

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

Wednesday 9 October 2013 at 4.30 pm

**To be held at the Town Hall, Pinstone
Street, Sheffield, S1 2HH**

The Press and Public are Welcome to Attend

Membership

Councillors Cate McDonald (Chair), Ian Auckland (Deputy Chair), Trevor Bagshaw, Alison Brelsford, Jayne Dunn, Terry Fox, Steve Jones, George Lindars-Hammond, Alf Meade, Joe Otten, Tim Rippon, Steve Wilson and Ibrar Hussain

Substitute Members

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

PUBLIC ACCESS TO THE MEETING

The Economic and Environmental Wellbeing Committee exercises an overview and scrutiny function in respect of the planning, development and monitoring of service performance and other issues in respect of the area of Council activity relating to planning and economic development, wider environmental issues, culture, leisure, skills and training, and the quality of life in the City.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday, or you can ring on telephone no. 2734552. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Matthew Borland, Policy and Improvement Officer on 0114 27 35065 or [email matthew.borland@sheffield.gov.uk](mailto:email.matthew.borland@sheffield.gov.uk)

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY
DEVELOPMENT COMMITTEE AGENDA
9 OCTOBER 2013**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 1 - 4)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 5 - 10)
To approve the minutes of the meeting of the Committee held on 11th September, 2013
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. The Future of Sheffield's Library Service** (Pages 11 - 134)
Joint report of the Head of Community Services and the Acting Head of Libraries, Archives and Information
- 8. Sheffield Food Strategy** (Pages 135 - 146)
To receive a presentation from Dawn Lockley, Health Improvement Principal and Jill Lancaster, Health Improvement Practitioner Advanced, Place Public Health Team
- 9. Work Planning 2013/14** (Pages 147 - 148)
Report of the Policy and Improvement Officer
- 10. Date of Next Meeting**
The next meeting of the Committee will be held on Wednesday, 11th December, 2013, at 4.30 pm, in the Town Hall

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

New standards arrangements were introduced by the Localism Act 2011. The new regime made changes to the way that members' interests are registered and declared.

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest** (DPI) relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.
- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) -
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in

land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or

- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously, and has been published on the Council's website as a downloadable document at -<http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests>

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Lynne Bird, Director of Legal Services on 0114 2734018 or email lynne.bird@sheffield.gov.uk

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**Economic and Environmental Wellbeing Scrutiny and Policy Development
Committee**

Meeting held 11 September 2013

PRESENT: Councillors Cate McDonald (Chair), Ian Auckland (Deputy Chair), Alison Brelsford, Jayne Dunn, Ibrar Hussain, George Lindars-Hammond, Tim Rippon, Keith Hill (Substitute Member), Pat Midgley (Substitute Member) and Geoff Smith (Substitute Member)

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received and substitutes attended the meeting as follows:-

<u>Apology</u>	<u>Substitute</u>
Councillor Trevor Bagshaw	No Substitute nominated
Councillor Terry Fox	Councillor Geoff Smith
Councillor Steve Jones	Councillor Pat Midgley
Councillor Joe Otten	Councillor Keith Hill

2. EXCLUSION OF PUBLIC AND PRESS

2.1 No items were identified where resolutions may be moved to exclude the public and press.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of meeting of the Committee held on 10th July 2013, were approved as a correct record and, arising therefrom:-

- (a) in response to a query from Councillor Ian Auckland, the Chair stated that there had been regular contact between Council and Amey officers and Councillor Jack Scott, Cabinet Member for Environment, Recycling and Streetscene, and Northern Powergrid following the concerns raised regarding the standard and timescales in respect of repairs to street lights, and that she believed that arrangements had been made for signs to be fixed to street lights, indicating that any works connected to power failures were the responsibility of Northern Powergrid, and not the Council or Amey;
- (b) in response to a query from Councillor Ibrar Hussain, relating to the timescales in respect of works undertaken by Northern Powergrid in terms of repairs to street lights, the Chair stated that, as agreed at the meeting, a

further update on the Streets Ahead Project would be provided at a future Committee meeting, with a review being undertaken during this period on Northern Powergrid's performance, and if it was found there had been no improvements, that Company's Chief Executive, or representative, would be invited to a meeting of this Committee to explain the Company's performance; and

- (c) the Chair stated that, as requested at the meeting, a Task and Finish Group had been established, details of which would be reported later on in the meeting.

5. PUBLIC QUESTIONS AND PETITIONS

- 5.1 There were no questions raised or petitions submitted by members of the public.

6. INQUIRY ON CYCLING IN SHEFFIELD

- 6.1 The Policy and Improvement Officer submitted a report containing an update on, and proposals with regard to, the Inquiry on Cycling in Sheffield. The report indicated that, following the decision of the Committee at its last meeting, a Task and Finish Group had been established to guide the work in between full meetings of the Committee, with some initial work already having been undertaken, and the report contained, as appendices, draft Terms of Reference for the Inquiry, questions for the Call of Evidence and an indicative list of stakeholders to be consulted as part of the Inquiry.

6.2 Overview of Presentations

The Committee received the following presentations:-

6.2.1 Transport Planning

- (a) John Bann, Head of Transport, Traffic and Parking Services, reported on:-

- The City's Cycling Action Plan 2006/11
- Local Transport Plan 3
- Sheffield's Transport Vision
- The facts and statistics regarding cycling in Sheffield, including pedal cycle casualties and how the City compared nationally
- Offer to cyclists in terms of what was available in the City
- Improvements to the City's cycling infrastructure, together with details of planned projects
- The short and long-term benefits of the Tour De France in 2014.

- (b) Members of the Committee raised questions and the following responses were provided:-

- The Task and Finish Group had agreed that part of the Inquiry would include an open Call for Evidence from anyone or any organisation with an interest in

cycling in Sheffield.

- Copies of the Cycle Action Plan 2006/11, together with details of the outcomes against targets, in the Plan, would be circulated to all Members of the Committee.
- Whilst Brook Hill Roundabout had been identified as particularly difficult for cyclists to navigate, it was generally lengths of road where accident rates were higher than the norm, as opposed to specific hot spot areas. Ecclesall Road had been identified as one of these stretches of road, due mainly to the high level of traffic movement, as well as more cyclists using this stretch of road.
- As part of the Bikeability Scheme, Pedal Ready, using Government funding, provided training for children in schools across the City. The training was generally targeted at Y6 pupils, in preparation for when they attended secondary school.

(c) The following comments were also made:-

- In the light of the statistics regarding the number of cycle journeys made in Bristol, officers need to look at why such figures are so high, as well as looking at what other cities across Europe were doing in terms of best practice, in order to inform the work of the Inquiry.
- As part of the output targets in the Cycling Action Plan, all highway schemes over £50,000 should be subject to a cycle audit.
- Council Planning Officers received very little or no training on implementation of cycling schemes.
- There were many very good cycle routes in the City, but some had become degraded and consideration needed to be given to maintaining or upgrading such routes, where possible.
- The Council should look at the possibility of providing facilities for bike parking in residential areas, particularly as part of new residential developments.

6.2.2 Place Public Health Team

- (a) Dawn Lockley, Health Improvement Principal, Place Public Health Team, gave a presentation on the health benefits of cycling, referring to the importance and health benefits of being physically active. In part, she referred specifically to the health, and wider benefits of cycling, to health and wellbeing, as well as the risks and statistics regarding cycling accidents in Sheffield.
- (b) Members of the Committee raised questions and the following responses were provided by Dawn Lockley and Sheila Paul, Consultant in Public Health:-

- A new Physical Activity Referral Programme had been funded and this included providing target groups with access to forms of physical activity to help build physical activity, including cycling, into daily lives. Other opportunities included enabling cycling through the Streets Ahead Project. It was highlighted that the Council now had health and wellbeing responsibilities and that also, in the past, the Primary Care Trust (PCT)/NHS had funded a number of cycling-related initiatives, including disability bikes, as well as helping to fund facilities for cycle parking outside some GP practices. The current Sheffield Move Campaign, part of the Olympics legacy work, linked to the National Centre for Sport and Exercise Medicine, was also highlighted as a call for action to get the population moving through physical activity, including cycling.
- It was highlighted that there was evidence from some areas to support the belief that cycle accident levels reduced when there were more cyclists on the roads as drivers got used to seeing them and therefore, became more aware of them.
- The data in terms of cycle and vehicle collisions was only as good as what was reported by either the cyclist, driver or third party. It was suggested that the data held by the Police in terms of cycle and vehicle collisions was not of high quality and, in response to a query regarding hospital recording of cycle accidents via Accident and Emergency, it was noted that a current study underway at the University of Sheffield had proved that there had been more cycle accidents than had actually been recorded.
- There was evidence to show that the new street lighting, installed as part of the Streets Ahead Project, made it much safer for cyclists.

6.2.3 Design and Planning

- (a) Maria Duffy, Interim Head of Planning, reported on the design and planning aspects of cycling in the City, stating that cycling was a fundamental part of the Council reaching its vision in respect of a sustainable City, in terms of improving air quality, promoting health benefits, reducing congestion and improving the economy. She referred to the Sheffield Local Plan (formerly the Sheffield Development Framework), which was the statutory development plan for the whole of the Sheffield area, and which two parts included the Core Strategy and the Unitary Development Plan (UDP), which would shortly be replaced by the City Policies and Sites document and Proposals Map. The UDP provided support for the development of cycling in Sheffield and many of the transport policies in the UDP had now been superseded by the Core Strategy. Ms Duffy referred briefly to the remaining 'saved' policies which were relevant to cycling, and which had been reviewed as part of the development of the Local Plan City Policies and Sites document.
- (b) Members of the Committee raised questions and the following responses were provided:-

- Whilst it may not be practical or reasonable to request landlords of Houses in Multiple Occupation (HMOs) to provide facilities for cyclists, such as parking and storage, the Committee could look at this, as part of the work on the Inquiry, in terms of working with the Universities, regarding the properties they rent, as well as looking at the design of new HMOs. If such conditions were placed in connection with the construction of any new HMOs and if such conditions were not adhered to, the Council could take relevant enforcement action.
- It was accepted that cyclists could get frustrated by anomalies and inconsistencies, together with the lack of continuation, in terms of cycle routes in the City, but such problems generally occurred as the Council did not own all the land to allow for such routes to continue unobstructed.

(c) The following comments were also made:-

- There were some very good examples of cycle links in the City and the Committee needed to look, as part of the Inquiry, at how existing cycle routes could be linked up as best as possible. The Council needed to work with Amey to look at whether works could be undertaken to link up cycle routes as part of the Streets Ahead Project.
- There were several cycle routes through the City Centre to outlying areas, where cyclists would not have to travel on a road.
- In other cities in Europe, such as Amsterdam, there was very clear signage as to where cyclists could or could not cycle, and this needed to be given consideration as part of the Inquiry.

6.3 **Draft Terms of Reference, Questions for the Call of Evidence and Indicative Stakeholders List**

6.3.1 Members gave consideration to the draft Terms of Reference, Questions for the Call of Evidence and the indicative List of Stakeholders, and made the following comments:-

- Need to look at the social and economic backgrounds of cyclists in the City.
- As well as looking at the barriers that stopped people cycling, existing cyclists would be asked what barriers prevented them from cycling more.
- Consideration needed to be given, in the light of the relatively short timescale with regard to the consultation, to the meeting cycles of the groups and organisations on the indicative List of Stakeholders.
- A link could be sent to the groups and individuals, enabling them to submit their views electronically.

- The list of stakeholders should include Sheffield College, University Technical College, Amey, City Council's Highway Maintenance and 50+ Sheffield.
- Mick Nott, Cycle Sheffield, offered to provide Members of the Committee a cycling tour of Sheffield.

6.4 RESOLVED: That this Committee:-

- (a) notes the information now reported as part of the overview presentations, the contents of the report of the Policy and Improvement Officer and the comments now made; and
- (b) agrees:-
 - (i) the draft Terms of Reference for the Inquiry on Cycling in Sheffield, the questions for the Call for Evidence and the indicative List of Stakeholders, as attached to the report now submitted, subject to the amendments and suggestions now raised; and
 - (ii) to delegate authority to the Chair of the Committee to decide which individuals and organisation should be invited to the meeting to be held on 11th December 2013, to provide oral evidence as part of the Inquiry.

7. DATES OF FUTURE MEETINGS

- 7.1 It was noted that future meetings of the Committee would be held on (a) Friday, 4th October 2013, at 1.15 pm, in the Town Hall (Call-in of the Cabinet decision regarding Cobnar Cottage, Graves Park) and (b) Wednesday, 9th October 2013, at 4.30 pm, in the Town Hall (Scheduled Meeting).



Report to Economic and Environmental Wellbeing Scrutiny & Policy Development Committee

Report of: Jan Fitzgerald/Andrew Milroy

Subject: The future of Sheffield's Library Services

Author of Report: Lynne Richardson, Project Manager
 Telephone: 2734852
 Email: Lynne.Richardson@sheffield.gov.uk

Summary:

The Executive Director for Communities has approved the attached report which sought approval for the next stage of the Libraries, Archives and Information Service review. Research, consultation and an option analysis have been undertaken. The 12 week consultation period seeks views on the proposals for the future of library services. The proposal describes the creation of 11 hub libraries and up to 5 co-delivered community libraries. The remainder may become independent libraries with the exception of Tinsley library which will remain open as a Council run facility for the next two years for reasons set out in the report. A change is proposed for the opening hours of Central Library which will retain its 6 day opening. It is proposed that the Mobile service be closed due to a decline in usage, and the Home Library service will be developed reflecting the needs of an ageing population. The results of the consultation will inform a report to Cabinet in the New Year.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	X
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

The Scrutiny Committee is being asked to:

Scrutinise and satisfy itself that the proposals are the most appropriate way forward for the Libraries service.

Background Papers:

Appendix A Public consultation (2012) report
Appendix B Registrations of Interest
Appendix C Libraries Needs Analysis
Appendix D Vision 2013
Appendix E Analysis of potential operating models
Appendix F Outline Strategy
Appendix G Outline of the service offer
Appendix H Equality Impact Assessment

Category of Report: OPEN

SHEFFIELD CITY COUNCIL



**Executive Director
Report**

Report of: Jan Fitzgerald/Andrew Milroy

Report to: Richard Webb

Date: 25th September 2013

Subject: The future of Sheffield's Library Services

Author of Report: (Jan Fitzgerald 2734486/Andrew Milroy 2734751)

Summary: This report to the Executive Director seeks approval for the next stage of the Libraries, Archives and Information Service review. Research, consultation and an option analysis have been undertaken. The next stage will consist of a 12 week consultation period seeking views on the proposals for the future of library services. This proposal describes the creation of 11 hub libraries and up to 5 co-delivered community libraries. The remainder may become independent libraries with the exception of Tinsley library which will remain open as a Council run facility for the next two years for reasons set out in the report. A change is proposed for the opening hours of Central Library which will retain its 6 day opening. It is proposed that the Mobile service be closed due to a decline in usage, and the Home Library service will be developed reflecting the needs of an ageing population. The results of the consultation will inform a report to Cabinet in the New Year.

Reasons for Recommendations:

1. To progress the review of the Libraries Archives and Information Service, enabling a new structure to be created and taking into account future requirements for libraries, both social and technological, and affordability of the service.

Recommendations:

1. To go out to consultation for a period of 12 weeks to seek views on the proposal including:
 - Views on 11 hub libraries
 - Views on up to 5 co-delivered community libraries
 - Views on retaining Tinsley Library as a Council run facility for the next two years
 - Views on library closure
 - Views on new opening times for Central Library
 - Views on the closure of the mobile library service
2. To open up a further period of Registrations of Interest for groups and organisations who are interested in helping us to co-deliver a library or deliver a library independently.

3. To report the insights and information arising out of this consultation to Cabinet in the New Year, with a final proposal.
4. To consider whether any further consultation is required as part of the report to cabinet in the New Year.

Background Papers:

- **Survey 2012 results**
- **Library Review Report (draft)**
- **Outline strategy**

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Liz Orme
Legal Implications
YES Cleared by: Steve Eccleston
Equality of Opportunity Implications
YES Cleared by: Phil Reid
Tackling Health Inequalities Implications
NO
Human rights Implications
NO:
Environmental and Sustainability implications
YES
Economic impact
YES
Community safety implications
NO
Human resources implications
NO
Property implications

NO
Area(s) affected
All
Relevant Cabinet Portfolio Leader
Cllr Mazher Iqbal
Relevant Scrutiny Committee if decision called in
Economic and Environmental Wellbeing
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
YES

1. Summary

The Libraries Archives and Information Service (LAI(s)) Review began with the establishment of an Elected Members Task and Finish Group in July 2011 and will conclude with a report to Cabinet in the New Year 2014. This report to the Executive Director includes a history of the service review, what has been learned, what has changed, and what is now proposed.

The Review was to ensure we have a comprehensive, efficient, modern, and sustainable service:

- A comprehensive service: because we need to provide a range of library services, materials and information for residents of Sheffield, visitors, businesses and community organisations. These services need to be accessed across the city and increasingly on line.
- An efficient service: because we know the number of people using the library service has been declining overall, with a 23% reduction in book issues between 2011/12 to 2012/13.
- A modern service: because we know that people want to access library services in new ways, such as reserving more books online, more community activity and use of technology such as e-books and Wi-Fi amongst younger age groups.
- A sustainable service: because services need to be fit for purpose when we have fewer resources. Since the period of national austerity began there have been a number of cuts to the LAI(s) budget. It is no longer possible to make further budget savings without re-organising and re-designing the service.

The proposal for the future of Sheffield's library service has been made in consideration of our statutory duty under the Public Libraries and Museums Act 1964 to provide a 'comprehensive and efficient' library service.

Sheffield's Libraries Archives and Information service has 28 libraries in total, 13 in district centres including Central Library and 15 in local community settings. This service is supplemented by

Mobile and Home Library Services. As well as public libraries, there are a range of other front line services such as Archives and Local Studies, Help Yourself Directory, Schools Library Service, and services to business including patent advice and the World Metal Index.

In 2012/13 the service had 133,337 registered adult users, this included 39,912 people over 65 years of age, and 2491 people who declared (voluntarily) a disability. In addition there were over 60,000 registered children and young people under the age of 18. There were 27,786 people who were registered (voluntarily) as having a minority ethnic background.

This report seeks approval for the next stage of the Libraries, Archives and Information Service review. Significant research, consultation and option analysis has already been undertaken. The next stage will consist of a 12 week consultation period seeking views on the proposal for the future of the library service. This proposal describes the creation of 11 hub libraries, up to 5 co-delivered libraries (plus Tinsley library as a Council run facility for the next two years), independent libraries, new opening hours for Central Library and the future of the mobile and home library services. The results of the consultation will be presented to Cabinet in the New Year, so that Elected Members can use information from the consultation to help them make their decision.

2. What does this mean for Sheffield people?

The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation we will focus on four priorities:

1. Standing up for Sheffield
2. Supporting and protecting communities
3. Focusing on jobs
4. Business friendly

Libraries are and can continue to be, key community anchors, connecting the City Centre with local communities. Critical to this role is the importance of a sustainable, flexible library provision which is outward facing and inclusive to all. This report seeks approval to launch a public consultation on proposals to change the way services are delivered, and their scale, whilst maintaining a comprehensive and efficient service.

Should the proposals be adopted by the City Council, it is estimated that for approximately 65 per cent of registered library users their local library will remain a Council run resource for at least 31 hours per week with an improved service offer. The introduction of Wi-Fi and e-books will enable people to access and use the library in new ways.

Around 12 per cent of registered library users would experience a new way of delivering the service through co-delivered libraries, which would still provide, as a minimum, the basic offer of providing free book loan, free internet access and a welcoming space for all people.

Up to 23 per cent of registered library users would need to travel further to access a library building. Care has been taken to ensure a fair geographical spread across the City, taking bus routes and frequency into consideration. Alternatively library users may wish to access the e-book service when this is established, or, if eligible, join the Home Library Service.

3. Outcome and sustainability

We want to achieve an up to date Library, Archives and Information Service which is comprehensive and affordable. The scale of the reduction to the Council's budget means that basic efficiency savings alone will not be enough to cover the loss in funding. The consultation seeks views on proposals which are aimed at delivering a comprehensive and efficient service whilst recognising the reduction in resources that will be available. The proposals seek to balance

resources available to provide directly delivered services whilst also supporting a number of community organisations who are able and willing to develop a viable business plan to run their local library themselves, with some Council support, so harnessing community resources.

We have looked at library services afresh, and looked at how we can operate in new and different ways. This has involved researching new ways of working, visiting other local authority library services, city wide consultation in the summer 2012, and exploring the possibilities further by inviting registrations of interest.

We hope, by adopting a mixed delivery model, the impact of the cuts to the Council's budget will be minimised as much as reasonably practicable. Under this model we have the opportunity to develop creative and innovative ways of working together with Sheffield people and local groups and organisations. By supplying central services such as book and material stock and circulation, I.T. access and maintenance, we aim to ensure the quality and sustainability of libraries run by our community partners.

We will increase sustainability by supporting the groups who have registered an interest in developing their business plan to run any of the local libraries at risk of closure. Although priority will be given to libraries that rank highest on demographic needs (reflecting the findings of the Fairness Commission) all business plans must pass a quality threshold.

The needs analysis identified a number of libraries that, compared with other Sheffield libraries, have a comparatively low usage and have fewer people in the catchment area who need a library service. Some of these libraries are less essential because there is another library within walking distance or short bus ride, and it is more efficient to have a better geographical spread. Although it is unfortunate to have to close any library, in the interest of operating an efficient service, it is proposed that 10 libraries should close, with a further 5 at risk of closure if groups do not come forward to take them over. (An Equality Impact Assessment has been undertaken on this proposal and the results can be found in Appendix C). This recommendation is subject to further consultation with the communities affected.

We will give consideration to any proposal to run a vulnerable (to closure) library on an independent basis. Although we may provide the current book and material stock and furnishings, there would be no other financial or staff support from Sheffield Council. Terms for occupying the building would be negotiated with the Council's Property and Facilities Management service.

4. Drivers for change

There are compelling recent developments forcing and influencing change in the delivery of library services. The review has sought to understand these change drivers and how the service can adapt.

4.1 Customer driven change

Increasingly 'book issue' is not a good indicator of the value of the service. There is an increasing use of libraries by non-members primarily to access the People's Network. The way people choose to access information is changing as technology is developing. Access to information and services 24/7 is an increasing expectation. Finding information almost instantly via the internet is increasingly preferred to drawing information from reference books and materials. Having physical access to books is still highly desired, particularly for young children and older people. Our city wide consultation from summer 2012 enhanced our understanding of customer needs and the results can be found in Appendix A.

The Survey in 2012 showed that many people (who responded to final comments question), said that activities should concentrate on activities for children and young people, supporting homework

and encouraging reading and educational attainment. Slightly less people (10%) said they wanted more activities for adults including community events and self improvement classes.

There were 1,924,742 book and other media issues (-23% on the previous year), 366,609 Peoples Network sessions (+22% on previous year), and 2,179,879 visits to libraries (-10% on previous year).

Even though we have increased the ease with which people can borrow books (for instance self issue and reservation on line) the number of book issues continues to fall.

4.2 Technology driven change

We are now in a digital age where the options for accessing information are expanding. The quality and reliability of this information can vary greatly and the role of a Librarian can ensure people have access to the most valid and appropriate information.

There is a growing demand for new and improved technology such as e-books, wi-fi access and improved online catalogue facilities. Local authorities that have introduced e-books for loan have seen a surge in membership as a result. Despite the increase in home computers, the demand for access to the People's Network has increased 22% over the past year. This growth is impeded by low numbers of computer terminals in Sheffield compared with other core cities.

4.3 Deficit-reduction driven change

The savings in expenditure required in recent years have been met by reductions in front line staffing, opening hours and the deletion of back room development resources. The budget reduction target from 2014/15 at £1.669 million means that sufficient savings cannot simply be made by continuing to cut back services.

We want to have a comprehensive, efficient, modern service which is fit for purpose and delivers our statutory obligations. Given the resources available, this can only be achieved by restructuring the service.

5. Review of the Library, Archives and Information Service

The Review of Libraries Archives and Information Service began with the establishment of an Elected Members Task and Finish Group in July 2011 and will conclude with a report to Cabinet in the New Year 2014. This section describes the history of this Review, what has been learned and what has changed.

5.1 Elected Members Task and Finish Group

The Elected Members Task and Finish group set off the Review in 2011/12 with a remit of analysing all services looking at best practice elsewhere and how we could make the service more efficient, modern and community based.

The principles set by the group were:

- All services will be the subject of a consultation.
- A city wide LAI(S) service where some communities may need more/different support to achieve city standards of service.
- We will not seek to close any libraries
- We will increase the use of volunteering to enhance our service provision, but not to replace paid staff.
- The service will be more self supporting, by increasing income.

Priorities for review:

- Review the library service organisation and culture.
- Seek to increase flexibility across the service, to support modern service delivery.
- Make the best use of changing technology and resources and seek investment.
- Consider the benefits and risks of working more closely in partnership with local communities.
- Consider how income could be further increased.
- Consider how services to business can be further developed.

5.2 A vision for the library service

In the early stages of the LAI(S) review a vision was drafted and agreed by Elected Members. This vision describes what we want from the city's library service, how this can be achieved, and some key objectives. The vision can be found in Appendix D. Although budget reductions were anticipated because of national austerity measures, the level of reduction was greater than anticipated. This means the vision will be harder to achieve, but remains the focus for the development of the service into the future. In assessing the potential models of operation, the ability of each model to deliver the vision has been taken into consideration.

The vision document describes a sustainable and deliverable service which includes the following features:

- *Promote reading and a wide range of resources*
- *Create welcoming library spaces*
- *Celebrate Sheffield's successful centres and rich local history*
- *Tackle poverty and social inequality*
- *Promote lifelong learning*
- *Deliver sustainable services with a focus on 'need'*
- *Utilising social capital*
- *Promoting better health and wellbeing*

5.3 Needs analysis

The aim of the needs analysis (attached at Appendix C) is to provide insight into and evidence of the need for library services in the city. In addition, from the consultation undertaken in 2012 we can ascertain that people need libraries for the following key reasons (not exclusive):

- Free access to books and other materials, particularly for people who are frequent and heavy readers, and people on low and restricted incomes.
- Social spaces – for book groups, coffee mornings, children's activities, general relaxing space to meet. Particularly important for isolated older people. Children's activities not only provide development and socialisation opportunities for children, but also provide support to parents and guardians by enabling them to make new friendships and share the challenges of parenting.
- Access to knowledge, particularly for young people, especially where there is access to school and college curriculum information, and quiet space to study.
- Access to free computers and internet. It is estimated that 45,980 households in Sheffield do not have a computer at home with internet access. Many services are now only available online, such as Universal Credit; therefore free access to the internet is essential for many people.
- Access to reliable information, research and reference material including local history for leisure and educational purposes

The needs analysis falls into two categories. The first is the assessment of demographic needs of older people, children and young people, people who have a disability and people from minority ethnic backgrounds.

The needs of these groups in particular have been identified because:

- Older people (over 65): Increasingly there are more people aged over 65 in the population. Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income.
- Children and young people: reading for young children helps them view books as a fun activity, not a chore. Numerous studies have shown that students who are exposed to reading from a young age are more likely to do well in all facets of formal education. Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET).
- People who have a disability: 2% of adult registered users have declared (voluntarily) a disability. Libraries provide a safe and welcoming space. The location of library services is more acute for this group of people, who may be less able to travel to other libraries.
- People from minority ethnic backgrounds: Unlike the general population (from a white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group.
- All people facing deprivation. There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population. The location of library services is acute for this group of people, as the cost of travelling to another library could be a barrier to accessing the service. The availability of free books and internet access is of greater importance when income levels are low.
- All people with literacy needs. Access to books, knowledge and learning in a safe and welcoming environment, can help people with low literacy needs improve their skills.

The second category of analysis is library usage. This looks at the number of registered users, the number of books and materials issued, the number of People's Network sessions and the number of library visits. This demonstrates how well used each library is.

5.4 Researching good practice.

A Libraries Review team consisting of Elected Members, theme group members, and library staff, visited 6 different local authorities to see how they had implemented new ways of working. The local authorities visited were: Manchester, Newcastle, Peterborough, Leeds, Wakefield and Doncaster. We also looked at the strategy and practice of others via the internet, e.g. Liverpool, Edinburgh and Barnsley.

Research highlighted the different ways we can run and develop library services. Options identified including the development of e-lending, expansion of online and digital services, working together in partnership and co-location, working with volunteers in new ways, developing the library offer with links to commercial services and partners (such as cafes and booksellers), increasing income earning opportunities such as charging for the People's Network.

5.5 Theme groups

The LAI(S) Review was divided into 5 theme groups in order to explore and identify the issues and opportunities, and build on the research. Council officers from different council departments were invited to attend relevant theme groups alongside the Libraries Review team and library service management.

The theme groups were:

- Communication planning - Remit (in brief):-
 - Develop a communications strategy and consultation plan.
 - Deliver statutory consultation. Explore creative ways to engage users and non users.
 - Analysis of questionnaires/consultation data

- Resources – Remit (in brief):-
 - Identify options for an increase (or decrease) in fees and charges
 - Identify options for sponsorship, marketing and branding and complementary commercial use (i.e. renting/sub letting space).
 - Identify options for income from partnership activity, grants and fundraising
 - Identify options for income generation from library resources – archives, grounds, transport, I.T.,

- Future development and delivery – Remit (in brief):-
 - Consider principles against which to consider options – Library vision, corporate plan i.e., tackling poverty and social injustice and the promotion of social regeneration.
 - Analyse alternate/new models of delivery, including volunteering, partnership working, digital options, and complementary franchises.

- Buildings and assets – Remit (in brief):-
 - Link to Asset Review/Community Investment Plan/Face to Face
 - Identify how efficient and flexible the current library buildings are and make recommendations for improvement.
 - Develop proposals for buildings which are not fit for purpose

5.6 Consultation 2012

A key element of the review was a city wide consultation which took place between 14th August and 8th October 2012. A consultation survey was developed with support and feedback from the consultation theme group, communications team, senior Council officers, and Elected Members of the task and finish group. The consultation invited both library users and non-library users to take part in the survey in order to get a variety of views and opinions on the Review. The survey could be completed online via Sheffield City Council Website, or paper copies could be obtained from libraries or First Point centres. Paper copies could be returned to any library or returned in a freepost envelope. Arrangements were made for a language translation telephone service to be available if required. A total of 6,037 people completed the consultation survey with 4,126 of these being done online.

Throughout the survey, there were free text boxes which invited comments and ideas, and over 15,000 comments were made. The survey was structured in 3 sections, 'Using the library services', 'Making our library services more efficient', and 'Ideas for the future'.

See report on the survey results Appendix A.

5.7 Consultation 2012 groups

It was anticipated that the needs of some specific groups would be diluted by the generic nature of the wider survey. Therefore a number of consultation sessions were arranged with specific groups to gain a wider understanding of their specific needs in relation to library services. There were 7 sessions held with groups of young people, older people, people with disabilities, and refugees and asylum seekers.

5.8 Registrations of interest

After the surveys were analysed, we were aware that a number of groups and individuals had offered to support the running of library services. It was then decided to issue a prospectus inviting further ideas and suggestions and offers of support, ensuring all the possibilities had been explored. This activity was open for 8 weeks from 11th February until 8th April 2013. We received 27 registrations of interest that included 18 from not for profit groups or organisations, 6 from individual people, 1 from a Parish Council, and 2 from private sector organisations. This exercise was successful in helping us to gauge the level of interest, and help formulate different models of operation. The registrations of interest are not part of any formal tendering processes and we have not engaged in any negotiations with any group or organisation to take over library services.

See summary of registrations of interest Appendix B.

5.9 Adaptation to new circumstances

Over the period of the Review it became increasingly clear that the scale of savings required to help the Council meet its overall budget deficit targets would be greater than originally envisaged. The Government identified a period of austerity which was to last for a number of years but this was subsequently extended beyond the current parliamentary period and into the next.

Elected Members were aware that budget savings in library services made over the past years had been more pragmatic than strategic. Although previous budget savings had enabled the service to maintain the number of libraries and opening hours, this approach was untenable in the long term, given the diminishing financial resources that would be available to Local Authorities.

In the face of a very different financial landscape for local authorities Elected Members have sought to use what we have learned through the Review to direct resources to priority areas and into more efficient ways of running services.

The need to deliver a comprehensive and efficient service was considered in the light of priorities set by the needs analysis, and seeking to develop a community focused, rather than a building focused service. Elected Members felt that the potential to use more flexible peripatetic staff to outreach into communities and link closely with volunteer run libraries was a positive way to better connect with communities to make the best use of library buildings as community hubs.

An original desire not to replace staff with volunteers has been overridden by the desire to maintain libraries that would otherwise close

6. Key learning points from the Review

A report on the Library Review brought together the research and learning that has taken place. There were some recommendations in the report, but it sought to guide the development of proposals for the future of the library service.

The key learning points from the Review were:

- Opportunities for partnership working are strong, but need to take into consideration the challenges of joint working, such as sharing resources, and operational compatibility.
- Volunteers can make a significant contribution to the running of libraries, it is important to ensure the role is clear and people are supported. Consideration needs to be given to the impact on staff.
- There are opportunities and challenges to meet the future demand for technology based services such as e-books, PCs and improved online catalogue which requires investment. Consultation showed that people in age groups up to 40 are more positive about the use of technology than older age groups.
- Consultation showed a strong willingness to pay for some library services such as the People's Network (after an initial free period), events and activities, reserving books and pay more for things such as DVDs and photocopying.
- Learning from other cities shows the importance of service location, understanding the needs of our users and understanding how volunteers can be successfully involved and engaged in the services.

7. An outline strategy

An outline strategy has been developed which is strongly influenced by the Vision for the library service and considers the learning gained from the Review. The detail of the strategy is to be completed when the proposal for the future of Sheffield's library service is agreed, taking into consideration the next stage consultation. The outline strategy can be found in Appendix F.

See section 10 to see how the proposal relates to the desired outcomes of the strategy.

8. Potential Operating Models

Research, consultation and registrations of interest helped to formulate a range of operating models which could be used to deliver the library service. Each of these models has been considered. The analysis of each model can be found in Appendix E.

8.1 Summary of the models considered

The future operating models which were considered are, in summary:

- Model 1. SCC run library services: under the existing operating model, ensuring a comprehensive service in line with affordability.
- Model 2/3. Mixed delivery model: SCC run some libraries and also partner with organisations that will run some libraries (with volunteers). Volunteer recruitment and training is a joint effort between SCC and its partners. Central support (book and material stock, circulation and online access) and full building running costs paid for each library, community run as well as SCC. Model 3 is a small variation to model 2 where SCC delivers a volunteer recruitment and training programme via a contract with an external organisation.
- Model 4. SCC runs library services as in model 1. Allow community groups, if they request, and subject to an acceptable business plan, to run community libraries which might otherwise close. No running costs, staff or ongoing support would be provided.
- Models 5 to 8. All outsourcing models where a procurement exercise would take place for external organisations to bid to run the whole service or part of the service. This would be open to not for profit groups and organisations as well as Charitable Trusts and private sector organisations. Under procurement rules Council contracts must be

put out to tender (if the total value of the contract is above £25,000). The Council cannot restrict tender applications to a specific type of organisation.

Hub models have been developed but were not considered to be stand alone models and could be incorporated into models described above. It is already Council policy to co-locate 'first point customer services where appropriate.

A technology based model had been devised but not considered as it was agreed that improved use of technology should be a goal of each model.

8.2 Assessing the models

A method of assessment was devised which would enable each of the models to be scored. This assessment looked at:

- Quality of service: Based on staffing levels and the level of training and support for volunteers. The assessment also looked at sustainability
- Sustainability: Based on income levels and resources, and capacity to adapt.
- Impact: The number of libraries the model may be able to sustain.
- Equality Impact: The impact positive or negative of different models on protected groups and other groups. E.g. the impact of closure, the impact of new technology, the impact of fewer paid staff etc.
- Risk level – Operational: Based on the capacity to deliver and timescale
- Risk level – Other: Based on legal implications and costs to the Council.

Each of the criteria above was scored from a scale of 0 to 3 (0 being low, and 3 high). Therefore the higher scores reflect greater quality and sustainability, a more positive impact and lower risk level.

A facilitated session held to discuss the pros and cons of each model and for those present (Elected Members and officers) to independently score each model. The results of this scoring are:

Model	Average score
1 – Existing Council run	7.6
2/3 Mixed delivery model	9.9
4 Council run, but with community groups taking on those at risk of closure	5.8
5 outsourced model	9.4
6 outsourced model	6.3
7 – outsourced model	8.8
8 – outsourced model	6.1

The top scoring model at 9.9 was the mixed delivery model, featuring SCC delivery for some libraries and other libraries run by volunteers with SCC support. The next highest score at 9.5 was an outsource model for the whole service to be transferred to a Charitable Trust or similar organisation. In third place was model 7 again an outsourced model run by a consortium of voluntary organisations that would run libraries in clusters to provide capacity of scale. For more information on these models see Appendix E.

The mixed delivery model was favoured because a level of quality could be guaranteed through running SCC operated libraries. The support package to volunteer run libraries would also help to maintain the quality. This model could also provide added value from its links with partners (both voluntary and statutory) to enhance links with the community and provide additional services. This

model was considered to retain more libraries than other models helping to fulfil the requirement for a comprehensive service.

8.3 Financial Assessment

An initial financial assessment was undertaken to identify if the models were financially viable. This assessment was concentrated on the top scoring models, plus the existing model. At this stage there were lots of financial assumptions such as the total budget available for community libraries and savings which can be made from other parts of the library service. Each model was financially assessed using the same set of predictive data to compare across models.

8.4 Refining the model

The top scoring model 'mixed delivery model', was presented to the Council's Executive Management Team (EMT) and an Advisory group of officers to ensure the model was as robust and deliverable as possible. Subsequent refinements are described in the proposal below.

9. Proposal for implementing a mixed delivery model.

We will create a comprehensive, modern, affordable and efficient library, archives and information service for Sheffield: Sheffield's libraries will be *in person and on-line*.

We want to keep as many libraries in the City open, whether directly through the City Council or in partnership with other organisations, that when austerity is over, we have the option to invest again. On this basis, we are asking the City:

- *Can we run the library service together with you?*
- *Can we run a bigger service than the Council alone can afford by making the Council's money go further through partnerships with other organisations?*

The table below sets out the proposed model:

Central Library and Archives	Central Library and city-wide services, including the Archives, services for business, Help Yourself and the World Metal Index
Hub Libraries	Up to 11 main libraries, located in communities across the city – funded and staffed directly by the Council and supplemented by volunteers (plus Tinsley due to lease running until 2016) Home Library service
Community Library Services	Up to 5 volunteer-led libraries, part funded by the Council Community library staff, working with volunteers and out in communities
Independent Libraries	Any remaining volunteer-led libraries that would be run without Council funding Mobile Library Service – if a volunteer-run option is forthcoming

9.1 Eleven hub libraries

Consultation and research has highlighted the desire and benefit of libraries running as community hubs, where local people can access a range of council services, advice and community activity from one place. Hub libraries will be easily accessible by public transport and conveniently located amongst other services and shops. We will liaise with other council services and voluntary sector partners to ensure the 'hub' mix of services provided reflects the needs of local people as much as possible. Library space is regarded as a safe and welcoming environment and this will be maintained.

Eleven hub libraries have been identified by the needs analysis (see section 5.3) as the most important libraries to fulfill the Council's statutory duty (and beyond). This analysis has taken into consideration library usage and performance (best performing libraries) the needs of people in the library catchment area (the libraries with greatest need) and geographical (travelling) distances between libraries (providing geographical coverage across the city). Everyone will have a hub library within reasonable access to them via a frequent public transport service (approx 30 minutes journey time)

The library service in the 11 hubs will operate with an increased offer (i.e. the development of Wi-Fi and e-book service). The hubs will run for a minimum of 31 hours per week, and we will encourage volunteers to supplement existing services. As well as providing a service for everyone, we will provide specific programmes for different age groups and communities. See Appendix G for details of the new service offer.

The 11 proposed hub libraries are:

- Chapeltown
- Crystal Peaks
- Darnall
- Ecclesall
- Firth Park
- Highfield
- Hillsborough
- Manor
- Parson Cross
- Stocksbridge
- Woodseats

9.2 Up to 5 community (co-delivered) libraries

In addition to the 11 hub libraries, we will also fund running costs and support (but not staff) for up to 5 community libraries.

As an exception we will continue to fund and staff Tinsley library for 21 hours per week and provide a staff member until the rental agreement expires in 2016, rather than waste resources paying for an empty building.

We will seek a city wide approach to connect the hubs with community libraries under a joint strategy, and will seek to introduce groups seeking to run community libraries to private sector partners who may be able to support them in a variety of ways.

In February 2013 we invited individuals, groups and organisations to register an interest in supporting community libraries. This exercise enabled us to better understand how we can work

together with partners. Research has also highlighted the added value partners can bring to a service, such as fundraising and gaining access to funding, enhancing community engagement, providing volunteers and helping to tailor services and resources more closely to community need.

We are aware from the survey in 2012, 59% of respondents were in favour of exploring partnerships (rather than library closure).

Co-delivery is the best way for keeping more libraries open. Our research, which looked at the experience of other local authorities, suggests it is not sustainable for community groups and organisations to take over the running of redundant libraries without any ongoing support and commitment from the Council. We feel it is essential that for any library to be sustainable it needs to be supported. We can therefore offer the following package of support:

- Building running costs: heat, light, cleaning, waste disposal, (rent if applicable).
- Book and material stock, and circulation.
- Radio Frequency Identification Devices (self service machines)
- Computers and free access to the Peoples Network (internet access)
- Computer maintenance (to be confirmed)
- On-line catalogue
- Access to activities and initiatives run by the Young People's Library Service.
- Community librarians will focus on improving literacy in the community and will support volunteer-run community libraries

There has been considerable deliberation. The greatest cost for community libraries, far outweighing running costs, is the cost of staff. Although we can afford to provide the above support package, we need community groups and organisations to come forward to run the libraries with volunteers in order to keep the libraries open. We will however, provide a small peripatetic staff support team which will cover all co-delivered libraries. Each co-delivered library will be supported according to need. Pro-rata this support is likely to equal 1 member of paid professional support and guidance for 15 hours per week. The Council will also be committed to working with these libraries to provide a training and support programme for volunteers.

It should be noted that the support package for co-delivered libraries will not include management fees, but income from room hire for example, may be retained subject to conditions. It should also be noted that complementary commercial activity (provided directly or indirectly) may be acceptable and will be subject to approval. The asset transfer of library buildings is not envisaged, but this has not been ruled out. Council funding and resources will only be committed to applications which meet quality & other criteria. Further details of eligible activity and quality standards will be outlined in the application and guidance pack.

Supporting the recommendations of the Fairness Commission, the criteria for the location of the co-delivered libraries are the demographic needs of the community. This includes levels of deprivation (IMD rank), educational attainment, the population of older people, children and young people under 19, disabled people, and people from minority ethnic backgrounds (Appendix C). This is also in line with the Council's Corporate Plan 'Standing up for Sheffield', where the library service can help to tackle poverty, increase social justice and support better health and wellbeing. We are aware of digital exclusion and the need for people to access benefits online. Free internet access offered by co-delivered community libraries will continue to play an important part in tackling digital exclusion.

During the consultation phase we will re-open Registrations of Interest for any group or organisation (who has not previously registered) who are interested in working with us to deliver a local library service or run a library or mobile service independently. It should be noted that as the proposals have not yet been considered by the Council and consideration must be given to the consultation results, any preparatory work undertaken by groups or organisations in developing a

business plan (following information and guidance provided by SCC) must be done so at their own cost and their own risk.

We will fund community co-delivered libraries for a pilot period which will last for two years, during which we will seek to develop the range of skills and experience within groups to run library services. Support will be given by Council library staff to help groups set up and sustain their library. Progress will guide future proposals for the community library service.

Libraries eligible to be delivered as a community co-delivered library are:

Newfield Green
Burngreave
Southey
Woodhouse
Park
Broomhill
Uppertorpe
Tinsley
Greenhill
Jordanthorpe
Ecclesfield
Stannington
Frecheville
Gleadless
Totley
Walkley

The list order represents the libraries ranking in relation to demographic needs (see Appendix C). Newfield Green being highest and Walkley lowest.

*Supplementary note. This data was updated on 19th September 2013 following identification of an error. The BME population data used, although correct, had been ranked incorrectly.

9.3 Independent libraries

The libraries above which do not become hubs or co-delivered community libraries are likely to be closed though the final recommendations will be informed by the proposed consultation. There is a further option for these libraries to become independent libraries without Council support or funding (regarded as a closure in relation to our comprehensive and efficient duty). Our research of independent libraries run by other local authorities suggests this is not a long term sustainable option. However, we believe in the creativity of Sheffield people, and we will not rule out any viable proposal for running libraries on an independent basis. Any requests to purchase library buildings will be subject to Council procedures and open and transparent processes.

All 15 local libraries which have not been selected as a hub library are vulnerable to closure and eligible to become an independent library.

9.4 Volunteering

In the consultation undertaken in 2012, 73% were in favour of volunteering to enhance the service. Many respondents indicated their approval as long as we are not replacing paid staff.

We will develop a volunteer strategy in line with corporate processes. This will include:

- Links to City Wide Strategy and the Fairness commission
- Working with volunteers to enhance and extend the Council run library services.
- Working alongside community groups and organisations in supporting and encouraging volunteering in community run libraries.
- We will encourage our schools and universities to support community libraries through volunteering and vocational placement schemes

9.5 Future of the Mobile Library Service

There are currently two mobile Library units (but generally only 1 is used at a time). The cost of the Mobile service per transaction is very high compared to other libraries – it costs 3 times as much to issue a book through the Mobile Service (£3.99 per issue versus £1.30 per issue from a static library. In addition, the Mobile service doesn't offer community space, internet access or other activities. The usage is low and declining. Therefore it is proposed to close the Mobile library service, subject to consultation.

We will seek interest from organisations who may want to run the Mobile Library Service on an independent basis.

9.6 Home library service developed

The Home Library Service offers an important service for people who are unable to visit a library and do not have any help to do so. The Home Library Service will be available for people who need help to live independently.

This service will also be offered to current users of the mobile service who cannot access their local library

The ageing population of Sheffield is likely to increase demand for this service therefore it is an important service to retain and support. We aim to develop and expand this service through a volunteer scheme in addition to paid staff.

As this service is delivering to vulnerable people in their own home, we will ensure safeguarding procedures are in place as well as training, support and supervision. Where volunteers are used, this will be with the approval of the service user. Consultation in 2012 highlighted that Home Library service users were concerned about a series of 'strangers' delivering this service. Therefore, where-ever possible, we will aim to provide continuity of staff and/or volunteer.

9.7 Central Library

Under the proposals, Central Library would continue to be open 6 days a week (albeit with a reduction of 1 evening and 1 afternoon) offering a range of lending opportunities for all ages, local studies, library theatre, art gallery and because of its position in the city centre residents can access a range of other services. The current building is not fit for purpose and proposals are being developed to offer more modern and flexible space, where culture/art and library uses can better share space and offer an accessible, attractive and welcoming space for residents and visitors to enjoy..

9.8 SINTO and World Metal Index

SINTO is a partnership of library and information services in the Yorkshire and North Derbyshire region. With the goal of improving services to users through cooperation, training and planning. A decision was taken in the last financial year to discontinue this service by the founding partners and largest financial contributors, namely SAI(S), The University of Sheffield, and Sheffield Hallam University.

The World Metal Index has been developing its presence as a world wide database and this project is reaching its development potential. .

9.9 Transfer of Archives and Local Studies

We will look for a partner with whom to develop Archives services. This will be essential in continuing to meet the statutory duty to provide and maintain Archives. At present we cannot develop the service to its full potential without further investment. The potential of this service can be reached by utilizing economies of scale and developing income earning capacity with partners who have relevant and successful experience. Consultation on this proposal is not recommended at the current time as the opportunities are still being explored. This is likely to be a medium to longer term goal.

9.10 Organisation structure

We will develop a new organisation structure to deliver this proposal and the LAI(S) strategy. Key characteristics will be flexible and well trained staff, with a customer focus and key skills in community engagement and developing literacy. The management tiers will be streamlined with appropriate levels of responsibility.

9.11 Investments

We will have targeted investments to ensure that the library service is developing in a way that will meet needs into the future, with particular emphasis on social and technological change.

Financial investments:

- We will invest in technology to extend on-line services and develop e-lending
- In the longer term, we want to move our library buildings into new or upgraded facilities. This work includes the upgrading of Central Library
 - £30,000 to introduce an e-book service and Wi-Fi.
 - E-books delivered on a pilot basis and will be evaluated. 37% of survey respondents (across all age ranges) indicated they would use libraries more if they could borrow downloadable e-books. The preference amongst younger age groups (16 to 40) is higher.
 - Wi-Fi to be installed in Central library and the 11 hubs.

Non-financial investments:

- Development of a volunteer programme using existing resources and working in partnership with voluntary and community organisations. This will involve job-redesign

as part of the organisational structure changes. A proportionate amount of the training budget will be re-deployed to supporting community run libraries. This will involve the training of both paid staff and volunteers.

- Development of a volunteering scheme for the Home Library Service.
- Further research leading to a strategy for I.T. development and investment in the future, including the development of the on-line catalogue.

10. Analysis of the Proposal.

The following table outlines how the proposal will meet the needs identified in this report, and how it will contribute to the delivery of the LAI(S) strategy.

Links to Strategy	Links to needs analysis	Features of the Proposal
Services are cost effective and efficiently managed and demonstrate value and quality to the community.	<ul style="list-style-type: none"> • Ability to travel considering geography and transport routes. • People who are not in employment – access to work experience 	<ul style="list-style-type: none"> • Commitment to 11 hub libraries hubs fully staffed and resourced. • Running costs and professional support for volunteer run libraries, following a clear business plan and service level agreement. • Volunteer training programme to ensure compliance with relevant legislation and equalities duties.
Library provision that recognises the changing demands and expectation of its users.	<ul style="list-style-type: none"> • Needs relating to Universal Benefit and digital access. • 45,980 households in Sheffield do not have a computer at home with internet access. 	<ul style="list-style-type: none"> • Online training courses and other IT classes • Computers and access to internet via People's Network • E - books • Wi-fi • Self service (RFID's, online catalogue) to free up staff time for enquiries, activities and other support.
Contribute and support towards opportunities to tackle poverty and social inequality	<ul style="list-style-type: none"> • Low income is an issue for many pensioners • 28% of the city's population living in deprived neighbourhoods. • Cost of travelling to another library could be a barrier to accessing the service. • Free books and internet access is of greater importance when income levels are low. 	<ul style="list-style-type: none"> • Job search sessions • Smart meters for loan • Free access to computers and the internet for all via the People's Network. • Community outreach by Community Development Librarians

Library provision which enables the improvement of literacy and skills for people of all ages.	<ul style="list-style-type: none"> • Literacy needs 	<ul style="list-style-type: none"> • Reader development activities e.g. adult literacy schemes, the Six book challenge • Reading groups • Community outreach by Community Development Librarians
Service points are closer to neighbourhoods.	<ul style="list-style-type: none"> • People who are less able to travel. 	<ul style="list-style-type: none"> • A geographical spread of services across the city. • Use of peripatetic staff to go out into communities and not tied to buildings. • Investment in I.T. (WI-FI, twitter, flickr, facebook, blogs, online catalogue reservations and renewals) to extend the reach of library services.
Books and reading are celebrated.	<ul style="list-style-type: none"> • Literacy needs. 	<ul style="list-style-type: none"> • Book and material loan • Writing groups • Meet the Author sessions • Range of activities for adults and children
Information is easy to source and convenient. <ul style="list-style-type: none"> - Digital inclusion is supported and there is easier access to online services. 	<ul style="list-style-type: none"> • Digital inclusion needs • Access to information needs. 	<ul style="list-style-type: none"> • Reference and information services in hubs • Newspapers • Free access to computers and the People's Network • Online catalogue
Sheffield's diverse history, locality and culture is celebrated and showcased.	<ul style="list-style-type: none"> • Promote cultural awareness and social co-hesion. 	<ul style="list-style-type: none"> • Family and local history • Library activities
The diverse needs of individuals and groups across the city are recognised.	<ul style="list-style-type: none"> • Needs of people with disabilities • Needs of elderly people • Needs of BME communities • Needs of children and young people 	<ul style="list-style-type: none"> • Talking books • Safe spaces • Large print books • Targeted services for 'new arrivers' – e.g. access to the 'Life in Great Britain Citizenship course'. • Books in a broad range of community languages • Children's activities
People of all ages are enabled to explore, discover and learn to realise their potential.	<ul style="list-style-type: none"> • Literacy needs • Health and wellbeing 	<ul style="list-style-type: none"> • Book and material loan • art clubs and other creative activity • coffee mornings • reading groups • homework zones • classes and educational activities

Children and young people are encouraged to gain the right skills for the future and attain their potential.	<ul style="list-style-type: none"> • A higher number than the national average of 16-18 year olds not in education, employment or training (NEET). 	<ul style="list-style-type: none"> • Continuing commitment to activities in hub and community run libraries such as: <ul style="list-style-type: none"> – babytime and storytime – children’s books and children’s library space – homework zones & after school clubs – educational activities
Communities are developed, improving skills and employment prospects	<ul style="list-style-type: none"> • A higher number than the national average of 16-18 year olds not in education, employment or training (NEET). • Needs of people who are job seeking 	<ul style="list-style-type: none"> • Job search sessions • Free access to computers and the internet for all via the People’s Network. • Community outreach by Community Development Librarians • Fax and photocopying services
Groups and individuals are encouraged to use the library space, and space responds to local need.	<ul style="list-style-type: none"> • Community cohesion • Health and wellbeing 	<ul style="list-style-type: none"> • Community rooms and exhibition space
Different areas of the service are enhanced.	<ul style="list-style-type: none"> • Needs of elderly people and those who are housebound • Digital inclusion 	<ul style="list-style-type: none"> • Sustained and expanded Home Library Service for people who are unable to travel to a library • Wi-fi access • E-book service
Access to health benefits for library users and visitors	<ul style="list-style-type: none"> • Social isolation is an issue for many older people • Safe places for people with learning disabilities • Health & wellbeing 	<ul style="list-style-type: none"> • Safe and welcoming spaces • Access to books for self help • Information and exhibition space • Social activity

11. Alternative options considered

The main alternative to the Mixed Delivery Model proposal was to deliver a Sheffield City Council only model (see Model 1 see 8.1). The benefit of model 1 is:

- We know what works (experienced library staff)
- Easiest and quickest model to deliver

The weakness in this model over the preferred model is:

- Overall, this will deliver fewer community libraries (which will limit our ability to grow again in the future).
- Cannot take advantage of investment available to non-profit organisations
- Limits the opportunity to work more with volunteers

The other key alternatives revolved around variations of the Mixed Delivery model, i.e. should we have 7 hubs, 9 hubs, 10 hubs. The proposal for 11 hubs was considered the best in terms of overall geographical coverage, whilst enabling sufficient finance to support co-delivered libraries.

12. Consultation

12.1 Consultation timescale

- Forward Plan, report to the Executive Director published on Council Website 17th September.
- Decision by Executive Director 25th September (subject to scrutiny)
- Consultation to run for 12 weeks from early October until the beginning of January 2014 (exact dates to be confirmed).
- Analysis by mid-January leading to Cabinet report on final proposals in February 2014.
- Any further and final consultation which is considered to be necessary will be completed before the Council sets its budget in early March 2014
- We have not yet closed any libraries and, ahead of April 2014, there will not be any closures or major changes to, libraries

12.2 Consultation activity

- We will organise specific consultation meetings and drop-in surgeries rather than large scale public consultation meetings. The Cabinet Member will attend, if possible, all appropriate requests to attend meetings arranged by others.
- Targeted consultation will take place in line with Equality Impact Assessment requirements
- On-line Survey
- Paper-based Survey, available in all libraries and library vehicles.
- Focus Groups
- Drop-in sessions at First Points locations proposed
- Targeted conversations with Voluntary Sector encouraging further development of Registrations of Interest

13. Financial implications

The cost of the consultation is estimated at around £6000, and this cost is provided for in the current library services budget 2013/14.

Following consultation, should the proposals be approved by the Council, it is estimated that savings achieved as a result of service changes would be in the region of £1.669m in total over the next 2 financial years (2014/15 and 2015/16). The service budget would be reduced from just over £6m per annum to just over £4.3m per annum, a reduction of 15% in each year.

14. Human Resources implications

There are no immediate human resource implications of going out to consult on the proposals, however should the proposals be accepted by the Council, significant job losses would be necessary. Staff affected will be informed of the content of the consultation, and their views considered. If the proposals are accepted, appropriate negotiation with staff and Trades Unions would commence

15. Equality implications

An Equality Impact Assessment on the consultation plan has been completed and considered as part of planning the consultation, and is attached at Appendix H

16. Reasons for Recommendations

The recommendations have been made to ensure the review of the Libraries Archives and Information Service progresses, enabling a new structure to be created taking into account the modern requirements of libraries, both social and technological, and affordability of the service.

17. Recommendations

We have undertaken a "Registration of Interest exercise" which has tested if there is interest in helping us to run library services, and there is. This has enabled us to identify options and generate a number of models which provide for the most flexibility.

On this basis we seek an Executive Directors decision to agree the following process for taking this forward:

1. To go out to consultation for a period of 12 weeks to seek views on the proposal including:
 - Views on 11 hub libraries
 - Views on up to 5 co-delivered community libraries
 - Views on retaining Tinsley library as a Council run facility for the next two years
 - Views on library closure
 - Views on new opening times for Central Library
 - Views on the closure of the mobile library service
2. To open up a further period of Registrations of Interest for groups and organisations who are interested in helping us to co-deliver a library or deliver a library independently
3. To report the insights and information arising out of this consultation to Cabinet in the New Year, with a final proposal
4. To consider whether any further consultation is required as part of the report to cabinet in the New Year

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**Library Review Consultation Results
'Have your say on Sheffield's library services'
Survey 2012**

**Libraries Archives and Information Service
Sheffield City Council
Updated September 2013**

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1.0 Introduction

This report presents the findings of the consultation '*Have your say on Sheffield's library service*' and sets out what you told us, what we are already doing, and, where possible, key points of variation. The final section highlights what we will be doing with this information.

It is worth noting that not everyone who completed a survey completed all the questions. The percentage calculations which relate to the quantitative questions are based on the total number of people who completed the main survey which is 6,037, and referred to as survey respondents. In total there were 7 free text questions included in the consultation document giving respondents the opportunity to add further ideas, suggestions and comments.

Any personal data given for the purposes of feedback such as names, postal or email addresses have been stored on a separate database from the consultation questions, and will remain confidential.

2.0 Background

Sheffield's library service provides free access to resources in a variety of formats right across the city:

- Central library
- 27 community libraries
- 2 mobile libraries
- Home Library Service
- Sheffield Archives
- Schools library service
- Hospital library

Sheffield recognises that the way people use libraries has been changing. The introduction of new technology has brought in new users and a demand for new services, whilst at the same time experiencing a decline in book borrowing. The Government now requires the Council to make significant savings and this will continue for some years. Some of these savings will have to come from our library services.

We therefore consulted on how we change our library services to make them fit and affordable for the future and meet people's aspirations and circumstances across the city.

3.0 Consultation methodology

The consultation period ran for 8 weeks from 13th August to 8th October 2012.

3.1 The consultation document

A paper and online survey form was produced which asked people for their help in creating affordable, up to date library services which can still offer a comprehensive and efficient service. 7,500 survey forms were distributed via libraries and First Point services and an online version was made available through the Sheffield City Council website. The survey provided details of why the consultation was taking place and there were web pages dedicated to the review outlining a range of future options for consideration. The survey was made up of three key sections. The first asked people if and how they use the library services, the second explored how library services can be more efficient, and the

final section invited people to express ideas and opinions for the future. Throughout the survey, there were free text boxes which invited comments and ideas.

3.2 Promotion

Awareness of the consultation was achieved through: press releases, distribution of leaflets and posters, visible surveys in libraries and First Point buildings, community newsletter articles, Community Assembly 'blogs', Sheffield City Council web pages, Intranet and social media, e-shot to library members and local businesses and direct contact with community and voluntary organisations and service users.

Other forms of promotion included:

- Posters displayed and 7,500 surveys distributed to all libraries and First Point buildings
- 10,000 z-cards (mini information leaflets) distributed across all libraries, First Points and local communities
- Approximately 27,000 registered library members were emailed
- Over 3,000 organisations were emailed including the community and voluntary sector, local businesses, Universities, Parish Councils
- Publicity via press releases
- Attendance at events and festivals across the city
- Attendance at library based events
- 7 focus groups held
- 2 drop-in sessions at the Town Hall
- Community engagement delivered by Dead Earnest Theatre Company
- Communications to Sheffield City Council staff via internal bulletins

3.3 Who did we consult with?

The consultation invited both library users and non-library users to take part in the survey in order to get a variety of views and opinions on the review. A total of 6,037 people completed the consultation survey with 4,126 of these being done online.

During this time, focus groups were held with 7 individual groups including older people, young people, those with disabilities and refugees and asylum seekers. This provided an opportunity to engage with people who can sometimes be hard to reach during public consultations.

4.0 Summary of the survey results

The results of the consultation survey are reported in three sections: 4.1 Using the library services; 4.2 Making our library services more efficient; 4.3 Ideas for the future. Each section provides a summary of what respondents told us and if there are any local variations to consider. This is followed by an overview of what the service is currently doing in relation to this.

Additional data to support this summary can be found in appendix 1 and 2.

4.1 Using the library services

Chart 1 shows a breakdown of the number of online and paper surveys completed:

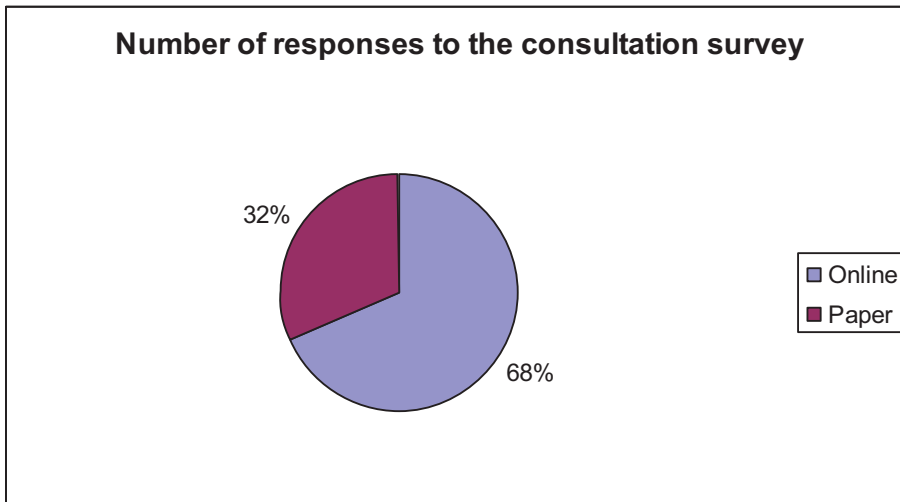


Chart 2 summarises the number of respondents that currently use Sheffield's library services:

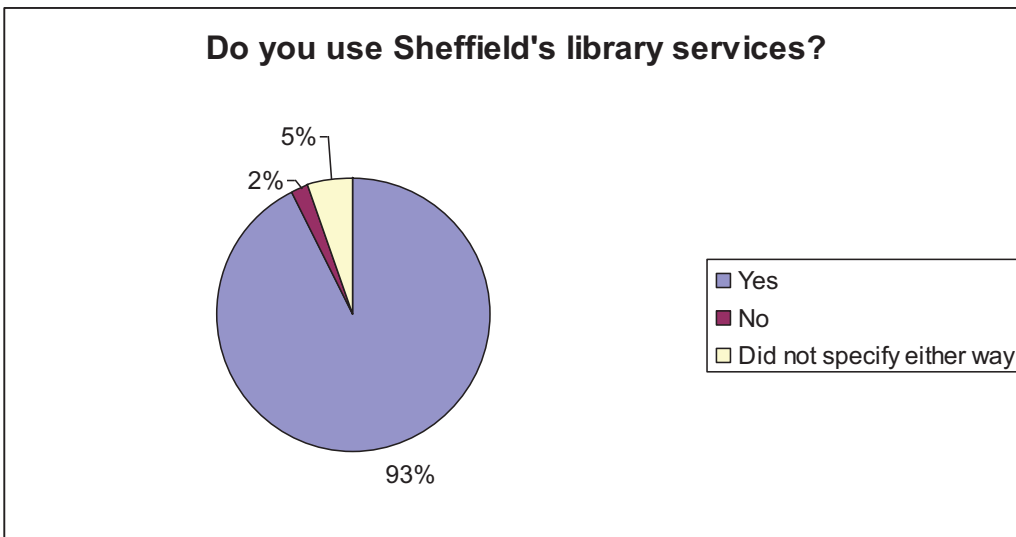


Table 1 summarises the response to the question 'Which Sheffield library do you use the most?'

The most responses were received from Central library	1,242
Libraries with over 200 responses	10
Libraries receiving 100-200 responses	8
Libraries with less than 100 responses	10
Number of respondents who did not complete this section of the survey	258

4.1.1 Opening hours

The survey asked 'When do you most want your library to be open?'. 5878 people (97%) responded to this question out of the total number of survey respondents which was 6037

What you told us

- Saturday mornings are the most popular opening time overall (3790 responses)
- Friday afternoons are the second most popular opening time (3487 responses)
- Weekday afternoons are the most popular opening times in general followed by weekday mornings.
- 42% of respondents to this question made a preference for afternoon opening times, and 39% for mornings.
- 5% of respondents to this question made a preference for evening opening hours between 7-9pm and 14% between 5-7pm (any day of the week)
- Sunday evenings are the least popular opening times
- 59% of survey respondents would prefer to have weekend opening even if this is at the expense of closure during the week.

What we are doing already

- Sheffield's 27 community libraries are currently open for a total of 797.5 hours per week. This means that the average number of opening hours for community libraries is 29.5.
- The Central Library is open for 52.5 hours per week
- All libraries and Sheffield Archives are open after 5pm at least one day during the week
- All 28 libraries are currently open on Saturday's (this varies in terms of being open in the morning, afternoon or all day)
- Central Library and the Local Studies library is open until 8pm Monday's and Wednesday's

4.1.2 Most important library services and facilities

The survey asked 'What is most important to you in a library service?'. 5509 people (91%) responded to this question out of the total number of survey respondents which was 6037. Respondents were provided with the following options and asked to rank their top 5:

- Quality and choice of books
- Computers and internet
- Other media – Film DVDs, music CDs, talking books
- Within walking distance
- On a convenient bus or tram route
- Located close to shops and facilities
- Educational events and activities
- Other social events and activities
- Building is accessible and in good repair
- The library is welcoming and comfortable

What you told us

In order of preference, respondents rated the top 5 services most important to them as:

Quality and choice of books	★ ★ ★ ★ ★
The library is welcoming and comfortable	★ ★ ★ ★
Within walking distance	★ ★ ★
Other media – film DVDs, music CDs, talking books	★ ★
Building is accessible and in good repair	★

The two least important services and facilities rated by respondents were ‘educational events and activities’ and ‘other social events and activities’.

The results therefore show that respondents value the choice and quality of physical materials available and how welcoming libraries are the most.

Variations

There is some slight variation between libraries:

- **Important for being near local shops** - Frecheville, Jordanthorpe, Newfield Green, Stocksbridge
- **Important for other media** - Central, Broomhill, Chapeltown, Ecclesall, Gleadless, Home Library, Highfield, Hillsborough, Mobile, Upperthorpe, Walkley.
- **Important for being on a convenient bus or tram route** - Central, Crystal Peaks
- **Important for computers and internet** - Burngreave, Firth Park, Manor, Park, Southey
- **Important for building accessibility and repair** – Archives, Crystal Peaks, Darnall, Ecclesfield, Greenhill, Parson Cross, Stannington, Stocksbridge, Tinsley, Totley, Woodhouse, Woodseats.

There is some variation between ages:

- Under 16's, and 16-25 year olds rank ‘Computers and internet’ 3rd, this is ranked 7th overall.

What we are doing already

- Last year, library users borrowed over 2 million books and around 200,000 CDs, DVD's and audio materials. £802,838 was spent on materials and the Give and Take donation scheme was launched.
- Plans are underway to redevelop some libraries and in order to make them easier to get in to, we have a programme to improve accessibility across libraries
- Highfield library is currently undergoing a refurbishment which will improve its access and the general library provision. Hillsborough library underwent a major refurbishment in 2011
- As part of the project to introduce self service, general improvements to remodel libraries has been undertaken to make them more welcoming and comfortable e.g. re-carpeting, counters, shelving

4.2 Making our library services more efficient

4.2.1 Making Savings

The survey asked 'What do you want to protect the most?' and 'Do you have any other ideas on how the library services should make savings?'

What you told us

5553 people (92%) responded to the question 'What do you want to protect the most'. Respondents were asked to rank the choices given and the most popular service to protect is the 'range of services and materials' with the majority of respondents selecting this option. This was followed by the 'number of local libraries'.

The range of services and materials	★ ★ ★ ★ ★
The number of local libraries	★ ★ ★ ★
Library opening hours	★ ★ ★
Library staff	★ ★
The Council running library services (rather than social enterprises, charitable trusts or community groups running them)	★

Respondents indicated that maintaining library services that are run by the Council should not be protected in favour of the other options given. The results therefore show that the majority of respondents to this question value the range of services and materials and the number of local libraries the most.

What you told us – Additional ideas/comments

Out of the 6037 people that completed the survey, 2056 people (34%) responded to the second part of the question which asked 'Do you have any other ideas on how the library services should make savings?'. Respondents were invited to leave any additional comments and ideas on this. There was a broad range of comments received with a total of 2230 suggestions being made.

The list below highlights some of the common themes received from respondents with regards to how the library services should make savings. A more detailed summary of responses is available in appendix 2.

- Increase fees and charges – Fines, events, printing
- Broader use of the building the community and other Council services - Increase activities, events, classes
- Donations of books and DVDs - Book swaps, sell used and good quality books and DVDs
- Making better use of technology - Introduce an online catalogue, e-books and Kindle loan
- Improve energy efficiency in libraries - Too warm, reduce energy costs

Variations

There were some small variations based on library selection:

- **Protect opening hours was desired at** - Central, Crystal peaks, Frecheville, Greenhill, Jordanthorpe, Newfield Green, Parson Cross and Southey.
- **Protect library staff was desired at** - Archives, Jordanthorpe, Mobile, Park, Walkley.

There were some small variations based on age:

- **Protect library staff was desired** (ranked 3rd) with under 16 year olds, and 26-39 year olds.

What we are doing already

- **Give and Take donation scheme** - In February 2012, Sheffield libraries launched the 'Give and Take' scheme enabling people to donate their books, talking books or CDs to the library service. Donations are then either sold in libraries for 50p or added to the library stock if they are in high demand. The money raised from sales, goes back in the book fund to buy more new books and other materials. There are now five libraries that hold Give and Take collections: Central, Frecheville, Firth Park, Crystal Peaks and Chapeltown. Donations can however be taken to any library.
- **Charging for DVDs** – DVD hire incurs charges of £2 / £1 / 50p per week. Non fiction DVDs are currently free of charge.
- **Reducing postal costs** – From 1st August 2012, the library service decided to stop sending letters to remind customers that their books are overdue. Email communication is being encouraged where possible.
- **Borrowing restriction** – From 1st August 2012, people owing the library service more than £5 in fees and charges will not be able to borrow further items until they start to pay off the outstanding amount.
- **Online Catalogue** - An online catalogue is available through the libraries web page. Customers can reserve, renew and search for items across all Sheffield libraries.

4.2.2 Complementary commercial activity

Respondents were asked '*Which of the following services would you find useful to have located within a local library?*' They were asked to make a preference for the top 3 services to be located within a local library. The survey listed a number of suggestions that could be considered to increase income and help sustain library services.

What you told us

5349 people responded to this question which is 89% of the total number of people filling in the survey.

The top 3 services that respondents said they would find useful to have located within a local library were:

1. Coffee bar
2. Café
3. Newsagent

18% of respondents to this question indicated that none of the options given for additional services would be suitable. The most popular additional services highlighted by these people were:

- Advice Services/Citizens Advice Bureau/Credit Union
- Play area / Crèche/ Nursery, children's activities
- Post Office/ Shop selling stationary, stamps and gifts
- A place for meeting/ Adult Learning or training classes

Variations

In addition, although not a significant number, respondents also commented that other services that would be useful to be located in a library included:

- **Improved toilet provision** - Central Library, Crystal Peaks, Darnall, Highfield, Hillsborough, Stannington, Stocksbridge, Totley, Woodseats and Woodhouse libraries
- **Offering meeting space** – Central Library, Stocksbridge, Greenhill and Frecheville libraries

There were some small variations based on age:

- **Cafes** are the top preference for all age ranges under 39
- **Booksellers** were popular (3rd rank) with 65-80 year olds

There were some slight variations based on gender:

- **Booksellers** were more popular (3rd rank) with men

What we are doing already

- 9 of the community libraries are co-located other services: Sheffield Homes, First Point, GP surgery, community organisations.
- 12 of the community libraries have community rooms and meeting space available for hire.
- Central Library has a café located with Graves Art Gallery and a coffee cart in the foyer
- Upperthorpe library, located within the Zest healthy living centre has a café serving food and drink
- All libraries hold regular activity sessions for children of all ages including baby time sessions and the homework zone
- A number of libraries offer free supported access to 'Go-on' courses through UK Online, helping people to use computers and the internet

4.2.3 Fees and charges

Respondents were asked 'Do you think we should consider charging for the use of computers and internet access (People's Network)?'. Respondents were also asked if there are any additional library services that they would be willing to pay for or pay more for.

What you told us

When asked if the library service should consider charging for the use of computers and internet access, 3513 people responded to this question.

- 58% of respondents were in favour of charging.
- 26% of respondents were against charging.
- 14% of respondents indicated that they were 'not sure'
- 2% of respondents did not answer this question.

The response to this question shows the majority of respondents are in favour of charging for the People's Network .

What you told us – Additional comments

Respondents were asked if there are any additional library services that they would be willing to pay for or pay more for. 2799 people responded to this question (46%), with 3248 suggestions:

- 3% of comments said that the use of computers and internet access should not be charged for, particularly for certain groups or certain activities e.g. job applications.
- 4% felt that limiting the amount of free time or adopting an approach like the Manchester model of access to computers would be a good idea.

The key services that were highlighted were:

Service willing to pay for/more for	Response rate (out of 3248 comments)
DVDs and CDs	14%
Computer use, internet access, Wi-Fi	11%
Groups, Classes and Events	8%
Reserving books	7%
Interlibrary Loans, ordering books	4%
Printing	4%
Photocopying	4%
Overdue books and Late fines	4%
Library membership	3%
Charging for Services in General	2%
E Books and Kindle loan	2%

There were also 363 respondents (11% of 3248) who indicated they would not be willing to pay for services or pay more for any service.

Variations

When this data is broken down per library, Park is the only library which has a greater selection of 'No' to charging for the use of computers and internet access.

There is some variation based on age – the majority of under 16's and 16-25 year olds selected 'No' to charging for the use of computers and internet access.

<p>What we are doing already</p> <ul style="list-style-type: none"> ▪ DVDs and CDs – DVD hire incurs charges of £2 / £1 / 50p per week. Non fiction DVDs are currently free of charge. CDs are 50p per week. ▪ Reducing postal costs – From 1st August 2012, the library service decided to stop sending letters to remind customers that their books are overdue. Email communication is being encouraged where possible ▪ Borrowing restriction – From 1st August 2012, people owing the library service more than £5 in fees and charges will not be able to borrow further items until they start to pay off the outstanding amount. ▪ Photocopying – 10p per side, black and white. 20p per side colour (A4) ▪ Printing - 10p per side, black and white. 50p per side colour (A4) ▪ Inter Library loans - increased from £5 to £7 in August 2012.

- **Outstanding fees and charges** - From 1st October 2012, people owing the library service more than £5 in fees and charges now have to pay a minimum of £1.00 each time they wish to use a People's Network computer until they have paid off their fine.

From Monday 3rd December 2012, anyone wishing to use the People's Network Computers as a 'visitor' (non-library members) will be charged £1.00 for up to 1 hour's use. Additional time (if available) will be charged at the same rate. Use of the people's network computers is free for library members.

Other fees and charges can be found on the Sheffield City Council website under the Libraries pages.

4.3 Ideas for the future

4.3.1 New technology

The survey listed four possible opportunities for new technology in libraries and asked 'Would you use your library more if it offered the following?' Respondents were then invited to add any comments of ideas relating to this theme. 5689 respondents (94%) answered this question.

In error, the online survey did not contain a data field for 'Improved online catalogue', which is contained in the paper based survey. The results below therefore do not include 'improved online catalogue'.

What you told us

37% of survey respondents said that they would use their library more if it had downloadable e-books, 33% made a preference for Wi-Fi and 20% said they would like more computers with internet access. The majority of respondents however indicated that these services would not make them use a library more.

1443 people (24%) of survey respondents provided comments and ideas for this question. Overall there were 1652 suggestions made but not all of these related to new technology.

Key themes for comments and ideas around new technology % based on 1652 comments made	Comment/ideas - general % based on 1652 comments made
Downloadable e-books – 15%	9% stated that they would rather the library focused on books
Wi-Fi access – 9%	12% stated that they would not use the library more with these services
Charging for computer use – 5%	3% mentioned Café facilities (including internet café)
Move with the times and embrace technology – 2%	4% said libraries should have computers for those who do not have one at home

To summarise, the majority of respondents indicated that having new technology in libraries would not influence their use of the service.

What we are doing already

- People's Network computers available in every library
- Online catalogue where members can search for items, place reservations for items they would like and renew items they already have on loan
- 24 hour reference services – wide range of high quality electronic reference and information resources available free to library members.
- Picture Sheffield – web based image resource
- Communications via social media (Twitter, Facebook, Flickr, YouTube, Full Story Blog)
- Qwidget on-line 'ask a librarian' enquiry service

There are also projects underway to introduce Wi-Fi, e-talking books and a mobile app to give access to the library catalogue.

Variations

- All age ranges under 39 had a 'Yes' majority for wi-fi and e-books.
- Age groups under 26 also had a greater 'Yes' majority for more computers and internet.
- There is a clear preference for all forms of technology by younger age groups.

4.3.2 Developing partnership opportunities

The survey asked if developing partnership opportunities with other organisations should be explored. Respondents were also invited to add any comments or ideas on this option.

What you told us

5836 people (96%) responded to this question out of the total number of survey respondents which was 6037. Developing partnership opportunities was favoured by 59% (3537 people) of total respondents while 16% were against this. 22% of respondents were 'not sure' and 3% did not answer this question.

In summary the majority of survey respondents are in favour of exploring partnership opportunities.

What you told us – Additional comments

1822 people (30%) responded to the second part of the question that asked for comments or ideas. Overall there were 2502 comments made.

The key things highlighted in terms of developing partnership opportunities with other organisations were:

Key themes for comments and ideas	Response % based on 2502 comments
General approval for exploring partnerships	561 comments (22%)
Retaining staff and/or skills and knowledge	432 comments (17%)
Keep as council run or co-ordinated	260 comments (10%)
Voluntary sector management issues	169 comments (7%)
Maintaining quality and standards	159 comments (6%)

What we are doing already

- Upperthorpe Library is co-located within Zest* healthy living centre. Facilities include library, swimming pool, exercise classes, café
- Parson Cross Library @ The Learning Zone is co-located with Sheffield Homes and SOAR*. SOAR directly manages the learning and activity space

**note: Zest and SOAR are both not for profit community organisations.*

Plans are underway to offer a more joined up service at Park library through partnership working with Park Community Action

4.3.3 Volunteering opportunities

The survey asked, 'In general do you support the use of volunteers to help enhance our library services?'. The survey then invited people to add any comments or ideas on this option.

What you told us

5878 people (97%) responded to this question out of the total number of survey respondents which was 6037. The majority of total respondents (73%) answered 'yes' to supporting the use of volunteers to enhance the service. 11% of respondents indicated 'no', 13% were 'not sure' and 3% did not respond to this question.

What you told us – Additional comments

1985 people (33%) responded to the second part of the question which asked for comments or ideas on the use of volunteers to enhance the service. Overall there were 2701 comments made.

The key themes that respondents highlighted in terms of recruiting volunteers to enhance services were:

Key themes for comments and ideas	Response % based on 2701 comments made
Not to replace paid staff with volunteers	848 comments (31%)
General support for volunteering	429 comments (16%)
Volunteering not supported in general	209 comments (8%)
Training, support and supervision requirements	147 comments (5%)
Concerns over quality of volunteers, reliability, CRB checks	92 comments (3%)
Provides opportunity for work experience	89 comments (3%)
A need to maintain standards	58 comments (2%)

The comments and ideas received show that the majority of respondent's value paid library staff.

What we are doing already

Volunteers are currently used across the library service in the following areas:

- Young People's Volunteers Scheme- helps deliver the Summer Reading Challenge with accreditation available for the Open College Network and Duke of Edinburgh Awards
- 'Off The Shelf'
- Archives and Local Studies e.g. digitisation of archives records, listing records and other items, research (using the library and the internet), preservation tasks (such as re-packaging)
- Over 50% of the people who volunteer within the Archives and Local Studies service are of retirement age

4.4 Final comments

The final section of the survey invited any further ideas and suggestions on how library services could develop.

What you told us

1846 people (30%) responded to this section of the survey out of the total number of survey respondents (6037). Overall there were 2992 suggestions made.

The most popular suggestions were for developing activities:

- 11% of the ideas and suggestions received concentrated on **activities for children and young people**. This includes groups for toddlers, doing homework and encouraging reading and educational attainment.
- 10% of the ideas and suggestions received concentrated on **activities for adults**.

Other key comments and suggestions covered the following:

- Use of library space and meeting space
- More promotion of activities and services
- Support for community hubs
- General service improvement suggestions
- Against cuts/closures/want the service to stay the same

What we are doing already

- Last year, over 65,000 people attended library based activities. This includes over 18,000 adults and over 47,000 children
- Over 3,000 activity sessions were delivered across community libraries last year and around 200 were delivered in Central library. This includes family learning events and reading groups.
- All of the following libraries have bookable community rooms or meeting space: Burngreave, Chapeltown, Crystal Peaks, Darnall, Ecclesall, Firth Park, Manor, Park, Parson Cross, Southey, Stocksbridge, Uppertorpe and Woodhouse.

Promotion and communication streams:

- Flyers, bookmarks, posters, service leaflets (Jobseekers, Reference & Information), Z cards (Your Library, and the adult & children's joining z cards), pencils & pens
- 'The Full Story' newsletter, produced quarterly (a list of what's on in libraries)
- 'The Full Story Continues' blog,
- Social media - Facebook, Twitter, You Tube, Flickr
- Customer Alerts
- Library Tours

- Bags for life
- Talks/stalls at community and partner events etc
- Work with partnership organisations e.g. NHS

In addition, there are plans to improve marketing and promotion of library services through additional leaflets for Children's services, Library Theatre, cotton book bags, updated photographs to promote services e.g. on the website, newsletters.

5.0 Profile of survey respondents

Age - The age of respondents showed that the largest proportion (42%), were aged 40-64. For those under 25 the proportion was very low at 5%.

Gender – 60 % of survey respondents were female and 30% were male. 10% did not specify their gender. (updated on previous version of this document, to correct a transcription error).

Ethnicity – 87% of respondents declared a White ethnicity, 4.5 % declared a BME (black, minority, ethnic) ethnicity, and 8.5% is unknown.

Disability - The proportion of respondents reporting a disability was 8.5%.

6.0 Summary of results from focus groups

During the consultation, seven individual focus groups were held with youth groups, older people, those with physical disabilities and learning disabilities, as well as refugees and asylum seekers.

These sessions did not specifically concentrate on the questions that are within the survey but were designed to enable a small, intensive discussion around library services and what is important to different groups of people. Below is a short summary of the key points that were learnt from these groups.

6.1 Youth groups

Three sessions were held with youth groups from different geographical locations across the city.

What they told us

- Its not always convenient to go to the library due to other commitments, and don't have enough time
- Found the Summer Reading Challenge as a real draw when younger – would be good to have something like that for older kids.
- Text reminders for overdue items would be good
- Need a space that is warm and somewhere to meet friends and hang out
- Need study space with revision books. Its needs to be away from the children's area and should be quiet for study
- Self service is good

- Don't always know the system – nothing to tell you how to get the most out of the library.

6.2 Over 50's group

A session was held with members of '50+', a local older people's advisory group.

What they told us

- Yes to technology but always value books
- Want help with technology, computers and self service
- Value staff skill and expertise
- Value variety and diversity of services and stock
- Ambience and comfort is important
- Staff to be more 'outward facing' and get out more within local communities i.e. attending public meetings, telling people about the library service
- 'Shed' the traditional image

6.3 Learning disabilities group

A session was held with people with learning difficulties at Heeley City Farm.

What they told us

- People with a learning difficulty would need assistance at the library
- Not all libraries are accessible and steps make it impossible with a wheelchair
- Would like a café or somewhere to sit and have a drink.
- Choosing books can be overwhelming
- Signage and information signposting needs – pictorial, sensory, audio
- Need to get to know the librarians

6.4 Access Liaison Group

A session was held with members of the disability consultative group, 'Access Liaison'.

What they told us

- More links with RNIB, visually impaired/blind receive no benefit from going to the library as can download talking books etc at home
- Need to promote 121 help available for computers and large monitors available for visually impaired
- Access – furniture is often in the way and this is a big problem
- Somewhere warm and safe to sit, social benefits
- Link with the Blue Badge scheme and other organisations
- Need toilets

6.5 Conversation group

A session was held at the United Reform Church with refugees and asylum seekers who attend a regular conversation group.

What they told us

- Libraries are good for communication and relationships and computers are free
- Borrow books to help improve English language e.g. borrow books that are easy reading.
- General need for books about different cultures

- More links needed to Citizens Advice Bureau.
- Stock reference books about UK citizenship

7.0 Next steps

Proposals for the future of the library service will be developed in the near future and will give due consideration to the consultation results, Library Review outcomes, needs analysis and budget outcomes. At this stage, no decisions have been made on the future of the library service; however it is likely that some small scale service improvements highlighted by the survey will begin.

In order to formulate proposals for the future, we will consider the outcomes of the survey as a whole along with what we have learned from research and visits to other local authorities.

More results are being gathered from additional consultation exercises and these will also be considered alongside any future proposals for the service.

Summary of Registrations of Interest, February – April 2013

Appendix B

Note: To date SCC have not entered into any negotiations concerning the proposals put forward in the Registrations of Interest. The information has been used to identify viable models of operation, and determine the interest in helping us to deliver these models.

Organisation	Status of organisation	Library the are interested in	Summary of ROI
Kane Yeardeley, Forum Café Bars Ltd	Limited company	Hillsborough, Walkley, Woodseats, Ecclesall	Private enterprise looking to develop a library into a wine bar/restaurant incorporating space for a library which will be run by SCC.
Park Community Action	Company limited by guarantee not for profit/Constituted Community Group	Park	Community will run Park Centre building incorporating the library run with volunteers and with centralised support from SCC required to enable the library to remain on the network.
Ecclesfield Conservation and Local History Group	Constituted Community Group	Ecclesfield	Small community group want to have a presence and provide access to local history information in Ecclesfield library.
Zest	Company limited by guarantee not for profit/Registered Charity	Upperthorpe	ZEST would manage & co-ordinate the library service at Upperthorpe and be responsible for volunteers, community participation and outreach. Centralised support required by SCC to enable the library to remain on the network. May require some SCC professional/staff support (to be kept to a minimum).
Burton Street Foundation	Company limited by guarantee not for profit	Woodhouse	Burton Street Foundation want to take over Brockwood Park (on an Asset transfer?), and host the library on the first floor alongside a community café. The library would still be run and managed by SCC library service.
Ecclesfield Parish Council		Ecclesfield	Offer to co-ordinate interest from Community Groups.
N/A	Individual	Mobile and Home Library Service	An appropriately constituted organisation taking over the running of the mobile and home library service. (In the event of the service being closed - but would still require funding from SCC to operate.
RLNYH LTD (REGIONAL LANGUAGE NETWORK YORKSHIRE & HUMBER	Company limited by guarantee not for profit	Burngreave	Regional Language Network Y&H in partnership with numerous organisations, to turn Burngreave library into a Community Centre and run various voluntary sector run services and social enterprise activity from it.
Sheffield Cubed	Company limited by guarantee not for profit/Registered Charity	All community libraries (not Central)	The Consortium would take responsibility for the management of up to 27 not including central. Central support services (book stock, IT, RFID's, online catalogue etc) would be provided by SCC to enable all libraries to remain on the network. The consortium would provide: a. A whole household approach to service delivery. b. Community participation and outreach c. A supported and structured volunteering scheme d. Community Library Co-ordination. e. Provide support and training to volunteers based in 'independent' libraries.
Southey Development Form	Company limited by guarantee not for profit/Constituted Community Group	Southey	Would like to work with the library service and provide support where ever possible. Propose to run a Job Club and carry out employment skills work. Possible partners include Job Centre Plus, UK ONLINE, Lifelong Learning, Sheffield College, WEA, SOAR. Volunteers to work in the library (alongside trained member of staff). Plan to increase opening hours, open up an internet café in addition to PN, and sell stationary items. Would require training for volunteers.
Darnall Forum	Constituted community group/ Company limited by guarantee not for profit/ Registered Charity	Darnall and Crystal Peaks	Darnall, transfer of premises - The library would move in with the Post Office. Centralised support required by SCC to enable the library to remain on the network. Would require some SCC professional/staff support and work alongside volunteers. The premises will be remodelled into a main post office branch with open counters and a new library and community learning space with interview facilities for customers needing drop-in advice and support. Crystal Peaks - The Post Office would move in with the library. The premises will be remodelled into a main post office branch with open counters and a new library and community learning space with interview facilities for customers needing drop-in advice and support.

Organisation	Status of organisation	Library the are interested in	Summary of ROI
N/A	Individual	Broomhill	Volunteer support offered - concentrating on education and employment.
Tinsley Forum	Company limited by guarantee not for profit/Registered Charity	Tinsley	Relocation of the current library provision within Tinsley to the Tinsley One Stop Shop - to be achieved through renovation/alterations to the building. Three community services under one roof - Tinsley Library, Tinsley Forum and Tinsley Advice Service. Staffing - mix of library staff and Tinsley Forum staff working together or look to SCC for providing all staff or employing a current librarian depending on TUPE. Volunteers to help in staffing the library.
Sharrow Community Forum	Company limited by guarantee not for profit/Registered Charity	Highfield, Totley, Woodseats (possibly extending to Gleadless, Newfield Green, Greenhill and Ecclesall)	If working independently, Sharrow Community Forum would be the managing body for the community library service supporting growth, innovation and service delivery. 'Co-production' model with centralised library support. SCF would staff and deliver co-located and improved service provision with substantial cost reductions within a Service Level Agreement with Sheffield City Council.
SOAR	Company limited by guarantee not for profit/Registered Charity	Parson Cross Learning Zone and Firth Park (possibly extending to Chapelton, Stocksbridge, Hillsborough and Bumgreave)	SOAR to provide and support volunteers to develop and support of a variety of activities. Staff roles would change - emphasis moves away from Librarians onto self directed learning in a supported and semi-structured settings. Centralised support provided by SCC. Potential for SCC to work with the Consortium/SOAR to co-design and commission wrap around services for delivery.
Carter Knowle & Millhouses Community Group	Constituted community group	Ecclesall (possibly extending to Totley, Highfield, or Woodseats)	Through liaising with community groups, have encouraged members to volunteer where possible. If a situation arises where further involvement is necessary/feasible then further action will be considered.
N/A	Individual	Woodseats, Highfield	Wants to give general input in to the review.
Broomhill Forum	Constituted community group	Broomhill	To take forward the plans to redevelop Broomhill Library as per previous discussions to design a multi-use purpose build building Suggest volunteers assisting with the running of the service whilst maintaining professional staff.
WLCT (Wigan Leisure & Culture Trust)	Company limited by guarantee not for profit/Registered Charity	All of Sheffield City Council's Libraries, Archives and Information Service	To manage the Libraries, Archives and Information Service on behalf of Sheffield City Council
N/A	Individual	Walkley, Hillsborough, Stannington, Home and Mobile Library Services, and perhaps Uppertorpe	Libraries transferred to a charitable trust and be run separate to SCC. The trust will pay a peppercorn rent to SCC. Salaries, stock, improvements, repairs, etc paid for from external funding, mainly reversions in the foreseeable future and there will be a feeder Company created. The libraries will run with the same staff for continuity (TUPE). No employee will be worse off in financial terms or hours as a result of the proposal being implemented.
N/A	Individual	Frecheville	Offer to volunteer as an individual.
Creative Pathways	Company limited by guarantee not for profit/Registered Charity	Bumgreave	To develop a range of community service to complement the library - education, training, employability. Want to develop a volunteer strategy to support the additional offer and work in partnership with other groups. Offer will include an income generating strategy based upon their current model.
Online Centres Foundation (OCF)	Company limited by guarantee not for profit/constituted as a staff-owned mutual	All libraries (Central included)	Staff to be TUPE'd across to OCF (or a newly formed not-for-profit organisation) - will act as a mutual. Any profit made will be invested back in to the mutual (Trust). Stock - An online book archiving and delivery service (much like Amazon), books will be sent to the person at home (for a small postage fee). Promote book donation schemes Libraries as multi-purpose community venues. Digital First - libraries will be a service centre for all online public services from central and local Government. Free wifi. Volunteers will support people to access the services that they need (will provide training for volunteers).
Banner Cross Neighbourhood Group	Constituted community group	Ecclesall	A group of volunteers (including those with previous library experience) to work under the direction of at least 1 member of paid staff on a regular schedule - have had 17 individuals offer help.
N/A	Individual	Broomhill	Would be prepared to volunteer for one day every 4 weeks to run Broomhill library
Foxhill Forum	Registered charity/limited company	Parson Cross Learning Zone	Develop Parson Cross Library/Learning Zone into a Community Resource Hub for local people living in Parson Cross, Foxhill and the surrounding areas.
John Laing	Limited company	All of Sheffield City Council's Libraries, Archives and Information Service	Proposes taking over the whole Sheffield public library offer (possible partnership with Universities)



The future of Sheffield's library services - Needs Assessment

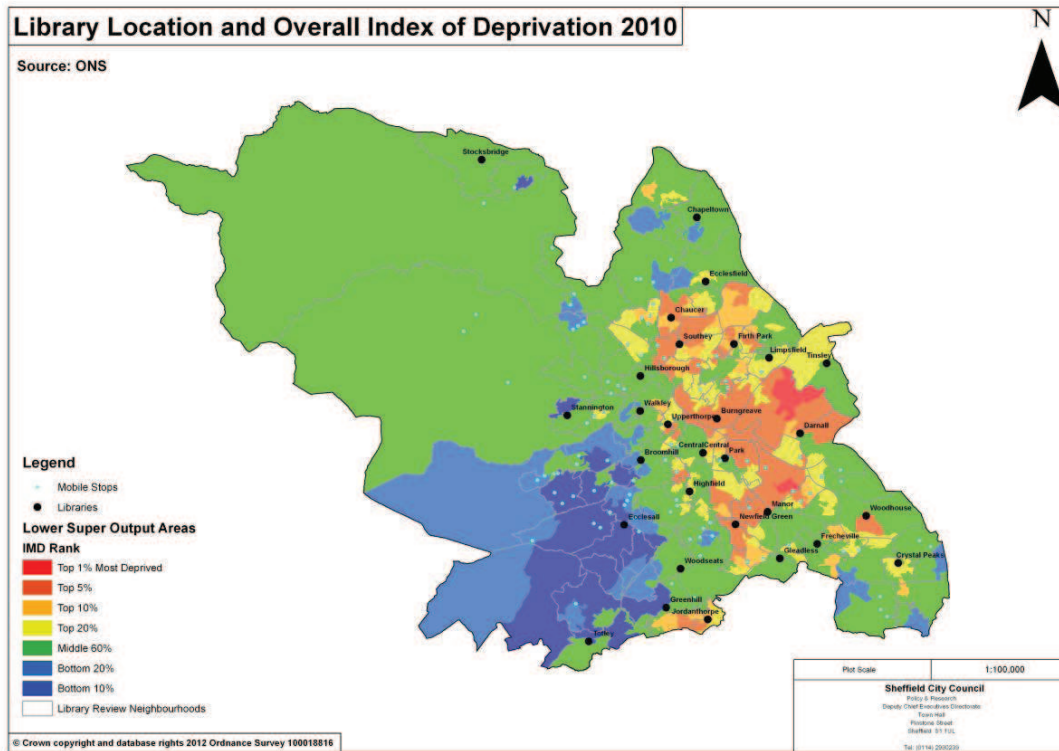
September 2013

1. BACKGROUND AND CONTEXT

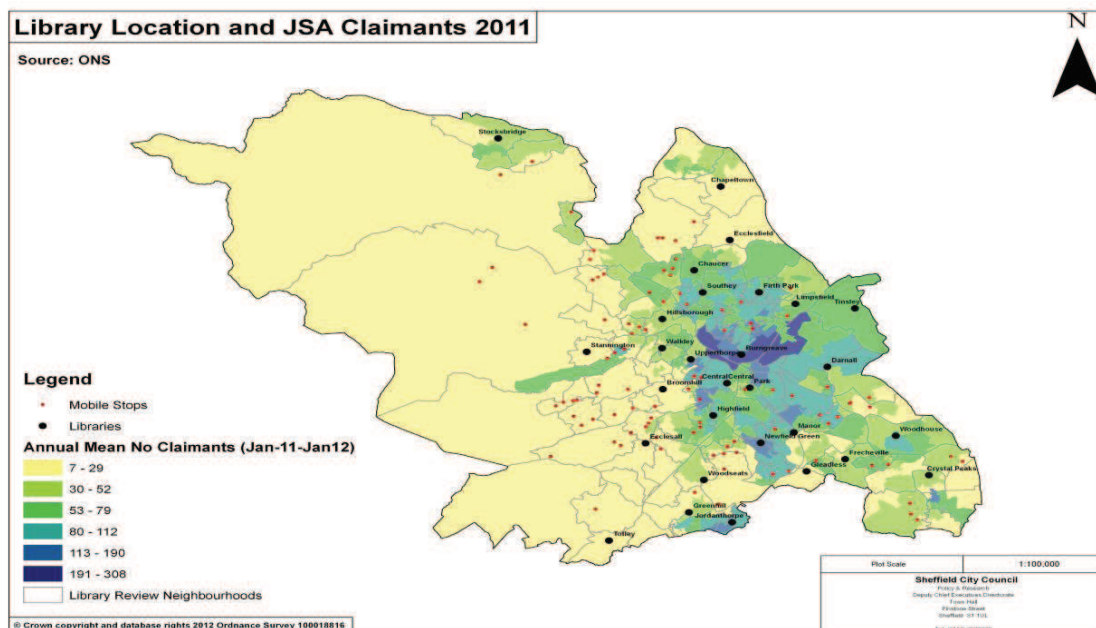
Sheffield: a local story

- 1.1. Sheffield is a city that is an increasingly vibrant and lively place to live with a lot to offer those who are born in the city and those who come to Sheffield for work or education.
- 1.2. The recent publication of the Census reveals that 552,698 people lived in the Sheffield local authority area in 2011, and the city experienced an 8% increase in its population since the previous Census in 2001 in line with the national average. In 2010 Sheffield also had the highest proportion of its population aged 65 years or over (15.5%) compared to the other English Core Cities.
- 1.3. The city's population is expected to rise to around 587,000 by 2020. Three factors combined to lead to this: more young adults living in the city as a result of more inward economic migration and a growing university student population, longer life expectancy with a 16% increase in the number of people aged over 75 and a 22% increase of people aged over 85 and a continuing increase in the city's birth rate.
- 1.4. Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally speaking, the most deprived communities are concentrated in the north and east of the city whilst the most affluent in the south and west. This pattern of affluence and deprivation

has profound implications for inequalities within the city.



- 1.5. There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population, whilst there are seven neighbourhoods in the 10% of least deprived locations in England. 12% of households rely on benefits with 24% of Sheffield's dependent children and 28% of the population over 60 years old living in households claiming Housing and/or Council Tax Benefit.



- 1.6. Sheffield also has a number of rural and smaller settlements, some of which are distinctively situated within the Peak District National Park. These communities are diverse in their characteristics and the challenges they face.

Some key contextual issues

The following issues are relevant to the provision of Library Services and needs of the local communities.

- 1.7. There are more young adults living in the city thanks to the excellent offer of the city's two universities and college and those looking for jobs that a modern and inclusive city attracts.
- 1.8. Sheffield is also increasingly a diverse city, both ethnically and culturally, and is becoming more cosmopolitan. There are 128 languages spoken in the city's schools and community cohesion and community safety remain positive points for Sheffield
- 1.9. The ethnic and cultural profile also continues to change, with the proportion of residents classifying themselves as non-British white growing from 11% in 2001 to 19% in 2011, with the largest increases occurring in the Black African, Black other and Chinese communities since 2001. Sheffield has long-standing, established ethnic communities and new BME communities have also emerged. The ethnic profile of the city will continue to change in the future reflecting the age profile and birth rates among some of the BME communities.
- 1.10. The two universities now have around 63,125 students and Sheffield College has some 18,500 students. The proportion of the population with a degree level qualification in 2011 (32.5%) also compares well with many other cities. Similarly, the educational profile of the city's population has seen the proportion of residents with no qualifications falling from 16.6% in 2008 to 10.0% in 2011, bringing Sheffield in line with the national average.
- 1.11. Communities living in neighbourhoods in the north and east of the city are more likely to experience deprivation in respect to education, skills and training. Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET).
- 1.12. The general health of the city is improving. Compared to the other Core Cities, Sheffield has the longest overall life expectancy and the lowest levels of early deaths from cancer, heart disease and strokes. People in all parts of the city are living longer. Deaths from major illnesses, especially heart disease and cancer, have reduced markedly and there has been a reduction in the number of people, particularly children, killed or seriously injured on the roads.

- 1.13. This means mortality rates for men have halved since 1975 and for women reduced by 40%. Life expectancy, at 81.8 years for women and 78.2 years for men, is only a little below the national average. Overall health in Sheffield continues to improve, including a narrowing of the gender gap but improvements in women's health have slowed over the last few years. This may be due in part to changing employment and lifestyles, since levels of smoking and drinking alcohol to excess have been increasing in young females.
- 1.14. Although the city is becoming healthier for most people, health inequalities across neighbourhoods remain and are in some cases widening, with particular individuals and groups remaining or increasingly vulnerable, in particular older people, the young and some women and some ethnic minority groups. People in the most deprived parts of Sheffield still experience poorer health and die earlier than people living in the rest of the city. This reflects the key issue that inequalities in health and wellbeing are intrinsically linked with wider social, cultural and economic conditions.
- 1.15. Ageing is a key component of overall wellbeing, and as stated earlier, it is likely that Sheffield will have many more older people in the future than it does now. Currently around 9,000 older people (12% of all in city) receive support, and by 2025 it is estimated that there will be a 23% increase in people aged over 75 years living alone, and an increase of 21% in people over 65 years old unable to manage at least one self-care activity (such as washing or dressing) on their own.
- 1.16. Getting around the city is changing with more people using Supertram and walking and cycling although bus travel is declining and motor vehicles are still used by most people to travel.
- 1.17. Along with other northern cities, house prices in Sheffield increased between 2000 and 2010 at a rate above the national average (a growth rate of +9% compared to GB at +8%), with the mean price rising from £63,310 to £149,600. However between June 2012 and June 2013 house prices in Sheffield fell by 2.58% whilst the average house price in England and Wales rose by 0.79%.
- 1.18. The State of Sheffield 2012 was also prepared at a time when the city and the UK more generally were facing considerable financial and economic uncertainty. Over the last year these conditions have remained as a backdrop to the changing circumstances of each and every individual and household in Sheffield. In the summer of 2012 the U.K. economy remained in recession, after GDP shrank by 0.4% in the three months of April to June. Yet there is an impression that many of the positive attributes of the city – such as the recent economic diversification, the changing demographic profile, and the continued quality of life offer – have contributed to the amelioration of some of the worst impacts of these wider national and international circumstances on many people and communities in the city.

- 1.19. Of equal importance are the immediate to short term changes that the city will undergo in the next five years as a result of a range of national government policies that will increasingly have impact over this period. Particularly significant are
- 1.19.1. the reforms of the welfare system and the introduction of universal benefit;
 - 1.19.2. the shifting scenery of economic development and changes in planning policies and procedures; and finally
 - 1.19.3. changes which have seen an increase in University fees, an increase in apprenticeships, and changes in many aspects of the way schools operate and are run.
- 1.20. These challenges to Sheffield and its leaders are those also faced by all other cities across the UK, yet there are differences in how individual cities and regions are affected, and there can be variety in their ability to respond.

2. SHEFFIELD LIBRARIES AND ARCHIVE SERVICE – OUR VISION

- 2.1. The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation we will focus on four priorities:
- 2.1.1. Standing up for Sheffield
 - 2.1.2. Supporting and protecting communities
 - 2.1.3. Focusing on jobs
 - 2.1.4. Business-friendly
- 2.2. Libraries are and can continue to be, key community 'anchors' connecting the central governance of the city with local communities. Critical to this role is the importance of the libraries themselves creating and sustaining a strong sense of place in the city and the community.
- 2.3. The four priorities above will set the direction for Sheffield's Libraries, Archives and Information Service and will work alongside our 'vision'.
- 2.4. **Our vision** - Sheffield will be proud of its forward thinking, thriving, innovative and contemporary library service that promotes lifelong learning, digital inclusion and celebrates reading. The future sustainability and development of deliverable options will ensure that our library services flourish.
- 2.5. **How we will do this**
- 2.5.1. **Promote reading and a wide range of resources** - Sheffield's libraries provide a seamless service with a wealth of literacy and IT resources for people of all ages. Celebrating books and reading will enhance literacy skills across the city through provision of a wide variety of programmes and services.
 - 2.5.2. **Create welcoming library spaces** - Libraries will be attractive places that encourage use by a variety of groups whilst ensuring neutral, high quality public spaces, both indoor and outdoor, that respond to local community needs. They will be fit for purpose and co-located with other services where appropriate, bringing service points closer to neighbourhoods.
 - 2.5.3. **Celebrate Sheffield's successful centres and rich local history** - Libraries will act as 'hubs' for the community shaping our successful centres; providing a focus for local civic pride, and celebrating the city's diverse history, locality and culture. A high

quality Central Library offering an opportunity to showcase Sheffield will demonstrate the city's commitment to this.

- 2.5.4. **Tackle poverty and social inequality** - As community hubs, libraries will recognise the need for tackling poverty and social inequality, enabling access to a wealth of information to aid development and new opportunities.
- 2.5.5. **Promote lifelong learning** - Libraries will enable people of all ages and life experience to explore, discover and learn on their terms through access to information and learning opportunities. Children and young people will be encouraged to attain their potential through learning, reading and literacy.
- 2.5.6. **Deliver sustainable services with a focus on 'need'** - We will take a 'tailor made' approach towards a new library model which recognises the needs of district and local centres across the city. Sustainable and modern services will inspire, enrich and entertain Sheffield.

2.6. **Our Key Objectives**

- 2.6.1. Libraries that offer quality resources and space for a variety of groups and individuals;
- 2.6.2. Cost effective and efficiently managed services that demonstrate value and quality to the community;
- 2.6.3. Delivery of services that meet the individual and diverse needs of the local community;
- 2.6.4. Improvement of literacy and skills for people of all ages and promote reading through specialist services and projects;
- 2.6.5. Enable people to realise their potential through learning opportunities;
- 2.6.6. Community managed and locally organised services;
- 2.6.7. Strong partnerships and links with community organisations and local services including Advice Centres, Job Centres and other stakeholders;
- 2.6.8. A diverse, flexible and well trained workforce, supportive of change

3. SHEFFIELD LIBRARIES AND ARCHIVE SERVICE - OUR SERVICES

- 3.1. **Central Library** - provides a lending library, reference and local studies service for the whole city as well as specialist services, e.g. Music and Film, World Metal Index, Intellectual Property and business information - the library is part of PATLIB UK. (Patent Libraries UK is an alliance of libraries across the UK providing information on Intellectual Property to business and the local community). The Central Library also acts as the service headquarters particularly in terms of stock purchase and management. It also has a role for reserve stock collections used across the city.
- 3.2. **Central Children and Young People's Library** - provides a comprehensive service to children, young people and families. It has lending and reference facilities, including multi-format videos and talking books. Activities for children and parents include Beginner Bookworms, Babytime and Storytime.
- 3.3. **Community Libraries** - are a key component of the Council's Successful Centres Programme providing a variety of social spaces – as well as somewhere to borrow books or find information. Sheffield currently has 27 Community Libraries (not including the Central Library) across the city. Services provided include: -
- Book lending, request service and inter-library loan
 - 24 hour online services, online reservations and renewals and interaction via social media – Twitter, Facebook, Flickr, & blogs.
 - Fax and photocopying services
 - Online training courses and other IT classes
 - Children's books and activities
 - Reading groups for adults, teenagers/young people and children (including groups for different communities/languages)
 - Reference and information services
 - Family and local history
 - Newspapers and magazines
 - CD and DVD hire
 - Community meeting rooms
 - Homework Zones and after school groups

- Access to computers and the internet for all via the People's Network
- Reader development activities, e.g. 'Meet the Author' sessions, adult literacy schemes, the 'Six Book Challenge'
- Targeted services for 'new arriviers' – e.g. access to the 'Life in Great Britain Citizenship course'
- Books in a broad range of community languages
- Partial membership for individuals without ID
- Councillor's and MPs surgeries
- Job search sessions
- Writing groups
- Coffee mornings/discussion groups
- Mother and baby sessions
- Smart meters for loan
- Art clubs/creative activities for young people
- Exhibition spaces

3.4. **Schools Library Service** – provides collections of material linked to the National Curriculum and to reading for pleasure in schools as well as providing help and advice on school libraries and literacy provision, author events and activities. The unit operates on a trading basis and individual schools purchase the service.

3.5. **The Young People's Library Service** - oversees the Summer Reading Challenge, Sheffield Children's Book and Baby Book Awards and Bookstart. It also manages the Little Library van - targeting 'hard to reach' families across the city. The unit has links with major events and festivals, reading groups, Homework Zones and after school groups as well as a broad range of activities for children and young people. The service is also recognised as a Learning Destination for The Children's University.

3.6. **Sheffield Library Theatre** - offers an affordable venue, supporting the local arts, theatre, music and film scene hosting a broad range of events, from music, to wrestling to burlesque to variety and film shows.

3.7. **Patients Library** - provides a library for patients and staff in Weston Park Hospital in conjunction with the NHS, who partially fund the service

- 3.8. **Home Library Service** - is for any Sheffield resident who is unable to get to their local library and has no-one to help them do so. Reason for doing so could include disability, illness and or cultural isolation. The service may also be offered on a temporary basis, for example, whilst recovering from a hospital operation. Each month the service will select and deliver books or other materials based on the individual interests of the user.
- 3.9. **Mobile Library Service** – this is similar to our other lending services but provides a flexible alternative to borrowing materials for users who may be without transport or live a long distance from community libraries. There are 2 mobile library vehicles that cover 15 routes and over 90 stopping points.
- 3.10. **Sheffield Conservation Unit** - provides a full range of preservation and conservation by accredited staff. Principally the service works on archival material and undertakes the conservation of wax seals, parchment, paper and photographic material. The Unit also provides a service to the Local Studies library (which has items from the 17th century onwards in its collections) and, on occasion the wider library service. The service also provides a digital preservation service to Archives and Local Studies. It acts as the Conservation Unit for the South Yorkshire Archives Service based at Sheffield Archives.
- 3.11. **Sheffield Archives** - acts as the archival repository for the City Council and its predecessors from the 13th century to date - this includes records relating to governance, schools, planning, finance, etc. It has 'The National Archive' status and is appointed a 'Place of Deposit' by the Ministry of Justice for the storage and management of archives from central government - the NHS, HM Courts and HM Coroner. In addition it is the repository for historical records of South Yorkshire Police, the Diocese of Sheffield and the Roman Catholic Diocese of Hallam. Also stored are the records of the South Yorkshire Archives Service which is funded by all four local authorities. Under the Local Government Act 1972 it also stores private records on loan or gifted to the City Council. Two large collections are held on behalf of the DCMS under the Treasury's Acceptance in Lieu of Inheritance Tax Scheme. The service responds to Freedom of Information and Data Protection requests on a daily basis and is open to the public 5 days a week. In addition there is a public engagement programme as well as services dealing with incoming material (the collections expand by around 700 boxes a year), cataloguing and digitisation.
- 3.12. **Picture Sheffield** - is an online database of over 50,000 images of the city.
- 3.13. **Sheffield Community Information Service / Help Yourself Directory** – an on-line directory which provides up to date information on voluntary organisations, clubs, community groups and related statutory services and achieves 30,000 'hits' per month.

3.14. **Give and Take donation scheme** - began in February 2012 and is a great way of recycling used books, talking books and music CD's. As of Sept 2012, 6,079 items have been donated through 'Give and Take', 3,539 of which have been added to the library stock. Through the sale of donations, a total of £894.31 has been generated and reinvested into the materials fund.

3.15. **Centralised support services**

The following services provide support to front line library services to enable them to function efficiently, particularly the operation of the 28 libraries. Please note that the descriptions are clustered to aid general understanding of function, and are not necessarily reflective of service structure.

- 3.15.1. **Records Management Service** - provides a file storage, retrieval and disposal service for most Council Departments. The service also liaises with Archives to select files for permanent preservation.
- 3.15.2. **Building maintenance & support** - provides ad hoc and planned buildings work e.g. repairs, maintenance, and refurbishments. H&S risk assessments, First Aid training, Legionella testing, fire training and compliance monitoring at all sites.
- 3.15.3. **Distribution services** - has 3 library vans based at Staniforth Road that make deliveries to and from community libraries and other services. This facilitates the circulation of books and other library materials, delivery of internal mail and library equipment.
- 3.15.4. **Budget & resource management.** General budget management including the payment of utility bills and rates. HR functions including salary payments, timetabling and deployment of staff.
- 3.15.5. **Materials management** - focuses on the selection of books and materials for acquisition involving ordering, cataloguing, and electronic tagging. This service also involves managing book reservations, book donations and the inter-library loan system (i.e. lending and receipt of materials from other authorities).
- 3.15.6. **Marketing & Promotion** - service promotes library activity via social media e.g. Twitter, Facebook, blogs, Flickr and other sites. The service also produces promotional materials, e.g. quarterly newsletter, posters, notices, web and Intranet content.
- 3.15.7. **Library IT Systems** – provides the development and day to day support and maintenance of a range of IT systems in partnership with BIS & Capita This includes:
 - The Symphony library management system

- The People's Network (pc internet access).
- Dealing with systems failures and managing system recovery.
- System updates e.g. library closed dates, alterations to charges.
- Training and development of staff on the Library Management System
- Provision of digital services e.g. web catalogue, online reservation and renewal facilities
- 'Netloan' – a PC booking system for the People's Network
- Installation and maintenance of RFID (Radio Frequency Identification) self-service machines.

Note: I.T systems are delivered by Capita as part of SCC contract, e.g. network connections, servers, business applications, desktop hardware.

4. ASSESSMENT OF LOCAL NEEDS

4.1. This analysis of local needs has been primarily based on:

- consideration of the wide range of those needs caught by the definition of all those who live, work and study in the area;
- an assessment of accessibility – drawing on travel data including frequent and accessible public transport routes;
- consideration of the views of existing users;
- an assessment as to whether there is any differential impact (via an equalities impact assessment) on whether any specific communities or groups would experience positive or negative impacts as a result of the proposed changes to the service; and
- consideration of information from other services/portfolios.

4.2. There has also been a consideration of new and or amended ways of operating the service that might be more efficient including:

- whether the library buildings are fit for purpose, and or in the right place to serve the needs of the community;
- whether there is scope for more effective use of resources;
- whether there is scope to provide the service more efficiently via delivery partnerships within and outside of the authority;
- the level of demand for the services in the way that they are currently offered;
- whether the buildings are beyond their useful life and what the scope of shared facilities might be; and
- whether a physical presence is necessary, taking into account the particular needs of that community, and if it could be replaced by other means such as a mobile service;

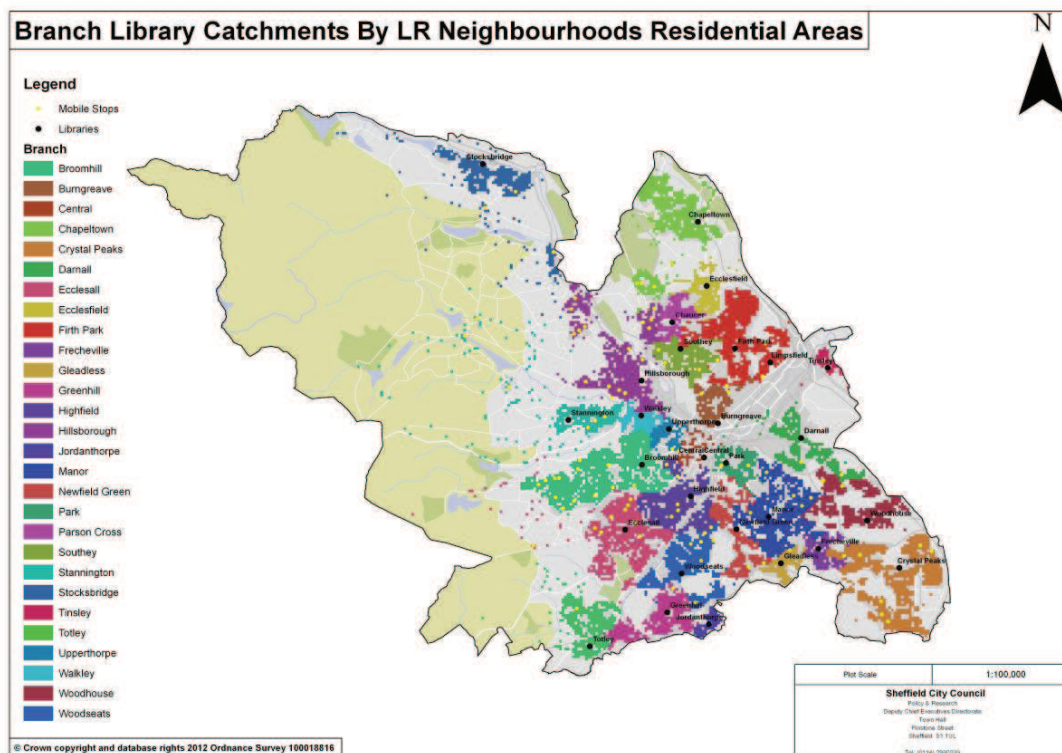
4.3. Specific considerations have been given to:

- relative levels of deprivation, (IMD rankings across the city)
- Indications of whether people are likely to use the Library Service's IT and internet facilities
- levels of unemployment
- Levels of need/usage by people from BME Communities
- Levels of need/usage by people with Disabilities

- Proportions of older people - who are a key user group of the Library Service currently and may have particular mobility needs.
- Levels of usage by children and/or their carers.

4.4. Community Libraries

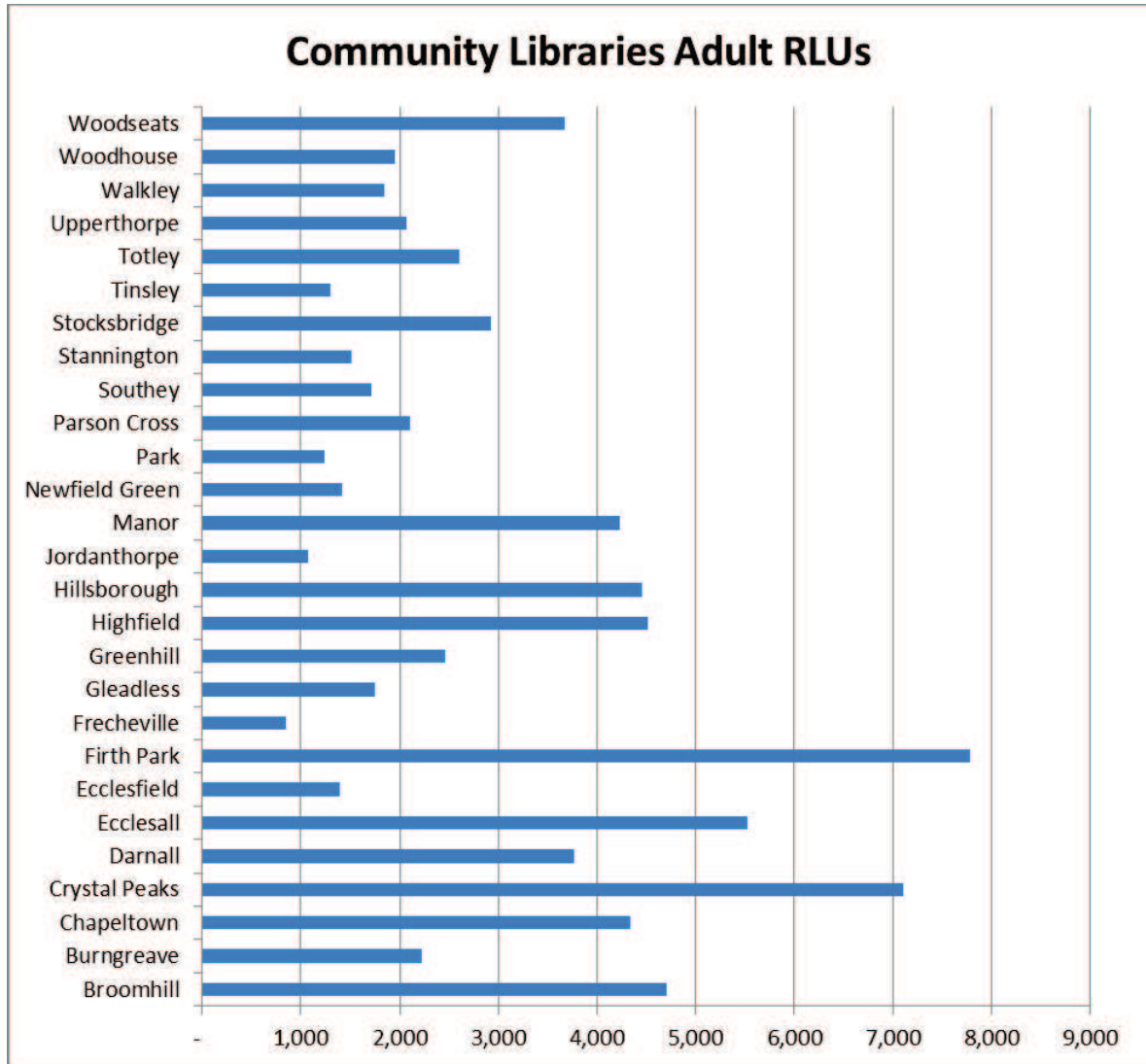
4.4.1. Sheffield currently has 27 Community Libraries across the city. Individuals can register at, and use the services of, any of the Library access points. The current record of Registered Library Users (RLUs) includes anyone who has registered since April 2010 and anyone who registered before 2010 and used Library Services between 2010 and April 2012. In order to analyse how effectively Community Libraries are meeting the needs of their local population we have designated Community Library catchment areas based on where local people have chosen to register as RLUs. The map below shows these catchment areas. The topography of Sheffield and its public transport links means that this is not always the closest library.



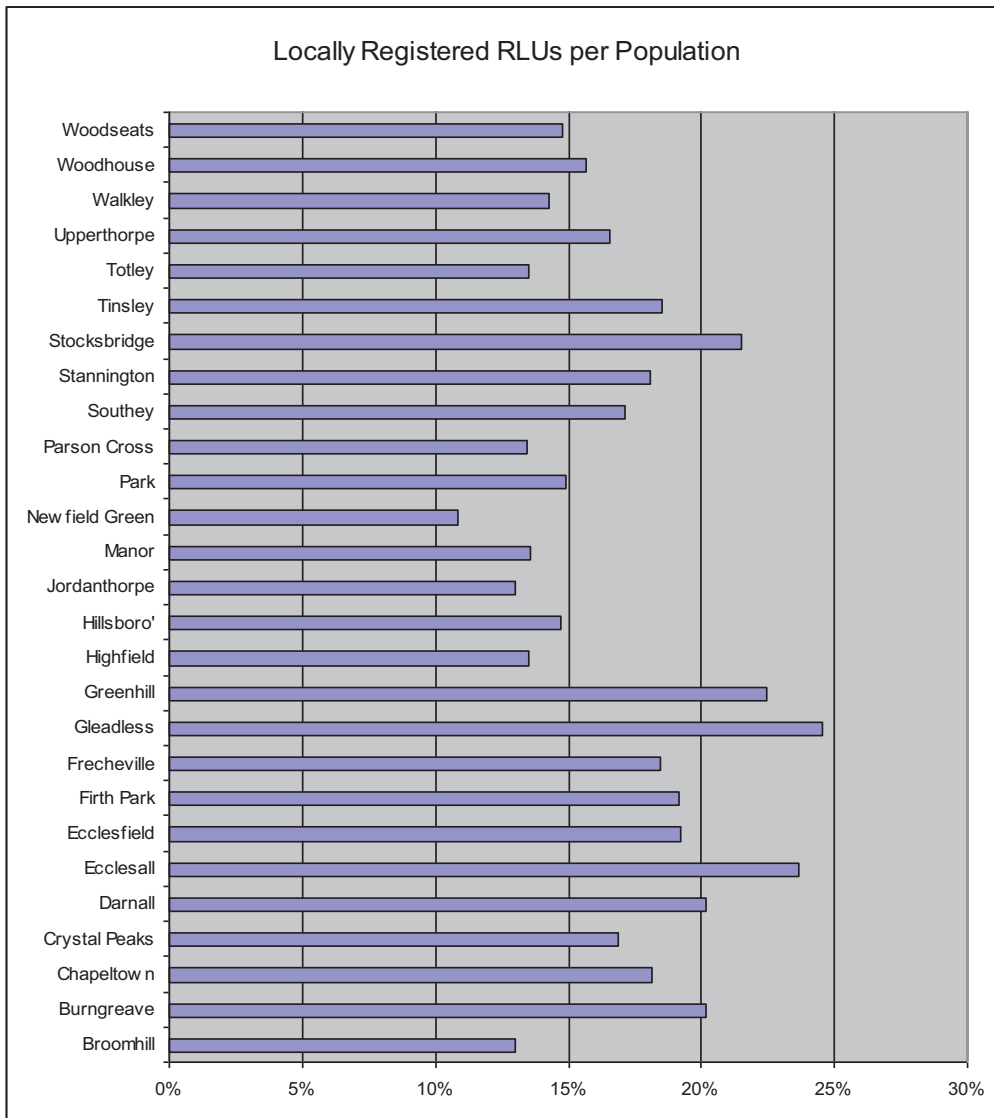
4.5. Registered Library Users

4.5.1. As at May 2013 Sheffield had a total of 194,000 Registered Library Users (RLUs), around 35% of its total population. This is made up of 134,000 adults and 60,000 people under the age of 18. For adults 60% are registered at Community Libraries, 28% at the Central Library and the remaining 32% with the Archives, Home or Mobile Library Services. For children 90% are registered at Community Libraries.

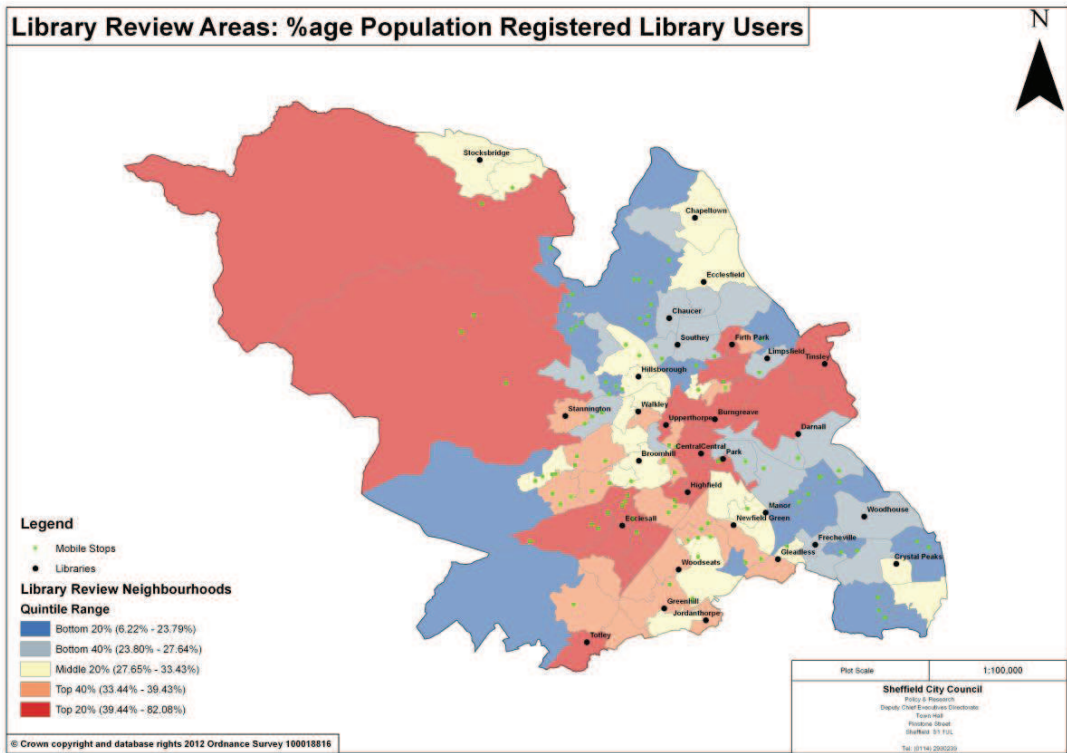
4.5.2. Each Community Library has its own distinguishing features not least the number of adult registered users, shown in the table below. This varies from around 800 in Frecheville to over 7,000 at Firth Park and at Crystal Peaks.



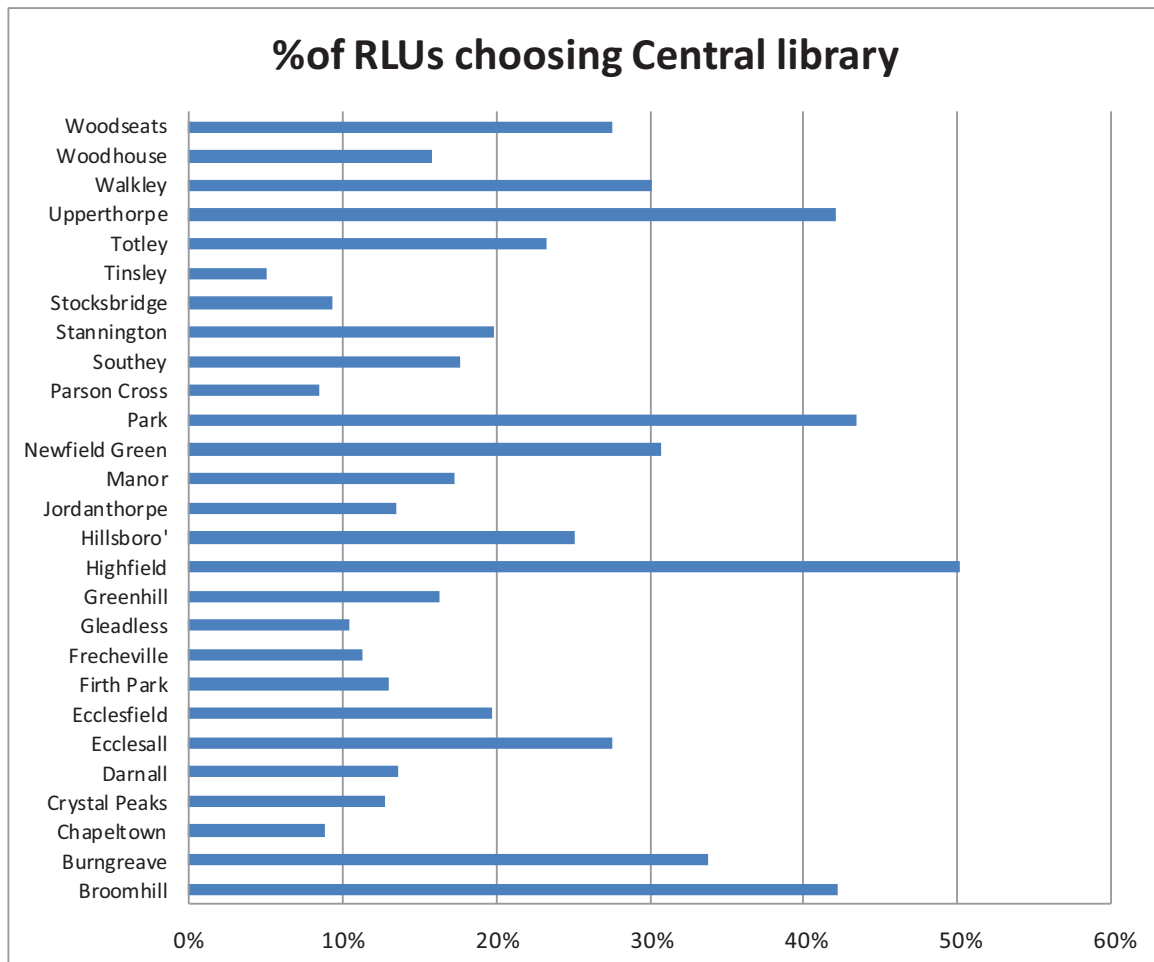
4.5.3. Library Users can register at any Library across the City. The proportion of the local population who are RLUs and who choose to register at their local library – as opposed to registering with the Central Library or other local libraries varies between 25% in Gleadless and 11% in Newfield Green and is as follows;



4.5.4. This variation across the city is shown in the map below. If the sparsely populated rural areas are ignored, the lowest rates of registration are in the North and South East areas of the City whilst the highest rates of registration occupy an axis stretching from the east end of the city right through to the South West. This appears to have no correlation to the rates of deprivation or JSA claimants, to the location of static libraries or mobile stops.

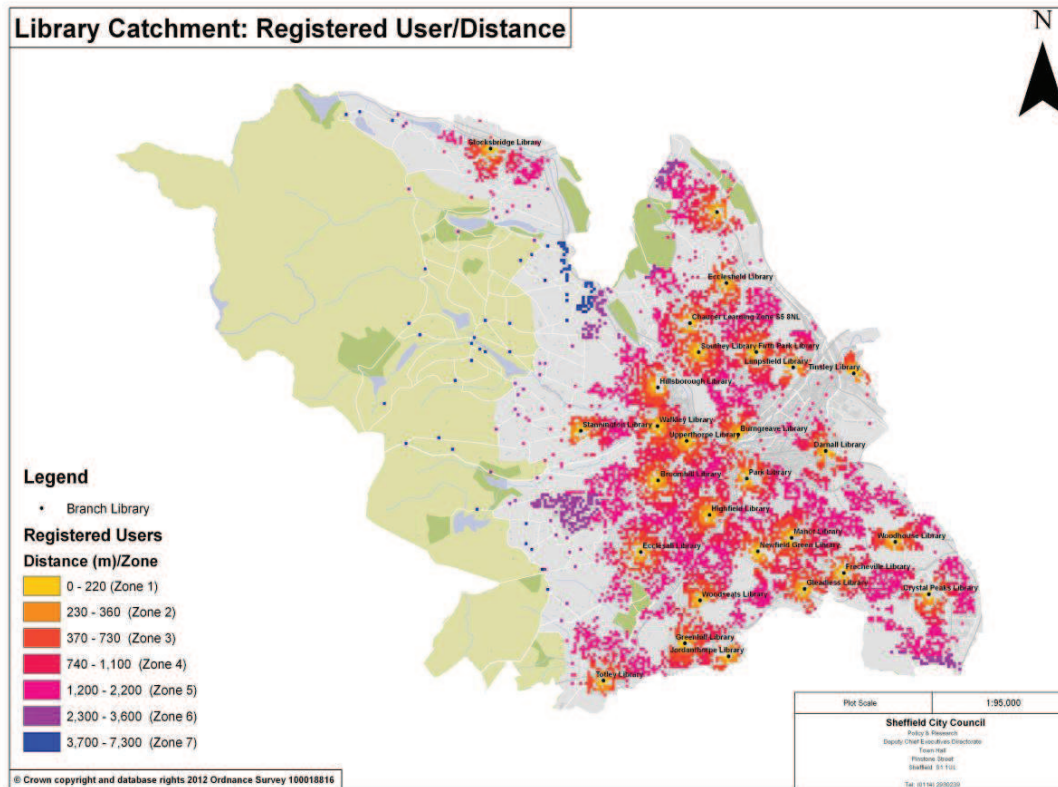


4.5.5. The number of local people choosing to register with the central library varies between 50% in Highfield down to 5% in Tinsley. The reasons for registration with Central Library may relate to place of work or patterns of other activities. Isolation and accessibility are other factors in this choice but this does show to some degree the importance of the local library. The overall pattern is as follows;



4.6. Buildings and Accessibility –

4.6.1. Location of Libraries - The location of Libraries around the city results from a legacy stretching back to Victorian times when some of the current buildings were built, but also encompasses initiatives throughout the last century and more recently, to respond locally to needs. Changes in the number of the population and the shifts in preferred locations mean that current buildings are not always in the ideal locations. The map below shows the proximity of Community Libraries to all RLUs and in particular shows the parts of the city which are not especially close to static community libraries. Oughtibridge is the most obviously 'detached' neighbourhood but Lodge Moor is also not well served, however both of these areas are well served by the Mobile Library Service.



4.6.2. Proximity between Community Libraries

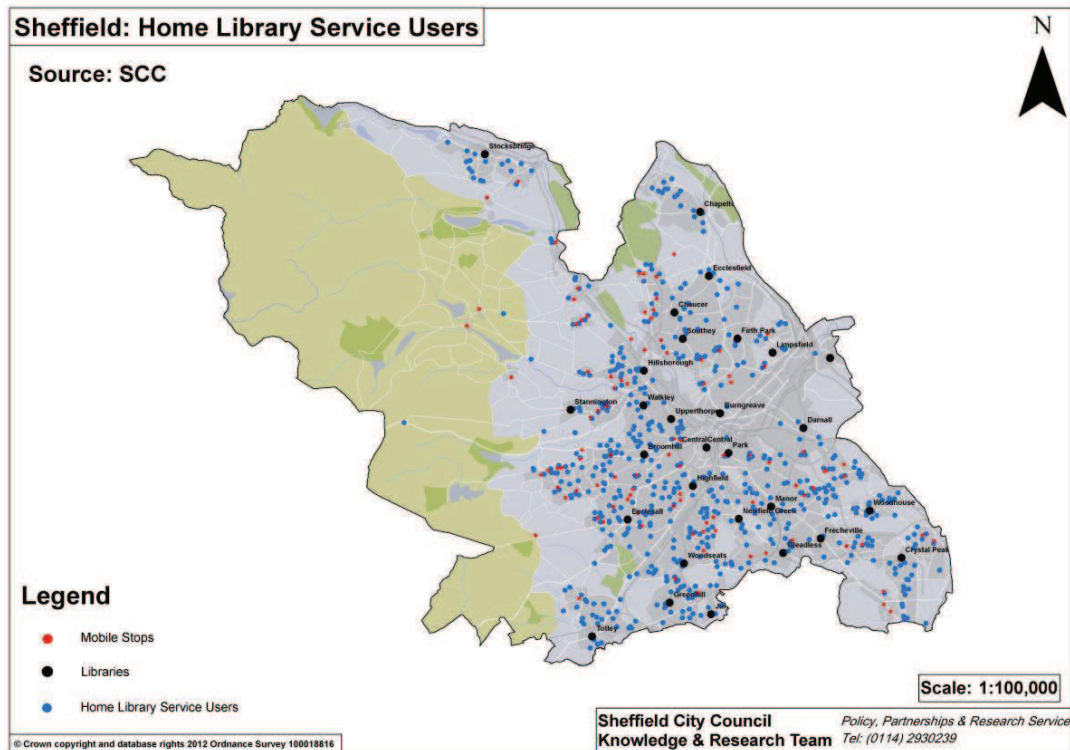
Some Community Libraries are relatively close together – Parson Cross and Southey are not much more than half a mile apart – whilst others are several miles away from the next nearest library – Stocksbridge is over seven miles away from Hillsborough. The topography of Sheffield is such that the proximity of a nearby Library does not necessarily mean that it is accessible by public transport routes; hence Walkley is closest to Uppertorpe but it would be easier for most of their respective users to use Broomhill or Central Libraries as an alternative. In our considerations of accessibility to alternative Libraries we have used data supplied by South Yorkshire Passenger Transport Executive which identifies the next closest Library using frequent public transport (minimum of 30 minutes during the day) within 300 metres of a bus/tram stop

4.6.3. Condition of Library Buildings

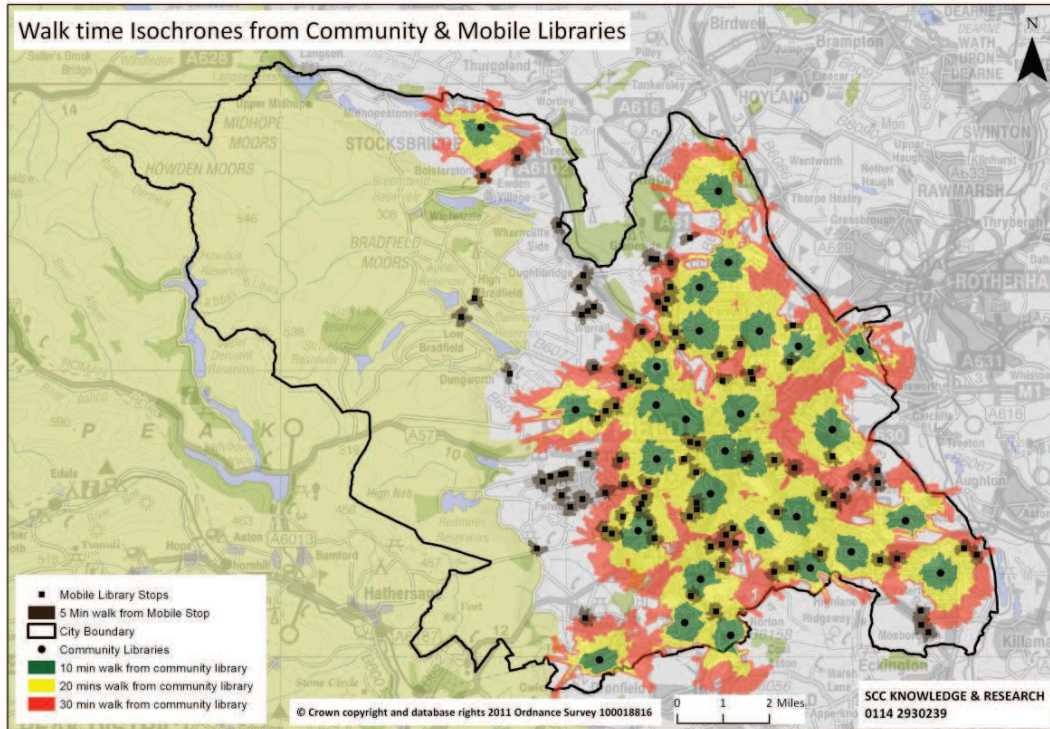
There is a wide variation in the condition and facilities in Community Libraries varying from the recently built library at Parson Cross to the dilapidated building at Woodseats. There are also a number of continuing discussions and negotiations relating to potential re-provision of Library buildings. Some Libraries are not yet DDA compliant whilst others have no public access toilets.

4.6.4. Home Library Users

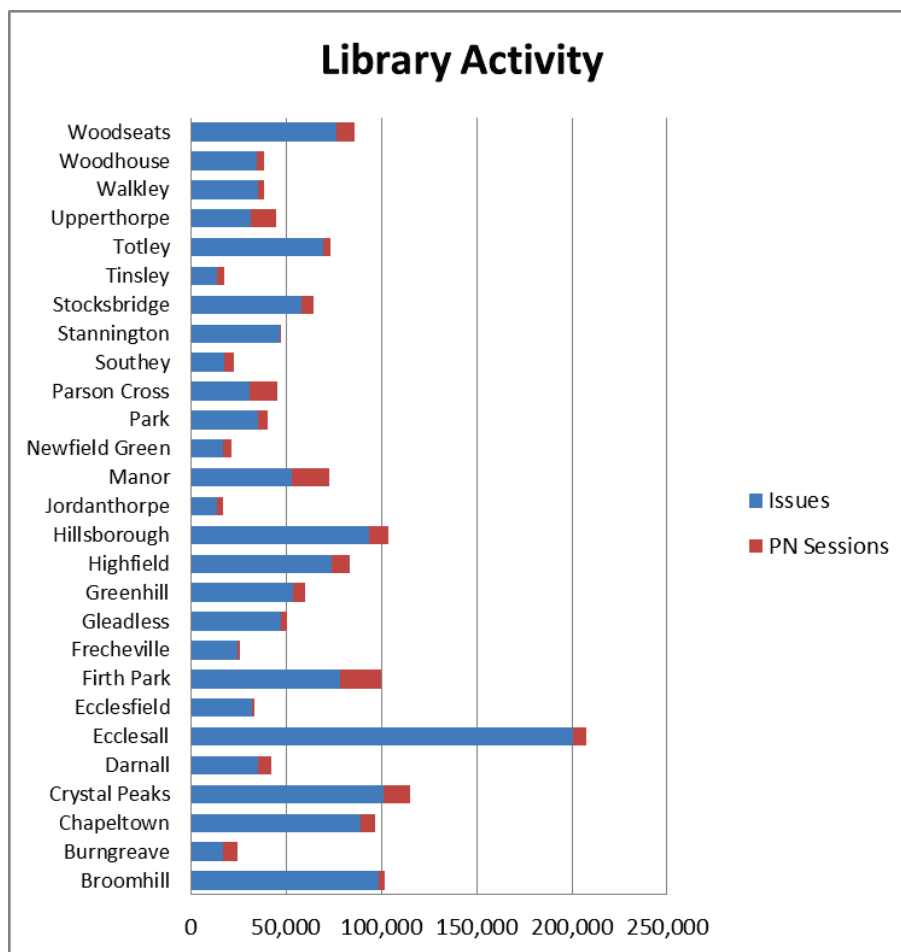
All of the home library users are aged 60+ and they appear to be evenly distributed around the city. The map below shows this even distribution but also makes it clear that many Home Library Users are located within very short distances of the fixed Community Libraries.



4.6.5. Mobile Library Users – There has been much representation over the last few years about the number and location of Mobile Library stops. The map below shows the current pattern of mobile stops in relation to the static libraries. Some of these seem to be strategically located in rural areas well away from static libraries whilst others are well within 10 minutes walking distance of them. Some mobile stops are very close – within 5 minutes walking distance - to others, whilst at the same time there are well populated areas out of reach of both mobiles and statics. Over the years the Library service has tested out new sites in areas such as these but hasn't been successful in attracting customers.



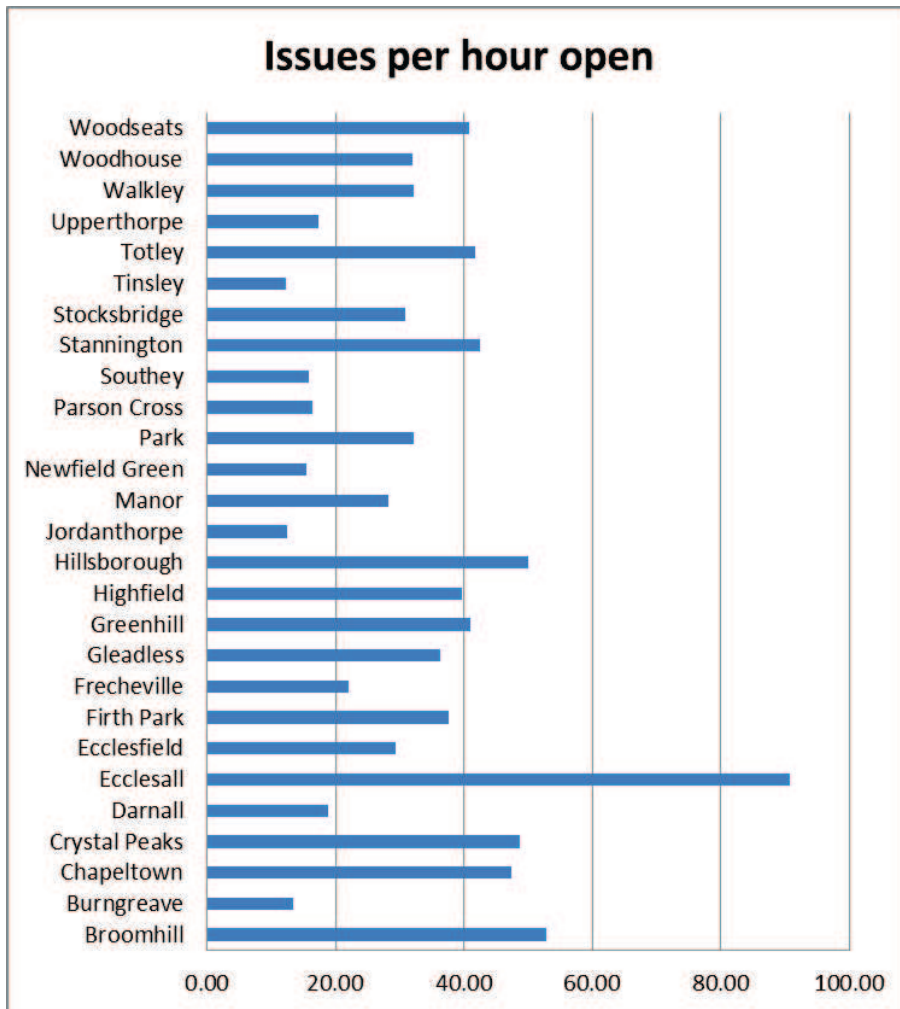
4.6.6. Community Library activity is broken down into 2 categories; issues and People’s Network sessions and the breakdown of this activity is shown here. The comparisons between the issues and the PN sessions are somewhat artificial in that they are entirely different products - the one involving a transaction resulting in a product being taken away and used – the other involving use of a facility within the Library.



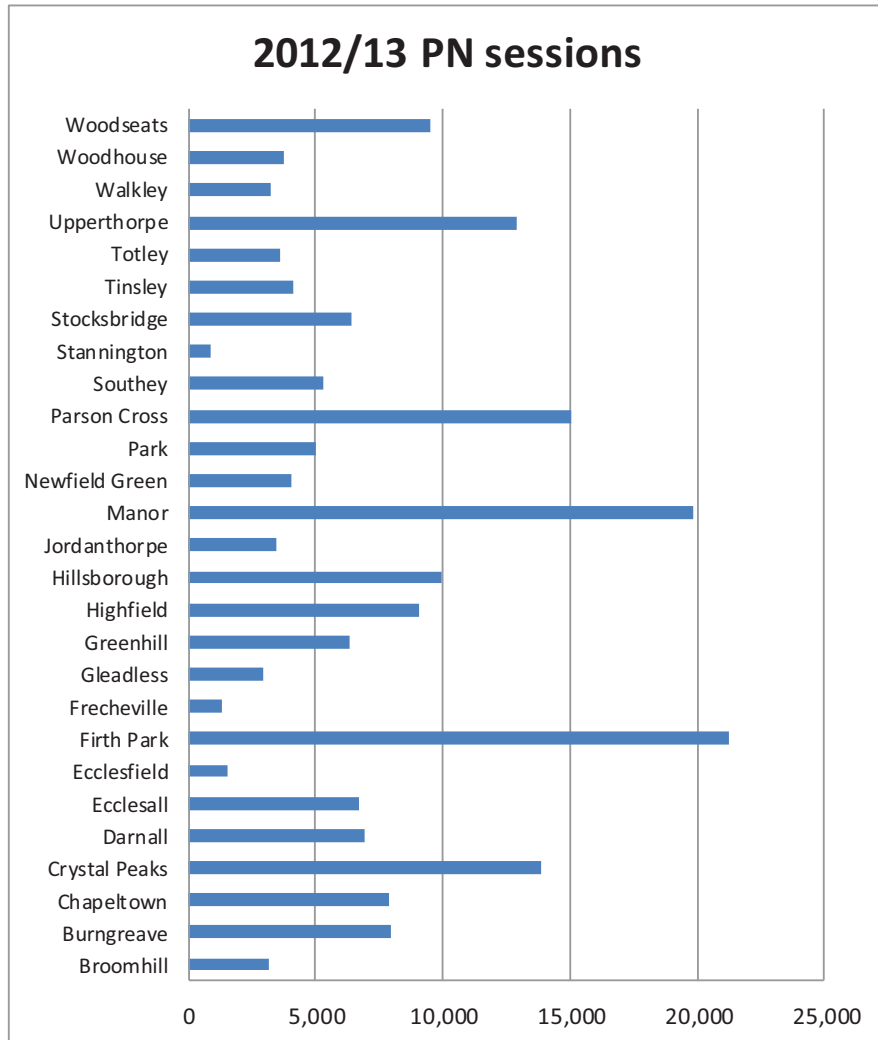
4.6.7. The chart above shows the significant variations in the levels of activity within each community library in both scale and activity area. So some provide less than one eighth of the activity of others.

4.6.8. The general trend of Library activity shows a steady reduction in borrowing – down 22% between 2010/11 & 2012/13 - contrasting with a steady increase in access to the People’s Network – up 18% between the same periods.

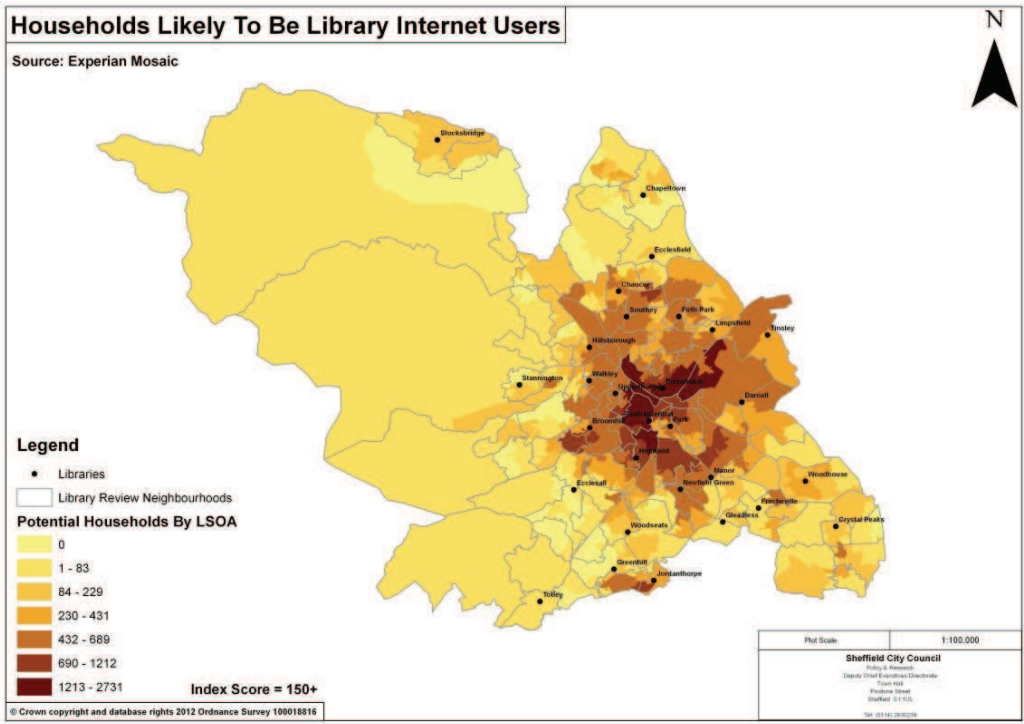
4.6.9. Issues – The number of issues is related to the capacity of the local library and can be curtailed by limitations in opening hours. The following chart shows the number of issues each hour the library is open



4.6.10. **Peoples Network** – The Peoples Network internet access service was first introduced in 2003 grant funded from the New Opportunities Fund (the midweek lottery). It was updated in 2010 to replace all servers and desktop PCs and replacing all scanners and including Windows7 and Office 2010. At the same time PN moved off the Council’s internet onto a separate connection using the Council’s infrastructure to facilitate faster access. This has proved to be a very popular library service across the city. The usage of this service varies significantly across the library service points with Firth Park providing more than 20,000 sessions in 2012/13 contrasting with Stannington which provided less than 1,000 in the same period.



4.6.11. There is a specific question in the Experian Mosaic data set asking if households are likely to be Library Internet users. This provides the following picture which has common characteristics with the earlier map showing the distribution of JSNA claimants.

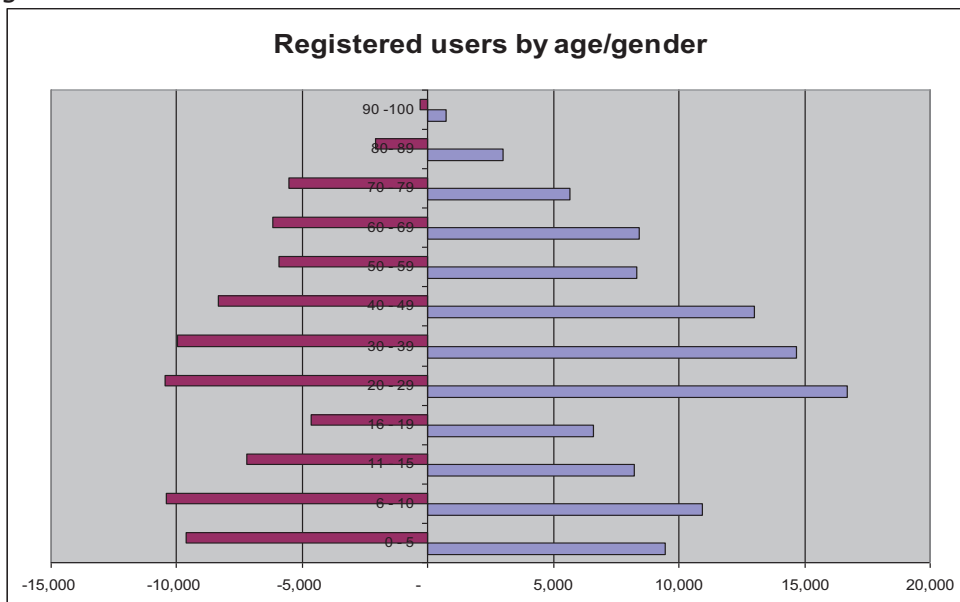


5. CONSULTATION

- 5.1. A large scale consultation about the future of Library Services took place during the summer of 2012 when some 6,000 people responded to a survey.
- 5.2. In a choice about the most important elements of a Library service, respondents ranked the 'quality and choice of books' as most important, followed by being 'welcoming and comfortable', and 'within walking distance' third, 'other media' such as film DVD's, music CD's, talking books as fourth, and a building which is accessible and in good repair as fifth.
- 5.3. In a choice about the element they wished to protect most survey respondents selected the 'range of services and materials' as the highest priority followed by the number of local libraries. Council run Libraries was the lowest priority.
- 5.4. A second phase of consultation will begin in October 2013 for 12 weeks. This consultation will identify the impact of the proposal for the future of Sheffield's library services on library users and non-users. This information will inform a further version of this Needs Assessment document.

6. EQUALITIES IMPACTS

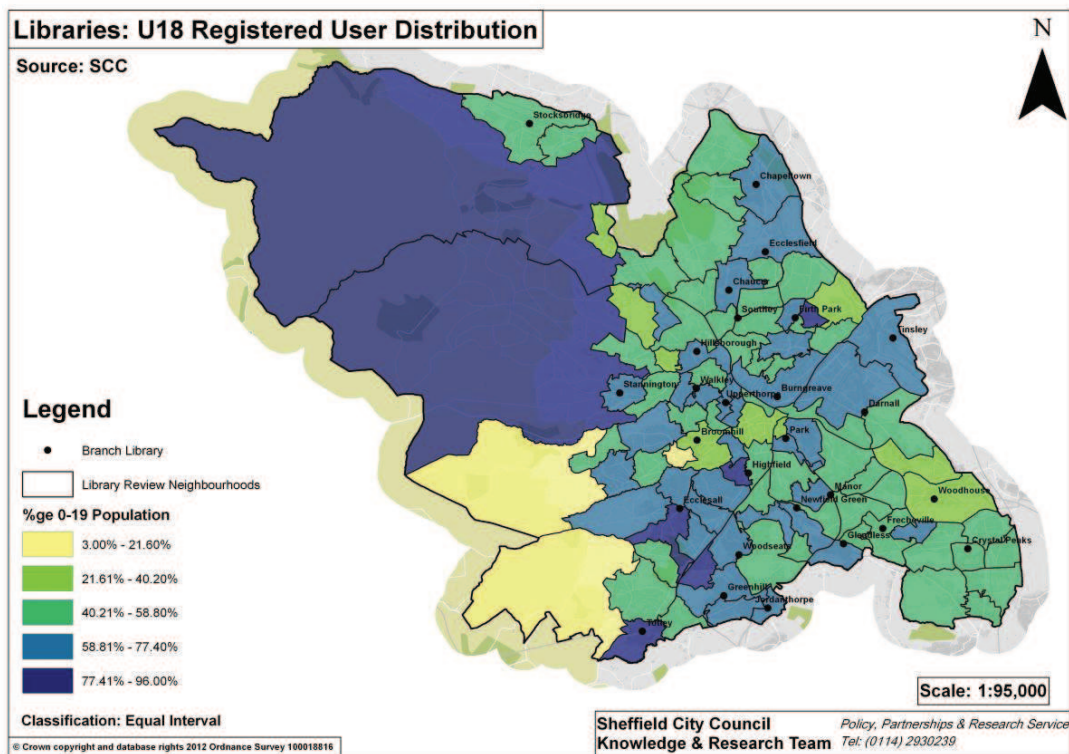
- 6.1. **Gender** – More women than men are registered as Library Users. There is very little distinction in the gender of RLUs up to the age of 16 – but between the ages of 16 and 69 there are around 50% more women RLUs than men. A 60% - 40% split was also evident in the 2009 PLUS survey responses. This might reflect the variations in working and caring patterns between the genders.



6.2. **Age** – The age profile of registered Library users shows that the largest proportion comes from the 18-65 age groups with 47%. Under 18's make up 40% of and those 65+ 13%. There is a wide variation in the age profiles of registered library users in individual community libraries.

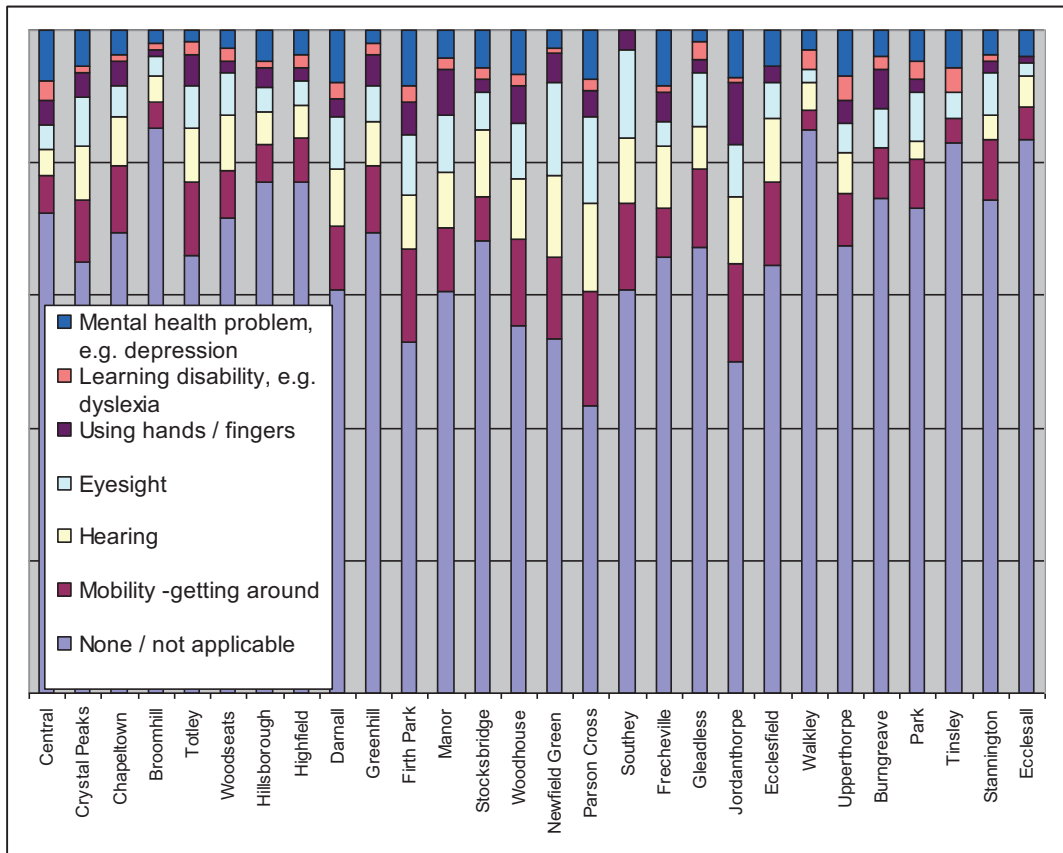
6.2.1. Under 18's - there is no discernible pattern in the proportions of children in the population registered as Library users across the city. The CL with the largest proportion is Park with 59% of its RLUs under 18 with the lowest proportion at 35% in Crystal Peaks and Totley. The best performing areas are dispersed around the city and may in part reflect the success of the promotion of the Bookstart programme. The numbers are generally lower in the South East of the City.

6.2.2. Increasingly there are more older people in the population. Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income. The highest proportion of 65+ RLUs is 25% in Totley and the lowest is 4% in Burngreave



6.3. **Disability** – Monitoring of Library Users asks whether individuals consider themselves disabled. The current overall figure for this declaration is 1.4% in Community Libraries. The highest proportion of RLUs declaring themselves disabled is in Woodhouse at 3% and the lowest is in Broomhill at 0.6%. The

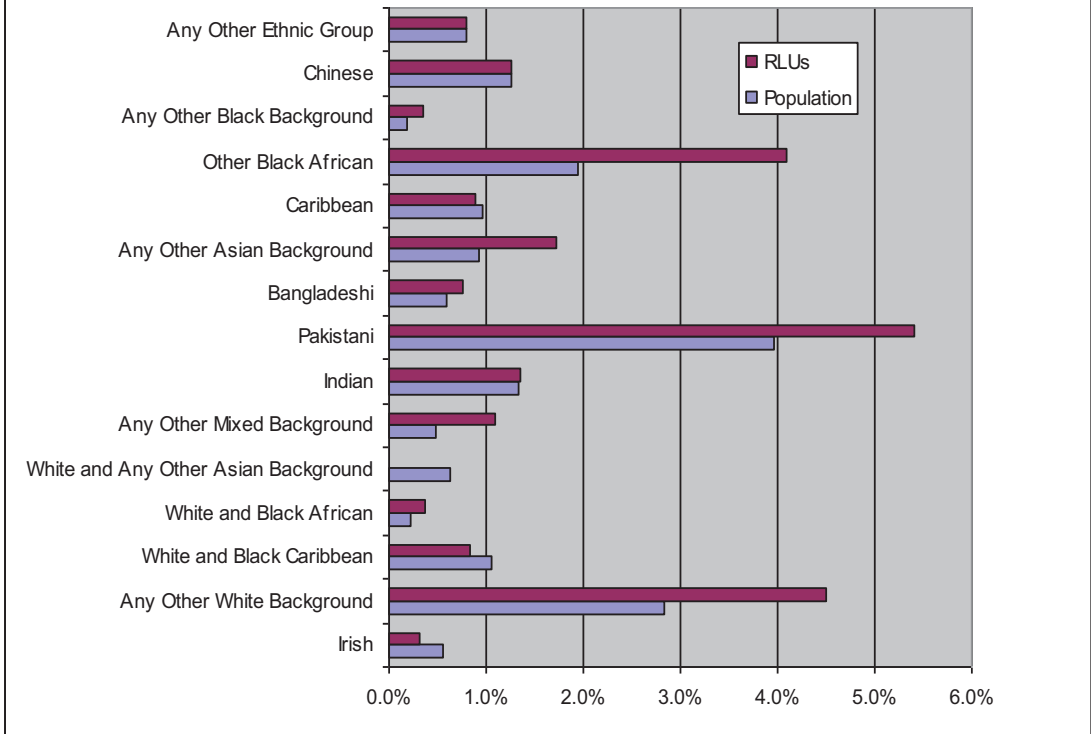
2009 PLUS survey of approximately 5,000 Sheffield RLUs did ask for further details about the nature of disability and the graph below details the relative proportions of the responses – This does not identify where one individual might have multiple disabilities.



6.3.1. **Ethnicity** – Analysis of RLUs shows that 21% are from BME backgrounds compared to an estimate 19% of the population. As ever the BME Community cannot be seen as a single homogenous group. The chart below shows the relative proportion of the projected population compared to the proportion of RLUs and this confirms that the 3 groups that are most significantly better represented within RLUs are the Black African, Pakistani and Other White groups.

6.3.2. Unlike the general population (from a white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group. Thus the proportion of RLUs from BME Communities within individual Community Libraries varies enormously from 72% to 2.3%.

BME Population v RLUs



7. DETERMINING PRIORITIES FOR COMPREHENSIVE & EFFICIENT COMMUNITY LIBRARIES

7.1.1. Careful consideration has been given to a range of indicators contained in the evidence above to assist in the process of determining priorities for comprehensive and efficient Community Libraries.

7.1.2. The indicators have been grouped into two domains; Use/Performance of Library services; Demographic need. Within each of the domains the individual indicators have been attributed equal value, each indicator has been ranked and the rankings added together to give an overall domain ranking.

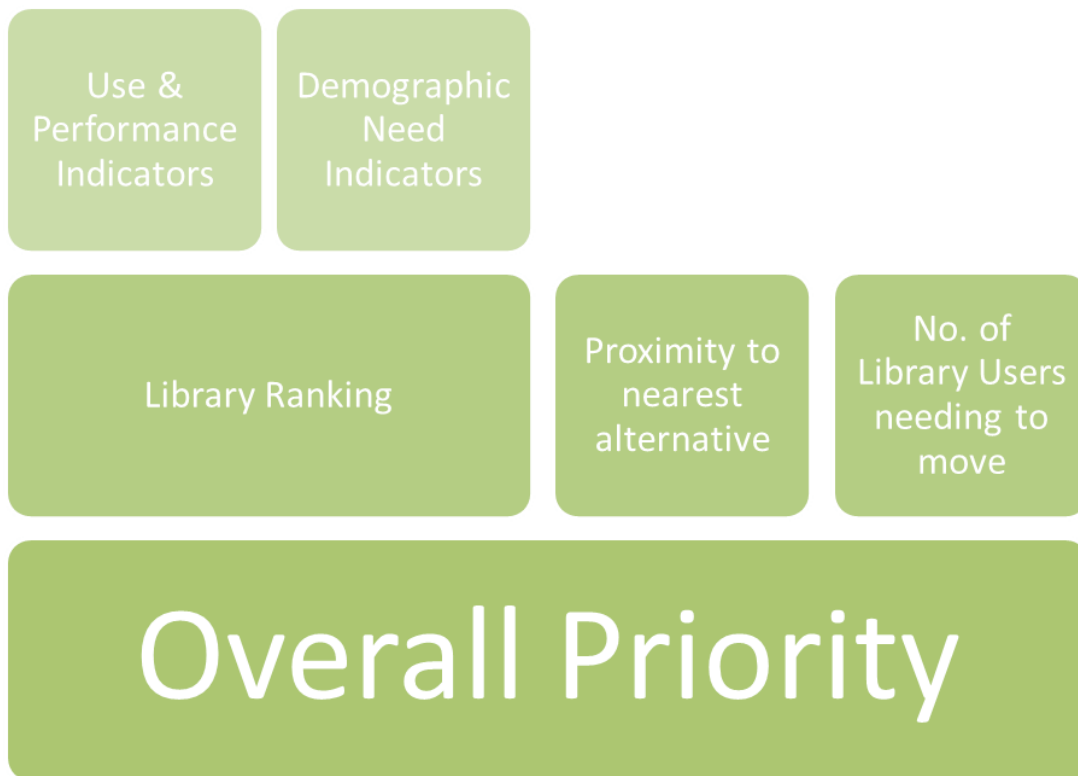
7.1.3. In the context of the Strategic Objectives of the City Council it has been determined that the demographic needs of the local population is the most important of these two domains and it has therefore been attributed twice the weighting of the other.

7.1.4. The list of indicators chosen is shown here.

Indicator	Details (All data sets use the most recent data available)
Use/Performance of Libraries	
Registered Users	All Registered Library users (RLUs) registered in the Community Library who have used the service since April 2010.
Locally Registered Adult RLUs per Population	Adult RLUs registered in the Community Library compared to the adult population for the catchment area of that Library
2012-2013 hourly Issues	The total number of 'issues' by the Community Library in the last financial year divided by the total opening hours
2012-2013 Hourly PN Sessions	The total number of PN Sessions in the Community Library in the last financial year divided by the total opening hours
Issues per £	The total number of issues divided by the individual library budget
Library Visits	The total number of people visiting the library in the last financial year
The needs of the local population	
IMD Literacy Skills	Data taken from Index of Multiple Deprivation 2010
IMD 2010	Data taken from Index of Multiple Deprivation 2010
BME Population	The total number of Black & Minority Ethnic people living in the catchment area of the Community Library (2011 Census)

Disabled People	The total number of Disabled People, receiving a service from Adult Social Care, or CYPF who live in the catchment area of the Community Library
65+ Population	The total number of people 65+ living in the catchment area of the Community Library (2011 Census)
U19 population	The total number of people Under 19 living in the catchment area of the Community Library (2011 Census)
Educational Attainment of Pupils in the Catchment Area	Proportion of Low Attaining Pupils by Library catchment Area
Proximity of nearest other Library	SYPTE have provided information which shows the distance to the next nearest Library using Public Transport with a frequency of at least every 30 minutes during the day

7.1.5. We have then taken into account how close and accessible the next nearest library is – taking into account access to frequent public transport and the needs of the Library Users in the Community Library - to help us arrive at initial thoughts about our Comprehensive and Efficient Library Service.



7.1.6. Overall Priority

Community Library Priority Ranking
(27 - Highest
Priority)

Firth Park	27
Crystal Peaks	26
Darnall	25
Chapeltown	24
Ecclesall	23
Woodseats	22
Highfield	21
Manor	20
Hillsboro'	19
Stocksbridge	18
Parson Cross	17
Broomhill	16
Woodhouse	15
Tinsley	14
Totley	13
Newfield Green	12
Greenhill	11
Burngreave	10
Stannington	9
Upperthorpe	8
Southey	7
Park	6
Gleadless	5
Ecclesfield	4
Jordanthorpe	3
Walkley	2
Frecheville	1

7.1.7. Demographic Need Indicators (27 = Highest Need)

Community Library	Demographic Needs (1 - Lowest Need)
Manor	27
Firth Park	26
Newfield Green	25
Burngreave	24
Highfield	23
Darnall	22
Southey	21
Crystal Peaks	19
Woodhouse	19
Hillsboro'	18
Park	17
Broomhill	16
Upperthorpe	15
Parson Cross	14
Chapelton	13
Tinsley	12
Greenhill	11
Woodseats	10
Jordanthorpe	9
Ecclesfield	8
Ecclesall	7
Stannington	6
Stocksbridge	5
Frecheville	4
Gleadless	3
Totley	2
Walkley	1

This data was updated on 19th September 2013 following identification of a mistake in the calculations. The BME population data used, although correct, had been ranked incorrectly.

7.1.8. Use/Performance Indicators (27 = Best performance)

Community Library	Use of Library Services (1 - Worst Performing)
Ecclesall	27
Firth Park	26
Crystal Peaks	25
Hillsboro'	24
Woodseats	23
Chapelton	22
Manor	21
Greenhill	20
Highfield	19
Gleadless	17
Totley	17
Broomhill	16
Upperthorpe	15
Stocksbridge	14
Parson Cross	13
Darnall	12
Park	10
Walkley	10
Stannington	9
Burngreave	8
Woodhouse	7
Ecclesfield	6
Southey	5
Tinsley	4
Jordanthorpe	3
Frecheville	2
Newfield Green	1

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A Vision for Sheffield's Libraries, Archives and Information Service Appendix D

The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation we will focus on four priorities:

1. Standing up for Sheffield
2. Supporting and protecting communities
3. Focusing on jobs
4. Business-friendly

Libraries are and can continue to be, key community 'anchors' connecting the central governance of the city with local communities. Critical to this role is the importance of a sustainable, flexible library provision which is outward facing and inclusive to all.

The four priorities above will set the direction for Sheffield's Libraries, Archives and Information Service and will work alongside our 'vision'.

Our vision

Sheffield will be proud of its forward thinking, innovative and contemporary library service that promotes lifelong learning, digital inclusion and celebrates reading. Libraries will enable people to become informed citizens through access to information and services and encouraging participation. The Council will ensure that our library services are maintained by developing sustainable and deliverable options for the future.

How will we do this?

Promote reading and a wide range of resources

Sheffield's libraries will provide a wealth of literacy and IT resources for people of all ages and abilities. By celebrating books and reading we will enhance literacy skills across the city through provision of a variety of programmes and outreach services.

Create welcoming library spaces

Libraries will be attractive places that encourage use by a variety of groups and individuals whilst ensuring neutral, high quality public spaces, both indoor and outdoor, that respond to local community needs. They will be fit for purpose and co-located with other services where appropriate, bringing service points closer to neighbourhoods.

Celebrate Sheffield's successful centres and rich local history

Libraries will act as 'hubs' for the community shaping our successful centres; providing a focus for local civic pride, and celebrating the city's diverse history, locality and culture. A high quality Central Library offering an opportunity to showcase Sheffield will demonstrate the city's commitment to this.

Tackle poverty and social inequality

As community hubs, libraries will recognise the need for tackling poverty and social inequality, enabling access to a wealth of information to aid development and new opportunities.

Promote lifelong learning

Libraries will enable people of all ages and life experience to explore, discover and learn on their terms through access to information and learning opportunities. Children and young people will be encouraged to gain the right skills for the future and attain their potential through access to learning, reading and literacy, and usable study space.

Deliver sustainable services with a focus on 'need'

We will take a 'tailor made' approach towards a new library model which recognises the needs of individuals and groups across the city. Sustainable, flexible and modern services that can be integrated with community resources will inspire, enrich and entertain Sheffield.

Utilising social capital

We will provide greater opportunities for volunteers to work with local communities and to enhance different areas of our service. By developing a Volunteer Strategy that works alongside a Council wide policy on volunteering, the library service will continue to develop specialist projects and opportunities for individuals and groups to become involved in.

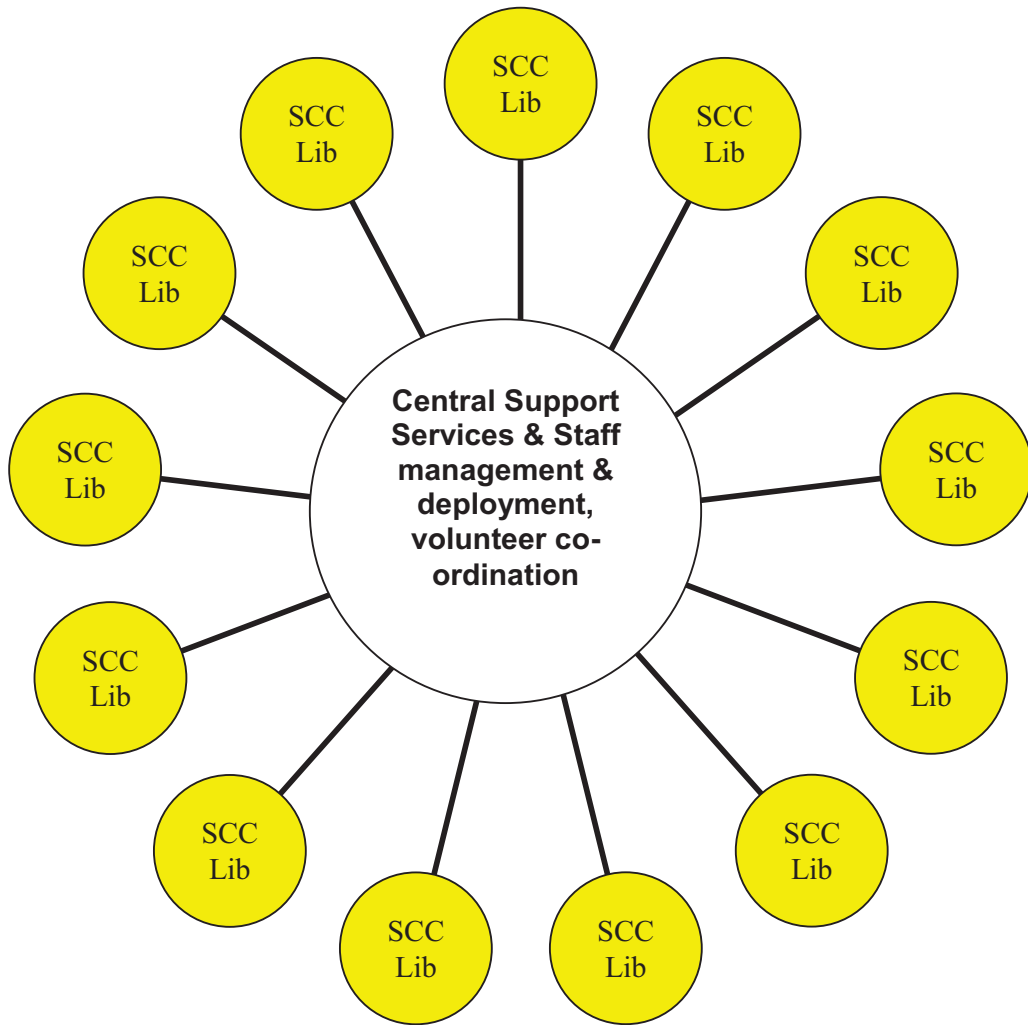
Promoting better health and wellbeing

Libraries will offer opportunities for enjoyment and relaxation, developing self-esteem, confidence and connection with others, in safe, neutral locations. By playing an active role in national programmes and promoting a love of books and reading, Sheffield's libraries will contribute locally towards the wider Public Library Health Offer.

Our Key Objectives

- Libraries that offer quality resources and space for a variety of groups and individuals;
- Cost effective and efficiently managed services that demonstrate value and quality to the community;
- Delivery of services that meet the individual and diverse needs of the local community;
- Improve literacy and skills for people of all ages and promote reading through specialist services and projects;
- Enable people to realise their potential through learning opportunities;
- Community managed and locally organised services;
- Strong partnerships and links with community organisations and local services including Advice Centres, Job Centres and other stakeholders;
- A diverse, flexible and well trained workforce, supportive of change;
- Support the health and wellbeing of local communities;
- A library provision that recognises the changing demands and expectations of its users.

1. SCC only support SCC run libraries



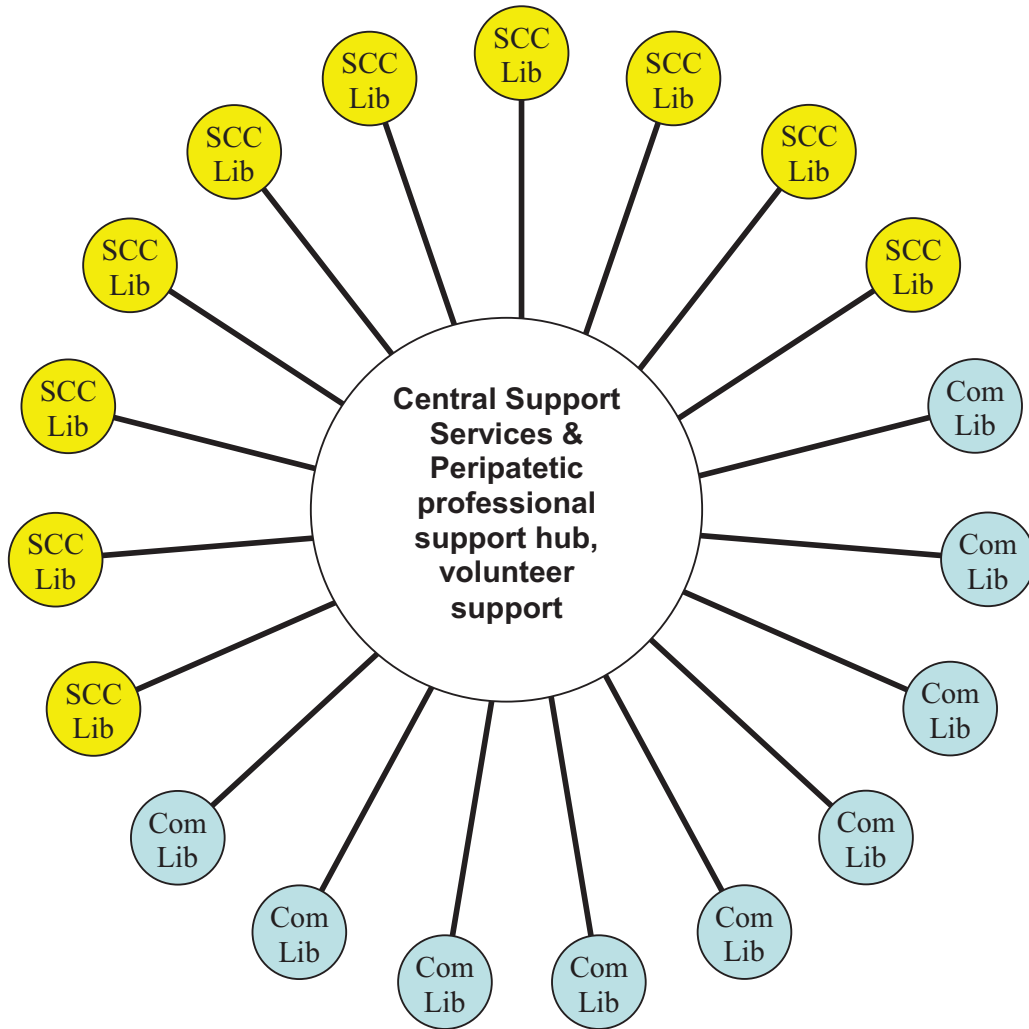
Model 1
SCC only support SCC run libraries

- Only support SCC libraries. Staffing and resources would remain basically the same. E.G. Less 10%. There may be additional support from volunteers to enhance services.
- All libraries not to be SCC run would be closed.

Model 1 SWOT

Strengths	<ul style="list-style-type: none"> ▪ Libraries remain part of the main libraries network ▪ Service standards are maintained ▪ Financial savings in terms staff/management costs ▪ Financial savings in terms of buildings, running costs, materials
Weaknesses	<ul style="list-style-type: none"> ▪ Slimmed down service with some closures ▪ Staff redundancies due to closure ▪ Will not achieve the budget savings required – more cuts will be needed across the service (including Community Libraries) ▪ Less libraries means less income generated ▪ Leaves little opportunity to enhance services – delivery would more or less stay the same ▪ Limits the opportunities to work with partners in the voluntary/community sector
Opportunities	<ul style="list-style-type: none"> ▪ Some buildings could be sold which would generate income for SCC (but not library service) ▪ Utilise the Mobile Service in order to bridge the gap ▪ Volunteers to ‘enhance’ the work of paid staff ▪ Community Right to Challenge – some libraries up for closure could be saved in the short term
Threats	<ul style="list-style-type: none"> ▪ Some users may need to travel further to get to their library ▪ Library usage may decrease ▪ Financial ability to maintain remaining libraries if more cuts are imminent - not sustainable in the long term ▪ Assets – threat that we cannot get out of long leases and tied in to paying for buildings after closure ▪ Would not rule out future threat of library closures ▪ The wrong libraries close and we face legal challenge (important to have robust needs analysis) ▪ More and more libraries close and we are not able to fulfil the 1964 act to provide an efficient library service ▪ Campaigns/protest against closure – threat of Judicial Review? ▪ Cost of developing/delivering outreach work in areas with no library provision

2. SCC oversee all libraries in the city, both SCC run and Community run



Model 2 description

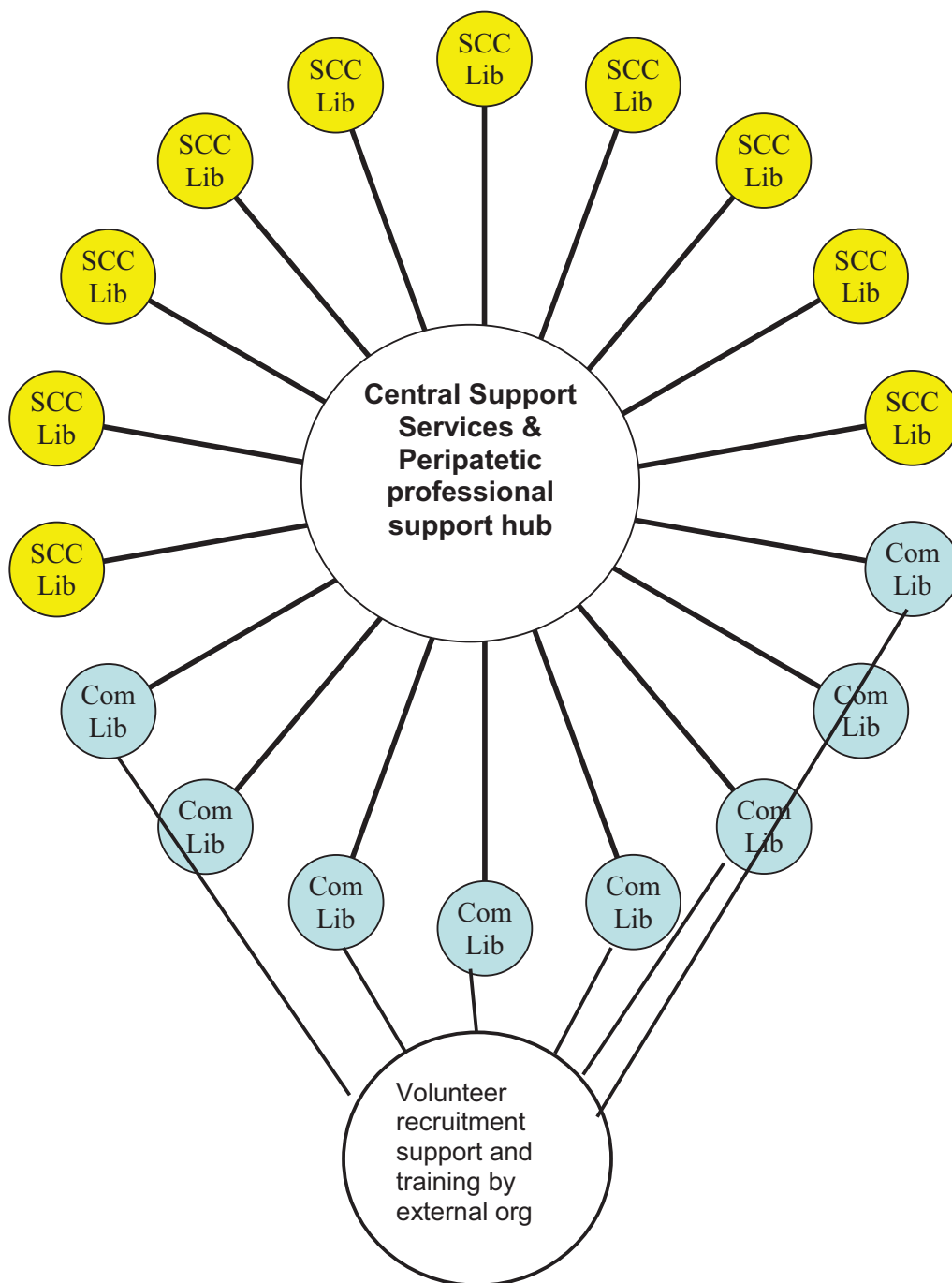
SCC oversee all libraries both SCC run and community run libraries.

- Community run libraries will have a service level agreement where they agree to quality standards and targets, manage the library building and manage volunteers. In return the community group will have the building running costs paid by SCC, and access to central support services (book stock and other materials, computer maintenance, People's Network, online catalogue and member records, training for volunteers).
- SCC run libraries will be similar to what they are currently. Some jobs may be re-designed, there may be fewer staff. Volunteers will be used to enhance the service not replace staff in these libraries.
- Community organisations running the libraries would need to have sufficient capacity to manage SLA contracts and manage volunteers.

Model 2 SWOT

Strengths	<ul style="list-style-type: none"> ▪ No library closures ▪ Community managed libraries remain part of the libraries network ▪ Support package is appealing to community groups/organisations ▪ Service standards are maintained via Service Level Agreement ▪ Volunteers trained by experienced library staff ▪ Library staff support community managed libraries on day to day basis (buddying system) ▪ Library users are not affected in the long term by change in management of libraries ▪ All income generated (SCC or by community) is invested back in to libraries ▪ Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years ▪ Financial saving – management cost/staff reductions
Weaknesses	<ul style="list-style-type: none"> ▪ Support package is of financial cost to SCC ▪ Would not rule out future threat of library closures ▪ Staff redundancies ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole
Opportunities	<ul style="list-style-type: none"> ▪ Potential for opening hours to increase across community managed libraries ▪ Enables additional services to be delivered alongside the library provision ▪ Community organisations can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Community empowerment
Threats	<ul style="list-style-type: none"> ▪ The library provision becomes secondary in some cases ▪ Library users experience a decline in the level of service and expertise delivered ▪ Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if community groups embark on a long term agreement to deliver library service ▪ Challenge of changing the perceptions of campaigners/ protestors against cuts ▪ Failure to negotiate the right package with community organisations/groups ▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) ▪ Culture change

3. Volunteer Support run by external organisation



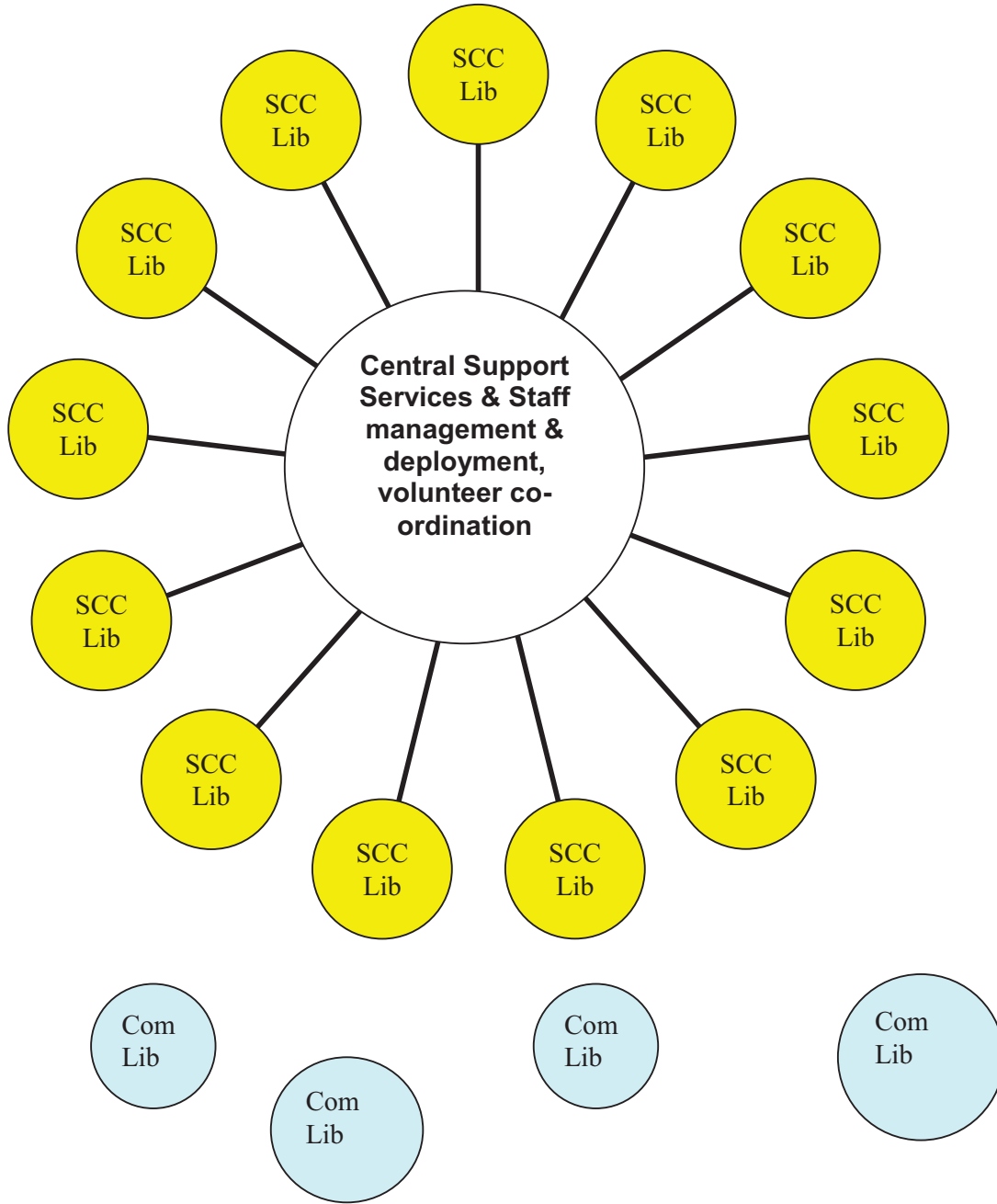
Model 3 description
Volunteer Support run by external organisation

- As model 2, but volunteer recruitment, co-ordination, training and support undertaken by an external organisation for all the community run libraries.
- This would be more suitable where the community groups running the libraries have low capacity and little experience with volunteers.
- SCC would contract with the external organisation to provide this service.
- SCC would still need to be involved in and provide some resources for training.
- The external organisation would be responsible for paying any volunteer expenses.

Model 3 SWOT

Strengths	<ul style="list-style-type: none"> ▪ No library closures ▪ Community managed libraries remain part of the libraries network ▪ Support package is appealing to community groups/organisations ▪ No strain on staff resources to deliver training, support and volunteer recruitment - co-ordinated by an external organisation ▪ Service standards are maintained via Service Level Agreement ▪ All income generated (SCC or by community) is invested back in to libraries (is this correct?) ▪ Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years ▪ Financial saving – management cost/staff reductions
Weaknesses	<ul style="list-style-type: none"> ▪ Support package is of greater financial cost to SCC than model 1 ▪ Would not rule out future threat of library closures ▪ Staff redundancies ▪ Additional cost implications of getting external organisation manage training, support and recruitment function ▪ Dependent upon external organisation to deliver training and support ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪ Library users may affected by change in management of libraries due to level of training received ▪ Less control for the Council
Opportunities	<ul style="list-style-type: none"> ▪ Potential for opening hours to increase across community managed libraries ▪ Enables additional services to be delivered alongside the library provision ▪ Community organisations can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Community empowerment ▪ External organisation may encourage volunteers to help in SCC libraries as well – to enhance ▪ Opportunities to learn from external organisation
Threats	<ul style="list-style-type: none"> ▪ Standard of training and support is difficult to determine if being co-ordinated by an external organisation ▪ Training may not be refreshed regularly enough ▪ Money runs out to offer support delivered by external organisation resulting in increased pressure on staff resources ▪ The library provision becomes secondary in some cases ▪ Library users experience a decline in the level of service and expertise delivered ▪ Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if community groups embark on a long term agreement to deliver library service ▪ Challenge of changing the perceptions of campaigners/ protestors against cuts ▪ Failure to negotiate the right package with community organisations/groups ▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) ▪ Culture change

4. SCC only financial support SCC libraries, but allow communities to take over closed libraries.



Model 4 description

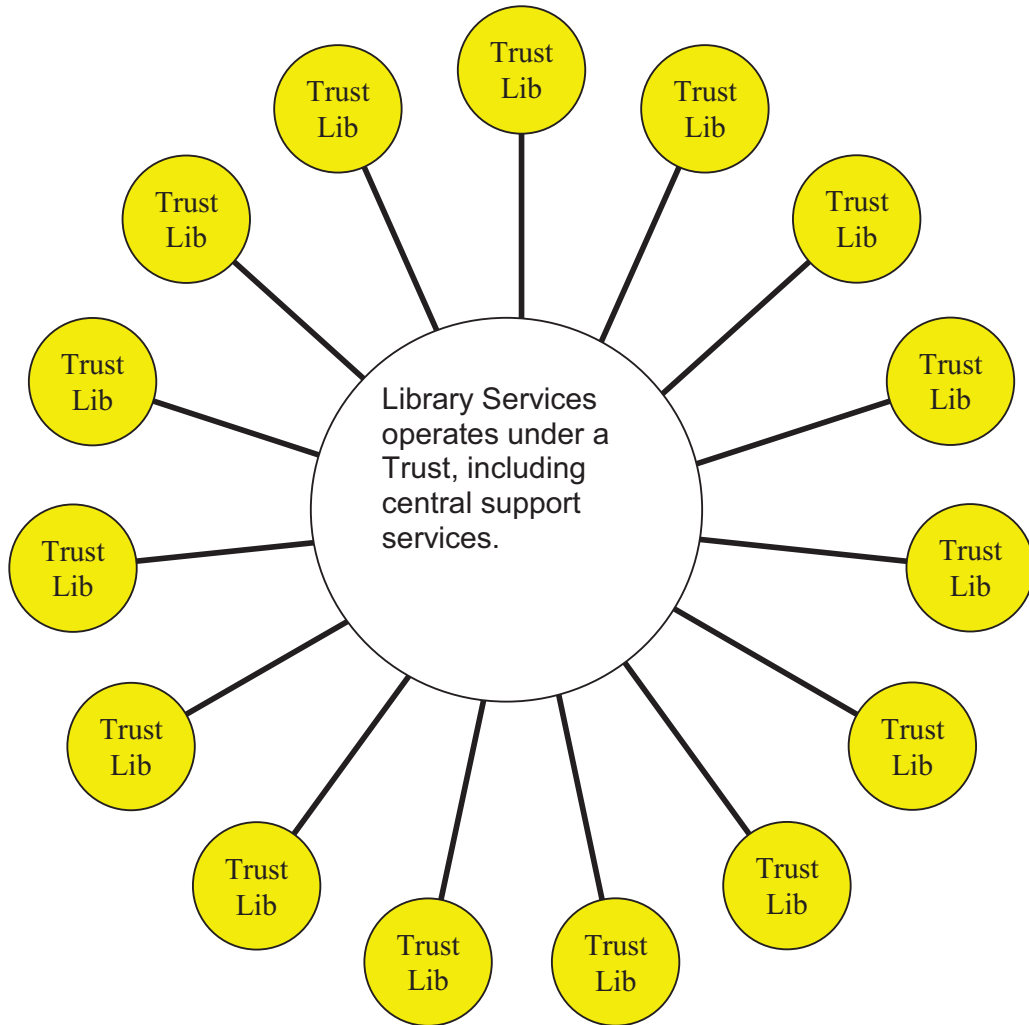
SCC only financial support SCC libraries, but allow communities to take over closed libraries.

- SCC only resource SCC libraries
- Communities allowed to take over the running of library buildings and retain some element of a library service. SCC will not replenish book stock, or allow access to the book catalogue or peoples network or RFID's. Ad hoc professional advice at discretion of SCC.

Model 4 SWOT

Strengths	<ul style="list-style-type: none"> ▪ Maintains current number of libraries ▪ No strain on staff resources to deliver training, support and volunteer recruitment ▪ No cost to the Council ▪ Financial savings in terms staff/management costs ▪ Financial savings in terms of buildings, running costs, materials ▪ SCC library staff provide ad-hoc professional advice
Weaknesses	<ul style="list-style-type: none"> ▪ Library closures unless community groups come forward ▪ Community managed libraries would not be part of the library network – no access to catalogues, stock, PN, RFID etc ▪ Would not rule out future threat of library closures ▪ Staff redundancies ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪ Loss of income generation ▪ No control over maintaining standards in community managed libraries
Opportunities	<ul style="list-style-type: none"> ▪ Potential for opening hours to increase across community managed libraries ▪ Enables additional services to be delivered alongside the library provision ▪ Community organisations can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Community empowerment ▪ Library provision may move in to a more suitable building
Threats	<ul style="list-style-type: none"> ▪ Library users experience a lower quality of service in Community Managed Libraries ▪ Standard and quality of training and support is difficult to determine if being co-ordinated by an external organisation ▪ Library usage may decrease ▪ The library provision becomes secondary (or worse) in some cases ▪ Community groups pull out and no one else wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if community groups embark on a long term agreement to deliver library service ▪ Challenge of changing the perceptions of campaigners/ protestors against cuts ▪ Failure to negotiate with community organisations/groups in order to maintain at least a minimum standard ▪ Culture change ▪ Financial ability to maintain remaining libraries (SCC experiences further cuts, utility rates increase etc) ▪ Assets – threat that we cannot get out of long leases and tied in to paying for buildings after closure ▪ Judicial Review??

5. Entire library service transferred to a Trust



Model 5 description

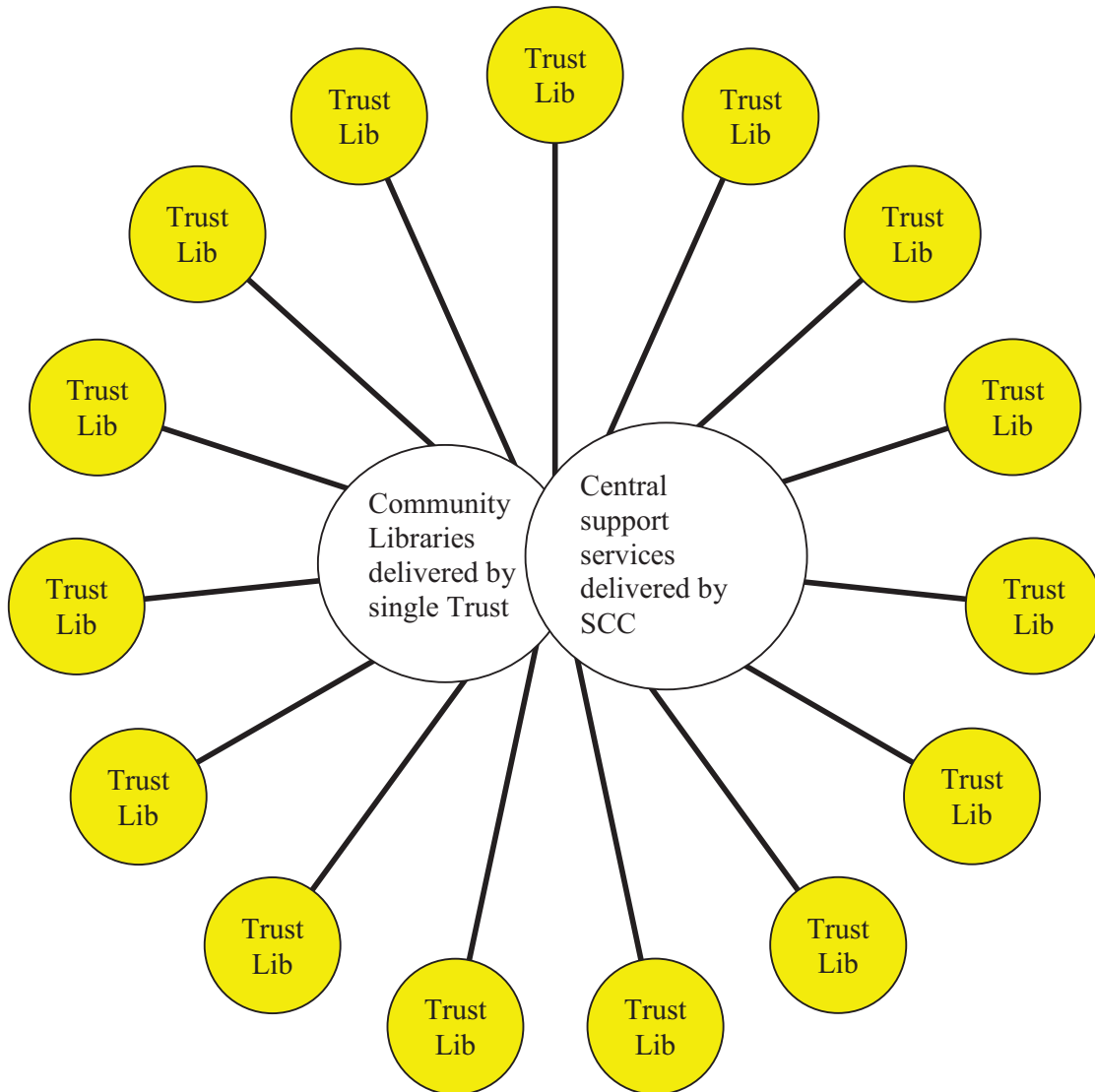
Entire library service transferred to a Trust

- SCC no longer manages the library service, run by a Trust on Contract with the Council.
- Staff reductions may need to take place before transfer to a Trust.
- Would need strong income earning strategy to take advantage of Trust status.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 5 SWOT

Strengths	<ul style="list-style-type: none"> ▪ No library closures ▪ All libraries remain part of the libraries network but operate under a Trust ▪ The library service gains charitable status – more options for external funding ▪ Service standards are maintained ▪ Any volunteers would be trained by experienced library staff ▪ Financial saving – management cost/staff reductions ▪ Library users are not affected in the long term by transfer ▪ Future threat of closure is reduced ▪ Staff reductions can be made prior to the transfer ▪ Mandatory rate relief and VAT breaks ▪ Income generated can be invested back into improving services ▪ Would still receive funding from SCC ▪ Transfer of liability from SCC to Trust does not apply ▪ Protects library services against future LA cuts
Weaknesses	<ul style="list-style-type: none"> ▪ SCC no longer manages the library service ▪ Would not totally rule out future threat of library closures ▪ Staff redundancies ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪ May take time to fully establish the organisation ▪ Potential procurement costs ▪ Possible TUPE implications
Opportunities	<ul style="list-style-type: none"> ▪ The library service gains charitable Trust status itself ▪ An existing Trust delivers library services ▪ Greater flexibility – SCC no longer runs library service ▪ An organisation with charitable status can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Potential for increased income generation ▪ As a registered charity would be able to accept donations ▪ Could close some of the more expensive libraries ▪ Greater independence - the Trust would be independent meaning that the board of trustees is a mixture of Councillors and residents ▪ Enables the community to be involved in decision making, making it a trust run by local people for local people ▪ Enables more business-like thinking ▪ Increased opening hours ▪ Volunteers to support service ▪ Increased partnership opportunities ▪ Combined Trust set up for Library service and Museums
Threats	<ul style="list-style-type: none"> ▪ Culture change - TUPE ▪ Failure to increase income due to weak income earning strategy ▪ Lack of expertise to access external funding (especially if libraries were to set up their own trust) ▪ We do not know what funding would be available in the future and how this will impact on the sustainability of libraries

6. Trust model for community libraries only



Model 6 description

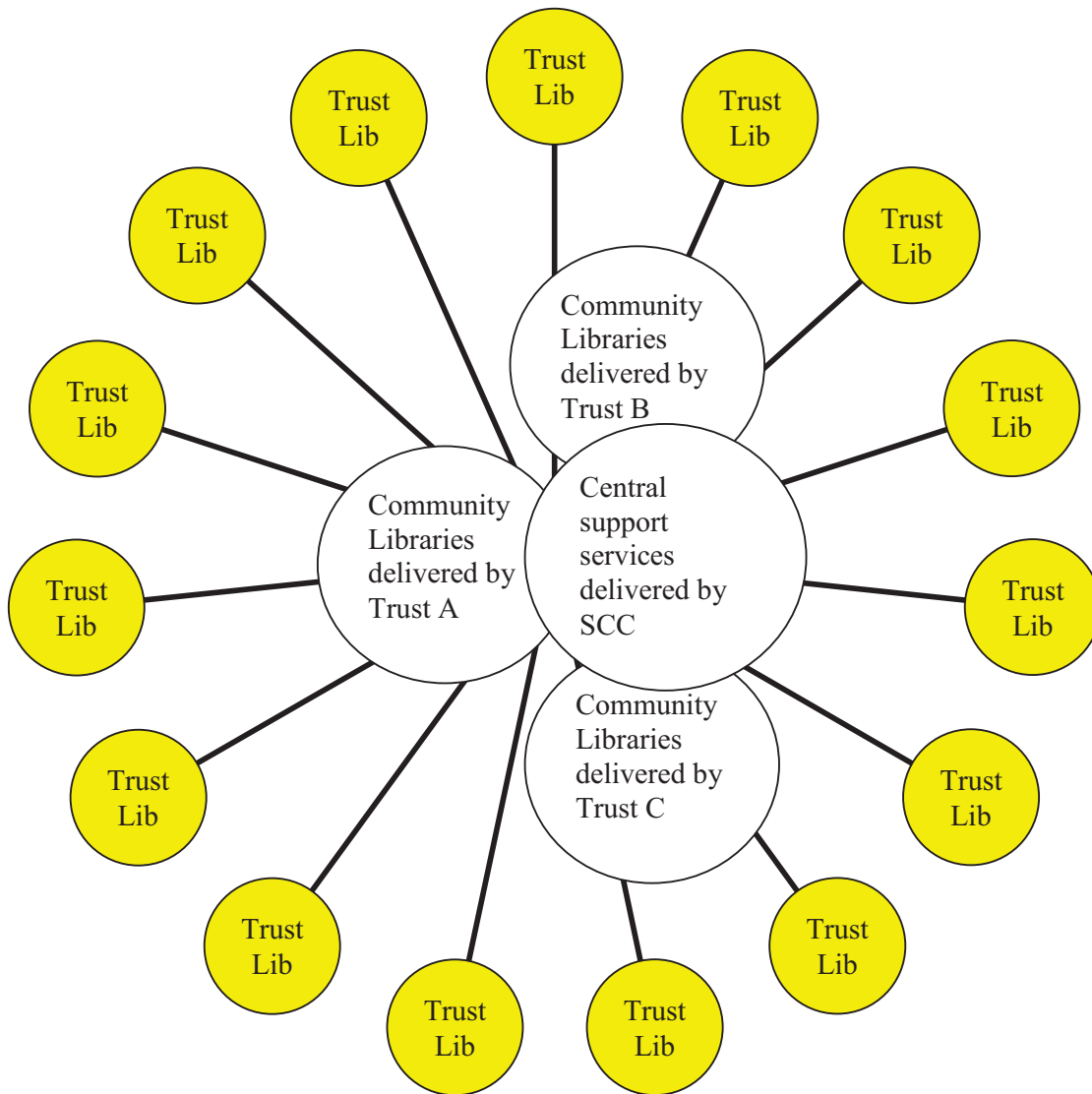
Trust model for community libraries only

- SCC retains central support functions – book stock, book rotation, computer maintenance and support, peoples network, online catalogue.
- Staff reductions may need to take place before transfer to a Trust.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 6 SWOT

Strengths	<ul style="list-style-type: none"> ▪ No library closures ▪ All community libraries remain part of the libraries network but operate under a Trust ▪ All library services (except community libraries) remain responsibility of SCC ▪ Financial saving – management cost/staff reductions ▪ Part of the library service gains charitable status – more options for external funding ▪ Service standards are maintained ▪ Any volunteers would be trained by experienced library staff ▪ Library users are not affected in the long term by transfer ▪ Future threat of closure for community libraries is reduced ▪ Staff reductions can be made prior to the transfer ▪ Mandatory rate relief and VAT breaks for Trust ▪ Income generated can be invested back into improving all services (would need to check this) ▪ Would still receive funding from SCC ▪ Transfer of liability from SCC to Trust does not apply ▪ Protects community libraries against future LA cuts
Weaknesses	<ul style="list-style-type: none"> ▪ SCC no longer manages the entire library service ▪ Would not rule out future threat of cuts/closure in other parts of the service ▪ Staff redundancies ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪ May take time to fully establish the organisation ▪ Potential procurement costs ▪ TUPE implications
Opportunities	<ul style="list-style-type: none"> ▪ The library service gains charitable Trust status itself ▪ An existing Trust delivers library services ▪ Greater flexibility – SCC no longer runs entire library service ▪ An organisation with charitable status can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Potential for increased income generation ▪ As a registered charity would be able to accept donations (but not service wide) ▪ Could close some of the more expensive community libraries ▪ Greater independence - the Trust would be independent meaning that the board of trustees is a mixture of Councillors and residents ▪ Enables the community to be involved in decision making, making it a trust run by local people for local people ▪ Enables more business-like thinking ▪ Increased opening hours in community libraries ▪ Volunteers to support service ▪ Increased partnership opportunities
Threats	<ul style="list-style-type: none"> ▪ Culture change - TUPE ▪ Failure to increase income due to weak income earning strategy ▪ Network of community libraries become stronger but further cuts jeopardise other services ▪ Less funding available to support Trust ▪ Services become less joined-up

7. Consortium model for community libraries only



Model 7 description

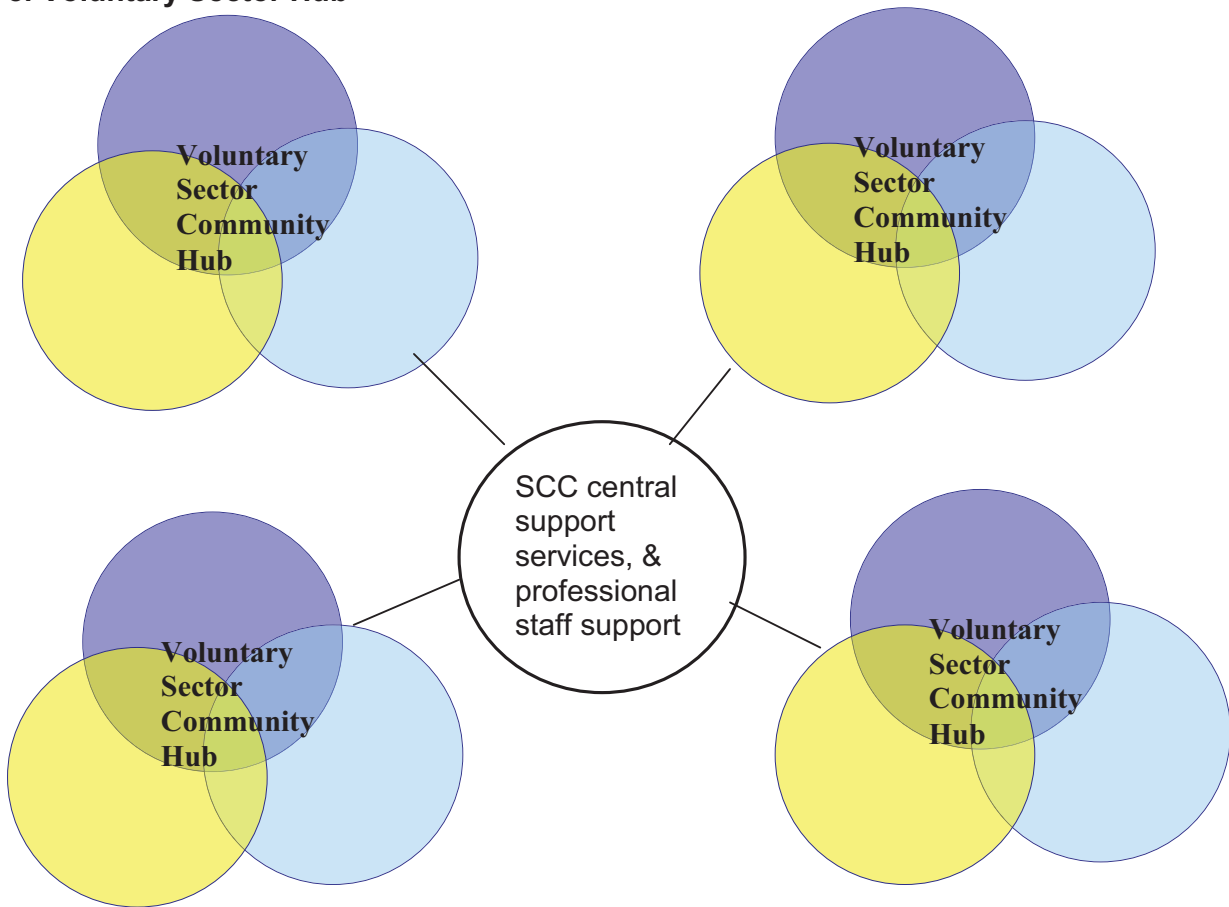
Multiple Trust or Social Enterprise model for community libraries only

- All community libraries are transferred to trusts or social enterprises who are collaborating under 1 contract.
- Libraries would be run with volunteers and self issue and some paid staff not SCC.
- SCC retains central support functions – book stock, book rotation, computer maintenance and support, peoples network, online catalogue.
- Staff reductions may need to take place before transfer to a Trust.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 7 SWOT

<p>Strengths</p>	<ul style="list-style-type: none"> ▪ No library closures ▪ All community libraries remain part of the libraries network but operate under several different Trusts ▪ All library services (except community libraries) remain responsibility of SCC ▪ Financial saving – management cost/staff reductions ▪ Part of the library service gains charitable status – more options for external funding ▪ Service standards are maintained ▪ Any volunteers would be trained by experienced library staff ▪ Library users are not affected in the long term by transfer ▪ Future threat of closure for community libraries is reduced ▪ Staff reductions can be made prior to the transfer ▪ Mandatory rate relief and VAT breaks for Trusts ▪ Income generated can be invested back into improving all services (would need to check this) ▪ Would still receive funding from SCC ▪ Transfer of liability from SCC to Trust does not apply ▪ Protects community libraries against future LA cuts
<p>Weaknesses</p>	<ul style="list-style-type: none"> ▪ Having multiple Trust models could become complex ▪ Multiple Trust models could take longer to negotiate ▪ SCC no longer manages the entire library service ▪ Would not rule out future threat of cuts/closure in other parts of the service ▪ Staff redundancies ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪ May take time to fully establish the organisation ▪ Potential procurement costs ▪ TUPE implications
<p>Opportunities</p>	<ul style="list-style-type: none"> ▪ The library service gains charitable Trust status itself to run some of the community libraries ▪ Existing Trusts deliver community library services ▪ Greater flexibility – SCC no longer runs entire library service ▪ Organisations with charitable status can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Potential for increased income generation ▪ As a registered charity would be able to accept donations (but not service wide) ▪ Could close some of the more expensive community libraries ▪ Greater independence - the Trusts would be independent meaning that the board of trustees is a mixture of Councillors and residents ▪ Enables the community to be involved in decision making, making it a trust run by local people for local people ▪ Enables more business-like thinking ▪ Increased opening hours in community libraries ▪ Volunteers to support service ▪ Increased partnership opportunities
<p>Threats</p>	<ul style="list-style-type: none"> ▪ Culture change - TUPE ▪ Failure to increase income due to weak income earning strategy ▪ One of the Trusts decides to pull out ▪ Network of community libraries become stronger but further cuts jeopardise other services ▪ Less funding available to support Trust ▪ Services become less joined-up

8. Voluntary Sector Hub

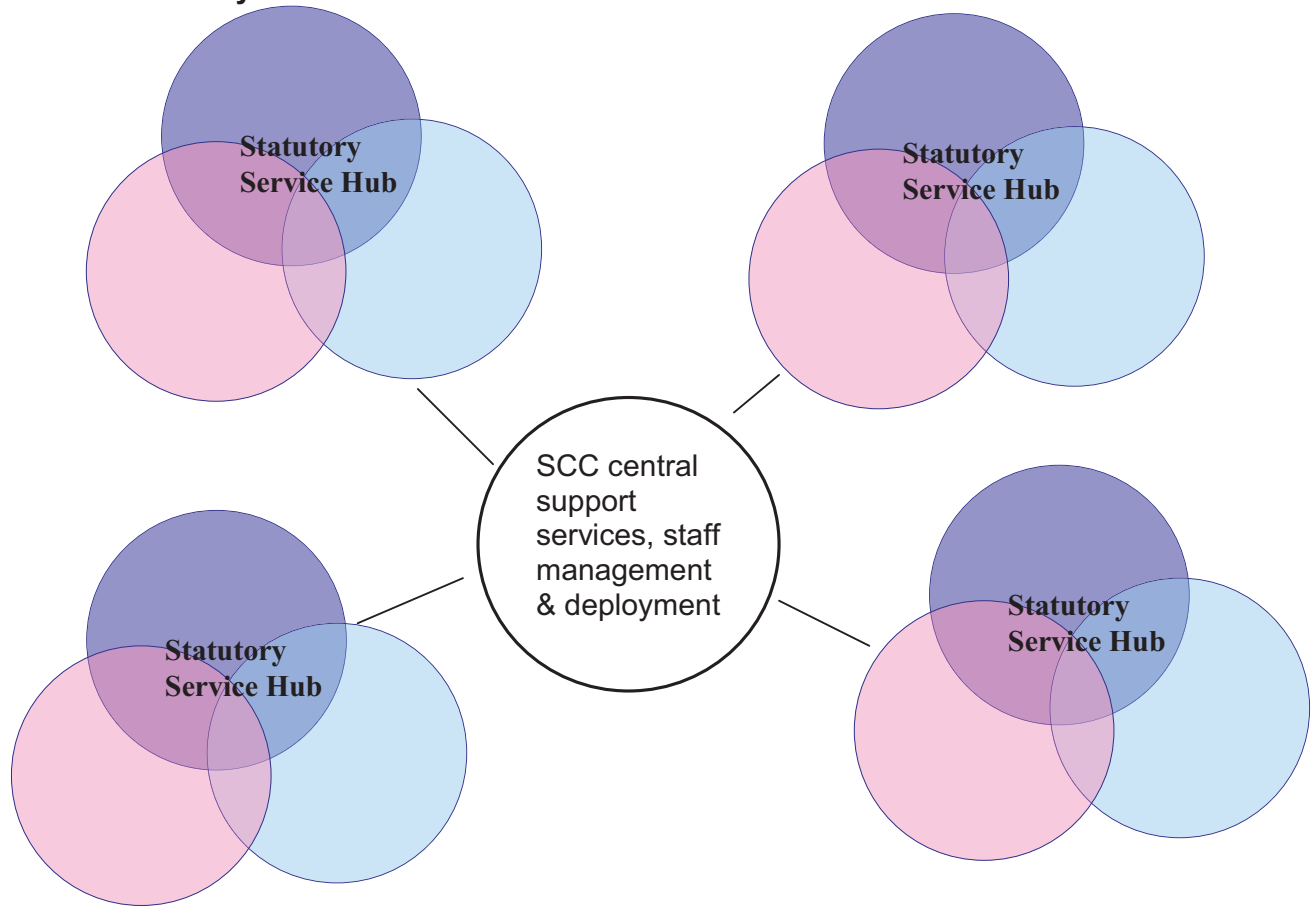


Model 8 description Voluntary Sector Hub

- Library or other SCC building transferred to a Social Enterprise by Community Asset Transfer or lease on a peppercorn rent. Libraries will be based or retained in the building free of charge or low space rental to the library service.
- The Social enterprise can use the building to run its services and generate income, but will be responsible for running costs and maintenance.
- There is a joint agreement between the Social Enterprise and SCC to train and support volunteers.
- SCC provides book stock & transport, people's network, access to online catalogue, some professional staff support, RFIDs.
- SCC library service would retain the income from fines and charges for CDs etc. Income from room hire would be retained by the social enterprise.
- It is unlikely that there are enough suitable buildings and social enterprises to use this model and maintain a comprehensive library service. It is likely this model would need to work alongside other models.

Strengths	<ul style="list-style-type: none"> ▪ No library closures ▪ Community managed libraries remain part of the libraries network ▪ Financial savings in terms of buildings, running costs, maintenance (asset transfer) ▪ Joint agreement to train and support volunteers ▪ SCC library service would retain income from fees and charges etc ▪ Support package is appealing to community groups/organisations ▪ Service standards are maintained via Service Level Agreement ▪ Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years ▪ Financial saving – management cost/staff reductions
Weaknesses	<ul style="list-style-type: none"> ▪ Income generated from room hire would be retained by social enterprise ▪ Cost of offering support package ▪ Would not rule out future threat of library closures ▪ Staff redundancies ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪
Opportunities	<ul style="list-style-type: none"> ▪ Potential for opening hours to increase across community managed libraries ▪ Enables additional services to be delivered alongside the library provision ▪ Community organisations can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Community empowerment ▪ External organisation may encourage volunteers to help in SCC libraries as well – to enhance ▪ Opportunities to learn from external organisation ▪ Library staff transfer to social enterprise (TUPE)
Threats	<ul style="list-style-type: none"> ▪ There are not enough willing social enterprises to make this work ▪ Social enterprise does not gain enough financially from transfer ▪ There are not enough suitable buildings in the city ▪ The library provision becomes secondary in some cases ▪ Library users experience a decline in the level of service and expertise delivered ▪ Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if community groups embark on a long term agreement to deliver library service ▪ Challenge of changing the perceptions of campaigners/ protestors against cuts ▪ Failure to negotiate the right package with community organisations/groups ▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) ▪ Staff are not transferred to social enterprise – solely run by volunteers

9. Statutory Sector Hub



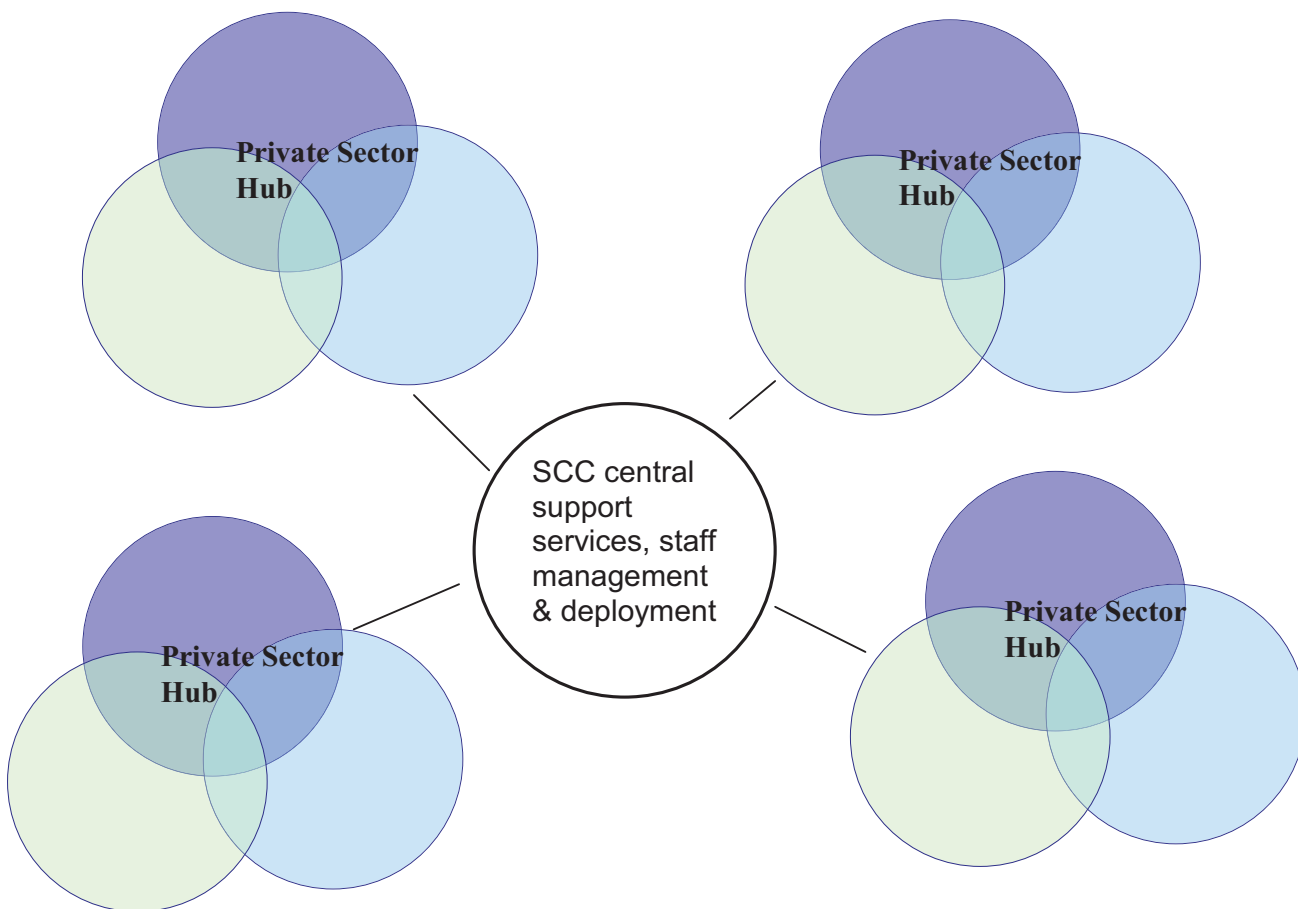
Model 9 description Statutory Sector Hub

- Service hub run by corporate property from community library buildings. Savings on running costs by sharing the building with other services would be transferred to Corporate Property. Note- this would not be a saving for the library service.
- Library services may incur additional charges to hire space to run activities.
- Some small library spaces may be able to operate with RFID's and minimum of volunteers or staffing, if the building is supervised by other services.
- Statutory hub libraries as defined by the Face to Face given priority for resourcing.
- This model is unlikely to facilitate volunteer run libraries.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 9 SWOT

Strengths	<ul style="list-style-type: none"> ▪ Libraries remain part of the main libraries network ▪ Service standards are maintained ▪ Shared buildings will increase footfall ▪ Relocation of some libraries in to more suitable buildings ▪ Co-location of services ▪ Income generated by Corporate Property to be put back in to Capital projects such as Surrey Street Central ▪ Staff less likely to be replaced by volunteers ▪ Supports the Customer First 'Face to Face' hub strategy
Weaknesses	<ul style="list-style-type: none"> ▪ Could lead to reduced library space in some places ▪ Would not achieve a financial saving for the library service ▪ May incur additional charges through hire of meeting/ community rooms ▪ Does not rule out closure of libraries ▪ Only benefit 13 libraries (Asset Rationalisation project) ▪ Limits the use/development of volunteers
Opportunities	<ul style="list-style-type: none"> ▪ Increased partnership working ▪ Relocation of libraries could be of benefit to users geographically ▪ Refurbishment ▪ Future opportunities for Capital investment into library buildings ▪ Increased opening hours
Threats	<ul style="list-style-type: none"> ▪ Less income generated for library service via hire of meeting/community space ▪ Co-location is not complementary to libraries i.e. the wrong partners are involved ▪ The library becomes a secondary provision ▪ Disputes with partners over running of the building – need agreement in place ▪ Needs Assessment is overlooked ▪ Relocation of libraries may mean some users have to travel further to get to their library ▪ Library usage may decrease ▪ Financial ability to maintain remaining libraries if more cuts are imminent ▪ Would not rule out future threat of library closures ▪ Implications if library had to pull out due to it no longer being financially viable

10. Private Sector Hub



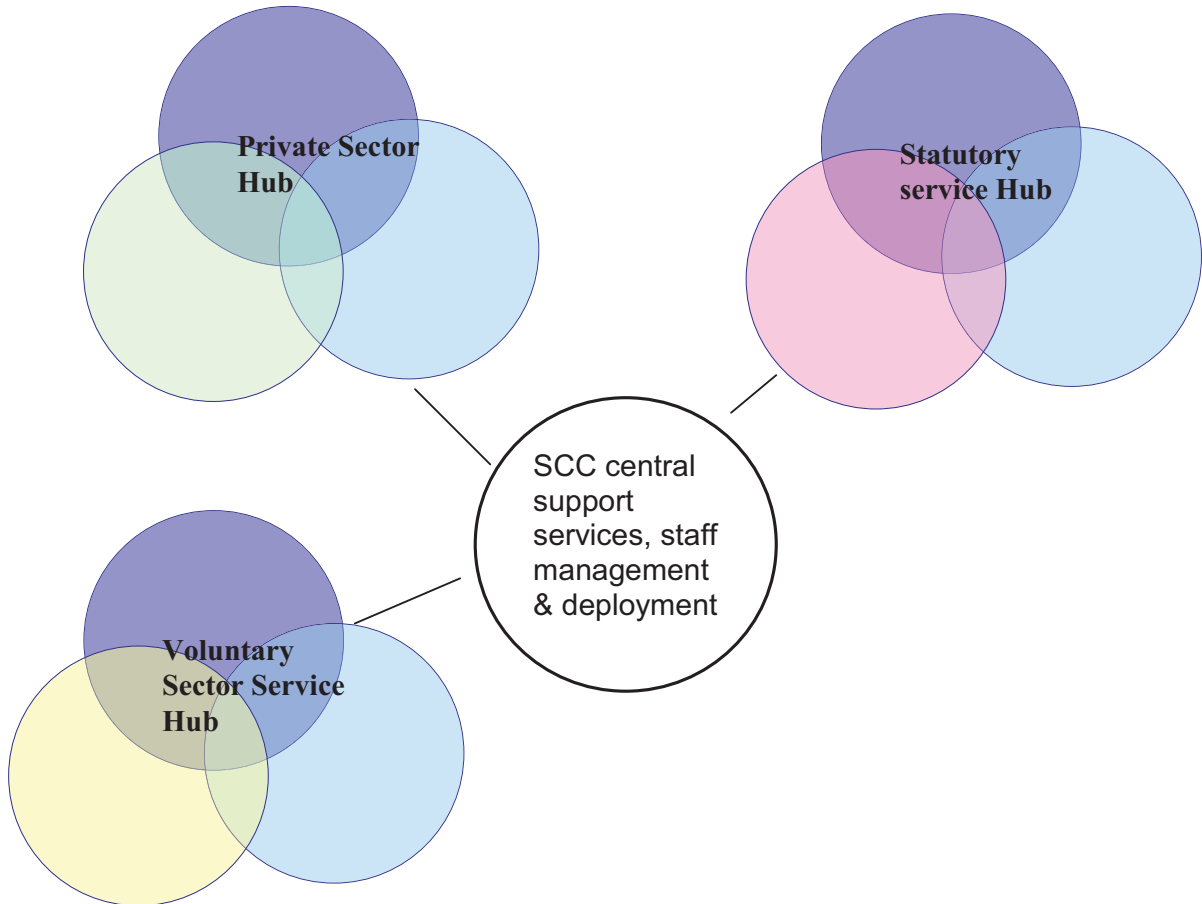
Model 10 description: Private sector hub

- Service hub run by Private Sector/commercial organisations. Either libraries within the buildings owned by the commercial organisation, or they purchase/take over library buildings but maintain space for a library service. The library service would have running costs (energy maintenance) covered by the private sector organisation. There may be a charge for the space used at market rates, depending on the terms of the transfer.
- The Council would benefit from sale of a building but not the library service.
- Library services may incur additional charges to hire space to run activities.
- It is unlikely that there will be sufficient suitable buildings and private sector organisations to sustain this model. It may be part of a range of models.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 10 SWOT

Strengths	<ul style="list-style-type: none"> ▪ Libraries remain part of the main libraries network ▪ Service standards are maintained ▪ Financial saving – running costs ▪ Financial saving – management cost/staff reductions
Weaknesses	<ul style="list-style-type: none"> ▪ Reduced/slimmed down library provision ▪ SCC will benefit from the sale of any buildings but the library service will not ▪ Does not rule out closure of libraries ▪ Staff redundancies due to ‘slimmed’ down service ▪ Cost implication if have to pay market rate for rental of space
Opportunities	<ul style="list-style-type: none"> ▪ Private/commercial sector purchases library buildings and SCC lease the library space ▪ SCC leases the building to the private/commercial sector ▪ Increased footfall ▪ Libraries are run more like a business ▪ Refurbishment/redevelopment of libraries ▪ Increased opening hours ▪ Deliver Private sector hub model on a small scale rather than across all community libraries
Threats	<ul style="list-style-type: none"> ▪ Less community space within library could result in decreased income generation ▪ Less community space within library could result in fewer activities and events being held ▪ The private/commercial partner does not want to retain library provision in the long term ▪ The library becomes a secondary provision ▪ Needs Assessment is overlooked ▪ Library usage may decrease ▪ Would not rule out future threat of library closures ▪ Implications if library had to pull out of support package due to it no longer being financially viable ▪ There is an insufficient number of private sector organisations interested in this model

11. Mixed Hub Model



Model 11 description

Mixed Hub Model

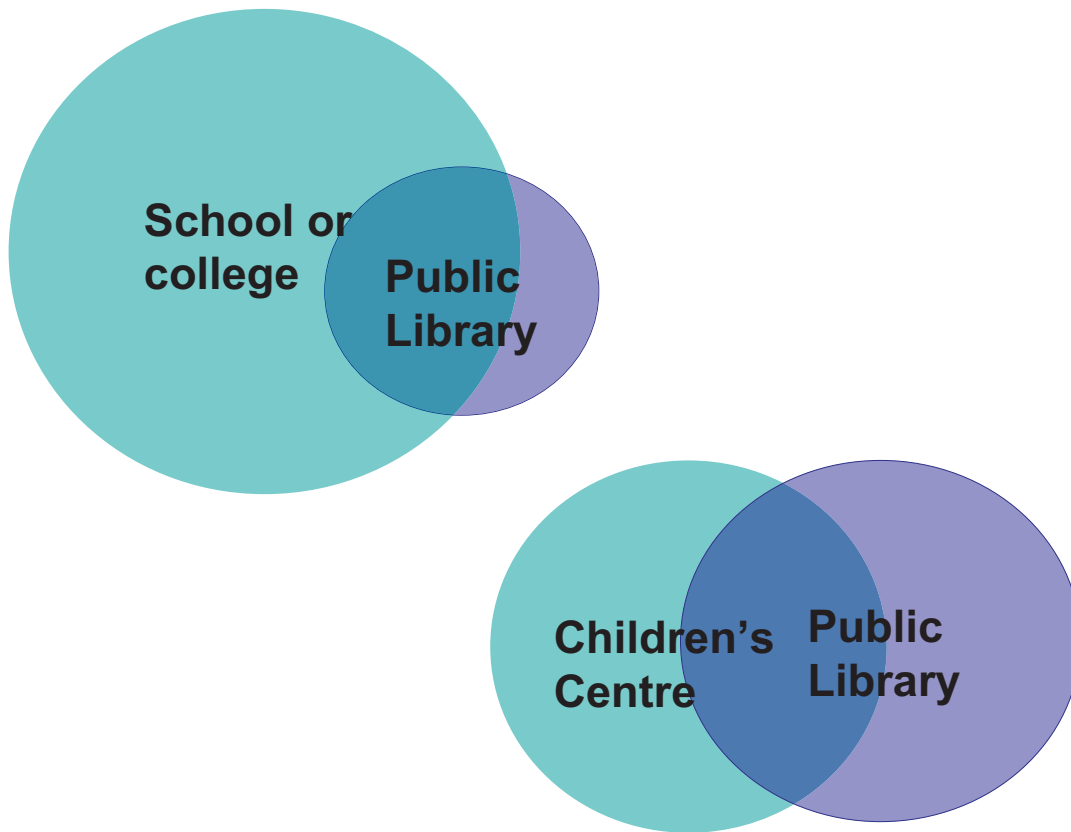
- Enabling mixture of hub models
- All building management and maintenance would be the responsibility of organisations external to the council (if allowed by Corporate Property).
- Would need strong service level agreements to ensure the service is not sidelined, moved, given reduced space, given significant rental increases etc.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 11 SWOT

Strengths	<ul style="list-style-type: none"> ▪ No library closures ▪ Community managed libraries remain part of the libraries network ▪ Some financial savings in terms of buildings, running costs, maintenance (asset transfer) ▪ Financial saving – management cost/staff reductions ▪ Building management and maintenance would be responsibility of external organisations ▪ Joint agreement to train and support volunteers ▪ Support package available ▪ Service standards are maintained via Service Level Agreement ▪ Shared buildings will increase footfall ▪ Relocation of some libraries in to more suitable buildings ▪ Co-location of services ▪ Income generated by Corporate Property to be put back in to Capital projects such as Surrey Street Central ▪ Partially supports the Customer First ‘Face to Face’ hub strategy
Weaknesses	<ul style="list-style-type: none"> ▪ Complex model with lots of partners involved – difficult to manage ▪ Will only work if strong SLA in place ▪ Income generated from room hire would be retained by external organisations ▪ May incur additional charges through hire of meeting/ community rooms ▪ Financial cost of support package ▪ Would not rule out future threat of library closures ▪ Staff redundancies ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪ Could lead to reduced/slimmed down library space in some places ▪ SCC will benefit from the sale of any buildings but the library service will not ▪ Cost implication if have to pay market rate for rental of space
Opportunities	<ul style="list-style-type: none"> ▪ Potential for opening hours to increase across community managed libraries ▪ Enables additional services to be delivered alongside the library provision ▪ Community organisations can access funding that the Council cannot ▪ More scope for volunteers to become involved- community empowerment ▪ External organisation may encourage volunteers to help in SCC libraries as well – to enhance ▪ Opportunities to learn from external organisation ▪ Possible transfer of library staff (TUPE) – would reduce redundancies ▪ Increased partnership working ▪ Relocation of libraries could be of benefit to users geographically ▪ Future opportunities for Capital investment into library buildings ▪ Increased opening hours ▪ Private/commercial sector purchases library buildings and SCC lease the library space

	<ul style="list-style-type: none"> ▪ SCC leases the building to the private/commercial sector ▪ Increased footfall ▪ Some libraries are run more like a business ▪ Refurbishment/redevelopment of libraries
Threats	<ul style="list-style-type: none"> ▪ There are not enough willing external partners interested in making this work ▪ There are not enough suitable buildings in the city ▪ The library provision becomes secondary in some cases ▪ Library users experience a decline in the level of service and expertise delivered ▪ Partners pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if partners embark on a long term agreement to deliver library service (i.e. external partner does not want to retain library provision in the long term) ▪ Challenge of changing the perceptions of campaigners/protestors against cuts ▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) ▪ Staff are not transferred – solely run by volunteers ▪ Co-location is not complementary to libraries i.e. the wrong partners are involved ▪ Disputes with partners over running of the building – need agreement in place ▪ Needs Assessment is overlooked ▪ Relocation of libraries may mean some users have to travel further to get to their library ▪ Library usage may decrease ▪ Financial ability to maintain remaining libraries if more cuts are imminent ▪ Would not rule out future threat of library closures ▪ Less community space within library could result in decreased income generation ▪ Less community space within library could result in fewer activities and events being held ▪ The library becomes a secondary provision

12. Education link model

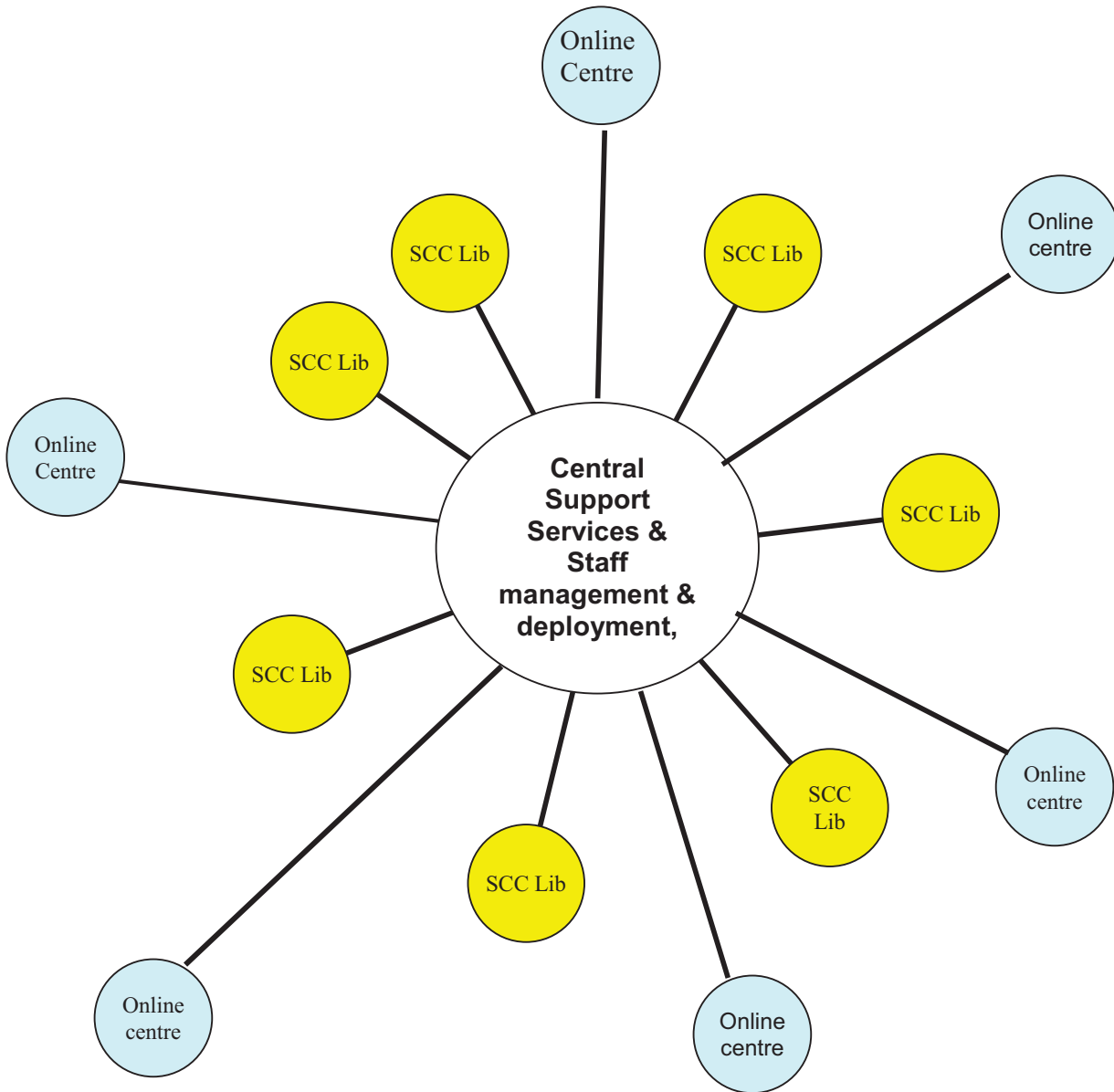


Model 12 Description Education Link Model

- Libraries would be co-located within education establishments.
- Where libraries are within schools, the school is responsible for running the library with central support services from SCC library service.
- Where libraries are co-located with children's centres, there would be merging of services and activity to avoid duplication – creating a new offer for children different to a distinct library or children's centre.
- It is unlikely that this model could be replicated across the city, therefore this model would need to work alongside other models.

Strengths	<ul style="list-style-type: none"> ▪ Libraries under the education model remain part of the libraries network ▪ Co-location with education establishments ▪ Increased children's offer ▪ Shared building/maintenance costs due to co-location ▪ Library service to offer advice and expertise ▪ Would attract more young people into libraries ▪ Retains (some) trained library staff
Weaknesses	<ul style="list-style-type: none"> ▪ Financial cost of providing central support services ▪ Would not rule out future threat of library closures ▪ Small financial saving to library service ▪ Replication of model city wide unlikely - would need to be implemented alongside other models ▪ Dual use has not worked well in Sheffield in the past in either Primary and/or Secondary ▪ Possible redundancies?
Opportunities	<ul style="list-style-type: none"> ▪ Increased footfall ▪ Attract new users ▪ Increase literacy ▪ Stronger partnerships with schools and/or Children's Centres ▪ School library model pilot ▪ Volunteers – pupils to help run libraries (linked to accreditation) ▪ Given the right 'ingredients' a dual use library could work
Threats	<ul style="list-style-type: none"> ▪ Safeguarding ▪ Decreased footfall ▪ Attracts young people but not adults ▪ Reputation - Announcement of opening new public library in a school following the closure of a community library ▪ Accessibility issues ▪ Impact of cuts to Children's Centres ▪ Public library joined to a school is not viable – ultimately becomes a school library ▪ Maintaining standards - students volunteering in libraries ▪

13. Technology model



Model 13 Description Technology Model

- SCC run service
- Less physical library buildings
- Investment in e-books, wifi, improved online catalogue
- Creation of online reservation centres, where people can reserve books online (at the centre or from home) and have them delivered to the centre – this could be a community centre, GP surgery, or other suitable public building. The number of online centres may need to be limited due to capacity of van rounds.

Model 13 SWOT

Strengths	<ul style="list-style-type: none"> ▪ SCC run service ▪ Library network maintained ▪ Less physical library buildings – cost saving ▪ Enhanced digital/technology offer ▪ Greater access via online reservation centres ▪ Financial savings in terms staff/management costs ▪ Maintains access to books and other materials
Weaknesses	<ul style="list-style-type: none"> ▪ Cost of enhance digital technology offer ▪ Reliant of service support team ▪ Less library buildings ▪ Loss of expertise from library staff ▪ Some libraries would close ▪ Staff redundancies ▪ Decreased access to other library services e.g. PN, children’s activities, baby time ▪ User may need to travel further to access a fully functioning library provision
Opportunities	<ul style="list-style-type: none"> ▪ More ‘convenient’ access points e.g. community centres, GP surgery ▪ A more flexible service ▪ Increase usage/membership ▪ Negotiate with partners to take on running of activities – baby time etc ▪ Could work alongside Community investment Programme – but could not be reliant on library buildings ▪ Staff deployment in reservation centres
Threats	<ul style="list-style-type: none"> ▪ Will only work in those areas with suitable public access buildings ▪ Will only work if enough people are willing to become a reservation centre ▪ Could create a gap in provision across the city ▪ Threat that service delivery no longer meets wider vision ▪ User numbers decrease ▪ Reservation centres pull out – need agreement in place ▪ Financial ability to maintain remaining libraries if more cuts are imminent - not sustainable in the long term ▪ Financial ability to maintain online reservation centres i.e. what happens if this is no longer financially viable but physical library buildings have already been disposed of? –impact ability to delivery efficient library service ▪ Legal challenge ▪ Local campaign groups/Community Right to Challenge

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Strategic objective	Outcome/benefit	Methodology
Promote reading and a wide range of resources	<ul style="list-style-type: none"> Books and reading are celebrated. Library provision which enables the improvement of literacy and skills for people of all ages. Library provision that recognises the changing demands and expectations of its users. 	<ul style="list-style-type: none"> Provide literacy resources Provide I.T. resources Specialist services and projects.
Access to information services.	<ul style="list-style-type: none"> Information is easy to source and convenient. Digital inclusion is supported and there is easier access to online services. 	<ul style="list-style-type: none"> Information is signposted where appropriate Fostering links with local services Central point of contact for information service Provide I.T. resources including access to the People's Network, wi-fi in key locations, access to e-books, improved online catalogue. Development of new business and health information services.
Create welcoming library spaces	<ul style="list-style-type: none"> Groups and individuals are encouraged to use the library space. Space responds to local need Service points are closer to neighbourhoods. 	<ul style="list-style-type: none"> Maintain neutral space welcome to all Well designed public space Libraries co-located with other services where appropriate. Continue active refurbishment programme.
Celebrate Sheffield's successful centres and rich local history	<ul style="list-style-type: none"> Sheffield's diverse history, locality and culture is celebrated and showcased. There is a focus for local civic pride. 	<ul style="list-style-type: none"> A high quality central library Community hubs Access to and development of Archives and Local Studies collections. Increased emphasis on digitised resources.
Tackle poverty and social inequality	<ul style="list-style-type: none"> Contribute and support towards opportunities to tackle poverty and social inequality 	<ul style="list-style-type: none"> Community hubs Volunteer programme Access to online services, through and with partner organisations.

		<ul style="list-style-type: none"> • Access to knowledge and information
Promote lifelong learning	<ul style="list-style-type: none"> • People of all ages are enabled to explore, discover and learn, to realise their potential. • Children and young people are encouraged to gain the right skills for the future and attain their potential. 	<ul style="list-style-type: none"> • Access to information and learning opportunities • Access to learning, reading and literacy • Usable study space.
Deliver sustainable services with a focus on 'local need'.	<ul style="list-style-type: none"> • The diverse needs of individuals and groups across the city are recognised. • Library services inspire, enrich and entertain Sheffield. • Services are cost effective and efficiently managed and demonstrate value and quality to the community. 	<ul style="list-style-type: none"> • Tailor made approach • Sustainable, flexible and modern services. • Services that can be integrated with community resources. • Income earning strategy (fundraising, sale of goods and services, fees and charges, sponsorship and legacy development). • Hub of complementary services sharing one building where appropriate • Develop strong partnerships and links with community organisations, local and community managed services. • A diverse, flexible and well trained workforce, supportive of change.
Utilising social capital	<ul style="list-style-type: none"> • Different areas of the service are enhanced. • Communities are developed, improving skills and employment prospects 	<ul style="list-style-type: none"> • Volunteer Strategy that works alongside a Council wide policy on volunteering. • Develop specialist projects and opportunities for individuals and groups to be involved in.
Promoting better health and wellbeing	<ul style="list-style-type: none"> • Access to health benefits for library users and visitors 	<ul style="list-style-type: none"> • Providing opportunities for enjoyment and relaxation • Contribute at a local level to the National Public Library Health Offer. • Provide a safe, neutral environment. • Contribute to Health & Well Being Strategy, • Development of partnership working with NHS, e.g. Help Yourself, Books on Prescription.

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The future of Sheffield's library services

Proposed operating model -Service Offer

Hub Libraries (run by SCC Libraries, Archives & Information Services)

- Paid staff
- Open for at least 31 hours per week
- Maintain level of book stock and materials and stock circulation
- Introduce e-book lending service
- Introduce wi-fi
- Book lending, request /reservation service and inter-library loan
- Photocopying services
- Children's books and activities
- Reading groups
- Newspapers
- CD and DVD hire
- Free access to computers and the internet for all via the People's Network
- Reader development activities
- Books in a broad range of community languages
- Radio Frequency Identification Device (RFID)
- On-line catalogue

Community Run Libraries

- Energy costs, cleaning costs, waste disposal, rental costs
- Book and material stock, and stock circulation (provided by central support)
- Introduce e-book lending
- SCC staff support and guidance for up to 15 hours per week
- Book lending, request/reservation service and inter-library loan
- Photocopying service
- Newspapers
- CD& DVD hire
- Free access to computers and the internet for all via the People's Network (computer maintenance provided by central support)
- Reader development activities (provided by central support)
- Books in a broad range of community languages
- Radio Frequency Identification Device (RFID)
- On-line catalogue

Independent Libraries

- Book stock contained in the particular library
- Furnishings subject to agreement
- Building subject to negotiation with the Council's Property and Facilities Management service, likely to require full market rent.

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Sheffield City Council

Equality Impact Assessment



Name of policy/project/decision: Libraries Review

Name of person(s) writing EIA: Andrew Milroy

Date: 06/09/2013

Service: Libraries

Portfolio Communities

What are the brief aims of the policy/project/decision?

The overall aim of the Libraries Review is to provide a comprehensive & efficient Library Service within the dedicated budget. This EIA addresses, at this stage, the Community Libraries element of the recommendations going out to consultation. The proposal for consultation is to retain 11 hub libraries – determined by a priority tool linked to the overall needs assessment – and to provide limited funding for up to 5 ‘community-led’ libraries – the location to be determined by a combination of the availability of social capital and the level of demographic need. This latter process will take until April 2014 to be completed so at this stage this EIA is concerned with the impacts of retaining the 11 hubs against the whole portfolio of Community Libraries. Some impacts may subsequently be addressed in part or in whole by the determination of the location of the 5 ‘community-led’ libraries.

A separate EIA has been completed for the consultation process on these proposals and the outcomes of that consultation will feed into an updated EIA to be considered prior to any final decision making. This will include an assessment of the impacts of the wider proposals in the main report including, for example, the Mobile Library service, staffing and changes in technology. Any future proposals for closure of individual Libraries will be accompanied by individual Equality Impact Assessments.

Areas of possible impact	Explanation and evidence
Age	<p>The age profile of Registered Library Users (RLUs) shows that the largest proportion comes from the 18-65 age groups with 47%. Under 18's make up 40% of and those 65+ 13%. There is a wide variation in the age profiles of registered library users in individual community libraries. The number of under 18s and people 65+ living in the community has been included as a demographic indicator in determining need/priorities for Community Libraries</p> <p>Under 18's - there is no discernible pattern in the proportions of children in the population registered as Library users across the city. The CL with the largest proportion is Park with 59% of its RLUs under 18 with the lowest proportion at 35% in Crystal Peaks and Totley. The best performing areas are dispersed around the city and may in part reflect the success of the promotion of the Bookstart programme. The numbers are generally lower in the South East of the City.</p> <p>65+ - The highest proportion of 65+ RLUs is 25% in Totley and the lowest is 4% in Burngreave.</p> <p>The needs of older people (over 65) were also taken into account in the priority tool as increasingly there are more older people in the population. Social isolation is an</p>

Areas of possible impact	Explanation and evidence
	<p>issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income.</p> <p>2012 Consultation The largest proportion of RLU's who responded were aged 65+ at around 3%. For those under 25 the proportion was very low at 0.2%. This indicates the consultation exercise was least successful with younger RLUs and most successful with older RLUs. Whilst all age groups wished to protect the range of services and materials most, and the Council running services least, there were some distinctive variations in between.</p> <p>Under 16s wished to protect Opening Hours; Library staff; Number of Libraries (in that order)</p> <p>Over 80s wished to protect Opening Hours; Number of Libraries; Library staff</p> <p>Potential Impacts; Initial analysis of RLUs for those 65+ shows there is a 1% lower proportion registered with the proposed 11 hubs so in general there would be a slight detrimental impact for this age group. There are however several individual non 'hub' libraries with a distinctly higher than average proportion of RLUs 65+; Totley 25.1%; Ecclesfield 20%; Gleadless 19.6%; average 12.9%.</p> <p>For RLUs u18 the analysis shows there is a 1% lower proportion registered with the proposed 11 hubs so in general there would be a slight detrimental impact for this age group. One individual non 'hub' library has a distinctly higher proportion of U18 RLUs – Park 59%; average 39.8%.</p>
Disability	<p>Monitoring of Library Users asks whether individuals consider themselves disabled. The current overall figure for this declaration is 1.4% in Community Libraries. The highest proportion of RLUs declaring themselves disabled is in Woodhouse at 3% and the lowest is in Broomhill at 0.6%. The estimated number of disabled people (using figures for Adults and Children in receipt of Social Care) has been included as a demographic indicator in determining need/priorities for Community Libraries.</p> <p>2012 Consultation The proportion of respondents reporting a disability was 10%. This compares very favourably with the 1.5% of RLUs reporting disabilities. There was no variation from the overall priorities for protection from disabled respondents.</p> <p>The needs of disabled people were taken into account in the priority tool as the location of library services is more acute for this group of people, who may be less able to travel to other libraries.</p> <p>Potential Impacts; Initial analysis of RLUs with Disabilities shows there is a slightly higher proportion registered with the proposed 11 hubs so in general there would be no overall detrimental impact. There are 3 non-hub Libraries, Woodhouse 3%, Uppertorpe 2.9% and Stannington 2.2% which have distinctly higher than average – 1.4% - numbers of disabled people. There are a considerable number of people with Mental Health problems identified through their registration. The availability of a secure and welcoming environment valued by this group will be detrimentally affected by the reduction in the number of CLs</p>
Pregnancy/ maternity	<p>There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area but consultation will seek to establish whether there are specific impacts</p>

Areas of possible impact	Explanation and evidence
Race	<p>Analysis of RLUs shows that 21% are from BME backgrounds compared to an estimate 19% BME people in the wider population. The BME Community should not, however, be seen as a single homogenous group. The 3 groups that are most significantly better represented within RLUs are the Black African, Pakistani and Other White groups. The number of BME people has been included as a demographic indicator in determining need/priorities for Community Libraries. The proportion of RLUs from BME Communities in individual Community Libraries varies substantially from 72% in Burngreave to 2.3% in Frecheville - in part reflecting the make-up of the communities using the Community Libraries.</p> <p>2012 Consultation – 9% of the respondents identified themselves as BME – half of what would have been expected. The views expressed were consistent with the overall survey results in terms of priorities</p> <p>The needs assessment has taken into account people from minority ethnic backgrounds. Unlike the general population (from a white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group.</p> <p>Potential Impacts; Initial analysis of RLUs from BME Communities shows there is a slightly higher proportion registered with the proposed 11 hubs so in general there would be no overall detrimental impact. There are however 3 non ‘hub’ libraries with a distinctly higher than average proportion of BME RLUs; Burngreave 72.5%; Tinsley 68.3%; Upperthorpe 43.4%; average 21%.</p>
Religion/belief	<p>There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area of diversity but consultation will seek to establish whether there are specific impacts</p>
Sex	<p>More women than men are registered as Library Users 57% – 43%. There is very little distinction in the gender of RLUs up to the age of 16 – but between the ages of 16 and 69 there are around 50% more women RLUs than men. A 60% - 40% split was also evident in the 2009 PLUS survey responses. This might reflect the variations in working and caring patterns between the genders.</p> <p>2012 Consultation The split between women and men respondents was exactly 2/3 – 1/3. This balance is quite disproportionate to the population where it is nearly 50/50 but more reflective of Library Users. There was very little difference in opinions on gender lines for the key question around options for cuts with the biggest variation being greater preference amongst women to retain the number of libraries.</p>
Sexual orientation	<p>There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area of diversity but consultation will seek to establish whether there are specific impacts and will seek out the views of representative organisations</p>
Transgender	<p>There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area of diversity but consultation will seek to establish whether there are specific impacts and will seek out the views of representative organisations</p>
Financial	<p>Poverty – The Index of Multiple Deprivation has been included as a demographic</p>

Areas of possible impact	Explanation and evidence
inclusion, poverty, social justice, cohesion or carers	<p>indicator in determining need/priorities for Hub & Community Led Libraries</p> <p>There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population. The location of library services is acute for this group of people, as the cost of travelling to another library could be a barrier to accessing the service. The availability of free books and internet access is of greater importance when income levels are low.</p> <p>Carers were identified as part of the 2012 consultation but expressed views consistent with the overall survey findings</p> <p>In considering how a comprehensive geographical spread of Libraries might be achieved, consideration has included the accessibility by frequent public transport routes.</p>
Voluntary, community & faith sector	<p>VCF Sector organisations have been invited to express an interest in running libraries and will be invited to participate in the process to facilitate the running of the 'community led' libraries. Community Groups will be affected in the context of their use of Library buildings for meetings and events in those areas where 'Hub' Libraries are not provided. Engagement with Community Groups as part of the proposed consultation will seek to establish whether there are specific impacts.</p>
Other/additional:	<p>The needs analysis referenced in the report provides insight and evidence of the need for library services in the city. From this and the consultation undertaken in 2012 we can ascertain that people use libraries for the following key reasons:</p> <ul style="list-style-type: none"> - Free access to books and other materials, particularly for people who are frequent and heavy readers, and people on low and restricted incomes. - Social spaces – for book groups, coffee mornings, children's activities, general relaxing space to meet. Particularly important for isolated older people. Children's activities not only provide development and socialisation opportunities for Children, but also provide support to parents and guardians by enabling them to make new friendships and share the challenges of parenting. - Access to knowledge, particularly for young people, especially where there is access to school and college curriculum information, and quiet space to study. - Access to free computers and internet. It is estimated that 45,980 households in Sheffield do not have a computer at home with internet access. Many services are now only available online, such as Universal Credit; therefore free access to the internet is essential for many people. - Access to reliable information, research and reference material including local history for leisure and educational purposes <p>The needs assessment has also taken into account literacy needs, as access to books, knowledge and learning in a safe and welcoming environment, can help people with low literacy needs improve their skills.</p> <p>Consultation will seek to establish whether there are specific impacts.</p>

Overall summary of possible impact

- Consultation and research has highlighted the desire and benefit of libraries running as community hubs, where local people can access a range of council services, advice and community activity from

one place. Hub libraries will be easily accessible by public transport and conveniently located amongst other services and shops. We will liaise with other council services and voluntary sector partners to ensure the 'hub' mix of services provided reflects the needs of local people as much as possible. Library space is regarded as a safe and welcoming environment and this will be maintained.

- Evidence from the inclusion of diversity elements in the Demographic Indicators has meant that the overall impact of these proposals appears to have only slight detrimental effect (in the 2 protected age groups). The impact on individual Community Library RLUs is however significant.

Approved (Lead Manager): Andrew Milroy **Date:** 13/09/2013

Approved (EIA Lead person for Portfolio): Phil Reid **Date:** 13/09/2013

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A (*new*) Sheffield Food Strategy

Progress towards refreshing the current Sheffield Food Plan (2011)

Briefing for the Economic and Environmental Wellbeing Scrutiny Committee Meeting

Place Public Health Team

Wednesday 9th October 2013



Why do we need to refresh our Sheffield Food Plan?

- Links to a number of SCC priorities – Strategic Outcomes; JHWBB Strategy, Fairness Commission

Progress has been made but a number of factors have affected the delivery of the 2011 Sheffield Food Plan including:

- Changes in priorities – incl. new priorities such as food poverty
- 2011 Food Plan was very wide ranging in nature – given diminishing resources need to refresh and focus on a smaller number of areas – ‘make it manageable’
- Unclear and changing governance structures to co-ordinate and drive progress - *now have a Food & Physical Activity Board
- The end of Sheffield Let’s Change4Life Programme funding – which was used to develop the 2011 plan
- Expectations of what is possible in the current economic climate
- SCC funding pressures
- Public sector reorganisation

Sheffield at a glance – included in the new Food Strategy

- Sheffield has 4951 registered food businesses
- In 2011, a total of 12574 people were employed in food related industry in Sheffield + Food Training and Retail
- Estimated that the average household in Sheffield wastes £50 of food / month
- Equates to £600 per household per year and over £136 million of wasted household food per year in Sheffield as a whole
- Estim. that approx. 40,000 people in Sheffield are currently experiencing food poverty

Sheffield at a Glance (2)

- Estimated that only 24.7% of people in Sheffield aged 16+ eat a healthy diet
- Over 30,000 people in Sheffield are malnourished (in terms of under nutrition)
- 58% of Sheffield's population aged 15+ (271,324 people) is estimated to be overweight or obese
- The direct cost of treating obesity and its consequences in Sheffield is approximately £11.5 million annually
- and the estimated annual cost of obesity related sickness absence in Sheffield is £14.5 million

Progress, opportunities and issues incl:

- The Moor Market - 200 Stalls - open Nov 2013
- Celebration - Sheffield Food Festival 184,000 visitors last year – 2013 Food Festival exceeded this
- New Governance structures
- Action to Improve School Food - e.g. 17 Schools/9000 pupils (Food, Fitness and Fun); 19 schools Stay on Site
- HENRY (Health Exercise and Nutrition for the Really Young 0-5s) Programme rolled out
- New Sheffield Green Commission
- Development of Food Banks – demand for emergency food

New Food Strategy - Three underpinning Themes

- 1. Environmental sustainability**
- 2. Improved health and wellbeing by
increasing healthy life expectancy
and reducing health inequalities**
- 3. A strong economy**

New Food Strategy – overarching aims

1. Everyone can access, a diverse offer of food that is safe, nutritious & benefits their health and wellbeing
2. We don't waste food
3. Food plays a key role in strengthening our local economy and the food offer draws people to our city
4. Our local food system is sustainable and the environmental impact of our food production, processing, retail and consumption is minimised
5. Our public sector bodies lead by example through regulation and sustainable procurement and provision of food

Priorities proposed in the strategy next 2 years

1. Tackle Food Poverty in Sheffield
2. To improve the food offer - Implement the 'Takeaways Toolkit' in Sheffield
3. *Establish a Healthy Eating Campaign & Support Communities to Grow their own Food*
4. Boost the role food plays in the local economy
5. Establish an independent Sheffield Food Trust

FS underlines SCC as an 'enabler' + deliverer of Food priorities

Progress to Date

- First Draft of new Strategy presented to Food & Physical Activity Board (July 2013)
- Draft Terms of Reference for new Food Executive Group/date set
- **Consultation** process proposed includes:
 - Consultation with some Elected Members
 - Stall at the Sheffield Food Festival September 2013
 - Questionnaire to be widely circulated &
 - Round table discussions being planned for October 2013 (to be planned jointly with Physical Activity 'Move More' strategy)

Next Steps include:

- Food & Physical Activity Board Meeting November 2013
- First Meeting of Food Executive Group 15th October 2013
- Consultation on new Food Strategy
- Agree Final Draft ready for period of Consultation
- Collate consultation feed back and launch final strategy before December 2013
- Prepare detailed action plan ready to implement
- Identify resources

Place Public Health Team - Sheila Paul Public Health Consultant &

Jill Lancaster Health Improvement Practitioner Advanced

We would like to acknowledge Ellie Houlston formerly of Place PH Team

Supporting slides if needed

Figure 1: The Food System





Report to Economic and Environmental Wellbeing Scrutiny & Policy Development Committee 9th October 2013

Report of: Matthew Borland, Policy and Improvement Officer
Tel: 2735065, Email: matthew.borland@sheffield.gov.uk

Subject: Work Planning 2013/14

Summary:

This report provides a proposed Work Plan for the Committee for the remainder of the 2013/14 municipal year.

Recommendations:

The Scrutiny Committee is asked to:

1. Comment on the work plan
 2. Agree the work plan
-

Background Papers: None

Category of Report: OPEN

Work Plan

1. Work Plan

1.1. Following discussions with the Chair of the Committee the following Work Plan has been put together:

Meeting	Item	Brief Summary
11th December 2013	Cycling Inquiry - Oral Evidence	The whole of this meeting is to be used to take oral evidence
	Work Plan	To comment on and agree the work plan
12th February 2014	City Centre Vibrancy	A walkabout in January to be set up that can then inform a discussion at the February meeting. To include scrutiny of relevant performance information.
	Cycling Inquiry - Sign Off Report	To sign off the report on the Cycling Inquiry. Committee members will have the chance to comment on drafts before it is brought to the Committee for approval.
	Work Plan	To comment on and agree the work plan
9th April 2014	Streets Ahead	The July meeting of the Committee requested an update on progress on Streets Ahead. This item could take more of a performance management approach.
	Second Item tbc	
	Work Plan	To comment on and agree the work plan

1.2. There are three further items which are in the pipeline, including some where officers need to report back with updates: Climate Change Adaptation; Rural Broadband; and Modernisation of Cabinet Highways Committee. It is not anticipated all updates will require a major discussion at Scrutiny.

2. Recommendations

2.1. The Scrutiny Committee is asked to:

- 1) Comment on the work plan
- 2) Agree the work plan