Essex County Council

Place Services and Economic Growth Policy and Scrutiny Committee

10:30	**Thursday, 19 March 2020**	**Committee Room 1, County Hall, Chelmsford, CM1 1QH**

For information about the meeting please ask for:
Lisa Siggins, Democratic Services Officer
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		Pages
1	**Membership, Apologies, Substitutions and Declarations of Interest**	**5 - 5**
2	**Minutes:20th February 2020** To approve as a correct record the Minutes of the meeting held on 20 February 2020.	**6 - 7**
3	**Questions from the public** A period of up to 15 minutes will be allowed for members of the public to ask questions or make representations on any item on the agenda for this meeting. No statement or question shall be longer than three minutes and speakers will be timed. On arrival, and before the start of the meeting, please register with the Democratic Services Officer.	

4	**Essex Libraries Service Update** Members to receive report **(PSEG/03/20)** and a presentation from Councillor Susan Barker, Cabinet Member for Customer, Communities, Culture and Corporate, Susanna Shaw, Director Customer and Technology Operations, Juliet Pirez, Head of Libraries, Catherine Barton, Customer, Partner and Engagement lead, and Liz Sutton, Senior Communication and Engagement Specialist.	**8 - 61**
5	**Essex Climate Change Commission - Update** Members to receive report **(PSEG/04/20)** and a presentation Councillor Simon Walsh, Cabinet Member for Environment and Climate Change Action, Samantha Kennedy, Director Environment and Climate Change Action and Philip Oldershaw, Senior Strategy Advisor.	**62 - 69**
6	**Date of next meeting** To note that the next Committee activity day will be on Thursday, 23rd April 2020.	
7	**Urgent Business** To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.	

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the press and public should be excluded during the consideration of these items. If so it will be necessary for the meeting to pass a formal resolution:

That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.

8	**Urgent Exempt Business** To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.	

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Agenda item 1

Committee: Place Services and Economic Growth Policy and Scrutiny Committee

Enquiries to: Peter Randall, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Membership
(Quorum: 5)

Councillor I Grundy	Chairman
Councillor B Aspinell	
Councillor T Cutmore	
Councillor A Erskine	
Councillor I Henderson	
Councillor S Hillier	
Councillor P Honeywood	
Councillor D Kendall	
Councillor B Massey	
Councillor R Moore	
Councillor C Pond	
Councillor R Pratt	
Councillor W Schmitt	
Councillor C Weston	

Minutes of the meeting of the Place Services and Economic Growth Policy and Scrutiny Committee, held in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 20 February 2020

Present:

Councillor I Grundy (Chairman)	Councillor M Mackrory
Councillor T Cutmore	Councillor B Massey
Councillor I Erskine	Councillor R Moore
Councillor I Henderson	Councillor C Pond
Councillor P Honeywood	Councillor R Pratt
Councillor D Kendall	Councillor C Weston

1 Membership, Apologies, Substitutions and Declarations of Interest

1.The membership of the Committee was unchanged since the last meeting;

2.Councillor B Aspinell had sent his apologies, Councillor M Mackrory attended as his substitute. Councillors S Hillier and W Schmitt had also sent their apologies.

2 Minutes

The minutes of the meeting held on 23 January were agreed as a correct record and signed by the Chairman.

3 Questions from the public

There were none.

4 Update on Visit Essex and Marketing Essex

Members received report **(PSEG/02/20)** and a presentation from Councillor Tony Ball, Cabinet Member for Economic Development, Dee O'Rourke, Head of Culture and Green Spaces, and Lisa Bone, Strategic Tourism Manager. The presentation formed appendix A to the above-mentioned report.

The presentation provided information on the outcome of the recent place marketing activities undertaken by Visit Essex through their autumn 2019 Campaign which forms the basis of 'Marketing Essex' new direction of travel to be a strategic place-marketing body promoting Essex as a great place to live, work, visit, study and invest.

Officers discussed plans for Marketing Essex to reprioritise, focusing on more strategic place-marketing that will benefit other industries aside from tourism and accommodation, allowing Visit Essex or Marketing Essex (working title) and ECC to seek investment from wider stakeholders e.g.

transport providers, universities and large businesses across the county who see the benefit in being part of the well-connected and vibrant county of Essex.

Following the presentation, members were invited to ask questions.Areas raised included:

- Promotion of the County – the need to engage with current residents to stay in the area and engage with their county. Use should be made of marketing opportunities at libraries across the county.
- Lack of hotel accommodation – more is required in order to attract overnight/ longer stay visitors.
- Brown signs – more are required but members were advised that the process is lengthy.
- Publicity and targeting various audiences – the need to ensure that overseas visitors are targeted. Leaflets are distributed at London stations, but more should be done with the train operators.
- Members raised the issue of Greater Anglia offering free rail travel to overseas visitors in certain parts of Europe. Members asked officers to explore negotiating for a similar deal across East Anglia.
- Using County Hall atrium to promote tourism – this is a very useful tool and should be utilised more
- The need to ensure that Essex is represented at important tourist events to secure investment

The Chairman thanked Councillor Ball and the officers for their attendance at the meeting.

5 Date of next meeting

The Committee noted that the next Committee meeting will be on Thursday, 19th March 2020.

There being no urgent business the meeting closed at 11.45 am.

Chairman

AGENDA ITEM 4

Report title: Essex Libraries Service Update	**PSEG/03/19**
Report to: Place Services and Economic Growth Policy and Scrutiny Committee	
Date: 19/03/20	**For:** Discussion
Enquiries to: Susie.Dunn@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

1.1. Members to receive an update on delivery of the future library service, covering progress on the three main strands of the strategy: community-run libraries, investment and refurbishments and updating of the library management system. Information will also be provided in response to requests from the committee about libraries staffing and volunteers and book stock.

2. Background

2.1. Following a call-in process, the Essex Future Libraries Strategy (Appendix A – attached for reference) was adopted on 8 August 2019.

2.2. The strategy was last seen by the Place Services and Economic Growth Policy and Scrutiny Committee on 18 December 2019. Here, members discussed the library refurbishment process and schedule, the current library management system and the criteria for a successful bid to establish a community run library. The minutes for this meeting can be found here.

2.3. As part of discussions the following formal motion was agreed:

> *'The Place Services and Economic Growth Policy and Scrutiny Committee Requests early sight of the specification for the new library management system in good time before a decision is taken on it's future direction.'.*

It is noted that by officers that, as the preferred software option is to join the Libraries Consortium ECC has not prepared a specification for procurement, instead opting to buy into the existing software package. Further details will be provided at the meeting.

2.4. It was further requested that an update to committee regarding the Future Libraries Strategy would be required in Q1 2020. It was later agreed that this would take place on March 19, 2020.

2.5. The scope for this session includes updates on:

- Library book stocks
- Library staffing levels
- Library refurbishment
- The new Library Management Software (LMS).

2.6. Witnesses in attendance will include:

- Cllr Susan Barker – Cabinet Member for Customer, Communities, Culture and Corporate
- Susanna Shaw, Director Customer and Technology Operations
- Juliet Pirez, Head of Libraries
- Liz Sutton, Senior Communications and Engagement Specialist
- Catherine Barton, Customer, Partner and Outreach Engagement Lead

3. Session Aims

3.1. Members are asked to discuss the evidence provided by witnesses and provide feedback. Members are further asked to consider the future scrutiny schedule (if required) for the Essex Libraries Service.

4. Appendices

4.1. **Appendix A –** Essex Future Libraries Strategy Cabinet Paper – This is included for reference. The full report and associated papers can be found as part of the 23 July Cabinet agenda pack here.

4.2. **Appendix B -** CMA - Criteria for Community-Run Libraries (22 October 2019) – Again, this is included for reference to inform conversations around current and future library staffing.

4.3. **Appendix C** – Library Book Stock Levels 2016/17 – 2019/20.

4.4. **Appendix D** – Diagram outlining how the proposed Library Management System from the Libraries Consortium will integrate with Current ECC systems.*

4.5. **Appendix E** - The form ECC officers will use to conduct the Technical Impact Assessment in relation to joining the Libraries Consortium and of the LMS they have procured to ensure it meets ECC's requirements.*

* Please note: both of these items are highly technical – further explanation will be provide at the meeting itself.

Agenda Item 4
Forward Plan reference number: FP/461/06/19

Report title: Future Library Services Strategy 2019-2024	
Report to: Cabinet	
Report author: Suzanna Shaw, Director, Customer Services	
Date: 23 July 2019	**For:** Decision
Enquiries to: Suzanna Shaw, Director, Customer Services email suzanna.shaw@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

1.1 This report asks the Cabinet to agree the Essex Future Library Services Strategy 2019-2024 as amended following public consultation. The revised strategy does not envisage the closure of any library during the life of the strategy. The revised strategy focuses on developing libraries with local communities so that the library service can thrive and that the decline in usage is addressed.

2. Recommendations

2.1 To note the strong public engagement with the consultation on the draft Essex Future Library Services Strategy 2019-2024, and the results of that consultation as set out in section 4, detailed in appendices 1 and 2.

2.2 To agree to adopt the Essex Future Library Services Strategy 2019-2024 at appendix 3.

2.3 To support the people of Essex to reinvigorate and reverse the downward trend in library use and in particular to work closely with, and support community groups or organisations to implement viable and sustainable community-run libraries according to the support offer set out in section 5.13.

2.4 To note that the revised strategy does not envisage the closure of any library during the life of the strategy

2.5 To authorise the draw down of £3m from the Transformation Reserve as set out in paragraph 6.1.3 to set up and support Community-run Libraries and invest in modernising libraries and technology. Further draw downs to be considered in the normal budget process in later years

3. Summary

3.1 In early 2018 we surveyed 25,000 Essex residents on what they thought about our library service. We also visited libraries and spoke to people there and held community events to gather ideas. Following this we drew up a draft

library strategy and needs assessment to consider the future of the Essex library service. This proposed investment in main libraries and encouraging the community to take over responsibility for smaller libraries, if there was interest.

3.2 In November 2018, Cabinet approved a 12-week public consultation on that draft strategy. There was an impressive response to the consultation. We received nearly 22,000 survey responses and 80 expressions of interest to run community libraries. Nearly 3,000 people told us that they would be interested in volunteering to work in or support libraries.

3.3 The Council welcomes these responses. We have analysed and responded to the feedback received – which is set out in appendices 1 and 2. The draft strategy has been updated in the light of the feedback and the Cabinet is now asked to agree the strategy attached to this report at appendix 3.

3.4 People have told us that they value libraries not just for the books but also as spaces for people to meet, learn and exchange ideas.

3.5 The updated strategy doesn't take a 'one-size-fits-all' approach, recognising that different communities may want different things. It aims to transform the service to make it more relevant to the way we live now and fit for the future.

3.6 There was significant interest from the community in taking over responsibility for delivery of library services in many places – we received 80 expressions of interest from communities and several libraries received more than one expression of interest. The interest from the community in volunteering and in taking over the delivery of library services is extremely encouraging. Coupled with the large response to the consultation it suggests that the community may now be more engaged with their library service than was previously the case. We would like to use this enthusiasm to see if we can together reverse the decline in library usage.

3.7 We need to ensure we spend money wisely and we believe the expressions of interest shown will help ensure this by reversing the decline in the usage of the library resources. If this does not prove to be the case and the decline continues then there will be a time when it will be difficult to justify continuing with the same level of service, and at that point, and if that happens we will need to reconsider the approach.

3.8 The draft strategy proposes support and time for communities who wish to take over the running of the library service in their location. This will allow communities to develop the facilities in the way most appropriate to them, and for the services to be provided in locations alongside other local facilities, such as village halls, local shops, parish council offices. The updated strategy proposes:

- Developing a plan to invest in and improve libraries prioritising, at least initially, larger libraries. This will be the subject of a further Cabinet report.
- Investing in support to help communities develop proposals to run their local library facilities in a way that suits the local community, where the

Council is satisfied that the community will provide an inclusive and high quality library services in a location.

- Opportunities to further embrace digital technology to reflect the way many people live their lives and be more responsive to customer needs and expectations;
- Providing more library outreach and encouraging community libraries to do the same, taking the library service into a wider number of people;

3.9 The vision is for a library service which is inclusive and enables all users to engage with a wide range of reading materials, participate in learning activities and connect with their community.

3.10 The proposed support for the creation of community libraries includes the offer of grant funding over three years, an initial donation and a regular quarterly refresh of books, as well as continuing support from ECC libraries employees.

3.11 The need to develop a new strategy for library services was driven by a significant and continuing decline in library usage over the last 10 years (see section 4.5 below). What this means for the long-term viability of the current library network remains a concern. However, having listened to what people have told us and seen how many are passionate about libraries, we believe the best way forward is for the Council and communities to work together. The public response has shown that communities have the energy and expertise to revitalise local libraries as community-run facilities with Council support.

4. Background

4.1 The Council's aim in having a strategy for future delivery of library services is and always has been to create a modern service that is more relevant to the way we live now, responds to the needs of local communities, is open to new and creative ideas, that works with employees, volunteers and communities and is fit for the future.

4.2 In Spring 2018 the Council ran a programme of public engagement and research, including sending a survey to 25,000 households to find out people's views about libraries and inform the development of the strategy. Key findings were that:

- Books and reading are the top priority, for library users and non-users alike
- People use libraries more at different stages of life: as children, as new parents, if they lose a job or when they retire; women use libraries more than men
- Libraries are valued as safe social spaces where people can meet, get help, read, learn or just pass the time
- People want to get involved

- People have different ideas about what libraries should be: some want more activities and services under one roof; others want quiet spaces, where books and reading are the absolute priority.

4.3 People's top six priorities for libraries (the levels of support are shown in brackets) were:

1. Quality and range of books and other stock (89%)
2. Well informed staff or volunteers to assist (70%)
3. A local library (66%)
4. Convenient opening times (62%)
5. A range of children's events and activities (35%)
6. Access to computers (34%)

4.4 Using this information, Cabinet authorised a consultation on a draft strategy and needs assessment in November 2018. This originally placed libraries into four tiers, based on an assessment of need.

4.5 The main driver for a new strategy was the significant decline in library usage over recent years, which reflects a national trend. It is clear that libraries aren't being used in the way they used to be. Updated figures show that the trend is continuing. In Essex, over the 10 years to 2018/19:

- Book borrowing more than halved, down from 8.4m loans a year to 3.9m loans
- Demand to use public network computers in libraries fell 38%, from 805,000 sessions to 495,000 sessions
- The number of active library members (members who have used their library card for any purpose in the last year) fell 33% from 331,482 in March 2009 to 221,640 in March 2019 (this figure excludes mobile library and online only services). This includes a fall of almost 5% in 2018/19 alone. Active members now equate to 15% of the total Essex population.
- Visits fell by 43% from 7.9m visits a year to 4.5m a year 2018/19.
- One library in the county has bucked the downward trend in usage: Springfield. This volunteer-run library opened in 2013 and has seen its membership grow by 216% from 382 to 825; the number of loans has held steady at nearly 47,000 a year. However, the number of visits fell by 33% from 35,307 to 23,802.

4.6 It should be noted that the rolling annual figure of loan issues increased by 1% during the consultation - between October 2018 and March 2019, but the March 2019 figure was still 3% lower than that for March 2018.

4.7 The rise in use of the internet and availability of mobile devices has transformed the way we access information, reading materials and entertainment. Whilst demand for books and reading materials in society remains strong, far fewer people are now using libraries to borrow or read them.

4.8 We remain concerned by the decline in library usage. We want to work with the community, particularly with those people who have expressed such strong support for libraries. We want a library service which is thriving and supported, where usage is maintained or increasing. We continue to consider that community run libraries is the best way to produce the engagement and community interest to do this. If this does not prove to be the case and the decline continues, then there will be a time when it will be difficult to justify continuing with the same level of service, and at that point, we will need to reconsider the approach.

Consultation on draft strategy and needs assessment

4.9 The public were able to respond to the 12-week consultation via a survey available online, by phone or on paper. Large print and Easy Read versions were available. It was open to individual adults and children (with parental permission), families with children under 11 and organisations. A report analysing the consultation responses is set out at appendix 1.

4.10 The Council was keen to hear from as many people as possible and the consultation received wide publicity. All active library members as at 29 October 2018, were notified by letter or email, as were Essex MPs, District, City, Borough, Town and Parish Councils, 700 groups who use libraries, community organisations, and interested stakeholders, such as the Department of Digital, Culture, Media and Sport (DCMS), Chartered Institute of Library and Information Professionals (CILIP) and Arts Council England. Briefing sessions were held for county and district councillors.

4.11 Drop-in sessions to further inform people were held at all libraries. An estimated 2,500 people attended these sessions.

4.12 Some 600 items of print and online coverage plus at least 12 pieces of regional radio and TV coverage were generated. More than 100 social media posts across the Council's corporate and library service social media channels reached 273,000 people and targeted posts reached 74,000 working age adults on Facebook. Coverage in 17 Council e-bulletins reached 127,000 subscribers.

4.13 The survey received 21,961 responses. Eighty nine percent of these (19,485) were completed online, 11% (2,442) on paper and less than 1% by phone (34). Of the paper questionnaires, 189 were completed on the Easy Read form. The response rate equates to 2% of the Essex population and 9% of active library members.

4.14 The survey responses were analysed by a specialist company and their report is at appendix 1. Many survey responses raised individual issues which have been grouped together in appendix 2. The Council has listened and the updated strategy responds to views expressed.

4.15 Ninety seven percent of the individual and family respondents said they had visited a library in the last year. One in ten indicated that they use library buildings without using a library card. The response rate was higher among

people over 60 and users of libraries identified as tier 3 and 4 (where the most significant changes were proposed). Percentages below relate to the number of respondents to the relevant question, not the total number of respondents. For full detail see appendix 1.

4.16 Among individuals and families who responded:

- 90% have internet access at home, work or on a mobile device
- 70% said they use at least one library identified as tier 3 or 4 frequently (compared to overall usage statistics which show libraries identified as tier 3 and 4 were used by 29% of library users in 2018/19)
- 62% of users of libraries identified as tier 4 said they would be able to use an alternative library service if tier 4 libraries were not retained. The most popular alternative was to use another library
- 52% use more than one library frequently
- 47% were aged over 60 (people in this age group make up 22% of active library members)
- 1,280 (6% of 21,633 individual and family respondents) said they used a library identified as tier 4, did not classify that they use a library in another tier and said they would be unable to access any alternatives.
- 5% said they only access the internet in a library or public café.

4.17 Among organisations:

- 89% of organisations had visited an Essex library, 61% had used a library card.
- 80% said withdrawal of their nearest library/ies would have an impact on their organisation, and 97% said it would have an impact on their members/people they serve
- Colchester and West Mersea were the libraries most frequently used by the organisations that responded
- 38% had used a library which was proposed for classification within tier 4 in the draft needs assessment with Stansted, Galleywood, Kelvedon, Thaxted and Tye Green being the most used

4.18 Survey respondents were asked the extent to which they agreed or disagreed with the ambitions and other elements of the strategy.

- A majority of individuals and families agreed overall with the ambitions, evaluation criteria used in the draft needs assessment, and proposals to support community-run libraries in the locations where this was proposed in the draft needs assessment.
- A majority of individuals and families disagreed that the proposals provided a reasonable range of ways to access library services according to needs.
- An equal percentage of individuals and families agreed as disagreed with proposals for outreach.

- Agreement was generally higher among non-library users, 17-30 year olds, over 60s, males, non-disabled respondents and those who do not use a library identified as tier 3 or 4.
- Disagreement was generally higher among groups and organisations, Easy Read form users, users of libraries which were identified as tier 3 and 4 libraries in the draft needs assessment, disabled people and those who do not have access to the internet at home, work or on mobile devices. More detailed equality breakdowns are contained in appendices 2 and 4.

4.19 Unlike individuals and families, more organisations disagreed than agreed with the ambitions, evaluation criteria, community libraries and outreach proposals, and 61% of organisations didn't agree that the proposals provided a reasonable range of ways to access the service, although it should be noted that only 6% of consultation respondents individual and family respondents who said they used a library identified as tier 4, did not identify that they use a library in another tier and said they would be unable to access any alternatives.

4.20 A clear message from comments made is that many people value the library service, not just for books or access to computers, but for the opportunity for people to meet and learn, exchange ideas, meet new people and talk.

4.21 The top three preferences for opening hours were fully staffed opening, volunteer-supported opening and self-service access using smart library technology. This supports the recommended direction in the strategy.

4.22 Encouragingly, the consultation revealed that 2,842 individuals and families and 84 organisations are interested in finding out more about volunteering to support library services. Customer services and home library service roles were the most popular. 105 of the potential volunteers were aged under 16 (20% of all under 16s who did the survey). This shows the volunteering culture in Essex remains strong and that young people want to help libraries thrive.

4.23 There were many comments and suggestions made as part of the consultation and the Council's response to these is detailed in appendix 2.

4.24 The Council wishes to provide an inclusive library service and there were some differences between responses from people from different equality groups:

- Respondents with a disability or impairment were more likely to say that they would be unable to travel to an alternative library.
- Black, Asian, or Minority Ethnic (BAME) respondents were significantly underrepresented in comparison to the proportion of active library members who identify as BAME.
- Consultation respondents aged 60 or over were significantly overrepresented in the consultation response compared to active members generally.

- Consultation respondents aged 16 or under were significantly underrepresented in comparison to active members, although 22% of responses were from families with children under 11, on behalf of their family.

Other feedback

4.25 The volume and content of emails and letters to the Council demonstrates the interest in libraries within communities. The Council received 1,094 emails and letters; 844 of these included comments or suggestions which were analysed alongside the survey responses. Some comments fell outside those themes and were grouped under a new theme or listed separately.

4.26 Comments and correspondence arising from the consultation, and the Council's responses, are included in appendix 2.

4.27 We also received 57 petitions containing approximately 60,000 signatures from people in Essex and from other places too.

4.28 The petitions generally had a similar message, either to keep a particular library open, to keep some or all libraries open or, in the case of Waltham Abbey proposed as tier 2, not to cut opening hours. Petitions are listed in appendix 2.

4.29 After the consultation closed, an extraordinary Full Council meeting was held on 12 March 2019. Thirteen members of the public asked questions at the meeting. Council resolved to call on the Cabinet member to continue to explore the opportunity to use all libraries as community hubs and to maximise the use of the buildings and sites to generate income for the Library Service. Although this motion does not have legal effect, it has helped to shape the proposed strategy and will be borne in mind through implementation, by working with partners and supporting communities to develop community hubs where appropriate.

4.30 Fourteen of the county's 16 MPs submitted various comments and letters during the consultation period. Details of these letters and the Council's response to the points made are in appendix 2.

4.31 Most District, Borough and City Councils submitted an identifiable response to the consultation Responses were also received from 51 Town and Parish Councils. Other authorities' comments are listed in appendix 2.

4.32 Points made by other authorities echoed the comments made by other respondents that libraries are important community hubs where people can access a range of services and activities beyond core library services. They expressed concerns that closing libraries could impact particularly on older users and those who rely on public transport or find it difficult to travel. Some argued that significant new housing is planned in their area and therefore population forecasts should be considered. Those in more deprived areas said that closure would have a greater effect on their residents or that a wider catchment area should be used to measure deprivation. Some in more rural areas said that the deprivation measure did not take account of pockets of deprivation.

4.33 Many of the Parish or Town Councils are involved in expressions of interest in setting up community-run libraries in their towns or villages. See 4.36 for more information about the levels of interest in this.

4.34 Comments or suggestions that did not fit the analysis themes or were specific to their local library are listed in appendix 2.

4.35 In addition to the consultation responses, 24 community organisations submitted written responses. Their responses generally echoed the themes of the survey and other representations above. Where they did not, or where the organisation made a comment or suggestion specific to their local library, these are listed in appendix 2.

Expressions of Interest in setting up community-run library services

4.36 The Council invited community organisations to express interest in setting up community-run library services in proposed tier 3 or tier 4 locations. As at 25 June, 80 valid expressions of interest (EOIs) had been received for 39 current ECC libraries with libraries receiving up to four expressions of interest.

4.37 This level of interest, coupled with the experience at Springfield, is encouraging and the Council is keen to ensure that this energy and enthusiasm is given the best possible chance to succeed by working with the interested groups to help them develop their ideas and proposals to have a community-run library in their area. We believe that communities are best placed to develop, nurture and grow the library service

4.38 Engagement with communities that may be interested has continued with meetings, correspondence, showcase events and briefings for interested groups, arranged in partnership with Essex Association of Local Councils (EALC), the Rural Community Council for Essex (RCCE) and existing community libraries.

4.39 The Council remains open to new expressions of interest and will work with the interested groups to help implement these new community-run libraries. The level of community interest suggests that Essex could be the home of one of the largest networks of community-run libraries in the country.

4.40 As a result of this strong interest in providing community-run libraries, the strategy proposes to offer a package of support to organisations which wish to take over the running of library services in any current library location.

Scrutiny

4.41 Place Services and Economic Growth Policy Scrutiny Committee (PSEG) has been engaged on a number of occasions. The meeting of 30 May 2019 made a number of recommendations which are shown in appendix 6. In brief these are:

- That the reservation and distribution service continues in all libraries
- That Council functions collaborate to maximise use of library spaces

- That there be universal principles set out for community library services and a service level agreement with each
- Greater clarity on the forward vision and future-proofing of the strategy
- Evidence of engagement with the Education Service to clarify relationships between the libraries service and schools,
- Revisit previous conversations with districts which have experienced a change in political control following local elections in May 2019.

4.42 The recommendations from PSEG Scrutiny Committee have either already been addressed or will be during the strategy period.

4.43 The offer to encourage the development of proposals for the community to take over library provision in locations served by an existing library which Cabinet is asked to agree is set out in section 5.13 below. There will be an agreement in place with each provider. All community-run libraries will be offered a community library card which would allow them to reserve titles and receive a regular distribution of new stock. It will be up to each community run library to determine if they will offer reservations to their members. The reservations service, including a review of the current fees and charging will be reviewed during the Strategy period.

4.44 The library service has a working relationship with schools and the education service and intends to build on this through outreach and new initiatives during the strategy period. More information about current and ongoing work to support children's literacy, learning and development is contained in appendix 2.

4.45 The service will continue to work with other Council functions to support initiatives to address social isolation and loneliness and is liaising closely with officers leading on this area of work. The Cabinet member with responsibility for libraries has already met the new Leader of Rochford District Council and is seeking to meet other councils over the coming weeks and months.

5. Recommended strategy

5.1 In response to the consultation feedback (appendices 1 and 2), the Council has produced an updated proposed strategy (appendix 3) and conducted a detailed equality impact assessment (appendix 5).

5.2 The Council has listened to the feedback. It is very clear the community has responded to the consultation to say that libraries are valued by those who use them, as safe social spaces and hubs for a range of activities. The community has expressed strong support and interest for libraries and community organisations have expressed an interest in taking over running many libraries in many locations. Whilst some people responded to the consultation to say that they wished to see libraries run by paid staff and trained staff, the experience of Springfield, which is run by volunteers and where usage is being maintained demonstrates that these models can be very effective, and this has also been seen elsewhere in the country. We would support community-run libraries to ensure there is appropriate training

provided to those running libraries so they are able to train their volunteers to ensure a good service.

5.3 In addition to the provision of a network of Council-run libraries the strategy makes it clear that the Council wants to work with communities to support the creation of as many community-run library services as possible. The Council will support the development of these community run libraries through a funding and support package. This is set out in more detail at para 5.13.

5.4 The proposed strategy will also see:

- Work across the Council and with partners to make the best use of public buildings and assets and provide access to library services outside stand-alone library buildings
- Enhance the current eLibrary and further embrace digital technology to improve the service to customers. This includes exploring options to introduce smart library technology in Council-run libraries, to increase access to them outside staffed opening hours
- Develop a robust outreach programme to take library services and activities into community venues, according to need.

5.5 The revised strategy is driven by the need to respond to changing use and customer demands, as well as public feedback demonstrating support for local library services. However, it does have financial implications as set out in section 6.1.3

5.6 The proposals in this report, the Strategy and supporting documents will enable the Council to meet its statutory duty and modernise the service to meet needs and expectations in the future.

Investment Programme

5.7 The Council proposes a package of investment to modernise the service. This comprises an investment programme for County run libraries to radically transform the experience of using these library services by refurbishing them to deliver a consistent high-quality look and feel across the network and by continuing to develop staff skills to improve the service provided to library service users.

5.8 Planning of this work will start in 2019-20 and it is expected that delivery will start later in 2019-2020. Proposals will be the subject of another Cabinet report.

5.9 Current library services may be moved to different buildings to take advantage of opportunities to share space with others or provide the service more efficiently in new locations and alongside other public services.

5.10 In addition, the proposed strategy responds to the enthusiasm and energy in some communities to run their own libraries in their own way, provided that this is an inclusive service and continues to maintain access to free loans of reading material.

5.11 Council will aim to support the community to take on the provision of a community library service, and this will be particularly appropriate in smaller locations.

5.12 The Council will provide training to those running community libraries so that they can train and cascade information to their volunteers, provide information and advice to help groups set up and manage a library service run by community groups and volunteers. This will include advice on ensuring DBS (safeguarding) checks - which are free - are completed on community-run library volunteers if necessary.

5.13 The support offered to organisations wishing to take responsibility for community-run library services includes:

- A grant of £18,000, paid over three years to help meet costs for furniture/furnishings, property, additional stock and computers internet access and software. This would be paid as follows:
    - Year 1: £8,000
    - Year 2: £7,000
    - Year 3: £3,000
- A one-off donation of books to be determined on a case by case basis and proportionate to usage
- A quarterly bulk loan of books from Council stock, proportionate to usage to be delivered to and collected from the Community-run library by Essex library staff.
- A system to allow the Community-run library to reserve and collect Essex Libraries stock from Council-run libraries on behalf of its users
- Ongoing support and visits by Essex Library staff to run outreach activities for children and adults, based on local need
- Ongoing advice, guidance and training from Essex Library Service, such as how to manage services and collaboration between community-run library services and how to ensure volunteers are trained.

5.14 Community libraries will be required to open for a minimum number of opening hours which will be agreed on a case by case basis. Detailed information about the support available to groups to develop their proposals and get started will be published on the Community Library Services web pages.

Property Issues

5.15 The Council's preference is for community-run library services to be run from other community premises, but it is open to other innovative suggestions and viable options will be explored including co-locating, re-development, using the existing property in different ways and new locations.

5.16 The Council will welcome proposals from community groups that wish to purchase the existing library building. Some groups interested in setting up community-run library services have expressed interest in taking on the existing building, and this may also apply to future expressions of interest.

5.17 Options and solutions will be explored on a case by case basis

5.18 Where libraries have been taken over by the community and are run from other buildings, we may be left with vacant premises which are no longer required by the Council and these will be considered under usual Essex County Council policies and procedures for dealing with surplus assets.

6. Options (including financial implications)

6.1. Option One: (Recommended) Adopt the new draft strategy as amended in light of consultation

6.1.1 Impact: The service would be modernised in a way that responds to changing public behaviour and expectations. This takes into consideration the feedback received during public consultation and the equality impacts identified, as well as the considerable community interest in supporting local library services. It also minimises the equality impacts by committing to support a library service in all current locations, either Council-run or community-run; continuing to run all current libraries while supporting communities to develop their proposals; and offering a stronger programme of outreach to bring library activities to local communities. This will:

- Support reducing social isolation and loneliness by empowering communities and keeping a library service in as many communities as possible, either run by the Council or by communities
- Respond to the interest within communities in setting up community-run library services, by offering enhanced support to help them get off to the best start possible.

This option is considered to have the best chance of growing library usage – by enabling the Council to invest in modernising the service it provides and broadening its appeal to new audiences, whilst also empowering communities to shape and deliver community-run library services in some locations, and allow the local community to develop the services alongside other facilities in a way that sits that community. The service will be more able to flex to meet changing usage, which will be monitored closely over time.

6.1.2 Risks: There is a risk that some users of libraries may not wish to use a community-run library. However we will support the organisations and provide refreshed stock with a view to ensuring that the libraries remain attractive. We believe that this risk is small, given the experience at Springfield.

There is a risk that a community-run library organisation will cease to operate or not prove possible to develop in some locations. However, such libraries

have proved very successful elsewhere. The support offered aims to help the libraries become sustainable quickly and the fact that almost 3,000 residents indicated a preparedness to volunteer suggests that this risk is low.

6.1.3 Financial Implications: The financial implications of adopting the new strategy is set out in the table below, this equates to £3m over the life of the strategy.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Set up and support for Community-run Libraries	0	399	351	159	15
Investment in modernising libraries and technology	1,320	380	380	0	0
Total cost	**1,320**	**779**	**731**	**159**	**15**

6.2 Option two: Adopt the original draft strategy and needs assessment (as used in the consultation)

6.2.1 Impact: This would not take account of the responses to the consultation and would not provide the time or the support which we consider is required to maximise the opportunities to realise the community interest in those libraries identified tier 3 and 4 locations. The initial draft needs assessment also did not reflect some important local issues to which our attention was drawn during the consultation. It would also be a departure from the Council's commitment to listen to what people tell us during consultations.

6.2.2 The table below sets out the anticipated investment and savings that would be realised should the draft strategy as originally proposed be adopted.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Support for Community-run Libraries	320	15	15	15	15
Costs associated with changes in delivery model	412	1,283	127	0	0
Procurement of Libraries Management System	0	180	0	0	0
Saving from withdrawal of County-run provision	0	(965)	(1,696)	(1,786)	(1,907)
Net cost/(saving)	**732**	**512**	**(1,554)**	**(1,771)**	**(1,892)**

6.2.3 This option is not recommended.

6.3 Option three: Reject the strategy and continue to run the current library service with no changes (do nothing)

6.3.1 Impact: Evidence over the last 10 years, as outlined in section 4 demonstrates the significant and continuing decline in library usage. This trajectory shows that if nothing is done the decline in usage of libraries would continue as the service would not be modernised and made relevant to new users or be flexible to adapt to changing trends over time. Communities would have less opportunity to be involved in shaping local services to suit their needs, as resources would not be available to develop the outreach and community support envisaged in option one. Efficiencies and greater convenience associated with sharing space, embracing digital technology and other planned improvements would not be achieved.

6.3.2 Continuing to run the current library service as is would mean the service would operate within its existing financial envelope of £12.4m.

6.3.3 This option is not recommended

7. 1 Delivery Approach

7.1.1 If the strategy is approved, the aim is to deliver the proposals in two parts (which will overlap) as described below.

7.2.1 part 1 –Help to support the establishment of community run-libraries. Invest in technology and implement an updated library management system.

7.3.1 part 2 – Invest in the refurbishment of Council-run libraries, introduce 'smart' technology, enhance customer service and enhance eLibrary service.

7.2 Communicating the changes and marketing the service

7.2.1 The approach to communicating the recommended strategy will focus on and be characterised by three themes:

- Early engagement where possible
- Creating advocacy
- Localised approaches supporting a County-wide message

7.2.2 Advice and guidance will be provided to groups wishing to develop a community-run library and regular updates on progress towards setting up this network will be published.

7.2.3 Significant marketing has been done and is ongoing to promote the range of library services on offer, to appeal to existing and new audiences. This includes marketing materials in libraries, e-bulletins, social media, website, support for events such as Essex Book Festival and the Summer Reading Challenge. A new marketing plan will be developed to build on this and promote new initiatives such as outreach.

7.3 Technology plan

7.3.1 Over the life of the strategy we will invest in technology to support and enable a modern and flexible service, to use data and customer insight effectively to respond to changing customer demands and deliver excellent service. Proposed Technology improvements in Council-run Libraries are to include:

- Replacement of outdated self-service machines (already planned)
- Replacement of the library management system, through which memberships and stock are managed, with an up to date and flexible system that can provide greater insight
- Embracing new technology and 'smart' libraries functionality that enables users to choose when and how they access books and learning materials. We will need to pilot this to ensure that libraries are appropriately

protected and that people are safe when accessing the building when unstaffed.

7.4 People plan

7.4.1 The current workforce is comprised of ECC employed staff and volunteers. There are 666 employees (225.2 full time equivalent), including peak relief resources, and 679 volunteers, with more volunteers over the summer to support the Summer Reading Challenge. 90% of the workforce are part-time and 83% are female. The workforce is the heart of the library service and the face of the Council to library users.

7.4.2 Work has been undertaken to review current operating model of libraries. That review and the implementation of the Libraries Strategy will help define the future target operating model and the future size and shape of the library workforce. This will result in the redefining of some roles to create new roles that will be required by the future library services strategy.

7.4.3 Volunteers play a vital role in supporting and enhancing the library service and will continue to do so in any future model. It is important to engage with volunteers to ensure they also fully understand the vision for the future library service and their role in that. The library service will work to ensure that volunteers are well trained and supported to ensure that customers experience a consistent level of service. The Council ensures DBS (safeguarding) checks are done as needed on its volunteers and will provide advice to community-run library services to ensure DBS (safeguarding) checks, which are free, are done on their volunteers as necessary. Every opportunity will be taken to recognise and celebrate the contribution that volunteers make.

8. Issues for consideration

8.1 Legal implications

8.1.1 Section 7 of the Public Libraries and Museums Act 1964 places ECC under a duty to provide a comprehensive and efficient library service for all persons desiring to make use thereof, although borrowing facilities only have to be made available to people whose residence or place of work or study is in Essex.

8.1.2 The law says that in fulfilling its duty ECC must have regard to the desirability—

(a) of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and

(b) of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available

such bibliographical and other information as may be required by persons using it; and

(c) of securing, full co-operation with other authorities in relation to any matter which concerns both library functions and the functions of another authority.

8.1.3 The Courts have made it clear that this does not mean that everyone must live within walking distance of a library or that a library has to be provided in every settlement. There is a frequently quoted paragraph from a judgement which says:

'A comprehensive service cannot mean that every resident lives close to a library. This has never been the case. Comprehensive has therefore been taken to mean delivering a service that is accessible to all residents using reasonable means, including digital technologies. An efficient service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on council resources.'

'The availability of resources is highly material to the question of what constitutes a comprehensive and efficient library service. The section 7 duty cannot be exempt or divorced from resource issues and cannot in law escape the reductions which have been rendered inevitable in the light of the financial crisis engulfing the country.

"The key is reasonable ability to access the service by all residents of the county. This means that distances and time taken to reach a library must be reasonable and any particular problems, whether physical disabilities, or created by age or family considerations, must be capable of being met'

8.1.4 It is for the local authority to decide how the duty is to be discharged based on the need for services. If usage of services declines significantly, as has been the case in Essex, the Council may reasonably conclude that the need for library facilities is reduced. In this report, the Cabinet is proposing to retain all libraries and is therefore not assessing the need for any library.

8.1.5 The Council may lawfully provide more libraries than would be needed to discharge the duty if it is satisfied that to do so represents an appropriate use of public funds.

8.1.6 The proposals in the strategy are clearly designed to encourage children and adults to use libraries.

8.1.7 It is important that the Cabinet to consider the equality impact assessment and the consultation response appendices.

8.2 Equality and Diversity implications

8.2.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

8.2.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

8.2.3 The Equality Impact Assessment (EIA) has looked at the results of the consultation, usage and demographic data to identify equality impacts of the draft strategy as consulted on. It provides an overview at Essex wide level, tier level including a detailed analysis in relation to each proposed tier 4 location. The assessment recommended measures to minimise any disproportionate negative impacts on people with protected characteristics under the Equality Act 2010.

8.2.4 The EIA looked in more detail at proposed tier 4 locations, based on the draft strategy that originally proposed withdrawal of these libraries. It has now been updated to consider the equality impacts of the recommended strategy to assess impact of a community-run delivery model.

8.2.5 The recommended strategy removes any disproportionate negative impacts on people with protected characteristics by aiming to keep a library facility in all the current locations, with community support. Library stock can still be accessed through the network of Council-run libraries, mobile libraries, elibrary, and home library service. In addition, library services and activities can be delivered via the Outreach programme based on community need.

8.2.6 The EIA recommends that individual EIAs are undertaken on each community-run proposal to assess the impacts for that community

8.2.7 In addition, equality and diversity training will also be offered to community-run libraries in two parts ('understanding your local communities needs' (one session) and an 'introduction to diversity' (second session)

9. List of appendices

1. Essex Future Library Services Consultation 2019 report (Enventure)
2. Consultation Response Report
3. Essex Future Library Services Strategy 2019-2024
4. Library usage data, 2008/09 to 2018/19
5. Essex Future Library Services Equality Impact Assessment 2019

6. Place Services and Economic Growth Policy Scrutiny Committee report, 30/05/2019

10. List of Background papers

Essex Libraries, engagement summary report, 2018: Your community, libraries and you

Forward Plan reference number: (if applicable)

Report title: Criteria for Community-Run Libraries	
Report to: Cllr Susan Barker, Cabinet Member for Customer, Communities, Culture and Corporate	
Report author: Juliet Pirez, Head of Libraries	
Date: 22 October 2019	**For:** Decision
Enquiries to: Juliet Pirez, Head of Libraries - email Juliet.pirez@essex.gov.uk	
County Divisions affected: All Essex	

1 Purpose of Report

1.1 This report seeks approval of community-run library (CRL) viability criteria (criteria) that will be used to develop and consider final CRL proposals (see para 3.9; for more information Appendix 5 of the Information Pack found in Appendix 1)

1.2 It is important that the council approves community proposals that are viable and are of benefit to the local community to ensure that provision can be provided long-term. This will also complement the Council's commitment that no library service will close during the duration of the strategy.

1.3 To note that an Information Pack to support groups interested in setting up a CRL has been developed and has been built around the criteria (Appendix 1). This will be supported and complemented by a robust support offer provided by the Community Library Services Team (CLS) (see Appendix 4 of the Information Pack found in Appendix 1).

2 Recommendations

2.1 That proposals for community-run libraries are assessed against the criteria in Appendix 5 of the Information Pack found in Appendix 1 and, following a robust evaluation and agreement process (see Appendix 2), that the Cabinet Member will make the final decision on all proposals for community-run libraries.

2.2 To note that the criteria represent a set of minimum requirements for a successful CRL proposal. They have been determined by the Council but have been informed by UK legislation and government best practice.

2.3 To agree to publish the 'Community-run Libraries Information Pack' (the information pack) enclosed in Appendix 1 and to note that, as and when additional supportive information is obtained, addendums will be added to the pack.

2.4 Agree that all current libraries which convert to being community run will remain part of the current statutory network for the length of the strategy, unless the local community want to take on the current library as a non-statutory provision.

2.5 Community run libraries in new locations (locations where there is not a current Council run library) will not automatically be part of the statutory network.

3 Summary

3.1 The Council adopted a Future Libraries Strategy in July 2019 which set out an ambition to work closely with the community to develop and set up Community run libraries where this is the wish of communities and suitable bids are received. It is hoped that the enthusiasm and pride shown by the community during the extensive public engagement and consultation can support the increase the use of Essex libraries, particularly in smaller and rural locations.

3.2 The strategy set out this initiative to work closely with and support community groups or partners, where there is interest, to transition current libraries to community-run libraries or support community-run libraries to set up in new locations. This will allow communities to develop the facilities in the way that suits the local community, where the Council is satisfied that the community will provide an inclusive and quality library service in that location.

3.3 Since the strategy was published, some expressions of interest have been withdrawn because they were a response to the closure on consultation, but others continue to be interested. We have also received some new expressions of interest for new locations.

3.4 The strategy makes it clear that the Council does not wish to take a ‘one size fits all’ approach to community-run libraries and will allow as much flexibility as possible. But we also need to ensure that, if community run libraries wish to receive public funds, then they provide, a quality and inclusive service using the criteria as their guide. The support that the Council will provide aims to support this.

3.5 In order to help communities to develop proposals that are best likely to succeed, a set of criteria has been developed to ensure that a CRL:

3.5.1 meets the minimum requirements advised by UK legislation and government best practice
3.5.2 delivers according to Council expectation, i.e. CRLs are set up by a reputable and inclusive group or individual, etc.
3.5.3 communities think about the issues which will need to be addressed
3.5.4 helps ECC to fairly assess proposals and provide the necessary support

3.6 Encompassing the ‘not one-size-fits-all’ approach and recognising that different communities are likely to have different wants and needs, the criteria are flexible but still specific enough to ensure each CRL is safe, compliant with law and likely to succeed. The criteria are not prescriptive of the way in which they

should be met but they allow some flexibility in terms of how they will be met recognising local circumstances, choice and preferences. The community library team will provide the relevant support, guidance and advice no matter what stage or level the organisation is at.

About the criteria

3.7 The proposed criteria expand on the strategy's aim for community-run libraries to provide a high quality and inclusive service with community support.

3.8 They aim to ensure that each accepted proposal achieves this and provides a safe service which complies with the law. The criteria represent a set of minimum requirements for a successful CRL. They have informed by UK legislation and government best practice. The criteria give flexibility as to how each criterion is to be met or evidenced.

3.9 The recommended proposed viability criteria are presented below. Details, including reasons for each criterion and suggested ways in which it can be evidenced, can be found in Appendix 5 of the Information Pack found in Appendix 1.

Area	#	Viability Criteria for Final Proposal
Vision	1	A clear vision for the CRL and how it will benefit local people
Organisation	2	A formally established organisation
Organisation	3	Evidence of community support
Organisation	4	Plan for how the community-run library will be set up and comply with relevant laws
Service	5	Minimum opening hours a week that suit local needs (to be agreed in negotiation)
Service	6	A library offer that benefits a local community within the Essex County Council area
Service	7	If your offer includes provision of internet access to your customers, a clear statement on how you intend to keep access safe and secure. For statutory CRLs, you will be provided with safe and secure public WIFI.
Service	8	An inclusive service
Property/ Space	9	Venue(s) that is/are suitably located, fit for purpose, safe, open to all, and its /their use for the proposed library service is lawful
People	10	People with the capacity to set up and manage the service
People	11	People with the capacity to deliver the service
Stock	12	A policy to manage the stock in a way that reflects the diversity and needs/interests of the local community

Stock	13	Manage all ECC stock via the ECC Library Management System
Finance	14	Financially sustainable proposal

Process

3.10 Groups who are interested in progressing their interest will be supported to work up an initial proposal based on the criteria. A proposal can be submitted at any time.
Note: that proposers are not required to meet all the criteria from the outset of the process. The CLS team will support them in developing their proposals to make sure they are as strong as possible and can get off to the best start. All that is initially required is an ambition, passion and an idea for a CRL, willing management and some ideas about where the library will be based and how the proposer is intending to run it.

3.11 The draft proposed assessment and agreement process is set out in Appendix 2. In order to help people who are interested, an information pack has also been developed (see Appendix 1), to provide comprehensive (but not exhaustive) information for groups and organisations interested in setting up a CRL to consider. The purpose of the Information Pack is to provide information to support CRLs to get off to the strongest possible start and for the team to support them along the way.

3.12 The approved criteria, high-level proposal process, and the information pack will be published on the community library web page and communicated separately to everyone who has submitted an EOI.

3.13 The default position for all current libraries which convert to being community run will remain part of the current statutory network for the length of the strategy, unless the local community want to take on the current library as a non-statutory provision. If the body seeking to run a CRL does not want it to be part of the statutory service, then the Council would undertake a local needs assessment before this was agreed to ensure the Council was still able to meet its Statutory duty.

3.14 If a group wants to set up a CRL in a location where there isn't an existing Council run library, e.g. in a village that doesn't currently have a library, it would count as a new location, outside the statutory network and would not form part of the statutory network.

4 Options

4.1 **Option 1: (Recommended) Adopt the viability criteria for community-run library proposals.**

4.1.1 **Impact:** This option ensures that universal, transparent criteria are set, communicated to all parties and used to assess all proposals.

4.1.2 Interested groups have a clear understanding of what is required from them in order to be successful.

4.1.3 Officers and Councillors are clear on what is required from proposals to ensure consistent assessments.

4.1.4 Implements control measures to ensure final proposals are viable, deliverable and sustainable, thus enabling passionate groups to deliver a long-term beneficial service to their communities.

4.1.5 **Risk:** Some interested groups/organisations may see the criteria as barriers or constraints to their ambitions, but we can manage this by:

4.1.6 Mitigation: The CLS team will ensure proposers understand they are not required to meet all the criteria at the outset of the process, only when submitting the final proposal.

4.1.7 Mitigation: The CLS team will support and guide proposers throughout proposal development to ensure the final, submitted proposal is as strong as possible and is clear on how the criteria will be met. The Strategy does not take a 'one-size-fits-all' approach, recognising that different communities may want different things. In line with this principle, the criteria are flexible but still specific enough to ensure each CRL is safe, compliant with law and likely to succeed. The criteria are not prescriptive of the way in which they should be met. They provide flexibility for the proposer to choose how they will meet and demonstrate attainment.

4.2 **Option 2: Adopt different viability criteria (Not recommended)**

Option 2A: (Not recommended) Make the criteria easier to meet

4.2.1 **Impact:** Interested groups may find it more attractive to create a community library.

4.2.2 **Risk:** Reduced quantity and/or softer criteria may result in approval of proposals with lower viability, potentially resulting in CRLs that are less likely to be sustainable and/or non-compliant with the law.

Option 2 B: (Not recommended) Make the criteria harder to meet

4.2.3 **Impact:** This may make it less attractive to proposers

4.2.4 **Risk:** The proposed criteria are already extensive, and this may result in fewer proposals.

4.3 **Option 3: (Not recommended) Reject the proposed viability criteria for community-run library proposals (do nothing).**

4.3.1 **Impact:** This option provides no specific barriers to the submission of proposals, but we would still need to assess proposals.

4.3.2 Interested groups are unclear on what is required from them in order to be successful.

4.3.3 Officers and Councillors are unclear on what is required from proposals to ensure consistent assessments or they must set 'internal criteria' to enable consistency.

4.3.4 **Risk**: Lack of clear standards and principles make it difficult for proposers to develop viable proposals and make it harder for ECC to assess.

5 Scrutiny

5.1 The draft viability criteria and the Information Pack will be shared with members of Place Services and Economic Growth Policy and Scrutiny Committee via email.

6 Next steps

6.1 Viability criteria and the Information Pack will be published on the Community Library Services Website and shared with all groups and individuals that have submitted EOIs. new interested parties will also be sign posted to this.

6.2 Proposal development commences with Council support

7 Issues for consideration

7.1 Financial implications

There are no direct financial implications as result of the recommendations set out in this report.

The Future Libraries Service Strategy cabinet paper approved the withdrawal of funds from the Transformation Reserve, with £924,000 to be utilised for the set up and support of the Community Libraries Service.

This funding will begin to be drawn down once individual Community Run Library proposals are agreed.

7.2 Legal implications

7.2.1 The Council is under a duty to provide a comprehensive and efficient service. Should it be proposed that any part of the library service ceases to form part of the statutory library service forming part of that duty it will be necessary to carry out a needs assessment to ascertain whether or not the council will be able to continue to provide a service which meets needs of residents and enables the council to meet its statutory duty.

7.2.2 The Council will engage with the community on any proposals including a full consultation if the Council has not previously consulted on the possibility of the library becoming a community library

8 Equality and Diversity implications

8.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

8.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that ‘marriage and civil partnership’ is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

8.3 The equality impact assessment indicates that the proposals in this report might have a medium disproportionately adverse impact on all users (note that children, mothers, women, people from BME communities and older people are more likely to use libraries than the generality of the population), so any adverse impact on library services will have a greater impact on these groups.

8.4 The proposed set of viability criteria removes adverse disproportionate impact on people with protected characteristics through:

a) Inclusion of a criterion for community-run libraries to ensure that there is a minimum number of opening hours (to be agreed on case by case basis). The opening hours should be long enough and scheduled at a time when the community want to use it.

b) Inclusion of a criterion that requires community-run libraries to have an appropriate policy to manage the stock in a way that reflects the diversity and needs/interests of the local community. Community organisations will

be given a regular refresh of stock from the Council, and they will also be able to order specific books from the Essex Library Service.

c) Inclusion on a criterion that requires community-run libraries to have enough people with the appropriate knowledge and abilities to deliver the service to the community. This includes plans for appropriate recruitment and training as needed. The Council will ensure that volunteers in community libraries will be given customer service and equalities training.

8.5 In individual EqIA will be undertaken for each community-run library proposal in order to assess specific impact for that community before any decision is taken.

9 List of appendices

9.1 Appendix 1: Community-run Libraries Information Pack

9.2 Appendix 2: High Level Proposal Process

9.3 Appendix 3: Equality Impact Assessment

I approve the above recommendations set out above for the reasons set out in the report. **Cllr Susan Barker, Cabinet Member for Customer, Communities, Culture and Corporate**	**Date**

In consultation with:

Role	**Date**
Executive Director for Corporate and Customer Services **Margaret Lee**	24.10.19
Executive Director for Finance and Technology (S151 Officer) *Stephanie Mitchener on behalf of* **Nicole Wood**	04.11.2019
Director, Legal and Assurance (Monitoring Officer) **Paul Turner**	31.10.2019

Appendix C – Library Book Stock Levels

FIG 1. Overall Book Stock

	BOOK STOCK - Financial Year End, unless otherwise stated			
	2016-17	2017-18	2018-19	2019-Feb20
STATIC LIBRARY TOTAL	**1,406,633**	**1,292,431**	**1,297,323**	**1,251,674**
Basildon	39,998	34,365	34,630	33,040
Billericay	37,848	36,517	36,703	36,188
Braintree	48,345	43,903	45,049	45,828
Brentwood	48,242	44,724	45,559	39,882
Brightlingsea	9,550	8,990	9,292	8,933
Broomfield	8,206	8,049	7,907	7,608
Buckhurst Hill	9,648	9,681	9,960	9,421
Burnham	8,713	8,529	8,766	9,005
Canvey	23,234	20,580	21,104	21,648
Chelmsford	104,252	93,509	87,712	83,078
Chigwell	11,989	12,301	12,903	12,936
Chipping Ongar	15,428	14,753	14,941	15,250
Clacton	39,910	32,625	31,766	28,322
Coggeshall	10,295	10,426	10,631	10,688
Colchester	111,494	98,359	97,111	92,190
Danbury	7,562	7,755	8,359	8,347
Debden	8,369	8,004	8,430	8,233
Dunmow	16,398	15,429	15,485	15,929
Earls Colne	8,604	8,445	8,883	8,720
Epping	16,484	15,741	15,965	16,207
Frinton	12,766	11,452	11,780	10,194
Fryerns	12,022	10,956	11,268	11,756
Galleywood	9,392	9,271	9,998	10,427
Great Baddow	16,607	16,113	16,885	15,451
Great Parndon	11,348	9,918	10,245	11,441
Great Tarpots	9,252	8,280	8,152	8,339
Great Wakering	4,630	4,317	4,415	4,542
Greenstead	15,531	13,947	13,784	12,197
Hadleigh	18,789	17,176	17,597	17,457
Halstead	17,488	16,023	16,524	15,953
Harlow	38,513	33,053	35,329	35,168
Harwich	18,338	15,897	16,213	14,417
Hatfield Peverel	9,950	10,026	10,270	9,960
Hockley	14,380	13,065	14,276	13,920
Holland	5,287	5,031	4,738	4,592
Hullbridge	8,019	8,036	7,969	8,439
Ingatestone	10,472	10,644	11,237	10,605

Kelvedon		7,613	7,589	7,587	7,301
Laindon		23,016	21,060	20,635	21,448
Loughton		47,057	41,804	42,298	38,755
Maldon		27,729	25,010	25,414	23,634
Manningtree		11,056	10,284	10,017	9,567
Mark Hall		8,585	7,234	7,675	7,053
North Melbourne		11,194	11,405	11,916	11,582
North Weald		7,842	7,429	7,639	7,973
Old Harlow		9,738	9,190	8,890	8,815
Pitsea		14,040	10,875	11,298	11,448
Prettygate		21,141	19,040	19,292	16,948
Rayleigh		32,011	30,589	30,317	30,769
Rochford		13,843	12,635	12,925	12,920
Saffron Walden		63,085	60,886	60,834	59,809
Shenfield		25,753	24,602	24,484	21,282
Sible Hedingham		9,242	8,883	8,707	8,282
Silver End		6,554	6,069	5,955	5,601
South Benfleet		13,656	12,736	11,520	12,034
South Woodham Ferrers		26,752	26,753	26,611	23,820
Southminster		5,956	4,874	4,387	4,111
Springfield		11,759	11,870	12,377	11,640
Stansted		6,423	6,907	7,292	7,733
Stanway		8,584	8,214	7,964	7,676
Stock		5,451	5,409	4,886	5,112
Thaxted		5,740	5,659	5,902	6,075
Tiptree		11,918	10,847	10,287	9,128
Tye Green		11,458	10,029	10,621	10,234
Vange		12,473	9,678	10,044	10,674
Waltham Abbey		15,891	15,199	15,718	14,799
Walton		9,229	7,445	7,534	7,644
West Clacton		8,618	8,465	8,450	7,925
West Mersea		10,973	10,329	10,798	9,321
Wickford		26,920	25,333	22,663	21,787
Wickham Bishops		5,936	5,381	5,245	5,522
Witham		32,720	28,470	28,397	28,132
Wivenhoe		10,465	10,307	10,575	9,984
Writtle		8,859	8,052	8,333	8,825

FIG 2. Deleted Books

	DELETED BOOKS - Financial Year End, unless otherwise stated			
	2017-18	2018-19	2019-Feb20	Total
STATIC LIBRARY TOTAL	**276,602**	**157,930**	**178,584**	**613,116**
Basildon	9,168	3,386	4,068	16,622
Billericay	4,698	3,184	3,714	11,596
Braintree	8,849	3,932	3,034	15,815
Brentwood	7,364	3,024	9,120	19,508
Brightlingsea	1,598	978	1,535	4,111
Broomfield	731	541	850	2,122
Buckhurst Hill	1,299	992	1,809	4,100
Burnham	1,833	1,412	1,242	4,487
Canvey	5,641	3,171	2,872	11,684
Chelmsford	25,936	11,763	10,265	47,964
Chigwell	1,203	768	1,176	3,147
Chipping Ongar	2,411	1,362	1,055	4,828
Clacton	11,169	5,429	6,949	23,547
Coggeshall	1,394	974	1,310	3,678
Colchester	19,896	9,359	11,320	40,575
Danbury	1,347	1,191	1,189	3,727
Debden	981	401	360	1,742
Dunmow	3,574	2,641	1,864	8,079
Earls Colne	1,279	1,013	941	3,233
Epping	2,505	1,393	1,441	5,339
Frinton	3,021	1,897	3,429	8,347
Fryerns	2,601	1,252	892	4,745
Galleywood	1,459	791	557	2,807
Great Baddow	2,880	1,814	3,268	7,962
Great Parndon	3,022	1,631	855	5,508
Great Tarpots	2,591	1,448	1,183	5,222
Great Wakering	1,180	803	810	2,793
Greenstead	3,630	2,188	3,498	9,316
Hadleigh	4,271	1,721	2,068	8,060
Halstead	3,277	1,664	2,185	7,126
Harlow	10,114	2,506	3,837	16,457
Harwich	5,874	2,258	3,158	11,290
Hatfield Peverel	1,247	1,015	977	3,239
Hockley	3,745	1,653	2,846	8,244
Holland	1,197	1,102	778	3,077
Hullbridge	1,297	1,475	784	3,556
Ingatestone	910	703	1,745	3,358
Kelvedon	1,090	1,022	1,161	3,273
Laindon	4,890	3,200	2,122	10,212
Loughton	9,531	3,783	7,060	20,374

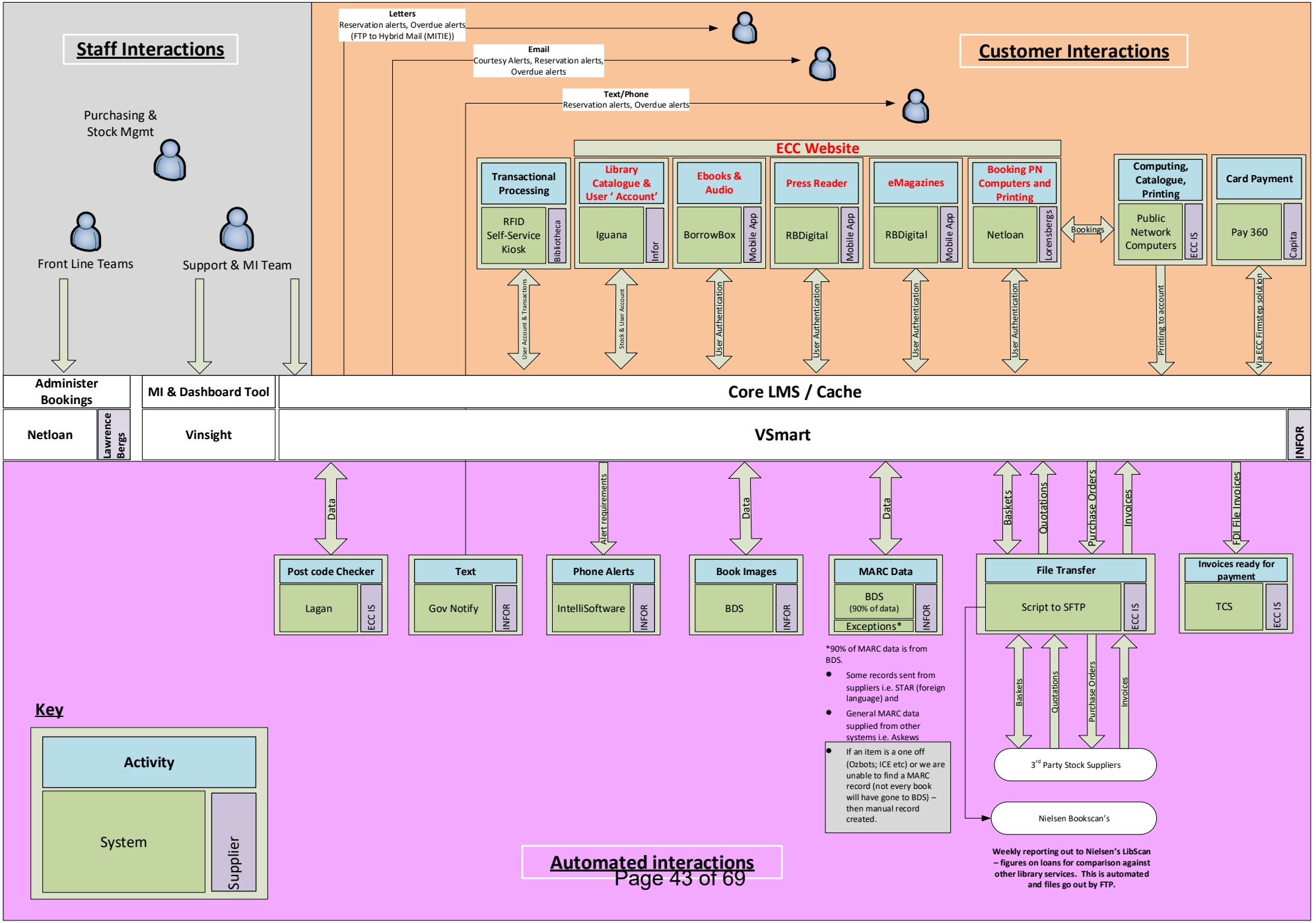
Maldon		7,614	4,694	5,565	17,873
Manningtree		3,274	2,186	2,358	7,818
Mark Hall		2,452	770	2,162	5,384
North Melbourne		1,384	1,197	1,712	4,293
North Weald		1,674	802	938	3,414
Old Harlow		1,426	1,162	880	3,468
Pitsea		4,723	1,568	1,715	8,006
Prettygate		4,215	2,297	4,207	10,719
Rayleigh		5,182	4,442	2,396	12,020
Rochford		2,984	1,733	1,939	6,656
Saffron Walden		4,915	3,824	986	9,725
Shenfield		3,818	3,365	5,863	13,046
Sible Hedingham		1,161	601	1,085	2,847
Silver End		1,288	834	924	3,046
South Benfleet		2,709	3,150	1,191	7,050
South Woodham Ferrers		3,296	3,827	5,674	12,797
Southminster		1,501	694	316	2,511
Springfield		825	699	1,687	3,211
Stansted		723	684	549	1,956
Stanway		1,738	1,722	1,388	4,848
Stock		525	794	399	1,718
Thaxted		1,022	832	597	2,451
Tiptree		2,998	2,844	2,743	8,585
Tye Green		2,870	1,295	1,909	6,074
Vange		3,884	1,211	1,220	6,315
Waltham Abbey		3,195	2,006	3,279	8,480
Walton		2,891	1,416	1,276	5,583
West Clacton		1,272	1,489	1,522	4,283
West Mersea		2,393	1,940	2,680	7,013
Wickford		5,429	5,778	3,529	14,736
Wickham Bishops		936	482	645	2,063
Witham		7,774	3,899	3,607	15,280
Wivenhoe		1,369	1,226	1,498	4,093
Writtle		2,439	1,627	818	4,884

FIG 3. Book Additions

	BOOK ADDITIONS - Financial Year End, unless otherwise stated			
	2017-18	2018-19	2019-Feb20	Total
STATIC LIBRARY TOTAL	**167,108**	**167,118**	**147,087**	**481,313**
Basildon	3,693	3,790	3,157	10,640
Billericay	3,568	3,479	3,326	10,373
Braintree	4,014	4,036	3,410	11,460
Brentwood	4,396	4,194	3,670	12,260
Brightlingsea	1,304	1,488	1,440	4,232
Broomfield	933	936	956	2,825
Buckhurst Hill	1,219	1,180	1,286	3,685
Burnham	1,670	1,713	1,461	4,844
Canvey	2,896	3,496	3,334	9,726
Chelmsford	13,747	8,560	6,747	29,054
Chigwell	1,600	1,357	1,250	4,207
Chipping Ongar	1,740	1,668	1,526	4,934
Clacton	4,108	4,228	3,519	11,855
Coggeshall	1,273	1,503	1,420	4,196
Colchester	7,653	7,443	6,090	21,186
Danbury	1,298	1,434	1,221	3,953
Debden	1,020	1,066	720	2,806
Dunmow	2,606	2,645	2,429	7,680
Earls Colne	1,185	1,447	1,079	3,711
Epping	1,697	1,516	1,705	4,918
Frinton	2,253	2,307	2,140	6,700
Fryerns	1,692	1,530	1,465	4,687
Galleywood	1,560	1,666	1,389	4,615
Great Baddow	2,464	2,563	2,020	7,047
Great Parndon	1,683	1,957	1,656	5,296
Great Tarpots	1,530	1,310	1,338	4,178
Great Wakering	999	1,070	985	3,054
Greenstead	1,806	1,913	1,784	5,503
Hadleigh	2,544	2,111	2,059	6,714
Halstead	1,874	2,109	1,829	5,812
Harlow	4,321	4,373	3,569	12,263
Harwich	2,999	2,824	2,292	8,115
Hatfield Peverel	1,261	1,323	1,164	3,748
Hockley	2,376	2,681	2,274	7,331
Holland	1,063	1,311	1,164	3,538
Hullbridge	1,294	1,350	1,246	3,890
Ingatestone	1,487	1,475	1,193	4,155
Kelvedon	1,272	1,416	1,115	3,803
Laindon	2,687	2,919	2,829	8,435
Loughton	4,403	4,572	4,086	13,061

Maldon	4,066	3,907	3,455	11,428
Manningtree	2,156	2,083	1,971	6,210
Mark Hall	1,116	1,142	1,076	3,334
North Melbourne	1,817	1,949	1,626	5,392
North Weald	1,105	1,138	1,257	3,500
Old Harlow	1,477	1,673	1,554	4,704
Pitsea	1,597	1,830	1,893	5,320
Prettygate	2,214	2,613	2,297	7,124
Rayleigh	3,670	4,054	3,007	10,731
Rochford	1,777	1,758	1,702	5,237
Saffron Walden	4,354	4,373	3,711	12,438
Shenfield	2,768	2,960	2,598	8,326
Sible Hedingham	1,131	1,171	1,067	3,369
Silver End	967	1,037	862	2,866
South Benfleet	1,778	1,843	1,739	5,360
South Woodham Ferrers	3,328	3,644	2,885	9,857
Southminster	871	950	771	2,592
Springfield	1,263	1,385	1,133	3,781
Stansted	1,220	1,184	1,284	3,688
Stanway	1,271	1,434	1,306	4,011
Stock	880	1,011	781	2,672
Thaxted	887	994	980	2,861
Tiptree	2,005	2,238	1,841	6,084
Tye Green	1,442	1,464	1,243	4,149
Vange	1,336	1,527	1,485	4,348
Waltham Abbey	2,420	2,281	2,356	7,057
Walton	1,288	1,378	1,312	3,978
West Clacton	1,174	1,235	1,012	3,421
West Mersea	1,550	1,659	1,597	4,806
Wickford	3,616	3,467	2,959	10,042
Wickham Bishops	883	829	1,143	2,855
Witham	3,620	3,812	3,414	10,846
Wivenhoe	1,467	1,586	1,165	4,218
Writtle	1,406	1,550	1,262	4,218

***Please note that the book stock figures encompass Adult, Children and Reference books so, when considering the number of deletions over the last 3 years, please note that some of the reference materials will have been replaced by alternative, digital resources.**


Staff Interactions
Purchasing & Stock Mgmt
Front Line Teams
Support & MI Team
Customer Interactions
Letters
Reservation alerts, Overdue alerts (FTP to Hybrid Mail (MITIE))
Email
Courtesy Alerts, Reservation alerts, Overdue alerts
Text/Phone
Reservation alerts, Overdue alerts
ECC Website
Transactional Processing
RFID Self-Service Kiosk
Bibliotheca
Library Catalogue & User ' Account'
Iguana
Infor
Ebooks & Audio
BorrowBox
Mobile App
Press Reader
RBDigital
Mobile App
eMagazines
RBDigital
Mobile App
Booking PN Computers and Printing
Netloan
Lorensbergs
Bookings
Computing, Catalogue, Printing
Public Network Computers
ECC IS
Card Payment
Pay 360
Capita
User Account & Transactions
Stock & User Account
User Authentication
User Authentication
User Authentication
User Authentication
Printing to account
Via ECC Firmstep solution
Administer Bookings
Netloan
Lawrence Bergs
MI & Dashboard Tool
Vinsight
Core LMS / Cache
VSmart
INFOR
Data
Post code Checker
Lagan
ECC IS
Alert requirements
Text
Gov Notify
INFOR
Phone Alerts
IntelliSoftware
INFOR
Data
Book Images
BDS
INFOR
Data
MARC Data
BDS (90% of data)
Exceptions*
INFOR
*90% of MARC data is from BDS.
Some records sent from suppliers i.e. STAR (foreign language) and
General MARC data supplied from other systems i.e. Askews
If an item is a one off (Ozbots; ICE etc) or we are unable to find a MARC record (not every book will have gone to BDS) – then manual record created.
Baskets
Quotations
Purchase Orders
Invoices
File Transfer
Script to SFTP
ECC IS
FDI File Invoices
Invoices ready for payment
TCS
ECC IS
Baskets
Quotations
Purchase Orders
Invoices
3rd Party Stock Suppliers
Nielsen Bookscan's
Weekly reporting out to Nielsen's LibScan – figures on loans for comparison against other library services. This is automated and files go out by FTP.
Key
Activity
System
Supplier
Automated interactions

Complex & Project Non-Standard Service Request – Impact Assessment

Section 1: NSSR Details – To be completed by NSSR Coordinator

A. NSSR details

*NSSR Number	F1749059
*NSSR Title	Technology Impact Assessment - LMS
*NSSR Owner	[redacted]
*Allocated budget	£ 180,000
*Anticipated timeframe	By end of May 20 to Contract Award.
*Number of users	c.800 staff & volunteers + c.230,000 members of the public
*Customer Name	Libraries
*Business Function (List)	Corporate & Customer Services

B. *Summary of what is required to complete this NSSR?

What is the business reason for raising this request? Please attach your business case where appropriate:*:
Include details of any personal information being stored as part of the delivery of the NSSR

Essex Libraries Future Library Services Strategy 2019-2014 sets out a commitment to implementing an up to date and flexible library management computer system (LMS).

A Cabinet Member Action has been approved by Cllr Barker, Cabinet Member for Customer, Communities, Culture and Corporate 19/02/20 to procure a replacement LMS through The Libraries Consortium. The CMA states the decision is subject to ECC Legal's review and acceptance of the Libraries Consortium framework agreement and call-off terms. It is also subject to review and acceptance of the information sharing agreement that ECC is required to sign up to in order to join the Libraries Consortium.

The Libraries Consortium currently comprises 18 local authorities (primarily in London) with approximately 170 libraries. In 2018 the Consortium, awarded a 4-year framework agreement to a single service provider, SirsiDynix.

A live SR (F2238910) has been raised for purpose of Information Governance Impact Assessment. IG approval to proceed to procurement (decision) was provided 07/11/19.

This NSSR is to carry out an initial Technology Impact Assessment covering the implications of joining the Libraries Consortium and sharing data with other consortium members, alongside an assessment of the LMS supplied by SirsiDynix to inform the final decision to Contract Award. A more detailed implementation plan will be determined after Contract Award.

It is noted the library service's current LMS - VSmart supplied by Infor (United Kingdom) Ltd. - is heavily integrated with services and other systems that support the library operations. Please see Appendix I – Integration Diagram. An overarching piece of work

is underway to ensure all technology related changes for Libraries Service can be co-ordinated, planned and prioritised effectively.

Section 2: Assessment – To be completed by the relevant team representative

Team Links & Guide (Complete the sections for (1) Your team and (2) Collaborative Questions). Please tick this checkbox on completion of IA:

☒ Saas (Customer/ People)	☒ IaaS Data Centres
☒ Saas (Testing)	☒ End User Computing (EUC)
☒ IT Security	☒ Technical Design Authority (TDA)
☒ Information Governance	Collaborative Questions (All Teams)
Guidance Notes	

SaaS Customer/People

(Return to Section 1)

☐ **No IA Required - If ticked, please confirm why this decision has been made:**

*IA Completed by	
*Date Completed	

SAAS1. *Please summarise the requirements of this Service Request.*

SAAS2. *Is the above information sufficient to proceed to quote or is extended Investigation / Requirements Specification required?*

SAAS3. *Is there a catalogue item on SupportWorks that will meet these requirements?*

SAAS4. *What configuration items/assets/users would be affected by this request?*

SAAS5. *Please complete the tables below in "**Collaborative Questions to be completed by all Teams**" for effort to complete this request.*

SAAS6. *Please provide details on any security issues, including level of access, number of users, external publication etc.*

SAAS7. *Is any database work required? Does this work need to be carried out by a DBA, IS Analyst or both.*

SAAS8. *Are there any other requirements or recommendations? (E.g. give options)*

SAAS9. *Is solution scalable for future growth? Is the likely number of hits/traffic/seasonal spikes, etc. known?*

SAAS10. *Will delivery of this work require any downtime?*

SAAS11. *Does this request involve purchase of any items? Please consider and include quantities:*

a. *Software – new or upgrade? (Give full details, Full Software Name, version, license, media download, physical media or both.)*
b. *If software is for an upgrade - provide previous version and serial for supplier (if withheld this will cause substantial delays)*
c. *Hardware – please specify make and model?*
d. *New VMs?*
e. *Third party support?*
f. *Domain names?*
g. *Hosting services?*

SAAS12. *Is software/hardware compatible with existing equipment, build and existing applications?*

SAAS13. *Is packaging required? If so this is a new package or adjustment of existing package?*

SAAS14. *What other teams need to be involved? Summarise their involvement.*

SAAS15. *Does SaaS recommend that a Project Manager is assigned to this request?*

SAAS16. ***Estimated time your team would be able to start delivery of this request (check as applicable).**

- ☐ **10 days – 1 month**
- ☐ **2-5 months**
- ☐ **6 months +**

IaaS Data Centres

(Return to Section 1)

☒ **No IA Required - If ticked, please confirm why this decision has been made:**

At this stage and as per the suggestion in the IA that this is just required to highlight any issues with joining the consortium there does not appear to be any elements that require Platform and Infrastructure to complete an IA, when a more detailed technical design /plan is provided a new IA will need to be submitted, to engage at a technical level. As described there may be a requirement to submit an additional IA based on the overarching piece of work around VSmart and it's current integration.

*IA Completed by	[redacted]
*Date Completed	26/02/2020

IAAS1. ***Scope of change*** *(for example, Single OU, single department, all users, Windows 7 Build, Organization wide Group Policy, DMZ, physical infrastructure*

IAAS2. ***Difference*** *(current state vs proposed state)*

IAAS3. ***Impact to existing environment*** *(effect of differences)*

IAAS4. ***Further information required*** *(is the request deliverable, does this need further design, business impact analysis etc.?)*

IAAS5. ***Prerequisites to this change (other changes required elsewhere prior to implementation, for example firewall changes, SAAS application installation, governance or security sign off?)***

IAAS6. ***What other teams need to be involved?*** *Summarise their involvement.*

IAAS7. ***Estimated time your team would be able to start delivery of this request (check as applicable).**

- ☐ **10 days – 1 month**
- ☐ **2-5 months**
- ☐ **6 months +**

IAAS8. *Please complete the tables below in "**Collaborative Questions to be completed by all Teams**" for effort to complete this request.*

SaaS Testing

(Return to Section 1)

☐ **No IA Required - If ticked, please confirm why this decision has been made:**

*IA Completed by	
*Date Completed	

Test 1. **What activities are required to complete the service request and effort Involved and *detail other teams that may need to be involved? Summarise their involvement.***

a. This section identifies all the activities required and gives estimates of their timescales. The comments column contains any extra detail; if the comment is complex it can be referred to below.

Activity	Required (Y/N)	Effort (Days/hours)	Comments
Review requirement documents			
Write Test Plan/script & other documents			
Require/Obtain testing hardware			
Require/Create Test environment			
Perform testing & complete testing documents			
Test fixes in a later separate stage?			
Package Testing? (Y/N)			
Review & sign off Testing performed by others			
Review & sign off Test Plan (B11g) for release			
Support UAT			
Provide Testing advice and Consultancy			
Other tasks			

Test 2. **What Environments will Testing Take place?**

Include details of all environments in which the test item will be tested using table below.

OS	32bit	64bit
Corporate Windows 7		
Corporate Windows 8.1		
Public network Windows 7		N/A
Other		

Browsers		
IE9		
IE10		
IE11		
Other		

Test 3. **Testing Approach/High Level Test Plan**

This describes the approach to and stages of testing. Completing this section helps to define and justify the estimates given in this document.

Some examples;

- *After vendor install <application> on servers*
  - *Basic functional test using manually installed client*
- *After package built by IaaS*
  - *Package testing performed*
  - *Functional testing using packaged client software*
    - *<function tests described at high level>*
- *After package and internal tests signed off & Release process*
  - *Pilot within IS*
- *After IS pilot signed off*
  - *Rollout to business*

Sign off

Test 4. ***Estimated time your team would be able to start delivery of this request (check as applicable).**

- ☐ **10 days – 1 month**
- ☐ **2-5 months**
- ☐ **6 months +**

*Test 5. Please complete the tables below in "**Collaborative Questions to be completed by all Teams**" for effort to complete this request.*

End User Computing (EUC)

(Return to Section 1)

☐ **No IA Required - If ticked, please confirm why this decision has been made:**

*IA Completed by	
*Date Completed	

EUC1. **What activities are required to complete the service request and effort Involved and detail other teams that may need to be involved? Summarise their involvement.**

EUC2. **Engineers capture the following info for all IA's:**

- System requirements on website for software
- Check build compatibility on machines its intended for i.e. Win 7 Win 8.1
- Check OS version i.e. x86 x64
- Check RAM on intended laptops.

EUC3. **What other teams need to be involved?**

EUC4. **Will a new LWI be required for this delivery?**

EUC5. ***Estimated time your team would be able to start delivery of this request (check as applicable).**

☐ **10 days – 1 month**
☐ **2-5 months**
☐ **6 months +**

*EUC6. Please complete the tables below in "***Collaborative Questions to be completed by all Teams****" for effort to complete this request.*

Technical Design Authority (TDA)

(Return to Section 1)

☐ **No IA Required - If ticked, please confirm why this decision has been made:**

*IA Completed by	
*Date Completed	

TDA1. **What activities are required to complete the service request and effort Involved? Summarise their involvement.**

TDA2. **Do we already provide an IT service which delivers this capability?**

☐ Yes
☐ No

TDA3. **Does a completely new IT service need to be designed from scratch to deliver this request**

☐ Yes
☐ No

TDA4. What items need to be quoted on in order to implement this solution (including quantities)?

TDA5. What Software has been requested? *[Give full details, Full Software Name, version, license, media download, physical media or both?]*

TDA6. What configuration items/assets are affected? *[I.e. what other systems or infrastructure servers or URLs or other assets that may be affected by the request]*

TDA7. Are there any access requirements? *[Please provide details on level of access, number of users etc… i.e. logins or accounts that may need to be created or altered as part of the request]*

TDA8. Is any database work required? Does this work need to be carried out by a DBA or will an Analyst be sufficient? *[Check with DBA's]*

TDA9. Is software/hardware compatible with existing equipment, build and existing applications? *[Check with vendor and Data Centre team]*

TDA10. Are there any other requirements or recommendations? *[E.g. give options]*

TDA11. Is the solution scalable for future growth? *[Check vendor scalability statements & ECC capacity for growth]*

TDA12. Is this a software upgrade? *[Provide previous version and supplier details]*

TDA13. What Additional Hardware is required? *[Give full Details, Make and model]*

TDA14. What other teams need to be involved? *[Include ALL stakeholder teams so they're identified early and involved from the start]*

TDA15. *Estimated time your team would be able to start delivery of this request (check as applicable).

- ☐ **10 days – 1 month**
- ☐ **2-5 months**
- ☐ **6 months +**

TDA16. *Please complete the tables below in "**Collaborative Questions to be completed by all Teams**" for effort to complete this request.*

IT Security

(Return to Section 1)

*IA Completed by	
*Date Completed	

In order to ensure that those processing ECC data (including 3rd party suppliers and partners) meet relevant statutory requirements and generally accepted good practice, IT Security (ITS) need to conduct reviews of the technical security controls employed to protect the data. In order to be able to do so, we require details of the proposed solution, along with the sensitivity (Impact level – See Information Governance) of the data involved. In cases where the data is of low enough impact, ITS may not need to perform a review. This will be indicated by a cross in the box below, and an explanation of why.

☐ **No IA Required**

Why?	*Replace with reasoning behind this decision*

Note: Where an IA is required, questions ITS1 – ITS6 are mandatory.

ITS1. With the information provided at this point, do the proposed products, systems and services look to meet relevant statutory requirements and generally accepted good practice?

☐ **A - Yes**

☐ **B - No – There is an indication that the solution proposed to be deployed would NOT be able to meet the relevant security policies. (See below for details)**

Why?	*Replace with reasoning behind this decision*

☐ **C - More information required**

What?	*Replace with details of the missing information.*

Note: Where more information is required, IT Security will re-assign their task to the sender, after specifying what information is required, above. We will 'email' the sender to let them know, prefixing the email title with "IT Security requires more information". Please assign the task back to IT Security once the required information has been provided to us.

ITS2. What other teams need to be involved?

Replace with details of other teams that look to need to perform an IA, but have not been sent a task as yet.

ITS3. Estimated time IT Security would be able to start work on any delivery tasks required, including testing. Click on the appropriate timescale below.

☐ **10 days – 1 month**
☐ **1-2 months**
☐ **2-5 months**
☐ **6 months +**
☐ **No future actions required**

Note: Please create and assign any delivery tasks we (IT Security) have specified as being required, in order that the work can be scheduled in.

ITS4. What Security testing is required?

Replace with details (Nessus vulnerability scans etc.)

Note: If the security testing identifies vulnerabilities that are not able to be rectified, the answer to question one (**ITS1)** will move to "**B – No**". Full IT Security agreement of this IA cannot be given until all the required testing has been successfully passed.

Note: If this IA forms part of a Release, please ensure that the testing specified above is incorporated into the overall Release Testing plan.

ITS5. What technical security measures need to be considered by the delivery teams?

Replace with details

Note: All solutions delivered should adhere to the Information Security policies published on the ECC Intranet, and conform to Industry good practice

ITS6. Please **now** *complete the tables in the "***Collaborative Questions to be completed by all Teams"** *section of this IA: Questions ALL1 to ALL7.*

Information Governance

(Return to Section 1)

☐ **No IA Required - IG Approval not required - If ticked, please confirm why this decision has been made:**

*IA Completed by	[redacted]
*Date Completed	03.02.2020

IG1. What is the outcome of the assessment?

☐ a) IG approve with no further action required
☐ b) IG approve with conditions explained below
☐ c) Further information needed, create task to review a design when available
☐ d) Customer must complete a new Privacy Impact Assessment *
☐ e) Update an existing Privacy Impact Assessment (details below) *
☒ f) Other, please specify:

Additional comments:

Process has not been followed, DPIA already in progress.

*(Note to SR owner – if PIA is required this will need a separate IA task in SW to Information Governance)

IG2. What other teams need to be involved?

IG3. *Estimated time your team would be able to start the delivery stage of this request (check as applicable).

☐ **1 days – 9 days**
☐ **10 days – 1 month**

IG4. *Please complete the tables below in "**Collaborative Questions to be completed by all Teams**" for effort to complete this request.*

Collaborative Questions to be completed by all Teams

(Return to Section 1)

Team	Charging status if not BAU
IG	non-chargeable
ITS	non-chargeable
EUC	chargeable
SaaS Testing (T)	chargeable
SaaS People (P)	chargeable
SaaS Customer (Cu)	chargeable
IaaS	chargeable
TDA	non-chargeable

ALL1. *Provide a breakdown of the effort required to **complete the impact assessment**

Resource Team	Resource Type	IA Time	Hours	Or Days	C=Chargeable B=BAU
IG		Complete IA			
ITS		Complete IA			
EUC		Complete IA			
SaaS (T)		Complete IA			
SaaS (P)		Complete IA			
SaaS (Cu)		Complete IA			
IaaS		Complete IA			
TDA		Complete IA			

ALL2. *Provide a breakdown of the effort required to **deliver this request**

Resource Team	Resource Type	Activity	Hours	Or Days	C=Chargeable B=BAU
IG					
ITS					
EUC					
SaaS (T)					
SaaS (P)					
SaaS (Cu)					
IaaS					
TDA					
		Total			

ALL3. *Are there any ongoing activities or support required from your team after go live?

IG	
ITS	
EUC	
SaaS Testing	
SaaS People	
SaaS Customer	
IaaS	
TDA	

ALL4. **Dependencies** (Something on which successful delivery of this NSSR depends, which may often be outside the control of this NSSR)

IG	
ITS	
EUC	
SaaS Testing	
SaaS People	
SaaS Customer	
IaaS	
TDA	

ALL5. **Assumptions** (Statement that will be taken for granted as fact upon which this IA will be justified)

IG	
ITS	
EUC	
SaaS Testing	
SaaS People	
SaaS Customer	
IaaS	
TDA	

ALL6. **Risks** (Uncertain event that should it occur will impact the delivery of this NSSR)

IG	
ITS	
EUC	
SaaS Testing	
SaaS People	
SaaS Customer	

IaaS	
TDA	

ALL7. **Issues** (A current issue that will impact the delivery of this NSSR)

IG	
ITS	
EUC	
SaaS Testing	
SaaS People	
SaaS Customer	
IaaS	
TDA	

Guidance Notes

(Return to Section 1)

Project Managers, Complex & NSSR Teams must use the current IA form that can be found via the link: IS Collaborative IA Form Template (the form is owned by the PMO; if you require any changes please email is.pmo@essex.gov.uk)

- **NSSR owner**'s responsibility to liaise with the customer about their requirements to ensure as much information as possible is provided to the Service Delivery Teams prior to raising the IA tasks

- **NSSR owner** must complete section 1 prior to assigning tasks to the relevant teams

- **NSSR Owners – Reminder** - if IG have selected IG1 c), d), or e) and IS Security have stated so also then they will also require a **delivery task** to ensure all specifications have been met, with potential further task depending on the project gateways requiring sign-off

- **NSSR Owner & PMO** – As copy of the completed IA form will be attached to Supportworks once the NSSR is in the delivery stage.

- **NSSR Owners – Helpful note to assist IG and Security –** Please consider how you allocate tasks. IG and Security will not be able to make a decision on the proposed solution if they receive tasks prior to the Service Delivery Teams completing their section of the IA

- **Teams** must complete their specific section of the IA form. Each section of the IA form has a check box – ☐ **No IA Required -** please check this box if your team will not be involved in the delivery of this request

- **Teams** - All IA responses must be added to the IA form not the task (not both)

- **Teams** – If further information is required it is the Delivery Teams responsibility to provide a list of requirements to the NSSR owner and return the Supportworks task to them. They can then collate the required information or arrange a meeting with the customer and relevant teams to discuss requirements. There should be a **single point of contact** to co-ordinate the delivery of the request

AGENDA ITEM 4

Report title: Essex Climate Change Commission - Update	**PSEG/03/19**
Report to: Place Services and Economic Growth Policy and Scrutiny Committee	
Date: 19/03/20	**For:** Discussion
Enquiries to: Philip.oldershaw@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

1.1. Members to receive an update on progress with establishing an Essex Climate Change Commission.

2. Background

2.1. Following a motion passed at Full Council on 14 May 2019, ECC Full Council on 08/10/19, ECC approved a process to establish a cross party climate change action group to investigate what actions ECC could undertake across all its work with District/Borough/City Councils to reduce carbon emissions and promote the Green Infrastructure initiative.

2.2. At Full Council on 8 October, the Leader announced in his Executive Statement (Appendix A) the formation of a formal independent cross-party commission, entitled the Essex Climate Action Commission.

2.3. The commission will first meet on the 31 March, 2020.

2.4. At the Place Services and Economic Growth Policy and Scrutiny Committee (PSEG) on the 18 December, the committee agreed that they would like to have early sight of the commission's Terms of Reference to provide feedback and steer on the commissions future work. It was agreed that Cllr Walsh would attend the PSEG meeting scheduled for the 19 March 2020.

2.5. PSEG members will be updated on the commissions membership and its future work programme, budget and Terms of Reference.

2.6. Members have been provided the draft Terms of Reference (Appendix B). These have yet to be agreed by the commission itself, so are still unconfirmed.

2.7. Witnesses in attendance will include:

- Cllr Simon Walsh, Cabinet Member for Environment and Climate Change Action
- Samantha Kennedy, Director for Environment and Climate Change Action
- Philip Oldershaw, Senior Strategy Advisor

3. Session Aims

3.1. Members are asked to discuss the draft Terms of Reference with the Cabinet Member and Officers and provide feedback. Members are also asked to consider the future scrutiny relationship (if applicable) between PSEG and the work of the Essex Climate Change Commission.

4. Appendices

4.1. **Appendix A –** Leaders Executive Statement 08/10/19
4.2. **Appendix B –** Essex Climate Change Commission Draft ToR

Full Council 8th October – Leader's Executive Statement

Title: The biggest single issue facing the world

Introduction

Climate Change is the biggest single issue facing not just Essex, but the entire world.

In July at the LGA General Assembly this Council supported an amendment to a motion on the UN's Sustainable Development Goals which recognised the growing number of local authorities to have passed climate emergency motions with cross party-support.

At Essex County Council we take the threat of Climate Change very seriously, and we prioritise action over words. We have already undertaken a raft of work in this area. Here are just a few examples.

We are:

- replacing streetlights with LEDs
- supporting residents to purchase solar panels, saving 300 tonnes of carbon in year one alone
- installing solar power on our buildings and Essex Housing developments, saving 258 tonnes of CO_2
- removing single use plastics from across the estate
- nearly 50% of our workforce is now using reusable coffee cups
- converting 60 buses to be to Euro VI
- encouraging residents to use public transport by improving the park and ride, installing electric vehicle charging and encouraging cycling
- we are also developing a Green Infrastructure Strategy
- we have created 63km of wild roadside verges
- protecting 1000 properties from flooding, often using innovative low carbon techniques such as Leaky Dams
- 90% of materials linked to our highways' works are being recycled
- We are using sustainable materials on highways, like the innovative, award-winning use of bamboo to protect structures.
- working to ensure new Garden Communities are sustainable. Our ambition is for tens of thousands of new homes, entire communities of the future built to be as energy efficient as possible

Climate Action

Despite all of these projects, which is by no means an exhaustive list, we recognise that this is still not enough! More needs to be done to make a difference.

While we recognised the importance of declaring a climate emergency at the LGA General Assembly. At Essex, we will take this a stage further, in the hope that it will

inspire others to do the same. I am pleased to announce – the first of many announcements in this speech today - that we are committing to – not a climate emergency – but a Climate **Action** Plan.

Allow me to explain what this means.

The Future

In May we passed a motion to set up a cross party group to investigate what further actions we could undertake to reduce carbon emissions and promote Green Infrastructure.

I am proud to announce today that we will go one step further than a working group and formally inaugurate an independent, cross-party **Essex Climate Change Commission,** which will meet for the first time later this year and be made up, not only of members, but of experts in the field as well.

In order to support this formal commission, I am pleased to announce a budget of an initial quarter of a million pounds, which will be assigned to the group to help fund initiatives.

Here is some of the work this Council has planned that I see this commission supporting:

We will explore changing the procurement rules requiring suppliers to adopt more stringent sustainable practices

We will be changing how residents travel, ensuring we prioritise and enable walking, cycling and public transport first

We will be aligning with Defra's Recycling & Waste strategy, ensuring we have Zero Avoidable Waste by 2050, the Commission could also explore how to achieve the government target on net zero carbon sooner than 2050

We will be supporting the Greening of Town Centres by setting up a Green Essex Network

This Commission will also support reducing our carbon footprint

- We will buy green energy and generate more of our own renewable energy
- We will take advantage of new innovations. An example of this: Essex Highways are exploring warm tarmac, - if rolled out across the country it would save at least 61,000 tonnes of CO2 - the equivalent of almost 300 million car journeys
- And this council is already trialling carbon neutral school buildings at four school expansion projects across Essex, with projects completing as early as next year!

I hope this demonstrates how seriously this Council takes this issue. As a further indication of the elevation of this priority Cllr Walsh's title will change, from today, from Environment and Waste to the Cabinet Member for Environment and Climate Change Action.

But this is still not enough,

- **I am thrilled to announce today that we are embarking on a million pound tree project. Known as the 'Essex Forest Initiative,' this will include planting 375,000 trees across the County over the next 5 years, equivalent to the size of 210 football pitches. This is expected to capture 60,000 tonnes of carbon. Another 300 million car journeys**
- In order to have a future, we must act in the present. In the Foyer outside of the Council Chamber is the first tree that will be planted as part of this project

In summary Chairman: Tackling climate change is not just the role of one person, or one administration, or one country. We are all responsible custodians for our world. But by working with staff, partners, businesses, residents and communities, we will lead on reducing emissions, energy usage and waste across Essex, while increasing the amount of green infrastructure we have.

Essex Climate Action Commission – Terms of Reference

Background

At Full Council on 14/05/19, the below motion was passed by Essex County Council:

'This Council recognises the stance that the Cabinet Member for Environment and Waste has taken in improving the use of renewable energy across the County Council estate and ensuring well maintained country parks which have won national recognition and help improve the health and wellbeing of those that use them. The new role of clean air champion and developing the Green Infrastructure initiative which will achieve long lasting environmental improvements across Essex are also positive moves.

The Administration however is mindful that more must be done to improve air quality and protecting natural resources to help improve the environment for future generations. Therefore, this Council supports and endorses the Administration's work so far and supports the Cabinet Member for Environment and Waste in setting up a cross party group to investigate what further actions this Council can undertake across all its work with District/Borough/City Councils to reduce carbon emissions and promote the Green Infrastructure initiative to help improve the lives of all citizens in Essex.'

Following on from the above, at Full Council on 08/10/19, the Leader announced in his Executive Statement the formation of a formal independent cross-party commission, entitled the Essex Climate Action Commission.

While Essex County Council recognised the importance of declaring a climate emergency at the LGA General Assembly in July 2019, this is an initiative to take this further by committing to the development and delivery of a Climate Action Plan.

A strong focus on climate change and the environment will have economic benefits for Essex, as well as helping the global climate and improving the environment for citizens at the local level.

Purpose

Essex County Council aims to ensure that it has the best advice about what it can do to tackle climate change.

The purpose of the Essex Climate Action Commission is to:

- Year One: Identify ways in which ECC can mitigate the effects of climate change, improve air quality, reduce waste across Essex and increase the amount of green infrastructure and biodiversity in the county by drawing on in-house expertise, commissioning research and forming new external partnerships.
- Year Two: Explore how we attract investment in natural capital and low carbon growth

The Commission is invited to make recommendations to Essex County Council, for the Council to implement. Recommendations and policy suggestions should be transformative, but practical.

Recommendations should also note the roles of multiple partners across Essex all of whom will have responsibilities and contributions to make in moving Essex to a net zero county.

The Commission may want to encourage other organisations, both within and outside the County of Essex, to implement change.

The Cabinet will consider all the Commission's recommendations and make a decision, having regard to the costs and benefits of implementing them.

Timeline

The Commission is to last initially for 2 years. There will be 9 meetings in the first year. The Commission will produce an interim report to Cabinet half way through the first year of inception, and making a further report to Cabinet, complete with a set of recommendations at the end of the first year on a net zero action plan for Essex

In the second year, the Commission will monitor the implementation of the recommendations in year one and provide further advice and guidance on an investment plan for Essex as it moves to a sustainable, net zero economy.

Detailed workplans for the Commission to be agreed by the Commission at the beginning of each year of activity.

Membership

The Commission membership is set out in Annex A **(not published as part of scrutiny document pack as still in process of being confirmed. Will be provided at PSEG meeting on 19 March 2020)**

As well as being supported by the Council, the Commission can seek advice from Expert Witnesses, Sustainability Professionals and Observers to inform their activities.

The Council will consider funding external expert advisors on a case by case basis.

Quorum

Seven members, including the Chair, must be in attendance for the Commission to sit.

Secretariat

The Commission will be supported by a Secretariat, appointed for the duration of the Commission.

Meeting Frequency

The Commission will meet 9 times in the first year, timings to be agreed by eth Commission.
The Commission will then meet quarterly in the second year.
In addition, Commission members may undertake a number of site visits to facilitate and/or enhance the process of gathering necessary evidence and information.

The Commission may form sub-groups that meet more regularly to explore specific themes/topics in more detail.

Meetings of the Commission will typically take place in Essex but may also take place in London.

Meetings will be recorded for public dissemination. Commission members should note that all discussions in the main Commission meetings will, unless by exception to be agreed in advance by the Chair, be released into the public domain.

Advisory status

The Commission is a purely advisory body and has no decision-making powers. Formal decisions to implement any recommendations made by the Commission will be taken and actioned in accordance with the ECC Constitution.