Executive Summary

A full review of the library service has taken place using customer feedback to help build a service which makes best use of modern technology whilst doing everything possible to shape the service to what individuals and communities most want.

The details of the review are set out in the attached report to the Community Services Select Committee of 15th January 2010 (appendix 1). The proposal is to implement a design framework for the service with some details left for implementation following local consultation. There is to be a further review of the mobile library service. The overall future of the service will remain the subject of ongoing review. The various implications are set out in the attached report. Expected savings of £502k will be reinvested in the current year but removed from the libraries base budget from 2011.

The Select Committee had a presentation which covered:
- A summary of the libraries customer consultation (summary appendix 4)
- Clarification of the opening hours criteria (plans set out in appendix 2)
- An outline of the proposed implementation consultation
- An outline of the proposed mobile service review

A summary of the comments received from the Select Committee is attached along with an overview of the comments received from other councils (appendix 3). None of the comments challenge the strategy of the redesign.

The strategic review of the library service has to take a county-wide perspective, driven by the need to balance customer expectations and resources across the county. It is understood that this will raise local concerns, hence the commitment to consult locally on how the new framework will be implemented.

Recommendations

1. To approve the new framework for the library service set out in the attached report (para 2.1)
2. To reinvest the expected savings of £502k into the service for the current year but to remove this sum from the base budget from 2011.
3. To agree to the undertaking of a review of the mobile library service, for implementation by May 2010 if feasible, as set out in the attached report (para 2.2)
4. That the Executive Director Communities be authorised to agree local variations to opening hours and the range of newspapers and magazines within the service framework following local consultation (para 4)
5. That there should be a continuing review of the library service on implementation of the new service framework for future decision (para 3).
Kieran Stigant  
Executive Director  
Communities

Diane Ashby  
Director Operations  
Community Services

Contact: Lesley Sim Ext. 82557

Appendices:
1. Report to Community Services Select Committee
2. Framework for library opening hours
3. Responses to Select Committee comments and local council consultation
4. Summary of customer consultation
5. Key facts relating to the service

Background documents - none
Appendix 1

Report to Community Services Select Committee
15th January 2010

Report on the proposed redesign of the WSCC Library Service

Report by Director Operations Community Service and Head of Libraries

Executive Summary

A full review of the Library Service has taken place using customer feedback, to help build a library service which makes the best possible use of modern technology while doing everything possible to shape its services to what individuals and communities most want from their local library.

The aim is to provide consistent and affordable levels of service for comparable communities, and give people the chance to play a part in the decision-making processes for their local service during a consultation in February.

At the moment several of the county’s 36 Libraries close on varying weekdays, however under the proposals improved Library services would continue to be provided in all 36 locations. Every library would remain open six days a week including lunch hours - an improvement for some Libraries which have traditionally opened only five days a week. Currently opening times vary considerably, but these would follow a standard pattern after the review.

Under the proposals, levels of stock and service would differ between Libraries, according to the size of the local community. Each Library would offer items and services based on local needs, however each would still be able to order specifically requested items from other Libraries.

Modern technology has changed the way many people use Libraries. Self service check-in and check-out systems are already being used, and are set to grow. More use can be made of online book renewals, and access to reference material from home computers subscriptions is also gaining ground. The use of mobile libraries is declining and will also be reviewed.

The changes will mean savings are generated in the coming year which will initially be reinvested to achieve the new and improved services and opening hours for libraries across West Sussex. This will include the trial of new flexible community focused services, such as collection and drop off points outside Libraries and other local community buildings.

Recommendation

The Select Committee is asked to review the proposed service models and provide any comments to the Cabinet Member for Communications ahead of the formal decision at the end of January 2010.
1. **Background**

West Sussex Library Service is considered to be a high performing service offering extremely good value for money with high customer satisfaction. In a customer consultation completed in November 2009 the Service achieved an average satisfaction rating of 9.3 from the 1556 residents who participated, where 10 is very good and 0 is poor.

The economic climate is causing WSCC to review all of its activities to offer genuinely customer focused services which are more economic to run due to the use of modern and efficient service delivery methods. The results of the customer consultation have been used to develop a number of options for the Library Service.

2. **Discussion**

**The new service framework**

2.1 The County Council has 36 library buildings. The physical size, opening times and collections of lending and reference material available have developed opportunistically. As part of this review we are proposing to introduce a framework whereby libraries serving communities of similar sizes and demographics will have a comparable approach to the number of hours open and the range of services available.

The framework is based on the following:

1. Libraries will open 6 days a week
2. They will open when most used
3. They will remain open at lunch times
4. Libraries serving similar sized communities will open the same number of hours and offer the same core service
5. Opening times will be agreed following input from the local community
6. The stock offer will be tailored to local borrowing patterns e.g. a greater emphasis on larger print or children’s books depending on local demographics
7. Specialist collections and functions will be consolidated to form centres of excellence in larger libraries
8. Focused, popular collections will be available in smaller libraries
9. Any customer will be able to order items not normally available to be delivered to their local library for collection
10. Magazines and newspapers will continue to be offered in WSCC Libraries but the range will be reviewed and standardised across Libraries serving similar sized communities.
11. The specific newspaper(s) and magazines available will be agreed following input from the local community

By operating within this framework and standardising our approach the savings will be:

- £201k due to a 7% reduction in opening hours across the service overall and removal of 11 posts. Wherever possible this will be achieved through vacancy management and redeployment.
- £236k due to a 16% reduction of stock purchases through the review and consolidation of ranges, including newspapers and magazines
Mobile library service

2.2 West Sussex has 3 mobile libraries and 8 other smaller vehicles which move stock between libraries, deliver to care homes and other facilities and offer specialist learning opportunities such as the book bus. The routes and use of these vehicles have developed over time and include a number of idiosyncrasies.

It is proposed to carry out a full logistical review of the movements of the Library fleet of vehicles in early 2010, including the routes and frequency of visits of the mobile libraries. A lease of one of the mobile vehicles is due to be renewed in June 2010. Following the review we may choose not to proceed with this as there may be the opportunity to use other existing vehicles to make designated stops for smaller venues.

By carrying out a logistics review it is anticipated savings would be at least £65k which equates to the annual lease and running costs of a mobile library.

3. Proposals

It is proposed to achieve annual revenue savings of £502k through 2010/2011 by implementing the changes outlined above. This money would be reinvested on a one-off basis next year to provide some of the new initiatives highlighted as important to West Sussex residents as part of the customer consultation. Specifically, further roll out of self service scanning, introduction of more drop off boxes and pick up points and trial of new ideas such as down-loadable music or e-options.

It is anticipated that the impact of self service machines and the trial of some new initiatives will necessitate an ongoing review of the Library Service. Proposed changes will be brought to the Select Committee for discussion during 2010.

4. Consultation

Customers have already been consulted on what aspects of the library service are important to them. It is proposed to consult with customers and partners as we progress through the implementation of this work.

Specifically there is the opportunity to have input into:
1. The opening hours of the Library
2. The range of newspapers and magazines available

We will also consult with residents on the ideas generated by the review of our vehicle usage. Further consultation is planned with current non-users of the service to see how libraries could attract new customers.

5. Resource Implications and Value for Money

As outlined, the redesign of the library service will result in savings of £502k for the financial year 2010-2011 which will be reinvested in the service.
Further savings will be identified during 2010 as the initiatives are rolled out. These will be brought back to the committee in due course.

6. **Risk Management Implications**

The Library Service is valued by the residents of West Sussex. There is a risk that any changes to opening hours, staffing levels, ranges of stock or mobile library routes could be unpopular and that residents do not necessarily consider the wider implications of the challenging financial pressures of the County Council.

It is believed that the proposal preserves the library service for residents of West Sussex and avoids the need at this time to consider the closure of libraries or the removal of services, which are choices facing many county councils.

**Diane Ashby**  
Director operations, Community Services

**Lesley Sim**  
Head of Libraries
### Appendix 2 - Framework for Library opening hours

<table>
<thead>
<tr>
<th>Branch</th>
<th>Existing no. of hours open</th>
<th>Proposed no. of hours open</th>
<th>Possible opening times, to be consulted with local community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angmering *</td>
<td>46</td>
<td>46</td>
<td>To be reviewed in line with opening hours of the Children and Family Centre</td>
</tr>
<tr>
<td>Arundel</td>
<td>29</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Billingshurst</td>
<td>39.5</td>
<td>39</td>
<td>Mon-Fri 10.00am - 5.00pm Saturday 4 hours</td>
</tr>
<tr>
<td>Bognor Regis</td>
<td>55</td>
<td>50</td>
<td>Mon-Fri 9.30am - 6.00pm Sat 9.30am - 5.00pm</td>
</tr>
<tr>
<td>Broadfield</td>
<td>39</td>
<td>39</td>
<td>Mon-Fri 10.00am - 5.00pm Saturday 4 hours</td>
</tr>
<tr>
<td>Broadwater</td>
<td>27</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Burgess Hill</td>
<td>51</td>
<td>46</td>
<td>Mon-Fri 10.00am - 6.00pm Sat 10.00am - 4.00pm</td>
</tr>
<tr>
<td>Chichester</td>
<td>60.5</td>
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<td>Mon-Fri 9.00am - 7.00pm Sat 9.00am - 5.00pm</td>
</tr>
<tr>
<td>Crawley</td>
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<td>58</td>
<td>Mon-Fri 9.00am - 7.00pm Sat 9.00am - 5.00pm</td>
</tr>
<tr>
<td>Durrington</td>
<td>39</td>
<td>39</td>
<td>Mon-Fri 10.00am - 5.00pm Saturday 4 hours</td>
</tr>
<tr>
<td>East Grinstead</td>
<td>55</td>
<td>50</td>
<td>Mon-Fri 9.30am - 6.00pm Sat 9.30am - 5.00pm</td>
</tr>
<tr>
<td>East Preston</td>
<td>27</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Ferring</td>
<td>30</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Findon Valley</td>
<td>30</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Goring</td>
<td>45</td>
<td>39</td>
<td>Mon-Fri 10.00am - 5.00pm Saturday 4 hours</td>
</tr>
<tr>
<td>Hassocks</td>
<td>29</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Haywards Heath</td>
<td>55</td>
<td>50</td>
<td>Mon-Fri 9.30am - 6.00pm Sat 9.30am - 5.00pm</td>
</tr>
<tr>
<td>Henfield</td>
<td>31</td>
<td>39</td>
<td>Mon-Fri 10.00am - 5.00pm Saturday 4 hours</td>
</tr>
<tr>
<td>Horsham</td>
<td>57.5</td>
<td>58</td>
<td>Mon-Fri 9.00am - 7.00pm Sat 9.00am - 5.00pm</td>
</tr>
<tr>
<td>Hurstpierpoint</td>
<td>29</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
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<tr>
<td>Lancing</td>
<td>49</td>
<td>46</td>
<td>Mon-Fri 10.00am - 6.00pm Sat 10.00am - 4.00pm</td>
</tr>
<tr>
<td>Littlehampton</td>
<td>55</td>
<td>46</td>
<td>Mon-Fri 10.00am - 6.00pm Sat 10.00am - 4.00pm</td>
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<tr>
<td>Midhurst</td>
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<td>Petworth</td>
<td>27</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Pulborough</td>
<td>27</td>
<td>24</td>
<td>Mon - Sat 4 hrs daily, consistent pattern no split sessions</td>
</tr>
<tr>
<td>Location</td>
<td>Hours</td>
<td>Mon-Fri</td>
<td>Saturday</td>
</tr>
<tr>
<td>------------</td>
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<td>------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Rustington</td>
<td>45</td>
<td>10.00am - 5.00pm</td>
<td>4 hours</td>
</tr>
<tr>
<td>Selsey</td>
<td>42</td>
<td>10.00am - 5.00pm</td>
<td>4 hours</td>
</tr>
<tr>
<td>Shoreham</td>
<td>49</td>
<td>10.00am - 6.00pm</td>
<td>4 hours</td>
</tr>
<tr>
<td>Southbourne</td>
<td>25</td>
<td>10.00am - 4.00pm</td>
<td>4 hours, no split sessions</td>
</tr>
<tr>
<td>Southwater</td>
<td>31</td>
<td>10.00am - 4.00pm</td>
<td>4 hours, no split sessions</td>
</tr>
<tr>
<td>Southwick</td>
<td>42</td>
<td>10.00am - 5.00pm</td>
<td>4 hours</td>
</tr>
<tr>
<td>Steyning</td>
<td>34.5</td>
<td>10.00am - 5.00pm</td>
<td>4 hours</td>
</tr>
<tr>
<td>Storrington</td>
<td>45</td>
<td>10.00am - 6.00pm</td>
<td>4 hours</td>
</tr>
<tr>
<td>Willowhale</td>
<td>45</td>
<td>10.00am - 5.00pm</td>
<td>4 hours</td>
</tr>
<tr>
<td>Witterings</td>
<td>28</td>
<td>10.00am - 4.00pm</td>
<td>4 hours, no split sessions</td>
</tr>
<tr>
<td>Worthing</td>
<td>60.5</td>
<td>9.00am - 7.00pm</td>
<td>5 hours</td>
</tr>
</tbody>
</table>

Total Hours: 1476.5
% Reduction: 7%

Criteria for the proposed number of hours open include catchment population, number of visits per annum, number of issues per annum, size of stockholding, patterns of use and proximity to other libraries.

Libraries will be grouped by reference to their opening hours and these criteria.
Appendix 3 – comments on consultation (comments in italics followed by response)

1. Overview of comments from The Community Services Select Committee

1.1 Several comments regarding the importance of Libraries to children and the need to ensure that children of all ages are able to access services under the revised opening hours. We recognise the importance of children’s services and will pay particular attention to this through the implementation.

1.2 Recognition that the Library is important for social use, for example the reading of newspapers, quiet time for study etc.

1.3 DVDs were recognised as a potential growth market and should be explored from a perspective of range, revenue and lending times. New opportunities will be explored to compliment the local marketplace.

1.4 Concern that we should acknowledge that different sections of the community use libraries at different times and this needs to be maintained, particularly if there are certain customers who can only visit in evenings. Further work will be completed by the Library team to understand evening usage and how that information can be built into forthcoming consultations. To respond to concerns that customers don’t know we are open in evenings we will ensure that new opening hours are publicised in local communities.

1.5 Interest in future customer consultations, in particular those with non-users and a desire to reach as much of the population as possible to understand any ideas which would lead them to use the library service. We will bring a report to the committee on the outcome of these consultations.

1.6 A desire to understand the impact of changes on staff and any likely redundancies. This will only be known when the consultations on opening hours are complete and individual conversations with Staff as to how any changes affect them have been held. It is hoped that we can minimise the impact on staff thanks to the effort to hold vacant posts over the last few months.

1.7 Several questions regarding new innovations and ideas such as e-music, internet access for newspapers, self service and how these will be implemented. There will be opportunities through the implementation process to pilot and evaluate new services.

1.8 Several questions on the implementation of any decision in relation to specific libraries and localities. These were answered during discussions and will be the subject of further local consultation and discussions.

2. Overview of Comments from Parish, Town and District Councils

2.1 Several questions on the implementation of any decision in relation to specific libraries and localities. These will be the subject of further local consultation and discussions.
2.2 A concern they should have been consulted on this strategic review. We needed to work across the county, recognising that a lot of consultation with users is essential in shaping the future service.

2.3 A desire to understand the criteria used to group the libraries and if deprivation was used. The criteria have been shared in response to enquiries.

2.4 Specific requests to support local groups with a mobile service. This will be considered in the review.

2.5 A request for information regarding Section 106 contribution and how it will be spent. This will be considered during implementation.

2.6 A request for support of the Britain in Bloom initiative. We will look for opportunities and can accommodate the specific request in Littlehampton.
Appendix 4 – Summary of Customer Consultation, November 09

Headline Results

What do you use the Library for?
Top 3 Libraries are used
✓ Borrowing books (1476 mentions)
✓ Seeking information (751)
✓ Borrowing DVDs (528)
Bottom 3 reasons for using
✓ Community events (116)
✓ Reading groups (55)
✓ Borrowing games (24)

What is most important to you?
Top 3
✓ Borrowing books (1437 mentions)
✓ Seeking information (782)
✓ Borrowing DVDs (416)
Bottom 3 least important
✓ Borrowing games (659)
✓ Reading groups (640)
✓ Study space (542)

Why you use the Library?
Top 3 reasons for using a library
- Good choice of books (1304 mentions)
- Convenience (1207)
- Good customer service (1081)

What new Service ideas are most important to you?
Top 3 new service ideas
- Self scanning (654 mentions)
- Out of hours pick up/drop off (527)
- Download music on library website (222)

Overall satisfaction: 9.3

Appendix 5 – Key Facts

Overall Service Statistics:
1. In 2008/09 the overall membership of the West Sussex Library Service was 287,329
2. 23,623 new borrowers have joined the West Sussex Library service since April of this year - an increase on last year of 4.89%
3. The service has issued 4,096,101 items from April to November 2009
4. Overall issues to date are rising by 2.62%
5. According to CIPFA Library statistics, West Sussex rank 25th in terms of book stock per 1,000 population, but rank 2nd in terms of issues of 34 Counties
6. The average cost per individual library user in 2008/09 was c £37 per year
7. The Library Service employs 292.41 full time equivalents (FTE) and at the end of December 11.3 FTE were vacant and a further 9.15 filled by temporary contract.
8. As at November 2009, the breakdown of the WSCC Library budget for 2009/10 is as follows:
   - Staffing costs: 6,960,900
   - Media fund: 1,255,300
   - Newspapers and magazines: 62,700
   - Vehicle fleet: 193,200
   - Premises including Rates: 1,020,100
   - Other*: 376,600
   - Total Gross Expenditure: 9,868,800
   - Revenue generated 1,096,000
   - Total Net Budget 8,772,800
Vehicle fleet:
9. The existing fleet consists of:
   3 x Public Mobile Libraries
   1 x Bookbus (serving early years settings)
   1 x homes delivery vehicle (delivers collections of books to residential homes)
   1 x Accessible mobile (visits sheltered housing and residential homes where residents are active enough to come out and select their own books but to frail to get to mobile stop or local library)
   2 x School Library vehicles (schools borrow books which they select from mobile to add to their own collections, advantage is an element of stock in school libraries that changes regularly - cost effective for schools)
   3 x Library delivery vehicles - deliver new books, requested books, stationary, posters, leaflets, courier mail to 36 libraries

10. The 3 mobile libraries make 165 different stops around the County. Some stops are every 2 weeks and some weekly.
11. 52 of the stops are within a 2 mile radius of a physical library.
12. The number of issues from these vehicles has declined by 3.9% from April to November 2009.
13. The cost per individual user in 2008/09 was c £57 per year for mobile libraries

Newspapers and Magazines
14. We buy approximately 171 different titles of newspapers and magazines, including specialist appeal such as Architects Journal, Geographical Magazine, The Artist and Practical Electronics,