Subject:	Library Transformation
Corporate Director	Frank Jordan, Corporate Director for Resident Services Hugh White, Director of Sport and Culture
Portfolio Holder(s):	Councillor Eunice Campbell Clark, Portfolio Holder for Leisure, Culture and Schools
Report author and contact details:	Nigel Hawkins, Head of Culture and Libraries
Other colleagues who have provided input:	Stephen Chartres, Performance and Improvement Manager – Sport and Culture Natalie Hallam, Business Intelligence and Performance Officer – Sport and Culture Maria Balchin, Senior Commercial Business Partner Beverley Gouveia, Development and Disposal Manager Beth Brown, Head of Legal and Governance Emily Jones, HR Consultant – Sport and Culture

Subject to call-in: ☒ Yes ☐ No

Key Decision: ☐ Yes ☒ No

Criteria for Key Decision:
(a) ☐ Expenditure ☐ Income ☐ Savings of £750,000 or more taking account of the overall impact of the decision
and/or
(b) Significant impact on communities living or working in two or more wards in the City
☐ Yes ☒ No

Type of expenditure: ☐ Revenue ☐ Capital

Total value of the decision: Nil

Wards affected: All

Date of consultation with Portfolio Holder(s): 2 December 2021

Relevant Council Plan Key Outcome:	
Clean and Connected Communities	☐
Keeping Nottingham Working	☒
Carbon Neutral by 2028	☐
Safer Nottingham	☐
Child-Friendly Nottingham	☒
Healthy and Inclusive	☒
Keeping Nottingham Moving	☐
Improve the City Centre	☐
Better Housing	☐
Financial Stability	☒
Serving People Well	☒

Summary of issues (including benefits to citizens/service users):
This report sets out proposals for the strategic transformation of the Library Service, taking account of the overall financial position of the Council and the need to deliver a sustainable and modern Library Service. It provides an overview of the work undertaken to date and the evidence base used to support the case for the transformation being proposed.

The proposals have been developed from a Library Needs Assessment (LNA), which has resulted in a refreshed vision and a set of strategic outcomes for the transformation of the Service as outlined in Appendix 1 of this report. It also outlines specific proposals that relate to the Basford, Radford Lenton and Aspley libraries, which are to be tested through a public consultation exercise.

Does this report contain any information that is exempt from publication?
No

Recommendation(s):

1. To note the context, evidence and information arising from the Library Needs Assessment (Phase 1), which has led to the proposed transformation of the Library Service and the set of proposals to be considered for Phase 2 consultation.

2. To agree that the proposed Phase 2 consultation exercise is undertaken for a period of 12 weeks, as summarised in Section 7 of the report, and that the outcomes from the consultation are reported to a future meeting of the Executive Board.

1   Reasons for recommendations

1.1   The proposed consultation will provide an opportunity for all stakeholders to comment and provide views on the proposed transformation of the library service, including the specific proposals for three libraries. Following this consultation, the feedback will be reviewed and fully considered as part of the decision-making process regarding the future delivery of the Service.

2 Background

2.1 The Council manages, and is responsible for, 15 public libraries across the city made up of a network of 11 community libraries, 3 libraries at Joint Service Centres and the Central Library. The service also includes outreach and targeted library services that include a library service at Her Majesty's Prison Nottingham, Nottingham Performing Arts Library Service, Bookstart and a Home Library Service. These all make a significant and valued contribution to the cultural, economic and social fabric of the city.

2.2 The way people use libraries is changing. The national picture has seen a decline in book issues.

2.3 Data from Chartered Institute of Public Finance and Accounting (CIPFA) shows that nationally, in-person visits to libraries fell by 5% in 2019/20, while the number of web visits continued to increase, with a 25.8% increase since 2015/16, and an increase of over 12 million online visits in 2019/20. This trend is mirrored locally with the emergence of a hybrid service combining physical visits and online access.

2.4 With decreasing budgets and changes in user habits, library services are having to redesign services and find innovative ways to reduce costs while maintaining a quality service that meets the needs of citizens.

2.5 In this context the Council initiated a LNA to look at how library resources and facilities could be used more efficiently, while still enabling the delivery of a statutory service which is highly regarded and valued across the city.

2.6 The Council commissioned external specialists in library services, engagement and research to provide independent support to the Council in undertaking the review of the library service.

2.7 This included an online public survey with 1,713 responses received, stakeholder interviews, public focus groups, strategic partner workshops, staff workshops and discussions with children and young people. Alongside this was the analysis of demographic and socio-economic data, library performance management information, national trend data, and best practice examples from across the sector.

2.8 A summary report of the findings and data analysis is attached as Appendix 1. The key elements of this are:

- Nottingham's Libraries still play an important role in communities by providing access to learning and resources, offering safe and welcoming spaces and providing essential access to free public computers and Wi-Fi to enable people to engage in the digital world;

- there has been a national decline in usage of libraries over the last 10 years which has been mirrored in Nottingham, which has been further accelerated by the pandemic;

- trends in accessing library resources in person and digitally are starting to change. In the past 2 years Nottingham's library service has seen a 330% growth in the numbers accessing online resources, such as e-books and e-newspapers as well as an increase in those accessing events and activities online;

- national benchmarking data suggests its overall cost of delivery is higher than most other library authorities. Whilst library usage overall for the city remains broadly comparable with other authorities, this is achieved through having some highly used locations but also a number of individual libraries which have very low usage making their overall cost per active user high;

- Nottingham has a tight urban boundary with some neighbourhoods being relatively close to the City Centre. This allied with ease of access through good transport links has reinforced the role of a Central Library, as a high proportion of library users use this facility alongside their more localised provision. The Central Library (prior to its closure) accounted for just under 1/3 of the total services physical book issues; and

- geographical location is also important and where libraries are in areas where no easy immediate alternative exists, e.g. Clifton Library, people sign up and use their local library more exclusively.

2.9 The Council Plan sets out the challenges and opportunities across the city, which were echoed in the findings of the needs assessment. These include:

- 40% of the City's Local Super Output Areas (73/182) are classified as having individuals who have limited or no interaction with the internet and access to broadband falling well below average;

- health inequalities in Nottingham are stark, with life expectancy varying by up to ten years between neighbourhoods;

- educational attainment at both Key Stage 2 and Key Stage 4, is significantly different between the more deprived and the more affluent areas of the city;

- cultural participation is variable and libraries should do more to engage new/under-represented audiences, working with cultural, education and community partners;

- there is a clear ongoing need for access to English language skills and information in non-English languages to fully reflect the first languages of many in Nottingham's diverse communities; and

- high levels of unemployment across Nottingham, along with lifelong education and basic skills challenges affecting the city's working age population, opens potential for the library service to work more closely with other Council services and partners to deliver targeted projects that deliver employment outcomes.

2.10 Therefore, the library service is strongly positioned to impact on these needs with its activities and programming for improving literacy and reading, improving digital access, supporting health and well-being, culture and creativity and employment and skills.

2.11 However, given that the level of need varies between neighbourhoods and with reduced resources available, a better focused and targeted approach needs to be considered.

2.12 The challenge therefore is about transforming what traditionally is seen as a building-based service into a more agile service using technology balanced with physical access where it is most needed.

2.13 The proposed outcome therefore is to create a modern library service that remains relevant, whilst also responding to financial pressures facing the local authority. This would be best achieved through exploring:
- improved co-ordination with other neighbourhood service provision and with stronger partnership working;
- better integration with other services in multi–use sites in different buildings to enable delivery to be more efficient and effective;
- looking to move away from the more traditional 'one size fits all' library offer, taking a more considered and tailored approach to respond to needs of the community and to reflect the cost of that delivery; and
- the development and more effective use of technology and digital access realigning buildings, staff and e-resources to respond to evolving need and demand.

2.14 This approach dovetails with proposals for community-based delivery as part of broader transformation work taking place across the Council.

3 Library Transformation Programme

3.1 The Council has not carried out a fundamental assessment of its library network for many years. In some instances, certain libraries are not now in the most suitable location. Many libraries have overlapping usage catchments and demand in certain areas has declined. Whilst some of the smaller libraries are much loved they are not well-used and the asset base of the service needs major investment.

3.2 The findings from the needs assessment have informed a proposed vision and four primary outcomes to be achieved. These focus on what is required to best support our communities and reflect the outcomes outlined in the Council Plan.

3.3 **Proposed Vision for the Service**

The Council aims to create a library service that:
- **connects** communities both physically and online;
- **provides** inclusive opportunities for citizens to realise their potential; and
- **inspires** lifelong learning and new skills.

3.4 **Primary Outcomes**

To achieve the vision there needs to be an outward focus for the library service with a flexible, dynamic and sustainable offer delivering the following outcomes
- **our library service plays a key role in bringing our communities together;**
- **our library service is championing literacy and learning in the City;**
- **our library service is helping the City's economy to thrive; and**
- **our library service is efficient and cost-effective.**

4 Proposals

4.1 A work programme and set of proposals have been identified which would take the service from where it is now to the desired outcomes above. This is set out in more detail in Appendix 1.

4.2 This programme includes:

- **Modernising and rationalising the library network:** This looks at the buildings that have low usage and high costs with newer, more modern libraries located nearby. It also recognises that older buildings will require significant investment to bring them up to a modern-day standard and may not be fit for purpose to meet this future standard and need from the service.

- **Building partnerships and collaboration:** A collaborative community model which seeks to use shared spaces across services and partners. A council wide programme bringing this together with a strategic assessment will be essential.

- **Flexible and adaptable approach to working:** This would involve effective use of resources to better match libraries usage patterns and linking training and development, alongside increased use of volunteers. This will also involve a stronger outward focus for the service around marketing, advocacy and partnership development.

- **Making the most of technology:** This explores the introduction of Technology Enabled Opening to allow libraries to remain open at off peak times. This could also enable wider community use from partners looking for community venues. This will also include the shift in digital focus with development and growth of the website and on-line offer.

4.3 Based on the evidence provided in the needs assessment, coupled with the need to deliver value for money, proposals are being put forward for consultation on changes to the library network to sustain the improvement and modernisation journey.

4.4 These proposed changes are:
- the closure of **Basford Library;**
- the closure of **Radford Lenton Library**; and
- the closure of **Aspley Library** to the public to re-purpose as a distribution point for Home Library Service, Bookstart, Nottingham Performing Arts Library Service and mobile/outreach services.

5 Other options considered in making the recommendations

5.1 In reaching the transformation proposals, a range of options were considered, which are set out below.

5.2 **Option 1 – Continue with current network of 15 Libraries**

This would see no changes to the current library network but would require the completion of investment in the New Central and Sherwood Libraries. However, this option is not considered sustainable for the network size or for providing an effective and efficient service in the long term.

Benefits
- Could achieve savings by removing activity and book resources.
- No immediate change to the current provision in terms of access for citizens.

Impacts / Considerations
- There would be investment required and unresolved maintenance liabilities on some of the older libraries.
- This does not deliver a modern agile service, and has limited ability to redirect and target resources to changing community need.

5.3 **Option 2 – Libraries Transformation as proposed for Consultation**

The proposals outlined have been carefully considered to create a more agile modernised sustainable service whilst retaining a strong community focus. This recognises the need to maximise the use of technology and to work in collaboration with other community partners around delivery of neighbourhood services.

Benefits
- Enables the transformation of the service as outlined in the report.
- Delivers savings over the next three years with further potential sustainable reductions being able to be considered as the programme progresses.
- Ensures that the delivery network mirrors other providers with stronger performance against our benchmarked CIPFA local authority comparators.

- Would remove potential maintenance liabilities on older building stock needing significant repair.
- Would release potential for sale of sites to contribute a receipt back to the authority which can be used for reinvestment.

Impacts / Considerations:
- Short term reputation management in terms the potential closure of three library service points.
- Transformational project resource required to deliver this ambitious programme over 3 years.
- Alignment required to a Council wide programme looking at community assets and on other decisions being made on services and facilities in communities.

5.4 **Option 3 – Community focused Library Service Provision**

This would see a library service offer only community-based Libraries with no Central Library.

Benefits
- Capital and revenue savings with not proceeding with a Central Library.
- Library Service focus on community need with a realignment of resources.

Impacts / Considerations
- Impact on library users as Central Library acts as the key outlet for many citizens to access services and resources.
- Significant reputational implications as the new Central Library is a key priority in the Council Plan.
- Loss of an innovative creative space for the service with planned programming focused on digital, youth and children's offer.
- Loss of wider city and regional specialist resources, e.g. local studies.
- Loss of on-going programming and development, for the remaining library network.
- Current Central Library acts as a city and county library resource in exchange for the county running the city/county archives service.

5.5 **Option 4 – Further Reduced Library network**

This service would be focused on a Central Library, three Joint Service centres and the four best performing community libraries and would see the network reduced by seven service outlets.

Benefits:
- Savings would be achieved with possible additional savings through staff and service cost reductions.
- Capital receipts possible from disposal of surplus assets.

Impacts / Considerations:
- Significant community impact in terms of accessibility to nearest library for many households.
- Increased possibility of challenge in demonstrating we are adequately discharging our statutory duty.
- Reputational impact which needs to be assessed alongside other reviews being considered in community and asset provision.

5.6 **Option 5 – Community/Volunteer run Neighbourhood Libraries**

This would see the Central Library and the three joint service centres to continue to be fully run and staffed by the authority with the remaining neighbourhood libraries to be managed and run by the community. A number of authorities have followed this route with varying success. Where authorities have been successful this has often been as a result of significant investment in community capacity building a sustainable volunteer network developed over a 3-4-year period.

Benefits:
- Engages citizens directly in providing services in the city.
- Reduce paid staff costs for the service.

Impacts / Considerations
- Limited appetite for resident to run the library service. Many residents feel that that libraries should be run by the authority with paid specialist staff.
- Timescale and resources to build volunteer and community capacity would need to be found.
- Agreements need to be reached around who retains the responsibility for the liabilities of buildings and provision of resources.
- Loss of specialist staff skills and resources.
- Limited saving would be realised following this model.

6 Alternative sourcing of library services

6.1 Until recent years, many public library services in England were delivered directly by councils. For some local authority services there is a competitive market for outsourced service delivery. That had not been true for library services.

6.2 In recent years, a limited market did develop for outsourced library service delivery. For example, two organisations provided outsourced services to a number of local authority clients: GLL (a social enterprise) and Carillion (a large construction and FM multinational).

6.3 A small number of shared services developed. An early example was a back office shared service for Bexley and Bromley Councils, but this was discontinued. There are several consortia which share back-office library functions, such as library software applications. These include South East Library Management Services (SELMS) which has 14 members in the South

and the East Midlands Library consortium of which Nottingham City is one of five members.

6.4   Elsewhere in the country, there has been interest in 'divesting' services, including the development of charitable trusts (e.g. Nottinghamshire's Inspire: Culture, Learning and Libraries) or transferring libraries to community management. Some library services have also devolved library management to parish councils (e.g. in Cornwall).

6.5   Both outsourcing and sharing provide an opportunity for economies of scale in central and back-office costs, but the potential is not that great since central and back-office costs tend to be relatively low as a proportion of total costs.

6.6   The pattern for many outsourced services has been to reduce staffing costs by employing staff on different terms and conditions, although TUPE regulations provide protections for staff already in post at the time of transfer. Private and third sector employers will often employ new starters on different terms and conditions, particularly to reduce the cost of pensions to the employer.

6.7   The bulk of library services' costs rest in the branch network and its staff and so there have been efforts to encourage volunteers to support libraries or take them over. Many authorities have dramatically increased the number of volunteers (e.g. Merton where a third of 'staffing' working hours were reportedly delivered by volunteers). Some have transferred libraries altogether to community management (e.g. Charmouth Community Library in Devon). The experience of community managed library services is mixed. Some authorities continue to provide some funding to support community managed libraries, others have not, leading to financial problems as the community organisation struggles to find the money to operate the service and maintain the building.

6.8   Many library services have achieved significant transformation while remaining in-house. These include Tower Hamlets, which merged its library and adult education services and relocated them into new, purpose-built 'Idea Stores' at the heart of local shopping centres, dramatically increasing usage.

6.9   Nottingham City's own library service has previously co-located libraries in joint service centres (at Hyson Green, St Ann's Valley and Bulwell) and has also replaced parts of its network with new, purpose-built libraries (Dales and Strelley Road) which offer very high quality and well-designed interiors.

6.10 In-house library services have also been successful in introducing automation, through self-service checkouts in most libraries and unstaffed libraries with self-service entry out of hours (e.g. Bracknell Forest). Many in-house services have also succeeded in recruiting high numbers of volunteers (e.g. Merton).

6.11 In developing the proposals, consideration has been given to the alternative delivery options available and the current national picture and trends outlined above. Whilst outsourcing is an option, it would not secure savings outlined and would take over 12 months to procure and complete if relevant experienced providers can be identified. By following the proposed in-house delivery and a

continued focus on efficiencies and service changes, the opportunity to look at outsourced or other governance models can still be pursued in the longer term through a planned process.

7 Public Consultation on proposals

7.1 Public consultation is proposed to take place over a 12-week period from January to May 2022. Information on the transformation and proposals with be provided in a publically accessible format and be used in conjunction with the proposed consultation. In summary the methodology to be used will likely include the following:
- online snap survey with a small number of questions to respond and focus on;
- use of social media to raise awareness;
- landing page on the Nottingham website with rationale, consultation guide and FAQs;
- targeted email to user of libraries direct engagement with key stakeholders, staff and community groups using libraries;
- Covid-safe public meeting to enable citizens to directly ask questions and receive further information on the strategy and proposals;
- use of partnership links to increase reach into communities; and
- Q&A sessions with staff.

7.2 Collation of consultation feedback provided will be reviewed and considered as part final revised proposals to be brought forward for consideration by decision-makers. The key issues to be tested through the consultation would include:
- Do proposals achieve an efficient, modern flexible library service?
- What are the key concerns and the impact on existing users and community groups because of any changes being proposed?
- Do the proposal enable the library service to continue to support key issues in communities, e.g. digital access, low literacy levels, health and wellbeing, support for jobs and skills and learning?
- Offering alternatives options for delivering the service.

8 Consideration of Risks

8.1 Using evidence to inform proposals and consulting with the community are two important ways to help meet the obligation set out in the Public Libraries and Museums Act 1964. They will be considered carefully by Department for Culture, Media, and Sport (DCMS) if a complaint is made about our provision.

8.2 The challenges of undertaking consultation during a global pandemic are noted and we will ensure that all sectors of the community are able to be fully engaged, recognising that this Phase 2 consultation could also be affected.

8.3 The publication of and consultation on the proposals, ensures transparency of the process, management of messages to the public and to encourage participation in the consultation.

9 Finance colleague comments

9.1 The 2021/22 Medium Term Financial Plan (MTFP) included revenue savings for the Library Service of £233,000. There is a proposal to make additional on-going annual revenue savings of £39,400 as part of the 2022/23 MTFP. The 2022/23 Library savings outlined in the report to Executive Board in November 2021, includes £468,000 one-off savings in 2022/23 only (reduced expenditure £202,000 subject to consultation, and Central Library and Sherwood Library closures during development £266,000 – both expected to re-open in 2023/24).

9.2 To meet the £233,000 savings in the 2021/22 MTFP, £138,000 is on target to be achieved by a staff restructure implemented between April to July 2021.

9.3 The remaining £134,400 savings (£95,000 from 2021/22 MTFP decision and £39,400 from 2022/23 proposed decision) are based on the expected reduction in the total cost of the Library service, whilst recognising the time required to undertake the Libraries Needs Assessment to ensure a compliant approach. Achievement of these reduced costs are dependent on the Council arranging leases with new tenants of the surplus sites or sale of the sites to generate a capital receipt for the Council's General Fund. Slippage in achieving this would lead to a pressure in the revenue accounts.

9.4 Further work is required to identify the holding and security costs for the Library sites being considered for closure (subject to consultation). Any potential holding and additional security costs would require offsetting from the forecast budget saving until a decision is made for the sites. In the event of disposal, the holding and additional security costs could be resourced from the capital receipt up to a maximum of 4% of sales proceeds, after allowing for legal and other sale costs. In the event that the holding costs exceeds the 4% threshold of costs chargeable against the capital receipt, there would be a revenue budget pressure.

Comments provided by Maria Balchin, Senior Commercial Business Partner, on 20 December 2021.

10 Legal colleague comments

10.1 Under the Public Libraries and Museums Act 1964, local councils in England have a statutory duty to provide a 'comprehensive and efficient' library service for all people working, living or studying full-time in the area who want to make use of it.

10.2 In providing this service, councils must, among other things, have regard to encouraging both adults and children to make full use of the library service and lend books and other printed material free of charge for those who live, work or study in the area.

10.3 At a national level, the Secretary of State for Digital, Culture, Media and Sport has a statutory duty to superintend and promote the improvement of the public library service provided by local authorities in England and secure the proper

discharge by local authorities of the functions in relation to libraries conferred on them as library authorities.

10.4   When drawing up and delivering library strategies and plans Councils should consider the range of legal obligations placed on them by the Equality Act, including the Public Sector Equality Duty, Best Value Duty 2011 guidance, Localism Act 2011, Human Rights Act 1998.

10.5   As set out in the Governments 'Strategic planning of library services: longer-term, evidence-based sustainable planning toolkit' if the Secretary of State investigates a complaint about a library service not meeting its legal obligations, he or she will expect that library authority to demonstrate that, in drawing up its strategy, it had:
   • consulted with local communities alongside assessing their needs; and
   • considered a range of options (including alternative financing, governance delivery models) to sustain library service provision in its area undertaken a rigorous analysis and assessment of the potential impact of its proposals (Equality Impact Assessment).

10.6   There are a numerous examples where proposals to change library services have been challenged by way of Judicial Review. The grounds vary but frequently this been due to inadequate consultation and/or flawed decision making processes.

10.7   The risk of Judicial Review can be mitigated by following the "Gunning" Principles:
   • do not make any decisions or predetermine any options before consultation;
   • be open and honest from the onset;
   • allow sufficient time (up to 12 weeks depending on the magnitude of the changes being proposed) to engage widely, promote, allow people to give their views and ideas without being leading about the reasoning;
   • provide multiple ways for citizens to respond to the consultation, online, postal, email, letter, one to one, focus groups;
   • allow enough time to properly consider and analyse the results of the consultation and respond to them if necessary; and
   • if the consultation is undertaken in two parts, ensure there is analysis of results which is carefully considered before the commencement of phase two.

10.8   In summary, the legislation does not specify the number of libraries to be provided in any area and challenges made to the secretary of state over closures in other cities have confirmed that the meaning of 'comprehensive and efficient' is to be interpreted in the context of availability of resources, it does not necessarily mean that every resident must live close to a library. A review of library services with a view to making major changes to its library services can be achieved in a legally compliant way. Decisions must be based on a robust strategic review which includes a comprehensive needs assessment that must be accompanied by an extensive and inclusive consultation. A failure to do this opens the Council up to the risk of challenge by way of judicial review.

10.9 To ensure compliance with this duty, the Library Service has conducted an extensive public consultation exercise and data analysis work in order to understand the current offer. Consultation on the proposals laid out in this paper will need to be part of Phase 2 of the Library Needs Assessment prior to seeking Full Council adoption of this strategy and moving into implementation from 1 April 2022.

10.10 For openness and transparency, it is recommended that the detailed findings from the Libraries Needs Assessment Phase 1 are published and made available as a key background document as part of the Phase 2 consultation.

Comments provided by Beth Brown, Head of Legal and Governance, on 31 December 2021

11 Strategic Assets and Property colleague comments

11.1 Where the proposals identify community libraries for closure depending on the outcomes from the consultation, this presents a number of immediate and longer-term considerations that need to be addressed before a final disposal strategy can be formed.

11.2 The immediate consideration needs to be towards decommissioning and holding the building(s) vacant. Ongoing holdings costs would include void rates, standing utility charges (if power needs to remain), security costs and reactive repairs resulting from vandalism.

11.3 Disposal of the site(s) can be considered on a long or short-term basis. The vacant buildings could be re-let if an appropriate user is found. There is also the option to sell the vacant building or undertake demolition to sell as development site.

11.4 The future use of the buildings or site(s) is dependent on a number of considerations, e.g. permitted uses for the buildings/sites and legal due diligence. At this stage it is not possible to include specific details on rental and capital values until clear recommendations emerge from the Phase 2 consultation.

Comments proved by Beverley Gouveia, Development and Disposal Manager, on 29 November 2021.

12 Public Health colleague comments

12.1 Public libraries are free and accessible to all and are centres of community engagement and education, making them logical choices as partners for improving population health. They have an impact on population health be it through providing information; improving health literacy; or as a venue for community or health services.

12.2 The relationship between libraries and health is complex making it difficult to measure the impact of the different proposals on people's health. Public health

will continue to work with colleagues in Sport and Culture to ensure we maximise the impact libraries can have on population health in Nottingham City.

Comments provided by David Johns, Public Health Consultant, on 13 December 2021.

13 HR colleague comments

13.1 Where library proposals result in a deletion of posts, employee should be consulted with in line with the Restructuring Principles and Redundancy Guidelines. Anyone at risk of redundancy should also be referred to redeployment for a period of 12 weeks.

13.2 Management should also give consideration to 'bumping' employees from an at risk library location into an equivalent post at a library location where the role is not at risk. This will be subject to employees from the location not at risk voluntarily expressing an interest in redundancy. Management will also need to consider whether employees will experience any costs in re-locating and determine whether any Disturbance Allowances are payable under the proposal.

13.3 Consultation should take place with the affected employees if a change to opening hours is being considered. Where proposed changes to working hours will affect more than 20 employees, collective consultation must take place through the relevant trade unions.

Comments provided by Emily Jones, HR Consultant, on 07 December 2021.

14 Equality Impact Assessment (EIA)

14.1 An EIA is attached as Appendix 2 to the report and due regard will be given to any implications identified in it.

15 Data Protection Impact Assessment (DPIA)

15.1 A DPIA is not required because the phase 1 Library Needs Assessment consultation followed the Council corporate policy guidelines and good practice. In analysing and presenting the findings which have informed this report, no personal data has been used and comments have been anonymised. Ahead of commencement of the phase 2 Consultation a DPIA will be completed to ensure that Data Protection protocols are followed in relation to the contacting of individuals to engage in the process and in the collection and analysis of information received.

16 Carbon Impact Assessment (CIA)

16.1 A CIA is not required because, at this stage, no decision is being made on changes to the library service. Following the consultation, and when final proposals are brought back to Executive Board for decision, a CIA will be undertaken against any final proposals being presented.

17 List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

17.1 None.

18 Published documents referred to in this report

18.1 None.