

Prosperous Staffordshire Select Committee

Friday, 23 January 2015

10.00 am

Oak Room, County Buildings, Stafford

John Tradewell
Interim Chief Executive
15 January 2015

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 18 December 2014** (Pages 1 - 6)
4. **Libraries in a Connected Staffordshire (part 3)** (Pages 7 - 98)
Report of the Cabinet Member, Children and Community Safety
5. **Educational Achievement in Staffordshire** (Pages 99 - 110)
Report of the Cabinet Member, Learning and Skills
6. **Work Programme** (Pages 111 - 120)
7. **Exclusion of the Public**



The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Schedule 12A (as amended) of the Local Government Act 1972 indicated below”.

Part Two

(All reports in this section are exempt)

8. **Exempt Minutes of the Prosperous Staffordshire Select Committee held on 18 December 2014** (Pages 121 - 122)

Committee Membership

George Adamson	Rev. Preb. M. Metcalf
Ann Beech	Geoff Morrison
Len Bloomer	Sheree Peale
Maureen Compton	Martyn Tittley (Vice-Chairman)
Tim Corbett	Paul Woodhead
Brian Edwards (Chairman)	Candice Yeomans
Geoff Martin	

Note for Members of the Press and Public

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Scrutiny and Support Manager: Tina Randall Tel: (01785) 276148

Minutes of the Prosperous Staffordshire Select Committee Meeting held on 18 December 2014

Present: Brian Edwards (Chairman)

George Adamson
Ann Beech
Len Bloomer
Maureen Compton
Tim Corbett
Geoff Martin

Rev. Preb. M. Metcalf
Geoff Morrison
Martyn Tittley (Vice-Chairman)
Paul Woodhead
Candice Yeomans

Also in attendance: Ben Adams, Ian Benson, Gill Heath, Tina Randall, Clive Thomson and Mark Winnington

Apologies: Sheree People

PART ONE

17. Declarations of Interest

There were no declarations of interest.

18. Minutes of the Prosperous Staffordshire Select Committee held on 16 October 2014

RESOLVED- That the minutes of the Prosperous Staffordshire Select Committee held on 16 October 2014 be confirmed and signed by the Chairman.

19. Children Missing Out on Education

The Vice Chairman presented the report of the Working Group. He reported that he was confident that the Council had robust systems in place for tracking children who are missing out on education but had concerns regarding those that were not known to authorities who may be at risk. He thanked officers for their role in preparing the report.

RESOLVED – That a) The report was accepted.

b) It was agreed that the Vice Chairman should follow up his communication with Her Majesty's Revenue and Customs regarding information sharing and report back to the Committee at a future date.

20. Improving Connectivity in Staffordshire

The Cabinet Member and County Commissioner for Connectivity presented a progress report to the Committee on the review of public transport commissioned in Staffordshire following a previous report to the Committee in October 2013. Details of partnership working, investment in new buses and future planned activity such as introducing a Voluntary Quality Network Partnership in the urban areas of Staffordshire.

The Council needed to have sound engagement with operators since eighty per cent of buses in Staffordshire were commercially operated. Whole area reviews of services had been undertaken in parts of Staffordshire over the last 18 months and the network had been re-shaped as a result. Discussion had taken place with operators and communities to meet the needs of users in this commercial environment. However, it was not possible to meet every single travel need and to put in a bespoke solution for everyone. Developer money had been used to introduce new services and work had been ongoing to ensure its future commercial viability.

In regard to network redesign, Members were keen to see more connectivity between rural areas and Stafford, so that the County becomes more prosperous. The primary focus will be in encouraging operators to invest and to encourage public use of buses in and around Stafford. It was noted that there is a long-term Stafford review. Further work was being done on understanding local intelligence on demand patterns and there is a real challenge to provide a service in rural areas to an affordable subsidy level. Members also stated that changes to rural bus services in East Staffordshire had been controversial and consultation time compressed as Hoar Cross and Needwood Forest Parish Councils had not realised that they were part of the Stone Network and had not participated in the public consultation events. Consultation was vital to understand what is required in rural areas.

In regard to Independent Travel Training (ITT) for SEN pupils, the Cabinet Member stated that as part of the transport review it had been established that the core transport offer was first and foremost bus or rail public transport. It was recognised that to date ITT was carried out on a voluntary basis and he would welcome the Committee's views on how to take this forward.

Members asked if there was any evidence of the impact of moving from direct transport to public transport on truancy rates. Officers explained that extensive discussions with schools and operators had shown that in some cases direct transport services were overlaying commercial bus services, or there was commonality of route and there were opportunities to flex commercial bus services to promote and enable greater independence for pupils, such as facilitating attendance at extra curricular activities and preparing pupils for life after school. Schools had raised concerns regarding pupil safety, but to date there had been no reported incidents of untoward behaviours towards children who had transferred to public transport. The transport team were working with schools in Staffordshire Moorlands and with faith schools to support this transition in September 2015. It was noted that many thousands of children already use the public transport network and children are able to travel into towns using the Your Staffordshire card. In some areas additional usage had led to extra services being put on by operators that benefitted everyone.

More than 1400 mainstream pupils/students have been transferred from bespoke contracted services to the public transport network and are now travelling independently; these young people did not receive specific travel training, albeit travel training support was available as required. It was noted that to date 20 SEN pupils had received independent travel training (ITT) training and as a result a number of SEN pupils have transferred to public transport on a voluntary basis, often making use of the English National Concessionary Travel Scheme, with financial savings to the Council.

The Cabinet Member stated that ITT by SEN pupils was a voluntary initiative with parents putting forward their children for training. In some cases parents who had tried ITT had suggested that it was inconvenient for them (the parents) and had asked to revert to bespoke transport. The Cabinet Member sought the Committee's views on whether travel assistance guidance for SEN pupils should be voluntary or compulsory.

Committee Members supported ITT and the move for SEN pupils to transition from bespoke home to school transport and the planned expansion of Personal Travel Budgets with the proviso that pupils' safety should be fully considered. Members stated that the child should be at the centre of this decision and there were benefits for the child to using public transport, such as social interaction, which could have a long term benefit in terms of the child's confidence.

In discussing partnership working and future planned activity Members valued the new bus services that had been introduced in the Cannock area and the bus shuttle service between Cannock and Wolverhampton hospitals and Cannock and I54 connections which are currently out to competitive tender. Members stressed the importance of the expansion of real-time travel information for passengers. Real-time information was being rolled out in Staffordshire with pump priming coming from successful Local Sustainable Transport Fund bids, but ultimately it relied on the bus driver making it work. Technically this was a highly complex project, but it was achievable. Further bus routes were now being investigated and the Council were inviting added-value options from the bus companies.

The Vice Chairman asked if the information screens in bus shelters in Lichfield Rural West could be speeded up.

RESOLVED - That: a) The report was accepted.

b) The Cabinet Member note the Committee's views on Independent Travel Training and home to school transport for children with SEN.

21. High Speed Rail 2 (HS2) Update

The Cabinet Member introduced an update on the Council's position in regard to Phase 1 Hybrid Bill of HS2 and Members were shown maps of the scheme.

The Cabinet Member stated that the government has made it clear that the project will move forward. The Council's position would now be to concentrate their efforts on mitigation on the impact that the proposed scheme has on the environment and the lives of local residents and ensure that those affected get the appropriate level of compensation.

The Council has engaged with communities and facilitated a number of meetings so that all views could be heard. The Council has submitted some 70 petitioning points to HS2 Ltd although there were four key items. Following detailed discussion/negotiation with HS2 Ltd agreement on the 4 key petitioning points had been achieved and discussions continued on the remaining issues. It was noted that the council was working in collaboration with a number of other local authorities on noise mitigation.

It was noted that in respect of HS2 Phase 2, the government have issued consultation on the safeguarding of the route from Fradley to Crewe. The Council will be submitting a response to that consultation that ends of 6 January 2015.

The Vice Chairman raised concerns on behalf of the residents he represents regarding the construction of Handsacre junction with the West Coast main line – now being classed as part of Phase 1, which gave residents little time to petition against the proposal. As a result mortgage providers had rejected applications. The Cabinet Member stated that representations should be made to the local MP and mortgage providers. He offered to raise this matter with HS2 Ltd.

Members asked whether there was a possibility that the scheme would only be built as far Curzon Street. The Cabinet Member responded that it was his personal view that the first phase would be from London to Crewe by 2026 as reflected in the recent Higgins report.

Given the existing good speed of travel from Stafford to London, Members queried the benefits to Stafford residents of HS2. The Cabinet Member responded that he wanted to ensure that the Stafford to London service was not denigrated. The County Commissioner added that the Hybrid Bill focussed on building railway infrastructure but the Bill could have an impact on the excellent railway service network that already existed for Staffordshire residents. The Hybrid Bill was not the appropriate mechanism for petitioning against rail services because they were asking for permission to build infrastructure. It was important to raise this matter at a later stage in the development to ensure that Staffordshire enhances its future rail capability.

Members asked if connectivity with the motorway network had been considered. The managed motorway network would be extended further north and would help with this. Projects were due to be completed in 2026 to ensure a direct link from Crewe Parkway to Stoke and the west of Staffordshire. Members were advised to read the Higgins report for full details of the proposed scheme.

RESOLVED – That: a) the report was received.

b) The Cabinet Member would raise the mortgage matter regarding the Handsacre junction with the West Coast Main Line with HS2 Ltd.

c) Members be advised to read the Higgins report to get full details of the proposed Phase 2 of the HS2 scheme.

22. Countryside Estate Management Review

The Cabinet Member indicated his intention to review the most effective way of managing our estate including undertaking some soft-market testing from January and to identify and establish a range of alternative delivery models for managing our 6,000 acre countryside estate, which we currently manage in-house supported by local communities and volunteers. There was a desire to manage our estate more efficiently and to improve outcomes. The Cabinet Member invited Members' comments on using the same critical success factors and method of evaluation as had been used for Infrastructure+ and the libraries project with some slight amendments. This may involve

some voluntary organisations and volunteers working with the Council on projects. Voluntary organisations and Friends of groups could tap into additional financial resources that would enable the Council to manage the estate better.

Members asked if the various strategies that relate to tourism and country parks were aligned, and for an update on the press announcement on discussions that were taking place between the Council and the National Trust. The Cabinet Member reassured Members that the Tourism Strategy, Destination Partnership and Countryside Estate Management strategy were interlinked.

The future of Shugborough was being considered outside the scope of this review, but discussions with the National Trust were ongoing. Members supported these discussions.

In regard to Chasewater and Marquis Drive. Chasewater are now interlinked and present excellent opportunities for future growth.

Members asked for further detail regarding the strategic partnership set up with AMEY to manage country parks. The Cabinet Member responded that this did fall within the scope of remit of the Infrastructure+ project and that one option may be that AMEY staff may undertake some work in regard to the maintenance of Cannock Chase. Members asked for reassurance that Cannock Chase would not be sold. The Cabinet Member indicated that he had no plans to sell Cannock Chase.

RESOLVED - That Members agreed the adoption of the proposed critical success factors and requested a further report in March 2015.

23. Flood Risk Management - Progress update

The Cabinet Member and County Commissioner for the Sustainable County summarised the progress with regard to the Council's responsibilities as Lead Local Flood Authority (LLFA) for Staffordshire. Staffordshire County Council (SCC) was now in the final stages of making an inter-authority agreement with Shropshire County Council. Of particular note was the establishment of Schedule 3 of the Flood and Water Management Act that could establish the Council as a SUDS (Sustainable Drainage Systems) Approving Body. The legislation is not yet written and the planned introduction of SUDS has been cancelled and has gone out to consultation again. The responsibility for implementing SUDS could go back to the borough/district council planning authorities and the County Council could become a statutory consultee, but awaits notification from the Department for Environment, Food and Rural Affairs (Defra) on the Council's role. This could have financial and skills resource implications for the authority, particularly if the Council is given a short timescale for implementation.

Details of the partnership funding mechanism were given. A six year programme of bids is now required by the EA and the submission date moved forward to the Spring. Infrastructure+ will be delivering this work.

Members commented on the need for close partnership working with local councils, EA and STW.

The Environment Agency (EA) have withdrawn from making bespoke comments on planning applications outside of the larger river flood zones and on surface water management for new developments. Although the LLFA is a non- statutory consultee on the planning process, the EA has referred developers and local planning authorities to the LLFA for advice. This has had a resource and cost implication for the Council. Members asked if this was slowing the planning process down. The intention was that the developer will have put the SUDS scheme in before the planning application is submitted and will be considered in parallel with the planning application. However, the controversial SUDS proposals may delay planning. Members asked if the SUDS schemes on the six year plan take into account what the EA are doing.

The LLFA sit down with EA and Severn Trent Water Authority (STWA) regularly and go through the schemes and STWA investment programme to investigate how they can invest and work together. This is particularly important where flooding is caused by a number of different reasons. The Council also comment on EA river modelling and advice and investigate highways flooding.

Members were reassured that the Council works with partners in regard to flooding on arable land.

RESOLVED: – That the report be accepted.

24. Work Programme

Members requested a further update on the Countryside Management Review in March 2015.

RESOLVED – That the update listed above be added to the Work Programme.

25. Exclusion of the Public

RESOLVED – That the public be excluded from the meeting for the following items of business which involves the likely disclosure of exempt information as defined in the paragraph of Part One of Schedule 12A of the Local Government Act 1972 as indicated.

26. Public Services Network Service Level Agreement in Staffordshire Schools (exemption paragraph 3)

Chairman

Documents referred to in these minutes as Schedules are not appended, but will be attached to the signed copy of the Minutes of the meeting. Copies, or specific information contained in them, may be available on request.

Local Members' Interest
N/A

Prosperous Staffordshire Select Committee

Friday 23rd January 2015 10:00 am

Libraries in a Connected Staffordshire (part 3)

Recommendation

1. To consider and comment on the proposed realigned model for the Library Service, set out in this report; to help to shape and influence the future library service so that it makes a more effective and relevant contribution to the lives of local residents.

Report of Michael Lawrence Cabinet Member for Children, Communities & Localism

Summary

2. To comment upon the revised model for Staffordshire Library Service.
3. To scrutinise the evaluation process which will be used to select community organisations that we will contract with to manage and deliver their local library service.
4. The Library Service welcomes comments from the Prosperous Staffordshire Select Committee which will feed into the proposals to Cabinet on 18th February 2015.

Report

Report Summary

5. To summarise the results of the public and collective consultation and to outline a proposed future model for the Library Service.

Background

6. The purpose of the report is to update the Select Committee on work that has taken place further to the Prosperous Staffordshire Select Committee meeting on 12 May 2014 to adapt and reposition the library service through Achieving Excellence – Libraries in a Connected Staffordshire: Part 1 and Part 2, to outline the next steps which will be considered by Cabinet on 18 February 2015.
7. As outlined in Achieving Excellence – Libraries in a Connected Staffordshire: Part 1 and Part 2, the way that people access information and learning, the way they

socialise and interact with each other or with organisations continues to evolve in the digital age.

8. On 18 December 2014 the DCMS Independent Library Report for England was published (Appendix 1). The report highlights the “sustained and severe financial situation” and the “rapid pace of current change” which is impacting on libraries across England.
9. The Chartered Institute of Public Finance & Accountancy (CIPFA) statistics also published in December 2014 show that nationally visits to libraries fell by 2%, 2013-14 compared to 2012-13. In Staffordshire visits fell by 2.8%.
10. As identified nationally and experienced locally, expectations of libraries have and will continue to change and the way in which we are transforming Staffordshire’s Library Service, working with communities and enhancing our online offer, is in line with the recommendations within the Independent Library Report. Continuing to transform our library service will enable it to remain a sustainable, relevant and valued part of the community.
11. The table below illustrates how library use in Staffordshire has changed between 2004-2014:

Staffordshire Libraries - Then & Now	2003-04	2013-14
Annual Visits	4,582,922	3,849,526
Total Issues of books, CDs & DVDs	5,353,840	3,407,390
Active Library Members who have borrowed an item in the last 12 months	186,881	105,534
Public PCs for the public to use	511	429
NetLoan Reservations (PC use per hour session)	408,718	536,510
Number of Libraries with free Wi-Fi	0	40
Virtual Visits	248,201	988,825
Children taking part in the Summer Reading challenge	Small scale local programme of summer activities	14,098
Reading Groups	Not known	119
Work Clubs	0	22
Volunteers	Volunteers supported the housebound service	20 established volunteer roles with 336 individual volunteers

12. Since 2008 Staffordshire Library Service has changed the way it operates to deliver £1.1 million of savings without any building closures or reductions of opening hours. This has been achieved, through the following:

- a. Reducing management and support services
- b. Introducing self-service
- c. Reducing expenditure on CDs & DVDs

There is now a need to save £1.325 million by 2016/2017 as part of the Council's Medium Term Financial Strategy (MTFS). £325,000 per year has been saved so far, and a further £1 million will be realised if these proposals are approved. A saving of £350,000 against the mobile and travelling library service is currently under consideration as part of the 2014-2017 MTFS review, which is separate to this project and these required savings. The mobile and travelling library review will need to be considered in conjunction with the wider libraries review and will also require specific consultation with communities.

13. The Public Libraries and Museums Act 1964 gives the County Council a statutory duty to provide "a comprehensive and efficient library service". The Council is also required to ensure that facilities are available for the borrowing of or reference to books, other printed materials, recorded music and films, of sufficient number, range and quality to meet the requirements of adults and children in the County Council's area. The Council must also encourage adults and children to make full use of library services, and lend books and other printed materials free of charge to those who live, work or study in the area.
14. The library offer in Staffordshire has been reviewed based on this commissioning context, the Arts Council England's report 'Envisioning the Library of the Future' and the Society of Chief Librarian's Universal Offers. The outcome of this review identified a tiered library offer.
15. On 18 June 2014 Cabinet agreed that we should consult on a tiered model for Staffordshire's library offer which included the following:
 - a. Library Extra
 - b. Library Core
 - c. Library Local
 - d. Library Plus
16. It was proposed that libraries that saw the most use by the public would remain directly managed and delivered by Staffordshire County Council. These 19 libraries were identified as Library Extra and Library Core.
17. Additionally, 24 locations that saw in total only 24% of the overall county use were proposed as forming Library Local. Here it was envisaged that through exploring a range of options, including working with communities to lead, manage and deliver the library service, it would provide the community with the opportunity to maintain or introduce services to meet their local need.
18. Enhancing the online library service would enable all library users to access information and library services at a time and place it is convenient to them. By consulting on these proposals library users and non library users were given the opportunity to influence the future design of this service.

Current Position - Public and Collective Consultation

19. During February 2014 a first engagement phase was held which began the conversation with communities and raised awareness that libraries need to change to better serve their needs. The findings from this exercise contributed to the development of initial proposals which were then subject to formal public consultation later in 2014.
20. The full Libraries public consultation took place between 16th July 2014 and 7th October 2014. The approach undertaken was based on a multi-faceted consultation plan, targeting different groups of interest in different ways in order to secure maximum involvement. This approach has delivered successful results, achieving a total of 4,255 responses to the survey and nearly 3,500 also engaging in organised public events. In addition feedback was received via letters, emails, social media, petitions and a young people's survey. A full summary and analysis of the public consultation can be found in Appendix 2.
21. The public consultation process ensured that the public/residents of Staffordshire, individuals, key stakeholders, including elected members, District and Parish Councils, CCG's, PCC, Schools and the voluntary and community sector, Library users, Library staff and potential users of the whole service had the opportunity to consider and comment on the plans and make their views known before final proposals were developed.
22. 31% of respondents agreed that the current proposals would safeguard the future of Staffordshire's Library Service while 34% disagreed. The main areas of concern raised were related to the proposed 'Library Local' offer. The principal concern related to the availability of and/or the skills of volunteers.
23. These views had been shared by Members of the Prosperous Staffordshire Select Committee at their meeting on 12 May 2014 where Members expressed concern around the number of volunteers available, the time they would be able to give, how knowledgeable they might be in terms of supporting library users and their reliability.
24. The consultation invited views on all three categories of proposed physical static libraries: Library Extra, Library Core and Library Local. 28% of respondents agreed or strongly agreed that libraries had been allocated to the correct categories and felt that services could be improved. 34% of respondents disagreed or strongly disagreed, feeling that libraries had been allocated incorrectly. Concern was raised that the geographical spread of libraries (particularly of those allocated to the 'Library Extra' category) should be reconsidered whilst expressing concerns that it would not be feasible for 'Library Locals' to be run entirely by volunteers.
25. More than half (53%) of all respondents agreed or strongly agreed with the 'Library Extra' and 'Library Core' proposals however less than a third (30%) of overall respondents agreed or strongly agreed with the 'Library Local' proposal. The main concern with this proposal was that libraries could not be run by volunteers alone; consequently the most common suggestion was the need for access to a paid member of staff. It was felt that this, combined with support from volunteers could provide a workable solution.

26. To assess the level of untapped community capacity respondents were asked to what extent they might want to be involved in helping to run a community led library in their area. Approximately 20% of respondents said that they might want to be involved in helping to run a local community library 'a great deal' (4%) or 'a little' (16%). We plan to work with VAST and Support Staffordshire to expand community capacity, promote volunteering opportunities in libraries and support volunteers.
27. 24% of respondents stated the proposals would have a 'significant' effect on them and their families. Results of consultation have therefore been used to directly inform the CIA and have been considered in the development of a realigned model to ensure it minimises any potential negative impact on Staffordshire's communities.
28. In addition to the formal public consultation, 9 petitions with a combined 8,255 valid signatures were received in respect of Staffordshire's Library Service. See Appendix 3. These were acknowledged and debated at Full Council on 11 December 2014. As part of this debate an amendment was proposed by Councillor Maureen Compton for each library to have at least one professional member of staff. The amendment was seconded by Councillor George Adamson and debated, however was defeated with 23 votes for and 32 votes against.
29. Recognising Staffordshire County Councils proposals were at a formative stage and to ensure meaningful consultation with affected staff and their Trade Union representative's collective consultation commenced on 6th November 2014 in accordance with the Trade Union & Labour Relations (Consolidation) Act 1992.
30. The initial focus of this consultation has been on the development of the model for the Staffordshire libraries service and the formation of final proposals in relation to the model.
31. Through the collective consultation process so far Staffordshire County Council has encouraged and supported affected staff to get involved in designing the new library service, providing the opportunity to present alternative proposals and new ideas.
32. The proposals received were detailed, high quality and presented a range of ideas. Within the proposals there were in excess of 80 ideas/suggestions including one proposal from Unison.
33. The key themes of the proposals put forward as part of the collective consultation have been as follows;
 - a. **Closure:** consider reviewing poor performing libraries with a view to possible closure as a vehicle to deliver savings.
 - b. **Resourcing:** consider retaining paid library staff capacity to provide a more tactical management to a cluster of libraries.
 - c. **Mobile Service:** review the mobile library service in line with the static offer.
 - d. **Branding:** remove the naming of Extra & Core.
 - e. **Management:** review the management structure and level of authority given locally to empower each library to control their offer.

- f. **Opening hours:** consider seasonal opening hour changes and a general reduction of hours to mitigate redundancies.
- g. **Cost reduction:** multitude of options provided from environmental efficiencies, staff reductions, potential relocations and greater adoption of IT.

34. Submissions were assessed against the following criteria which were judged to make a proposal viable:

- a. The Critical Success Factors
- b. Contribution towards the delivery of £1.325 million savings
- c. Contribution towards the outcomes of the County Council
- d. The vision and values of the County Council

35. Where submissions have been assessed as viable following evaluation they have been incorporated into the development of final proposals and considered alongside and in relation to the findings of the Public Consultation process.

36. The collective consultation process has also highlighted the opportunity for further exploration of a number of themed suggestions that can be developed in parallel to the proposed model as business as usual activity. These are:

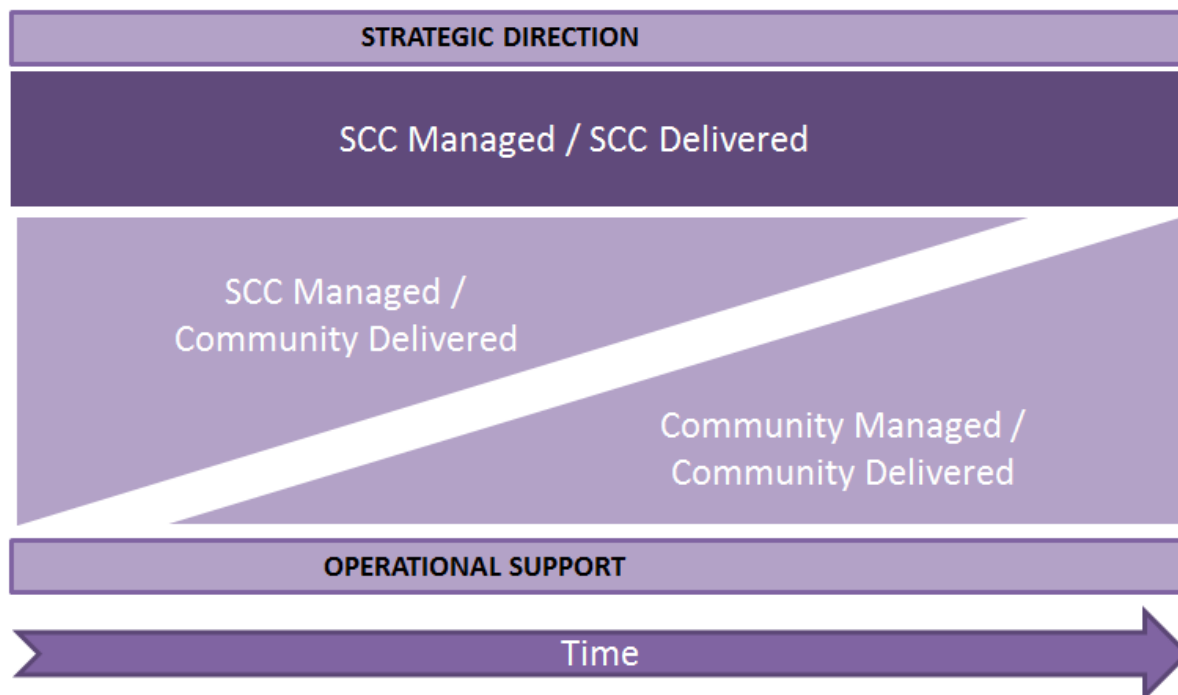
- a. **Income generation** – a range of ideas have been put forward to increase revenue streams in the libraries;
- b. **Stock Management** – the current stock management process has generated a great deal of feedback and highlighted some potential areas of improvement;
- c. **Promotion of the Library service and linked SCC offers** – there is understanding of the need to better advertise and target services to meet the needs of communities.

37. The public and collective consultations alongside the views of the Select Committee have provided a meaningful mechanism for individuals, employees, communities, partners, interested organisations and other key stakeholders to consider and comment on the proposals prior to any decisions being made.

38. We have listened to people's views about the proposed categorisation of libraries and the 'Library Local' proposal and are now proposing a realigned model for the library service to sustain libraries for the future and deliver the required £1.325m savings.

Key Considerations – Proposed Realignment of the Model

39. Visual representation



40. To address the concerns expressed by a wide range of stakeholders regarding the distinction between 'Library Extra' and 'Library Core' and the sustainability of the 'Library Local' proposal we propose a realigned model as follows:

- a. Staffordshire County Council Managed/Delivered Libraries
- b. Staffordshire County Council Managed/Community Delivered Libraries
- c. Community Managed Libraries/Community Delivered Libraries

41. We acknowledge that there has been confusion around the terms 'Library Extra' and 'Library Core'. The original proposal was that Library Extras would have more space for partners to offer appropriate services and we have identified through the consultation that there is greater potential to work with more partners at an increased number of our libraries. Therefore we will remove the terminology of 'Extra' and 'Core' and propose that the following libraries which were initially proposed as 'Extra' or 'Core' are all Staffordshire County Council Managed/Delivered Libraries where Staffordshire County Council will continue to manage and deliver the full library service, sharing space where possible with a wide range of partners to facilitate access to extra services.

42. We believe Community Managed/Community Delivered Libraries offer the greatest flexibility for communities with access to the wider library network and a personalised service co-produced with the community to enable the community to have a library service that fully reflects community need. These libraries will be supported by the County Council and will remain part of our library network.

43. During the consultation community organisations in several locations have come forward and expressed an interest in managing their local library. We will use the

final evaluation process, as agreed by the Select Committee, to propose to Cabinet how we will contract with community organisations to manage and deliver their local library service.

44. A consistent theme throughout the public and collective consultation and at the full council debate on 11 December 2014 is the desire to retain a level of paid staff input at proposed 'Library Local'. In communities where no community group has currently expressed an interest in managing their local library we are responding to this and propose that these libraries are Staffordshire County Council Managed/Community Delivered Libraries.
45. Community Managed/Community Delivered Libraries and Staffordshire County Council Managed/Community Delivered Libraries will be arranged in clusters will have access to paid members of support staff.
46. The role of the Staffordshire County Council support officers will be to:
 - a. Support volunteers and communities to deliver a library service including both operational and strategic advice/assistance.
 - b. Facilitate the development of Friends Groups with the potential to be management/ fundraising and support bodies for all of our libraries including Staffordshire County Council Managed/Delivered Libraries.
 - c. Be the contact between the Community Managed/Community Delivered Libraries and Staffordshire County Council Managed/Community Delivered Libraries and the Staffordshire County Council Managed/Delivered Libraries
 - d. Enabling Staffordshire County Council Managed/Community Delivered Libraries to become Community Managed/Community Delivered Libraries.
47. An online portal to support volunteers will also be established with access to:
 - a. Training resources
 - b. Information to share best practice
 - c. Newsletters
 - d. Funding opportunities
48. To ensure the long term sustainability of Libraries and safeguard the level of service to all users across the county, an enhanced Library Plus (online service) is also being investigated. The current plans anticipate that upgrades to the service will be made through 2015 and 2016 in a series of managed roll outs.
49. The potential impact of a realigned model for the Library Service will be considered fully through a Community Impact Assessment.

Proposed Next Steps

50. This transformation represents a significant change to the way library services are delivered in Staffordshire. It will therefore require changes to organisational arrangements. We will establish a structure resourced with the relevant functions, skills and abilities that are required to fulfil the commissioning activities of the County Council whilst enabling the management and delivery of:

- a. Staffordshire County Council Managed/Delivered Libraries
- b. Staffordshire County Council Managed/Community Delivered Libraries
- c. Community Managed Libraries/Community Delivered Libraries
- d. A mobile & travelling library service – subject to a review in 2015
- e. Online Library Service
- f. Schools Library Service – fully traded
- g. Prison Library Services – funded by the Ministry of Justice

51. We have established the functions that the County Council must ensure it can provide as commissioner of a library service:

- a. Strategic leadership and management
- b. Business planning and policy direction
- c. Community capacity building and development
- d. Service development and improvement
- e. Curated content management of stock, services and activities
- f. Operational management and delivery
- g. Contract management
- h. Performance Management
- i. Workforce development for all libraries in the network
- j. Operational support for Community Managed/Community Delivered Libraries and Staffordshire County Council Managed/Community Delivered Libraries

52. This will be translated into organisational structures and job roles as part of the transition process should Cabinet agree to the recommendations set out in this report.

53. As part of this process all aspects of the libraries organisation and support structures will be reviewed to ensure that the Staffordshire County Council Managed/Delivered Libraries, Staffordshire County Council Managed/Community Delivered Libraries and Community Managed/Community Delivered Libraries all meet the requirements of Staffordshire's communities and support wider Staffordshire County Council outcomes.

54. As a consequence staff may experience changes to job roles and structures as the way in which work is organised changes and there may be a reduction in the number of roles that will be required to deliver services, and proposals to dismiss some employees as redundant may emerge in the future.

55. Staffordshire County Council will continue to pursue a clear and transparent consultation process with staff and their Trade Union representatives. Notwithstanding the protections afforded by employment legislation the County Council will apply appropriate organisational HR policies and procedures and a comprehensive approach to staff engagement.

56. As part of the consultation, we consulted upon opening hours at the libraries which were initially proposed as core libraries. The recommendations are based on patterns of library usage and responses from the Libraries consultation.

57. The combination of these two data sources suggest that there are opening hours which are not cost effective for Staffordshire Libraries to maintain because the footfall is so low at these times. However, closing at these times appears to be a significant inconvenience for a few people. The overarching recommendation is to close opening hours where usage is very low, but to offer the community the opportunity to extend the opening hours through volunteers.
58. If Cabinet agree this model for the static library service, we then need to consider the future of the mobile library service.
59. As with static library provision use of the mobile library service is changing as people access reading and information in different ways. In 2013/14 there were 104,763 visits to mobiles and libraries, 2.7% of the total visits made to Staffordshire libraries.
60. We propose to review the Mobile and Travelling Library Service during 2015; we will analyse all use statistics and will make proposals informed by data and equality impact. The review will need to be considered in conjunction with the wider libraries review and will also require specific consultation with communities. We will also need to complete a detailed piece of work to assess the implications of early termination of vehicle leases. If accepted the recommendations with this review will be brought back to the Prosperous Staffordshire Select Committee during 2015.

Community Managed/Community Delivered Library Service

61. We are still formalising final proposals regarding which libraries are recommended Staffordshire County Council Managed/Delivered Libraries, Staffordshire County Council Managed/Community Delivered Libraries or Community Managed Libraries/Community Delivered Libraries. However, it remains our aspiration that Staffordshire County Council Managed/Community Delivered Libraries will become Community Managed and Delivered over a period of time through additional support and volunteer capacity building. Based on the public consultation, we believe that there are a number of communities that will be able to implement a Community Managed and Community Delivered Service as early implementers of this model.
62. During the consultation community organisations worked with us to define the level of support they would require from the County Council to take on the management function and anticipate that this will include:
 - a. Strategic support from a Community Managed Libraries lead
 - b. Access to community support from an identified member of paid staff – the level to be agreed with each community group
 - c. Telephone helpline
 - d. Workforce development
 - e. Provision of IT & WiFi
 - f. Access to the library computer system and catalogue
 - g. Access to library stock from across the library network, including online resources, which can be returned at any library

63. To enable the County Council to contract with an appropriate community organisation a procurement process will be used. Full details of the proposed selection and evaluation process can be found at Appendix 4.
64. It is anticipated that the procurement process will commence in June 2015 with a view to contracting with community organisations from September 2015. Between June 2015 and August 2015, we will support organisations to develop their business case. The establishment of Community Managed & Delivered Libraries is anticipated to be phased from October 2015 to January 2016 in recognition of the level of support that might be required by individual organisations.
65. Once Community Managed & Delivered Libraries have been established the Service Level Agreement/Contract will be monitored to ensure that the library service delivered by the community organisation meets required standards.

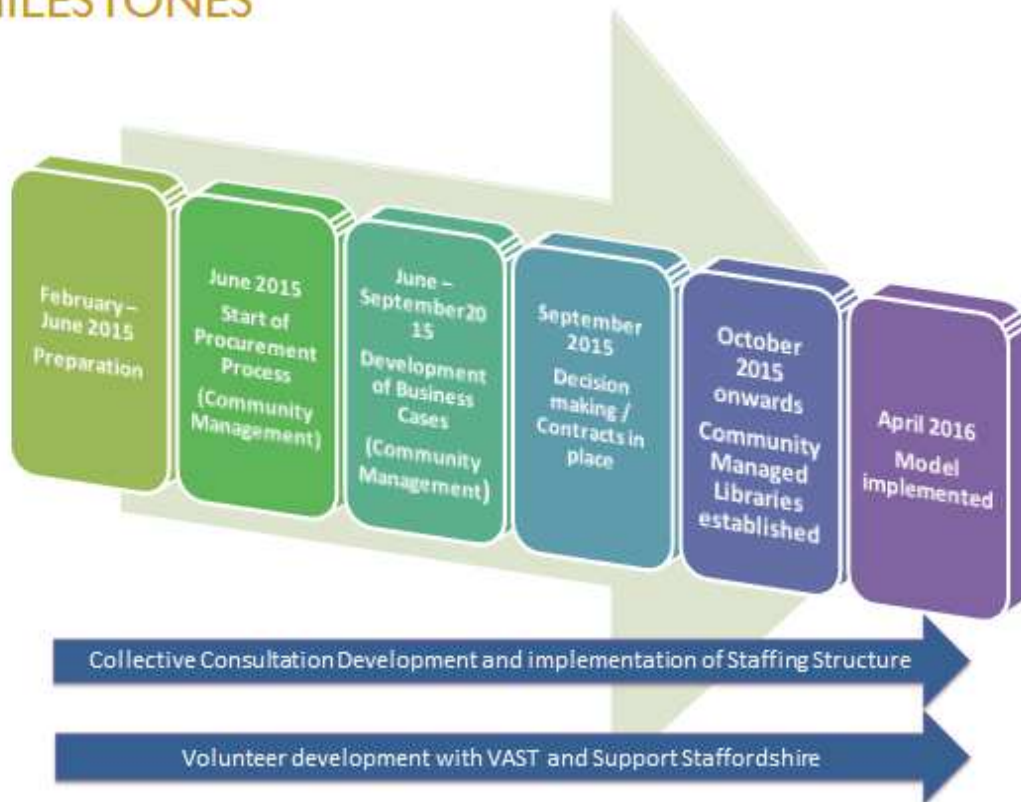
Staffordshire County Council Managed/Community Delivered Libraries

66. Where no community groups express an interest in managing their local library, Staffordshire County Council will retain responsibility for the library building and the service will be managed by a paid member of Staffordshire County Council staff covering a “cluster” of similar libraries for a designated number of hours. Day to day operations and any enhancements to the service will be undertaken by volunteers.
67. Through the public consultation, we are able to identify individuals/organisations who have expressed a wish to volunteer/support their local library. These will be followed up.
68. The County Council will ensure that volunteers are recruited of the right calibre and in sufficient numbers and we will work with VAST and Support Staffordshire to facilitate this.
69. To support the delivery of the library service at these locations, the paid member of staff will also be responsible for the development of Friends Groups. It is proposed that these will support the delivery, promotion and extension of the library service and raise funds, help access external grants to enhance the service and ensure that it is fully reflective of local needs.

Timescale

70. Milestones, should the proposals be agreed

MILESTONES



Appendices

- Appendix 1 - Independent Library Report for England
- Appendix 2 – Staffordshire Libraries Public Consultation 2014 – analysis of results
- Appendix 3 – Petitions
- Appendix 4 - Selection & Evaluation process

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Department
for Culture
Media & Sport

Independent Library Report for England

18 December 2014

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Foreword

The public library service in England is at a crossroads.

For 150 years, library services have been run by local government, with oversight from central government. Libraries already deliver a wide range of facilities and services within local communities, and, given sharply reducing budgets, and changing needs, there are keen concerns about continuing to provide these vital functions.

Many local authorities are delivering impressive and comprehensive library services. Their delivery and management is innovative as well as excellent. The need now is to build on and extend those practices to benefit every library in the country.

Central government therefore commissioned me, with the help of my advisory panel – Sue Charteris, Janene Cox, Luke Johnson, Roly Keating, Caroline Michel, Stephen Page and Joanna Trollope – to investigate how the public library system could best work, in the future.

It has taken us seven months. We have visited large numbers of libraries, both urban and rural, discussed the issues and challenges facing libraries at length with local government, considered over 200 submissions of written evidence, and heard invited oral evidence from many of the above including distinguished bodies such as Arts Council England. All our evidence has been gathered with an acute awareness of the sustained and severe financial situation affecting everyone, the rapid pace of current change, and the imperative that no-one is left behind.

Two themes have emerged, consistently and dramatically. The first was that there have already been far too many library reviews in recent years which have come to nothing. The second was that not enough decision makers at national or local level appear sufficiently aware of the remarkable and vital value that a good library service can offer modern communities of every size and character.

Our conclusions are clear, concise and practical. We make three major recommendations:

1. The provision of a national digital resource for libraries, to be delivered in partnership with local authorities
2. The setting up of a task and finish force, led by local government, in partnership with other bodies involved in the library sector, to provide a strategic framework for England, and to help in implementing the following
3. The task force, to work with local authorities, to help them improve, revitalise and if necessary, change their local library service, while encouraging, appropriate to each library, increased community involvement

Libraries are, let us not forget, a golden thread throughout our lives.

Despite the growth in digital technologies, there is still a clear need and demand within communities for modern, safe, non-judgemental, flexible spaces, where citizens of all ages can mine the knowledge of the world for free, supported by the help and knowledge of the library workforce. This is particularly true for the most vulnerable in society who need support and guidance and to children and young people who benefit from engagement with libraries outside of the formal classroom environment.

The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education, and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or understand your pension rights or the health solutions available to you, or learn to read, the library can assist.

In England, over a third of the population visits their local library. In the poorest areas, that figure rises to nearly a half. It is no wonder that communities feel so passionately about their libraries.

They are not only safe places for literacy and learning, they have also been the starting point of empowerment for many citizens who lack opportunities at home. And, in many cases, across the country, there are outstanding examples of libraries who benefit, and engage with, their local lives and communities.

This best practice needs to be shared further. A library's great strength – its localism – must not be allowed to become its weakness. More focussed effort is needed to help local government implement its desire to benefit its communities through the public library system.

What we would like to see is a re-invigoration of the library network. It starts with a marked increase and improvement in digital technology, rolling WiFi out to every library in the country. That WiFi connection should be delivered in a comfortable, retail-standard environment, with the usual amenities of coffee, sofas and toilets, and offer, in addition, such new services as would make the library a vibrant and attractive community hub.

A series of hubs would support individuals and communities to become more enterprising, more literate, and in consequence, more prosperous.

Libraries could and should play a major role in rectifying literacy standards. A re-energised library network would be a natural and established partner for every school, as well as being the provider of courses in both literacy and adult education. Local cultural organisations would find an equally natural ally in their library, every partnership increasing the sharing of knowledge and the growing of audiences.

The research for this report has resulted in a fervent belief among the panel members that the future of libraries as community hubs is essential for the well-being of the nation. At the moment, at least 20% of the population have no digital technology at home, and far more fail to understand how to make the most of what they do have.

The need to create digital literacy – and in an ideal world, digital fluency – is particularly helped by the professionalism and experience of the library workforce, who should be recognised for the significant role they play in modern society at present, and also be augmented by the recruitment and training of equally high calibre personnel for the future.

These two central ambitions need economic coherence for their fulfilment. In fact, coherence at a national level is needed throughout. As things currently stand, the present governance of the library network does not allow for either economies of scale or for genuine national strategic leadership.

In such a fragile financial environment as we have now, economies of scale across the country could have a huge and beneficial effect. And a national strategy could articulate what libraries are, and why they are a force for good for us all.

Libraries belong, after all, to every one of us. We have come across extraordinary cases of the transformative effect that a community has had on shaping a library to suit their particular needs. Their involvement has not affected the statutory authority of local authorities, but has rather, by suggesting new models of resources and expertise, helped to create a new dynamism in the way a library relates to its community.

We are not just intent upon refreshing the public library network. We want, also, to make better use of taxpayers' money. Many government departments have budgets already allocated to related services, so libraries become a natural fit for them. Central government, by investing in digital resources across the library network, could show that it understands how crucial the service is to both the welfare and the advancement of the nation.

We would like to see some greater consistencies in libraries, such as branding and signage, as well as the all-important provision of services. We would like to see sharing of digital networks. We would like to see future generations able to take the excellence and efficiency of the library service for granted, including, perhaps, the issuing of national library cards.

The whole point of the work of this panel has been to ensure that this vital service to our nation can adapt to changing environments and technologies and thrive on the progress that they bring. It will take time and dedication to bring the adjustments about, but we are optimistic that there is the commitment and energy there to keep the service developing and flourishing well into the future.

We are extremely grateful to all those involved for their useful insights and contributions. This report is for the government who commissioned it, but there is a great deal here for all those involved in, or appreciative of, the library sector, to think about and pursue. By working together we can have considerable influence in sustaining, and shaping the public library service of England.

William Sieghart & Panel – Independent Library Report

Actions

For central government

- To make available funding to enable local authorities to extend WiFi access, computer facilities and workforce training for all public libraries in England
- With local government, jointly establish a library taskforce, led by councils, in partnership with others interested in the sector: to provide leadership; to implement the recommendations and to help reinvigorate the public library service in England
- To have greater cross-government recognition and support for libraries
- To seek to secure changes in European and UK copyright law to enable the Public Lending Right to include remote e-loans in its next legislative term

For the taskforce

- To support the creation of a national digital library network
- To respond to the outcomes of the current e-lending pilots and continue to work with publishers, libraries and others to secure the adoption of the models supported by the pilots
- To encourage and develop the library workforce and especially new recruits and graduates
- To develop sector-led best practice guidelines to help local authorities when working with volunteers and community-led libraries

For local government

- **With central government, jointly establish a library taskforce, led by councils, in partnership with others interested in the sector: to provide leadership; to implement the recommendations and to help reinvigorate the public library service in England**
- **Through the taskforce, to develop a vigorous culture of mutual support among local authorities through the sharing of good practice/resources and to seize the opportunities for even greater collaboration**
- **Through the taskforce, to consider all available options for the delivery of their library service**
- **Through the taskforce, to encourage more community involvement in the management of libraries through a variety of models**

Digital library network

ACTIONS

Central government

To make available funding to enable local authorities to extend WiFi access, computer facilities and workforce training for all public libraries in England

Taskforce

To support the creation of a national digital library network

It is essential that all public libraries in England should be able to offer the public free access to WiFi, computer facilities and sufficient workforce training to support its use. This will allow them the freedom and flexibility to be responsive to the needs of their local communities in line with wider technological advances. It would also help libraries to innovate, to share or jointly adopt services more efficiently as well as giving them the opportunity to generate income from non-core services. WiFi will enable libraries to bid for income generating projects and to assist co-location of services.

Many people expect WiFi to be accessible at all times and the lack of its availability in some libraries has been a barrier to the public using its facilities especially amongst the younger generation. By not providing WiFi and high quality computer facilities, libraries often present a negative image of being old fashioned places that have little relevance in today's society.

Libraries offer more than just books, CDs and DVDs. They have become the portal to a whole range of material for education, entertainment, and self-improvement.

The investment of WiFi and improved computer facilities will allow libraries to develop new services, new audiences and enable local innovation. As a result people will get access to more resources, information and support.

It is important that central government provides the funding to enable local authorities to extend WiFi access, improved computer facilities and workforce training to demonstrate government's continuing support and commitment for libraries. Libraries are already facilitating access to a wide range of government services including education, welfare reform, business and economic growth and health care and this will dramatically grow as more services go online.

WiFi on its own will only go part of the way to solve these issues. Current fixed terminals do not offer enough flexibility for libraries to cope with changing demand. By providing computer facilities whether they are tablets, mobiles, laptops or other devices, libraries will be able to meet user needs and free up more space to facilitate a wider range of services. It will also encourage a wider demographic into the library. Equipment should be able to be used by everyone with assistive reading technologies and accessible keyboards where required.

The provision of WiFi and improved computer facilities could also allow for the creation of a national digital network for libraries. This can be viewed as the next phase of The People's Network which changed how libraries have been used since 2000. This digital network could include a single library platform and a national library card and catalogue.

There is also a need to develop and have access to high quality content to help inspire and encourage creativity, leisure and engagement across the digital world. This can build on the work from Library 21¹ which has begun to explore how, in a digital age, the public library space can be the most exciting place for readers, and give the public access to an unprecedented range of digital content.

¹ <http://www.theliteraryplatform.com/collective/library-21-research-and-feasibility-study/>

Public libraries are already moving beyond the confines of their buildings and a digital network can help support this especially in rural areas which may not currently have access to a library service. A digital network can help rural library services utilise, unlock and build their social capital to revitalise communal facilities.

The network will also allow libraries to be able to communicate with each other more effectively and to promote their services in a more unified way. Creating a digital network for libraries could bring about a socially inclusive 21st century model that is fit for purpose. A digital network can help reinvigorate the library offer, reach new customers, and increase the visibility of libraries in the community at large.

This emphasis on the digital should not take away the importance of physical stock. Libraries encourage literacy and learning in various forms including written and oral. A national digital network could allow for existing stock to be better sourced, shared and curated on a wider basis. The network could help with e-lending which is covered later in the report.

It would also give users access to reference, specialist collections and local archives as these become available on-line. It could allow libraries to build stronger links with The National Archives, the British Library, universities and other specialist libraries. It could also help to join up libraries across the globe to share information and new practices. This will give the public library service wider access to a greater wealth of material and allow them to connect with the wider world. It will enable the user to move seamlessly from national and international content through to relevant local content.

It is important that this national library network should be able to link up with other digital projects to help with compatibility and cohesion. The support of the Government Digital Service and their partners will be essential in this.

Library taskforce

ACTION

Central and local government

Jointly establish a library taskforce, led by councils, in partnership with others interested in the sector: to provide leadership; to implement the recommendations and to help reinvigorate the public library service in England

There should be a library taskforce to provide the necessary leadership and to help ensure that the actions detailed in this report are delivered. It is not envisaged that it would be practical or desirable to create a new body to deliver this. Instead it should be set up as a task and finish group which will jointly report to Ministers and the Local Government Association. This partnership will foster and promote a new and dynamic way of working for libraries.

This taskforce, which we provisionally call “Leadership for Libraries”, will be led by local government with the national technical expertise provided by amongst others:

- Arts Council England
- BBC
- British Library
- Central government including Government Digital Service

- Chartered Institute of Librarians and Information Professionals
- Local Government Association
- Society of Chief Librarians
- The Reading Agency

We recognise the positive contribution of the Arts Council England in supporting and developing libraries since they took over that role in October 2011. Their strategic development role within the sector will continue as part of the taskforce and it is hoped that libraries will continue to be supported to maximise the opportunities which Arts Council England funding streams present.

The taskforce will be the advocate for public libraries in England, including branding, promotion and the over-arching vision and narrative for the service which can then be delivered at local level – it is important that the public library service achieves greater and more coherent visibility of what it offers, and that its potential benefits are understood at national and local level to inform policy development.

Membership of the group will vary depending on the tasks involved and for certain actions it could help to have agreed representatives from library users and volunteers, third sector foundations, trade unions, publishers, authors and the library workforce to help provide experience and practical considerations.

This taskforce will take forward programmes to support the following objectives:

- To support the creation of a national digital library network
- To respond to the outcomes of the current e-lending pilots and continue to work with publishers, libraries and others to secure the adoption of the models supported by the pilots

- To encourage and develop the library workforce and especially new recruits and graduates
- To develop sector-led best practice guidelines to help local authorities when working with volunteers and community-led libraries

Roles and responsibilities will be assigned to each of the programmes with relevant organisations/individuals assigned to certain tasks that match their skills and interests. Other individuals and organisations can be invited onto programmes to give wider experience and perspectives.

Once established the taskforce will clearly set out its key deliverables to assess and measure its success against these. The aim is for it to run for three to four years with regular reporting to Ministers and the Local Government Association and other partners. There could be actions that might need to continue after this time under the remittance of a particular organisation or alternative governance model. The taskforce should also be open and transparent, for instance by publishing both its action plan and regular reports of progress against these.

The BBC welcomes and endorses the ambition in this report to ensure libraries remain a vital part of public life. In particular, they recognise the role digital technology can play in transforming public libraries and are resolved to help realise this potential. They have committed to joining the taskforce charged with looking in detail at what digital capability would most benefit libraries (be it training or technology) and, in particular, whether there is an opportunity to support libraries through a national digital infrastructure.

Wider government initiatives

ACTION

Central government

There should be greater cross government recognition and support for libraries

The government facilitates more than 650 transactional services for citizens and businesses, including vehicle tax renewals, passport applications, driving test bookings and voter registration, with more services becoming digital by default in the future. Going digital by default means creating services which are so straightforward and convenient that all those who can use digital services will choose to do so, while those who can't are not excluded.

The Cabinet Office's *Digital Inclusion Strategy*² sets out how it will help to reduce the number of people without basic digital skills and capabilities to enable total digital inclusion by 2020. One of the key actions is for government to identify where increasing digital capacity will improve wider policy outcomes. It also sets out that departments will raise awareness of their digital services so more people know about and use them, and look at ways to use incentives to encourage digital adoption.

Libraries already facilitate access to government services such as education, welfare reform, business and economic growth, health and well-being and many help to support a range of digital inclusion activities.

² <https://www.gov.uk/government/publications/government-digital-inclusion-strategy>

As part of the Get Online campaign, libraries have already enabled over 3 million people with access to online facilities and with appropriate investment and partnership there is huge potential for libraries to do more in the future. Libraries provide access to books, on-line resources, workforce training, support and space.

Some rural library services in particular have close relationships with social services and adult education, amongst others. Further joint working across departments, alongside communities and other providers, is required to maximise efficiencies and opportunities.

Members of the library workforce spend a large proportion of their time helping people with poor computer and internet literacy. An increase in online transactions will only make the library more relevant to the digitally excluded as the one place where they can access a whole range of facilities and support free of charge.

The future of libraries should be seen as all of Government's responsibility not just for the Department for Culture Media and Sport and the Department for Communities and Local Government. In my discussions with other departments they acknowledge that libraries already help to deliver their services in one central place. However more needs to be done to ensure that libraries get the appropriate recognition, support and publicity about their role and there could be a greater joining up of government initiatives at a strategic level to help libraries to be able to deliver them in a cohesive way to the local communities.

There should be a greater transparency and awareness of any funding or other support on offer that local authorities could benefit from. They also need to be aware that potential funding streams may be tied to certainty of service provision across all of England / the UK. This may require one bid to be made collectively on behalf of all authorities. Consideration needs to be given as to how this can be best achieved.

E-lending

ACTIONS

Central government

To seek to secure changes in European and UK copyright law to enable the Public Lending Right to include remote e-loans in its next legislative term

Taskforce

To respond to the outcomes of the current e-lending pilots and continue to work with publishers, libraries and others to secure the adoption of the models supported by the pilots

Digital technology is developing rapidly and will continue to have a major impact on the way information, culture and the written word is obtained and consumed. There has been a rapid growth in the loan of e-books and it is increasing though it is still small in comparison to the loan of traditional books. The most recent figures showed that issues of e-books for public libraries in England in 2012/13 were 803,085. This was an increase of 80.6% on the previous year.

The review of e-lending in 2012/13 helped ensure that libraries, users, authors and publishers could all benefit as the demand for this service grew. This provided advice on how best to achieve an e-lending model in public libraries in England to provide a strong modern offer to the public, whilst providing fair remuneration to publishers and authors and appropriate protections against copyright infringement.

In March 2014 the Society of Chief Librarians and the Publisher's Association, funded by the British Library Trust, commenced a 12 month pilot into e-lending in public libraries, working closely with four local authorities in England to carry out research into the impact of e-book lending in order to identify a suitable and sustainable model for all key partners. The findings are due in early 2015.

There is a role for the library taskforce to help develop an e-lending solution for libraries in England in close liaison with publishers and authors. There may also be future actions needed for including e-loans in the Public Lending Right. This is the right for authors and other rights holders to receive payment for the loans of their books by public libraries. Following our recommendations from the 2013 e-lending report³, the government amended legislation in July 2014 to extend the right to be paid for audio and e-books for on-site lending however more work needs to be done in this area.

³ <https://www.gov.uk/government/publications/an-independent-review-of-e-lending-in-public-libraries-in-england>

Professional development

ACTION

Taskforce

To encourage and develop the library workforce and especially new recruits and graduates

One of the most successful programmes to encourage talented young graduates into a profession is TeachFirst whose mission is ‘to end inequality in education by building a community of exceptional leaders who create change within classrooms, schools and across society’. Many graduates have now gone through this programme and this has helped raise the profile of the teaching profession.

Currently librarians and the wider public library workforce do not get universal recognition for the wide range of services that they provide to the public and the sector needs an equivalent programme to attract the next generation as well as developing further skills for the existing library workforce. The 21st century librarian will need to be more of a community impresario with digital and commercial expertise who can champion their communities’ needs and generate new business and audiences for the library.

The creation of programmes to recruit, encourage and develop library workforce at all levels should be led by the library taskforce with the active involvement of the Society of Chief Librarians, the Chartered Institute of Librarians and Information Professionals and other interested partners. Volunteers have always contributed to libraries and they should continue to be included in any workforce training to help them to take their skills to the next level.

Volunteers and community-led libraries

ACTION

Taskforce

To develop sector-led best practice guidelines to help local authorities when working with volunteers and community-led libraries

A core set of guidelines needs to be developed for working with volunteers and communities. This could share information, lessons learnt and best practice alongside legal, regulatory and operational issues. It can then be disseminated nationally through the digital network as well other channels.

This work should be led by the library taskforce in co-ordination with key partners including user groups, local authorities, the Local Government Association and the Society of Chief Librarians all of whom have considerable experience and dedication in this area.

It should complement and enhance existing guidelines such as:

- *The Community Knowledge Hub for Libraries*⁴
- *Learning from experience: guiding principles for local authorities*⁵
- *Learning from experience: summary briefing for local authorities*⁶

⁴ <http://libraries.communityknowledgehub.org.uk/>

⁵ <http://www.artscouncil.org.uk/advice-and-guidance/browse-advice-and-guidance/community-libraries-learning-experience-guiding-principles-local-authorities>

⁶ http://www.artscouncil.org.uk/media/uploads/pdf/Community_libraries_research_2013_summary_report.pdf

- *Rural library services in England: exploring recent changes and possible futures*⁷

The involvement of volunteers and communities in the public library service is not new; though their role and numbers have changed over time. Some of the more innovative places that we visited were run by such volunteers in partnership with their local authorities and with strong support from their communities and the library workforce.

Community-managed or community-supported libraries can present a creative way to manage resources and help support the professional library workforce. We would like to see communities consulted in greater depth and brought more into the management of their library service through a variety of different models. In so doing they better reflect the particular needs of their local area and can have a positive influence on what services are delivered, opening hours and having a sense of ownership and engagement.

There are examples of volunteer only libraries being set up across the country though there is a tendency for these to be established in reasonably affluent areas and there are still questions over their long term viability. The more disadvantaged localities often have the greater need for such a service but they don't tend to have the resources, experience or confidence to take over the running of their library.

There are also new models of delivery such as community co-operatives, mutuals and social enterprises. There have been encouraging signs that these can help improve the quality of the library service.

There is plainly not one library model that fits all situations and it is right that there is a range of options to fit in best with different community needs. However it is important that there is greater cohesion between these different types of libraries and that there is more support for both local authorities and their communities in understanding the different models and choices/support open to them.

⁷ <http://www.opm.co.uk/publications/rural-library-services-in-england-exploring-recent-changes-and-possible-futures/>

Role of local government

ACTION

Local government

- **Through the taskforce, to develop a culture of vigorous mutual support among local authorities through the sharing of good practice/resources and to seize the opportunities for even greater collaboration**
- **Through the taskforce, to consider all available options for the delivery of their library service**
- **Through the taskforce, to encourage more community involvement in the management of libraries through a variety of models**

Libraries are a local service, managed and funded locally, with councillors accountable to local taxpayers –this includes users and non-users alike – for the service they deliver. Whilst it might be more efficient to have fewer library authorities we are not recommending changes to the existing structures as this is a matter for central government to lead and agree on.

Local authorities should continue to have the statutory duty 'to provide a comprehensive and efficient library service for all persons desiring to make use thereof'⁸ taking into account local needs and within available resources. It is a matter for each authority to decide on what is 'comprehensive and efficient' for their own area, to determine how much they spend on libraries and how to manage and deliver their service at the local level.

⁸ <http://www.legislation.gov.uk/ukpga/1964/75/contents>

The Local Government and Public Involvement and Health Act 2007 places a duty on principal authorities to have regard to the need to secure that any community governance for the area under review reflects the identities and interests of the local community in that area, and that it is 'effective and convenient'.

Libraries are among the most valued of civic spaces. They have a cross generational appeal that other local authority services can only dream of and are a gateway to information, ranging from public health to adult learning, jobs, volunteering, the police and other cultural services. Against a background of austerity the future of libraries has to be considered as part of the overall council service offer to communities. Libraries are most likely to be viable when they can demonstrate their value to the widest possible group of users.

Up and down the country many libraries are already exciting, relevant and vibrant community hubs that drive footfall to city and town centres and help to create a climate of aspiration. There are inspiring examples of local authorities collaborating with each other and other partners, bringing together services in a single location, to improve the efficiency of the library service. The Local Government Association already supports and promotes sector-led improvement and should continue to lead on this area in conjunction with other key partners in the library sector.

The need to share what works will continue to be of the utmost importance. A local government-led taskforce, jointly accountable to the Local Government Association and Ministers, could play a positive and powerful role seeking out and sharing the most exciting practice for other places to learn from and adapt to suit their own local circumstances, building on work to date.

There are a range of different models that authorities can consider and adopt to deliver their statutory duty and provide a library service that meets their community's needs: staff led public service mutuals; community mutuals; trusts; shared services; in-house; contracting-out etc. There are encouraging signs that establishing library management into community co-operatives, mutuals and social enterprises can improve the quality of the library service. One size does not fit all. What has worked in one area may not be applicable in another. It is up to councillors to consult their communities, carry out a rigorous options appraisal and put in place a model that reflects local needs and circumstances, as many are already doing.

Greater collaboration and sharing of resources between authorities can create efficiencies by reducing the number of buildings, managers and backroom staff while benefiting from other economies of scale. It also allows users greater access to wider services.

Efficiencies can be achieved by co-location of services; sharing/ outsourcing back office functions; and the greater use of library purchasing consortiums or existing frameworks for equipment. Political support, leadership and commitment to change will be needed at all levels for this to succeed and it is right that local government leads this.

Significant transformation takes time and longer-term benefits, financial or otherwise, may not be realised immediately – sometimes it is necessary to invest in the short-term to save in the longer term. A thorough options analysis is required in proper consultation with the local community looking at the strategic approach and levels of provision assessed across the network as a whole, including the other services that the local authority provides.

As well as the Local Government Association's sector-led improvement offer, central government has provided assistance and funding to help councils:

- The Mutuals Support Programme⁹ is a £10m fund to support services spin-out as employee controlled businesses by providing access to professional expertise and technical support that staff would not have access to or fund themselves. The programme has worked for libraries that are moving towards developing community led models
- The Department for Communities and Local Government established the Transformational Challenge Awards for 2014/15 and 2015/16 to help local authorities, including libraries, improve efficiency, reduce bureaucracy and integrate services where possible

⁹ <https://www.gov.uk/government/groups/mutuals-information-service>

Case studies

City of York

York's library and archives service (Explore) was one of the first in the country to spin out into a public service mutual organisation, using £100,000 advice and support from the Cabinet Office, Mutuals Support Programme. One third is owned by staff and two thirds by its community members. As a public service independent of the council, Explore has a clear voice and purpose and is able to generate greater involvement of local people in all aspects of the service, encouraging flexibility, innovation and partnership building with the community. In addition to keeping all their libraries open the ambition is to use libraries as community hubs, such as a health & wellbeing centre in partnership with local GP practices.

Explore is also working alongside Be Independent, York's adult social care public service mutual to help 3,500 elderly housebound residents to become more digitally active. Tablets and face-to-face training have been provided so that these residents can access the internet through portable WiFi devices. These are being used for activities such as talking via Skype to family and friends, online banking, food shopping and choosing library books. The hope is that this will support digital inclusion of the elderly within York, take library services directly to the housebound, and, more broadly, help residents to win back some independence.

Suffolk

All 44 libraries and the mobile, school and prison library services are directly delivered by an independent organisation which is an industrial and provident society with charitable status. It has a long-term contract with the County Council to ensure the service is delivered to an agreed specification and to work with local community groups to develop locally-focused services at each library. The Council remains the statutory authority with provision for the library service, and monitors its performance through a framework that forms part of the contract.

Suffolk Libraries is a membership organisation and has been working to encourage local people to form community groups which are then formally adopted as part of the society. Working with library staff, these groups have helped with fundraising activities, developing new ways of encouraging people to discover their library and helping them to improve what they offer their customers. For example, the Aldeburgh Library Foundation recently won Project of the Year at the Suffolk Adult Learners awards and the Friends of Thurston Library have helped to pilot a project to lend e-reader devices to people.

Northamptonshire

Enterprise Hubs is a partnership development between Northamptonshire Library and Information Service and the Northamptonshire Enterprise Partnership which stimulates business start-ups and self-employment among the region's budding entrepreneurs and job seekers. It helps people turn their skills and ideas into new businesses and self-employment. The initiative meets the needs of the community by providing information and support about jobs and employability. It was developed by library staff in partnership with the Northamptonshire Enterprise Partnership.

Since launching in April 2012 the service has helped over 900 people, including people who would not have otherwise considered entrepreneurship. Accounting for about 10% of the county's start-ups in that period, 105 are confirmed as already trading in areas ranging from boat-building and veterinary lab services to creative arts and cleaning services. In addition, some have become job creators, taking on staff and apprentices.

Newcastle upon Tyne

Newcastle upon Tyne Council has repositioned its core library network as community hubs. It will implement a fully integrated service with its Customer Service and Leisure Centres including the sharing of a front line workforce that are fully trained in customer service, leisure and sport, and library and information service delivery. The Council is also beginning to broker delivery partnerships through the hubs with the Arm's Length Housing Organisation, the Further Education College, one of the City's Universities, the Police, and other city wide and neighbourhood service providers.

The community library hub will be the key council building in communities, strategically placed across the City's neighbourhood and will provide a base for a range of locally relevant services. The library offer itself is being modernised, with a focus on its role as a catalyst for improved digital and traditional literacy skills across the City. All hubs will provide free access to superfast broadband and WiFi. The library building will continue to offer a safe and neutral community space which will also reflect its partnership status and partners' services. The newly configured space will maintain the library ethos of help, neutrality, excellent customer service and expert advice/mediation.

Arts Council: Libraries Grants for the arts

Through '*Envisioning the library of the future*' the Arts Council England has identified four development priorities for public libraries in England. The £6m *Libraries Grants for the arts* programme enables library services to explore new ways of working to deliver these priorities by working with artists and arts organisations.

During 2014 Rutland County Council led a consortium of four East Midlands' councils that showed how libraries are hubs of the community centres making the most of digital creativity. Young people aged 10- 14 worked together to produce their own mythical creatures (linked to the 2014 Mythical Maze Summer Reading Challenge) by designing and programming an Arduino Robot. With the support of the Arts Council funded 'Bridge' organisation (The Mighty Creatives), a digital arts organisation (Ignite!) was identified to work with young people to reveal and develop their capacity for creativity and creative thinking.

Those who got involved worked with a programmer, a sculpture/artist and a narrator to create and digitally programme mythical creatures which then toured to all libraries involved. By engaging artists, the libraries extended the scheme's impact in reading and literacy by linking with the 'STEAM' curriculum. Nearly 90 participants developed a stronger understanding of digital creativity and making, and the young people were able to take a lead as the project developed, working with librarians and local communities to develop this digital art and reading programme.

Devon

Devon County Council is experiencing many of the challenges and opportunities currently affecting rural areas, as evidenced by the research into rural libraries commissioned in 2014 by the Department for Environment, Food and Rural Affairs and Arts Council England. The Council has been exploring ways in which innovation can maximise the potential of its libraries to support happy, vibrant communities. Current initiatives include exploring the potential for hack-maker spaces in rural libraries as part of the national Enterprising Libraries initiative; galvanising the energy and interest of communities in supporting their local library; extending libraries' functions with meeting spaces and cafés; encouraging co-location with other services as a means of increasing footfall and sustainability.

Devon has begun the process of expanding its libraries into community hubs providing a greater range of activities; introducing new services to tackle digital exclusion and employability skills and securing public health funding for a wide range of health and wellbeing initiatives. Following a large scale public consultation exercise during 2014, the Council is now exploring the potential to establish a new organisation, which could be contracted by the Council from 2016 to deliver its statutory functions and to maximise the library service's potential to involve local communities in supporting and shaping library services and broader community outcomes in the future.

Universal Offers

Since 2013, the Society of Chief Librarians has developed a core set of offers to which library services across the country have signed up. There are currently offers focused on libraries' support for reading, health, information and digital. A fifth offer focused on learning is currently in development. The Universal Offers have been informed by customer research, tested with partners and customers and developed in conjunction with The Reading Agency and Arts Council England. The aim is to develop a core package of partnerships, resources and advocacy messages at a national level which can then be delivered locally and shaped to meet differing needs. Resources have been secured from funds to support the recommendations of Arts Council's *Envisioning the Library of the Future* report.

The offers enable library services across the country to share costs and resources – they provide value for money ensuring that library services are not duplicating energy and funds on developing individual offers/schemes across 151 individual library authorities. The national Books on Prescription scheme is one example of innovation which has emerged from the Universal Offers. In the first 12 months of the scheme, over 90% of library services adopted the scheme reaching over 275,000 adults across the country.

Enterprising libraries

Enterprising Libraries, a partnership between Arts Council England, the British Library and the Department for Communities and Local Government which turns library spaces into incubators for business ideas by providing coaching, advice, meeting spaces, and IT support to people interested in developing a proposal and taking it to the market. It builds on a successful British Library model for Business & Intellectual Property Centres. This supports small businesses and entrepreneurs through the provision of free access to current business and intellectual property information and expertise.

Access to Research initiative

The Access to Research initiative¹⁰ gives free, walk-in access to a wide range of academic articles and research in public libraries across the UK. Following successful technical trials, run in libraries over 10 million academic articles are now available, free of charge, in participating public libraries across the UK. Students, independent researchers and small businesses can now access many of the world's best academic papers through their local libraries, as a result of a unique collaboration between librarians and publishers, who have made their journal content available for free.

¹⁰ <http://www.accesstoresearch.org.uk/>

Citizens Advice Bureau

The Society of Chief Librarians is working with the Citizens Advice Bureau to develop a national protocol which could facilitate improved local partnership working between them. This will cover the potential for co-location, sharing of training materials for staff and volunteers and, with the support and involvement of Government Digital Service, increased collaboration on digital inclusion and assisted digital initiatives. The focus is on encouraging greater collaboration to support local communities' access to high quality information, advice and guidance; to enable greater access to government services online and to make the most cost effective use of library buildings as community hubs.

Learn My Way

Learn My Way (www.learnmyway.com) is a free online learning platform, built especially to make getting online easy. Learners can try the free online courses at home, work their way through with a friend or family member, or go to their local library or UK online centre for some help and guidance. The online courses are combined to create packages to help people follow a logical path through the site. Online Basics package is the first step along the road for absolute beginners to the internet, starting out with keyboard, mouse or touchscreen skills, simple searches and getting a first email address. For those who have mastered the basics, Online Plus provides a great way to progress to more in-depth learning, adding job hunting, shopping, socialising and managing money online to the repertoire of skills available to learners.

Cambridgeshire Learning and Skills supports digital inclusion cross Cambridgeshire in libraries in Ely, March, Wisbech, Cambridge, Huntingdon, also in Chatteris and Whittlesey libraries. They also run outreach activity in rural locations including a Pub Internet Club in the Anchor pub in Wimblington, and have a partnership with Tesco and have been using their Community Room to provide digital inclusion provision using Learn My Way. People are supported by staff and volunteers. They work with people who are in the "hardest to reach" areas of social and digital exclusion and who live in areas of rural deprivation. These learners often require a great deal of one to one support.

Taunton Library and Yeovil Library run digital inclusion classes using Learn My Way. Having a national platform enables them to help more people, in particular using it with the Somerset Village Agents Network so that they can do one-to-one support in rural locations. They work with local Parish Councils for marketing and promotion. The activity is mainly staffed with paid library staff and some volunteers who have come through the Jobcentre Plus work experience scheme. At the smaller libraries people can book sessions at their own convenience, and they have found that this flexibility is appealing to older learners - If they have a hospital appointment, are off on holiday, or looking after the grandchildren.

Since 2010, over 1.2 million new people have got basic online skills using Learn My Way, with many of them progressing on to employment or further learning. In these example libraries - and other successful libraries - it is the combination of the national digital platform being used by committed library staff passionate in wanting to help people gain basic online skills.



Department
for Culture
Media & Sport

Libraries Consultation 2014 Analysis of Results

DOCUMENT DETAILS

Title	Libraries Consultation 2014 Analysis of Results
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I. EXECUTIVE SUMMARY

The libraries consultation took place between 16th July 2014 and 7th October 2014. There were a total of 4,255 responses to the survey, which was statistically robust, as well as feedback received via letters, emails, organised events and a young people's survey.

Overall Views on the Proposals

31% of respondents agreed that the current proposals would safeguard the future of Staffordshire's Library Service while 34% disagreed. The main areas of concern raised were related to the proposed 'Library Local'. The principal concern related to the availability of and/or the skills of volunteers. There was subsequent concern that libraries would close if the County Council was unable to mitigate the impact of any such short-fall.

Overall Views on the proposed Library Categories

The proposals offered three categories of library; Library Extra, Library Core and Library Local. 28% of respondents agreed or strongly agreed that libraries had been allocated to the correct categories and felt that services would be improved. 34% of respondents disagreed or strongly disagreed, feeling that certain libraries had been allocated incorrectly, that the geographical spread (of 'Library Extra' in particular) should be reconsidered whilst expressing concerns that it would not be feasible for 'Library Local's' to be run entirely by volunteers.

There were notable variations in levels of agreement between the districts with over twice as many respondents from Lichfield agreeing/strongly agreeing that libraries had been allocated to the correct categories, compared to respondents in South Staffordshire.

Library Extra

More than half (53%) of all respondents agreed or strongly agreed with the 'Library Extra' proposal. Those in agreement felt that this proposal would ensure an improved service in these libraries and that it made sense to locate these libraries in the larger towns. However, some respondents felt there should be more of this type of library offered in Staffordshire, as the proposed sites were not sufficiently spread out around the county. Many thought Stafford should have a 'Library Extra' as the county town.

Library Core

More than half (53%) of all respondents agreed or strongly agreed with the 'Library Core' proposal. Respondents who commented in agreement with the 'Library Core' proposal felt that the proposal was similar to current provision, that it was reasonable, sufficient, sensible, the best option out of the three and the proposal most likely to safeguard libraries in the future.

Some agreed that sharing facilities made sense and that having the flexibility to evolve libraries to meet local needs would be valuable. However others felt that careful consideration of which partners to share facilities with would be essential to ensure that the fundamental purpose of libraries was preserved.

The proposed revision to opening hours was generally supported by older residents, however other residents suggested that opening hours should include weekends, evenings and earlier morning options as well as enhanced opening times during school holidays.

Library Local

Less than a third (30%) of overall respondents agreed or strongly agreed with the 'Library Local' proposal. Lichfield District was the only district where a greater proportion of respondents agreed or strongly agreed with the proposal than disagreed/strongly disagreed.

The main concern with this proposal was that libraries could not be run by volunteers alone. Respondents felt they would not have the necessary knowledge and expertise to conduct the role in the same manner as qualified and paid librarians currently do. It was also felt that volunteers were subject to other pressures which could compromise their role within the libraries. Consequently, the most common suggestion was the need for access to a paid member of staff. It was felt that this, combined with support from volunteers could provide a workable solution.

Community Led Libraries

Respondents were asked to what extent they might want to be involved in helping to run a local community led library in their area. Approximately 20% of respondents said they might want to be involved in helping to run a local community library 'a great deal' (4%) or 'a little' (16%) however the majority (63%) did not want to help at all.

The overriding motivation from those who registered their interest in supporting community led libraries was the desire to preserve the service and prevent closure, although access to a wide range of information, advice and support would be essential. This was followed by a need for more information about the library. The support of Staffordshire County Council was viewed as vital in the early stages.

The most popular option was to contract a local community group/organisation to lead and develop the library offer.

Library Plus Online Services

Almost two thirds (62%) of respondents identified that they had used the Staffordshire's Library Online services, although only just over one third (34%) use it once a month or more frequently. Of the respondents who do not use the service, many did not have access to a computer/internet connection or preferred to read physical books and have personal contact via the libraries. Some however, were just not aware of the services. Some who currently do not use the service stated that they would not use it, regardless of any changes. Suggestions for improvements that would encourage greater usage included making the service more user friendly as well as improving and updating available resources.

Impacts on Residents and Communities

Overall 24% of respondents stated that the proposals would have a 'significant effect' on them or their organisation, with a further 29% stating they would have 'some' effect. 30% of respondents stated that the proposals would not affect them at all.

The most common concern was that the implementation of the proposals could lead to reduced access to local services with consequential impacts across the community. This would be a concern if there were not enough volunteers for Library Local. Respondents were concerned that this would lead to eventual closures and it would be more difficult or impossible for them to travel to alternative venues. Concern was also raised in relation to the proposed changes to opening times. Whilst comments suggest that the changes would not affect older respondents, it would however be an issue for those who work full-time.

Evening openings would be preferable for these people to enable them to fit library visits around their working commitments.

Community Impact Analysis

A community impact analysis has been conducted to look at whether the proposals are likely to have a negative impact on vulnerable groups. The potential impact on communities was the most commonly cited community impact issue. Respondents suggested that libraries should offer an equal service to all, and should be the centre of the community. 64% of respondents who cited impacts relating to 'age' were over the age of 60. Respondents anticipated difficulties in travelling to alternative venues as well as the need to have professionally trained staff on hand to assist with technology. The importance of libraries as educational resources and the potential impact on young people was also highlighted

Access was a key issue for respondents with disabilities, specifically the need to travel to alternative venues. Respondents who were concerned about other vulnerable groups suggested that libraries in deprived areas should be prioritised with 'Library Local's' restricted to areas where they have a chance of surviving.

Other Feedback, Events and Correspondence

Additional consultation events were held in all districts and comprised a range of drop-in sessions, question and answer sessions and community led workshops. Attendees expressed concerns relating to loss of staff and the subsequent loss of expertise, as well as concerns over volunteers and funding which were reflective of the issues many respondents detailed in their survey responses.

The additional external events held with local communities did not generate a great level of interest in the consultation on the part of many attendees, particularly those who were non users of libraries. Young attendees were particularly unlikely to want to engage with many indicating that they never used libraries.

In addition to the survey, there were approximately 90 letters and emails received from residents. The majority of these were made in direct reference to particular libraries. Residents were concerned that the ultimate aim was to close their local library, or that the proposals amounted to a 'downgrading' of the service.

At the time of writing, nine petitions with a total of 8,255 verified signatures have been received regarding the library proposals.

A number of responses were received from MPs and Councillors as well as from District and Parish Councils. The views expressed in the feedback reflect those expressed in the wider consultation and highlight similar themes to those included throughout this report.

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3. INTRODUCTION

As the way people use libraries continues to change, Staffordshire County Council wants to work with communities to move away from a 'one-size-fits-all' approach for the service, to reshape and reform libraries for the future.

Libraries have changed considerably over the last decade, and the County Council wants people to have a bigger say about their libraries so that the future service reflects their needs. The County Council has consulted widely on their proposals for the library service and this report provides a summary of consultation findings.

3.1 METHODOLOGY

The consultation took place between 16th July 2014 and 7th October 2014, with residents and other stakeholders encouraged to share their views through a survey, by email and letter and at consultation events across the County.

Involvement was actively encouraged from young people through an easily accessible questionnaire and focus groups sessions, and contact was made with protected and vulnerable groups such as young people (Youth Box, Children in Care Council, Leaving Care Forum), those from ethnic minority backgrounds (Eton Asian Women's Group, Hum Sab Women's Group) and those with disabilities (Staffordshire Public Access Network and Chesterton Vision Disability Marketplace).

The consultation was widely publicised including:

- ⇒ 27,000 active library members (those who have borrowed an item in the last 12 months) who had previously provided an email address were contacted at the beginning and seven days prior the end of the consultation.
- ⇒ Meetings were held with a number of important individuals and groups including; MPs, District/Town/Parish Councils, VAST, Support Staffordshire, South Staffordshire College, SPAN and Keele University.
- ⇒ Library District Managers and District Commissioning Leads promoted the consultation in their districts and to a number of protected groups.
- ⇒ A number of protected groups were contacted at the start of the consultation.
- ⇒ There was an article in the September edition of the Your Staffordshire magazine, which is delivered to every household in the County; over 35,000 households in total.
- ⇒ Four press releases accompanied by media coverage of specific drop-in events.
- ⇒ Extensive use of social media (Facebook and Twitter) particularly to target hard-to-reach groups.
- ⇒ A targeted social media campaign over the final 10 days of the consultation focussed on increasing responses from various geographical areas.
- ⇒ Ongoing internal communications to County Council Staff.
- ⇒ Promotion via posters and plasma screens in libraries.
- ⇒ A series of organised events and drop-in question and answer sessions.
- ⇒ Consultation Portal on the Staffordshire County Council website.
- ⇒ Letters were sent to all Staffordshire maintained schools and academies and to third sector organisations through VAST.
- ⇒ Three sets of communications went to all District and Borough Councils, as well as to members and Parish and Town Councils in Staffordshire.

3.2 CONSULTATION RESPONSES

4,255 survey responses were received to the full consultation and 194 to the young people's survey, of which, 154 respondents stated that they were aged 19 or under.

The rate of response to the consultation is statistically significant, meaning that had the entire population of Staffordshire answered the survey, 99% of the time the same response would have been seen plus or minus 2%. For example had 45% of survey respondents strongly agreed with a question, 99% of the time between 43% and 47% of the Staffordshire population would have given the same answer.

There were 90 letters and additional responses received.

Approximately 3,300 were reached through events. These included over 1,000 people who attended events in libraries and an estimated 2,300 who attended additional events in the community. Nine petitions were also received which in total included 8,255 signatures.

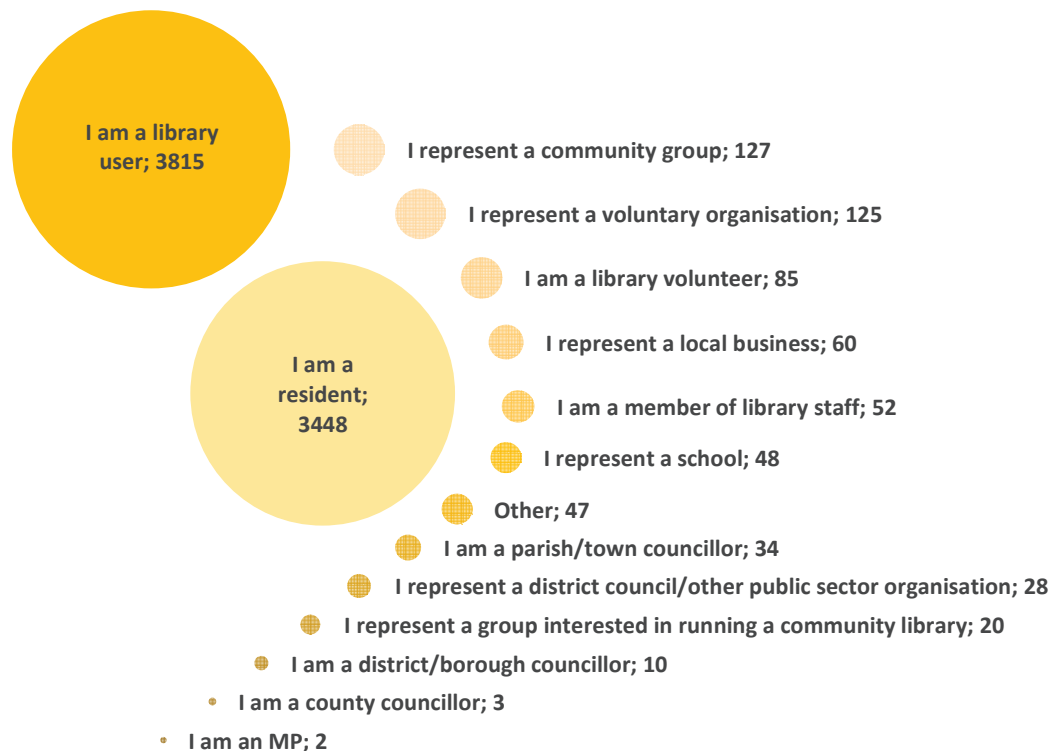
Themes arising from the young people's survey, events and other forms of feedback will be incorporated throughout this report.

3.3 SURVEY RESPONDENT CHARACTERISTICS

Respondent Characteristics

Not all respondents provided details of their characteristics. Figure 1 shows the context in which people responded to the survey, where details were provided. The majority of respondents were Staffordshire residents (90%) or library users (81%).

Figure 1: Details of respondent types



- ⇒ The response rate from female residents was disproportionately high: 65% of respondents were female compared to 58% of active borrowers. Respondents aged 35 and above were also over-represented in comparison to the active borrower population.
- ⇒ Although the proportion of young people completing the main survey was under-represented in comparison to the active borrower population, alternative methods of obtaining the views of the young were used; specifically the young people's survey as well as focus groups.
- ⇒ Analysis of postcodes provided by respondents shows the number of responses from each district was generally representative of the population, with just South Staffordshire being over-represented (18% of total respondents compared to 13% of the Staffordshire population).
- ⇒ 16% of respondents considered themselves to have some form of disability. Although it is not possible to provide an exact comparison to the Staffordshire population, the 2011 census recorded that 19% of the Staffordshire population have long-term health problem or disability that limits day to day activities a little or a lot.
- ⇒ 14% of respondents looked after someone in their family with an illness or disability. The nearest Staffordshire comparator is from the 2011 census where 12% of Staffordshire residents have provided unpaid care.
- ⇒ 95% of respondents described themselves as White-British compared to 96% in the Staffordshire population.

⇒ 48% of respondents visited a public library in Staffordshire once a week or more often, 87% visited at least once a month or more. Only 31 people who had not used a library in the past 12 months gave a reason for not doing so and due to the small numbers, it is not possible to determine if these views are reflective of the Staffordshire population.

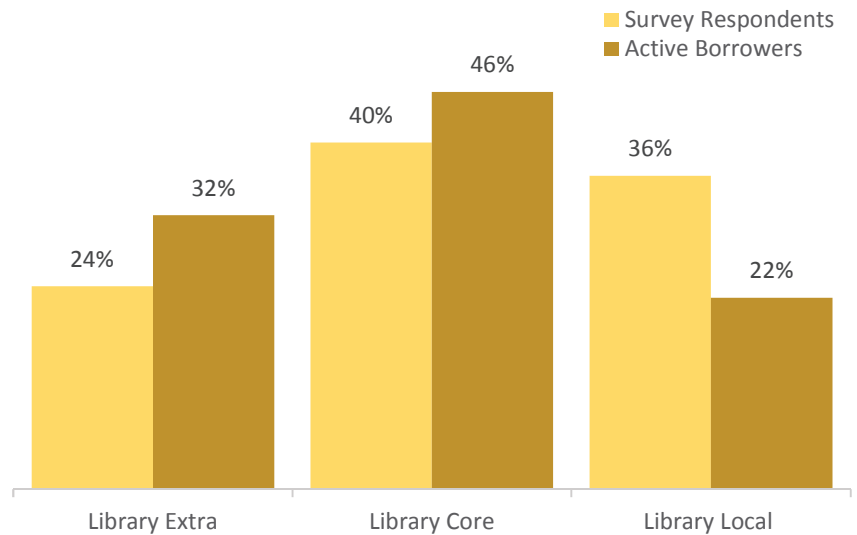
Library Usage of Respondents

Respondents were asked to select up to three libraries they used most often, figure 2 shows the results of responses split by proposed library type in comparison to the proportion of active borrowers; those who have borrowed an item in the 12 months to December 2013.

A larger proportion of respondents cited use of a proposed 'Library Local' than the proportion of active borrowers who are registered to one of those library types.

A smaller proportion of proposed 'Library Extra' and 'Library Core' were seen in survey respondents than in the active borrower population. A full breakdown of responses by each library is available in the appendix.

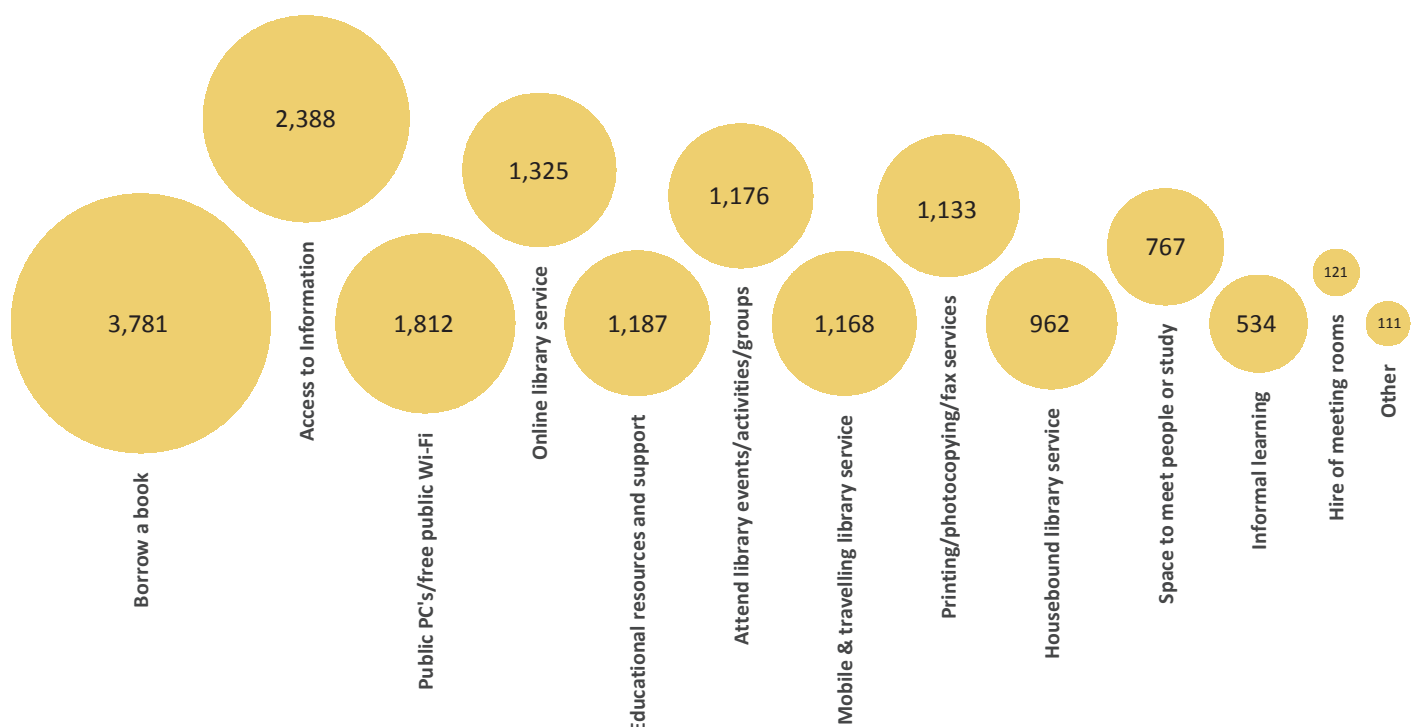
Figure 2: Libraries Types used most often



Important Library Services

Respondents were asked what they considered to be the most important library services. Being able to borrow books, access information and use public PC's/free public Wi-Fi were the top three most important issues, as illustrated in figure 3.

Figure 3: Most Important Library Services, Number of Responses, by Category



4. PROPOSALS TO THE LIBRARY SERVICE OVERALL

Safeguarding the Future of Staffordshire’s Library Service

Respondents were asked:

To what extent do you agree or disagree that the proposals will safeguard the future of Staffordshire’s Library service?

31% of total respondents agreed that that the current proposals would safeguard the future of Staffordshire’s Library Service while 34% disagreed, as illustrated in figure 4. Notably, more than a third of respondents (35%) stated that they neither agreed nor disagreed, or did not know.

Respondents who felt that the proposals would not impact on them, their family or organisation were more likely to agree/strongly agree with the proposals (58%) than those who felt the proposal would have some impact on them (30%). Those who felt that the proposals would have a significant impact were considerably less likely to agree/strongly agree; just 7%.

85% of respondents who agreed/strongly agreed with the proposals had visited a public library in Staffordshire at least one a month or more in the last 12 months, similar to the over picture (87%).

Residents aged 60+ (52%) were more likely to agree with the proposals than other residents.

Residents of Lichfield and Tamworth districts had the highest proportion of residents who agreed/strongly agreed, with 39% of respondents in Tamworth and 46% in Lichfield agreeing that the proposals would safeguard the future of Staffordshire’s Library Service.

Residents of South Staffordshire and Cannock Chase had the lowest proportion of residents who agreed/strongly agreed, with 22% of respondents of South Staffordshire, and 28% in Cannock Chase agreeing that that the proposals would safeguard the future of Staffordshire’s Library Service.

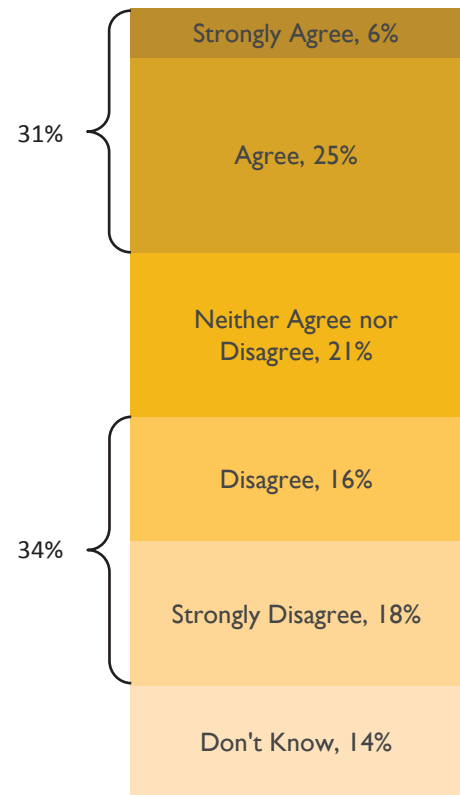
Respondents were invited to explain their answer and asked how if at all, the proposals could be changed. More than 1,700 comments were received.

The main areas of concern raised related to the ‘Library Local’ proposal. The principal concern related to the availability of and/or the skills of volunteers. There was subsequent concern that libraries would close if the County Council was unable to mitigate the impact of any such short-fall.

In the Young People’s survey, residents were asked what they thought about the proposed changes. Views ranged from “*what changes?*”, to “*it’s good*”, “*it’s bad*”, “*I want it to stay as it is*”. There was concern that libraries “*will close*”.

Young people suggested better opening hours, more events and activities and updated facilities including new books would encourage use of libraries. Comfy chairs, drinks and play areas were also seen as a way of encouraging more usage.

Figure 4: What Extent do you agree or disagree that the proposals will safeguard the future for Staffordshire’s Library Service?



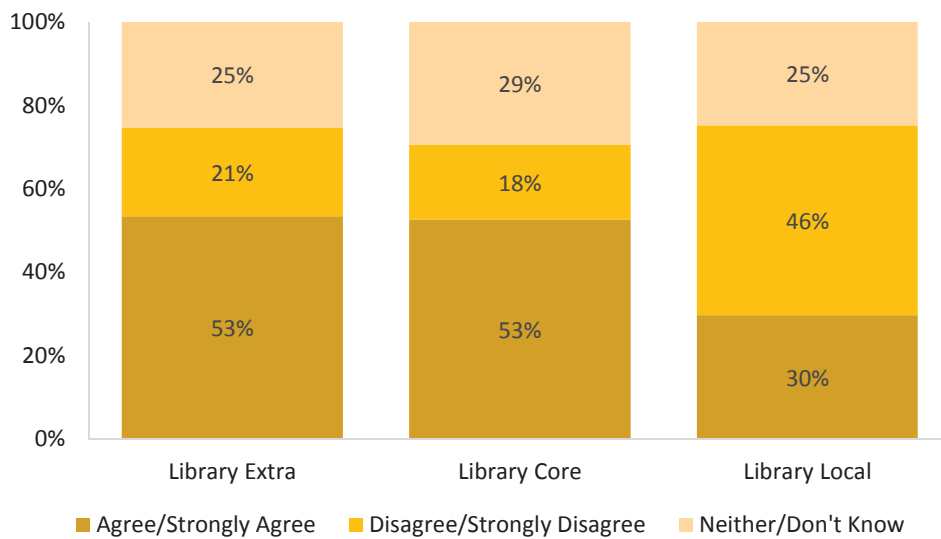
5. PROPOSED LIBRARY CATEGORIES

The proposals offered three categories of library; 'Library Extra', 'Library Core' and 'Library Local', with each of Staffordshire's libraries proposed to become one of the three. This section explores what residents thought about the proposed library categories.

Respondents were asked the extent to which they agreed or disagreed with each of the library proposals.

A similar proportion of respondents agreed with the 'Library Extra' and 'Library Core' proposals (53% of respondents for both categories). However the proportion of respondents who agreed with the 'Library Local' proposal was just 30%. Additionally, almost half of respondents stated that they disagreed with the 'Library Local' proposal.

Figure 5: Overall Views on Individual Library Categories

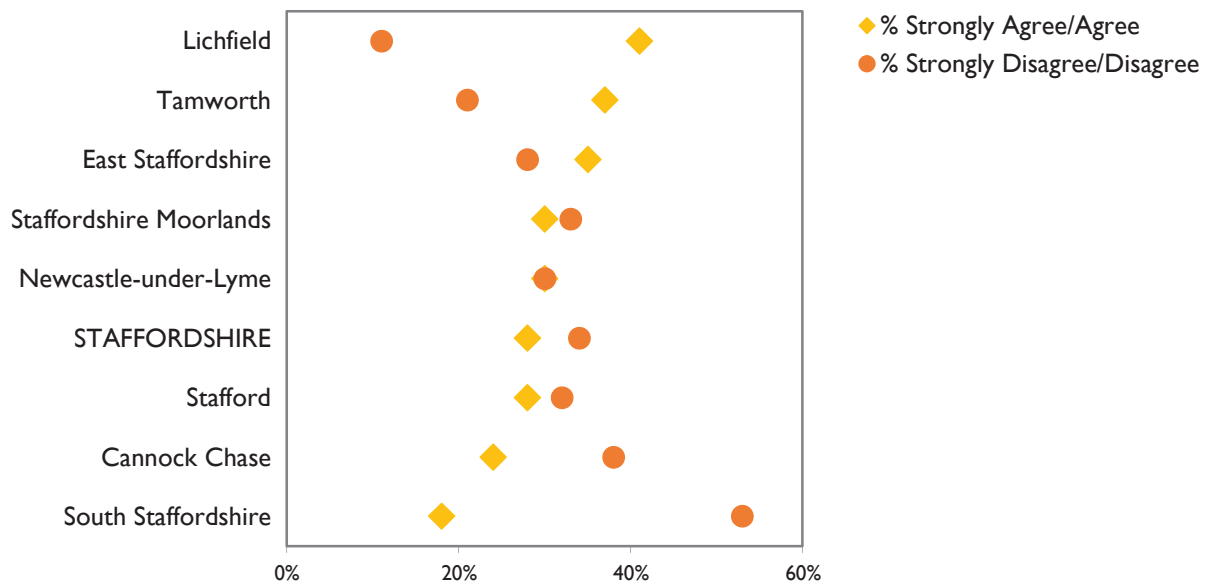


To what extent do you agree or disagree that our proposals have allocated libraries to the correct categories?

Overall, 28% of respondents agreed or strongly agreed that libraries had been allocated to the correct categories and 34% disagreed or strongly disagreed, leaving a large proportion neither agreeing or disagreeing.

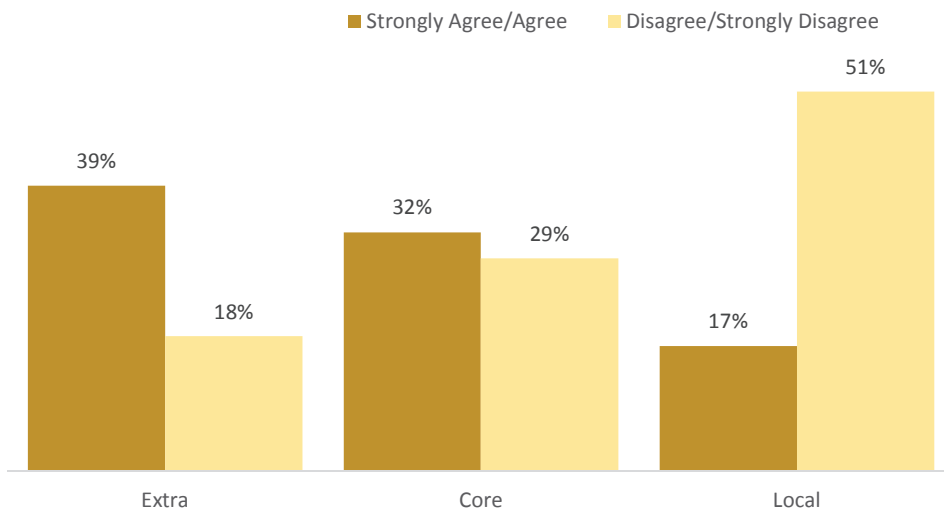
There were notable differences in the responses from different districts (figure 6) with as many as 41% agree/strongly agree that libraries had been allocated to the correct categories in Lichfield, compared to only 18% in South Staffordshire.

Figure 6: Proportion of Respondents that Agree/Strongly Agree and Disagree/Strongly Disagree that libraries had been allocated to the correct categories, By District



There were also substantial differences of opinion regarding the library classifications based on the proposed category of the respondents current library (figure 7). Respondents who currently use a proposed 'Library Extra' were much more likely to agree or strongly agree that libraries had been allocated to the correct category compared to those who currently use a library proposed to become a 'Library Local'.

Figure 7: Proportion of Respondent by type of library used that Strongly Agree/Agree and Strongly Disagree/Disagree that libraries had been allocated to the correct categories.



More than 1,700 additional comments were provided on the library category allocations.

Comments from respondents who agreed with the allocations followed two main themes:

Libraries have been correctly categorised

Respondents felt that libraries had been “*categorised by demand and usage which is the most logical way*”. It was felt that the categorisation provided a balance which preserves the current service, satisfies the demand of the tax payers and considered budgetary constraints, and that the proposals were “*realistic*”.

The service will be improved

Respondents felt that the proposals were offering continued or an enhanced level of service. For example, the proposals “*protect Uttoxeter library to a large extent which helps me and my family*”.

Comments from respondents who disagreed with the allocations followed three general themes.

Certain libraries had been incorrectly allocated

Those who disagreed generally did so because they felt libraries had been allocated to the wrong category. The discussion focused primarily on ‘Library Extra’ and ‘Library Local’. Respondents wanted to see libraries upgraded from Local to Core or from Core to Extra.

The geographical spread was unfair

Additional concerns regarding the ‘Library Extra’ proposals included concerns that the current geographical spread should be reconsidered. It was identified that accessibility to these libraries would be an issue for those who did not live close to one, for residents who lived in rural areas and for those who did not have access to their own or public transport.

Library Local may not be feasible

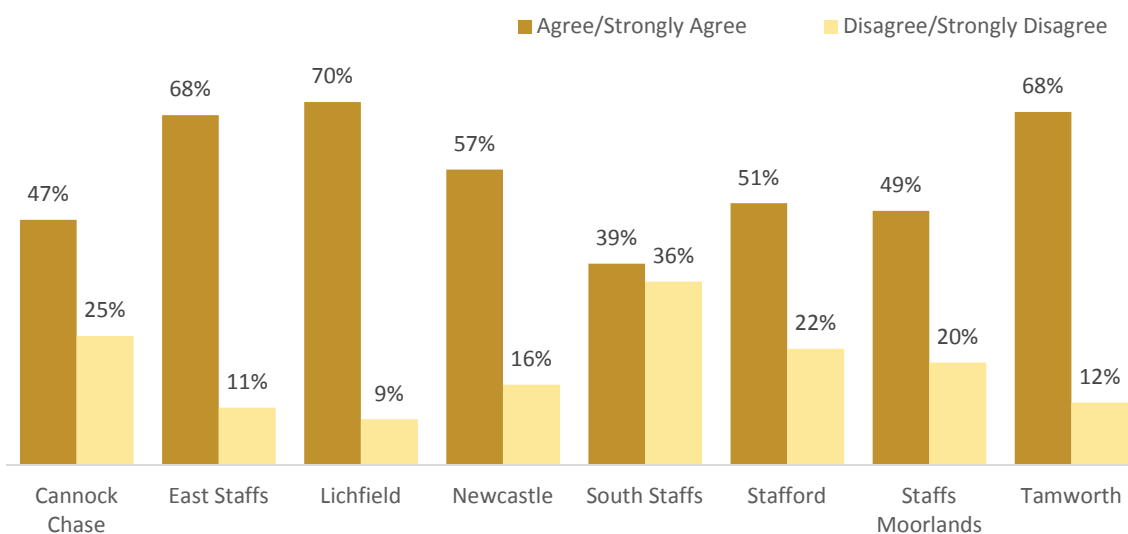
The ‘Library Local’ proposal was viewed by some as unfeasible. Respondents were concerned that it would not be feasible for these to be run entirely by volunteers.

5.1 LIBRARY EXTRA

More than half (53%) of all respondents agreed or strongly agreed with the 'Library Extra' proposal, however respondents who currently use a proposed 'Library Extra' were more likely to agree with the proposal than those who do not. 70% of current users agreed or strongly agreed, compared to 53% of proposed 'Library Core' users and 44% of proposed 'Library Local' users.

There were also considerable differences in the proportion of respondents who agreed with the proposal across districts, as illustrated in figure 8, with the highest proportion of respondents agreeing in East Staffordshire, Lichfield, Tamworth and Newcastle Borough. These are the districts where proposed 'Library Extra' are to be located. There was little variation in agreement by gender or age.

Figure 8: Extent of agreement with 'Library Extra' by district



2,541 respondents commented on the Library Extra proposals.

Library Extra makes good sense and will provide a better service

Respondents who agreed with the 'Library Extra' proposal were more likely to state that the proposal makes sense, and for the *"larger towns to have the best facilities."*

In *"times of austerity"* respondents generally agreed that *"if there is a need to save money I feel it is better for main libraries to offer a full range of services rather than close libraries which are less well used"*.

It was suggested that Library Extra could offer *"a better quality of service"*, provide a *"wider range of activities"* and was consequently likely to encourage *"improved usage"*.

There should be more Library Extra's

Some respondents who agreed with the proposal felt that more libraries should be categorised as 'Library Extra'. Stafford Library was commonly mentioned; it should be *"a 'Library Extra' as it is the county town."*

Everyone needs good facilities in their local area

Respondents who disagreed with the 'Library Extra' proposal generally felt that *"facilities should be available locally to all."*

The option of 'Library Extra' is *"providing a postcode lottery of services across the county."* *"This is fine for people who live near a Library Extra but seems to mean a worse service for those who don't".* *"The sacrifice of local library services is a disgrace!"*

The geographical spread needs improving

It was felt that the libraries proposed as 'Library Extra' were not spread out sufficiently around the county, and that not everyone who lives in Staffordshire would have easy access.

For example, my *"nearest 'Library Extra' will be over 25 miles away",* *"They will be inaccessible to the majority of the population in the south of the county, particularly the elderly and those without transport. The proposals heavily favour the north and east of the county, and people in more rural South Staffordshire, an area of much poorer public transport and pockets of social deprivation, will have another valuable public service reduction".*

The main function of libraries may change with 'Library Extra'

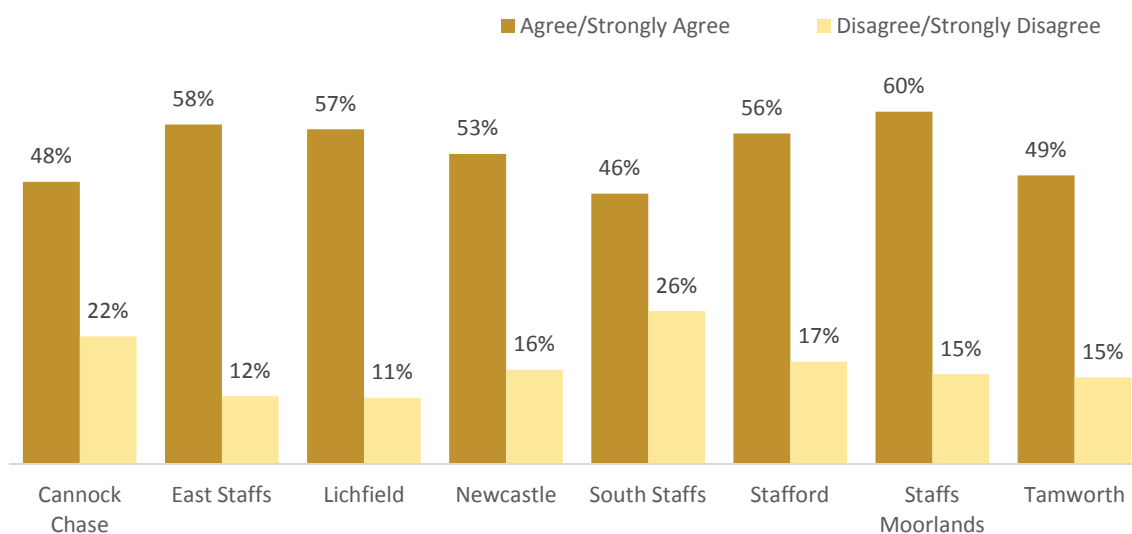
Some were concerned that the main function of the library would change. For example, I am concerned that *"providing space in libraries for other services will mean less space for books".* *"The stock that libraries have seems to be dwindling as it is".* *"Also, I think it is important that libraries are quiet places where people can concentrate - what will be the noise levels of other services being based in the library?"*

5.2 LIBRARY CORE

More than half (53%) of all respondents agreed or strongly agreed with the 'Library Core' proposal, however respondents who currently used a proposed 'Library Core' were less likely to agree with the proposal than those that currently used a proposed 'Library Extra'.

There was also considerable differences in the proportion of respondents who agreed with the proposal across districts, as illustrated in figure 9, with Cannock Chase and South Staffordshire both showing lower proportion of positive feedback and higher proportion of negative feedback than the other districts. There was little variation in agreement by gender or age .

Figure 9: Extent of agreement with 'Library Core' by district



2,053 respondents commented on the 'Library Core' proposals.

Library Core is the best option

Respondents who agreed with the 'Library Core' proposal stated that the proposal was similar to the current provision. For this reason, this option was considered reasonable, sufficient, sensible and the best option out of the three. Respondents also agreed that this option was likely to safeguard libraries in the future.

Communities need flexible libraries

It was suggested that communities need flexible libraries and respondents generally felt that the 'Library Core' proposal met this requirement. Respondents also agreed that sharing facilities made good sense and that having the flexibility to evolve libraries to meet local needs would be valuable.

Do not change libraries

Respondents who disagreed with the proposal generally did not want to see the current library structure change. They valued "keeping libraries as they are" and felt that "everyone needs community libraries". They were concerned that "sharing libraries may not work" and some were concerned that libraries would not be "close enough" to where they live.

680 respondents commented on how Library Core could be improved. The views which respondents voiced were diverse.

Make more libraries 'Core' or 'Extra'

Whilst the majority of people commented positively on 'Library Core' this question did prompt a wide discussion on the overall categorisation of library services.

Some people wanted to see more 'Core' libraries. For example, *"stop confusing people and turn libraries back into libraries - with a clear primary purpose"* or make *"more"* or *"all"* libraries 'Core'. Blythe Bridge was mentioned here.

Others respondents wanted libraries to be upgraded; *"upgrade to your definition of Library Extra, and implement 'the best' across all library buildings"* and make more libraries, 'Extra,' Stafford was mentioned here.

Additional themes from respondents are outlined below.

Improve our access to the services/facilities which we want

A general theme raised was access to different services or facilities. Whilst there was real diversity in the facilities which people felt should be offered, and many were library specific, examples of the facilities included improved book stock, children's facilities, quiet spaces, provision of meeting rooms and more clubs, for example book clubs.

Give careful consideration to the partners which are selected

Respondents felt that those who were selected to work in partnership/be located with 'Core' libraries should be subject to careful selection. For example *"be very careful about who your sharing partners are so that the fundamental atmosphere and purpose of a library is not spoiled"* and *"library values need to be core and all partnerships need to reflect that."*

Some felt that partners' opening hours may enable more accessible opening hours for libraries in general in the longer term.

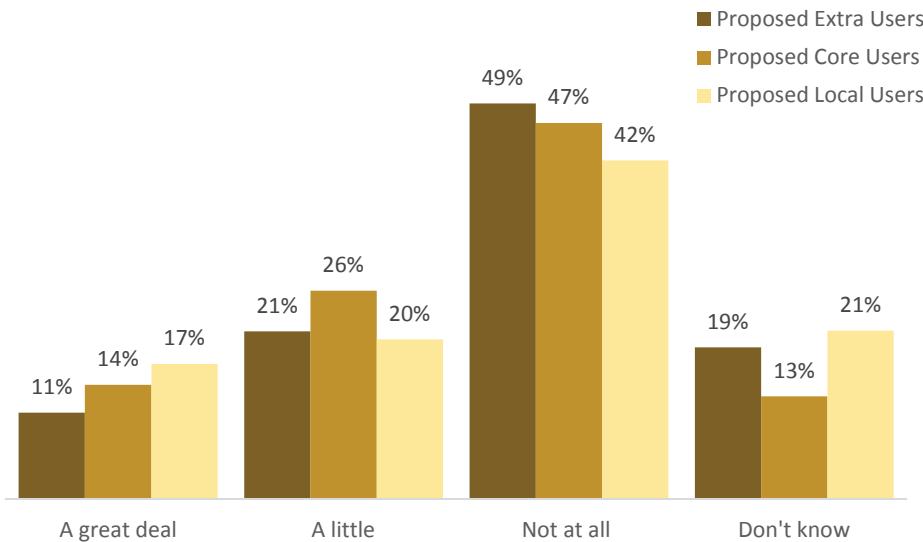
Re-consider the proposed opening hours

The proposed opening hours were commonly mentioned by respondents. Whilst retired people generally felt they could work around changes to opening hours, the changes were considered more of a concern for those who were of working age. For example, *"I feel that if it is to meet the needs of the local community then it must take into account the opening hours to give consideration to workers who cannot attend during office hours"*. These concerns are discussed, alongside suggestions for improvement in the following section.

5.3 LIBRARY CORE: OPENING HOURS

As part of the consultation respondents were asked to what extent they thought the proposed changes in opening hours for their library would affect their ability to use the library service. 13% felt it would affect them a great deal and 21% a little. Although the proposed changes were for 'Library Core' hours, a greater proportion of current 'Library Local' users felt they would be affected a great deal (figure 10).

Figure 10: Extent Affected by Proposed Change in Library Hours by Proposed Category of current used Library



There was little variation in responses by gender, however respondents aged 45 to 75+ were more likely to say that they would not be affected than younger respondents. There was considerable variation by district with as little as 6% thinking they would be affected a great deal in Tamworth, compared to 16% in Cannock Chase (see the appendix).

2,085 respondents provided comments about why they felt they would be affected to the extent they had suggested.

Changes to the opening hours will affect me a great deal

People who worked full-time and working parents felt they would be impacted the most by changes to opening hours. These respondents also felt that opening hours should include weekends. It was suggested that opening hours should include weekends, evenings and earlier morning options. An enhanced opening schedule during school holidays was also supported.

The changes will affect me a little bit

Some people who were retired were of the view that they would be affected a little bit but generally most felt they could adapt to different opening hours.

Others who worked full-time would find weekday visits impossible where late night openings were cut or reduced. For example, *“cutting hours after 5pm means I can only visit on a Saturday.”* One other suggested consequence was that some may reduce the frequency of their library visits. Some also said they would likely spend additional time travelling to another library.

Respondents who felt they would be affected a little bit were generally receptive to change and flexible in their approach. They did however have some preferences, for example, *“I will adjust to meet new hours*

but please do keep some evening openings as I cannot always get to the library after working full-time”.

The changes won't affect me at all

There were a number of reasons why respondents felt that the changes to opening times would not affect them. Most commonly mentioned was that respondents were *“flexible now retired”* and could easily visit the library during the proposed opening times. For example, *“I only use within the times suggested anyway.”*

Others were unaffected either because their library times were *“not changing,”* because they *“don't use a core library”* or because they mostly use *“the online service”*.

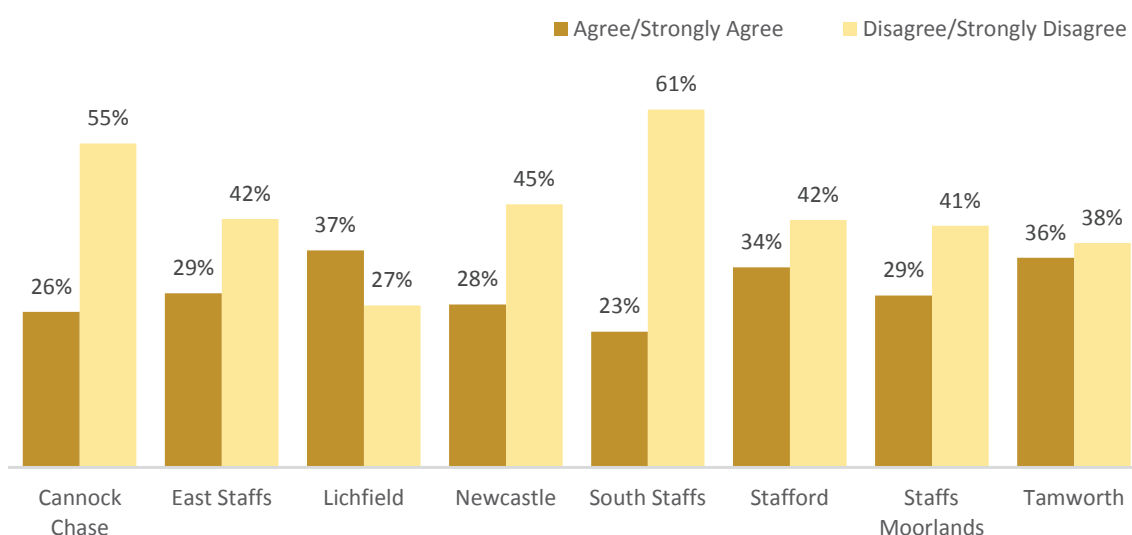
5.4 LIBRARY LOCAL

Less than a third (30%) of all respondents agreed or strongly agreed with the 'Library Local' proposal. Notably, a greater proportion of respondents disagreed or strongly disagreed with the 'Library Local' (46%) proposal than agreed with it. However respondents who *currently use* a proposed 'Library Local' were more likely to agree with the proposal.

There was also variation by age, with a larger proportion of 16 to 19 year olds and those age 75+ agreeing with the proposal than the other age groups. Respondents aged 35-59 were least likely to agree with the proposal.

There were considerable variations in the level of agreement by district (figure 11), with just 23% of respondents from Cannock Chase, and 26% from South Staffordshire agreeing or strongly agreeing with the proposal. Only in Lichfield did a greater proportion of respondents agree or strongly agree than disagree or strongly disagree.

Figure 11: Extent of agreement with 'Library Local' by district



2,487 additional comments were made about the 'Library Local' proposal. More than half (59%) from respondents who disagreed with the proposal.

Library Locals cannot be run by volunteers alone

The overriding theme from respondents who disagreed with Library Local was that they did not believe that libraries should be run by volunteers alone. It was considered hard to see how they could work in practice.

Respondents were concerned that volunteers would not have the experience, knowledge, professionalism and reliability which they felt full-time, paid staff currently provide. For this reason, respondents felt that libraries should remain under Local Authority control or each library should at least have some access to paid, experienced librarians.

Volunteers are already stretched

An associated concern was the pressure which volunteers are already facing. It was felt that there was already a lot of pressure on volunteers due to other volunteering commitments and further pressure would water down the support they were able to offer.

5.5 HOW COULD 'LIBRARY LOCAL' BE IMPROVED?

813 survey respondents provided suggestions as to how the proposals for 'Library Local' could be improved. A further 358 commented saying that the 'Library Local' proposals should be abandoned. The main ways that were suggested to improve the Library Local proposal were:

Providing access to a paid member of staff

The most commonly mentioned suggestion was the need for access to a paid member of staff. It was felt that this, combined with support from volunteers could provide a workable solution.

Facilities should be developed and improved to suit the needs of the local community

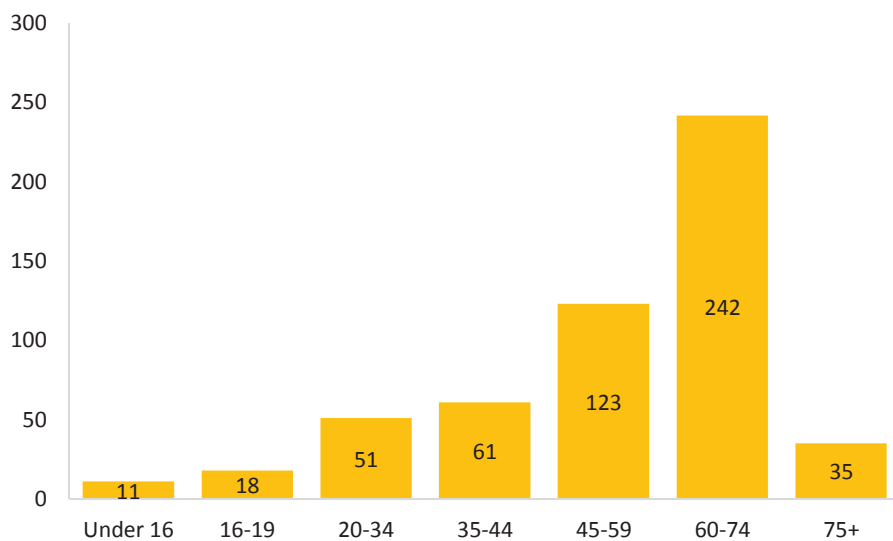
The second most commonly mentioned theme was the need for suitable facilities to meet the needs of each 'Library Local'. These included a consideration of improvements or the inclusion of extra or different facilities. As there was quite a large diversity of facilities which people felt should be offered, the suggested facilities must be understood in the context of the immediate locality.

5.6 LIBRARY LOCAL: COMMUNITY LED LIBRARIES

Respondents were asked to what extent might they want to be involved in helping to run a local community library in their area. Approximately 20% of respondents said they might want to be involved in helping to run a local community library 'a great deal' (4%) or 'a little' (16%). However 63% of respondents did not want to help at all.

Those aged 75+ were *least* likely to say they wanted to get involved, with more than three quarters saying they did not to be involved at all. Respondents under the age of 19 appeared keen to have involvement however the number of young people who responded to the consultation was comparatively small.

Figure 12: Number of Respondents in each age group who wanted to be involved in the running of a local community library 'A Great deal' or 'A Little'



Just over half of respondents (53%) wanted to provide less than four hours a week. 17% wanted to help less than two hours per week and 36% between two and four hours.

190 survey respondents registered their interest in getting involved in helping to run a community library in their area via the online survey and three others sent their details directly to the volunteerlibrary@staffordshire.gov.uk email address.

A number of groups/organisations completing the survey already shared space with a library, or were interested in doing so in the future:

- ⇒ 73 currently shared a building with a library
- ⇒ 23 were interested in having a library service occupy space in their premises
- ⇒ 20 were interested in moving their business/service/groups into an existing library building
- ⇒ 27 had a building that could be available to host a community led library
- ⇒ 34 were interested in setting up a community organisation, or agreeing for an existing organisation to manage a community led library or mobile library service.

Of those who registered an interest in providing support, they documented a wide range of roles which they would be happy to assist with. These ranged from leading activities to cataloguing, shelf stacking and helping users e.g. on computers and with book selections. Many were prepared to help with "any tasks".

Respondents to the Young People's survey suggested that to help support their library they would sign a

petition, undertake a fundraiser, donate books or volunteer to support their library. Using a library regularly or more often were also popular responses.

When asked what might encourage respondents to get involved in supporting a local community library a number of themes arose.

To preserve local libraries

The overriding theme from those who registered their interest in supporting community led libraries was the desire to preserve the service and prevent closure.

Provision of the right conditions

Hours of work which suited the individual appeared to be key to securing involvement although what this meant varied from person to person. For some this meant regular timeslots, whilst for others flexibility was important. Respondents recognised that supporting community led libraries would provide a good opportunity for local involvement and that it could provide an opportunity to meet like-minded people and would be a good opportunity for people who are retired.

5.7 LIBRARY LOCAL: PROVISION OF SUPPORT

Another key area to securing involvement, was good, professional training and support as it was acknowledged that respondents were not trained librarians.

What Information, Advice or Support did respondents feel they would need from Staffordshire County Council to successfully run a local community library?

Those who were interested in supporting community led libraries did express a keen interest in having access to a wide range of information, advice and support. Initially, more information about the proposals would help respondents decide if they truly wanted to get involved in the running of a community led library. This was followed by a need for more information about the library. This could include information on current usage, a floor/buildings plan and detailed costs involved in running a library.

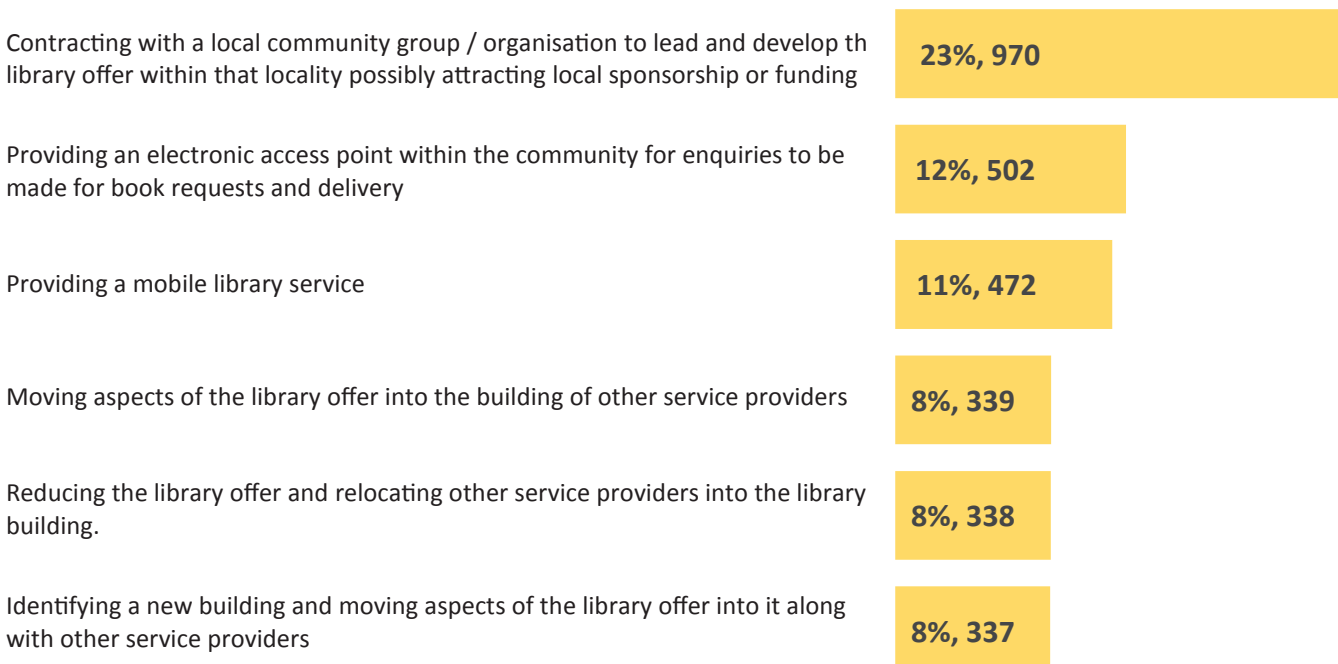
The support of Staffordshire County Council was viewed as vital, particularly in the early stages. The County Council could, for example, assist in bringing volunteers together. It would also be helpful if the council could provide support and advice with getting the libraries up and running and then some back-up for a while after that. Support was voiced for having professionals working alongside volunteers. The council could also facilitate the linking of libraries together to enable them to support one another in the longer term.

Training was also viewed to be of particular importance. Initially this would consist of training in how to use ICT systems e.g. for borrowing books. In the longer term advice on how to secure money to pay for things would be beneficial. This could for example include advice on how to source money for new books or to pay for continued internet access.

What options should be considered for respondents local library?

Figure 13 shows which options respondents felt Staffordshire County Council should consider for their local library. The most popular option was to contract a local community group/organisation to lead and develop the library offer.

Figure 13: Which options should Staffordshire County Council consider: Percentage of Total and Number of Respondents



5.8 LIBRARY LOCAL: COMMUNITY MANAGED WORKSHOPS FEEDBACK

47 people attended one of the four community managed workshops which were supported by volunteers from Warwickshire.

These volunteers outlined their experiences of running community led libraries which provided reassurance for some, while encouraging participants to raise questions. Attendees wanted to better understand the appetite for community led libraries and wanted more information on existing library usage.

Additional questions which were raised covering a number of key themes. These are summarised below with a more detailed list in the appendix.

- ⇒ Will there be a contract?
- ⇒ Who is responsible for the building?
- ⇒ How will supporting equipment be managed?
- ⇒ How will we staff the service?

Additional questions were asked about when the changes would happen and whether there would be support from Staffordshire County Council. Training was considered a key element of the required support. Participants questioned what would happen if there was no appetite locally to support community led libraries, and asked whether there were any other existing organisations who may potentially want to take over the running of a community led library.

5.9 LIBRARY PLUS ONLINE SERVICE

Respondents were asked specifically about the current online service, 'Your Staffordshire Online' which is proposed to be enhanced.

Almost (62%) two thirds of respondents stated that they had used the Staffordshire's Library Online services and just over one third (34%) used it at least once a month or more frequently. 14% of respondents used Staffordshire's Library Online services at least once a week or more while 38% of respondents have not used the service at all. Male respondents were more likely to have used the service once a week or more (20%) than females (12%) and a smaller proportion of males (32%) had never used the service in comparison to females (39%).

1,585 respondents shared additional reasons as to why they did not use Library Online. Many did not have access to a computer/internet connection and said they preferred to read physical books and have personal contact via the libraries. Some however, were just *"not aware of it"*.

Respondents were asked which features would encourage them to use the Library Online service more often. The most popular features were 'One catalogue for books and e-Books' (53%), 'Personalised book recommendations' (45%) and 'Online payment of fines' (45%).

558 people provided additional features/comments on what would encourage them to use the online service more. Some respondents were adamant that they would never want to use Library Plus Online. Others did use it and did not feel that it needed any improvement. Some however did identify efficiencies and facilities which would encourage them to use it more;

It needs to be user friendly and easier to use

Many of the respondents requesting improvements wanted the service to become more *"user friendly" / "easier to use"*. For example, *"I can't get anything to download on my mobile device yet I am used to using technology. How can someone who is less proficient manage it? Not everyone has an IT degree."* Others agreed that the service was *"slow" or "freezes"*. It needs to be *"faster, with better search facilities"* and *"the mobile app needs to contain more information"*. This for example should include *"when books are on loan and might be returned."*

Having to renew the Wi-Fi password each month discourages use for some, whilst others said they found the logins overly complicated – *"these are ok for a barcode but not a user name!"*

Others had found that books were often missing and the catalogue was not kept up-to-date. These were considered key functions which need to be improved to encourage use.

Respondents also felt that it should be possible to *"cancel reservations online"*. This was considered particularly important for those who worked full-time. *"It's difficult to get to the library and costs mount up."* *"Quicker delivery of books"* and *"lower fees"* in general would additionally encourage use.

Facilities need to be improved / updated

There were also some requests for improved/updated facilities. These included up-to-date books, a wider selection of books, audio books and a music collection. Young people responding in their survey said they would be encouraged to use it more if they knew about it, if the logins were easier and if it could assist with homework.

6. IMPACTS ON RESIDENTS AND ORGANISATIONS

Respondents were asked how current proposals would impact on them, their families or their organisations. A total of 3,233 people responded and of these, 24% (769) stated that the proposals would have a 'significant effect' on them or their organisation, with a further 29% (930) stating they would have 'some' effect. 30% (977) of respondents stated that the proposals would not affect them.

A larger proportion of females (54%) said it would have significant or some impact on them/their organisation than men (49%). Respondents aged 16 to 19 (38%), 60 to 74 (35%) and 75+ (41%) were more likely to think they would not be affected by the proposals. Of those who stated that the proposals would have an impact, 46% were over the age of 60.

A larger proportion of people with a disability (22%) felt they would not be affected by the changes than people without a disability (16%).

A total of 1,646 respondents offered explanation as to why this would be the case, and there were two main reoccurring themes.

There could be reduced access to services

The first theme was a concern that the implementation of the proposals could lead to reduced access to local services with consequential impacts across the community. This would be a concern if there were not enough volunteers for 'Library Local'. Respondents were concerned that this would lead to eventual closures and it would be more difficult or impossible for them to travel to alternative venues.

The changing opening times would impact on those of working age

The second was the changes to opening times. Whilst comments showed that this would not be an issue for retired respondents, it would however be an issue for those who worked full-time. Evening openings would be preferable for people working full-time to enable them to fit library visits around their working commitments.

6.1 COMMUNITY IMPACT ANALYSIS

A community impact analysis has been conducted on all the responses received to open ended questions throughout the consultation. This looked at whether the proposals were likely to have a negative impact on vulnerable and protected groups. Comments have been grouped into four broad themes: The localities agenda, age, disability and other vulnerable groups.

The Localities Agenda

The localities agenda, or the potential impact on communities, was the most commonly cited community impact issue. Some respondents suggested that libraries should offer an equal service to all, and how they are, or should be, the centre of the community.

Many offered suggestions for alternative or shared uses of the space, such as Citizens Advice, a Police post, job centres/careers advice and opportunities for café or coffee shop franchises. Some respondents were also aware of housing developments in the pipe-line, the expansion of their communities and the subsequent need for local services to match the potential increase in demand.

Age

64% of respondents who cited impacts relating to 'age' were over the age of 60. Several of these respondents also had a disability. Comments included anticipated difficulties in travelling to alternative venues as well as the need to have professionally trained staff on hand to assist with technology.

Many comments also highlighted the importance of libraries as educational resource and the potential impact on young people. These centred around libraries providing encouragement to read and libraries being an important resource for education; any resultant closure to libraries might therefore be detrimental to learning. A small number of respondents also cited young people struggling to travel to libraries outside of their local area.

A total of 196 individuals completed the young people's survey. While this number is not statistically robust, respondents did not tend to suggest any impacts themselves and tended instead to discuss what they thought about the proposals.

For example some expressed that they were worried it might mean closure for their local library and that they liked their libraries how they were and wanted them to remain the same. Others suggested that they would like them to change; *"Overall; the changes being made are a positive rejuvenation of the service, it is hoped for by myself that this brings the life and soul back into libraries."*

Disability

Access was a key issue for respondents with disabilities, specifically the need to travel to alternative venues: *"many local people can visit a local town if they need a specific service, however many disabled people find travelling into a town very a difficult experience"*. Other benefits cited were *"actually speaking to a person"* and the *"need (for) staff to support me in using the library"*.

Other Vulnerable Groups

Respondents who were concerned about other vulnerable groups suggested that libraries in deprived areas *“should be prioritised”* with *“Library Local’s (should be) restricted to wealthier areas where they have a chance of surviving”*.

Respondents also mentioned the planned increase in armed forces population in the county coupled with an increase in the general population. This, together with the perceived disparity in distribution of libraries across the county, caused some respondents to feel that residents of rural communities (particularly in the north of the county) could be better served by the proposals.

7. OTHER FEEDBACK: EVENTS AND CORRESPONDENCE

This section summarises the feedback received through events other than those that were community led, as well as additional correspondence received.

Event Feedback

A total of 47 events were held in libraries across the county throughout the 12 week period of consultation. Events were held in all districts and comprised a range of drop-in sessions, question and answer sessions and community led workshops. These were supplemented by eighteen additional consultation opportunities which targeted popular locations such as supermarkets, or events which were already occurring, which were used as an opportunity to engage with a large number of Staffordshire's residents.

More than 3,300 people were estimated to have been reached through these events. These include over 1,000 people who attended events in libraries and an estimated 2,300 engaged through additional events in the community.

Drop-in Session and Question & Answer Sessions

During the drop-in and Q & A sessions there was some negativity expressed. Attendees reiterated general concerns relating to potential staff redundancies and the subsequent loss of expertise, as well as concerns over volunteers and funding. These concerns are reflective of the issues many respondents detailed on their survey responses.

Attendees also queried what had already been done 'behind the scenes' to save money. Some questioned whether the main central library should be closed to allow the branches to remain open. Others questioned whether the consultation was simply a "tick box exercise" and whether the proposals were "a done deal".

Concerns were raised about accessibility, particularly for older people who may have mobility issues. Concerns were also raised about some 'Library Locals' being situated in areas where potential volunteers may not have the necessary skills required to make the 'Library Local' proposal sustainable.

Attendees were keen to have more information on how the intended community led libraries would function and to understand the rationale behind the process of allocating existing libraries to the three proposed categories.

Residents also felt that the consultation should be publicised even more widely than it has been, for example "to every household in Staffordshire". [It should be noted that it was included in the Your Staffordshire magazine that was delivered to every household in Staffordshire] Some residents were keen to understand the 'vision' for the future role of libraries, for example, what libraries might look like in 20 to 30 years time.

Additional Events

Attendance at these events appeared to encourage some additional participation, whilst some attendees indicated that they had already taken part in the consultation. There was, however, a lack of general interest in the consultation on the part of many attendees, particularly those who were non-users of libraries. Young attendees were particularly unlikely to want to engage with many indicating that they never used libraries. However, young people with disabilities tended to be more likely to want to share

their views and many indicated that they do use their local library.

Some of those who were happy to be engaged were concerned that professional staff would lose their jobs and then services would deteriorate as a consequence. There were also general concerns about volunteers. For example, that they would not be committed or reliable enough and if they should have access to confidential information. Additionally some attendees stated that they had 'heard' that libraries were going to close.

Petitions

In addition to the consultation and at the time of writing, nine petitions with a total of 8,255 verified signatures have been received regarding the library proposals. These were all similar in theme, opposing the proposals, and were submitted with specific reference to libraries in Brewood, Penkridge, Werrington, Barton-under-Needwood, Audley and Silverdale.

The petitions will be brought to full Council on 11th December 2014. In accordance with the Council's Petitions Scheme, the lead petitioners will have the opportunity to introduce the petitions and the Cabinet Lead will respond before the petitions are then debated by Full Council.

Additional Correspondence

In addition to the survey, there were approximately 90 letters and emails received from residents, as well as a large amount of feedback from pupils at Penkridge Middle School. The majority of these were made in direct reference to particular libraries and to a large extent, echoed the sentiments already discussed in this document.

Residents were concerned that the ultimate aim was to close their local library, or that the proposals amounted to a 'downgrading' of service. Many stressed the importance of their local library to the community and the potential the library had to be more than just a place to borrow books. Residents cited the importance of libraries as an educational resource: *"What better place for such an activity (educational) to thrive? Could this aspect of the library service be expanded?"*

There were various references to the rural community, the lack of infrastructure, particularly in relation to broadband coverage: *"If you close Barton library that will be a disaster for those without other means of accessing the (these days) all important net".*

There was also concern for the availability of volunteers and the outcomes for library staff. Having attended a consultation, one resident wrote: *"They (local volunteer groups) were saying that they have only got so many volunteers who already do wonderful work in our community."* Another commented *"Do you agree with volunteers taking jobs from the present staff, causing intolerable stress and unemployment?"*

Views of Councillors and MP's

A number of responses were received from MPs and Councillors as well as from District and Parish Councils. Responses were received in the form of completed consultation surveys, letters and emails and the forwarding of petitions. These responses provided personal feedback as well as feedback on behalf of residents and constituents.

The views expressed in the feedback reflect those expressed in the wider consultation and highlight similar themes to those included throughout this report. There were also references to specific libraries which will be considered on an individual library basis.

Media Coverage

There were 307 mentions in the media concerned with Staffordshire's Libraries Consultation in the period 11.06.2014 to 20.11.2014. Of these 40% were positive, 41% neutral and 19% negative.

This included mentions on Midlands Today, The Sunday Politics Show (Midlands), BBC Radio Stoke, Signal FM, Touch FM and Radio WM. There was also coverage in the national press in the Bookseller and Adjacent Digital Politics Ltd.

8. ADDITIONAL COMMENTS

A total of 916 additional comments were submitted, their tone and content diverse. Many respondents used the space as an opportunity to reiterate views already expressed throughout the questionnaire.

Several respondents offered appreciation of the opportunity to input into the process, *“thanks for asking my opinion”, “it is encouraging that so much thought and effort is going into the continuance of the library service”,* while others felt that the consultation was simply a *“simply a tick box exercise”* and they would be interested *“to see if objections to these proposals make any difference!”*.

The importance of the proposals was clear and consequently, there was an emotive aspect to many comments, *“I do very much care about what happens to the libraries they will affect me greatly”, “please do be careful you make the right decisions they will affect us all badly”, “I enjoy everything books, groups etc. at our library I would be lost if it was not there”*.

There was a lot of praise for current services and appeals to *“keep my library open”*.

Support for change but preserve fundamentals

Whilst respondents understood that libraries needed to change in accordance with new technologies and demand, *“I will support these changes that are necessary in order to respond to accelerating changes in technology and lifestyles”,* many stressed that it was important to maintain certain fundamentals such as physical resources:

“we are all too keen to embrace the digital revolution that has occurred in recent years, I believe we are in danger of forgetting the value and pleasure to be had from books provided onto paper, there is still a large section of society mostly elderly who have no computer or internet access, it is important that their needs are considered and met, as well as those who have embraced technology”.

Valuable community asset

Many respondents described the libraries as a *“much valued centre of the community”* which are used by different people for different reasons, *“it is a friendly face for lonely people, a break for those with children, support for those looking to learn.*

Several respondents stressed the importance of reading as part of a child’s development and the links between reading levels and good levels of literacy, *“we need secure libraries to help future generations with the enjoyment of reading at a young age which encourages learning at school.”* Others highlighted the importance to older residents, *“for many older people, libraries not only offer reading and research facilities but also a safe venue to interact and socialise”*.

Several felt that it was *“important to maintain a service for the community”* and that these changes are used as *“an opportunity to create a learning centre in every community, called the Library, recognising that the places we call libraries are not longer just places to borrow books, but accessible centres for local formal and informal learning”*.

Staff

The additional comments were full of praise for the commitment, knowledge and important role of the current staff, *“the library staff are an essential of the library experience, they are indispensable to the library user, both helpful and knowledgeable.....a valuable asset”*, and although there was some support for the suggestion of volunteers there was as much concern expressed that they would not have the same *“experience”, “expertise” and “patience”* as the paid staff: *“volunteers have an important place in society but the front line library service is not appropriate for volunteers.”*

9. APPENDIX

Library Extra

Library	Number of Respondents	% of respondents citing Extra	% of all respondents
Lichfield	488	32%	8%
Newcastle	412	27%	6%
Tamworth	333	22%	5%
Burton	288	19%	4%
	1521		

Library Core

Library	Number of Respondents	% of respondents citing Core	% of all respondents
Stafford	565	22%	9%
Cannock	315	12%	5%
Leek	217	8%	3%
Burntwood	211	8%	3%
Stone	175	7%	3%
Clayton	158	6%	2%
Rugeley	144	6%	2%
Codsall	141	5%	2%
Uttoxeter	120	5%	2%
Cheadle	115	4%	2%
Biddulph	114	4%	2%
Perton	95	4%	1%
Kidsgrove	92	4%	1%
Eccleshall	85	3%	1%
Wombourne	50	2%	1%
	2597		

Library Local

Library	Number of Respondents	% of respondents citing Local	% of all respondents
Penkridge	222	9%	3%
Blythe Bridge	220	9%	3%
Brewood	172	7%	3%
Barton-under-Needwood	168	7%	3%
Baswich	144	6%	2%
Hednesford	139	6%	2%
Glascote	104	4%	2%
Kinver	103	4%	2%
Heath Hayes	100	4%	2%
Silverdale	92	4%	1%
Norton Canes	89	4%	1%
Great Wyrley	85	4%	1%
Werrington	84	4%	1%
Shenstone	83	4%	1%
Rising Brook	80	3%	1%
Wilnecote	71	3%	1%
Holmcroft	70	3%	1%
Audley	68	3%	1%
Cheslyn Hay	67	3%	1%
Loggerheads	57	2%	1%
Brereton	52	2%	1%
Talke	50	2%	1%
Knutton	15	1%	0%
Gnosall	14	1%	0%
	2349		

Proportion of each age group in respondents, active borrowers and Staffordshire population

	Number of Respondents	% of Respondents	% of Active Borrowers	% of Staffordshire population
Under 16	50	1%	38%	18%
16-19	49	1%	3%	5%
20-34	267	8%	9%	17%
35-44	477	13%	9%	13%
45-59	835	24%	13%	21%
60-74	1413	40%	19%	18%
75+	448	13%	9%	8%

Proportion of Respondents by District (Where a Post Code was provided) compared to Staffordshire Population

	Number of Respondents from each district	% Respondents from each district	% of Staffordshire Residents living in each district
Cannock Chase	348	11%	11%
East Staffordshire	340	11%	13%
Lichfield	418	13%	12%
Newcastle-under-Lyme	405	13%	15%
South Staffordshire	566	18%	13%
Stafford	504	16%	15%
Staffordshire Moorlands	411	13%	11%
Tamworth	220	7%	9%

Community Managed Workshops Queries Raised:

Will there be a contract?

- ⇒ Will the contract contain minimum standards?
- ⇒ What will it cover?

Who is responsible for the building?

- ⇒ Who pays for the building? / Who pays rents?
- ⇒ Who is responsible for building maintenance?
- ⇒ How is 'maintenance of the building' defined?

How will supporting equipment be managed?

- ⇒ Will it be a book based service or a book and information service?
- ⇒ Who will provide the books?
- ⇒ Would we have to take all the books?
- ⇒ How would we manage fines and fees?
- ⇒ Do we have to leasing the ICT equipment?
- ⇒ Would we have to rent ICT support?
- ⇒ Who insures ICT equipment?

How will be staff the service?

- ⇒ Will there be redundancies?
- ⇒ Could we employ existing staff?
- ⇒ What if there are no volunteers?

Other

- ⇒ When will the changes happen?
- ⇒ Will there be support from Staffordshire County Council?
- ⇒ What if there are no volunteers?
- ⇒ What would happen if there were no appetite locally?
- ⇒ Where they any existing organisation who may potentially want to take over the running of a community-led library?

Extent Affected by Proposed Change in Hours by District

	Cannock Chase	East Staffordshire	Lichfield	Newcastle	South Staffordshire	Stafford	Staffordshire Moorlands	Tamworth
A great deal	16%	12%	11%	14%	13%	12%	13%	6%
A little	22%	18%	22%	22%	18%	24%	29%	14%
Not at all	49%	49%	50%	48%	48%	50%	45%	59%
Don't know	12%	22%	18%	17%	20%	14%	13%	21%

Appendix 3 - Petitions

	Library	Summary of Petition	Total Number of Verified Signatures
1	Penkridge Library	I, the undersigned support Penkridge library, and recognise the important role it plays for all members of our community. I urge Staffordshire County Council to reconsider the proposed changes to our library, and keep Penkridge as a full service library, staffed by trained librarians, offering a range of services, workshops and groups for all users.	3,049
2	Brewood	We the undersigned are concerned citizens who urge our leaders to act now for Brewood Library to become a core library (retaining professional staff and existing buildings).	1,424
3	Knutton & Silverdale	Staffordshire County Council is consulting on proposals to cut funding for the libraries in Knutton and Silverdale. The County Council wants to rely on local community groups and Parish Council's to take over their running. We, the undersigned, oppose these plans which would leave Knutton and Silverdale without the library service we deserve and call upon the County Council to protect the funding for these crucial public amenities.	1,264
4	Audley	Petition to retain a library run by qualified staff at Audley.	865
5	Norton Canes	We want trained staff not volunteers	566
6	Werrington	We the undersigned are against losing our library in its present form. We understand through constraints put on local councils by government there will have to be changes, but not at the cost of groups and amenities in our village.	527
7	Great Wyrley	We the undersigned strongly disagree with Staffordshire County Council's plans to downgrade our library. We want our library to continue to be professionally staffed with qualified paid employees.	375
8	Barton under Needwood	We the undersigned ask that Barton under Needwood library is considered to be upgraded to "library core" status.	170
9	Kinver	We would submit that ideally the status quo is maintained or consideration be given to a custom built area within the planned refurbishment of the community centre.	15
Total:			8,255

PSSC Appendix 4 – Selection and Evaluation Process

The council is seeking to release 24 libraries to the community sector via two business models.

Community Managed - A community organisation to operate the library based upon a pepper corn rent basis.

Community Delivered – Staffordshire County Council retain responsibility for the property. The service is managed by a paid member of Staffordshire County Council staff covering a “cluster” of similar libraries. Day to day operations will be undertaken by volunteers.

The council will adopt the Community Managed model as the primary approach with the Community Delivered model as secondary.

To reach the council's objective for the Community Managed business model, there needs to be a supporting procurement process to identify the best fit community organisation for the sites where there is more than one interested party and to ensure suitable fit where there is a lone interested party.

It is understood that there is currently no financial exchange for services from the council to the successful party and therefore the procurement process is not bound by the EU Public Contract Regulations (PCR) or Staffordshire County Council Procurement Regulations.

The council has created a primary procurement approach for the Community Managed model which consists of placing a Public Advert to notify interested parties, followed by the release of a suite of procurement documents specific to each site. Within the documentation an evaluation process will be conducted on a question and answer format and or a case study basis with declared weightings.

A council evaluation team will evaluate and score the received submissions with the highest scoring interested party being awarded the library contract. Unsuccessful parties will be provided with a full debrief on their submission. The evaluation process may accommodate presentation/interview sessions if required. The process will also allow for non award if low scoring or unsuitable bids are received

This primary procurement approach will be applied to all 24 sites, however should there be lack of interest in any of the sites from community organisations, the council will progress with transferring these sites to the Community Delivered model. No formal procurement process will be required for this secondary approach as management remains with the council. The council will however, will need to ensure that volunteers are recruited of the right calibre and in sufficient numbers.

The original release concept of all 24 libraries to be based upon the Community Managed model has been reshaped by the influence and impact of the recent Public and Collective Staff Consultation. Current understanding, based upon feedback is that there is a strong likelihood that some communities will adopt the Community Managed model at this stage, with the remainder taking the Community Delivered approach. However, work will continue to increase the number of potential Community Managed libraries prior to the Public Advert.

As the intention is that there would be no financial exchange for a service from the council to the successful party the procurement process is not bound by the EU Public Contract Regulations (PCR) or Staffordshire County Council Procurement Regulations.

Research has explored the remit of PCR Concession Contract and there is a view that the

scope of work may fall under this scope. A Concession Contract is exempt from the EU Public Contract Regulations.

Other Local Authorities have already progressed with similar projects (i.e. Warrington, Camden, Buckinghamshire, North Yorkshire) using an evaluation process. Suffolk however, outsourced to a private company via the EU Competitive Dialogue procurement process.

2.0 PROCUREMENT PROCESS

2.1 Primary Approach

The primary approach is to explore the Community Managed model. For all sites, the following this approach will be adopted in the first instance on an individual library site basis.

For each site the council will create a suite of procurement documents which shall include an evaluation section consisting of elements derived from the 4 key Critical Success Factors (as per the Public Consultation Process), plus relevant elements of the standard Staffordshire County Council Pre Qualification Questionnaire (PQQ) as used by Staffordshire Procurement. The shape of the evaluation section may be based upon a question and answer section and or a case study.

Declared weightings for the section will be included within the documentation plus if appropriate Pass or Fail questions to assist the assessment of the potential organisations.

A Public Advert will be released into the market place via the council's website to alert interested parties to the opportunities and to commence the formal process for each library site.

Interested parties will be able to access the procurement documents via the council's e tendering system for review, and if appropriate provide a written response against a return deadline date.

A council evaluation team will evaluate and score the received submissions with the highest scoring interested party being awarded the library contract. Unsuccessful parties will be provided with a full debrief on their submission. The evaluation process may accommodate presentation/interview sessions if required. The process will allow for non award if low scoring or unsuitable bids are received.

Each library will be treated as an individual procurement process to accommodate any site specific requirements as raised in feedback from the Public Consultation process and council property leasing agreement.

The Community Right to Challenge process can be accommodated into the above approach, should this be required. This will include the following stages pre procurement documentation.

Formal request for Expressions of Interest (EOI) to include key information including and not limited to consortiums and subcontractors, financial resources, nature of community legal status, social values, etc.

The EOIs are to be assessed within a declared timescale and if applicable to be rejected, request for modification and or accepted. The formal procurement process will then commence as above, but with the removal of standard elements of the PQQ documentation.

2.2 Secondary Approach

It is currently understood that there are likely to be a small proportion of sites that could be Community Managed initially and therefore a secondary approach may be required for the Community Delivered model.

No formal procurement process will be required for this secondary approach as ownership remains with the council. A selection/recruitment process will be required for the volunteers.

3.0 TIMETABLE

It is anticipated that the initial Community Managed sites will be progressed first, with an agreed timetable to follow for the remaining sites.

Local Members' Interest
N/A

Prosperous Staffordshire Select Committee – 23 January 2014

Educational Achievement in Staffordshire, 2014

Recommendations

1. That the Select Committee note the progress of Educational Achievement in Staffordshire for the period September 2013- August 2014
2. That the Select Committee provides comment and recommendations in regard to the approach set out in the report, including the draft Excellent Schools – Outcome Delivery Plan for 2015/16 business year

Report of Ben Adams, Cabinet Member for Learning and Skills

Summary

Staffordshire's schools are improving. The educational achievement and attainment reported for 2013/14 demonstrates progress in a number of key areas, notably the proportion of schools judged good or outstanding by Ofsted and the trend of improvement across many aspects of key stage attainment.

Progress toward our target of 90% of schools being graded as good or outstanding by summer 2016 is still on track, and solid progress has been made toward this. The number of pupils receiving a good education has increased with 74% of pupils attending a good or outstanding school, an increase of 11 percentage points since 2012.

Levels of attainment and progress in the Early Years Foundation Stage and Key Stage 1 are excellent and continue to outperform national levels of performance.

Our focus in 2014/15 will be at Key Stage 2 and Key Stage 4 where our schools need to accelerate improvements to gain ground in the rates of progress achieved by our statistical neighbours and nationally. Staffordshire schools also need to do more to tackle variations in attainment between districts and for different pupil groups, such as those eligible for Free School Meals (FSM) or Pupil Premium (PP).

Report

Background

1. Over the past few years, the way education works in Staffordshire (and across the country) has changed. Schools are becoming more independent from local authorities and as a result, there are new roles and responsibilities around school improvement.
2. Staffordshire's Head teachers and school governors are responsible for the performance of their schools and have access to a network of support and positive challenge to ensure that their school's strengths are maximised and that any areas for development are addressed.
3. Support for school improvement comes from the school governing body and from the formal partnerships that schools are part of, be that trust, federation, diocesan group or through an academy sponsor – but schools can also expect the county council to monitor school performance and for the council to support them to accelerate their efforts to improve. The county council can use legal powers to intervene in any case where we find failure.
4. The academic year 2013/14 saw many key developments in regard to school improvement in Staffordshire.
5. Notably, a new strategy “Achieving Excellence in Learning and Skills” was launched and a new approach to school challenge, support and intervention was implemented through our “Framework for School Improvement”
6. Alongside these strategic developments the Learning and Skills function has reshaped to respond to four interdependent commissioning questions:
 - a. Have we got the right provision in the right place to meet local needs and statutory obligations? (Access to Learning)
 - b. Is the provision the best that it can be, including quality, impact and outcomes for learners? (Education Excellence)
 - c. Does each individual get their fair chance to achieve and thrive? (Inclusion and Wellbeing)
 - d. Does this lead to jobs, growth, prosperity and independent adult life? (Skills and Employability)
7. Through these functions the council undertakes a range of statutory responsibilities including the “duty to promote high standards and the fulfilment of potential” (Education Act 1996 s13A). Working with our school improvement delivery partner, Entrust, the county council has continued to deliver actions to promote improved standards and performance in all Staffordshire schools – both maintained and academies.
8. The county council has continued to review and evaluate the impact of Staffordshire's school improvement approach, which is captured through a Self-Evaluation Form (SEF).

9. Priorities and progress on school improvement, including the SEF and related action plans, have been managed and monitored through the council's Ofsted Programme Board. This board has recently been reconfigured into the Education Standards and Performance Board, with an extended remit and membership to enable effective management and monitoring of educational achievement across all ages and stages of learning.

10. This report is an overview of school performance and standards in Staffordshire. It shows how Staffordshire's schools have performed in the 2013/14 academic year and outlines county council action to develop and accelerate school improvement as part of the "Excellent Schools and Settings" pillar of the Learning and Skills Strategy.

Strategic Overview of Educational Achievement Staffordshire 2014

11. This report summarises high-level performance and trends for educational attainment and progress across Staffordshire which is reported fully in Strategic Overview of Educational Achievement 2014

12. This analysis shows that pupils generally start well, with high levels of attainment recorded at Early Years and Key Stage One. Staffordshire is showing improvement in the percentage of pupils achieving a Good Level of Development in the Early Years Foundation Stage and at a higher rate than that recorded nationally. However, despite also recording improvements pupils with Special Educational Needs (SEN) are not improving at the same rate as other pupils in the cohort. There are also differences in district level performance; with the biggest improvements seen in Stafford, Cannock Chase and Tamworth districts.

13. Staffordshire performs above the national average in reading, writing and maths at Key Stage One and the gap for SEN and free school meal (FSM) eligible pupils and their peers is reducing. However, writing in particular is not improving at a fast enough rate, with Staffordshire moving into the second quartile of national performance in 2014.

14. Once pupils reach Key Stage Two performance across Staffordshire in external assessments is less consistent. Results have seen positive increases in 2014 although this trend will need to continue to accelerate in order to move Staffordshire out of the bottom quartile for reading and maths. Reading in particular is a priority for Staffordshire; although there are recorded improvements in attainment and progress, other local authorities are improving at a faster rate in this subject.

15. Staffordshire's Key Stage Four (GCSE) results are positive when compared with the national average but the county moved down the national rankings between 2013

and 2014 for the percentage of pupils achieving five or more grade A* to C (including English and maths) and progress from KS2 to KS4. Therefore, improvement at a faster pace is needed. There is also still evidence of gaps in attainment of some student groups, with girls and non-FSM pupils' performance increasing at a higher rate than that of boys and FSM pupils. GCSE results also show the greatest variation of any Key Stage at a district level, with Tamworth and Cannock Chase in particular showing lower than average levels of attainment.

16. Performance at post-16 (A level & equivalent) remains below the national average but the gap is reducing, with Staffordshire improving at a faster rate than other local authorities nationally. Staffordshire performs particularly well in vocational qualifications, which are above the national average and show an increase between 2013 and 2014. However, district variations suggest that there is still scope for improvement.

Staffordshire Summary of Her Majesty's Chief Inspector of Schools Report and Ofsted's West Midlands Regional Report 2013/ 2014

17. The annual report from Ofsted shows that:

18. Staffordshire Primary Schools

The proportion of Staffordshire primary school children now in good or outstanding schools has improved by 6 percentage points since 2012/13. The local authority is now ranked equal 107th in relation all 150 local authorities in England. This is an improvement of 14 places from equal 121st in 2012/13. The local authority is now placed within the 4th quintile in relation to all 150 local authorities. When compared with the 11 statistical neighbours, Staffordshire is ranked 8th and recorded the equal highest improvement in 2013/14.

19. Staffordshire Secondary Schools

Staffordshire is named as one of only five local authorities within the West Midlands to have shown an improvement in the proportion of students attending a good or outstanding secondary school. Staffordshire recorded an improvement of 4 percentage points since 2012/13. The local authority is ranked equal 92nd in 2013/14 when compared to all 150 local authorities in England. This is an improvement of 10 places from equal 102nd in 2012/13. Although Staffordshire remains within the 4th quintile, the county is only two places below the 3rd quintile in relation to all 150 local authorities. When compared with the 11 statistical neighbours, Staffordshire is ranked 7th and recorded the 3rd highest improvement in 2013/14.

Ofsted Framework for Inspecting Local Authority School Improvement (LASI) Function

20. A revised inspection framework came into force in November 2014 which included two key changes in Ofsted's arrangements for inspecting local authorities. The first is that Focused Inspections, which previously operated outside of the framework, have been encompassed into the new arrangement and form part of the methodology for LASI inspections. The second is that the previous judgment of "effective" or "ineffective" is replaced by a narrative judgment.

21. Ofsted targets LASI inspections based on risk assessment and there are eight criteria that Ofsted use to determine their decision to inspect. Three of these criteria relate directly to the performance of attainment and progress:

a) *"attainment levels across the local authority are lower than the national average and/or where the trend of improvement is weak"*:

In Staffordshire EYFS performs above the national average and has a trend of improvement. At Key Stage 1 the county performs above the national average, though the local trend is more static than national. At Key Stage 2 attainment in reading, writing and maths have increased between 2013 and 2014. However, only results in writing are above the national average. Key Stage 4 (GCSE) attainment in Staffordshire is above the national average. Post-16 performance shows that Staffordshire has closed the gap with national over the past five years but still performs below the national average.

b) *"rates of progress, relative to starting points, are lower than the national average and/or where the trend of improvement is weak"*:

Progress between Key Stage 1 and 2 has improved in reading, writing and maths between 2013 and 2014, however all are below the national average. The gap is, however, closing in relation to writing and maths. Progress between Key Stage 2 and 4 is below the national average. Pupils achieving the expected level of progress in maths declined by just over 6 percentage points between 2013 and 2014, compared with a national decline of just over 5 points.

c) *"pupils eligible for the pupil premium achieve less well than pupils not eligible for the pupil premium nationally"*:

With the exception of attainment at Key Stage 2, pupils eligible for the pupil premium in Staffordshire out-perform the same cohort of pupils nationally.

22. In summary, against these criteria, performance would indicate that inspection is less likely than in the previous year. However, achievement would need to continue to improve further over the current academic year in order to mitigate more fully the risks that could trigger inspection.

Attainment Summaries

23. The following section provides an overview of performance within Staffordshire at each key stage in 2014. 'Quartile' relates to Staffordshire's position nationally (with

the 1st, or top, quartile being the best position) and 'trend' indicates direction of travel since 2013.

EARLY YEARS FOUNDATION STAGE

Subject/Level	Staffs Trend	2014 Results			National Quartile (1st = top)	National Rank (out of 152)
		Staffordshire	Statistical Neighbours	England		
Good Level of Development	↑	64%	61%	60%	2nd	30

24. Staffordshire is ranked within the second quartile nationally, with 64% of pupils achieving a Good Level of Development in the Early Years Foundation Stage. Staffordshire results have improved in 2014 and Staffordshire's ranking against statistical neighbour authorities and all authorities nationally has also improved.

KEY STAGE ONE: TEACHER ASSESSMENTS

Subject/Level	Staffs Trend	2014 Results			National Quartile (1st = top)	National Rank (out of 149)
		Staffordshire	Statistical Neighbours	England		
L2+ Reading	↑	91%	90%	90%	2nd	26
L2+ Writing	↔	88%	87%	86%	2nd	25
L2+ Maths	↔	93%	93%	91%	2nd	34

25. Staffordshire's strong performance in Key Stage One showed minimal change in 2014; with only reading results, at the expected level, improving on 2013 results. The Staffordshire-national gap remained static in reading and reduced in writing and maths meaning that Staffordshire results are only one or two percentage points above national.

26. Whereas Staffordshire has maintained good performance other authorities have improved which means that Staffordshire's rank against statistical neighbours has reduced in reading, writing and maths and has fallen compared to all authorities in writing and maths. Reading, writing and maths results are in the second quartile nationally whereas writing results were in the top quartile in 2013.

KEY STAGE TWO: TEACHER ASSESSMENTS AND TESTS

Subject/Level	Staffs Trend	2014 Results			National Quartile (1st = top)	National Rank (out of 150)
		Staffordshire	Statistical Neighbours	England		
L4+ Reading	↑	88%	89%	89%	3rd	111
L4+ Writing	↑	86%	86%	85%	3rd	62
L4+ Maths	↑	86%	86%	86%	4th	103
L4+ Reading, Writing & Maths	↑	78%	79%	79%	3rd	99
Expected Progress Reading	↑	89%	91%	91%	4th	120
Expected Progress Writing	↑	92%	93%	93%	4th	100
Expected Progress Maths	↑	87%	89%	89%	4th	130

27. In 2014, in Key Stage Two, Staffordshire's reading; writing and maths results have increased for pupils achieving at the expected level.

28. Staffordshire narrowed the gap on national in maths and the gap remained static in reading and writing, meaning that Staffordshire's 2014 results were a percentage point above national in writing, inline in maths and a percentage point below in reading. Staffordshire's result in the combined measure was below national in 2014 by one percentage point, whereas in 2013 they were in-line with national. Therefore, improvement locally was out-paced by national gains on this measure.

29. Staffordshire's results in writing and the combined measure are in the third quartile nationally and reading and maths are positioned in the bottom quartile. This means that reading and writing results place Staffordshire in a lower quartile in 2014 than in 2013.

Staffordshire results improved in the reading, writing and maths expected progress measures, and closed the gap with national in the writing and maths measures.

Staffordshire's expected progress results remain in the bottom quartile, but Staffordshire's rank against all local authorities did improve in reading and writing in 2014.

KEY STAGE THREE: TEACHER ASSESSMENTS

Subject/Level	Staffs Trend	2014 Results			National Quartile (1st = top)	National Rank (out of n/a)
		Staffordshire	Statistical Neighbours	England		
L5+ English	↑	90%	n/a	n/a	n/a	n/a
L5+ Maths	↑	86%	n/a	n/a	n/a	n/a
L5+ Science	↑	89%	n/a	n/a	n/a	n/a

30. The submission of Key Stage Three teacher assessments by schools was not compulsory in 2014. There is no national collection so as a result there are no results for statistical neighbours or national to provide a comparison. Staffordshire results have improved in all three subjects at the expected level but caution must be exercised as only around three quarters of Staffordshire schools returned teacher assessment results in 2014.

KEY STAGE FOUR: GCSEs AND EQUIVALENT

Subject/Level	Staffs Trend	2014 Results			National Quartile (1st = top)	National Rank (out of 151)
		Staffordshire	Statistical Neighbours	England		
5+ A*-C including English & Maths	n/a	54.4%	56.0%	52.6%	3rd	96
5+ A*-C	n/a	64.3%	65.9%	63.2%	3rd	94
Expected Progress English	n/a	68.4%	69.6%	70.9%	4th	115
Expected Progress Maths	n/a	61.7%	65.3%	65.3%	4th	113

31. 2014 Key Stage Four results are not directly comparable to those from previous

years as a result of changes introduced by the Secretary of State in September 2013 and as a result of the Wolf review¹ of the curriculum impacting on what qualifications count toward key measures.

32. Staffordshire's 5+ A*-C including English and maths and 5+ A*-C results were both above the national average. The gap between Staffordshire and national positively increased in the 5+ A*-C including English and maths measure but both results are still in the 3rd quartile and Staffordshire's rank compared to all authorities fell in both measures.

33. Staffordshire results in the English and maths expected progress measures were in the fourth quartile nationally compared to the third quartile in 2013 and were below national and statistical neighbour averages. Rankings against all authorities also declined in both subjects.

KEY STAGE FIVE: A-LEVEL AND EQUIVALENT, POST 16

Subject/Level	Staffs Trend	2014 Results			National Quartile (1st = top)	National Rank (out of 149)
		Staffordshire	Statistical Neighbours	England		
APS per Entry	↑	210.5	209.3	213.4	3rd	81

34. In 2014, Staffordshire's results improved marginally on 2013 results in the Average Points Score per Entry measure (0.1 of a point) and this represent an upward trend since 2010. Staffordshire continued to narrow the gap with national, reducing the gap to 2.9 points in 2014 from 13.1 in 2010.

35. Staffordshire's rank against statistical neighbours and all authorities also improved in 2014. Staffordshire's result remains in the third quartile nationally.

Staffordshire's Self Evaluation

36. The county council has continued to review and evaluate the impact of Staffordshire's school improvement approach. This is captured through a Self-Evaluation Form (SEF) and the SEF reflecting on 2013/14 reveals:

37. Staffordshire's self-evaluation of 2013/14 tells us that significant progress has been made over the last 12 months. The number of pupils receiving a good education has increased with 75% of pupils attending a good or outstanding school, an increase of 12 percentage points since August 2012. With the percentage of schools retaining or achieving a good or outstanding Ofsted grade, this is improving the gap between the local authority and national figures. Gaps in performance are narrowing; in early years 64% of pupils now achieve a good level of development, compared to 54% in

¹ The Secretary of State for Education announced that, with effect from 29th September 2013, only a student's first entry to a GCSE examination will count in their school's performance tables. 2014 figures in this report are for 'first' entry, this is inline with the announced changes. Please note that 2014 results are not directly comparable with 2013 results. Please read further guidance available from the Department for Education here: <https://www.gov.uk/government/news/changes-to-early-entry-at-gcse>

2013. At KS1 performance against national averages remains strong. Improvements in reading, writing and mathematics at KS2 mirror the national picture for 2014; however pupil progress measures at Key Stage 2 and Key Stage 4 remain an issue. Staffordshire's commissioning approach to school improvement has matured with its partner Entrust and developed in its first full year of operation. There is now clear evidence of the impact of this new approach in tackling school improvement issues, evident in the fact that 79% of schools are rated as good and outstanding in August 2014, compared with the baseline of 65% in August 2012. Through a clear strategy and robust operating mechanisms the county council is increasingly effective in supporting and challenging schools to improve, securing a realistic trajectory for all schools to be good or outstanding by 2020

38. Staffordshire has made positive progress against a range of key measures over the last 12 months. EYFS results show that the proportion of children achieving a good level of development is increasing and at a higher rate than national performance. Key stage one results are positive showing that attainment at L2b+ has improved in all subjects since 2010; alongside this the gender gap and the gap between those in receipt of free school meals and those who aren't is closing. In Key Stage 2 attainment and progress data demonstrates an upward trend with regard to reading, writing and maths. Although performance is still below the national average (with the exception of writing), the gap is closing with Staffordshire generally improving at a faster rate.

39. Priorities and progress on school improvement, including the SEF and related action plans, have been managed and monitored through the council's Ofsted Programme Board. This board has recently been reconfigured into the Education Standards and Performance Board, with an extended remit and membership to enable effective management and monitoring of educational achievement across all ages and stages of learning.

Emerging Priorities for 2015/16 Business Planning Year

40. The priority that Staffordshire has placed on Key Stage 2 performance has seen schools delivering improvements in attainment and this focus needs to continue, particularly in relation to expected rates of progress in reading, writing and maths. This is echoed in Key Stage 4 where progress in maths and English are also a priority for improvement.

41. Closing the gaps by tackling variations in attainment between localities and different pupil groups is a further priority highlighted through this report.

42. The improvements made in the number of schools graded as good or outstanding by Ofsted is a positive achievement in 2013/14 but Staffordshire's target to reach 90%

of schools at this level by August 2016 means that further action is needed for schools currently judged as “requiring improvement” or identified by the authority as being at risk of declining outcomes.

43. These priorities carry forward our current approach, reinforcing and enhancing the focus of the council’s school improvement priorities in 2013/14 and 2014/15.

44. In addition to this, and in line with the council’s strategic vision for excellent schools and settings, there are five strategic features that we are discussing and promoting with schools. These are:

- a. All schools/settings are good or outstanding
- b. All schools/settings are sound and sustainable
- c. All schools/settings are in effective support and challenge networks
- d. All schools/settings support fair access and share local accountability
- e. All schools/settings contribute to community cohesion and resilience

45. A draft outcomes plan (Appendix A) is being shaped to inform the Learning and Skills team’s strategic and business planning for 2015/16. Select Committee are invited to provide comment and feedback to further shape our way forward.

Link to Strategic Plan – Ready for Life

Link to Other Overview and Scrutiny Activity –

- **Prosperous Staffordshire Select Committee** – The Ofsted Focused Inspection of Staffordshire. 5th September 2014
- **Prosperous Staffordshire Select Committee** – Education and Support Services – Commissioning and Contract Performance Report for School Improvement. 5th September 2014
- **Prosperous Staffordshire Select Committee** – Executive response to the Working Group Report on the Ofsted Inspections of Local Authority School Improvement Arrangements.

Appendices:

Appendix A- Draft outcomes plan for 2015/16

Contact Officer

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What do we want?	Why do we want it?	How will we know when we have got it?	What new LA action will help us to get it there?
1. All schools/settings are good or outstanding	<p>So that all our children and young people can access a good education:</p> <ul style="list-style-type: none"> -Because there are 22% of schools not yet hitting this standard (Aug 14) -Because Staffordshire does not yet compare well nationally or against statistical neighbours in a range of key performance measures 	<ul style="list-style-type: none"> - % schools graded good and outstanding - % schools in each LA risk category and trend - School performance against key performance and progress measures - LA rankings in national/Statistical Neighbour comparisons 	<ol style="list-style-type: none"> 1. More robust tracking and reporting against action plans to move RI/I schools 2. Improved strategic reporting and exceptions reporting to identify and better target intervention) 3. More rapid escalation and proportionate use of the full range of powers 4. Better early identification of schools at risk of slippage into RI 5. 5. Defined approach to school to school support 6. Renegotiated strategic commissioning from Entrust
2. All schools/settings are self-sustaining	<p>So that the system is running optimally and provides value for the public purse:</p> <ul style="list-style-type: none"> -Because school funding formulas have changed and schools need to manage adjustment pressures -Because we have many small schools and wish to sustain access to good provision - Because we want any new capital investment to also support improvements in quality 	<ul style="list-style-type: none"> - Reporting on school budgets and balances- financial resilience/financial health assessment - Rankings and benchmarking data compared to national and statistical neighbours - School/governor self-evaluation of confidence and resilience 	<ol style="list-style-type: none"> 7. Better reporting and analysis using financial modelling tools, linked to Entrust intelligence 8. Equip governors with self-evaluation tools) 9. Secure influence on national funding formula development through f4o and other channels
3. All schools/settings are in effective support and challenge networks	<p>So that each institution plays an active part in school to school support to build on best practice and share expertise across the wider system:</p> <ul style="list-style-type: none"> - Because that is where significant expertise and capacity resides - Because small schools will find it harder to thrive without connected support networks - Because the traditional role of the LA has changed and schools have new choices to source the support they need 	<ul style="list-style-type: none"> -Measures linked to quality of leadership and management across schools -Measures and analysis as part of the LA's school risk categorisation -Impact and tracking linked to schools' improvement action -Network self-evaluation or audit tools 	<ol style="list-style-type: none"> 10. Explore development of audit tools for mapping and measuring school confidence in their network connections 11. Strengthen capacity and mechanism for strategic engagement with school network leads 12. Refresh risk categorisation to include evaluation of effective network links
4. All schools support fair access and share local accountability	<p>So that every child regardless of their background or their ability gets every chance to thrive and achieve their full potential in suitable local provision:</p> <ul style="list-style-type: none"> - Because there are significant place planning pressures anticipated in some hotspot areas - Because there are pockets of underperformance in some localities and for some pupil groups - Because it is only by raising up the achievement of all that we will reach excellence - Because families of schools in a local area need to sponsor the success of every local child 	<ul style="list-style-type: none"> -Admissions data and key measures -Closing the gap measures -Analysis and reporting of progress by locality and by characteristics -Inclusion, exclusion and attendance data and reporting 	<ol style="list-style-type: none"> 13. Agree protocols and policies that support and strengthen place planning and fair access requirements/principles 14. Develop school organisation plans that give a shared picture of provision and demand pressures 15. Promote collective accountability for every child in a local area and via Inclusion Partnership 16. Review commissioning of attendance and inclusion related functions
5. All schools contribute to community cohesion and resilience	<p>So that schools play a full and leading role in securing prevention and early intervention action:</p> <ul style="list-style-type: none"> -Because problems are more successfully tackled early on -Because schools have unique and privileged positioned linked to children and families -Because schools are public and community assets and valued as such 	<ul style="list-style-type: none"> - Reporting and tracking of Early Help Assessments (EHA) - Parental satisfaction and/or complaints - Pupil perceptions and feedback on rates of work experience, volunteering and work-ready skills -Progress and destinations measures for learners (and those on a SEND pathway/LAC) - Monitoring/evaluation of school Local Offer contribution , Pupil Premium tracking and reporting on British Values 	<ol style="list-style-type: none"> 17. Reporting and analysis linked to EHAs 18. Review and development of the Local Offer 19. Enhance reporting and analysis of destination measures and progression data 20. Explore the development of pupil survey tool/app on Ready for Life 21. Promote improved accountability within governing bodies for the community asset contribution that schools make



Prosperous Staffordshire Select Committee Work Programme 2014/15

This document sets out the work programme for the Prosperous Staffordshire Select Committee for 2014/15. The Prosperous Staffordshire Select Committee is responsible for scrutiny of highways infrastructure and connectivity, education, learning and skills. As such the statutory education co-optees will sit on this committee. The Council has three priority outcomes. This Committee is aligned to the outcome: The people of Staffordshire will be able to access more good jobs and feel the benefits of economic growth.

We review our work programme at every meeting. Sometimes we change it - if something important comes up during the year that we think we should investigate as a priority. Our work results in recommendations for the County Council and other organisations about how what they do can be improved, for the benefit of the people and communities of Staffordshire.

County Councillor Brian Edwards

Chairman of the Prosperous Staffordshire Select Committee

If you would like to know more about our work programme, please get in touch with Tina Randall, Scrutiny and Support Manager, 01785 276148 or by emailing tina.randall@staffordshire.gov.uk

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Rail Strategy Cabinet Member: Mark Winnington Lead officer: Clive Thomson/Clare Horton	tbc	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.	Monitoring progress with delivery	
Strategic Economic Plan Cabinet Member: Mark Winnington Lead Officer: Darryl Eyers	5 September 2014	Great Place to Live Create the right conditions to attract and grow business in Staffordshire.	Members to scrutinise progress on the European Growth Deal submission	Members welcomed the investment and will give consideration to the best approach to scrutinising progress of the 8 projects, including whether joint scrutiny with Stoke-on-Trent City Council would be appropriate.
Staffordshire Local Nature Partnership and Eco System Services Lead Officer: Ian Wykes	It is proposed that a briefing note be circulated to update Members on this issue.	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.	Informing Members of the work of the Staffordshire Local Nature Partnership	
Education Support Services – Commissioning and Contract Performance Cabinet Member: Ben Adams Lead officer: Ian H Benson	5 September 2014	Ready for Life Focus on school improvement and providing access to a good education.	Monitoring progress of contract with Entrust to ensure that it is delivering intended outcomes.	Members noted the progress made and will continue to monitor progress, in particular around communication.
The Ofsted Focused Inspection Cabinet Member: Ben Adams Lead Officer: Anna Halliday	5 September 2014	Ready for Life Focus on school improvement and providing access to a good education.	Members to be updated on progress with school improvement arrangements following the report of the Working Group to the Committee on 24 January 2014, and	Members welcomed the work already underway and will scrutinise progress of the action plan (at their March meeting).

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			specifically on the outcome of the Ofsted Focused Inspection	
Roll out of Broadband Cabinet Member: Mark Winnington Lead officer: Steve Burrows	16 October 2014 (following the update request on 24 April 2014)	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology. and Create the right conditions to attract and grow business in Staffordshire.	Monitoring progress with delivery	Members noted the progress made and agreed that: The Vice Chairman share details of contacts at Severn Trent Water with the Cabinet Member and Superfast Broadband Manager, and that they explore working with Severn Trent Water to extend the superfast broadband coverage in Staffordshire; the Superfast Broadband Manager consider how best to share progress on the implementation of Superfast broadband with the Borough and District Councils in Staffordshire; and the Committee receive a further update in 6 month's time.
W2R Cabinet Member: Mark Winnington Lead Officer: Ian Benson	16 October 2014	Great Place to Live Support the improvement and development of shared	Members requested an updating on progress	Members noted the progress made and requested that a copy of

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
		resources such as utilities, highways and technology.		the report given to the Committee be forwarded to Mike Grundy, Planning and Development Control Manager, in preparation for the Planning Committee's visit.
E Safety Contracts with Schools Cabinet Member: Ben Adams Lead Officer: Sander Kristel	18 December 2014	Ready for Life Focus on school improvement and providing access to a good education.	Following proposed changes to the E-Safety contracts with schools Paul Woodhead, PGR, requested this item to explain the proposals.	The Select Committee requested: details of this issue be taken to the Schools Forum; the Safe and Strong select Committee be informed that not all schools were monitoring the reports detailing young people's online school activity; and that the Cabinet Member should request a letter from Entrust to schools confirming the revised agreement.
Improving Connectivity in Staffordshire Cabinet Member: Mark Winnington Lead Officer: Clive Thomson	18 December 2014	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.	Members to be updated on the transport review (to include concessionary travel arrangements)	The Committee considered this issue in detail and asked the cabinet Member to take account of their views on Independent Travel Training and home to school transport for children with SEN.
Flood Risk Management –	18 December	Great Place to Live	Update on progress of	Members accepted the

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
progress update Cabinet Member: Mark Winnington Lead officer: Ian Benson	2014	Support the improvement and development of shared resources such as utilities, highways and technology.	Staffordshire's flood risk management.	update on Flood Risk management.
Country Parks Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes	18 December 2014 (a briefing note will be available in July/August 2014 on this issue in preparation for the main discussion later in the year)	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. Enjoying Life Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.	To update Members on the production of a management plan for the county council owned countryside estate. This could be considered in a briefing note initially.	Members accepted the adoption of the proposed critical success factors and requested a further report in March 2015 on this issue.
Achieving Excellence – Libraries in a Connected Staffordshire Cabinet Member: Mike Lawrence Lead Officer: Janene Cox/Catherine Mann	23 January 2015	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.	To consider the results of the consultation on Staffordshire libraries.	
School Improvement Programme Cabinet Member: Ben Adams Lead Officer: Anna Halliday	23 January 2015	Ready for Life Focus on school improvement and providing access to a good education.	To keep Members updated on the work of the Programme Board and the action taken.	
Tourism – Destination Staffordshire Cabinet Member: Mark Winnington Lead Officer: Graeme Whitehead	Strategy circulated to Members on 26 September 2014	Enjoying Life Encourage people to participate in social and leisure activities that they enjoy by promoting the attractiveness of the County to tourists, businesses and residents.	This was subject to a delegated decision to extend the strategy and therefore Members may wish to receive a copy of the strategy rather than a report.	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Impact of SEND reforms Cabinet Member – Ben Adams Lead Officer – Nichola Glover-Edge	6 March 2015	Ready for Life Focus on school improvement and providing access to a good education.	To consider the impact of the SEND reforms for Staffordshire children.	
Infrastructure + Cabinet Member: Mark Winnington Lead officer: Ian Turner	6 March 2015	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.	The Select will continue to monitor the quality of the work delivered through the contract (including Shugborough and Cannock Chase)	
Countryside Estate Management Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes	6 March 2015	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. Enjoying Life Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.	Members requested a further update on this issue after considering it at their 18 December 2014 meeting.	
Bradwell Lane Cabinet Member: Mark Winnington Lead Officer: Richard Harris	tbc	Included on the work programme as part of the Petition Scheme process	A petition with over 2,500 signatures requesting traffic calming measures at Bradwell Lane, Newcastle had been presented by Mrs Emma Meadon at the 25 July Select Committee. This issue will be considered again once the Coroners report on the fatal	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			accident that prompted the petition has been received.	
Pupil Premium Plus Policy Cabinet Member: Ben Adams Lead Officer: Sarah Rivers	tbc (not before October 2015)	Ready for Life Focus on school improvement and providing access to a good education	One of the recommendations of the Working Group on Children Missing Out On Education was for the Select Committee to receive an account from the Virtual Headteacher of how effective the mechanisms had been in operating the Pupil Premium Plus Policy	
Working Groups				
Children Missing out on Education (CME) Working Group	March 2014 – November 2014	Ready for Life Focus on school improvement and providing access to a good education	This working group was actioned as a result of a recommendation from the Select Committee Working Group on the Ofsted inspection of school improvement arrangements which suggested further investigation into CME following the issues highlighted in the Ofsted report "Pupils missing out on Education".	The Working Group made a number of recommendations, supported by the Select Committee. These included: sharing concerns over the lack of information sharing protocols with HMRC; requesting the Secretary of State to reconsider the issue of registering school aged pupils; a copy of the report being forwarded to the Children's

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
				Commissioner seeking her support in lobbying for the introduction of registering school aged pupils; and sending a copy of the report to the local Safeguarding Board to highlight the continued concerns.
Briefing notes/updates and referrals				
Higher level education Lead Officer: Tony Baines		Ready for Life Support the improved supply of skills to employers and the employability of residents. and Enhance access to high quality family, community and life-long learning.	Looking at higher level education provision in Staffordshire in light of the changes to Staffordshire University.	
Outdoor Education Centres Lead Officer:		Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. and Ready for Life Focus on school improvement and providing access to a good education.	Following the £2m investment by Entrust into the Staffordshire Outdoor Education Centres Members wished to see how this investment had been used and the intended outcome from this.	

Membership

Brian Edwards (Chairman)
Martyn Tittley (Vice-Chairman)
George Adamson
Ann Beech
Len Bloomer
Maureen Compton
Tim Corbett
Geoff Martin
Geoff Morrison
Sheree Peaple
Rev. Preb. Michael Metcalf (Co-optee)
Paul Woodhead (Co-optee)
Candice Yeomans (Co-optee)

Calendar of Committee Meetings

(at 10.00 am and at County Buildings, Martin Street, Stafford ST16 2LH unless otherwise stated)

25 July 2014, 10.00 am

5 September 2014, 10.00 am

16 October 2014, 10.00 am

18 December 2014, 10.00 am

23 January 2015, 10.00 am

6 March 2015, 2.00 pm

Not for publication by virtue of paragraph(s) 3
of Part 1 of Schedule 12A
of the Local Government Act 1972

Document is Restricted

