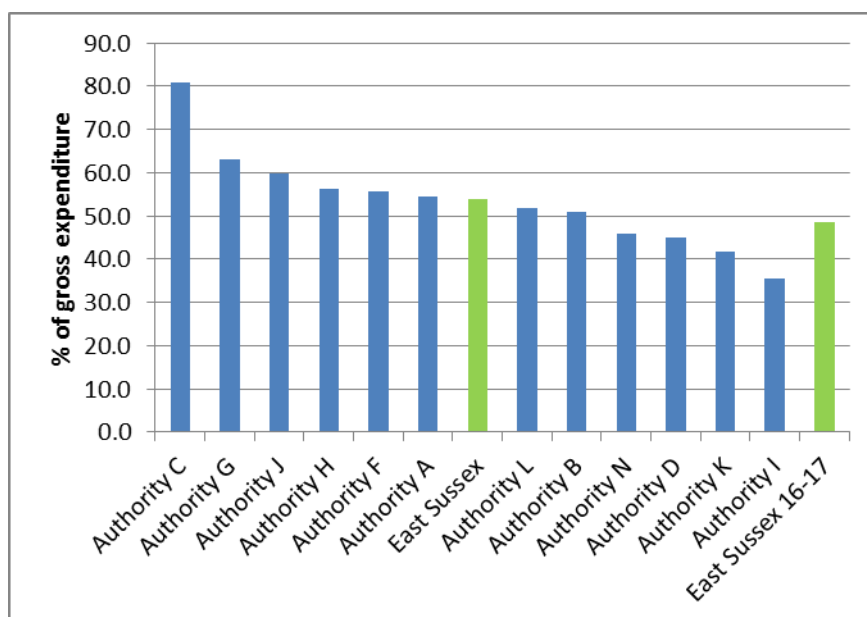


Source: CIPFA, East Sussex County Council

Note: One comparator local authority did not provide data

- 9.8 The East Sussex Library and Information Service's employee costs were 53.9% of gross expenditure in 2015/16. Figure 16 shows that East Sussex was in the middle of the range for this measure (the average is 53.5%), compared to its statistical neighbours. Based on actual gross expenditure of £7,158,535 and employee costs of £3,482,927 in 2016/17, employee costs reduced to 48.6%. It is estimated that employee costs will be 47% of gross expenditure in 2017/18, £2,996,400 against gross expenditure of £6,367,600.

**Figure 16 Employee costs as a percentage of gross expenditure, 2015/16**



Source: CIPFA, East Sussex County Council

Note: Three comparator local authorities did not provide data

## Joint working

- 9.9 The service is linked in to professional networks such as the Society of Chief Librarians (SCL), and the Association of Children's and Education Librarians (ASCEL). SCL have identified, with partners, five key areas of service which they regard as integral to public libraries, known as the Universal Offers, as follows:

- Reading
- Information
- Digital
- Health
- Learning

## **Culture**

- 9.10 The Culture Offer was recently launched by the Society of Chief Librarians in August 2017.
- 9.11 The Library and Information Service of the County Council already works to support and deliver these Universal Offers, with activities to promote them included in the annual business planning cycle. They include:
- Participating in delivery of the universal offers advocated by SCL brings economies of scale for specific initiatives, for example, the Summer Reading Challenge, and sharing good practice to deliver high quality services
  - Advocacy and a coherent message for library services nationally in terms of what people can expect from them
  - Working with professional networks supports staff development and training
- 9.12 More detail on the Universal Offers and how the Library and Information Service supports them is provided in Technical Appendices 1 and 6.
- 9.13 There have been a series of meetings and initiatives with colleagues from Surrey County Council and West Sussex County Council where best practice and knowledge have been shared in the following areas:
- income generation
  - training and e learning
  - procurement of library management systems (LMS)
  - procurement of stock
  - initiatives that could be shared
- 9.14 In addition, useful contacts have been made between staff working in the same areas of library services.

## **Volunteers**

- 9.15 Over 400 people have volunteer roles for the Library and Information Service, providing additional services for customers and supporting libraries staff. Volunteers do not replace paid staff.
- 9.16 There is a detailed policy on how the service recruits, trains, manages and supports volunteers. Volunteers deliver a diverse range of activity, including working with children at Rhymetimes and during the Summer Reading Challenge, running the library service bookshop, supporting customers in their use of ICT and acting as 'meeters and greeters' at events and activities. Other volunteers support customers wishing to research their family history or to help retrieve information from archival collections.

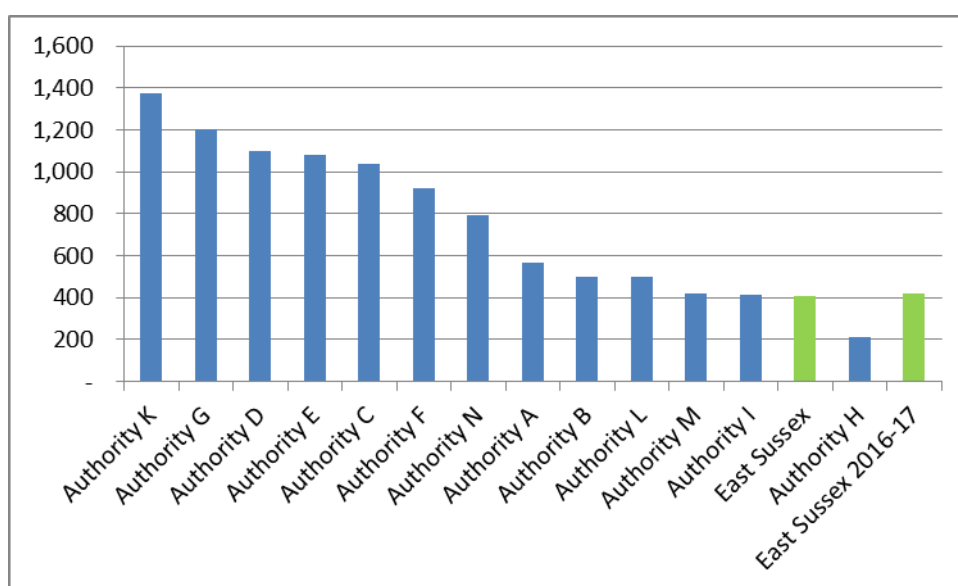


- 9.17 The Home Library Service in Bexhill is managed and delivered by an external organisation, Bexhill Caring Community. In other libraries, the Home Library Service volunteers are managed by the library staff. 173 customers are served across the county.
- 9.18 Northiam Village Library is a small service point, open for just one hour per week, run entirely with volunteer staffing with stock provided by the Library and Information Service. It is not part of the main libraries' network in East Sussex.
- 9.19 Volunteers provide additional support for the service and many gain confidence and transferable skills in return. There are examples of volunteers moving on to employment.
- 9.20 The way in which volunteers are managed is set out in the Volunteer Policy and Guidance. The policy covers the recruitment, induction and training, support and review of volunteers and also explains how any complaints or problems should be dealt with. There is a paid post of Volunteer Coordinator whose role it is to manage the scheme and to encourage take-up of volunteering opportunities.
- 9.21 The recruitment process is designed to establish the suitability of those wishing to volunteer and to provide appropriate checks and balances to protect both the Council and the individual. The process includes an informal meeting with applicants, following up of references and a Disclosure Barring Service (DBS) check if appropriate.
- 9.22 Volunteers are given guidance on their responsibilities regarding availability for work, what to do if they wish to cease volunteering, confidentiality and data protection and equalities and diversity. There is a formal Volunteer Agreement which includes a confidentiality agreement.
- 9.23 Volunteers are supported in a number of ways including role specific training, a trial period and a named supervisor with whom to discuss any problems or issues. There is also an annual review and support meeting to which all volunteers are invited and at which they are able to share experience and skills, hear speakers and undergo refresher training. There are clear policies and procedures for managing any disciplinary issues that may arise.

### **Benchmarking of volunteer numbers**

- 9.24 In 2015/16 the Library and Service had 405 volunteers compared with 322 volunteers in 2011/12. In 2016/17 there were 422.
- 9.25 Comparison with other authorities demonstrates that there is potential to increase the number of volunteers and to deliver more services in libraries, for example, computer buddies, Rhymetime and Storytime volunteers. The average number of volunteers per authority is 751.

**Figure 17    Number of volunteers, 2015/16**



Source: CIPFA, East Sussex County Council

Note: Two comparator local authorities did not provide data

## 10 Library users and non-users

### Views of library users and non-users

- 10.1 This section provides information about library users and non-users, the profile of these groups compared to the local population of East Sussex and the reasons why they do, or do not, use the library service.
- 10.2 Library users (aged 16 and over) in East Sussex are surveyed once every three years as part of the UK wide Public Library Users Survey (PLUS survey), most recently in 2015. A number of additional library user surveys have been undertaken recently in East Sussex as part of the Libraries Transformation Programme.
- 10.3 The East Sussex County Council Reputation Tracker survey (a household survey of approximately 1,000 local residents which currently takes place once a year) asked a number of questions about libraries in June 2015. This provided responses from 865 people who had not used the Library Service in the past 12 months.

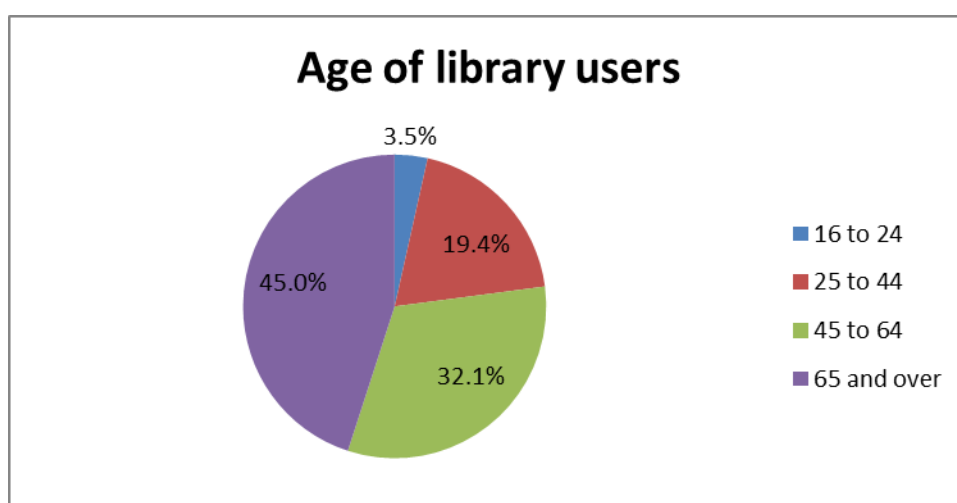
### Profile of library users and non-users

- 10.4 The following section provides a comparison of the different characteristics of library users. It also provides a comparison of library users with a sample of non-users and with the local population of East Sussex as a whole.

#### 10.5 Age of adult library users

- Most adult library users are older, with only 23% aged between 16 and 44 compared to 77% aged 45 and over.
- As a group, library users are older compared with non-users and the local population, where just over 60% are aged 45 and over for both.
- 26% of all registered library members are aged 15 and under, who are not reflected in surveys.

**Figure 18 Age of adult library users**



Source: PLUS Survey, 2015

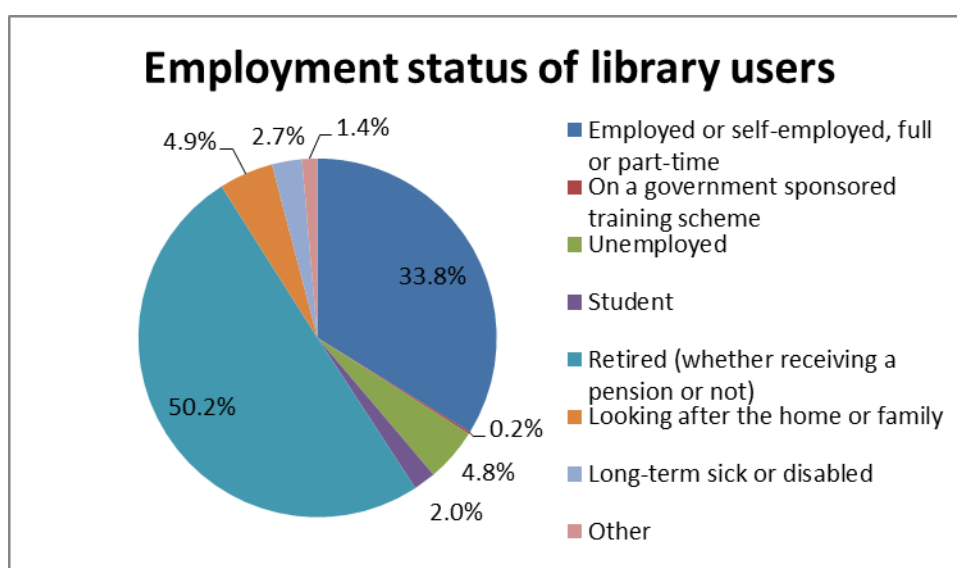
**Table 11 Breakdown of ages for adult library users, non-users and the local population:**

Age	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2015)
16 to 24	3.5%	9.8%	11.4%
25 to 44	19.4%	27.7%	25.1%
45 to 64	32.1%	25.3%	33.4%
65 and over	45.0%	37.0%	30.0%
<i>Total</i>	<i>100.0%</i>	<i>100.0%</i>	<i>99.9%</i>

## 10.6 Employment status of library users

- Half of all library users are retired, compared to all other employment categories, which is reflective of the older user base.
- 34% of all library users are in employment (self-employed, full or part-time) compared to 63% of non-users and 74% of the local population.

**Figure 19    Employment status of library users**

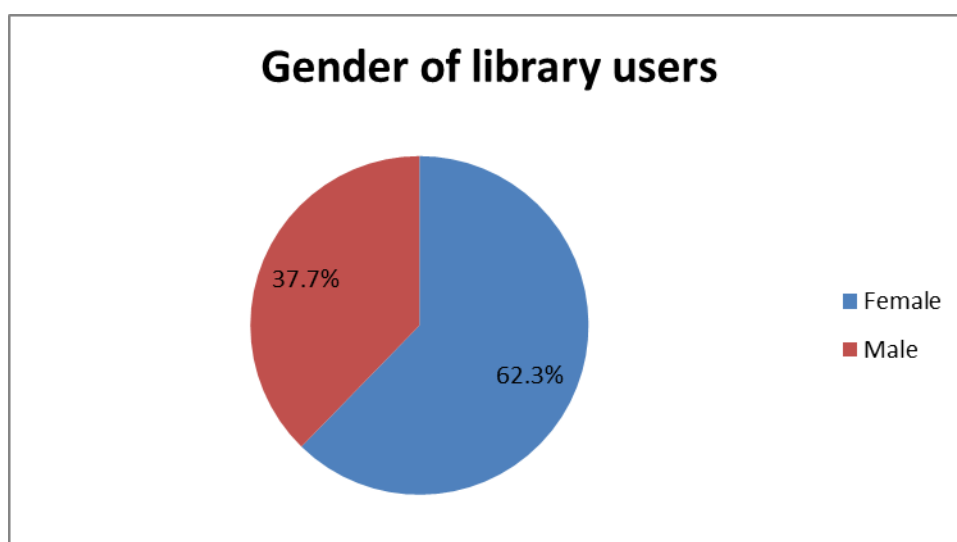


Source: PLUS Survey, 2015

## 10.7 Gender of library users

- Most library users are female, with 62% female compared to 38% male.
- As a group, more library users are female compared with non-users and the local population, where just over 50% are female.

**Figure 20    Gender of library users**



Source: PLUS Survey, 2015

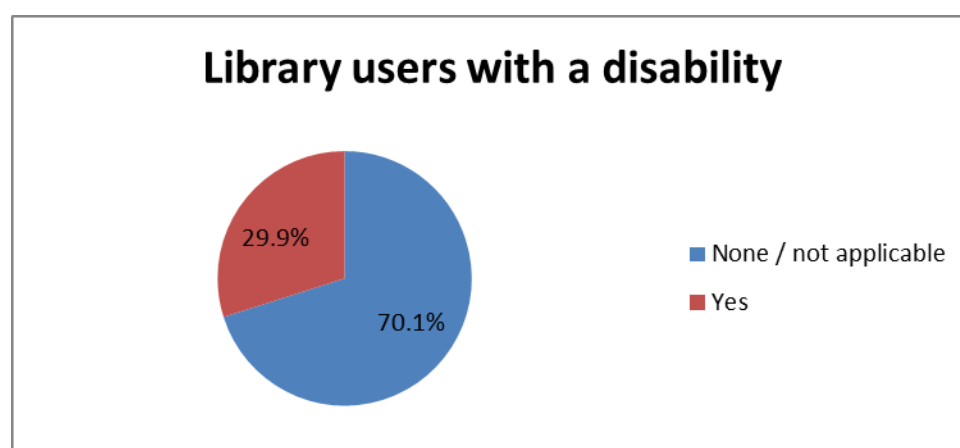
**Table 12 Breakdown of gender for library users, non-users and the local population**

Gender	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2015)
Female	62.3%	51.3%	51.7%
Male	37.7%	48.7%	48.3%
<i>Total</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>

## 10.8 Library users with disabilities and long term health conditions

- 30% of library users have a disability or long term health condition.
- As a group, more library users have a disability, where 20% of the local population have a disability.

**Figure 21 Library users with a disability**



Source: PLUS Survey, 2015

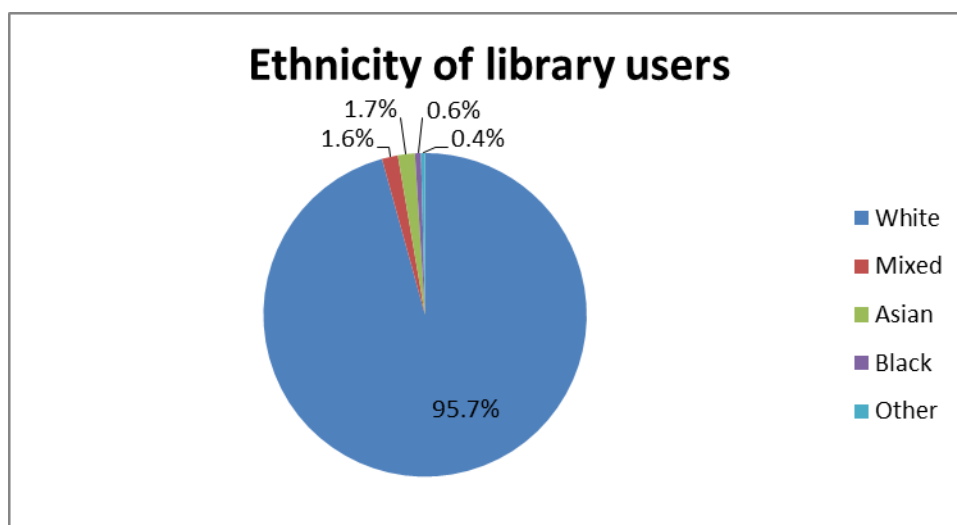
**Table 13 Breakdown of library users, non-users and the local population with a disability**

Disability	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2011)
None	70.1%	-	79.7%
Yes	29.9%	-	20.3%
<i>Total</i>	<i>100.0%</i>	-	<i>100.0%</i>

## 10.9 Ethnicity of library users

- Most library users are White (96%), the same proportion as in the local population.

**Figure 22 Ethnicity of library users**



Source: PLUS Survey, 2015

**Table 14 Breakdown of ethnicity for library users, non-users and the local population:**

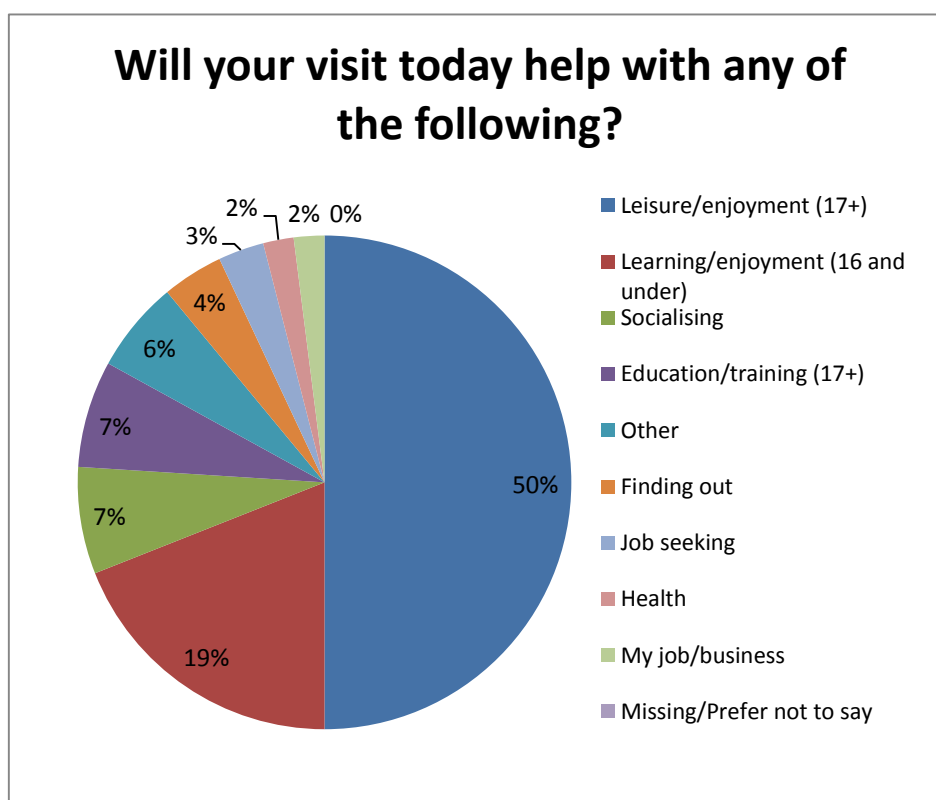
Disability	Library users (Source: Plus Survey, 2015)	Non-users (Source: Reputation Tracker, 2015)	Local population (Source: East Sussex in Figures, 2011)
White	95.7	-	96.0
Mixed	1.6	-	1.4
Asian	1.7	-	1.7
Black	0.6	-	0.6
Other	0.4	-	0.3
<i>Total</i>	<i>100.0</i>	-	<i>100.0</i>

#### 10.10 Why do people use libraries?

- Half of library users visited for leisure and enjoyment, rising to 69% if learning and enjoyment for children and young people is included.
- 10% visited for job seeking or for adult education or training and 7% visited the library for socialising.



**Figure 23 Will your visit today help with any of the following?**

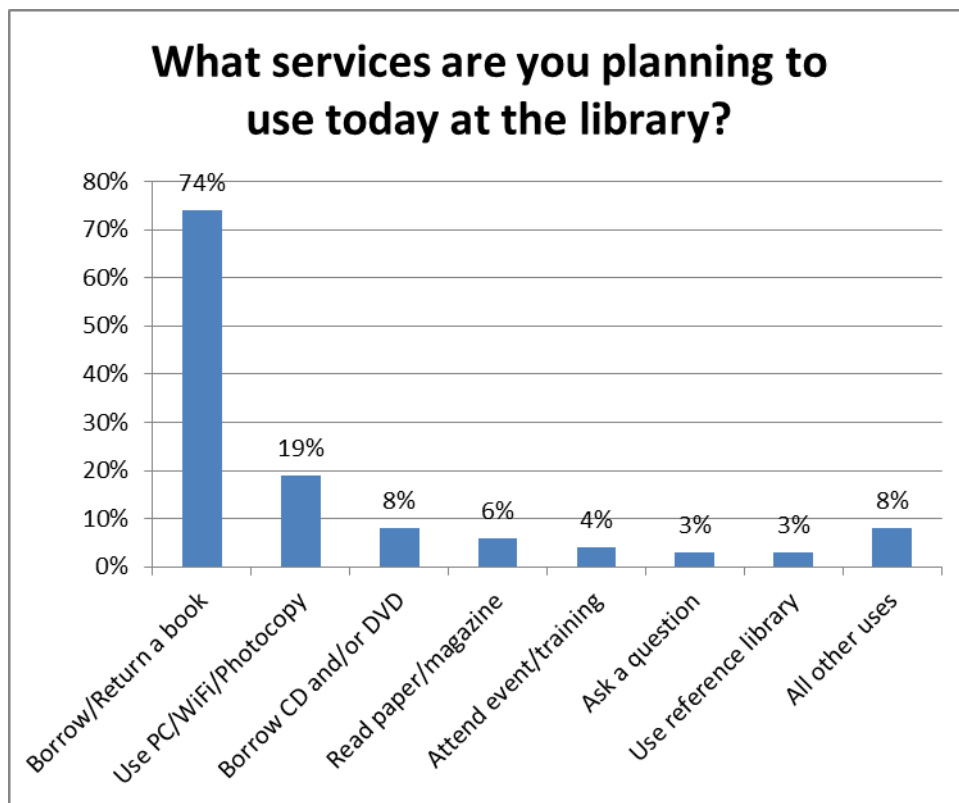


Source: East Sussex Library Survey, 2015

#### 10.11 What services do people use when they visit?

- Almost three quarters of library users (74%) visited to borrow, return, renew or reserve a book.
- The next most common reason for visiting a library (18.5%) was to access the public computers or Wi-Fi.
- A smaller percentage of users (8% or less) visited to either borrow, return, renew or reserve a DVD or CD, to read a newspaper or magazine or to use reference materials.

**Figure 24** What services are you planning to use at the library?

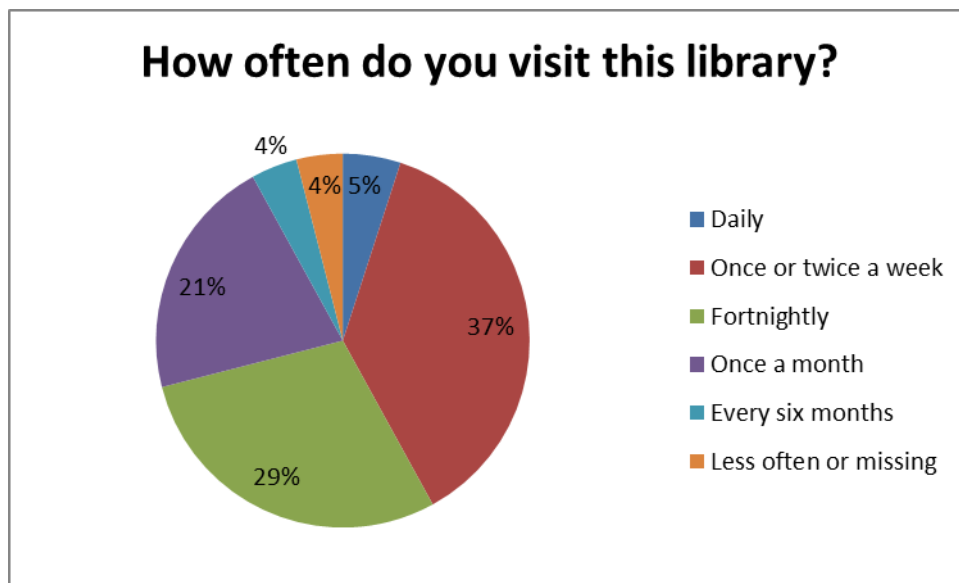


Source: East Sussex Library Survey, 2015

#### 10.12 How often do people visit our libraries?

- Most library users visited at least once a fortnight, with the highest number visiting once or twice a week.
- Just over a fifth (21%) visited once a month.
- Only 5% visited on a daily basis.

**Figure 25      How often do you visit this library?**



Source: East Sussex Library Survey, 2015

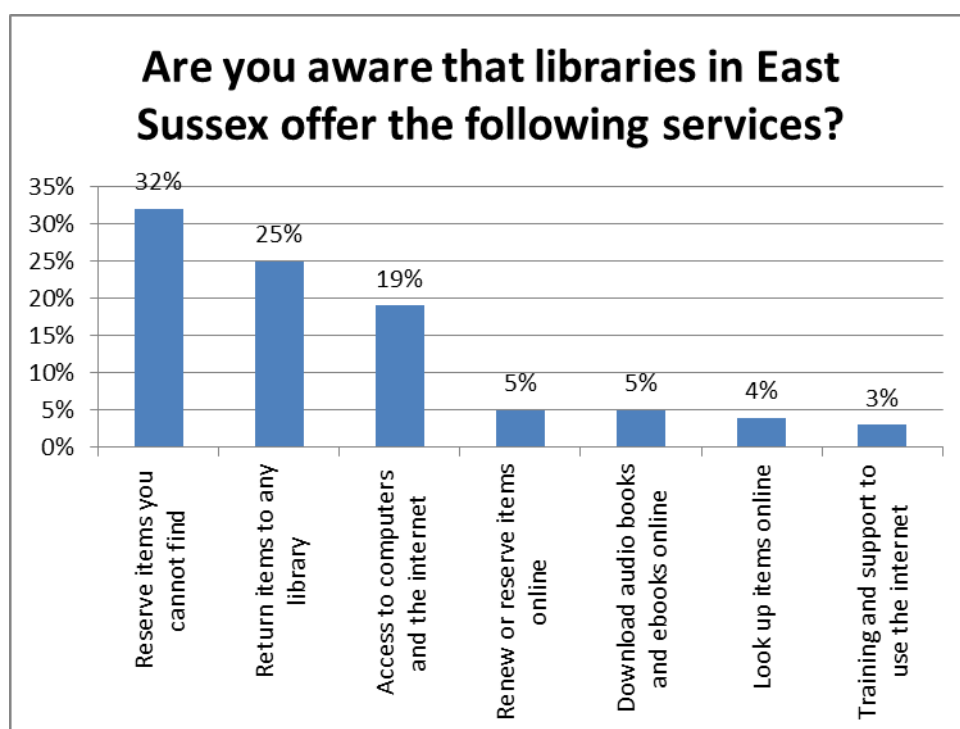
### 10.13 Why people do not use libraries

The following provides further information from non-users responding to the Reputation Tracker about why they do not use the library service, their awareness of the current service offer and what would encourage them to use the service in future.

### 10.14 Awareness of the service offer among non-users

- The level of awareness of different services that are offered is low among non-users.
- This is particularly the case for online services, available through the eLibrary, where the level of awareness among non-users is only 5% or less for each.

**Figure 26 Are you aware that libraries in East Sussex offer the following services?**



Source: East Sussex County Council Reputation Tracker, 2015

Figures represent the % of 863 non-users responding to the survey who identified each of the categories

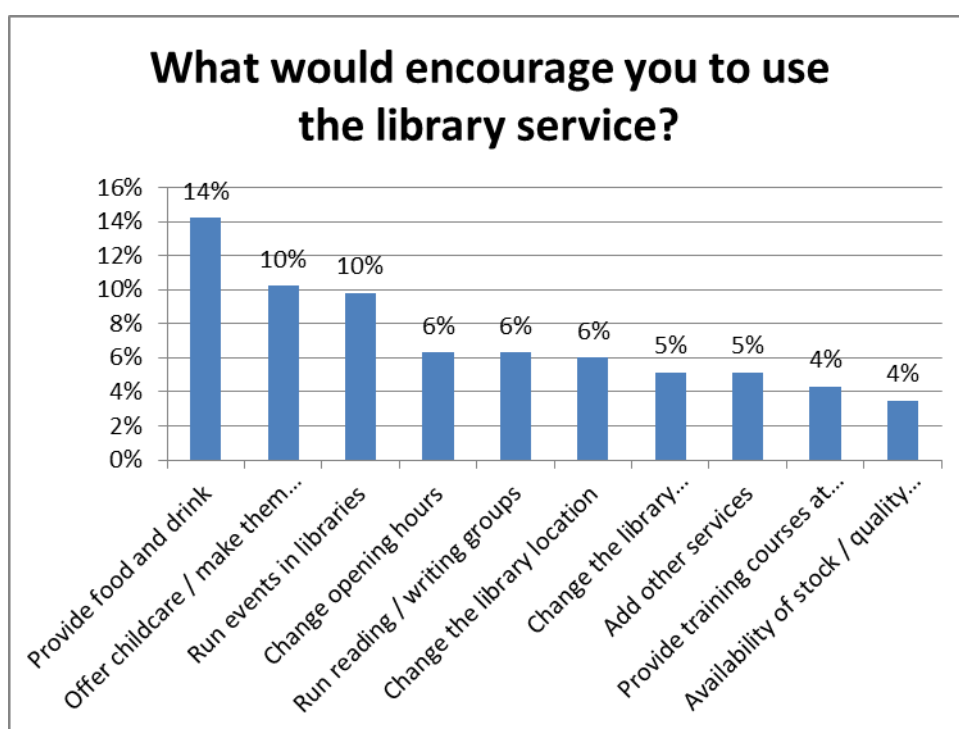
### **What would encourage people to use the service?**

10.15 The top three things that non-users said would encourage them to use the libraries are:

- Provide food and drink in libraries
- Make libraries more child friendly
- Run events in libraries

10.16 A number of the suggestions raised are already provided, which seems to further demonstrate that the level of awareness of different services that are offered is low among non-users.

**Figure 27 What would encourage you to use the library service?**

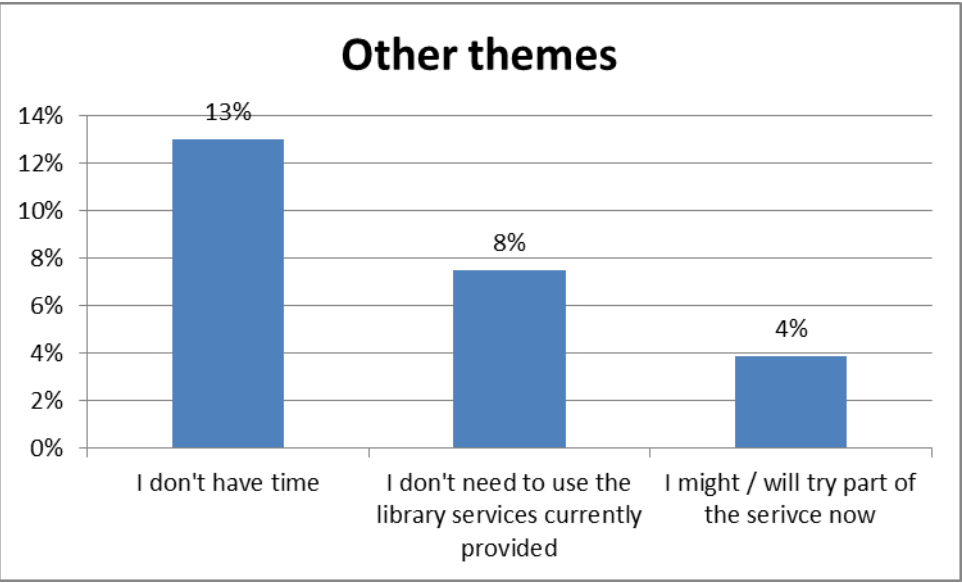


Source: East Sussex County Council Reputation Tracker, 2015

Figures represent the % of 254 comments from respondents that identified each of the categories

- 10.17 In response to the same question, respondents offered a number of other comments which help to identify why they do not use the service. A small number of respondents commented that they would now try the library service, having learned from the survey about the different services offered.

**Figure 28 What would encourage you to use the library service (other themes)?**



Source: East Sussex County Council Reputation Tracker, 2015  
Figures represent the % of 254 comments from respondents that identified each of the categories

## 11 Conclusion

- 11.1 The Library and Information Service lends books and other materials, in hard copy and digital formats, provides information, delivers formal and informal learning opportunities as well as volunteering opportunities. Computers and Wi-Fi are available in all library buildings to enable people to use the internet.
- 11.2 Access to the library service is provided by 24 library buildings across the county, the online eLibrary, a Mobile Library Service, a Home Library Service, a Prison Library Service, a community information service (ESCIS) and a Schools Library and Museum Service (SLAMS).
- 11.3 The library service delivers a range of initiatives, both local and national, often with partners and sometimes externally funded. These include Bookstart to help parents/carers share books with pre-school children and IT for You to support people into employment by developing their IT skills.
- 11.4 Membership of the Library and Information Service is free to everyone who lives, works and studies in East Sussex. There are also customers who visit the library to use the resources and facilities, but do not have a membership.
- 11.5 At the start of 2017/18 there were approximately 230,000 registered members of the Library and Information Service, or about 44 per cent of the East Sussex population. However, the number of people visiting libraries and borrowing items from them is declining.
- 11.6 In 2016/17 there were 1,475,203 visits to the 24 library buildings in East Sussex, a reduction of 25 per cent since 2014/15 when there were 1,967,442 visits. This is lower than for other comparator local authorities, representing 3,260 visits per 1,000 population compared with an average across the comparator group of 3,676.
- 11.7 At 31 March 2017, there were 62,027 active members of the library service (people who borrowed an item in the previous twelve months). This is a reduction of 16% since March 31st 2015, when there were 74,176 active members.
- 11.8 Library stock, the materials available to borrow, is made up of a range of different formats, including books, DVDs, newspapers, and online resources such as eBooks, online encyclopaedias and training resources. Loans in all categories are decreasing year on year, with the exception of eBooks and eAudiobooks. Loans of eBooks have increased from 19,173 in 2014/15 to 30,843 in 2016/17.
- 11.9 Expenditure on materials (books and other resources) per 1,000 population was second highest in our comparator local authority group in 2015/16, and

satisfaction with the condition and choice of stock has remained high despite the decline in library use.

- 11.10 Income for the library service is generated through fees and charges (such as fines and reservation fees) as well as by delivering traded services such as the Schools Library and Museum Service and a Learndirect contract to deliver learning programmes. Despite recent efforts to generate more income, for example, by hiring meeting rooms, income is decreasing for a number of reasons. In particular, income for the Schools Library and Museum Service is not sufficient to continue delivery of services to schools in the same way.
- 11.11 There are 237 computer terminals (referred to as the People's Network) and Wi-Fi available to use for free across the 24 library buildings. In 2016/17, there were 281,704 computer sessions in total, 49,125 (17%), of which were Wi-Fi sessions using the customer's own device. Wi-Fi has been available in all libraries since March 2016 and usage is growing.
- 11.12 In January 2015, there were 150 full time equivalent (FTE) members of staff within the East Sussex Library and Information Service. Following the implementation of two restructures associated with the Libraries Transformation Programme (LTP) this has reduced to 96.5 FTE. The service had 0.23 staff per 1,000 population in 2015/16. At March 2017, this had reduced to 0.19, one of the lowest in our comparator local authority group. Over 400 volunteers provide additional library services, such as Rhymetime and Storytime and IT for You sessions. Comparison with our comparator local authority group shows that there is scope to increase the number of volunteers involved in providing the library service.
- 11.13 Surveys show that nearly half (45%) of adult visitors to libraries in East Sussex are aged 65 and over and half (50%) are retired. However, in terms of registered members of the library service, children and young people aged below 16 represent 26 per cent of all members, more than any other age group.
- 11.14 Most people, who were asked, consider their library visits to be related to leisure and enjoyment. Almost three quarters of adult library users (74%) visited a library to borrow, return, renew or reserve a book. The next most common reason for visiting (18.5%) was to access the public computers or Wi-Fi. Most adult library users visited at least once a fortnight, with the highest number visiting once or twice a week. There is a lack of awareness among non-users of the library service about the range of different services on offer, particularly online services, such as e-Books.