



Meeting: **Adults and Communities Overview and Scrutiny Committee**

Date/Time: **Tuesday, 19 January 2016 at 2.00 pm**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Miss. A. Rog (Tel. 0116 305 0455)**

Email: **anna.rog@leics.gov.uk**

Membership

Mrs. R. Camamile CC (Chairman)

Mr. M. H. Charlesworth CC Ms. Betty Newton CC
Mr. S. J. Hampson CC Mr. A. E. Pearson CC
Mr. D. Jennings CC Mr. T. J. Richardson CC
Mr. M. T. Mullaney CC Mr. S. D. Sheahan CC

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– Notices will be on display at the meeting explaining the arrangements.**

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 3 November 2015.	(Pages 5 - 10)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest.	
6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule	



16.

7. Presentation of Petitions under Standing Order 36.

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| 8. Medium Term Financial Strategy 2016-17 - 2019-20. | Director of Adults and Communities and Director of Corporate Resources | (Pages 11 - 12) |
| 9. Adult Preventative Mental Health Services in Leicestershire. | Director of Adults and Communities | (Pages 13 - 44) |
| 10. Safeguarding Adult Board Business Plans 2016-17. | Independent Chair of the Safeguarding Boards | (Pages 45 - 66) |
| 11. Performance Report 2015-16 - Position at November 2015. | Chief Executive and Director of Adults and Communities | (Pages 67 - 78) |
| 12. Donington le Heath Manor House Charging and Opening Hours Strategy. | Director of Adults and Communities | (Pages 79 - 122) |
| 13. Performance of Libraries. | Director of Adults and Communities | (Pages 123 - 180) |
| 14. Date of next meeting. | | |

The next meeting of the Committee is scheduled to take place on 26 February 2016 at 2.00pm.

15. Any other items which the Chairman has decided to take as urgent.

QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY

Members serving on Overview and Scrutiny have a key role in providing constructive yet robust challenge to proposals put forward by the Cabinet and Officers. One of the most important skills is the ability to extract information by means of questions so that it can help inform comments and recommendations from Overview and Scrutiny bodies.

Members clearly cannot be expected to be experts in every topic under scrutiny and nor is there an expectation that they so be. Asking questions of 'experts' can be difficult and intimidating but often posing questions from a lay perspective would allow members to obtain a better perspective and understanding of the issue at hand.

Set out below are some key questions members may consider asking when considering reports on particular issues. The list of questions is not intended as a comprehensive list but as a general guide. Depending on the issue under consideration there may be specific questions members may wish to ask.

Key Questions:

- Why are we doing this?
- Why do we have to offer this service?
- How does this fit in with the Council's priorities?
- Which of our key partners are involved? Do they share the objectives and is the service to be joined up?
- Who is providing this service and why have we chosen this approach? What other options were considered and why were these discarded?
- Who has been consulted and what has the response been? How, if at all, have their views been taken into account in this proposal?

If it is a new service:

- Who are the main beneficiaries of the service? (could be a particular group or an area)
- What difference will providing this service make to them – What will be different and how will we know if we have succeeded?
- How much will it cost and how is it to be funded?
- What are the risks to the successful delivery of the service?

If it is a reduction in an existing service:

- Which groups are affected? Is the impact greater on any particular group and, if so, which group and what plans do you have to help mitigate the impact?
- When are the proposals to be implemented and do you have any transitional arrangements for those who will no longer receive the service?
- What savings do you expect to generate and what was expected in the budget? Are there any redundancies?
- What are the risks of not delivering as intended? If this happens, what contingency measures have you in place?

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Minutes of a meeting of the Adults and Communities Overview and Scrutiny Committee held at County Hall, Glenfield on Tuesday, 3 November 2015.

PRESENT

Mrs. R. Camamile CC (in the Chair)

Mr. M. H. Charlesworth CC
Mrs. J. A. Dickinson CC
Mr. D. Jennings CC
Mr. M. T. Mullaney CC

Ms. Betty Newton CC
Mr. A. E. Pearson CC
Mr. T. J. Richardson CC
Mr. S. D. Sheahan CC

In attendance.

Mr. D. Houseman MBE CC, Cabinet Lead Member for Adult Social Care,
Fiona Barber, Healthwatch Leicestershire Representative.

39. Minutes of the meeting held on 6 October.

The minutes of the meeting held on 6 October were taken as read, confirmed and signed.

40. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 35.

41. Questions asked by members under Standing Order 7(3) and 7(5).

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

42. Urgent Items.

There were no urgent items for consideration.

43. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

44. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.

There were no declarations of the party whip.

45. Presentation of Petitions under Standing Order 36.

The Chief Executive reported that no petitions had been received under Standing Order 36.

46. Full Business Case for the Joint Commissioning of Personal Care Services Provided in the Home (Help to Live at Home Programme).

The Committee considered a report of the Director of Adults and Communities, which provided an update on the progress of the Help to Live at Home Programme (HTLAH) in relation to the full business case (FBC) and progression to the procurement stage. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Mr Dave Houseman MBE CC, the Lead Member for Adult Social Care expressed his support for the joined up work between the County Council and NHS in the delivery of HTLAH.

In response to questions members were advised as follows:-

- (i) The services currently envisaged to be commissioned through HTLAH Programme as part of social care were personal care, and care for people entitled to Continuing Health Care (CHC) including care provided by qualified nurses commissioned through NHS;
- (ii) The financial risks to the programme delivery included the ability of providers to provide services on a larger scale. The national trend was for larger scale service contracts and it was expected that this would attract interest from larger national companies. Smaller, local providers who were unable to bid for the larger service contracts could be subcontracted by the larger providers. As part of the stakeholder engagement process, the ability of providers to deliver the services, whether outright or by subcontractors had been addressed and larger providers were confident they could do so;
- (iii) Assurance was sought that the process for monitoring contracts would include subcontracting arrangements. The Committee was advised that the responsibility for the quality of services delivered by subcontractors would rest with the lead contractor, and robust checks would be in place to ensure that the lead contractor was able to do this. The Committee was advised that the Council's quality monitoring process would be similar to the current process, with series of monitoring visits, including checking HR files. Quality monitoring would also include examining the customer complaints and safeguarding issues;
- (iv) It was recognised that providing services on a larger scale would pose more risk of contractor failure. To reduce that risk the provider's track record of delivering a safe and appropriate service would be assessed during the bidding process. To further mitigate the risk of failure it was also intended to develop a strong relationship of trust with providers eliminating the need to micromanage service delivery. In the event of contractor failure it was hoped that this new strategic relationship would result in service delivery being absorbed by other providers;
- (v) CHC packages generally greater included more hours of care, which explained the difference in cost between CHC and social care packages. Members were advised that as part of Section 75 agreement there would be a risk sharing between NHS

and the County Council ensuring transfer of resources along with transfer of care to provide sustainability for both partners;

- (vi) It was confirmed that the assessments for CHC and personal care were different, taking into account different eligibility criteria. CHC eligibility was assessed based on the clinical need for free NHS care against nationally agreed criteria. Personal care needs were assessed in line with the criteria set out by the Care Act. The Committee was assured that although the contract for both types of services would be integrated with the County Council as the lead commissioner, this eligibility would not change as part of HTLAH.

The Committee was also advised that Healthwatch had been involved in the development of HTLAH and welcomed the plans to match services to the individual needs as this was likely to result in improved outcomes for service users.

RESOLVED:

That the report be noted.

47. Draft Adult Social Care Strategy 2016-2020.

The Committee considered a report of the Director of Adults and Communities which sought its views on the draft Adult Social Care Strategy 2016-2020, together with the associated draft overarching commissioning intentions. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

Mr Dave Houseman MBE CC, Lead Member for Adult Social Care commended the report in the light of the changing demographic makeup of the population and rising demand for services, emphasising that prevention, reducing and delaying need played a vital role in managing demand for adult social care services.

In response to questions raised members were advised as follows:

- (i) The current model of social care delivery reduced the independence of service users, when used for long periods of time as once in receipt of the services the needs tended to grow. The aging population and reduced financial envelope did not allow for services to be provided if unnecessary. The new model aimed to promote independence by focusing on the outcomes for the users. To that end the relationship between providers and commissioners would be reconsidered to allow for more responsive and flexible care delivery, so that need for on-going care could be prevented, reduced, delayed and met as appropriate;
- (ii) Members expressed concern that although there was a capacity in the communities to deliver services, not every community would be able to do so to the same extent and the expectations placed on volunteers could be too great. The Committee was advised that the strategy was to develop support, focused on prevention and self-help and that building resilient communities was important in achieving that objective. Members were advised that collaborative work also was underway with Public Health Department, Clinical Commissioning Groups, districts and borough councils to identify additional positive community initiatives, for example Community Library Services or Local Area Coordination. The experience from other authorities, such as Sheffield City Council building community capacity was also looked at;

- (iii) The Committee was advised that it was hoped more could be done to support carers to continue provide their services. Members were assured that better support for carers was envisaged as part of this strategy.

RESOLVED:

That the report be noted.

48. Supported Accommodation for Older People in Leicestershire. Catherine Dalley House Elderly Persons Home.

The Committee considered a report of the Director of Adults and Communities, which provided an update on the outcome of the consultation exercise in relation to the proposal to close the Catherine Dalley House Elderly Persons Home (EPH), and sought the Committee's views on future options of the site and adjacent former Silverdale Hostel site. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

The Committee considered a Supplementary Briefing note, which advised that an Expression of Interest (EOI) had been received to purchase Catherine Dalley House as a going concern. The EOI had been received after the consultation period had ended. The note outlined the implications of pursuing the EOI option. A copy of the note is filed with these minutes.

Mr D. W. Houseman MBE CC, the Cabinet Lead Member for Adults and Communities, emphasised the importance of ending the uncertainty for staff and residents given that options for the future of Catherine Dalley House had been under review since 2007. He confirmed that assurance had been given that no residents would be financially disadvantaged by moving to another care home. He also confirmed that an extra care facility was the preferred option for the site.

Arising from discussion the following points were raised:-

- (i) The Committee acknowledged that consultation on closure was never easy, however members were pleased to note that the concerns raised in the consultation process had been taken into account and ways of addressing them explored. The Committee was assured that processes were in place to find suitable alternative placements, including dialogue with care home providers in Melton Mowbray to match the services to the needs of the residents and would involve residents and their carers. The timescales for implementation would allow for a gradual move of the residents to the alternative homes. Dedicated workers were also in place to support the transition of residents.
- (ii) Members were of the view that it would not be appropriate to consider the EOI due to its late submission, that the outcome would not be guaranteed and that it would prolong the uncertainty for staff and residents. In addition, it was noted that should the EOI be accepted, it would not allow the Council to develop an extra care facility for the area.
- (iii) Members were advised that Transfer of Undertakings Protection of Employment (TUPE) of staff from Catherine Dalley House was not relevant as the current proposal was to close the care home. HR action plans would be developed and within those plans, where possible, staff would be redeployed, and requests for

voluntary redundancies would be explored. It was hoped to avoid compulsory redundancies.

- (iv) The Committee was pleased to note that support would be given to the residents and their families in finding alternative placements. Members were also assured that, where possible, support would be given to enable residents to move together, in small friendship groups.

RESOLVED:

- (a) That the report and the outcomes of the consultation be noted;
- (b) That the feedback from the consultation which highlighted the good service provided by staff at Catherine Dalley be endorsed;
- (c) That the Expression of Interest to purchase Catherine Dalley House was received from a private provider following the closure of the consultation, not allowing for a transparent procurement process be noted;
- (d) That intention to use the site to develop a standalone extra care housing scheme on the site be supported;
- (e) That in the event of closure the remaining 10 residents and their carers be supported in finding appropriate alternative provision.

49. Adults and Communities Local Account 2014-15.

The Committee considered a report of the Director of Adults and Communities which sought its views on the fourth Adults and Communities Local Account, and provided an update on the feedback from the Peer Challenge review by East Midland Association of Directors of Adult Social Services (ADASS). A copy of the report marked 'Agenda Item 11' is filed with these minutes.

Mr Dave Houseman MBE CC, the Lead Member for Adult Social Care welcomed the key achievements presented in the account and congratulated officers on the good progress.

The Committee was pleased to note the positive outcomes achieved by the department and welcomed the account produced voluntarily as a good practice.

The Committee welcomed the performance in relation to mental health but was concerned that the satisfaction of carers had fallen. The Committee was advised that this reflected the national trend. It was important that carers felt supported and involved in the care planning, and work was underway as part of Social Care Strategy to address this, including working actively with carers and giving them practical support. The Committee was advised that the requests for assessments had been less than anticipated as a result of the introduction of the Care Act. The position would be monitored and the expectation was that the level of requests were likely to increase as awareness of entitlement grew.

Healthwatch welcomed the account and offered a view that photographs included in the account could be more representative of the range of service users and that more detail could be included with regard to the user satisfaction.

RESOLVED:

- (a) That the Local Account 2014-15 be noted;
- (b) That the officers be commended for the positive outcomes achieved.

50. Progress with Implementation of the Care Act 2014.

The Committee considered a report of the Director of Adults and Communities which provided an update on the progress with work undertaken as part of the implementation of Phase 1 of the Care Act 201 and the Government's decision to delay the implementation of Phase 2 until 2020. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

In response to questions, members were advised as follows:-

- (i) That the proposal to charge an arrangement fee for community care services would only apply to people who self-funded their care but wanted the County Council to arrange it on their behalf. Those who organised their own care would not have to pay a charge. A list of alternative providers that could arrange care packages would also be made available. The Committee was reminded of the Department's focus on self-help and promoting independence, which it was hoped would be encouraged by the introduction of the fee;
- (ii) The arrangement fee would not include the cost of the assessment, but would relate to the cost of putting arrangements in place, such as setting up costs and the average cost of processing invoices. It would be kept under review. The fee would be the same regardless of the level of care required as a flexible scheme would be too costly to administrate. Members were of the view that this was a sensible approach.

RESOLVED:

That the report be noted.

51. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Committee would be held on 19 January at 2.00pm.

2.00 - 3.45 pm
03 November 2015

CHAIRMAN



**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY
COMMITTEE**

19 JANUARY 2016

**JOINT REPORT OF THE DIRECTOR OF ADULTS AND
COMMUNITIES AND THE DIRECTOR OF CORPORATE
RESOURCES**

MEDIUM TERM FINANCIAL STRATEGY 2016/17 – 2019/20

Purpose

1. The purpose of this report is to:
 - a) provide information on the proposed 2016/17 to 2019/20 Medium Term Financial Strategy (MTFS) as it relates to the Adults and Communities Department and
 - b) ask the Committee to consider any issues as part of the consultation process and make any recommendations to the Cabinet accordingly.

Background

2. The provisional MTFS for 2016/17 – 2019/20, a report on which has been circulated to all members via the Members' News in Brief Service will be approved by the Cabinet on 12th January 2016 as a basis for consultation, which will include scrutiny.
3. A detailed supplementary report on the Adults and Communities Departmental budget will be prepared in the light of the Cabinet's decision and will be circulated to members in due course. The views of this Committee, together with the views of other Scrutiny bodies, will be reported to the Scrutiny Commission on 27th January 2016. The Cabinet will consider the results of the scrutiny process before recommending a MTFS including a budget and capital programme for 2016/17 to the County Council on the 17th February.

Recommendation

4. The Committee is asked to consider and comment on the contents of a supplementary report on the Medium Term Financial Strategy 2016/17 – 2019/20.

Equality and Human Rights Implications

5. Many aspects of the County Council's MTFs and the budget are directed towards the needs of disadvantaged people. Specific proposals will be subject to equality impact assessments where necessary.

Background Papers

None.

Circulation under the Local Alert Issues Procedure

None.

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ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
19 JANUARY 2016

ADULT PREVENTATIVE MENTAL HEALTH SERVICES
IN LEICESTERSHIRE

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the Report

1. The purpose of this report is to provide an update to the Adults and Communities Overview and Scrutiny Committee about the current status of preventative mental health services to the citizens of Leicestershire, with particular reference to Black and Minority Ethnic (BME) communities and other hard to reach groups. This update was requested by the Committee at its meeting on 3 March 2015.

Policy Framework and Previous Decisions

2. Following the strategic review of Adult Preventative Mental Health Services in 2012-13, a new service model for preventative mental health services was developed and approved by the Cabinet on 20 November 2013.
3. On 3 March 2015, the Committee received a report providing an update on the new model and its implementation. The Committee noted the work to date and the generally positive initial feedback, and requested another report at a later date to provide further information on the performance of this contract.

Background

4. Following the strategic review of Adult Preventative Mental Health Services in 2012-13, a new service model for Preventative Mental Health Services was developed to address the specific issues identified in the review:
 - Services were geographically inequitable: some areas of the County had little or no provision;
 - Services were not providing for older people (over 65);
 - Large variations in costs between the contracted providers;
 - Inequitable provision of BME specific services across the County.
5. The new service specification was designed in response to the findings of the review to ensure that services could meet demand, provide equitable access (both geographically and demographically), focus on positive outcomes, and provide value for money. An Equality Impact Assessment (EIA) was undertaken in 2012, and an action plan developed, to ensure that inequalities would be addressed through specification requirements and ongoing monitoring of the new service model.

6. The service specification contains three elements:
 - Social drop-in groups;
 - In-reach support for people who experience barriers to accessing preventative mental health services (including, but not limited to age, gender, culture, rurality, disability);
 - Development of peer support.
7. All elements of the service must be available to adults over 18 with a diagnosed mental health condition, and must be accessible to people with protected characteristics. An EIA was undertaken in 2012, and an action plan developed to monitor the service delivery. The action plan has been implemented in full, and reviewed by the Departmental Equalities Group (DEG).
8. A procurement process was undertaken and the contract for the new service model was won by Richmond Fellowship. Service delivery commenced on 1 October 2014.
9. Contract monitoring includes requirements for data about the numbers of people with any protected characteristic accessing the service, as well as feedback on any specific needs identified and outcomes achieved. This data is reviewed on an ongoing basis by the Adult Social Care Compliance Team.

Status Update

10. The Committee originally expressed a concern that the new approach to commissioning could impact negatively on the number of people from BME communities accessing services. Specific attention has therefore been paid to monitoring usage of the service by that group, and shows that there has been an increase from 50 to 63 service users from BME communities accessing the groups (21% increase). Links have been made with Charnwood's Human Rights Equalities Council to further support BME clients and there are plans to develop links to Lesbian, Gay, Bisexual and Transgender (LGBT) groups.
11. It was also identified that men from BME communities were under-represented in usage of this service, and it was felt this might be due to cultural issues which could be addressed through specific provision. To date this planned specific provision has not been developed because staffing difficulties have resulted in insufficient capacity to set up new specific groups as well as continuing to provide the current generic groups which are open to all.
12. Service users have reported to visiting Compliance Officers that difficulties with staffing levels have impacted on some of the service provision. This has been acknowledged by Richmond Fellowship and an action plan has been put in place to address issues in relation to staffing and ongoing change management to ensure that groups continue to move towards the required model of provision.
13. Service recipients have also stated they are generally satisfied with Richmond Fellowship staff and experience them as empathic and supportive. The group venues are generally well received and reported as fit for purpose. Some groups have been supported to take ownership for organising activities in and out of the groups and are supporting each other as a peer group in maintaining this well.

14. A report has been prepared by Healthwatch Leicestershire, attached at Appendix A, following engagement with service users and staff at Richmond Fellowship in August 2015 to gather their views of the service. The report highlights the staffing issues, which are acknowledged, but also reflects the resistance to change from some long standing service users experienced by the service provider. No issues specifically related to service users from BME communities have been identified in the report.
15. Many people who access the social drop-ins have used this service and its predecessors for many years, and it is clear that their expectations and wishes do not match the Council's current model of service, designed to support progressive recovery and independence.
16. Work is ongoing to continue to manage change and address reluctance to embrace the new model of service provision. It is focused on increasing the number of people with an outcome-focussed support plan that will enable them to regain their independence and move on from the groups, and to support people to maintain their wellbeing through friendships, peer support, and shared experiences, outside of the drop-in setting.
17. Further work on pathways through the service is underway and closer partnership working will support greater effectiveness and progression for drop-in service users.
18. The model of future preventative mental health support will be reviewed prior to the end of the current contract, with the aim of ensuring that service is aligned to the new Adult Social Care Strategy and the Medium Term Financial Strategy (MTFS), as well as complementing (but not duplicating) provision from Health partners and the work of the Better Care Together Mental Health Workstream.

Conclusion

19. This report provides an update on the progress of the Adult Social Care Preventative Mental Health Service, with particular reference to the support offered to service users from BME communities and other hard to reach groups, where usage has increased. The report offers evidence that the concerns about the new service model being less accessible to all communities have not materialised.
20. Whilst staffing issues have impacted upon aspects of delivery of the service, resulting in a focus on social drop-in group delivery and other developmental work (peer support, volunteer co-ordination and outreach), rather than closer monitoring of outcomes of individuals, this is addressed in the action plan. The plan also deals with the recording requirements, to improve the quality of data received by the Council and inform future decision-making in relation to all protected characteristic and any specific needs.

Background Papers

- Report to Cabinet: 9 July 2013 – Strategic Review of Adult Preventative Mental Health Services in Leicestershire - <http://ow.ly/WstAR>
- Report to Adults and Communities Overview and Scrutiny Committee 3 September 2013 - <http://ow.ly/Wstle>

- Report to Cabinet: 20 November 2013 - Strategic Review of Adult Preventative Mental Health Services in Leicestershire - <http://ow.ly/WstMU>
- Equality Impact Assessment - <http://ow.ly/WstQY>
- Report to Adults and Communities Overview and Scrutiny Committee 3 March 2015 - <http://ow.ly/WstU5>

Circulation Under Local Issues Alert Procedure

None.

Officer to Contact

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List of Appendices

Appendix A – Lost in Translation. Findings from Mental Health Service Users and Staff at Richmond Fellowship, Healthwatch

Equality and Human Rights Implications

21. The Equality Improvement Plan was reviewed by the DEG in March 2015 and all actions are either completed or continuing in the case of contract compliance and service delivery monitoring.

Lost in Translation

Findings from Mental Health
service users and staff at
Richmond Fellowship

Insight Report:
Richmond Fellowship

Contents

3	Introduction
4	Executive Summary
4	Overview
4	Aims
6	Emerging themes
8	Recovery Survey Findings
9	Recommendations
11	Main Report
12	Overview
12	Methodology
13	What Service Users told us
13	Life Links Drop-in Service
18	All about Recovery - Survey findings
20	What staff members told us
20	Improvements from within
24	Healthwatch Insights: Conclusion
25	What Comes Next
26	Acknowledgements



Introduction

Living with a mental health problem can often have an impact on everyday life, making things that others take for granted a bit more difficult to deal with.

There is a stigma attached to mental health that can often deter people from talking about it. Services that support people with poor mental health give service users the opportunity to speak openly and share their feelings with peers who understand their experiences.

We wanted to find out if any improvements could be made to benefit service users as well as

amplifying their voice so that their experiences can be shared and acted on by commissioners and providers.

The recommendations made within this report include practical changes that can be made by the organisation as well as suggestions that could be driven by the commissioner.



Executive Summary

Overview

Healthwatch Leicestershire (HWL) is committed to gathering the views of health and social care service users across Leicestershire. In August 2015 HWL collaborated with Richmond Fellowship (RF), a national organisation that delivers Mental Health Drop-in's, In-reach (support for people where there are barriers to them accessing drop-ins or the Inclusion Support Service) and Peer Support Services locally.

It is important to note that as we listened to service users, some of the experiences and suggested improvements that were shared with us fall outside the remit of Richmond Fellowship and are for the wider health system where different stakeholders hold varying responsibilities. However, from a service user perspective, they often see the system as a whole and are focused on their own coordinated journey of care.

Aims

Our aim was to collect evidence and insights by listening to service users and staff so that we could:

- Establish a deeper understanding of service users' experiences
- Understand what changes service users would make to improve their experiences with Richmond Fellowship; and
- Gather the staff perspective on improvements.

Who participated:



We attended
4 groups



We held conversations with
34 service users



We received
feedback from



5/9 staff

This report presents qualitative information that service users shared with us.

51 service users
completed a
recovery survey



“I would like to see more staff employed to cover the workload and ensure consistency for service users¹.”

- Service user

¹ The locations of the service users are not shown so as to preserve their identity.

Emerging Themes

Service users

Peer support

Being able to spend time with others that are going through the same or similar issues is of comfort to service users. Feeling that they are part of a greater network provides them with support and encouragement to continue with their recovery.

Provider transition and support

The transition from one provider to another has been a difficult adjustment for many service users. The varying style of support and contractual changes has meant that service users have struggled to embrace the new approach to delivery.

Staffing levels

Increasing the number of staff and volunteers would reduce the pressure on service user volunteers and increase the availability and versatility of the support available to service users.

Compassion

More care and compassion from the staff during the drop-in sessions was needed. Service users are feeling less cared for under the new approach and would like staff to spend more time with them at drop-in sessions.

“Having the drop-in sessions helps me to get out of the house and socialise.”

- Service user



Emerging Themes

Staff

Staffing levels

Increasing the number of staff at each drop-in session (currently there is one in each session), including the recruitment of volunteers, would allow service users to have more time with staff to discuss their needs.

Activities

Providing information on how to access funding would mean that staff are able to facilitate more activities. This would increase engagement with service users.

Training

Working with people with mental health issues can often be challenging. Exploring different approaches to training would better prepare new workers for working in the community.

Sharing best practice

Providing an opportunity for staff members to discuss issues and share their learning would benefit their practice and team morale.



Recovery Survey Findings

We designed a survey to allow service users that do not regularly attend the groups, or that attended groups we did not visit, to also take part of this project. The following issues emerged from survey respondents.

1. Other Services

63% of service users reported that there is something else that could help them with their recovery that is not already being offered by Richmond Fellowship, namely:



More Drop-in Sessions



Transport



Activities

2. Motivation for Recovery

82% of respondents told us that the following motivated their recovery:



Reading



Family



Structure



Peer Support

3. Additional Support

53% of the respondents were content with the support already provided by Richmond Fellowship. When asked to pick from a range of options of additional support, housing and financial support were highly valued, followed by employment. 'Other' options included more groups, help with obsessions and encouragement to pursue ambitions. More than one option could be chosen.



Housing
7 people



Employment
5 people



Financial
7 people



Other
12 people



Recommendations

Based on our findings, Healthwatch Leicestershire offers the following recommendations to service providers and commissioners:

Leicestershire County Council

1. To use the findings of the report to help inform future procurement and commissioning to shape mental health drop-in services.
2. Offer independently facilitated discussion sessions between staff and service users to share views and experiences to improve services.

Richmond Fellowship and Leicestershire County Council


7. Explore ways to give service users confidence in the commissioning process and services offered by Richmond Fellowship.

Richmond Fellowship

3. Review the feasibility of increased staffing for each drop-in session.
4. Actively work internally and externally to recruit volunteers to bolster the capacity and resources for the drop-in sessions.
5. To work closely with the individual to review the support and progression planning tailored to each service user.
6. To embed processes that help to identify where service users are no longer accessing sessions. Contact can then be made to re-connect and advise them of the support available.

“I would also like to see more time and services to help individuals in their recovery including those unable to attend recovery groups or drop-ins.”

- Service user

A close-up, profile view of a woman with dark hair, looking out of a window. The background is bright and out of focus, showing what appears to be a window with a view of trees. The lighting is soft and natural, suggesting daylight.

“It feels as if staff do not care even though we know they do. We were wrapped up in cotton wool before and now we have to do it for ourselves.”

- Service user



Main Report

Overview

Background to Richmond Fellowship

Richmond Fellowship provides Mental Health Drop-in, In reach and Peer Support Services in the Districts and Boroughs of Leicestershire (previously provided by West Leicestershire Mind, Community Action Partnership, Adhar and Age UK Leicestershire and Rutland).

“I think that we are generally well supported. It is up to us as service users to take advantage of what is available, although doing this depends on how we are feeling at the time.”

- Service user

The aims of the Service are to support people aged 18 and over who are recovering from or living with mental health problems to maintain maximum independence and wellbeing.

Richmond Fellowship believes that recovery is putting back together the broken piece of the jigsaw puzzle to make a picture of the person the service user now wants to be. Recovery is a process that informs the behaviours and expectations of both service users and staff. At the core of this principle is the belief that there is the possibility of:

- recovery from mental distress
- recovery from an experience of social exclusion
- recovery of an individual's potential and choice

Richmond Fellowship is committed to supporting service users to negotiate their own recovery journey but it is also aware that some choices may carry more risks than others. Richmond Fellowship acknowledges that the management of risk is part of its responsibility and that it holds a contractual and social duty to ensure that robust and accessible risk assessment processes are in place.

Methodology

An initial introduction took place with Richmond Fellowship where we agreed an approach that included access to both staff and service users. The project involved three components to gather views and service user experiences:

1 Social Drop-in Sessions

We attended four peer mentor focus groups across Coalville, Oadby & Wigston and Hinckley, allowing open conversation and a chance to share experiences.

6 August - Oadby & Wigston



7 August - Harborough



20 May - Hinckley & Bosworth



21 May - North West Leicestershire



2 Recovery Survey

Devising a short survey to capture the experiences of new and existing service users through drop-in sessions, reception waiting areas and outreach locations;



51

surveys completed

3 Staff Feedback

Providing staff with an opportunity to tell us what changes, if any, they would make to the service which would allow them to provide better care for service users.



5/9

Staff responded



34

service users had in-depth conversations

“I would like to be supported to have a chance to do work experience in the workplace. I would like one to one sessions and to have conversations about interesting things and to develop them, for example music or computer skills training.”

- Service user



What Service Users told us

Life Links Social Drop-in Sessions

The purpose of the groups

We spoke to service users by attending the Life Links social drop-in sessions. These groups are an opportunity for users to provide each other with support and to talk about their feelings, experiences or needs.

Staff are there to support service users to:

- Take control of their individual recovery
- Talk to someone who understands
- Build new friendships
- Make changes in their lives
- Address stigma
- Develop coping strategies
- Manage challenges in their lives
- Get more involved in their community

Staff are able (but not limited) to:

- Provide basic information and advice
- Access other information and advice

- Access other support and assist with referrals to statutory services
- Help service users to develop or retain their own abilities to manage their daily living, health and wellbeing
- Help service users to establish contact with statutory services
- Support service users to access community resources
- Support service users to access culturally specific services
- Support service users to monitor their own recovery and wellbeing

We asked service users that if they could change anything about the service they received, what it would be. The information was then analysed and grouped into common themes.

“I would like to see anything that changes the scenario of sitting around a table and vegetating.”

- Service user

Life Links Social Drop-in Sessions

Peer Support

- Service users enjoyed attending the social drop-in groups and they appreciated the peer support. Knowing that they could talk to each other and that they would be understood made them feel comfortable and within a safe haven. The sessions also gave them an opportunity to be out of the house and have contact with their peers.

Transport

- For some service users it is often difficult to attend the drop-in sessions due to the cost of transport. If they have limited mobility and no friends or family to support them to and from the meeting, this is also a restriction. Service users told us that it would be beneficial if transport was arranged for them and that this may also encourage others to return to the drop-in sessions.

Transition and Support

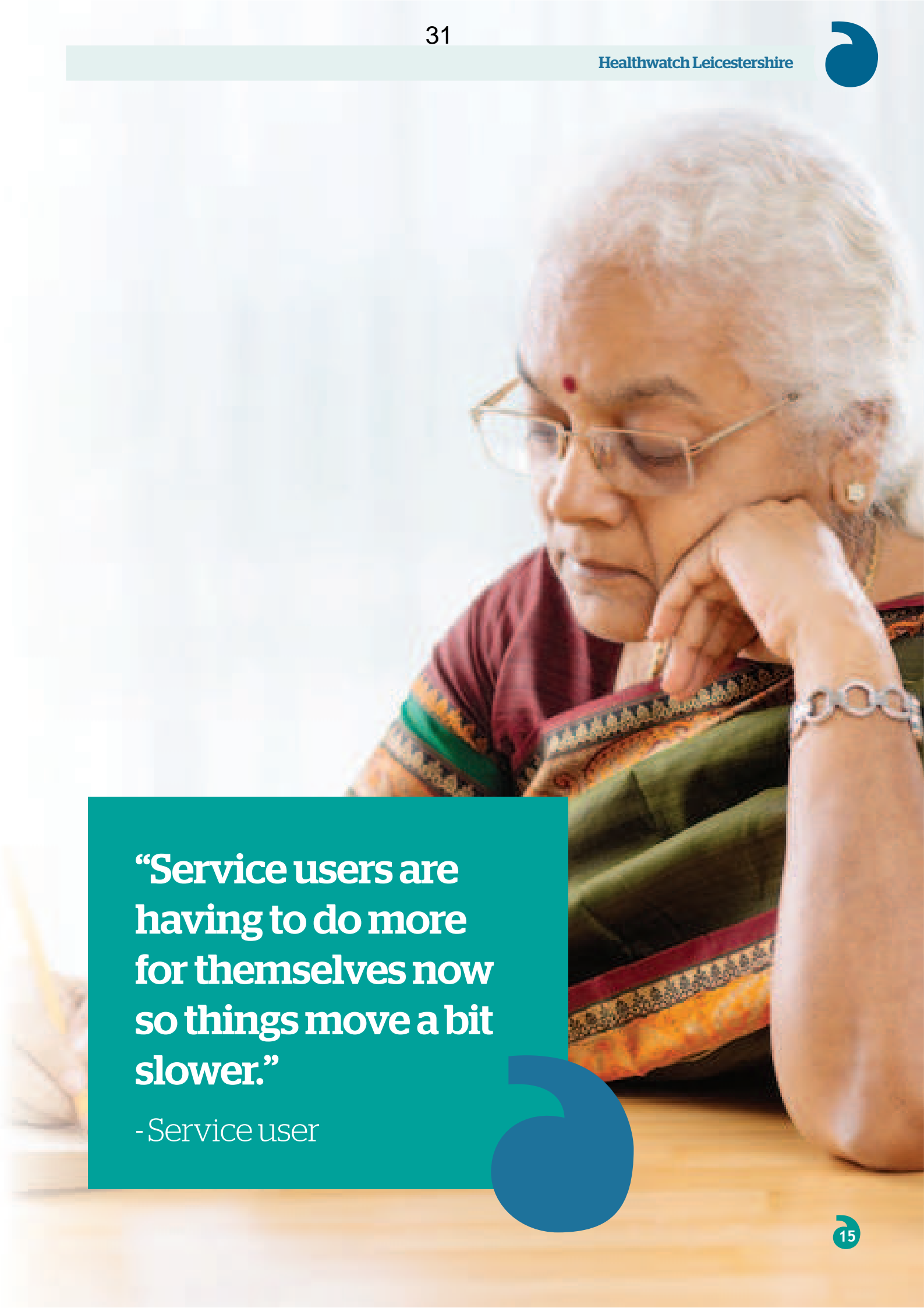
- Service users spoke often of the previous provider and the difference in support style that Richmond Fellowship now offers. For many, it has been difficult to adjust from a hands-on style of support to a more arms length independent style. Service users have observed that some people are not fully ready to embrace the new independent approach. They felt that there is not one pace that suits everyone: different service users need to make the journey at their own speed.
- There was a particular group that had a noticeable fall in the attendance of men in the group. Service users thought that this coincided with the change in provider.
- There are service users that are capable of helping to organise the group and support the worker with the day-to-day tasks at the sessions. These service users raised the point

that although they volunteer to support the group, at times they feel as if they are running the group and that they have to be mindful that it does not become too much for them. They would welcome more training to continue the support that they offer the group. More staffing may also help to implement this.

- We were told that the Richmond Fellowship worker was (in many cases) a service user's first point of contact when it came to their recovery. Service users felt that the support worker's role was multipurpose, providing signposting and all round support in navigating new services and opportunities. However, some service users did not utilise this type of support and they felt that it could have been offered more proactively.

Staffing

- It was felt by many service users that it would be beneficial to have two members of staff at each drop-in session. There were often times when one or more service users needed to have a private discussion with the Richmond Fellowship worker but could not due to the staffing capacity. They felt that this left the group without a facilitator. This was not the fault of the staff member but it left the group feeling vulnerable.
- Service users had been told that Richmond Fellowship would provide extra support to the group by recruiting volunteers but that this support had not yet materialised.
- Service users mentioned (but not without exception) that it maybe useful to have a male and female worker as this offers them a choice of with whom to discuss their issues. For example, some service users preferred to talk to a male as they found it easier. This also offered more flexibility to the support within the session.



**“Service users are
having to do more
for themselves now
so things move a bit
slower.”**

- Service user

Life Links Social Drop-in Sessions

- The length of the sessions has also been reduced and there is no longer a weekend option.
- Service user volunteers felt a weight of responsibility on their shoulders to support the day to day running of the group. We were told that that they took the role to provide support to the group because they felt capable enough to perform the role. However, once in the role, these same volunteers felt that they would be letting their peers down if they did not volunteer in this way and that there were limited peers willing or capable of taking their place.

“Whilst Richmond Fellowship staff are excellent workers, there aren’t enough. We have been left with groups having no workers whatsoever in the past while people have been in crisis and it has taken a service user to contact the crisis team... Richmond should incorporate some of the old ways back into the group. They are funded to run the group and we have lost good staff members along the way. The transition did not go smoothly and it is not fair on the service users nor is it good for their mental wellbeing.”

- Service user

Compassion

- Many service users across all groups spoke about a need for more care and compassion from the Richmond Fellowship staff during the drop-in sessions. It was felt that staff did not spend enough time engaging with individuals and that the ‘arms length approach’, in comparison to the previous provider’s closer style, left service users feeling less cared for.
- Service users mentioned that there was a lack of trust between themselves and Richmond Fellowship staff. Service users commented that Richmond Fellowship appeared to make no attempt to build trusting relationships and without trust, staff inevitably struggled to provide the quality of service that the service users require.

Activities

- Many service users felt that there were not enough activities taking place within the drop-in sessions and that they wanted to do more than just sit in a room and talk with other peers. When activities were arranged by a service user the Richmond Fellowship staff did not attend. However it was felt that this would be a good opportunity to build relationships with the service users. Some service users did not feel comfortable attending outings without a member of staff and therefore they did not attend any organised trips.
- The combination of Richmond Fellowship staff not attending outings and the encouragement of service users to organise their own activities have left some service users feeling slightly neglected.

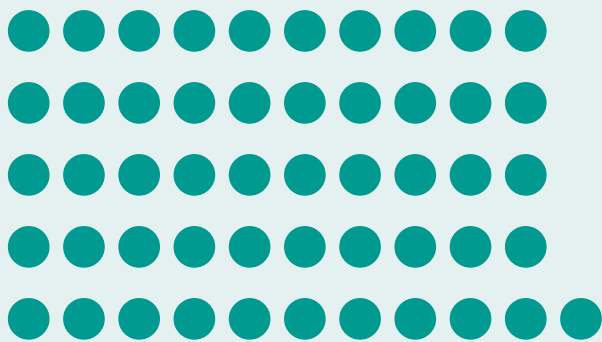


**“I have been coming
to this group for over a
year. The environment
is nice and I feel
comfortable here.”**

- Service user

All about Recovery - Survey Findings

We designed a survey to allow service users an additional route to be part of the process. The following issues were captured by the survey:



51 service users completed our quick survey.

Other Services:

63% (32 out of 51) service users reported that there is something else that could help them with their recovery that is not already being offered:

- Transport to drop-in sessions would encourage more service users to access the services more frequently as well as the sessions held in locations further a field.
- Increasing the number of sessions per week was a popular request.
- Greater structure within the drop-in sessions including more planned activities.
- Greater support through increased staffing or volunteers.

Motivation for Recovery:

82% (42 out of 51) respondents told us that the following motivated their recovery:

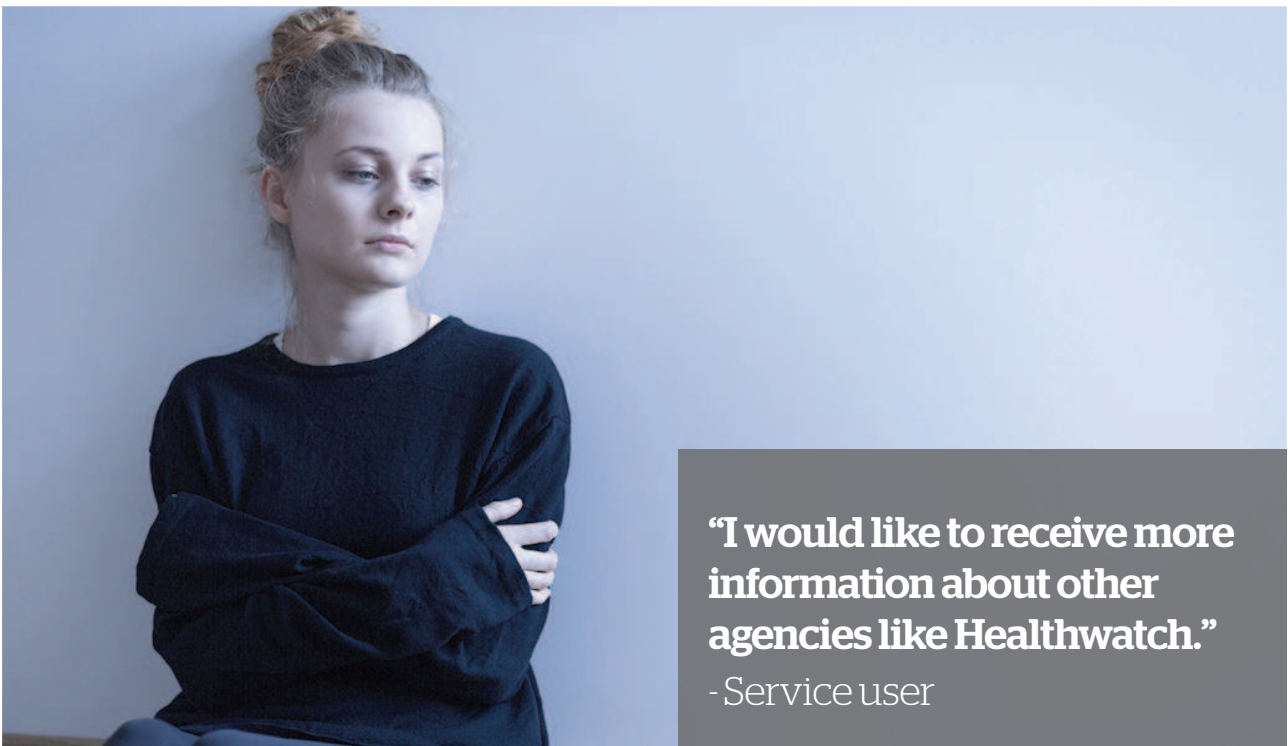
- Attending drop-in sessions each week with their peers, meeting new people and making new friends.
- Reading books, magazines and using the computer.
- Having the support of family.



Additional Support:

53% of respondents told us that from the options provided, there was nothing that could be offered as additional support that would be helpful as part of their recovery.

However, some service users thought that the following options would benefit their recovery:



“I would like to receive more information about other agencies like Healthwatch.”

- Service user

What Staff members told us

Improvements from within

We wanted to look at the service overall and recognised that staff are well placed to identify areas of improvements to services. We asked staff what, if any, changes to the service would better support them in the course of their work and would allow them to give better care to service users.

We invited suggestions for improvements, collated the suggestions and ideas under headings and summarised the feedback. This is what emerged from staff experiences:

“I think if we had more staff in the drop-ins (currently we have only one in each) we would be able to give more support to members and help them achieve where they want to be.”

- Staff member

Staffing levels

Improving training for front line staff within A&E departments, Out Of Hours GP's and acute medical care. Workers could also be trained in specialist areas for example, pregnancy and novel psychoactive substances sometimes known as 'legal highs'.

Activities

Staff suggested that if activities were more readily available it would help service users to engage more and create more opportunities to be active within the drop-in sessions.

To be able to facilitate more activities within drop-in groups, staff mentioned that it would be useful to have information on how to access funding for projects. Either gaining support from local voluntary groups set up to support charities or having someone as part of the organisation to generate funding. This would allow more flexibility for groups in terms of resource to develop activities.



Training

We were told that training is given to new staff through e-learning to give staff members the tools to carry out their duties effectively. Exploring other approaches to training may better prepare new workers for working in the community with people with mental health issues.

In a working environment such as mental health, staff felt that there should be some guidance to inform them what to expect when taking over or working with particular groups. In addition, staff were not advised how to deal with challenging behaviours. In effect, this means that staff sometimes enter a group with no handover. This significantly hinders their ability to support the group effectively.

Sharing best practice


Working in the community can mean that you hardly get to see your colleagues, which can make you feel quite isolated. Having time to discuss new ways of working and to share experiences on a regular basis would allow staff time to be supportive of each other and help to build and maintain morale.

“I was never informed of the specific problems service users may have when I took over groups – so I basically went in blind with no handover”
- Staff member



“Though we are aiming to try and get more volunteers in drop-ins. I think if funding was provided for some activities it would help members with engaging more and create more things to do in drop-ins.”

- Staff member



“Working in the community means that you hardly get to see your colleagues which can make you feel quite isolated.”

- Staff member



Healthwatch Insights: Conclusion

As a local health watchdog, it is important to bring as many voices to the forefront of provider and commissioner conversations as possible. This report highlights issues that remain important from a service user and staff perspective, and provides a greater understanding of their experiences.

Understanding the change of provider

Service users can need considerable support to navigate change, particularly in the early stages of their recovery. This is necessary whether it be the changes resulting from the change of contract or changes in their own lives. To feel comfortable in a new group and to develop confidence in themselves, service users need person-centred support that is tailored to them as individuals. Overtime, the level of support may reduce as the person's recovery progresses but this will vary and is unlikely to be a straightforward linear progression.

Many service users struggled to understand the reasons for re-commissioning the service and subsequently the impact that this would have on them. We were told that since the change in provider, many no longer attended the groups and that existing users were concerned that there had been neither an attempt to understand why some service users no longer attended, nor an invite for them to return. Providers and commissioners could be asked: If there are service users that used to access the service but no longer do so, what is the system doing to help those same people who still need support?

Care and compassion

In order to fulfill the purpose of the social drop-in groups, providers need to establish a positive working relationship based on trust with their service users early on. This is essential to being able to deliver the offer and meet individual outcomes. If service users do not have confidence in the service providers or the offer being made, providers will struggle to deliver effectively.

It is important for service users to be supported both emotionally and mentally as well as having support workers that they feel comfortable enough to talk with openly. The staff's 'arms length approach' to engaging with service users, in comparison to the previous provider's hands-on style, left service users feeling less cared for. This affected their motivation to be fully engaged in the group and their confidence in the provider to help them with their recovery.

This could, however, be due to miscommunication between the provider and the commissioner. The commissioner may stipulate an increasingly independent approach; this does not necessarily result in the apparent lack of compassion. But without sufficient communication between the commissioner and provider, alongside support and training for the staff, it could easily appear this way to the service users.

Conclusion

Identification

On attending a group for the first time, it is not made obvious who the staff member is amongst the service users. Although in some groups (but not all) staff have worn a lanyard, this was not very clear. Some form of photo ID might also be useful.

Information

Although Richmond Fellowship offers informal information, advice and guidance, signposting and one-to-one support to group members, the information could be delivered more proactively.

Staffing

Reviewing the staffing model would help to better balance the needs of service users for one-to-one support, private discussions and to improve support capacity at drop-in sessions. There is a mismatch between service users' expectations of the offer commissioned and what is actually delivered by Richmond Fellowship.

Listening to service users

There is a need to better understand the different approaches that could be taken to enhance service users' recovery and to review when and how this support is delivered. For example, having appropriate activities available for service users to engage in promotes greater interaction, reduces feelings of intimidation and isolation within the group, builds confidence and social skills and provides a distraction from the symptoms of illness.

New interventions could be driven by an outcomes approach. Service users are aware of recent funding restrictions, however this adds to their frustration and leaves them feeling pessimistic about the future of the service.

“There needs to be support for individuals to access help from outside of Richmond, for example offering them support with benefits.”

- Service user

“I want more support for people with anxiety to join in with the groups.”

- Service user



What comes next?

What Healthwatch Leicestershire will do with the data collected

This report begins a conversation between service users, commissioners and providers. It provides a platform for commissioners to act on user experiences and recommendations and to improve processes. Providers have the opportunity to review how best to deliver services in the future.

As well as presenting this report to the Richmond Fellowship, we will present this report to Leicestershire County Council commissioners to support an annual review of the mental health drop-in service.

We will share this report with our wider health and social care stakeholders and continue to gather evidence and insights from service users, the public and patients to champion their voice at every opportunity.

Acknowledgements

We would like to acknowledge the support and co-operation of Richmond Fellowship for allowing us access to their staff and service users.

We want to thank the service users who gave us their time and shared their personal experiences without which this report would not be possible.

We also appreciate the feedback and comments from staff at Richmond Fellowship who aim to improve support for mental health services.

The Richmond Fellowship service is available to anyone aged 18 and over who lives in Leicestershire and who's recovering from, or living with, mental health problems. You can contact them directly or you can get support to do this from a health or social care professional, or an advocate.

Richmond Fellowship offer a range of support.

Social drop-in

Drop-in sessions provide a safe environment where they offer information, advice, guidance and signposting and, where appropriate, peer support. Richmond Fellowship provide one to one sessions where there's an identified need or someone is experiencing a crisis. No appointment is necessary. Contact them to find out when and where our sessions are held.

Inreach

If someone is experiencing barriers to accessing other mental health support services then the Richmond Fellowship team may be able to help. Barriers could be age or gender related, cultural

or geographic, or arise out of a mental health problem.

The service is flexible and responsive to local needs although it is time limited. Support could include, but is not limited to, working with existing community groups and supporting individuals to link with local initiatives and opportunities.

Peer support

If someone has got lived experience of mental health problems and wants to set up their own group then the peer support co-ordinator can help. Support may include initial funding for venue hire and ongoing advice and guidance until their group is established.

For more information contact:

Richmond Fellowship

4th Floor, Room 413,
60 Charles Street, Leicester, LE1 1FB.

☎ **0116 2626337**

✉ **Leicestershire.Lifelinks@
RichmondFellowship.org.uk**



Disclaimer:

The views in this report were gathered with the cooperation of Richmond Fellowship. However, the report and all associated communications are independent of Richmond Fellowship and represent the findings of Healthwatch Leicestershire. They should not be taken as representing the views of Richmond Fellowship.

Lost in Translation

Findings from Mental Health service users and staff at Richmond Fellowship

Healthwatch Leicestershire

Voluntary Action LeicesterShire
9 Newarke Street, Leicester, LE1 5SN

0116 2574 999

info@healthwatchleics.co.uk

www.healthwatchleicestershire.co.uk

healthwatch
Leicestershire

December 2015

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE:
19 JANUARY 2016

**REPORT OF THE INDEPENDENT CHAIR OF THE LEICESTERSHIRE AND
RUTLAND SAFEGUARDING ADULTS BOARD**

SAFEGUARDING ADULT BOARD BUSINESS PLANS 2016-17

Purpose of report

1. The purpose of this report is to bring to the attention of the Adults and Communities Overview and Scrutiny Committee the draft Business Plan 2016-17 for the Leicestershire and Rutland Safeguarding Adults Board (LRSAB) for consultation and comment.
2. The Business Plan will be considered by the LRSAB at its meeting on 29 January 2016 with final sign-off anticipated to be secured at its meeting on 15 April 2016. The LRSAB wishes to provide the Committee with an opportunity to comment at an early stage so that any additions and amendments proposed can be considered by the Boards at their meeting in January.

Policy Framework and Previous Decisions

3. The LRSAB became a statutory body on 1 April 2015 as a result of the Care Act 2014. The Act requires that the LRSAB must lead adult safeguarding arrangements across its locality and oversee and coordinate the effectiveness of the safeguarding work of its member and partner agencies. It requires the LRSAB to develop and actively promote a culture with its members, partners and the local community that recognises the values and principles contained in 'Making Safeguarding Personal'. It should also concern itself with a range of issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect, such as:
 - the safety of people who use services in local health settings, including mental health;
 - the safety of adults with care and support needs living in social housing;
 - effective interventions with adults who self-neglect, for whatever reason;
 - the quality of local care and support services;
 - the effectiveness of prisons in safeguarding offenders;
 - making connections between adult safeguarding and domestic abuse.

These points have been addressed in drawing up the Business Plan for 2016-17.

4. SABs have three core duties. They must:
 - develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute;

- publish an annual report detailing how effective their work has been;
- commission Safeguarding Adults Reviews (SARs) for any cases which meet the criteria for these.

It is the first of these duties to which the Business Plan relates since this plan essentially outlines the LRSABs strategy for improvement.

5. The Annual Report of the LRSAB was considered by the Adults and Communities Overview and Scrutiny Committee on 1 September 2015 and emerging priorities for the new Business Plan for 2016-17 were discussed at that meeting. The views expressed by the Committee at that stage were fed into the formative process for the Plan and are reflected in the final version of the Plan which is attached as Appendix 1.

Background

6. As in 2015-16, the LRSAB has formulated an individual business plan supplemented by a plan that addresses priorities it will share with the Leicestershire and Rutland Local Safeguarding Children Board. This is intended to secure a balance between achieving a strong focus on adult safeguarding issues and recognising that some safeguarding matters require approaches that cross-cut adult and children's services and focus on whole family issues.
7. The future improvement priorities identified in the Annual Report 2014-15 have been built into the Business Plans for 2016-17. In addition to issues arising from the Annual Report, the new Business Plans' priorities have been identified against a range of national and local drivers including:
 - (a) national safeguarding policy initiatives and drivers;
 - (b) recommendations from regulatory inspections across partner agencies;
 - (c) the outcomes of serious case reviews, serious incident learning processes, domestic homicide reviews and other review processes both national and local;
 - (d) evaluation of the business plans for 2015-16 including analysis of impact afforded by our quality assurance and performance management framework;
 - (e) best practice reports issued at both national and local levels;
 - (f) the views expressed by both service users and front-line staff through the Boards' engagement and participation arrangements.
8. The new Business Plan has been informed by discussions that have taken place in a number of forums since autumn 2015. These include:
 - (a) the annual Safeguarding Summit of chief officers from partner agencies held on 13 November 2015;
 - (b) meetings of the Scrutiny Panels in both Leicestershire and Rutland at which both the annual report 2014-15 and future priorities for action have been debated;
 - (c) meetings of the Leicestershire and Rutland Health and Well-Being Boards at which both the annual report 2014-15 and future priorities for action have been debated;
 - (d) discussions within individual agencies.
9. Business Plan priorities were discussed and debated at a meeting of the Adults and Communities Scrutiny Committee held on 1 September 2015. As stated above all the

issues raised at that meeting have been incorporated into the draft Business Plan attached.

10. The proposed strategic priorities, priority actions and key outcome indicators set out in the new Business Plans were formulated through the annual development session of the two safeguarding boards held on 25 November 2015.

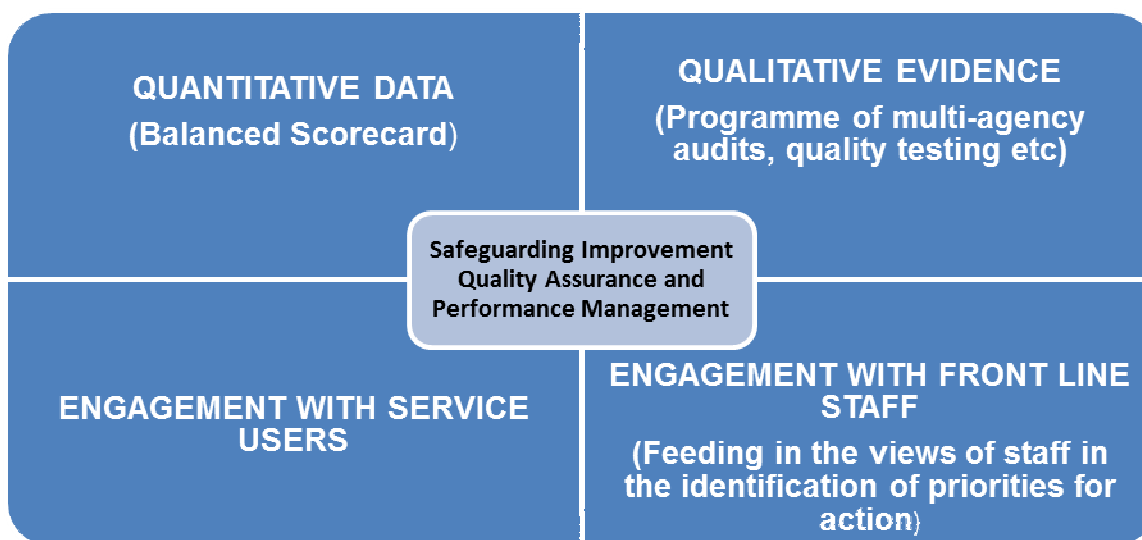
Proposed Business Plans 2016/17

11. The LRSAB has adopted a new approach to business planning this year moving away from the five strategic priorities that have been in place for the last three years and focusing on areas that have been identified as priorities for development and improvement. At the Development Day Board Members identified areas in which good levels of performance had been reached and agreed that these would not be included in the Business Plan but rather monitored through a core quality assurance and performance management framework to ensure performance remained at levels judged to be good or better. By focusing the Business Plan on areas identified for improvement the LRSAB also hopes to target work on a reduced number of priorities in recognition of the need to be SMART (Strategic, Measurable, Attainable, Realistic, Time-bound) at a time of increasing pressures on capacity.
12. The specific priorities that have arisen for the LRSAB are:
 - Building Resilient Communities - that can safeguard themselves but know how to report risk when it arises;
 - Securing consistent application of safeguarding thresholds;
 - Championing and securing the extension of 'Making Safeguarding Personal' across the partnership to improve service quality and outcomes for service users;
 - Assuring robust safeguarding in care settings – including health care at home, residential and nursing care settings;
 - Tackling neglect and omission.
13. The priorities that have arisen for the part of the Business Plan shared with the LRLSCB are:
 - Domestic Abuse;
 - Reducing safeguarding risk arising from mental health issues – including monitoring of the implementation of the Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS);
 - PREVENT – Preventing Violent Extremism.

Consideration is also being given to whether, in the light of current international issues, the LRSAB should include a priority that considers safeguarding risks that may be faced by refugees. It would be helpful for the Committee to express a view on this area of consideration.

14. Against each of these priorities the LRSAB is in the process of identifying key outcomes for improvement and the actions that will need to be taken over the next year. These are set out in the draft Business Plans at Appendix 1.

15. The Quality Assurance and Performance Management Framework for the LRSAB will be revised to ensure that it reflects the new Business Plan and enables ongoing monitoring of performance of core business that is not covered in the business plan. The final framework will be signed off by the LRSAB at its meeting on 15 April 2016 but the Committee may wish to comment on specific indicators and evidence it would wish to include. Quality Assurance and Performance Management will continue to be framed around the 'four-quadrant' model as set out below:



16. A further change to our Business Plan this year is that against all priorities for action cross-cutting themes will be included that must be addressed both to strengthen safeguarding practice and to secure stronger evidence of impact for the quality assurance framework. The cross-cutting themes are set out in the grid below.

Priorities for improvement	Learning and Improvement drivers	Audit implications	User views and feedback	Workforce implications	Comms implications
Priority 1					
Priority 2					
Priority 3					

These cross-cutting activities will be agreed by those mandated to lead on each specific priority.

17. Views on the Business Plans are being sought from a range of forums including the Cabinets, Children and Adult Scrutiny Committees and the Health and Wellbeing Boards in both local authority areas.

Recommendations

18. The Committee is asked to consider the Business Plan and to make any comments or propose additions or amendments to the Plan that will then be considered at the meeting of the LRSAB due to be held on 29 January 2016.

Consultation

19. All members of the Boards and their Executive have had opportunities to contribute to and comment on the Business Plans. In addition, discussions have been held with the service users in both local authority areas to enable them to contribute their views about safeguarding in Leicestershire and Rutland.

Circulation Under the Local Alert Issues Procedure

None.

Officer to Contact

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Email: paul.burnett@leics.gov.uk

List of Appendices

Appendix 1 – LRSAB Business Plan 2016-17

Appendix 2 – LRCSB and LRSAB Joint Business Plan 2016-17

Relevant Impact Assessments

Equality and Human Rights Implications

20. Safeguarding vulnerable children, young people and vulnerable adults concerns individuals who are likely to be disadvantaged in a number of ways. The Business Plan 2016-17 sets out how the LRSAB seeks to ensure that a fair, effective and equitable service is discharged by the partnership, including engagement with all parts of the community in the coming year.

Partnership Working and associated issues

21. Safeguarding is dependent on the effective work of the partnership as set out in the Care Act 2014.

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SAB
1st DRAFT
BUSINESS PLAN 2016/17

SAB Priority 1 Owner: TBC

To build community safeguarding resilience and be assured that people living in the community who may be experiencing harm or abuse are aware and know how to seek help

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference did it make?	Progress made
To build community safeguarding resilience, awareness of risk and how to report it.	<p>Identify strategies and approaches that have been successful in building resilience and raising safeguarding awareness – including the ‘community agent’ approach in Rutland.</p> <p>Analyse existing referral information and data to understand what works and where the gaps appear.</p> <p>Audit current community and service user awareness of abuse/harm.</p> <p>Initiate campaigns and strategies to build resilience both</p>	<p>SEG to receive data and analysis and identify examples of success in other parts of the country</p> <p>Survey public understanding of safeguarding adults (abuse and harm)</p> <p>Executive and Board to consider and agree Leicestershire and Rutland approach</p> <p>Initiate campaigns including</p>	<p>Safeguarding Effectiveness Group</p> <p>Communications and Engagement Subgroup</p> <p>Executive/ Board</p> <p>Communications</p>	<p>April 2016</p> <p>April – May 2016</p> <p>July 2016</p> <p>September –</p>	<p>Evidence of community resilience</p> <p>An increase in community based referrals/ proportion of community based referrals compared to those from residential settings</p> <p>(Detail of the QAPM to be developed by the Safeguarding Effectiveness Group prior to April 2016)</p>	

	individually and collectively.	awareness raising process. Agree and implement quality assurance and performance framework to test impact	and Engagement Group Safeguarding Effectiveness Group	December 2016 March 2017		
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SAB Priority 2 Owner – Jon Wilson

To be assured that thresholds for Safeguarding Adult Alerts are appropriate, understood and consistently applied across the partnership

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference did it make?	Progress made
Secure consistent multi-agency understanding and application of safeguarding thresholds	Test out, through case audits, how thresholds are currently applied. Identify gaps in knowledge about and application of thresholds	Thresholds Framework to be placed on MAPP Webpage. Audit to establish current understanding.	Safeguarding Effectiveness Group	April 2016 April – June 2016	Improvement in the consistency of threshold application (Detail of the QAPM to be developed by the	

	Thresholds document updated and agreed.	Review and updating of thresholds document.	Procedures and Development Subgroup	July 2016	Safeguarding Effectiveness Group prior to April 2016)	
	Relevant workforce development undertaken in areas of service where consistency is not recorded.	Secure assurance that relevant workforce development is undertaken.	Training and Development Subgroup	March 2017		
	Carry out subsequent audits to test improvement in levels of consistency.	Further auditing to test impact.	Safeguarding Effectiveness Group	March 2017		

SAB Priority 3 Owner: TBC

To champion and support the extension of Making Safeguarding Personal (MSP) across the Partnership and secure assurance of the effectiveness of multi-agency processes/working and evidence of positive impact for service users.

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference did it make?	Progress made
Embed MSP across the SAB partnership and be assured of its positive impact on service quality and outcomes for service users.	Develop and agree Implementation plan for MSP across the partnership.	Board to carry out a 'deliberative enquiry' session to agree partnership approach to MSP.	LRSAB	April 2016	Embedding of MSP across partnership safeguarding services and evidence of impact on service quality and	
	Increase understanding and competence in the use	Create a multi-agency task and	LRSAB	May 2016		

	<p>of Making Safeguarding Personal through workforce development programme.</p> <p>Agree quality assurance and performance management framework to test impact.</p> <p>Monitor and evaluate implementation and its impact on service quality and performance.</p>	<p>finish group to lead on this priority.</p> <p>Develop and implement a multi-agency programme to embed MSP across the SAB partnership.</p> <p>Quantitative and qualitative audit process.</p>	<p>MSP Task and Finish Group</p> <p>Safeguarding Effectiveness Group</p>	<p>September 2016</p> <p>March 2017</p>	<p>outcomes for service users</p> <p>(Detail of the QAPM to be developed by the Safeguarding Effectiveness Group prior to April 2016)</p>	
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SAB Priority 4: Owner: TBC

Assure robust safeguarding in care settings – including health and social care at home, residential and nursing care settings

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference did it make?	Progress made
To be assured of continuous improvement in safeguarding effectiveness within care settings with a	Clarify safeguarding frameworks in home care settings and secure assurance that there is appropriate practice guidance in	Analyse current safeguarding performance in home care settings and identify any areas requiring	Safeguarding Effectiveness Group	July 2016	Evidence of consistent reporting from all settings. Increase in	

<p>particular focus on home care provision.</p>	<p>place.</p> <p>Review quality assurance and performance management framework to test effectiveness of safeguarding in care settings to include home care settings.</p> <p>Identify any workforce development requirements to support improved quality and performance and be assured that this is delivered.</p>	<p>improvement/development.</p> <p>Review frameworks for securing effective safeguarding in home care settings in light of the above.</p> <p>Revise current QAPM framework to create comprehensive framework.</p> <p>Identify workforce development needs and secure implementation.</p>	<p>Procedures and Development Subgroup</p> <p>Safeguarding Effectiveness Group</p> <p>Training and Development Group</p>	<p>October 2016</p> <p>July 2016</p> <p>March 2017</p>	<p>reporting (in the short term) from those settings where there has been low incidence of reporting.</p> <p>Evidence of safeguarding quality and performance improvements in those settings identified as needing improvement.</p> <p>Evidence of positive impact from workforce initiatives.</p> <p>(Detail of the QAPM to be developed by the Safeguarding Effectiveness Group prior to April 2016)</p>	
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SAB Priority 5 Owner: TBC

Develop a preventive framework to reduce incidence of neglect and omission

Strengthen frameworks for the identification, assessment and service response (both individual agency and collective) to acts of neglect and omission.

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference did it make?	Progress made
Develop a preventive framework to reduce incidence of neglect and omission	Consider means of early identifying risk and models of practice with evidence of risk mitigation	Research best practice that has evidence of risk reduction. Develop preventive framework for Leicestershire and Rutland	Procedures and Development Subgroup	March 2017	Reduction in prevalence of safeguarding referrals in this area of risk.	
Raise levels of awareness and recognition of neglect and omission and secure improvement in cross-agency responses to identified need.	Ensure that there is robust practice advice and guidance supported by staff awareness of neglect and omission. Identify workforce development needs in supporting the implementation of the above.	Review multi-agency practice advice and guidance on neglect and omission. Audit staff workforce requirements and ensure these are addressed.	Procedures and Development Subgroup Training and Development Subgroup	July 2016 September 2016	Evidence of improvement in identification, assessment and response to cases of neglect and omission. (Detail of the QAPM to be developed by the Safeguarding Effectiveness	

	<p>Be assured that there is an appropriate and understood multi-agency service pathway related to neglect and omission.</p> <p>Agree a quality assurance and performance framework to test levels of improvement.</p>	<p>Trigger the development of the pathway.</p> <p>Negotiate the relevant QAPM framework</p>	<p>Safeguarding Effectiveness Group</p>	<p>September 2016</p> <p>March 2017</p>	<p>Group prior to April 2016)</p>	
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LSCB AND SAB
Joint section
1st DRAFT
BUSINESS PLAN 2016/17

Notes: Please read!

- 1 The first section of this draft business plan is configured in a conventional way – it is aimed at the Board and the Executive group.**
- 2 The second section is based on the grid developed at the Board development session and is intended to provide a framework for subgroups and task and finish groups to populate their action plans, showing how the priorities within this plan will be achieved.**
- 3 Between the two sections are some notes suggesting how subgroups / task and finish groups should use the second section.**
- 4 It is a first draft and therefore not complete.**
- 5 It will require significant input from subgroups.**

The consultation plan for the business plan will include:

Subgroups

The executive and Board membership

Childrens Scrutiny meetings in Leicestershire and Rutland LAs

Adults and communities scrutiny meetings in Leicestershire and Rutland

Cabinet in Leicestershire and in Rutland

Joint Priority 1 Owner – to be confirmed

Domestic Abuse – To be assured that Domestic Abuse services incorporate effective safeguarding arrangements and that pathways to services are robust.

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference have we made?	Progress made
<p>A) To scrutinise the new Domestic Abuse Pathway for services for victims (including children, young people and adults) is fit for purpose and embedded across the partnership.</p> <p>B) Ensure that there are effective information sharing arrangements in place to support the effective delivery of the pathway for services</p>	<p>Scrutinise and challenge the new pathway, agree a quality assurance and performance management framework with the Domestic Violence Strategy Group (DVSG) and, through regular reporting from DVSG, track and monitor its implementation.</p>	<p>Receive assurance that the work is completed and the pathway is effective; to be reported to the Executive Group every quarter.</p> <p>Establish data set for performance report.</p>	<p>Chair of DVSG via David Sandall?</p>	<p>March 2017</p>		
<p>C) To be assured that the Domestic Abuse Pathway incorporates services for</p>	<p>To ensure the DVSG delivers a robust pathway for perpetrators and test the impact of these</p>	<p>Receive assurance that the work is completed and the pathway is effective; to be</p>	<p>Chair of DVSG via David Sandall?</p>	<p>March 2017</p>		

perpetrators and develop robust interventions as appropriate.	arrangements.	reported to the Executive Group every quarter Establish data set for performance report.				
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Joint Priority 2 - Owner: to be decided

To be assured that Mental Health Services incorporate robust arrangements to reduce safeguarding risk to children and adults in particular areas e.g. Suicide, Self-Harm, Emotional Wellbeing, Adolescent Mental Health, those supported through MCA/DoLS and the Learning Disability Pathway

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference have we made?	Progress made
A) Suicide - Seek assurance from the Suicide Prevention Strategy Group that the strategy is reducing risk.	Review the existing local suicide prevention plan to assess its effectiveness in relation to children, young people and adult safeguarding. Develop an appropriate action plan to address any identified weaknesses,	This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.	Rachel Garton	March 2017 March 2017		
B) Self Harm - Seek assurance that current	Agree with the Better Care Together Programme Board the means of securing	This column to be determined in collaboration with		March 2017		

<p>information and resources available to children, young people and adults on Self Harm is used across the LSCB and SAB partnership</p>	<p>action on key elements of this priority.</p> <p>Understand the current information and resources available to children, young people and adults on Self Harm, including what to do if someone you know is self-harming.</p>	<p>the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.</p>				
<p>C) MCA DoLS – to be assured that there is appropriate understanding and implementation of the requirements of the Mental Capacity Act and Deprivation of Liberty Safeguards across the LSCB and SAB partnerships.</p>	<p>Agree with the Better Care Together Programme Board the means of securing action on key elements of this priority.</p> <p>For the subgroup to ensure that the workforce across both Childrens and Adults services have an appropriate understanding of mental capacity act and deprivation of liberty safeguards.</p>	<p>This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.</p>		<p>March 2017</p>		
<p>D) Emotional Health and Wellbeing pathway – to be assured that the pathway is robust</p>	<p>To be assured that the safeguarding elements of the transformation plan for mental health and wellbeing, overseen by the Better Care Together Programme,</p>	<p>This column to be determined in collaboration with the Better Care Together Programme Board</p>		<p>March 2017</p>		

and fit for purpose.	effectively safeguards children, young people and adults (including transitions).	and LSCB/SAB lead in conjunction with a board officer.				
E) CAMHS – To be assured that the CAMHS review includes improved safeguarding outcomes.	To seek assurance that the CAMHS review will result in better safeguarding outcomes for children and young people.	This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.		March 2017		
F) Learning Disability pathway – to be assured that the pathway includes safeguarding outcomes.	The LLR Health and Social Care Learning disability pathway planned within the BCT programme is being developed. The Board needs assurance that the safeguarding elements of services and pathway are robust.	This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.		March 2017		

Joint Priority 3 Owner – TBC

To be assured that the Prevent Strategy is effective and robust across Leicestershire and Rutland.

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference have we made?	Progress made
<p>Prevent – Be assured that the prevent strategy is effective across Leicestershire and Rutland.</p>	<p>Clarify and articulate the safeguarding priorities to be incorporated into the PREVENT strategy and action plan.</p> <p>Seek assurance that the Prevent actions agreed by the Boards (shown on the right) are delivered effectively.</p>	<p>The Joint LSCB/SAB receive quarterly reports on Prevent;</p> <p>Bespoke training be offered to members of the LSCB/SAB Board, Executive and Subgroups;</p> <p>That LSCB/SAB members promote WRAP sessions to educational institutions and other identified areas where radicalisation may be identified as a risk.</p>		<p>March 2017</p>		

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ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE:
19 JANUARY 2016

PERFORMANCE REPORT 2015-16 – POSITION AT NOVEMBER 2015

JOINT REPORT OF THE CHIEF EXECUTIVE AND
DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is to provide the members of the Adults and Communities Overview and Scrutiny Committee with an update of the Adults and Communities Department's performance at the end of November 2015.

Policy Framework and Previous Decisions

2. The Adults and Communities Department's performance has previously been reported on a quarterly basis to the Adults and Communities Overview and Scrutiny Committee in accordance with the Council's corporate performance management arrangements. However, due to the timing of scheduled Scrutiny meetings these quarterly reports can be a few months out of date. As such, it has been agreed that the latest position is to be reported. For this report it is the position at the end of November 2015.

Background

3. The report in Appendix A is based on the key performance measures of the Adults and Communities Department for 2015-16. These are reviewed annually through the annual business planning process to reflect the key priorities of the department and the Council. The Appendix is structured in line with the County Council's Strategic Plan 2014-18, and its supporting indicators and targets.
4. The Adult Social Care indicators are a mixture of national and local measures. At a national level performance is monitored via the Adult Social Care Outcomes Framework (ASCOF). Following the publication of 2014-15 national data, each ASCOF metric in Appendix A shows which quartile¹ Leicestershire performance fits into.
5. The proportion of ASCOF metrics where Leicestershire performance was above or below average was similar to the previous year's data. However, there was an increase in the proportion of performance rated in the bottom quartile. The improvements required are acknowledged and a number of actions are underway including the new Adult Social Care Strategy, the creation of a new performance post, and continued joint working with Health Services in relation to the Health and Wellbeing Strategy, Better Care Together and the Better Care Fund (BCF).

¹ Quartiles for each indicator are calculated by ranking all authorities from the best performance to the worst and then apportioning the list into four quartiles, each representing 25% of authorities i.e. the top quartile is the top 25% of performing authorities.

6. The Communities and Wellbeing service area do not have such a formal structure for performance monitoring at a national level. The measures included in this report have been determined as local priorities.
7. Progress against targets is highlighted using a Red/Amber/Green (RAG) system and Appendix B sets out the description of each category.

Performance Update

Integrating Health and Social Care – Better Care Fund

8. Avoiding permanent placements in residential or nursing care homes is a good indication of delaying dependency. Research suggests that where possible people prefer to stay in their own home rather than move into permanent care. During the period from April to November 2015, there were 42 permanent admissions to either residential or nursing care of people aged 18 to 64. Based on this, the forecast for the year is 63 admissions, which indicates an increase from 55 in 2014-15. For people aged 65 or over there were 545 permanent admissions to either residential or nursing care during the same period. The forecast for the full year (838 admissions) is expected to demonstrate a lower number of admissions than in 2014-15 (919) and is currently on track to meet the BCF target.
9. A key measure in the BCF is the ASCOF metric that measures the proportion of people discharged from hospital via reablement services, and still living at home 91 days later. For those people discharged between June and August, this proportion was 82%, and on track to meet the BCF target.
10. Included in the BCF is a metric relating to the number of days people are delayed in hospital awaiting discharge, commonly known as delayed transfers of care (DToCs). The BCF has quarterly targets set and both quarters one and two were met. Data in Appendix A shows the position after one month of quarter three (DToC data is published nationally a month in arrears), and again performance is on track to meet the target.
11. DToCs attributable to Adult Social Care are calculated by taking an average of the number of delays on the last Thursday of each month. There has been significant improvement over the recent months, and as such performance in the period April to October is meeting the target.

Better Adult Social Care

12. The Council remains committed that everyone in receipt of long term, community-based care should be provided with a personal budget, preferably as a direct payment. By 31 March 2015, 91% of service users were in receipt of a personal budget, over a third of which was a direct payment. There has been little change in this position during 2015-16 and further analysis is being undertaken to understand what is required to meet the challenging targets.
13. Under the Care Act 2014, from April 2015 carers have the same rights as the person they care for. They are entitled to a carer's assessment and support, if they meet the new national eligibility criteria. The ASCOF measure relating to personal budgets (ASCOF 1C) has been extended to reflect carers new rights set out in the Care Act.

In 2014-15, 98% of carers receiving services did so via a personal budget, and 95% took this as a direct payment. As with service users, challenging targets have been set for the forthcoming year. These are currently not being met, but it should be noted that the personal budgets for carers tend to be one-off payments and as such performance is expected to build up through the year as carers are assessed. Appendix A shows data only up to August due to a reporting issue that the Council's third-party supplier is currently fixing.

14. There were 680 safeguarding enquiries investigated between April and November 2015. Historically the number fluctuates year-on-year and is forecast to increase by 15% this year in comparison to 2014-15 data. There has been an improvement in outcomes with 56% of enquiries either substantiated or partially substantiated compared to 47% last year.
15. The nature of accommodation for people with learning disabilities has a strong impact on their safety and overall quality of life and reducing social exclusion. One of the ASCOF indicators monitors the proportion of service users aged 18 to 64 with a learning disability who are in settled accommodation and not in a care home. This figure has improved from 65% last year to 77% at the end of November.
16. ASCOF 1E measures the proportion of adults with learning disabilities who are receiving long term services and are in paid employment. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing. At the end of November the target is being met with 51 out of 1,356 people in employment and a further 83 in volunteering roles.

Leicestershire's Cultural Environment

17. Overall visitors to the heritage sites between April and November dropped by 2% compared to the same period last year. Within these figures however, the numbers of visitors to the Bosworth Battlefield site rose by 9% in comparison with last year.
18. Library visits and issues both show a reduction from the previous year which reflects a national downward trend across the majority of library authorities. A separate report for the meeting sets out performance against comparable authorities and concludes that whilst performing well in engaging with customers, this does not translate into high loan and visit figures.
19. The Leicestershire Adult Learning Service's (LALS) performance relates to the proportion of learning aims due to be completed in a period successfully achieved. At the end of November the proportion was 86%, just above the target of 85%.

Conclusion

20. This report provides a position on the Adults and Communities Department's performance at the end of November and highlights areas of good performance such as reducing permanent admissions of older people and decreasing delayed transfers of care. Areas requiring improvement such as permanent admissions of people aged under 65 will continue to be monitored on a monthly basis whilst particular focus will be maintained on the BCF targets.

Recommendations

21. The Committee is asked to note the report and the performance update for April to November 2015 and to highlight any particular issues where it would like any further information or actions to be taken.

Resource Implications

None.

Background papers

The Adult Social Care Outcomes Framework 2014/15 <http://ow.ly/WAKZI>

Leicestershire County Council Better Care Fund Submission – September 2014
<http://ow.ly/WAL2F>

Leicestershire County Council Strategic Plan 2014-18 <http://ow.ly/WAL5n>

Circulation under Local Issues Alert Procedure

None.

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List of Appendices

Appendix A - Adults and Communities Department Performance Dashboard April to November 2015;

Appendix B – Red/ Amber/Green (RAG) Rating - Explanation of Thresholds;

Relevant Impact Assessments**Equality and Human Rights Implications**

22. The Adults and Communities Department supports vulnerable people from all diverse communities in Leicestershire. However, there are no specific equal opportunities implications to note as part of this performance report. Data relating to equalities

implications of service changes are assessed as part of Equality and Human Rights Impacts Assessments.

Partnership Working and Associated Issues

23. BCF measures and associated actions are overseen and considered by the Integration Executive and Health and Wellbeing Board.

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Adults and Communities Performance April to November 2015

Integrating Health and Social Care – Better Care Fund

New Unified Prevention Offer								
Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15 & Quartile	
ASCOF 2A pt 1	Number of permanent admissions to care (18-64) per 100,000 population.	Low	A	↔	Reduce from 14/15	15.7	15.0	Third
ASCOF 2A pt 2	Number of Permanent admissions to care (65+) per 100,000 population.	Low	G	↑	670.39 (BCF target)	625.8	710.5	Third

Improved Hospital Discharge and Reablement								
Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15 & Quartile	
ASCOF 2B pt 1	Proportion of people living at home 91 days after hospital discharge	High	G	↔	82.0% (BCF)	82.0%	83.5%	Third
BCF	Delayed transfers of care (<i>days</i>) – rate per 100,000 pop.	Low	G	↑	350.79 BCF – (Q3)	186.8 (Oct only)	364.7 (Q4)	N/A
Local	Delayed transfers of care attributable to adult social care only	Low	G	↑	8.6 (Average Apr-Mar)	6.0 (Average Apr-Oct)	11.5 (Average Apr-Mar)	N/A

Better Adult Social Care

Greater Personalisation of Services								
Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15 & Quartile	
ASCOF 1C pt 1a	Adults aged 18+ receiving self-directed support	High	A	↔	96%	91%	91%	Two
ASCOF 1C pt 2a	Adults aged 18+ receiving direct payments	High	G	↑	36%	37%	36%	Top
ASCOF 1C pt 1b	Carers receiving self-directed support	High	A	↔	100%	85% (Apr-Aug)	98%	Two
ASCOF 1C pt 2b	Carers receiving direct payments	High	A	↔	100%	82% (Apr-Aug)	95%	Two

Strong Adult Safeguarding – ensure local agencies work together to prevent abuse and protect vulnerable people								
Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15 & Quartile	
LOCAL	Proportion of safeguarding investigations either substantiated or partly substantiated	High	G	↑	55%	56%	45%	N/A

Effective Support for People with Learning Disabilities

Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15 & Quartile	
ASCOF 1G	Proportion of people aged 18-64 with a learning disability living in settled accommodation	High	G	↑	75.0%	76.8%	65.0%	Bottom
ASCOF 1E	Proportion of people aged 18-64 with a learning disability living in employment	High	G	↑	3.0%	3.8%	1.7%	Bottom

Leicestershire's Cultural Environment

A Better Place and Visitor Offer

Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15
Local	Number of visitors to heritage sites	High	R	↓	Sustain like-for-like comparison with 14/15	133,305 (Apr-Nov)	135,947 (Apr-Nov)

Remodelled Library Service

Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15
Local	Number of library Visits	High	N/A	↓	N/A	795,247 (Apr-Nov)	963,977 (Apr-Nov)
Local	Number of library issues	High	N/A	↓	N/A	964,792 (Apr-Nov)	1,310,360 (Apr-Nov)

Investment in People – Employment and Skills Support

Support People into Employment							
Measure	Description	Aim	RAG	In-year Progress	Target	2015/16	2014/15
Local	Leicestershire Adult Learning Service (LALS) Success Rate	High	G	↑	85%	86%	90%

Key to Columns

Measure ASCOF A metric within the national performance framework known as Adult Social Care Outcomes Framework (ASCOF)

Local A measure defined and calculated for Leicestershire County Council only

Aim High The aim of performance is to be high

Low The aim of performance is to be low

In year progress



During the course of the year performance is improving. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is improving.



During the course of the year performance is neither improving nor declining. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is similar.



During the course of the year performance is declining. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is declining.

Explanation of RAG Rating

RED	<p>Close monitoring or significant action required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> • Performance is currently not meeting the target or set to miss the target by a significant amount. • Actions in place are not believed to be enough to bring performance fully back on track before the end of the target or reporting period. • The issue requires further attention or action
AMBER	<p>Light touch monitoring required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> • Performance is currently not meeting the target or set to miss the target by a narrow margin. • There are a set of actions in place that is expected to result in performance coming closer to meeting the target by the end of the target or reporting period. • May flag associated issues, risks and actions to be addressed to ensure performance progresses.
GREEN	<p>No action required. This would normally be triggered when performance is currently meeting the target or on track to meet the target, no significant issues are being flagged up and actions to progress performance are in place.</p>

The degree to which performance is missing a target is open to debate. A common way of overcoming this is to use a precise percentage threshold between current performance and the target. However, a blanket approach (such as plus or minus 10%) is not appropriate due to the varying ways that metrics are reported. E.g. small numbers, rates per capita, percentages.

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ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
19 JANUARY 2016

DONINGTON LE HEATH MANOR HOUSE
CHARGING AND OPENING HOURS STRATEGY

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

- 1 The purpose of this report is to appraise Members of the Adults and Communities Overview and Scrutiny Committee on improvements completed at Donington le Heath Manor House (DLH), to the visitor offer and the building's energy efficiency and to propose changes to charging and opening hours.
- 2 The Committee is asked to consider and comment on the principle of the introduction of an admission charge and amendments to opening hours, as part of a more cost effective and sustainable operational model for DLH.

Policy Framework and Previous Decisions

- 3 DLH has seen a decline in visitor numbers in recent years, falling from 13,069 in 2013-14 to 8,323 in 2014-15. This followed a decline in 2011-12, which saw numbers drop from 25,400. The need to increase visitor numbers is a priority.
- 4 The preferred charging strategy would support a more cost effective and sustainable operating model and maximise income streams.
- 5 The proposed amended opening hours have been informed by the consultation responses. They would still allow for schools and other groups to visit outside of these hours and other events could be held outside of the main opening season.
- 6 The County Council's Medium Term Financial Strategy (MTFS) was approved on 19 February 2014. It identified a reduction in funding for community museums, totalling £135,000 by 2018-19.
- 7 On the 11 December 2015, the Cabinet noted the improvements made to the visitor offer and investments in energy efficiency measures and approved in principle preferred charging strategy and preferred opening hours for DLH, subject to consideration by the Adults and Communities Scrutiny Committee. Should the Committee raise concerns regarding the proposals a further report will be submitted to the Cabinet in February 2016.

Background

- 8 DLH is a unique property located in North West Leicestershire, a few miles south of Coalville. It is amongst the oldest houses in the County and is the best preserved medieval house in the area. The only other regularly publically accessible historical

house in Leicestershire is the recently opened National Trust property at Stoneywell, Ulverscroft.

- 9 DLH dates to the 13th Century and was significantly remodelled in the early 17th Century. It provides opportunities to tell multiple stories and its links to Sir Everard Digby, who was involved in the gunpowder plot, is part of the reason for the 1620's being identified as a key period in DLH's history on which the re-interpretation of DHL has been focused.
- 10 DLH benefits from a supportive and well established Friends Group (The Friends of DHL Manor House) who volunteer valuable skills and time to various projects, in particular the maintenance of the gardens. They also organise a series of fundraising events and activities, with the income being used to support specific projects at DLH. The Friends of DLH Manor House are clear that they wish to continue to support the operation of DLH, but do not see themselves as a management or delivery group.
- 11 Following the MTFs requirements agreed in February 2014, the service undertook an options appraisal to examine how the Council could reduce its ongoing subsidy for the museum. This work highlighted the following key issues:
 - Visitor numbers were declining, falling from 13,069 in 2013-14 to 8,323 in 2014-15;
 - The energy costs formed a significant proportion of the total operational costs of the building;
 - Visitor feedback showed that whilst many visitors enjoyed their visit they were unclear what story DLH sought to tell;
 - Schools visits experienced a significant decline, following the revision of the Primary Curriculum in 2014.
- 12 DLH has been a free entry site, although from 2012 an admission charge for special events was introduced. The level of charges ranged from £3 to £15.00 depending on the nature of the event. Events included historical talks, craft workshops, concerts and theatre performances.
- 13 DLH has operated a popular tearoom facility from the Barn; a building within the grounds. Following the withdrawal of the commercial operator in 2013, this facility was delivered using catering staff and resources based at the Snibston Discovery Museum. Following the closure of Snibston in July 2015, it was necessary to find an alternative means of supporting a catering offer going forward. Therefore the catering arrangements will be run in-house and reviewed at the end of first year. These costs are reflected in the budget as outlined in paragraphs **38** and **39**.
- 14 In order to address the decline in visitor numbers it was necessary to undertake a holistic review of the DLH offer. This included understanding the needs and visiting patterns of current and potential visitors, understanding which interpretation types and themes would have the greatest appeal and understanding the potential for generating additional income.
- 15 Over the 2015-16 season, the Service has worked to re-interpret the house from a partially-furnished building, with temporary and permanent display galleries, representing multiple periods of history, to a fully furnished period home of the 1620s, containing layers of interpretation throughout. Wakefield Council has freely transferred several items of high quality replica furniture and fittings, formerly used at

Clarke Hall, which is of the correct period and style. A floor plan and a series of illustrations of what the final offer will look like is attached to this report marked Appendix 'A'.

- 16 Access to the public during the 2015-16 season has been restricted in order to facilitate the energy and lighting improvements and also enable the re-interpretation work to take place. The small nature of the individual spaces within DLH meant that it would be difficult to retain safe and public access whilst such work was ongoing. Access for pre-booked groups, including schools, was retained and a number of special events were put on throughout the season and this period was used as an opportunity to consult with the public on the new proposals and re-interpretation work.
- 17 Another principal change in the offer at DLH is to move the admission point from inside the house to the point where visitors enter the gardens, reinforcing the concept of a single attraction of the house and gardens. To facilitate this, the construction of a small timber framed structure, where staff/volunteers can greet visitors, receive admissions, issue tickets and provide initial information to the visitors, will be required. This would require planning permission.
- 18 The new offer encourages greater community involvement with the house and gardens and creates more opportunities for volunteers and engaging people from a wide range of backgrounds and interests.
- 19 Subject to the Committee's approval of the proposals, it is intended that DLH will re-open to the public in May 2016, with marketing and promotion of the new offer, including the launch of a new website, commencing in early 2016.

Consultation

- 20 Between June and September 2015 the Service undertook a series of consultation events with users and stakeholders on the proposed 1620's house and garden concept, which also included questions in relation to admission charges and visiting periods. Covering all elements in this way allowed the Service to finalise the interpretative approach based on user feedback, understand when visitors most wanted access to DLH, and test the response to a proposed admission charge.
- 21 The consultation programme included local residents, visitors/users and key stakeholders, including Friends groups and the Hugglescote and Donington Le Heath Parish Council. A copy of the consultation programme and the questionnaire used are attached to the report marked Appendix 'B' and 'C'.
- 22 The decline in school visits to DLH mirrors the picture across the museum sector and is a result of the major changes in the National Curriculum announced in 2014. The move to a chronological approach to the teaching of history means that the Victorians and Tudors, popular workshops for Primary schools, are topics no longer addressed within the Primary curriculum. Tudor workshops were popular at DLH and attracted schools from across the county and further afield; however, a change in focus is now required. Local history has been enhanced within the Primary curriculum and therefore presents opportunities for a new range of workshops. The new interpretative approach at DLH will support these by focussing on local people and stories. A separate consultation was undertaken with schools and the questionnaire sent out to all Leicester and Leicestershire schools and those out of County schools

that had previously visited DLH is attached to the report marked Appendix 'D'. The response rate to this questionnaire was low and further consultation will be required as new offers are developed.

Feedback from the Consultation

- 23 The results of the consultation were very supportive of the 1620s house and gardens concept and the idea of a fully furnished house had strong appeal. The feedback also indicated that the gardens were a popular part of the overall offer. A summary of the feedback is attached as Appendix E.
- 24 Responses highlighted that the provision of a good quality tearoom/catering offer was a key factor in people's decision to visit. A number of consultees indicated that without some form of catering provision, such as hot drinks and cake, they would choose not to visit.
- 25 The feedback indicated that the majority of respondents were not opposed to the idea of an admission charge, although local residents indicated that having to pay each time they visited would dissuade them from visiting on a regular basis.
- 26 The consultation also showed that most visitors would expect DLH to be open between April and the end of September, with the most popular days being Thursday, Friday, Saturday, Sunday and Monday. There are some similarities in this opening pattern to similar National Trust properties.
- 27 Schools indicated that they would be most likely to visit mid-week for a full day visit. Responses were only received from primary schools, all of whom indicated that they would be most likely to visit DLH for the history curriculum, but showed an interest in wider subjects and cross-curricula areas. Also of key importance for schools was the provision of coach parking, toilets and onsite facilities for eating lunch.
- 28 The local member, Dr Terri Eynon CC, is positive about the development and is keen to see DLH develop closer links with the local community, as well as seeing the development encourage more visitors to DLH and the local area.

Other Research

- 29 In addition to the direct consultation feedback, desk top research looking at the charging policies of similar types of attraction and other local attractions was undertaken. This was used to inform the proposed charging strategy, which is attached to the report marked Appendix 'F'.
- 30 Feedback from the Friends of DLH Manor House and Friends of Leicester and Leicestershire Museums have been very supportive of the proposals. Both Friends groups are encouraged by the project and the Friends of DLH Manor House are working closely with the Service to develop a new volunteering offer, which will provide volunteer house and garden guides to enhance the visitor offer; this is in specific response to consultation feedback.

Proposed Admission Charges

- 31 It is proposed to introduce an admission charge from April 2016, as detailed in the charging strategy attached (Appendix 'F'). The forecast projects annual revenue of

circa £30,000, as part of the revenue budget for DLH. The proposals recommend a standard adult admission charge of £5.95; concession (Senior, Student, Disabled/Special Needs) at £5.00 and children at £3.50. There would be a discounting strategy for families, and children under 3 and carers would be free. A separate charging strategy for schools and organised groups would be applied, and this would be dependent on the nature of the visit or hire.

- 32 In addition, it is proposed that anyone purchasing admission would be entitled to free return visits that season. It is expected, based on consultation results, that this measure would encourage repeat visits throughout the season by local residents.

Proposed Opening Hours

- 33 The new proposed opening season will run from the start of April to the end of September. The current seasonal opening arrangements run from mid-February to mid-December. DLH would be open from Thursday to Sunday inclusive, from 10.30 am to 4.30 pm. Current arrangements are Wednesday to Sunday 11.00 am to 4.00 pm. Schools and groups will be able to book visits outside of these dates and times by prior arrangement. It will also be possible to hold special events outside of the main opening season when relevant and in response to specific opportunities; for example, events in November as part of DLH's Guy Fawkes connections.

Conclusions

- 34 The work to improve the energy efficiency of DLH has already resulted in lower energy consumption levels, although it is too early to demonstrate robustly how this will translate into ongoing savings. Usage patterns will be monitored to ensure the new system is used as effectively as possible, so that the optimum reductions are achieved.
- 35 The creation of the 1620's house and gardens will provide a more coherent and attractive offer for visitors, which is expected to reverse the decline in visitor numbers. This, coupled with the introduction of a realistic charging strategy, is expected to improve income and lead to a reduction in the overall subsidy for the DLH. As indicated in paragraph 39, it is expected that by year two the site will make an annual contribution of £2,500 to the Adults and Communities budget, instead of requiring £30,000 per annum subsidy.
- 36 The Service is confident that with the ongoing support of the Friends of DLH Manor House and improved links with the local community, as a result of this project, DLH will be in a strong position moving forward, having created a more sustainable and cost effective operating model, which can continue to develop in future years.

Background Papers

- Report to the Cabinet: 11 December 2015 – Donington Le Heath Manor House Charging and Opening Hours Strategy <http://ow.ly/WNbaO> ;
- Report of the Cabinet to the County Council meeting, 19 February 2014 - Medium Term Financial Strategy 2014/15 to 2017/18 - <http://ow.ly/JmQUZ>

Resources Implications

- 37 A capital reserve of £41,900, ringfenced for improvements to DLH, has been used to provide the bulk of investment for this project. In addition to this, the Friends of Donington le Heath Manor House have contributed £5,000 of their own funds to support the project. The balance of costs, amounting to £20,000, will be funded from within the Department's budget.
- 38 The intention of the new offer is to create a more cost effective operating model for DLH, thereby reducing the Council's ongoing financial contribution and contributing towards the MTFs savings for the Department. The existing budget for DLH is £30,000 per annum.
- 39 In year one of operation, the new offer has a budget model of £12,385 and by year two, following initial set up costs for the kitchen, it is projected that DLH will make a contribution of £2,615 per annum towards the Adults and Communities budget.
- 40 The Director of Corporate Resources and the County Solicitor have been consulted on the content of this report.

Timetable for Decisions

- 41 Should the Committee raise concerns regarding the proposals a further report will be submitted to the Cabinet in February 2016.
- 42 Subject to completion of the current refurbishment, it is intended that DLH would re-open to the public with a new visitor offer in May 2016.

Circulation under the Local Issues Alert Procedure

- 43 The proposals in this report affect the North West Leicestershire divisions and this report has been circulated to the following Members - Mr J G Coxon CC, Dr. Terri Eynon CC, Mr T. Pendleton CC; Mr N. J. Rushton CC, Mr S. D. Sheahan CC, Mr L. Spence CC, Miss Heather Worman CC, and Mr M. Wyatt CC.

Officers to Contact

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List of Appendices

- Appendix A – Floor plan and series of illustrations
- Appendix B - 1620 Consultation programme

Appendix C – Consultation questionnaire - Helping us shape the future of the 1620s House at Donington le Heath

Appendix D – Teacher Consultation: 1620s House at Donington le Heath

Appendix E – Summary of consultation feedback

Appendix F – Proposals for admission charges to Donington le Heath Manor House and Gardens

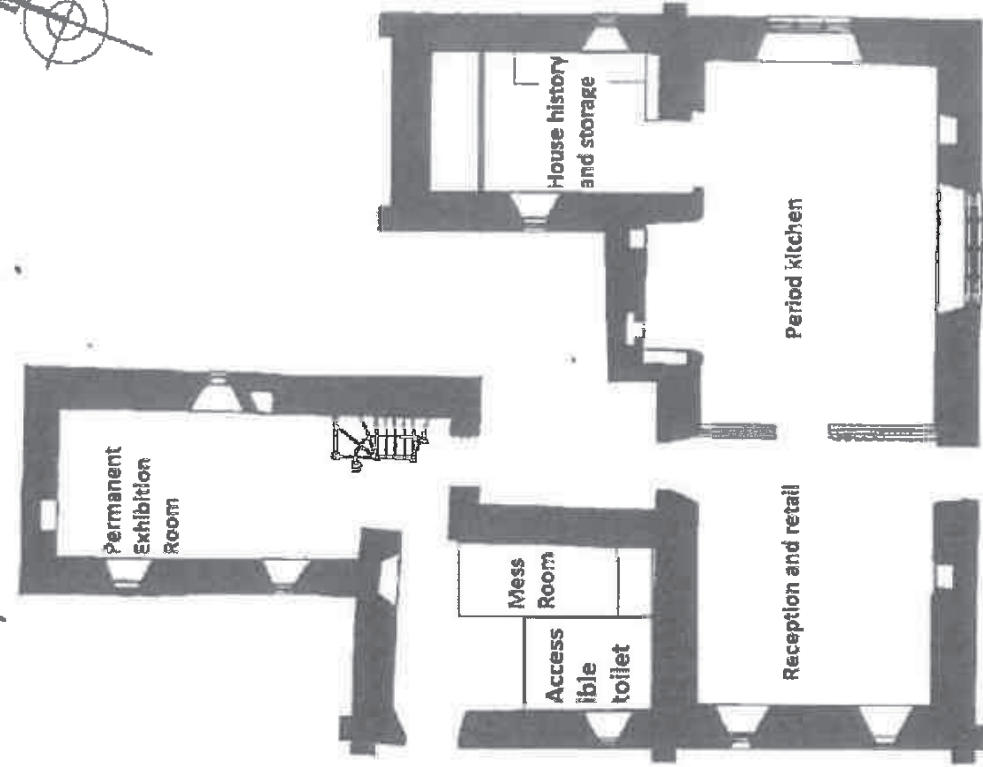
Appendix G – Equality and Human Rights Impact Assessment

Equality and Human Rights Implications

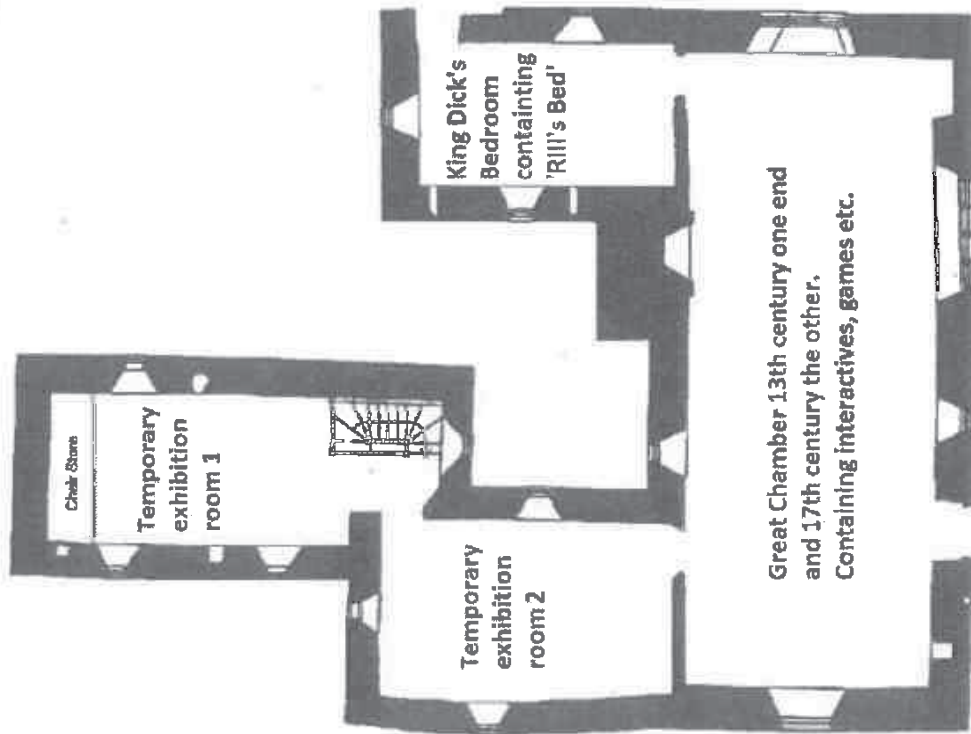
- 44 An Equality and Human Rights Impact Assessment (EHRIA) screening has been completed and is attached as Appendix G. In summary, the EHRIA outlines the proposed changes to the DLH offer. The introduction of an admission charge has the potential to disadvantage low income groups and local people, who might be regular users. However, the proposal for a ticket which allows free repeat visits over a 12 month period, will mitigate this.
- 45 Due to the historic nature of DLH, it is not possible to provide full disabled access to the first floor. However, the new layout will provide access to more interpretation spaces on the ground floor and will also provide a new virtual tour. These measures will specifically enhance the offer for visitors where the stairs are an obstacle.
- 46 The screening exercise shows that the likely impact of the changes are positive and a full EHRIA report is not required.

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PRE-1620s Project House layout



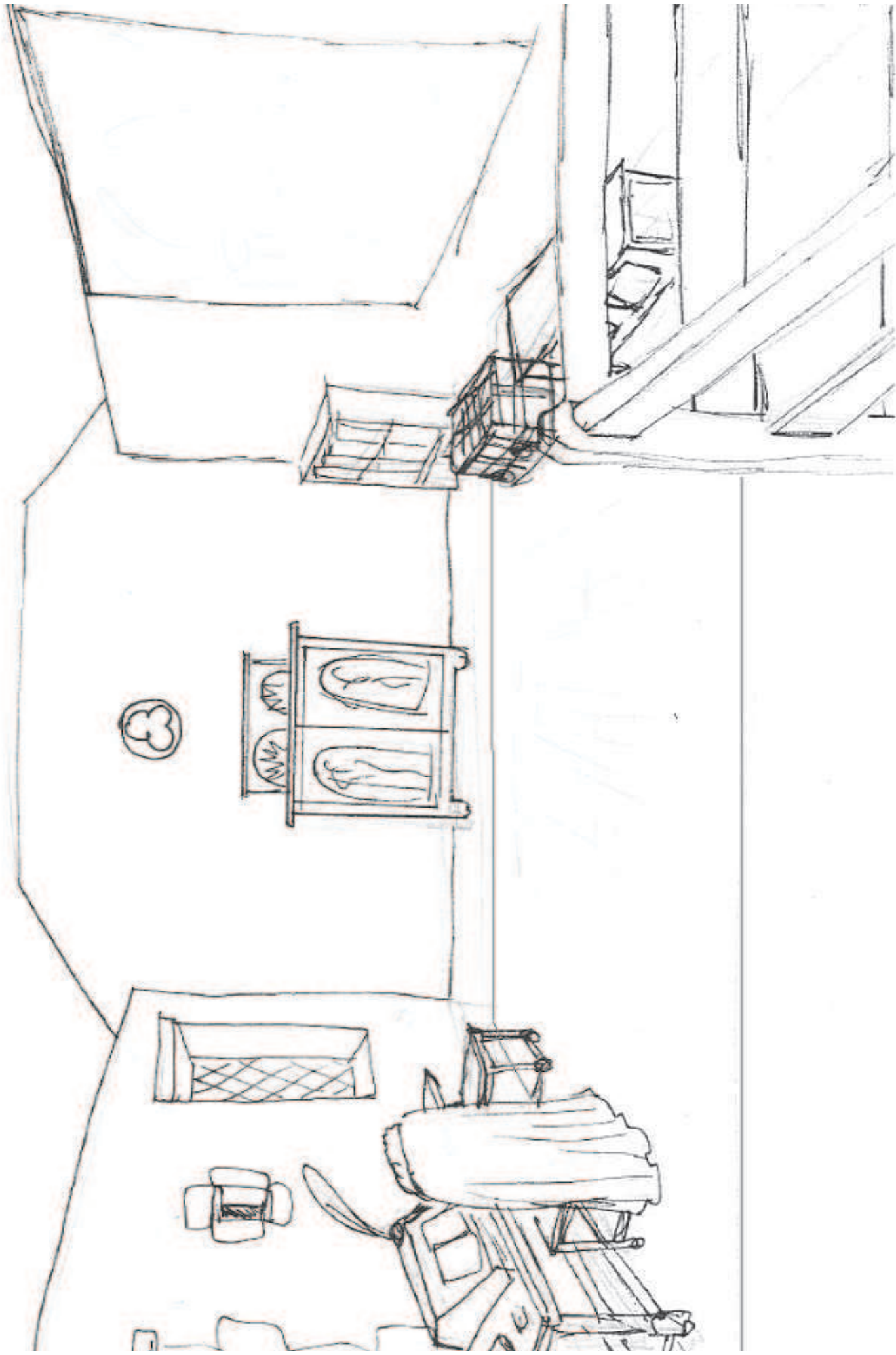
GROUND FLOOR



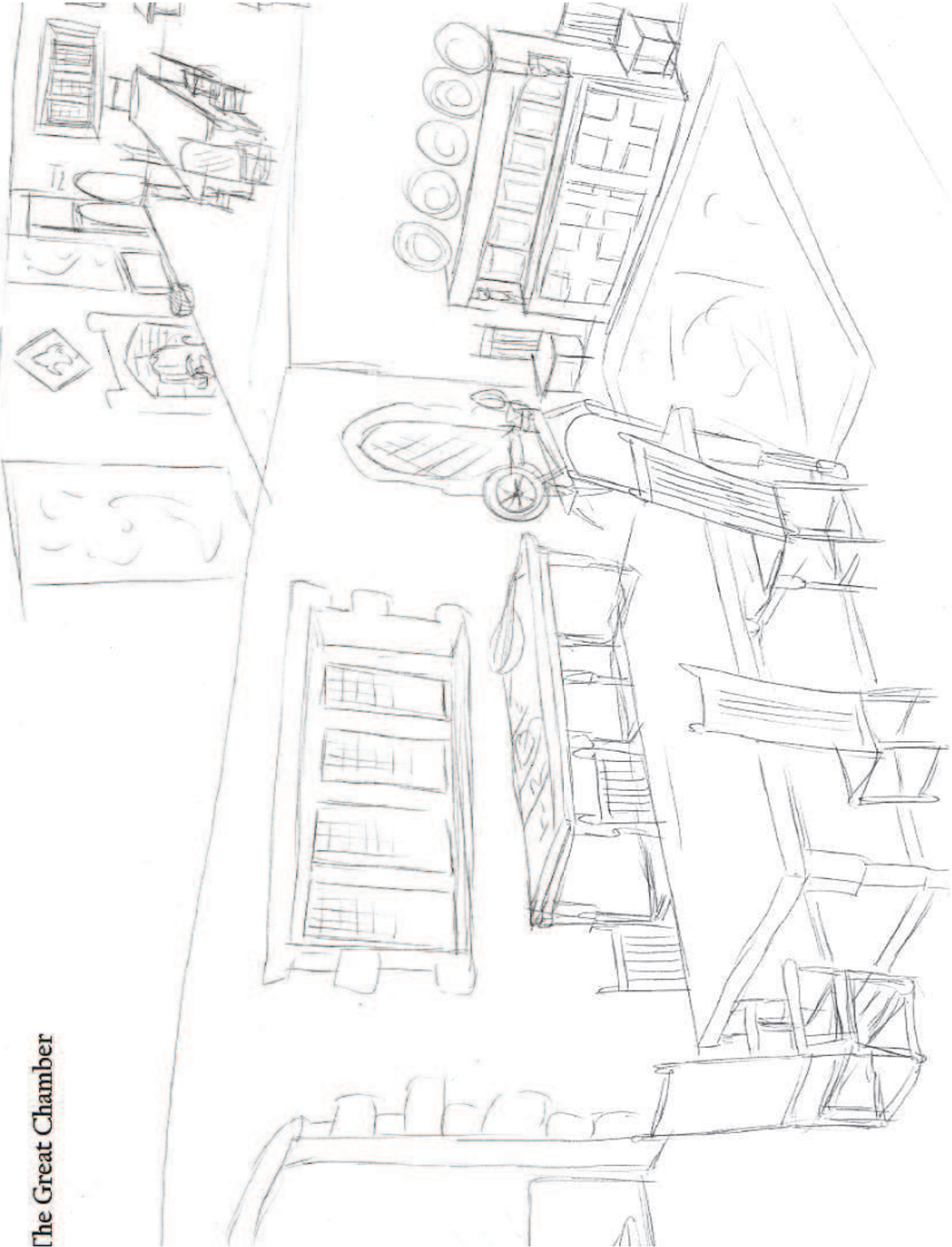
FIRST FLOOR



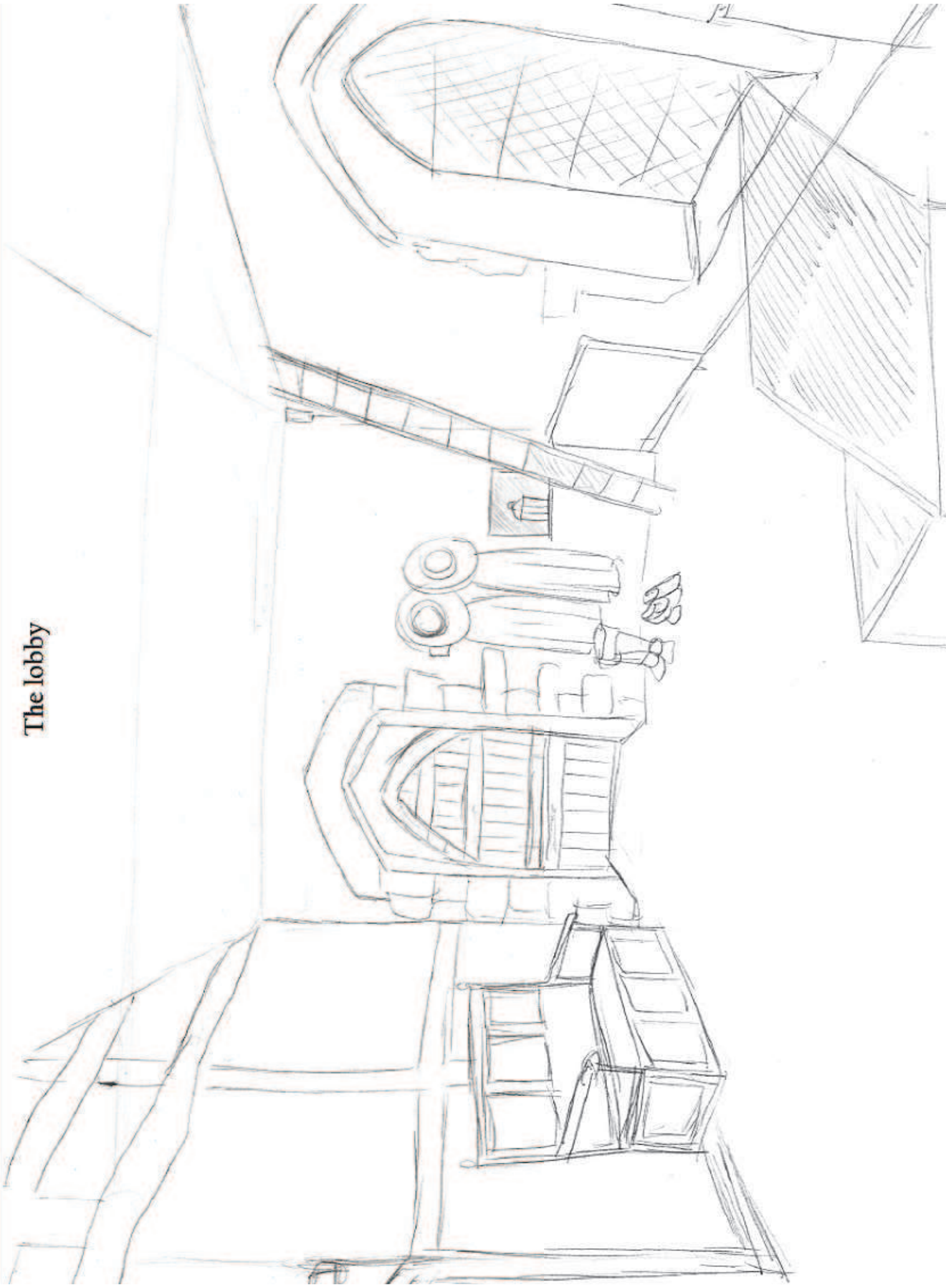
The Gentleman's Study and Secret Chapel



The Great Chamber



The lobby



The buttery/pantry room



The utility/garden room



1620 Consultation programme

1. *23 June 23 2015* - Presentation to Friends of Leicester & Leicestershire Museums Committee.
2. *1 July 2015* - Hugglescote and Donington Parish Council public meeting. 12 attendees. Consultation questionnaire distributed and emailed out to parishioners afterwards.
3. *7 July 2015* - Friends of Donington le Heath Manor House digital version sent out by email to 54 units of membership, with an end of July deadline.
4. *11 July 2015* - Festival of British Archaeology Launch at the University of Leicester. 80 attended.
5. *22 July 2015* - Young Family event audience. 65 attended.
6. *29 July 2015* - Young Family event audience. 89 attended.
7. *August 2015* - A short article about the 1620s proposals went out in the August edition of the Parish newsletter which goes to c.2,000 homes.
8. *August 2015* - Consultation form drop around Donington le Heath.
9. *20 September 2015* - Falcons and Ferrets event at the Manor House. 110 attended.
10. *4 July, 1 August and 5 September 2015* - Friends of Donington monthly Tudor Craft days. Total of 124 attended.

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APPENDIX C

Helping us shape the future of the 1620s House at Donington le Heath

Introduction

Leicestershire County Council intends to refurbish Donington le Heath Manor House to represent a home and gardens from 1620. This project seeks to holistically re-evaluate the offer, to give a clearer focus to the house and grounds and create a more coherent and enjoyable visitor experience and increase our understanding of the needs of current users and those who do not come to the site.

Please answer these questions as a potential visitor to the site, using your experiences as a user of historic sites around the country.

Opening Times

The house will have seasonal opening. In your experience as a visitor, what times of year are you most likely to visit a historic house and garden?

Are you more likely to visit a historic site during the week or at a weekend?

Are you more likely to visit a house during school holidays or in term time?

The project will include the development of a new learning offer for the house and gardens. For the benefit of both the learning groups and the general public we are considering having dedicated days for learning activities. Which days would you prefer not to have learning activities on?

The 1620s House is likely to be a half day visit. At what time of day would you most likely visit?

Charging

There will be an entrance charge for public to visit the site. In your experience as a visitor what would you expect to pay for a visit to a historic house and gardens (on a non-special event day)?

Refreshments

We would like to know if we should provide some form of public refreshment offer. What is the least you would find acceptable at a small site such as Donington le Heath?

Given the half day visit, at what time of day would you most want refreshments?

Events

Do you think that the 1620 house should offer special events?

If so, what sort of events would you visit at a historic house and garden site?

Should these events extend beyond the opening season? E.g. if the house is generally open in the spring and summer should there be special events in the Autumn and Winter?

How frequently would you be likely to attend events at the same site?

How much would you expect to pay for a special event aimed at family audience?

What would you expect to pay for a specialist workshop aimed at adults?

Interpretation

What interpretation would you like to see at a 1620s themed Donington?

E.g. panels of information, audio guide, printed guide, room guide, costume living history etc

Where have you seen costumed living history done well and what did you like about it?

Where have you seen costumed living history done badly and what did you not like about it?

Would you prefer a room guide demonstrating an activity to be in period costume or modern clothing, or doesn't it matter?

Would you expect to see living history activities in the house and garden taking place all the time, or only at specific events?

Which interpreted historic garden have you enjoyed the most and what was so good about it?

How important would a gift shop to your visit

Volunteering and taking Part

The 1620s house will rely on a team of trained volunteers to help interpret and run the house and gardens. Would you, or someone you know, want to volunteer at this historic house and/or garden?

Marketing

Where and how would you expect to find out about the 1620s House?

What would encourage you to visit the site more than once?

Is there anything else that you think we should think about that would make the 1620 house a good place to visit and enjoy?

Teacher Consultation: 1620s House at Donington le Heath**Opening Times**

The house will have dedicated days for educational visits and learning activities.

In your experience, which days of the week are you most likely to undertake a school trip?

Are there any days of the week you would not undertake a school visit to a museum?

Would you prefer to visit for a full or half day visit?

Key Stages

Which year group/s do you currently teach?

Which year groups do you think a visit to Donington would be suitable for?

National Curriculum

The proposed new learning activities will cover a range of national curriculum subjects.

Which curriculum subjects would you visit Donington to study?

	Yes	Perhaps	No	Curriculum area / Programme of Study
History				
Science/Environment				
Maths				
English e.g creative writing				
Drama				
Music				
Design				

Other (please state)

--

Interpretation and Activities

The proposed new education service will offer a range of activities and resources for schools. Which of the following would you expect to be available for a school visit to Donington?

	Yes	No	Not sure
Costumed character led workshops			
Museum Educator (non-character led) led workshops			
Teacher/ school led activities			
Self-guided trails and worksheets			

Other (please state)

--

Facilities

Please tell us about the facilities you would expect a site to offer as part of a school visit.

	Yes	No		Yes	No
Toilets			Coach Parking		
Shop			Lunch room		
Cafe			Coat/bag storage		
Other (please state)					

Marketing

Where would you expect to look for information when planning a school visit?

	Always	Sometimes	Never	Comments
Websites				
Leaflets in school				
Social media (please state which)				
School visit organisers brochures or websites				
Word of mouth				
Attendance at shows/meetings/conferences etc. (please state which)				
Other (please list)				

Charging

There will be a charge for schools visiting Donington for entrance and activities to cover the cost of admission, resources and activity leaders.

When organising a school visit, do you prefer to pay per class or per pupil?

--

Excluding transport costs, what is the maximum you would you expect to pay for the following?

- Half day visit per class
- Half day visit per pupil
- Full day visit per class
- Full day visit per pupil

Have you previously taken a school group on a visit to Donington Manor House?

Yes	
No	

Thank you for your time.

Please return to the Museum Learning Team muslearningteam@leaic.gov.uk

Summary of Questionnaire Responses

What times of year are you most likely to visit DLH?

March to October	6
All year round	10
Spring and Summer	8
March to November	3
Summer	11
May to August	1
March to September	3
Spring and Autumn	1
June to December	1
February to December	1

What days of the week would you most likely visit?

Weekdays	19
Weekends	15
Anytime	9
Tues - Thurs	2

What day would you **not** want learning activities?

Monday	1
Tuesday	1
Wednesday	4
Thursday	1
Friday	1
Any weekday	1
Weekends	10
no preference	10
No visits at all	1

What time of day would you most likely visit?

11 til 4	6
10 til 5	1
11 til 3	4
12 til 4	8
1 til 4	4
12 til 4	8
11 til 1	1
10 til 4	3
12 til 2	1
10 til 12	2

How much would you pay for an adult ticket?

Donation only	2
£1 - £1.50	2
£1.50 - £2	1
£1 - £3.50	1
£2	1
£2.50 - £3	2
£3	7
£3.50	1
£3.50 - £5	4
£4	1
£4-6	1
£4.50	1
£4-7	1
£5	6
£5.50	1
£5-8	1
£5-10	1
£7	1
£8	1
£8-£10	1
Don't know	2

How much would you pay for an Adult event ticket?

£1 - 3.50	2
£2-4	1
£4	2
£5	13
£5-10	3
£6-8	1
£8	1
£10	11
£10 - 13.50	1
£15	2
Don't know	6

What would make you visit again?

Events and garden development	24
Café	6
Garden Development	4
Special Offers	4
Changing Exhibitions	4
Better advertising	3
Children's Activities	1
Workshops	1
Cheap entry	1
Clean	1

At what time would you want refreshments?

10am - 11am	2
11am - 12pm	15
12pm - 1pm	32
1pm - 2pm	25
2pm - 3pm	18
3pm - 4pm	19
4pm - 5m	7

What sort of events?

Re-enactments	29
Christmas	17
craft workshops	15
Theatre	9
Talks	9
Fairs/fetes	8
Gunpowder	7
Music	6
Kids activities	4
Halloween	4
Environmental	2
Historic building worksho	2
Historic buildings	2
Cooking demos	2
Classic cars	2
Summer fun	1
Sword fighting class	1
Garden events	1
Archaeology courses	1
Not just 1620s	1
Falconry	1
17thC storytelling	1
Summer garden party	1
Conferences	1
Apple Day	1
Easter events	1

Should room interpreters be in costume or not?

Yes	25
No	0
Not Sure	7
Don't Mind	8

What is the least refreshment offer acceptable?

Drinks and Cake	16
Soup and Sandwiches	14
Range of hot meals	5
Tea and biscuits	3
Light lunches/afternoon tea	2
Keep small and local	1
Drinks and Ice-cream,	1
Children's drinks and snacks	1

Should the house put on events?

Yes	42
No	0

Should we have events outside open season?

Yes	40
No	2

How often would you come to events?

Twice a year	14
Bi Monthly	11
Monthly	11
Once a year	2
DK	1

What interpretation would you like to see in the 1620s

Interpretation Panels	20
Audio Guides	25
Printed Guide Book	25
Touch Screens	5
Human Room Guides	17
Child Friendly informatio	7
Costumed Living History	22
Film	7
Music	3
Labels	4
Interactives	5

Should costumed living history take place on event days and non event days?

Specific events	22
All the time	19

How important is retail to your visit?

Very	19
Not Very	19
Not at all	3

How would you expect to find out about

Website	26
Facebook	13
Leaflets	13
Local Media	9
Local publications	9
Twitter	6
Primary Times	3
Posters	3
Word of mouth	2
Instagram Graphic	2
Blogs	1
National Guides	1

Would you volunteer at DLH?

Yes	11
No	21
Possibly	4
Know someone who might	3

Where would you expect to see info

Museums /other attractions	7
Libraries	8
Local signage	1
Accommodation providers	2
Schools	1
TIC's	4
community Boards	1

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**Proposals for admission charges to Donington le Heath
Manor House and Gardens**

1. Background

When the site re-opens in Spring 2016 following its transformation into a 1620 style manor house and gardens, a visitor admission charge will be introduced for the first time.

The season of opening will be from the beginning of April through to the end of September each year, Thursday to Sunday inclusive, 10.30am-4.30pm.

It is recommended that the pricing structure as detailed below should include entry to the house and gardens on a non-event day. Separate prices (which will attract a premium rate) are proposed for special event days.

The pricing proposals have been modelled on desk top research of similar attractions and evidence gathered from both the existing admission charges at Bosworth Battlefield and the new National Trust property at Stoneywell House, Ulverscroft. www.nationaltrust.org.uk/stoneywell

2. Proposed admission charges

<u>General Admission</u> (non-event day)	Base Price	% of Adult Price	Proposed Price for 2016-2017 season
Adult	£5.95	n/a	£5.95
Concession – (Senior, Student and Disabled/ Special Needs)	£5.00	84%	£5.00
Child – (3 to 15 years)	£3.50	59%	£3.50
Family of 3 = (2+1)	£13.00	84%	£13.00
Family of 4 = (2+2)	£16.00	85%	£16.00
Family of 5 = (2+3)	£19.00	85%	£19.00
Child under 3 years	Free	n/a	Free
Carer	Free	n/a	Free

<u>Special event days (including entrance to the house and gardens)</u>	Base Price	% of Adult Price	Proposed Price for 2016-2017 season
Adult	£7.50	n/a	£7.50
Concession – (Senior, Student and Disabled/ Special Needs)	£6.50	87%	£6.50
Child – (3 to 15 years)	£4.50	60%	£4.50
Family of 3 = (2+1)		85%	£16.50
Family of 4 = (2+2)		83%	£20.00
Family of 5 = (2+3)		84%	£24.00
Child under 3		n/a	Free
Carer		n/a	Free

3. Considerations / further proposals regarding the admission charges

- a) To promote the offer to local residents and repeat visitors to the site it is proposed that each ticket purchased will entitle the holder to free repeat visits for 12 months from the date of the initial ticket purchase. This will encourage multiple visits to the sites, will entice secondary spend (catering and retail), and encourage local communities to use and visit the site on a regular basis. This would be offered to all holders of non-event admission tickets. However if a visitor purchased a non-event day ticket they could not use the repeat visit element on special event days.
- b) It is proposed that there may be 5-6 special event days per season, each attracting its own specific audience. It would therefore be non-productive to offer a discount to these premium events.
- c) Group rates would be offered for parties of 10 or more visitors. These would be priced at 75% of the adult non-event day admission charge.
- d) Consultation undertaken with schools shows an interest in key specific activities at the site (Guy Fawkes and the Gun Powder Plot, and Christmas at the Manor). As these activities fall outside of the proposed opening times, prices for school visits will be determined by the cost of providing the activity. The price set will include entrance to the house and garden, along with the national curriculum activity requested by the school.

- e) Admission tickets will be available on-line through the new Donington le Heath Manor House website which will be launched in the spring of 2016. Admission tickets purchased on-line will attract a discount of 10% (which is in line with other leading visitor attractions locally and nationally).
- f) Promotional activities including discounting schemes will be introduced throughout the season depending upon visitor figures. Bosworth Battlefield has seen visitor numbers increase through targeted discounting offers, for example, Amazon Local.
- g) A review of the pricing structure will take place after the initial season of operation. Although quite early in the life of the redeveloped Donington, it should give a good indication of the visitation and feedback from customers, whilst providing the opportunity for benchmarking again with competitor attractions.

4. Communication plan

Heritage Services, along with the corporate Comms Unit, will be responsible for ensuring prices are notified to customers. This will cover:

- a) Websites
- b) Social Media
- c) Literature
- d) IT systems including tills
- e) Admission price notices at key locations including Donington, Bosworth and the Century Theatre

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APPENDIX G

Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service** for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service** may have an adverse impact on a particular community or group of people. It will ultimately ensure that as an Authority we do not discriminate and we are able to promote equality, diversity and human rights.

Before completing this form please refer to the EHRIA [guidance](#), for further information about undertaking and completing the assessment. For further advice and guidance, please contact your [Departmental Equalities Group](#) or equality@leics.gov.uk

***Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

Key Details	
Name of policy being assessed:	Donington le Heath Manor House.
Department and section:	Adults and Communities, Communities and Wellbeing, Heritage Team
Name of lead officer/ job title and others completing this assessment:	Richard Knox - Heritage Development Manager Chris Housden - Strategic Lead, Equalities
Contact telephone numbers:	RK 0116 3058327 CH 0116 3056947
Name of officer/s responsible for implementing this policy:	Franne Wills, Head of Service Development Jane Betts Heritage Manager Richard Knox
Date EHRIA assessment started:	12/10/15
Date EHRIA assessment completed:	18/11/15

Section 1: Defining the policy

Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of this policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights, as outlined in Leicestershire County Council's Equality Strategy.

1 What is new or changed in this policy? *What has changed and why?*

Donington le Heath Manor House (DLH) has been a free entry museum since it opened in 1974. Admission charges have been made for specific ticketed events for many years and in 2012 site admission charges were introduced for all events on site. Entrance to the house and grounds on non-event days remained free.

The 1620s House and garden project has involved considerable investment by LCC to improve the sustainability of the site, as well as focusing and improving the public offer. As part of the sustainability of the site, particularly in the current financial climate, it is proposed to implement a site admission charge on non- event days as well as event days from when the site reopens in Spring 2016.

To avoid disadvantaging lower income groups, and to engender regular local use, the proposed charge of £5.95 adult, £5.00 Concession and £3.50 child will cover repeat visits on non-event days over a 12 month period, effective during the open season April to September.

Given the nature of the medieval building and its listed building status, there is an ongoing accessibility issue, given that the upstairs rooms are not accessible to visitors who cannot climb stairs. To ensure that these visitors still get to see what there is upstairs, the project will include 360 degree photographic virtual tour – as we have currently, but this will be available on tablets available at the reception office.

Changes to the layout of the site, arising from modifying the theme of the attraction, include removing the reception area from the house itself. Creating a separate building for this purpose will free up a significant proportion of the accessible downstairs area to devote to the 1620's theme.

The downstairs furnished rooms will be accessible, including a fully accessible toilet.

The new ticket office will be fully accessible to staff who are wheelchair users, where the previous office presented access difficulties.

2	<p>Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i></p> <p>Management and resourcing of DLH falls under the umbrella of the overall <i>Communities and Wellbeing Strategy</i>, which is currently under review. This encompasses charging policy.</p> <p><i>Country Park Policies</i>, as Country Park Services are responsible for the grounds.</p> <p><i>Property Services Energy Strategy: ensuring the energy efficiency of buildings under LCC ownership .</i></p> <p>The <i>MTFS</i> targets, approved by Cabinet in February 2014, required <i>Communities and Wellbeing</i> to reduce the costs of its <i>Community Museums</i> by £135,000 (DLH being one of these).</p>										
3	<p>Who are the people/ groups (target groups) affected and what is the intended change or outcome for them?</p> <p>The site alterations are designed to improve the attraction of DLH for visiting members of the public.</p> <p>There is a need to address the sharp decline in visitor numbers (down from 13,069 in 2013/14 to 8,323 in 2014/15) The introduction of charges will impact across the demographic of visitors and therefore may have a negative impact on this, particularly for local people who may visit and take friends or relatives more frequently. This last concern has been addressed in the charging structure by proposing season tickets at no extra charge. All social groups will benefit in allowing the site to remain open to the public.</p> <p>Staff at DLH will be affected by the changes, particularly the alterations to opening hours.</p> <p>The Project will also create a number of volunteering opportunities for a wide range of individuals.</p>										
4	<p>Will this policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? (Please tick and explain how)</p> <table border="1" data-bbox="268 1809 1417 2027"> <thead> <tr> <th data-bbox="268 1809 571 1843"></th> <th data-bbox="571 1809 687 1843">Yes</th> <th data-bbox="687 1809 804 1843">No</th> <th data-bbox="804 1809 1417 1843">How?</th> </tr> </thead> <tbody> <tr> <td data-bbox="268 1843 571 2027">Eliminate unlawful discrimination, harassment and victimisation</td> <td data-bbox="571 1843 687 2027">x</td> <td data-bbox="687 1843 804 2027"></td> <td data-bbox="804 1843 1417 2027">As a Heritage Site, the 1620 House and gardens will be accessible to all, as far as is practical within the constraints of a listed building of this era. The historical themes discussed</td> </tr> </tbody> </table>				Yes	No	How?	Eliminate unlawful discrimination, harassment and victimisation	x		As a Heritage Site, the 1620 House and gardens will be accessible to all, as far as is practical within the constraints of a listed building of this era. The historical themes discussed
	Yes	No	How?								
Eliminate unlawful discrimination, harassment and victimisation	x		As a Heritage Site, the 1620 House and gardens will be accessible to all, as far as is practical within the constraints of a listed building of this era. The historical themes discussed								

				will include past discrimination, harassment and victimisation and its effects.
	Advance equality of opportunity between different groups	x		The volunteering opportunities available within the Project with provide meaningful and engaging roles to a wide group of people with a variety of abilities and needs.
	Foster good relations between different groups	x		The project will provide a venue for the local community and others to work together on events and activities.

Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required.

If you have already identified that a full EHRIA is needed for this policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to [Section 3](#) on Page 7 of this document.

Section 2

A: Research and Consultation

5.	Have the target groups been consulted about the following?	Yes	No*
	a) their current needs and aspirations and what is important to them;	X	
	b) any potential impact of this change on them (positive and negative, intended and unintended);	X	
	c) potential barriers they may face	x	
	Between June and September 2015 the service undertook a series of consultation events with users and stakeholders on the proposed 1620's house and garden concept, this also included questions in relation to admission charges and visiting periods. This work allowed the service to finalise the interpretative approach, based on user feedback, understand when visitors most wanted access to DLH		

	<p>and test the response to an admission charge.</p> <p>The consultation programme commenced in June 2015 and engaged with local residents, visitors/users and key stakeholders, including Friends groups and the Parish Council.</p> <p>A separate consultation was undertaken with schools, in relation to how they might use DLH.</p> <p>The results of the consultation were very supportive of the 1620s house and gardens concept and the idea of a fully furnished house had strong appeal. The feedback also indicated that the gardens were a popular part of the overall offer.</p> <p>The results also highlighted that the provision of a good quality tearoom/catering offer was an key factor in whether visitors decide to visit or not. A number of consultees indicated that without some provision, hot drink and cake, they would choose not to visit.</p> <p>Consultation feedback indicated that the majority of respondents were not opposed to the idea of an admission charge. Although local residents indicated that having to pay each time they visited would dissuade them from visiting on a regular basis.</p> <p>Feedback also showed that most visitors would expect DLH to be open between April and the end of September, with the most popular days being Thursday, Friday, Saturday, Sunday and Monday.</p> <p>Schools indicated that they would be most likely to visit mid-week, for a full day visit. Only primary schools responded, all of whom indicated that they would be most likely to visit DLH for the history curriculum. Also of key importance were coach parking, toilets and onsite facilities for eating lunch.</p> <p><i>The consultation programme and questions are included as appendices to the Cabinet Report due to be presented on 11/12/15.</i></p>		
6.	<p>If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?</p>		

7.	<p>Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?</p> <p>In addition to the direct consultation feedback, desk top research looking at the charging policies of similar types of attraction and other local attractions was undertaken and this, alongside the consultation feedback, was used to inform the charging strategy, The research results accompany the Cabinet papers.</p> <p>Feedback from the Friends of DLH, Friends of Leicester and Leicestershire Museums has been very supportive. The Friends groups are encouraged by the project and the Friends of DLH are working closely with the service on the development of a new volunteering offer, which will provide volunteer house and garden guides to enhance the visitor offer and is in specific response to consultation feedback.</p>		
8.	<p>*If you answered 'no' to the question above, please use the space below to outline what consultation you are planning to undertake, or why you do not consider it to be necessary.</p>		

Section 2

B: Monitoring Impact

9.	<p>Are there systems set up to:</p> <p>a) monitor impact (positive and negative, intended and unintended) for different groups;</p> <p>b) enable open feedback and suggestions from different communities</p>	Yes	No
		Y	
		Y	

Note: If no to Question 8, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.

Section 2

C: Potential Impact

10.	<p>Use the table below to specify if any individuals or community groups who identify with any of the 'protected characteristics' may <u>potentially</u> be affected by this policy and describe any positive and negative impacts, including any barriers.</p>			
		Yes	No	Comments
	Age	x		Although there is no specific disadvantage identified for

			<p>any of the age groups, it is possible that the introduction of a charge may discourage visits by certain age groups who are known to be, on average, among the less well off, notably pensioners. Families with children may also be discouraged by the cumulative cost. These difficulties are typically addressed by using concessions and family tickets where charges are made. The comparative charging work undertaken has informed the pricing regime for DLH.</p>
	Disability	x	<p>DLH, as a listed building, has inherent accessibility difficulties. Some areas of the site are of lesser concern, i.e. the gardens, accessible toilets, tea room and seating area, which are all on ground level. The ground floor of the house is accessible and a wheelchair is available. A virtual tour of the upper floors is also provided where the stairs are an obstacle to access.</p> <p>There is potential for an improvement to the experience for people who are unable to use the stairs. A substantial part of the downstairs area is currently taken up by the reception area. The plan to move this to a new, separate building would improve the display on the ground floor.</p> <p>The new ticket office will be fully accessible to staff who are wheelchair users, where the previous office presented access difficulties.</p> <p>There is disabled parking provision which needs to be preserved and possibly increased if, particularly on</p>

			event days, there are a large number of visitors.
	Gender Reassignment		x
	Marriage and Civil Partnership		x
	Pregnancy and Maternity	x	For the reasons outlined above, there may be access difficulties to the upper floor for women who are pregnant, or families with small children. The mitigations outlined above also apply here.
	Race		x
	Religion or Belief		x
	Sex		x
	Sexual Orientation		x
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	x	During consultation, concern was expressed by local people that the introduction of a charge might dissuade them from frequent visiting, or bringing visitors regularly. The use of a 'season ticket' is designed to remove this barrier.
	Community Cohesion	x	DLH is an important community focused venue and preserving its status in this respect benefits this aim.
11.	<p>Are the human rights of individuals <u>potentially</u> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? (Please tick)</p> <p>Explain why you consider that any particular article in the Human Rights Act may apply to your policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB. Include positive and negative impacts as well as barriers in benefiting from the above proposal]</p>		

	Yes	No	Comments
Part 1: The Convention- Rights and Freedoms			
Article 2: Right to life		x	
Article 3: Right not to be tortured or treated in an inhuman or degrading way		x	
Article 4: Right not to be subjected to slavery/ forced labour		x	
Article 5: Right to liberty and security		x	
Article 6: Right to a fair trial		x	
Article 7: No punishment without law		x	
Article 8: Right to respect for private and family life	x		Museums reflecting local cultural and historical connections may be regarded as important contributors to preserving local family memories and supporting the aims of Article 8, even if they are not the primary source of its protections.
Article 9: Right to freedom of thought, conscience and religion	x		Museum collections make a positive contribution to the aims of this Article
Article 10: Right to freedom of expression	x		Museum collections make a positive contribution to the aims of this Article
Article 11: Right to freedom of assembly and association	x		Museum collections make a positive contribution to the aims of this Article
Article 12: Right to marry		x	
Article 14: Right not to be discriminated against		x	
Part 2: The First Protocol			
Article 1: Protection of property/ peaceful enjoyment	x		DLH has increased the items in its collection as a result of the refurbishment. The rights of the contributors of these and existing possessions must be respected, in accordance with the Museums Association's

				ethical code.
	Article 2: Right to education		x	
	Article 3: Right to free elections		x	
Section 2				
D: Decision				
12.	Is there evidence or any other reason to suggest that:	Yes	No	Unknown
	a) this policy could have a different affect or adverse impact on any section of the community;		x	
	b) any section of the community may face barriers in benefiting from the proposal		x	
13.	Based on the answers to the questions above, what is the likely impact of this policy			
	No Impact <input type="checkbox"/>	Positive Impact <input checked="" type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Unknown <input type="checkbox"/>
Note: If the decision is 'Negative Impact' or 'Impact Not Known' an EHRIA Report is required.				
14.	Is an EHRIA report required?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	

Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

Option 1: If you identified that an EHRIA Report is required, continue to [Section 3](#) on Page 7 of this document to complete.

Option 2: If there are no equality, diversity or human rights impacts identified and an EHRIA report is not required, continue to [Section 4](#) on Page 14 of this document to complete.

Section 4: Sign off and scrutiny

Upon completion, the Lead Officer completing this assessment is required to sign the document in the section below.

It is required that this Equality and Human Rights Impact Assessment (EHRIA) is scrutinised by your [Departmental Equalities Group](#) and signed off by the Chair of the Group.

Once scrutiny and sign off has taken place, a depersonalised version of this EHRIA should be published on Leicestershire County Council's website. Please send a copy of this form to louisa.jordan@leics.gov.uk, Members Secretariat, in the Chief Executive's department for publishing.

Section 4

A: Sign Off and Scrutiny

Confirm, as appropriate, which elements of the EHRIA have been completed and are required for sign off and scrutiny.

Equality and Human Rights Assessment Screening

Equality and Human Rights Assessment Report

1st Authorised Signature (EHRIA Lead Officer):

Date:

2nd Authorised Signature (DEG Chair):



Date: ...23/11/2015.....

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ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
19 JANUARY 2016

PERFORMANCE OF LIBRARIES

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the Report

- 1 The purpose of this report is to provide members of the Adults and Communities Overview and Scrutiny Committee with a contextual review of library performance and to compare Leicestershire's position against a group of similar sized authorities, along with more detailed information about the usage of the Council's funded libraries.

Policy Framework and Previous Decisions

- 2 National library performance up until 2009 was reported as part of a set of national indicators that made up the cultural score of each local authority under the Comprehensive Performance Assessment (CPA) regime. Since the dissolution of the national indicators under the CPA there has been no framework around which performance is addressed.
- 3 The library performance in Leicestershire is reported on a monthly basis as part of the Adults and Communities Department's performance update. This is also included in the quarterly performance reporting of the Department to this Committee, and the position as at November 2015 is presented as a separate report.

Background

- 4 Over the last five years both visits and book loans, the basic indicators used to measure the performance of Leicestershire's libraries, have fallen against a national downward trend. From its peak in 2010 when physical visits to Leicestershire's libraries were 5,895 visits per 1,000 population¹ (against a national average of 4,864) overall visits have declined to 3,866 visits per 1,000 population (against a national average of 4,049).
- 5 Since the ending of the national library indicators in 2009, it has become increasingly difficult to provide robust comparative national data on public library performance. For the purposes of this report, Chartered Institute of Public Finance and Accountancy (CIPFA) comparative profiles have been used to highlight where Leicestershire performs well or otherwise against a set of County comparators. This is attached as Appendix A of this report for information.

¹ Population is used as a denominator to adjust for the size of the authority.

- 6 CIPFA places Leicestershire in a comparative grouping of the following County authorities: Warwickshire, Gloucestershire, Staffordshire, Worcestershire, North Yorkshire, Suffolk, Nottinghamshire, Somerset, Buckinghamshire, Derbyshire, Hampshire, Oxfordshire, Northamptonshire, Devon and Essex.
- 7 For the purposes of this report, key indicators have been chosen to suggest what might be useful benchmark indicators for future library performance reporting. Generally, CIPFA reporting takes place on an annual basis. The current report details actual statistics for 2013 and estimates for 2014-15.

Network of Libraries

- 8 Across the cluster of 16 authorities, Leicestershire has one of the highest numbers of libraries with 56 service points (current position) and the highest number of service points per 100,000 population. This position will change over the next 18 months with the ongoing support given to local communities to manage 36 of our community libraries. By 2020, the County will fully fund 16 libraries. Guidance is being sought from CIPFA as to how reporting will be undertaken on this issue in the future.
- 9 Leicestershire is the seventh smallest of the comparator authorities in terms of the population size.

Usage

- 10 Leicestershire is in a higher quartile for numbers of active borrowers per 1,000 population (seventh out of 16 authorities) which is an indicator of how well the service engages with the public.
- 11 This is also true for the physical visits per 1,000 population (eighth out of 16 authorities). The County is seventh out of the 16 authorities in terms of numbers of housebound readers per 1,000 population.
- 12 The County is in the lower half of the comparator set for total loans per 1,000 population (eleventh out of 16 authorities), total stock per 1,000 population (fourteenth out of 16 authorities) and percentage of books supplied by request within 7 days (eleventh out of 16 authorities).

Resources

- 13 The Council's total revenue expenditure per 1,000 population places the County slightly below the middle of the comparator set (seventh lowest cost out of 16 authorities) suggesting that its costs are similar to the group as a whole. The overall trend continues to fall from an above average revenue expenditure of £15,918 in 2010-11 to a below average of £12,214 per 1,000 population estimated for 2014-15.
- 14 Leicestershire has the lowest spend on employees per 1,000 population and the third lowest total materials spend. The authority has the fourth highest support service costs.
- 15 Leicestershire is the fourth lowest of 16 authorities in terms of its net expenditure per 1,000 population.

- 16 The service cost per available hour is below the comparator average at £11.05 against the average of £13.93. (sixth lowest cost out of 16 authorities). The cost per visitor is just below average at £3.23 against a comparator average of £3.34. (seventh lowest cost out of 16 authorities).
- 17 Although it must be considered a factor, it is difficult to ascertain the exact impact that reductions in service resources have had on overall performance as a result of the financial challenges that the Council faces. More work is being undertaken by officers to see if there is any direct correlation.

Supporting ICT/Online Engagement

- 18 The service supports digital inclusion by the provision of IT for use through its network and online services via the County website.
- 19 The authority has the second highest number of IT stations per 1,000 population against the 16 comparator authorities and offers sixth highest number of available hours per 1,000 population.
- 20 However, Leicestershire has the second lowest number of hours recorded for public use of work stations which suggests that the number of stations available is too high. Clarity will be sought from CIPFA in terms of how this information is recorded in future with reference to the developing transfer of some libraries to community ownership.
- 21 The authority has the third lowest website visits per 1,000 population which suggest more work is needed to promote online services such as e-loans and information resources as this presents an opportunity to deliver low cost service with greater accessibility in the future.

Volunteering

- 22 Leicestershire records the highest number of hours committed by volunteers in supporting the service. However, it has the lowest number of volunteers across the 16 comparator authorities. This position is expected to change in the light of the transfer of some libraries to community management and will depend on guidance from CIPFA about how this information is recorded in future.
- 23 Since 2009-10 the number of volunteers has nearly doubled from 125 in 2009 to 200 in 2013.

Local Information

- 24 It is suggested that the information contained in Appendix B is reported as indicating usage of the 16 County Council funded libraries on a quarterly basis. This would be supplemented by an annual overview of the CIPFA profiles as attached in Appendix A.

Conclusion

- 25 Leicestershire's performance against its comparative authorities indicates that it manages a large network of libraries and whilst performing relatively well in engaging with customers, this does not translate into high loan and visit figures.
- 26 A move towards more targeted services at vulnerable people does not necessarily translate into high volume performance. Further work linked to the emerging strategy for the Communities and Wellbeing Service will need to be undertaken to capture outcome based evidence on the impact of the service offer.

Recommendation

- 27 The Adult and Communities Overview and Scrutiny Committee is asked to note the suggested performance criteria as set out in Appendix B and comment on the report. Following comments made by the Committee the officers will produce a final schedule.

Background papers

None.

Circulation Under the Local Alert Issues Procedure

None.

Officers to Contact

Jon Wilson, Director of Adults and Communities
Adults and Communities Department
Email: jon.wilson@leics.gov.uk
Tel: 0116 305 7454

Nigel Thomas, Head of Service: Delivery - Communities and Wellbeing
Adults and Communities Department
Email: nigel.thomas@leics.gov.uk
Tel: 0116 305 7379

List of Appendices

Appendix A – Leicestershire County Council CIPFAstats Comparative Profile – Public Libraries

Appendix B – Suggested Performance Criteria

Equality and Human Rights Implications

- 28 The suggested framework is intended for general operational performance and does not involve at this stage any significant changes to how libraries operate. It is not considered therefore that an Equalities and Human Rights Impact Assessment is required.

Leicestershire County Council

CIPFAstats Comparative Profile

public libraries

2013-14 Actuals and
2014-15 Estimates

Comparison Group:

- (s) Leicestershire
- (u) Warwickshire
- (x) Gloucestershire
- (w) Staffordshire
- (g) Worcestershire
- (f) North Yorkshire
- (n) Suffolk
- (z) Nottinghamshire
- (t) Somerset
- (h) Buckinghamshire
- (m) Derbyshire
- (k) Hampshire
- (e) Oxfordshire
- (r) Northamptonshire
- (d) Devon
- (a) Essex



FOREWORD

I am pleased to be able to present the fourth edition of the CIPFAstats Comparative Profile for Public Library Services.

These profiles provide a comprehensive analysis of public libraries data covering all the major topics collected in the CIPFAstats Public Libraries collection.

This means that there should be something for everyone interested in the running of public library services.

The analysis is simple and non-judgemental. You will not find any quartiles, traffic lights or subjective commentary. Instead the report seeks to visualise the data and to enable readers to draw their own conclusions.

The "Executive Report" acts as a high level summary, but is also designed as an introduction to the whole report. Most readers will find reading through these pages helpful as an introduction to the style and logic of the more detailed pages.

The reports will aid everyone interested in public library services to ask informed questions and come up with informed proposals for how the services should be delivered in the future.

We hope you find this report interesting and helpful. If you have any comments, suggestions or queries then CIPFA would be delighted to hear from you (please see appendix 5 for contact details).

Kind regards,



Ian Watson
Lancashire County Council
Chair of the CIPFA Public Library Statistics Working Party



INTRODUCTION

The aim of the profile is to provide management information for decision makers involved in providing the libraries service. Due to the wide range of topics covered, the report will have a broad appeal and should be of interest to members, librarians and officers.

This profile compares your authority's library service figures from the 2014 CIPFAstats collection with the group of authorities specified on the title page.

This is the fourth year of the profile, CIPFA would greatly appreciate your feedback and suggestions on how we can make the profiles more interesting and useful.

INDEX

Executive Summary	Page 4
Section A - Libraries & Library Users	Page 7
Section B - Resourcing	Page 14
Section C - Workload	Page 24
Section D - Stock	Page 30
Section E - Performance	Page 40
Appendices	Page 44

Approach to missing data

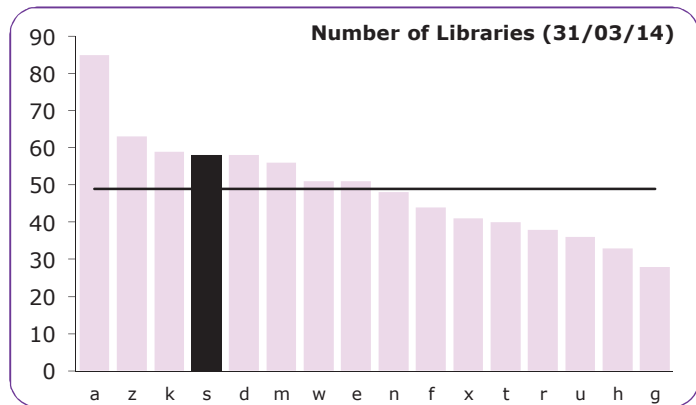
- 91% of UK Library Authorities (92% in England) provided data for the 2014 CIPFAstats Public Library Statistics. Authorities who did not provide data are excluded from these comparisons completely.
- In a small number of cases authorities have provided totals (e.g. for costs), but not a complete breakdown. In such cases the breakdown has been estimated by techniques such as apportionment or comparison to previous years' figures.
- In a small number of cases authorities have not provided other pieces of information. Where CIPFA felt this value was important an estimation has been made. In no cases does this estimated data constitute more than 15% of the data used in a comparison.
- Should any authority not be fully happy with estimates provided for their authority we will be very happy to produce a new report for them using new data supplied by that authority.
- If you have any queries about our approach please do not hesitate to contact us: libraries@cipfa.org

EXECUTIVE SUMMARY

Comparing Leicestershire with 15 Other Library Authorities

This summary provides an overview of the key indicators from the main report along with a few points of current interest, showing how your authority's library service compares against other authorities. Unless specified otherwise all data relates to 2013-14 Actuals.

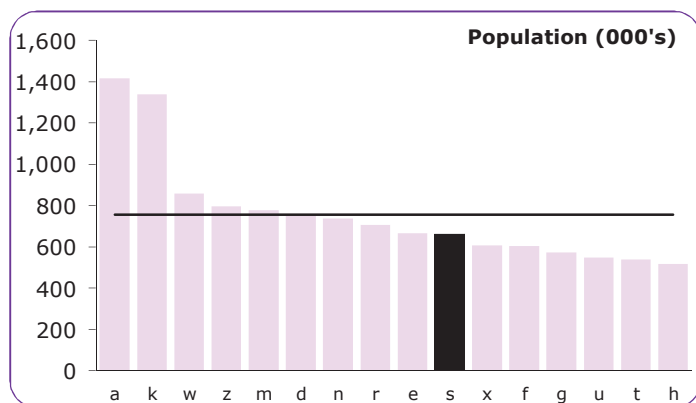
A: Libraries and Library Users



- The chart on the left compares the number of libraries your authority has with the other authorities in the comparison. Leicestershire has 58 libraries (the bar highlighted in black) compared to an average of 49 libraries (as shown by the horizontal line). Each pale bar represents one of the authorities in the comparator group.

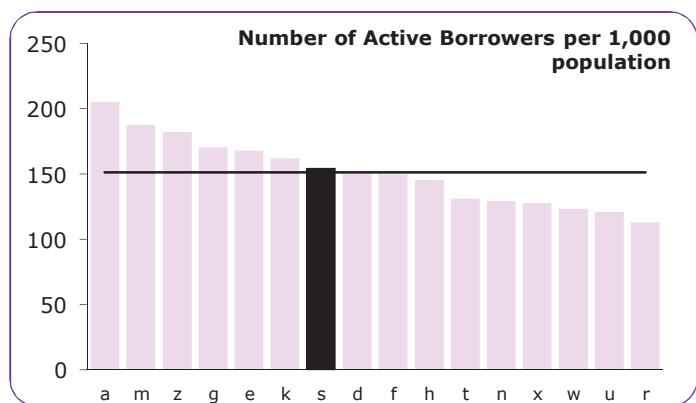
- Leicestershire has close to the highest number of libraries within the group giving an indication of the scale of the library service.

For more information about this type of chart please see appendix 1.



- Population is an important figure in this report as we use it as a denominator to adjust for the size of the authority (see next chart).

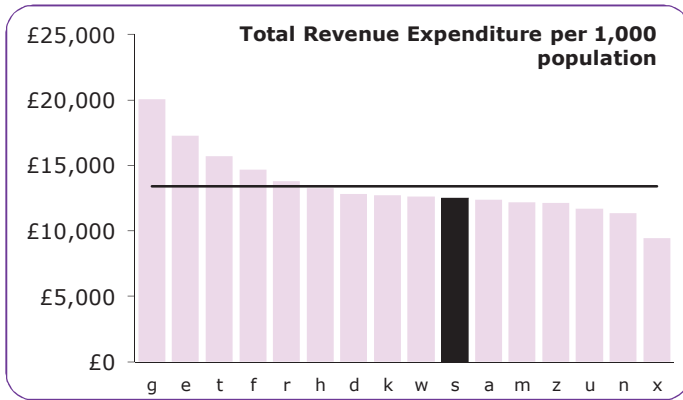
- Leicestershire is the 7th smallest of the 16 authorities compared here (in terms of population).



- The number of active borrowers per 1,000 population is a key indication of how well the library service engages with the public.

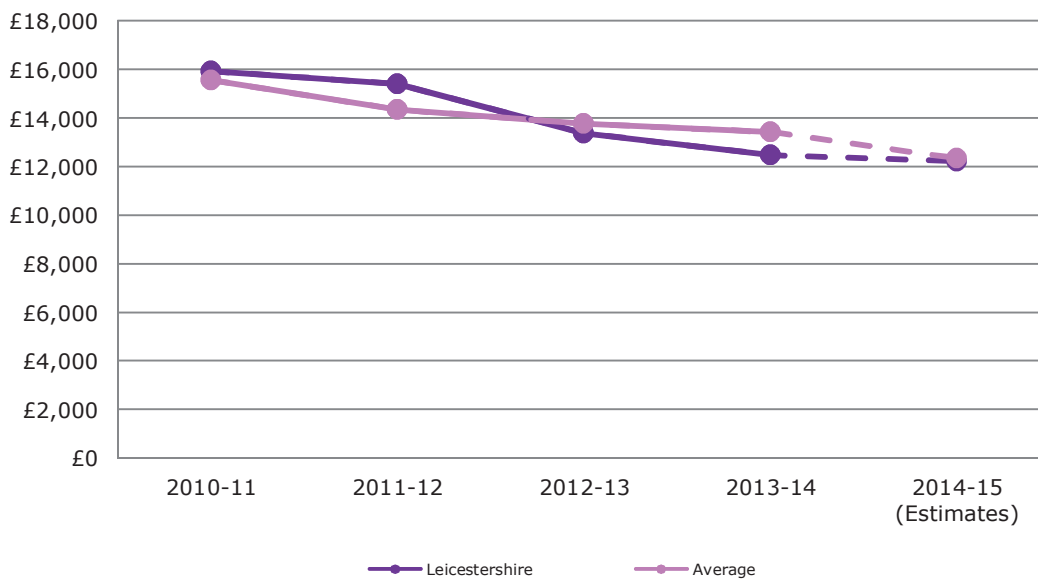
- Leicestershire is in a higher quartile suggesting that the library service engages well with the population when compared to the other authorities.

Please see appendix 1 for further details on quartiles.

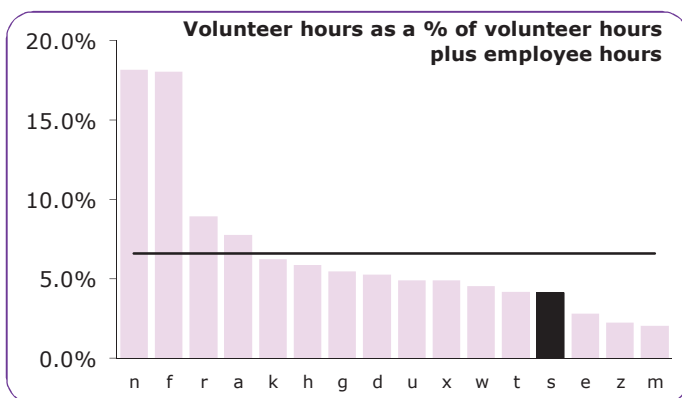


- Total revenue expenditure per 1,000 population is a key cost indicator. Figures in the graph opposite are 2013-14 actuals.
- Leicestershire comes out as being at the middle of the comparison, which suggests that its costs are similar to the group as a whole. It may be worthwhile looking at the authorities who are cheaper to see if there is anything it can learn from their approaches.

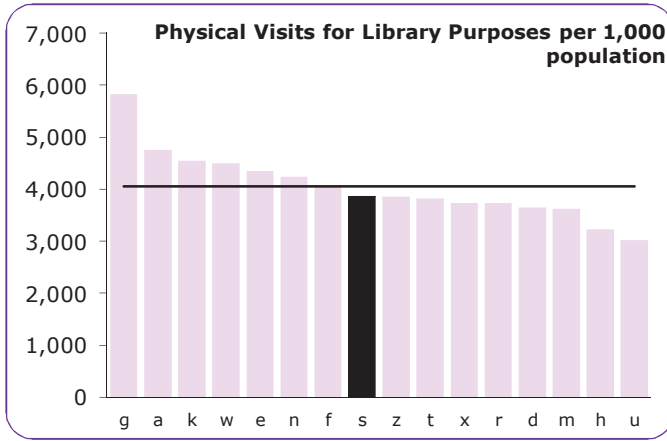
Total Revenue Expenditure per 1,000 population: Time Series



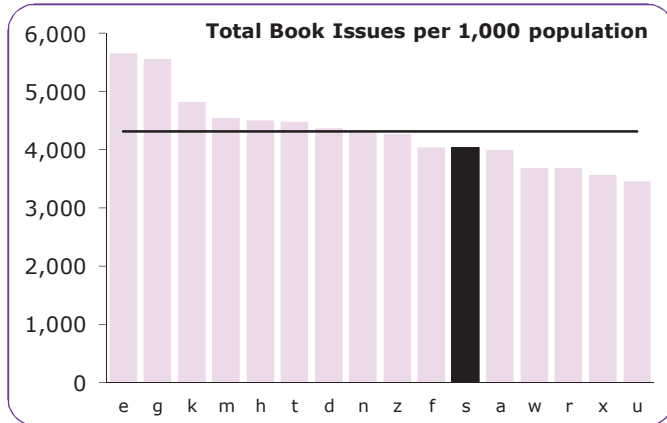
- The line chart plots the total revenue expenditure per 1,000 population over the last four years and shows the estimated figure for 2014-15. The population figure used for all years is the mid-year 2013 figure, so the changes in value relate to changes in expenditure only.
- For most authorities a drop can be seen in the 2014-15 estimates.



- One well publicised approach that library authorities are taking is using volunteers.
- Leicestershire had 4.1% of 'worked hours' provided by volunteers in 2013-14 compared to an average of 6.6%.

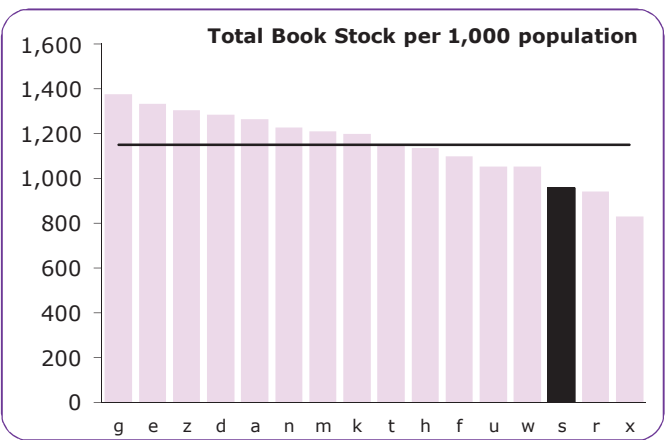


- The number of visits per 1,000 population is a strong indicator of workload faced by the authority.
- It is also another measure of engagement and offers a more complete picture as it will include other reasons for visiting the library as well as borrowing.



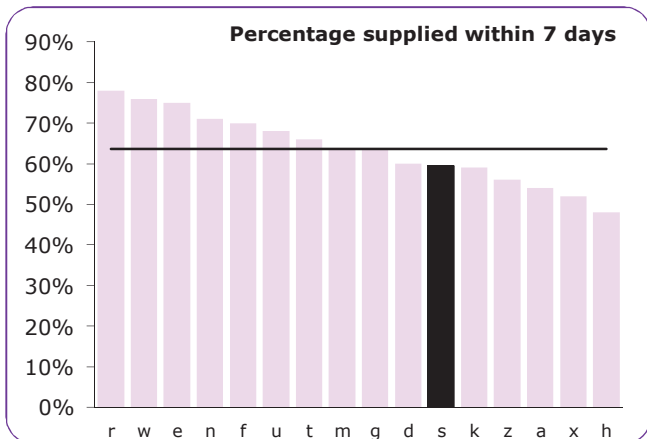
- This chart compares another core library activity, providing an indicator for both workload and the demand placed on the library book stock.

D: Stock



- This chart compares the overall book stock level of the library service.

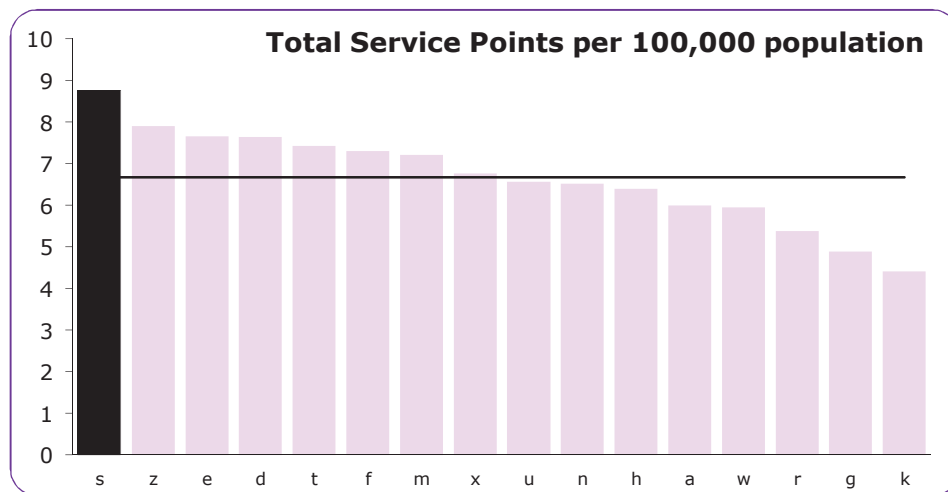
E: Performance



- Leicestershire successfully supplied 59.4% of book requests within 7 days of request. This was just below average for the group of authorities compared.

SECTION A: LIBRARIES AND LIBRARY USERS

- This section compares the information on numbers of libraries, opening hours, library users, visits and electronic access.



(See page 8 for details)

Section Contents

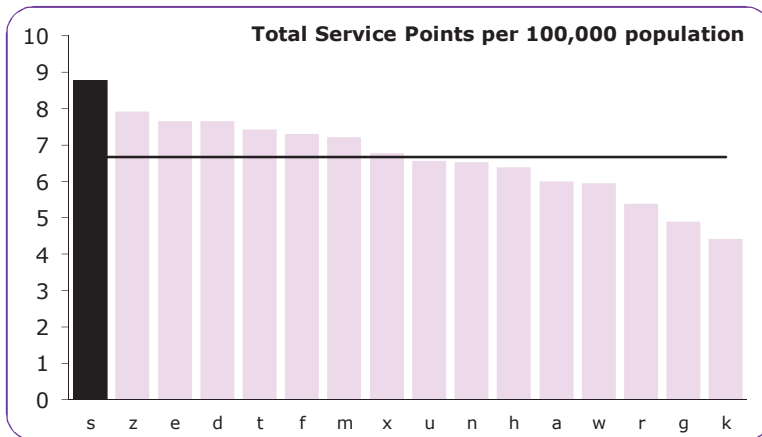
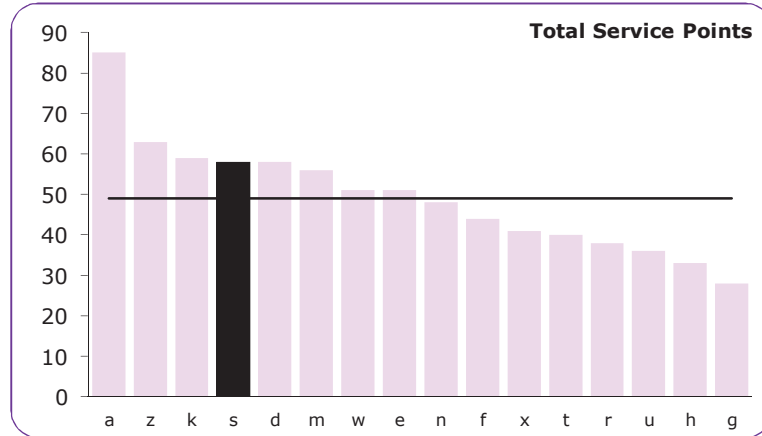
Page 8	A1: Service Points Number of service points Busiest service points
Page 9	A2: Population Density Comparisons for static & mobile libraries % authorities without mobile libraries
Page 10	A3: Opening Hours Distribution of opening hours Opening hours at busiest service points
Page 11	A4: Library Users Number of active borrows Number of housebound readers Number of visits Electronic counters Visits to website
Page 13	A5: Electronic Workstations Number of terminals Number of hours available & recorded Public wi-fi access

A1: Service Points

at 31 March 2014

	Number	/ 100k pop	Average
Mobile Libraries	6	0.9	0.8
Static Service Points	52	7.9	5.9
Total Service Points	58	8.8	6.7

	Authority	Average
Population	661,600	755,956



Source: CIPFA Public Library Statistics 2014 - Cells 1 to 14, ONS Population Estimates Mid 2013

Busiest Service Points

2013-14 Actuals

Busiest Service Point (Issues):

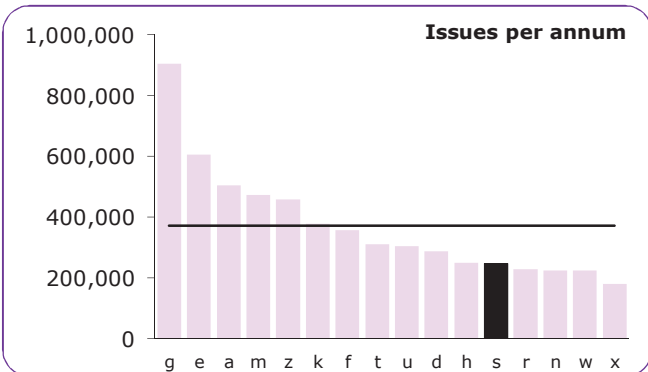
Loughborough

	Authority	Average
Issues per annum	245,198	370,365

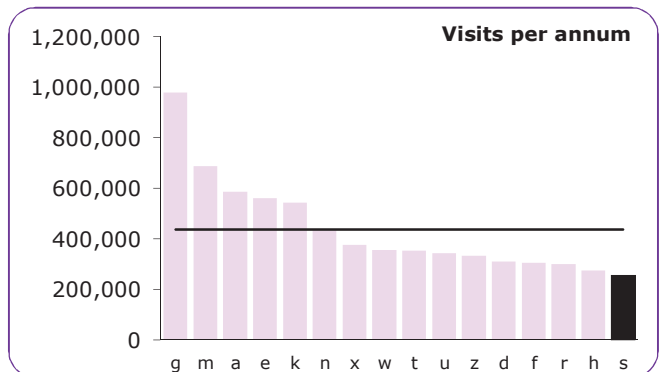
Busiest Service Point (Visits):

Hinckley

	Authority	Average
Visits per annum	255,660	436,907



Source: CIPFA Public Library Statistics 2014 - Cells 15 & 16

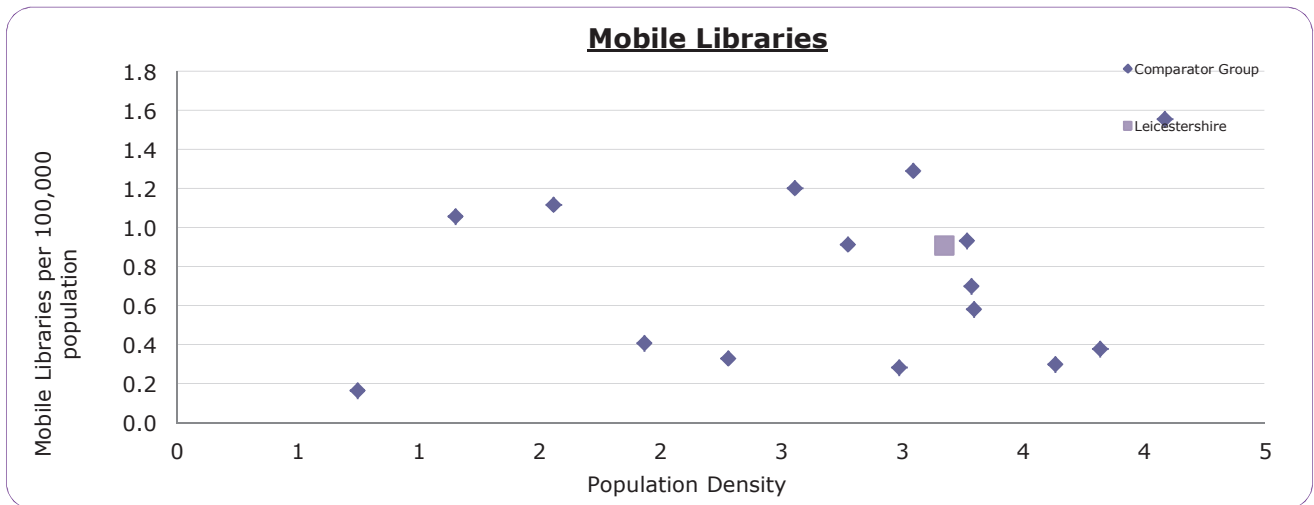
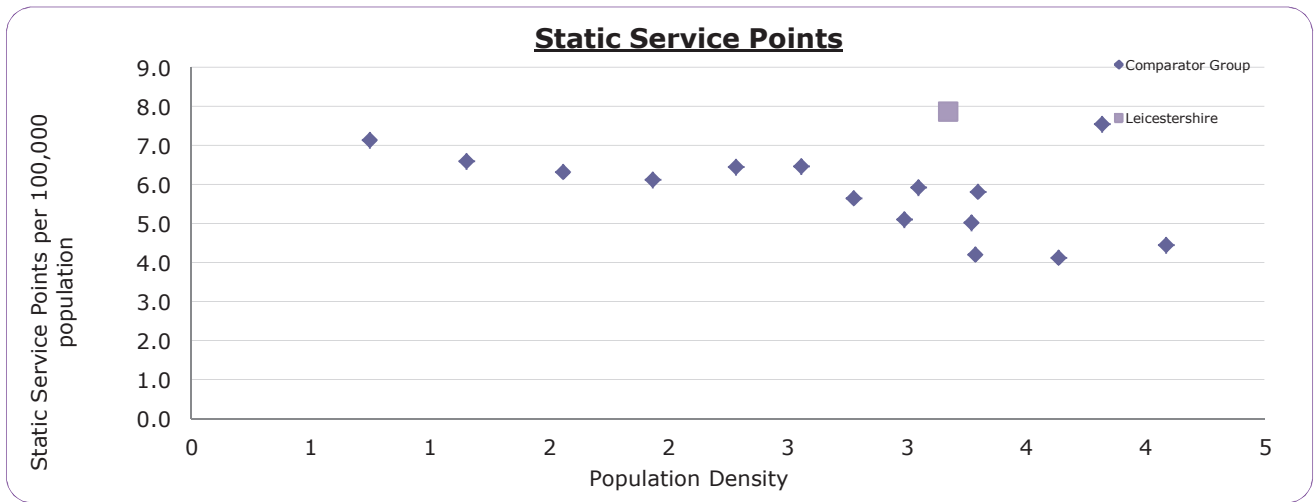


Source: CIPFA Public Library Statistics 2014 - Cells 17 & 18

Population Density and Number of Service Points

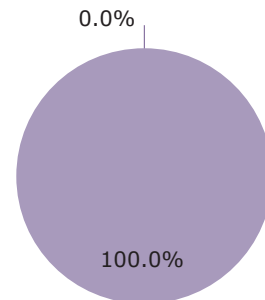
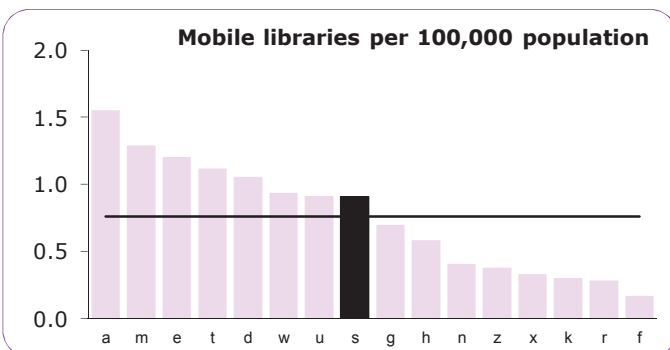
- In urban areas of high population density a small number of service points will be able to provide service to a large population. In rural areas more service points will be required to enable the population to have easy access.
- The scatter plots below compare these two factors. For all UK library authorities it can be seen that as population density increases (on the horizontal axis), the number of libraries per 100,000 population tends to be lower.
- As these charts are strongly effected by outliers, values for population density are capped at 120 and service points per 100,000 population capped at 18.0 and 3.0 for static service points and mobile libraries respectively.

Authority	Median
Population Density	3.2



Mobile Libraries

Number	/ 100k pop	Average
Mobile Libraries	6	0.9

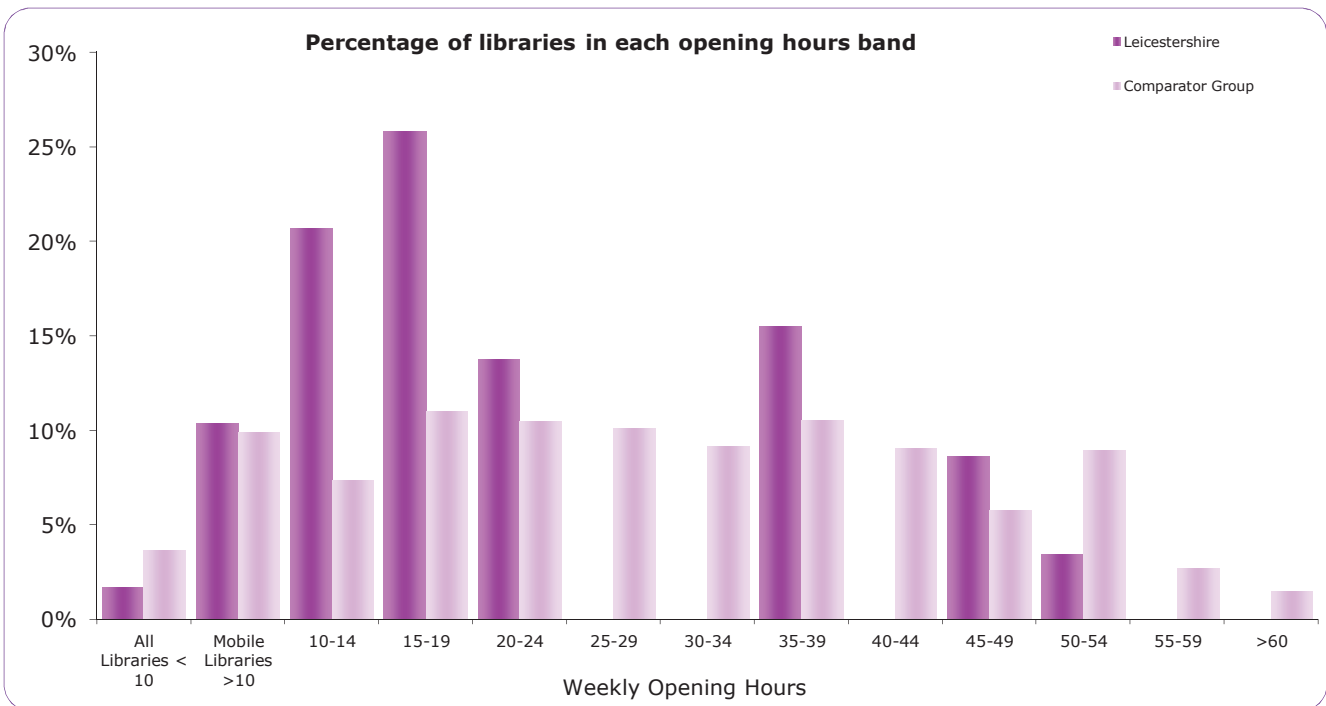


- % Authorities with no mobile libraries
- % Authorities with mobile libraries

A3: Opening Hours

2013-14 Actuals

Hours Open	Service Points		/ 100,000 population		% in Each Band	
	Authority	Average	Authority	Average	Authority	Average
All Libraries < 10	1	2	0.2	0.3	1.7%	3.7%
Mobile Libraries >10	6	5	0.9	0.7	10.3%	9.9%
Static: 10-14	12	4	1.8	0.5	20.7%	7.3%
Static: 15-19	15	6	2.3	0.0	25.9%	11.0%
Static: 20-24	8	5	1.2	0.7	13.8%	10.4%
Static: 25-29	0	5	0.0	0.7	0.0%	10.1%
Static: 30-34	0	4	0.0	0.6	0.0%	9.1%
Static: 35-39	9	5	1.4	0.7	15.5%	10.5%
Static: 40-44	0	4	0.0	0.6	0.0%	9.1%
Static: 45-49	5	3	0.8	0.4	8.6%	5.8%
Static: 50-54	2	4	0.3	0.6	3.4%	8.9%
Static: 55-59	0	1	0.0	0.2	0.0%	2.7%
Static: >60	0	1	0.0	0.1	0.0%	1.5%
Total	58					

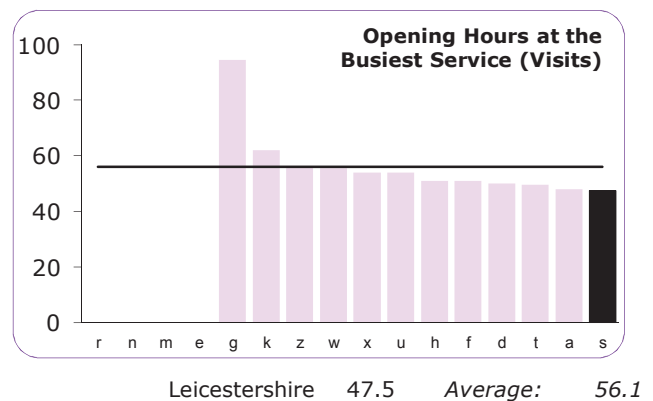
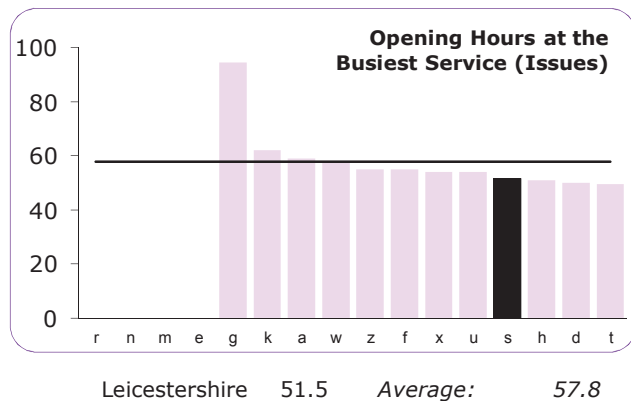


Source: CIPFA Public Library Statistics 2014 - Cells 1 to 14

Opening Hours - Busiest Service Points

Busiest Service Point (Issues): **Loughborough**

Busiest Service Point (Visits): **Hinckley**

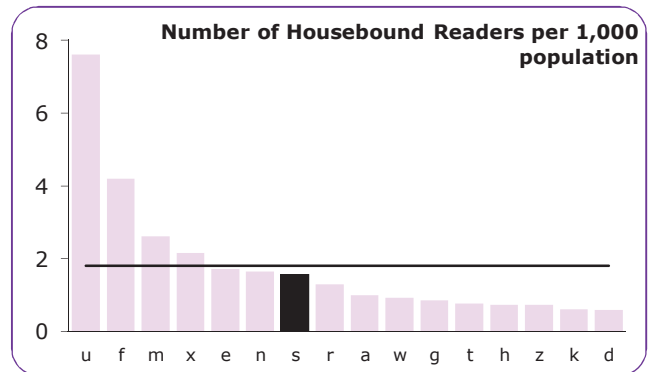
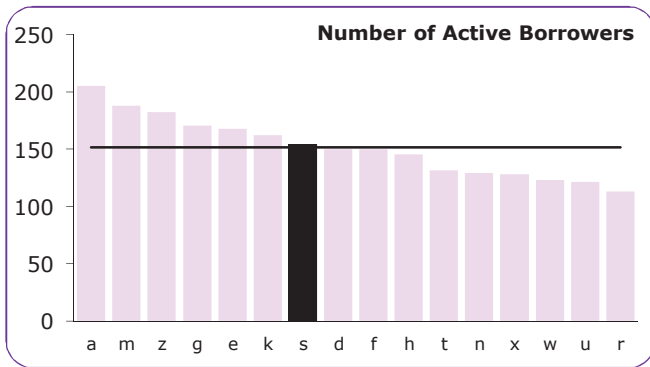


Source: CIPFA Public Library Statistics 2014 - Cells 15 to 18

A4: Library Users

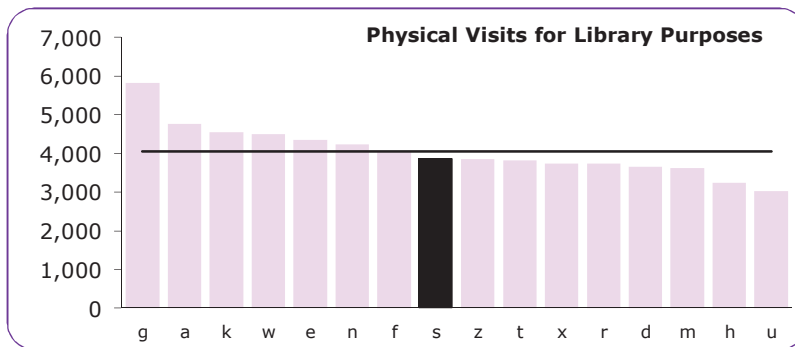
2013-14 Actuals

	Number	/1,000 pop	Average
Active Borrowers	102,064	154	151
Housebound Readers	1,040	1.6	1.8

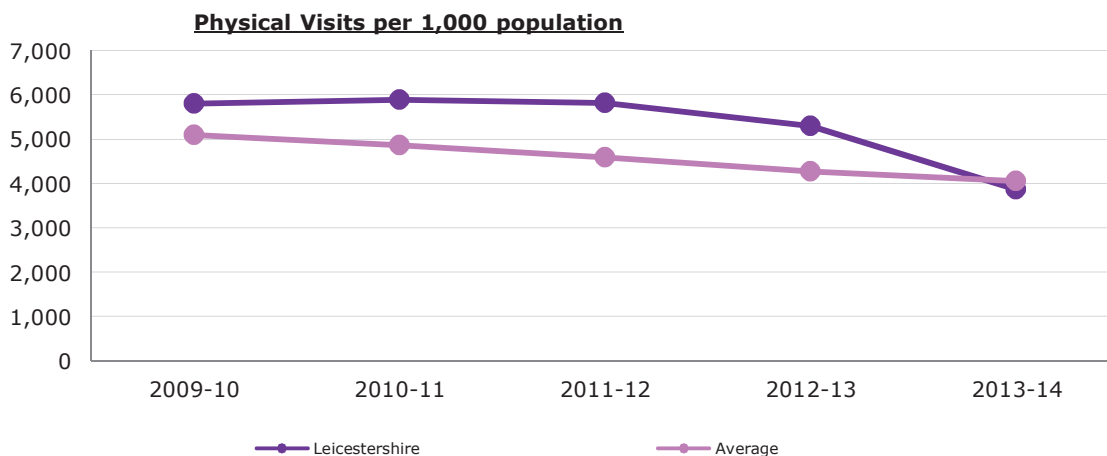


Source: CIPFA Public Library Statistics 2014 - Cells 89 & 90

Physical Visits for Library Purposes



Physical Visits	Number	per 1,000 pop	Average
2009-10	3,808,661	5,800	5,101
2010-11	3,800,256	5,895	4,864
2011-12	3,776,256	5,821	4,594
2012-13	3,453,032	5,303	4,276
2013-14	2,557,480	3,866	4,049



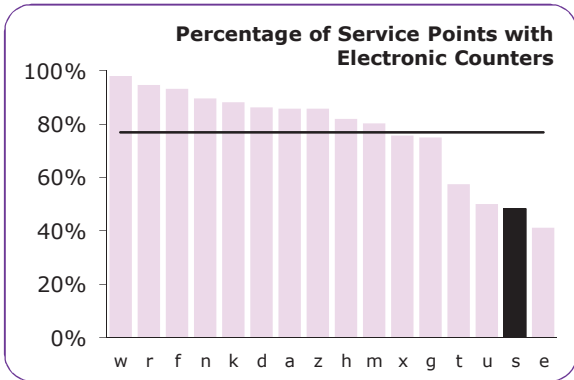
Source: CIPFA Public Library Statistics 2014 - Cell 91

A4: Library Users (continued)

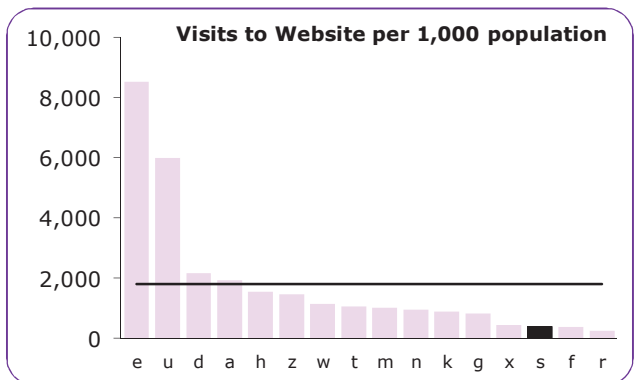
2013-14 Actuals

	Authority	Average
S.P. with Electronic Counters	48%	77%

	Number	per 1,000 pop	Average
Visits to Website	252,316	381	1,815



Source: CIPFA Public Library Statistics 2014 - Cell 94



Source: CIPFA Public Library Statistics 2014 - Cell 95

Website Visits	Number	per 1,000 pop	Average
2009-10	691,567	1,053	1,957
2010-11	605,508	939	1,920
2011-12	650,445	1,003	1,199
2012-13	494,302	759	1,511
2013-14	252,316	381	1,815

Website Visits per 1,000 population

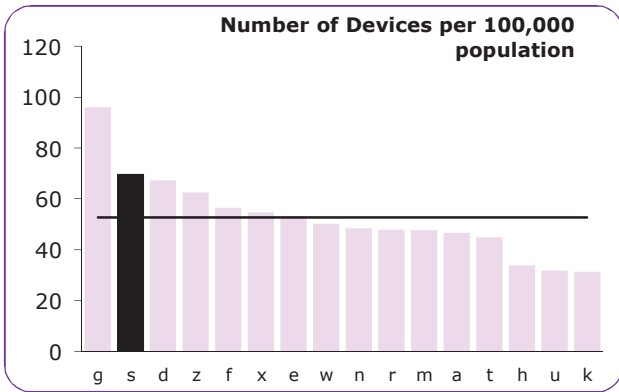


Source: CIPFA Public Library Statistics 2014 - Cell 95 and equivalent for previous years

A5: Electronic Workstations

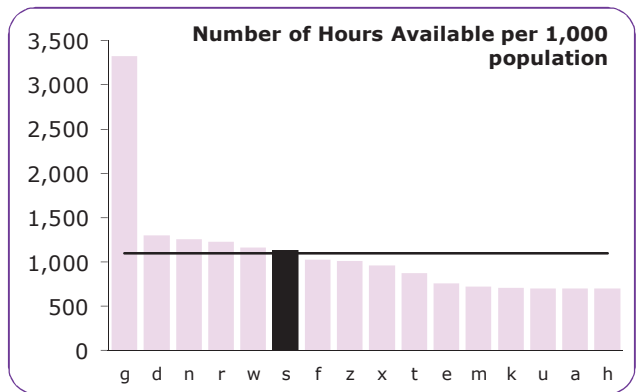
2013-14 Actuals

	Number	per 100,000 pop	Average
Terminals	461	69.7	52.6



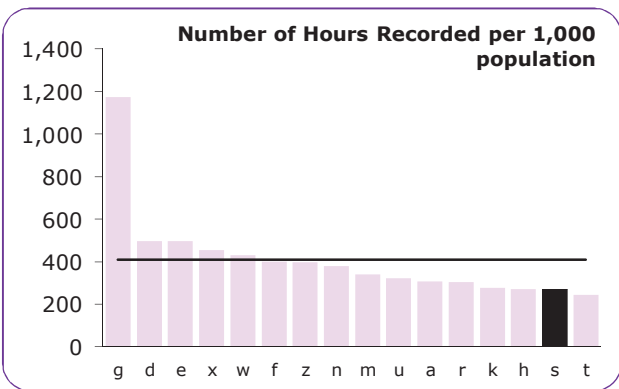
Source: CIPFA Public Library Statistics 2014 - Cell 19

	Number	per 1,000 pop	Average
Hours Available	746,718	1,129	1,098



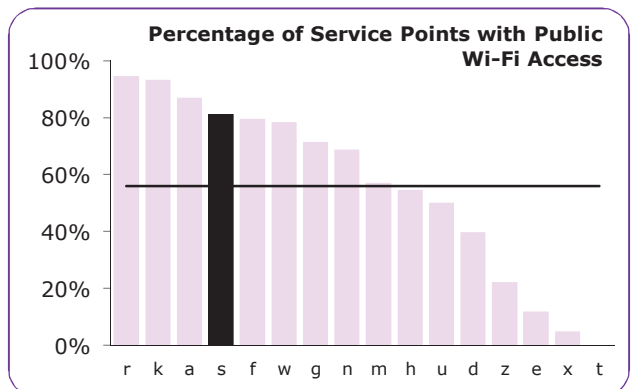
Source: CIPFA Public Library Statistics 2014 - Cell 20

	Number	per 1,000 pop	Average
Hrs Recorded	178,470	270	410



Source: CIPFA Public Library Statistics 2014 - Cell 21

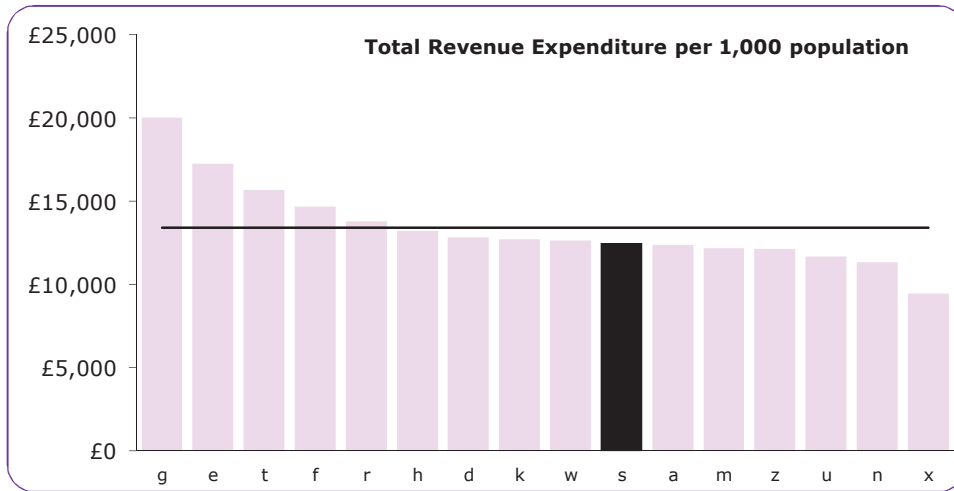
	Authority	Average
Service Points with Wi-Fi Access	81%	56%



Source: CIPFA Public Library Statistics 2014 - Cell 22

140 SECTION B: RESOURCING

- This section examines levels of expenditure, staffing and the use of volunteers.



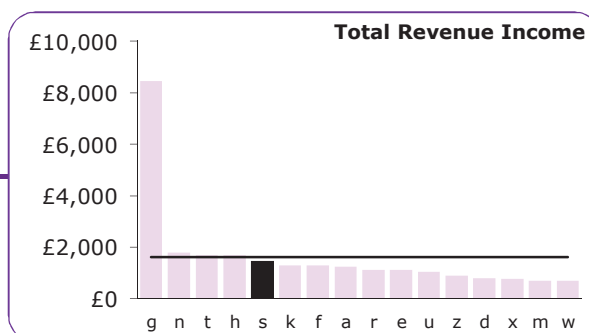
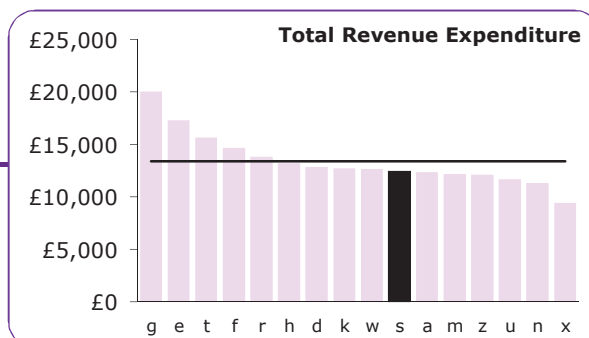
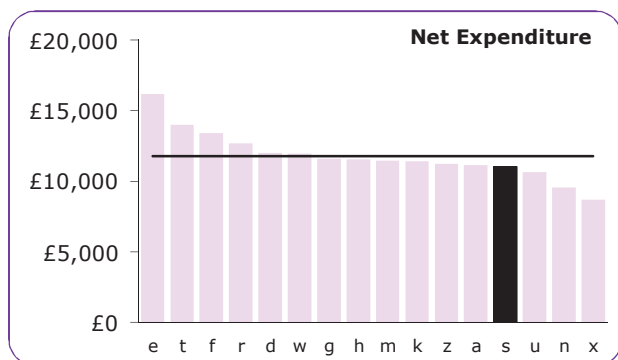
(See page 15 for details)

Section Contents	
Page 15	B1: Financial Information (Actuals) Net expenditure, revenue expenditure & income Revenue expenditure breakdown Revenue income breakdown
Page 19	B2: Cost Indicators Various cost indicators
Page 20	B3: Financial Information (Estimates) Net expenditure, revenue expenditure & income % expenditure on staff and materials
Page 21	B4: Staffing Staff per 100k population Professional & other paid staff Staff costs per employee
Page 23	B5: Volunteers Analysis of numbers and hours

B1: Financial Information (Actuals)

2013-14 Actuals	£	per 1,000 pop	Average
Revenue Expenditure	8,252,796	12,474	13,411
Revenue Income	(962,083)	(1,454)	(1,624)
Net Expenditure	7,290,713	11,020	11,787

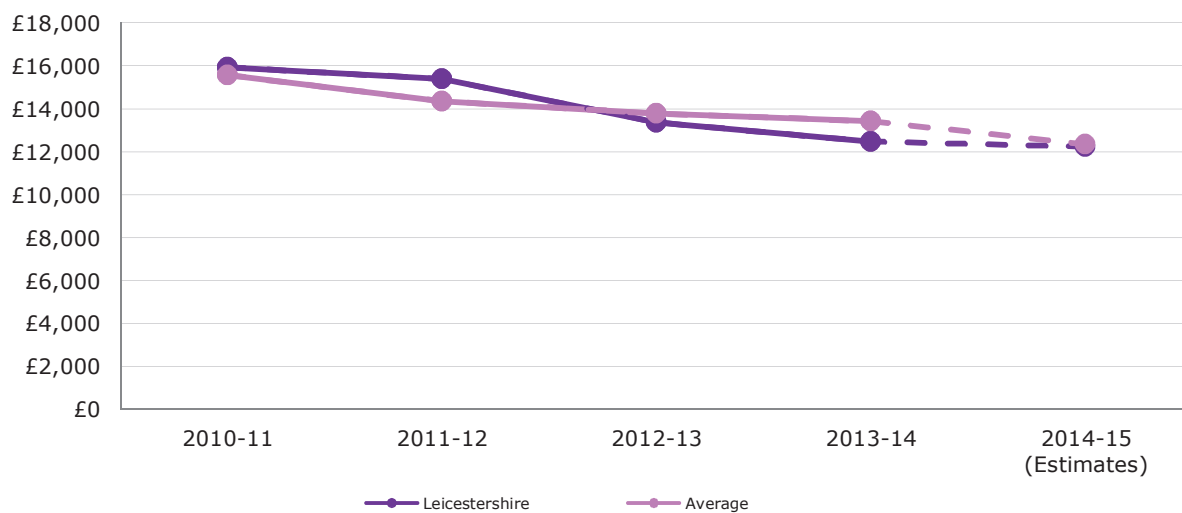
graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cells 124, 134 & 135

Revenue Expenditure	£	per 1,000 pop	Average
2010-11	10,262,617	15,918	15,554
2011-12	9,986,353	15,394	14,359
2012-13	8,701,514	13,362	13,772
2013-14	8,252,796	12,474	13,411
2014-15 (Estimates)	8,080,803	12,214	12,355

Revenue Expenditure per 1,000 population: Time Series

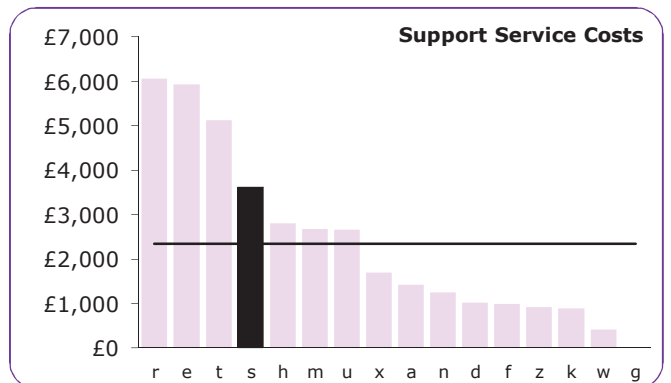
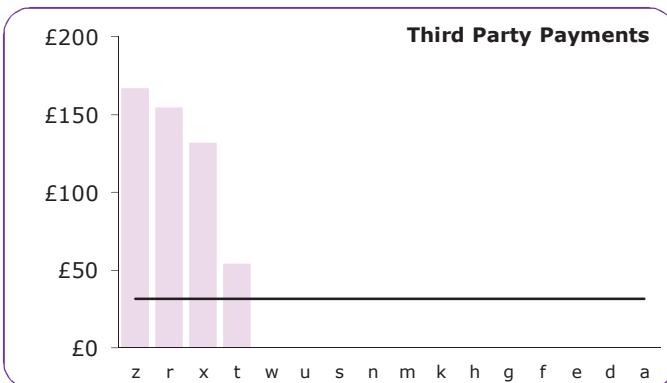
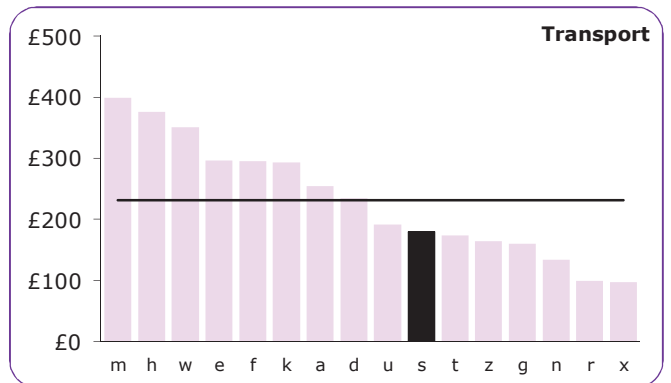
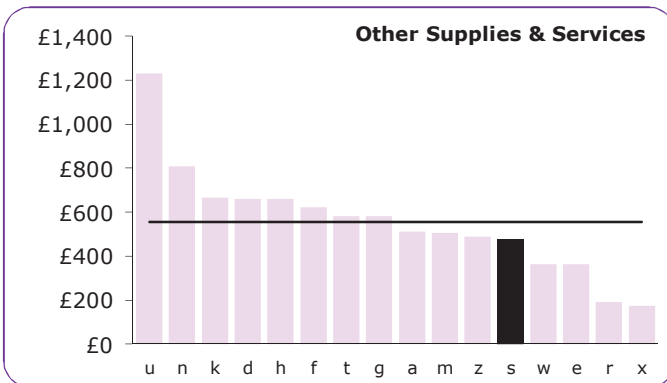
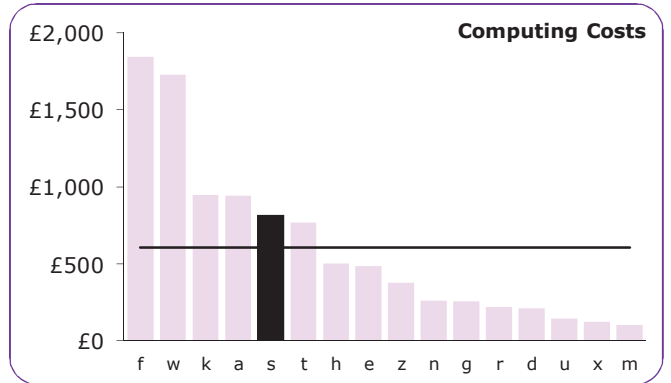
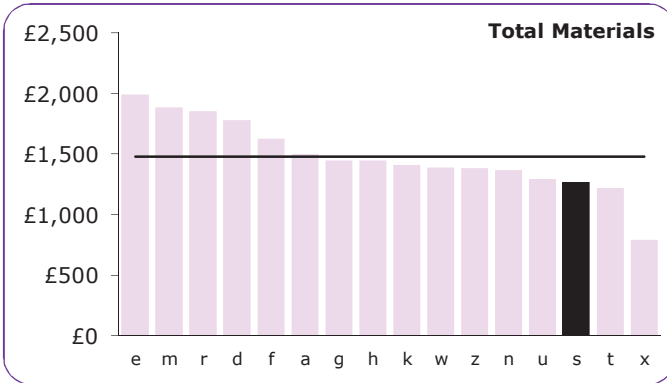
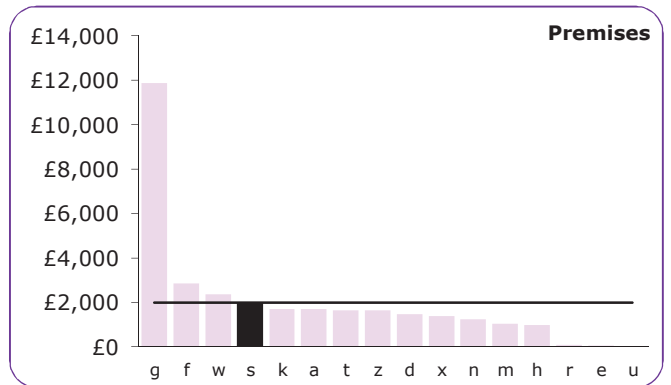
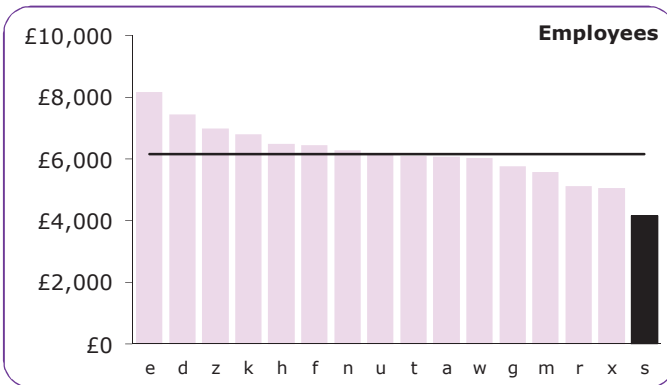


Source: CIPFA Public Library Statistics 2014 - Cell 124 and equivalent for previous years

Revenue Expenditure (2013-14 Actuals)

	£	per 1,000 pop	Average
Employees	2,754,702	4,164	6,166
Premises	1,297,982	1,962	1,997
Total Materials	835,785	1,263	1,478
Computing Costs	540,310	817	608
Other Supplies & Services	313,635	474	555
Transport	118,826	180	231
Third Party Payments	0	0	32
Support Service Costs	2,391,556	3,615	2,344
Total Revenue Expenditure	8,252,796	12,474	13,411

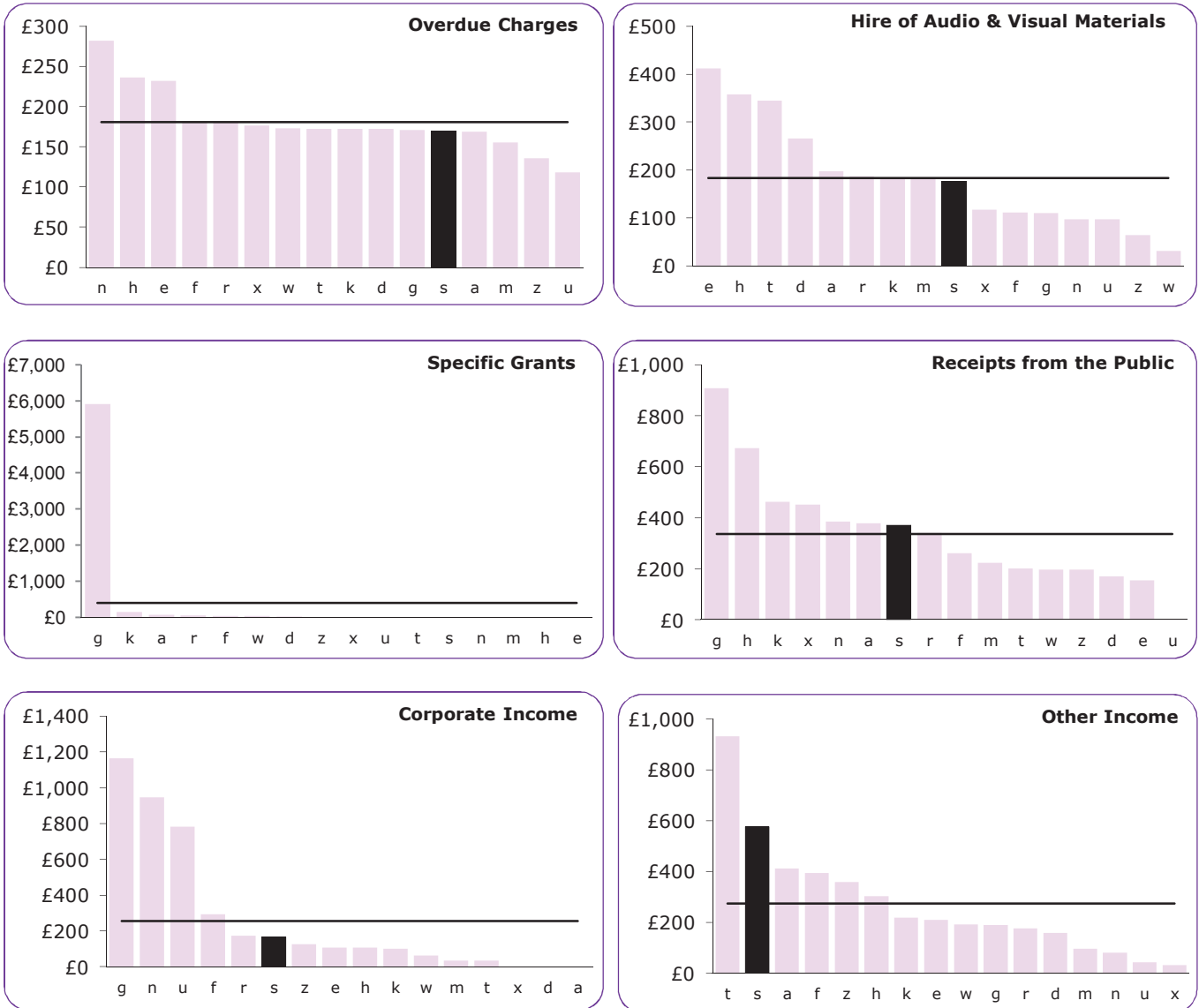
graphs show expenditure per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cells 98 to 124

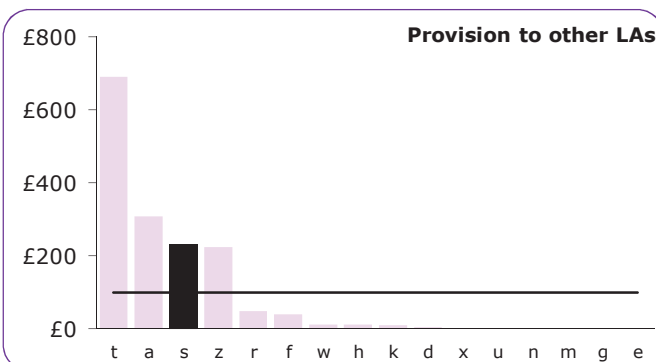
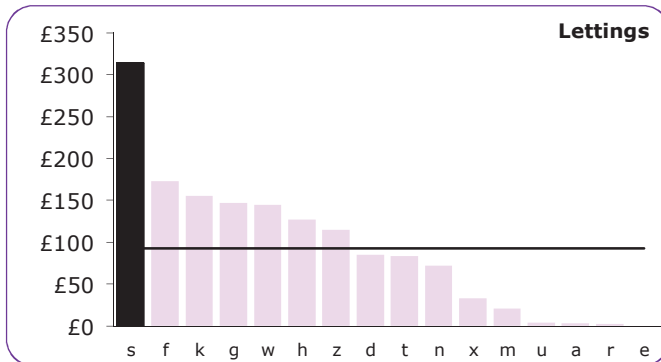
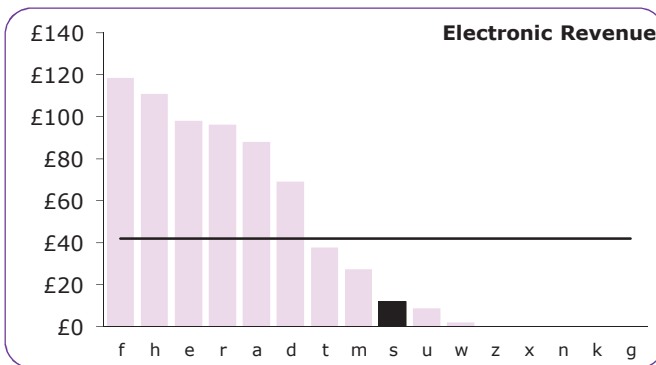
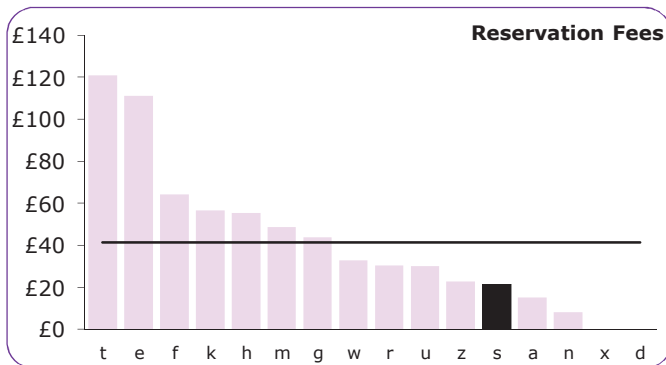
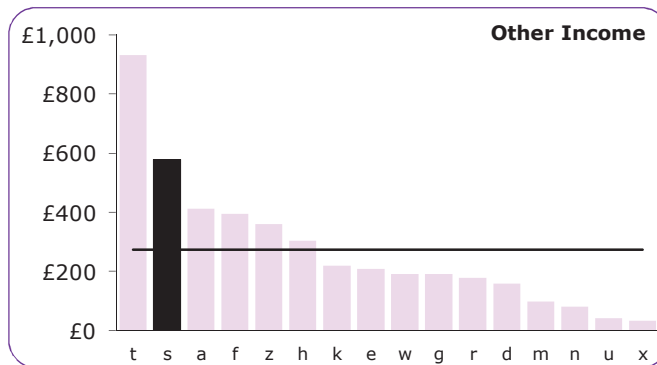
Revenue Income (2013-14 Actuals)	£	per 1,000 pop	Average
Overdue Charges	(111,720)	(169)	(181)
Hire of Audio & Visual Materials	(115,813)	(175)	(183)
Specific Grants	0	0	(394)
Receipts from the Public	(244,739)	(370)	(336)
Corporate Income	(108,407)	(164)	(256)
Other Income	(381,404)	(576)	(274)
Reservation Fees	(14,216)	(21)	(41)
Lettings	(207,911)	(314)	(93)
Electronic Revenue	(7,873)	(12)	(42)
Provision to other LAs	(151,404)	(229)	(98)
Total Revenue Income	(962,083)	(1,454)	(1,624)

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cells 125 to 134

Total Other Income (2013-14 Actuals)	£	per 1,000 pop	Average
Reservation Fees	(14,216)	(21)	(41)
Lettings	(207,911)	(314)	(93)
Electronic Revenue	(7,873)	(12)	(42)
Provision to other LAs	(151,404)	(229)	(98)
Total Other Income	(381,404)	(576)	(274)

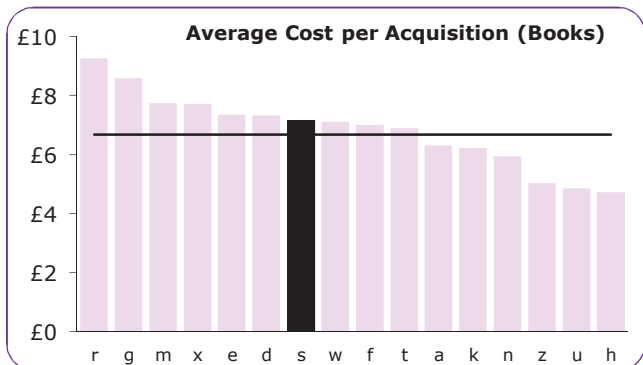


Source: CIPFA Public Library Statistics 2014 - Cells 126, 127, 129 & 131

B2: Cost Indicators

	£ p	Average
Average Cost per Book	£7.14	£6.68

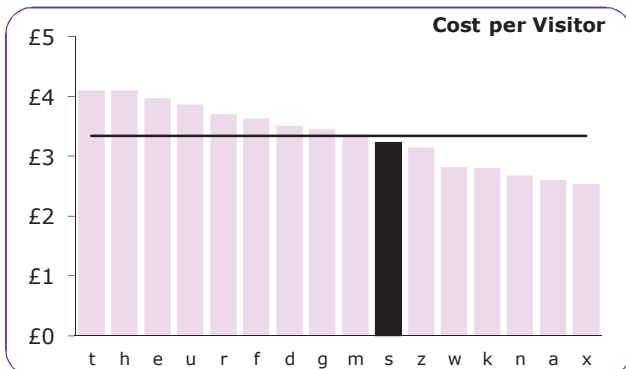
- Average cost per book acquisition.



Source: CIPFA Public Library Statistics 2014 -
Sum of Cells 100 to 104 divided by Cell 38

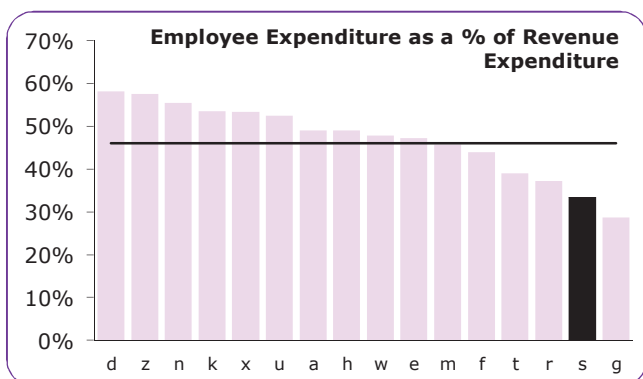
	£ p	Average
Cost per Visitor	£3.23	£3.34

- Revenue expenditure divided by visitor number.



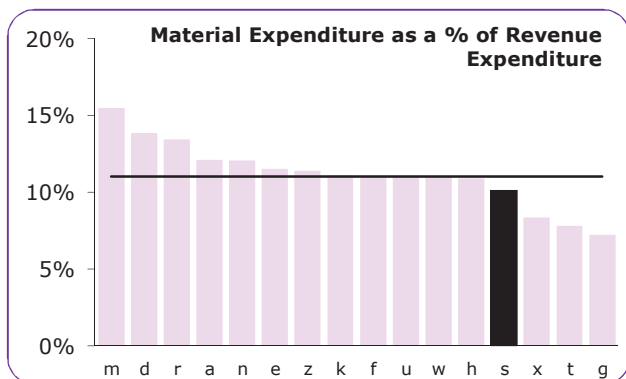
Source: CIPFA Public Library Statistics 2014 -
Cell 124 divided by Cell 91

	%	Average
% Employee Expenditure	33%	46%



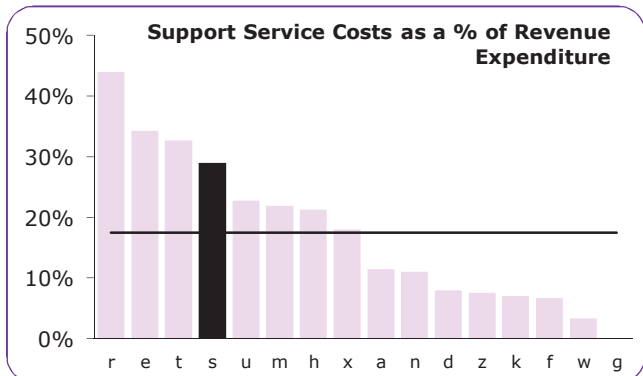
Source: CIPFA Public Library Statistics 2014 -
Cell 98 as a percentage of Cell 124

	%	Average
% Material Expenditure	10%	11%



Source: CIPFA Public Library Statistics 2014 -
Cell 124 divided by cell 20

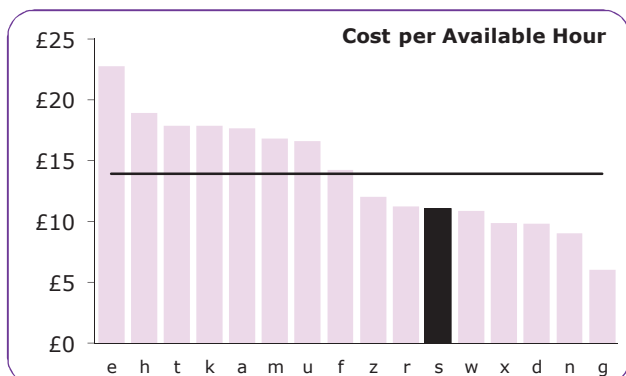
	%	Average
% Support Services	29%	17%



Source: CIPFA Public Library Statistics 2014 -
Cell 123 as a percentage of Cell 124

	£ p	Average
Cost per Available Hour	£11.05	£13.93

- Cost per Available Hour

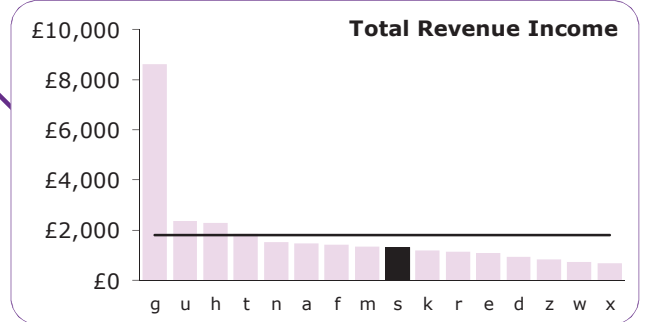
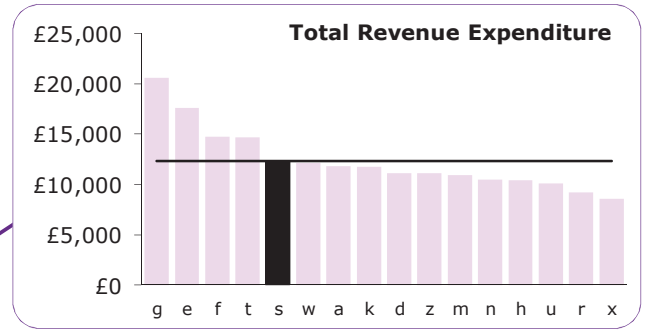
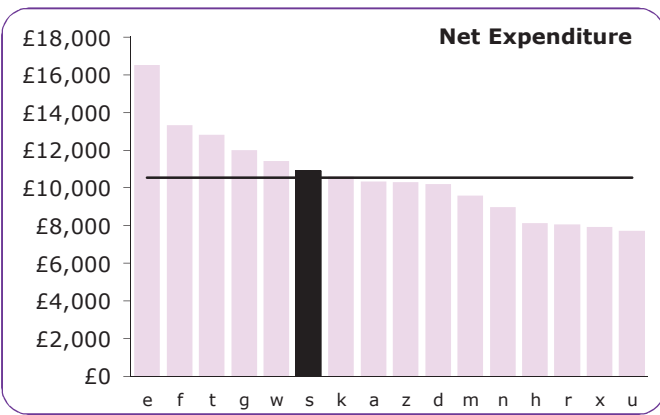


Source: CIPFA Public Library Statistics 2014 -
Cell 118 as a percentage of Cell 124

B3: Financial Information (2014-15 Estimates)

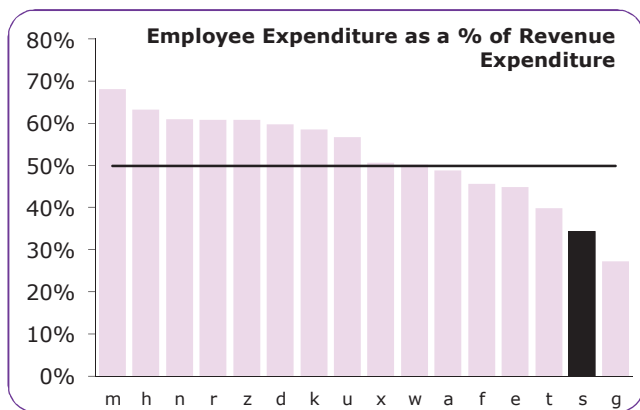
graphs shown per 1,000 population

Net Expenditure	£	per 1,000 pop	Average
Employees	2,766,142	4,181	6,163
Premises	1,337,698	2,022	2,097
Supplies & Services - Materials	781,000	1,180	1,489
Other Expenditure	3,195,963	4,831	2,606
Revenue Expenditure	8,080,803	12,214	12,355
Revenue Income	(862,050)	(1,303)	(1,800)
Net Expenditure	7,218,753	10,911	10,555



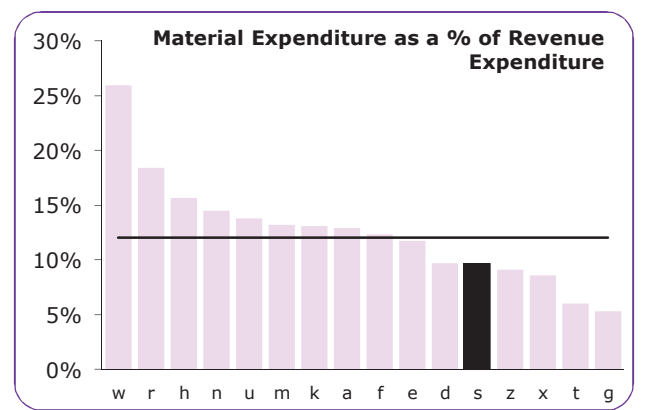
Source: CIPFA Public Library Statistics 2014 - Cell 137 to 141

2014-15 Estimates	%	Average
% Employee Expenditure	34%	50%



Source: CIPFA Public Library Statistics 2014 - Cell 137 as a percentage of Cell 141

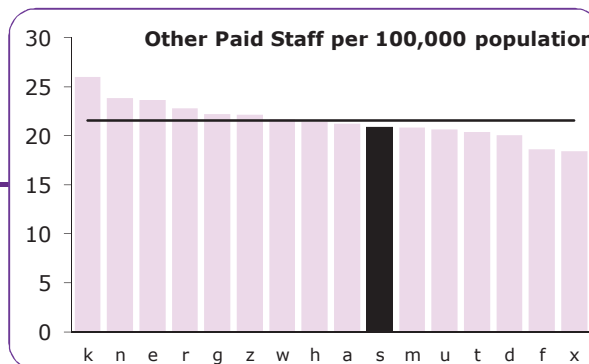
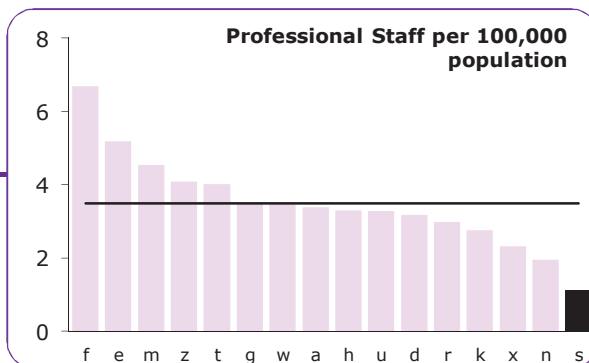
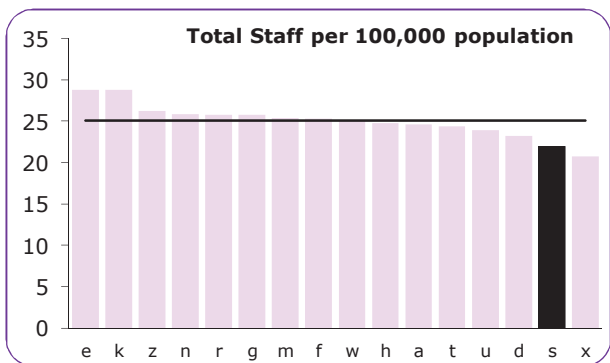
2014-15 Estimates	%	Average
% Material Expenditure	10%	12%



Source: CIPFA Public Library Statistics 2014 - Cell 139 as a percentage of Cell 141

at 31 March 2014

	FTE	per 100,000 pop	Average
Professional Staff	7.3	1.1	3.5
All Other Staff	138.1	20.9	21.6
Total Staff	145.4	22.0	25.0



Source: CIPFA Public Library Statistics 2014 - Cells 62 to 64

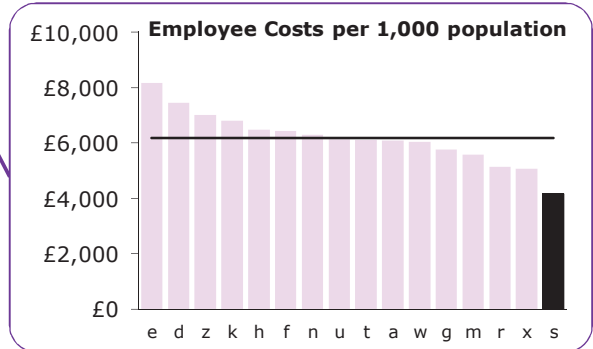
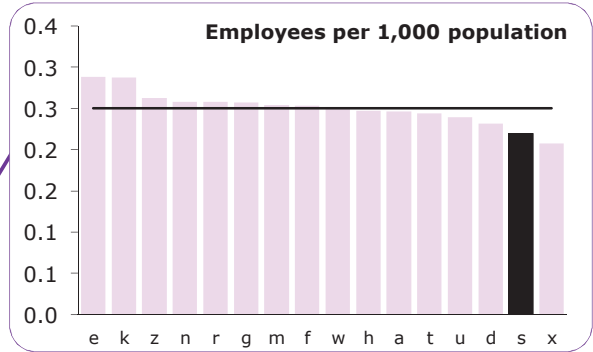
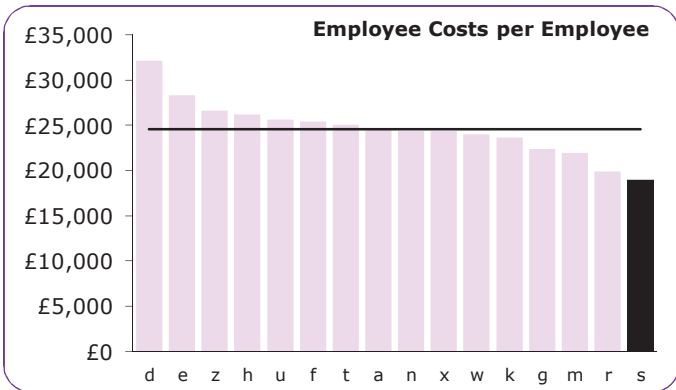
This tree diagram analyses professional and other staff as a percentage of total staff. Your authority's value is followed by the average value in italics.

```

graph LR
    TotalStaff[Total Staff] --- ProfessionalStaff[Professional Staff]
    TotalStaff --- AllOtherPaidStaff[All Other Paid Staff]
    ProfessionalStaff --- P5[5.0%]
    ProfessionalStaff --- P139[13.9%]
    AllOtherPaidStaff --- A95[95.0%]
    AllOtherPaidStaff --- A861[86.1%]
  
```

B4: Staffing (Continued)

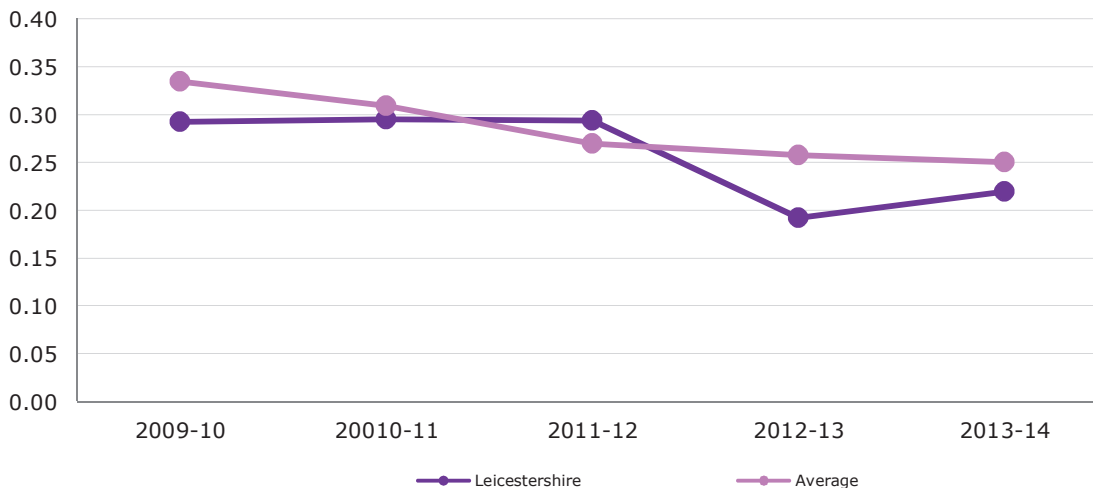
	£	Average
Employee Costs per Employee	18,946	24,603
Employees per 1,000 population	0.2	0.3
Employee Costs per 1,000 population	4,164	6,166



Source: CIPFA Public Library Statistics 2014 - Cell 98 divided by Cell 64

All Staff	FTE	per 1,000 pop	Average
2009-10	188.5	0.29	0.33
2010-11	191.5	0.30	0.31
2011-12	191.5	0.29	0.27
2012-13	125.9	0.19	0.26
2013-14	145.4	0.22	0.25

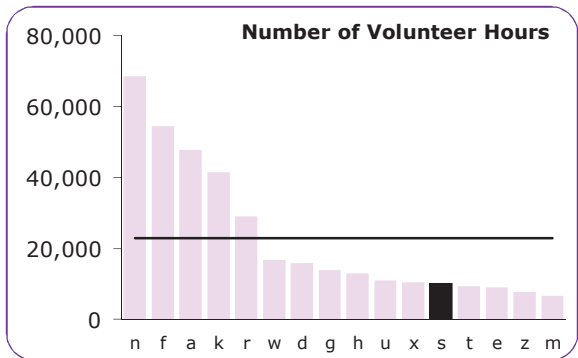
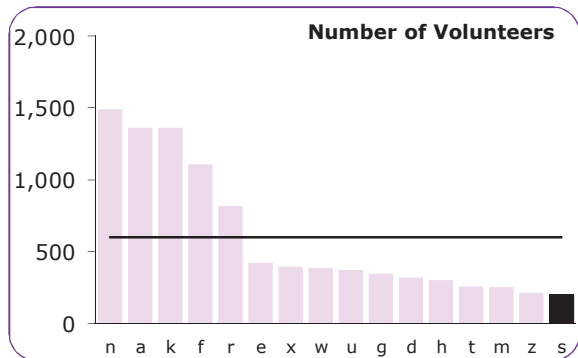
Employees per 1,000 population: Time Series



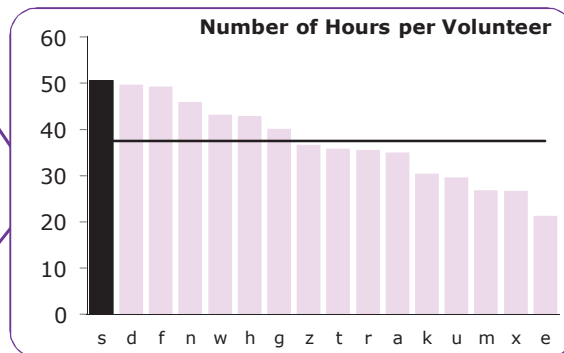
Source: CIPFA Public Library Statistics 2014 - Cell 64 and equivalent for previous years

B5: 149 Volunteers

2013-14 Actuals



	Number	Average
Volunteers	200	600
Volunteer Hours	10,134	22,847
Average Hours per Volunteer	50.7	37.5

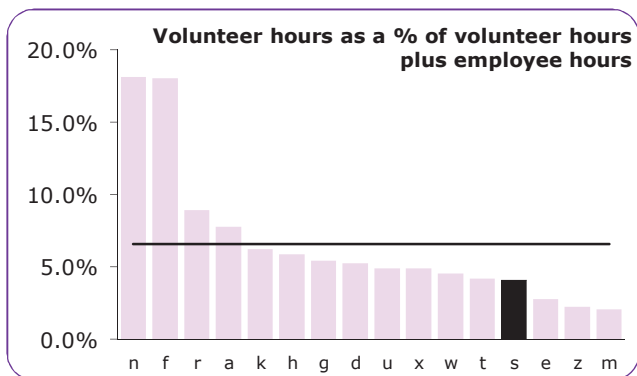


Source: CIPFA Public Library Statistics 2014 - Cells 65 & 66

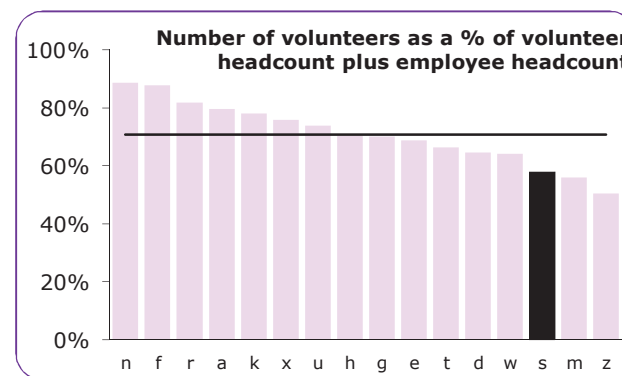
- The section below uses 1,625 hours as the annual hours worked by a full-time member of staff.
- We use this to compare hours provided by paid staff and volunteers.
- The two charts below compare the volunteers to the total of paid staff and volunteers.

	FTE	Average
% Hours worked by volunteers	4.1%	6.6%

	%	Average
Volunteers as % headcount	57.9%	70.9%



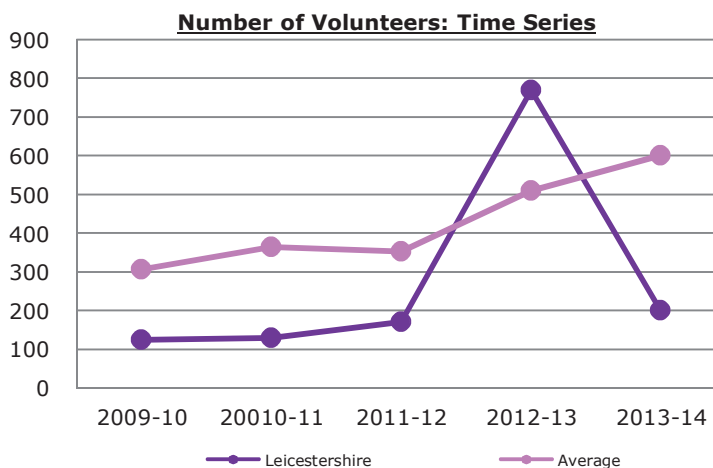
Source: CIPFA Public Library Statistics 2014 - Cells 65 & 66



Source: CIPFA Public Library Statistics 2014 - Cells 64 & 65

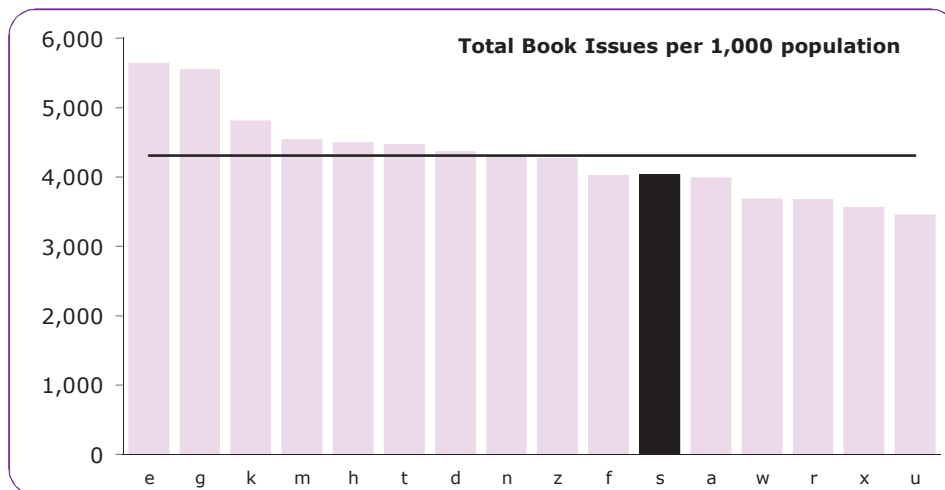
Volunteers	Number	Average
2009-10	125	306
2010-11	129	365
2011-12	170	353
2012-13	770	509
2013-14	200	600

Source: CIPFA Public Library Statistics 2014 - Cell 65 and equivalent for previous years



150 SECTION C: WORKLOAD

- This section examines issues and stock turn for books and other items along with requests, enquiries and loans.



(See page 25 for details)

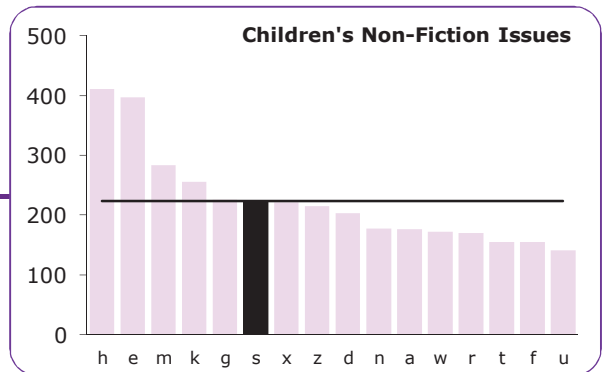
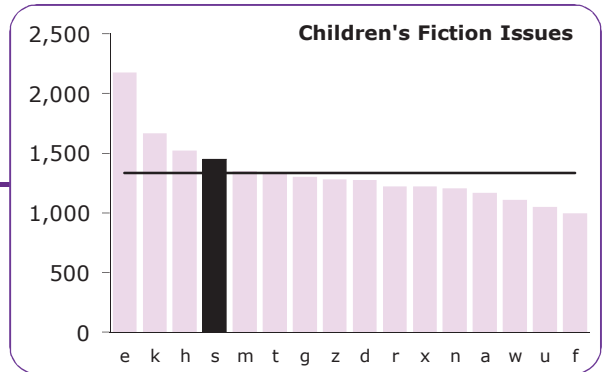
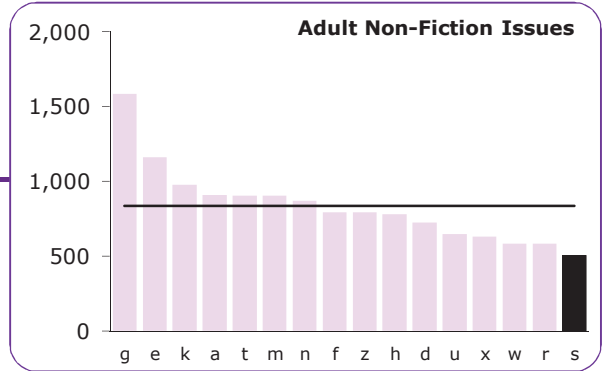
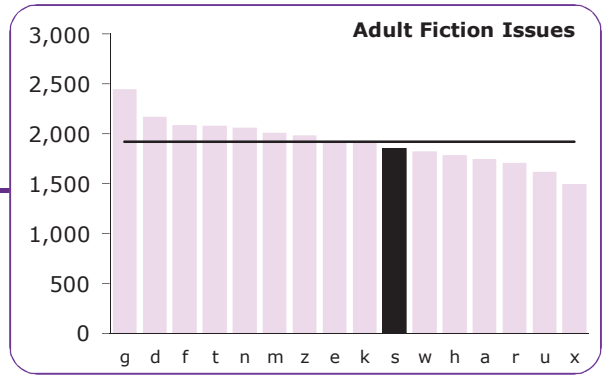
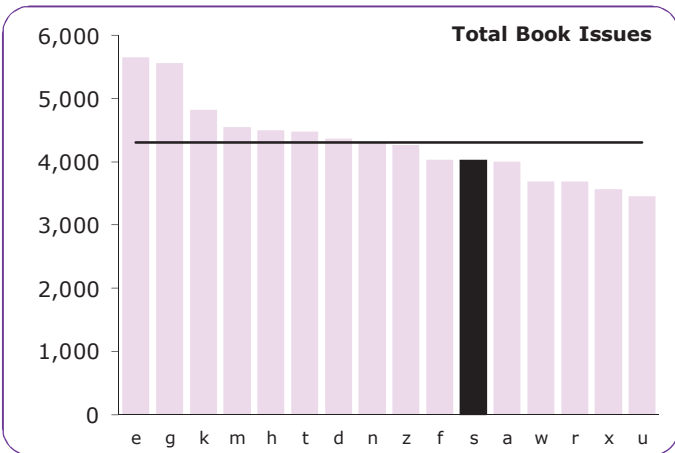
Section Contents	
Page 25	C1: Book Issues Split by children/adult and fiction/non-fiction
Page 26	C2: Stock Turn Split by children/adult and fiction/non-fiction
Page 27	C3: Audio, Visual, Electronic & Other Issues Split by various categories
Page 29	C4: Request Service Total and online
Page 29	C5: Enquiries Total and online
Page 29	C6: Inter-Library Loans Supplied and received

C1: Book Issues

2013-14 Actuals

	Number	/1,000 pop	Average
Adult Fiction	1,227,524	1,855	<i>1,919</i>
Adult Non-Fiction	332,707	503	<i>833</i>
Children's Fiction	959,454	1,450	<i>1,334</i>
Children's Non-Fiction	147,211	223	<i>224</i>
Total Book Issues	2,666,896	4,031	<i>4,310</i>

graphs shown per 1,000 population



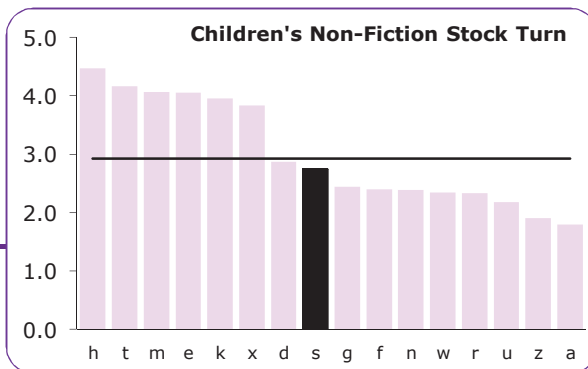
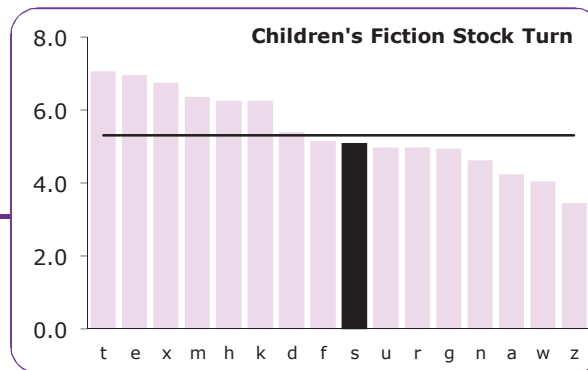
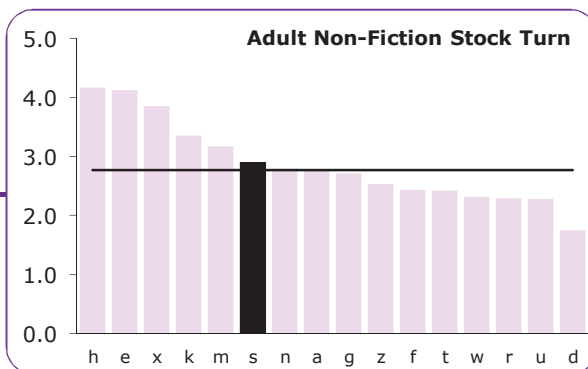
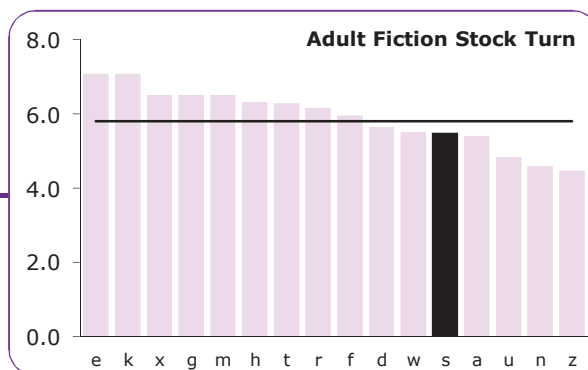
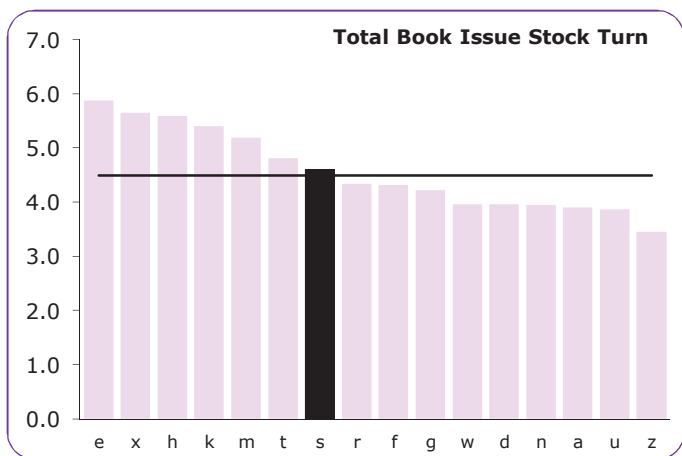
Breakdown of issues (percentage). Your authority's value is followed by the average value in italics.

Book Issues	Adult Fiction	46.0%	<i>44.5%</i>
	Adult Non-Fiction	12.5%	<i>19.3%</i>
	Children's Fiction	36.0%	<i>31.0%</i>
	Children's Non-Fiction	5.5%	<i>5.2%</i>

Source: CIPFA Public Library Statistics 2014 - Cells 67 to 71

	Number	Average
Adult Fiction	5.5	5.8
Adult Non-Fiction	2.9	2.8
Children's Fiction	5.1	5.3
Children's Non-Fiction	2.7	2.9
Total Book Issues	4.6	4.5

• Number of books issued divided by the book stock (i.e. the average number of times each book was issued during the year).



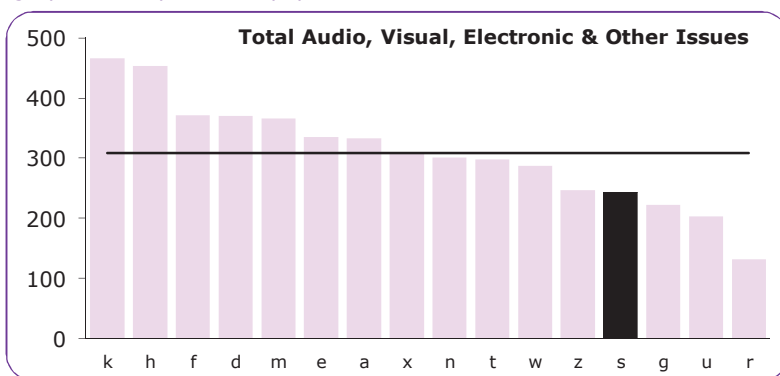
Source: CIPFA Public Library Statistics 2014 - Cells 67 to 71 divided by Cells 25 to 29 respectively

C3: Audio, Visual, Electronic & Other Issues

2013-14 Actuals

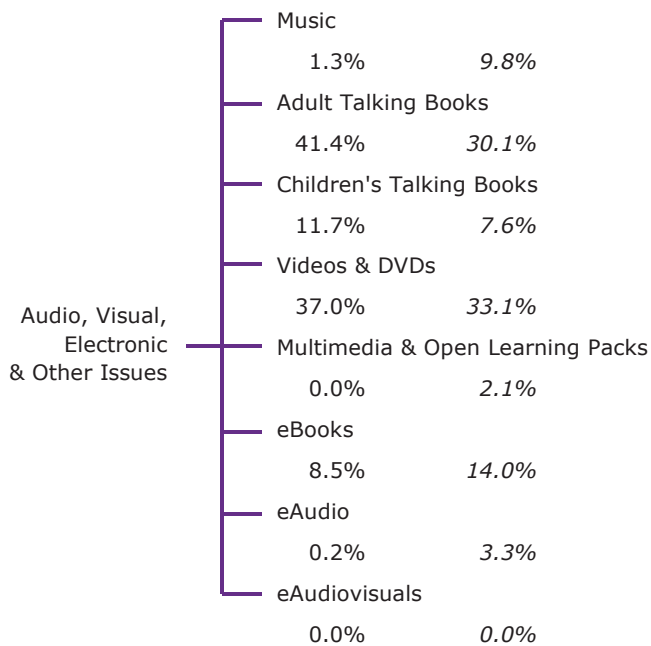
	Number	/1,000 pop	Avg
Sound Recordings			
Music	2,067	3.1	30.2
Adult Talking Books	66,591	100.7	92.7
Children's Talking Books	18,839	28.5	23.5
Video & DVDs	59,416	89.8	102.0
Multimedia & Open Learning Packs	0	0.0	6.5
Electronic Products			
eBooks	13,626	20.6	43.2
eAudio	262	0.4	10.3
eAudiovisuals	0	0.0	0.0
Total Audio Visual Issues	160,801	243.0	308.4

graph shown per 1,000 population



This tree diagram analyses Audio, Visual, Electronic & Other Issues.

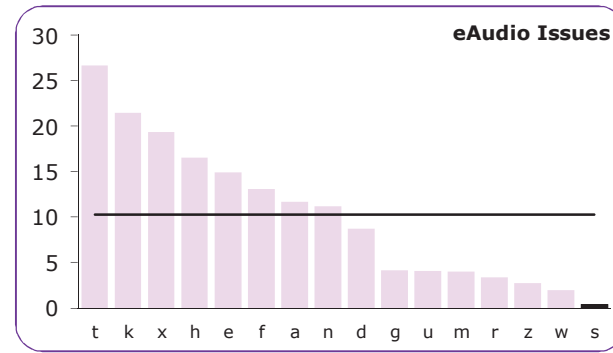
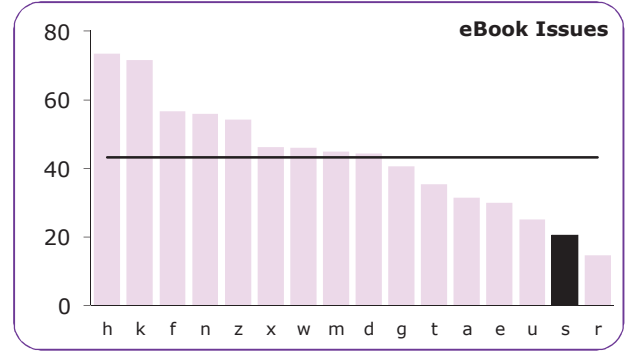
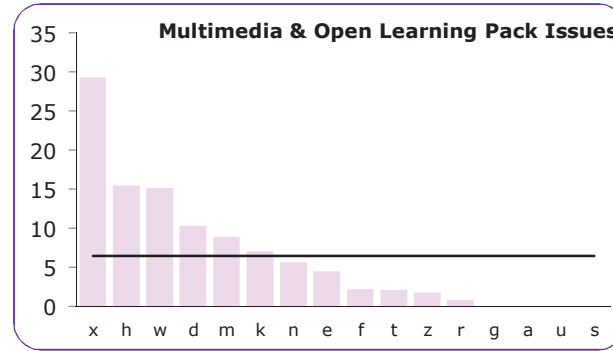
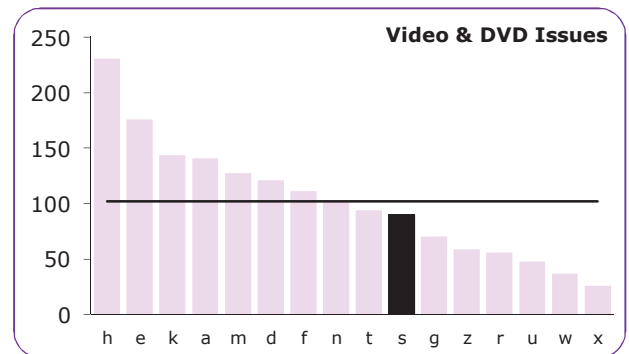
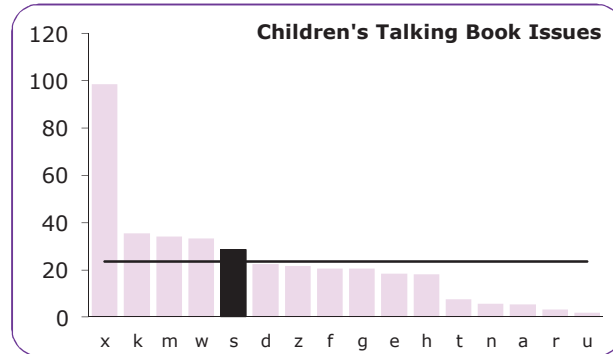
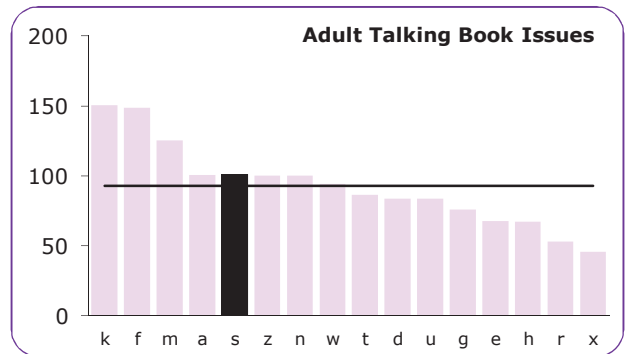
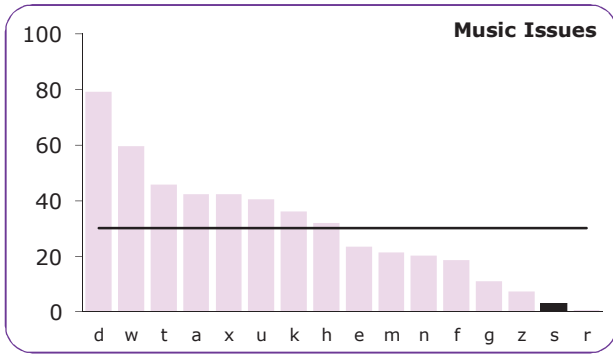
Your authority's value is followed by the average value in italics.



Source: CIPFA Public Library Statistics 2014 - Cells 72 to 80

C3: Audio, Visual, Electronic & Other Issues (continued)

graphs shown per 1,000 population



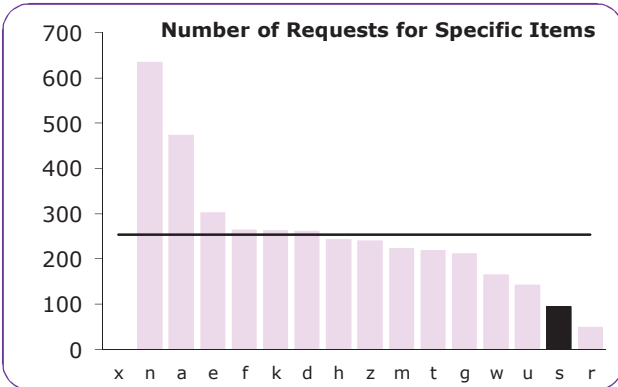
Source: CIPFA Public Library Statistics 2014 - Cells 72 to 79

C4: Request Service

2013-14 Actuals

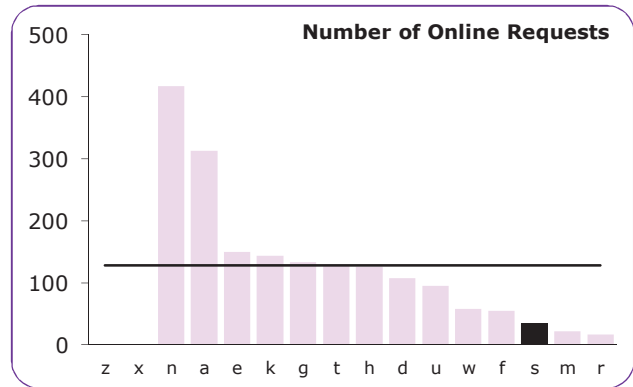
	Number	per 1,000 pop	Average
Requests	62,723	95	253

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cell 81

	Number	per 1,000 pop	Average
Online Requests	22,462	34	128



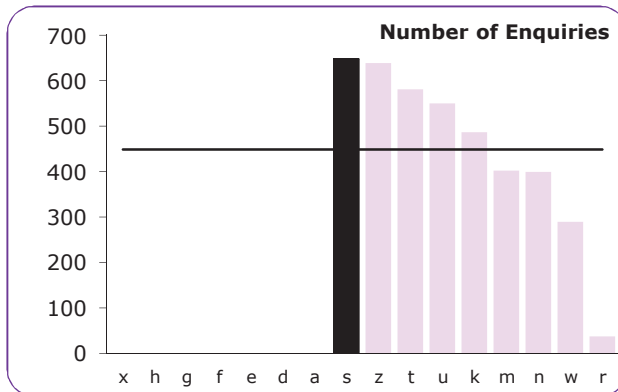
Source: CIPFA Public Library Statistics 2014 - Cell 82

C5: Enquiries

2013-14 Actuals

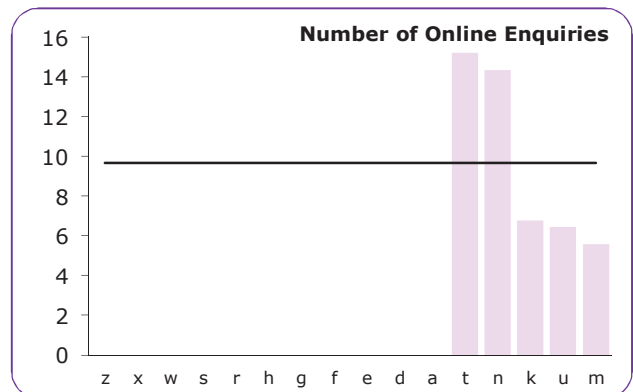
	Number	per 1,000 pop	Average
Enquiries	428,654	648	448

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cell 86

	Number	per 1,000 pop	Average
Online Enquiries	na	na	9.7



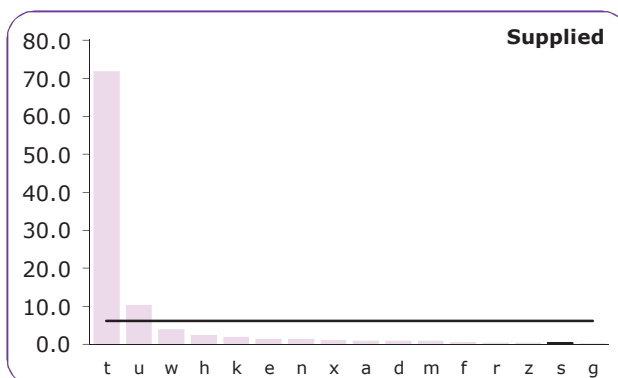
Source: CIPFA Public Library Statistics 2014 - Cell 87

C6: Inter-Library Loans

2013-14 Actuals

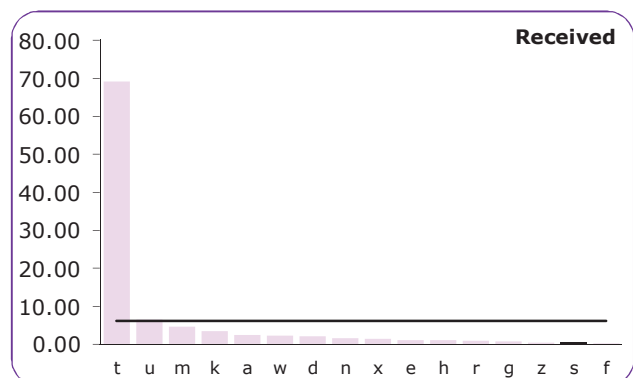
	Number	per 1,000 pop	Average
Loans Supplied	172	0.3	6.2

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cell 96

	Number	per 1,000 pop	Average
Loans Received	204	0.31	6.13



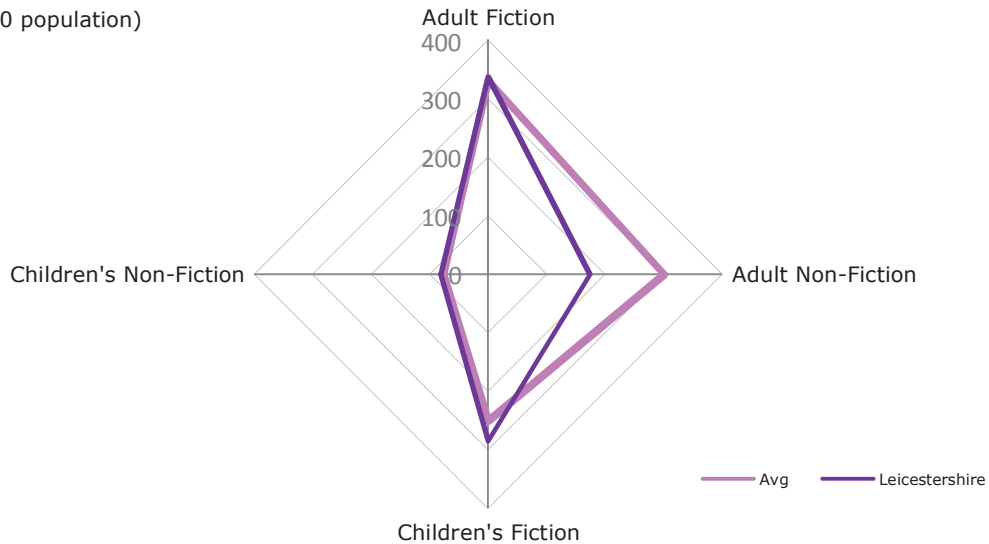
Source: CIPFA Public Library Statistics 2014 - Cell 97

156 SECTION D: STOCK

- This section examines issues and stock turn for books and other items along with requests, enquiries and loans.

Book Stock at 31 March 2014

(Stock per 1,000 population)



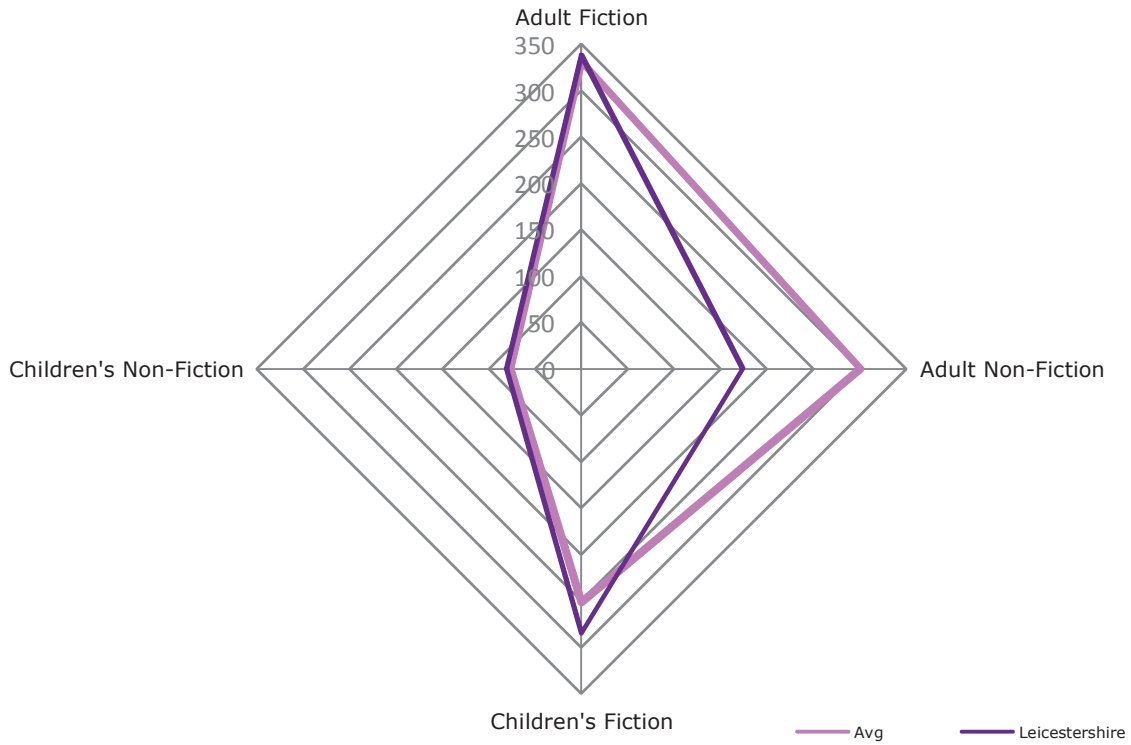
(See page 31 for details)

Section Contents

Page 31	D1: Book Stock Split by children/adult and fiction/non-fiction
Page 33	D2: Audio, Visual, Electronic & Other Stock Split by various categories
Page 36	D3: Book Acquisitions Split by children/adult and fiction/non-fiction
Page 37	D4: Audio, Visual, Electronic & Other Acquisitions Split by various categories
Page 38	D5: All Acquisitions (Books & Audio Visual) Trendline
Page 39	D6: Lending Stock Replenishment Rate Overall replenishment rate

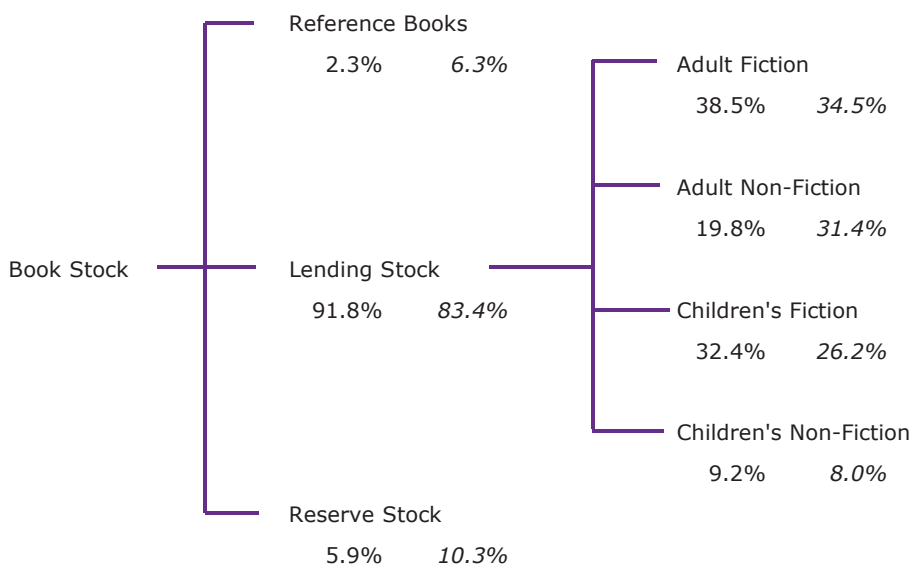
Summary

Book Stock at 31 March 2014



• Books per 1,000 population, see next page for detail.

This tree diagram analyses each type of stock as a percentage of total book stock. Your authority's value is followed by the average value in italics.



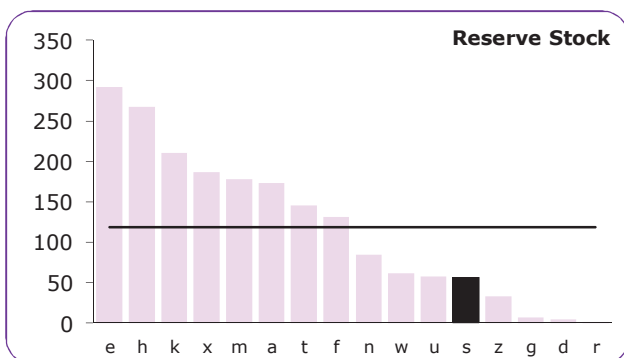
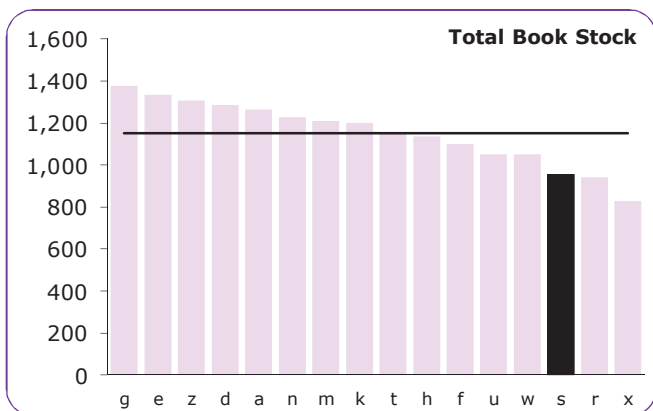
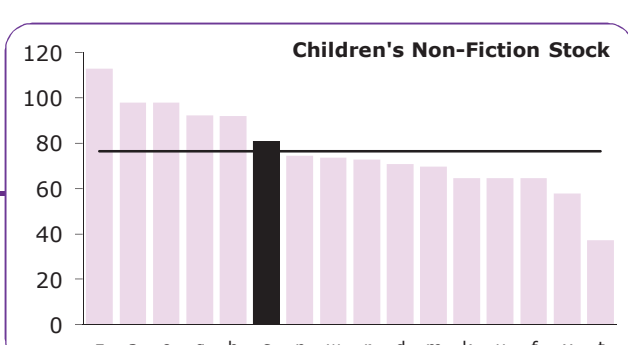
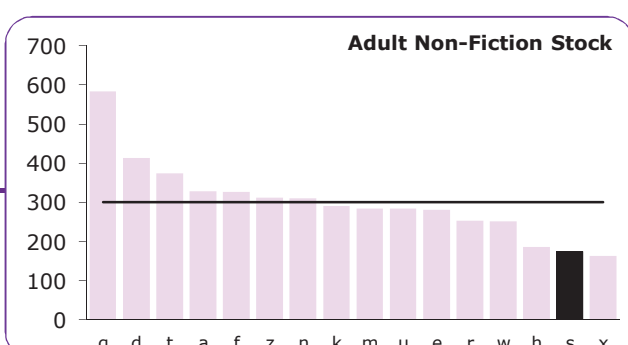
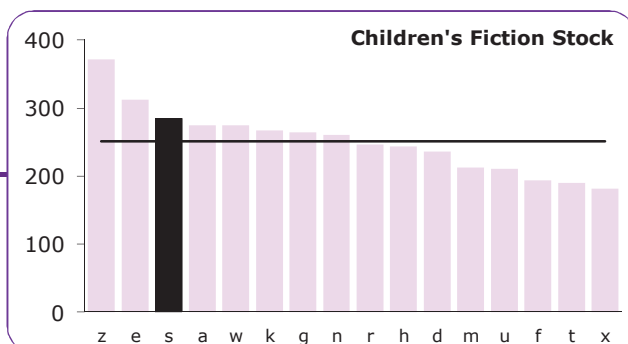
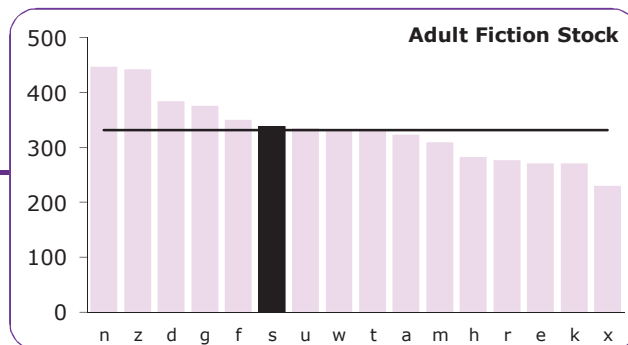
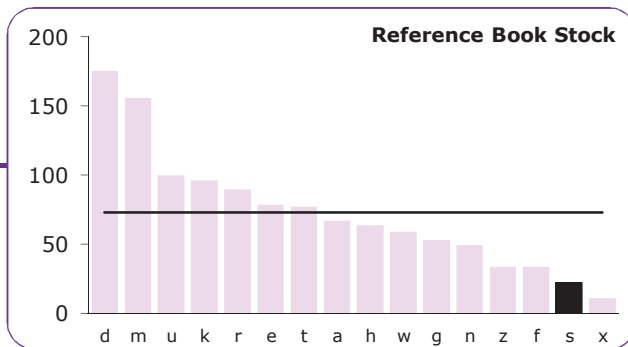
Source: CIPFA Public Library Statistics 2014 - Cells 24 to 31

158 D1: Book Stock (Continued)

at 31 March 2014

	No.	/1,000 pop	Avg
Reference Books	14,524	22	73
Lending Stock			
Adult Fiction	223,599	338	331
Adult Non-Fiction	115,088	174	301
Children's Fiction	188,368	285	251
Children's Non-Fiction	53,549	81	77
Reserve Stock	37,446	57	118
Total Book Stock	632,574	956	1,151

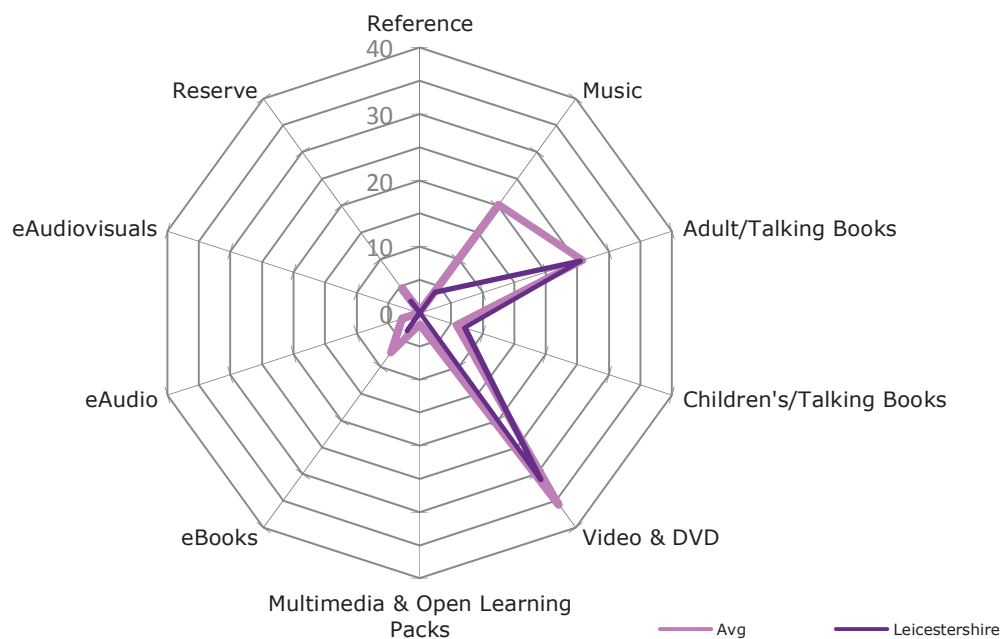
graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cells 24 to 31

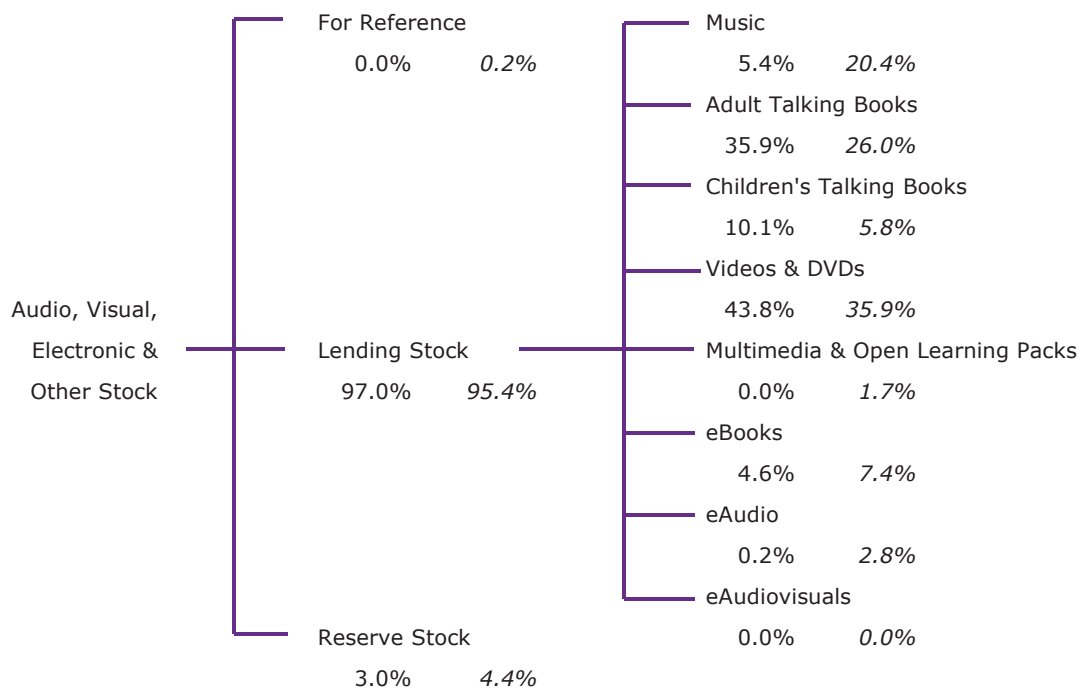
159
D2: Audio, Visual, Electronic & Other Stock

Stock at 31 March 2014



- Stock per 1,000 population, see next page for detail.

This tree diagram analyses each type of stock as a percentage of total audio visual stock. Your authority's value is followed by the average value in italics.



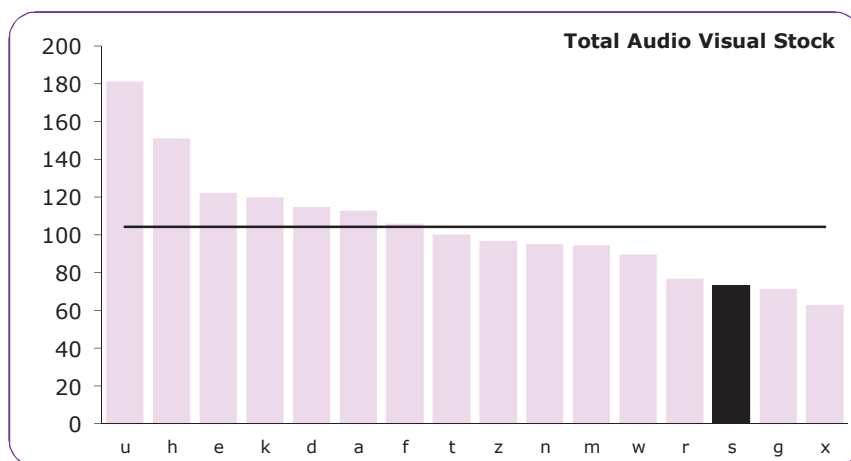
Source: CIPFA Public Library Statistics 2014 - Cells 39 to 50

D2: Audio, Visual, Electronic & Other Stock (continued)

at 31 March 2014

	Number	per 1,000 pop	Avg
For Reference	0	0.0	0.2
Lending Stock			
Sound - Music	2,528	3.8	20.3
Sound - Adult Talking Books	16,856	25.5	25.8
Sound - Children's Talking Books	4,758	7.2	5.8
Video & DVDs	20,546	31.1	35.7
Multimedia & Open Learning Packs	0	0.0	1.7
Electronic - eBooks	2,155	3.3	7.4
Electronic - eAudio	88	0.1	2.8
Electronic - eAudiovisuals	0	0.0	0.0
Reserve Stock	1,476	2.2	4.6
Total Audio Visual Stock	48,407	73.2	104.5

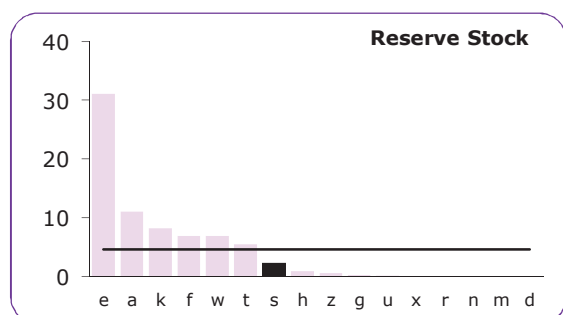
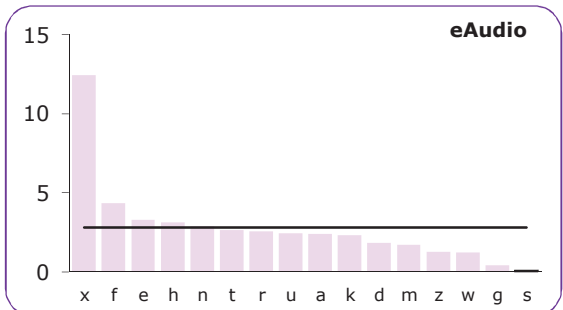
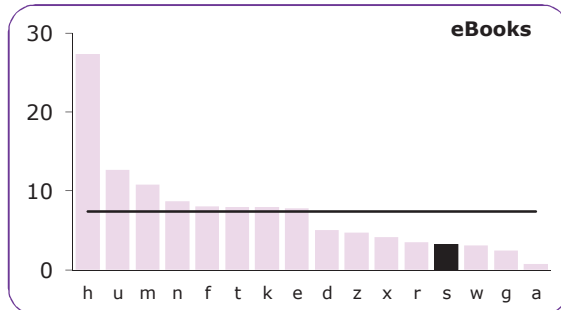
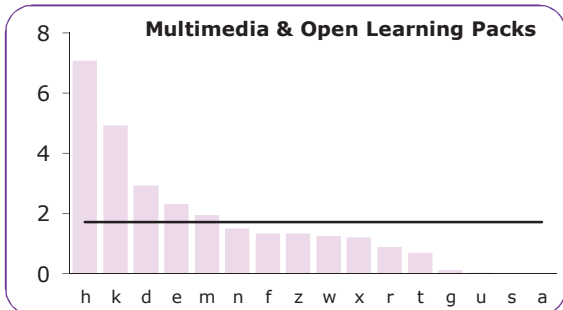
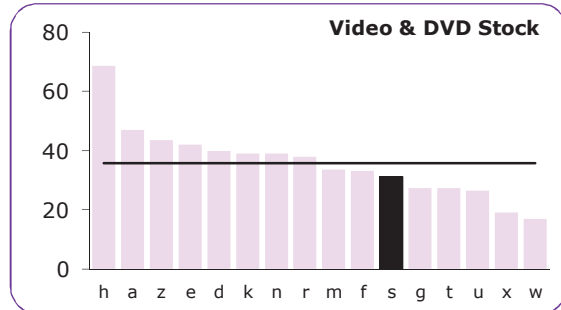
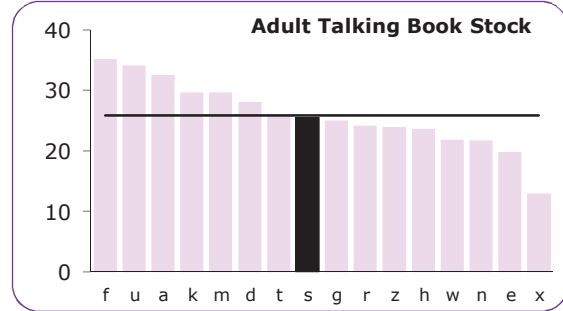
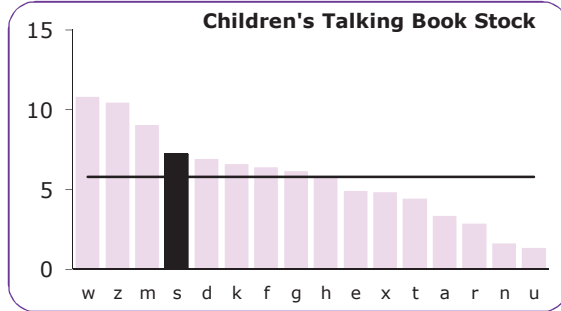
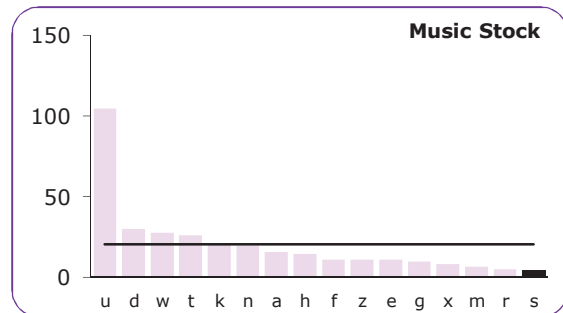
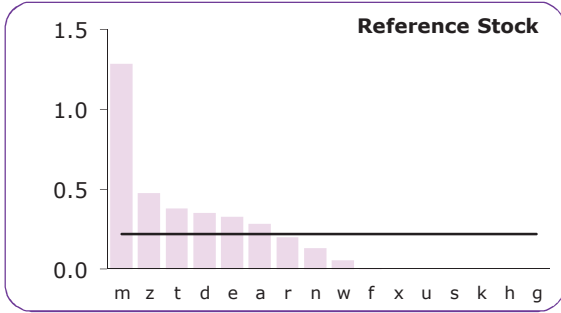
graph shown per 1,000 population



Source: CIPFA Public Library Statistics 2014 - Cells 39 to 50

D2: Audio, Visual, Electronic & Other Stock (continued)

graphs shown per 1,000 population



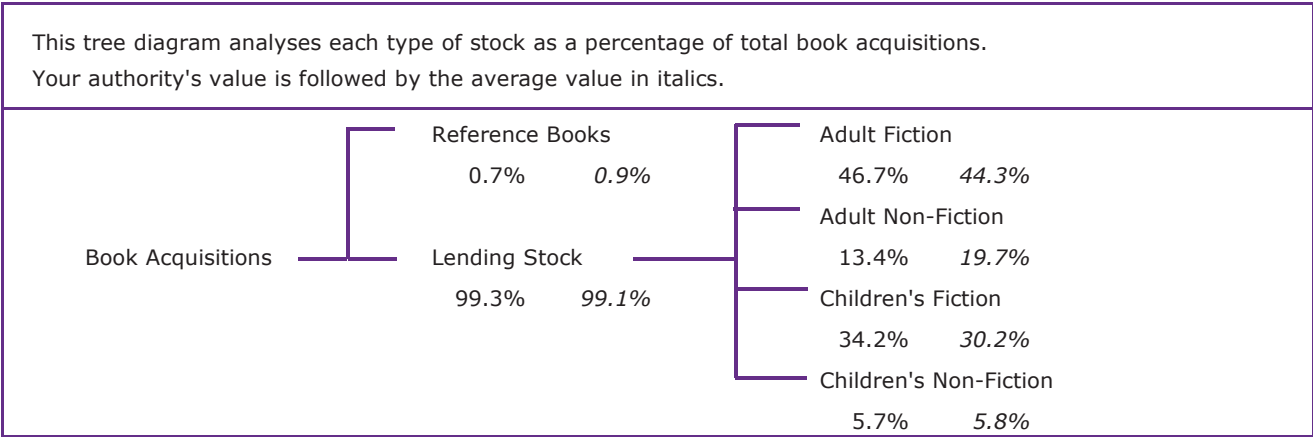
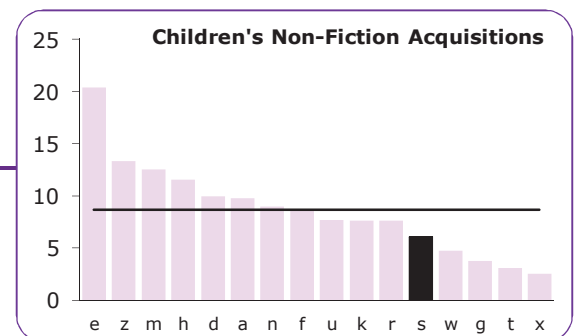
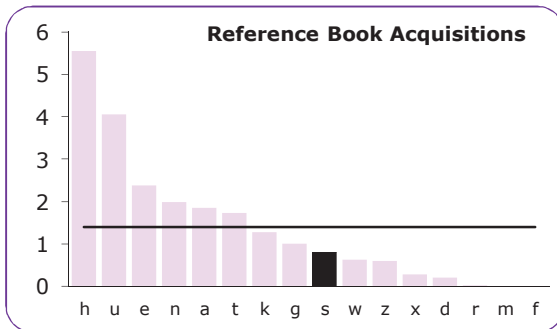
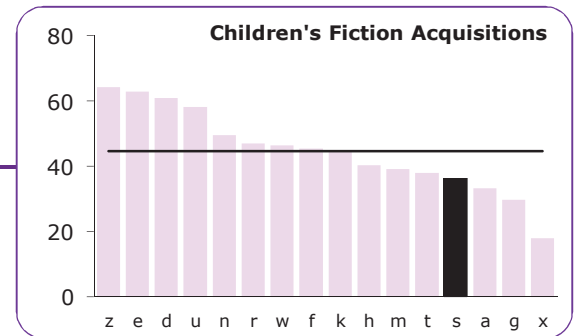
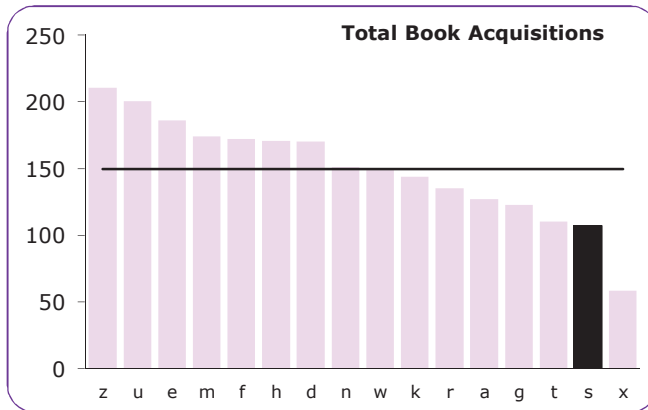
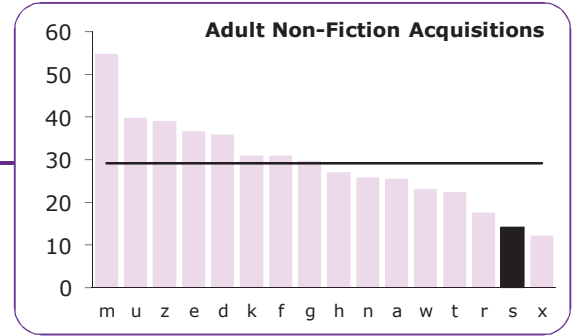
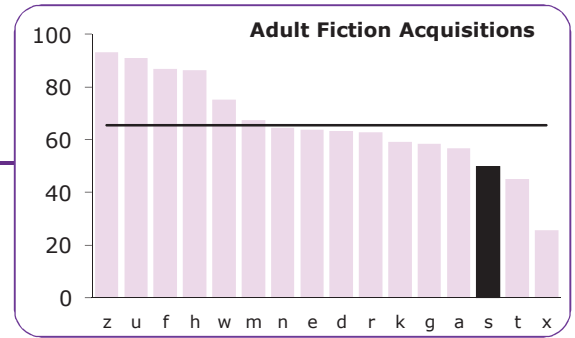
Source: CIPFA Public Library Statistics 2014 - Cells 39 to 50

D3: Book Acquisitions

2013-14 Actuals

graphs shown per 1,000 population

	Number	per 1,000 pop	Average
Reference Books	525	0.8	1.4
Lending Stock			
Adult Fiction	32,882	49.7	65.5
Adult Non-Fiction	9,434	14.3	29.2
Children's Fiction	24,050	36.4	44.6
Children's Non-Fiction	4,009	6.1	8.7
Total Book Acquisitions	70,900	107.2	149.4



Source: CIPFA Public Library Statistics 2014 - Cells 32 to 38

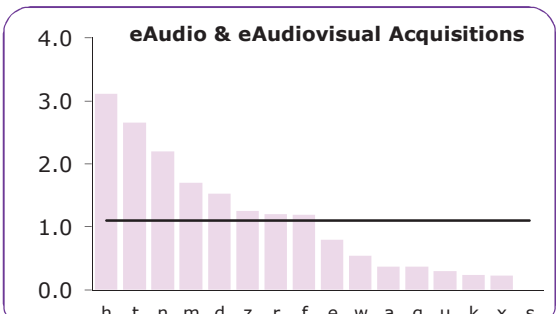
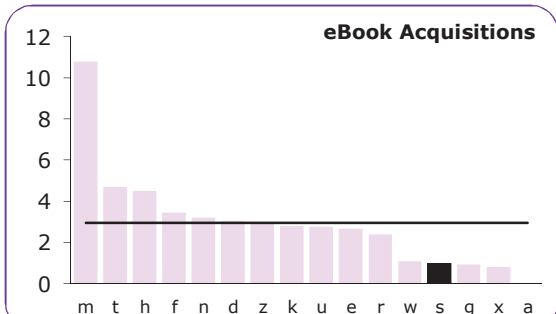
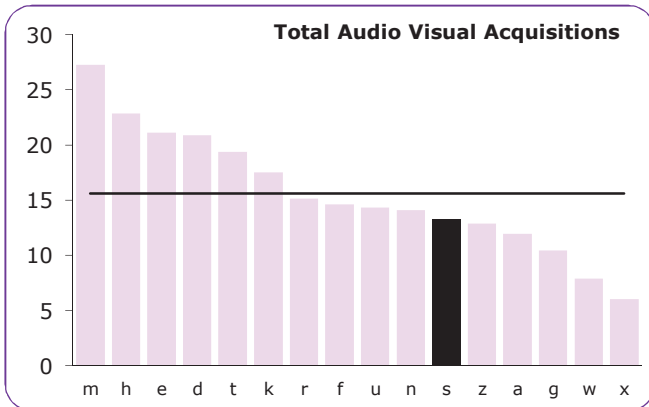
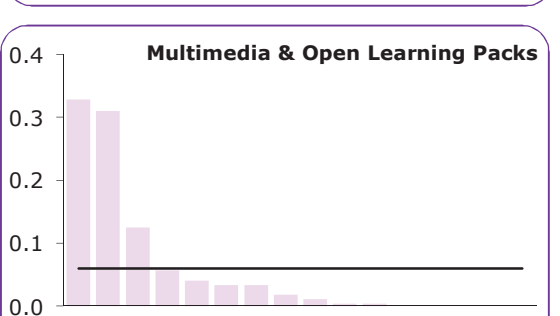
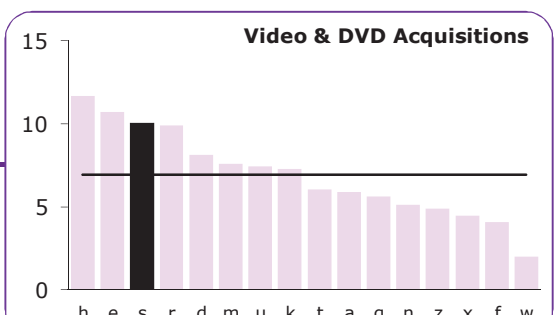
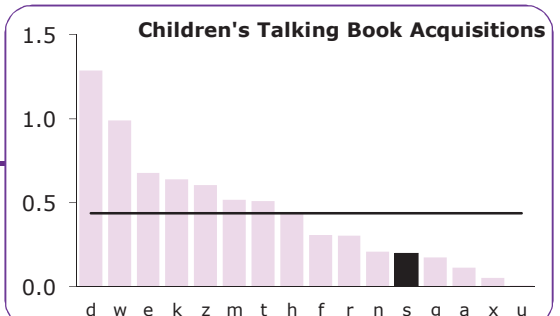
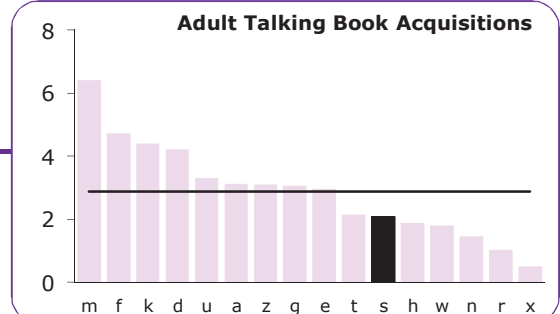
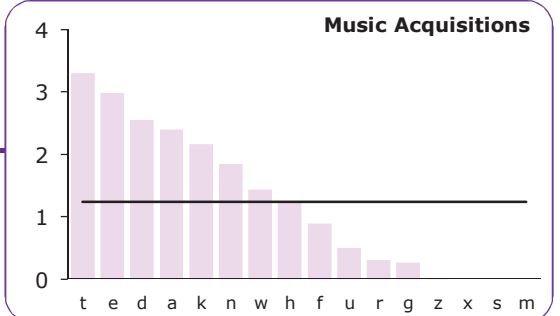
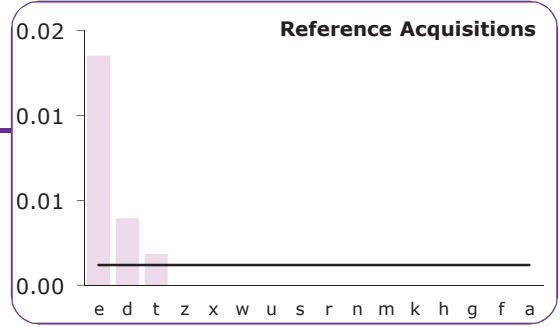
D4: Audio, Visual, Electronic & Other Acquisitions

163

2013-14 Actuals

graphs shown per 1,000 population

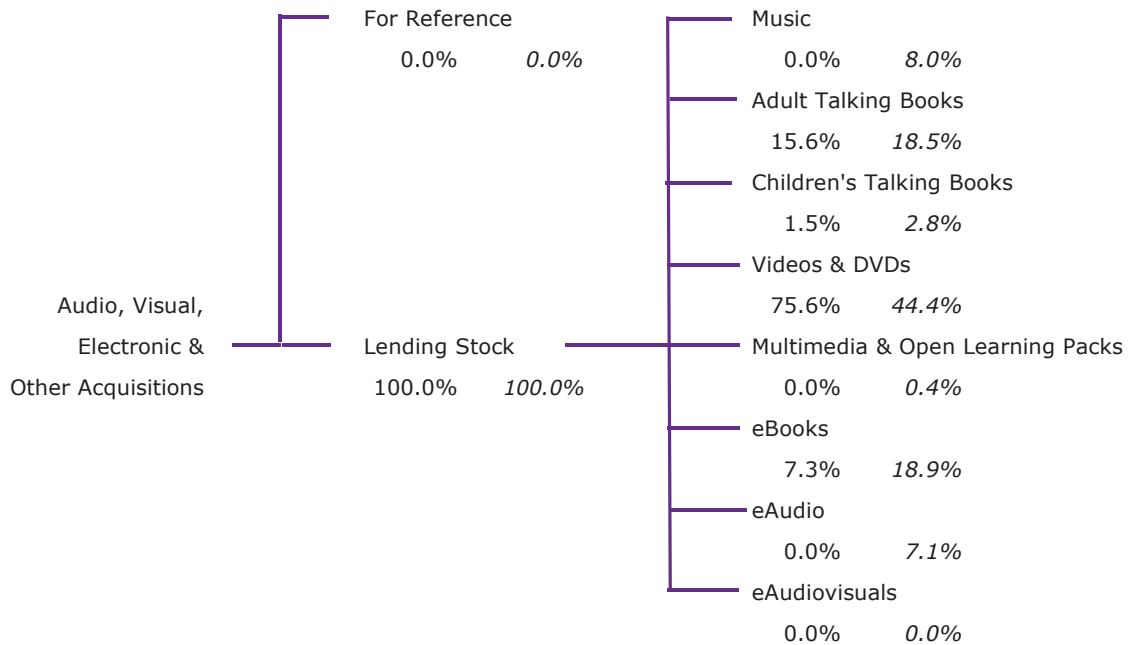
	Number	per 1,000 pop	Avg
For Reference	0	0.0	0.0
Lending Stock			
Sound - Music	0	0.0	1.2
Sound - Adult Talking Books	1,372	2.1	2.9
Sound - Children's Talking Books	131	0.2	0.4
Video & DVDs	6,636	10.0	6.9
Multimedia & Open Learning Packs	0	0.0	0.1
eBooks	639	1.0	2.9
eAudio	0	0.0	1.1
eAudiovisuals	0	0.0	0.0
Total Audio Visual Acquisitions	8,778	13.3	15.6



Source: CIPFA Public Library Statistics 2014 - Cells 51 to 61

D4: Audio, Visual, Electronic & Other Acquisitions (continued)

This tree diagram analyses each type of stock as a percentage of total audio visual acquisitions. Your authority's value is followed by the average value in italics.

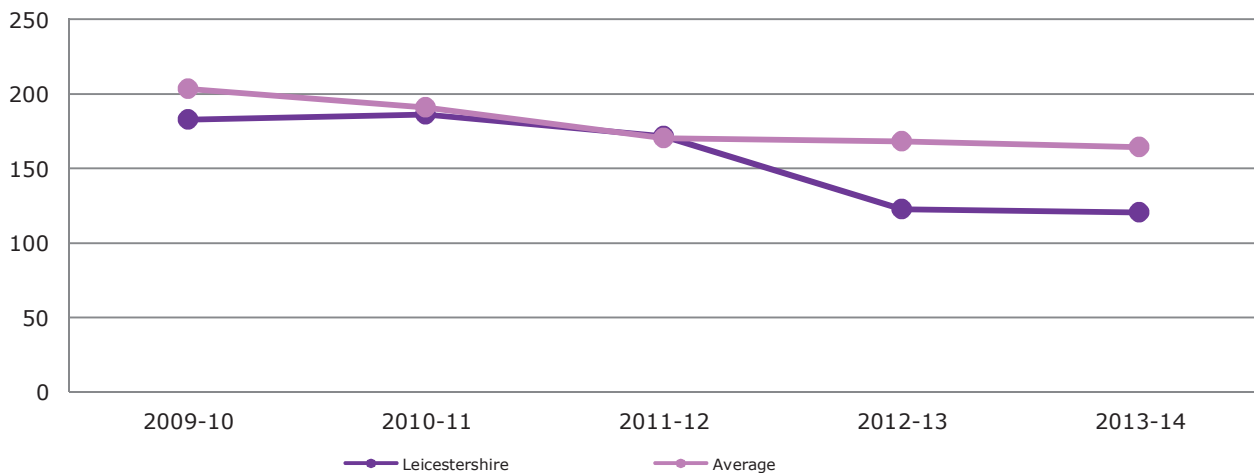


Source: CIPFA Public Library Statistics 2014 - Cells 51 to 61

D5: All Acquisitions (Books and Audio Visual)

Acquisitions	Number	per 1,000 pop	Average
2009-10	117,915	183	203
2010-11	120,840	186	191
2011-12	111,863	172	170
2012-13	80,533	123	168
2013-14	79,678	120	164

Acquisitions per 1,000 population: Time Series



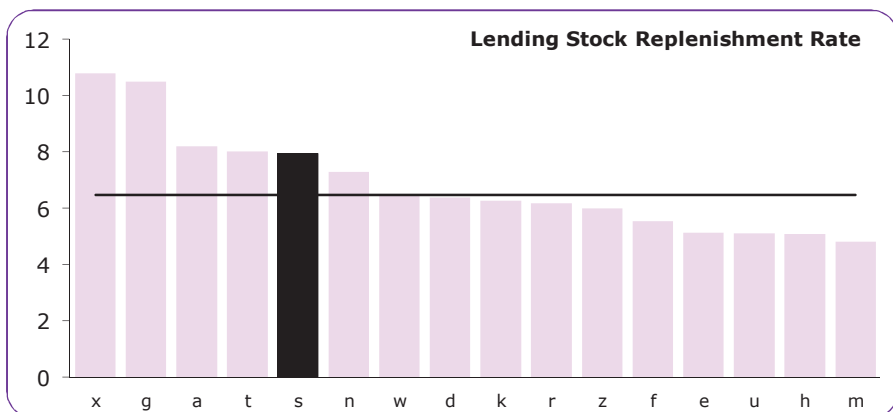
Source: CIPFA Public Library Statistics 2014 - Cells 38 & 61

D6: Lending Stock Replenishment Rate

165

Lending Stock	Years	Average
Replenishment Rate	7.9	6.5

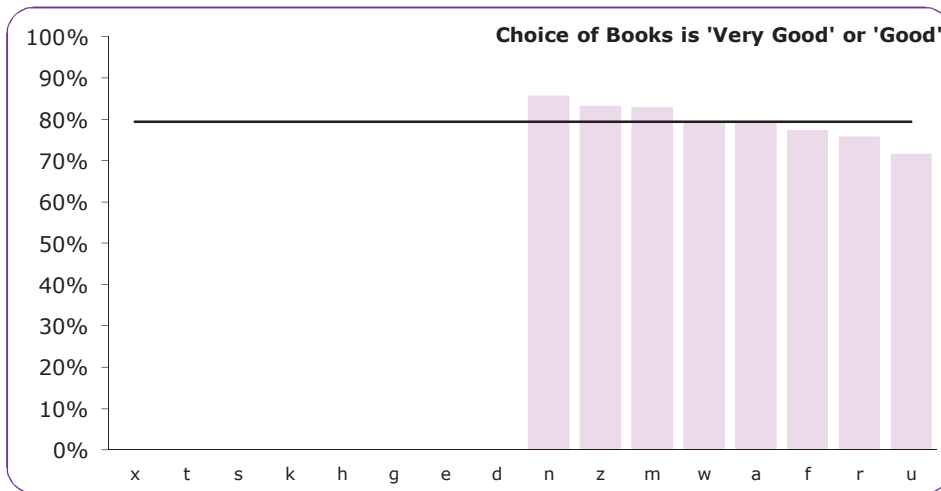
- Time taken in years to replenish the lending stock on open access or available on loan at 2013-14 rate.



Source: CIPFA Public Library Statistics 2014 - (Cell 29 + Cell 48) / (Cell 37 + Cell 60)

166
SECTION E: PERFORMANCE

- The CIPFAstats Public Library Statistics primarily collect cost and quantity figures. Here we analyse the performance data included, in particular the results of the latest PLUS surveys*.



(See page 42 for details)

Section Contents	
Page 41	E1: Requests % supplied in 7, 15 and 30 days
Page 42	E2: Adults Public Library Users Survey (PLUS) Satisfaction Measures
Page 43	E3: Childrens Public Library Users Survey (PLUS) Satisfaction Measures Outcome Measures

*Public Library Users Survey (PLUS)

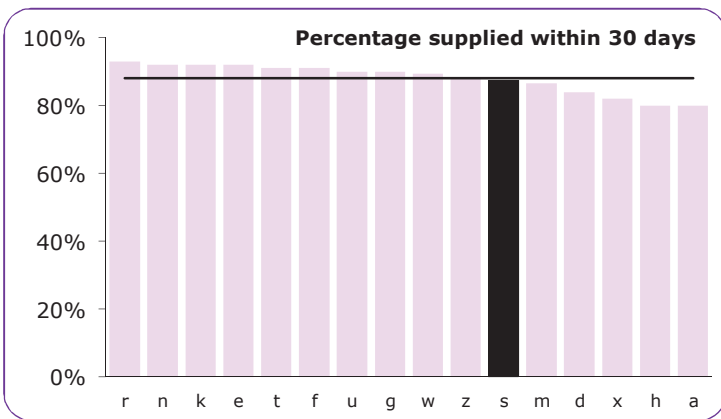
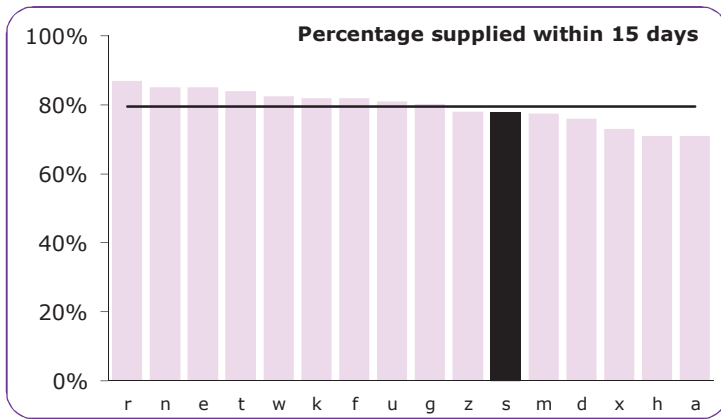
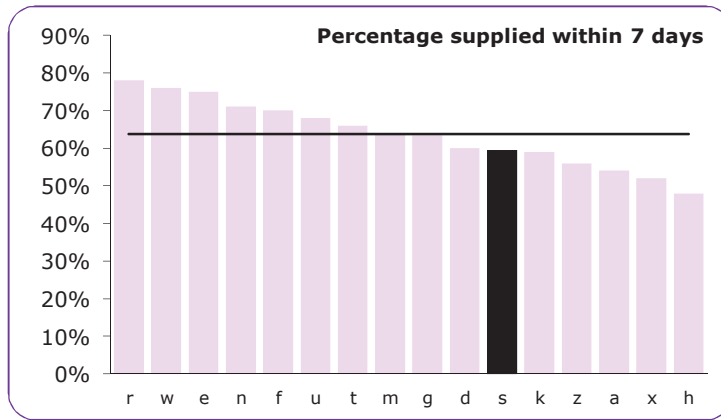
This PLUS data is the feedback from the individuals who makes use of library services. It contains the views of children, young people and adults from diverse neighbourhoods who have been surveyed on a variety of topics including books, homework and computers. Examples of the way the PLUS data is used includes, for example, demographic profiling to determine demand amongst key groups for services.

If you would like to learn more about PLUS please contact research@cipfa.org

167 E1: Requests

2013-14 Actuals

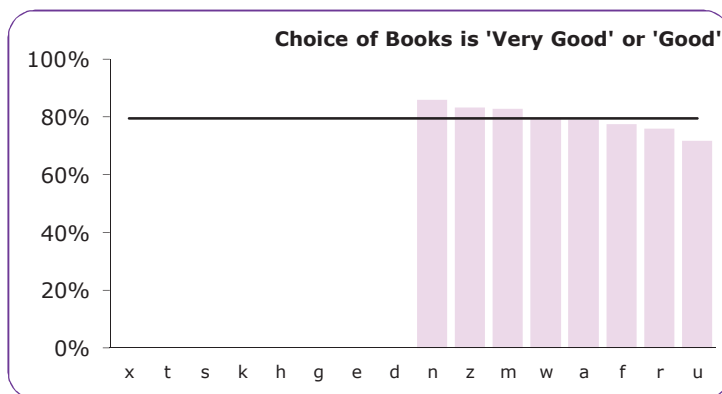
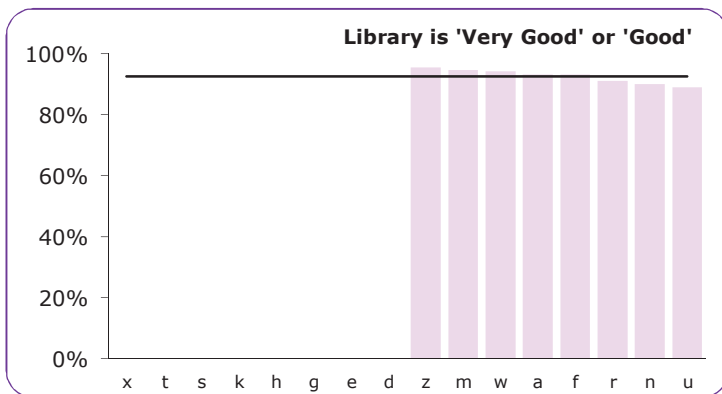
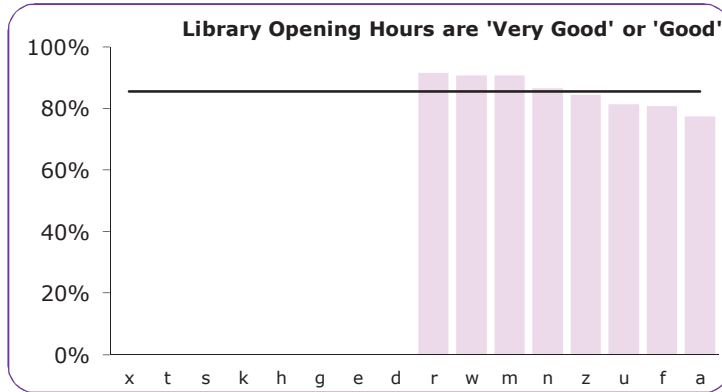
Percentage Supplied	Authority	Average
within 7 days	59%	64%
within 15 days	78%	80%
within 30 days	87%	88%



Source: CIPFA Public Library Statistics 2014 - Cells 83 to 85

E2: Public Library Use Survey (PLUS) Over 16

Survey Year:	..	Authority	Average
Proportion who view their library opening hours as 'very good' or 'good'		na	85%
Proportion who view their library as 'very good' or 'good'		na	93%
Proportion who find the choice of books as 'very good' or 'good'		na	79%

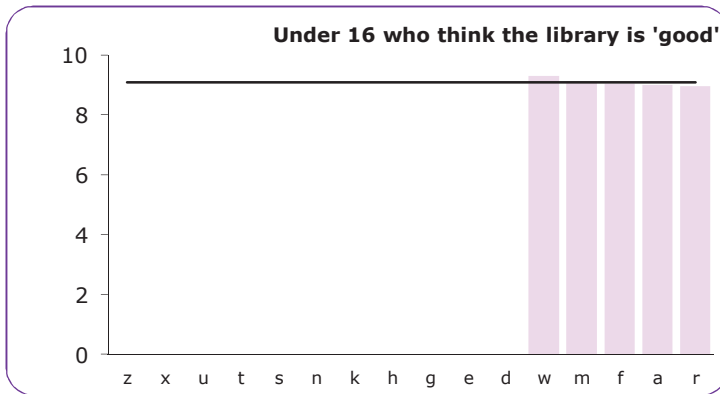


Source: CIPFA Public Library Statistics 2014 - Cells 154 to 156

E3: Public Library User Survey (PLUS)

Under 16

Survey Year:	..	Authority	Average
Who think the library is 'good' (average score out of 10)	9.1



170 APPENDICES

- Information to help you get the most out of the report.

APPENDIX 1 - Comparative Bar Charts

Page 45

The report makes a great deal of use of one simple type of chart that is used by many organisations including the consultants McKinsey & Co. to display data simply and effectively. This section provides a detailed overview of the chart and instructions on how to read the charts to get the most out of them.

APPENDIX 2 - Background Information

Page 48

This appendix provides comparisons for educational achievement, deprivation, area, population and population density as all these can have an impact on libraries planning.

APPENDIX 3 - Financial Information

Page 50

This appendix provides more detailed tables of the financial data analysed in section B.

APPENDIX 4 - Other CIPFA Libraries Services

Page 52

Links to other services that CIPFA provides for library authorities.

APPENDIX 5 - Contact Us!

Page 52

Let us know what you think and how we can make the profile more useful.

APPENDIX 1 - Comparative Bar Charts

Comparative bar charts

This type of chart is the backbone of our report. It enables us to display the data for the entire group efficiently, displays clearly to readers where their authority sits compared to the group and provides key information about the range of values being compared.

While we hope these charts will be intuitive to many readers, some readers will benefit from a little more information. In this appendix we clarify how these charts work and present techniques for getting the most out of the them.

Example 1: Anatomy of a comparative bar chart

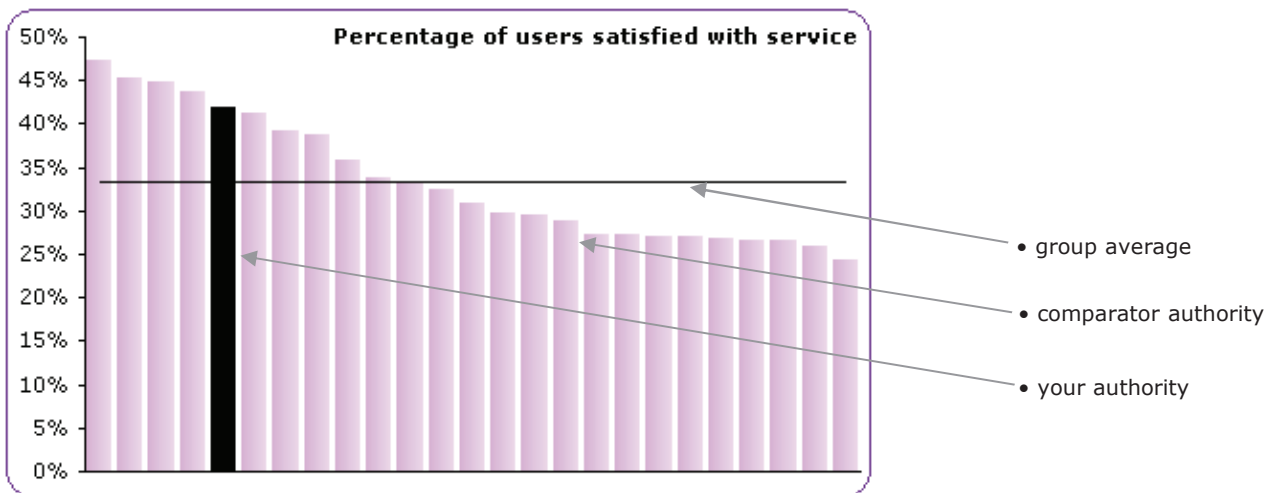
This chart displays fictional user satisfaction data for 25 authorities. Each bar represents an individual authority and the bar for the reader's authority highlights in black.

The values for the authorities are displayed in order starting at the highest value at the left of the chart and dropping to the lowest at the right of the chart.

In this example, the black bar highlights on the left of the chart, showing that the authority is performing strongly (has a high value) for this indicator when compared to the other 24 authorities.

The horizontal black line is the average value for the group. In this example it can literally 'be seen' that the authorities user satisfaction is clearly above average as the black bar is taller than the height of the average line.

The y-axis shows the scale and enables readers to judge the values of individual authorities and the average. While readers naturally cannot read exact values off the chart, your authority's own value and the group average will be displayed near the chart, often with the associated raw data.

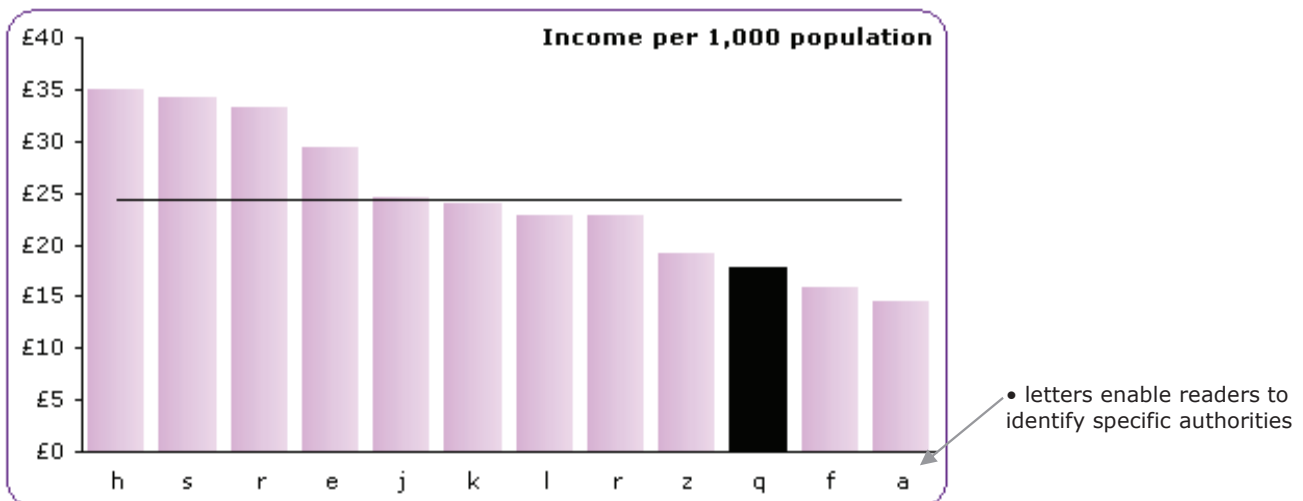


Example 2: Comparative bar charts for reports with small numbers of authorities

This example displays fictional income data for 12 authorities.

Authorities can request copies of this report using any grouping of authorities that they wish (e.g. small regional groupings, nearest neighbours or family groupings, core cities up to the whole of Britain).

For small groupings of authorities (19 or less) we display letters under the charts and provide a key in the report to enable readers to identify each of their comparator authorities individually.



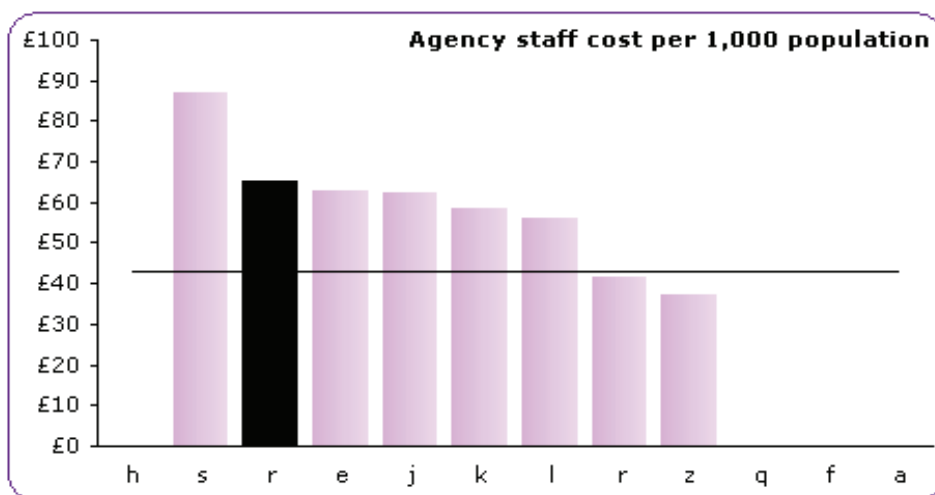
Zero values: In some cases the value for any authority might be zero, in this case the value 'displays' as a bar of zero height (i.e. no bar) on the right of the distribution (which follows the pattern of lowest values to the right of the chart).

Unavailable data: In other cases there may not be data available, either because the data were not supplied, or because the data supplied have been rejected. These are displayed by missing bars on the left of the chart.

Averages: Zero values are included in the average as they are genuine values for authorities. The average however excludes unavailable data.

This chart shows fictional agency staff costs for 12 authorities. The four missing bars can potentially cause confusion, however it will quickly become second nature to readers.

In this chart, authorities q, f and a have no spend on agency staff, i.e. they have not used agency staff and therefore their values are genuinely zero. However the use by authority h is unknown and has been excluded from the analysis (represented by the gap on the left of the chart). The chart average is based on only 11 authorities as authority h is excluded.

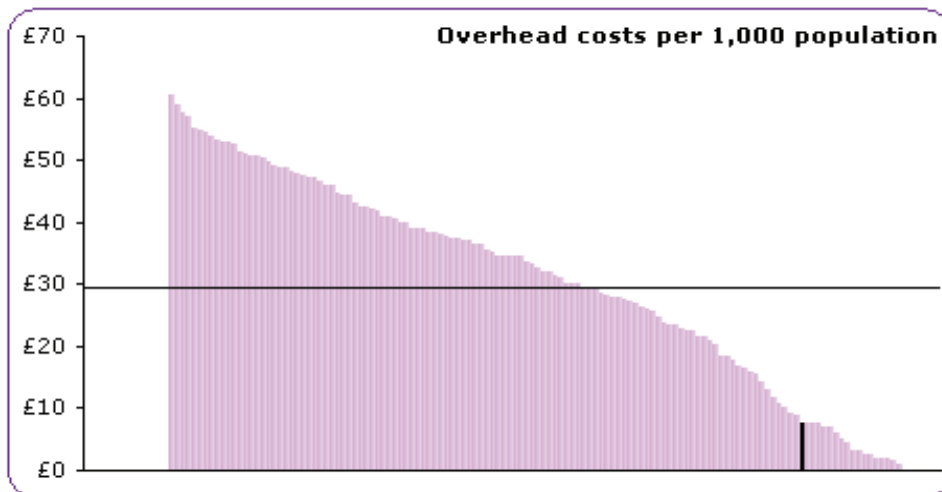


Example 4: Comparisons with large numbers of authorities

When a large number of authorities are displayed the individual bars get so small that they start to merge. The value for your authority should still be clearly visible as the black bar. While individual bars cannot be seen, this does not detract from the readers ability to compare their value to the group, or learn about overall range of values.

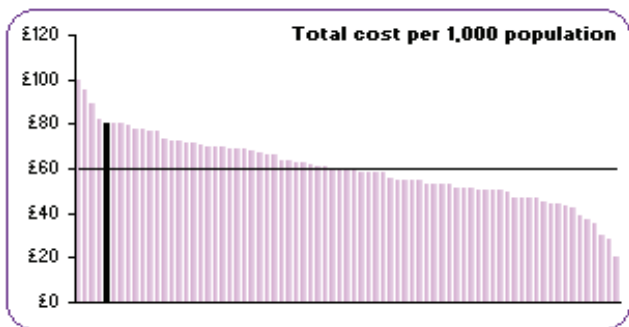
This chart shows fictional overhead costs for 150 authorities. By looking at the shape of the graph and position of the black bar and average line the following information can be observed.

- The black bar authority has a very low figure, being less than a third of the group average.
- Data were not available for around 10% of the authorities (gap on left of the chart).
- 5% of the authorities report either zero or miniscule costs (gap on right of the chart).
- There is great variation in these costs, as the distribution slopes smoothly from left to right showing that there is no 'typical' value for this cost.

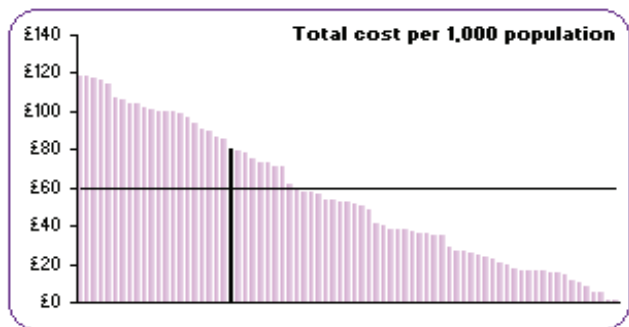


Examples 5-8: Example distributions and help in interpreting them

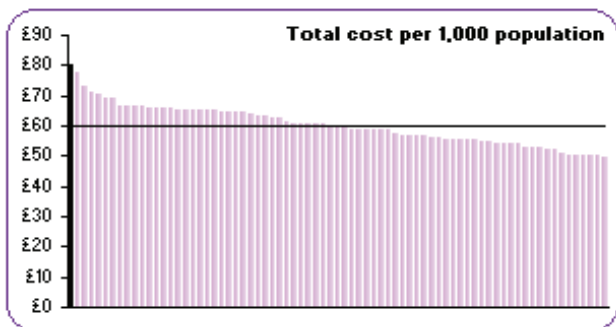
The distributions of values shown on the charts can vary greatly. Here we show some examples to help readers understand how the distributions can vary. In each case we will keep the black bar authority's value the same and the group average the same, however the shape of the graph and distribution of the groups values are varied to give quite different pictures of the example authority's costs.



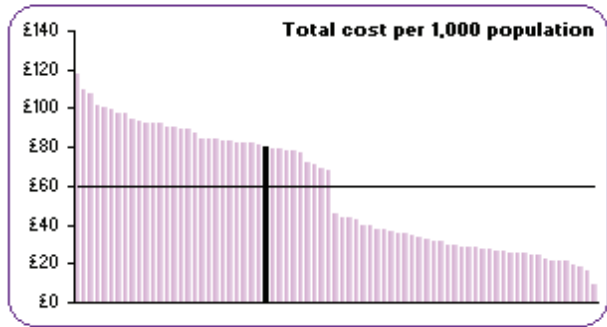
- This chart shows a very common distribution (which a statistician would appropriately call the 'normal' distribution).
- While there is a wide range of values (20-100) the majority of authorities are in a much tighter range (about half are between 50 and 70).
- In this particular case the highlighted authority has one of the highest costs.



- This chart shows a straight sloping distribution.
- There is no consistency between authorities and no such thing as a typical value.
- In this particular case the highlighted authority is above average, but not significantly so.



- This chart shows little variation between authorities.
- In this particular case the highlighted authority is clearly the most expensive per 1,000 population.



- This distribution is quite rare, the chart clearly displays two distinct groupings of authorities.
- In this case interpreting the highlighted authorities value is difficult and it is important to investigate the reasons behind this variation.

Quartiles

We finish this introduction with a quick note about quartiles. Quartiles are a popular simple way to examine distributions of cost or performance data.

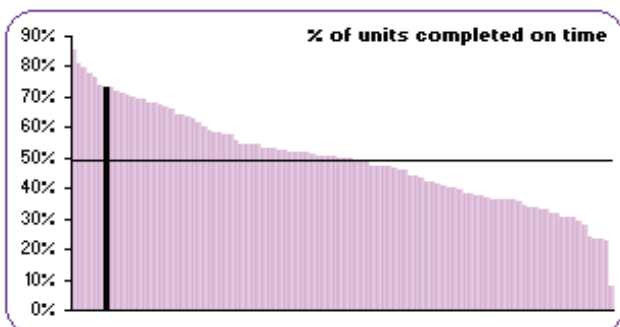
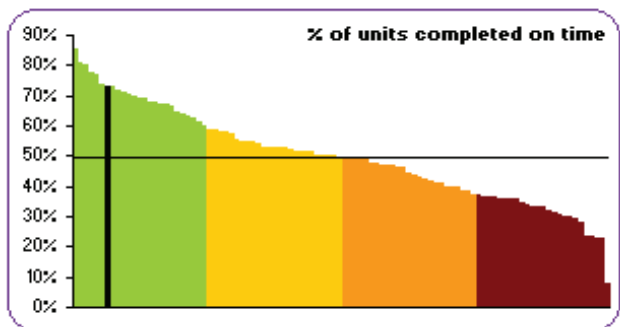
Quartiles are produced by splitting the distribution into four quarters, as presented on the right.

Mathematically the word quartile refers to the boundaries between the quarters (called the lower quartile, median and upper quartile).

In business & management the word quartile is more often used to refer to the quarters themselves. "Top quartile" is used to describe the best quarter (e.g. highest performance) while "bottom quartile" refers to the worse (e.g. high cost or low performance).

It is common approach to view "being in the top quartile" as a benchmark to be achieved, and "being in the bottom quartile" as a sign of problems.

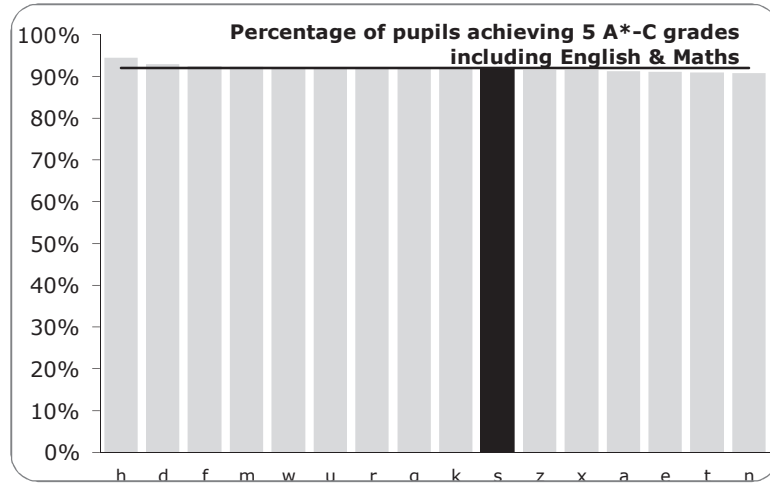
We do not show quartiles in this report, as this approach can be viewed as simplistic, and it does not fit in with the purpose of the report, which is to inform rather than judge. The reader should however compare the top and bottom charts and note how easy it is to quarter the distribution with the mind's eye.



APPENDIX 2 - Background Information

Educational Attainment

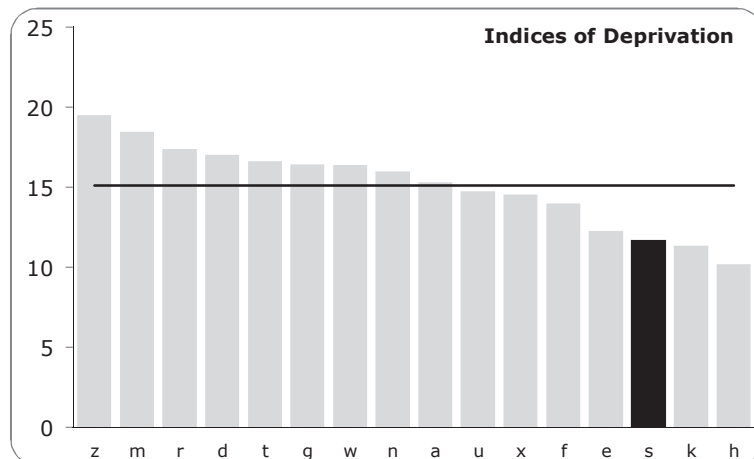
		Average
Educational Attainment	91.8%	92.0%



Source: CIPFA Children's Services Actuals Statistics 2011-12 - Column 325

Deprivation

		Average
Index of Deprivation	11.7	15.1

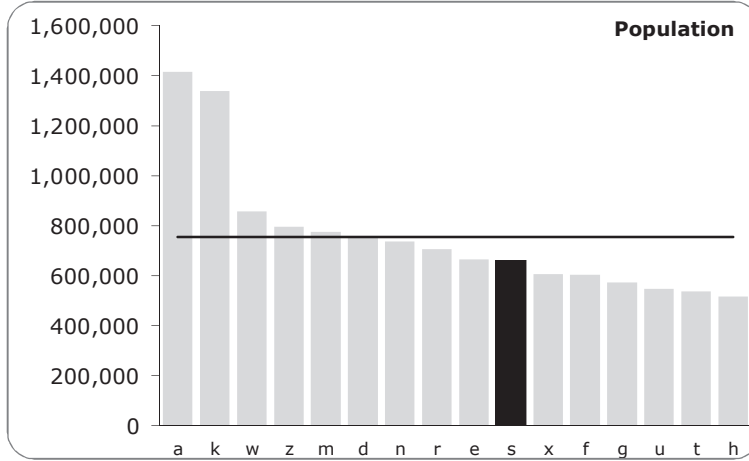


- The higher the index, the more deprived the authority is.

Source: CLG Indices of Deprivation 2010

175 Population

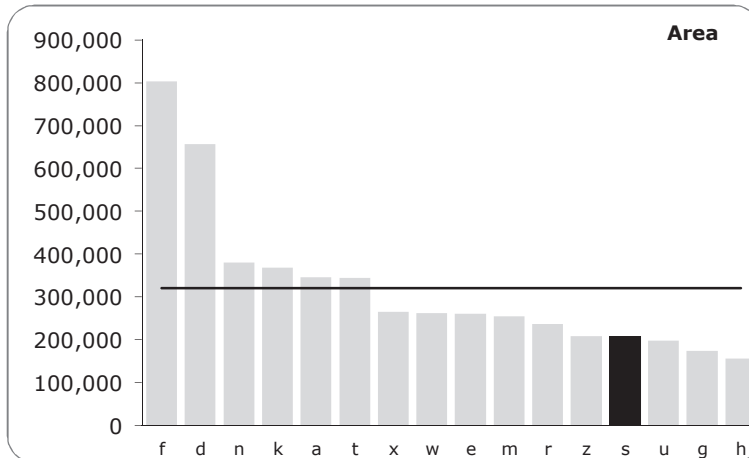
		Average
Population	661,600	755,956



Source: ONS Mid 2013 Population Estimates

Area

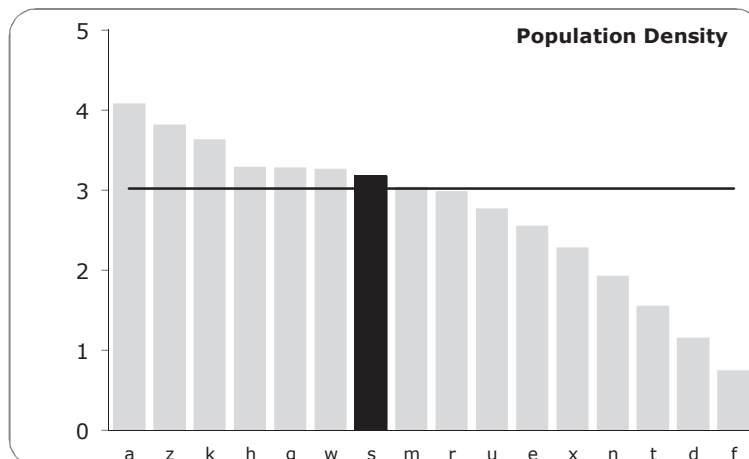
		Average
Area	208,289	320,207



Source: ONS Area 2013

Population Density

		Median
Population Density	3.2	3.0



APPENDIX 3 - Financial Information

For Leicestershire County Council Financial Information 2013-14 (Actuals)

Revenue Expenditure	£	per 1,000 pop	Average
Employees	2,754,702	4,164	6,166
Premises	1,297,982	1,962	1,997
Supplies & Services			
Books & Pamphlets			
- Reference	17,560	27	36
- Adult Fiction	306,598	463	480
- Adult Non-Fiction	50,894	77	245
- Children's Fiction	110,742	167	185
- Children's Non-Fiction	20,687	31	52
Newspapers, Periodicals & Magazines	26,827	41	67
Sound Recordings ¹	56,117	85	120
DVDs, CD-ROMs, Software & Multimedia ²	90,838	137	91
Electronic & Online Products ³	114,593	173	181
Other Acquisitions	40,929	62	17
Bookbinding	0	0	4
Total Materials	835,785	1,263	1,478
Computing Costs	540,310	817	608
Other Supplies & Services	313,635	474	555
Transport	118,826	180	231
Third Party Payments	0	0	32
Support Service Costs	2,391,556	3,615	2,344
Total Revenue Expenditure	8,252,796	12,474	13,411

Revenue Income	£	per 1,000 pop	Average
Overdue Charges	111,720	169	181
Reservation Fees	14,216	21	41
Lettings	207,911	314	93
Hire of Audio & Visual Materials	115,813	175	183
Electronic Revenue	7,873	12	42
Specific Grants	0	0	394
Provision of Library Services to other Local Authorities	151,404	229	98
Miscellaneous - receipts from the public	244,739	370	336
Miscellaneous - corporate income	108,407	164	256
Total Revenue Income	962,083	1,454	1,624

Net Expenditure (excluding Capital Charges)	9,214,879	13,928	15,035
Capital Charges	1,667,068	2,520	1,369
Total Net Expenditure (including Capital Charges)	10,881,947	16,448	16,404

Total Capital Expenditure	198,230	300	881
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¹ Includes Music, Adult Talking Books and Children's Talking Books (Cells 106 to 108)

² Includes DVDs, Multimedia & Open Learning Packs and CD-ROMs & Software (Cells 107 & 108)

³ Includes eBooks, eAudio, eAudiovisual, Subscriptions and Online / Electronic Products (Cells 111 to Cell 115)

Financial Information 2014-15 (Estimates)

177

Revenue Expenditure	£	per 1,000 pop	<i>Average</i>
Employees	2,766,142	4,181	6,163
Premises	1,337,698	2,022	2,097
Supplies & Services - Materials	781,000	1,180	1,489
Other Expenditure	3,195,963	4,831	2,606
Total Revenue Expenditure	8,080,803	12,214	12,355
Revenue Income	(862,050)	(1,303)	(1,800)
Net Expenditure (excluding Capital Charges)	7,218,753	10,911	10,555
Capital Charges	1,667,068	2,520	1,111
Total Net Expenditure (including Capital Charges)	8,885,821	13,431	11,666

APPENDIX 4 - Other CIPFA Libraries Services

● CIPFA Public Library Statistics

CIPFA are the leading independent source of data about local government services, undertaking more than 30 surveys annually. We have been collecting data relating to public libraries for more than fifty years. The data collected represents the most comprehensive source of information relating to measuring the performance of public library authorities in the UK.

A working group of local authority practitioners and central government representatives meet bi-annually to help shape the direction of the questionnaire and data that is collected to ensure that it is continually adapted to remain relevant in an ever-changing environment.

Datasets provide financial and non-financial information for local government managers engaged in comparative analysis and performance measurement. Subscribers to www.cipfastats.net have access to our historical archive of downloadable data in addition to a range of interactive and visual tools to help with further analysis.

www.cipfastats.net/leisure/publiclibrary

● CIPFA Public Library User Survey (PLUS)

CIPFA have been developing and supporting a range of library survey tools, enabling authorities to collect feedback from users of their services, since 1995. This began with the launch of PLUS in 1995, which was followed by Children's PLUS in 1997, ePLUS in 2001 and the Home Delivery Survey in 2005.

Indicators from PLUS were adopted by the Audit Commission and the Department for Transport, Local Government and the Regions (DTLR now DCLG) for the collection of a number of Best Value Performance Indicators (BVPIs). It was also adopted by the Department for Culture, Media and Sport (DCMS) for their Public Library Service Standards (PLSS) and Public Library Impact Measures (PLIMs).

New from July 2012: The 2012 Adult PLUS survey has now been updated and includes new questions on transport, use of computers and living arrangements. The questionnaire and manual of guidance can be accessed by subscribers from www.cipfasocialresearch.net/subscribersarea, which will also include details on how CIPFA can help you to deliver your survey and make best use of the results.

www.cipfasocialresearch.net

APPENDIX 5 - Contact Us!

We hope you have found the profile interesting and informative.

This is the fourth year of the profile and we aim for this to be a user-led product that improves year-on-year.

Please help us improve the next round by contacting us with your thoughts and suggestions!

libraries@cipfa.org

We will also be happy to answer any queries you have regarding the profiles.

APPENDIX B**SUGGESTED PERFORMANCE CRITERIA****Core Libraries**

Measure	2013-14	2014-15	April-Sept 15	Direction	Commentary
Loans	1,859,001	1,677,223	683,751		
Visits	1,913,653	1,699,488	589,733		Includes estimated figure for Harborough (no electronic counter)
Enquiries	315,508	270,153	124,996		
New Joiners	16,075	16,291	10,384		
Active Borrowers	72,867		31,454		Annual reporting
IT available hours	7,895,760	7,748,150	3,590,659		
IT hours used	1,479,650	1,556,281	66,0821		
ICT learning sessions	8,911	15,235	6,894		
Nos attending ICT learning sessions	4,946	7,229	3,495		
Total events held	1,763	2,336	992		Revised reporting from 2016
Total event attendees	44,105	53,042	32,427		Revised reporting from 2016
Numbers of volunteers	-	-	-		Reporting from 2016

County Network: Loans

	2013-14	2014-15	April-Sept 15	Direction	Commentary
Core 16 Libraries	1,859,001	1,677,223	683,751		
Mobile Libraries	195,283	124,511	46,002		
Community Managed Libraries	751,289	623,272	242,239		
E-Loans downloads	13,920	20,989	14,980		County network figure

County Network: Housebound users

	2013-14	2014-15	April-Sept 15	Direction	Commentary
	1040		678		2014 not yet available

Cost

Measure	2013-14	2014-15	April-Sept 15	Direction	Commentary
Total revenue	£12,474	£11,469	N/A		Annual reporting
Expenditure per 1,000 population	(benchmark average £13,411)	(estimate)			
Total net expenditure per 1,000 population	£10,911	£10,190	N/A		Annual reporting
	(benchmark average £10,555)				
Cost per visitor	£3.23	£3.41	N/A		Annual reporting
	(benchmark average £3.34)				
Cost per available hour	£11.05		N/A		Annual reporting
	(benchmark average £13.93)				
Income	-633,206	-630,645	-367,448		