

Lancashire County Council

Scrutiny Committee

Thursday, 22nd September, 2016 at 3.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No.	Item
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1.	Apologies
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2.	Disclosure of Pecuniary and Non-Interests
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Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3.	Request to consider a Call In – The Property Strategy – Responses to Consultation	(Pages 1 - 200)
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4.	Urgent Business
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

5.	Date of Next Meeting
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The next meeting of the Scrutiny Committee will be held on 23 September 2016 at 10:00am at the County Hall, Preston.

I Young
Director of Governance,
Finance and Public Services

County Hall
Preston

Scrutiny Committee

Meeting to be held on Thursday, 22 September 2016

Electoral Division affected: None;

Request to consider a Call In – The Property Strategy – Responses to Consultation

Annex A refers

Contact for further information:

Josh Mynott, Tel: (01772) 534580, Democratic Services Manager,
josh.mynott@lancashire.gov.uk

Executive Summary

On 8 September 2016, the Cabinet received a report on the Property Strategy – Responses to Consultation. The Cabinet resolved to

1. Note the outcomes of the consultation as set out in the report.
2. Approve the Planning and Needs Assessment for the Library Service set out at Appendix "I" as the basis of determining the level of provision for the Council's statutory library service.
3. Approve the Library Strategy at Appendix "H".
4. Approve the proposed investment in the Mobile Library Service set out in the report.
5. Endorse the proposed model for an "Independent Community Library Offer" as set out in the report on the basis that these community libraries are **in addition to** the provision made by the Council to satisfy section 7 of the Public Libraries and Museums Act 1964.
6. Agree to continue to explore the development of alternative options for the future delivery of library services, including, but not limited to, the extended use of volunteers and the development of a potential model which would allow the Library Service to be run independently of the Council as described in the report.
7. Agree to the revised proposals for the implementation of the Property Strategy set out at Appendix "B".
8. Subject to approval of recommendation 7, to agree to consult on the proposal to discontinue use of Upholland Children's Centre, St Thomas the Martyr CE Primary School, on the basis set out in the report.

9. Agree that the buildings identified in Appendix "B" as not to be retained for future use are declared surplus to requirements and that the services delivered from them will be discontinued on the basis of the timeline set out at Appendix "P".
10. Instruct officers to consider the viability of the expressions of interest received in relation to the transfer of Council premises as set out in Appendix "B" and to bring back a further report to the next meeting of Cabinet for consideration.
11. Note the request from the Schools Forum for transition funding for schools with attached children's centres and that this will be the subject of future discussions between officers and the Schools Forum.

Following requests from seven County Councillors in accordance with the "Call In" procedures, the Chair has called a meeting to consider calling in the decision.

Recommendation

In accordance with the Call In procedures contained in Procedural Standing Orders (Standing Order 23 and Appendix 3) the Committee is asked to consider:

1. Whether or not to request the Cabinet reconsider the decision made on 8 September 2016 in relation to the Property Strategy – responses to Consultation
2. If so, to determine the grounds on which the request is to be based.

Background and Advice

On 8 September 2016, the Cabinet received a report on the Property Strategy – Responses to Consultation. Cabinet resolved to:

1. Note the outcomes of the consultation as set out in the report.
2. Approve the Planning and Needs Assessment for the Library Service set out at Appendix "I" as the basis of determining the level of provision for the Council's statutory library service.
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6. Agree to continue to explore the development of alternative options for the future delivery of library services, including, but not limited to, the extended use of volunteers and the development of a potential model which would allow the Library Service to be run independently of the Council as described in the report.
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11. Note the request from the Schools Forum for transition funding for schools with attached children's centres and that this will be the subject of future discussions between officers and the Schools Forum.

Attached at Annex A is the covering report to Cabinet, plus Appendices A, B, H and I. The full set of appendices are available via the Cabinet agenda pages on the internet, via the following link.

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=122&MId=5414&Ver=4>

The Chief Executive has received requests from seven County Councillors, for the Scrutiny Committee to consider whether that decision should be the subject of a Call In.

The requests were received, in accordance with procedural Standing Orders, from County Councillors Albert Atkinson, Susie Charles, Gina Dowding, Geoff Driver CBE, Michael Green, Bev Murray and Kim Snape. The decision cannot now be implemented until the call-in procedure is completed.

The reasons for the requests received from the above Members are:

'We request a call-in to be considered of the decision taken by Cabinet on 8th September 2016 regarding The Property Strategy. This would be considered by the main Scrutiny Committee. The reason is that the decision taken by the Cabinet to close a number of facilities needs to be reconsidered, as both the consultation and the Cabinet decision were based on incorrect financial information and the decision

does not meet the Council's own priorities to support the needs of the residents of Lancashire, particularly the more deprived communities.'

and

"We don't believe the criteria was properly applied in respect of Adlington Library. I have asked a variety of questions and received no reply so we are left with no alternative but to call the decision in to get answers in regard to the above for the 10,000 or so residents who reside in the catchment area of Adlington Library."

To assist the Committee, the Call In procedures contained in procedural Standing Orders (Standing Order 23 and Appendix 3) are summarised below:

- On receipt of a request from five county councillors within three days of an executive decision being published, a special meeting of the relevant O&S committee will be convened to consider that decision. Where that decision has been considered by the ESC and no changes recommended, and has been confirmed by the Decision Maker with no changes, those councillors must be from more than one political group on the council.
- That executive decision shall not be implemented until the Call In procedure is completed.
- An O&S Committee may request that an executive decision made but not yet implemented be reconsidered by the Decision Maker, or, in certain circumstances, request that the Full Council decide whether to ask the Decision Maker to reconsider.
- The Committee must decide at the meeting whether or not to exercise its Call In powers.
- Any such request for reconsideration made by the committee shall include the grounds upon which the request is based.
- Once the Committee has determined to make such a request, the request and the grounds upon which it is based must be registered with the Chief Executive in writing within three clear working days of the O&S Committee meeting.
- If a request is made the Decision Maker must then reconsider the decision having regard to the grounds upon which it is based. The Decision Maker can affirm, amend or rescind their decision.
- The Decision Maker shall publish their response to a request for reconsideration and the reasons for their decision by writing as soon as is reasonably practicable to the Chair of the relevant Overview and Scrutiny Committee.

- The Decision Maker can only be required to reconsider the same decision once.
- An Overview and Scrutiny Committee shall not exercise its functions;
 - (1) where the decision has been designated by the Decision Maker as being urgent in that any delay in its implementation could adversely affect the efficient execution of the County Council's responsibilities; or
 - (2) in respect of day-to-day management and operational decisions taken by officers.

Of particular relevance in the above provisions are the requirements that the Committee must determine at the meeting whether or not to request that the decision be reconsidered, and if so to determine the grounds upon which the request is based.

The Committee is required to meet within 7 working days of the request to consider the call in being received, and a meeting has therefore been scheduled for 3pm on Thursday 22 September.

Consultations

N/A

Implications:

There are no significant risk management implications in this report. For the risk management implications of the original decision, please see the Annex and Appendices.

Risk management

N/A

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Report to Cabinet

Meeting to be held on 8 September 2016

Report of the Corporate Director of Commissioning and Deputy Chief Executive

Electoral Division affected: All

Property Strategy (Neighbourhood Centres) – Responses to Consultation and Final Proposals

(Appendices "A" to "Q" refer)

Contact for further information:

Steve Browne, Corporate Director of Commissioning and Deputy Chief Executive,

Executive Summary

This report informs Cabinet of the outcomes of the consultation in relation to the proposals agreed on 12 May 2016 regarding the Council's Property Strategy. It is essential that Cabinet Members read carefully this report, together with its appendices and supporting materials, before considering the recommendations set out below.

In the context of the consultation response the report proposes an approach to be adopted by Cabinet to identify the level of library provision that satisfies the duty set out in section 7 of the Public Libraries and Museums Act 1964 based on an assessment of need; recommends Cabinet to agree a Library Strategy consistent with this assessment; sets out alternative options for the provision of a library service for Cabinet to consider; and recommends Cabinet to endorse a new model for an "Independent Community Library Offer".

Cabinet are also recommended to request officers to continue to explore alternative models for the delivery of the Library Service to allow for longer term planning in anticipation of the need to make further budget savings in future years.

The report also identifies arrangements for the use of the Neighbourhood Centre model identified within the Property Strategy, as previously agreed by Cabinet, by the Wellbeing, Prevention and Early Help Service, which incorporates the proposed future arrangements for designated children's centres in Lancashire.

Based on the considerations and decisions set out above Cabinet is recommended to agree to revised proposals for the implementation of the Property Strategy identifying in particular the static libraries and children's centres it is proposed to retain for future service delivery.

Subject to these decisions Cabinet are also recommended to agree to instruct officers to consider the viability of Expressions of Interest received from community groups and other 3rd parties for the transfer of premises to them and bring a report

back to the October meeting of Cabinet for consideration.

This is deemed to be a key decision and the provisions of Standing Order 25 have been complied with.

Recommendation

Cabinet is recommended to:

1. Note the outcomes of the consultation as set out in the report.
2. Approve the Planning and Needs Assessment for the Library Service set out at Appendix "I" as the basis of determining the level of provision for the Council's statutory library service.
3. Approve the Library Strategy at Appendix "H".
4. Approve the proposed investment in the Mobile Library Service set out in the report.
5. Endorse the proposed model for an "Independent Community Library Offer" as set out in the report on the basis that these community libraries are **in addition to** the provision made by the Council to satisfy section 7 of the Public Libraries and Museums Act 1964.
6. Agree to continue to explore the development of alternative options for the future delivery of library services, including, but not limited to, the extended use of volunteers and the development of a potential model which would allow the Library Service to be run independently of the Council as described in the report.
7. Agree to the revised proposals for the implementation of the Property Strategy set out at Appendix "B".
8. Subject to approval of recommendation 7, to agree to consult on the proposal to discontinue use of Upholland Children's Centre, St Thomas the Martyr CE Primary School, on the basis set out in the report.
9. Agree that the buildings identified in Appendix "B" as not to be retained for future use are declared surplus to requirements and that the services delivered from them will be discontinued on the basis of the timeline set out at Appendix "P".
10. Instruct officers to consider the viability of the expressions of interest received in relation to the transfer of Council premises as set out in Appendix "B" and to bring back a further report to the next meeting of Cabinet for consideration.
11. Note the request from the Schools Forum for transition funding for schools with attached children's centres and that this will be the subject of future discussions between officers and the Schools Forum.

Background and Advice

At its meeting held on 12 May 2016 Cabinet agreed, for the purposes of consultation, proposals relating to the future configuration of the Council's property portfolio. The proposals set out a total of 132 properties identified for retention as neighbourhood centres, with the consequence that 106 premises were no longer required to deliver the Council's future pattern of service delivery.

The proposals agreed for consultation were developed in the context of the unprecedented financial challenge facing the Council, with a budget gap identified in the region of £200 million by 2020/21. The Money Matters report included on the agenda for this meeting revises this gap to £147.944 m. However, whilst this appears positive overall, the reduction in the gap reflects the inclusion in the Medium Term Financial Strategy of the impact of increasing council tax by 3.99% (including the 2% Adult Social Care Precept) in each of the next 4 financial years. This has not previously been included within the MTFS. This assumption of increased resources is partially offset by increasing spending pressures in addition those previously identified and agreed.

The proposals in relation to the Council's property portfolio were designed to ensure that all Lancashire residents can continue to be provided with high quality services and to provide a flexible response to future patterns of service delivery. The proposals were developed around the Neighbourhood Centre Model approved by Cabinet in November 2015, which is intended to provide a range of services from multi-purpose premises around the County taking account, in particular, of levels of deprivation.

The Consultation proposals, setting out the methodology for the review process and details of the Neighbourhood Centre Model are set out at Appendix "A".

The following sections of this report set out the details of the response to the consultation and how this information has been taken into account. The report deals separately with how the consultation response, along with the other factors set out in the report, has informed revisions to the original proposals in relation to the Library Service and the Wellbeing, Prevention and Early Help Service (WPEH), and recommends Cabinet to agree to revised proposals for the implementation of the Property Strategy as set out at Appendix "B".

The Consultation process and response

The consultation process commenced on 18 May 2016 for a 12 week period ending 14 August, comprising on-line and hard copy questionnaires, describing the proposals on a district by district basis. The sample consultation documents were presented to Cabinet on 12 May and can be found [here](#). In addition, briefing meetings for county councillors were held across the County, again on a district by district basis, and a number of meetings have been held with district and parish/town councils where that was requested. The Asset Management Team have also responded to many enquiries from councillors, members of the public and organisations on an individual basis.

15,000 hard copy questionnaires have been distributed in 13 versions:

- 12 individual district questionnaires
- 1 with all districts in one document

Around 95% of printed questionnaires are the individual district ones, with 5% being all districts (this is a 70+ page document intended only to be completed by people wishing to comment on multiple districts).

Unfortunately, shortly after distribution, it was realised that a question had been mistakenly omitted from the hard copies of the 12 individual district questionnaires when the final proofs were being created. This question was 'Thinking about this proposal, please tell us if there is anything else we need to consider or that we could do differently'.

Having realised the error the following actions were taken:

- An addendum sheet was distributed on 3 June by email to all libraries and children's centres with clear instructions. The centres were asked to print and insert addendum sheets into the remaining printed questionnaires in their centres. They were also asked to draw attention to the addendum for people returning completed questionnaires. As the questionnaires are anonymous, it was not possible to contact people who had already completed questionnaires without this question.
- Another print run was also organised, including the missing question. These new questionnaires were then distributed to libraries and children's centres week commencing Monday 13th June to replace any existing stock.

It was recognised that people who have completed questionnaires without this specific question nevertheless had the opportunity to have written down their ideas about how things can be done differently in the other two free-text boxes, in response to the questions: 'How will this proposal impact upon you?' and 'Where we are proposing to no longer deliver services from a property, but you think we should continue to deliver services from it, what are your reasons?'

Therefore when analysing the questionnaires any suggestions as to how things could be done differently from what is proposed have been extracted and included in the analysis of the final question to ensure that no suggestions have been missed or excluded. That this would be the case, and that all suggestions would be taken into account wherever they appeared on the questionnaire, was also made clear when the addendum sheet was issued so that people could be reassured that their ideas will be fully considered.

At the closing date for the consultation, 14 August, there have been 3,893 online responses and 3,826 hardcopy; a total of 7,719 responses. Responses have been continuously reviewed and considered as they have been received during the consultation period.

An analysis of the responses is set out at Appendix "C". Where responses have proposed alternative models of provision these are considered in subsequent sections of this report. All of the consultation responses can be accessed [here](#) and a hard copy has been made available in the Members' Retiring Room.

It must however be noted that, in view of the scale of the consultation response, it has not been possible to redact personal information from hard copy responses received, therefore access has been restricted to county councillors only and is not available to the public.

In addition to the consultation response, the Council has received a number of petitions and has hosted others on its website. These petitions are summarised in Appendix "C" (page 66) and can be accessed [here](#). Hard copies are available in the Members' Retiring Room.

The consultation process also formed a statutory consultation process on proposed changes to the network of designated Children Centres in Lancashire. The Wellbeing, Prevention and Early Help (WPEH) Service have also undertaken further consultation measures to ensure that service users have had additional opportunity to share feedback on the proposals, including how they believe the changes will impact on them. There have been a number of additional consultation methods employed as follows:

- A series of six independently facilitated focus groups for parents/carers who are users of children centres, held at a range of locations around the county. A summary of feedback points is set out at Appendix "E"
- A series of three independently facilitated focus groups for young people who are users of young people's services, held at a range of locations around the county, alongside one with Lancashire Youth Council. A summary of feedback points is set out at Appendix "F"
- A stakeholder focus group with representatives of key partner organisations. A summary of feedback points is set out at Appendix "G"
- A series of drop-in engagement sessions engaging over 900 service users were held at each existing children centre/young people's centre, led by service officers, to enable service users to find out more about the consultation proposals/share feedback and be encouraged/supported to complete the on-line/paper consultation questionnaire.

The consultation response on this aspect is again analysed in Appendices "C" and "D" and must be read and carefully considered before decisions are made on the revised proposals. Along with the other factors referred to later in this report, the consultation response has been an integral consideration in the formulation of revised proposals in relation to the Property Strategy which are set out at Appendix "B".

The consultation response has also informed the development of the Library Strategy referred to later in this report and found at Appendix "H", the Planning and Needs Assessment at Appendix "I", and the revised Equality Analysis documents at Appendices "J", "K" and "L".

The consultation feedback is summarised in more detail in Appendix "C" but taken overall it is clear that many respondents value greatly many of the services provided by the Council out of premises proposed for closure and are concerned about the impact on them of closure. Many premises, in particular libraries, are seen as an important community resource/asset and that closure would impact on access to information, learning help and development; would mean a loss of access to computers/the internet; have a negative impact on wellbeing, employment and education opportunities; and result in inconvenience to access future provision, due to cost and/or distance.

Appendix "D" sets out on a district by district basis a more detailed summary of the issues identified from the consultation, provides a response to those issues and explains the changes that have been made to the consultation proposals and why. (Note: for ease of reference the changes that have been made to the consultation proposals and why are also included in Appendix "B")

The following sections of the report deal first with the Library Service, followed by the Wellbeing Prevention and Early Help Service.

The Library Service

The Public Libraries and Museums Act 1964 – a "comprehensive and efficient service"

Section 7 of the Public Libraries and Museums Act 1964 provides that upper tier local authorities are under a duty to provide a comprehensive and efficient library service for all people working, living or studying full-time in their area that want to make use of it. Local authorities have the power to offer wider library services beyond the statutory service to other groups.

In providing a library service local authorities must, among other things:

- Have regard to encouraging both adults and children to make full use of the library service
- Lend books and other printed material free of charge for those who live, work or study in the area.

There are no specifically defined national standards for library provision, therefore it is up to each local authority to determine for itself what it considers is meant by a "comprehensive and efficient" library service. Each library authority must therefore determine what local needs there are and provide a service that meets the needs of their communities.

A number of principles can be identified from decisions of the High Court (usually in the context of proposed closures) which can be summarised as follows:

- A "Comprehensive" service cannot mean that every resident lives next to a library. Comprehensive means a service accessible to all residents using reasonable means, including digital technologies,

- Whilst digital technology might assist, distances to and the time taken to reach premises-based library provision must be reasonable and any particular considerations, whether physical disabilities, or created by age or family considerations, must be capable of being met,
- An efficient service must make the best use of assets available to meet its core objectives and vision, recognising the constraints on council resources,
- Decisions about the service need to be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across diverse communities within the local authority area

The first three of these factors formed part of the methodology adopted as part of the Property Strategy, applying a weighting and scoring methodology (Appendix "A", page 14) to identify premises to be retained as the starting point for public consultation.

The Neighbourhood Centre model, agreed by Cabinet in November 2015, is itself based on the principles contained within the draft Corporate Strategy which have been developed with a clear focus on areas of deprivation. The model identifies neighbourhood centres based on analysis of the indices of multiple deprivation across 34 service planning areas; approved service delivery budget options; and a dispassionate analysis of chosen datasets.

In addition, regard has been had to the outcomes of the Local Inquiry conducted in 2009 into the Public Library Service provided by Wirral MBC. This Inquiry was directed by the Secretary of State to consider Wirral's compliance with the s.7 duty, in particular whether Wirral had made a reasonable assessment of local needs in respect of library services; what those needs were; and on assessment of local needs had Wirral acted reasonably in meeting those needs through its proposals in the context of the available resources and their statutory obligations.

The [final Inquiry report](#) found that Wirral's re-structure proposals to be in breach of their statutory duty, therefore in finalising the proposals set out in this report full consideration has been given to the findings, and they have informed the Planning and Needs Assessment dealt with below.

In addition, the 12 week public consultation, supplemented by numerous meetings with other county and district councillors, other partners and stakeholders, has now been analysed to identify local needs and aspirations to determine what a "comprehensive and efficient service" looks like in Lancashire and, in turn, to inform the proposed Library Strategy. This "Planning and Needs Assessment" is described further in the following section.

The revised proposals recommended for approval also take account of the Council's general duty of Best Value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness".

Statutory guidance issued by the Department of Communities and Local Government, revised in March 2015, provides that under this duty local authorities

should consider value overall, including economic, environmental and social value, when reviewing service provision.

These considerations, informed by the consultation responses, are an integral part of the revised Property Strategy proposals and the Library Strategy, indeed they reflect the principles that have been applied alongside the Council's duty to provide a "comprehensive and efficient" library service. In accordance with the guidance, the proposals taken overall, having regard in particular to the recommendations relating to the adoption of the Independent Community Library offer and continuing to explore alternative options for service delivery, plays in the long term to the strengths of voluntary and community groups.

Planning and Needs Assessment – The Library Service

Section 6 of the Local Inquiry Report in relation to Wirral MBC referred to above sets out the Inspector's critical analysis of the evidence submitted by Wirral regarding their assessment of local needs, on the basis of which the Inspector concluded that the Council did not act reasonably in meeting those needs.

The Inspector therefore analysed how the needs of communities had been considered, including the general requirements, as well as the special requirements of adults and children and other specific groups within communities – such as older and young people; men and women; unemployed people; BME groups; and disabled people – in advance of the Equality Act 2010 and the introduction of the Public Sector Equality Duty.

Drawing on the principles articulated in the Inquiry report the Planning and Assessment set out at Appendix "I" analyses demographic information in the context of the Council's statutory duty to understand and identify needs across the County against a wide range of factors. Based on this analysis the document identifies the key considerations for the Council to be satisfied that its Library Service is "comprehensive and efficient".

The analysis is wide-ranging, dealing also with broadband coverage – a factor identified in the Wirral Report; benchmarking expenditure against comparator authorities; and, importantly, population density, taking account of mobile library provision as well as static library points. The Planning and Needs Assessment also notes (Appendix "I", page 22) that, whilst there is no statutory definition of an acceptable level of reach for library services in terms of the distance that people live from libraries, both fixed and mobile, the Welsh Assembly has set out defined standards. Whilst it would be wrong to conclude that these can automatically be applied to Lancashire as a minimum standard, nevertheless they provide a useful point of comparison for the purposes of the overall analysis.

The Property Strategy consultation proposals in so far as they relate to library provision have therefore been assessed against the principles set out in the Planning and Needs Assessment and, along with the outcomes of the public consultation and all the other relevant information set out later in this report, have been revised as set out in Appendix "B" and described in more detail in the following section.

The Revised Proposals in relation to the Library Service

The Council's Library Service currently operates from 73 static libraries, along with the additional library services referred to later in this section. The proposals approved by Cabinet for consultation were on the basis that the number of static libraries would reduce, with a fully staffed library service being delivered from 37 neighbourhood centres and an additional 7 "satellite" services.

A satellite library service is an unstaffed library facility within a shared County Council building with other services being delivered from the same building. The service will have book stock and self-service technology as well as computer provision and customers will be able to request items in the same way that they can at other libraries.

A member of library staff will attend the library each week for a limited time to meet with customers, check that the book stock and other equipment is in order and deal with any other issues which may have arisen in the past week. The service providers in the buildings hosting a satellite library will be given appropriate training to support customers and signpost them towards further information from library professionals.

The proposal to support satellite libraries has also included an option to consider implementing a system which will allow access to the library with no staff at all in the buildings concerned. This will allow the Council to explore how efficiently an alternative library offer could develop as alternative model in the future. It is noted this still will require staff intervention but opening hours could be extensive and it also important to note this model would only work in certain localities.

The changes to the consultation proposals, on a district basis, that are recommended to Cabinet for approval are as follows:

Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale
Burnley			
There are no changes recommended to the proposals as set out in the consultation.			
Chorley			
28. Chorley Library	Proposed for future use by WPEH 0-19+ years (designated children's centre), Children Missing Education and Pupil Attendance Team, Library	Proposed for future use by WPEH 12-19+ years, Children Missing Education and Pupil Attendance Team, Library Service, Welfare Rights, Youth Offending Team.	Utilise Highfield Children's Centre for WPEH 0-11 years (designated children's centre) to meet access and reach requirements for the service.

	Service, Welfare Rights, Youth Offending Team		
Fylde			
55. Ansdell Library	Not proposed for future use.	Not proposed for future use but to delay closure of the building whilst works are carried out to St Anne's Library.	To ensure the provision of a full library service is available to the community whilst works to St Anne's Library are completed.
Hyndburn			
There are no changes recommended to the proposals as set out in the consultation.			
Lancaster			
86. Halton Library and Children's Centre	Proposed for future use by Library Service, WPEH 0-11 years.	Proposed for future use by Library Service, WPEH 0- 11 years (outreach).	This is currently a satellite of Lune Park Children's Centre (designated children's centre). There are low levels of families choosing to access support at Halton Children's Centre and so the service proposes to add capacity at Lune Park and ensure outreach support for the community in Halton.
91. Morecambe Library	Proposed for future use with satellite Library, Registration Service, Welfare Rights and WPEH service 0-19+ years (designated children's centre).	Proposed for future use with full Library service, Registration Service, Welfare Rights and WPEH 12-19+ years.	A review of the requirements set out in the Library Planning and Needs Assessment identified the need to retain a full Library service in Morecambe.
99. Carnforth Library	Not proposed for future use.	Proposed for future use for full library service pending a detailed site review of Carnforth Hub.	It is proposed to retain Carnforth Library due to its current location best serving the access requirements for the service as the complexity of the Carnforth Hub site would require significant investment in order to provide an appropriate

			library service.
Pendle			
123. Brierfield Library	Not proposed for future use.	Subject to on-going consideration.	Subject to on-going consideration.
Preston			
There are no changes recommended to the proposals as set out in the consultation.			
Ribbles Valley			
154. Longridge Library	Proposed for future use by WPEH 0-19+ and Library service.	Proposed for future use by WPEH 12-19+ years and Library service.	Recognition that the refurbishment and condition costs will be less through retention of Willow's Park Children's Centre and so do not warrant the potential investment in providing the service at Longridge Library at this time. This will allow for consolidation of the WPEH 12-19+ years offer into the Library with further review at a later date.
Rossendale			
169. Haslingden Library	Proposed for future use by Library Service, Registration Service and Welfare Rights.	Proposed for future use by Library Service and Welfare Rights.	A further review of the Registration Service has indicated that it is preferable to provide the service at Rawtenstall Library.
170. Rawtenstall Library	Proposed for future use by Library Service.	Proposed for future use by Library Service and Registration Service.	A further review of the Registration Service has indicated that it is preferable to provide the service at Rawtenstall Library.
171. Maden Centre, Bacup	Proposed for future use by satellite Library, WPEH 0-19+ years (designated children's centre), Welfare Rights	Proposed for future use by, WPEH 0-19+ years (designated children's centre), Welfare Rights	A review of the requirements set out in the Library Strategy identified the need to retain a full Library service in the Bacup area. There are on-going discussions with Rossendale Borough Council about future provision in the area.
174. Bacup Library	Not proposed for future use.	Subject to on-going consideration	A review of the requirements set out in the Library Strategy identified the need to retain a full Library service in the Bacup area. There are on-going discussions with

			Rossendale Borough Council about future provision in the area.
180. Whitworth Library	Not proposed for future use.	Subject to on-going consideration.	Subject to on-going consideration.
South Ribble			
There are no changes recommended to the proposals as set out in the consultation.			
West Lancashire			
There are no changes recommended to the proposals as set out in the consultation.			
Wyre			
There are no changes recommended to the proposals as set out in the consultation.			

The network of buildings will be available for flexible use by all public facing services as appropriate with further colocation of services to be developed in response to service need and delivery of corporate priorities.

However, it is important to emphasise that static library points form only part of the service offer. Public use of the library service is starting to see a move away from visits to buildings towards the Service's digital offer, including a significant increase in visits to the Service's website, with 1,473,938 visits in 2015/16.

In addition to static library points the following library services will also continue to be provided:

- Six mobile library units which will complement static library provision and which will be deployed to best effect once decisions have been made on where physical library services will be delivered from. Details of future investment in the Council's mobile library service are set out below.
- As part of our digital offer a free e-book service which allows our customers to borrow books for the same loan period as physical books and which can be easily accessed via eReaders, computers, tablets, smart-phones and other devices as an alternative to borrowing traditional printed material. This is becoming an increasingly popular way to borrow books and has seen issues increase over the last three financial years with a 42.4% rise in e-book issues in the 2015/16 year with a total of 105,673 loans compared with 74,225 in 2014/15.
- A free of charge Home Library Service for citizens who are unable to visit their library because of age, disability or ill health. The home library service offers the loan of books, audio visual material and a request service. Loans can be delivered by volunteers if satisfactory arrangements for collection cannot be made.

The Home Library Service is a collection and delivery service for residents who live within the Lancashire County Council geographic area. Any Lancashire resident who is unable to visit a library due to age, disability or ill health is eligible to access the Home Library Service. The Home Library

Service utilises the full range of existing stock from the 73 libraries and 6 mobile libraries throughout Lancashire. Stock includes books, talking books, CDs, DVDs and MP3 talking books (playways.) An assessment will be made by a library manager and the service will be supported by a bibliotherapy officer who will support colleagues across the county.

- A school library service which is available by subscription to all schools in Lancashire including those outside Lancashire County Council's administrative boundary in Blackpool, Blackburn and Liverpool. The service is committed to Inspiring young readers to become lifelong learners with access to over 400,000 titles. A total of 282 schools subscribe to this service including 4 primary and 2 special schools. The service provides book loans, project loans to support the national curriculum, advice and guidance, teacher training opportunities and the promotion of reading for enjoyment through the Fantastic Book Award.

It should also not be forgotten that the universal library offer means that Lancashire residents who are members of the Library Service are free to access library services in other local authority areas, and vice versa. The location of libraries in other local authority areas means that many are accessible to Lancashire residents and the location of Lancashire libraries should not be seen in isolation.

This is universal across England and therefore our customers can access libraries across the country, most immediately all adjoining local authority areas. This is reciprocated by use from customers in other local authority areas. Valuable links also exist with two of Lancashire's universities, Lancaster and the University of Central Lancashire.

The revised proposals therefore mean that:

- at least 95% of people living in densely populated areas would live within 2 miles of a proposed Neighbourhood Centre library or satellite service.
- at least 90% of people living in medium density populated areas would live within 2.5 miles of a proposed Neighbourhood Centre library or satellite service or 0.25 miles of a mobile library stop.
- at least 70% of people living in sparsely populated areas would live within 3 miles of a proposed Neighbourhood Centre library or satellite service or within 0.25 miles of a mobile library stop.

The Library Service are confident that, whilst the revised proposals involve the closure of a significant proportion of static libraries, the library offer overall will in fact not be diminished and will continue to exceed the minimum level of service required to provide a "comprehensive and efficient" service.

The Library Strategy

The Wirral Inquiry Report also identified as a concern the lack of a strategic plan for the Library Service, based on an assessment of need and a contemporaneous review of the service. The Inspector concluded that this hindered the Council being able to describe how its plans would meet the needs of and have due regard to

those who live, work and study in the council's area, including, in respect of resources, the general and specific requirements of adults and children.

In that context the Library Service has therefore reviewed its service offer in the context of the Planning and Needs Assessment and has prepared, for approval, a draft Library Strategy set out at Appendix "H". The draft Strategy identifies the priorities which the Library Service will focus on and the outcomes it aims to deliver for the people of Lancashire.

The draft Strategy demonstrates a commitment to the continued delivery and development of a strong public library service in the County, building on past successes but with a firm ambition for the outcomes to achieve in the future.

It directly responds to the emerging needs of communities and outlines how the Council will work with other organisations to deliver a comprehensive and efficient, responsive and modern library service.

The Strategy also takes full account of the outcomes of the earlier public consultation which took place in January 2016. All Lancashire residents and visitors had the opportunity to take part in the consultation which the Lancashire County Library Service undertook on service design, need and use with 10,566 questionnaires completed and processed, comprising 4,607 paper-based and 5,959 online. A summary of the responses received is at Appendix "M".

This consultation was publicised in all libraries as well as in museum buildings, archive and registration offices. Paper questionnaires were made available in all branches and staff were available to provide assistance to customers to complete the online version in branch.

Future Investment in Mobile Service Provision in Lancashire

Mobile libraries cover the whole of Lancashire, operating from 6 vehicles and making almost 800 stops.

Lancashire's mobile libraries carry a selection of books suitable for all ages, including large print, and in some cases talking books as well. Any item in stock anywhere in Lancashire can be provided on request. If the request is made online, then the item is often available on the next visit. Internet access is not available from Lancashire's existing mobile libraries.

Every mobile library is fully accessible, with a lift for people with mobility impairments. Because of the limited space available, the vans are not suitable for large motorised wheelchairs.

The operating costs of each mobile library is around £36,500 per annum, including salaries, fuel, repairs and maintenance, insurance, road tax and stock. Lancashire currently maintains a fleet of 7 mobile library vehicles. Six are operational at any one time with one held as a spare. The age of vehicles ranges from 6 to 11 years. The International Federation of Library Associations and Institutions suggests

the typical effective life of a mobile library vehicle is 10 years, therefore within the next 4 years Lancashire will have no library vehicles which meet this guideline.

The proposals for the future delivery of library services in Lancashire have recognised that the mobile library service has an important role to play in ensuring that the Service can continue to reach more rural areas of Lancashire, where people may otherwise have difficulty in accessing static library provision. It is therefore proposed to begin a programme of replacing the existing mobile library fleet to ensure that services to rural communities can be maintained and at the same time to take the opportunity to invest in a fleet which will give the potential for wider community based services, such as offering public internet access from the vehicle.

As part of the replacement programme for the mobile library fleet work must be undertaken to specify the precise requirements. Clearly, the fleet must be suitable for road and environmental conditions as well as to be able to meet the future needs of communities. An important element of design will be to determine the most effective solution to ensure previously unavailable public internet access. Mobile library vehicles also require custom coachworks. The design and build aspects means that it would take around 18 months to bring a replacement vehicle in to operation. Consequently, the first new mobile library vehicle would not be expected to be operational until April 2018.

The estimated cost of each replacement vehicle, including some ICT provision and internet access, is £120,000. To deliver the replacement schedule outlined above would require capital provision as follows:

Year	£
2017/18	480,000
2018/19	240,000
2019/20	120,000
Total	840,000

It is anticipated that the cost of replacement can be contained within the provision of Fleet in the re-profiled Capital Programme.

Alternative options – the Library Service

The imperative to ensure that the Council can secure financial sustainability beyond March 2018 means that we cannot afford any significant delay in either decision making or the implementation of the future model of library service delivery.

However, in moving forward, the Council has the option to continue to explore alternative models, where these provide additionality to our proposed services. A number of alternative community based models are set out in the Arts Council England guidance referred to above and an "Independent Community Library Offer" is recommended later in this report.

The government has responded to the changes in library delivery by establishing a Library taskforce in 2014. This task force has devised a number of toolkits for use in

local authorities and most recently has been out to extensive consultation around its plan for the future with a document called [Libraries deliver - Ambition](#):

The consultation sets out a vision of the value and impact of public libraries as a national network that delivers transformation and progress for people, communities and the nation. Once finalised, the Taskforce will publish its report along with an action plan showing how local and national government and the library profession will work together with local communities and other partners to make the shared ambition a reality. The consultation closed on 3 June. The response submitted by the Library Service was supportive of the Taskforce's proposals.

The consultation, in setting out a vision for the 21st century, is predicated on the public library network contributing to the delivery of 7 key areas:

- reading and literacy
- digital literacy
- health and wellbeing
- economic growth
- culture and creativity
- communities
- learning

The consultation acknowledges that the library network needs active management to make sure that it remains relevant to the needs of the public in the context that the majority of public libraries in rural and urban centres have seen dramatic changes in population, transport, technology and patterns of use.

Having reviewed a number of models of service delivery the taskforce sees responsibility and accountability for delivery remaining with local authorities, using their insight into local needs to draw up evidence-based plans for optimal service provision, supported by increased partnerships and programmes at national level.

In terms of evidence-based planning the taskforce refer to active superintendence relying on informed governance combining:

- accessibility of service points for the user community
- quality of services they provide, mapped to local needs
- availability of those services, including opening hours

They acknowledge that there is a need to incentivise libraries to exploit opportunities for collaboration, for example shared service models or combined authorities, which could effectively reduce the number of library management bodies over time. Where there is a reduction in the number of physical service points then they would expect the remaining libraries to provide enhanced services, i.e. fewer but better.

The taskforce therefore intends to publish guidance on how to conduct an evidence-based mapping and planning exercise, based on established good practice.

Before the consultation closed, the taskforce published the feedback that started to emerge from the consultation including views that respondents wanted the taskforce to draw out more the impact of austerity on library funding decisions and what providing a "comprehensive and efficient" service means in those circumstances. They have also acknowledged a split between those who think they aren't being ambitious enough and those who think they are in danger of being unrealistic in their ambitions given the funding available.

No date has yet been set for the publication of taskforce's final report.

The Society of Chief Librarians (SCL) has been the main negotiating body on behalf of public libraries with the government and other key stakeholders. SCL has built up a range of [key universal library offers](#) relating to the government's priorities.

These universal offers cover six key areas of service which customers and stakeholders see as essential to a 21st century library service. They are:

- Reading offer
- Public information offer
- Digital offer
- Health offer
- Learning offer
- Cultural offer*

*(*note: the SCL universal offers in their published document do not include a cultural offer; this has been added by SCL in June 2016 subsequent to the publication. SCL have confirmed that the new culture offer will be formally launched in 2017)*

The Library Service has responded to those offers and incorporated them into best practice in its business plan for the Service and in the draft Library Strategy which is presented for approval.

The following sections identify and comment on options that should be considered as an alternative to library closures:

- **Accessing External Funding**

The Council has in the past accessed external funding for the development of library service provision, notably Big Lottery Funding.

In 2007 the Big Lottery Programme announced that for the first time public libraries could bid for a pot of funding to support the development in their areas. The Council bid for £1.3m and was successful. The bid was called "Your Space" and this reflected how the Service would connect effectively with its local communities to develop the Library Service moving forward. Five years on the success of the project in connecting effectively with its local communities is clear.

The prime focus of the funding was to ensure that library services actively involved their local communities. As a result the service developed a constitution for "Friends" groups and several have developed across the county beyond 3 "Big Lottery

libraries" in different geographical areas. Friends groups have raised funds for their specific libraries to purchase equipment and improve library spaces to enhance the library offer.

The Big Lottery success defined the way in which the current Library Service operates within these flexible spaces with local communities and a further five libraries had major additional work undertaken to provide accessible toilets for all our customers.

In 2007 the Council also embarked on a "Regenerate" capital programme to improve the stock of library buildings. As well as the regenerate capital programme the children's centre capital programme enabled the service to redesign three further libraries on the same Regenerate principles as well as winning additional funding for one new build and full refurbishments for a further three from the Big Lottery community fund again using the design from the established Regenerate brand.

However, whilst external funding has been accessed and has led to improvements in service delivery, the availability of external funding has now significantly reduced and what funding is available tends not to be for capital projects, nor can it be used for core revenue funding purposes, rather it is typically focussed on special projects which enhance service provision. Therefore, whilst the Library Service and Friends Groups continue to be alert to the potential to access external funding, it is clear that this is not of the scale or scope to have any significant impact on the Library Service. It does not mitigate the need to make fundamental changes to the way in which the service is delivered, as proposed in the Library Strategy and in turn the revised proposals in relation to the Property Strategy which continues to involve a reduction in the number of fixed library premises.

- **Volunteer Models**

The Library Service already has one of the most successful partnerships with volunteers across the Council, with currently some 264 volunteers. The Service has designed volunteer role profiles for the volunteers as an enhancement to the Service rather than as a direct replacement for paid staff. For the last two years the Service has also successfully recruited over 300 young people to support the summer reading challenge.

More generally, across the Council and indeed the wider public sector in Lancashire, work is underway through the Lancashire Volunteer Partnership to recruit volunteers and redeploy them to best effect throughout public services.

However, the Library Service approach reflected in the Property Strategy proposals is to provide staffed libraries in areas of greatest need/deprivation. This approach has been adopted because experience demonstrates that it is these areas where there are often the most difficulties in recruiting and retaining volunteers.

Taking everything into account, whilst volunteers will continue to play an important part in delivering the Library Service offer, it is clear that the extended use of volunteers does not provide a realistic alternative other than in the context of the development of Independent Community Libraries as referred to later in this report.

- **Partnerships with other public sector bodies**

A number of local authorities have considered sharing the delivery of their library service, for example in Greater Manchester and in Bromley and Bexley. These are however examples of collaboration between library authorities, rather than between local authorities working in a two tier system.

In Lancashire, partnership arrangements with district councils have however also been developed. For example, Wheatley Lane Library was originally scheduled to close in 2006 but the local community and Pendle Borough Council put forward a proposal which ensured that the library remained open. This remained the case until March 2016 when the Borough Council withdrew funding from the site due to its own budget pressures.

However, as part of the Property Strategy consultation there have been discussions with a number of district councils about the possibility of them delivering the Library Service on behalf of the County Council. These discussions have however been on the basis of the district council proposing that the County Council continues to fund the service. These proposals therefore achieve, at best, only marginal savings and they do not therefore offer a realistic alternative to the Council's current proposals for the re-shaping of the Service.

In addition, discussions with other district councils have been in the context of them submitting expressions of interest in taking over County Council premises in the event of their closure and in some instances these may well develop into Independent Community Libraries as set out later in this report. In some instances this has taken the form of an offer to contribute to staffing or premises costs.

Wyre Council in particular have responded to the consultation expressing their support for the concept of neighbourhood centres and are actively exploring opportunities for co-location of services with other public sector bodies, for a range of services to be provided from community assets. Wyre have also proposed other potential arrangements as described in the following section.

- **Service delivery by an external organisation/community interest company/mutual**

Nationally a number of library authorities have decided to transfer library services out of their hands to external bodies, typically bodies established as not for profit companies or community interest companies (CICs), a prime example being York Library Service.

The York Library Service was transferred from the City Council in 2014 to an independent company established as an Industrial and Provident Society (a charity) on the basis of a 5 year contract to provide library services to the Council. The initial contract value was £2.2 million reducing further in the next two years from its establishment by £450k but also with the benefit of £1.7 million Heritage Lottery funding. The Society is member run with two thirds of the members being library users and one third staff.

The benefits of library services being outsourced in this way include the ability of the organisations being able to bid for other sources of money and encouraging philanthropy.

A number of Lancashire libraries do however already have "friends" groups which provide a platform for local community engagement to enable interested citizens to support and have a say in shaping local services. In addition the groups also have the opportunity to enhance and complement their local library service offer through various fundraising activities including application for grants.

Whilst models for library services using an external delivery vehicle have become more common, they are in no sense a panacea and must be seen in the context of the financial challenge facing the Council. In essence they amount to outsourcing with the service being delivered under contractual arrangements and there should be no assumption that they avoid job losses or even the potential closure of libraries.

As can be seen from the York model referred to above, this has been established on the basis of a reducing budget and will be heavily reliant on volunteers both to deliver services and to serve on the Boards of such companies. Critics of such arrangements also point to the loss of control and accountability and in the North West there is at least one example of such an arrangement failing, with the result that the service had to be taken back into the control of the local authority.

However, despite these reservations, whilst there would be a significant lead-in time to establish a viable "mutual" option, it is recognised that this is a potential option for future service delivery which the Council should now more actively explore.

As part of the response from Wyre Council referred to in the previous section of the report they have proposed the possible establishment of a CIC. Whilst their response is subject to ratification at Wyre's Cabinet meeting to be held on 7 September, the proposal is for a CIC to provide library services from the borough's three libraries included in the consultation proposals for closure. They consider that their evidence suggests that such a model could be financially viable, subject to a full business case being prepared, although there is an acceptance that a reduction in opening hours and/or the level of service provided would be required along with staff reductions.

An "Independent Community Library" Offer

The level of library provision identified within the revised proposals at Appendix "B" has been analysed against the principles contained within the Planning and Needs Assessment at Appendix "I" and are considered to provide a level of service that is sufficient to satisfy the Council's duty under section 7 of the 1964 Act.

However, the consultation responses in relation to library provision included the following issues which go beyond the core library service provision:

- Loss of access to computers/internet
- Loss of an important community asset/social value of facilities

- Accessibility re alternative provision/mobility issues/cost of travel
- Impact on young people's education – access to information and reading.

Some communities have the desire, and maybe the potential, to continue to operate a library service, including operating and managing the associated premises. The capacity to deliver a viable, ongoing service will however raise challenges. However, where that is in place then consideration should be given to providing additional support for community provision.

These "independent community libraries" would not be part of the public library network and not part of the statutory library service, therefore they would not form part of the "comprehensive and efficient" service which the Council has a duty to provide, they would be an additional resource. The proposed model is not restricted to Council libraries that close, the model can be applied to any premises, whether or not owned or linked to the Council.

In considering this offer regard has also been had to guidance issued by the Arts Council in January 2013 regarding community libraries, setting out some guiding principles. The report presents findings of research about the ways in which communities have been involved with their libraries, reflecting the financial challenge that public library services are facing and therefore having to test new ways of working with communities to build sustainable library services for the future.

The research indicates that community libraries are established out of the determination and passion of local communities and that intentions are long-term, not short-term, but could evolve to become a valuable part of 21st century public library services. However, it is important to re-state that the model being recommended to Cabinet is intended, at this stage, to provide an additional resource on top of the Council's statutory service.

Going forward however, if community libraries prove to be viable, and in the context of further financial challenges, then it may be necessary for Cabinet to consider independent community libraries becoming a more integral part of the statutory library service.

The Council is already committed to working constructively with community groups and local people to ensure that community asset transfer in Lancashire is successful. The Council's Community Asset Transfer Policy (CAT) (see the following section) states that applicants should either:

- Have the skills and capacity to effectively deliver services and manage the asset to be transferred and/or have access to the necessary skills and capacity; **or**
- Be aware of any need to build capacity within their organisation and demonstrate how they intend to do this, perhaps by working with the Council or other partners.

The proposals for CAT were established on the basis that this will be a 'whole transfer' and communities will be taking on the full costs of running the building and/or providing any services and as a result, no financial support or otherwise will be available from us once the transfer is complete.

However, in discussions with communities through the consultation process it has become apparent that some communities, who are interested in taking on responsibilities for both library service provision and the building asset, might need some additional help to make the transfer successful and to build the capacity enable them to ensure that it is sustainable in the long term.

In response to this it is proposed to provide some additional help to communities who have submitted an expression of interest to take on Council-owned buildings and who wish to use those for the continued delivery of a library service, to local people, for the benefit of the community, as an addition to the statutory library service.

It is proposed that the initial offer to communities to help them become established will include:

- A one-off payment of £5000 to help communities with any initial costs of setting up independent provision
- Providing shelving
- Providing an initial supply of books from the Council's bookstore
- Advice and guidance from a Community Library Development Officer. This will be a time limited role in place to 31/12/2018 and will be primarily focused on skills transfer to enable communities to sustain provision in the long term.

When independent community library provision is operational the Council will continue to provide support through:

- An annual grant of £1000 to help the community to provide some form of public internet access
- Access to the Council's stock request service, enabling people to request additional books from the Council's library catalogue and for those to be delivered to the Independent Community Library, on a weekly basis, if required

The costs to the Council of this proposed offer will be dependent on the number of communities who wish to take forward independent community provision. The estimated annual cost for year 1 and subsequent years for each Independent Community Library is set out in the following Table:

Estimated annual cost for year 1 and subsequent years

	£
Fixed annual cost to 31/12/2018	
Community library support officer – 1 FTE @ G8 support county-wide development	38,484
Initial set-up cost for each independent community library	
Set-up grant	5,000
Annual cost incurred by the County Council for each independent community library	
<i>Annual grant</i>	<i>1,000</i>

<i>Stock request and delivery – 2 hours per week @ £9.29 per hour</i>	966
<i>Mileage Costs @ £5 per week</i>	260
Total annual cost incurred by the County Council for each independent community library	2,226

Assuming 10 communities wish to progress an asset transfer including independent community library service provision the total cost to the Council, consisting of 2 years support from the community library support officer and initial set up grants, would be in the region of £127,000, the annual cost for subsequent years being in the region of £22,000 per annum.

The key benefit of this model is that if the local community has decided to establish independent community library provision then community funding will be able to tailor its services to community needs.

Consideration is also being given to the possible development of a "Premises Management offer" which communities can choose to purchase. The intention is that this would help to ensure that community groups could be provided with sound advice and guidance on how best to maintain a safe environment and, if required, to help transfer skills to those working within communities.

An offer would therefore in principle deal with issues such as health and safety including legionella testing, and repairs and maintenance. If a package can be developed then it is proposed that this would operate on the basis of a cost recovery model so that there will be no additional costs to the Council.

However, there are some significant obstacles to be overcome if such an offer is to be viable and therefore it is not possible to provide more detail at this stage and it may be necessary to tailor the offer to individual premises which transfer under the CAT process referred to later in the report. Regard also must be had to the need to build resilience into community groups taking over Council premises and a premises management offer carries with it the risk of creating dependency.

Community Asset Transfer Policy

In July 2016 the Deputy Leader approved a revised Community Asset Transfer (CAT) Policy to enable a proactive approach to CAT that allows not for profit organisations to express an interest in taking over the running of a Council asset declared as surplus, setting out a clear process for decision-making.

The framework for CAT is underpinned by the following principles:

- Any proposed asset transfer must promote social, economic or environmental wellbeing and/or support the aims and priorities of the County Council;
- Where the County Council is calling for expressions of interest relating to an asset transfer, we will consider each expression on its own merit and against a set list of criteria;

- Where the County Council is contacted by an organisation to discuss asset transfer of any building or land, we will open up the EIO opportunity to all community organisations.
- We will encourage collaboration between community based groups and the sharing of assets to optimise social value and value for money across Lancashire;
- Asset transfers to community based groups need to demonstrate benefits to local communities.
- CAT must be considered against the potential market value of an asset against conventional disposal.

The challenging financial settlement for the County Council means that it will increasingly need to develop alternative and innovative ways of meeting its objectives and CAT is one way of assisting this.

CAT must also be considered in view of the potential difficulties the Council could have in reclaiming assets once offered for community transfer and then sold on the open market. Any prospective transfer should be considered carefully in accordance with this policy as the asset could be formally registered under the Localism Act 2011 as being an asset of community value.

This could result in a more difficult situation if the County Council was looking to sell the asset due to the Right to Bid legislation and its restriction on open market sales. The approved policy will enable the County Council to develop and undertake community asset transfers of eligible properties to relevant community groups in a transparent, robust and consistent way.

The Expressions of interest (EOIs) that have been sought from organisations and groups that may be interested in CAT for buildings that may be declared surplus as part of the property Strategy will therefore be considered in accordance with the CAT Policy. Residents or a local organisation may decide that they would like to take on the running of the service and a building.

The current proposals are on the basis that this will be a 'whole transfer' and communities will be taking on the full costs of running the building and/or providing any services and, as a result, no financial support or otherwise will be available from the Council once the transfer is complete.

Where a CAT proposal is submitted and considered viable and appropriate it will take time to ensure that there is a managed and sustainable handover of the building and service to communities.

The Wellbeing, Prevention and Early Help Service

The statutory remit for children and young people's wellbeing, prevention and early help services are set out in two key areas of legislation as follows:

(a) Children's Centres

With respect to children's centres the Council has a duty under the Childcare Act 2006, supplemented by statutory guidance, which provides that the arrangements made by the Council must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need which are accessible to all families with young children, and targeted evidence-based interventions for those families in greatest need of support.

The future Wellbeing, Prevention and Early Help (WPEH) Service has therefore been designed on an evidence base to meet the needs of children and families, particularly those in need of more intensive support. The new service is designed on the basis of fixed locations – neighbourhood centres – and outreach provision.

(b) The Young People's Service

Section 507B of the Education and Inspections Act 2006 provides that a local education authority must, so far as is reasonably practicable, secure for qualifying young persons in the authority's area access to sufficient educational and recreational leisure-time activities which are for the improvement of their wellbeing, and sufficient facilities for such activities.

There are no clearly defined national standards for what the local authority should deem as 'sufficient' in the context of either of the above statutory guidance. It is therefore up to each local authority to determine for itself what it considers effective in discharging its sufficiency duty in the context of local needs and in order to provide a service that meets the needs of children, young people and their families.

The revised proposals in relation to the Wellbeing, Prevention and Early Help Service

A similar range of considerations in relation to the assessment of need and the accessibility of premises proposed as children's centres and front-facing premises for the Young People's Service have also informed this report.

The WPEH Service offer and specification is at Appendix "N". This was finalised and amended to include feedback from extensive consultation undertaken with staff, service users and stakeholders arising from formal consultation on the service offer and principles during Feb/March 2016.

The future WPEH Service has been designed on an evidence base to meet the needs of children and families, particularly those in need of more intensive support. The new service is designed on the basis of service delivery through fixed locations – neighbourhood centres – delivering both a programme of group based and drop-in support, learning and developmental activities as well as one to one targeted support for children, young people and their families in the local area. This will be supplemented by outreach provision to meet the particular needs of individuals, groups or outlying/isolated communities.

The Neighbourhood Centre model, agreed by Cabinet in November 2015, is based on the principles contained within the draft Corporate Strategy which have been developed with a clear focus on areas of deprivation. Responding to needs through outreach based provision may involve the service in meeting service users in a range of locations in the community as well as neighbourhood centres. These may include partner locations (e.g.: schools/ health centres/ church halls/ voluntary agencies), public places (e.g.: cafes) as well as within the service users own homes.

The service will use its fleet of vehicles, including mobile centres (of which it currently has 8 units) to provide some visible presence in key settings and promote access to the Service. The Service may be minded in the future to extend the current fleet of mobile service units to ensure more effective coverage of all twelve district areas. Additional mobile units may be particularly effective in responding flexibly to 'hotspots' around young people's needs and anti-social behaviour, and in support of multi-agency working. Each additional unit would cost in the region of £55,000 capital investment with moderate annual running costs around £8,000 per annum.

The WPEH Service will also maximise the use of digital information service provision and use of social media as a helpful platform both for service provision and service user communications.

The changes to the consultation proposals, on a district basis, that are recommended to Cabinet for approval are as follows:

Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale
Burnley			
3. Burnley City Learning Centre	Proposed for future use for Conferencing	Proposed for future use for Conferencing and WPEH 12-19+ years (outreach).	Service delivery change - preference by young people not to access social care premises for support. This building provides a suitable neutral alternative for delivery of WPEH 12-19+ group learning activities and meetings.
13. Stoneyholme and Daneshouse Young People's Centre	Proposed for future use by WPEH 0-19+ years (designated children's centre)	Proposed for future use by WPEH 0-19+ years.	This will be a linked children's centre to The Chai Children's Centre.
Chorley			
28. Chorley Library	Proposed for future use by	Proposed for future use by WPEH 12-	Utilise Highfield Children's Centre for

	WPEH 0-19+ years (designated children's centre), Children Missing Education and Pupil Attendance Team, Library Service, Welfare Rights, Youth Offending Team	19+ years, Children Missing Education and Pupil Attendance Team, Library Service, Welfare Rights, Youth Offending Team.	WPEH 0-11 years (designated children's centre) to meet access and reach requirements for the service.
45. Highfield Children's Centre (designated children's centre)	Not proposed for future use.	Proposed for future use for delivery of WPEH 0-11years (designated children's centre) instead of at Chorley Library.	It is proposed to retain Highfield Children's Centre (designated children's centre) due to its current location best serving the access and reach requirements for the service. In addition, the complexity of the Chorley Library building would require significant investment in order to provide an appropriate children's centre facility.
Fylde			
There are no changes recommended to the proposals as set out in the consultation.			
Hyndburn			
There are no changes recommended to the proposals as set out in the consultation.			
Lancaster			
86. Halton Library and Children's Centre	Proposed for future use by Library Service, WPEH 0-11 years.	Proposed for future use by Library Service, WPEH 0-11 years (outreach).	This is currently a satellite of Lune Park Children's Centre (designated children's centre). There are low levels of families choosing to access support at Halton Children's Centre and so the service proposes to add capacity at Lune

			Park and ensure outreach support for the community in Halton.
90. Lune Park Children's Centre, Ryelands Park (designated children's centre)	Proposed for future use for WPEH 0-11 years (designated children's centre).	Proposed for future use for WPEH 0-19+ years (designated children's centre).	Service delivery change - consultation conducted by WPEH showed preference by young people to access this site for support. It is situated in the Skerton and Ryelands park area which has significant levels of deprivation. Increasing levels of service at this site will ensure support is available without having to cross the river to other buildings.
91. Morecambe Library	Proposed for future use with satellite Library, Registration Service, Welfare Rights and WPEH service 0-19+ years (designated children's centre).	Proposed for future use with full Library service, Registration Service, Welfare Rights and WPEH 12-19+ years.	A review of the requirements set out in the Library Planning and Needs Assessment identified the need to retain a full Library service in Morecambe.
92. Carnforth Hub Children's Centre and Young People's Centre, Carnforth High School (designated children's centre)	Proposed for future use for WPEH 0-19+ years (designated children's centre) and Library service.	Proposed for future use for WPEH 0-19+ years (designated children's centre).	It is proposed to retain Carnforth Library due to its current location best serving the access requirements for the service as the complexity of the Carnforth Hub site would require significant investment in order to provide an appropriate library service.
95. White Cross Education Centre	Proposed for future use by Registration Service, WPEH 12-19+, Youth	Proposed for future use by Registration Service, WPEH 12-19+ and support for families, Youth Offending Team.	Families with children outside of the 12-19+ age range may need to be able to access support and advice. Additional use of this

	Offending Team.		building will enable the service to better meet access and reach requirements.
105. Poulton Children's Centre, Morecambe (designated children's centre)	Not proposed for future use.	Proposed for future use for WPEH 0-11 years (designated children's centre).	A review of the requirements set out in the Library Planning and Needs Assessment identified the need to retain a full Library service in Morecambe. The complexity of the Morecambe Library building would require significant investment in order to provide an appropriate children's centre facility.
Pendle			
There are no changes recommended to the proposals as set out in the consultation.			
Preston			
132. Children's Social Care (St Luke's Centre)	Proposed for future use by children's social care.	Not proposed for future use and to re-locate the children's social care service at Sunshine Children's Centre.	Sunshine Children's Centre will provide accommodation for the children's social care service which is in better condition and within the same reach area.
148. Sunshine Children's Centre, Brockholes Wood Primary School (designated children's centre)	Proposed for future use by WPEH 0-11 years (designated children's centre) and children's social care.	Proposed for future use to accommodate Children's Social Care and provide contact/access facilities for families.	The community access WPEH services at Sunshine Drop-in (New Hall Lane) and Preston East Children's Centre (designated children's centre) giving the opportunity to re-locate children's social care from St Luke's Centre to the site.
151. Preston East Children's Centre (designated children's centre)	Not proposed for future use.	Proposed for future use by WPEH 0-11 years (designated children's centre) and children's services.	The community access WPEH services in higher levels at Preston East Children's Centre than Sunshine Children's Centre and so retention of this site will better meet access and reach requirements for the service.

Ribble Valley			
154. Longridge Library	Proposed for future use by WPEH 0-19+ and Library service.	Proposed for future use by WPEH 12-19+ years and Library service.	Recognition that the refurbishment and condition costs will be less through retention of Willow's Park Children's Centre and so do not warrant the potential investment in providing the service at Longridge Library at this time. This will allow for consolidation of the WPEH 12-19+ years offer into the Library with further review at a later date.
165. Willows Park Children's Centre, Longridge Civic Centre (designated children's centre)	Not proposed for future use.	Proposed for future use by WPEH 0-11 years (designated children's centre).	Recognition that the refurbishment and condition costs will be less through retention of Willow's Park Children's Centre and so do not warrant the potential investment in providing the service at Longridge Library at this time. This will allow for consolidation of the WPEH 12-19+ years offer into the Library with further review at a later date.
Rossendale			
171. Maden Centre, Bacup	Proposed for future use by satellite Library, WPEH 0-19+ years (designated children's centre), Welfare Rights.	Proposed for future use by, WPEH 0-19+ years (designated children's centre), Welfare Rights	A review of the requirements set out in the Library Strategy identified the need to retain a full Library service in the Bacup area. There are on-going discussions with Rossendale Borough Council about future provision in the area.
South Ribble			
197. Wellfield Children's Centre, Wellfield High School,	Not proposed for future use.	Not proposed for future use as a Neighbourhood Centre however	The building provides a local facility for the delivery of schools training and

Leyland		proposed to be retained for use by Traded Services (Start Well).	development functions.
West Lancashire			
206. Upholland Children's Centre, St Thomas the Martyr CE Primary School *	Proposed for future use by WPEH 0-11 years (designated children's centre).	Not proposed for future use – SUBJECT TO FURTHER CONSULTATION	It is proposed to retain St John's Children's Centre, St John's Catholic Primary School (designated children's centre) due to its current location best serving the access and reach requirements for the service.
215. St John's Children's Centre (Skelmersdale), St John's Catholic Primary School (designated children's centre) *	Not proposed for future use.	Proposed for future use by WPEH 0-11 years (designated children's centre) – SUBJECT TO FURTHER CONSULTATION	It is proposed to retain due to its current location best serving the access and reach requirements for the service.
Wyre			
There are no changes recommended to the proposals as set out in the consultation.			

The network of buildings will be available for flexible use by all public facing services as appropriate with further co-location of services to be developed in response to service need and delivery of corporate priorities.

The Service offer, specification and associated staffing model for the WPEH Service is set out at Appendix "N".

Access and Reach considerations for WPEH Service

The core children centre offer/universal statutory responsibility for provision of access to certain early childhood services means that the location of 'points of access' to services through neighbourhood centres which will operate as designated children centres in Lancashire have to meet certain standards of 'reach' and 'accessibility' as defined in the statutory guidance as set out by the Department for Education.

The WPEH Service has considered these matters in detail in considering the appropriate network of neighbourhood centres to use in the future for service delivery and the impact of this on existing centres used (particularly where designated children centres are concerned). Further details of the impact of proposed changes to locations and the impact on reach and access are set out at Appendix "O".

The impact of operating from a reduced number of (neighbourhood centre based) service delivery points for WPEH by comparison with current service delivery points has been analysed. This has been based on the percentage of children and young people who reside within a 1.5mile radius of a centre (now and in the future).

The 1.5miles distance highlighted is the numerical distance which has been attributed to the children centre national statutory reach guidance. This is based on assessment of walking rather than public transport distance and indicates that it is preferable for access points to be within a 30 minute pram pushing distance (from home). It is recognised that this may be a challenge for some families but would generally be seen to be a reasonable interpretation of distance that can be covered at an ambling walking pace (1 mile – 20 minutes).

The WPEH Service recognises that an urban 'pram pushable' model presents different challenges for dispersed rural populations. The future WPEHS delivery model encompasses outreach methodology to ensure that more remote families can be supported and may make use of existing community spaces; developing joined up ways of working with parish councils, voluntary organisations and those who already serve the rural community, e.g. Health services, Churches, Schools etc. to help us identify families with additional needs; and implementing peripatetic family support services to those families who have additional needs.

It has been identified that currently:

- 98% of the Lancashire's most deprived 0-4yr olds, and
- 80% of Lancashire's least deprived 0-4yr olds

are within a reasonable access distance of a children centre provision.

Based on the future usage model outlined in the consultation proposals for WPEH Service, analysis indicates there will be some reduction in access, where the percentage population comprising:

- The most deprived 0-4yrs within radius may reduce to 94% (a 4% drop in access).
- The least deprived 0-4yrs within radius may reduce to 63% (a 17% drop in access).

From further analysis of the differential impact in different districts with respect to the most deprived children and young people:

- For 4 districts (Burnley, Pendle, Preston, West Lancashire) they experience negligible levels of change (less than 1%) with regard to access to services within the defined range
- A further 4 districts (Hyndburn, Lancaster, Ribble Valley, Wyre) experience change for up to 10% of the cohort no longer residing within the defined range.
- There are 4 districts (Chorley, Fylde, South Ribble, Rossendale) where reduced access within the defined range impacts on between 10-18% of the most deprived children and young people in their areas.

Whilst the impact is more acute on the least deprived children, this is commensurate with the aspiration that future services will be targeted primarily to those in most need.

Assessment of Needs – Wellbeing Prevention and Early Help

The Property Strategy consultation proposals in so far as they relate to Wellbeing, Prevention and Early Help Service provision have been assessed against the principles set out in the WPEH Service demand and resourcing model which is outlined in the Service offer and specification (Appendix "N") and, along with the outcomes of the public consultations and all the other relevant information with regard to needs, have been revised.

The Neighbourhood Centre model itself, agreed by Cabinet in November 2015, is based on the principles contained within the draft Corporate Strategy which have been developed with a clear focus on areas of deprivation. As such the Service is confident that Neighbourhood Centres will provide a suitable and accessible outlet for access to service provision and the allocation of resources delivered through Neighbourhood Centres has been done in direct proportion to local needs.

The WPEH Service has developed a demand and resource allocation model and a service delivery specification for group based programmes, ensuring capacity to:

- Respond to 10,000 early help 'cases' per year based primarily on Level 2 of the Lancashire Continuum of Need and those where a joint working plan has been agreed with Children's Social Care for Children in Need/ Child Protection cases, and
- Deliver 452 group based or drop-in, programmed delivery sessions per week through neighbourhood centres and/or as part of outreach work

WPEH Service will use the Common Assessment Framework to assess children, young people and families and identify unmet needs. It will adopt a 'team around the family' approach and act as Lead Professional for families where appropriate. In delivering its services from neighbourhood centres a flexible programme will be offered where the allocation of resources will be based on needs and largely targeted to those most vulnerable, but also including some universal drop-in services and groups.

The programme at neighbourhood centres for WPEH Service delivery will operate to a core delivery specification (of around seven delivery sessions per week) which may be split across two specific neighbourhood centres in order to better respond to the different access needs of children/families and young people.

One identified neighbourhood centre in each 'district' area will act as a focal point for key service provision and provide an enhanced delivery specification (twelve delivery sessions per week), though this may also be split across two centres for the same access reasons.

Within this number of delivery sessions the service is accessible when most needed, Monday- Friday (inclusive), throughout the daytime and provide some evening sessions, largely focussed on young people. The service will also provide some weekend opening hours as needed.

Equality and Cohesion

In order to fully comply with the requirements of the Public Sector Equality Duty it is important that the Council, when making its decision as to the future pattern of service delivery provided through its property portfolio, is fully informed of the potential impacts on citizens with protected characteristics.

At its meeting held on 26 November 2015 Cabinet considered a report setting out the requirements of section 149 of the Equality Act 2010 which requires public authorities to pay "due regard" to the equality duties contained in the section in carrying out all their functions, commonly referred to as the "Public Sector Equality Duty" (PSED). The report can be found [here](#).

In summary, s.149 of the Equality Act 2010 requires the decision maker to have due regard to:

- the need to eliminate discrimination, harassment, victimisation or other unlawful conduct under the Act;
- advance equality of opportunity between persons who share a "protected characteristic" and those who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Equality Analysis (EA) published with the Property Strategy in November 2015 has been reviewed and updated to take account of the outcomes of the consultation process and is set out at Appendix "L". It provides a detailed explanation of what the duty requires and which analyses the potential impact of the recommendations emerging from the consultation.

Similarly the Equality Analyses relating to the Library Service and the WPEH service have also been updated in the light of the outcomes of the consultation and are set out at Appendices "J" and "K".

District Equality Analyses Respondents Protected Characteristics Data is set out at Appendix "Q".

It is important to note that the PSED came into operation on 5 April 2011, a time of straitened public resources, and the courts have made it clear that budgetary constraints do not detract from the force of the PSED and a tight budget does not excuse non-compliance with the PSED, on the contrary the need to assess impacts is as great, if not greater.

It is therefore important that Cabinet Members, when considering the decisions they are being asked to make, read and consider carefully the Equality Analysis documents and ensure that they have complied with the PSED as described in detail in the report referred to above.

Possible Asset Transfers – Expressions of Interest Received

To date, expressions of interest have been received and logged in respect of 115 individual premises – these range from expressions regarding individual buildings to expressions relating to any facilities in certain districts. Organisations were asked to submit expressions of interest (EOIs) by 14 August so that Cabinet could be informed of the potential scale of interest in asset/service transfers.

This means however that there has been insufficient time for officers to assess the EOIs in advance of this meeting of Cabinet, therefore it is proposed that Cabinet agree to instruct officers to consider the viability of the expressions of interest received in relation to the transfer of Council premises as set out at Appendix "B" and to bring back a further report to the next meeting of Cabinet for consideration on the basis of the principles set out in the report in relation to community asset transfer and, if approved, the proposed Independent Community Library Offer.

However, given the possible timescales to achieve asset transfers when balanced against the need to achieve savings, it is not proposed that premises for which EOIs have been received will remain open pending transfer; it is proposed that Cabinet agree that services to be delivered from premises not to be retained will be discontinued in accordance with the implementation timeline at Appendix "P".

Where organisations such as district councils may have, or may wish to, express an interest in funding services which may otherwise close, there is therefore an opportunity before the proposed closure date to submit firm proposals, in which case where those proposals are viable, and involve no continuing cost to the Council, the premises may remain open so that services can continue to be provided.

A number of organisations and stakeholders have also proposed the co-location of services to make better use of facilities and these options will continue to be explored to achieve cost and efficiency savings where appropriate.

Proposed Timetable for the Establishment of Neighbourhood Centres

Details of the proposed implementation timeline for the establishment of neighbourhood centres are set out at in Appendix "P".

The proposed timeline sets out details of five broad categories of buildings as follows:

1. Accommodation is considered fit for purpose for proposed future use and which LCC will continue to be reviewed for best use of space.
2. Works are required to create a Lancashire County Council Neighbourhood Centre, phased between 1st January 2017 and 31st March 2020.
3. Lancashire County Council service delivery will cease on 30th September 2016.
4. Lancashire County Council service delivery will cease between 1st October and 30th November 2016.
5. The full library service will cease between 1st October and 30th November 2016 but there may be a period of transition as satellite libraries are delivered.
6. Subject to ongoing discussion.
7. Lancashire County Council service delivery in the building will cease by 31st March 2017 and LCC will plan the response where there are other organisations occupying.
8. Lancashire County Council service delivery will be relocated to Neighbourhood Centres between 1st January 2017 and 31st March 2020.
9. Are subject to further consultation.

As noted in the preceding section, where organisations such as district councils may have, or may wish to, express an interest in funding services which may otherwise close, there is therefore an opportunity before the proposed closure date to submit firm proposals, in which case, where those proposals are viable, and involve no continuing cost to the Council, the premises may remain open so that services can continue to be provided.

Summary:

- **Libraries**

The financial pressures that the Council faces are unprecedented and more than ever those pressures mean that cost-effective solutions must be identified to be able to finance a "comprehensive and efficient" library service. The same principle of course also applies to all Council services, many of which are, like the library service, statutory and which are delivered to vulnerable people.

It is also important that changes in the library service must be capable of being delivered in the short-term, the Council does not have the luxury of any significant delay whilst potential longer-term options are developed as to do so would inevitably mean that the longer-term impact on the service would be far greater. Equally the use of reserves to maintain the current level of provision has the same effect and savings must be delivered, to put the service on a sustainable basis, before reserves are expended.

There is no easy, off the shelf solution which will allow the service to continue in its current form without having to achieve savings. Whilst options such as outsourcing to a mutual may seem simple, even if such an option can be developed to be a viable alternative, inevitably such options still involve job losses and funding cuts.

As the report explains, the service offer which is proposed takes full account of deprivation indices, the distance that library users must travel to access a library service and a wide range of other factors which go to a holistic assessment of ensuring that the Council will continue to deliver a "comprehensive and efficient" service. Notwithstanding the reduction in the number of static libraries, it is considered that the level of service will continue to be well beyond any reasonable view of what a minimum statutory service must be.

Buildings are of course only one way in which a library service is delivered and the model of neighbourhood centres will allow access to the service to a much wider section of the public than is presently the case. The library service as a whole, as described in the report, taking account of the continued use of mobile libraries, "satellites", the home library service and virtual library service, with a greater emphasis on a digital offer, will ensure that a sustainable 21st century library service can continue to be delivered.

The proposed development of independent community libraries, in addition to the statutory service, will also allow a longer term assessment to be made of the viability of community-led provision with the potential to move in the future to an external delivery model.

In summary, the proposals for library provision which form part of the revised property strategy proposals are in no way a "quick fix", nor are they in any sense short-sighted cost-savings, rather they are a measured response to a pressing financial imperative

- **Wellbeing Prevention and Early Help**

The Cabinet's proposals, approved in November 2015, for public consultation were designed to transform and fully integrate a range of services within WPEH outlining a new service offer, delivery model and specification. Consultation had been undertaken during February/March 2016 and over 3000 responses were recorded from staff, stakeholders and service users.

Amendments have now been made to the service offer and specification in the light of the outcomes of the latest public consultation and the revised model is considered to be an effective model to deliver an integration of existing core offers for Children's Centres, Young People's Provision, Prevention and Early Help and Lancashire's response to the national Troubled Families Unit national programme.

The children centre offer in Lancashire will in future be delivered as part of this integrated service. The future governance arrangements for the new WPEH delivery model, through which the children centre core offer will be provided, will adopt a group

delivery model arrangement in which 'children centre services' will be clustered at a 'district level'.

Each group will include main centres and linked sites as appropriate. These will be indicative of the scale of provision delivered at each site, however, all will include delivery of early childhood services within a wider 0-19+yrs service. The scale of provision is determined by the availability of 'core' or 'enhanced' resources deployed at each centre and this will determine whether a centre is designated as a main centre or as a linked centre.

The impact of the proposed changes in relation to designated children's centres, linked provision and outreach services is shown at Appendix "O".

The Service are confident that the future delivery model will ensure effective delivery of a wide range of support across the 0 -19yrs+ age range within the context of a whole family response and strongly contribute to the delivery of Public Health responsibilities. The new model will further align with the ongoing re-procurement of Public Health services and create future opportunities to consider the integration of other services like Health Visiting and School Nursing.

The finalised delivery model presents future service delivery arrangements, scope and scale of provision which is considered to be 'sufficient' in discharging the Council's duties under the Childcare Act 2006.

Legal Implications

As well as the specific duty under s7 of the Public Museums and Libraries Act 1964 the Council is also subject to a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness".

Best Value Statutory guidance issued by the Department for Communities and Local Government, revised in 2015, makes clear that this duty applies and includes economic, environmental and social value when reviewing service provision. The relevance of the best value duty is that it formed a substantive ground of challenge in a High Court challenge and, whilst the challenge was lost, set a high benchmark for other local authorities where decisions simply reflect the need to make cuts without reinvesting in widening access to the remaining library service. It is also relevant to the consideration of proposals from community groups wanting buildings or services to transfer to them.

Financial Implications

The overall context

The Council achieved a small underspend of £0.601m in 2015/16. However, the Council continues to face significant financial challenges over the next 5 years, a position that has regularly been reported to Cabinet in the Medium Term Financial Strategy that was previously reported to Full Council to be £196.444m.

The Money Matters report included on the agenda for this meeting revises this gap to £147.944 m. However, whilst this appears positive overall, the reduction in the gap reflects the inclusion in the Medium Term Financial Strategy of the impact of increasing council tax by 3.99% (including the 2% Adult Social Care Precept) in each of the next 4 financial years. This has not previously been included within the MTFS. This assumption of increased resources is partially offset by increasing spending pressures in addition those previously identified and agreed.

The Council has previously agreed property strategy savings of £5.000m in 2017/18. One-off transitional funding of £2.000m from reserves was agreed for 2017/18 to reflect expected slippage on this delivery.

Revenue savings

The Property Strategy also facilitates more substantial service expenditure reductions approved by Full Council as follows:

- The Wellbeing Prevention and Early Help Service - c£8.4m over 2016/17 and 2017/18
- The Library Service - c£6.1m over 2016/17 and 2017/18

The closure of the properties as proposed in the report will result in a reduction in revenue running costs from corporate premises. An initial investment in condition, suitability and sufficiency of the remaining premises would be required but this would to some degree be offset by the capital receipts from owned or freehold premises vacated and disposed of and the reduced requirement for investment in condition works of the vacated premises.

Property savings

The financial implications of the property decisions outlined in this report are as follows:

- Total current running costs of premises in scope - £5.9 million
- Estimated running costs reductions - £1.6 million

These figures are lower than reported to Cabinet in May 2016 due to the removal of buildings within the costings that are working towards their own independent saving rather than being part of this saving e.g. Woodlands. The saving is also reduced due to the inclusion of more buildings that will remain open and some revisions to the running costs and income generation at each building.

The running costs of the 28 externally commissioned children's centre buildings are contained within operational budgets and the running costs savings in respect of these premises will materialise within the reduced budget envelope for the Wellbeing Prevention and Early Help Service.

Capital receipts

The disposal of surplus property has the potential to raise significant capital receipts. However, there will be potential off-setting charges in respect of dilapidations in respect of leasehold premises where the lease is surrendered. Realisation of capital receipts is also dependent upon the extent to which community asset transfers are agreed. Subject to those caveats the overall financial position is as follows:

- Estimated capital receipt from sale of vacated premises £8-11 million
- Estimated dilapidations costs (terminated or surrendered leases) £1-1.5 million

In order to ensure that the future property portfolio is fit for purpose to provide high quality services and to accommodate building modifications in the move to Neighbourhood Centres, the Council has made capital resources of £20m available within its approved budget for investment in Neighbourhood Centres.

In line with new Government legislation taking effect from 1 April 2016, capital receipts are included in the Medium Term Financial Strategy to support revenue. The estimated figures for capital receipts detailed above could change as a result of:

- Open market conditions at the point of sale of individual properties;
- The outcome of the consultation and decision making process;
- Proposals to transfer surplus properties to third party organisations at a nominal sum as an alternative to sale on the open market.

Possible clawback

A number of Children's Centres are identified within this report as no longer being required to deliver the Council's future pattern of service delivery of WPEH services within the Neighbourhood Centre model. If this proposal is agreed by Cabinet, there is a potential risk of financial claw back in respect of government funding used to develop these premises when they were first established. The maximum risk of clawback for these premises is estimated as £8.8m, being calculated on a sliding scale over a period of 25-50 years.

The basis of the clawback provisions is that where local authorities dispose of or change the use of buildings funded wholly or partly through capital grants then they must be re-paid. However, if the Department for Education is satisfied that the funding for the asset will continue to be used for purposes consistent with the grant, then repayment may be deferred.

In that context, as noted above, the Council has made capital resources of £20m available within its approved budget for investment in Neighbourhood Centres which are central to the delivery of the WPEH Service. The children centre offer will in future be delivered as an integrated model as described in the report and the combination of designated centres, linked provision and outreach services set out at Appendix "O" demonstrate that the Council is retaining substantial investment in the service, therefore its position is that there is no case for clawback being imposed

However, in the event that clawback does arise, the decision to close children's centres would need to be considered against the ongoing revenue savings in respect of the WPEH Service referred to above and would need to be funded from the Transitional Reserve.

Children's centres attached to schools

As regards Children's Centres attached to Schools where it is either proposed to cease activities or to provide a different service, the Schools Forum have expressed concerns about the potentially detrimental impacts this could have on individual schools finances.

In particular they are concerned about timescale for the proposed changes in service from schools which they feel gives head teachers and governing bodies limited time to find alternative uses for the premises. Schools Forum are therefore seeking transitional funding to allow schools to secure additional income to make up for the expected loss of funding.

How each school financially interacts with its Children's Centre is different but the majority of schools recover costs from the Children's Centre budget for premises costs and the school staff involved in managing and operating Children's Centres. The impact on individual schools will depend on a variety of factors including the exact interaction of the School with the Centre, the costs incurred currently, building condition, the alternative uses individual schools can find for the facilities and the nature of remaining provision within the Centres.

Without further detailed work being undertaken it is therefore difficult to provide an accurate estimate of costs but the scale of the impact is expected to be in the region of £0.5 – 0.7m, albeit the individual school impacts are likely to vary considerably.

This issue is to be the subject of further discussion between officers and the Schools Forum.

Staffing Implications

- Libraries

A draft staffing structure for the Library Services based on the consultation proposals has been shared with staff and the Trade Unions for consultation purposes. However, pending final decisions being made by Cabinet no further action has been taken in relation to implementation other than in respect of those parts of the wider Libraries, Museums, Culture and Registrars Service which are not directly related to the operational Library Service, for example the Registration Service and the School Library Service.

Prior to consultation on the initial proposed staffing structure (based on the consultation proposals in relation to the Property Strategy) there was estimated to be a reduction of around 50 posts at grades 6 and 7 although this would have been mitigated by options at grade 4. There was also estimated to be a small number of staff at grade 10 and above at risk of compulsory redundancy.

However, following the consultation with staff and trade unions more grade 4 posts are now available than anticipated and there has been some turnover in staff along with increased interest in voluntary redundancy. Whilst it is not yet possible to be certain, it may therefore be that, overall, there are sufficient jobs for staff although this is likely to involve some changes in jobs and work bases, which may be for lower graded jobs.

- Children's Centres

The Wellbeing, Prevention and Early Help Service comprises c.554 fte staff across the Children Centres, Young People's Service and Early Support. Within this, c.157fte staff are linked to 'externally commissioned' Children Centres, in either school/nursery based settings (c.117fte) or within a small number of voluntary organisations (c.40fte).

The staff in these external settings are wholly dedicated to delivering the children centre offer and are therefore eligible for consideration within the WPEH Service transformation and were TUPE transferred to the Council with effect from 1 September 2016. A total of 136.81 FTE staff were transferred.

The agreed staff structure for WPEHS includes 552fte posts, which indicates that overall there is a close correlation between the number of existing eligible staff and posts available, suggesting that the risk of compulsory redundancy may not be high. However, the agreed structure has significantly shifted the profile of the structure towards frontline delivery posts, and as a result there are high risks of displacement for some staff in managerial, business support and technical roles as a result of ring-fencing arrangements and absence of alternative offers of suitable alternative employment.

This has the potential to accrue up to 127fte compulsory redundancies. However, this could yet be mitigated by further voluntary redundancy approvals and/or staff leaving the organisation prior to restructuring.

Consultations

The proposals agreed by Cabinet on 12 May have been the subject of a 12 week public consultation as described in the report. The outcome has informed the development of the Library Strategy, consideration of alternative options as set out in the report, the revised proposals in relation to the Property Strategy and the Community Library Offer.

Similarly the consultation (along with earlier consultations) has informed the revised proposals in relation to the WPEH Service model as set out in the report.

The outcomes have also informed revisions to the Equality Analysis documents referred to above.

Risk management

The Council's Risk and Opportunity Register identifies at CR1 "Failure to implement the Council's Medium Term Financial Strategy including the delivery of planned budget reductions" as carrying a maximum risk score.

The delivery of the Council's Property Strategy is key to the delivery of significant elements of the MTFS. One of the key mitigation measures identified is to carry out an effective consultation exercise as described in this report.

The report proposes that 53 premises will be maintained as designated children's centres with a further 7 retained as linked provision. 10 existing centres are therefore no longer required to deliver the future pattern of service delivery by the WPEH Service within the Neighbourhood Centre model. These proposed closures involve a potential risk of claw back of Government funding used to develop these premises when they were first established. The maximum financial exposure is estimated to be £8.8 million

List of Background Papers

Paper	Date	Contact/Tel
Responses to County Council 12 week consultation		Chris Mather/01772 533559

Property Strategy

(Neighbourhood Centres) – Consultation Proposals

12 May 2016

Note: This document and the minor corrections shown on the last page were presented to Cabinet in May 2016

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Property Strategy

Introduction

The Council is facing an unprecedented financial challenge. The Medium Term Financial Strategy reported in the November 2015 forecast that the Council will have a financial shortfall of £262 million in its revenue budget in 2020/21.

This is a combination of reducing resources as a result of the government's extended programme of austerity at the same time as the Council is facing significant increases in both the cost (for example as a result of inflation and the national living wage) and demand for its services.

The revised position following the financial settlement for 2016/17 is now a budget gap of £200.507m by 2020/21. This revised gap takes into account the impact of the settlement, new financial pressures and the savings decisions taken by the Full Council in 2014/15, 2015/16 and 2016/17 regarding the future pattern of council services.

A key element in the delivery of those services is the property portfolio from which Lancashire's residents can access those services and from which the Council's employees can deliver outreach services into the community.

This report sets out proposals for the future configuration of the Council's property portfolio. The proposals are designed to ensure that all Lancashire's residents can continue to be provided with high quality services. How individual Council services are delivered varies considerably; many are delivered directly to people's homes, others required fixed infrastructure and others involve digital delivery. The property proposals are designed to provide a flexible response to the future patterns of service delivery.

The proposals have been developed around the Neighbourhood Centre model set out in the Council's Property Strategy approved by Cabinet in November 2015. The proposals set out are the result of a review process that has consisted of three components:

- Data analysis
- Dialogue with elected members and partners
- Consideration of how proposals align with service delivery strategies, in particular; Libraries, Children's Centres and the Young People's Service

Whilst the report sets out proposals based upon this review, it is now important that a comprehensive consultation takes place with service users and the wider community before a final set of proposal can be considered by Cabinet at its meeting in September 2016.

An important part of our proposals is the creation of Neighbourhood Centres, which will provide a range of services from multi-purpose premises around the county. This strategy aims to provide the County Council with:

- A smaller and more affordable property portfolio
- A move away from service specific premises to a corporately managed property portfolio offering flexibility of use in order to ensure future efficiency savings can be coordinated and realised
- A network of Neighbourhood Centres which provide community focussed multi-functional buildings tailored to deliver high quality specific services within identified areas

In some circumstances, we will seek to operate a service from the property of another provider/partner as this may be preferable to existing County Council properties in a given neighbourhood.

This report sets out:

- The process carried out in assessing the buildings within scope of the Property Strategy review; and,
- A proposed list of properties which are proposed for retention as Neighbourhood Centres.
- A proposed list of premises that will no longer be required to deliver the Council's future pattern of service delivery.
- How interested groups can express their interest in potentially surplus premises.

It is intended that the proposals set out in this report will form the basis of a 12 week public consultation before final consideration and decision making at Cabinet in September 2016.

Future Opportunities

This review is a first step in delivering a portfolio of premises fit for purpose in accommodating county council services within communities. More detailed consideration will be given to identify longer term provision of Neighbourhood Centres in a small number of areas. This is due to a lack of existing suitable accommodation solutions in the short term that may require the development of new build solutions, in areas such as Burnley, Fleetwood and Preston.

Some buildings have been retained to ensure that there is a service delivery point within a rural or isolated community. As a result, some Neighbourhood Centres may not meet the aspiration of full utilisation and therefore may only require limited opening hours. The Neighbourhood Centre model will continue to evolve and all opportunities to maximise use of retained buildings will be considered.

There are early indications from some partners of a willingness to co-locate some of their services within the Neighbourhood Centre model. These options can be further explored throughout the consultation. Similarly, we will continue to explore use of partner premises.

As public sector organisations develop closer collaboration in the delivery of property focussed programmes such as One Public Estate, and economic development programmes such as City Deal, there will be greater opportunity to identify suitable options and enable better co-location of County Council and partner services.

Similarly, the drive to integrate health and care services and potential opportunities through the development of the Lancashire and South Cumbria Sustainability and Transformation Plan could lead to improved facilities that will accommodate health and care services in the community.

Review Process

In making such a wide reaching change to how our services are configured in buildings across the county, it is important that we take the time to properly consider the available options, impact and opportunities for delivering differently and in ensuring that service users, stakeholders and partners are given opportunity to contribute and consider proposals.

In doing so, we have set out four stages to identifying the right portfolio of properties that will serve as Neighbourhood Centres to ensure that they are established in the right locations. This includes:

Stage One – the identification of a long-list of properties considered suitable for public-facing service delivery. This list of properties, their location and the range of county council services currently delivered from them was set out in the Property Strategy published in November 2015.

Stage Two – property review: the development of a list of preferred properties considered most suited for retention taking into account:

- data analysis
- dialogue with elected members and partners
- consideration of how proposals align with service delivery strategies e.g. Libraries, and the Wellbeing, Prevention and Early Help (WPEH) Strategy

The LCC property data sets have been scored and weighted to give an indication of the benefits each building offers from a property perspective. The methodology is set out at Annex 1.

Stage Three – this report now sets out a full list of preferred properties considered most suitable for retention as Neighbourhood Centres and points of service delivery. This list forms the subject of the proposed public consultation and provides an opportunity for further discussion with partners before reaching a final position.

Stage Four – taking account of the findings from the public consultation, this stage will identify the most appropriate premises in which to develop Neighbourhood Centres that will provide an accessible and flexible base for multi-service delivery within communities. This will be subject to formal decision making by Cabinet to agree a set of properties for retention at this time. By default, this will then identify the range of properties available for alternate use or disposal.

Neighbourhood Centre Model

Neighbourhood Centres will provide a base for the provision of services currently delivered through a range of single function buildings such as: children's centres; libraries; child and parenting support centres; and, adult day centres. They will be the focus of public facing service delivery located in neighbourhoods across Lancashire.

Nationally, public services are beginning to develop such an approach and are able to demonstrate benefits both in terms of more efficient, locally based services and opportunities to use their property holdings to encourage local regeneration and investment.

As locally based multi-functional buildings, Neighbourhood Centres will be developed to a flexible specification and will encompass a range of facilities appropriate to the services to be delivered from them, for example:

- flexible use of space, co-location and sharing of facilities
- meeting rooms available to the community where appropriate
- extended opening hours
- confidential interview/consultation rooms
- accessible network of touch-down provision for staff

In addition, operational services have identified some specific requirements for buildings they deliver from. In many instances this is available within existing accommodation but in some cases it will be necessary to provide specific facilities such as:

- clinical consultation rooms
- facilities for on-site activities to support early childhood services
- access to outdoor space for activities to be able to meet requirements
- non-fixed library book shelving
- library loan network access
- library computer access/Wi-Fi
- digital services
- ceremony rooms where there is a sufficient business case
- sufficient consultation rooms for locality
- secure reception facilities
- capacity to co-locate a range of children's services including both operational and supervision staff
- private offices for clinical consultants

Property Review

The County Council's property portfolio excluding schools is a significant asset comprising over 500 operational sites. From this total holding, 222 have been identified as in scope for this review as they currently deliver public facing services. Where the County Council's interest in a premises is only as a commissioner of services delivered by others (e.g. Children's Centres delivered by schools or external partners) these premises have not been considered as in scope of the property review. These premises have, however, have been considered as potential locations for delivery of appropriate services in respect of the future Wellbeing Prevention and Early Help Service.

A range of information has been considered in determining the list of properties identified as preferred for retention as Neighbourhood Centres and service delivery

points. This includes the range of property data set out below that has been scored to give an indication of the benefits of each LCC property in scope (Annex 1):

Property Data

- accessibility of the building by public transport
- Index of Multiple Deprivation/population density
- finance (e.g. condition, running cost, energy efficiency (DEC) rating)
- legal (e.g. tenure)
- sufficiency (the size of the property)
- suitability

Councillor and Partner Engagement

Findings from the review have been 'sense checked' against local intelligence from communities, councillors and partners to ensure that there is a good understanding of the current role that county council buildings play locally and how the right ones can be retained to deliver a more flexible range of services in neighbourhoods. The information has been gained through:

- engagement with public sector partners to explore opportunities for co-location and sharing of service delivery
- engagement with county councillors on how the Property Strategy has been formulated and identification of where there may be opportunities for working differently with partners and communities in local areas

There will be further opportunity for councillors, partners and communities to input to proposals during the public consultation process.

Operational Service Guidance and Proposals

It is proposed that Neighbourhood Centres will accommodate a range of County Council services. These proposals reflect the requirements of individual services in meeting the community's needs as well as ensuring that the Council complies with its statutory obligations and national guidance, where appropriate.

The proposals set out in Annex 2 identify the lead services that it is proposed will be delivered from each of the proposed Neighbourhood Centres. The model will also provide flexible accommodation for a range of other public facing services within scope of this strategy.

LIBRARY SERVICE

National Guidance

The Council has a duty under the Libraries and Museums Act 1964 to provide a "comprehensive and efficient library service for all persons desiring to make use thereof". The budget consultation on the future of the Library Service has informed the basis of the Council's Library Service offer going forwards. Details of revisions to the proposed County Library Service are set out in Appendix A.

It is proposed that the following pattern of fixed premises provision will effectively support delivery the Library Service offer. The fixed premises provision provides just one part of the Library Service and it is considered that the full extent of the Library Service provision proposed far exceeds a minimum level of sufficiency to meet the needs of the population under the 1964 Act.

Proposal

The review has identified a set of preferred Neighbourhood Centre premises that will provide for:

- 37 fixed library sites
- 7 satellite sites (self-service provision)
- supported by 6 mobile library unit 6 mobile library units (operating 68 routes and 792 stops that will be aligned to the fixed sites)
- home library service (delivering to over 1,000 customers)
- virtual library service, consisting of e-books, e-audiobooks and online reference service
- provision of a schools and prisons library service will also continue across the county

The configuration of premises proposed will result in a service that will provide the following service reach:

- at least 95% of people living in densely populated areas (20 or more people per hectare) will live within 2 miles of a proposed Neighbourhood Centre library or satellite service.
- at least 90% of people living in medium density populated areas (between 1.1 and 19.9 people per hectare) will live within 2.5 miles of a proposed Neighbourhood Centre library or satellite service or 0.25 miles of a mobile library stop.
- at least 70% of people living in sparsely populated areas (1 or fewer people per hectare) will live within 3 miles of a proposed Neighbourhood Centre library or satellite service or 0.25 miles of a mobile library stop.

REGISTRATION SERVICE

National Guidance

The Registration Service supports the Council in fulfilling its duties in the registration of Births, Deaths and Marriages (Special Provisions) Act 1957, and the Borders, Citizenship and Immigration Act 2009.

- The core purpose of the Registration Service is to provide an efficient and effective registration service in accordance with the Council's legal responsibilities.
- Some Registration Offices will be open Monday to Friday and at weekends when required to deliver ceremonies and some will be part time with different delivery patterns. The delivery patterns will be in line with demand in that locality.

Proposal

Within the scope of this review there are 13 buildings currently providing registration services which includes a number of purpose built facilities. Consideration has been given to re-providing the service within Neighbourhood Centres to consolidate services, and to enable facilities which are currently provided solely for the delivery of registration services to be utilised more widely. The proposed sites for delivery of the Registration Service are:

Current Location		Proposed Location
Accrington Registration Office (Accrington Library)		No change
Burnley Registration Office		No change
Chorley Registration Office		No change
Clitheroe Registration Office (Pimlico Road JDO)		Clitheroe Library
Fleetwood Registration Office (Fleetwood Library)		No change
Lancaster Registrars		Lancaster Mill 14
Morecambe Registration Office (Morecambe Town Hall)		Morecambe Library
Nelson Registration Office (Nelson Library)		No change
Preston	Registrars and Records Offices	No change
	Riverbank Children's Centre	No change
Rawtenstall Registration Office		Haslingden Library
Fylde Registration Office (Lytham Library)		St Anne's Library
West Lancashire Registrars (West Lancashire Borough Council, Ormskirk)		No change
Total	13	13

WELLBEING, PREVENTION AND EARLY HELP SERVICE (WPEH)

Proposals

The Wellbeing, Prevention and Early Help Service (WPEH) will align children's centres, young people's provision, prevention and early help and Lancashire's response to the national Troubled Families programme. The service will operate through a revised budget of £17.2m.

The new service model is designed to ensure the Council meets requirements to ensure effective support for 0-19+ year olds across Lancashire with a particular focus on families in greatest need of support. It will also further align the ongoing re-procurement of public health services, and consider the integration of other services like health visiting and school nursing services, alongside other council services.

The proposed service offer for the WPEH service has been the subject of a separate consultation in February and March 2016. Taking account of this, service specific principles and revised details of the service structure can be found at Appendix B.

The proposal set out at Annex 2 of this report has made provision for the following property requirements in respect of the WPEH service for 0 to 19+ year olds:

- provide sufficient reach for the service across communities of greatest need (Department for Education defined children's centres)
 - over 92% of 0-11 year olds living in the most deprived areas of Lancashire will live within 1.5 miles of a proposed Children's Centre
- flexible, multi-purpose buildings able to accommodate services that will meet the diverse needs of children, young people and families (aged up to 25 years where SEND)
- recognising that significant future provision will be on an outreach basis, to ensure that access to fixed bases will be within reasonable walking distance, consistent with current maximum

Proposals

In consideration of the service principles and feedback from the WPEH Service Phase 1 consultation, it is proposed to deliver the service through 72 premises. There is also likely to be some limited use of other Neighbourhood Centres and partner venues for outreach purposes.

The table below sets out the number of properties which are proposed to accommodate the WPEH service offer with detail the specific properties set out in Annex 2.

WPEH	Whole Service Offer	Split Service Offer
0 - 11 years	17 properties	18 properties
12 - 19+ years	4 properties	10 properties
0 - 19+ years	19 properties	4 properties

The buildings currently delivering WPEH (children's centre) services and those proposed to deliver WPEH (statutory children's centre) core offer services in the future are listed at Appendix C Annex 6.

CHILDREN'S SERVICES (SOCIAL CARE, SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND), FOSTERING AND ADOPTION)

Guidance

The service is guided by several pieces of legislation including: the Children Act 1989; the Children and Families Act 2014; Care Planning, Placement and Care Review Regulations 2013; and Statutory Adoption Guidance 2014. The services are also subject to the Ofsted Inspection framework.

Principles

The service is responsible for the assessment and management of risk, to safeguard the welfare and outcomes for children and young people in accordance with the relevant statutory requirements. This is best supported through:

- buildings that are welcoming and accessible for children, young people and their families.
- accommodation that supports a flexible response to fluctuating demand and volumes of work.
- geographic service delivery bases for teams to improve knowledge of community needs and improve timeliness and quality of support.
- where possible co-located with other children's services and agencies.
- adequate facilities to provide direct services to children young people and families.

Proposals

Children's services are currently provided from predominantly office bases due to the large number of Social Workers and support employees that need to be accommodated.

The preference is for these employees to be located wherever possible in Neighbourhood Centres. The size and configuration of the current property portfolio is not currently capable of meeting this aspiration based upon the need to accommodate area teams in the following locations;

- Burnley
- Pendle
- Fleetwood
- Lancaster
- Rossendale
- Chorley/South Ribble
- Preston
- Skelmersdale

At this stage we are proposing that the service operates from the Neighbourhood Centres set out below and in Annex 2.

Proposed Location	
Children's Social Care (Easden Clough)	Burnley
The Zone	
Children's Social Care (The Hawthorn's)	Chorley
Children's Social Care (Sydney Street) and Oak Tree Children's Centre	Fylde
Children's Social Care (Silver Birches)	Hyndburn
Children's Social Care (Sefton Drive)	Lancaster
Children's Social Care (Burnley Road)	Colne
Children's Social Care (Ripon Street)	Preston
Children's Social Care (St Luke's Centre)	
Stoneygate Children's Centre	

Sunshine Children's Centre	
Children's Social Care (Newchurch Road)	Rawtenstall
Skelmersdale Library	West Lancashire
Children's Social Care (The Anchorage Fleetwood) and West View Children's Centre	Wyre

YOUTH OFFENDING TEAM

Guidance

The service model is derived from the legislative duties outlined in the Crime and Disorder Act 1998 and is a partnership arrangement established with the principal aim to prevent offending by children and young people. Direction is provided through the Lancashire Youth Justice Management Board and the service is provided through a multi-disciplinary area based model including staff from statutory partners.

Proposal

The feasibility of accommodating the service for the Preston area within the Bus Station complex is being considered. The service will be collocated with services for young people (WPEH) where possible. Current and proposed locations are set out in the table below:

Current Location	Proposed Location
Lancaster Youth Offending Team (Fraser House)	White Cross Education Centre (Mill 14)
Thornton Youth Offending Team (Marsh Mill)	The Zone in Wyre
Preston Youth Offending Team (Guildhall Street)	Preston Bus Station
The Zone in West Lancashire	No change
Chorley Youth Offending Team (Halliwell Street)	Chorley Library
Accrington Youth Offending Team (Blake Street)	The Zone in Burnley
The Zone in Burnley	No change

ADULT DISABILITY DAY SERVICES

Guidance

The Care Act 2014 is used to determine the statutory elements of the Disability (Adults) services where the Authority has the duty to assess and meet the assessed care and support needs of an individual. There is discretion as to how those needs are met.

Principles

The Adult Disability Day Services offers a range of services to adults with a disability. This is a shared service for people with learning disabilities and people with physical disabilities. For the purpose of this review, 12 Adult Disability Day Services that currently provide day services are in scope.

Proposals

Under previous investment programmes, the Adult Disability Day Services are largely provided in modern, fully equipped accommodation to ensure the needs of adults with a range of needs can be met. Each facility provides support to service users on a borough or wider basis rather than within the local neighbourhood therefore has not been calculated within the indicative number of buildings required for a neighbourhood.

It is proposed to maintain current Adult Disability Day Services provision within existing accommodation, with the exception of Pendleton Brook in Ribble Valley and Hollytrees in Chorley.

- Due to under occupancy and suitability it is proposed that the Pendleton Brook (Ribble Valley) provision be combined with the Hyndburn Disability Day Centre (Enfield).
- Alternative and more suitable provision for the service currently being delivered from Hollytrees Disability Day Service building (Chorley) will be identified and provided.

OLDER PEOPLE'S DAYTIME SUPPORT SERVICE

Guidance

The Care Act 2014 is used to determine the statutory elements of the Older People's services where the Authority has the duty to assess and meet the assessed care and support needs of an individual. There is discretion as to how those needs are met.

The Older People's Service provides daytime support. For the purpose of this review, 12 Older People's Daytime Support Centres that currently provide day services are in scope. It should be noted that where Day Centre provision is on the same site as Residential Care, there is no change to the Residential Service.

Proposals

Due to the nature of the services provided from these buildings, they are largely fit for purpose and well utilised which will result in little change to their use. However the review has identified where there is under-utilised capacity and where there is potential to co-locate services onto single sites, whilst maintaining appropriate and separate service provision within facilities.

It is proposed to;

- establish a Neighbourhood Centre utilising the Milbanke Older People's Day Centre which will also incorporate the Library service for the Kirkham area.
- Subject to a detailed building appraisal to determine the feasibility of combining the Derby Street Daycare Centre (Ormskirk) with Mere Brook Day Centre (Ormskirk) where support for people with enhanced dementia need is provided

WELFARE RIGHTS

Guidance

The Care Act 2014 places a duty to provide an information and advice service however it is not prescriptive in how the duty is delivered. The service offers free, impartial and independent advice and support on a range of welfare benefits from local bases around the County.

Proposal

The service will have a central administrative base in Preston and will be able to utilise the flexible accommodation available across the portfolio of Neighbourhood Centres according to community need.

Expressions Of Interest In Potentially Surplus Premises

As part of our initial consultation on the budget options it is clear there is a desire amongst certain communities and groups to consider how they may take over the responsibility for a surplus property.

This consultation provides a further opportunity for Expressions of Interest (EOIs) to be formally considered. On this occasion interested parties will have information about the proposed configuration of the property portfolio and the council's service proposals. They will also be able to consider the list of potentially surplus properties listed in Annex 3.

If a group is interested in taking over a building, information is available on the County Councils 'have your say' website where they can complete the Expression of Interest form. This will be a 'whole transfer' and so groups will be taking on the full costs of running the building, and no financial support will be available from the Council once the transfer is complete.

Once we have received an Expression of Interest, we will provide an information pack about the asset detailing, information on running costs, covenants or other legal restrictions, and relevant service data.

The Council would want to be assured that the group is a suitable, constituted body able to take on responsibility for the resource and will consider the merits of transferring properties alongside the potential for sale of properties that will realise a capital receipt.

Consultation And Decision Making

Subject to approval by Cabinet on 12 May 2016, a public consultation on the proposals set out in this report will be held over 12 weeks in order to seek public and partner views on the preferred Neighbourhood Centre sites.

The consultation will be hosted on the County Council's ['have your say'](#) website.

Findings will be considered and reflected in the final report to Cabinet in September 2016 where decisions will be taken as to which properties will be retained for development as Neighbourhood Centres.

The consultation document setting out proposals can be found at Appendix D

: ANNEX 1: Weighting and Scoring Methodology (Property Data)

Set out below are the criteria and measures applied to each building within scope of the Property Strategy (LCC property holdings only):

Accessibility

(scores of 1-4, where 1=0-5mins, 2=5-15mins, 3=15-30mins, 4=+30mins)

- Walking time to nearest bus stop served by a commercial bus service (the initial proposal was to consider proximity to a bus stop, this was amended to take account of changes to bus subsidies)
- Walking time to nearest bus station
- walking time to nearest railway station
- walking time to nearest car park

Index of Multiple Deprivation (IMD)

- number of Households within 800m Network Distance
- index of multiple deprivation;

Finance

- total condition cost (£/m²)
- annual running cost based on 2014/15 actuals (£/m²)
- notional DEC rating (energy efficiency) (A=1, B=2, C=3 etc.)

Legal

- if subject to claw back of capital investment (yes/no)
- tenure (e.g. scores of Freehold=0, Leasehold and Licence=5)

Sufficiency

- the gross internal area (m²)
- the usable space within building(m²)

Suitability

- the number of floors
- if currently multi-service delivery (yes/no)

Status (based on knowledge)

- possible exit strategy already identified (yes/no)

Some of these measures have an absolute value (e.g. running cost per square metre), whilst some have a relative score applied to them (e.g. walking time to nearest bus stop score of 1, 2, 3 or 4) others are binary (e.g. if an exit strategy has been identified or not). To make analysis possible, each measure is given a numerical score. However, the absolute value of each measure makes it difficult to compare them, and

so an index score is used, which standardises the score around a mean. Therefore a mean score would be 100, with anything below 100 representing a measure with a better score, and anything above a 100 giving an index worse than the mean. A weight has been applied to each score to reflect its overall importance in relation to the other measures as follows:

Weighting	Measure	For identification of:
10	IMD	Premises that are available to deliver in target areas for LCC services
7	Accessibility	Premises that are accessible in terms of location
6	Finance	Financially efficient premises
5	Legal	Premises 'more straightforward' to vacate
5	Sufficiency	Larger premises to deliver multiple services
5	Suitability	Premises more suited to flexible multi service delivery
5	Status (exit strategy)	Those premises LCC may already be in negotiation to vacate.

A mean has then been created for each property using each measure that has a value. This provides each of the properties with an overall score, based on the measures available.

These LCC property data sets have been scored and weighted to give an indication of the benefits each building offers from a property perspective.

However this approach does not give the whole picture and so professional judgement has been applied taking into account local context, community need and service requirements in order to provide a range of preferred building options.

Annex 2 – Buildings proposed to deliver LCC Services (Neighbourhood Centres)

The following are examples of services that will be delivered from the network of LCC Neighbourhood Centres:- Adult Disability Day Services, Adult Social Care, Children Missing Education, Children's Social Care, Community Mental Health, Conferencing, Fostering and Adoption, Leaving Care Outreach, Library Service, Older People's Daytime Support Service, Pupil Attendance, Registration Service, Special Educational Needs and Disability Service, Supporting Carers of Children and Young People Together (SCAYT+), Trading Standards, Welfare Rights, Wellbeing, Prevention and Early Help Service (0-11 years, 12-19+ years, 0-19+ years), Youth Offending Team.

The following table shows the main services proposed within each building.

District	Building Name	Proposed Main Service Delivery
Burnley	Burnley and Pendle Adult Disability Day Services (Temple Street)	Adult Disability Day Services
Burnley	Burnley and Pendle Registration Office	Registration Service
Burnley	Burnley City Learning Centre	Conferencing
Burnley	Burnley Library	Library Service
Burnley	Burnley The Fold Co-location Project	Supporting Carers of Children and Young People Together (SCAYT+)
Burnley	Coal Clough Library	Library Service
Burnley	The Zone in Burnley	Children's Social Care, Wellbeing, Prevention and Early Help Service (12-19+ years) and Youth Offending Team
Burnley	Padiham Library	Library Service and Wellbeing, Prevention and Early Help Service (12-19+ years)
Burnley	Reedley Hallows Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Burnley	Burnley Wood Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Burnley	Children's Social Care (Easden Clough)	Children's Social Care and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Burnley	Ightenhill Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Burnley	South West Burnley Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Burnley	Stoneyholme and Daneshouse Young People's Centre	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)

: Annex 2 – Buildings proposed to deliver LCC Services (Neighbourhood Centres)

District	Building Name	Proposed Main Service Delivery
Burnley	The Chai Centre Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Burnley	Whitegate Children's Centre (Padiham)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Chorley	Children's Social Care (The Hawthorn's)	Children's Social Care
Chorley	Chorley Adult Disability Day Services (Bankside)	Adult Disability Day Services
Chorley	Chorley Library	Library Service, Wellbeing, Prevention and Early Help Service (0-19+ years) (designated) and Youth Offending Team
Chorley	Chorley Registration Office	Registration Service
Chorley	Euxton Library	Library Service
Chorley	Fosterfield Day Centre	Older People's Daytime Support Service
Chorley	Coppull Library	Library Satellite and Wellbeing, Prevention and Early Help Service (0-19+ years)
Chorley	Eccleston Library	Library Satellite and Wellbeing, Prevention and Early Help Service (0-19+ years)
Chorley	Clayton Green Library	Library Service and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Chorley	Duke Street Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Fylde	Fylde Adult Disability Day Services (Sunnybank)	Adult Disability Day Services
Fylde	Milbanke Day Centre	Library Service and Older People's Daytime Support Service
Fylde	St Anne's Library	Library Service and Registration Service
Fylde	The Woodlands Resource Centre	Community Mental Health Service
Fylde	The Zone in Fylde	Wellbeing, Prevention and Early Help Service (0-19+ years)
Fylde	Children's Social Care (Sydney Street) and Oak Tree Children's Centre	Children's Social Care and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Fylde	Weeton Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Hyndburn	Accrington Library and Registration Office	Library Service and Registration Service
Hyndburn	Children's Social Care (Silver Birches)	Children's Social Care
Hyndburn	Hyndburn Adult Disability Day Services (Enfield)	Adult Disability Day Services

: Annex 2 – Buildings proposed to deliver LCC Services (Neighbourhood Centres)

District	Building Name	Proposed Main Service Delivery
Hyndburn	Woodhaven Day Centre	Older People's Daytime Support Service
Hyndburn	Great Harwood Library	Library Service and Wellbeing, Prevention and Early Help Service (12-19+ years)
Hyndburn	The Zone in Hyndburn	Wellbeing, Prevention and Early Help Service (12-19+ years)
Hyndburn	Clayton-le-Moors and Altham Children's Centre	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Hyndburn	Copper House Children's Centre (Rishton)	Library Satellite and Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Hyndburn	Fairfield Children's Centre (Accrington)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Hyndburn	Great Harwood Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Hyndburn	Sure Start Hyndburn - Church and West Accrington Children's Centre (The Park)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Lancaster	Children's Social Care (Sefton Drive)	Children's Social Care
Lancaster	Heysham Library	Library Service
Lancaster	Lancaster and Morecambe Adult Disability Day Services (Thorpe View)	Adult Disability Day Services
Lancaster	Lancaster Central Library	Library Service
Lancaster	Vale View Day Centre	Older People's Daytime Support Service
Lancaster	Halton Library	Library Service and Wellbeing, Prevention and Early Help Service (0-11 years)
Lancaster	Appletree Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Lancaster	Morecambe Library	Library Satellite, Registration Service and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Lancaster	Lune Park Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Lancaster	The Carnforth Hub Children's Centre and Young People's Centre	Library Service and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Lancaster	Westgate Children's Centre (Morecambe)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)

: Annex 2 – Buildings proposed to deliver LCC Services (Neighbourhood Centres)

District	Building Name	Proposed Main Service Delivery
Pendle	Burnley and Pendle Adult Disability Day Services (Marsden Centre)	Adult Disability Day Services
Pendle	Byron View Day Centre	Older People's Daytime Support Service
Pendle	Children's Social Care (Burnley Road Colne)	Children's Social Care
Pendle	Colne Library	Library Service
Pendle	Nelson Library	Library Service and Registration Service
Pendle	Barnoldswick Library	Library Service and Wellbeing, Prevention and Early Help Service (12-19+ years)
Pendle	Earby Community Centre	Wellbeing, Prevention and Early Help Service (0-19+ years)
Pendle	The Zone in Pendle	Wellbeing, Prevention and Early Help Service (12-19+ years)
Pendle	Beacon Children's Centre (Nelson)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Pendle	Colne Children's Centre	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Pendle	Family Tree Children's Centre (Brierfield)	Library Satellite and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Pendle	Gisburn Road Children's Centre (Barnoldswick)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Pendle	Walton Lane Children's Centre (Nelson)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Preston	Children's Social Care (Ripon Street)	Children's Social Care
Preston	Children's Social Care (St Luke's Centre)	Children's Social Care
Preston	Harris Library	Library Service
Preston	Ingol Library	Library Service
Preston	Lady Elsie Finney House Day Centre	Older People's Daytime Support Service
Preston	Lancashire Register Office and Records Office	Registration Service
Preston	Preston Adult Disability Day Service (Ribblebank)	Adult Disability Day Services
Preston	Ribbleton Library	Library Service
Preston	Savick Library	Library Service
Preston	Scientific Services Laboratory	Scientific Services

Annex 2 – Buildings proposed to deliver LCC Services (Neighbourhood Centres)

District	Building Name	Proposed Main Service Delivery
Preston	Ashton Young People's Centre	Wellbeing, Prevention and Early Help Service (12-19+ years)
Preston	Moor Nook Young People's Centre	Wellbeing, Prevention and Early Help Service (12-19+ years)
Preston	Sunshine Children's Centre (New Hall Lane Drop-in)	Wellbeing, Prevention and Early Help Service (0-11 years)
Preston	Preston West Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Preston	Ribbleton Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Preston	Riverbank Children's Centre	Supporting Carers of Children and Young People Together (SCAYT+), Registration Service and Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Preston	Sharoe Green Library and Cherry Tree Children's Centre	Library Service and Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Preston	Stoneygate Children's Centre	Children's Social Care and Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Preston	Sunshine Children's Centre	Children's Social Care and Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Ribble Valley	Clitheroe Library	Library Service and Registration Service
Ribble Valley	Mearley Fold Day Centre	Older People's Daytime Support Service
Ribble Valley	Mellor Library	Library Service
Ribble Valley	Longridge Library	Library Service and Wellbeing, Prevention and Early Help Service (0-19+ years)
Ribble Valley	The Zone in Ribble Valley	Wellbeing, Prevention and Early Help Service (12-19+ years)
Ribble Valley	Ribblesdale Children's Centre (Clitheroe)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Rossendale	Bacup Olive House Parkside Day Centre	Older People's Daytime Support Service
Rossendale	Children's Social Care (Newchurch Road Rawtenstall)	Children's Social Care
Rossendale	Haslingden Library	Library Service and Registration Service
Rossendale	Rawtenstall Library	Library Service
Rossendale	Haslingden Community Link Children's Centre	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)

Annex 2 – Buildings proposed to deliver LCC Services (Neighbourhood Centres)

District	Building Name	Proposed Main Service Delivery
Rossendale	The Maden Centre (Bacup)	Library Satellite and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Rossendale	The Zone in Rossendale	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Rossendale	Whitworth Children's Centre	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
South Ribble	Kingsfold Library	Library Service
South Ribble	Leyland Day Centre (King St)	Older People's Daytime Support Service
South Ribble	South Ribble Adult Disability Day Services (Crossways)	Adult Disability Day Services
South Ribble	Leyland Library	Library Service and Wellbeing, Prevention and Early Help Service (0-19+ years)
South Ribble	Longton Library	Library Service and Wellbeing, Prevention and Early Help Service (0-11 years)
South Ribble	The Zone in South Ribble	Wellbeing, Prevention and Early Help Service (0-19+ years)
South Ribble	Wade Hall Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
South Ribble	Walton-le-Dale Young People's Centre	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
West Lancashire	Ormskirk Mere Brook Day Centre	Older People's Daytime Support Service
West Lancashire	Skelmersdale Library	Children's Social Care and Library Service
West Lancashire	Tarleton Library	Library Service
West Lancashire	West Lancashire Adult Disability Day Services (Whiteledge)	Adult Disability Day Services
West Lancashire	West Lancashire Registration Office	Registration Service
West Lancashire	The Zone in West Lancashire	Youth Offending Team and Wellbeing, Prevention and Early Help Service (12-19+ years)
West Lancashire	First Steps Children's Centre (Skelmersdale)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
West Lancashire	Ormskirk Library	Library Service and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)

: Annex 2 – Buildings proposed to deliver LCC Services (Neighbourhood Centres)

District	Building Name	Proposed Main Service Delivery
West Lancashire	Park Children's Centre (Skelmersdale)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
West Lancashire	The Grove Young People's Centre and Children's Centre (Burscough)	Library Satellite and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
West Lancashire	Upholland Children's Centre	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Wyre	Fleetwood Library and Registration Office	Library Service and Registration Service
Wyre	Fyde And Wyre Adult Disability Day Services (Larkholme)	Adult Disability Day Services
Wyre	Knott End Library	Library Service
Wyre	Poulton Library	Library Service
Wyre	Teal Close Day Centre	Older People's Daytime Support Service
Wyre	The Zone in Wyre	Wellbeing, Prevention and Early Help Service (0-19+ years) and Youth Offending Team
Wyre	Children's Social Care (The Anchorage Fleetwood) and West View Children's Centre	Children's Social Care and Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Wyre	Fleetwood Children's Centre (Flakefleet satellite)	Wellbeing, Prevention and Early Help Service (0-11 years) (designated)
Wyre	Garstang Library	Library Service and Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)
Wyre	Thornton Children's Centre	Wellbeing, Prevention and Early Help Service (0-19+ years) (designated)

Annex 3 - Premises that are no longer required to deliver the Council's future pattern of service delivery

District	Building Name
Burnley	Belmont Community Centre
Burnley	Briercliffe Library
Burnley	Brunshaw Young People's Centre
Burnley	Burnley Campus Library
Burnley	Hapton Young People's Centre
Burnley	Padiham Young People's Centre
Burnley	Pike Hill Library
Burnley	Rosegrove Library
Burnley	Stoops and Hargher Clough Young People's Centre
Chorley	Adlington Library and Children's Centre (designated)
Chorley	Astley and Buckshaw Children's Centre (designated)
Chorley	Blossomfields Children's Centre (Eccleston)
Chorley	Chorley Adult Disability Day Service (Holly Trees)
Chorley	Chorley Youth Offending Team (Halliwell Street)
Chorley	Clayton Brook Children's Centre (designated)
Chorley	Coppull Children's Centre (designated)
Chorley	Coppull Young People's Centre
Chorley	Eccleston Young People's Centre
Chorley	Highfield Children's Centre (designated)
Chorley	Millfield Children's Centre (Brinscall) (designated)
Chorley	The Zone in Chorley
Fylde	Ansdell Library
Fylde	Freckleton Library
Fylde	Kirkham Library
Fylde	Kirkham Young People's Centre
Fylde	Lower Lane Young People's Centre
Fylde	Lytham Children's Centre
Fylde	Lytham Library and Registration Office
Fylde	Orchard Children's Centre (Freckleton) (designated)
Fylde	Pear Tree Children's Centre (Kirkham) (designated)

Annex 3 - Premises that are no longer required to deliver the Council's future pattern of service delivery

District	Building Name
Hyndburn	Accrington Youth Offending Team (Blake Street)
Hyndburn	Clayton-le-Moors Library
Hyndburn	Clayton-le-Moors Young People's Centre
Hyndburn	Great Harwood Young People's Centre
Hyndburn	Huncoat Children's Centre (designated)
Hyndburn	Oswaldtwistle Library
Hyndburn	Oswaldtwistle Young People's Centre
Hyndburn	Rishton Library
Hyndburn	Sure Start Hyndburn - Accrington South Children's Centre (The Beeches) (designated)
Lancaster	Balmoral Children's Centre (Morecambe) (designated)
Lancaster	Barton Road Young People's Centre
Lancaster	Bolton-le-Sands Library
Lancaster	Carnforth Library
Lancaster	Firbank Children's Centre (designated)
Lancaster	Galgate Children's Centre (Ellel)
Lancaster	Heysham Children's Centre and Young People's Centre (designated)
Lancaster	Lancaster Registration Office
Lancaster	Morecambe Registration Office
Lancaster	Poulton Children's Centre (Morecambe) (designated)
Lancaster	Ryelands Young People's Centre
Lancaster	Silverdale Library
Pendle	Barnoldswick Young People's Centre
Pendle	Barrowford Library
Pendle	Brierfield Library
Pendle	Brierfield Young People's Centre
Pendle	Colne Young People's Centre
Pendle	Earby Library
Pendle	Pendleside Children's Centre (Barrowford)
Pendle	Trawden Library and Riverside Children's Centre
Pendle	Trawden Young People's Centre

: Annex 3 - Premises that are no longer required to deliver the Council's future pattern of service delivery

District	Building Name
Preston	Fulwood Library
Preston	Preston East Children's Centre (designated)
Preston	St Lawrence Children's Centre (Barton)
Ribble Valley	Chatburn Library
Ribble Valley	Longridge Young People's Centre
Ribble Valley	Read Library
Ribble Valley	Ribble Valley Adult Disability Day Services (Pendleton Brook)
Ribble Valley	Slaidburn Young People's Centre
Ribble Valley	Whalley Library and Spring Wood Children's Centre
Ribble Valley	Willows Park Children's Centre (Longridge) (designated)
Rossendale	Bacup Library
Rossendale	Balladen Children's Centre (Rawtenstall) (designated)
Rossendale	Crawshawbooth Library
Rossendale	Rossendale Registration Office
Rossendale	Staghills Children's Centre (designated)
Rossendale	Whitewell Bottom Community Centre
Rossendale	Whitworth Library
Rossendale	Whitworth Young People's Centre
South Ribble	Bamber Bridge Children's Centre (designated)
South Ribble	Bamber Bridge Library
South Ribble	Kingsfold Children's Centre (designated)
South Ribble	Longton Children's Centre
South Ribble	Lostock Hall Library and Children's Centre
South Ribble	Penwortham Library
South Ribble	Penwortham Young People's Centre
South Ribble	Wellfield Children's Centre (designated)
West Lancashire	Burscough Library
West Lancashire	Children's Social Care (Fairlie Skelmersdale)
West Lancashire	Hesketh with Becconsall Children's Centre
West Lancashire	Moorgate Children's Centre (Ormskirk) (designated)

: Annex 3 - Premises that are no longer required to deliver the Council's future pattern of service delivery

District	Building Name
West Lancashire	Ormskirk Derby Street Day Centre (older people)
West Lancashire	Parbold Library
West Lancashire	St John's Children's Centre (Skelmersdale) (designated)
West Lancashire	Upholland Library
Wyre	Cleveleys Library and Children's Centre
Wyre	Fleetwood Children's Centre (designated)
Wyre	Garstang Young People's Centre
Wyre	Northfleet Library
Wyre	Over Wyre Children's Centre (Hambleton satellite)
Wyre	Over Wyre Children's Centre (Preesall satellite)
Wyre	Poulton-le-Fylde Children's Centre
Wyre	Preesall Young People's Centre
Wyre	Rural Wyre Children's Centre (Garstang) (designated)
Wyre	Thornton Library
Wyre	Thornton Young People's Centre
Wyre	Thornton Youth Offending Team (Marsh Mill)

: Annex 4 - Buildings subject to service decisions

District	Building Name
Burnley	Gannow Community Centre
Chorley	Woodlands Centre
Pendle	Wheatley Lane Library
Preston	Lancashire Certificate Service (Quayside Court)
Preston	Preston 58/60 Guildhall Street
Ribble Valley	Alston Hall
South Ribble	Bamber Bridge Adult Disability Day Services (Bridge Suite)
South Ribble	Leyland Learning Centre
West Lancashire	Burscough Bridge Bus/Rail Interchange
West Lancashire	Digmoor Young People's Centre
West Lancashire	Ormskirk 5A Derby Street Adult Disability Day Services
West Lancashire	West Lancashire Resource Centre (Daniels Lane)
Wyre	Fleetwood Young People's Centre (Blakiston St)
Wyre	Thornton Cleveleys Adult Social Care

: Annex 5 - Buildings brought into scope

The following are examples of services that will be delivered from the network of LCC Neighbourhood Centres:- Adult Disability Day Services, Adult Social Care, Children Missing Education, Children's Social Care, Community Mental Health, Conferencing, Fostering and Adoption, Leaving Care Outreach, Library Service, Older People's Daytime Support Service, Pupil Attendance, Registration Service, Special Educational Needs and Disability Service, Supporting Carers of Children and Young People Together (SCAYT+), Trading Standards, Welfare Rights, Wellbeing, Prevention and Early Help Service (0-11 years, 12-19+ years, 0-19+ years), Youth Offending Team.

The following table shows the main services proposed within each building.

District	Building Name	Proposed Main Service Delivery
Lancaster	White Cross Education Centre (Mill 14)	Registration Service, Well-being, Prevention and Early Help (12-19+ years) and Youth Offending Team
Preston	Preston Bus Station	Youth Offending Team

: Annex 6 Wellbeing, Prevention and Early Help (statutory children's centre) core offer.

The following buildings currently deliver the Wellbeing, Prevention and Early Help statutory children's centre core offer:

Burnley	Burnley Wood Children's Centre (designated children's centre)
Burnley	Ightenhill Children's Centre (designated children's centre)
Burnley	Reedley Hallows Children's Centre (designated children's centre)
Burnley	South West Burnley Children's Centre (designated children's centre)
Burnley	The Chai Centre Children's Centre (designated children's centre)
Burnley	Whitegate Children's Centre (designated children's centre)
Chorley	Adlington Library and Children's Centre (designated children's centre)
Chorley	Astley and Buckshaw Children's Centre (designated children's centre)
Chorley	Blossomfields Children's Centre
Chorley	Clayton Brook Children's Centre (designated children's centre)
Chorley	Coppull Children's Centre (designated children's centre)
Chorley	Duke Street Children's Centre (designated children's centre)
Chorley	Highfield Children's Centre (designated children's centre)
Chorley	Millfield Children's Centre (designated children's centre)
Fylde	Children's Social Care (Sydney Street) and Oak Tree Children's Centre (designated children's centre)
Fylde	Lytham Children's Centre
Fylde	Orchard Children's Centre (designated children's centre)
Fylde	Pear Tree Children's Centre (designated children's centre)
Fylde	Weeton Children's Centre
Hyndburn	Clayton-le-Moors and Altham Children's Centre (designated children's centre)
Hyndburn	Copper House Children's Centre (designated children's centre)
Hyndburn	Fairfield Children's Centre (designated children's centre)
Hyndburn	Great Harwood Children's Centre (designated children's centre)
Hyndburn	Huncoat Children's Centre (designated children's centre)
Hyndburn	Sure Start Hyndburn - Accrington South Children's Centre (The Beeches) (designated children's centre)
Hyndburn	Sure Start Hyndburn - Church and West Accrington Children's Centre (The Park) (designated children's centre)

: Annex 6 Wellbeing, Prevention and Early Help (statutory children's centre) core offer.

Lancaster	Appletree Children's Centre (designated children's centre)
Lancaster	Balmoral Children's Centre (designated children's centre)
Lancaster	Firbank Children's Centre (designated children's centre)
Lancaster	Galgate Children's Centre
Lancaster	Halton Library
Lancaster	Heysham Children's Centre and Young People's Centre (designated children's centre)
Lancaster	Lune Park Children's Centre (designated children's centre)
Lancaster	Poulton Children's Centre (designated children's centre)
Lancaster	The Carnforth Hub Children's Centre and Young People's Centre (designated children's centre)
Lancaster	Westgate Children's Centre (designated children's centre)
Pendle	Beacon Children's Centre (designated children's centre)
Pendle	Colne Children's Centre (designated children's centre)
Pendle	Family Tree Children's Centre (designated children's centre)
Pendle	Gisburn Road Children's Centre (designated children's centre)
Pendle	Pendleside Children's Centre
Pendle	Trawden Library and Riverside Children's Centre
Pendle	Walton Lane Children's Centre (designated children's centre)
Preston	Preston East Children's Centre (designated children's centre)
Preston	Preston West Children's Centre (designated children's centre)
Preston	Ribbleton Children's Centre (designated children's centre)
Preston	Riverbank Children's Centre (designated children's centre)
Preston	Sharoe Green Library and Cherry Tree Children's Centre (designated children's centre)
Preston	St Lawrence Children's Centre
Preston	Stoneygate Children's Centre (designated children's centre)
Preston	Sunshine Children's Centre (designated children's centre)
Preston	Sunshine Children's Centre (New Hall Lane Drop-in)
Ribble Valley	Ribblesdale Children's Centre (designated children's centre)
Ribble Valley	Whalley Library and Spring Wood Children's Centre
Ribble Valley	Willows Park Children's Centre (designated children's centre)

Appendix C: Annex 6 Wellbeing, Prevention and Early Help (statutory children's centre) core offer.

Rossendale	Balladen Children's Centre (designated children's centre)
Rossendale	Haslingden Community Link Children's Centre (designated children's centre)
Rossendale	Staghills Children's Centre (designated children's centre)
Rossendale	The Maden Centre (designated children's centre)
Rossendale	Whitworth Children's Centre (designated children's centre)
South Ribble	Bamber Bridge Children's Centre (designated children's centre)
South Ribble	Kingsfold Children's Centre (designated children's centre)
South Ribble	Longton Children's Centre
South Ribble	Lostock Hall Library and Children's Centre
South Ribble	Wade Hall Children's Centre (designated children's centre)
South Ribble	Wellfield Children's Centre (designated children's centre)
West Lancashire	First Steps Children's Centre (designated children's centre)
West Lancashire	Hesketh with Beconsall Children's Centre
West Lancashire	Moorgate Children's Centre (designated children's centre)
West Lancashire	Park Children's Centre (designated children's centre)
West Lancashire	St John's Children's Centre (Skelmersdale) (designated children's centre)
West Lancashire	The Grove Young People's Centre and Children's Centre (designated children's centre)
West Lancashire	Upholland Children's Centre
Wyre	Children's Social Care (The Anchorage Fleetwood) and West View Children's Centre (designated children's centre)
Wyre	Cleveleys Library
Wyre	Fleetwood Children's Centre (designated children's centre)
Wyre	Fleetwood Children's Centre (Flakefleet satellite)
Wyre	Over Wyre Children's Centre (Hambleton satellite)
Wyre	Over Wyre Children's Centre (Preesall satellite)
Wyre	Poulton-le-Fylde Children's Centre
Wyre	Rural Wyre Children's Centre (designated children's centre)
Wyre	Thornton-Cleveleys Children's Centre (designated children's centre)

Appendix C: Annex 6 Wellbeing, Prevention and Early Help (statutory children's centre) core offer.

It is proposed that the following buildings will continue to deliver the Wellbeing, Prevention and Early Help statutory children's centre core offer:

Burnley	Burnley Wood Children's Centre (designated children's centre)
Burnley	Ightenhill Children's Centre (designated children's centre)
Burnley	Reedley Hallows Children's Centre (designated children's centre)
Burnley	South West Burnley Children's Centre (designated children's centre)
Burnley	The Chai Centre Children's Centre (designated children's centre)
Burnley	Whitegate Children's Centre (designated children's centre)
Chorley	Duke Street Children's Centre (designated children's centre)
Fylde	Children's Social Care (Sydney Street) and Oak Tree Children's Centre (designated children's centre)
Fylde	Weeton Children's Centre (designated children's centre)
Hyndburn	Clayton-le-Moors and Altham Children's Centre (designated children's centre)
Hyndburn	Copper House Children's Centre (designated children's centre)
Hyndburn	Fairfield Children's Centre (designated children's centre)
Hyndburn	Great Harwood Children's Centre (designated children's centre)
Hyndburn	Sure Start Hyndburn - Church and West Accrington Children's Centre (The Park) (designated children's centre)
Lancaster	Appletree Children's Centre (designated children's centre)
Lancaster	Halton Library
Lancaster	Lune Park Children's Centre (designated children's centre)
Lancaster	The Carnforth Hub Children's Centre and Young People's Centre (designated children's centre)
Lancaster	Westgate Children's Centre (designated children's centre)
Pendle	Beacon Children's Centre (designated children's centre)
Pendle	Colne Children's Centre (designated children's centre)
Pendle	Family Tree Children's Centre (designated children's centre)
Pendle	Gisburn Road Children's Centre (designated children's centre)
Pendle	Walton Lane Children's Centre (designated children's centre)
Preston	Preston West Children's Centre (designated children's centre)
Preston	Ribbleton Children's Centre (designated children's centre)

: Annex 6 Wellbeing, Prevention and Early Help (statutory children's centre) core offer.

Preston	Riverbank Children's Centre (designated children's centre)
Preston	Sharoe Green Library and Cherry Tree Children's Centre (designated children's centre)
Preston	Stoneygate Children's Centre (designated children's centre)
Preston	Sunshine Children's Centre (designated children's centre)
Preston	Sunshine Children's Centre (New Hall Lane Drop-in)
Ribble Valley	Ribblesdale Children's Centre (designated children's centre)
Rossendale	Haslingden Community Link Children's Centre (designated children's centre)
Rossendale	The Maden Centre (designated children's centre)
Rossendale	Whitworth Children's Centre (designated children's centre)
South Ribble	Wade Hall Children's Centre (designated children's centre)
West Lancashire	First Steps Children's Centre (designated children's centre)
West Lancashire	Park Children's Centre (designated children's centre)
West Lancashire	The Grove Young People's Centre and Children's Centre (designated children's centre)
West Lancashire	Upholland Children's Centre (designated children's centre)
Wyre	Children's Social Care (The Anchorage Fleetwood) and West View Children's Centre (designated children's centre)
Wyre	Fleetwood Children's Centre (Flakefleet satellite) (designated children's centre)
Wyre	Thornton Children's Centre (designated children's centre)

It is proposed that the Wellbeing, Prevention and Early Help statutory children's centre core offer will also be delivered from the following buildings:

Burnley	Children's Social Care (Easden Clough) (designated children's centre)
Burnley	Stoneyholme and Daneshouse Young People's Centre (designated children's centre)
Chorley	Chorley Library (designated children's centre)
Chorley	Clayton Green Library (designated children's centre)

Annex 6 Wellbeing, Prevention and Early Help (statutory children's centre) core offer.

Chorley	Coppull Library
Chorley	Ecclestone Library
Fylde	The Zone in Fylde (designated children's centre)
Lancaster	Morecambe Library (designated children's centre)
Pendle	Earby Community Centre
Ribble Valley	Longridge Library
Rossendale	The Zone in Rossendale (designated children's centre)
South Ribble	Leyland Library
South Ribble	Longton Library
South Ribble	The Zone in South Ribble (designated children's centre)
South Ribble	Walton-le-Dale Young People's Centre (designated children's centre)
West Lancashire	Ormskirk Library (designated children's centre)
Wyre	Garstang Library (designated children's centre)
Wyre	The Zone in Wyre (designated children's centre)

Section 4

Equality

Analysis Toolkit

Property Strategy (Neighbourhood
Centres) v2

For Decision Making Items

May 2016

What is the Purpose of the Equality Decision-Making Analysis?

The Analysis is designed to be used where a decision is being made at Cabinet Member or Overview and Scrutiny level or if a decision is being made primarily for budget reasons. The Analysis should be referred to on the decision making template (e.g. E6 form).

When fully followed this process will assist in ensuring that the decision-makers meet the requirement of section 149 of the Equality Act 2010 to have due regard to the need: to eliminate discrimination, harassment, victimisation or other unlawful conduct under the Act; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard means analysing, at each step of formulating, deciding upon and implementing policy, what the effect of that policy is or may be upon groups who share these protected characteristics defined by the Equality Act. The protected characteristics are: age, disability, gender reassignment, race, sex, religion or belief, sexual orientation or pregnancy and maternity – and in some circumstances marriage and civil partnership status.

It is important to bear in mind that "due regard" means the level of scrutiny and evaluation that is reasonable and proportionate in the particular context. That means that different proposals, and different stages of policy development, may require more or less intense analysis. Discretion and common sense are required in the use of this tool.

It is also important to remember that what the law requires is that the duty is fulfilled in substance – not that a particular form is completed in a particular way. It is important to use common sense and to pay attention to the context in using and adapting these tools.

This process should be completed with reference to the most recent, updated version of the Equality Analysis Step by Step Guidance (to be distributed) or EHRC guidance at

<http://www.equalityhumanrights.com/private-and-public-sector-guidance/public-sector-providers/public-sector-equality-duty>

This toolkit is designed to ensure that the section 149 analysis is properly carried out, and that there is a clear record to this effect. The Analysis should be completed in a timely, thorough way and should inform the whole of the decision-making process. It must be considered by the person making the final decision and must be made available with other documents relating to the decision.

The documents should also be retained following any decision as they may be requested as part of enquiries from the Equality and Human Rights Commission or Freedom of Information requests.

Support and training on the Equality Duty and its implications is available from the County Equality and Cohesion Team by contacting

AskEquality@lancashire.gov.uk

Specific advice on completing the Equality Analysis is available from your Service contact in the Equality and Cohesion Team or from Jeanette Binns

Jeanette.binns@lancashire.gov.uk

Name/Nature of the Decision

Property Strategy (Neighbourhood Centres) proposal for consultation.

What in summary is the proposal being considered?

Consideration of a proposed list for consultation of future building use by the County Council. The report contains a 'long' list of 238 premises from which it is proposed that 132 premises/multi-functional Neighbourhood Centres could be selected and form the basis for future service delivery.

Is the decision likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected? If so you will need to consider whether there are equality related issues associated with the locations selected – e.g. greater percentage of BME residents in a particular area where a closure is proposed as opposed to an area where a facility is remaining open.

Yes it will impact on all communities.

We will use evidence based premises information, including the Indices of Multiple Deprivation (IMD), population distribution and natural geographical communities alongside the draft Corporate Strategy to reflect the different levels and types of needs within our communities alongside responses to the proposed consultation. The information received from Stage 1 consultations for the Library Service, Wellbeing Prevention and Early Help Service and other service consultations will also help to inform this process.

Could the decision have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality

- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

In considering this question you should identify and record any particular impact on people in a sub-group of any of the above – e.g. people with a particular disability or from a particular religious or ethnic group.

It is particularly important to consider whether any decision is likely to impact adversely on any group of people sharing protected characteristics to a disproportionate extent. Any such disproportionate impact will need to be objectively justified.

Any proposed reduction in the number of service delivery premises will impact on all residents and others who use county council services. People from all protected characteristics groups will be included within those affected.

The proposal for consultation lists 238 premises. This includes premises which currently provide targeted services such as children's centres, youth services, older people's daytime support services, adult disability day services and other service points which are of particular relevance to people from protected characteristics groups. Proposals for the future use of these locations may have a greater impact amongst those with the age (both younger and older people), pregnancy and maternity, gender and disability protected characteristics groups.

Services will be expected to have due regard to the requirements of the Public Sector Equality Duty when decisions are being made on future service delivery and premises use. The outcome of the proposed consultation will help inform these developments and assess any possible adverse impact on people from protected characteristics groups.

The outcome of this process will also potentially impact on employees of the County Council. Whilst arrangements are in place for specific staff consultations to be carried out separately, in line with service structure proposals – staff may potentially also be affected by the outcome of the Property Strategy proposals.

If you have answered "Yes" to this question in relation to any of the above characteristics, – please go to Question 1.

If you have answered "No" in relation to all the protected characteristics, please briefly document your reasons below and attach this to the decision-making papers. (It goes without saying that if the lack of impact is obvious, it need only be very briefly noted.)

Question 1 – Background Evidence

What information do you have about the different groups of people who may be affected by this decision – e.g. employees or service users (you could use monitoring data, survey data, etc to compile this). As indicated above, the relevant protected characteristics are:

- Age
- Disability including Deaf people
- Gender reassignment/gender identity
- Pregnancy and maternity
- Race/Ethnicity/Nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership status (in respect of which the s. 149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act).

In considering this question you should again consider whether the decision under consideration could impact upon specific sub-groups e.g. people of a specific religion or people with a particular disability. You should also consider how the decision is likely to affect those who share two or more of the protected characteristics – for example, older women, disabled, elderly people, and so on.

It is proposed that the reduction in premises from 238 be based upon need across the County using the 2015 English Indices of Multiple Deprivation, population density, detailed analysis of each premise and consultation to identify the candidates for inclusion in the new 'Neighbourhood Centres' portfolio and by exception, which premises would be recommended for disposal. This Equality Analysis reflects the position prior to specific public consultation on the property strategy and will be updated to reflect the outcome of the consultation.

As the premises contained within the consultation include children's centres, youth service premises, older people's daytime support centres and adult disability day services premises amongst others, there is a potential impact particularly on people in the age protected characteristic group (both younger and older people) those who are pregnant or on maternity leave, women and disabled people should

the location of services or nature of facilities provided at individual premises change.

More detailed information on the user profile of many County Council services is not available at this time but will be added where possible as the Equality Analysis is updated.

The final outcome of the Property Strategy proposals may also impact on employees of the County Council in various locations and services. The workforce includes employees from all protected characteristics groups which includes over 73% female employees, 3.34% who are from Black and Minority Ethnic backgrounds and 2.13% who consider themselves to have a disability or to be Deaf people.

Question 2 – Engagement/Consultation

How have you tried to involve people/groups that are potentially affected by your decision? Please describe what engagement has taken place, with whom and when.

(Please ensure that you retain evidence of the consultation in case of any further enquiries. This includes the results of consultation or data gathering at any stage of the process)

The proposed strategy for the rationalisation of public facing service delivery premises has developed alongside the draft Corporate Strategy and has been discussed with relevant heads of service with a view to ensuring that any final recommended list of premises to remain as Neighbourhood Centres would align operationally with various delivery plans, e.g., the Libraries Strategy and the Wellbeing, Prevention and Early Help Strategy which have both been the subject of public consultation during the early months of 2016. The results of these public consultations have been included within service specific equality analyses but will be summarised when this Equality Analysis is updated.

To date, a number and range of e.petitions and hard copy petitions have been received with regard to reductions in services generally or to concerns about the future of particular buildings/services which will also be reflected in the updated Equality Analysis alongside others which may be received as part of the formal public consultation.

A stakeholder consultation on service budget proposals took place between 10 December 2015 and 18 January 2016 which included circulating by email a letter outlining the County Council's budget position, a link to the individual budget

proposals and link to an on-line questionnaire. This went to 334 stakeholders including County Councillors, District/Borough and Unitary Councils, the Older Peoples Forum, young people's engagement forums, the Lancashire Parent Carers Forum, Lancashire Carers Forum, Third Sector Lancashire and other contacts. These stakeholders had also been contacted as part of consultations on the Corporate Strategy. Whilst neither of these consultations specifically referenced issues included in the Property Strategy consultation, they provided some context and background for the Property Strategy proposals for stakeholders.

There have also been 3 briefing sessions for County Councillors and other engagement with them which has provided intelligence on the local context of buildings and service delivery.

Approval for formal public consultation and Stakeholder consultation is being requested at this stage and therefore this Equality Analysis will be updated to reflect the outcome of both consultations.

Separate consultations are being carried out with staff affected by service structure changes and these will be conducted using agreed consultation arrangements.

Question 3 – Analysing Impact

Could your proposal potentially disadvantage particular groups sharing any of the protected characteristics and if so which groups and in what way?

It is particularly important in considering this question to get to grips with the actual practical impact on those affected. The decision-makers need to know in clear and specific terms what the impact may be and how serious, or perhaps minor, it may be – will people need to walk a few metres further to catch a bus, or to attend school? Will they be cut off altogether from vital services? The answers to such questions must be fully and frankly documented, for better or for worse, so that they can be properly evaluated when the decision is made.

Could your proposal potentially impact on individuals sharing the protected characteristics in any of the following ways:

- Could it discriminate unlawfully against individuals sharing any of the protected characteristics, whether directly or indirectly; if so, it must be amended. Bear in mind that this may involve taking steps to meet the specific needs of disabled people arising from their disabilities
- Could it advance equality of opportunity for those who share a particular protected characteristic? If not could it be developed or modified in order to do so?
- Does it encourage persons who share a relevant protected characteristic to participate in public life or in any activity in which participation by such persons is disproportionately low? If not could it be developed or modified in order to do so?
- Will the proposal contribute to fostering good relations between those who share a relevant protected characteristic and those who do not, for example by tackling prejudice and promoting understanding? If not could it be developed or modified in order to do so? Please identify any findings and how they might be addressed.

Neighbourhood Centres will play a key role in future service delivery. At this stage it is not possible to analyse the impact on groups with protected characteristics however, in the decision making process regarding service delivery we will have due regard to the Public Sector Equality Duty requirements and the Prevent Duty to minimise any negative impact on our communities.

The delivery of a more flexible portfolio intends to create additional opportunities to rationalise the portfolio in terms of service delivery premises whilst endeavouring to maintain a County Council presence across the county, particularly in areas of need. It is recognised that this proposal may impact on groups with protected characteristics in terms of location of the new Neighbourhood Centres in particular disabled, age (young and old), pregnancy & maternity e.g. who may have transport, travel and accessibility issues. The criteria used to form the basis of suggestions for the future of individual premises have therefore included features such as numbers of storeys within buildings, car parking facilities and distance

from public transport amongst the assessment criteria.

Question 4 –Combined/Cumulative Effect

Could the effects of your decision combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

For example - if the proposal is to impose charges for adult social care, its impact on disabled people might be increased by other decisions within the County Council (e.g. increases in the fares charged for Community Transport and reductions in respite care) and national proposals (e.g. the availability of some benefits) . Whilst LCC cannot control some of these decisions, they could increase the adverse effect of the proposal. The LCC has a legal duty to consider this aspect, and to evaluate the decision, including mitigation, accordingly.

If Yes – please identify these.

Proposals contained within the Property Strategy have been developed in light of recent County Council budget proposals concerning the withdrawal of subsidised bus services, so the criteria relating to distance from a bus stop has taken into account changes in bus services which took effect from 3 April 2016. These service changes resulted from recommendations of a Cabinet Working Group on Bus Services as a result of which 40 previously subsidised services would be run commercially, 28 services would be supported by the County Council and 2 others by a combination of the County Council and Chorley Borough Council. A £3 million budget has been allocated to support this. In some cases this has led to the merging of some bus services and changes in route which may affect the ease with which people can travel to current and alternative premises. Changes relating to bus subsidies arrangements has significantly reduced evening and Sunday/Bank Holiday bus services which may combine with proposals in the Property Strategy to more adversely affect some communities and protected characteristic groups – e.g. young people, older people and disabled people who are over-represented amongst bus users.

The proposal should also be viewed alongside others about the future delivery, need and use of services such as the Library Service, Wellbeing Prevention and Early Help Service and consultations on the County Record Office opening hours. It should be noted that issues relating to the future of the Museums Service are being addressed by separate proposals and consultations.

Question 5 – Identifying Initial Results of Your Analysis

As a result of your analysis have you changed/amended your original proposal?

Please identify how –

For example:

Adjusted the original proposal – briefly outline the adjustments

Continuing with the Original Proposal – briefly explain why

Stopped the Proposal and Revised it - briefly explain

At present the proposal remain unchanged, to consult on proposals of which of the 238 premises the County Council will deliver services from, and which services will be delivered there. The detail of this proposal may change in light of the proposed consultation.

Question 6 - Mitigation

Please set out any steps you will take to mitigate/reduce any potential adverse effects of your decision on those sharing any particular protected characteristic. It is important here to do a genuine and realistic evaluation of the effectiveness of the mitigation contemplated. Over-optimistic and over-generalised assessments are likely to fall short of the “due regard” requirement.

Also consider if any mitigation might adversely affect any other groups and how this might be managed.

Mitigating actions are in the process of being developed and will be informed by the findings of the consultation.

Further Issues already identified that will be considered in finalising the Neighbourhood Centres which are of particular relevance in relation to the Public Sector Equality Duty are:

- Cultural identifiers – whilst the IMD measure in the proposed calculation would take travel horizons into account to some extent, the calculation would not allow for the fact that communities recognise and take ownership of places through cultural identifiers. This can provide a barrier to needy communities in the ownership and access of services, and where possible this will be taken into account in making recommendations.

- The county council's Access Budget may be able to address any accessibility issues.

Question 7 – Balancing the Proposal/Countervailing Factors

At this point you need to weigh up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of your analysis. Please describe this assessment. It is important here to ensure that the assessment of any negative effects upon those sharing protected characteristics is full and frank. The full extent of actual adverse impacts must be acknowledged and taken into account, or the assessment will be inadequate. What is required is an honest evaluation, and not a marketing exercise. Conversely, while adverse effects should be frankly acknowledged, they need not be overstated or exaggerated. Where effects are not serious, this too should be made clear.

This proposal has emerged following the need for the County Council to make unprecedented budget savings. The Medium Term Financial Strategy reported in the November 2015 forecast that the Council will have a financial shortfall of £262 million in its revenue budget in 2020/21.

This is a combination of reducing resources as a result of the government's extended programme of austerity at the same time as the Council is facing significant increases in both the cost (for example as a result of inflation and the national living wage) and demand for its services.

The revised position following the financial settlement for 2016/17 is now a budget gap of £200.507m by 2020/21. This revised gap takes into account the impact of the settlement, new financial pressures and the savings decisions taken by the Full Council in 2014/15, 2015/16 and 2016/17 regarding the future pattern of council services.

We acknowledge that some protected characteristic groups may be negatively affected by the finalised Property Strategy (Neighbourhood Centres) however we will strive to minimise any negative impacts by developing as many mitigating actions as possible including using the agreed methods of scoring and weighting which reflect protected characteristics considerations for premises identified in the consultation documents.

Question 8 – Final Proposal

In summary, what is your final proposal and which groups may be affected and how?

Property Strategy (Neighbourhood Centres) proposal for consultation.

Question 9 – Review and Monitoring Arrangements

Describe what arrangements you will put in place to review and monitor the effects of your proposal.

Appropriate monitoring procedures will be developed following the implementation of this proposal based on the relevant protected characteristics affected and individual service arrangements.

Equality Analysis Prepared By Emma Pearse

Position/Role: Property Asset Manager (Review)

And Jeanette Binns (Equality and Cohesion Manager)

Equality Analysis Endorsed by Line Manager and/or Service Head:

Mel Ormesher Head of Asset Management

Decision Signed Off By

Cabinet Member or Director

Please remember to ensure the Equality Decision Making Analysis is submitted with the decision-making report and a copy is retained with other papers relating to the decision.

Where specific actions are identified as part of the Analysis please ensure that an EAP001 form is completed and forwarded to your Service contact in the Equality and Cohesion Team.

Service contacts in the Equality & Cohesion Team are:

Karen Beaumont – Equality & Cohesion Manager

Karen.beaumont@lancashire.gov.uk

Contact for Adult Services ; Policy Information and Commissioning (Age Well); Health Equity, Welfare and Partnerships (PH); Patient Safety and Quality Improvement (PH).

Jeanette Binns – Equality & Cohesion Manager

Jeanette.binns@lancashire.gov.uk

Contact for Community Services; Development and Corporate Services; Customer Access; Policy Commissioning and Information (Live Well); Trading Standards and Scientific Services (PH), Lancashire Pension Fund

Saulo Cwerner – Equality & Cohesion Manager

Saulo.cwerner@lancashire.gov.uk

Contact for Children's Services; Policy, Information and Commissioning (Start Well); Wellbeing, Prevention and Early Help (PH); BTLS

Pam Smith – Equality & Cohesion Manager

Pam.smith@lancashire.gov.uk

Contact for Governance, Finance and Public Services; Communications; Corporate Commissioning (Level 1); Emergency Planning and Resilience (PH).

Thank you

The following minor corrections to the Property Strategy Consultation Proposals were reported to the ESC/Cabinet in May 2016

1. Report to Cabinet - Risk Management section

There are **36** children's centre properties identified within Annex 3 to Appendix A that are identified as no longer being required to deliver the Council's future pattern of service delivery of WPEH services within the Neighbourhood Centre model.

Should read:

There are **39** children's centre properties identified within Annex 3 to Appendix A that are identified as no longer being required to deliver the Council's future pattern of service delivery of WPEH services within the Neighbourhood Centre model.

2. Appendix C Property Strategy (Neighbourhood Centres) - Consultation process
Page 7

REGISTRATION SERVICE

National Guidance

The Registration Service supports the Council in fulfilling its duties in the **registration of Births, Deaths and Marriages (Special Provisions) Act 1957, and the Borders, Citizenship and Immigration Act 2009.**

Should read:

REGISTRATION SERVICE

National Guidance

The Registration Service supports the Council in fulfilling its duties in the **Registration Act 1953, Births and Deaths Act 1953, Marriage Act 1949, and Nationality, Immigration and Asylum Act 2002.**

3. Appendix C Property Strategy (Neighbourhood Centres) - Consultation process
Page 9 (WPEH proposals)

Changes made by WPEH on Friday were amended on most documents, but were missed in the table. Table should read:

WPEH	Whole Service Offer	Split Service Offer
0 - 11 years	17 properties	17 properties
12 - 19+ years	2 properties	9 properties
0 - 19+ years	21 properties	6 properties

4. Appendix C Annex 6

Changes to the list of buildings that currently deliver WPEH:

Halton Library should read Halton Library **and Children's Centre**

Cleveleys Library should read Cleveleys Library **and Children's Centre**

Thornton-Cleveleys Children's Centre (designated children's centre) to **Thornton Children's Centre (designated children's centre)**

Change to the list of buildings that will continue to deliver WPEH:

Halton Library to Halton Library and Children's Centre

5. Appendix C Annex 2

Fylde	The Zone in Fylde	Wellbeing, Prevention and Early Help (0-19+ years) (designated)
Lancaster	Halton Library and Children's Centre	Wellbeing, Prevention and Early Help (0-11years) (designated)
South Ribble	The Zone in South Ribble	Wellbeing, Prevention and Early Help (0-19+ years) (designated)
Wyre	The Zone in Wyre	Wellbeing, Prevention and Early Help (0-19+ years) (designated) and Youth Offending Team

Minor Corrections to ESC/Cabinet Documents

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Burnley	1	Burnley and Pendle Day Service (Temple Street)	•			
Burnley	2	Burnley and Pendle Registration Office	•			
Burnley	3	Burnley City Learning Centre	•			
Burnley	4	Burnley Library	•			
Burnley	5	Burnley The Fold Co-location Project	•			
Burnley	6	Burnley Wood Children's Centre	•			
Burnley	7	Children's Social Care (Easden Clough)	•			
Burnley	8	Coal Clough Library	•			
Burnley	9	Ightenhill Children's Centre	•			
Burnley	10	Padiham Library	•			
Burnley	11	Reedley Hallows Children's Centre	•			
Burnley	12	South West Burnley Children's Centre	•			
Burnley	13	Stoneyholme and Daneshouse Young People's Centre	•			
Burnley	14	The Chai Centre Children's Centre	•			
Burnley	15	The Zone in Burnley	•			
Burnley	16	Whitegate Children's Centre	•			
Burnley	17	Belmont Community Centre		•	3	0
Burnley	18	Briercliffe Library		•		
Burnley	19	Brunshaw Young People's Centre		•	1	0
Burnley	20	Burnley Campus Library		•		
Burnley	21	Hapton Young People's Centre		•		

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.

'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Burnley	22	Padiham Young People's Centre		•	1	1
Burnley	23	Pike Hill Library		•		
Burnley	24	Rosegrove Library		•	1	1
Burnley	25	Stoops and Hargher Clough Young People's Centre		•	1	0
Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale			
3. Burnley City Learning Centre	Proposed for future use for Conferencing	Proposed for future use for Conferencing and WPEH 12-19+ years (outreach)	Service delivery change - preference by young people not to access social care premises for support. This building provides a suitable neutral alternative for delivery of WPEH 12-19+ group learning activities and meetings.			
13. Stoneyholme and Daneshouse Young People's Centre	Proposed for future use by WPEH 0-19+ years (designated children's centre)	Proposed for future use by WPEH 0-19+ years.	This will be a linked children's centre to The Chai Children's Centre.			

The network of buildings will be available for flexible use by all public facing services as appropriate with further colocation of services to be developed in response to service need and delivery of corporate priorities.

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.
'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Chorley	26	Children's Social Care (The Hawthorn's)	•			
Chorley	27	Chorley Adult Disability Day Services (Bankside)	•			
Chorley	28	Chorley Library	•			
Chorley	29	Chorley Registration Office	•			
Chorley	30	Clayton Green Library	•			
Chorley	31	Coppull Library	•			
Chorley	32	Duke Street Children's Centre	•			
Chorley	33	Eccleston Library	•			
Chorley	34	Euxton Library	•			
Chorley	35	Fosterfield Day Centre	•			
Chorley	36	Adlington Library and Children's Centre		•	4	2
Chorley	37	Astley and Buckshaw Children's Centre		•		
Chorley	38	Blossomfields Children's Centre		•		
Chorley	39	Chorley Adult Disability Day Services (Holly Trees)		•	3	1
Chorley	40	Chorley Youth Offending Team		•	3	2
Chorley	41	Clayton Brook Children's Centre		•	2	1
Chorley	42	Coppull Children's Centre		•	2	1
Chorley	43	Coppull Young People's Centre		•	2	0
Chorley	44	Eccleston Young People's Centre		•	3	0
Chorley	45	Highfield Children's Centre	•		3	1
Chorley	46	Millfield Children's Centre		•	1	0

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.

'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Chorley	26	Children's Social Care (The Hawthorn's)	•			
Chorley	47	The Zone in Chorley		•	3	2
Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale			
28. Chorley Library	Proposed for future use by WPEH 0-19+ years (designated children's centre), Children Missing Education and Pupil Attendance Team, Library Service, Welfare Rights, Youth Offending Team	Proposed for future use by WPEH 12-19+ years, Children Missing Education and Pupil Attendance Team, Library Service, Welfare Rights, Youth Offending Team.	Utilise Highfield Children's Centre for WPEH 0-11 years (designated children's centre) to meet access and reach requirements for the service.			
45. Highfield Children's Centre (designated children's centre)	Not proposed for future use.	Proposed for future use for delivery of WPEH 0-11 years (designated children's centre) instead of at Chorley Library.	It is proposed to retain Highfield Children's Centre (designated children's centre) due to its current location best serving the access and reach requirements for the service. In addition, the complexity of the Chorley Library building would require significant investment in order to provide an appropriate children's centre facility.			

The network of buildings will be available for flexible use by all public facing services as appropriate with further collocation of services to be developed in response to service need and delivery of corporate priorities.

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.
'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Fylde	48	Children's Social Care (Sydney Street) and Oak Tree Children's Centre	•			
Fylde	49	Fylde Adult Disability Day Services (Sunnybank)	•			
Fylde	50	Milbanke Day Centre	•			
Fylde	51	St Anne's Library	•			
Fylde	52	The Woodlands Resource Centre	•			
Fylde	53	The Zone in Fylde	•			
Fylde	54	Weeton Children's Centre	•			
Fylde	55	Ansdell Library		•	2	1
Fylde	56	Freckleton Library		•	1	0
Fylde	57	Kirkham Library		•	2	1
Fylde	58	Kirkham Young People's Centre		•		
Fylde	59	Lower Lane Young People's Centre		•		
Fylde	60	Lytham Children's Centre		•		
Fylde	61	Lytham Library and Registration Office		•	2	2
Fylde	62	Orchard Children's Centre		•		
Fylde	63	Pear Tree Children's Centre		•		
Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale			
55. Ansdell Library	Not proposed for future use.	Not proposed for future use but to delay closure of the building whilst works are carried out to St Anne's Library.	To ensure the provision of a full library service is available to the community whilst works to St Anne's Library are completed.			

The network of buildings will be available for flexible use by all public facing services as appropriate with further colocation of services to be developed in response to service need and delivery of corporate priorities.

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue to deliver services from the building.						
EOIs= Expressions of Interest						

Hyndburn	64	Accrington Library and Registration Office	•			
Hyndburn	65	Children's Social Care (Silver Birches)	•			
Hyndburn	66	Clayton-le-Moors and Altham Children's Centre	•			
Hyndburn	67	Copper House Children's Centre	•			
Hyndburn	68	Fairfield Children's Centre	•			
Hyndburn	69	Great Harwood Children's Centre	•			
Hyndburn	70	Great Harwood Library	•			
Hyndburn	71	Hyndburn Adult Disability Day Services (Enfield)	•			
Hyndburn	72	Sure Start Hyndburn - Church and West Accrington Children's Centre (The Park)	•			
Hyndburn	73	The Zone in Hyndburn	•			
Hyndburn	74	Woodhaven Day Centre	•			
Hyndburn	75	Accrington Youth Offending Team		•	2	0
Hyndburn	76	Clayton-le-Moors Library		•	1	1
Hyndburn	77	Clayton-le-Moors Young People's Centre		•	1	0
Hyndburn	78	Great Harwood Young People's Centre		•	1	1
Hyndburn	79	Huncoat Children's Centre		•		
Hyndburn	80	Oswaldtwistle Library		•	2	2
Hyndburn	81	Oswaldtwistle Young People's Centre		•		
Hyndburn	82	Rishton Library		•	1	1
Hyndburn	83	Sure Start Hyndburn - Accrington South Children's Centre (The Beeches)		•		
Hyndburn - There are no changes recommended to the proposals as set out in the consultation.						

The network of buildings will be available for flexible use by all public facing services as appropriate with further colocation of services to be developed in response to service need and delivery of corporate priorities.

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'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Lancaster	84	Appletree Children's Centre	•			
Lancaster	85	Children's Social Care (Sefton Drive)	•			
Lancaster	86	Halton Library and Children's Centre	•			
Lancaster	87	Heysham Library	•			
Lancaster	88	Lancaster and Morecambe Adult Disability Day Services (Thorpe View)	•			
Lancaster	89	Lancaster Central Library	•			
Lancaster	90	Lune Park Children's Centre	•			
Lancaster	91	Morecambe Library	•			
Lancaster	92	The Carnforth Hub Children's Centre and Young People's Centre	•			
Lancaster	93	Vale View Day Centre	•			
Lancaster	94	Westgate Children's Centre	•			
Lancaster	95	White Cross Education Centre	•			
Lancaster	96	Balmoral Children's Centre		•	2	1
Lancaster	97	Barton Road Young People's Centre		•	4	3
Lancaster	98	Bolton-le-Sands Library		•	1	0
Lancaster	99	Carnforth Library	•		2	1
Lancaster	100	Firbank Children's Centre		•	1	0
Lancaster	101	Galgate Children's Centre		•	1	0
Lancaster	102	Heysham Children's Centre and Young People's Centre		•	2	2
Lancaster	103	Lancaster Registration Office		•	2	0

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'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Lancaster	104	Morecambe Registration Office		•		
Lancaster	105	Poulton Children's Centre	•		1	1
Lancaster	106	Ryelands Young People's Centre		•	2	0
Lancaster	107	Silverdale Library		•	1	0
Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale			
86. Halton Library and Children's Centre	Proposed for future use by Library Service, WPEH 0-11 years.	Proposed for future use by Library Service, WPEH 0-11 years (outreach).	This is currently a satellite of Lune Park Children's Centre (designated children's centre). There are low levels of families choosing to access support at Halton Children's Centre and so the service proposes to add capacity at Lune Park and ensure outreach support for the community in Halton.			
90. Lune Park Children's Centre, Ryelands Park (designated children's centre)	Proposed for future use for WPEH 0-11 years (designated children's centre).	Proposed for future use for WPEH 0-19+ years (designated children's centre).	Service delivery change - consultation conducted by WPEH showed preference by young people to access this site for support. It is situated in the Skerton and Ryelands park area which has significant levels of deprivation. Increasing levels of service at this site will ensure support is available without having to cross the river to other buildings.			
91. Morecambe Library	Proposed for future use with satellite Library, Registration Service, Welfare Rights and WPEH service 0-19+ years (designated children's centre).	Proposed for future use with full Library service, Registration Service, Welfare Rights and WPEH 12-19+ years.	A review of the requirements set out in the Library Planning and Needs Assessment identified the need to retain a full Library service in Morecambe.			

Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale
92. Carnforth Hub Children's	Proposed for future use for	Proposed for future use	It is proposed to retain Carnforth Library due to its current

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.
 'EOIs'= Expressions of Interest

Centre and Young People's Centre, Carnforth High School (designated children's centre)	WPEH 0-19+ years (designated children's centre) and Library service.	for WPEH 0-19+ years (designated children's centre).	location best serving the access requirements for the service as the complexity of the Carnforth Hub site would require significant investment in order to provide an appropriate library service.
95. White Cross Education Centre	Proposed for future use by Registration Service, WPEH 12-19+, Youth Offending Team	Proposed for future use by Registration Service, WPEH 12-19+ and support for families, Youth Offending Team	Families with children outside of the 12-19+ age range may need to be able to access support and advice. Additional use of this building will enable the service to better meet access and reach requirements.
99. Carnforth Library	Not proposed for future use.	Proposed for future use for full library service pending a detailed site review of Carnforth Hub.	It is proposed to retain Carnforth Library due to its current location best serving the access requirements for the service as the complexity of the Carnforth Hub site would require significant investment in order to provide an appropriate library service.
105. Poulton Children's Centre, Morecambe (designated children's centre)	Not proposed for future use.	Proposed for future use for WPEH 0-11 years (designated children's centre).	A review of the requirements set out in the Library Planning and Needs Assessment identified the need to retain a full Library service in Morecambe. The complexity of the Morecambe Library building would require significant investment in order to provide an appropriate children's centre facility.

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 'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Pendle	108	Barnoldswick Library	•			
Pendle	109	Beacon Children's Centre	•			
Pendle	110	Burnley and Pendle Adult Disability Day Services (Marsden Centre)	•			
Pendle	111	Byron View Day Centre	•			
Pendle	112	Children's Social Care (Burnley Road Colne)	•			
Pendle	113	Colne Children's Centre	•			
Pendle	114	Colne Library	•			
Pendle	115	Earby Community Centre	•			
Pendle	116	Family Tree Children's Centre	•			
Pendle	117	Gisburn Road Children's Centre	•			
Pendle	118	Nelson Library	•			
Pendle	119	The Zone in Pendle	•			
Pendle	120	Walton Lane Children's Centre	•			
Pendle	121	Barnoldswick Young People's Centre		•		
Pendle	122	Barrowford Library		•	2	0
Pendle	123	Brierfield Library	Subject to on-going consideration		6	2
Pendle	124	Brierfield Young People's Centre		•	2	0
Pendle	125	Colne Young People's Centre		•	1	0
Pendle	126	Earby Library		•		
Pendle	127	Pendleside Children's Centre		•		
Pendle	128	Trawden Library and Riverside Children's Centre		•	2	2
Pendle	129	Trawden Young People's Centre		•		

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'EOIs'= Expressions of Interest

Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale
123. Brierfield Library	Not proposed for future use.	Subject to on-going consideration.	Subject to on-going consideration.

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 'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Preston	130	Ashton Young People's Centre	•			
Preston	131	Children's Social Care (Ripon Street)	•			
Preston	132	Children's Social Care (St Luke's Centre)		•		
Preston	133	Harris Library	•			
Preston	134	Ingol Library	•			
Preston	135	Lady Elsie Finney House Day Centre	•			
Preston	136	Lancashire Register Office and Records Office	•			
Preston	137	Moor Nook Young People's Centre	•			
Preston	138	Preston Adult Disability Day Services (Ribblebank)	•			
Preston	139	Preston Bus Station	•			
Preston	140	Preston West Children's Centre	•			
Preston	141	Ribbleton Children's Centre	•			
Preston	142	Ribbleton Library	•			
Preston	143	Riverbank Children's Centre	•			
Preston	144	Savick Library	•			
Preston	145	Scientific Services Laboratory	•			
Preston	146	Sharoe Green Library and Cherry Tree Children's Centre	•			
Preston	147	Stoneygate Children's Centre	•			
Preston	148	Sunshine Children's Centre	•			
Preston	149	Sunshine Children's Centre (New Hall Lane Drop-in)	•			
Preston	150	Fulwood Library		•	1	0
Preston	151	Preston East Children's Centre	•			

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.
 'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Preston	152	St Lawrence Children's Centre		•	1	0
Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale			
132. Children's Social Care (St Luke's Centre)	Proposed for future use by children's social care.	Not proposed for future use and to re-locate the children's social care service at Sunshine Children's Centre.	Sunshine Children's Centre will provide accommodation for the children's social care service which is in better condition and within the same reach area.			
148. Sunshine Children's Centre, Brockholes Wood Primary School (designated children's centre)	Proposed for future use by WPEH 0-11 years (designated children's centre) and children's social care.	Proposed for future use to accommodate Children's Social Care and provide contact/access facilities for families.	The community access WPEH services at Sunshine Drop-in (New Hall Lane) and Preston East Children's Centre (designated children's centre) giving the opportunity to re-locate children's social care from St Luke's Centre to the site.			
151. Preston East Children's Centre (designated children's centre)	Not proposed for future use.	Proposed for future use by WPEH 0-11 years (designated children's centre) and children's services.	The community access WPEH services in higher levels at Preston East Children's Centre than Sunshine Children's Centre and so retention of this site will better meet access and reach requirements for the service.			

The network of buildings will be available for flexible use by all public facing services as appropriate with further colocation of services to be developed in response to service need and delivery of corporate priorities.

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'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Ribble Valley	153	Clitheroe Library	•			
Ribble Valley	154	Longridge Library	•			
Ribble Valley	155	Mearley Fold Day Centre	•			
Ribble Valley	156	Mellor Library	•			
Ribble Valley	157	Ribblesdale Children's Centre	•			
Ribble Valley	158	The Zone in Ribble Valley	•			
Ribble Valley	159	Chatburn Library		•	1	0
Ribble Valley	160	Longridge Young People's Centre		•	1	0
Ribble Valley	161	Read Library		•		
Ribble Valley	162	Ribble Valley Adult Disability Day Services (Pendleton Brook)		•		
Ribble Valley	163	Slaidburn Young People's Centre		•		
Ribble Valley	164	Whalley Library and Spring Wood Children's Centre		•	1	1
Ribble Valley	165	Willows Park Children's Centre	•			

Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale
154. Longridge Library	Proposed for future use by WPEH 0-19+ and Library service.	Proposed for future use by WPEH 12-19+ years and Library service.	Recognition that the refurbishment and condition costs will be less through retention of Willow's Park Children's Centre and so do not warrant the potential investment in providing the service at Longridge Library at this time. This will allow for consolidation of the WPEH 12-19+ years offer into the Library with further review at a later date.
Building	Consultation Proposal	Revised Proposal (Main	Rationale

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.

'EOIs'= Expressions of Interest

	(Main service delivery)	service delivery)	
155. Mearley Fold Day Centre	Proposed for future delivery by Older People's Daytime Support Service.	Proposed for future delivery by Older People's Daytime Support Service and Disability Day Services Drop-In.	To maintain a presence for Adult Disability Day Services in the Ribble Valley where appropriate to service user care and travel plans. The main service provision is to be consolidated at Hyndburn Adult Disability Day Services (Enfield).
165. Willows Park Children's Centre, Longridge Civic Centre (designated children's centre)	Not proposed for future use.	Proposed for future use by WPEH 0-11 years (designated children's centre).	Recognition that the refurbishment and condition costs will be less through retention of Willow's Park Children's Centre and so do not warrant the potential investment in providing the service at Longridge Library at this time. This will allow for consolidation of the WPEH 12-19+ years offer into the Library with further review at a later date.

The network of buildings will be available for flexible use by all public facing services as appropriate with further collocation of services to be developed in response to service need and delivery of corporate priorities.

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Rossendale	166	Bacup Olive House Parkside Day Centre	•			
Rossendale	167	Children's Social Care (Newchurch Road Rawtenstall)	•			
Rossendale	168	Haslingden Community Link Children's Centre	•			
Rossendale	169	Haslingden Library	•			
Rossendale	170	Rawtenstall Library	•			
Rossendale	171	The Maden Centre	•			
Rossendale	172	The Zone in Rossendale	•			
Rossendale	173	Whitworth Children's Centre	•			
Rossendale	174	Bacup Library	Subject to on-going consideration		1	0
Rossendale	175	Balladen Children's Centre		•	1	0
Rossendale	176	Crawshawbooth Library and Community Centre		•	1	1
Rossendale	177	Rossendale Registration Office		•		
Rossendale	178	Staghills Children's Centre		•		
Rossendale	179	Whitewell Bottom Community Centre		•	2	1
Rossendale	180	Whitworth Library	Subject to on-going consideration		2	0
Rossendale	181	Whitworth Young People's Centre		•		

Building	Consultation Proposal	Revised Proposal (Main service delivery)	Rationale
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Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.

'EOIs'= Expressions of Interest

	(Main service delivery)		
169. Haslingden Library	Proposed for future use by Library Service, Registration Service and Welfare Rights.	Proposed for future use by Library Service and Welfare Rights.	A further review of the Registration Service has indicated that it is preferable to provide the service at Rawtenstall Library.
170. Rawtenstall Library	Proposed for future use by Library Service.	Proposed for future use by Library Service and Registration Service.	A further review of the Registration Service has indicated that it is preferable to provide the service at Rawtenstall Library.
171. Maden Centre, Bacup	Proposed for future use by satellite Library, WPEH 0-19+ years (designated children's centre), Welfare Rights	Proposed for future use by, WPEH 0-19+ years (designated children's centre), Welfare Rights, full Library Service	A review of the requirements set out in the Library Strategy identified the need to retain a full Library service in the Bacup area. There are on-going discussions with Rossendale Borough Council about future provision in the area.
174. Bacup Library	Not proposed for future use.	Subject to on-going consideration.	A review of the requirements set out in the Library Strategy identified the need to retain a full Library service in the Bacup area. There are on-going discussions with Rossendale Borough Council about future provision in the area.
180. Whitworth Library	Not proposed for future use.	Subject to on-going consideration.	Subject to on-going consideration.

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'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
South Ribble	182	Kingsfold Library	•			
South Ribble	183	Leyland Day Centre (King St)	•			
South Ribble	184	Leyland Library	•			
South Ribble	185	Longton Library	•			
South Ribble	186	South Ribble Adult Disability Day Services (Crossways)	•			
South Ribble	187	The Zone in South Ribble	•			
South Ribble	188	Wade Hall Children's Centre	•			
South Ribble	189	Walton-le-Dale Young People's Centre	•			
South Ribble	190	Bamber Bridge Children's Centre		•		
South Ribble	191	Bamber Bridge Library		•		
South Ribble	192	Kingsfold Children's Centre		•		
South Ribble	193	Longton Children's Centre		•		
South Ribble	194	Lostock Hall Library and Children's Centre		•	1	1
South Ribble	195	Penwortham Library		•	5	1
South Ribble	196	Penwortham Young People's Centre		•	3	3
South Ribble	197	Wellfield Children's Centre		•	1	0

Building	Consultation Proposal (Main	Revised Proposal (Main service delivery)	Rationale
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Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.

'EOIs'= Expressions of Interest

	service delivery)		
197. Wellfield Children's Centre, Wellfield High School, Leyland	Not proposed for future use.	Not proposed for future use as a Neighbourhood Centre however proposed to be retained for use by Traded Services (Start Well).	The building provides a local facility for the delivery of schools training and development functions.

The network of buildings will be available for flexible use by all public facing services as appropriate with further collocation of services to be developed in response to service need and delivery of corporate priorities.

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 'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
West Lancashire	198	First Steps Children's Centre	•			
West Lancashire	199	Ormskirk Library	•			
West Lancashire	200	Ormskirk Mere Brook Day Centre	•			
West Lancashire	201	Park Children's Centre	•			
West Lancashire	202	Skelmersdale Library	•			
West Lancashire	203	Tarleton Library	•			
West Lancashire	204	The Grove Young People's Centre and Children's Centre	•			
West Lancashire	205	The Zone in West Lancashire	•			
West Lancashire	206 *	Upholland Children's Centre *- SUBJECT TO FURTHER CONSULTATION	•			
West Lancashire	207	West Lancashire Adult Disability Day Services (Whiteledge)	•			
West Lancashire	208	West Lancashire Registration Office	•			
West Lancashire	209	Burscough Library		•		
West Lancashire	210	Children's Social Care (Fairlie Skelmersdale)		•	1	1

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'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
West Lancashire	211	Hesketh with Beconsall Children's Centre		•	1	0
West Lancashire	212	Moorgate Children's Centre		•	2	0
West Lancashire	213	Ormskirk Derby Street Day Centre (older people)		•	1	0
West Lancashire	214	Parbold Library		•	1	1
West Lancashire	215*	St John's Children's Centre (Skelmersdale)* – SUBJECT TO FURTHER CONSULTATION	•		1	0
West Lancashire	216	Upholland Library		•	3	2

Building	Consultation Proposal (Main service delivery)	Revised Proposal (Main service delivery)	Rationale
200. Ormskirk Mere Brook Day Centre	Proposed for future use by Older People's Daytime Support Service.	Proposed for future use by Older People's Daytime Support Service subject to confirmation of arrangements with the premise owner.	This proposal will replicate the service model delivered at Vale View and Fosterfield Daytime Support Centres within Mere Brook Day Centre providing a range of support for older people on a single site and within appropriate settings in response to their identified needs and so reduces the potential for movement to alternate provision should their care needs increase.
213. Ormskirk Derby Street Day Centre (Older People)	Not proposed for future use.	Not proposed for future use.	This proposal will replicate the service model delivered at Vale View and Fosterfield Daytime Support Centres within Mere Brook Day Centre providing a range of support for older people on a single site and within appropriate settings in response to their identified needs and so reduces the potential for movement to alternate provision should their care needs increase.

Building	Consultation Proposal (Main	Revised Proposal (Main service delivery) – SUBJECT TO FURTHER CONSULTATION	Rationale
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Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.

'EOIs'= Expressions of Interest

	service delivery)		
206. Upholland Children's Centre, St Thomas the Martyr CE Primary School *	Proposed for future use by WPEH 0-11 years (designated children's centre).	Not proposed for future use – SUBJECT TO FURTHER CONSULTATION	It is proposed to retain St John's Children's Centre, St John's Catholic Primary School (designated children's centre) due to its current location best serving the access and reach requirements for the service.
215. St John's Children's Centre (Skelmersdale), St John's Catholic Primary School (designated children's centre) *	Not proposed for future use.	Proposed for future use by WPEH 0-11 years (designated children's centre) – SUBJECT TO FURTHER CONSULTATION	It is proposed to retain due to its current location best serving the access and reach requirements for the service.

The network of buildings will be available for flexible use by all public facing services as appropriate with further collocation of services to be developed in response to service need and delivery of corporate priorities.

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.
 'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Wyre	217	Children's Social Care (The Anchorage Fleetwood) and West View Children's Centre	•			
Wyre	218	Fleetwood Children's Centre (Flakefleet satellite)	•			
Wyre	219	Fleetwood Library and Registration Office	•			
Wyre	220	Fylde And Wyre Adult Disability Day Services (Larkholme)	•			
Wyre	221	Garstang Library	•			
Wyre	222	Knott End Library	•			
Wyre	223	Poulton Library	•			
Wyre	224	Teal Close Day Centre	•			
Wyre	225	The Zone in Wyre	•			
Wyre	226	Thornton Children's Centre	•			
Wyre	227	Cleveleys Library and Children's Centre		•	1	0
Wyre	228	Fleetwood Children's Centre		•	1	0
Wyre	229	Garstang Young People's Centre		•		
Wyre	230	Northfleet Library		•		
Wyre	231	Over Wyre Children's Centre (Hambleton satellite)		•	1	0
Wyre	232	Over Wyre Children's Centre (Preesall satellite)		•		
Wyre	233	Poulton-le-Fylde Children's Centre		•	1	0
Wyre	234	Preesall Young People's Centre		•		
Wyre	235	Rural Wyre Children's Centre		•	1	0
Wyre	236	Thornton Library		•		
Wyre	237	Thornton Young People's Centre		•	2	1

Grey shading indicates a change to the proposal set out in the consultation regarding whether LCC will continue deliver services from the building.

'EOIs'= Expressions of Interest

District	Consultation No.	Building	Continue to deliver LCC services	No longer deliver LCC services	EOIs	Business Cases
Wyre	238	Thornton Youth Offending Team		•		
There are no changes recommended to the proposals as set out in the consultation.						

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 'EOIs'= Expressions of Interest

A strategy for Lancashire's libraries 2016-21

Making a difference through reading, learning and information

Foreword from the Cabinet member for Environment, Planning and Cultural Services

The strategy for the Lancashire Library service outlines our promises as a public library authority, the priorities we will focus on and the outcomes we aim to deliver for the people who live and work in Lancashire.

The strategy outlines our commitment to the continuing delivery and development of a flexible and accessible public library service in Lancashire, building on a strong tradition and celebration of our past and continuing achievements. We have a clear direction for the future and have firm ambitions which link in with those of the Society of Chief Librarians: reading, information, digital, health, learning and culture offers.

It is a strategy that directly responds to the emerging needs of our communities, placing them at the heart of service development, and outlines how we will work with other organisations to deliver a comprehensive, responsive, modern and value for money Lancashire Library service.

A cornerstone of this modern and flexible service will be our digital offer, recognising that, although financial pressures are real and continue to build, we will also have opportunities to exploit emerging digital technologies. By exploiting these technologies for the benefit of the communities we serve we will aim to equip people with the learning and skills needed to succeed in an ever more competitive and fast changing world.

Lancashire has a justifiably proud record of working with all members of our communities and we will work even harder to make sure services are relevant and reflect the cultural diversity of the people we serve. We will challenge established thinking and ways of working in a constructive and creative way to enable us to deliver an innovative and value for money service which is able to adapt and thrive in this uncertain economic climate.

The ambition of the strategy reflects proven outcomes that library services can deliver for their communities – raising aspirations, increasing pride, stimulating the enjoyment of culture, and helping people to live independent lives. It aligns our service priorities to the County Council's draft Corporate Strategy, "that every child born today in Lancashire, and every citizen will grow up and live in a community and an environment that enables them to live healthier for longer, have a job when they leave education and achieve their full potential throughout life."

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Background

This strategy has been informed by and supports the message and ambitions of the following three key documents:

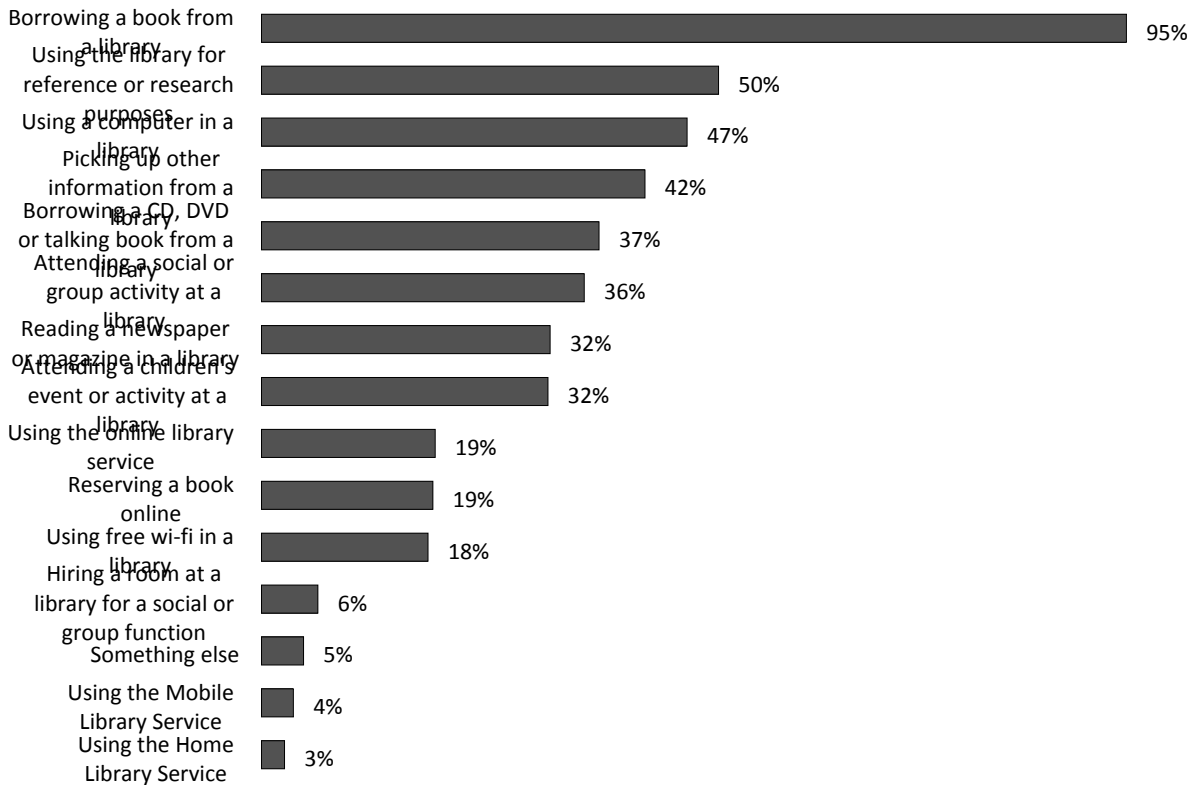
- Lancashire County Council's Draft Corporate Strategy
<http://www.lancashire.gov.uk/council/strategies-policies-plans/corporate/corporate-strategy.aspx>.
- The society of Chief Librarians Universal offers of Reading, Information, Digital, Health and Learning:
[Society of Chief Librarians \(SCL\) Universal Offers](#)
- The Department for Culture, Media and Sports paper [Libraries Deliver: Ambition for Public Libraries in England in 2016 – 21](#).
- The Lancashire Library Service Planning and Needs Assessment.

In setting out our own strategy for the Lancashire Library Service we will make reference to and be guided by the above documents but we also understand that in order to achieve our highest ambitions we must have an in depth understanding of our communities. We have always sought to be guided by the people we serve and draw our inspiration from them in setting our goals and detailing our ambitions. This strategy therefore is a result of listening to what our citizens deem important and reflecting that in this document but more importantly embedding this in the way we deliver our services.

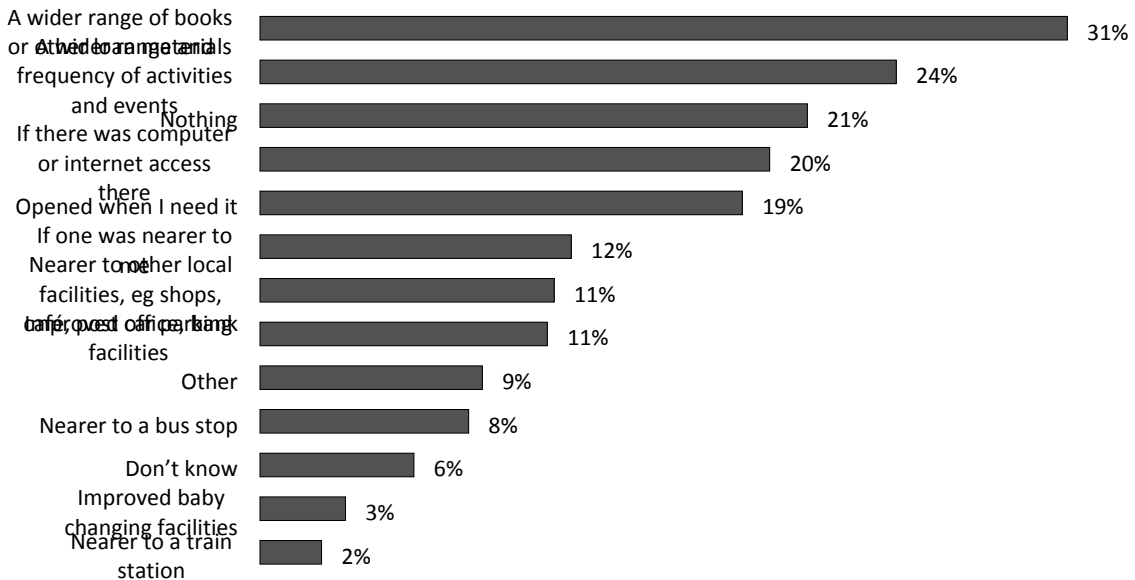
To ensure we can do this in a meaningful way we have found out how people feel we are doing in living up to our promises and how far our ambitions for the service match the aspirations of the people who live and work in Lancashire. We did this by carrying out a wide ranging consultation on service design, need and use between the 4 and 31 January 2016.

Overall 86% of respondents to our consultation were very satisfied with the library service in Lancashire with a further 11% fairly satisfied.

As part of the January 2016 survey we asked which of the following library services people considered to be the most important. The results are detailed below:



Respondents to the consultation also told us that the following would encourage them to use the libraries in Lancashire more:



We will use this feedback to carefully consider where we can improve and where we should focus our investment as well as reviewing and refreshing our approach to the continued development of the strategy.

We are committed to providing comprehensive access to library services for people unable to attend a library building in person. This will form part of our core offer detailed later on in this strategy.

Lancashire County Council's draft Corporate Strategy (December 2015) was produced in some of the most challenging circumstances in the history of local government. In future the Council's community presence will take the form of neighbourhood centres. These will be community focussed, multi-functional buildings delivering a mix of universal and targeted services tailored to the area they are located in.

Neighbourhood centres will be the base for the provision of services currently delivered through:

- Children's centres,
- Youth Zones
- Libraries
- Child and parenting support centres
- Adult disability centres.

Our strategy is based on regular consultation and feedback with our customers and we intend to take advantage of proposed opportunities to work with partners and the community neighbourhood centres in delivering the best possible services.

A further consultation on the County Council's Property Strategy, which included proposals on where we should site building based library services took place between May and August 2016. The volume of feedback that we received through the consultation, as well as petitions and correspondence, indicates that people in Lancashire are concerned about reductions in library service provision and the potential loss of community assets. The results of the consultation have now been analysed and have informed our proposals on the future provision of building based library services.

The consultation feedback will also inform the future delivery of the library service. The library service will be delivered through 4 library levels; from library level 1 to level 4. These levels will reflect as far as possible the current library opening hours. It is envisaged that, throughout the next 5 years of the strategy, this framework of levels will allow us to develop a flexible and dynamic service which will address local need, as we continue to review and develop the service. This is the practice we have adopted in the past and we will continue to regularly consult with our communities on opening times and service delivery.

Our vision and strategic objectives

"A library service which is embedded and flourishing at the heart of Lancashire communities and community life and which makes a difference through reading, learning and information".

The Library service has set out its strategic objectives are to:

- Provide helpful and knowledgeable staff
- Encourage people to enjoy reading
- Provide spaces to enjoy culture and learning
- Provide easy to use online services
- Help people reach their potential and live independent lives
- Support our communities to stay healthy
- Provide opportunities for volunteers to help in our libraries.

We have checked these objectives with our customers, asking respondents what they thought the Lancashire County Library Service should provide, in line with the service's strategic objectives.

93% strongly agreed we should provide helpful and knowledgeable staff and 91% said we should encourage people to enjoy reading. 71% strongly agreed we should provide spaces to enjoy culture and learning, 64% easy to use online services and help people reach their potential and live independent lives. 59% said support for communities to stay healthy and 48% strongly agreed that there should be opportunities for volunteers to help in libraries.

These strategic objectives link in with and will enable us to deliver the seven key strands set out in the Department for Culture, Media and Sport document *Libraries Deliver: Ambition for Public Libraries in England 2016-2021* as follows:

- economic change through learning and digital literacy
- promoting reading and literacy
- 24/7 virtual offer
- buildings that provide cultural and learning experiences
- opportunities for volunteers
- health and wellbeing
- development of the library workforce.

We will ensure that Lancashire Libraries deliver a high quality library service that is sustainable and remains relevant to the people of Lancashire. We will work in close partnership with local communities, invest in the digital future and provide access to reading, information and wellbeing.

To achieve this, we will:

- **Inspire** people to enjoy books and reading
- **Stimulate** new ideas and new ways of thinking through access to learning, information and local heritage
- **Engage** with communities to encourage cultural and creative activities
- **Deliver** excellent and inclusive customer services for all

Proud of our past, ambitious for the future

Lancashire's libraries play an important role in the lives of individuals and communities. The profile of our customers across the county closely matches the profile of Lancashire's population and more than 42% of all Lancashire residents hold a library card. With more than 93,500 visits to our libraries each week, library visits represent the largest regular voluntary interaction the County Council enjoys with individual members of the community.

Every year, more than 374,700 information enquiries are answered, 4.9 million items are loaned, 5491 cultural, learning, reading and community events are delivered.

In addition there have been 70,174 visits to the Online Reference Library, 316,946 visits to the eBook and e-Audiobook download library as well as 1,473,938 website visits and 832,682 sessions taking place on public library computers.

In 2015/16 39,066 children attended baby bounce and rhyme sessions and 910 people attended 24 health promotion events. Over the same period we trained 20 staff as dementia champions and 428 as dementia friends.

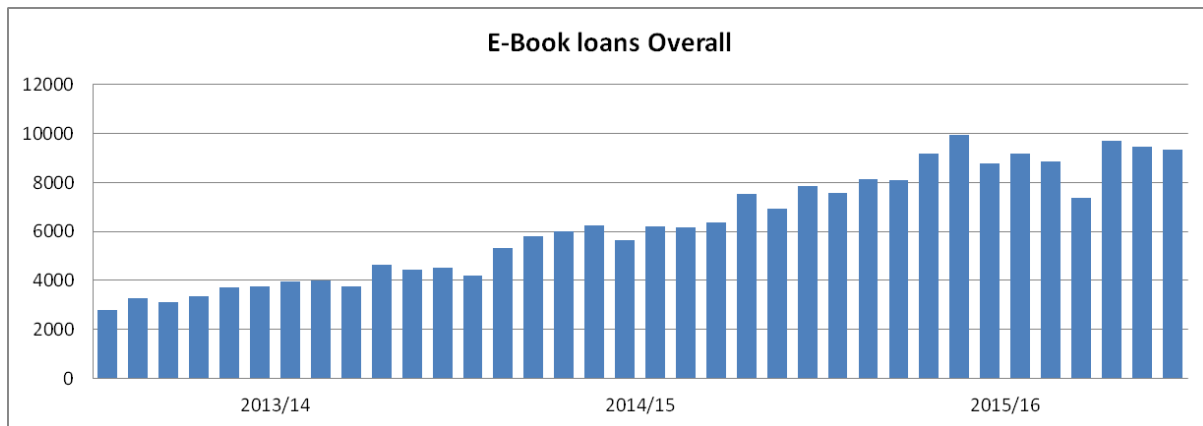
Our Home Library Service provides a service to approximately 1,000 people who are not able to attend at a static library. These customers are vulnerable and/or housebound.

The mobile library service currently stops at almost 800 places across Lancashire. Predominantly these 'stops' are 3 miles or more from any static library.

Lancashire hasn't escaped the effects of a national downward trend in physical visits to libraries and the corresponding reduction in the number of traditional materials borrowed.

In contrast we are seeing an increase in virtual visits to our website over the past 3 years from 12,486 in 2013/14 to 48,322 in 14/15 and 69,886 in 15/16 representing year on year increases of 287% and 44.6%.

Loans of e-books are also rising year on year as illustrated in the chart below:



The Service is also connected to many organisations, both large and small, from providing meeting rooms to being commissioned to deliver specific services.

The attraction of working with libraries for many organisations lies in their ability to connect with their communities on a local level. The service is neutral and engenders trust in people. Libraries are uniquely positioned in terms of the amount of customer interaction they have within their immediate community and sometimes far beyond.

The County Council has a statutory duty enshrined in the Public Libraries and Museums Act 1964 to provide a comprehensive and efficient library service for all people working, living or in full time education within the library area of the Council.

It is important that we consider this duty in line with the County Council's vision, and also within the context of recent national developments, to ensure that Lancashire's library service remains effective, innovative and fit for purpose.

The following quote is taken from William Sieghart & Panel, [Independent Library Report for England](#) DCMS, 2014 which informed the work being undertaken by the Library taskforce whose report is one of the key references for this strategy: Department for Culture, Media and Sports paper [Libraries Deliver: Ambition for Public Libraries in England in 2016 – 21](#).

“Libraries are, let us not forget, a golden thread throughout our lives... The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education, and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or understand your pension rights or the health solutions available to you, or learn to read, the library can assist.”

Libraries across Lancashire assist people in all the ways mentioned above and we know that good libraries play an important part in shaping how the local authority is perceived by the people living and working in a given area. The library service, for the majority of County Council service users in any given year, will be the only contact they have with County Council employees.

We know, however, that people want even more than this and 36% of our customers tell us that attending a social or group activity at a library is the **most** important service a library can provide. We don't know how many of our customers would have limited or no social contact without their library but we do know the vital importance the library can play in helping to maintain the independence and enhance the self-worth of the most deprived people living in Lancashire today.

The following quote from The Department for Culture, Media and Sports paper [Libraries Deliver: Ambition for Public Libraries in England in 2016 – 21](#) expands on this point.

"Libraries are cultural hubs within our local communities and are places for inspiration, research, creativity, education, economic prosperity and enjoyment. They help people gain a sense of place and take pride in their neighbourhoods and communities..."

Libraries also provide access and signposting to wider cultural activities, objects, knowledge and sites. They encourage people to explore their own culture and creativity, and offer the deep wealth of resources that creative people use for inspiration."

As part of this commitment and in recognition of the value such partnerships can offer we have launched a co-design project with colleagues at Lancaster University's Imagination laboratory. This project will draw on the expertise of colleagues at Lancaster University to work with the library service, children's centre staff and property professionals to design and develop creative and innovative shared spaces which will maximise staff and community involvement in finding new ways of working and delivering services.

As we move forward we will expand and build on the innovative and collaborative work with Lancaster University. We will also take the learning from Camden's work with the University for the Creative Arts, which has created different ways of managing library services within reduced budgets, and aim to be at the cutting edge of working in physical and virtual environments.

Our evidence base

We will provide services based upon sound evidence of need and in a way that is proportionate to the needs of our communities. A 'Planning and Needs' assessment has been undertaken providing us with not just demographic information but a wide range of information including such matters as broadband coverage.

Also, in developing the proposals for buildings based library services, consulted on between June and August 2016 we have used evidence based service planning material such as the 2015 English Indices of Multiple Deprivation as well as other considerations such as:

- Accessibility of buildings in terms of location
- Financial efficiency of buildings

- The practicalities of vacating buildings including those where we may already be in discussions about vacating such as where rental agreements are due to expire
- Use of larger premises to deliver multiple services
- Looking at which buildings are more suited to flexible delivery of different services
- Local feedback from communities, councillors and partners such as district councils or health authorities

The Planning and Needs Assessment that has informed the proposals for the future model of library service provision, including buildings based library services, and has been based on the following factors:

- The population of Lancashire including age profiles, ethnicity, gender and disability
- Information about neighbourhoods such as population density, community cohesion, social isolation and digital accessibility
- Gaps in outcomes based on the index of multiple deprivation and educational attainment
- The County Council's draft Corporate Strategy and financial position
- Information about service users and consultation feedback

We have also considered a comprehensive and ongoing equality impact assessment, accessibility to library buildings and mobile library services and taken account of feedback and ongoing dialogue with stakeholders including elected members, partners and service users.

Having considered the broad needs of Lancashire's population, feedback from the Library Service and Property Strategy consultations, and in the context of the financial challenges facing the Council, it is proposed that we will deliver a fully staffed and resourced library service from 39 neighbourhood centres. The neighbourhood centres will be our public facing buildings and in many instances a number of County Council services will be co-located in one place. In addition to this we will also deliver:

- An additional 5 satellite* services from neighbourhood centres
- A comprehensive mobile library service providing access for people living in more rural areas of Lancashire
- A home library service to meet the needs of the most vulnerable people in Lancashire who are unable to access a library building (currently delivering to over 1,000 customers)
- A virtual library service, building on our investment in broadband infrastructure and skills development, consisting of e-books, e-audiobooks and online reference and enquiry service
- A schools and prisons library service across the county.

*a satellite library service is an unstaffed library facility within a shared County Council building with other services being delivered from the same building.

The service will have book stock and self-service technology as well as computer provision and customers will be able to request items in the same way that they can at other libraries. A member of library staff will attend the library each week for a limited time to meet with customers, check that the book stock and other equipment is in order and deal with any other issues which may have arisen in the past week.

Our customers and core offer

Our libraries will offer:

- Safe and welcoming spaces
- Advice and guidance from knowledgeable and trained staff on a range of subjects from recommending reading materials to help getting online and signposting to local services.
- Creative and neutral spaces
- Free access to the internet
- Free 24/7 access to services
- Support for children and families, through actively promoting health, learning and wellbeing initiatives.
- A range of books, digital resources, eBooks and other materials.
- Cultural activities and events
- Free Wi-Fi

Our Home Library Service will:

- Offer full access to the whole of the library services books and audio visual material.
- Provide a request service
- Be provided free of charge if you are unable to get to a library building because of your age, disability or ill health.

Our Mobile Library Service will provide:

- A service which serves Lancashire's more isolated communities
- Full access to the whole of the library service collections including stock suitable for all ages.
- A request service
- Fully accessible vehicles

Our satellite libraries will offer:

- Book stock and self-service technology
- Public network (PNET) computers.
- A library staff member on hand each week for a limited time to meet with customers, check that the book stock and other equipment is in order and deal with any other issues which may have arisen in the past week.

Universal Offers

Lancashire library staff are committed to and trained to deliver the universal offers set out by the Society of Chief Librarians and partners including The Arts Council and the Reading Agency in order to keep our services relevant and accessible. Together these three organisations have identified five key areas of service which today's users regard as integral to public libraries and developed a shared strategy for the future.

The Universal Offers cover the five key areas of service which our customers and our stakeholders see as essential to a 21st century library service.

They are:

- Reading Offer: Providing a modern reading service within a local community
- Information Offer: Supporting people to access information and services online in life-critical areas
- Digital Offer: Providing free internet access, clear and accessible online information about library services and staff who are trained to help customers access digital information
- Health Offer: Providing and promoting Public health information, sign posting and referrals as well as creative and social reading activity
- Learning Offer: Developing and promoting our role and contribution to lifelong-learning

This strategy has been developed to build on the success of the past, and to enable the service to respond to the future challenges and opportunities facing the people of Lancashire.

Looking to the future

Public libraries across the country have been placed in the spotlight as councils deal with significant financial constraints. Although we recognise that we will have to live within our means we still have a service which we can be proud of with staff who are passionate about delivering the very best they can for our customers.

Within the resources we have available we will continue to provide a variety of options to access library resources through physical spaces, mobile libraries, digital services, the School Library Service, Home Library Service and Prison service.

Our creative and collaborative approach and our continued commitment to invest in a wide range of library services will allow us to maximise our extensive network of libraries and customer contacts. We will continue to be a key part of the County Council's offer to citizens in Lancashire and will use the opportunity to influence the design of neighbourhood centres and develop closer links with partners and colleagues from other services. In this way we will improve the customer experience through innovative and joined up ways of working which can open our libraries up to whole new audiences.

Appendix 1

Library service outcomes

The priorities which the library service has identified are guided by the vision and values outlined in Lancashire's draft Corporate Strategy below:

- *A child born in Lancashire today has the potential to live for over 100 years. Whilst our strategy looks up to twenty years ahead, every year we will have citizens aged from 0 to over 100. We will work for all of them to do all we can within our resources to achieve our vision.*
- *To be fair, trustworthy, ambitious and have belief in people.*

The Library service will, in promoting these as well as its own vision and values, work towards meeting the needs of all the people who live and work in Lancashire including the most vulnerable members of our society. We will recognise and celebrate the wide range of cultures which make Lancashire such a unique, vibrant and diverse county.

The way in which the service will meet its objectives and how these link in with the overall objectives of the Council, and the universal offers set out by the Society of Chief Librarians, are detailed as follows:

To Live a Healthy life

- Promoting the love of reading among the community
- Libraries meeting the needs and wellbeing of our communities

Strategic Outcome – Corporate	Lancashire Libraries Vision	Strategic Outcome – Libraries	Action; Lancashire Libraries will:-
To Live a Healthy life	Promoting a love of reading among the community Delivering against the Society of Chief Librarians reading, learning & health offers	To enable the people of Lancashire to enjoy reading for pleasure and improve their life chances	<ul style="list-style-type: none"> • Support a lifelong reading journey • Provide an excellent range of quality books, digital resources, eBooks and other materials • Provide library activities to improve literacy • Develop a love of reading to benefit health and well being • Provide reading

			friends
To Live a Healthy Life	Libraries meeting the needs and wellbeing of our communities Delivering against the Society of Chief Librarians health and information offers	Supporting our communities to be self-reliant and to stay well	<ul style="list-style-type: none"> • Be a place for the community to come together • Be the link between technology and information to help people keep well • Promote awareness and access to online health and well-being information • Support people to create a healthier, happier and more knowledgeable community

To live in a decent home in a good environment:-

- Libraries serving your needs 24/7
- Libraries as cultural and learning venues
- Ensuring a highly skilled, motivated and flexible workforce

Strategic Outcome – Corporate	Lancashire Libraries Vision	Strategic Outcome – Libraries	Action; Lancashire Libraries will:-
To live in a decent home in a good environment	Libraries serving your needs 24/7 Delivering against the Society of Chief Librarians digital learning and information offers	Provide an easy to use physical and virtual service	<ul style="list-style-type: none"> • Enable our communities to engage with the digital world • Provide easy access to validated and trusted information • Provide access to a consistently high quality service 24/7
To live in a decent home in a good environment	Libraries as cultural and learning venues Delivering	Provide flexible spaces to enjoy and explore culture and learning	<ul style="list-style-type: none"> • Provide opportunities to enjoy and explore cultural activities and

	against the Society of Chief Librarians learning offer		<ul style="list-style-type: none"> events • Provide flexible, bookable spaces for our communities • Offer a wealth of learning opportunities
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To have employment that provides an income that allows full participation in society

- Ensuring a highly skilled, motivated and flexible workforce
- Driving economic change through re-skilling, learning and digital literacy
 - Libraries working with volunteers

Strategic Outcome – Corporate	Lancashire Libraries Vision	Strategic Outcome – Libraries	Action; Lancashire Libraries will:-
To have employment that provides an income that allows full participation in society	<p>Ensuring a highly skilled, motivated and flexible workforce</p> <p>Delivering against all of the Society of Chief Librarians Universal offers</p>	Well trained, friendly staff, able to help people find what they want either independently or with support	<ul style="list-style-type: none"> • Provide learning and development opportunities • Hold recognition events to celebrate achievements • Provide staff with opportunities to voice their opinions • Keep staff well informed and supported • Develop a flexible and inclusive culture that attracts and retains the people with the right skills and attitudes.

<p>To have employment that provides an income that allows full participation in society</p>	<p>Driving economic change through re-skilling, learning and digital literacy</p> <p>Delivering against the Society of Chief Librarians digital and information offers</p>	<p>To enable the people of Lancashire to fulfil their aspirations and live independent lives</p>	<ul style="list-style-type: none"> • Provide opportunities to enhance their skills through digital literacy and learning programmes • Work with partners to deliver and signpost to learning opportunities • Provide free access to digital resources to enable people to improve and increase employability skills
<p>To have employment that provides an income that allows full participation in society</p>	<p>Libraries working with volunteers</p> <p>Delivering against the Society of Chief Librarians learning and health offers</p>	<p>Provide opportunities for volunteers to use their skills and knowledge to extend our offer and support their own wellbeing and employability</p>	<ul style="list-style-type: none"> • Have an effective recruitment process • Provide a range of opportunities for volunteers to contribute to their communities • Offer training and personal development • Provide recognition

<i>Library Planning and Needs Assessment</i>	
<i>Date last updated</i>	22 August 2016
<i>Commissioning Lead</i>	Dave Carr, Head of Service, Policy, Information and Commissioning (Start Well)

Introduction

The Planning and Needs Assessment provides an evidence base which will help to inform the future model for the provision of library services in Lancashire.

The assessment draws information, largely from existing data sources such as Lancashire Insight, to build a picture of needs of neighbourhoods across Lancashire. The assessment takes account of:

- population data such as age, population projections, ethnicity, gender and disability
- information about neighbourhoods such as population density, community cohesion, social isolation and digital accessibility
- gaps in outcomes based on the index of multiple deprivation and educational attainment
- national guidance
- the county council's draft Corporate Strategy and financial position
- information about service users and consultation feedback.

The key issues arising from the assessment are identified throughout and brought together in a closing summary. The summary sets out how our proposed offer will take account of those issues.

The offer on which we have consulted is considered to meet the needs of communities across Lancashire, ensuring that a proportionately greater level of service is available to those communities with higher levels of need but that a universal standard is available, supported by a digital, mobile, home, school and prison library service offer throughout Lancashire.

The assessment has highlighted some issues which should be considered prior to finalising our proposals. These include:

- A commitment to refresh our mobile library service routes to ensure continued locally delivered lending services to those more isolated communities who will no longer have a building based library service
- Investment in our mobile library fleet. Our proposals for the future delivery of library services in Lancashire have recognised that the mobile library service has an important role to play in ensuring that we continue to reach more rural areas of Lancashire, where people may otherwise have difficulty in accessing static library provision. Given this, it is proposed that we begin a programme of replacing the existing mobile library fleet to ensure that we are able to continue to maintain services to rural communities but to take the opportunity to invest in a fleet which will give the potential for wider community based services, such as offering public internet access from the vehicle

- Support for communities who wish to progress a building asset transfer and who also wish to establish independent community library provision.

No major issues have been identified in respect of the proposed building based provision. However, in considering final proposals we should consider the rationale for satellite service as opposed to a full library service provision in Morecambe, one of our most densely populated and deprived communities. Given the characteristics of the community around Bacup, and potential for easier reach to the south of the Rossendale District, we should consider offering a full library service provision in Bacup.

Planning and Needs Assessment		
Question ref	Question for consideration	Response
1	What is the geographical or service area that you are focusing on?	Library Service provision within the Lancashire County Council Administrative area
2	Who is your target group? <i>NB start at a wide a population as possible e.g. children 0-19 in the area or all young women aged 12- 19</i>	Under the 1964 Public Libraries and Museums Act, local authorities in England have a statutory duty to provide a comprehensive and efficient library service for all people working, living or studying full-time in the area that want to make use of it. In providing this service, local authorities must, among other things: <ul style="list-style-type: none"> • have regard to encouraging both adults and children to make full use of the library service • lend books and other printed material free of charge for those who live, work or study in the area
3	What does the local data tell you about the needs of people in your target group? How do the needs of the targeted people vary when broken down into the categories below? <i>(e.g. age, race, gender, sexual orientation, religion, learning difficulties, disabilities, looked after status, risk of criminality, geographical location, access to services)</i>	The Lancashire Population The usual resident population of the Lancashire County Council area in the 2011 Census was 1,171,339. Mid-year population estimates for 2015 indicate a population of 1,191,691. By 2039 the population of Lancashire is expected to reach 1,254,503. Age In total, there were estimated to be: 275,890 children and young people aged 0-19 361,382 adults aged 20-44 316,982 adults aged 45 to 64 237,437 adults aged 65 and over 61,000 are aged 80 and over. Areas where pensioners are most likely to live alone are generally those major centres of population in Lancashire, such as Preston, Burnley and Lancaster. However, the Barnoldswick Service

Planning and Needs Assessment		
Question ref	Question for consideration	Response
	<p>Check out the corporate Research and Consultation Database: http://lccintranet2/corporate/consultation/responses/responses.asp?siteid=5140&pageid=29003&e=e</p> <p>Living in Lancashire: http://lccintranet2/corporate/web/view.asp?siteid=2660&pageid=3544&e=e</p> <p>Social and Economic Intelligence: http://www.lancashire.gov.uk/corporate/web/?siteid=6232&pageid=36384&e=e</p> <p>JSNA: http://www.lancashire.gov.uk/corporate/web/?siteid=6101&pageid=35157&e=e</p> <p>NB: Refer to the data sources for commissioners</p>	<p>Planning Area was a notable exception identified in the Baseline Needs Assessment.</p> <p>Across Lancashire there were over 13,000 births in 2014. The highest total fertility rates (TFR) were in Pendle and Hyndburn amongst the highest rates in England and Wales. Conversely, the TFRs in Fylde and Ribble Valley of just 1.67 were among the lowest in the country.</p> <p>Source: http://www.lancashire.gov.uk/lancashire-insight/population-and-households.aspx</p> <p>Of the population aged 65 and over, almost 30,000 are aged 80 and over.</p> <p>The proportion of older people aged 65+ is highest in the following areas:</p> <ul style="list-style-type: none"> • Lytham and St Annes • Rural Wyre including towns and villages such as Garstang, Knott End and Pilling • Carnforth and the surrounding coastal area • Poulton-le Fylde and Thornton and Cleveleys • Ormskirk. <p>Although there are lower proportions of older people, areas where pensioners are most likely to live alone are generally those major centres of population in Lancashire, such as Preston, Burnley and Lancaster. However, the Barnoldswick Service Planning Area was a notable exception identified in the Baseline Needs Assessment.</p> <p>Population projections 2014 to 2039.</p> <p>The latest population projections cover the period from 2014 to 2039.</p> <p>For the county council area, the percentage increase is projected to be 5.8%, with the number expected to reach 1.253 million. The estimated increase is lower than the average for the North West (8.2%) as a whole, and well below the expected increase for England of 16.5%.</p> <p>At the district level, Hyndburn and Burnley are actually predicted to see small population decreases between 2014</p>

Planning and Needs Assessment		
Question ref	Question for consideration	Response
	<i>document (hyperlink to be inserted)</i>	<p>and 2039, whilst Chorley is the only Lancashire authorities with a projected increase in excess of 10%.</p> <p>Analysis by age for the Lancashire area reveals that decreases between 2014 and 2039 are predicted in 11 of the 13 age-groups between 0 and 64 years. From 65 onwards in contrast, there are substantial increases that become greater as the age range increases. This culminates in the oldest age group (90+) being predicted to rise by 229% in the county council area over the 25-year period.</p> <p>There is a decline in 0-9 year olds but an increase for the next ten years in the 10-14 age group, which will carry on forward through the population. It is clear that not only is the population ageing but that the proportion in the older age groups (70+) is forecast to increase at a faster rate than those in younger age groups in both the short, medium and long-term. In 2014, 20% of the Lancashire-12 population are aged 65+, by 2024, that is predicted to rise to 22% and by 2039 it is predicted to rise to 27%.</p> <p>The indications (particularly from the first set of data) are that Libraries are particularly visited by children and older people. 36% of 5-9 year olds are active library users in Lancashire. There is a tapering off in users between the ages of 16 to 34 before the numbers gradually increase again towards an "adult high point" in the 65-74 age range. 17% of over 65s are active users in the county. The service also had almost 5000 active users who are over the age of 85. Although libraries are used across the range of ages, children and early teenagers and older people may be disproportionately affected by any changes/reductions to the Service.</p> <p>Key considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • expected growth in the children and young people's population aged 10-14 • expected growth in the older people's population • higher proportions of older people in areas including Lytham and St Annes, Rural Wyre (including towns and villages such as Garstang, Knott End and Pilling), Carnforth and the surrounding coastal area, Poulton-le-Fylde, Thornton and Cleveleys and Ormskirk • higher proportions of older people living alone in Lancashire's major population centres such as Preston, Burnley and Lancaster. Analysis of Service Planning Areas also highlighted Barnoldswick as having higher proportions of pensioners living alone • Higher Total Fertility Rates in Pendle and Hyndburn (amongst the highest rates in England and Wales).

Planning and Needs Assessment		
Question ref	Question for consideration	Response
		<p>Lower Total Fertility Rates in Fylde and Ribble Valley (among the lowest in the country)</p> <ul style="list-style-type: none"> • Projected population increases in Chorley (higher than the North West or England average). <p>Ethnicity</p> <p>The largest ethnic group identified in the 2011 Census was white (92%). The black and minority ethnic (BME) group made up 8% of the population. Numerically, there were over 90,000 black and minority ethnic people in the county.</p> <p>The 2011 Census indicated that within Lancashire, Pendle and Preston had one in five people (20%) who were black and minority ethnic. In Burnley and Hyndburn the rate was 12%. In Rossendale, whilst the percentage of BME was lower than in these four districts, it was still above the rate of other districts at 6%. Similarly in Lancaster the BME population was just over 4%.</p> <p>The numbers of people who are black or minority ethnic were by far the greatest in Preston, where there were almost 28,000. In Pendle there was a BME population of 18,000. A further 11,000 and 10,000 BME people live in Burnley and Hyndburn respectively. Numbers were lower, but remain of note, in Lancaster (6,000) and Rossendale (4,200). Chorley and South Ribble had just over 3,000 BME people each.</p> <p>Together there were almost 67,000 BME people in Preston, Pendle, Burnley and Hyndburn. These 67,000 people were three-quarters of the Lancashire-12 area's BME population, whereas the total population of these districts makes-up a third of the total Lancashire population.</p> <p>Asian/Asian British was the largest minority ethnic group in Lancashire and just over 71,000 in Lancashire. It should be noted that this group now includes Chinese people, whereas in 2001 they were in the "other" ethnic group. The second largest minority ethnic group was mixed race. There were almost 13,000 mixed race people lived in Lancashire. The black/black British population numbered just over 4,000 in Lancashire.</p> <p>Source: http://www.lancashire.gov.uk/lancashire-insight/population-and-households/population-and-households-2011-census/population-by-ethnicity.aspx</p>

Planning and Needs Assessment		
Question ref	Question for consideration	Response
		<p>Key considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • Three quarters of Lancashire's BME community live within Preston, Pendle, Burnley and Hyndburn. <p>Gender</p> <p>Mid-year population estimates for 2015 suggest a population of 587,774 males (49%) and 603,917 females (51%). The gender balance is relatively even other than the population aged 80 and over, where the percentage who are female increases significantly.</p> <p>Source: http://www.lancashire.gov.uk/lancashire-insight/population-and-households.aspx</p> <p>222,689 registered users are female (55%) and 175,303 are male (45%).</p> <p>Key considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • No significant implications. <p>Disability</p> <p>In 2012 there were an estimated 74,743 adults living with a moderate or serious physical disability in Lancashire. This figure is predicted to rise by around 1.2% to 75,621 by 2030. Healthy or disability-free life expectancy (where health is described as good) was 61.1 years for males and 63.1 years for women in 2012-14. Life expectancy for males was 78.5 years and for females 82.1 years in the same period. Disability-free life expectancy for males is significantly worse than the England average.</p> <p>The mean percentage of disabled children in English local authorities has been estimated to be between 3.0 percent and 5.4 percent. If applied to the population of Lancashire this would equate to between 6,908 and 12,434 children experiencing some form of disability.</p>

Planning and Needs Assessment																												
Question ref	Question for consideration	Response																										
		<p>Data source: http://www.lancashire.gov.uk/lancashire-insight/health-and-care/disability.aspx</p> <p>10,467 registered library users have declared they have a disability (2.6% of total users).</p> <p>The highest proportions of people whose "activities are limited a lot" are in some of our more deprived communities – Fleetwood, Morecambe, Burnley, Hyndburn and Nelson and Brierfield.</p> <p>Key considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • A significant number of Lancashire's population, including children and young people, will experience some form of disability • The highest proportions of people whose "activities are limited a lot" are in some of our more deprived communities – Fleetwood, Morecambe, Burnley, Hyndburn and Nelson and Brierfield. <p>Population Density</p> <p>At a District level, the most densely populated area of Lancashire is Hyndburn with a population density in excess of 1,000 people per square kilometer, followed by Preston and South Ribble with population densities of just under 1000 people per square kilometer. Ribble Valley, with 100 people per square kilometre, was by far the least densely populated authority in the county.</p> <table border="1"> <thead> <tr> <th>Area and population density, 2014</th> <th>Area (km2)</th> <th>Population (thousands of people)</th> <th>Population density (people per km2)</th> </tr> </thead> <tbody> <tr> <td>Area</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Burnley</td> <td>111</td> <td>87,291</td> <td>786</td> </tr> <tr> <td>Chorley</td> <td>203</td> <td>111,607</td> <td>550</td> </tr> <tr> <td>Fylde</td> <td>166</td> <td>77,042</td> <td>464</td> </tr> <tr> <td>Hyndburn</td> <td>73</td> <td>80,208</td> <td>1,099</td> </tr> </tbody> </table>			Area and population density, 2014	Area (km2)	Population (thousands of people)	Population density (people per km2)	Area				Burnley	111	87,291	786	Chorley	203	111,607	550	Fylde	166	77,042	464	Hyndburn	73	80,208	1,099
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Planning and Needs Assessment					
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		Lancaster	576	141,277	245
		Pendle	169	89,840	532
		Preston	142	140,452	989
		Ribble Valley	583	58,091	100
		Rossendale	138	69,168	501
		South Ribble	113	109,077	965
		West	347	111,940	323
		Lancashire			
		Wyre	283	108,742	384
		Lancashire	2,903	1,184,735	408
		Data source: http://www.lancashire.gov.uk/lancashire-insight/population-and-households.aspx			
		At MSOA Level, the most densely populated areas of Lancashire are within the Districts of Lancaster (Lancaster and Morecambe), Pendle (Nelson), Preston (Central Preston), Wyre (Fleetwood, Cleveleys), Hyndburn (Accrington, Oswaldtwistle), Burnley (Rose Hill, Rose Grove, Central Burnley) and West Lancashire (Digmoor).			
		Data source: https://data.gov.uk/dataset/population_density			
		79% of Lancashire's population live in an urban area as defined by ONS. http://www.lancashire.gov.uk/lancashire-insight/environment/urban-and-rural-definitions.aspx			
		There are significant geographical areas of Lancashire which are characterised by rurality including:			
		<ul style="list-style-type: none"> • Bowland including villages such as Slaidburn and Dunsop Bridge • Rural Fylde including villages such as Inskip and Elswick • Rural Lancaster including villages such as Quernmore, Borwick, Claughton, Hornby, Arkholme, Tunstall and Ireby • Rural West Lancashire including villages such Burscough and Scarisbrick 			

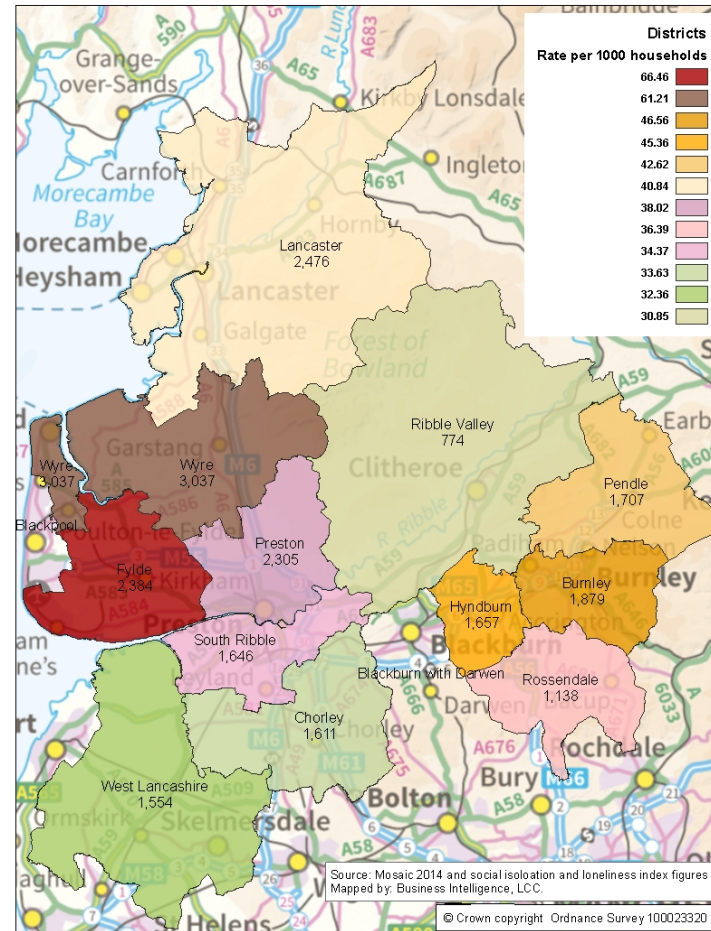
Planning and Needs Assessment		
Question ref	Question for consideration	Response
		<ul style="list-style-type: none"> Rural Wyre including villages such as Hambleton, Knot end and Calder Vale <p>Data Source Geographic Barriers to Housing and Services http://dashboards.instantatlas.com/viewer/report?appid=03fe06dc7fe54861b3c0c62830c80332&authid=qP0131OBCPrK4F1N</p> <p>Key considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> Within the resources available it will not be possible to have a building based library service which is easily accessible to all people within Lancashire The most densely populated areas of Lancashire are Hyndburn, Preston and South Ribble. Ribble Valley was by far the least densely populated authority in the County. At MSOA level the most densely populated areas of Lancashire are Lancaster (Lancaster and Morecambe), Pendle (Nelson), Preston (Central Preston), Wyre (Fleetwood, Cleveleys), Hyndburn (Accrington, Oswaldtwistle), Burnley (Rose Hill, Rose Grove, Central Burnley) and West Lancashire (Digmoor) Significant areas of Lancashire a characterised by rurality. <p>Community Cohesion</p> <p>There is limited data on community cohesion within Lancashire. Poverty can be and often is, a causal factor in diminishing opportunities for people (access to training / jobs / services etc). This has the potential for resentments to build up especially if a community believes services are skewed to another group. Poor community cohesion can also be a causal factor in social isolation.</p> <p>In urban parts of Nelson and Hyndburn the risks associated with perceptions of Central Government initiatives such as the Prevent agenda and the Out of School Settings consultation, which the Muslim community feel is targeted at them, are leading to increasing tensions and concerns that may further isolate the Muslim community (leading to "parallel lives" and less integration).</p> <p>In parts of Burnley there is an ongoing reality of 'parallel lives'. One expression of this is the continuing trend</p>

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		<p>towards increased segregation in the school rolls, which, in part, is linked to the differential make up of different wards in terms of ethnicity.</p> <p>One measure of community cohesion is numbers of recorded hate crimes. In 2014/15 there were 881 hate crimes in the Lancashire-14 area, 69% were due to race, 7% religion, 13% sexual orientation, 10% disability and 2% transgender. Preston records the highest number of hate crimes in the county. http://www.lancashire.gov.uk/lancashire-insight/community-safety/overview.aspx</p> <p>A living in Lancashire survey conducted in 2014 found that around three-fifths of respondents (61%) agreed that people from different backgrounds integrate well with each other in their local area. Nearly nine out of ten respondents (89%) agreed that they personally feel part of British society. 14% of respondents said that either they or someone close to them had been hate-related verbally abused and 2% physically abused in the past two years. This figure goes up for BME respondents (39% verbally abused), those who live in Burnley (30% verbally abused) and those in socio-economic group DE (7% physically abused). http://www3.lancashire.gov.uk/corporate/consultation/responses/response.asp?ID=238</p> <p>In the context of the EU referendum outcome, there are ongoing risks associated with poor community cohesion in many parts of Lancashire.</p> <p>Key considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • There are risks of poor community cohesion across Lancashire but potentially greater in urban areas of Nelson, Hyndburn and Burnley and Preston. <p>Social Isolation</p> <p>The county council has undertaken work to estimate the number of households with a high likelihood of socially isolated occupants. To calculate the relative risk each household was given a relative score based on their Mosaic type. The values were developed based on 14 risk factors. There are estimated to be 22,166 households in Lancashire with the highest risk of being socially isolated, or 4.6% of all households (based on Mosaic 2014). The highest estimated number of socially isolated households at relative risk are found in Fylde and the highest rate</p>

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<i>Question ref</i>	<i>Question for consideration</i>	<i>Response</i>
		per 1,000 households are found in Wyre. The lowest estimated number of socially isolated households and lowest rate per 1,000 households are found in Ribble Valley.

Question ref	Question for consideration	Response
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Social Isolation index (Mosaic 2014) - Districts
Number of households at risk per 1,000 households
Labels are district name and estimated number of households



Planning and Needs Assessment		
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		<p>Key considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> The highest estimated rate per 1,000 socially isolated households is in Fylde. The highest estimated number of socially isolated households at relative risk are in Wyre. The lowest estimated number of socially isolated households and lowest rate per 1,000 households are found in Ribble Valley. <p>Digital Accessibility</p> <p>People who do not have the internet at home were asked why in the Ofcom Communications Consumer Panel in 2012.</p> <p>Most give reasons relating to a lack of interest. The next most likely reason for not intending to get internet access relates to cost, followed by reasons relating to ownership / availability, typically that they do not have a computer, with some saying that they do not have a landline telephone. Those who do not intend to get the internet at home then give reasons that relate to knowledge, typically that they don't know how to use a computer.</p> <p>Members of Lancashire County Council residents' panel, Living in Lancashire, were asked whether that had access to the internet at home. There are currently around 2,500 members of the panel. All members are asked this question when they join.</p> <p>In 2013 almost three-quarters of panel members had internet access at home and a quarter did not. Rates were closer to just two-thirds of panel members in Pendle, Hyndburn, Preston and Burnley.</p> <p>Younger people aged 16 – 24 were more likely to have it than people aged 60+ (nine in ten compared to less than six in ten). Similarly, higher socio-economic groups (A and B) were more likely than lower groups (D and E) to have internet access at home (nine in ten compared to less than six in ten).</p> <p>Eight in ten owner occupiers had internet access at home compared to just four in ten social housing tenants. People in work were also much more likely than others to have access at home (nine in ten compared to less than six in ten).</p>

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		<p>Differences between the genders and white and other ethnic groups were minimal. It is however noticeable that people with a disability are less likely than those without to have internet access at home (57% compared to 85%).</p> <p>Broadband coverage</p> <p>Phase 2 of the superfast broadband programme will ensure that around 95% of Lancashire premises will have access to Superfast Broadband (based upon commercial programme delivering to target) by March 2016, ahead of the national target.</p> <p>By the end of Phase 2 Lancashire Superfast rollout it is envisaged that approximately 99% of premises in Lancashire will have access to Superfast Broadband services (again taking into account commercial delivery). This will be ahead of the national target of 97% by end 2017.</p> <p>Lancashire County Council in conjunction with Broadband Delivery UK (BDUK), are delivering a Satellite Broadband Subsidy Scheme, for those premises who cannot access an affordable broadband service (min 2mbps) and are unlikely to benefit from the Superfast programme as currently planned.</p> <p>Broadband coverage should not be a significant barrier to digital access in Lancashire.</p> <p>The 2015 Go ON UK Digital Exclusion Heatmap has been developed with support from the BBC as part of their Make It Digital and wider digital literacy initiatives, the Local Government Association and The London School of Economics and Political Science, using fresh insight into Basic Digital Skills in association with Lloyds Banking Group. - See more at: https://doteveryone.org.uk/resources/heatmap/undefined/resources/heatmap/undefined/resources/heatmap/undefined/resources/heatmap/?area=Sefton&metric=access#sthash.MMVLaOQz.dpuf</p>

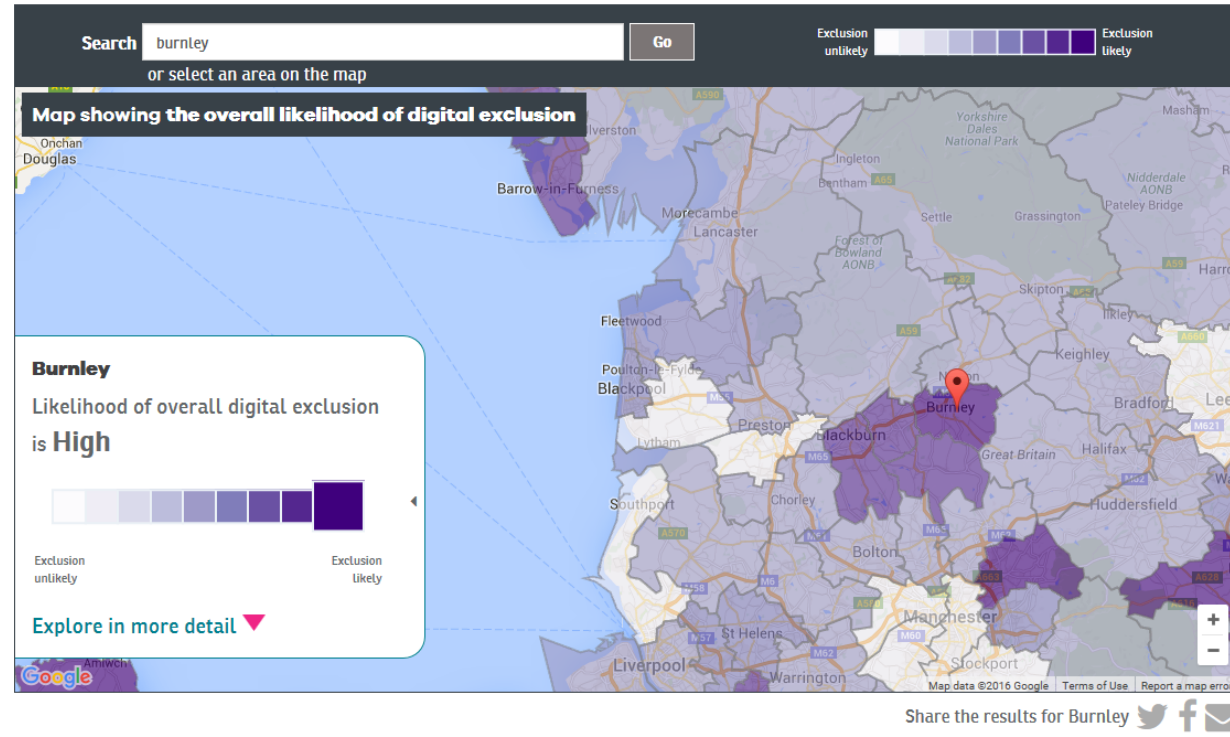
Question ref

Question for consideration

Response

Digital Exclusion Heatmap

Exploring exclusion from a digital United Kingdom



The risk of digital exclusion is considered to be medium to low across most parts of Lancashire. The notable exception is Burnley, where the risk is considered to be high.

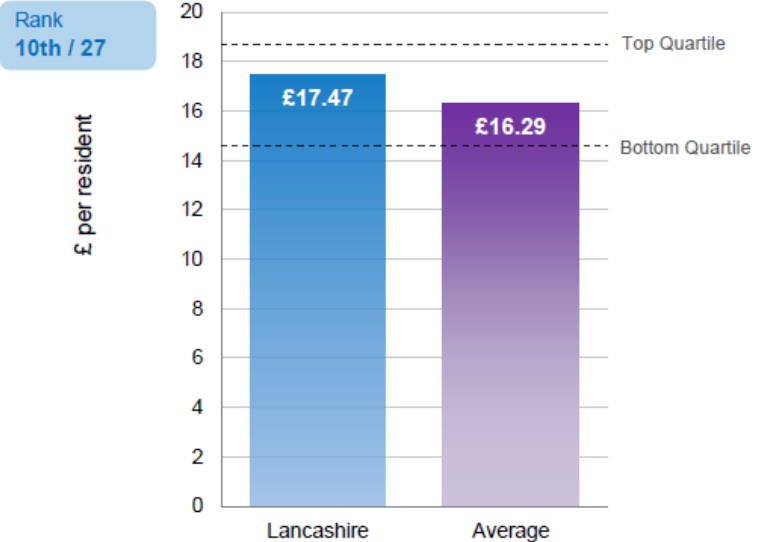
Key considerations for a comprehensive and efficient library service

- In most areas of Lancashire, people are not generally at high risk of digital exclusion.

Planning and Needs Assessment		
Question ref	Question for consideration	Response
		<p>The vast majority of people in Lancashire have access to broadband infrastructure</p> <ul style="list-style-type: none"> • Burnley is highlighted as a neighbourhood with a high risk of digital exclusion, primarily because of the relatively low level of digital skills • People at risk of exclusion (older people, people with disabilities, people in social housing) are less likely to have access to the internet at home • People from lower socio-economic groups are less likely to have broadband access at home • People without jobs are less likely to have broadband access at home • Those who do not intend to get the internet at home then give reasons that relate to knowledge, typically that they don't know how to use a computer.
4	<p>Are there any recent socio-economic trends that may not yet be revealed in the data available that you need to consider? (e.g. large scale job losses in the locality affecting families)</p>	No
5	<p>How do you compare with your geographical and statistical neighbours?</p>	<p>Comparisons focus on the level of spend and accessibility indicators.</p> <p>Spending</p> <p>The national LG Futures financial intelligence report 2015 provides the most recently available benchmarking data set out below.</p>

Question ref	Question for consideration	Response																																				
		<p>Cultural and Related Services</p> <p>Nearest Neighbour Comparison</p> <p>For Cultural and Related Services, Lancashire's unit costs were 8.1% higher than the nearest neighbour average, and ranked 5th highest in the group.</p> <p>Chart 16 - Unit Costs for Cultural and Related Services (NN Group)</p> <table border="1"> <caption>Data for Chart 16 - Unit Costs for Cultural and Related Services (NN Group)</caption> <thead> <tr> <th>County</th> <th>Unit Cost (£ per resident)</th> </tr> </thead> <tbody> <tr><td>Lincolnshire</td><td>22.0</td></tr> <tr><td>Worcestershire</td><td>21.0</td></tr> <tr><td>Kent</td><td>19.5</td></tr> <tr><td>Norfolk</td><td>18.5</td></tr> <tr><td>Lancashire</td><td>17.5</td></tr> <tr><td>Staffordshire</td><td>17.0</td></tr> <tr><td>Nottinghamshire</td><td>16.5</td></tr> <tr><td>North Yorkshire</td><td>16.0</td></tr> <tr><td>Derbyshire</td><td>15.5</td></tr> <tr><td>Suffolk</td><td>15.5</td></tr> <tr><td>Cumbria</td><td>15.5</td></tr> <tr><td>Devon</td><td>14.5</td></tr> <tr><td>Essex</td><td>14.5</td></tr> <tr><td>Northamptonshire</td><td>13.5</td></tr> <tr><td>Warwickshire</td><td>10.5</td></tr> <tr><td>Gloucestershire</td><td>9.0</td></tr> <tr><td>NN Average</td><td>16.0</td></tr> </tbody> </table>	County	Unit Cost (£ per resident)	Lincolnshire	22.0	Worcestershire	21.0	Kent	19.5	Norfolk	18.5	Lancashire	17.5	Staffordshire	17.0	Nottinghamshire	16.5	North Yorkshire	16.0	Derbyshire	15.5	Suffolk	15.5	Cumbria	15.5	Devon	14.5	Essex	14.5	Northamptonshire	13.5	Warwickshire	10.5	Gloucestershire	9.0	NN Average	16.0
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		<p>A detailed breakdown of unit costs relative to the nearest neighbour average, is provided in the table below.</p> <p style="text-align: center;">Table 13 - Unit Costs for Cultural and Related Services (NN Group)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="background-color: #0070C0; color: white;">Service Area</th> <th rowspan="2" style="background-color: #0070C0; color: white;">Budget 2015/16 (£m)</th> <th colspan="2" style="background-color: #0070C0; color: white;">Unit cost</th> <th colspan="2" style="background-color: #0070C0; color: white;">Difference from average</th> <th rowspan="2" style="background-color: #0070C0; color: white;">Rank (1=high)</th> <th rowspan="2" style="background-color: #0070C0; color: white;">Units</th> </tr> <tr> <th style="background-color: #0070C0; color: white;">Your authority (£ per unit)</th> <th style="background-color: #0070C0; color: white;">Group average (£ per unit)</th> <th style="background-color: #0070C0; color: white;">(%)</th> <th style="background-color: #0070C0; color: white;">(std. dev.)</th> </tr> </thead> <tbody> <tr> <td>Culture and Heritage</td> <td style="text-align: right;">4.083</td> <td style="text-align: right;">3.45</td> <td style="text-align: right;">1.64</td> <td style="text-align: right;">110.3%</td> <td style="text-align: right;">+1.12</td> <td style="text-align: center;">●</td> <td>4th / 16 Residents (all)</td> </tr> <tr> <td>Library Service</td> <td style="text-align: right;">14.226</td> <td style="text-align: right;">12.01</td> <td style="text-align: right;">11.32</td> <td style="text-align: right;">6.1%</td> <td style="text-align: right;">+0.31</td> <td style="text-align: center;">●</td> <td>6th / 16 Residents (all)</td> </tr> <tr> <td>Open Spaces</td> <td style="text-align: right;">1.591</td> <td style="text-align: right;">5.48</td> <td style="text-align: right;">4.61</td> <td style="text-align: right;">18.8%</td> <td style="text-align: right;">+0.25</td> <td style="text-align: center;">●</td> <td>7th / 16 LA Area (Hectares)</td> </tr> <tr> <td>Recreation and Sport</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.43</td> <td style="text-align: right;">-100.0%</td> <td style="text-align: right;">-0.80</td> <td style="text-align: center;">●</td> <td>12th= / 16 Residents (all)</td> </tr> <tr> <td>Other Cultural and Related Services</td> <td style="text-align: right;">0.786</td> <td style="text-align: right;">0.66</td> <td style="text-align: right;">1.15</td> <td style="text-align: right;">-42.3%</td> <td style="text-align: right;">-0.81</td> <td style="text-align: center;">●</td> <td>14th / 16 Residents (all)</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">20.686</td> <td style="text-align: right;">17.47</td> <td style="text-align: right;">16.16</td> <td style="text-align: right;">8.1%</td> <td style="text-align: right;">+0.40</td> <td style="text-align: center;">●</td> <td>5th / 16 Residents (all)</td> </tr> </tbody> </table>	Service Area	Budget 2015/16 (£m)	Unit cost		Difference from average		Rank (1=high)	Units	Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)	Culture and Heritage	4.083	3.45	1.64	110.3%	+1.12	●	4th / 16 Residents (all)	Library Service	14.226	12.01	11.32	6.1%	+0.31	●	6th / 16 Residents (all)	Open Spaces	1.591	5.48	4.61	18.8%	+0.25	●	7th / 16 LA Area (Hectares)	Recreation and Sport	0.000	0.00	0.43	-100.0%	-0.80	●	12th= / 16 Residents (all)	Other Cultural and Related Services	0.786	0.66	1.15	-42.3%	-0.81	●	14th / 16 Residents (all)	Total	20.686	17.47	16.16	8.1%	+0.40	●	5th / 16 Residents (all)
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		<p>England Comparison</p> <p>Compared to other authorities across England, Lancashire's unit costs were 7.3% higher than average. Overall, its unit costs were ranked 10th highest out of 27 comparable authorities, as illustrated in the accompanying chart.</p> <p>Chart 17 - Unit Costs for Cultural and Related Services (All Comparable Authorities)</p>  <p>Rank 10th / 27</p> <table border="1"> <caption>Data from Chart 17</caption> <thead> <tr> <th>Category</th> <th>Unit Cost (£ per resident)</th> </tr> </thead> <tbody> <tr> <td>Lancashire</td> <td>£17.47</td> </tr> <tr> <td>Average</td> <td>£16.29</td> </tr> </tbody> </table> <p>Source: LG Futures Financial Intelligence Report 2015/16</p>	Category	Unit Cost (£ per resident)	Lancashire	£17.47	Average	£16.29
Category	Unit Cost (£ per resident)							
Lancashire	£17.47							
Average	£16.29							

Planning and Needs Assessment		
Question ref	Question for consideration	Response
		<p>Key considerations for a comprehensive and efficient library service</p> <ul style="list-style-type: none"> • LG Futures benchmarking indicates the budget for Library Services in 2015/16 was 6.1% higher than the average for comparator authorities • LG Futures benchmarking indicates bottom quartile spend for cultural services is around 80% of the 2015/16 cultural services budget <p>Accessibility</p> <p>Although there is no definition of an acceptable level of reach for library services in England, the national standards set by the Welsh Government provide a useful basis for comparison.</p> <p>The Welsh standards are set out below:</p>

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Question ref	Question for consideration	Response												
		<table border="1"> <thead> <tr> <th>Population density</th> <th>% of households</th> <th>Distance from library</th> </tr> </thead> <tbody> <tr> <td>20 or more persons per hectare:</td> <td>At least 95%</td> <td>within 2 miles of a static service point</td> </tr> <tr> <td>Between 1.1 and 19.9 persons per hectare:</td> <td>At least 75%</td> <td>within 2.5 miles (or 10 minutes travelling time by public transport) of a static service point, or within ¼ mile of a mobile library stop</td> </tr> <tr> <td>1.0 person or fewer per hectare:</td> <td>At least 70%</td> <td>within 3 miles (or 15 minutes travelling time by public transport) of a static service point, or within ¼ mile of a mobile library stop</td> </tr> </tbody> </table> <p>It would be wrong to conclude that the above reach constitutes a minimum standard for Lancashire but does provide some useful context against which proposed provision can be considered. Lancashire's proposed configuration which is being consulted upon meets this level of reach.</p> <ul style="list-style-type: none"> • at least 95% of people living in densely populated areas would live within 2 miles of a proposed Neighbourhood Centre library or satellite service (a static service point) • at least 90% of people living in medium density populated areas would live within 2.5 miles of a proposed Neighbourhood Centre library or satellite service or 0.25 miles of a mobile library stop. • at least 70% of people living in sparsely populated areas would live within 3 miles of a proposed Neighbourhood Centre library or satellite service or within 0.25 miles of a mobile library stop. 	Population density	% of households	Distance from library	20 or more persons per hectare:	At least 95%	within 2 miles of a static service point	Between 1.1 and 19.9 persons per hectare:	At least 75%	within 2.5 miles (or 10 minutes travelling time by public transport) of a static service point, or within ¼ mile of a mobile library stop	1.0 person or fewer per hectare:	At least 70%	within 3 miles (or 15 minutes travelling time by public transport) of a static service point, or within ¼ mile of a mobile library stop
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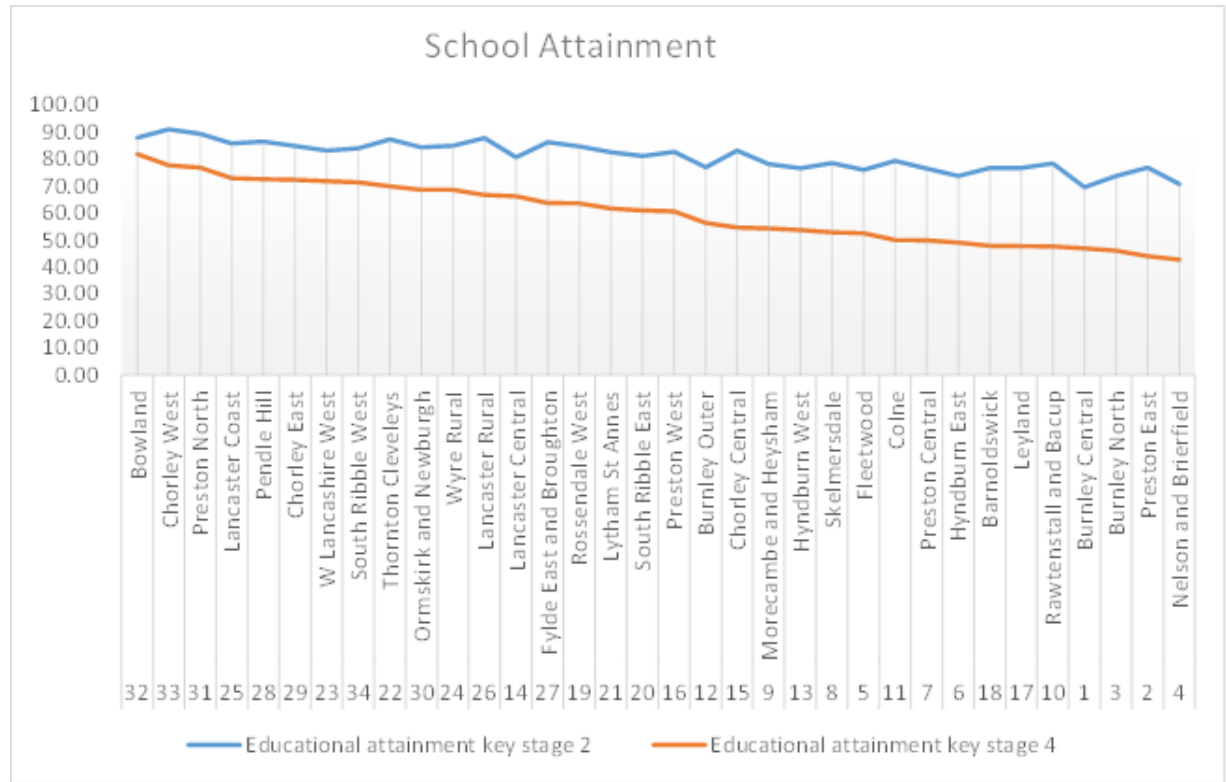
Planning and Needs Assessment		
Question ref	Question for consideration	Response
		<p>Considerations for a comprehensive and efficient library service</p> <ul style="list-style-type: none"> • A comprehensive service does not mean that every resident lives close to a library • Comprehensive means delivering 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. • Decisions about the Service must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the County • Lancashire's proposed provision currently being consulted on exceeds the Welsh Government Standards.
6	What are the gaps in outcomes for your target group compared with the population in Lancashire and/ or in England?	<p>Index of Multiple Deprivation</p> <p>There are wide variations in levels of income, wealth and health across the county. In more rural areas social exclusion exists side-by-side with affluence and a high quality of life. Several districts have small pockets of deprivation, but there are also larger areas of deprivation, particularly in East Lancashire, Morecambe, Skelmersdale and parts of Preston.</p> <p>Lancashire is ranked 87, out of 152 upper tier local authorities which puts the county in the middle ground (3rd quintile, 57%), where one is the most deprived. The lowest ranking for the domains is 46 for health and disability and highest is 136 for barriers to housing and services. This hasn't changed significantly from the 2010 IMD.</p> <p>Burnley is the most deprived district within Lancashire, with a rank of average rank of 17, where one is the most deprived and 326 is the least. Hyndburn (28th) and Pendle (42nd) are also in the top 20% most deprived authority areas in the country. Ribble Valley (290th) is the only district within the top 20% least deprived authority areas in the country. Health deprivation and disability is an area in which the county does particularly poorly. Burnley is ranked six and Hyndburn seventh most deprived on this indicator.</p> <p>The most deprived communities, based on a review of Service Planning Areas within Lancashire are:</p>

Planning and Needs Assessment		
Question ref	Question for consideration	Response
		<ul style="list-style-type: none"> • Burnley Central • Preston East • Burnley North • Nelson and Brierfield • Fleetwood • Hyndburn East • Preston Central • Skelmersdale • Morecambe and Heysham • Rawtenstall and Bacup • Colne • Burnley Outer • Hyndburn West <p>The geographical areas covered by these service planning areas includes the majority of wards within Lancashire that are in the 10% most deprived nationally with the exception of Broadfield in Leyland and Skerton in Lancaster.</p> <p>Data Source: http://dashboards.instantatlas.com/viewer/report?appid=716ba78f337c487ba22e8d0844951280&authid=VYwLbCvm6BZNHlur</p> <p>Considerations for a comprehensive and efficient library service</p> <ul style="list-style-type: none"> • Library services must provide appropriate library services to help reduce health inequalities in the most deprived communities in Lancashire ie Burnley, Preston, Nelson and Brierfield, Fleetwood, Accrington and Oswaldtwistle, Skelmersdale, Morecambe and Heysham, Rawstenstall and Bacup, Colne, Leyland and Lancaster.

Question ref	Question for consideration	Response
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Educational attainment

This graph shows that the gap between performance at Key Stage 2 and performance at Key Stage 4 widens significantly in the worst performing communities compared to the best performing communities. A priority for the County Council is to narrow this gap.



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Question ref	Question for consideration	Response
		<p>Considerations for a comprehensive and efficient library service</p> <ul style="list-style-type: none"> • Library services must provide appropriate library services to help narrow the education attainment gap, focussed on communities including: <ul style="list-style-type: none"> ○ Nelson and Brierfield ○ Preston East ○ Burnley North ○ Burnley Central ○ Rawtensall and Bacup ○ Leyland ○ Barnoldswick
7	<p>What legislation/ guidance/ strategies/ plans are guiding you? <i>(list all relevant)</i></p> <p>What must be done to adhere with this legislation/ guidance/ strategies/ plans?</p>	<p>Legislation</p> <p>Public libraries in England are a statutory service. Under the 1964 Public Libraries and Museums Act, local authorities in England have a statutory duty to provide a comprehensive and efficient library service for all people working, living or studying full-time in the area that want to make use of it. Local authorities have the power to offer wider library services beyond the statutory service to other user groups.</p> <p>In providing this service, local authorities must, among other things:</p> <ul style="list-style-type: none"> • have regard to encouraging both adults and children to make full use of the library service • lend books and other printed material free of charge for those who live, work or study in the area <p>Other legal obligations to consider include:</p> <ul style="list-style-type: none"> • Equality Act 2010 and section 149: Public Sector Equality Duty • Best Value Duty 2011 guidance

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		<ul style="list-style-type: none"> • Localism Act 2011 • Judicial Reviews <p>National guidance</p> <p>More information on the legislative framework and points to consider if a library service is being reviewed, including factors that will be considered by the Secretary of State in deciding whether to order an inquiry, can be found in the guidance, Libraries as a statutory service, that was published alongside the Taskforce's Libraries shaping the future: good practice toolkit. The information contained in that guidance is not a statement of government policy but provided to help guide local authorities and others.</p> <p>Other helpful guidance includes the Society of Chief Librarian (SCL) Universal Offers</p> <p>County Council Draft Corporate Strategy</p> <p>Corporate Strategy outcomes;</p> <ul style="list-style-type: none"> • Strategic outcome - To have employment that provides an income that allows full participation in society • Strategic outcome - To live in a decent home in a good environment • Strategic outcome - To live a healthy life <p>Budget</p> <p>The county council continues to face an unprecedented financial challenge. Over the next five years to 2020/21 the council needs to make savings of £262m on top of those agreed within previous budget processes. This extremely difficult financial picture is the result of continued cuts in funding by Government, rising costs and rising demand for key services.</p> <p>Based on current spending and forecast demand for services, the council will not have sufficient financial</p>

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		<p>resources to meet its statutory obligations by April 2018, even if we no longer continue to deliver any of the non-statutory services. The council will need to rely heavily on reserves in order to set a balanced budget for 2016/17 and 2017/18.</p> <p>Lancashire County Council will continue to provide a library service for the communities of Lancashire. Our vision of the library service for Lancashire is a place for people across generations to use for personal and community wellbeing, which offers flexible, physical, virtual, creative, spaces for the community. They will promote access to and use of the resources needed to encourage personal development, learning and community engagement.</p> <p>These spaces will be developed in response to individual community need. We are passionate about creating opportunities which give people the potential to develop in areas they choose themselves. These physical flexible spaces will be used to promote learning, arts, performance, social activity, digital inclusion, families, heritage and wellbeing. The spaces we aim to provide will enable our communities to enjoy an environment which has been tuned to their needs. The spaces need to be safe for everyone and comfortable.</p> <p>Alongside our review of Library Services, in November 2015, the council's Cabinet agreed a new Property Strategy, which identified a list of all of the buildings the council currently delivers services from. We then began a review to see how the council could reduce the amount of money it spends on providing services from so many different places, with the aim of identifying which buildings should continue to be used in the future. The proposals we will be consulting on are as a result of that review and mean that all of the services above will still be available, but at fewer locations than they are now.</p> <p>Considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • in determining whether to order an inquiry, the Secretary of State gives consideration to a number of factors, including: <ul style="list-style-type: none"> ○ whether there is any serious doubt or uncertainty as to whether the local authority is (or may cease to be) complying with its legal obligation to provide a comprehensive and efficient library service ○ whether the local authority appears to be acting in a careless or unreasonable way ○ whether the decision is or may be outside the proper bounds of the local authority's discretion,

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		<p><i>such as a capricious decision to stop serving a particularly vulnerable group in the local community</i></p> <ul style="list-style-type: none"> ○ <i>whether the local authority appears to have failed to consult affected individuals or to carry out significant research into the effects of its proposals</i> ○ <i>whether the local authority has failed to explain, analyse or properly justify its proposals</i> ○ <i>whether the local proposals are likely to lead to a breach of national library policy</i> ○ <i>the advantages of local decision making by expert and democratically accountable local representatives</i> ○ <i>whether there is any further good reason why a local inquiry should be ordered</i> <ul style="list-style-type: none"> ● <i>Feedback from the current consultation must be considered prior to any decision about either library service provision or the properties from which buildings based library services are considered.</i>
8	What do we know about current service users?	<p>Lancashire's libraries play an important role in the lives of individuals and communities. With more than 93,500 visits to our libraries each week, library visits represent the largest regular voluntary interaction the County Council enjoys with individual members of the community. Every year:</p> <ul style="list-style-type: none"> ● more 374,700 information enquiries are answered ● 4.9 million items are loaned ● 5491 cultural, learning, reading and community events are delivered ● 832,682 sessions on public library computer ● 70,174 visits to the Online Reference Library ● 316,946 visits to the eBook and eAudiobook download library ● 1,473,938 website visits. <p>The service is also connected to many organisations, both big and small, and in many ways - from providing</p>

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meeting rooms to being commissioned to deliver specific services.

The attraction of working with libraries for many organisations lies in their wide local reach, the neutrality and trust people place in the service, and the sheer quantity of face-to-face contacts libraries enjoy with the whole community.

The profile of our customers across the county closely matches the profile of Lancashire’s population. More than 42% of all Lancashire residents hold a library card.

Service information has been identified relating to the protected characteristics of age, disability, gender and ethnicity of library users.

Age

The age data comes from information on active library users (ie those who had visited or obtained material from a library) for the 2014/15 period). It is as follows:

Age (years)	2015 MYE Population of Lancashire 12	Library users	Proportion
0-4	68,947	8,981	13%
5-9	70,551	25,665	36%
10-15	78,191	21,741	28%
16-24	138,273	8,886	6%
25-34	140,541	10,640	8%
35-44	140,769	13,254	9%
45-54	171,833	13,983	8%
55-64	145,149	16,062	11%
65-74	131,949	21,858	17%

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		75-84	75,683	13,736 18%												
		85+	29,805	5,032 17%												
		Unknown		4,446												
		Total		164,248												
		<p>A separate active borrowers data which uses fewer categories and may indicate transactions as it relates mainly to exemptions for loans and other charges provides an age profile of:</p> <table border="0"> <tr> <td>Junior under 12</td> <td>406,429</td> </tr> <tr> <td>Junior 12-14</td> <td>74,106</td> </tr> <tr> <td>Junior 15</td> <td>12,660</td> </tr> <tr> <td>Adult 16-17</td> <td>18,607</td> </tr> <tr> <td>Adults 18 and over</td> <td>474,058</td> </tr> <tr> <td>Adults 65 and over</td> <td>327,264</td> </tr> </table> <p>The indications (particularly from the first set of data) are that Libraries are particularly visited by children and older people. 36% of 5-9 year olds are active library users in Lancashire. There is a tapering off in users between the ages of 16 to 34 before the numbers gradually increase again towards an "adult high point" in the 65-74 age range. 17% of over 65s are active users in the county. The service also had almost 5000 active users who are over the age of 85. Although libraries are used across the range of ages, children and early teenagers and older people may be disproportionately affected by any changes/reductions to the Service.</p> <p>The figures for gender, disability and ethnicity are based on 397,992 registered public users of the library service – there are 495,418 people registered but information is not given by almost 20% of those registered.</p> <p>Gender</p> <p>222,689 registered users are female and 175,303 are male.</p> <p>Disability</p>			Junior under 12	406,429	Junior 12-14	74,106	Junior 15	12,660	Adult 16-17	18,607	Adults 18 and over	474,058	Adults 65 and over	327,264
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		<p>There is data available for both active borrowers and registered public users of the library service. In this area, people may appear both in terms of having a disability and again in particular impairment categories which are used – ie a visually impaired person may be counted as both being visually impaired and as being a disabled person but it is unclear in how many instances this happens, if at all. The information does give an indication of usage by the disability protected characteristic which is of use. The active borrowers information identifies</p> <table> <tr> <td>16-17 year old borrower/transactions with a disability</td> <td>27</td> </tr> <tr> <td>disabled borrowers/transactions aged over 18</td> <td>16,386</td> </tr> </table> <p>It separately categorises:</p> <table> <tr> <td>Blind children under 12</td> <td>21</td> </tr> <tr> <td>Blind 12-14 year olds</td> <td>19</td> </tr> <tr> <td>Blind 16-17 year olds</td> <td>24</td> </tr> <tr> <td>Blind borrowers or transactions for those over 18</td> <td>5,099</td> </tr> </table> <p>In terms of the registered public users of the library there is more detailed information including:</p> <table> <tr> <td>Deaf/deafened borrowers</td> <td>681</td> </tr> <tr> <td>Hard of Hearing borrowers</td> <td>5</td> </tr> <tr> <td>Disability Yes</td> <td>10,467</td> </tr> <tr> <td>Borrowers with a Learning Disability</td> <td>2,897</td> </tr> <tr> <td>Borrowers with Mental Health Difficulties</td> <td>1,501</td> </tr> <tr> <td>Borrowers with Physical Disabilities</td> <td>5,829</td> </tr> <tr> <td>Borrowers with a Visual Impairment</td> <td>1,480</td> </tr> </table> <p>This gives an indication of the range of disabled people who use the library service. Given that libraries often have materials which are of particular use to people with some disabilities (eg spoken word recordings, large print materials), are seen as a safe and welcoming space and host a number of exhibitions and awareness raising or community events related to disability or health conditions, any changes or reductions in service could disproportionately impact this group and the impact may be greater than for some other groups.</p>	16-17 year old borrower/transactions with a disability	27	disabled borrowers/transactions aged over 18	16,386	Blind children under 12	21	Blind 12-14 year olds	19	Blind 16-17 year olds	24	Blind borrowers or transactions for those over 18	5,099	Deaf/deafened borrowers	681	Hard of Hearing borrowers	5	Disability Yes	10,467	Borrowers with a Learning Disability	2,897	Borrowers with Mental Health Difficulties	1,501	Borrowers with Physical Disabilities	5,829	Borrowers with a Visual Impairment	1,480
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Ethnicity

Where known, ethnicity data includes over 80 nationalities which can be summarised using the main Census categories as:

Ethnicity	Census 2011 population	Library users	Proportion
White; English/Welsh/Scottish/Northern Irish/British	1,050,340	202,831	19%
White; Irish	7,125	1,931	27%
White; Gypsy or Irish Traveller	821	365	44%
White; Other White	22,401	6,308	28%
Mixed/Multiple Ethnic Groups; White and Black Caribbean	4,573	624	14%
Mixed/Multiple Ethnic Groups; White and Black African	1,279	265	21%
Mixed/Multiple Ethnic Groups; White and Asian	4,571	599	13%
Mixed/Multiple Ethnic Groups; Other Mixed	2,301	581	25%
Asian/Asian British; Indian	19,212	3,962	21%
Asian/Asian British; Pakistani	36,103	10,118	28%
Asian/Asian British; Bangladeshi	5,811	802	14%
Asian/Asian British; Chinese	4,811	659	14%
Asian/Asian British; Other Asian	5,117	864	17%
Black/African/Caribbean/Black British; African	1,891	668	35%
Black/African/Caribbean/Black British; Caribbean	1,789	393	22%
Black/African/Caribbean/Black British; Other Black	418	234	56%

White; Other White can be further broken down into:

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		<p>Scottish 346 Welsh 122 White Northern Irish 101 White Irish 1,931</p> <p>Other nationalities with over 500 registered public users are Latvian 748 Lithuanian 535 Italian 516 Hungarian 514 American 473 Spanish 440</p> <p>Considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • Information on service users has informed comment on needs of the population
9	What do people in the target group want?	<p>Consultation feedback</p> <p>Feedback from consultation reported to Cabinet in February 2016</p> <p>The library services that were most important to respondents are:</p> <ul style="list-style-type: none"> • borrowing a book (95%) • the use for reference or research (50%) • using a computer (47%) • picking up other information (42%) • borrowing a CD,DVD or talking book (37%) • attending a social or group activity (36%) • attending a children's event or activity (32%)

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		<ul style="list-style-type: none"> • reading a newspaper or magazine (32%) • using the online library service (10%) • reserving a book online (19%) and using the free Wi-Fi (18%). <p>The questionnaire asked respondents what they thought the Lancashire County Library Service should provide, in line with the service's strategic objectives. 93% strongly agreed it should provide helpful and knowledgeable staff, 91% said encourage people to enjoy reading, 71% strongly agreed it should provide spaces to enjoy culture and learning, 64% easy to use online services, 64% help people reach their potential and live independent lives, 59% support for communities to stay healthy and 48% strongly agreed that there should be opportunities for volunteers to help in libraries.</p> <p>Those responding were asked when they would be most likely to visit the library if the opening times were available. During weekdays, 10am-11:59am (60%) and 2pm-3:59pm (51%) were the most cited times. For Saturdays respondents were most likely to indicate 10am-11:59am (56%) and 12-13:59pm (32%), and on Sundays it was 10am-11:59am (21%) and 2pm-3:59pm (18%).</p> <p>Respondents were asked to provide any suggestions or other comments about the Lancashire County Library Service. Of those completing the question, two fifths (39%) stated their library should remain open, a third (31%) said libraries were vital for individual wellbeing and community cohesion, a quarter were positive about the staff, commented on libraries as community hubs and meeting places or as vital or important, (27%, 24% and 24% respectively) or made a general positive comment (23%) or were positive about being able to borrow books and improving literacy (22%).</p> <p>Considerations for a comprehensive and efficient library service:</p> <ul style="list-style-type: none"> • Services that are most important to people are: <ul style="list-style-type: none"> ○ borrowing a book (95%) ○ the use for reference or research (50%) ○ using a computer (47%) ○ picking up other information (42%) ○ borrowing a CD,DVD or talking book (37%)

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		<ul style="list-style-type: none"> ○ <i>attending a social or group activity (36%)</i> ○ <i>attending a children's event or activity (32%)</i> ○ <i>reading a newspaper or magazine (32%)</i> ○ <i>using the online library service (10%)</i> ○ <i>reserving a book online (19%) and using the free Wi-Fi (18%).</i> <p>Feedback received through the Property Strategy consultation May to August 2016</p> <p><i>Considerations for a comprehensive and efficient library service:</i></p> <ul style="list-style-type: none"> • There were almost 7,000 responses to the Property Strategy consultation. The county council has received a number of petitions and e-petitions about the Property Strategy and for specific properties. As at 17 August 2016 there had been 11,685 signatures received via e-petitions and 26,642 signatures received via other petitions. The county council had also received 92 items of correspondence relating to the property strategy. • The top five indications that respondents have used a property delivering library services in the last three years that is proposed to no longer to deliver services were Ansdell Library (436), Whalley Library and Spring Wood Children's Centre (395), Lytham Library and Registration Office (370), Bacup library (363) and Thornton Library (281) • The general themes from all the responses when respondents were asked an open question about the impact of the proposals were: <ul style="list-style-type: none"> ○ inconvenience/difficulty/cost/distance to access the service in future; ○ the loss of the service impacting on wellbeing, employment, education, opportunities; ○ the loss of resources, information, sessions, classes and events; ○ the loss of a community asset; ○ the loss of access to computers/internet; and ○ loss of social opportunities leading to isolation, loss of help/support. • The general themes from all the responses, when respondents were asked an open question about

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		<p>their reasons for a property continuing to deliver services, (which was proposed to no longer deliver services) were:</p> <ul style="list-style-type: none"> ○ the properties are a community asset/social hub; ○ the properties provide services, (eg access to information, education, computers/internet, books); ○ the properties provide classes, events, meeting spaces; ○ difficult/longer journeys to access other properties; and ○ no viable alternative in the local area.
	What are the main issues arising from the analysis of needs?	<p>Expected growth in the children and young people's population</p> <p>We will provide services to meet the needs of children and young people through an offer of digital, mobile and buildings based services including:</p> <ul style="list-style-type: none"> ○ an excellent range of quality books, digital resources, eBooks and other materials ○ ICT facilities and to help children and young people to engage with the digital world ○ activities which will support children, young people and their parents/carers to improve literacy ○ spaces in which people can come together ○ a school library service for schools that choose to buy it <p>Expected growth in the older people's population</p> <p>We will provide services to meet the needs of older people through an offer of digital, mobile and buildings based services including:</p> <ul style="list-style-type: none"> ○ an excellent range of quality books, digital resources, eBooks and other materials ○ ICT facilities and help to enable older to engage with the digital world ○ spaces in which people can come together ○ promoting awareness and access to online health and well-being information ○ supporting people to create a healthier, happier and more knowledgeable community

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		<p>Higher proportions of older people in areas including Lytham and St Annes, Rural Wyre (including towns and villages such as Garstang, Knott End and Pilling), Carnforth and the surrounding coastal area, Poulton-le-Fylde, Thornton and Cleveleys and Ormskirk</p> <p>We propose to meet these needs through:</p> <ul style="list-style-type: none"> ○ A digital lending service accessible 24/7 to all Lancashire residents ○ A building based library service delivered through: <ul style="list-style-type: none"> ○ continued library service provision from the existing St Annes Library building ○ continued library service provision from the existing Knott End Library and Garstang Library buildings ○ delivering building based library services from the Carnforth Hub building ○ continuing library service provision from the Poulton-le-Fylde library building ○ continuing to delivery building based library services from the existing Ormskirk Library building <p>Closures of existing library services have the potential to impact on the older people's population in Thornton and Cleveleys and Silverdale. Poulton library is considered to be a reasonable alternative destination for most people who would have visited Thornton library. Provision at Silverdale will need to be considered as part of our mobile library service, although we do propose to retain a service in Carnforth.</p> <p>Higher proportions of older people living alone in Lancashire's major population centres such as Preston, Burnley and Lancaster. Analysis of Service Planning Areas also highlighted Barnoldswick as having higher proportions of pensioners living alone</p> <p>We propose to meet these needs through:</p> <ul style="list-style-type: none"> ○ a digital lending service accessible 24/7 to all Lancashire residents ○ a building based library service delivered through: <ul style="list-style-type: none"> ○ continued library service provision from existing library buildings across Preston including, Savick, Ingol, Sharoe Green, Ribbleton Library and the Harris Library buildings ○ continued library service provision from existing library buildings in Burnley including Coal Clough and Burnley Library ○ continued library service provision from the existing Lancaster Central Library building

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		<ul style="list-style-type: none"> ○ continued library service provision from the existing Barnoldswick library building <p>Higher Total Fertility Rates in Pendle and Hyndburn (amongst the highest rates in England and Wales). Lower Total Fertility Rates in Fylde and Ribble Valley (among the lowest in the country)</p> <p>We propose to meet these needs through:</p> <ul style="list-style-type: none"> ○ a digital lending service accessible 24/7 to all Lancashire residents ○ a building based library service delivered through: <ul style="list-style-type: none"> ○ a satellite library service delivered from Family Tree Childrens centre in Brierfield ○ continued library service provision from the existing Nelson and Colne library buildings ○ continued library service provision from Accrington library <p>Projected population increases in Chorley (higher than the North West or England average)</p> <p>We propose to meet these needs through:</p> <ul style="list-style-type: none"> ○ a digital lending service accessible 24/7 to all Lancashire residents ○ a building based library service delivered through: <ul style="list-style-type: none"> ○ continued library service provision from Chorley library. ○ continued library services from the existing Euxton Library and Leyland Library buildings, providing services which are also accessible to the growing Buckshaw Village. <p>Three quarters of Lancashire's BME community live within Preston, Pendle, Burnley and Hyndburn.</p> <p>We propose to meet these needs through:</p> <ul style="list-style-type: none"> ○ a digital lending service accessible 24/7 to all Lancashire residents ○ a building based library service delivered through: <ul style="list-style-type: none"> ○ continued library service provision from existing library buildings across Preston including, Savick, Ingol, Sharoe Green, Ribbleton Library and the Harris Library buildings ○ a satellite library service delivered from Family Tree Childrens centre in Brierfield ○ continued library service provision from the existing Nelson and Colne library buildings ○ continued library service provision from existing library buildings in Burnley including Coal Clough

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		<p>and Burnley Library</p> <ul style="list-style-type: none"> ○ continued library service provision from Accrington library <p>A significant number of Lancashire's population, including children and young people, will experience some form of disability.</p> <p>We propose to meet the needs of people with disabilities through:</p> <ul style="list-style-type: none"> ○ a digital lending service accessible 24/7 ○ ensuring that our library buildings are accessible to people with disabilities ○ providing stock and resources which are accessible to people with disabilities ○ providing a home library service which will help to ensure that people who are unable to visit a library due to ill health or disability are able to access lending services <p>The highest proportions of people whose "activities are limited a lot" are in some of our more deprived communities – Fleetwood, Morecambe, Burnley, Hyndburn and Nelson and Brierfield.</p> <p>Our proposed building based library service will offer continued services from:</p> <ul style="list-style-type: none"> ○ the existing Fleetwood library building ○ a satellite library service from the existing Morecambe and a full library service from the Heysham library building, the existing Coal Clough and Burnley Library buildings, ○ the existing Accrington Library building ○ the existing Nelson Library building ○ a satellite library service delivered from Family Tree Childrens centre in Brierfield <p>Within the resources available it will not be possible to have a building based library service which is easily accessible to all people within Lancashire. The most densely populated areas of Lancashire are Hyndburn, Preston and South Ribble. Ribble Valley was by far the least densely populated authority in the County. At MSOA level the most densely populated areas of Lancashire are Lancaster (Lancaster and Morecambe), Pendle (Nelson), Preston (Central Preston), Wyre (Fleetwood, Cleveleys), Hyndburn (Accrington, Oswaldtwistle), Burnley (Rose Hill, Rose Grove, Central Burnley) and West Lancashire (Digmoor).</p>

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		<p>The following proposed building based services are located or in close proximity to the most densely populated MSOAs:</p> <ul style="list-style-type: none"> ○ Lancaster library ○ A satellite library in Morecambe ○ Nelson library ○ Preston Harris Library ○ Fleetwood Library ○ Accrington Library ○ Burnley Central Library ○ Coal Clough Library ○ Skelmersdale Library <p>There is no building based provision in Cleveleys but Fleetwood library is accessible via public transport (Tram or bus).</p> <p>There is no building based provision in Rose Grove but Burnley Central library is easily accessible via public transport.</p> <p>Significant areas of Lancashire a characterised by rurality.</p> <p>There are significant geographical areas of Lancashire which are characterised by rurality including:</p> <ul style="list-style-type: none"> ○ Bowland including villages such as Slaidburn and Dunsop Bridge ○ Rural Fylde including villages such as Inskip and Elswick ○ Rural Lancaster including villages such as Quernmore, Borwick, Claughton, Hornby, Arkholme, Tunstall and Ireby ○ Rural West Lancashire including towns and villages such Burscough and Scarisbrick ○ Rural Wyre including villages such as Hambleton, Knot end and Calder Vale. <p>It will not be possible to provide a building based library service which is easily accessible to everyone living in rural communities. However, we will meet needs of these communities through:</p>

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		<ul style="list-style-type: none"> ○ An expanding digital lending service available 24/7 ○ six mobile library units operating 68 routes and 792 stops across the county. ○ at least 70% of people living in sparsely populated areas would live within 3 miles of a proposed Neighbourhood Centre library or satellite service or within 0.25 miles of a mobile library stop. <p>Our current fleet of mobile libraries is aging and does not have any ICT provision. We need to consider future mobile provision and associated investment.</p> <p>There are risks of poor community cohesion across Lancashire but potentially greater in urban areas of Nelson, Hyndburn and Burnley and Preston</p> <p>We will maintain building based library services in all major centres of population across Lancashire including from the existing Nelson library building, Accrington Library building, Burnley Central library building and Preston Harris Library building. Within these buildings we will provide spaces for communities to come together and also promote activities which support community cohesion.</p> <p>The highest estimated rate per 1,000 socially isolated households is in Fylde. The highest estimated number of socially isolated households at relative risk are in Wyre. The lowest estimated number of socially isolated households and lowest rate per 1,000 households are found in Ribble Valley.</p> <p>Our proposed building based services will ensure continued library service provision in Poulton, Fleetwood, Knott End and Garstang. Buildings based services from Cleveleys Library and Thornton Library are proposed to cease. Fleetwood library and Poulton library provide alternative buildings based services which are accessible via public transport.</p> <p>The coastal stretch including Lytham and St Annes is proposed to be served by a full library service at St Annes.</p> <p>In most areas of Lancashire, people are not generally at high risk of digital exclusion. The vast majority of people in Lancashire have access to broadband infrastructure. Burnley is highlighted as a neighbourhood</p>

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		<p>with a high risk of digital exclusion, primarily because of the relatively low level of digital skills.</p> <p>Our proposed building based provision will ensure continued library services from existing library buildings in Burnley including Coal Clough and Burnley Library.</p> <p>People at risk of exclusion (older people, people with disabilities, people in social housing) are less likely to have access to the internet at home</p> <p>Our proposed building based library service provision is located in areas which take account of these factors. Our service offer will include continued free access to internet connected PCs and wi-fi access from those buildings.</p> <p>People from lower socio-economic groups are less likely to have broadband access at home</p> <p>Our proposed building based library service provision is located in areas which take account of deprivation. Our service offer will include continued free access to internet connected PCs and wi-fi access from those buildings.</p> <p>People without jobs are less likely to have broadband access at home</p> <p>Our proposed building based library service provision is located in areas which take account of deprivation. Our service offer will include continued free access to internet connected PCs and wi-fi access from those buildings.</p> <p>Those who do not intend to get the internet at home then give reasons that relate to knowledge, typically that they don't know how to use a computer</p> <p>Library staff and volunteers will continue to provide help and advice, including signposting to training opportunities, for those who don't know how to use a computer.</p> <p>LG Futures benchmarking indicates the budget for Library Services in 2015/16 was 6.1% higher than the average for comparator authorities.</p> <p>LG Futures benchmarking indicates bottom quartile spend for cultural services is around 80% of the 2015/16 cultural services budget</p>

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		<p>A comprehensive service cannot mean that every resident lives close to a library. Comprehensive means delivering a service that is accessible to all residents using reasonable means, including digital technologies.</p> <p>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.</p> <p>Decisions about the Service must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the county.</p> <p>Lancashire's proposed provision currently being consulted on exceeds the Welsh Government Standards</p> <p>Feedback from the current consultation must be considered prior to any decision about either library service provision or the properties from which buildings based library services are considered</p> <p>It would be wrong to conclude that the above reach constitutes a minimum standard for Lancashire but does provide some useful context against which proposed provision can be considered. Lancashire's proposed building and mobile based configuration which is being consulted upon meets this level of reach.</p> <ul style="list-style-type: none"> • at least 95% of people living in densely populated areas would live within 2 miles of a proposed Neighbourhood Centre library or satellite service (a static service point) • at least 90% of people living in medium density populated areas would live within 2.5 miles of a proposed Neighbourhood Centre library or satellite service or 0.25 miles of a mobile library stop. • at least 70% of people living in sparsely populated areas would live within 3 miles of a proposed Neighbourhood Centre library or satellite service or within 0.25 miles of a mobile library stop. <p>In addition to the building based and mobile provision, Lancashire will maintain and expand the digital lending offer. The current offer provides 24/7 access to a large but expanding range of ebooks and audiobooks.</p> <p>Library services must provide appropriate library services to help reduce health inequalities in the most deprived communities in Lancashire ie Burnley, Preston, Nelson and Brierfield, Fleetwood, Accrington</p>

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		<p>and Oswaldtwistle, Skelmersdale, Morecambe and Heysham, Rawtenstall and Bacup, Colne, Leyland and Lancaster.</p> <p>Proposed building based provision provides services which are generally accessible to people in these communities, either through a full or satellite building based service offer. Building based services are supplemented by the home library service and digital lending service.</p> <p>Library services must provide appropriate library services to help narrow the education attainment gap, focussed on communities including:</p> <ul style="list-style-type: none"> ○ Nelson and Brierfield ○ Preston East ○ Burnley North ○ Burnley Central ○ Rawtenstall and Bacup ○ Leyland ○ Barnoldswick <p>Proposed building based provision provides services which are generally accessible to people in these communities, either through a full or satellite building based service offer. Building based services are supplemented by the home library service and digital lending service. In addition, the school library service (traded) is available for schools to purchase should they wish to do so.</p> <p>In determining whether to order an inquiry, the Secretary of State gives consideration to a number of factors, including:</p> <ul style="list-style-type: none"> ○ whether there is any serious doubt or uncertainty as to whether the local authority is (or may cease to be) complying with its legal obligation to provide a comprehensive and efficient library service ○ whether the local authority appears to be acting in a careless or unreasonable way ○ whether the decision is or may be outside the proper bounds of the local authority's discretion, such as a capricious decision to stop serving a particularly vulnerable group in the local

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		<p>community</p> <ul style="list-style-type: none"> ○ whether the local authority appears to have failed to consult affected individuals or to carry out significant research into the effects of its proposals ○ whether the local authority has failed to explain, analyse or properly justify its proposals ○ whether the local proposals are likely to lead to a breach of national library policy ○ the advantages of local decision making by expert and democratically accountable local representatives ○ whether there is any further good reason why a local inquiry should be ordered <p>The planning and needs assessment provides evidence that the county council is not acting in a careless and unreasonable way and evidence to support our proposals for the future provision of library services across Lancashire.</p> <p>The Library Service consultation indicated the services that are most important to people are:</p> <ul style="list-style-type: none"> ○ borrowing a book (95%) ○ the use for reference or research (53%) ○ using a computer (50%) ○ attending a children's event or activity (37%) ○ picking up other information (37%) ○ borrowing a CD,DVD or talking book (36%) ○ attending a social or group activity (35%) ○ reading a newspaper or magazine (27%) ○ using the online library service (22%) ○ reserving a book online (21%) and using the free Wi-Fi (20%) <p>The proposed library service offer will continue to deliver these services. Although the building based offer is to be delivered from a reduced number of service points, it is supplemented by a strong digital, mobile and home library service offer.</p> <p>Feedback received through the Property Strategy consultation May to August 2016</p>

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		<p>There were over 5000 responses to the Property Strategy consultation. The county council has received a number of petitions and e-petitions about the Property Strategy and for specific properties. As at 17 August 2016 there had been 11,685 signatures received via e-petitions and 26,642 signatures received via other petitions. The county council had also received 92 items of correspondence relating to the property strategy.</p> <p>The high number of signatories to petitions, responses to the consultation and volume of correspondence</p> <p>The top five indications that respondents have used a property delivering library services in the last three years that is proposed to no longer to deliver services were Ansdell Library (436), Whalley Library and Spring Wood Children's Centre (395), Lytham Library and Registration Office (370), Bacup library (363) and Thornton Library (281).</p> <p>The general themes from all the responses when respondents were asked an open question about the impact of the proposals were:</p> <ul style="list-style-type: none"> ○ inconvenience/difficulty/cost/distance to access the service in future; ○ the loss of the service impacting on wellbeing, employment, education, opportunities; ○ the loss of resources, information, sessions, classes and events; ○ the loss of a community asset; ○ the loss of access to computers/internet; and ○ loss of social opportunities leading to isolation, loss of help/support. <p>The general themes from all the responses, when respondents were asked an open question about their reasons for a property continuing to deliver services, (which was proposed to no longer deliver services) were:</p> <ul style="list-style-type: none"> ○ the properties are a community asset/social hub; ○ the properties provide services, (eg access to information, education, computers/internet, books); ○ the properties provide classes, events, meeting spaces; ○ difficult/longer journeys to access other properties; and ○ no viable alternative in the local area. <p>Considerations for a comprehensive and efficient library service:</p>

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		<p>The number of responses received via petitions, correspondence and the consultation indicate the strength of feeling for library services within Lancashire and are reflective of concerns within communities about alternative options for them to be able to access the service, loss of facilities and more generally, the loss of a community asset and the social opportunities that arise.</p> <p>The library buildings which appear to have been most used by respondents to the consultation include: <i>Ansdell and Lytham libraries</i>. The local community in this area has a higher percentage of older people, for whom public transport may not be a viable option, and relatively high indicators of social isolation. Our proposals include a full library service at St Anne's, which is easily accessible for most people via public transport from Lytham and Ansdell. For people who are unable to continue to access a library building our digital, home and mobile library services will provide some mitigation.</p> <p><i>Whalley library</i>. Consideration of information including population data and gaps in outcomes has not highlighted Whalley as a community with high levels of need. Our proposals include a full library service from Clitheroe. Public transport links between Whalley and Clitheroe are good and for car owners it is about a 10 minute drive. For people who are unable to continue to access a library building our digital, home and mobile library services will provide some mitigation.</p> <p><i>Thornton Library</i>. The local community in this area has a higher percentage of older people, for whom public transport may not be a viable option, and relatively high indicators of social isolation. Our proposals include a full library service at Poulton, which is easily accessible for most people via public transport from Thornton, or alternatively from the proposed full library service at Fleetwood. For people who are unable to continue to access a library building our digital, home and mobile library services will provide some mitigation.</p> <p><i>Bacup library</i>: The Planning and Needs assessment has highlighted Bacup as one of the more deprived communities in Lancashire and also gaps in our expectations regarding educational attainment. Our proposals have included provision of a satellite library service in Bacup. We may wish to consider full library service provision in Bacup, reflecting feedback from the consultation but also in support of our priorities to reduce inequalities across Lancashire.</p>

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		<p>The general themes from all the responses when respondents were asked an open question on what else needs to be considered or done differently were:</p> <ul style="list-style-type: none"> o the proposal will impact on the most deprived communities, and community assets; o the loss of the service will impact on access to information, learning, help, support, development; o to generate revenue from the services, make cuts elsewhere; o to offer more services in a building, reduce opening hours, use volunteers; and o the community to be involved in the future, and take over services. <p>The Planning and Needs assessment has taken account of indices of deprivation. Our proposed provision will ensure that the most deprived communities continue to be able to access to building based library services, whilst also recognising the need for a proportionate universal service through Lancashire.</p> <p>The feedback that we have received indicates that many communities see their library buildings as community assets which are important in terms of a venue to meet, participate in activities and as a service delivery point. Our proposals have included opportunities for communities to put forward expressions of interest and subsequent bids to enable a community asset transfer, which would see buildings no longer needed by the county council transferring to community control and management. As part of our response to the feedback we have received, we may wish to consider some additional targeted investment to help communities who wish to take over the library building but who also then wish to establish some form of independent community library provision. This provision would sit outside of the county council's statutory provision, but would help to meet the aspirations of local communities who wish to maintain local provision.</p>
10	What might a comprehensive and efficient library service look like in Lancashire?	The draft library strategy (which will be included in the report to Cabinet) sets out our proposed approach to future library service provision.

