

Connecting Communities Phase 2

Appendix B – Proposals (Supporting Information)

Part A: Family Hubs

Original Proposals

The Family Hub proposals were set out in the cabinet report of 30 August 2016 and were consulted on from 12 September 2016 to 12 December 2016.

The overall proposal was: To develop eight integrated family hubs for 0 to 19 year olds from the current children's centres services, located in areas of highest need. There were five key components of this:

- For the Council to end children's centre provision from the following children's centres; Barley Lea (Stoke Aldermoor), Canley, St Augustine (Radford), Stoke Heath, Richard Lee (Wyken) and Spon Gate (Spon End) and to seek expressions of interest from schools, private, voluntary and independent (PVI) operators to provide nursery provision for 2, 3 and 4 year olds in these children's centre buildings.
- To end children's centre contracts with private, voluntary, and independent providers at Tommies, Flutterbies and Valley House and also to investigate potential opportunities for efficiencies within the Children's Centre in the Hillfields area, which may become a family hub.
- To end all Council directly provided term-time provision in children's centres (Foleshill, Tile Hill Radford, Moat House (Wood End), Middle Ride (Willenhall), Bell Green, Barley Lea (Stoke Aldermoor), Canley and Stoke Heath) and to seek expressions of interest from schools, private, voluntary and independent (PVI) operators to provide nursery provision for 2, 3 and 4 year olds in these children's centre buildings.
- To retain Council delivery of a targeted and specialist youth offer focused on young people who are hardest to reach and most vulnerable as part of the family hub model.
- To end Council provided universal youth work provision in the following 16 locations; Youth Centres; African Caribbean Centre for Young People (Freehold Street, Hillfields), Hillfields Young People's Centre (Yardley Street, Hillfields), Jardine Crescent Young People's Centre, On Target Youth Centre (Doe Bank Lane, Spon End), People's Place (Acorn Street, Stoke Aldermoor) Stoke Park Youth Centre, Whoberley Youth Centre, Wood End Youth Centre (The Venny) and Community venues at; Bell Green Community Centre, Cheylesmore Community Centre, Hagard Community Centre, Henley Green Community Centre, Jubilee Crescent Community Centre, Stoke Heath Community Centre, Xcel Leisure Centre (Canley) and Baginton Fields School.

These proposals are in line with the Early Help Strategy, January 2016. Proposals focus on an approach of working with others to redesign services that can be delivered within the resources available, whilst focusing on supporting those areas most in need. The Early Help Board continues to contribute significantly to the development of family hubs and the opportunities this offers in terms of providing services in a different way which will help to build individual, family and community resilience as City Council service provision is reduced.

Consultation approach and responses

A total of 27 meetings were held to discuss the range of family hub proposals. Of these, 14 were public consultation meetings held in youth service venues, children's centres and nurseries directly affected by the proposals and these were attended by a total of 127 people. 5 staff consultation meetings were held at various work places and were attended by approximately 100

staff members. A Trade Union representative was present at many of the sessions. 8 partner organisation meetings were attended to gather feedback from a wide range of people and share information regarding the Connecting Communities consultation.

In addition meetings have taken place and continue with a variety of statutory and voluntary organisations in order to develop the partnership and PVI led proposals.

There was significant public interest in the Family Hubs proposals. A total of 558 consultation responses were recorded in survey monkey, with some of these being received on behalf of several people and as a result of group discussion. The composition of these responses was as follows:

- Youth Services: 222 responses
- Children's Centres/Nurseries: 336 responses

We are also aware of 4 petitions in relation to the family hub proposals. These are: Save Jardine Youth Centre and Tile Hill Youth Centre (382 signatures), Closure of Youth Centres (209 signatures), Save our Children's Services (6 signatures), Save our Youth Services (11 signatures). In addition, 1 written petition, 'Stop the Cuts' (relating to Youth Services, Children's Centres and Public Libraries) has been submitted (327 signatures).

In addition, 29 comments were made in response to posters asking for views on how the proposed changes could affect the Children's Centre. These were deliberately placed in Children's Centres and were intended predominantly to capture feedback from service users. Other sources of consultation contributions included; 54 Comments made on the "wall" in Canley Youth Centre, a protest that took place on 19th November 2016, pictures and posters and two videos received from various neighbourhood locations.

Trade Unions were regularly communicated with during the consultation process, including attendance at some of the staff consultation meetings and some community based meetings. A response to the Phase 2 proposals was received from Coventry TUC and Unison, along with reference to the Children's Society report on Children's well-being. The points raised in this feedback have been responded to and comments have been incorporated into the overall consultation themes. Staff comments included the importance of pathways and access for the most disadvantaged and vulnerable families and the need for the voice of the child to be at the forefront of service delivery. The importance of a high quality workforce, for partnership working to build on existing good practice and the need for shared governance and shared outcomes were also included in feedback along with the need for geographical boundaries to reflect community needs and for the family hubs to be accessible.

Consultation response themes

All the information received was carefully analysed and grouped into four key themes to enable a clear summary of feedback.

Nurseries Consultation

The initial ECA identified potential impacts on children and their parents if Nursery places currently provided were to cease, respondents to the consultation recorded a perception this would impact them financially due to potential increased travelling and nursery provision costs. Some respondents also shared a view that the quality of provision offered may be impacted along with a lack of places available and that this could create larger class sizes and the potential to be detrimental to child development and access for those with additional needs or are vulnerable. The overarching themes identified during the consultation have been as follows;

Theme 1 - Access

There have been a number of comments regarding access to family hubs, users feel that services should be local to them and they would be unable to travel to other locations. There is particular concern around how vulnerable families will access services if a family hub is not close by. In addition a number of comments relate to the geographical groupings of family hubs.

Theme 2 - Loss of /Stretched services

There are a number of comments suggesting the perception that this change will result in stretched services and this in turn could have negative impacts on children and families receiving a reduced service.

Theme 3 - Standard and quality of the service

Respondents questioned the standard and quality of the proposed future service which would be delivered by new providers due to the high quality of service that they currently receive from services provided by Coventry City Council.

Theme 4 - Clarification needed on Family Hub Model

Respondents have raised concerns regarding a lack of clarity about the family hub model and what will/won't be included, particular concerns revolve around early help and how this will be delivered. A small amount of respondents also believe that the potential increase in the number of early education places available is positive. All school sites that contain existing nursery provision have signed up to look into further provider opportunities.

Children's Centres Consultation

Theme 1 – Access

There have been a number of comments regarding access to family hubs, users feel that services should be local to them and they would be unable to travel to other locations, and there is particular concern around how vulnerable families will access services if a family hub is not close by. In addition a number of comments relate to the geographical groupings of family hubs.

Theme 2 - Loss of /Stretched services

There are a number of comments suggesting the perception that the increase in age range of children and young people services are provided to (to include up to 19 year olds) will result in stretched services and an inability to cope with demand and the view that this in turn could negatively impact on children and families.

Theme 3 - Clarification needed on Family Hub Model

Respondents have raised concerns regarding a lack of clarity about the family hub model and what will/won't be included, particular concerns revolve around early help and how this will be delivered in the future model in comparison to current provision.

Youth Services Consultation

Theme 1 – Loss of Services

A significant number of respondents commented on loss of services and opportunities for young people to develop. Concerns were raised that young people would stay in their house and miss out on activities and that this would in turn affect their temperament.

Theme 2 – Increase in Anti-Social Behaviour

Respondents shared the perception and concerns that the proposals would lead to an increase in anti-social behaviour, crime and other negative outcomes such as an increase in teenage pregnancy.

Theme 3 – Clarification needed on Family Hub Model

Respondents have communicated that they are unaware of what a Family Hub is and therefore do not know how they will benefit from it.

Equalities Consultation Assessment

An ECA was undertaken prior to the commencement of consultation. A revised version of the ECA has been compiled taking into account the feedback received during the consultation and this will be appended to the Cabinet report. The ECA document identifies potential equality

impacts, some of which have been included in the themes above, along with mitigation actions wherever possible

Mitigation and Expressions of Interest (Transition Funding)

The level of interest in Youth Service provision which will mitigate against the loss of Council universal provision has exceeded expectation. Therefore a revised process of assessing business cases in order to award transition funding has been drawn up and will form part of the recommendations requiring Cabinet approval.

A combination of nursery providers from the PVI sector and schools have also submitted business cases and these will be assessed during the first week in February with a view to securing ongoing nursery provision which will meet the sufficiency needs across the city once current Council provision ends.

The aim of the proposals is to use the children’s centre buildings more affectively to optimise the number of available and funded places for 2, 3 and 4 year olds across Coventry and to increase take up of these places particularly in areas of disadvantage.

All Early Years Providers (from the Private, Voluntary, Independent and maintained sector) are regulated and Inspected by Ofsted, this includes welfare requirements in order to keep children safe. At October 2016 95% of Early Years settings across the sector in Coventry are judged as good or better.

In order to maintain the existing number of places currently provided by the Local Authority Children’s Centre Nurseries opportunities have been provided to the PVI sector and schools to explore in detail the feasibility for them to take over the delivery of this nursery provision. Work is on-going to support the development of sustainable business models which meet the need of local communities.

In addition work with partners in the Private, Voluntary and Independent sector and schools is also exploring scope where there are gaps in sufficient childcare places, to increase the number and type of places that they could offer on these sites.

This will be in response to the increase to 30 hours for 3 and 4 year olds due to be implemented from September 2017, continued work to develop sufficient places for funded 2 year olds and places for under twos.

The family hub model will build on current partnerships and service delivery arrangements to cover a 0 – 19 age range.

For families who are unable to get to a family hub building, the family hub model will include an outreach approach which may consist of services being delivered to families in their home or within community venues as appropriate.

Summary of expressions of interest for Youth Service provision

Organisation	Purpose / Focus	Council premises interest	Type of activity (officer view)
Positive Youth Foundation	Infrastructure support to the local youth-work sector and premises for direct delivery of education provision for vulnerable young people and open access activity programmes.	Hillfield’s Young people’s Centre (HYPC), Yardley St.	Infrastructure support and management of council premises to deliver youth activities

Organisation	Purpose / Focus	Council premises interest	Type of activity (officer view)
YMCA Coventry and Warwickshire	Youth work training provision for young leaders and others to support, develop, and sustain current and future open access youth provision in the city.	n/a	Infrastructure support
Warwickshire Association of Youth Clubs	Providing support to youth club provision, for example recruiting and training staff and volunteers, developing activity programmes, providing sessional staff.	n/a	Infrastructure support
Coventry Boys and Girls Club	Outreach project from city centre based youth club to promote activities to those affected by closure of youth services.	n/a	Delivery of open access youth activities
Vanny Radio - Community Broadcasters	Youth Futures Initiative - case management and youth advocacy programme for young people involved in anti-social behaviour.	Freehold Street	Targeted provision
Coventry Youth for Christ	Lease of Jardine Crescent Youth Centre to provide services and activities for young people in Tile Hill.	Jardine Youth Centre	Management of council premises to deliver youth activities
Tile Hill CAT	Lease of Jardine Crescent Youth Centre and provide full range of youth services.	Jardine Youth Centre	Management of council premises to deliver youth activities
Mind Body Love Foundation	Redevelop Whoberley Youth Centre premises for operation as a family hub.	Whoberley Youth Centre	Management of council premises to deliver (some) youth (and other community) activities
Blaze Community Foundation	Operation of Whoberley Youth Centre, extending existing youth services offer, including SEN youth club and holiday scheme.	Whoberley Youth Centre	Management of council premises to deliver youth activities
Moat House Community Trust	Coordinate an open access youth offer from two key sites in WEHM area: Moat House Leisure and Neighbourhood Centre (alternative to *The Venny) and Henley Green Community Centre.	*The Venny; Moat House Leisure and Neighbourhood Centre; Henley Green Community Centre	Delivery of open access youth activities (including asset transfer of equipment)
Media Mania	Open a central, universal access Music, Media and Arts centre to mitigate closure of The Venny.	*The Venny	Delivery of open access youth activities (including asset transfer of equipment)

Organisation	Purpose / Focus	Council premises interest	Type of activity (officer view)
Coventry Skatepark Project	Develop an urban sports and urban culture centre at On Target centre in Spon End with view to supporting construction of larger, permanent facility in the city centre.	On Target	Management of council premises to deliver youth activities
The Crez Young People's Project	Provide open access youth clubs at Jubilee Crescent community centre.	Jubilee Crescent Community Centre	Delivery of open access youth activities (including asset transfer of equipment)
Bring Colour	Operation of Acorn Street to create youth and community arts centre, including open access youth club.	Acorn Street	Management of council premises to deliver youth activities
Belgrade Theatre	Delivery of weekly, free access Youth Theatre groups in the Canley area of Coventry at the Xcel Centre	Xcel Centre	Delivery of open access youth activities
WATCH Charity Ltd	Expand Children and Young People's Project and create a young people's hub to provide additional youth service provision and activities in Hillfields.	WATCH Centre	Targeted provision
Step Back to Step Up	Drop-in space for young people, including hair and beauty training and music and film project.	n/a	Targeted provision
Creative Optimistic Visions	Protective behaviours delivery on a city-wide basis within emerging family hubs, complementing targeted youth work.	Rent space in Steeple House	Targeted provision

*The Venny is due to be redeveloped for housing as part of the wider Wood End regeneration started during the lifetime of the NDC initiative

Summary of expressions of interest for Nursery provision

Location	Proposal consulted on summary	Summary of interest	Specific proposal for implementation
Radford Primary School	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from Schools and PVI operators	Radford Primary School	School to provide nursery provision for 2, 3 and 4 year olds in the same building subject to sustainable business case.
St Augustine's Primary School	To end children's centre provision to seek expressions of interest from the school to provide nursery provision for 2, 3 and 4 year olds in this children's centre building.	St Augustine's Primary School	School to provide nursery provision for 2, 3 and 4 year olds in the same building subject to sustainable business case.
Moat House Primary School	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from Schools and PVI operators	Moat House Primary School	School to provide nursery provision for 2, 3 and 4 year olds in the same building subject to sustainable business case.
Richard Lee Primary School	To end children's centre provision to seek expressions of interest from the school to provide nursery provision for 2, 3 and 4 year olds in this children's centre building.	Richard Lee Primary School	School to provide nursery provision for 2, 3 and 4 year olds in the same building subject to sustainable business case.
Stoke Heath Primary School	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from Schools and PVI operators	Stoke Heath Primary School	School to provide nursery provision for 2, 3 and 4 year olds in the same building subject to sustainable business case.
Charter Primary School	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from Schools and PVI operators	Charter Primary School	School to provide nursery provision for 2, 3 and 4 year olds in the same building subject to sustainable business case.
Spon Gate Children's Centre	Closure of Children's Centre	No expression of interest expected due to non-suitability of premises	No action regarding Nursery provision. Secure commitment from school to use children's centre space for services to support families.
Gosford Children's Centre	Currently no childcare provided on site and no plans to develop any due to	No expression of interest	No action

	space being used as proposed family hub		
Hillfields Children's Centre	To investigate potential opportunities for efficiencies within the Children's Centre in Hillfields are, which may become a family hub	A Family Hub will be developed at this location	Existing provision delivered by the Nursery School will continue
Middle Ride	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from schools and PVI operators	3 Expressions of interest received	To proceed to Business Case selection process
Barley Lea	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from schools and PVI operators	7 Expressions of interest received	To proceed to Business Case selection process
Tile Hill	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from schools and PVI operators	5 Expressions of interest received	To proceed to Business Case selection process
Bell Green	To end all Council directly provided term-time nursery provision in children's centres and to seek expressions of interest from schools and PVI operators	4 Expressions of interest received	To proceed to Business Case selection process

Potential impact and savings

Children's Centres and Nurseries

	Pre-consultation	Post-consultation: proposed model for implementation
Users	Impact dependent on provider market.	Impact on service users is aimed to be minimised through the development of the Family Hub model and PVI Sector and Schools providing alternative nursery places.
Staff	Reduction of circa 56 FTE posts	Reduction of 53.72 FTE posts
Budget reduction	£2.2m (Full Year Effect)	£2.2m (Full Year Effect) In 2017/18 savings of £1.5m will be achieved due to the timing of the implementation of proposals.

Youth Services

	Pre-consultation	Post-consultation: proposed model for implementation
Users	Impact dependent on PVI Sector interest in offering alternative provision.	Impact on service users is aimed to be minimised through the PVI Sector providing alternative universal youth services. Targeted and specialist youth service will be provided as part of the Family Hub model.
Staff	Reduction of circa 12 FTE posts	Reduction of 11.34 FTE posts
Budget reduction	£0.6m (Full Year Effect)	£0.6m (Full Year Effect) In 2017/18 savings of £0.4m will be achieved due to the timing of the implementation of proposals

Delivery Plan: Implementation during 2017/18, with some transitional funding and support built in.

Property Implications

	Connecting Communities Properties Implications		
Type	Building	Phase 2	Next Steps
Family Hub	Foleshill	None	Develop Family Hub
	Hillfields	None	Develop Family Hub
	Tile Hill	None	Develop Family Hub and continue to business case selection process for nursery provision
	Radford	None	Continue engagement with School regarding the potential to develop a Family Hub and the School to provide nursery provision
	Moat House	None	Continue engagement with School regarding the potential to develop a Family Hub and the School to provide nursery provision
	Middle Ride	None	Develop Family Hub and continue to business case selection process for nursery provision
	Bell Green	None	Develop Family Hub and continue to business case selection process for nursery provision
	Gosford Park	None	Develop Family Hub and end of childcare provision at this location
Nursery – De commission Childrens Centre	Barley Lea	None	Continue with business case selection process for nursery provision

	Canley	None	School to provide nursery provision
	St Augustine	None	School to provide nursery provision
	Stoke Heath	None	School to provide nursery provision
	Richard Lee	None	School to provide nursery provision
	Spon Gate	None	End of children's centre provision Secure commitment from school to use children's centre space for services to support families
PVI Provided	Tommies	Not Council owned	Mitigation against capital clawback to be assessed. Current providers have indicated that they will retain early years provision on site. Notice given to end current contract 31.1.2017
	Flutterbies	Not Council owned	Mitigation against capital clawback to be assessed. Current providers have indicated that they will retain early years provision on site. Notice given to end current contract 31.1.2017
	Valley House	Not Council owned	Mitigation against capital clawback to be assessed. Current providers have indicated that they will retain early years provision on site. Notice given to end current contract 31.1.2017

Connecting Communities Properties Implications			
Type	Building	Phase 2	Next Steps
Youth Service	African Caribbean Centre for Young People (Freehold Street, Hillfields)	Disposal of building	EOI in management of premises, relating to targeted provision.
	Bell Green Community Centre	None	None
	Cheylesmore Community Centre	None	None
	Hagard Community Centre	None	None

	Henley Green Community Centre	None	Current operator proposal for open access youth offer
	Hillfields Young People's Centre (Yardley Street, Hillfields)	CCC retain as a Children's Resource Centre (Hillfields)	EOI received will not be progressed
	Jardine Crescent Young People's Centre	Disposal of building	2 EOIs in management of premises to deliver open access youth activities
	Jubilee Crescent Community Centre	None	EOI to deliver open access youth activities at Centre (including asset transfer of equipment)
	On Target Youth Centre (Doe Bank Lane, Spon End)	Further explore transfer to voluntary youth sector	EOI in management of premises to deliver youth activities
	The Venny	Due to be redeveloped for housing as part of the wider Wood End regeneration started during the lifetime of the NDC initiative.	None

PART B: Libraries

Original Proposals

The library proposals were set out in the cabinet report of 30 August 2016 and were consulted on from 12 September 2016 to 12 December 2016.

- To develop sustainable, modern and comprehensive libraries as community hubs in three broad categories: core libraries, partnership libraries and community libraries. There were three key components of this:
- To retain five core library services; Central Library, Bell Green, Foleshill, Stoke and Tile Hill with a reduced budget and increased self-service and volunteering opportunities as well as seeking to share space with partners wherever possible.
- To develop partnership library services in Stoke Aldermoor, Canley, Hillfields, Radford (Jubilee Crescent) and Allesley Park with a reduced budget and through further investigation of opportunities to locate library services in the same buildings as community organisations or services and to make increased use of volunteering opportunities.
- To seek interest from organisations and community groups who wish to provide ancillary library provision in Caludon (Wyken), Cheylesmore, Coundon, Finham and Earlsdon and where this is not successful, to cease to provide libraries in these areas

These proposals were in line with the national direction of partnership with local communities. Individual libraries were assigned to be core libraries, partnership or community-led libraries based on the following considerations: i) local population need and deprivation; ii) visitor levels; iii) potential opportunities to share building space with local community groups and organisations; iv) potential capacity for the local community for community-led libraries; v) building condition.

Consultation approach and responses

The consultation on the library proposals identified above was part of the overall Connecting Communities consultation that included Family Hubs.

For the library proposals, 37 meetings were held. Of these, 17 were public consultation meetings held in libraries attended by approximately 250 members of the public. 20 staff consultation meetings held at libraries in the city. A Trade Union representative was present at many of the sessions. 8 partner organisation meetings were held to gather feedback from a wide range of people and spread the word about the Connecting Communities consultation. In addition to these consultation meetings there were a significant number of meetings and events with individuals and groups regarding the development of community-led and partnership approaches.

There was significant public interest in the libraries proposals. A total of 791 consultation responses were recorded in survey monkey were received to the library proposals, with some of these being received on behalf of several people and as a result of group discussion. Of these responses, 170 responses (22%) were identified as relating to all libraries; 439 responses (56%) related to community-led or closure libraries; 90 responses (12%) related to partnership libraries and 73 responses (10%) related to core libraries. In addition, 51 comments were made by post-it notes in response to posters posing the question "Libraries are changing tell us what you would like to see in the future?" These were deliberately posters were placed in children's areas within the libraries and were intended predominantly to capture children's feedback.

We are also aware of 5 petitions in direct relation to the library proposals. These relate to: Stop Caludon Library from Closing (43 signatures); Save Coundon Library (555 signatures); Save Coventry Libraries! (26 signatures); Save Our Libraries (2666 signatures) and Object to closure of Finham Library (155 signatures). As referenced above, 1 written petition, 'Stop the Cuts' (relating to Youth Services, Children's Centres and Public Libraries) has been submitted (327 signatures).

Trade Unions were regularly communicated with during the consultation process, including presentation at some of the staff consultation meetings. A response from Coventry TUC and Unison response was received and responded to. Staff comments included concerns over potential job losses and requests for clarity in terms of staff reduction processes. Some responses posed questions about operational processes between the three categories of libraries, and in some cases concerns were raised about the impact reduced staffing/reallocation of posts could have on existing staff in terms of increased workload, ability to meet demands and uphold current standards of service, and travel issues. Other staff comments have been captured in the consultation response themes below.

Consultation response themes

All the information received above was carefully analysed and taken into account on a weekly basis and grouped into four key themes to enable a clear summary of feedback. Some feedback refers to activities that were not the subject of the consultation and this is not included within the themes. The content of meetings and individual responses have been analysed to produce the main themes that are outlined in the following section.

Theme 1 - Access to Vital Services across Coventry

A high proportion of comments related to reduced access to libraries, staff expertise, toilet facilities, and citing transport issues in terms of cost and ability to travel to an alternative library. In contrast there were a marginal number of comments citing little impact, relating to phase 1, or suggesting access could improve (improved access comments relate exclusively to Hillfields moving to the WATCH centre.) A significant number of respondents expressed dissatisfaction regarding the potential library provision in perceived affluent areas (south side of the city). A large number of comments suggest the library service is essential (some references were made to the 1964 public libraries and museum act.) There were also comments about specific services that are considered to be vital such as rhyme-times/events, IT facilities (internet, computers, printing, photocopying, fax), reading materials, and impact on learning/child development. Some comments were made around libraries signposting to other local activities/services. Also some respondents expressed concerns that budget reductions could lead to substandard services/resources. There were several pleas to keep individual libraries open, and some suggested they felt most people would be willing to pay a small fee if this meant current library provision could be maintained.

Theme 2 - Effect on social interaction and impact on vulnerable groups

There were a high proportion of comments outlining negative impact in terms of socialisation (some linked to wellbeing and social isolation.) Several respondents commented that contact with library staff also played a role in socialisation particularly for elderly people. Comments expressing largely negative impacts on vulnerable groups particularly relating to children, and older people, also significant amount of comments about negative impact on disabled people, new mothers/people with parental responsibility, and people experiencing deprivation, unemployment, and homelessness. Some comments relating to ethnic minority groups and the importance of being able to access resources in their first language, also suggestions that libraries are beneficial to people who are new to the country in terms of socialisation and signposting. Many comments suggesting the impact would be negative for all people. Some comments related to impact on current staff in terms of job losses/increased pressures.

Theme 3 - Attitudes to volunteers & partnership working

The vast majority of comments relating to this questioned the feasibility or appropriateness of volunteer run libraries (in terms of “skilled work of librarians,” attracting enough volunteers, safeguarding issues, and success rates of volunteer run libraries nationally). Also significant number of comments suggesting volunteers be used to work alongside library staff as an alternative to libraries being entirely community run. There were some suggestions that partnership working with local organisations could be positive (particularly in reference to community centres and universities/schools).

Theme 4 - Resources / support needed for successful volunteer run libraries

Support identified as needed for volunteer run libraries included training/ongoing support and links with core library services (some suggested a paid member of staff would be beneficial.) Also comments suggesting need for funding, maintenance costs, liability insurance, and a venue, with a few comments suggesting promotional/marketing support would be helpful. Stocking was also discussed by some with an emphasis on the importance of regularly refreshed book stock (whether this be new or donated.) Some also commented on the importance of stock being uncensored and representative of/accessible to all groups so as to avoid exclusivity/discrimination. Similarly a few comments were made around ensuring people working in libraries had received some training in cultural/disability awareness. Several respondents suggested a need for a volunteer coordinator, and felt that there may be value in volunteers being recruited to specific roles to match their skill sets.

The revised recommendations for implementation set out below take into account these consultation themes. The impact on service users of the revised model significantly minimises impacts.

Equalities Consultation Assessment

An ECA was undertaken prior to the commencement of consultation. A revised version of the ECA has been compiled taking into account the feedback received during the consultation and this will be appended to the Cabinet report. The ECA document identifies potential equality impacts, some of which have been included in the themes above, along with mitigation actions wherever possible

Core Libraries

Bell Green, Central, Foleshill, Stoke and Tile Hill Libraries	
Original proposal	Retain as core libraries and operate with a reduced budget and increased self-service and volunteering opportunities as well as seeking to share space with partners wherever possible.
Variation compared to original proposal	No overall change. Amendment to include in phase 3 plans for redevelopment of Stoke Library as Library and Learning Centre.
Decision required	Retain as core libraries and to include development of Stoke Library as Library and Learning Centre as part of Connecting Communities Phase 3.
Timescale	September 2017

Partnership Libraries

Alder Moor Library	
Original proposal	Retain as partnership library with potential re-location with reduced budget
Summary of interest	Ongoing discussions with local partners, but no expressions of interest received.
Variation compared to original proposal	Retain with amendment to retain in existing location
Decision required	Retain as partnership library in existing location

Timescale	September 2017
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Allesley Park Library	
Original proposal	Retain as partnership library with reduced budget
Summary of interest	Ongoing discussions with local partners, but no expressions of interest received.
Variation compared to original proposal	No change. Implement as partnership library.
Decision required	Retain as partnership library
Timescale	September 2017

Canley Library	
Original proposal	Retain as partnership library with potential relocation with reduced budget
Summary of interest	Ongoing discussions with local partners, but no expressions of interest received.
Variation compared to original proposal	No change. Continue conversation with Charter Primary as part of existing children's centre space.
Decision required	Retain as partnership library and continue developments to relocate to Charter Primary school as part of existing children's centre space.
Timescale	September 2017

Hillfields Library	
Original proposal	Retain as partnership library and re-locate to WATCH with reduced budget
Summary of interest	WATCH have submitted a business plan
Variation compared to original proposal	No change. Implement as partnership library.
Decision required	Retain as partnership library and re-locate to WATCH
Timescale	September 2017

Jubilee Crescent Library	
Original proposal	Retain as partnership library with reduced budget
Summary of interest	Ongoing discussions with local partners. Initial expression of interest received.
Variation compared to original proposal	No overall change. Amendment to redevelop site including library
Decision required	Retain as partnership library and take forward plans to redevelop the site including library provision.
Timescale	tbc

Community-Led Libraries

Cheylesmore Library	
Original proposal	Community-led or closure
Summary of interest	Cheylesmore Community Association have submitted a revised transition fund business case that identifies how they can run a sustainable Community-Led library.
Variation compared to original proposal	Work with Cheylesmore Community Association to enable movement to Community-led library.
Decision required	Work with community groups to enable transition to be community-led library. If these do not prove viable, then Cabinet Member (Education and Skills) decision regarding retention or closure
Timescale	Phased Sept 2017 to Sept 2018

Earlsdon Library	
Original proposal	Community-led or closure
Summary of interest	A Friends of Earlsdon group (FOEG) has been set up during the consultation period and there has been significant engagement with individuals and this group. The FOEG have submitted an Expression of Interest. As they are a new group they would not be able to take over the running of the library immediately.
Variation compared to original proposal	Work with Friends of Earlsdon Group to enable movement to Community-led library
Decision required	Work with community groups to enable transition to be community-led library. If these do not prove viable, then Cabinet Member (Education and Skills) decision regarding retention or closure
Timescale	Phased Sept 2017 to Sept 2018

Finham Library	
Original proposal	Community-led or closure
Summary of interest	Finham Parish Council have submitted an Expression of Interest and they are now developing a Business Case for the Transition Fund.
Variation compared to original proposal	Work with Finham Library Action Group to enable movement to community-led library.
Decision required	Work with community groups to enable transition to be community-led library. If these do not prove viable, then Cabinet Member (Education and Skills) decision regarding retention or closure
Timescale	Phased Sept 2017 to Sept 2018

Caludon Library	
Original proposal	Community-led or closure
Summary of interest	There was very limited interest in the community in participating in the running of Caludon library. Caludon Castle Secondary School have submitted a proposal that is being reviewed.
Variation compared to original proposal	Continue working with school to enable movement to Community-led library.
Decision required	Work with school to enable transition to be a community-led library. If this does not prove viable, then Cabinet Member (Education and Skills) decision regarding retention or closure
Timescale	Sept 2017

Coundon Library	
Original proposal	Community-led or closure
Summary of interest	There has been considerable public support for the retention of Coundon library but a group has not come forward to enable this to be a viable option. In addition there are difficulties in the community taking over this library due to its physical condition.
Variation compared to original proposal	Defer and develop as part of Phase 3
Decision required	Defer and develop options as part of Connecting Communities Phase 3
Timescale	Sept 2017 onwards

Proposed Council support to community-led libraries

- Book stock to be replenished quarterly by City Council
- Provision and maintenance of Library Management System by City Council
- Support from Council library staff to induct and train volunteers
- Access to the Council library management systems with full training from Library Staff
- Support from a linked Council library and library staff for ongoing enquiries on a day to day basis and to ensure service standards are delivered

Commitments needed from Community Groups for community-led libraries

- Vision outlining the new community-led library offer - including the potential alternative uses of the library space and commitment to retention of some library resources
- Demonstration of community engagement and understanding of the needs of the local community
- A business plan that identifies the resources needed to run the new enterprise (both financial and for example volunteer resources) which includes a staged approach to completely covering the costs of the facility.

Potential impact and savings

	Pre-consultation	Post-consultation: proposed model for implementation
Users	Impact dependent on extent to which community options come forward.	Impact on service users is aimed to be minimised through no libraries scheduled for closure and through the development of community-led libraries.
Staff	Reduction by c. 30 FTE (from c. 100 FTE, post phase 1 implementation, to c. 70 FTE)	Reduction by 19.6 FTE posts compared to current establishment.
Budget reduction	Circa £1m full year effect (Core: £0.2m, Partnership: £0.1m; Community: £0.4m, Management: £0.2m, Resource Fund: £0.1m)	Circa. £0.7m full year effect (£0.3m of savings moved to Phase 3) (Core & Partnership: £0.2m, Community: £0.2m, Management: £0.2m, Resource Fund: £0.1m) Due to the timing of the implementation of proposals Circa. £0.5m of savings will be achieved in 2017/18.