

Notice of Meeting

Communities Select Committee



Date & time
Thursday, 26
September 2013
at 10.30 am

There will be a
private pre
meeting for
Members at
9.30am

Place
Committee Room C,
County Hall,
Kingston Upon
Thames
Surrey
KT1 2DN

Contact
Jisa Prasannan or Huma
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Chief Executive
David McNulty

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Jisa Prasannan or Huma Younis on 020 8213 2694 or 020 8213 2725.

Members

Mrs Denise Saliagopoulos (Chairman), Mr Chris Norman (Vice-Chairman), Mrs Jan Mason, Mr John Orrick, Mr Saj Hussain, Rachael I. Lake, Mrs Mary Lewis, Mr Christian Mahne, Mr Chris Pitt, Ms Barbara Thomson, Mr Alan Young and Mr Robert Evans

Ex Officio Members:

Mrs Sally Marks, Mr David Munro

TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

Community Safety	Adult and Community Learning
Crime and Disorder Reduction	Cultural Services
Relations with the Police	Sport
Fire and Rescue Service	Voluntary Sector Relations
Localism	Heritage
Major Cultural and Community Events	Citizenship
Arts	Registration Services
Customer Services	Trading Standards and Environmental Health
Library Services	Legacy and Tourism

PART 1 **IN PUBLIC**

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 11 JULY 2013 & 14 AUGUST 2013 (Pages 1 - 22)

To agree the minutes as a true record of the meetings.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*20 September 2013*).
2. The deadline for public questions is seven days before the meeting (*19 September 2013*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE (Pages 23 - 24)

A response is included following recommendations made to Cabinet on 23 July 2013.

6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME (Pages 25 - 32)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

7 SFRS INCOME GENERATION STRATEGY AND TRADING (Pages 33 - 36)
Purpose of report: *Scrutiny of Services and Budget*

This report provides an update to specific issues and risks raised by the Select Committee in July 2013 in response to the Fire and Rescue Services Income Generation Report.

8 CUSTOMER SERVICES OVERVIEW AND PERFORMANCE REPORT (Pages 37 - 44)
Purpose of report: *Scrutiny of Services & Policy Development and Review*

The purpose of this report is to give the Communities Select Committee an overview of Customer Services' role, performance and future plans.

9 COMMUNITY PARTNERED LIBRARIES PROGRESS REPORT (Pages 45 - 98)
Purpose of report: *Policy development and review*

To provide the committee with an update on the progress on the implementation of Community Partnered Libraries (CPL's) across Surrey.

10 DATE OF NEXT MEETING

The next meeting of the Committee will be held on Thursday 31 October 2013 at 10am.

David McNulty
Chief Executive
Published: 18 September 2013

MOBILE TECHNOLOGY – ACCEPTABLE USE

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MINUTES of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 10.30 am on 11 July 2013 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 26 September 2013.

Elected Members:

- * Mrs Denise Saliagopoulos (Chairman)
- * Mr Chris Norman (Vice Chairman)
- * Mrs Jan Mason
- * Mr John Orrick
- * Mr Saj Hussain
- Rachael I. Lake
- * Mrs Mary Lewis
- Mr Christian Mahne
- Mr Chris Pitt
- * Ms Barbara Thomson
- * Mr Alan Young
- * Mr Robert Evans

Ex officio Members:

Mrs Sally Ann B Marks, Vice Chairman of the County Council
Mr David Munro, Chairman of the County Council

Substitute Members:

Richard Wilson
Denis Fuller
Colin Kemp

1/13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Chris Pitt, Rachael I Lake and Christian Mahne.

Richard Wilson substituted for Rachael I Lake, Denis Fuller for Christian Mahne and Colin Kemp for Chris Pitt.

2/13 MINUTES OF THE PREVIOUS MEETING: 21 MARCH 2013 [Item 2]

The minutes were agreed as an accurate record of the meeting.

3/13 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interests.

4/13 QUESTIONS AND PETITIONS [Item 4]

There were no questions or petitions.

5/13 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 5]

Declarations of interest: None.

Witnesses: None.

Key points raised during the discussion:

1. Members were made aware that further to publishing, there were some slight changes to the scheduling in the Forward Work Plan. The Chairman informed the Committee that scrutiny of Surrey's Tourism Strategy had been moved from September to November's meeting to allow for more time to scrutinise this item. The Chairman also informed the Committee that scrutiny of the Joint Committee model had been moved from September to November due to a change in timescales.
2. A member of the Committee asked for the detailed income generation plans for Surrey Fire and Rescue Service, being prepared for Cabinet be included with the papers on the contingency crewing item for the September meeting.
3. A member of the Committee suggested that stakeholders be invited for the Scrutiny of community partnered libraries.

Recommendations:
None

Actions/further information to be provided:

None.

Committee Next Steps:

None.

6/13 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 6]

Declarations of interest: None.

Witnesses: None.

Key points raised during the discussion:

1. It was noted that a Cabinet response to the Select Committee's recommendations on the changes to the emergency response cover locations for Epsom & Ewell and Reigate and Banstead had been received.
2. The Committee agreed to note this response. Mrs Jan Mason asked for it to be minuted, that she had voted against approving the proposed changes to the emergency response cover locations at the Select Committee meeting on 21 March 2013. This had previously not been minuted because a recorded vote had not been requested by any Committee member.

Recommendations:

None.

Actions/further information to be provided:

None.

Committee Next Steps:

None.

7/13 SCRUTINY OF SURREY FIRE AND RESCUE SERVICE INCOME STRATEGY [Item 9]**Declarations of interest:**

None.

Witnesses:

Kay Hammond, Cabinet Associate for Police and Fire Services
Liz Mills, Chief of Staff, Surrey Fire and Rescue Service (SFRS)

Key points raised during the discussion:

1. The report was introduced to members of the Committee by Mrs Kay Hammond, Cabinet Associate for Police and Fire Services and Liz Mills, Chief of Staff, SFRS. Mrs Hammond provided the Committee with some context to the report in terms of the aims of the Public Safety Plan.
2. The Cabinet Associate stated the importance of Committee members having sight of the Public Safety Plan 2011-2020, if they haven't already. The Chairman of the Committee asked for a copy of this to be circulated to all members on the Committee.
3. The Chief of Staff explained how the Service was already generating income and their plans to expand this and plough this back into the Service.
4. The Chief of Staff referred to different income operating models such as a Local Authority Trading company and a Surrey Fire Service independent charity. The Chief of Staff also stressed the importance of understanding and learning different ways of working from other Local Authorities.
5. A member of the Committee questioned whether achieving an additional income target of £660k by the end of 2017/18 was realistic. The Chief of Staff stated that they had built in the realism factor when preparing the business model for this income target, to ensure the target was realistic. The Chief of Staff explained that resources planning would also ensure the target was realistic. Both the Chief of Staff and Cabinet Associate felt confident this target could be achieved.
6. A member of the Committee sought clarification on which services SFRS would be charging for. The Chief of Staff explained that it was services which SFRS were not required to provide e.g. occupational health, but which SFRS could use their expertise creatively in order to generate income.
7. Members of the Committee referred to the opportunities available for SFRS to sell technical services to private companies, for example events safety management. The Cabinet Associate for Police and Fire Services explained how the Fire and Rescue Service already works alongside the Local Resilience Forum, looking at possible risks with events and how best to manage these with both the police and ambulance services. The Cabinet Associate for Police and Fire Services commented that the Fire and Rescue Service were already supporting large events, for example, the recent Epsom Derby.

8. Some members of the Committee raised concerns over selling services to companies that would have previously received these services free of charge. The concern was that these businesses may now be putting themselves at risk by opting out of receiving these services. The Chief of Staff explained that the SFRS intended to apply charges to new companies they planned to go into business with rather than companies they already provided services for free of charge. Furthermore, operating as a trading company provided SFRS with more flexibility to promote the right services to companies who were interested and willing to pay.
9. Members of the Committee raised concerns over staffing capacity for these proposals, having to provide extra services with low staffing levels, especially in the case of fire fighters who could not leave fire stations unmanned. The Chief of Staff stated that these plans did not negatively impact staffing for SFRS core services. Instead staffing would be achieved through collaboration with other emergency services and opportunities would be made available to those employees looking for secondary opportunities.
10. A member of the Committee questioned whether there could be a perceived conflict of interest between the Service operating as a trading company and as a local authority service, using the SFRS brand in both cases. The Chief of Staff stated that the service would continue to provide high quality free advice and service provision in their capacity as a Local Authority, thereby maintaining the strong SFRS brand. Furthermore, Equality Impact Assessments would be carried out to ensure resident needs were addressed. The Chief of Staff stated the importance of ensuring residents' confidence was not compromised and hence feasibility studies for these proposals would be carried out over the next few months. The Cabinet Associate for Police and Fire Services commented that it was important to be mindful of the public's views and that Councillors could assist the service in ensuring resident opinions are heard. Legal advice would also be sought in respect of potential conflicts of interest. A member of the Committee noted the importance of public buy in for such incentives and the fact that there were examples of positive public reaction to emergency service collaboration already taking place in Surrey.
11. Some members of the Committee questioned how extra employees required to support this new service provision would be funded. The Chief of Staff explained that details on resource and asset requirements and funding would be set out in a detailed business plan going to Cabinet.
12. Some members of the Committee commented on their reservations about the business case as a whole given some of the issues raised

by the Committee. The Cabinet Associate for Police and Fire Services explained that Committee members could be given the opportunity to scrutinise the detailed business plan going to Cabinet once this had been finalised. Furthermore the Cabinet Associate stated the Fire and Rescue Service had more capacity than it has had for the last 10 years because the numbers of incidents the Service were attending had decreased. SFRS wanted to utilise additional capacity and the specialist skill set within the service, and these proposals could help achieve this.

13. A member of the Committee asked what the provision was for animal rescue callouts and if these costs were covered by the taxpayer. The Chief of Staff stated that the costs incurred depended on the individual situation. There was a 'special service charge' in place for situations which did not meet the standard Fire and Rescue criteria. It was further explained that people requesting services were told in advance if the service they required would incur a charge.
14. Members of the Committee asked for the opportunity to scrutinise the detailed business plan for income generation by SFRS before it went to Cabinet. The Cabinet Associate for Police and Fire Services agreed to this approach.
15. Members of the Committee agreed for 'endorse' to be replaced with 'reconsider' in the first line of the recommendation.

Recommendations:

- a) The Communities Select Committee noted the approach taken by the Fire & Rescue Service to ensure the income generation target in the Medium Term Financial Plan is achieved.
- b) The Communities Select Committee recommends that prior to a decision being taken by Cabinet to endorse the income generation strategy of SFRS, a more detailed income generation strategy, addressing the Committee's concerns, be presented to the Committee for scrutiny.

Actions/further information to be provided:

Public Safety Plan 2011-2020 and 'Facing the Future' report (Sir Ken Knight CBE) to be circulated amongst members of the Committee.

Committee Next Steps:

None

8/13 MAGNA CARTA PROGRAMME [Item 7]

Declarations of interest:

None.

Witnesses:

Peter Milton, Head Of Cultural Services
 Paul Turrell, Chief Executive of Runnymede Borough Council
 Nic Durston, Assistant Director of Operations, National Trust
 Simon Higman, Registrar and Director of Operations, Royal Holloway University

Key points raised during the discussion:

1. A member of the Committee stated that no financial information relating to the proposals was included in the report and a number of key officers responsible for the report were not present. It was questioned whether the proposals could be adequately scrutinised on the basis of the information available.

11.45am- The meeting was adjourned to decide whether financial information relating to the proposals was part 2. The Committee decided to proceed to the next Item and return to this Item later on.

12.30pm- The Senior Manager for Scrutiny and Appeals explained that the financial figures relating to the paper were part of a report going to Cabinet and had been seen by the relevant Cabinet Member. It was therefore possible to have an open discussion about the financial information which would have a bearing on the overall discussion about the report.

2. Members of the Committee noted the international significance of the anniversary of the sealing of the Magna Carta and the potential to create a legacy for Surrey by marking this historical occasion.
3. A member of the Committee commented on the financial information regarding the highways budget linked to the proposals. It was questioned whether there was capacity for the highways department to cover the proposed costs required for the programme. The Head of Cultural Services stated that there was enough money available from the highways department and these costs were necessary in respect of road crossings and dealing with the impact of increased travel.
4. A member of the Committee commented on the Runnymede roundabout scheme and whether there would be money available to fund a park and ride in the area. The Head of Cultural Services stated that at the present moment, work relating to car parking and traffic management was being undertaken by the master planners and this was still being developed. The Head of Cultural Services commented that 4 million for the roundabout had been included in the budget arrangements for over two years. The budget for the roundabout was

not specifically in place for the Magna Carta programme but was an initiative which had been in the pipeline for some time. It was important to get the work relating to the roundabout done in coordination with the Magna Carta programme so disruption could be limited. In respect of a park and ride, this would need to be further discussed with transport planners.

5. A member of the Committee asked the Head of Cultural Services to confirm that £1.2M would be the total contribution to the programme from Surrey CC. The Head of Cultural Services confirmed this was the amount being contributed aside from the highways costs. Clarification was sought with regards to the definition of 'resourcing costs'. The Head of Cultural Services stated that this would be the costs required to cover staffing for the programme. Some members expressed concerns over this financial commitment at a time when there was already considerable pressure on the Council's resources.
6. A question was asked as to how Runnymede Borough Council would celebrate the anniversary of the Magna Carta. The Chief Executive of Runnymede Borough Council explained that an activity programme for the Magna Carta was being prepared which would work alongside the event plans of Surrey County Council.
7. Members of the Committee raised concerns over incomplete statistics and why statistics (page 27 of the report) on the wider surrounding areas had not been included in the report for benchmarking purposes. The Head of Cultural Services commented that when the report was drafted neighbouring areas requiring extra support from the County Council were highlighted. This was additional information that would be included in the Cabinet report, and showed how the proposals went beyond the immediate objectives of the Magna Carta celebrations.
8. A member of the Committee asked if there were details relating to the expected increase in visitor numbers to the area to justify the business case for these proposals. The Chief Executive of Runnymede Borough Council commented that expected visitor numbers were available but that these related to the previous proposal for the Magna Carta visitor centre. He added that visitor numbers would be available in due course. Nic Durston, Assistant Director of Operations, National Trust commented that he was confident that as awareness of the Magna Carta increased so would visitor numbers.
9. A member of the Committee commented that it would be useful to have a copy of the various masterplans for the area once these were available. The Chief Executive of Runnymede Borough Council stated that a Masterplan for the regeneration of Egham town centre was underway and that phase one of the plan would be completed by next year.

10. Members of the Committee raised concerns over how much investment would be committed by Runnymede Borough Council. The Chief Executive of Runnymede Borough Council confirmed that £125,000 had already been committed and more would be invested in due course. Simon Higman, Registrar and Director of Operations, Royal Holloway University stated that the university had committed £200,000 towards the programme and anticipated spending more in partnership with stakeholders.
11. Members of the Committee raised concerns over the lack of detail around these proposals in terms of a business case and detailed financial information. Members felt that if details of the projected financial return on investment could be provided, then the programme was likely to receive more support. At the same time some Members recognised that plans were still in the development phase ahead of 2015 and that not all details would necessarily be available at present.
12. Members questioned whether private sponsorship had been sought for the programme and if an environmental impact study had been undertaken. Nic Durston, Assistant Director of Operations, National Trust stated that CBA (Chris Blandford Associates) were experts in the field of environmental management and would ensure a full environmental study would be undertaken. He further commented that private sponsorship was essential and that a fundraising strategy would be developed in due course.
13. The Chief Executive of Runnymede Borough Council explained that a pageant, planned to be held as part of the celebrations, would be supported through private and commercial sponsorship. With the international interest surrounding the Magna Carta, international sponsorship would also be sought.
14. A member of the Committee asked whether any discussions had taken place with the surrounding areas such as Spelthorne and Windsor and Maidenhead. Simon Higman, Registrar and Director of Operations, Royal Holloway University stated that the Magna Carta programme would go beyond Runnymede and discussions would take place with neighbouring authorities. It was further stated that Windsor and Maidenhead were currently involved in discussions and that Wraysbury Parish Council also expressed interest in being involved in the programme.
15. Concerns over costs of using CBA group and the costs of officer time holding consultation meetings was raised by a member of the Committee. The Head of Cultural Services stated that CBA was funded through the National Trust and that consultation meetings were a necessary part of planning this project.

16. Some members questioned the investment benefit to Surrey. The Chief Executive of Runnymede Borough Council commented that although historic projected numbers for the visitor centre were available, visitor numbers for the Magna Carta programme would require a holistic approach. It was further explained that these figures would not be available for the report going to Cabinet on 23 July.
17. The Committee asked what the service would be asking Cabinet to decide on 23 July in relation to these proposals. The Head of Cultural Services stated that the report being taken to Cabinet would ask them to approve the concept, brand and partnership arrangement for the proposals, as well as a budget of £300,000 for the events programme and £700,000 for a new memorial commission. The Cabinet were also being asked to approve the delegation of the implementation of these plans for the Leader and Assistant Chief Executive.
18. The Committee requested to see this report to Cabinet. It was confirmed that the report going to Cabinet would be shared with the Committee as soon as it was available.
19. The Chairman asked members of the Committee if they agreed with marking the occasion in principle. The majority of the Committee agreed to marking the occasion in principle.
20. However the majority of the Committee requested their concerns around these proposals be highlighted to Cabinet. Key concerns included the absence of a detailed business plan justifying the Council's proposed commitment of £1.2m, the absence of detailed impact assessments of the proposals and the absence of detailed information on projected visitor numbers and the concept idea. The Committee requested the opportunity to add to their recommendations to Cabinet based on any further information contained in the report to Cabinet.

Recommendations

- (a) Communities Select Committee's concerns around these proposals be highlighted to Cabinet. Key concerns include the absence of a detailed business plan justifying the Council's proposed commitment of £1.2m, the absence of detailed impact assessments of the proposals and the absence of detailed information on projected visitor numbers and the concept idea.
- (b) The Committee have the opportunity to add to their recommendations to Cabinet based on any further information contained in the report to Cabinet.

Actions/further information to be provided

The report going to Cabinet on 23 July to be shared with the Committee.

Committee Next Steps:

Committee to send any further comments/recommendations, in light of further information contained in the report to Cabinet, to the Chairman of the Committee, to inform the Chairman's report with recommendations to the Cabinet on this item.

9/13 SCRUTINY OF THE USE OF REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) [Item 8]

Declarations of interest:

None.

Witnesses:

Steve Ruddy, Community Protection Manager

Key points raised during the discussion:

1. The report was introduced to members of the Committee by the Community Protection Manager. The Community Protection Manager explained the report provided details on how the Council makes use of RIPA and how it had been utilised over the previous financial year. RIPA protects the most vulnerable in the community and can be used to monitor and investigate a wide range of serious crime. Including consumer frauds and scams.
2. A member of the Committee questioned whether the changes to staffing had an impact on the number of surveillance activities undertaken as outlined in paragraph 11 of the report. The Community Protection Manager stated that the reduction in surveillance activity was due to the overall number of investigations being reduced, changes to how RIPA applications were authorised and an increased focus on larger investigations. Furthermore, the Proceeds of Crime Act (2002) makes more information on individuals available to Trading Standards Accredited Financial Investigators which has helped reduce the need to use RIPA in some other investigations.
3. Members of the Committee raised concerns over using officer names when referring to the Authorising Officer for covert human intelligence source authorisation (CHIS) as shown in the report. Members were concerned that this could possibly endanger the named officers. The Community Protection Manager stated that information relating to the Authorising Officers was in the public domain and that it was important

the service made as much information as they had, available to the public.

4. A member of the Committee questioned which services other than Trading Standards, could make use of RIPA. The Community Protection Manager explained that RIPA had only been used by Trading Standards over recent years but that other services could also potentially use RIPA. The ability to use RIPA is available to other services but only if there is an investigation into a serious crime (a crime carrying a sentence of 6 months imprisonment or more), under very tight control and authorisation, hence the need to update the corporate RIPA policy and framework on a regular basis.
5. Members of the Committee were happy to endorse the report and supported the Council's use of RIPA.

Recommendations:

Communities Select Committee endorse the report and support the Council's use of RIPA.

Actions/further information to be provided:

None.

Committee Next Steps:

None.

10/13 DATE OF NEXT MEETING [Item 10]

The date of the next meeting is 26 September.

Meeting ended at: 1.15 pm

Chairman

MINUTES of the meeting of the **COMMUNITIES SELECT COMMITTEE** held at 9.30 am on 14 August 2013 at County Hall.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 26 September 2013.

Elected Members:

- * Mrs Denise Saliagopoulos (Chairman)
- * Mr Chris Norman (Vice-Chairman)
- Mrs Jan Mason
- * Mr John Orrick
- * Mr Saj Hussain
- * Rachael I. Lake
- Mrs Mary Lewis
- * Mr Christian Mahne
- Mr Chris Pitt
- * Ms Barbara Thomson
- * Mr Alan Young
- Mr Robert Evans

Ex officio Members:

Co-opted Members:

Substitute Members:

Eber Kingston
Mike Bennison
Tim Hall

1/13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Jan Mason, Robert Evans, Mary Lewis, Chris Pitt and Denise Saliagopolous.

Mike Bennison substituted for Mary Lewis, Eber Kington for Jan Mason and Tim Hall for Chris Pitt.

2/13 DECLARATIONS OF INTEREST [Item 2]

There were no declarations of interests.

3/13 CALL-IN OF CABINET DECISION: 23 JULY 2013 [Item 3]**Declaration of interest:**

None

Witnesses:

Helyn Clack, Cabinet Member for Community Services
 Susie Kemp, Assistant Chief Executive
 Rhian Boast, Programme Lead for Legacy and Magna Carta
 Peter Milton, Head of Cultural Services
 Susan Smyth, Strategic Finance Manager

Key points raised during the discussion:

1. With apologies being received from the Chairman of the Communities Select Committee, the Vice-Chairman of the Committee chaired the meeting.
2. The Vice-Chairman introduced the extraordinary meeting of the Communities Select Committee to consider the Cabinet decision of 23 July in respect of the Magna Carta 800th anniversary. He explained that the Cabinet decision was to agree the outline Magna Carta Partnership Masterplan, its additional project funding, and delegation of project oversight. The Vice-Chairman went on to explain that four members of the Committee had called-in this Cabinet decision for re-consideration.
3. The Vice-Chairman explained the procedure for considering Cabinet decisions which have been called in by a Select Committee and how the meeting would be administered. The Vice-Chairman also highlighted key pages of the agenda and reports for the benefit of the public and Committee Members. The Vice-Chairman reminded the Committee of emails received from members of the public in respect of this issue.

4. Members who had called-in the decision were given the opportunity to present their concerns to the Committee. One Member reminded the Committee of their discussions around this issue at the Communities Select Committee meeting of 11 July 2013. He considered this to be a full and wide ranging debate, which led to serious concerns being raised with the Cabinet. He stated that whilst these concerns were noted, he did not feel that Cabinet had taken these concerns into account when making its decision on 23 July 2013. The Member stated that in his view no real discussion had taken place at the Cabinet meeting, especially with regards to the lack of a business case and detailed Masterplan. The Member queried whether budget decisions had been made on the basis of an outline plan. He expressed concern over whether there would be potential extra costs involved. The Member stated that we should be clear on what we were getting in return for spending taxpayers' money. The Member stated that he understood the national importance of this event, but questions remained over how much funding was being contributed by others including Runnymede Borough Council and central government. The Member concluded that the Committee had a duty to explore these issues and some of those raised by the public, for example restrictions on carrying out works on the common land by the Magna Carta site, before the Council backed this considerable expenditure.
5. The Vice-Chairman invited the Cabinet Member for Community Services and the lead officers to respond.
6. The Cabinet Member for Community Services responded to the concerns raised by the Member. She reinforced the importance of the anniversary celebrations for both the Country, the County and internationally, and explained the duty of the Council to fully support such an occasion. The Cabinet Member for Community Services explained that the report presented to Cabinet on 23 July was an outline of the programme. She stated that there were no members of the Communities Select Committee present at the meeting to ask questions of the Cabinet or discuss the issue. However, she explained that she had discussed the issue with the Chairman of the Committee before Cabinet and they had agreed to hold a Member seminar in the autumn, to seek further input from Members as the plan develops. The Cabinet Member for Community Services stated that no cheques had yet been signed, however, financial support from a number of sources including central government were being sought.
7. The Programme Lead for Magna Carta explained that what they were asking for in terms of capital investment from the Council was £700,000 for a commission in the landscape to mark the 800th anniversary. In addition, £300,000 had been factored into the MTFP for an events programme and £200,000 to cover staffing costs in order to manage this. Other costs would become clearer as the project

developed, but partners and the Heritage Lottery Fund (if bid was successful) would contribute for this. The Programme Lead explained that the issues surrounding the use of common land would be managed in a sensible manner and would be no different to other projects involving planning procedures.

8. The Head of Cultural Services stressed that the areas of common land subject to the proposals was mainly owned by the National Trust. Their special advisors, experienced in dealing with common land issues, would be advising the Masterplanners and addressing any issues. He explained that the Masterplanners were exploring any constraints of holding events on common land and only reasonable proposals would be put forward. He stated that a number of possible locations had been identified for the commission in the landscape, out of which possibly only one was on common land. He confirmed that designs would ensure they did not compromise surrounding common land.
9. A member of the Committee stated the importance of scrutiny by Select Committees in the democratic processes of the Council. The Member stated that the Cabinet should therefore deal with the Committee's concerns and recommendations in an open and transparent manner. The Member stated that he did not feel the Cabinet had seriously considered or discussed the recommendations of the Committee at its meeting of 23 July. The Cabinet Member for Community Services stated that the Committees' concerns and the Cabinet Members response to it were tabled at the Cabinet meeting. She explained that there was no one from the Committee present to ask supplementary questions. The Cabinet Member assured the Committee that once the detailed plan was available, further discussions involving the Committee would take place in the form of a Member seminar.
10. A member of the Committee explained that she had not received notification that the Chairman and Vice Chairman would not be attending the Cabinet meeting of 23 July. The Member asked that in future, members of the Committee be made aware of this. The Member went on to state that obtaining feedback from 430 people as part of a consultation process was not an adequate figure on which to build a business case. The Member explained that she did have enthusiasm for the project, but still stood by the concerns of the Committee. She therefore felt that the consultation process needed to continue and be extended to ensure a better understanding of resident opinion. The Member explained that in her understanding, the project could cost £8-£10million for SCC (which includes transport provision), and she would therefore like to see solid financial commitment from partners and also a debate in Cabinet to show the public that the Council were looking after taxpayer's money.

11. The Cabinet Member for Transport, Highways and Environment explained that a bid for work to be carried out to the Runnymede roundabout was currently being submitted to central government, with funds being available at the beginning of 2015. Therefore, this would not form part of SCC additional costs. The Cabinet Member for Transport, Highways and Environment added that the crossing points were part of the roundabout bid, to further reassure the Committee, and that he was confident that works to the roundabout would be delivered efficiently, on time, and not be a burden to the taxpayer.
12. The Assistant Chief Executive stated that further work on the programme was required and would be done in partnership with a number of different stakeholders including the National Trust, Runnymede Borough Council and the Royal Holloway University. The Assistant Chief Executive reiterated the position that the Select Committee would be involved with discussions regarding the plans for the programme as they continued to develop.
13. Councillor Alan Young apologised for arriving late to the meeting. He stated that as a point of procedure, having a more detailed report at the Select Committee meeting on 11 July, along with finance details and a business plan well in advance, could have prevented a call-in from taking place. He offered constructive feedback to officers that more time should be invested in reports to the Select Committee to avoid this situation developing again.
14. Some members of the Committee expressed their support for the programme and the possible economic benefits for the County from the expected increase in tourism. Some Members expressed the importance of the programme in creating jobs and putting Surrey on the map. Some Members acknowledged that with planning a project you needed to start somewhere and that the plans would develop and change with time and there was nothing wrong with this approach. Some Members commented that the total funding being put forward by the County Council was realistic when considering the amount of funding being committed by partners. A Member stated that the money was being well spent and Surrey should be proud of its heritage.
15. A member of the Committee commented on the necessity of the programme especially when considering the advanced tourism and legacy programmes of other Counties. The Member asked the Strategic Finance Manager whether £1.2m was typical of the start up budgeting for a project of this scope. The Strategic Finance Manager explained that she would not describe the £1.2m as budgeting but rather as an envelope, a provision for the project.

16. Referring to the consultation figures in Annex B of the Cabinet report, some Members felt the consultation was too Egham centric and queried whether 430 people constituted 'significant public support.' Some Members also asked if there had been any consultation with Surrey residents outside the local area. The Programme Lead for Magna Carta explained that at the last call-in meeting of the Select Committee, in respect of the Magna Carta programme in 2012, criticism was received for not fully consulting local residents. This year, officers ensured that residents in the local area were extensively consulted on the programme. She also stated that the online questionnaire was available to all Surrey residents. The Programme Lead for Magna Carta explained that although the number of responses from the consultation was 430, this only took account of those residents who had completed a questionnaire or form. These results did not take account of those who did not complete a questionnaire but had expressed their oral support for the programme during resident engagement. The Head of Cultural Services added that it was usually representatives of different groups and stakeholders who attended public events and meetings, and therefore it was not just a matter of headcount.
17. A member of the Committee asked if this Cabinet decision had been discussed by the political groups and if so whether any political group had taken a view or position in relation to it. Members stated that none of their political groups had discussed the programme to take a party position on it.
18. A member of the Committee felt that Members needed to do more to promote the programme in their local divisions and win the support of residents. The Cabinet Member for Community Services agreed that all Members had a role in raising awareness and promoting the Magna Carta anniversary in their districts and boroughs. She explained that there was a lot of discussion by the 800th Magna Carta Committee on how to promote the anniversary. The Cabinet Member for Community Services explained that there would be an educational programme in schools and welcomed ideas on the development of this. She emphasised that the project was not simply about one day but the legacy that could be built on this occasion.
19. The Head of Cultural Services stated that the previous Chairman of the Communities Select Committee had held a meeting at the Surrey History Centre with Members of the Districts and Boroughs to discuss the Magna Carta programme as well as commemorating WW1. He stated that it was essential to have the support of the District and Boroughs for this project.
20. The Vice-Chairman of the Committee asked the Cabinet Member for Community Services to explain the Magna Carta 800th Committee to

members of the Committee. The Cabinet Member for Community Services stated that the 800th Committee was made up of a variety of people representing a wide range of groups from local government to legal. The Chairman of the Committee was Sir Robert Worcester and the Committee was constituted by Her Majesty the Queen and therefore Lord Dyson, Master of the Rolls, was also responsible for it. The Cabinet Member for Community Services explained that the Committee meets monthly to discuss progress of the national programme. It was explained that the Queen had agreed to become patron of the Magna Carta Trust.

21. A Member of the Committee asked whether there was extensive public support throughout Surrey for a duplicate Magna Carta memorial. He further explained that the purpose of this call-in meeting was not to prevent the marking of the anniversary but to ensure the Council's proposals for it were robust. The Member queried whether alternatives to the master plan were being considered, for example a suggestion by a member of the public for a £1.2 million Magna Carta scholarship. The Member asked what the Council had planned to do to mark this occasion before they had been approached by Runnymede Borough Council. The Vice-Chairman stated that during a consultation at Egham library which he attended, consultees had expressed a desire for a memorial piece funded by and belonging to Surrey. Another Member commented that calling the memorial a piece of art (which it would be) would be more publicly acceptable as there was already an existing memorial on site.
22. A Member raised a question over how dependant the programme was on winning the Heritage Lottery Fund (HLF) bid. The Head of Cultural Services stated that if the Council were unsuccessful in securing the bid it would just mean that the vision and scale of the programme would be reduced. Feedback from current visitors to the area was disappointment in the experience and facilities, hence the need for an ambitious vision and support through HLF funding.
23. A Member of the Committee asked for a commitment from the service to consult with the Committee again before the end of the year on the developing proposals. Another member of the Committee asked if all Members of the County Council could be invited to a future seminar on the Magna Carta programme. The Cabinet Member for Community Services agreed to this.
24. A member of the Committee explained that he was in favour of the Council taking a lead in marking the 800th anniversary of the sealing of the Magna Carta but he had concerns about spending a large amount of money on a celebration at a time of austerity, when it was not clear what the Council were paying for. He therefore suggested that Officers come back to the Select Committee for scrutiny when the plans were

clearer. The Cabinet Member for Community Services stated that the Cabinet welcomed the Committee's scrutiny on this matter and referred to the service commitment for a Member seminar in the autumn

25. A member of the Committee stated the numbers consulted as part of the consultation were considerable and higher than response rates on other programmes. It was further expressed that having consultations across the County may not be useful and necessary as the primary focus should be on those people directly affected by the proposals.
26. A member of the Committee expressed concern over the Cabinet response to the Committee's recommendation for the need for a detailed business case. He noted that the Cabinet response referred to an immovable date of June 2015. The Member stated that in his opinion, the lack of a business case for these proposals was a break from the norm.
27. A member of the Committee raised concerns over explaining to his residents the spending of £300,000 for celebrations over a weekend and £200,000 for staff to organise this party, as well as the impact this would have on the Medium Term Financial Plan (MTFP). The Head of Cultural Services explained that the £300,000 was not just for a weekend, it was for events and activities over the course of the two-year build up to the anniversary. He explained that this would include events on Egham High Street to draw people in, as well as educational programmes and raising the profile of Runnymede. The Head of Cultural Services explained that the allocated £200,000 would fund a small team required to maintain a professional, high level support for the programme and in working with some important stakeholders for the Council.
28. A member of the Committee expressing support for the programme stated that officers had completed a great deal of hard work on the programme already. He stated that the 800th anniversary celebrations should be seen as an opportunity for the County to develop its tourism strategy. The Member stated that if Members felt unsure about any details relating to the programme they should simply approach the Cabinet Member for Community Services or relevant officers who could answer their questions. The Member commented that the financial commitment from the County was considerably less than that of its partners, which for some Members would prove the commitment of partners and also demonstrate the strength of the business case for the proposals.
29. The Vice-Chairman permitted the Members who had called-in the decision or their substitutes to sum up their position before proceeding to voting. Some Members of the Committee felt that there was still a

lack of clarity regarding a business case for the programme. In their view, there had been a failure to consult widely, and the cost of the programme could not be justified in light of the Council's budget pressures. It was felt by some Members that the reasons for the decisions being called-in had not been adequately answered at the present meeting. It was felt by some Members that the proposed programme should be abandoned in favour of a smaller and less costly project. Some Members agreed with celebrating the occasion in principal but felt unclear as to what was being agreed to and funded.

30. The Cabinet Member for Community Services stated that although it was the Cabinet's responsibility to decide whether to approve the programme, she would be more than happy to bring reports on progress to the Select Committee.
31. The Vice-Chairman explained to the Committee that if a decision was taken to refer the decision back to Cabinet for reconsideration, the Cabinet had requested that the meeting take place on 3 September, due to some Cabinet Members being on leave, but the Committee would need to agree to this. The Head of Legal and Democratic Services explained that although the Constitution states that a Cabinet meeting should take place within 7 days of a decision being referred back to Cabinet by a Select Committee, it was possible for the Committee to agree to this period being extended.
32. The Committee took a recorded vote on whether or not to refer the Cabinet decision of 23 July 2013, on the Magna Carta Anniversary, back to Cabinet for reconsideration. Mr John Orrick and Mr Eber Kington voted to refer the decision back to Cabinet. Mr Chris Norman, Mr Mike Bennison, Mrs Barbara Thomson, Mr Christian Mahne, Mr Keith Witham, Rachael I Lake, Mr Saj Hussain and Mr Tim Hall voted not to refer the decision back to Cabinet. Mr Alan Young abstained from the vote.
33. Therefore, the Cabinet decision takes effect from the date of this Select Committee meeting.

Resolved:

That the following decision made by Cabinet on 23 July take effect on 14 August 2013.

- (1) The outline Partnership Masterplan be agreed as set out in paragraphs 10 to 19.
- (2) Additional project funding support, comprising of £700,000 capital funding for the legacy programme and £300,000 revenue funding for the events programme, to be factored into the refresh of the Medium Term Financial Plan.

(3) A major bid will be made to the Heritage Lottery Fund to contribute to the Magna Carta programme.

(4) To delegate the financial oversight of the Partnership Masterplan to the Leader of the Council, with implementation by the Assistant Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Community Services.

Actions/Further information to be provided:

The Lead Officers for the Magna Carta anniversary proposals organise an all Member seminar in autumn 2013 to consult with members on the developing programme.

The Service is to keep the Communities Select Committee updated on the developing programme.

Committee next steps:

None

4/13 DATE OF NEXT MEETING [Item 4]

The next meeting will be held on 26 September 2013.

Meeting ended at: 11.45

Chairman

CABINET RESONSE TO COMMUNITIES SELECT COMMITTEE

MAGNA CARTA ANNIVERSARY

SELECT COMMITTEE RECOMMENDATIONS

a) That prior to a decision being taken on any financial contribution from the County Council to the proposals for celebrating the 800th anniversary of the sealing of the Magna Carta, the Cabinet be provided with a detailed business case, concept idea and impact assessment.

b) That the Cabinet ensures that any financial contribution which the County Council makes is conditional upon the proposed financial contributions being made by its partners; if there are changes to the proposed investment by partners, then the County Council's financial contribution is to be reassessed by Cabinet.

RESPONSE

Firstly I would like to thank the Communities Select Committee for their consideration of the progress which has been made over the past six or seven months since they last considered the proposals around the Magna Carta Anniversary.

I note the Select Committee's comments and, in particular, the concerns raised. This is an outline masterplan about which a lot more detail will need to be developed in the future. I have discussed this with the Chairman of the Select Committee and have agreed that we will come back to the Select Committee and wider Members at a workshop or seminar in the autumn to discuss how the masterplan is developing and to make sure that Members have their input into it.

I am very grateful for the time which the Select Committee have taken in deliberating this issue.

Mrs Helyn Clack
Cabinet Member for Community Services
23 July 2013

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**COMMUNITIES SELECT COMMITTEE 2013-2014
ACTIONS AND RECOMMENDATIONS TRACKER – 26 SEPTEMBER 2013**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each Committee. Once an action has been achieved and reported to the Committee, it will be removed from the tracker.

Date of meeting	Item	Recommendations/Actions	Achieved or still outstanding?	Deadline	Responsible Cabinet Member:
21/03/2013	SCRUTINY OF THE SURREY YOUTH JUSTICE STRATEGIC PLAN	That Cabinet approves the Youth Justice Strategic Plan for 2013/14.	ACHIEVED The Youth Justice Strategic Plan for 2013/14 is expected to go to Cabinet in Autumn 2013. Communities Select Committee recommendations from March 2013 have been sent to the Cabinet team for inclusion in the Cabinet agenda for the meeting when this Plan will be considered.	Sept 2013	Mary Angell (Please note: since May 2013, Youth Justice has fallen within the remit of the Children and Education Select Committee.)
21/03/2013	THE GOVERNANCE OF SURREY'S COUNTY SPORTS PARTNERSHIP	That Cabinet support the continuance of the existing hosting arrangement by Surrey County Council for the County Sport's Partnership.	ACHIEVED This matter is no longer going to Cabinet but is the responsibility of Cabinet Member Helyn Clack. The Chairman has sent Mrs Clack a letter containing the Committee's recommendations from March 2013 so she can take this into consideration when taking this matter forward.	Sept 2013	Helyn Clack

<p>11/07/2013</p> <p>Page 26</p>	<p>MAGNA CARTA PROGRAMME</p>	<p>1. That the Select Committee's concerns around these proposals be highlighted to Cabinet before they make a decision on approving the programme.</p> <p>2. The Committee have the opportunity to add to their recommendations formulated at the meeting based on further information contained in the Cabinet report to be published on 12/07/2013.</p>	<p>ACHIEVED</p> <p>Further to review of the Cabinet report, Select Committee recommendations on the Magna Carta Programme were submitted to Cabinet on 19 July 2013. Councillor Helyn Clack provided an oral response at Cabinet on 23 July 2013.</p> <p>The Cabinet decision on the Magna Carta Programme was subsequently called in by Members of the Committee. At its meeting on 14 August 2013, the majority of the Committee voted not to refer the decision back to Cabinet for reconsideration.</p> <p>The Lead Officer for the Magna Carta Programme agreed to organise an all Member Seminar in Autumn 2013 to consult with Members on the developing programme. This seminar has been scheduled for 9 December 2013 at 2pm.</p>	<p>Sept 2013</p>	<p>Helyn Clack</p>
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11/07/2013	SCRUTINY OF SURREY FIRE AND RESCUE SERVICE INCOME GENERATION STRATEGY	That prior to a decision being taken by Cabinet to endorse the income generation strategy of SFRS, a more detailed strategy, addressing the Committees concerns, be presented to the Committee for scrutiny.	<p>ACHIEVED</p> <p>The Committee's concerns from 11 July 2013 were emailed to the Service in July, to be addressed in the next SFRS report to Committee on this issue.</p> <p>A follow up report on SFRS income generation strategy and trading is being presented at the Select Committee meeting on 26 September 2013, before it is presented at Cabinet.</p>	Sept 2013	Helyn Clack and Kay Hammond
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**COMMUNITIES SELECT COMMITTEE:
DRAFT FORWARD WORK PLAN 2013/14**

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
26 September 2013				
26 September 2013	Fire & Rescue Service	To scrutinise Surrey Fire and Rescue Service's detailed income generation strategy proposals (follow up from July 2013).	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee
26 September 2013	Customer Services	Scrutiny of Customer Services Overview and Performance	Mark Irons Yvonne Rees Helyn Clack	Report to Committee
26 September 2013	Community Partnered Libraries	Scrutiny of Community Partnered Libraries progress report	Peter Milton Rose Wilson Susie Kemp Helyn Clack	Report to Committee
31 October 2013 – Extraordinary Meeting – Community Safety				
31 October 2013	Community Safety	Scrutiny of Surrey's Domestic Abuse Strategy	Jane Last Yvonne Rees Helyn Clack Kay Hammond	Report to Committee
31 October 2013	Community Safety	Annual scrutiny of Community Safety Partnerships	Jane Last Gordon Falconer Yvonne Rees Helyn Clack Kay Hammond	Report to Committee
21 November 2013				
21 November 2013	Voluntary Community and Faith Sector	Scrutiny of performance report on delivery of outcomes of VCFS infrastructure	Mary Burguières Susie Kemp Helyn Clack	Report to Committee
21 November	Fire & Rescue	Scrutiny of progress against Phase II of the Public	Russell Pearson	Report to Committee

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
2013	Service	Safety Plan (to include scrutiny of contingency crewing arrangements and changes to the emergency response cover in Spelthorne)	Sarah Mitchell Helyn Clack Kay Hammond	
21 November 2013	Joint Committee Model	Scrutiny of proposals for Local Committees to adopt the Joint Committee Model	Jane Last Yvonne Rees Helyn Clack	Report to Committee
21 November 2013	Tourism	Scrutiny of Surrey's Tourism Strategy	Rhian Boast Peter Milton Ian Boast Susie Kemp Helyn Clack	Report to Committee
28 November 2013 – Extraordinary meeting – Cycling Strategy				
28 November 2013 (joint scrutiny with Environment and Transport Select Committee)	Cycling	Scrutiny of Surrey's Cycling Strategy	Rhian Boast Lesley Harding Ian Boast Susie Kemp Trevor Pugh Helyn Clack John Furey	Report to Committee
15 January 2014				
15 January 2014	Adult Learning	To scrutinise Adult Learning – the way forward	Paul Hoffman Susie Kemp Helyn Clack	Report to Committee
15 January 2014	Libraries	Envisioning the Surrey libraries of the future.	Peter Milton Susie Kemp Helyn Clack	Report to Committee
20 March 2014				
20 March	Governance of	Scrutiny of options for governance of cultural services	Peter Milton	Report to Committee

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
2014	Cultural Services		Susie Kemp Helyn Clack	
20 March 2014	Cultural Hubs	Scrutiny of plans to create cultural hubs in Surrey	Peter Milton Susie Kemp Helyn Clack	Report to Committee
19 May 2014				
To be scheduled				
23 July 2014				
23 July 2014	Trading Standards - RIPA	Scrutiny of annual report on the use of RIPA	Steve Ruddy Yvonne Rees Helyn Clack	Report to Committee

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Communities Select Committee
26 September 2013

Income Generation Update

7

Purpose of the report: Scrutiny of Services and Budgets

This report provides an update to specific issues and risks raised by the Select Committee in July 2013 in response to the Fire and Rescue Services Income Generation Report.

Introduction:

1. In July 2013 the Fire and Rescue Service presented a paper to the Select Committee in respect of income generation activities and broad proposals for the way forward. The committee raised a range of particular concerns and it was agreed that a further paper be produced for the Select Committee to address these concerns.
2. This paper seeks to address these concerns in so far as it is able at this early stage of income strategy development.

Risks and issues raised by the Select Committee

The potential for conflict of interest in using the SFRS brand for selling as well as providing its statutory non-chargeable core services to protect the public

3. This issue was explored in further detail with advice from the legal department and the Service can confirm that it does not intend to use the Surrey Fire and Rescue Service brand for any potential trading activity. This should mitigate any confusion by service users.

The need to maintain public confidence in the SFRS brand and its core service provision.

4. The separation of the service brand from any potential trading activity should enable public confidence to be maintained in SFRS core service provision. The focus of any trading activity would be to generate surplus through rigorous

business planning and ethical trading activities. This is in order to financially support delivery of front line service activities as part of the achievement of existing Medium Term Financial Plan (MTFP) targets.

The impact of income generation on maintaining and resourcing SFRS's statutory non chargeable core services

5. As stated above it is intended that the purpose of income generation is to resource and maintain Surrey Fire and Rescue Service's statutory non-chargeable core services. This will remain the prime purpose of the service and no trading activity will be undertaken that will compromise our ability to undertake and fulfil our statutory duty or the delivery of the Public Safety Plan 2020. This will be achieved through robust business, resource and activity planning, and will be monitored through the performance monitoring and audit activities of the Service and County Council.

Does SFRS has the spare capacity to resource these various income generation opportunities?

6. Following the principles set out in 5. above the service will undertake service and business planning to ensure it can firstly meet its statutory obligations including those set out in the Public Safety Plan 2020 and secondly utilise opportunities to generate income to support this ongoing service provision financially (as set out in the existing MTFP). Any trading activity will secure the resources required to deliver services without detriment to the Fire and Rescue Service as a principle of operation. This will be monitored closely through audit and inspection.

The achievability of SFRS additional income target of £660,000 by the end of the financial year 2017/18 and the sustainability of the various business models proposed.

7. The service has yet to enter the business planning phase of activity which will in time be able to answer the issue highlighted above in more detail. The business planning principles will be to assess and demonstrate whether the Service can both achieve the stated income target and provide a sustainable business model. This work is intended to be complete in January 2014.

Conclusions:

8. This paper is intended to reassure the committee that financial and operational rigour is being incorporated with regards to income generation and the broad proposals for the way forward.

Recommendations:

9. That the Select Committee:
 - 9.1 Note the content of this report.
 - 9.2 Continue to monitor and review the development of the SFRS income generation strategy.

Next steps:

The Service will continue to update the Select Committee in respect of its work with regard to income generation.

Report contact: Liz Mills, Chief of Staff

Contact details: 01737 224063/ liz.mills@surreycc.gov.uk

Sources/background papers:

Cabinet Paper 26 March 2013: Strengthening the Council's approach to innovation:
Update on our innovation journey
Public Safety Plan 2020
Medium Term Financial Plan 2013/14 – 2017/18

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Communities Select Committee

26 Sept 2013

Customer Services Overview and Performance Report

8

Purpose of the report:

The purpose of this report is to give the Communities Select Committee an overview of Customer Services' role, performance and future plans.

1. Introduction

Customer Services aims to provide convenient, high quality and efficient access to council services, which continually improve customer satisfaction and reduce the cost of service delivery.

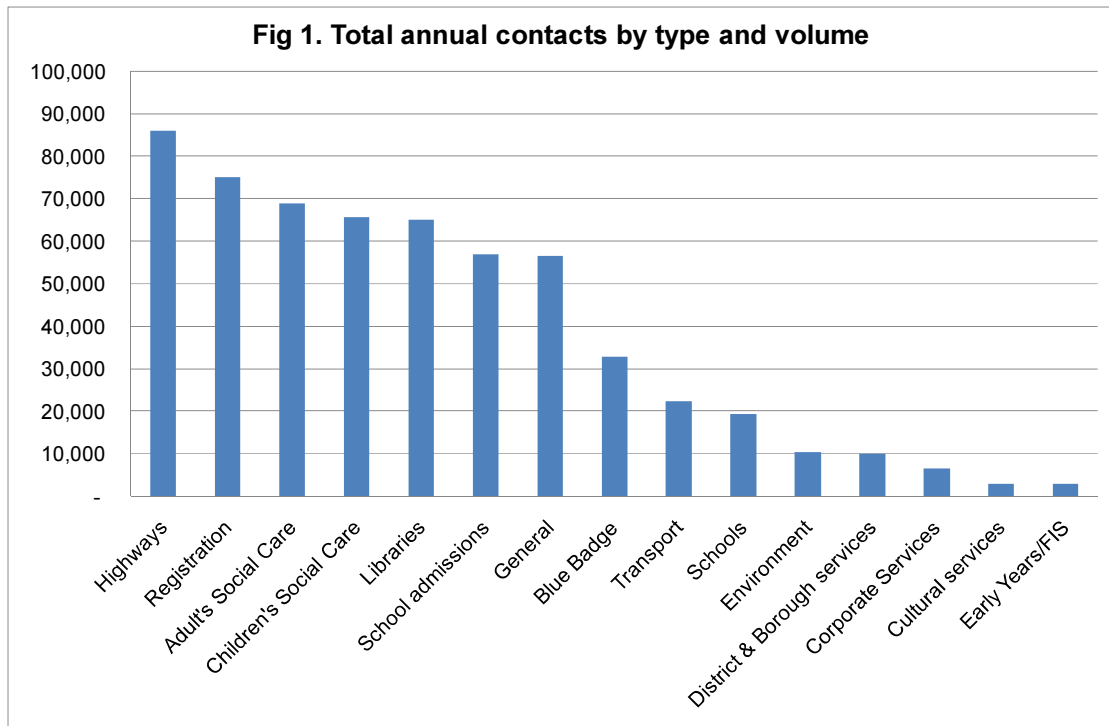
The Service consists of the following teams:

- Contact Centre
- Web and Digital Team (including the public and staff websites)
- Customer Relations Team (comments, compliments and complaints)
- Blue Badge Team (parking permits for people with disabilities)

2. Contact Centre

The Contact Centre manages incoming contact on behalf of the council and, on an average working day, manages approximately 2,300 calls and emails. A single point of contact for the customer helps to improve quality and efficiency.

Figure 1 below shows the volume and type of calls received on an annual basis (the period shown is from August 2012 to July 2013).



The Contact Centre measures quality in a number of ways. Figure 2 shows the average 'speed of answer'. Note that the peak in July 2011 was caused by a change to the school's admissions process and the peak during summer 2012 was caused by the Olympics and a particularly high level of rainfall which generated a high demand on Highways' Services.

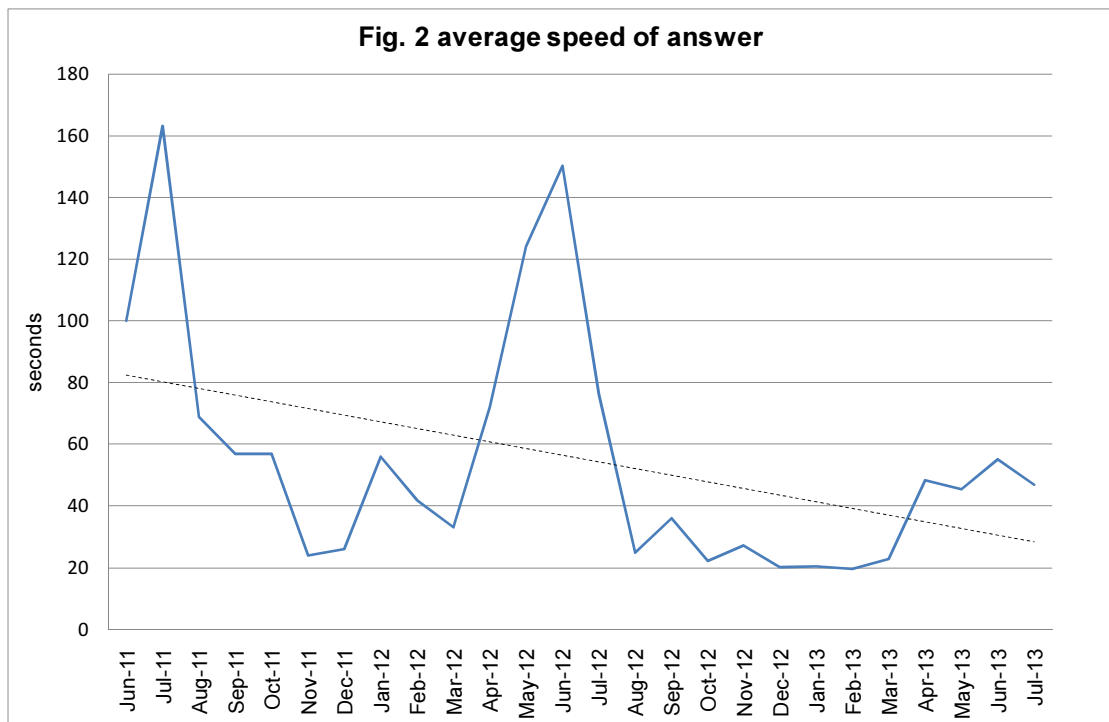
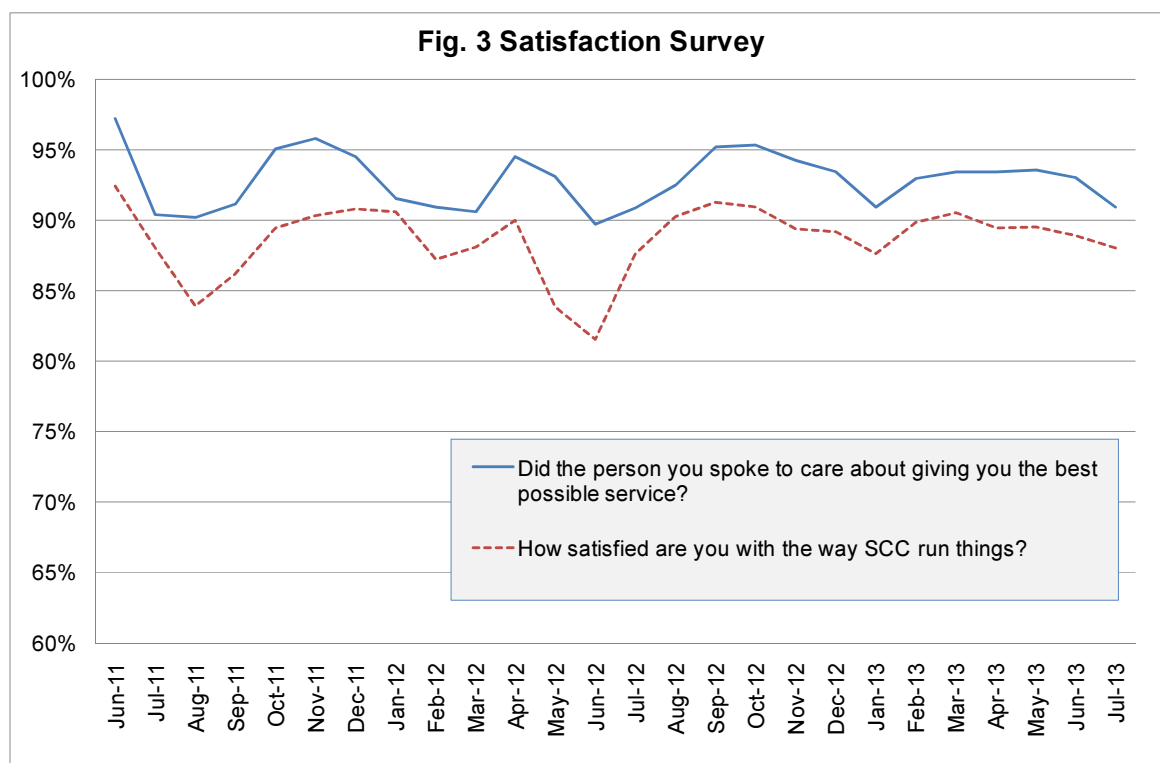


Figure 3 shows caller satisfaction. Caller satisfaction is captured by a post-call survey. Approximately 1,000 responses are captured each month.



Customer Services reviews call volumes and feedback to prioritise improvements and to reduce the cost of contact. This can involve a simple change, such as making online information clearer, or may involve a more complicated change in process and the introduction of new technology. For example in January 2013 the Blue Badge Team introduced Online Payments for Blue Badges. The uptake of this option has been positive and 68% of people who apply online also choose to pay online. The ability to pay online is convenient for customers, is more secure than sending a cheque by post, speeds up the process and also reduces administration costs.

Customer Services is currently investigating the potential benefit of a customer relationship management (CRM) system. This would have several advantages:

- End-to-end query management. This means customer enquires could be tracked more efficiently until resolution and the customer would be kept better informed. This would also help ensure customer enquiries are resolved within agreed timescales.
- Multi-channel management. This would enable the contact centre to more effectively manage current and newly emerging contact channels such as social media and SMS. This would enable a consistent response to customers no matter how they chose to contact the council.
- Single view of the customer. This would help improve and join up services. For example, if someone was already known to the council, appropriate services could be offered to them. This would also help us improve reporting and build a better understanding of different customers' needs.

- A shared technology platform. This would reduce duplication and provide a consistent way for customers to access council services for common tasks (e.g. query management, payment, appointment booking).
- Back office integration. A common platform that integrated with back office systems would mean contact centre officers would only need to login to one system. This would shorten call duration and training time, increasing customer satisfaction and reducing costs.

3. Web and Digital:

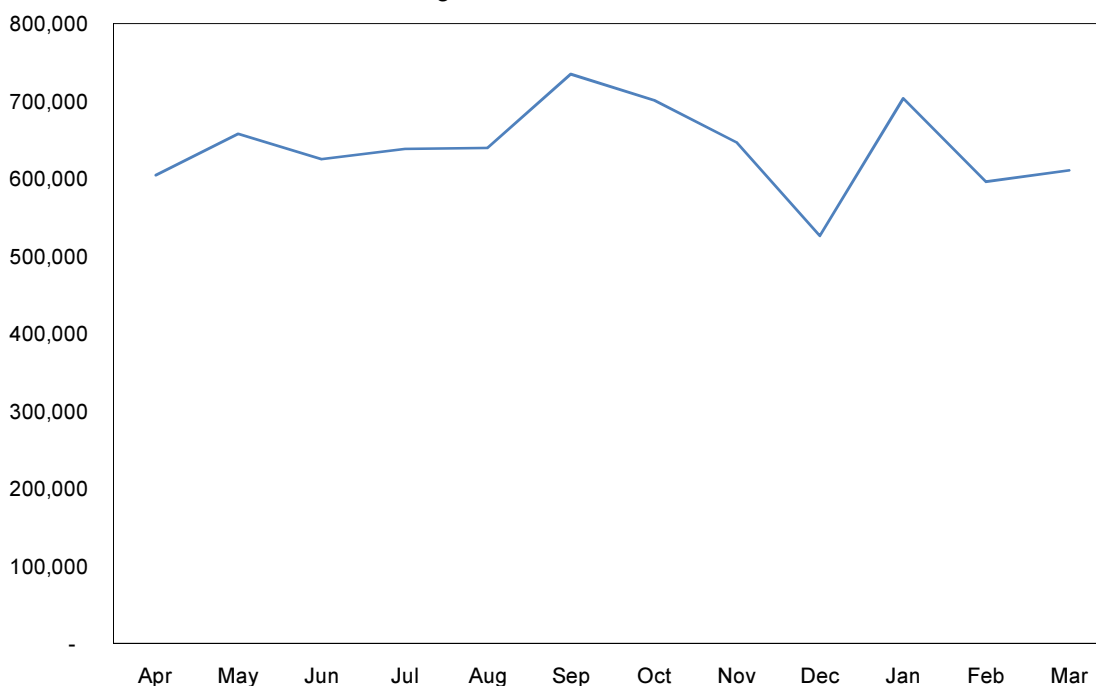
The Web and Digital Team play an important role in providing convenient and cost effective access to information and services.

The development of straightforward and convenient digital services (such as websites, mobile web, mobile applications (apps), and electronic forms (eforms)) is often referred to as developing services that are 'digital by default' or 'digital by design'. Whilst it is important to increase the use of digital services it is essential to ensure people who can't use them are not excluded and other appropriate channels are provided.

A study in 2012 by the Society for Information Technology Management (SOCITM) across 120 councils estimated the average cost per transaction as £8.62 for face-to-face contact, £2.83 for phone contact, but only 15 pence for web contact.

Surrey County Council's website attracts approximately 7 million visits per year. Figure 4 below shows the monthly visits in 2012/13.

Fig. 4 Web Visits 2012/13



The website is continually being improved. Capturing user feedback is an extremely important part of this. Satisfaction is currently measured by a 'pop up' survey that presents to every twentieth visitor. The survey shows that 80% of visitors found what they were looking for.

The current feedback mechanism is limited and will be replaced in September 2013. The new system will capture more usable feedback as it will link to individual webpages. It will be accessible to all users via a visible 'happy, neutral, sad face' feedback button at the edge of all web pages rather than the current, sometimes unwelcome, pop up survey.

The Web and Digital team are also currently improving the website for use on mobile phones and browsers (such as smart phones and tablet computers) because access to the website via such devices is rapidly increasing and now accounts for about a quarter of all traffic to the site.

4. Customer Relations:

Customer Relations are responsible for ensuring services comply with the council's Complaints Policy and follow the corporate complaints procedure. Customer Relations also provide advice to other services on managing customer relationships.

Complaints are useful for discovering what is not going well, and putting things right; particularly, non-compliance with the statutory framework, policy, guidance or standards. Where these are out of step with customer expectations, or simply out of date, complaints can prompt a review. A single complaint can be as useful as an observed trend.

The council has a simple 2 stage complaints procedure which is based on best practice advice from the Local Government Ombudsman (LGO). Complaints at stage 1 are directed to the service being complained about for response. Customer Relations provide training, advice and support to services to respond effectively at this stage.

Table 1 gives an overview of the number of complaints received and the response performance in 2012/13 compared to the previous year. Complaints about children's and adult's social care are governed by statutory procedures and managed independently by the respective service.

Table 1: SCC's complaint handling performance in 2011/12 - 2012/13

Area	Response target	2011/12		2012/13	
		Complaints received	Performance against response target	Complaints received	Performance against response target
Change & Efficiency	90% within 10 working days	36	86%	24	88%
Chief Executives		5	100%	2	100%
Customer & Communities		168	94%	199	95%
Environment &		428	95%	463	95%

Infrastructure					
Adults social care	90% in 20 working days	233	92%	213	94%
Schools & Learning and Services for Young People	80% in 10 working days (extendable to 20 if necessary)	42	67% (within 10 working days) Not recorded	54	86% (within 10 working days) 94% (within 20 working days)
Children's social care	80% in 10 working days (extendable to 20 if necessary)	281	59% (within 10 working days) 80% (within 20 working days)	274	47% (within 10 working days) 71% (within 20 working days)
Total		1,193		1,229	

If complainants are dissatisfied with the response they receive from the service they can ask Customer Relations to review it at stage 2. Customer Relations assess the quality and accuracy of the response given at stage 1 and if appropriate conduct an independent investigation. The purpose of investigation is to identify failure and if appropriate remedy any injustice caused to the complainant, this can vary from an apology to compensation. Most complaints investigated at stage 2 are followed up with a Corrective Action Plan signed off by the respective Head of Service, as invariably improvement opportunities are found, irrespective of the outcome of the complaint.

The team undertake robust and in depth investigations and the LGO rarely finds fault in the investigations carried out in the council. The quality of investigations at this stage is critical in minimising the risk of any negative findings by the LGO which may lead to a statutory public report.

Table 2 shows the escalation of complaints and where fault was identified at the final stage by the LGO.

Table 2: SCC's complaint escalation in 2012/13

Area	Complaints received at stage 1	Complaints escalated to:			Fault found by LGO with investigation
		Stage 2	Stage 3	LGO	
Change & Efficiency	24	4	N/A	3	0
Chief Executives	2	0		0	0
Customer & Communities	199	11		0	0
Environment & Infrastructure	463	151		16	0

Adults social care	213	N/A		10	2
Schools and Learning	54	10		20	0
Children's social care	274	13	0	13	2

4. Blue Badge:

The Blue Badge team is responsible for reviewing and issuing disabled parking Blue Badges, in accordance with the Department for Transport's guidelines. The number of applications varies, however the team process an average of 1,300 applications per month.

In January 2012 the new national Blue Badge Improvement Scheme (BBIS) was introduced. This Department for Transport initiative has added many advantages to the scheme. The badges have been redesigned to make them harder to alter, copy or forge and to make it easier to crack down on fraud. The introduction of the online application process enables applicants to find out if they are eligible for a badge using the online eligibility checker and online applicants can also track the progress of their application. The Blue Badge team have also made it possible for customers to email attachments for a fully electronic process.

From May 2013, and as a response to our customers, the Blue Badge team have worked with the Library Service to trial a Blue Badge checking service at some of our libraries for some of our most elderly Blue Badge applicants.

The Blue Badge team are working with the Registration Service and using "Tell us once" to identify where Blue Badge holders are deceased so badges are promptly cancelled.

The Blue Badge team are about to launch a short four minute video to guide customers through the application process, answering our customers' top ten most frequently asked questions. The video was made by the team in-house and is designed to reduce the number of calls the Contact Centre receive. The video will shortly be uploaded to the website and, if successful in reducing calls, this strategy could be applied more widely.

5. Customer Service Excellence:

As well as managing the above mentioned services, Customer Services aims to improve customer service levels across the council and has recently launched the Customer Service Excellence (CSE) programme.

The CSE programme is based on the government's best practise CSE framework which is a practical tool to help drive continuous improvement. The CSE framework has five key areas:

- a) Customer insight
- b) Culture of the organisation
- c) Information and access

- d) Delivery
- e) Timeliness and quality of service

Highways Service, Business Services and Customer Services are currently using the CSE framework to review service delivery. Customer Services and HR and Organisational Development are also currently reviewing the customer service training strategy to improve the standard of customer service across the organisation.

Financial and value for money implications

n/a

Equalities Implications

n/a

Risk Management Implications

n/a

Implications for the Council's Priorities or Community Strategy

n/a

Recommendations:

The Communities Select Committee is asked to note the role of Customer Services and its current performance and to endorse the future plans described in this report.

Next steps:

The Communities Select Committee to receive information on operation of the council's complaints procedures on an annual basis.

Report contact: Mark Irons, Head of Customer Services
Contact details: 0208 541 8567

Sources/background papers: Government Digital Strategy



Communities Select Committee
26 September 2013

Community Partnered Libraries Progress Report

9

Purpose of the report: Policy Development and Review

As part of the Libraries Public Value Review 10 libraries were identified to become Community Partnered Libraries (CPLs).

Cabinet agreed on 24 July 2012 to progress with the implementation of Community Partnered Libraries to ensure a sustainable future for those libraries, based on the county council's model.

The 10 locations identified were Bagshot, Bramley, Byfleet, Ewell Court, Lingfield, New Haw, Stoneleigh, Tattenhams, Virginia Water and Warlingham,

It was also indicated that Cabinet would receive a further progress report in September 2013.

Cabinet is now due to receive the progress report in October 2013, in order to allow time for Committee scrutiny.

Cabinet will not be asked to take a decision on this item.

Introduction

1. Since the Cabinet decision on 24 July 2012, the Library Service has successfully established Community Partnered Libraries at 6 of the 10 nominated libraries: Stoneleigh, Byfleet, New Haw, Tattenhams, Virginia Water and Warlingham.
2. Discussions with the remaining four libraries are at varying stages of negotiation and implementation.

Methodology

3. Steering Groups at the established CPLs have been offered the opportunity to input into this progress review through individual interviews and all accepted. These interviews were conducted in August 2013 by a Policy Manager from Customers and Communities who has no direct involvement with the CPLs.
4. Customer input is also included in the report – via the customer surveys, as well as a selection of comments made to the Policy Manager when talking to customers in the library.

National context

5. Library Services across the UK are looking to respond effectively to the changing ways that customers are using their services, including the expansion in the use of virtual services by library users. Many small libraries are suffering a decline in their traditional use, however they remain valued and supported by their local users.
6. Ongoing financial pressures are equally requiring all local authorities to focus on ensuring their library services are sustainable for the future.
7. Surrey's approach to the challenging economic climate has been to find new ways to sustain the current library network, and to increase community involvement in services.
8. Many other authorities have however made significant cuts to library services. Research published in The Bookseller in July 2013¹ suggested that during 2011/12 more than 200 libraries had been closed across the country and that the trend was expected to continue, with the Library Campaign suggesting at least another 300 are under immediate threat.
9. Research conducted by the Arts Council² has highlighted the growing number of community libraries emerging across England, with more than one in three library authorities now having at least one community library operating within their area. Approximately 5% of all public libraries in England are now run as community libraries, and this figure is likely to increase over the next few years.

Envisioning the library of the future

10. The Arts Council identifies the essential elements that should define a successful public library as having:
 - A safe, creative community space that is enjoyable and easy to use, in both physical and virtual form
 - An excellent range of quality books, digital resources and other content
 - Well-trained, friendly people to help users to find what they want either independently or with support
11. Their four priorities for public libraries in the future are:

¹ <http://www.thebookseller.com/news/library-campaign-warns-library-slaughter.html>

² <http://www.artscouncil.org.uk/what-we-do/supporting-libraries/library-of-the-future/>

- Placing the library as the hub of a community
- Making the most of digital technology and creative media
- Ensuring that libraries are resilient and sustainable
- Delivering the right skills for those who work in libraries

12. This profile of a successful library of the future corresponds closely to Surrey's approach. Surrey is helping CPLs become local providers of access to services; local communities are being empowered and supported in developing the skills and facilities needed to deliver a strong and responsive local service. The CPL provides an opportunity for communities to work in partnership with SCC to develop and embed the libraries as a key community asset and focal point. This is a long term commitment to partnership which will evolve and change over time.

Arts Council Guiding Principles for Community Libraries

13. The Arts Council have also produced Guiding Principles for authorities considering community libraries. Their case studies³ highlight good practice to enable a community library to be part of the local network.

14. The report drew from a number of case studies to highlight a range of ways in which library authorities are proactively working to ensure that community libraries thrive and complement the wider library network. Surrey's approach includes all of these aspects:

- 14.1. *Providing a single point of contact with the authority*
The CPLs in Surrey are supported directly by the CPL Support Team, which provides initial and ongoing training and on-site support, including a member of staff from the CPL team present in the library to train, advise and update for 20% of its opening hours. Volunteers can also contact the support team through a helpline for the remainder of the opening hours.
- 14.2. *Linking with a nearby library as a 'link library'*
Each Surrey CPL is "buddied" with a designated link library for advice, guidance and some administrative functions.
- 14.3. *Providing access to professional librarian support*
In addition to the CPL Support Team, the CPLs and their users have full access to the Library's professional support, including Enquiries Direct, and the Library Services' Property, Environment and Stock Team (PEST) and other cross-service teams.
- 14.4. *Retaining access to the library management system*
Along with other libraries in Surrey, self-service kiosks are used as the book issuing and return system, which is easy for volunteers to learn and reduces the training burden for very large numbers of volunteers. Self-service also avoids data protection issues. The majority of transactions are self-service but if needed users can access their own records independently using the public access terminals or personal device through wifi. They can also access their records with support

³ <http://www.artscouncil.org.uk/what-we-do/supporting-libraries/community-libraries-research/>

from a volunteer using the library's laptop. This enables the full range of services still to be provided via self-service.

14.5. *Enabling access to training*

A full programme of initial and ongoing training has been developed, which comprises both 'classroom' based and on-site training. This ensures that volunteers have an understanding of key library, legal and equalities issues. This is supplemented by a procedures manual and other training materials.

14.6. *Including them in wider initiatives e.g. Summer Reading challenge*

The CPLs have all pointed to their success with this year's Summer Reading Challenge. They are also becoming engaged with other library initiatives, such as Reminiscence and outreach to older people.

14.7. *Encouraging adoption of common council policies on IT, staff management,*

All CPLs sign up to a lease or licence and a memorandum of understanding which provide a common framework for working together with SCC and defines which policies and legislation are obligatory. While good practice and legislative requirements, including policies around equalities and access are followed by all CPLs, steering groups have also developed local policies and procedures e.g. recruitment of volunteers. As these libraries remain part of the library system some technical policies, such as minimum IT security standards, are also required to be consistent with the main service.

Overview of the Surrey model

15. Surrey's Community Partnered Library model is one of the best-resourced models nationally.
16. In developing the Surrey approach, officers looked at models emerging across the UK. The level of ongoing support from the local authority that each community library receives varies considerably. Some are required to fund the premises and provide the book stock, and customers at some libraries are unable to access the wider library network. It should be noted that more recently other library authorities have been launching partnerships very close to, or identical to Surrey's model, recognising the high level of support that will help make these libraries a success.
17. Surrey's CPL model is based around providing the customer with the tools they need in order to be able to self-serve, using the self-service kiosks, public access terminals, and wifi. Additional support for those who require it is readily available from volunteers, who can support users to access their records from the CPL laptop or using a public access terminal. As set out in the 24 July 2012 Cabinet report, the revised procedures that have been developed for CPLs mean that there are no processes that cannot be delivered through a CPL as compared to a Surrey County Council-staffed library.
18. Each of the CPLs enters into a Memorandum of Understanding (MOU) between Surrey County Council and the Community Partner, which defines the respective roles and responsibilities for the library. The responsibilities and

duties captured in these documents are set out in greater detail in the 24 July 2012 Cabinet report.

19. Surrey County Council continues to provide:

- The library building and pay its current running costs.
- Stock, including books, talking books and audiovisual items that form part of the prevailing offer (as demand for formats changes). These are refreshed with new and recirculated titles on a regular basis.
- Connection to the libraries IT network, including the resources of the virtual library (access to SCC's interactive catalogue, and full range of self-service borrower account management functions, electronic information resources, e-books and e-audiobooks); connection to the library automation system's self-service system for borrowing and returns, internet connected PCs for public use, and Wi-Fi broadband for public use. SCC will also provide access to IT troubleshooting.
- Professional library development team support for library services and activities, e.g. help with running the Summer Reading Challenge.
- Training and development for the steering group and volunteers, both initial and ongoing.
- Direct access to the Enquiries Direct information service as used by SCC-managed libraries, a telephone, email and fax service for information enquiries, to enable volunteers to support enquirers with their information needs.
- Use of our contact centre for queries about SCC services.

20. Some flexibility is available around the arrangements to manage and run the library. Of the CPLs which have started so far, five have chosen to be entirely volunteer-led and supported. At Warlingham, the model is that Warlingham Parish Council raises funds for a single member of staff to work alongside and supervise volunteers while the library is open. Warlingham Parish Council work to raise the profile of, and increase use of the library services and library building.

The established CPLs

Achievements

21. During interviews, each steering group demonstrated local variation in approach and emphasis but common themes emerged:

Strong support for the libraries which are highly valued by the community

22. The importance and profile of each of these libraries within their local communities has been significantly enhanced through the CPL approach. The fact that the volunteers are local and bring a strong network of contacts and influence is a major benefit in this but all of the libraries have undertaken outreach and promotional work, most notably with schools, and are regarded and well supported by their local communities.

23. The galvanising effect of a perceived threat of closure created a surge of interest and support in 2011 but this could well have ebbed away. Instead, the interest and commitment has sustained and grown. Community focussed events, promotional activities and materials, and the use of the local library as a venue for other community services, have all contributed to the placing of these libraries at the heart of their community:

“The library is a good community resource. It is well positioned in the centre of the village, has good facilities and a welcoming feel. The changeover to CPL has gone well.” (New Haw)

Committed and enthusiastic volunteers and strong recruitment

24. All of the Steering and Management Group Members have been full of praise for the quality, dedication and enthusiasm of the volunteers. There has been no difficulty with recruiting and turnover has been very low.
25. A concern expressed at the time during the judicial review was about the quality and resilience of a volunteer force compared to the standards established by paid staff. There are many user quotes that provide evidence the CPLs are responsive to local and individual needs. There have been virtually no complaints received by the library service relating to the CPLs and none of these reflect on the volunteers themselves. The volunteers have consistently met their responsibilities and there have been very few minor problems with opening hours.
26. The training put in place for volunteers has ensured that they are fully competent to deal with most things directly and, when support is needed, this is readily available through the CPL Support Team and helpline, and the link library arrangements, and the volunteers use this support.
27. At each library, there is a strong sense of mutual support and team ownership within each volunteer group, even though they will rarely meet as a group. Skills are recognised and balanced through rotas to ensure the public service is consistent and the volunteers themselves do not feel exposed beyond their personal abilities. Social events for volunteers are attracting near 100% attendance and are embraced with enthusiasm.
28. There are personal triumphs and developments too. One volunteer led her grandchildren through the Summer Reading Scheme to become the first to receive certificates. Another has grown in confidence in just a few months from helping with tea making to taking charge of stock maintenance and being a team leader.
29. A number of volunteers have successfully progressed into employment and the volunteering is seen as an opportunity for learning new skills that can improve their employment prospects. One example highlighted is of a volunteer at one of the CPLs who applied successfully for a post at one of the council's branch libraries. She had previously had school library experience but not worked in the public library sector. The period as a volunteer allowed her to acquire experience and successfully adapt her own knowledge and skills to the different working environment. She sees her appointment as a positive step towards a career in the UK library system.

30. Most of the CPLs advised that while recruitment is not seen as a challenge, Saturdays and to a lesser degree Fridays, are less popular days for volunteering, but this is being managed effectively.

“Joining the library has transformed my life,” (Comment from a volunteer who was dealing with bereavement).

“Thank you for creating such a positive, enjoyable volunteer environment (I almost said “work environment”, but that really would be a misnomer) – it’s a great addition to my life!” (Virginia Water volunteer)

Positive ‘environment’ and welcome

31. Many of the public comments reflect the “buzz” that these libraries have. This is due in part to the enthusiasm of the volunteers, but also to them successfully working with the Library Service’s Property, Environment and Stock team. Internal improvements include coffee machines, reading and social areas and modernisation of children’s areas.

Attraction and use by young people and families

32. All six established CPLs have identified increasing the appeal of the library to young people, children and young families as a major target for development. There is considerable evidence of benefits deriving from a pro-active approach to local schools, with talks at assemblies, involving pupils in library activity and parent representatives who promote the library in schools, and other groups.
33. The Summer Reading Challenge has been a significant success across all of these libraries with typical numbers for enrolment upwards of 25% improved on the previous year. There is a strong belief that this has driven up not just visits to the library from children and young families but also active enrolment and borrowing. Rhymetime and story times for younger children are also a cause for celebration with increased attendance and, at Byfleet, second sessions required to meet demand.
34. The increase in the proportion of male volunteers compared to the proportion of branch library staff is having a positive impact. For example, at least two of the libraries mentioned that the most popular story-tellers were male.
35. There has also been some success in recruiting younger volunteers, often from those following the Duke of Edinburgh programme. Stoneleigh in particular has established a young volunteer recruitment process with a dedicated coordinator and have a number of volunteers aged 14-18. Other libraries are also looking to recruit younger people.

“I really like it here. I’ve never been but I definitely will more often! I got a lot of revision and homework done, the books are amazing and it’s a lovely environment to be in.” (Tattenhams young library user)

“Lovely, it’s a homely place and so welcoming.” (8 year old, New Haw)

Highly valued support from CPL Support Team and the library service management

36. Interviews with representatives from the steering groups indicate that the Support Team is delivering a highly valued service to the CPLs. Initial training has been continuously revised and updated following feedback from volunteers. It is now delivered in a highly interactive style and comprises a mix of 'classroom' based and on the job training, supplemented with refresher modules and handbooks.
37. SCC provides 100% support presence during implementation and training, and starts to decrease support hours per week by mutual consent as the volunteers grow in experience and confidence. When fully trained, support is maintained at 20% of opening hours every week with a support team presence.
38. Representatives from the steering groups acknowledge the high levels of ongoing support from the county council.

Learning points

General requirements

39. The CPL process was always recognised as breaking new ground and presenting new challenges for the county council and this has proved to be the case in many instances. For example, the CPL signage is quite different from what the county council usually deals with, with some requiring planning permission, and this has taken longer than expected to deal with.
40. There has been some frustration that the different timescales of the various interdependent separate service inputs required, has meant that sometimes some groups became delayed and communication difficult.
41. To avoid a conflict of interest, the county council's Legal Services were not in a position to be able to provide legal advice to the CPL groups themselves, and this created frustration for some CPLs. Funding was however made available to steering groups needing to obtain their own legal advice.
42. The council's property services have been able to bring forward building repairs and improvements to deal with the concerns of steering groups in most instances, despite pressures on budgets and workloads.
43. Some steering groups have encountered difficulties relating to the ordering and delivering of signage, external display equipment, and a number of smaller works such as removal of reflective window film. Some have also reported delays in SCC securing planning permission. The constraint is some of these were supplier-led processes and the need to take technical advice before reaching decisions.
44. A shared understanding has had to be developed that as these libraries remain maintained by SCC, with very tight budgets and heavy workloads, timescales to effect repairs or deliver improvements are sometimes longer than partners wish and this causes them concern and frustration.

Wider participation in the library network

45. All of the steering groups confirmed that they see themselves very much as part of the wider library service in the county. Relationships with the link libraries are largely positive, though there is scope for closer working for some. One issue was raised in interviews around insufficient links between a CPL and its link library. This was partially due to the telephones not ringing in the public area of the link library and it therefore being difficult for a link library to take calls where a staff terminal was needed. The problem with the phones has now been solved, and the CPL is therefore being supported to re-establish these links.
46. Steering groups suggested that contact with the wider SCC library network is less frequent, although CPL engagement with service wide schemes such as the Summer Reading Challenge has enabled them to meet and be briefed as part of a wider library group.
47. The CPLs have met as a group a few times and local groupings established more frequent contact, particularly while they were developing. Stoneleigh for instance were able to support Warlingham because, at that stage, they had explored options further. Byfleet, the first to go operational, had visits from representatives from New Haw and Virginia Water, enabling hands-on experience and observation prior to their own launches. Warlingham representatives visited New Haw for a similar experience. Facilitating networking and on-line learning for the CPLs are two areas which the library service plans to expand in the coming months.
48. As the remaining CPLs come on stream, the Library Service is planning to increase opportunities for contact across the CPLs. New Haw is planning to organise a conference in Spring 2014 for all of the CPLs.

Status of the CPLs that are yet to be launched

49. The remaining four libraries pursuing community partnered status are at various stages of development and negotiation.
50. Specific issues at each of the remaining four libraries have affected progress. Work is ongoing to resolve these issues.
51. It is hoped that start dates can soon be agreed for Bagshot and Bramley, with further work required to progress implementation at Ewell Court and Lingfield. See annex one for a fuller account.

Performance

Performance management and monitoring

Key Performance Indicators (KPIs)

52. As part of the Memorandum of Understanding, both SCC and the community partner sign up to a set of Key Performance Indicators (KPIs). These are discussed with each group before signing and are tailored for each one but have

a core element which captures the same data for each CPL to allow overall monitoring. KPIs include:

- Book issues,
- Stock,
- Visits,
- Number and profile of borrowers,
- PC usage,
- User satisfaction and feedback,
- Income,
- Training,
- Activities and events,
- Community engagement.
- Equalities

53. SCC is also measured in the partnership against indicators including:

- Training given,
- Day to day support,
- Delivery of underpinning support,
- IT and property support.

54. There is also a requirement on both sides for regular meetings to discuss performance, more formal quarterly meetings and an annual review and report.

Experience of operating the KPIs

55. Pragmatic use of the KPIs over time has led to some simplification and identification of the most useful. Each CPL has developed its own pattern of meetings with the CPL team. See annex 3 for a fuller account of these meetings.

56. The most difficult problem which has arisen in making these meetings useful is providing monthly data against a very tight timescale, and dates of meetings have had to be adjusted to fit in better with data collection but there is more work to be done on this.

Themes arising from KPI discussions

57. The aim of these meetings is to jointly look at how the library is performing, identify problems which can be tackled and take action on them. Successes and improvements are noted and plans for the future discussed.

58. A number of common themes in monitoring discussions have arisen in the first months of operation:

- 58.1. *Set up issues:* Partners flagged up a number of problems with telephones, the CPL help line and link libraries which have been improved. Delays in delivery of new signage has been an issue, as has building repairs and how building works have been carried out, which the support team have pursued. There have been discussions about the role and performance of the support team and what financial and technical support can be obtained for development plans and improvements.

- 58.2. *Provision of data:* As noted above work needs to continue on providing timely and clear data.
- 58.3. *Income generating:* Discussions around income generation to support future investment in the library, the legalities and how best to manage and promote room hire has been prominent.
- 58.4. *Volunteer roles:* For effective management and inclusive volunteering, many of the groups have developed a wide range of roles for volunteers, both "lead" roles eg taking charge of building problems and a wide range of supporting roles as well as face to face contact with the public.
- 58.5. *Children and young people:* Taking on board the steering groups' strongest concerns- to engage with children and young people, and to see real increases in use of their libraries, trends in use and how to engage with different sectors has also featured heavily.

CPL User Surveys 2013

59. User consultation, which is on-going, has comprised two surveys – paper and on-line – at each CPL. One survey is conducted while the library remains a Surrey County Council managed community library⁴, and a second is conducted once the library is operating as a CPL. Five libraries – Byfleet, New Haw, Stoneleigh, Tattenhams and Virginia Water- have completed the process whilst two libraries – Ewell Court and Warlingham - have conducted the first set of surveys.
60. The paper survey is conducted as a census-style survey whereby all users, including children, are invited to complete a questionnaire during their library visit. The on-line survey took the form of a questionnaire, sent with an e-mail to adult members of the CPLs, who had given their e-mail addresses and agreed to be contacted for marketing purposes. Potential respondents had two weeks to complete and submit electronically the completed questionnaire.

Survey Findings

61. Analysis of the surveys is ongoing. Initial findings are very consistent between the two sets of surveys, which suggest that standards and the service offer for the council's CPLs have been maintained at the service points that have moved to the community model. The key findings from these surveys include:
- Libraries are still synonymous with books in the minds of the public as book borrowing is overwhelmingly the most popular activity; followed in popularity by browsing, often an ancillary of borrowing
 - There are some indications that libraries are becoming more community-focused with a percentage increase in the proportion of respondents looking at notice boards and picking up leaflets.
 - Fifteen performance-indicator questions show that in the majority of instances there is very little difference in the percentage of respondents assigning Very

⁴ Known as a 'Group C' library, within the council's three tier service offer

Good/Good ratings in aspects of service provision, including customer care skills of volunteers between SCC managed community libraries and CPLs

- Improvements are apparent; such as the greater level of satisfaction with hours of opening at Byfleet Library where opening hours have increased and changed with a weekly schedule that now includes evening and Sunday opening
- Lifestyle questions relating to book purchase and personal computer/smart phone ownership have produced similar responses in before and after surveys
- The demographics continue to show a relatively elderly user base, a two to one ratio and over, of females to males and an ethnic background that is predominantly White British.

Respondents comments

62. In both surveys, customers were invited to make open comments. The main themes arising from these comments, as well as a selection of comments are detailed below.

Survey 1 – Libraries when they were being managed by Surrey Council⁵

63. The main themes arising were:

- The importance of the library to the community, and particularly for children and the elderly
- The value of the Library Service's paid staff and their expertise and helpfulness, with concerns that volunteers will not be able to provide the same level of support and expertise
- The value of the range of services provided e.g. Rhymetimes, information provision, computers, photocopiers, social events and talks etc
- Wanting to see more, and more consistent, opening hours
- Wanting a wider variety of stock and more frequent rotation
- Wanting more facilities - computer access, more places for quiet study or reading and refreshments
- Wanting the library to have greater investment
- The value of having the library within walking distance for many
- Opposition to closure or perceived downgrading of the library
- Opposition to self-service, and experiences of having to queue to use the self-service kiosks, though equally some comments that self-service works well

It would be a great loss to the village if it were closed

It's a wonderful part of our community! Our children love the experience of using and looking after books from the library!

Much used and a valuable asset to the community

⁵ Comments included from both paper and online surveys at Byfleet, New Haw, Stoneleigh, Tattenhams and Virginia Water. Ewell Court and Warlingham Libraries have to date conducted the first set of surveys only, and are therefore not included in this report.

A lovely place to look at books and meet other like-minded people

It would be helpful if the library was open later in the evening so I could go after work

Open more days and more evenings

We are not happy about the machines used to help us borrow books – a friendly face is so much nicer for children and the elderly.

Survey 2 – Libraries now they are operating as CPLs⁶

64. The main themes arising were:

- Pleased that the library is staying open
- Importance of the library to the community, particularly children and older people
- Well organised, attractive and books are easy to find
- Friendly and welcoming atmosphere
- Value of having meeting facilities for local residents
- Pleased with improvements to opening hours at Byfleet, though some comments that they would like more opening hours, and consistent each day
- Wanting more opening hours and more convenient opening hours at Tattenhams and Stoneleigh
- Wanting more audiobooks and wider selection of stock
- Wanting more investment in the library, specifically more scanners and computers, toilet facilities, tea/coffee facilities etc.
- The value of the library as a place for socialising for many, though also comments that the library is too noisy and should be a place for peace and quiet.
- Feeling that the volunteers could benefit from more training on using the computers
- Disappointment at losing access to the library management system, and opposition to self-service. Also some comments that another kiosk needed for busy times
- Praise for the volunteers, but regret at the loss of paid staff – a couple of respondents said they have not used the library since it became a CPL, due to their opposition to the policy. In addition, some respondents miss the relationships with staff that had built up over many years and who therefore were able to provide a very personal service.

A vital resource for the village. The friends and volunteers, who give their time so freely, do a brilliant job

The Sunday opening has been a real boon

Longer opening hours would make it easier to use

Encouraged by new books in the library. Seems to be working well

⁶ Comments taken from paper and online surveys at Byfleet and Stoneleigh, and online surveys at New Haw, Virginia Water and Tattenhams. Analysis of the remaining surveys is ongoing.

The library is run very efficiently by volunteers – they are professional in their services and so friendly and helpful

A good meeting place for villagers and we can meet up with local councillors on a casual basis

The volunteers have been innovative in introducing new services and activities

I was very anxious as to what the recent changes would mean, but so far, as a library user, everything appears to be going well

More people to ask things since it went voluntary

Well done for maintaining high standards

Visits and Issues

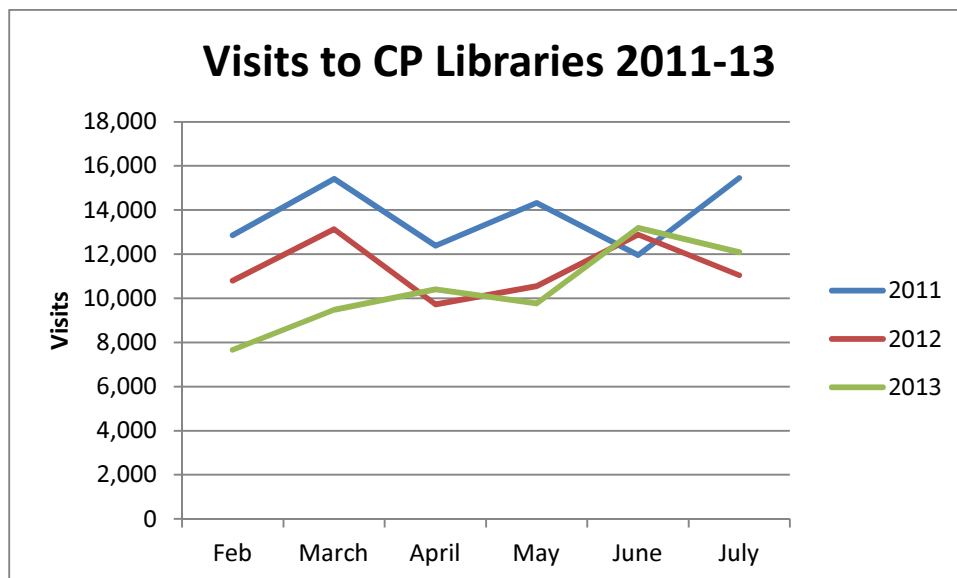
65. Low and declining use was one of the reasons why the 10 libraries were put forward for community partnership. Therefore the steering groups face a challenge to reverse this trend.
66. For the purpose of this report, analysis is based on performance statistics from February to July 2013, by which point all six established CPLs had been launched. Comparisons are therefore based on the same period the previous year. The first six CPLs to launch were:
- Byfleet September 2012
 - New Haw October 2012
 - Tattenhams November 2012
 - Virginia Water January 2013
 - Warlingham January 2013
 - Stoneleigh February 2013
67. There is both a national and local decline in library use. Overall, Surrey's book issues for 2012/13 declined by 1% on the previous year⁷. Whilst book issues are one measure of success, the wide range of activities and services provided by local libraries means that visits are another measure used to monitor performance.
68. Visits to the libraries designated to become community partnered libraries decreased for February to July 2012 compared with the same period in 2011, but following the move to CPLs in Surrey in late 2012, the decline has reduced and since February⁸ a steady upward trend has been achieved by the CPLs.⁹
69. There is evidence from visit statistics that Stoneleigh, New Haw and Tattenhams have seen a consistent increase in monthly year on year visits since April 2013.

⁷ CIPFA

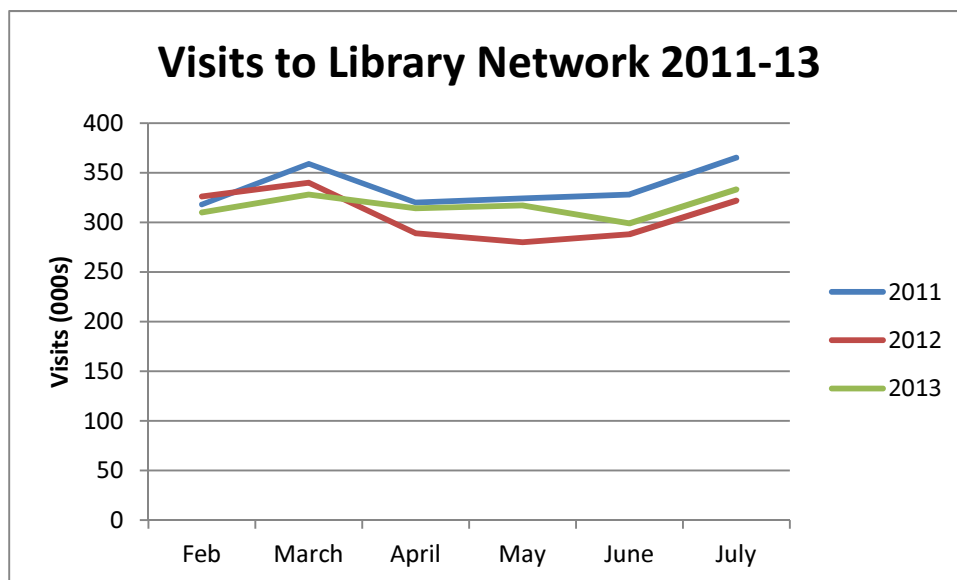
⁸ Data on visits and issues has been taken from a six month period between February to July, as February 2013 was the first month when all CPLs that are now currently running were operational

⁹ Data on visits are to the six CPLs that are active and excludes Virginia Water due to the absence of Plescon beam counter technology.

70. It is important to note that CPLs usually close for a period before launch for training, and some were also closed for refurbishment work, so this will also have adversely affected the final visits statistics. Equally, usage in many of the designated CPLs saw an upsurge from 2011 following the publicity surrounding the public value review, and therefore figures for 2011 do not in all instances represent what the service would expect from a 'typical' year.



71. The chart below demonstrates that the decline in visits experienced by the community partnered libraries in the last three years is a trend recognised across the Surrey library network.¹⁰



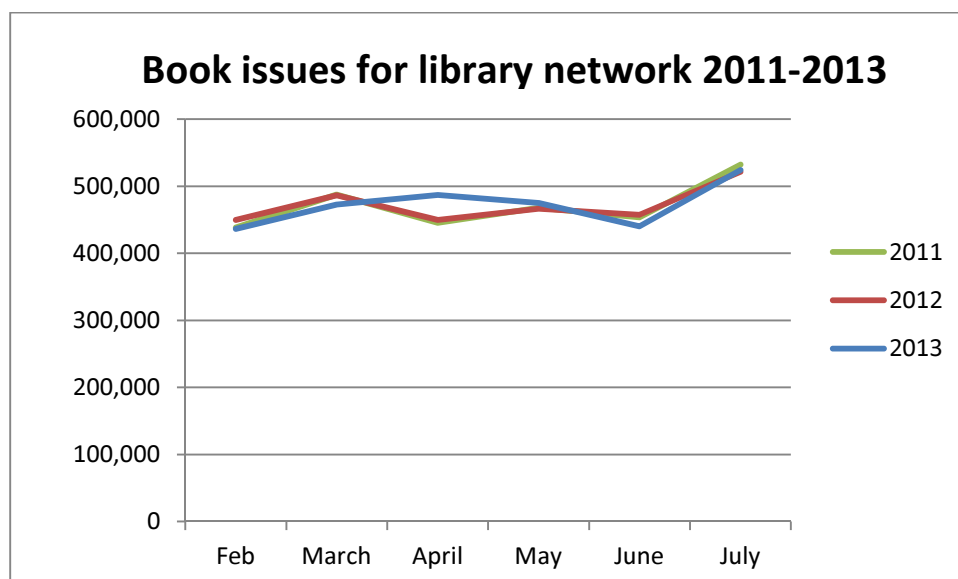
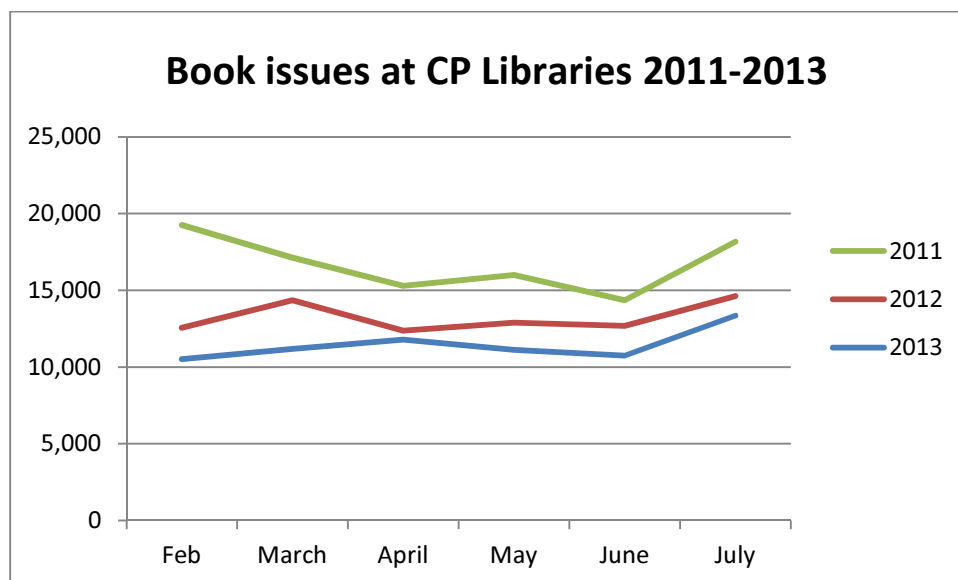
72. The libraries now included in the CPL group have seen an approximate 24% decline in issues over the past 3 years¹¹. Total issues across the library network as a whole have also decreased, but the rate of decline slowed in CPLs in 2013. As the CPLs are dealing with relatively smaller numbers of issues, a change may look large percentage-wise compared with changes across the network as a

¹⁰ The Library Network refers to all 52 libraries plus the Performing Arts Library. In 2012 Woking Library was temporarily relocated leading to an unnatural dip in visit.

¹¹ Based on the 6 established CPLs, February to July 2013 compared with February to July 2010

whole. It is also important to note however that the reduction in issues is mirrored by an increase in use of Surrey's virtual services, such as online renewals, catalogue look-ups, ebooks, and social media. In the last year between 2011/12 and 2012/13 Surrey has experienced a 11.2% increase in the number of virtual visits up from just under 3.7m to over 4.2m.

73. The charts below demonstrate the general trend in issues at CPLs over the last three years, compared to the trend across the library network:



74. Looking at the February to July 2013 period compared with the same period in 2012 shows book issues increased by 0.2% for the library network as a whole. For the six established CPLs, book issues decreased by 14% (compared to a 7% decline for Group C libraries, 5% decline for Group B libraries and a 2% increase for Group A libraries). Whilst the decline was more severe for CPLs than other libraries, the rate of decline is smaller than that seen in 2012.

Current members

75. On average, the established CPLs have seen a 2% decrease in the number of current members¹² since each library became a CPL¹³. This compares to a 1% decrease across the library network as a whole, over the same period (September 2012 to July 2013).
76. There is a notable success at Virginia Water, which became a CPL in January 2013, where there has been a 7.2% increase in membership from under 16s. This is likely to be due to successfully promoting the Summer Reading Challenge, as well as Rhymetimes and Storytimes. Stoneleigh has also seen a 1% increase in the number of current members over this time.

Comments and complaints

77. There has been one complaint about noise levels in CPLs as well as a couple of comments in comment books.
78. Some of this increased noise is likely to be down to volunteers needing to confer with their team more while they are learning. Some is also likely to be related to the greater focus on the library as a social space.
79. Recognising that this is a legitimate issue for the more 'traditional' library user, it can also be regarded as a measure of success, showing the enthusiasm and excitement the libraries are generating. One Volunteer Coordinator responded to a couple of comments in their comment book as follows:

"To those users who are concerned about the noise, the volunteers are still being trained and as such there will be conversations about procedures and there will be additional staff. We also want to encourage use by all members of the Warlingham community, which does include children who, by their nature, produce noise."

80. Other typical comments noted include:

"Wonderful to hear the children doing rhyme time!" (Warlingham)

"The library has a real buzz and energy!" (Warlingham)

"The refurbishment looks much better and it is easier to find your way around." (Stoneleigh)

"This library has been brought to life again! So welcoming the atmosphere, it's tempting to linger and do more than change books – it's a social event as well." (Virginia Water)

81. Two comments in the user surveys noted disappointment at being unable to access their borrowing history from the self-service terminals. Borrower history is not a function on the self-service kiosks at present. In a branch library, a customer can access their borrower history over the past six months by asking a member of staff to access the library management system. As the CPLs do not have access to the library management system, this change was a concern for

¹² Defined as a borrower who has been 'seen' by the library management system in the past 2 years

¹³ This is calculated based on the number of months each CPL has been in operation, starting from September 2012, to the month ending July 2013.

some borrowers, and raised during the judicial review. In designing the processes and procedures for CPLs, the library service has ensured that alternatives are in place so that customers can still access their borrower history, it is just achieved in a different way. Borrower history cannot be accessed from a self-service terminal, but it can be accessed online, either from home, via wifi in the library, through a public access computer, by asking the volunteers to access via the branch laptop, or through a phone call to Enquiries Direct. This provides a year of reading history for that borrower

Support and Training

82. The Community Partnered Libraries Support Team provides initial and ongoing training, advice, guidance and monitoring to the CPLs.
83. Initial training is delivered via 3 classroom sessions, of 2 hours each. Training is aided by the production of handouts, which are given to all trainees, and question and answer sessions as well as practical learning. This training includes essential health and safety, fire, equalities and legal information and takes place before launch. Typically this requires around four hours, over two sessions and is usually delivered to groups of 16-20 people.
84. Pre start 'Speed Training' is delivered to familiarise volunteers with the 'tools' in their library and includes till training, stock overview, kiosk training, on line reference shelf and SCC website. This takes place in a two to three hour session for each volunteer, again usually done in groups of 16-20 and as close to launch day as possible. This 'live' practical training takes place in the library, with volunteers working alongside members of the CPL Support Team.
85. Attendance at the volunteer training delivered to date at the six currently operational CPLs has been nearly 1200 across all sessions and visits.
86. SCC provides 100% support presence during implementation and training, and starts to decrease support hours per week by mutual consent as the volunteers grow in experience and confidence. When fully trained, support is maintained at 20% of opening hours every week with a support team presence.
87. The purpose of the support team presence is to be a regular point of contact to provide ongoing advice, guidance and help, and is not a replacement for the day to day service being provided by the community partnership.
88. Ongoing mini-modules, such as common scenarios and a quiz, supplement and refresh classroom training. Updates are cascaded through Steering Groups and posted in the staffroom where appropriate. There is also a range of ad hoc training delivered by CPL Support Team members as part of their on-site support or in response to specific requests or needs.
89. Each library receives a procedure manual – *Essential Information for Volunteers* – which is maintained and updated by the CPL Support Team.
90. Training is also delivered on other service initiatives and in response to individual CPL priorities. All have received training for the Summer Reading Challenge, but to date training has also been delivered on Rhymetime, leaflet and information management, Frontline, Stock management and the Reminiscence collection.

Visits have also been organised to key resources such as the Surrey History Centre, Performing Arts library and Enquiries Direct.

91. Volunteer and steering group has been consistently appreciative about the quality of the training received.

Financial considerations

92. The Public Value Review of Libraries identified Community Partnered Libraries as one of a number of opportunities to improve the cost effectiveness of the library service and the sustainability of 10 small libraries in the longer term. At this time assumptions were made regarding the achievability of these proposals, the expected timescales for implementation and the estimated financial impact.
93. As at September 2013, six CPLs are up and running, with completion of the remaining four projected to be by March 2014. The delays to implementation have meant that support is being provided by the Library Service for longer than originally expected, these costs are funded from a budget set aside within the service.
94. The costs of the CPL support team have been met from within the service by reconfiguring a number of operational posts.
95. Each of the CPL groups has been provided with a laptop by SCC and had their public liability insurance paid. The public liability insurance is a new cost. These are new policies that the Community Partners are taking out to cover the public liability of their volunteers that SCC has then been funding.
96. Groups had different histories and some started with no funding of their own while others, formed from earlier Friends groups, or supported by a pre-existing Friends group, had some initial funds they could use for marketing etc.
97. Equally, the building size and condition at each CPL library varied, with different facilities. This affects each CPL's ability to fundraise e.g. through room hire. Therefore some small improvements have been carried out by the Library Service and Estates and Property Management to try to level the playing field for them starting out.

Equalities

98. The Equalities Impact Assessment Action Plan, produced in 2012 was reviewed and updated in February 2013.
99. Action was underway or complete on many of the EIA actions; however workload had delayed progress on some items. Written status updates and discussion at the six-monthly EIA review meeting had identified further actions required.
100. Progress against the action plan was again reviewed in August 2013. The updated action plan is provided as annex two.
101. There have been no difficulties arising relating to the concerns raised during or following the judicial review, i.e. primarily concerns that volunteers would not

be able to provide sufficient assistance to enable people to use the CPLs effectively due to inadequate training. On the contrary, the CPL team are reporting that many service users have commented on the helpfulness of the volunteers, and the libraries that are now up and running as CPLs are now offering a wider range of activities.

102. Training is a key area where continuous improvements are being made for both branch staff and volunteers. The service seeks to bring staff and volunteers together for training, as has happened for the service's Rhymetime training. The service is also looking to conduct a mystery shopper exercise to identify where further improvements to customer service can be made. Increased experience and knowledge within the members of the CPL team and extra experience by a team member as a Gamesmaker during the Olympics means the equality and diversity training has been developed further still. The training would still benefit from working with Surrey Association for Visually Impaired (SAVI) and Surrey Independent Living Council (SILC) to gain some 'real-life' perspectives, and this has been included in a refreshed list of actions in the EIA Action Plan monitoring document. See annex 2.
103. There has been one safeguarding issue relating to a vulnerable adult, which was dealt with appropriately. The Library Sectors Manager contacted the Safeguarding Board and, as a result, a programme of training was agreed for library staff, including CPLs. The first session has been successfully delivered via an external trainer at Tattenhams CPL.
104. The Property, Environment and Stock Team (PEST) has identified, and responded to, issues arising from CPLs wanting to change layouts where further consideration of the need to keep spaces accessible for wheelchairs etc. needs to be undertaken. These have been addressed as the refits and refurbishments have been implemented and no further actions are identified.
105. Work has been done to update the stock in the CPLs, and the service is looking to offer them additional funding of £1,500 p.a. to select stock of their choice. This has to date been offered to Stoneleigh who are producing a wish list reflecting local priorities.
106. Anecdotal feedback from many volunteers has said that the social inclusion aspect of volunteering has made an important difference to their lives and given them a renewed sense of purpose. The service is setting up an online CPL community through the Knowledge Hub to enable volunteers to share experiences. A couple of volunteers have been able to secure permanent positions within the library service.
107. No equality issues have arisen with the Warlingham paid staff plus volunteer model to date. The service worked with the Steering Group to resolve the issues surrounding the staff terminal and data protection. The staff terminal has not been put back in.

Conclusions

108. Implementing the CPL policy has marked a major step change in how access to library services is delivered in Surrey. It has involved intensive partnership

working with communities which will continue on a long term basis and significant cultural and operational changes within the library service.

109. The implementation has also required substantial support from the council's Legal and Property services, and input from finance, audit and insurance. In addition the implementation has and continues to involve all aspects of the library service. Working with the CPLs is providing new learning experiences; feedback and ideas to the library service and SCC which will help improve services in the future.
110. The successful implementation of CPLs now at six libraries is a reflection on the hard work and dedication of both the council officers involved, and the commitment of the steering groups and volunteers at the CPLs.
111. The evidence from customers and volunteers is that the CPLs are a valued complement to the Surrey library network, operating with a renewed sense of purpose and vigour and with ambitious plans for future development.

Recommendations:

112. The Committee is asked to scrutinise progress on implementing the Community Partnership Library policy, and make comment to Cabinet as appropriate.

Next steps:

- Cabinet to receive progress report in October 2013
- Work continues to implement the CPL policy at the remaining four libraries.

Report contact: Peter Milton, Head of Cultural Services.

Contact details: 020 8541 7679

Sources/background papers:

- Interviews with representatives of each of the six active CPLs using pre-scripted questions and drawing in comments and views from volunteers and library users as well.
- Library Service Performance Data
- Customer surveys
- Envisioning the Library of the Future, Arts Council
<http://www.artscouncil.org.uk/what-we-do/supporting-libraries/library-of-the-future/>
- Community Libraries Research, Arts Council
<http://www.artscouncil.org.uk/what-we-do/supporting-libraries/community-libraries-research/>
- Report to Cabinet - Public Value Review of Surrey Libraries, February 2011
[http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=467&DF=01%2f02%2f2011&A=1&R=0&F=embed\\$Item 12 - Public Value Review of Surrey Library Service.htm](http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=467&DF=01%2f02%2f2011&A=1&R=0&F=embed$Item 12 - Public Value Review of Surrey Library Service.htm)

- Report to Cabinet - Community Partnered Libraries, July 2012
[http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=485&DF=24%2f07%2f2012&A=1&R=0&F=embed\\$Item 6 - Public Value Review Surrey Library Service - Community Partnered Libraries.htm](http://mycouncil.surreycc.gov.uk/celistdocuments.aspx?MID=485&DF=24%2f07%2f2012&A=1&R=0&F=embed$Item 6 - Public Value Review Surrey Library Service - Community Partnered Libraries.htm)

Annex One – Detailed commentary on each CPL

1. The established CPLs

Library	Byfleet
Launch date	Sept 2012
Number of volunteers	50
Commentary: <ul style="list-style-type: none"> • First CPL to launch • Thriving Friends group of around 100 people and, whilst not a requirement, all the Volunteers are also part of this group. • Has well used Heritage room, which provides facility for community and income stream for the library • Partial refurbishment has created seating and coffee area • Extended opening hours, including Sundays • Linking in with local events, e.g. opening early on the day of the Ride Britain cycle race and serving tea and coffee to spectators. • Now offer Rhymetimes for two sessions per week instead of one. • Future plans include the further development of the heritage room and reading area as hireable spaces, and the introduction of junior reading groups and storytimes for 5-8 year olds. They are planning a special event for the Reading challenge closure • Byfleet management team would like more consultation before service wide decisions are implemented, e.g. removal of card sales. 	

Library	New Haw
Launch date	October 2012
Number of volunteers	71
Commentary: <ul style="list-style-type: none"> • NHCPL is a Limited Company with charitable status, after receiving initial legal advice from Runnymede Association of Voluntary Services (NSVS), they took external legal advice. • Undertook Community Needs Analysis and published the results in March. The key aims of this were to raise awareness for the CPL and to seek public views on the facilities and opening hours as an informed basis for future development. The findings suggested that the library is well regarded in the local community and meets local expectations well. Among the recommendations now under consideration are the potential for extending opening hours, further improvement and use of the hireable rooms and the production of an overall Business Plan. • Aim to make use of the skills that the volunteers bring, such as IT and business skills and experience 	

- Future plans include using the library as a community hub and hosting a variety of community events. Also planning to forge partnerships with local community organisations. Intend to create a quiet room with coffee facilities for quiet reading and computer use.
- Since opening as a CPL last year, the NHLCP have steadily increased the number of room hires at the Library. They have a range of local, regular, weekly business and social hirers, including Yoga, drama classes and also now hire to a registered charity. The Friends of the Library hold a wide range of regular events. The feedback from hirers is positive, and NHLCP intend to increase bookings.
- Raised the issue that they do not have enough advanced notice about the days the CPL Support Team will be on site. The library service is working on improving this.

Library	Tattenhams
Launch date	November 2012
Number of volunteers	65
Commentary:	
<ul style="list-style-type: none"> • First AGM being held in early September • Established as a Charitable Trust • The Volunteers are bonding with each other and the users of the library. They get very positive feedback from library users • Launch event included zumba session in the library, and there is an ongoing social programme. • Have support from local businesses, including ASDA, who have attended fun days, display library leaflets and have provided prizes. • Pupils from Beacon School designed the library's new logo • Some frustrations expressed at perceived delays in moving two public access terminals to a quieter part of the library. • Frustrations noted concerning advice given regarding business rates. • Future plans include more social events, building a programme of speakers, and considering an annual village fete. 	

Library	Warlingham
Launch date	January 2013
Number of volunteers	46
Commentary:	
<ul style="list-style-type: none"> • Operates under a slightly different model to the other CPLs – is run in partnership with the Parish Council, who funds two paid posts to support the volunteer workforce for the library's total opening hours. • Staff are provided via Oxted, which is Warlingham's designated link library. 	

- Additionally, the Parish Council fund a 6 hour per week Volunteer Coordinator.
- Uses parish newsletter to promote the library
- Have visited school assemblies to help raise the library's profile.
- Future plans include increasing the amount of out of hours use, although the building design limits the amount of space available to offer other community activities. Also intend to offer police surgeries, CAB outreach, and bereavement support from a local funeral director.
- Has had recent redecoration, including replacement windows.
- Some further signage still outstanding.
- Have raised concerns that not having access to the library database is limiting what they are able to offer, including ordering books for requests. Considers that the data protection issues surrounding this could be overcome with training and safeguarding.

Library	Virginia Water
Launch date	January 2013
Number of volunteers	53
Commentary:	
<ul style="list-style-type: none"> • Work is starting on incorporating additional space within the building into the library's public area. Work is expected to conclude in time for a Christmas opening. The new area will include a coffee area, new community room and two toilets, one for public use. • Volunteers are aged from 15-16, to over 90 years old. • Volunteer sub-committee manages the volunteers on a day to day basis. • Have been working to raise the library's profile – attending local fete, articles in the Parish magazine, providing a venue for contact with the local press, and local police surgeries. Also, visits to local schools and enhanced children's activities, and a visit from the local MP. • Produces regular newsletter for their volunteers. • Intend to extend opening hours by offering a Wednesday evening. • Library Service's Information Team ready to train volunteers on resources available to businesses to support people looking to set up businesses. 	

Library	Stoneleigh
Launch date	February 2013
Number of volunteers	57
Commentary:	
<ul style="list-style-type: none"> • The library has been run with volunteers from February 2013, but has not yet been fully launched as a CPL as the Memorandum of Understanding and licence has not been signed due to an ongoing property-related issue relating to an offshore landlord. As a result, the county council retains a responsibility 	

for maintaining a staff presence.

- The library has had a refit and reconfiguration of key areas, such as the children's area. This refit has also provided more flexible space that can be used for income generating activities.
- There remain 2 outstanding property-related issues to be resolved.
- Have established a dedicated 'Young Volunteer Coordinator' and targeted approach to recruiting young volunteers.
- Future plans include enabling young people to have a greater say over stock and facilities for their age group.
- Well-used community room
- Producing a stock wish list with the library service, to make use of the £1,500 that the service is making available to each CPL for local stock selection.

2. The remaining 4 designated CPLs

Library	Bagshot
Commentary	
<p>Surrey County Council has been involved for some time in discussions on all aspects of community partnered libraries with the Friends of Bagshot library who had formed a new organisation, having expressed an interest in running the library.</p> <p>In recent weeks the Friends have expressed concerns about their capacity to undertake this task. Windlesham Parish Council have stepped forward and offered to take the project forward and Surrey County Council are now in discussion with their steering group around how to open Bagshot library as a community partnered library in November this year.</p>	

Library	Bramley
Commentary	
<p>Bramley Parish Council has raised concerns about the future of Bramley library as a CPL and how much autonomy they would have to run the library. The council has sought to address these concerns within its legal obligations as a public body.</p> <p>While final agreement on the Lease and Memorandum of Understanding has not yet been reached, property and library officers have been working with members of Bramley Parish Council on building repairs and setting up training. Surrey County Council is endeavouring to achieve an opening before March 2014.</p>	

Library	Ewell Court
Commentary	
<p>The Ewell Court Group have been very keen to start training for some time and have raised concerns about their ability to hold the interest of their volunteers until they can get started.</p> <p>Two property-related issues, the lease and improvements to the listed building have halted progress, and as yet there is no projected start date</p>	

Library	Lingfield
Commentary	
<p>The library occupies space within the Lingfield Guest House which was left in trust to the Council by the previous owner. Although there was local concern regarding this 'special status' the terms of the Trust do not include the delivery/management arrangements for the library....and do not preclude a CPL. The Guest House has, as identified in Arthur Hayward's will, to be used for specific purposes which include use as a Public Library or Museum and in general for antiquities which may have local or County interest. Nevertheless, in response to resolving other issues regarding the</p>	

building, and after receiving advice from the Charity Commission, Leader of Surrey County Council has decided (at a Leader's decision making meeting on - Monday 15 October 2012) that the County Council no longer continues to be the sole trustee and that instead it would appoint as trustees individuals nominated by each of the relevant local Councils, and by the Surrey Historic Buildings Trust, together with local independent trustees.

The County Council is currently putting these new management arrangements in place and there is now an imperative to progress the arrangements for the implementation of the Cabinet decision for Lingfield Library to be a Community Partnered Library. Although there has not been any direct contact with the library service regarding the development of CPL arrangements the local member has advised that there is interest in the local community.

Trustees of the new arrangements for the Guest House will continue to be responsible for looking after the Guest House building - and the Will provides that any income arising from the Trust estate should be applied in or towards the maintenance and repair of the Guest House, the gardens and contents. However, the running of the library itself is not something included in the scope of the responsibilities of the Trustees as set out in the Will....and service delivery has been financed by the library service. Therefore there will need to be two distinct organisational structures for the two different responsibilities - and a group or organisation representative of the whole community will need to be developed that is able to run the library under SCC community partnered library arrangements. The county library service will now set up public meetings to start gathering the interest and support of the local community for the CPL.

Annex 2 – Updated EIA action plan

ISSUE 1. The current model for Community Partnered Libraries (CPLS) puts the local community in charge of recruiting sufficient numbers of suitable volunteers. Further actions could be considered to increase Surrey County Council influence over volunteer recruitment and management

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
1.1 Provide Steering Groups with a range of task descriptions and outcomes;	CPLs are supported with their volunteer recruitment. Volunteers have a clear sense of purpose. Customers benefit from an efficiently run library.	Operations Manager / CPL Sector Lead	Provide descriptions in July 2012	1.1 Complete. Range of job roles identified and information supplied to the steering groups as the team works with them.	N/A
1.2 Ask Steering Groups to provide a regular demographic breakdown of their volunteers, to include age, gender and ethnicity and review trends over time.	Better understanding of the demographic profile of volunteers.	As above	Request demographic profile as each CPL prepares for handover in 2012/13 Review demographics as part of the 12 month evaluation.	1.2 CPLs are recruiting volunteers – Kelly has opened conversations with Steering Groups regarding capturing demographic breakdown of their volunteers. There is a good gender balance, ethnicity is similar to paid staff in libraries. Many of the volunteers are retired but the groups have invited younger people to undertake their Duke of Edinburgh in the	1.2 Form sent to all CPL steering groups to be completed anonymously by volunteers. 20-30 completed forms. CPL partners questioned the need for this information.

libraries. More work to be done here to encourage Steering Groups to formally capture this information. It will be a snapshot in time, as the profile of volunteers will be changing as new volunteers start and others leave.

Some groups do not feel they have enough information about their service users – e.g. ethnicity etc.

Action - Design form to issue to steering groups to capture standard set of information about volunteer demographics.
(KS)

Action - Issue form to steering groups and ask them to have the information in place for their April quarterly meeting.

(KS)

ISSUES 2. Ensure CPLs (and all branch libraries) have information on site about district/borough carer projects run by Action for Carers so that they can provide this information when requested. Information should either be available at the branch, or volunteers should be aware and able to refer the enquiry to Enquiries Direct.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
2.1 Ask Library Managers at branch libraries to check they have this information and staff are aware	Effective signposting for carers seeking advice.	Sector Leads	By September 2012	2.1 Library Managers would know to call Enquiries Direct to search for this type of information.	Sector Leads advise that this information is available to all branches.
2.2 Provide information to Steering Groups for cascading.	As above	CPL Sector Lead	As CPLs prepare for handover in 2012/13	<p>2.2 Action Point to check. However the CPLs do call the helpline/Enquiries Direct (Edi) when faced with this type of enquiry – this is reassuring. Most steering groups have a training representative who will cascade this type of information.</p> <p>Action - KSB to check that Library Managers have the information to respond to this type of request.</p> <p>-Action - KS to double check that this is clear during training and when working with volunteers in the library</p>	Sector Leads advise that this information is available to all branches.

ISSUE 3. Assist Steering Groups to establish volunteer training with representatives from Surrey Independent Living Council (SILC) and Surrey Association for Visual Impairment(SAVI) and Royal National Institute for Blind People (RNIB) for additional training for volunteers in helping people with disabilities. This could also benefit existing Surrey County Council Library Staff as an addition to their current Equalities training and it would be worth considering offering this training to existing Surrey County Council Library Staff over time.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
3.1 Provide Steering Groups with the details for SAVI and SILC	Volunteers benefit from expert training advice.	CPL Sector Lead	Initiate if approved by Cabinet from August 2012	3.1 Not yet complete due to workloads and training. There is scope to involve suggested parties in the ongoing training. Action Point for KS	3.1 Ongoing
3.2 Review progress in end of year one evaluation	Customers with greater needs receive appropriate support.	Senior Management Information Officer (JB)	September 2013	<p>3.2 Discussed and keen to pursue. Further experience within CPL Support Team now and through Gamesmaker training means that disability training now improved further – covering issues that are less visible, such as mental health conditions, MS etc.</p> <p>Action: - Make contact with SAVI/SILC to discuss (KS/KSB), by Summer 2013.</p>	<p>3.2 Sector Manager has attended most of the Disability Empowerment Boards and shared the training with them.</p> <p>Feedback has been positive and they have felt reassured by what the CPL team is doing with Volunteers.</p> <p>Volunteers themselves often have personal experiences of living with disabilities and have keenly taken on training. Safeguarding Training introduced and first session successfully presented by an external trainer at Tattenhams.</p>

ISSUE 4. Share Mosaic profiling and other relevant library use data with the Steering Groups at the 10 CPLs to support them to target activities and programmes to their local community. Mosaic is a consumer classification system that gives access to demographic data.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
4.1 Discuss Mosaic profile at monthly meeting with steering groups to identify priority areas	<p>Steering Groups have a good understanding of their borrowers and local community.</p> <p>They can identify areas for focus. Customers benefit from targeted activities/information.</p>	CPL Sector Lead	As each CPL gets started in 2012/13	<p>4.1 Information has been shared with the steering groups at the regular meetings and by email.</p> <p>All have been doing extra events, and some like New Haw are conducting surveys into what their community wants from their library. Byfleet/Stoneleigh/Warlingham looking to do work with Carers and care homes to meet the needs of areas highlighted in Mosaic</p> <p>KS to share with the other 9 CPLs to help them with priority setting, by the April quarterly review (KS, KSB)</p>	<p>Data shared with CPLs.</p> <p>Activities underway in relation to local needs. For example, Warlingham have developed an outreach service for elderly in care homes;</p> <p>Stoneleigh are looking into coffee mornings aimed at mums with young children and another for older people.</p>

ISSUE 5. Ensure that roles and responsibilities for recruiting, training and managing volunteers and meeting duties like Equalities are equally clear in the Memorandum of Understanding (MOU) and performance indicators for all models including the paid SCC staff model.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
5.1 Review the MOU with Steering Groups at the 5 wholly-volunteer run libraries	MOU is agreed by both partners and an effective partnership is built.	Operations Manager with colleagues in Legal	Before handing over to the community First MOUs due for formal review December 2013	5.1 MOU not yet reviewed, but service is looking to do so after the first quarterly reviews in April. MOU has been made clearer in the interim with clarification of expectations in the terms of the lease/license, and income raising. And in training notes.	5.1 Reviewing with Legal and then discussing with partners and rolling out updated version to all CPLs. The MOU has evolved with each CPL and a new Appendix on Income Generation has now been drafted.
5.2 Amend MOU in partnership with the steering groups at the libraries looking to have paid staff plus volunteers.	As above	Operations Manager with colleagues in legal	As discussions are progressed in line with the timescales outlined in the report to Cabinet	5.2 Complete. MOU developed for Warlingham which is following the paid plus volunteer model. - Review MOU as planned, following the April Quarterly Review meeting (RW/KSB)	5.2 Complete

ISSUE 6. Add monitoring of complaints to performance indicators.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
6.1 Add to Performance Document	Comments and complaints are formally reviewed on a quarterly basis	Performance Officer (CW)	End July 2012	<p>6.1 Yes, under user feedback, complaints (and compliments) have been added to the list of performance indicators and are in the report template. Further work is being done on the template and complaints monitoring will remain on a quarterly basis.</p> <p>Meeting between KSB and CW planned for February 2013 to come up with a document that works for all parties.</p>	Complete

ISSUE 7. The RNIB gave advice on customer training for people with a visual impairment. Include this guidance in future training and circulate information to volunteers who have already been trained. This information would also be useful for staff at all libraries.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
7.1 Review training given on visual impairment. Add the resources from the RNIB to future training plans, and cascade the links to steering groups where volunteers have already been trained.	People with a visual impairment are supported and feel welcomed into all libraries	CPL Sector Lead	Cascade to CPLs that have undergone training by September 2012	7.1 Incomplete. Service is looking to do more training with branch staff on the value of volunteers and what they can add.	7.1 Visual impairment awareness training is being delivered in next phase of training to volunteers.
7.2 Cascade information to Library Managers at all libraries	As above	Sector Leads	Include in training during 2012/13. Cascade links Library Managers	7.2 Incomplete - VE to send RNIB guidance to KSB, - Sector Manager to review RNIB guidance on training and circulate by quarterly meetings in April - Add equalities as an agenda item at quarterly reviews with the steering groups in April 2013 (KSB) - Add equalities as an agenda item to monthly Library Manager meetings. (KSB) March 2013	7.2 Staff awareness is being raised through Staff Conference planned for March 2014 Equalities is discussed regularly at Library Manager meetings. An E&D group has been set up to review how we deal with E&D in the Library Service.

ISSUE 8. Surveys have been conducted at some of the CPLs but not yet analysed due to staff constraints. Complete analysis and use results to inform performance monitoring of CPLs in line with the 12 month evaluation plan.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
8.1 Complete analysis of the remaining surveys	Evaluation of CPLs includes user satisfaction and can help identify areas where performance is particularly strong or where improvements are required	Senior Management Information Officer (JB)	December 2012	8.1 Partially complete. Surveys were conducted prior to official handover and have been analysed at Byfleet, New Haw, Stoneleigh, Tattenhams and Virginia Water The survey at Warlingham has not been completed prior to official handover but it is imminent and will be during the opening few weeks when SCC staff still have a full time presence	Completed at Warlingham. Second surveys completed at Byfleet/New Haw/Tattenhams /Virginia Water. First survey completed at Ewell Court. Bagshot and Bramley planned for Nov 2013.
8.2 Share results with CPL Support Team and Steering Groups	As above	Senior Management Information Officer (JB) / CPL Sector Lead	Evaluation of CPLs proposed for Sept 2013.	RW to ensure JB is aware of timelines and order for handover and survey is ready to be issued. (RW) February 2013 - Survey results to be added as an agenda item at the quarterly reviews in April (KSB).	Survey results not yet discussed with Partners as the results have not been published yet.

ISSUE 9. The equalities training plan for volunteers is more detailed than the training that Surrey County Council Library Staff currently receive. Roll out the equalities training plan that has been developed for volunteers to all Surrey County Council Library staff.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
9.1 Share CPL training plan with the libraries Training Forum	Staff have more detailed understanding of equalities and how to support people.	Operations Manager / Sector Leads	End March 2013	The equalities training programme has continued to evolve in the past 6 months. Further experience within CPL Support Team now and through Gamesmaker training during the Olympics and being able to make use of the training received there to incorporate into the training plan.	Complete
9.2 Amend existing staff equalities training for new starters with the more detailed work developed for the CPLs.	Customers benefit from an inclusive, accessible service.	Operations Manager / Sector Leads	End March 2013	All library staff training is currently being reviewed.	The training is being reviewed for staff. A pilot will be run with the Libraries Equalities and Diversity group in Sept 2013
9.3 Share information with existing staff	As above	Operations Manager / Sector Leads	End March 2013	Deadline moved to end May 2013.	Equality and Diversity will be the focus of the next staff conference in March 2013.

10. Accessibility at Lingfield Library was raised as an issue by the Empowerment Boards. The Library Service is aware of the issues. Continue working with the community and with the Council's Estates and Planning Management department to seek improvements.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
10.1 Discuss with Estates colleagues and with Steering Group at Lingfield, once formed.	Service can take advantage of any opportunities to improve access to the library.	Operations Manager	Ongoing	<ul style="list-style-type: none"> - Rose to make contact with Estates to discuss. - Sector Lead East (LW) to work with Lingfield Manager on any improvements that can be made without requiring significant financial resources. 	Ongoing. Awaiting outcome of changes to Trust

ISSUE 11. Continue to support the communities in the 10 libraries to establish steering groups, working plans and effective relationships with the County Council.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
11.1 Continue discussions	10 CPLs are established and supported to succeed.	Operations Manager/ Head of Service	Ongoing	In discussions with 3 evolving Steering Groups at Bagshot and Bramley. and Ewell Court	Service is meeting with the steering groups at the CPLs that have been transferred on at monthly basis with quarterly review meetings. Some difficulties obtaining performance data on a monthly basis as partners would like and making it clearer to use.
11.2 Continue training in sequence, and arrange dates for going live.	As above	As above	As above	As above	New training plan has been drafted.
11.3 Ensure monthly review meetings are booked	As above	As above	As above	As above	As above. CPL Sector lead also attends Lead Volunteer meetings on a monthly basis/as required for Virginia Water, Stoneleigh and Tattenhams.
11.4 Continue to review and develop the training plan	As above	As above	As above	As above	As above

ISSUE 12. Attend Empowerment Boards on a more regular basis to invite discussion on library accessibility and highlight improvements, for both Surrey County Council and CPL library services.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
<p>12.1 Discuss role of Empowerment Boards (EBs) and External equalities Advisory group (EEAG) with Programme Team staff and Sector Leads at team meetings.</p> <p>12.2 Identify upcoming improvements or possible changes to services that the EBs and EEAG could help to inform</p>	Representative bodies are able to give their expert views on accessibility and can drive service improvements and highlight improvements to their members.	Sector Leads and Programme Team	December 2012	Incomplete – ongoing.	<p>Sector Manager has attended most of the Disability Empowerment Boards and shared the training with them.</p> <p>Feedback has been positive and they have felt reassured by what the CPL team is doing with Volunteers.</p>

ISSUE 13. Discuss accessibility for Gypsy, Roma and Traveller people with Chairman of Surrey's GRT Relationship Forum.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
13.1 Contact Chairman to discuss areas of concern.	Joining process ensures best fit for County Council and customers	Operations Manager / Sector Leads	December 2012	Further work required to understand if there are barriers to equal use among people with no fixed address.	Contact not yet made, will be completed shortly.

ISSUE 14. Discuss the process for changing personal details with representatives of GIRES

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
14.1 Contact representatives via the External Equalities Advisory Group	Process for changing details is best fit for County Council and customers	Operations Manager / Virtual Content Manager	December 2012	<p>Action delayed due to leave for personal reasons of a member of staff.</p> <p>Library Senior Management Team agreed that members of the public should be able to change relevant gender details on their borrower records, themselves, online.</p> <p>Currently it is not possible to do this online – the system will not allow library users to change their title or name without going into the branch.</p>	<p>Library Service has arranged that Enquiries Direct will be able to take changes to personal details over the phone. It is not possible for customers to make these changes themselves online.</p> <p>Service seeking confirmation of acceptability from the Gender Identity Research and Education Society (GIREs).</p>

ISSUE 15. Support Steering Groups to identify and plan targeted activity to increase participation among under-represented groups, once they are successfully established and operating well.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
15.1 Discuss with steering groups once each CPL is under way.	More people benefit from using library services, particularly those people who might have previously been less likely to make use of them.	CPL Sector Lead / Programme Manager (JT)	Ongoing	Underway	Complete - See update 15.2 below
15.2 Link to existing initiatives and activities being developed by the Library Service's Programme Team.	As above	CPL Sector Lead / Programme Manager (JT)	Ongoing	<p>Actively working with Steering Groups to link them with appropriate colleagues to support their initiatives. Steering Groups aware ongoing support and relevant professional help will be available.</p> <p>Actively working with the Programme team and looking at working with Care Homes, Carers, Special needs students and making use of Reminiscence Collection and On line learning modules.</p> <p>Steering Groups are looking at events and activities to hold in the</p>	<p>Stoneleigh currently holding weekly conversation classes for students learning English as a foreign language and planned outreach to carers in the community in addition were planning to make use of Reminiscence Collection</p> <p>New Haw looking to start classes/reading group for emergent readers</p> <p>Warlingham - visiting care homes and use of new Friends and Family card /residential home deliveries. Also offering ebook drop-in sessions in the library</p>

				libraries – e.g. Byfleet is focusing on young people so the service will help them link to the Headspace project.	Also Stoneleigh working with Nescot college re offering work experience to students with learning disabilities
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16. Explore the feasibility of extending ereader borrowing and other extra support mechanisms provided as an alternative to mobile library services, to all people with a visual impairment or disability on request as part of the development of Library Direct. Library Direct is a range of services to enable people to gain access to the library service who cannot do so in the usual ways.

Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
16.1 Explore volunteer capacity to extend service	People with a visual impairment or disability are able to access e-books/e-audiobooks	Programme Manager (JT)	Initiate following Cabinet decision August 2012	E-book project currently being trialled and will be evaluated February 2013. We currently have 2 groups of people trying them out: Group 1 – who need no support for downloading Group 2: who need support and we have recruited an E-Book Reader Volunteer support for that role.	Feasibility project completed and determined that not feasible.
16.2 Cost/benefit analysis of extending the service	As above	Programme Manager (JT)	As above	Feasibility study underway	As above
16.3 Discuss likely demand with Surrey Coalition of Disabled People and SAVI.	As above	Programme Manager (JT)	As above	Feasibility study underway	As above
16.4 Work with disability groups to publicise the service				Feasibility study underway	As above

ISSUE 17. Raise issue of Browse Aloud function not working on ebooks/audiobook pages with the ebook supplier. Browse Aloud changes text into spoken word. Work with supplier to find a solution so that people with a visual impairment can access this content.					
Action	Expected outcome	Who	Deadline for action	Progress update Feb 2013	Update August 2013
17.1 Raise issue with ebook supplier	People with a visual impairment are able to access ebooks and audiobooks	Virtual Content Manager	September 2012	<p>Response received from Overdrive, confirming investigating possibility of incorporating Browse Aloud.</p> <p>Discussion on 5 Feb suggests that Browse Aloud should work on the library's pages, so a customer could use the Browse Aloud function to borrow an ebook, but they would then be dependent upon whether their ereader or computer had a read-aloud function to read the story.</p> <p>Action: - CG to check Browse Aloud works on the 'virtual tour' feature of the website. Due before attending Empowerment Boards in the summer 2013</p>	Overdrive have confirmed that Browsealoud does not work with their offer.

17.2 Identify what is preventing this function being added, and resolve	People with a visual impairment are able to access ebooks and eaudiobooks	Virtual Content Manager	September 2012	As above	<p>A representative from Surrey Vision is trying the offer with screen reading software</p> <p>Service also creating a working party to look at assistive technology.</p>
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Annexe 3 – Performance Monitoring

1. This annex gives a fuller account of the meetings held between Community Partnered Library (CPL) Steering Groups and the CPL Support Team, as detailed in the Performance section of the main report.
2. It highlights both the main issues arising, and the frequency of meetings.

3. Byfleet

- 3.1. Rhymetime became oversubscribed and a second rhymetime has been successfully set up.
- 3.2. Byfleet have expanded opening hours to include an evening and Sunday and are planning further changes.
- 3.3. Ideas about how children's stock and activities can be improved to attract more children.
- 3.4. How to tackle a decline in numbers attending the craft event.
- 3.5. Table below indicates date and reason for meetings:

Date	Reason
20/08/2012	Initial meeting
10/09/2012	Initial meeting
30/01/2013	Monthly review Meeting
20/02/2013	Monthly review Meeting
14/03/2013	Monthly review Meeting
24/04/2013	Quarterly review/support
22/05/2013	Monthly review Meeting
27/06/2013	Monthly review Meeting
25/07/2013	Quarterly review/support
05/09/2013	Monthly review Meeting

4. New Haw

- 4.1. New Haw had a very severe problem with flooding in the rear driveway which had to be pursued for many months and concerns about parking.
- 4.2. Safeguarding issues
- 4.3. Development plans to create a quiet area with coffee, seating etc

4.4. Looking at ways to increase use and boost figures

4.5. Carrying out of user survey and development of vision

4.6. Accident reporting and fire procedures

4.7. How to improve stock

4.8. Attendance and role of CPL team

4.9. Table below indicates date and reason for meetings:

Date	Reason
07/09/2012	Memorandum of Understanding (MOU)
07/09/2012	Steering Group Meeting/support/progress
27/09/2012	Steering Group Meeting/support/progress
11/10/2012	Steering Group Meeting/support/progress
18/10/2012	Steering Group Meeting/support/progress
01/11/2012	Steering Group Meeting/support/progress
20/12/2012	Performance review
03/01/2013	Steering Group Meeting/support/progress
17/01/2013	Steering Group Meeting/support/progress
01/02/2013	Steering Group Meeting/support/progress
14/02/2013	Steering Group Meeting/support/progress
28/02/2013	Steering Group Meeting/support/progress
14/03/2013	Steering Group Meeting/support/progress
25/03/2013	Performance review
28/03/2013	Steering Group Meeting/support/progress
11/04/2013	Steering Group Meeting/support/progress
02/05/2013	AGM
03/05/2013	Performance review
09-May	Steering Group Meeting/support/progress
23/05/2013	Monitor progress/support
23/05/2013	Steering Group Meeting/support/progress
06/06/2013	Steering Group Meeting/support/progress
20/06/2013	Steering Group Meeting/support/progress
04/07/2013	Steering Group Meeting/support/progress
01/08/2013	Monitor progress/support
01/08/2013	Steering Group Meeting/support/progress
15/08/2013	Performance review
15/08/2013	Steering Group Meeting/support/progress
12/09/2013	Steering Group Meeting/support/progress
16/09/2013	Performance review
26/09/2013	Steering Group Meeting/support/progress

10/10/2013	Steering Group Meeting/support/progress
14/10/2013	Performance review
24/10/2013	Steering Group Meeting/support/progress

5. Tattenhams

5.1. Wish to improve kitchen

5.2. Improvement to layout of the library by moving PCs

5.3. Safeguarding Training and organisation of volunteers

5.4. Problems with beam counters

5.5. Negative publicity initially followed by positive publicity and a very successful "open day" event

5.6. Encouraging use

5.7. Table below indicates date and reason for meetings:

Date	Reason
08/09/2012	Introduction
26/09/2012	Support/Steering Group Meeting
15/10/2012	Licence/Lease discussion
17/10/2012	Catch up
08/01/2013	Catch up/Support Volunteer roles
16/01/2013	Steering Group Meeting
28/01/2013	Support-Volunteer roles
05/02/2013	Support/Core volunteer meeting
09/02/2013	Catch up
19/02/2013	Steering Group Meeting/support/review progress
13/03/2013	Support/Role development review
09/05/2013	Steering Group Meeting/support/review progress
13/05/2013	Core Volunteers
05/06/2013	Steering Group Meeting/support/review progress
26/06/2013	Catch up/performance review
30/07/2013	Catch up/performance review
28/08/2013	Catch up/performance review
26/09/2013	Catch up/performance review

6. Virginia Water

- 6.1. CPL Support Team attend CPL management meetings on request, in addition to the formal performance review meetings.
- 6.2. Large project involving expansion into the new room
- 6.3. Author events, rhymetimes and storytimes well attended, further guidance given from CPL Support Team
- 6.4. Training on new alarm system
- 6.5. Stock offer - making sure that all volunteers are aware of new stock
- 6.6. School outreach, supported by CPL Support Team in the form of training, joint visits and materials from Programme Team
- 6.7. The table below indicates dates and reasons for meetings:

Date	Reason
08/01/2013	Steering Group Meeting and lease Memorandum of Understanding (MOU) progression.
Feb	Frequent reviews/monitoring/discussions while present on daily basis training
Mar	Frequent reviews/monitoring/discussions while present on daily basis training
02/04/2013	Steering Group Meeting and lease MOU progression.
11/04/2013	Support/performance review
20/05/2013	Support/performance review
07/08/2013	Support/performance review

7. Warlingham

- 7.1. Plans to expand library into the garden to allow outside activities to take place
- 7.2. Room hire policy
- 7.3. Development of services for housebound users
- 7.4. Improving the format of statistics
- 7.5. Responsibilities and roles of paid staff and volunteers

7.6. Volunteers taking on rhymetime and storytime activities

7.7. Table below indicates date and reason for meetings:

Date	Reason
11/01/2013	Progress report/launch discussion
11/01/2013	Volunteer coordination support
19/01/2013	Launch party
20/02/2013	Steering Group meeting/ quarterly performance review
20/03/2013	Steering Group Meeting/support
15/04/2013	Update/progress/development support
17/04/2004	Steering Group Meeting/support
15/05/2013	Steering Group Meeting/quarterly review
29/05/2013	AGM/progress report presentation
19/06/2013	Steering Group Meeting/support
17/07/2013	Steering Group Meeting/support/performance review
16/10/2013	Steering Group meeting/quarterly performance review
20/11/2013	Steering Group Meeting/support

8. Stoneleigh

8.1. More detail needed on patterns of use

8.2. Continuing problems with licence

8.3. Clarification of MOU

8.4. How fall in use figures could be addressed

8.5. Improvements to layout

8.6. Becoming involved in stock selection pilot and stock policy

8.7. Students with learning difficulties undertaking work experience.

8.8. Table below indicates dates and reasons for meetings:

Date	Reason
02/11/2012	Introduction
31/01/2013	Update and launch plan
12/02/2013	Progress/launch final plan
12/03/2013	Progress/update
18/04/2013	Performance review

14/05/2013	Lead volunteer meeting/updates/support
14/05/2013	Progress/update MOU
12/06/2013	Lead volunteer meeting/updates/support
18/06/2013	Review progress/update
15/08/2013	Performance review/catch-up
04/09/2013	AGM
10/09/2013	Lead volunteer meeting/updates/support
12/09/2013	Performance review/catch-up