

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No. 8
10 JULY 2019	PUBLIC REPORT

Report of:	Adrian Chapman, Service Director: Communities and Partnerships	
Cabinet Member(s) responsible:	Councillor Steve Allen, Cabinet Member for Housing, Culture and Recreation	
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LIBRARIES FUTURE MODEL – CIVIC PROGRAMME

R E C O M M E N D A T I O N S	
FROM: Adrian Chapman, Service Director: Communities and Partnerships	Deadline date: n/a
<p>It is recommended that the Growth, Environment and Resources Scrutiny Committee:</p> <ol style="list-style-type: none"> 1. Note the work to date and the partnership between Vivacity, Peterborough City Council, Cambridgeshire County Council and Civic to develop a pilot transformation programme for the City's libraries 2. Support Thorney Library and Central Library being the two prototype libraries for the pilot 3. Receive progress updates as required 	

1. ORIGIN OF REPORT

1.1 This report is presented to the Growth, Environment and Resources Scrutiny Committee following a request by the Service Director: Communities and Partnerships.

2. PURPOSE AND REASON FOR REPORT

2.1 To inform the Committee about the City Council's partnership work with Civic to develop proposals for a future model for libraries, in partnership with Vivacity and Cambridgeshire County Council.

2.2 This report is for the Growth, Environment and Resources Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council:

3. Libraries, Arts and Museums

2.3 This project has the potential to contribute across all of the Council's Corporate Priorities, and specifically links as follows:

Drive growth, regeneration and economic development

The project will consider and reinforce the role of public libraries in helping to drive economic development, in particular the 'Anchor to the High Street' prototype which recognises the library's potential to bring increased community footfall to help reinvigorate town centres, and

the 'Centre for Rural Life' prototype which sees the library extending its role as a cultural centre, community centre and council outpost as a hub for rural life. It will also build on the successful launch of the British Library Business & Intellectual Property Centres recently launched at Cambridge and Peterborough Central Libraries, through ongoing partnership with the British Library and a range of other business partners.

Support Vivacity, Peterborough's Culture and Leisure Trust to deliver arts and culture to all people.

Vivacity is a co-partner in the project and operates the Library Service across Peterborough. It has been actively involved in the discussions to progress the project to this stage. It is proposed that initially the project will work with two contrasting library offers, at the Central Library and Thorney Library. The ambition is following the pilot, over the course of the 3-year programme, all of Peterborough's libraries will benefit from the project. This could include improved buildings, content, products and services, better tailored to their local communities. This work will look at how libraries can offer services and house partnerships promoting new social, cultural and economic opportunities/experiences that come together to enhance the lives of community members and promote a place through the library.

Keep all our communities safe, cohesive and healthy

This project has strong links to the Council's *Think Communities* strategy and shares objectives around building community capacity and working in partnership across the public sector and beyond, helping to reduce the need for public services. Libraries will become go-to hubs in their communities, somewhere safe and nurturing that connects people within their communities and helps them develop and maintain a healthy lifestyle. The project will be looking at how the library can provide support across personal health and wellbeing, community support and social prescribing, SME and entrepreneur business support and employability support – all promoting individual economic independence and a sense of wellbeing.

- 2.4 This work will bring international best practice library service thinking and innovation elsewhere to Peterborough providing opportunities to enhance children's education and social development, alongside creating new partnerships, services and experiences that aim to prevent demand on social services– all aiming to promote the life chances the library can create for children, especially Children in Care. Providing support for children helps to ensure that the workforce of the future has well-developed essential literacy skills, and is equipped to engage in lifelong learning.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	
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Prototyping work with the initial pilot communities will begin in summer/autumn 2019 calendar year, with learnings from the project feeding into the Council's and Vivacity's business planning process as appropriate. In 2020 the project will further develop the proof of concept and work up a strategy for scaling up the project across Peterborough and Cambridgeshire for rollout in 2021, followed by articulation of the learning as a national model for libraries.

4. BACKGROUND AND KEY ISSUES

Vivacity has already identified the need to re-think libraries, to strengthen their role as a valued community asset alongside the need for investment in the positioning and very fabric of the service offer to ensure they are welcoming and vibrant community facilities. This thinking is not new in the library world; however the capacity, opportunity and potential investment brings a welcome and energised focus on libraries.

- 4.1 William Sieghart CBE, the author of DCMS' Independent Library Report for England and former chair of the national cross-government Libraries Taskforce – and an international social

enterprise called Civic, have proposed a partnership project to prototype a new model for the future of libraries.

William Sieghart CBE is an entrepreneur, philanthropist and publisher. He has chaired two reviews into libraries for DCMS and DCLG. He is currently the chair of the Somerset House Trust and was previously chair of the Arts Council's Lottery Panel.

Civic works with select organisations across the world to support a major step-change in how communities and organisations can work together to accelerate impact. They are currently working internationally with a number of communities and local institutional partners including the National Trust, UNHCR, Bernard von Leer Foundation and the London Legacy Development Corporation. www.civic.co

Working with William and Civic presents a unique opportunity to transform the Library Service in both Peterborough and Cambridgeshire. This offers a truly revolutionary opportunity to improve the life chances of all our residents and supports our Think Communities approach, attracting external best practice partners and funding, and can build on existing local best practice.

- 4.2 The partnership will provide financial support and additional capacity to transform library services. Civic have already invested significant resource into this partnership. William Sieghart, himself a philanthropist, believes that philanthropic organisations have untapped sources of funding that our library services (and library services across the country) could benefit from if there was a clearer vision of the role and future for libraries.

This goes beyond traditional supporters of libraries to those interested in the future of the high streets, community resilience, local social entrepreneurship, social prescribing to combat health and social care issues and many others. By looking at libraries as a platform for delivering public services and bringing communities together, as well as a traditional place for self-improvement, we will be investigating the potential to open up multiple new opportunities for financial, service and design innovation and support in line with community needs.

- 4.3 The partnership will also provide us with significant know-how to support and bolster the Council's wider transformation plans and to link us into a network of different organisations. For example, conversations about the opportunities that this work could present have been held with the Director General of the BBC, Nesta, FutureGov, Wellcome, prize winning architecture practices, as well as government ministers for DHSC, MHCLG and DCMS.

This adds to the partnerships that are already being developed with organisations like the Combined Authority, British Library, and local higher and further education colleges as part of our British Library Business and Intellectual Property Centre offer.

- 4.4 This partnership will also position us as a national leader in good practice, and enable us to ensure that strong links exist between the library service transformation work and other key programmes such as Think Communities.

The national Libraries Taskforce is maintaining a keen interest in the project, and officers and representatives of Civic were invited to discuss the project with them at their meeting in March 2019. It was noted that this is complementary to other national pieces of work looking at the future of libraries, including DCMS' own future thinking (currently being formulated), and Libraries Connected / CILIP / Carnegie's work on a future Libraries Blueprint, which is focused on future structures, quality standards, legislation, funding and digital connectivity - see <https://www.librariesconnected.org.uk/news/blueprint-libraries-update>

The 'project team' will remain in close contact with these pieces of work, bringing in their best practice thinking into our prototypes and have been invited back to update the Taskforce in March 2020.

- 4.5 The project vision is: 'to put libraries at the heart of a new and sustainable 21st century operating system for community-first service delivery', enabling the financial security of public services, re-energising the position of libraries in communities and creating improved citizen outcomes.

Working with a wide range of local and national partners and the communities in the library catchment areas, the approach seeks to reimagine and redesign what libraries could be and provide for the community, and identify alternative sources of funding and commercial models for libraries to ensure the sustainability of library services.

The proposed approach is to develop a family of archetypal models of 'Libraries of the Future' that reflect the diversity of communities and contexts around the UK, piloted within the broad Cambridgeshire and Peterborough library network. The services are already working together closely on a number of initiatives and projects including the British Library Business & IP Centre, and this cross-boundary mix of libraries will enhance the project as it provides even greater potential to work with a wider range of libraries and ensure the archetypes are truly replicable across the country.

- 4.6 These new archetypes will reposition libraries in our society, creating a new brief for the physical library - what new content, products and services should be available in libraries?, What is an appropriate evolved definition of a 'librarian'?, What are the most effective new governance structures and partnerships to roll out across our libraries?

The nature of Peterborough and the County, with its varied geography of urban areas, new communities, market towns and more rural areas, as well as the breadth and variety of our library services, makes Peterborough and Cambridgeshire an ideal place to test these archetypes.

- 4.7 It is proposed that 5-10 locations across Peterborough and Cambridgeshire will be selected for these prototype locations initially at the start of this three year project. However, it is important to note that the intention is that the project and these archetypes are rolled out to all libraries over the 3 years of the project. Some of these may follow on quite quickly from the pilots, depending on circumstances, and it will be important to take a flexible and responsive approach to this.

- 4.8 Through quantitative and qualitative analysis supported by our shared Business Intelligence team, a shortlist of these prototype libraries has been developed that represents:

- The range of archetypes
- A range of ownership models (Vivacity managed, Council managed, community managed)
- A fair mix of physical locations across Cambridgeshire and Peterborough
- Strategic alignment with other place-based projects
- A range of physical development opportunities (minimal investment, retrofit, full renovation, new build)

The proposed shortlist of prototype libraries based on this assessment is as follows:

- Anchor to the High Street: Peterborough Central Library, Wisbech Library
- Centre for Rural Life: Thorney Library, Soham Library
- (Re)Animating Communities: Northstowe (new build)
- Hub for the Region: Cambridge Central
- Pop-Up for Reviving Community Assets: Brampton Library Access Point

The recommended prototypes above represent the strongest immediate prototyping opportunities to trial new ideas, partnerships and designs in a manageable, strategic way. Once ideas are proven, we will look to roll them out, by archetype, across Cambridgeshire and Peterborough, working with each community as we go.

5. CONSULTATION

5.1 There has been regular engagement between the project partners and informal discussion with the portfolio holder about this project. Once approved, the project will move on to extensive engagement with local members, communities, and other stakeholders as required.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 It is anticipated that the two contrasting libraries selected for this pilot (Central and Thorney) will set the blueprint for a new approach to library provision across all libraries in Peterborough.

7. REASON FOR THE RECOMMENDATION

7.1 The reason for making these recommendations is to improve library service provision and widen its relevance and impact for local communities, whilst ensuring the service is sustainable for the future, securing its place at the heart of a 21st century operating model for public services. .

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 If we do not enter into this partnership project we would miss out on a unique opportunity to develop the library service with the support of a well-connected and highly influential partner, and this opportunity is likely to be taken up by other authorities instead. Alternatives to this proposal may involve further reductions to local library services in order to meet budget challenges. Given the nature of the initial approach to us, alternative options for such a partnership have not been considered; however the work will integrate closely with other national initiatives within the sector as outlined above.

9. IMPLICATIONS

Financial Implications

9.1 It is intended that the new model of library provision will be cost neutral at a minimum than the existing model. A funding bid may be made in the future for Transformation Funding for one-off resources to sit alongside the external funding to support the development costs of the new model.

Legal Implications

9.2 Procurement colleagues have been involved early on in this project to ensure that the procurement of any goods and services as part of the project is legal and in line with Council policies and procedures. A partnership agreement is being drawn up which will set out the respective roles and obligations of the partners, and a non-disclosure agreement is also in hand.

Equalities Implications

9.3 There are no significant implications within this category.

Rural Implications

9.4 The project partners are aware of the rural nature of parts of the City and conscious of ensuring that the specific needs of rural communities are considered across the Peterborough area. This will be a particular feature of the 'Centre for Rural Life' prototype as outlined above.

Engagement and Communications Implications

9.5 There are significant communication and engagement implications, and our shared Communications Team is working closely with all project partners. A communication strategy will be developed with the partners and Civic for this project, ensuring members are briefed and this work is communicated to the media and the wider public as ideas are designed, tested and refined.

9.6 **Public Health Implications**

Libraries play a key role in providing information and opportunities to acquire new skills that will support users to improve their health and wellbeing. They provide focal points for communities to meet and mitigate the effects of isolation and loneliness on mental health.

Through embedding them into the community they become important community assets that contribute to strengthening and building community resilience that are associated with improvements in health and wellbeing.

10. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

10.1 N/A

11. APPENDICES

11.1 N/A