Shaping the Council 2015-16 and beyond: Savings Business Case

Business Case Title	**Reduction in cost of Community Library Provision**
Revision No:	**Date:** **3rd July 2014**
Lead Director	**Carmel Littleton**
Lead HOS	**Janet Clark, strategic lead, ORLU**
Critical friend/Exec Bd	
Business Case Author	Janet Clark

Section 1: Summary

Savings Proposal

Reduction in cost of Community Library provision through consideration of reduced hours and reduction in the number of libraries across the Authority.

Strategic rationale

An analysis on the library usage, footfall and location of libraries will be undertaken to inform decisions

Approximate Cost Savings

£200K 2015/16 & £200K 2016/17

Timescales

Activity	Timescale
Staff and Public consultations	Sept 14 – November 14
Staff at risk	December 14
Closure of libraries	April 2015

Risks /Consequences

Possibility of public complaints, locally and nationally.

Reduction of static library service points will require a detailed strategic plan and review of its services taking into account local needs. Failure to do this could be in breach of the council's statutory duties.

Residents with reduced mobility unable to access library services in their area without mitigating actions

Possible reduction of study and computer access for children and students particularly affecting the areas that have low education attainment rates without mitigating actions

Residents with no online access and limited budgets may be unable to source alternative access resulting in digital inequality unless mitigating actions are taken

Planned increase in residential development may result in an increased library demand.

Possible reduction of access to stories, songs and rhymes which improves language skills essential for the development of literacy for the under fives, in preparation for school.

Withdrawal of building may impact on the development of a community hub in that area.

Plans will need to be drawn up to effectively maintain possible empty buildings until they can be disposed of. This includes security and continued payment of rates and essential services.

Mitigation

Reduced funding necessitates prioritisation of resources.

Increased on line provision and more use of appropriate technology

Review of usage to determine where footfall is highest

Equality impact assessment to be undertaken to ensure possible impacts are minimised

Section 2: Finance, savings and costs

Financial summary							
General Fund budget 2014-15							
	Staff £000s	**Premises / Transport £000s**	**Supplies/ Services £000s**	**Direct Payments £000s**	**Third Party Payments £000s**	**Total Expenditure Gross £000s**	**Income £000s**	**Net Expenditure £000s**
2014/15	**1,026**	221	**227**	**0**	**129**	**1603**	**119**	**1484**

Staff Related savings	
Current number of posts (FTE and headcount)	21.38 (45 members of staff)
Number of posts to be deleted (FTE and headcount)	**Estimate 10 staff subject to consultation**
Amount of salary saving (inc on-costs)	**270 Estimate subject to consultation**

Non- Staff Related savings	
Premises and buildings (inc utilities)	**130 Estimate subject to consultation**
Transport	**0**
Supplies and services	**0**
Other (please specify)	**0**

Third Party Related savings/income	
Commissioning/contracts	**0**
Charges to the HRA/DSG/PHG *(NB can be negative)*	**0**
Increase fees & charges	**0**
Grants/additional funding streams	**0**
Other (please specify)	**0**

Benefits – non financial	
Remaining resources put to best use	

Costs & Resources to deliver the savings	
Direct costs	**Subject to consultation**
Redundancy costs	**Subject to consultation**
Accommodation costs	**Subject to consultation**
Procurement and/or Legal costs	**Subject to consultation**
Other HR costs	**Subject to consultation**
Other (please specify)	**Subject to consultation**

Section 3: Impact/Consequences of proposal – not covered in financial section

Impact on Corporate Priorities/objectives/ performance targets/standards

Give details regarding any/all that are relevant – Risk/mitigation is next section

Priority 1. Create a great place for learning and opportunity	**Possible reduced access to wide range of learning materials both hardcopy and digital – impacting most on the families with reduced income/access to current technology. Potential loss of a "safe quiet place" to study without mitigating actions**
Priority 2. Encourage and promote job creation and economic prosperity	**Possible reduced access to wide range of materials both hardcopy and digital to improve job prospects – impacting most on the families with reduced income/access to current technology. Minimising opportunities to find and apply for jobs on line.**
Priority 3. Build pride, responsibility and respect to create safer communities	**Potential loss of established, safe and neutral community space.** **Libraries in isolated areas currently provide a safe venue for vulnerable children and adults especially during school holidays and early evenings.**
Priority 4. Improve health and well-being	**Potential reduced access to Health information, impacting on the families with the most need. Health inequality. All impacting on the preventative effect that libraries currently have on health and well being.**
Priority 5. Protect and promote our clean and green environment	
Well-run organisation - financial & governance; staff; customers	**Libraries remain one of the only physical points of contact with the council for all members of the community, but particularly the most vulnerable.**

Impacts on partners

Loss of community venue for agencies/council departments/voluntary sector to contact local residents with provision of information for library staff to promote.

Council and voluntary agencies who need to consult with residents and explain services first hand currently use libraries as a local point of contact for free. These agencies may incur additional costs by the need to hire other premises.

Impacts on customers / community and equality/diversity implications

No local library service, residents may need to travel to obtain their reading materials, computer access and information. Potentially greatest impact on residents with low income and poor mobility.

Potential for increased social isolation for vulnerable residents with loss of this community space.

Books and other resources to promote equality issues are available. i.e. books in other
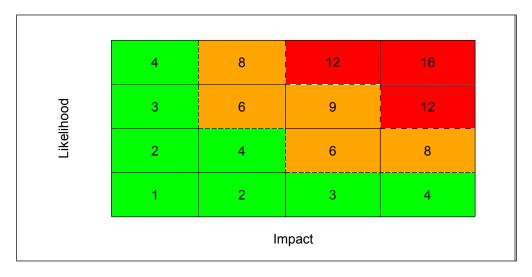
languages, gender issues and resources supporting customers with disabilities etc. The ability to access relevant materials helps to ensure that barriers to active citizenship are removed. Residents already disengaged from society will find it harder to access materials if required to travel outside their own community.

Has an EqIA been undertaken?	YES Date: 2nd July 2014

Other impacts/implications

Section 4: Risks and Mitigation

Delivery risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
Failure to deliver high quality library service will impact on achievement and aspiration	1	3	3	Close management and monitoring

Service risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
Failure to provide adequate library provision could result in declining reputation of the Council	3	3	9	Divert resources to areas of need and demand and use of technology

For information on the ratings criteria guide, please see \\Thurdata01\data\THURROCK\EXCHANGE\ROM

Section 5: Assumptions, Dependencies & Exclusions

Timeframes Assumptions/ Dependencies/Exclusions	**Re-structure completed and in place by the end of the financial year 2014/15** **Assumes sign off by Cabinet July 2014**
Benefits Assumptions/ Dependencies/Exclusions	
Costs Assumptions/ Dependencies/Exclusions	**Assumed savings realised by 2015-16 financial year**
Other/ General Assumptions/ Dependencies/Exclusions	

Section 6: Stakeholder Engagement Requirements

		Approximate timelines
Staff/Unions	x	Sept 14 – November 14
Portfolio Holders/Members	x	July 14 – November 14
Partners	x	Sept 14 – November 14
Residents/Public	x	Sept 14 – November 14
Other – please specify	☐	

Section 7: Any other comments to support savings proposals