



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE:
26 NOVEMBER 2013

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

**UPDATE ON THE IMPLEMENTATION OF THE LIBRARIES, HERITAGE
AND ARTS REVIEW RECOMMENDATIONS**

Purpose of Report

- 1 The purpose of this report is to update the Adults and Communities Overview and Scrutiny Committee on the progress being made to implement the recommendations arising from the review of Libraries, Heritage and Arts (LHA) to make the required savings in line with the Medium Term Financial Strategy (MTFS), and to highlight key achievements and emerging issues as a result of that implementation.

Policy Framework and Previous Decisions

- 2 On the 8 March 2011, the Cabinet considered the LHA Review, a report commissioned by the Council and produced by BOP Consulting and Shared Intelligence, which reviewed the Council's LHA service provision and made a series of recommendations for a way forward to help the Council reduce its costs.
- 3 The review was underpinned by public consultation, stakeholder feedback and national and local professional/service considerations.
- 4 The Cabinet approved option six, referred to in the report of the LHA Review as 'Approach Six: Hybrid approach' to support the retention of the current network of libraries and museums across the County, whilst deploying a range of actions and service changes to reduce back office costs, increase income and encourage greater involvement by local communities.
- 5 In order to deliver the strategy and monitor performance, a Transformation Board comprising senior Service Managers, Human Resources and Finance Business Partners and staff from Chief Executive's and Property Services was established.
- 6 The role of the Board is to ensure the sustainable delivery of the Community and Wellbeing Service's contribution to the MTFS in line with the Adults and Communities Department and Council priorities.

Background

- 7 The Communities and Wellbeing Service comprises Libraries, Museums, Record Office, Arts and Adult Learning Services. Performance on these areas for 2012/13 is set out in Appendix A.

- 8 Overall museum visits and outreach performance was maintained in 2012/13. Although Library usage fell due to the reduction in opening hours, the number of issues per hour increased thereby improving productivity during opening hours. Such performance reflects the trend nationally.
- 9 Previous updates on progress were issued to the Adults, Communities and Health Overview and Scrutiny Committee on 14 March 2011 and 27 November 2012.
- 10 The programme continues to be based upon the following key strategic principles:
- Using libraries and museums as community spaces not only for recreation and learning, but for other compatible services in towns and villages such as adult learning courses, day care, health, business advice and information;
 - Implementing a more entrepreneurial and enterprising approach to service delivery where possible, thereby increasing income and commercial development opportunities;
 - Encouraging 'Big Society' partnerships and volunteering, community capacity and engagement.
- 11 This is being achieved by:
- Focusing upon the larger sites with critical mass and leverage potential where possible promoting community partnerships for smaller sites. Positioning and sustaining key service facilities to ensure optimum income and external funding for long term sustainability;
 - Recognising the unique museum and library asset (historic buildings, non-threatening and welcoming recreational spaces, museum and archive collections and book stock) as the core to the service delivery and fundamental to the sustainability of the service. Stakeholder and community consultation which took place in autumn 2010 identified the collections and book stock as the most important aspect of the service's role into the future.
- 12 The Transformation programme is made up of a number of projects (some with several sub-projects) grouped under four main categories. The main categories are:
- Organisational design;
 - Service delivery;
 - Commercial opportunities/increasing income;
 - Modernising services.

MTFS and progress in meeting the efficiencies and savings targets

General overview

- 13 The net budget in 2013/14 is £6.4m (including current year efficiencies). The gross budget is £15.7m of which £9.3m is funded through income (mainly from the Skills Funding Agency, museum visitor receipts and spend, joint arrangements and other commercial sources).
- 14 Since 2009/10 spend has already been reduced by 25.6% or £2.2m and dependency on income to support service delivery has increased from 44% in 2010/11 to 59% in 2013/14.

- 15 The majority of savings to date have been achieved by:
- Restructuring the Communities and Wellbeing Service (organisational design);
 - Opening hours reductions in libraries, Record Office and museums (service delivery);
 - Reductions in operational budgets including book fund (service delivery);
 - Increased income (commercial opportunities/increasing income).
- 16 Savings still to be delivered total £2.1m which includes the £1.5m balance of the original c.40% reduction target and additional £0.5m share of the departmental shortfall of £9.6m in 2014/15. Further savings may need to be made following the increasing budget pressures the Council is facing.

Future plans to address the balance of savings required

- 17 Plans to realise the outstanding £2.1m savings identified in paragraph 16 above are currently under development and will take into account the results of the recent Council budget consultation.
- 18 It is anticipated that a further consultation on the detail of the proposals to achieve savings in LHA services will take place after the County Council's budget meeting in February 2014.
- 19 Further savings required will follow the strategic direction of the LHA review recommendations, including progressing community partnerships, identifying opportunities for co-location and co-working, increasing use of volunteers, assessing any further commercial and income generation opportunities, reviewing opening hours and staffing.

Realignment of services

- 20 Against the backdrop of the implementation of savings, the Community and Wellbeing service has been realigning its services in order to better support the Leicestershire Together priorities.
- 21 This realignment has been enabled by the revised structure implemented in 2012 which sees services managed on a locality basis and where working in close partnership with other service providers is seen as the norm rather than the exception.
- 22 A summary of the most significant achievements as a result of these service changes can be found at Appendix B.

Background Papers

- Libraries, Heritage and Arts Services Review November 2010 (http://website/lha_review_final_document.pdf)
- Report to Cabinet: 8 March 2011 – Libraries Heritage and Arts Review <http://politics.leics.gov.uk/ieListDocuments.aspx?Cid=135&Mid=3122&Ver=4>
- Report to Adults, Communities and Health Overview and Scrutiny Committee: 14 March 2011 – Libraries Heritage and Arts Review

[http://cexmodgov1/Published/C00000936/M00003254/AI00027843/\\$LibrariesHeritageandArtsReviewCabinetReport.doc.pdf](http://cexmodgov1/Published/C00000936/M00003254/AI00027843/$LibrariesHeritageandArtsReviewCabinetReport.doc.pdf)

- Report to Adults, Communities and Health Overview and Scrutiny Committee: 27 November 2012 – Update on the implementation of the Libraries Heritage and Arts Review

[http://cexmodgov1/Published/C00000936/M00003348/AI00032982/\\$BupdateontheImplementationoftheLibrariesHeritageandArtsReviewRecommendations.doc.pdf](http://cexmodgov1/Published/C00000936/M00003348/AI00032982/$BupdateontheImplementationoftheLibrariesHeritageandArtsReviewRecommendations.doc.pdf)

Circulation under the Local Issues Alert Procedure

None.

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List of Appendices

Appendix A – Performance 2012/13

Appendix B - Culture and Wellbeing Services supporting Leicestershire Together priorities

Relevant Impact Assessments

Equal Opportunities implications

- 23 All appropriate projects will have or have had Equality Impact Assessments/Equality Impact Questionnaires and Human Rights Act impact assessment undertaken as part of each individual implementation plan. Full details of all EIA/EIQ's undertaken for Adults and Communities can be found on the County Council's website:

http://website/index/your_council/equality_and_diversity/equality_impact_assessments/equality_impact_assessment_documents/asc_eia.htm

Environmental impact

- 24 All appropriate projects have Environment Impact Assessments undertaken as part of their individual implementation plan. An example of a positive impact of the projects being undertaken is the 'Using Buildings Better' project where better use of buildings will provide more efficient solutions to delivering services by concentrating a number of services in a smaller number of locations.

Partnership Working and Associated Issues

- 25 Where appropriate each individual project contains a consultation process ensuring all relevant partners have an opportunity to contribute their views.

Risk Assessment

- 26 Where appropriate each individual project undertakes risk assessments as part of their individual implementation plan.

COMMUNITIES AND WELLBEING SERVICE
PERFORMANCE – 2012/13

Service	
Current percentage of residents that are active Library Members	24.6% (c160K)
Current percentage of residents borrowing items (excluding use of PC's or download e-books)	17.1% (c111k)
Number of Library loans – all items	3,247,791
Number of Library visits – physical visit to library sites	3,482,196
Number of users of online library resources	15,704
Total book stock (as at 31 March 2013)	649,440
Total number of Museum visitors	211,515
Usage by students, children and learning groups through, outreach, community and classroom based museum and library activities	30,293
Total number of Record Office users each year	19,137
Usage of Record Office on line access to archive collections	222,443
Number of creative businesses and start-ups supported (231 attended events, 78 received one to one advice)	309
Learners enrolled on accredited programmes leading to a qualification	3376
Learners enrolled on non accredited courses	2774
Learners enrolled on accredited Employer Responsive programmes	93
Number of different types of adult learning courses delivered	203
Number of apprenticeships supported	228
Volunteers directly supported and engaged in service activity	465
Volunteers with disabilities	40
Volunteers indirectly through the Forum for Independent Museums	1,000
Museum collections accessed by individuals for research and exhibition purposes	1,212
Number of Centre Stage and Centre Screen programmes	121
Number of Centre Screen programmes	160

Community and Wellbeing Services supporting Leicestershire Together priorities

City of Culture Bid - The County Council is fully supporting the City bid including making a £2 million contribution to underwrite a successful bid and specifically to support the complementary cultural activity in the County, thereby to maximise economic and other benefits for Leicestershire. The focus for the County would be around the market towns and tourist attractions in the County, building on the themes of Richard III, transport such as railways, aviation and canals, industry and post-industrial settings, and illumination projects for communities in local parks and community spaces.

A successful bid by is forecast to bring a 10% growth in visitor expenditure over the next four years and a continued rise on the back of hosting the event. Employment in the arts, entertainment and recreation sector could double from 7,000 to 14,000 by 2020 and a return of £9 for each £1 invested expected based on previous evidence.

Richard III and Cathedral Gardens – The County Council has continued its support and collaboration with the City Council in recognition of Richard III, the King who died in the County and will be re-interred in the City. A £250,000 contribution to the Cathedral Gardens scheme was made to recognise the role of the Diocese and Leicester Cathedral across the County and City, and the positive links between Bosworth, the Cathedral and the new Richard III Visitor Centre, including an artwork specifically commissioned to recognise Richard and Bosworth Battlefield which will be in place by spring 2014.

A Green Plaque Scheme in Leicestershire to recognise and promote notable local individuals and the buildings associated with them, is being introduced and will be launched officially in the New Year.

Creative Leicestershire continues to encourage economic growth through fostering new small businesses in the creative sector and mentoring new entrepreneurs and promoting their products.

In partnership with a range of work and skills stakeholders, the County's Library Service has levered in £100K to enable weekly **Work Clubs** to take place across our Market Towns. These will take advantage of the libraries' neutral space to offer informal help and advice to unemployed people and guide them to learning and employment opportunities. A pilot at Hinckley has seen nearly 2,000 visits during 2012.

OFSTED awarded the County's Adult Learning Service a "good" rating in its 2012 review. It has re-prioritised its services in order to better support those in need of skills support to help people back into work. The service provides programmes for more than 7,300 part-time learners. The OFSTED report also praised the very strong support given to learners who have significant personal and learning needs and highlighted that learners successfully improve their personal and employability skills, which also benefits their economic well-being. An action plan and future direction for the service has been agreed to make further improvements.

Over 1,000 **volunteers** have supported libraries and museums over the last year, with over 100 of these having mental health and other disability challenges. Major achievements have been the **Summer Reading Challenge** work with young volunteers and the development of a **work readiness** scheme for young people to gain experience in

the council work place. Volunteers contributed over **42,000 hours** to the service during 2012/2013 delivering a value of over **£460,200**.

The County Council in partnership with Health bodies and the Reading Agency, has played a leading role in the national **Reading Well: Books on Prescription Scheme** - highlighting the important role that libraries can play in the mental health agenda. The scheme provides early intervention through self-help books for adults experiencing a variety of low level mental health conditions. The project was supported by the Shadow Health and Wellbeing Board in 2012 and will be officially launched in 2013.

The **Memory Plus** training and resource package delivered by the Museums service enables care staff to deliver a series of facilitated activities to people with dementia, utilising museum resources and sensory stimulation. The scheme has been oversubscribed.

The **Wellbeing Wednesdays** cultural wellbeing events during October 2012 used the five ways to wellbeing as its central theme, supported by with Public Health. Over 2,000 people attended over 35 events.

A special regional award was given to the County Council for museum work with children with special education needs, people with autism, older people with mental health challenges, and the siblings of young disabled people.

In 2012, the County Council opened the £1.3m extended and refurbished Loughborough library to provide social care, adult learning and other services from one site. The new facility includes services to promote the independence of people with disabilities, including a state-of-the-art interactive multi-sensory area and community activities, new adult learning facilities, also available for community hire, offering a range of opportunities for adult learners, including free English and Maths tuition, information technology classes, plus a range of health, leisure and confidence-building courses and the re-location of local history material bringing it together with genealogy resources for people who want to trace their family tree.

Communities and Wellbeing services continue to be commissioned to deliver targeted literacy, language and learning services through Leicestershire's Children's Centres.

Through libraries and museums services over 12,000 young people and their families in 2012 took part in its annual Summer Reading Challenge, a free literacy intervention that, as part of a national scheme maintains literacy levels during the school holiday break

Over 30,000 young people visited the County Council's Museums for learning and educational activity; targeted services for young people using museum loans and artworks in schools.