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| Subject: | Development of Library Services in Hove and Hollingbury | | |
| Date of Meeting: | 7 June 2016 | | |
| Report of: | Executive Director for Economy, Environment & Culture Executive Director for Neighbourhoods, Communities & Housing | | |
| Contact Officers: | Name: | Sally McMahon Angela Dymott | Tel: 29-6963 29-1450 |
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| Ward(s) affected: | All | | |

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The Libraries Plan 2016-2020, approved by Council on 24 March 2016, proposes the creation of a new Cultural Centre in Hove by bringing together the Libraries and Museums services into one building at Brooker Hall, the existing Hove Museum, with the addition of a new extension at the rear of the building. The Libraries Plan also proposes the move of library services in Hollingbury into two new locations: Hollingbury and Patcham Children's Centre and the Old Boat Community Centre.
- 1.2 The proposed changes will enable big revenue savings of £363,100 for minimal investment of an estimated £277,600 in addition to the projected capital receipt from the sale of the buildings. In addition, the council will avoid the massive and ongoing maintenance costs of these two old buildings currently estimated at £886,600 over five years.
- 1.3 There are significant benefits to the community of bringing together library services with other services and facilities (see sections 3.9 and 3.10). Each institution will benefit from being introduced to new people, and can collaborate in activity for the benefit of the local community in new and creative ways.
- 1.4 This report sets out in summary the proposal costs, savings and funding sources following business case reviews for these developments and seeks approval for the disposal of the existing Hove and Hollingbury library buildings in order to fund the majority of these developments, plus funding for a small amount of additional building work compliance costs.
- 1.5 The Libraries Plan proposals were preceded by a comprehensive Service Review and Needs Analysis and consultation, approved by the Economic Development and Culture Committee in November 2015, and also by three months of public

consultation which was reported to the Economic Development and Culture Committee in March 2016.

2. RECOMMENDATIONS:

- 2.1 That the Committee authorises the Executive Director Finance & Resources, Assistant Director Property & Design and Head of Legal & Democratic Services to approve terms and disposal of Hove Library Carnegie building and Hollingbury Library building to support the library service redesign and re-locations set out in the body of the report.
- 2.2 That the Committee approve the ring-fencing of the capital receipts from the sale of both buildings to fund the development of a new extension at Hove Museum (Brooker Hall) and the physical moves of Hove Library into Hove Museum, and of Hollingbury Library service into the Hollingbury and Patcham Children's Centre and the Old Boat Community Centre. Any surplus receipts from the disposals of the two buildings will be reinvested into the council's corporate strategic capital resources for future capital investment priorities.
- 2.3 That the committee approve additional borrowing to fund potential shortfalls in capital expenditure required to enable the development of the extension at Hove Museum. The borrowing costs will be met from the Hove Library revenue savings.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1. The Library Service has conducted a thorough Service Review and Needs Analysis to inform the development of a new Libraries Plan for 2016-2020. The Libraries Plan proposes the modernisation of Library Services to ensure the delivery of comprehensive, efficient and sustainable library services for the city, and to deliver one million pounds of savings over the next four years.
- 3.2. The proposals include creating a Cultural Centre for Hove and ensure a resilient future for both Hove Library and Museum Services. There is space at the Hove Museum (Brooker Hall) site to extend the building to accommodate a shared service provision. It will be a centre rooted in the community and will have relevance to a wide range of people from the city and beyond.
- 3.3. The publicly accessible space on the ground floor of the building will double to 520m² with the old extension being replaced by a new purpose-built extension more suited to the delivery of both library and museum services. The current public space on the ground floor is only 252m².
- 3.4. The building will become an integrated library/museum facility with the majority of library services on the ground floor. The idea is to blend and merge museum displays and library resources together to provide new and interesting experiences for visitors to the centre.

- 3.5. Hove Library (Carnegie building) is a Grade 2 Listed building and opened as a purpose built library in 1908. It is expensive to run, costing £525,000 per year to operate the Library Service from this location.
- 3.6. The Libraries Plan proposals also include moving a focused collection of library resources for children and families to Hollingbury and Patcham Children's Centre. The rest of the Hollingbury Library collection would be moved to the Old Boat Corner Community Centre in Hollingbury to provide a library service for people of all ages in the area.
- 3.7. The reasons for the proposal are that the current Hollingbury Library building is an old public house building in need of significant repairs estimated at £148,000 and it is one of only two stand alone, isolated community library buildings in the public library network.
- 3.8. The full business cases for the development of a new Cultural Centre for Hove, bringing Hove Library and Museum together, and the move of Hollingbury Library services to new locations in Hollingbury are attached as appendices.
- 3.9. **Benefits of the proposed changes for Hove:**
 - Sharing a building delivers reduced running costs for both Libraries and Museums Services. The revenue saving for the council of moving Hove Library to Hove Museum will be an estimated £337,000 per year.
 - There will be significant investment in the Brooker Hall building which will increase its longevity and reduce maintenance costs for the future
 - The library move from the Carnegie building removes the need for the on-going maintenance and repairs estimated at £739,000 over next 5 years
 - The new facility will be an important local community resource that will attract more people to visit both the library and museum services from Hove and across the city
 - The development will help revitalise the museum service in Hove, bringing new and wider audiences to the galleries, exhibits and activities
 - There will be opportunity to develop a broader cultural programme such as adult education, talks and workshops
 - Combining resources from Libraries and Museums will provide cultural experiences beyond the traditional ways of browsing and learning
 - The project will develop the co-creation model, working with communities, families and children to ensure the service meets local need and is supported locally
 - This is an opportunity to build on the existing strong partnerships with local arts organisations as a result of previously highly successful projects in both services and also through both Libraries and Museums involvement in the Arts Commission
 - This will act as a catalyst for new projects attracting funding to broaden the arts and cultural experiences available for people in Hove. Libraries and Museums working together can present a stronger case to potential funders, offering a more diverse collection or resources to present in new and interesting ways. An example of successful integration of library,

museum and archive resources can be found in the new Manchester Central Library with its exciting mix of real and digital artefacts, information and records that attracted grant funding and commercial sponsorship.

- The proposal includes the development of the café, garden and shop to increase income generation opportunities, which will be enhanced by the increase in footfall to the building as a result of the combined services.
- The new extension and other internal changes will also create opportunities for increased hire of spaces and facilities
- There will be purpose built exhibition display space for the museum on the ground floor
- There will be new outside activity space for e.g. children's reading, learning and educational play
- Inside, there will be dedicated space for older children and young people that was lacking in the old library building
- There will be a dedicated research room for those seeking to consult the Wolseley special collection
- The proposals will bring together heritage collections and create opportunity to develop intergenerational exhibitions and displays that appeal across age groups

3.10. Benefits of the proposed changes for Hollingbury:

- Nationally, the best performing libraries are co-located or integrated with other services. In Brighton & Hove the direction of travel is away from stand-alone service and towards creating neighbourhood / community hubs. Hollingbury, is one of only two community libraries that are still stand-alone. The other in Moulsecoomb is part of the Neighbourhood Hubs and Community Collaboration programme that will bring community services and resources together for the benefit of local people.
- The Hollingbury changes have created the opportunity to work more closely with the Children's Centre to provide help and information on child and family health, parenting, money, training and employment. The services are planning joined up activities for children and their carers, bringing their different but complimentary expertise together.
- It will also provide better access for children at Carden School with library facilities within the school grounds
- This is also an opportunity to work more closely with local community through the Community Centre, and extend the reach of the library to previous non-users in other parts of the Hollingbury community
- The Old Boat Community Centre will also benefit from the increased footfall which could also generate additional income. The Centre will benefit from the new investment in the building and the sharing of running costs.
- The Hollingbury move will provide longer access for local people to Library Services over seven days of the week and will enable greater community collaboration and engagement, whilst also delivering £26,500 of revenue savings

3.11. Summary of Revenue Savings and Costs:

| Hove & Hollingbury Libraries summary | Current costs (full year) | Future costs (full year) | Savings |
|---|---------------------------|--------------------------|-----------------|
| TOTAL | £568,984 | £206,350 | £363,134 |

| Hove Library revenue savings: | Current costs (full year) | Future costs (full year) | Savings |
|--------------------------------------|---------------------------|--------------------------|-----------------|
| Buildings & corporate landlord* | £73,620 | £41,816 | £31,804 |
| Employees | £336,092 | £133,692 | £202,400 |
| Supplies and Services* | £157,430 | £55,000 | £102,430 |
| Income | -£42,158 | -£42,158 | £0 |
| TOTAL | £524,984 | £188,350 | £336,634 |

*Explanations of these expenditure headings can be found in the business case in the appendix.

The total savings will be reduced should additional borrowing be undertaken to meet any shortfall in the cost of the moves. For every £100,000 additional borrowing required the savings will reduce by £9,500. The amount of borrowing required is dependent on realising the value of disposal of the two sites and identifying additional contributions from the library service and corporate funds such as Planned Maintenance and the Asset Management Fund. It is anticipated that no more than £277,000 would be required from the combination of the library revenue budget, corporate funds and borrowing.

| Hollingbury Library revenue savings | Current costs (full year) | Future costs (full year) | Savings |
|--|---------------------------|--------------------------|----------------|
| Buildings | £13,900 | £9,000 | £4,900 |
| Employees | £23,000 | £4,000 | £19,000 |
| Supplies and Services | £9,100 | £6,000 | £3,100 |
| Income | -£1,500 | -£1,000 | -£500 |
| TOTAL | £44,000 | £18,000 | £26,500 |

Building maintenance costs avoided by these changes, based on building conditions surveys done in 2014 (Hove) and 2012 (Hollingbury) covering five years of future maintenance needs:

| Hove Library | Hollingbury Library | Total |
|--------------|---------------------|----------|
| £738,654 | £147,988 | £886,642 |

| Estimated capital costs summary: | Libraries development | Museum compliance & other issues | Totals |
|---|-----------------------|----------------------------------|------------|
| Hove changes | £1,349,711 | £222,863 | £1,572,574 |

| | | | |
|---------------------|------------|----------|------------|
| Hollingbury changes | £55,000 | | £55,000 |
| Totals: | £1,404,711 | £222,863 | £1,627,574 |

| Hove Museum extension and move costs summary | Cost arising from Libs development | Cost arising from compliance, H&S and maintenance issues for museum building | Totals |
|---|------------------------------------|--|------------|
| Building Costs, (incl fees, contingencies, etc) | £1,204,261 | £222,863 | £1,427,124 |
| Moving Costs (incl new furniture & equipment, contingencies, etc) | £145,450 | | £145,450 |
| Totals: | £1,349,711 | £222,863 | £1,572,574 |

The cost of building the extension and making the necessary changes to Hove Museum to accommodate the Library Service is £1.2 million. The other costs associated with the move bring the total to £1.35 million.

There is an additional estimated £222,863 needed to cover the costs of works required to the museum building to make it compliant with latest mechanical, electrical, fire and health and safety regulations, and to deal with related maintenance issues, and these works would need to be done regardless of the move of Hove Library into the building. Examples include the replacement of air handling unit on the upper floor; replacement of the boiler and upgrading of gas, electricity and water services; upgrades to fire alarms and emergency lighting.

Specialist contractors have visited the Museum building and undertaken site surveys. A greater level of detail in project planning and costing has been achieved than normal at this stage, providing high confidence in the accuracy of the proposal and a greater level of risk management.

| Hollingbury Library changes costs summary | |
|---|---------|
| Cost of changes to Patcham and Hollingbury Children's Centre to accommodate the library | £27,000 |
| Cost of changes to Old Boat Community Centre to accommodate the library | £20,000 |
| ICT costs | £7,000 |
| Moving costs(tbc) | £1,000 |
| Total | £55,000 |

3.12. Funding Sources:

Funding of £1.627 million is sought from capital receipts, existing libraries budget and corporate capital funds with any shortfall being met from borrowing. The disposal of two library buildings should produce capital receipts estimated at £1.35million:

- Carnegie Building – estimated at £1,000,000
- Hollingbury Library – estimated at £350,000

- Options to provide the additional funding needed include the following:
 - A contribution from existing budgets in Libraries
 - Contributions from Corporate funds such as Planned Maintenance Budgets and the Asset Management Fund toward maintenance and Health and Safety requirements
 - Borrowing, with the financing costs met from the revenue savings associated with the project
- Additional funding will be sought from grant funding bodies such as Arts Council England. Some monies maybe available for one off projects and small enhancements e.g. funds for a community/schools project to decorate the hallway. We will not be seeking any capital projects funding through this avenue.

3.13. Valuations and best consideration:

Initial development appraisals were completed in October 2015 to provide an indication of value for both Hove and Hollingbury Libraries based on assumptions of change of use and conversion (Hove) and redevelopment (Hollingbury). The assumptions made included: no site contamination, a positive planning permission without onerous conditions and a clean title.

The valuation for Hove Library was based on an assumption of change of use and conversion, with the basement, part ground floor and upper parts converted to residential use totalling 7 flats and the front part of the ground floor converted to A3 use. The valuation reflects the Listed Building constraints and building condition.

Two valuations were prepared for the Hollingbury Library site, both based on low density housing comparable to the existing housing adjacent to the site. The first valuation was based on demolition of the existing building and development of 2 semi-detached residential properties and the second was based on demolition and development of 4 smaller terraced residential properties. Assumptions have also been made around a change of use issue, the current use D, a library and the retention of a community use.

The site has been further reviewed for redevelopment to flats and an initial feasibility has been carried out that proposes a 2/3 storey block comprising 10 units but it is extremely tight. There are a number of caveats to include assumptions around a sloping site, no parking on site, no site surveys have been done and planning would need to be consulted at an early stage as flats may be considered as too dense a development for the site as the neighbourhood is predominantly 2 storey houses. The council's valuers have looked at the valuation should planning be forthcoming for this feasibility and based on current build costs and the council's affordable homes policy the site is not viable for the development of a market scheme and produces a negative value. The costs of building the scheme are too high producing no residual land value.

It is therefore considered that the best option for the site would be gained by redeveloping it for four houses producing the optimum receipt for the site.

Other approaches have been considered including redevelopment of the whole Hove Museum site for enabling development but they are not thought to be deliverable or viable and compromise the planning position both in terms of heritage and public open space.

Marketing and future use

A marketing appraisal will be considered for both properties and more detailed planning advice sought prior to disposal. Offers received will be dependent on what development can be approved by Planning and for Hove Library Listed Building consent. Both properties will be marketed openly and widely to ensure maximum market coverage. The market is reasonably buoyant at the moment which could mean that the interest and offers received could be of benefit both in terms of potential future uses and financially. Future use of the building would be controlled by our marketing and evaluation processes and through planning. By marketing the site openly we will ensure we achieve best consideration.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1. For Hove Library:

4.1.1. Do nothing. If no savings are found from making changes to the operation of Hove Library, there would be a shortfall in the Libraries revenue budget of an estimated £337,000. This shortfall would need to be found from the budgets of other service in the council, which would put a disproportionate burden on other services and Libraries would not be contributing a fair share of savings. There would also be the continuing need for maintenance and repair of this Grade 2 Listed building. Current estimates indicate a need for £739,000 of repairs over five years. If this work is not done, the building could deteriorate more quickly, leading either to more costly repairs or ultimate closure of the building. The current building is difficult and expensive to develop more modern library facilities (e.g. digital resources, café, events and learning spaces, etc) and so the current trend of diminishing use could be further accelerated.

4.1.2. Keep Hove Library open and find the savings required of the library service from elsewhere within the libraries budget. The lengthy Library Service Review and Needs Analysis has looked at the libraries budget and what it is spent on to look for opportunities for greater efficiencies, or to reduce activity where there is little evidence of need. There are very few options for making savings in the libraries budget: Broadly speaking the library expenditure is in three parts:

- £2.6 million on staffing
- £2.6 million on the Jubilee PFI contract (including expenditure on books for all libraries) offset by £1.5 million government grant so a net cost of £1.1 million
- around £0.5 million on everything else
- off-set by around £0.5 million in revenue income

So, to find the £337,000 additional savings from within libraries without the proposed Hove Library changes would require the service to make further staffing reductions and so could result in the closure of between 5 and 7 community libraries, as these libraries only cost around £50,000 p.a. to run. The

impact would be that many residents will need to travel further to access library services.

Most significantly, this option is not supported by the Needs Analysis that was carried out in 2015 and would be most likely to result in a judicial review, as it is possible that this level of library closure would not meet the council's statutory duty to provide a comprehensive and efficient service.

4.1.3. Move the Hove Library service to another building in the local area. There are no other premises available within the Council property portfolio and options such as Hove Town Hall and Children's Centres have been explored. The rental of an appropriate sized commercial space would not be cost effective.

4.1.4. Extend Hove Museum and move the Library into this building to provide a shared service and reduce the costs to provide both services. The proposal includes making changes to the way the service is delivered, such as more digital resources, increased self-service, and other modernisation changes. Sell the current Hove Library site to provide capital funding for this project. (Preferred option)

4.2. For Hollingbury Library:

4.2.1. Do nothing. The impact of this option is that savings will not be met, and the high maintenance costs of this 1940's old pub building will continue. Revenue costs would continue at £45,000 p.a. and £148,000 maintenance costs estimated over five years would remain.

4.2.2. Keep Hollingbury Library in its current location and operate it using Libraries Extra arrangements. Less than half the savings needed would be delivered and the buildings maintenance costs will remain. The opportunities to work more closely with the Children's Centre, the school and the Community Centre will be lost.

4.2.3. Move Hollingbury Library service to two new locations:

- Hollingbury and Patcham Children's Centre to operate a library service targeted at young children and families for three days a week, on a self-serve basis using volunteer help.
- Old Boat Community Centre in Hollingbury operating a seven days a week service to library users of all ages, on a self-serve basis using volunteer help and working in partnership with the community centre to provide services to meet the needs of local people.
- There will also be staff input on one day a week covering both locations

This option will provide longer access to local people over seven days of the week and will enable greater community collaboration and engagement, whilst also delivering £26,500 of revenue savings, and avoiding the future maintenance and repairs costs (est £148,000) (Preferred option)

5. **COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1. The Library Services Review and Needs Analysis was based on extensive research, consultation and community engagement and was reported to the Economic Development and Culture Committee in November 2015.
- 5.2. Staff and unions have been involved in the Libraries Modernisation programme and the details of this were reported in the Libraries Plan report to the Economic Development and Culture Committee in March 2016
- 5.3. Public and stakeholder consultation took place from November 2015 to February 2016, and was reported to the Economic Development and Culture Committee in March 2016
- 5.4. The views of most respondents who answered the question about Hove Library were in agreement with the proposals, with 57% tending to agree or strongly agree.
- 5.5. An analysis of the responses from those who said they were users of Hove Library resulted in a majority of 50% tending to agree or strongly agree with the proposals. (47% tended to disagree or strongly disagree, and 3% neither agreed nor disagreed)
- 5.6. In the analysis of all the responses, the specific question about Hollingbury Library resulted in 48% tending to agree or strongly agree and 22% tending to disagree or strongly disagree, with a high percentage (30%) neither agreed nor disagreed.
- 5.7. An analysis of the responses from those who said they were users of Hollingbury Library produced a different response: 38% tended to agree or strongly agree; 49% tended to disagree or strongly disagree; and 13% neither agreeing nor disagreeing.
- 5.8. As a result of detailed consultation with the Ward Councillors, the original proposals were amended to include the creation of an additional Community Library collection in the Old Boat Community Centre in Hollingbury to meet the library needs of all age groups, and the provision of staffing support to Hollingbury library locations for one day a week each.

6. CONCLUSION

- 6.1 The only way that Library Services can continue to deliver statutory services with reduced budgets is to modernise and deliver services in new ways. The Library Service Review and Needs Analysis has identified what people need from the service and the priorities for modernisation. The Libraries Plan 2016-2020 has set out the changes that are needed to implement this modernisation programme. The proposals for change put out for public consultation have received a high level of approval from the public, stakeholders and partner organisations.
- 6.2 Critical to the Libraries Plan is the disposal of Hove and Hollingbury library buildings to fund the new developments in those areas.
- 6.3 The proposed changes will deliver a total of £363,134 of annual revenue savings (Hove and Hollingbury changes together). The detailed estimated costs for Hove

and Hollingbury changes are £1,627,574. The estimated capital receipt for the sale of the two buildings is £1,350,000 million. The difference of £277,574 can be covered from contributions from existing revenue budgets and contributions from corporate funds and, if necessary, by borrowing any remaining shortfall and reducing the savings delivered until loan paid back. Borrowing would be undertaken over a 15 year period in line with the nature of the capital investment.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The disposal on the open market of the Carnegie Building and Hollingbury Library is expected to generate total capital receipts estimated at £1.350m. The net receipt, less any disposal costs, will be ring fenced for reinvestment into the capital requirements of the Hove Culture Centre and the cost of changes to the Hollingbury library service pending confirmation of the final build and capital investment requirements associated with the schemes. Should the amount of capital receipts be lower than estimated additional borrowing will be used to finance the shortfall. The financing costs associated with this borrowing will be met from the revenue savings generated from the project. Any delay in the disposal of the buildings and commencement of building works may result in some additional financing costs associated with short term financing costs.

Any surplus receipts from the disposal of the two buildings will be reinvested into the Council's corporate strategic capital resources for future capital investment priorities.

The shortfall in capital resources estimated at £277,574 will be met from existing revenue budgets, corporate funds such as the Asset Management Fund and Planned Maintenance Budget and potentially borrowing, with the financing costs met from the revenue savings associated with the project. The cost of borrowing will be met over a 15-year period amounting to approximately £9,500 for every £100,000 of borrowing.

The investment will help deliver an estimated annual saving of £363,134 from Library and Corporate Landlord budgets by 2018/19 less any financing costs associated with borrowing to meet capital expenditure shortfalls. The savings associated with the Library budget have been built into the 4 Year Service and Financial Plans. The cost of running the library service at Hove and Hollingbury will be met from the remaining library and Corporate Landlord budgets.

Finance Officer Consulted: Name Rob Allen

Date: 07/04/216

Legal Implications:

- 7.2 In accordance with section 123 of the Local Government Act 1972 the Council will need to ensure that the disposal of the current Hove and Hollingbury Library buildings is for the best consideration that can reasonably be obtained. The proposed extension of Brooker Hall will be subject to the obtaining of planning permission for the same.

- 7.3 It is not considered that any adverse human rights implications arise from the report.

Lawyer Consulted: Hilary Woodward

Date: 05/04/16

Equalities Implications:

- 7.4 **Increasing equality** - A driving force of Libraries Modernisation is increasing equality and creating new opportunities for more people to access the services, information and activities they need in the community. The library acts as a resource for the whole community and a conduit to reach disadvantaged and vulnerable people. Equalities Impact Assessments have been carried out on the Hove and Hollingbury libraries proposals and have been incorporated into the Libraries Plan Equalities Impact Assessment. The Equalities Co-Ordinator has been involved in our assessments.

Potential impacts were identified regarding the Hove provision due to reduction in stock which could impact on low income library members who may have to pay a charge for reserving stock at another library. Concessions will therefore be maintained for those on a low income.

Stock reductions will be informed by historical analysis of lending trends, it is known that lending has reduced by 16% over the last two years and so reductions reflect this.

It may be possible for improved accessibility to the library service and within the building, and for this to be undertaken as part of the improvement works. The FED and local people will be engaged in identifying accessibility improvements. Potential impacts were identified as a result of the original Hollingbury proposal to only provide a service in the Children's centre. These impacts were mitigated against by the inclusion of a second collection in Hollingbury to meet the library needs of all ages.

Sustainability Implications:

- 7.5 **Environmental sustainability** –The new extension will meet current building regulations with regard to thermal efficiency, low energy lighting and water use. The existing inefficient oil fired boilers in the museum will be replaced with efficient gas condensing boilers which will improve the energy performance for the whole building. The contractor will be required to meet the Councils requirements to meet or exceed 95% of the construction waste being recycled.

Any Other Significant Implications:

- 7.6 See appendix 1

SUPPORTING DOCUMENTATION

Appendices:

1. Other significant implications appendix
2. Business case for Hove Cultural Centre
3. Business case for changes to library provision in Hollingbury

Documents in Members' Rooms

Background Documents

1. None

Crime & Disorder Implications:

- 1.1 The Hollingbury service will move to less isolated premises, and so provide a safer environment to staff and library visitors.

Hove Library has experienced some anti-social behaviour in the past and the change of location gives an opportunity to design a layout that will reduce opportunities for unacceptable behaviour, is more child friendly and safe and secure for all visitors. CCTV will be installed, which is not currently in place in the Museum.

Risk and Opportunity Management Implications:

- 1.2 Risks and opportunities of the proposals have been assessed as part of the business case development. The risk register for these projects will be updated regularly throughout the implementation of the changes.

Public Health Implications:

- 1.3 **Health and well-being** – Links between reading improving health and wellbeing are being increasingly recognised. There is strong evidence that reading for pleasure can increase empathy, improve relationships with others, reduce the symptoms of depression and the risk of dementia, and improve wellbeing throughout life. Library spaces are already being used to provide adult social care services such as the Dementia Café. Libraries provide opportunities for greater social contact and helps in tackling loneliness. Libraries work in tackling digital exclusion also supports social inclusion and has health benefits.

Corporate / Citywide Implications:

- 1.4 The Libraries Modernisation proposals support the council's priorities and principles in the following ways, (in addition to those comments in the public health and equalities sections above):

Corporate Principles:

Public accountability – Changes are being informed by needs assessment and public consultation.

Citizen focus – Libraries as community hubs are completely citizen focussed, and the proposed changes will utilise self-service to increase the times that services can be accessed. Recent qualitative research revealed that people want libraries to be developed as community centres and to become more of a community resource.

Active citizenship – Citizens will be engaged with developing and promoting library services through opportunities such as volunteering and fundraising. Local groups will drive the development of libraries as community hubs, as they will be encouraged to use the library during the extended days e.g. local schools bringing class visits, local carers groups holding mutual support sessions, etc.

Corporate Priorities:

Economy, jobs and homes - Community hubs and diversifying income will increase opportunities for education and employment activities for adults and children. Facilities are available for those who are digitally excluded. Library services can be used to support improving literacy.

Children and Young People – Increased opening hours will support more visits by schools who can carry out group visits during school hours. Increasing fund raising and grants will maximise the use of the library for all added value activities and projects which will include those aimed at children and young people such as study support.

Community safety and resilience – Libraries provide culture and leisure activities in the City that can promote community cohesion. Shared buildings can be used to foster positive relationships between public services and different communities.