

Resident Experience Board - Libraries Task and Finish Group Scoping Document

The process for establishing a task and finish group is:

1. The Scrutiny Board identifies a potential topic for a task and finish group
2. The Scrutiny Board Chairman and the Scrutiny Officer complete the scoping template.
3. The Council Overview and Scrutiny Board reviews the scoping document
4. The Scrutiny Board agrees membership of the task and finish group.

Review Topic: Libraries Strategy for 2020

Select Committee: Resident Experience Board

Relevant background

Detail the background to the issue, and consider some of the following questions: What is the service we are providing? What is the Council responsible for? What is the legislative framework?

Under the Public Libraries and Museums Act 1964, Surrey County Council has a statutory responsibility to provide a comprehensive and efficient library service for all persons in the area that want to make use of it.

The expectations of what libraries should provide have grown enormously in the previous decade with the arrival of digital services and lifestyles. Libraries now have a role in helping prevent digital and social exclusion and promoting learning and well being as well as increasing access to cultural experiences and participation.

Surrey libraries have 319,000 current members of which approximately 234,000 used library services within the last year with book borrowing still the most popular - 5,890,000 million issues in 2014/15.

National library usage figures, prepared annually for the Chartered Institute of Public Finance and Accountancy (CIPFA), show that library visits are in decline, however Surrey's decline has been slower than the National average (see table below).

VISITS		
Year	SURREY	CIPFA
2010/11	4,105,909	313,987,060
2011/12	4,030,563	306,590,715
2012/13	3,763,487	288,043,871
2013/14	3,858,348	282,332,177
2014/15	3,678,437	265,280,231
% diff on the year	-4.7%	-6.0%
% diff 5 years	-10.4%	-15.5%

The library service in Surrey makes available for loan a collection of 1.45 million physical books, audio books on CD and electronic download for adults and children, ebooks, DVDs, language courses and music on compact discs. It also has a very wide range of on-line reference and other resources including magazines.

Books remain the lifeblood of the service and one of the highest valued and most used services. As libraries move into the future there will be a natural and gradual shift from the holding of some physical formats and an increase in digital downloadable content which

reflects the changing demand between formats.

The library service invests a lot of effort in maintaining a good quality stock offer with attractive presentation. The service has 6.75% market share of all UK library book issues. Recorded UK library loans were down last year by 5.9% but Surrey libraries' loans were only down 0.5% in comparison.

The library service also has a strong digital offer to residents through the provision of IT equipment and wi-fi and helping with IT skills.

This work is developing and currently covers activities such as supporting over 700 reading groups, providing author events and reading promotions. Libraries are also working with a range of partners to increase involvement in local literary festivals. Redesigning more libraries to have flexible spaces such as Woking and Dorking where a range of events can be held is key to this ambition and would provide facilities to promote art and craft exhibitions, and live or streamed performances, activities which could attract people who would not necessarily use a library.

The service places a lot of emphasis on encouraging children to enjoy language and books from the earliest possible age, to develop a love of reading and the habit of library use.

Surrey's Corporate Strategy, "Confident in Surrey's future" 2015-2020 maps out three strategic goals – Wellbeing, Economic Prosperity and Resident Experience. Achievements against these priorities this year include:

- increasing the range of services,
- growing income,
- increasing volunteering,
- improving efficiency,
- customer contact through digital technology,
- wellbeing (involving a range of partners in Health Services, Social Care and Public Health),
- economic prosperity:
 - helping children become literate through the early enjoyment of language and books;
 - supporting study and personal development;
 - helping job seekers and others by providing access to IT and support through learning sessions and digital buddies;
 - distribution of thousands of leaflets and posters promoting local events, tourist information and information about Surrey supporting the local economy;
 - online business information provided aimed at small companies starting up and young people going into business),
- and resident experience:
 - making services as accessible and simple to use as possible
 - introducing many ways to encourage people to manage their borrowing so they do not incur fines, including being able to borrow and return books from and to any library, drop boxes for out of hours returns, 24/7 automatic renewals, pre-overdue emailing to borrowers whose books are becoming due, and a mobile app
 - bus pass and blue badge checking service.

In many communities libraries are the visible "front door of the County Council" and a place where people can seek advice and help face to face.

The library network consists of 53 libraries with three levels of service offer. There are:

- a) 10 Main town libraries, "Group A" libraries
- b) 18 Town libraries, "Group B" libraries
- c) 14 Community libraries, "Group C" libraries
- d) 10 Community Partnered Libraries (CPLs) - 9 running and 1 in transition run by

volunteers with support from SCC.
There are also 3 Community Links - local book collections run by volunteers and the award winning Performing Arts library at Dorking.

The Surrey Library Service is the largest service within Cultural Services with a net budget of £9.6m. This includes a sum of £1.3 raised by the service as income from a range of services and activities.

The library budget is for expenditure controlled by the service which is mainly staffing, library resources and expenditure linked to income generation. It does not include the budgets for library related expenditure incurred as part of corporate and centralised services, which totals approximately £7.8m. These centralised services include premises costs, Information Technology and support services.

Why this is a scrutiny item

Why look at this issue now? What has changed that needs investigating? (e.g. the budget is overspent or a KPI is falling).

As funding is likely to remain at a very low level for a long period there is now a need to reshape Surrey's Library Service. Solutions may need to be more far reaching than before and their impact needs to be considered.

The Resident Experience Board discussed, at their meeting on 17 March 2016, a number of potential Service model options which could address the annual spend for Libraries. From this discussion it was decided that these options needed to be investigated further and tested for viability.

Library Service customers and staff met with the Board in the morning of 17 March 2017 in a workshop. Their discussions with the Board covered: the expectations customers have of their library service; expectations from staff regarding what they may be asked at work; income generation and possible ideas and libraries as community spaces.

What question is the task group aiming to answer?

What is the basic question that the task group is trying to answer? It will be a 'what' or 'how' question, not 'why'.

What should be the Library Service's offer to Surrey's residents in 2020, and what steps need to be taken to achieve this?

Aim

Detail the change (outcome) across Surrey that the task and finish group aims to deliver.

To work with the Library Service officers to assist in planning a strategy to transform the library offer in Surrey; ensuring the offer remains current and relevant to Surrey's residents and library customers, and to ensure that Surrey's Libraries remain relevant in the future, and in step with changing trends and embracing new technologies.

This strategy should also look to encourage links with other Council services/partners with a view to improved integration of services, such as: social care services, public health and other public sector partners as well as local businesses.

Objectives

Break the aim of the project out into specific objectives (Specific, Measurable, Attributable, Realistic and Timely), e.g. to reduce the average cost of services provided to the elderly by £xx by April 2008.

Objectives:

1. To address key issues facing the Library Service for the 2016/17 financial year
2. Investigate future income generation targets and ventures
3. Investigate how the Library Service can work closely with other public sector partners such as social care and health services in the future as part of their service offer.
4. Investigate how the Library Service can work in partnership with local businesses and community resources in Surrey.
5. To help plan and strategise the delivery of Surrey's Library Service for the life of the current Medium Term Financial Plan, 2016-2020.
6. To further understand the demographics of the Library Service membership; to recognise any trends within this information, and to use this information to help:
7. To produce a set of recommendations on future service delivery?

Scope (within / out of)

For clarity also define work that is out of scope, e.g. the review is to cover all SCC owned Property, but will exclude schools property.

In scope

The provision models for Surrey's library network (banding system)

The provision and support for the Community Partnered Libraries in Surrey

The service infrastructure

Library buildings and locations

Out of scope

Library related expenditure from corporate budgets.

Outcomes for Surrey / Benefits

Which corporate priority will this review support or deliver? Which failing KPI's will this review look to address?

Resident Experience, Wellbeing and Economic Prosperity.

Proposed work plan – TO BE AGREED AT THE FIRST TASK GROUP MEETING

It is important to clearly allocate who is responsible for the work, to ensure that Members and officers can plan the resources needed to support the task group.

Timescale	Task	Responsible
October 2016	<ul style="list-style-type: none">Investigate how the Library Service currently works in partnership with other public sector partners, local businesses, volunteers and other community resources with a view to identify opportunities to develop existing relationships, and to identify other viable partnerships.	Officers & Members

October 2016	<ul style="list-style-type: none"> Understand the current Library membership and any moving trends in the membership and its activity. Investigate how these trends could shape the Service's future offer. 	Officers & Members
April 2017	<ul style="list-style-type: none"> To investigate and address key issues facing the Library Service for the 20216/17 financial year. 	Officers & Members
April 2017	<ul style="list-style-type: none"> Investigate current income generation schemes, and identify potential new ventures. 	Officers & Members
Spring/Summer REB meeting 2017	<ul style="list-style-type: none"> To agree and produce a set of recommendations on the future service delivery of Surrey Libraries 	Officers & Members

Possible witnesses

- Library Customers
- Surrey Libraries staff
- Library Staff from other/neighbouring Local Authorities
- Property Services
- Officers working on Public Value Transformation programme

Useful Documents

- Surrey County Council's Library Service and the Development of a Future Strategy (Resident Experience Board, March 2016)
- Annexes E 1&2 – Briefing Note re Public Libraries and Museums Act 1964 (Resident Experience Board, March 2016)
- Public Libraries (John Woodhouse & Noel Dempsey, House of Commons Library, 15 April 2015)
- Libraries Deliver: an Ambition for Public Libraries in England 2016-2021 (Department for Culture, Media & Sport, 23 March 2016).
- Library Peer Challenge – Final Report (Local Government Association, February 2016)

Potential barriers to success (Risks / Dependencies)

- Information availability
- Officer time
- Potential duplication of work with the Public Value Transformation programme.

Equalities implications

Equalities implications will be considered as the strategies are developed to ensure it does not negatively impact on any protected group.

Task Group Members	Yvonna Lay Ramon Gray Karan Persand John Orrick
Co-opted Members	Rose Wilson, Head of Service Representatives from Library Senior Management Team as required (Others TBC)
Spokesman for the Group	TBC
Scrutiny Officer/s	Dominic Mackie