# Community Impact Assessment –

# Checklist and Executive Summary

**Name of Proposal:** **Staffordshire's Library Service 2020-25**

**Project Sponsor: Janene Cox OBE, Assistant Director for Culture, Rural & Communities**

**Project Manager: Catherine Mann, Libraries & Arts Manager**

**Date:**                    **07/02/20**

**Final Checklist**

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

| Checklist | Action Completed | Comments/Actions |
|---|---|---|
| The project supports the Council's Business Plan, priorities and MTFS. | ✓ | The county council has a statutory duty to provide "a comprehensive and efficient library service". The delivery of an effective Library Service contributes to the delivery of our vision for a connected Staffordshire where everyone has the opportunity to access more jobs and feel the benefits of economic growth; be healthier and more independent; feel safer, happier and more supported in and by their communities.<br><br>Libraries are active partners in delivering agendas across the public sector, and within Staffordshire the Library Service contributes to delivering literacy, life skills and digital inclusion, supporting the delivery of Staffordshire's Education and Skills strategy and our agenda for increasing aspiration.<br><br>Staffordshire's Libraries are integral to the development of "Community Help Points". The library, as a community asset and our offer, are embedded within the Corporate People helping People agenda, the Place Based approach and enables communities to take responsibility for #DoingOurBit.<br><br>Since 2013/14 when we began the Libraries Transformation programme, the library service has delivered £3m of MTFS savings. By April 2020, when a further £250,000 MTFS saving is delivered the libraries budget will have reduced by 41% to **£4,205,040**. |
| It is clear what the decision is or what decision is being requested. | ✓ | The Cabinet Member for Communities is asking Cabinet to agree the proposed strategy for Staffordshire's Library Service 2020-2025 as described within the attached Cabinet report.<br><br>Specifically, Cabinet will be asked to:<br><br>• Note the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities.<br>• Endorse and agree the reviewed support package for the community managed library model which will enable the |

| Checklist | Action Completed | Comments/Actions |
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| | | sustainability of the Community Managed Libraries (CMLs) and support their work within communities |
| For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and **potential impacts are clearly identified and mitigated for** (where possible). | ✓ | A detailed Community Impact Assessment (CIA) has been updated which considers the potential impacts of developing the library offer.<br><br>The CIA highlights the risk of reducing the level of support for Community Managed Libraries and outlines mitigations where possible.<br><br>Where there is potential risk of adverse impact on any protected groups, a clear understanding of the impact is provided within the Community Impact Assessment to ensure that any decisions made are clearly informed and where appropriate, action is taken to mitigate any negative impact. |
| The **aims, objectives and outcomes** of the policy, service or project have been clearly identified. | ✓ | During the next 5 years, our aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start.<br><br>That Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer. Therefore, the delivery model for Staffordshire's Library Service does enable continued access to the library offer within communities. |
| The **groups** who will be affected by the policy, service or project have been clearly identified. | ✓ | Following a 12-week public consultation during 2018 a detailed Community Impact Assessment was completed in relation to proposed changes to the library service, taking account of potential impacts on particular groups and where possible providing mitigations to avoid any potentially negative impacts.<br><br>The 2018 Community Impact Assessment has been updated to outline the potential risks and benefits associated with the current proposals. |

| Checklist | Action Completed | Comments/Actions |
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| The **communities** that are likely to be more adversely impacted than others have been clearly identified. | ✓ | As above. |
| Engagement / consultation has been undertaken and is representative of the residents most likely to be affected. | ✓ | A full 12-week Libraries public consultation took place between 8<sup>th</sup> January 2018 and 1<sup>st</sup> April 2018. In total **3,666** individuals, organisations and stakeholders shared their views as part of the consultation.<br><br>The outcome of the consultation has informed the future development of Staffordshire's Library Service and a full Community Impact Assessment was completed in 2018. This included the potential impacts of piloting a self-service system.<br><br>Further engagement in relation to the current proposals in relation to CMLs has taken place with CML representatives who attended the CML network meeting on January 8 2020 and a meeting with a representative from MPFT who manage and deliver the library service at 8 locations.<br><br>10 Staff Briefings have been completed with the Libraries & Arts Manager during December 2019. These were held prior to the publication of the draft Cabinet Report in January 2020. |
| A range of people with the appropriate knowledge and expertise have contributed to the CIA. | ✓ | SCC colleagues have contributed to the Community Impact Assessment which has been overseen by the Libraries & Arts Manager who is a service specific specialist within SCC. |
| Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge. | ✓ | The Library Service have reviewed and monitored a range of data in relation to use and impact of the current library model.<br><br>This includes statistical evidence relating to visits, issues, PC use and membership; case studies which highlight impact, annual reports from the Community Managed Libraries, data collected during the 2016 PLUS survey and local knowledge of a range of stakeholders including library staff, SCC colleagues, local members and partners.<br><br>This evidence is summarised in paragraphs 18-21 within the cabinet report. |
| The CIA **evidences** how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics. | ✓ | Following the public consultation held during 2018, a detailed Community Impact Assessment was completed in relation to any proposed changes to the library service, taking account of potential |

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| | | impacts on particular groups and where possible provides mitigations to avoid any potentially negative impacts. The insight gathered during 2018 has informed the updated CIA. |
| The next steps to deliver the project have been identified. | ✓ | If Cabinet approve the recommendation on the suggested strategy for Staffordshire's Library Service, the purposed timescales are as follows:<br><br>• April 2020 – implement the self-service pilot (as agreed by Cabinet in 2018 and informed by the 2018 Community Impact Assessment)<br>• From April 2020 – consult and engage CMLs upon a reviewed offer of support when their contracts are due for renewal<br>• From July 2020 – work with HR to begin workforce remodelling in consultation with library staff and their Trades Union representatives<br>• April 2021 – implement a new operating model<br>• After April 2021 – introduce the reviewed CML support offer<br>• These dates are indicative and could be subject to change |

## Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

| | Which groups will be affected? | Benefits | Risks | Mitigations / Recommendations |
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| **PSED** <br> What are the impacts on residents with a protected characteristic under the Equality Act 2010? <br> Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence. | If Cabinet agree the reviewed support package for the community managed library model, there will be a neutral impact on residents with protected characteristics. <br><br> There will however be a potentially negative impact on SCC library staff when the operating model is reviewed. Staffing impacts will be fully understood and consulted upon where necessary once the design is complete | The Public Libraries and Museums Act 1964 gives the County Council a statutory duty to provide "a comprehensive and efficient library service for all persons" <br><br> During the next 5 years we want Staffordshire Libraries to continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start <br><br> To achieve this, we will ensure that we have a workforce that supports the delivery of the frontline library service; a small team of staff who provide guidance to the Community Managed Libraries; a high performing book stock and continued investment in digital solutions | Some posts within the Libraries and Arts Service will be affected by the staffing review which will deliver £250k MTFS saving <br><br> There will be a reduction in the number of management roles that will be required to deliver services to realise savings <br><br> Staff may experience changes to job roles, hours and structures | The County Council will apply appropriate organisational HR policies and procedures and a comprehensive approach to staff engagement <br><br> Staff will be supported through the process with ongoing engagement and consultation with both them and their trade union representatives <br><br> 10 Staff Briefings have been completed with the Libraries & Arts Manager during December 2019. These were held prior to the publication of the draft Cabinet Report in January 2020 |
| **Health and Care** | Some residents | | If the level of support for | The delivery model for |

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| How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services? | | Staffordshire Libraries are integral to the development of 'Community Help Points' (previously known as Active Signposting Hubs), within the Supportive Communities Programme<br><br>Community Help Points will provide people and professionals with a local point of contact to access information, advice & guidance which will assist people to live well within their communities<br><br>The aspiration is to embed the Community Help Points, which include libraries, within Staffordshire's adult social care pathway<br><br>If Cabinet agree the reviewed support package for the community managed library model, there is the potential to develop more libraries as Community Help Points which will have a positive impact on residents' health | Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail. This would reduce the number of Community Help Points across Staffordshire | Staffordshire's Library Service enables continued access to the library offer within communities<br><br>Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer<br><br>Community Managed Libraries provide volunteer opportunities which build community capacity and provide work experience which can have a positive impact on Health & Wellbeing<br><br>Staffordshire Libraries support the delivery of the County Council's IAG offer to ensure that people have access to relevant information |
| Economy | Some residents & | During the next 5 years, our | If the level of support for | |

| How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents? | Library Staff | aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start

During 2018/19 Staffordshire Libraries engaged 3,000 people in activity to support economic growth | Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail which will impact on our ability to support economic growth within communities

There will be a potentially negative impact on SCC library staff when the operating model is reviewed | The delivery model for Staffordshire's Library Service enables continued access to the library offer within communities

Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer

Staffing impacts will be fully understood and consulted upon where necessary once the design is complete |
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| **Environment**

How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications? | All residents | During the next 5 years, our aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start

Staffordshire Libraries support recycling through the loan of books and e-resources and during 20120/21 will become pilot drop off points for local repair cafes

During 2020-21 Staffordshire Libraries will support the establishment of workplace Climate Change Champions across all 43 libraries | If the level of support for Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail which would impact on resident's ability to access the library offer within their community

If people have to travel further to access the library offer this will have an environmental and climate change impact

An unoccupied library building could have a detrimental effect on the built environment

If Cabinet agree the support package as described in paragraph 49, this will impact upon Strategic Property's ability to realise the MTFS savings targets that have been identified for Community Managed Libraries. | The Community Managed Library model in Staffordshire enables continued access to the library offer within communities

Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer |

| Localities / Communities | All residents | During the next 5 years, our | If the level of support for | The Community Managed Library |
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| How will the proposal impact on Staffordshire's communities? | | aspiration is that Staffordshire Libraries will continue During the next 5 years, our aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start | Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail which would impact on our ability to support community capacity building within some localities/communities | model in Staffordshire enables continued access to the library offer within communities |
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| | | Across Staffordshire Libraries during 2018/19, there were: | | Community Managed Libraries remain part of Staffordshire's statutory library network |
| | | • **1,848** people were engaged in community activity – volunteering, co-creation and co-production of the library service offer<br>• **323,620** attendances at learning activities<br>• **13,545** attendances in activities to support people to develop their digital literacy skills across Staffordshire Libraries<br>• **130,301** attendances at cultural and creative activities | | Service Level Agreements with community organisations ensure that volunteers are supported and trained by SCC to deliver the statutory library offer |
| | | | | Library Community Support Officers (CSOs) to work within communities to build capacity and extend the volunteer base. |
| | | Community Managed Libraries provide volunteer opportunities which build community capacity and provide work experience | | CSOs support volunteer organisations to recruit and train volunteers to build capacity |
| | | During 2018-19: | | Additional events, activities and interventions are delivered by CML's as a direct response to community need |
| | | • Over **1,151** volunteers participated in regular volunteering opportunities contributing **100,529** hours of volunteering into the service which added value and made a financial, in kind, contribution of **£1.4m**[1] towards the delivery of Staffordshire's Library offer for the same period. | | |