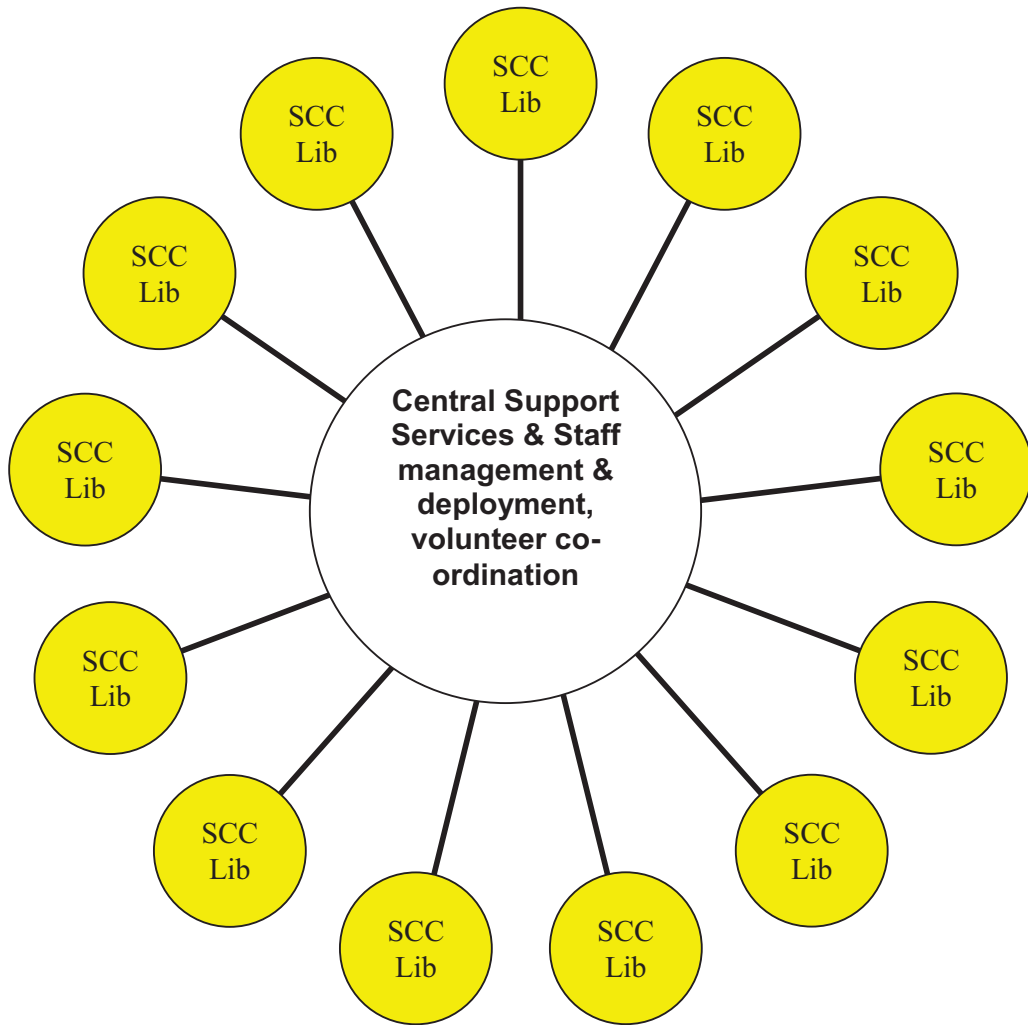**1. SCC only support SCC run libraries**
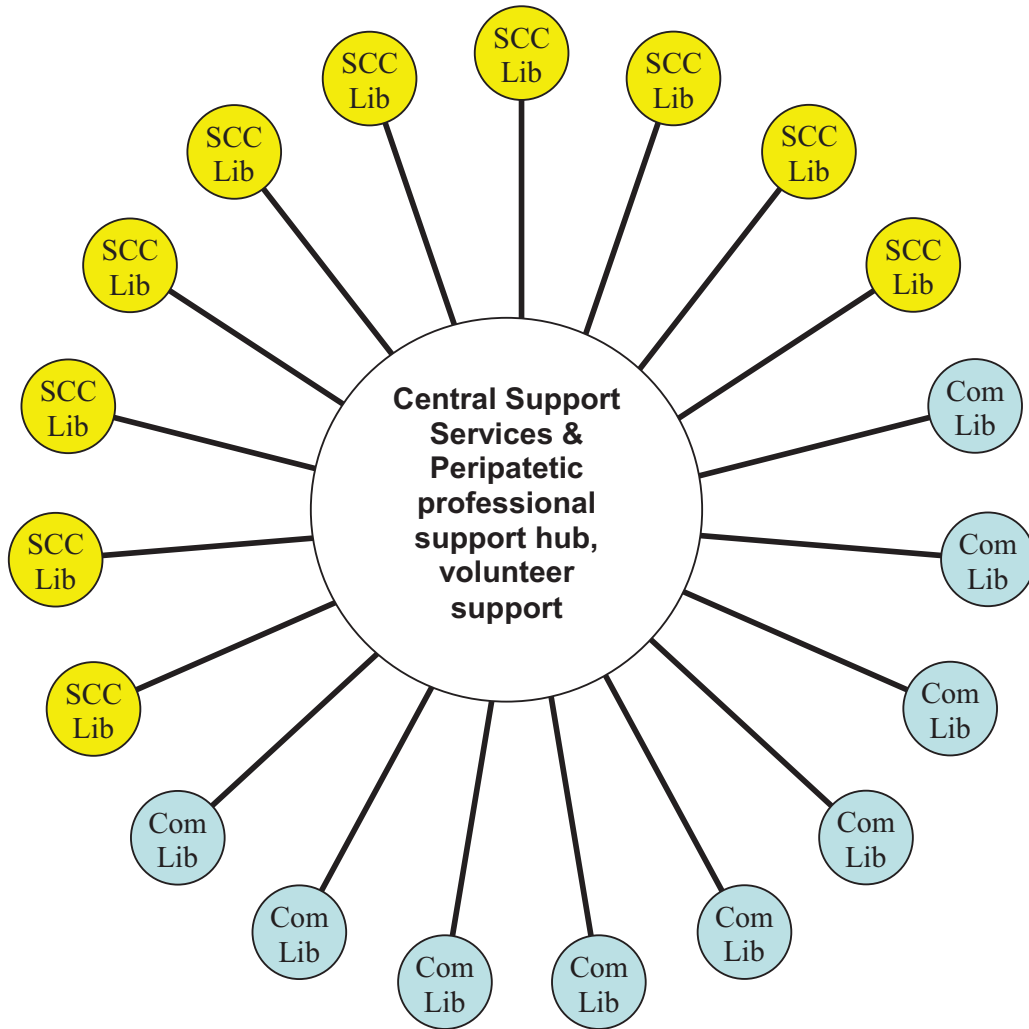

Model 1
SCC only support SCC run libraries

- Only support SCC libraries. Staffing and resources would remain basically the same. E.G. Less 10%. There may be additional support from volunteers to enhance services.
- All libraries not to be SCC run would be closed.

Model 1 SWOT

Strengths	- Libraries remain part of the main libraries network - Service standards are maintained - Financial savings in terms staff/management costs - Financial savings in terms of buildings, running costs, materials
Weaknesses	- Slimmed down service with some closures - Staff redundancies due to closure - Will not achieve the budget savings required – more cuts will be needed across the service (including Community Libraries) - Less libraries means less income generated - Leaves little opportunity to enhance services – delivery would more or less stay the same - Limits the opportunities to work with partners in the voluntary/community sector
Opportunities	- Some buildings could be sold which would generate income for SCC (but not library service) - Utilise the Mobile Service in order to bridge the gap - Volunteers to 'enhance' the work of paid staff - Community Right to Challenge – some libraries up for closure could be saved in the short term
Threats	- Some users may need to travel further to get to their library - Library usage may decrease - Financial ability to maintain remaining libraries if more cuts are imminent - not sustainable in the long term - Assets – threat that we cannot get out of long leases and tied in to paying for buildings after closure - Would not rule out future threat of library closures - The wrong libraries close and we face legal challenge (important to have robust needs analysis) - More and more libraries close and we are not able to fulfil the 1964 act to provide an efficient library service - Campaigns/protest against closure – threat of Judicial Review? - Cost of developing/delivering outreach work in areas with no library provision

2. SCC oversee all libraries in the city, both SCC run and Community run
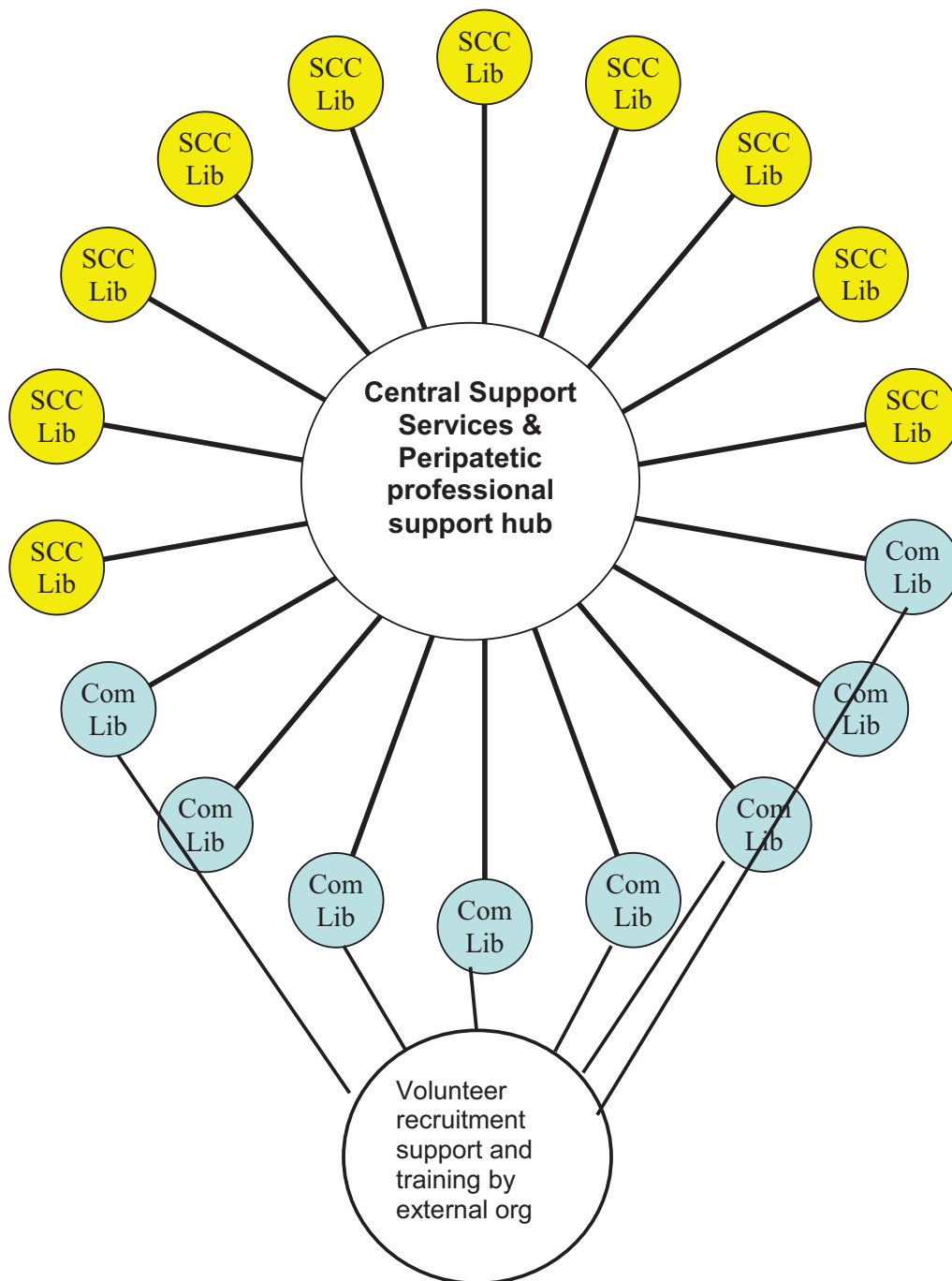

Model 2 description
SCC oversee all libraries both SCC run and community run libraries.

- Community run libraries will have a service level agreement where they agree to quality
- standards and targets, manage the library building and manage volunteers. In return the community group will have the building running costs paid by SCC, and access to central support services (book stock and other materials, computer maintenance, People's Network, online catalogue and member records, training for volunteers.
- SCC run libraries will be similar to what they are currently. Some jobs may be re-designed, there may be fewer staff. Volunteers will be used to enhance the service not replace staff in these libraries.
- Community organisations running the libraries would need to have sufficient capacity to manage SLA contracts and manage volunteers.

Model 2 SWOT

Strengths	- No library closures - Community managed libraries remain part of the libraries network - Support package is appealing to community groups/organisations - Service standards are maintained via Service Level Agreement - Volunteers trained by experienced library staff - Library staff support community managed libraries on day to day basis (buddying system) - Library users are not affected in the long term by change in management of libraries - All income generated (SCC or by community) is invested back in to libraries - Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years - Financial saving – management cost/staff reductions
Weaknesses	- Support package is of financial cost to SCC - Would not rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved - Community empowerment
Threats	- The library provision becomes secondary in some cases - Library users experience a decline in the level of service and expertise delivered - Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back - Only sustainable if community groups embark on a long term agreement to deliver library service - Challenge of changing the perceptions of campaigners/ protestors against cuts - Failure to negotiate the right package with community organisations/groups - Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) - Culture change

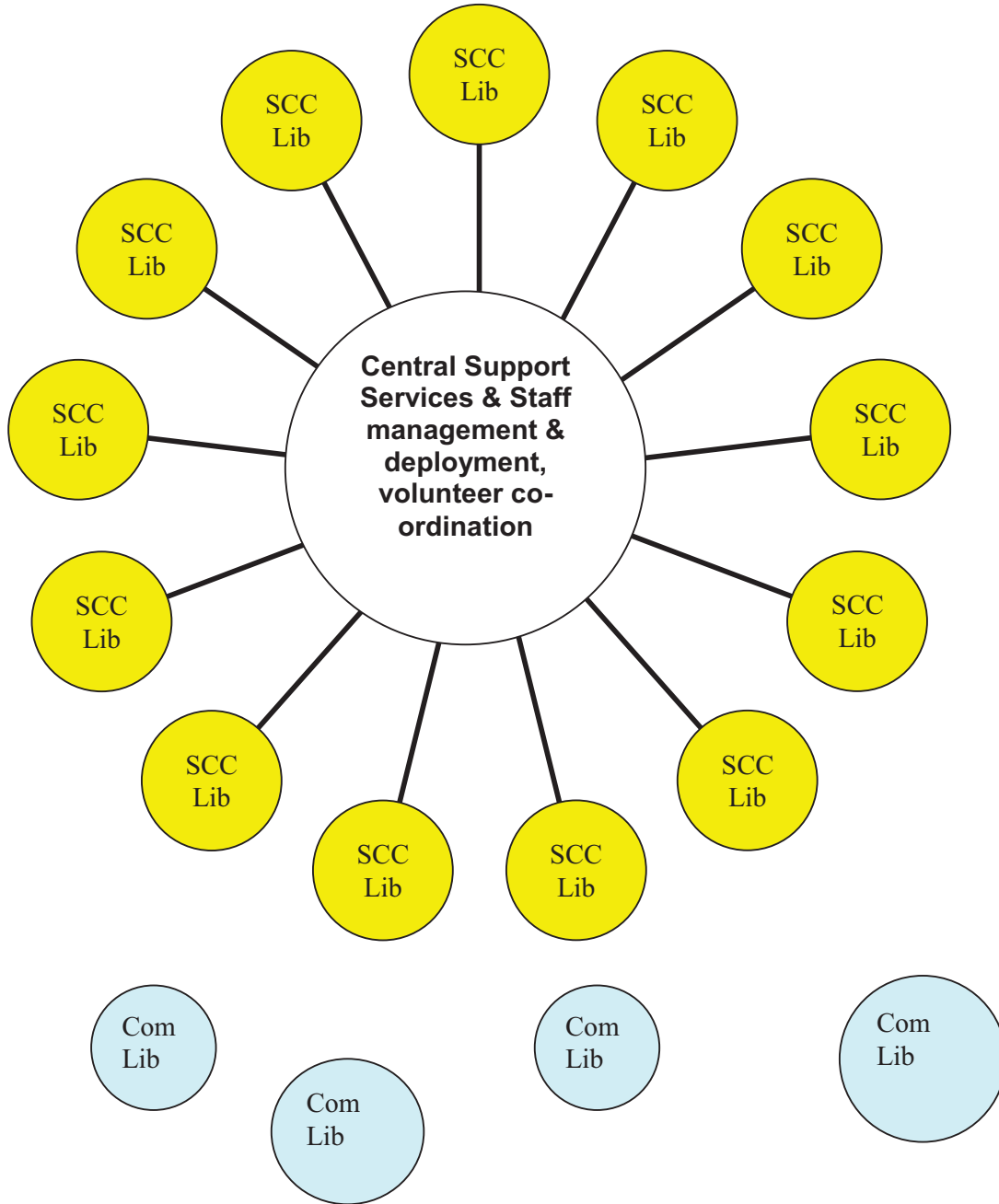**3. Volunteer Support run by external organisation**

Model 3 description
Volunteer Support run by external organisation

- As model 2, but volunteer recruitment, co-ordination, training and support undertaken by an external organisation for all the community run libraries.
- This would be more suitable where the community groups running the libraries have low capacity and little experience with volunteers.
- SCC would contract with the external organisation to provide this service.
- SCC would still need to be involved in and provide some resources for training.
- The external organisation would be responsible for paying any volunteer expenses.

Model 3 SWOT

Strengths	- No library closures - Community managed libraries remain part of the libraries network - Support package is appealing to community groups/organisations - No strain on staff resources to deliver training, support and volunteer recruitment - co-ordinated by an external organisation - Service standards are maintained via Service Level Agreement - All income generated (SCC or by community) is invested back in to libraries (is this correct?) - Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years - Financial saving – management cost/staff reductions
Weaknesses	- Support package is of greater financial cost to SCC than model 1 - Would not rule out future threat of library closures - Staff redundancies - Additional cost implications of getting external organisation manage training, support and recruitment function - Dependent upon external organisation to deliver training and support - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - Library users may affected by change in management of libraries due to level of training received - Less control for the Council
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved - Community empowerment - External organisation may encourage volunteers to help in SCC libraries as well – to enhance - Opportunities to learn from external organisation
Threats	- Standard of training and support is difficult to determine if being co-ordinated by an external organisation - Training may not be refreshed regularly enough - Money runs out to offer support delivered by external organisation resulting in increased pressure on staff resources - The library provision becomes secondary in some cases - Library users experience a decline in the level of service and expertise delivered - Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back - Only sustainable if community groups embark on a long term agreement to deliver library service - Challenge of changing the perceptions of campaigners/ protestors against cuts - Failure to negotiate the right package with community organisations/groups - Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) - Culture change

4. SCC only financial support SCC libraries, but allow communities to take over closed libraries.

Central Support Services & Staff management & deployment, volunteer co-ordination

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

SCC Lib

Com Lib

Com Lib

Com Lib

Com Lib

Model 4 description
SCC only financial support SCC libraries, but allow communities to take over closed libraries.
- SCC only resource SCC libraries
- Communities allowed to take over the running of library buildings and retain some element of a library service. SCC will not replenish book stock, or allow access to the book catalogue or peoples network or RFID's. Ad hoc professional advice at discretion of SCC.

Model 4 SWOT

Strengths	- Maintains current number of libraries - No strain on staff resources to deliver training, support and volunteer recruitment - No cost to the Council - Financial savings in terms staff/management costs - Financial savings in terms of buildings, running costs, materials - SCC library staff provide ad-hoc professional advice
Weaknesses	- Library closures unless community groups come forward - Community managed libraries would not be part of the library network – no access to catalogues, stock, PN, RFID etc - Would not rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - Loss of income generation - No control over maintaining standards in community managed libraries
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved - Community empowerment - Library provision may move in to a more suitable building
Threats	- Library users experience a lower quality of service in Community Managed Libraries - Standard and quality of training and support is difficult to determine if being co-ordinated by an external organisation - Library usage may decrease - The library provision becomes secondary (or worse) in some cases - Community groups pull out and no one else wants to take on the library – ultimately the library must close or the Council must take it back - Only sustainable if community groups embark on a long term agreement to deliver library service - Challenge of changing the perceptions of campaigners/ protestors against cuts - Failure to negotiate with community organisations/groups in order to maintain at least a minimum standard - Culture change - Financial ability to maintain remaining libraries (SCC experiences further cuts, utility rates increase etc) - Assets – threat that we cannot get out of long leases and tied in to paying for buildings after closure - Judicial Review??

5. Entire library service transferred to a Trust
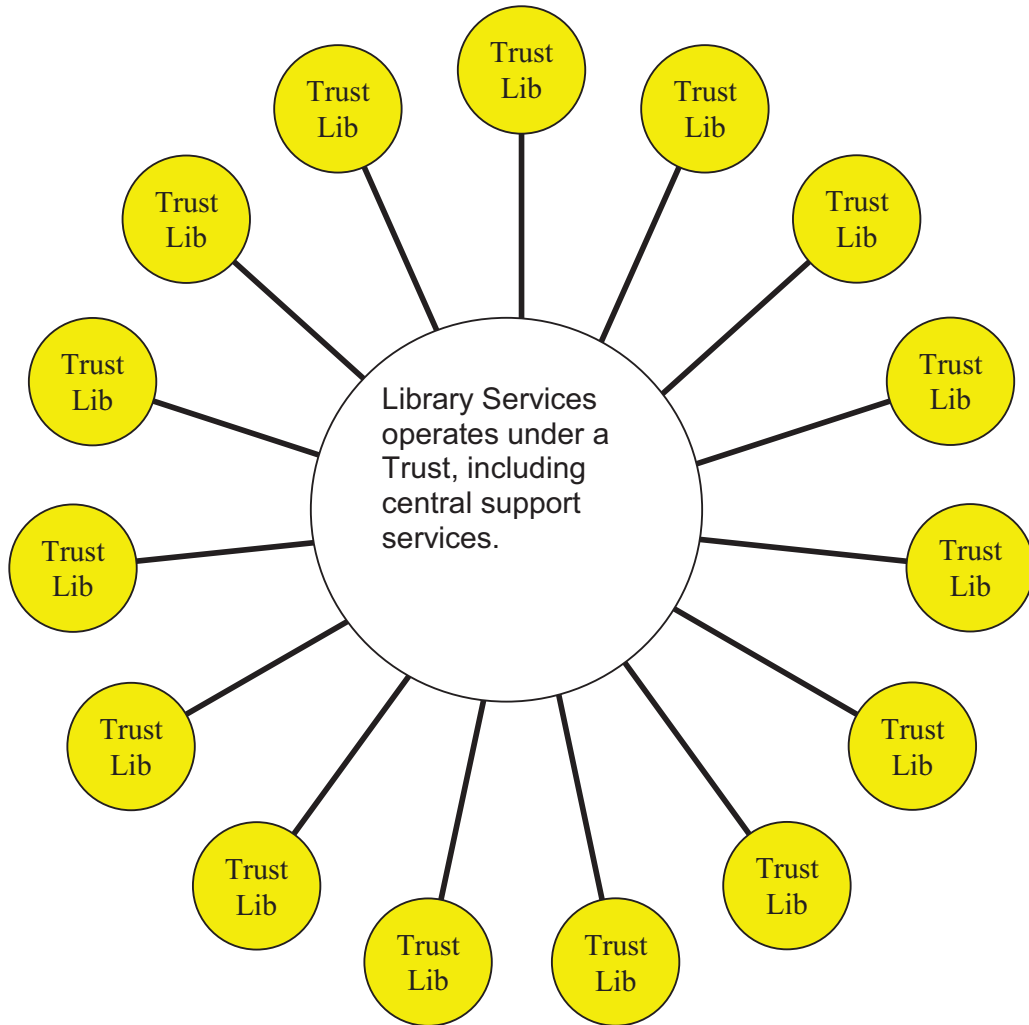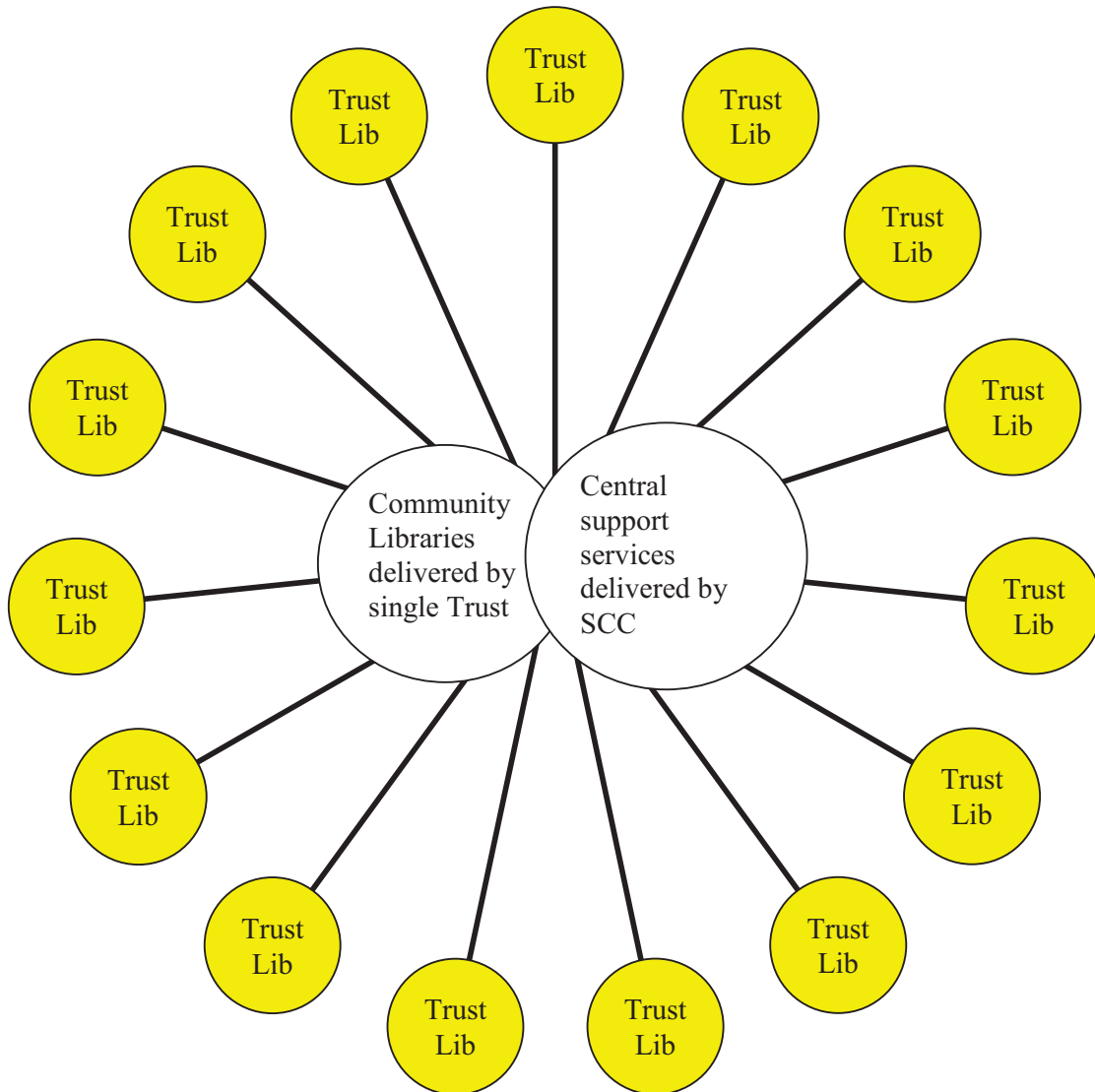

Model 5 description
Entire library service transferred to a Trust

- SCC no longer manages the library service, run by a Trust on Contract with the Council.
- Staff reductions may need to take place before transfer to a Trust.
- Would need strong income earning strategy to take advantage of Trust status.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 5 SWOT

Strengths	- No library closures - All libraries remain part of the libraries network but operate under a Trust - The library service gains charitable status – more options for external funding - Service standards are maintained - Any volunteers would be trained by experienced library staff - Financial saving – management cost/staff reductions - Library users are not affected in the long term by transfer - Future threat of closure is reduced - Staff reductions can be made prior to the transfer - Mandatory rate relief and VAT breaks - Income generated can be invested back into improving services - Would still receive funding from SCC - Transfer of liability from SCC to Trust does not apply - Protects library services against future LA cuts
Weaknesses	- SCC no longer manages the library service - Would not totally rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - May take time to fully establish the organisation - Potential procurement costs - Possible TUPE implications
Opportunities	- The library service gains charitable Trust status itself - An existing Trust delivers library services - Greater flexibility – SCC no longer runs library service - An organisation with charitable status can access funding that the Council cannot - More scope for volunteers to become involved - Potential for increased income generation - As a registered charity would be able to accept donations - Could close some of the more expensive libraries - Greater independence - the Trust would be independent meaning that the board of trustees is a mixture of Councillors and residents - Enables the community to be involved in decision making, making it a trust run by local people for local people - Enables more business-like thinking - Increased opening hours - Volunteers to support service - Increased partnership opportunities - Combined Trust set up for Library service and Museums
Threats	- Culture change - TUPE - Failure to increase income due to weak income earning strategy - Lack of expertise to access external funding (especially if libraries were to set up their own trust) - We do not know what funding would be available in the future and how this will impact on the sustainability of libraries

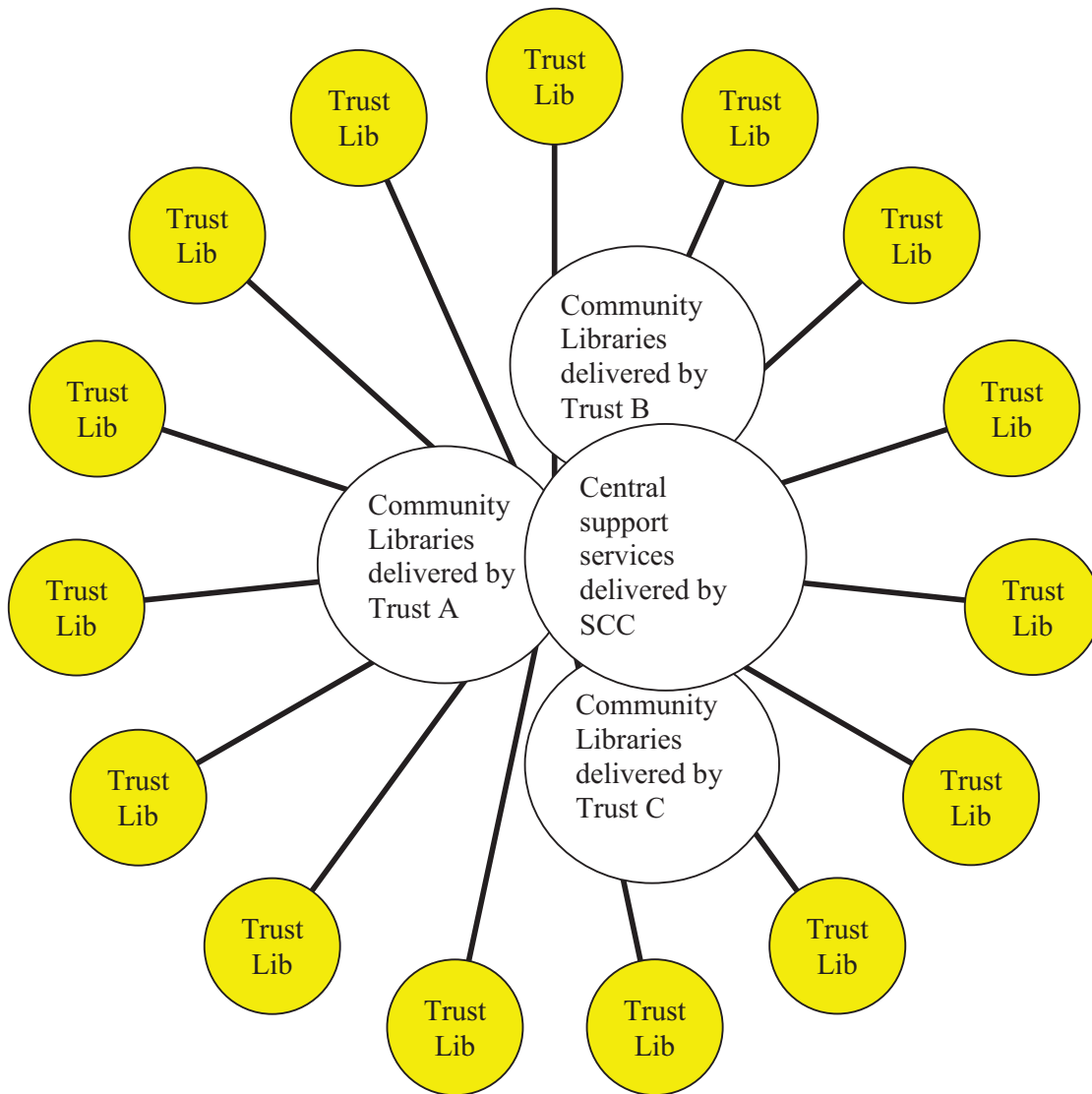**6. Trust model for community libraries only**

Model 6 description
Trust model for community libraries only
- SCC retains central support functions – book stock, book rotation, computer maintenance and support, peoples network, online catalogue.
- Staff reductions may need to take place before transfer to a Trust.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 6 SWOT

Strengths	- No library closures - All community libraries remain part of the libraries network but operate under a Trust - All library services (except community libraries) remain responsibility of SCC - Financial saving – management cost/staff reductions - Part of the library service gains charitable status – more options for external funding - Service standards are maintained - Any volunteers would be trained by experienced library staff - Library users are not affected in the long term by transfer - Future threat of closure for community libraries is reduced - Staff reductions can be made prior to the transfer - Mandatory rate relief and VAT breaks for Trust - Income generated can be invested back into improving all services <mark>(would need to check this)</mark> - Would still receive funding from SCC - Transfer of liability from SCC to Trust does not apply - Protects community libraries against future LA cuts
Weaknesses	- SCC no longer manages the entire library service - Would not rule out future threat of cuts/closure in other parts of the service - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - May take time to fully establish the organisation - Potential procurement costs - TUPE implications
Opportunities	- The library service gains charitable Trust status itself - An existing Trust delivers library services - Greater flexibility – SCC no longer runs entire library service - An organisation with charitable status can access funding that the Council cannot - More scope for volunteers to become involved - Potential for increased income generation - As a registered charity would be able to accept donations (but not service wide) - Could close some of the more expensive community libraries - Greater independence - the Trust would be independent meaning that the board of trustees is a mixture of Councillors and residents - Enables the community to be involved in decision making, making it a trust run by local people for local people - Enables more business-like thinking - Increased opening hours in community libraries - Volunteers to support service - Increased partnership opportunities
Threats	- Culture change - TUPE - Failure to increase income due to weak income earning strategy - Network of community libraries become stronger but further cuts jeopardise other services - Less funding available to support Trust - Services become less joined-up

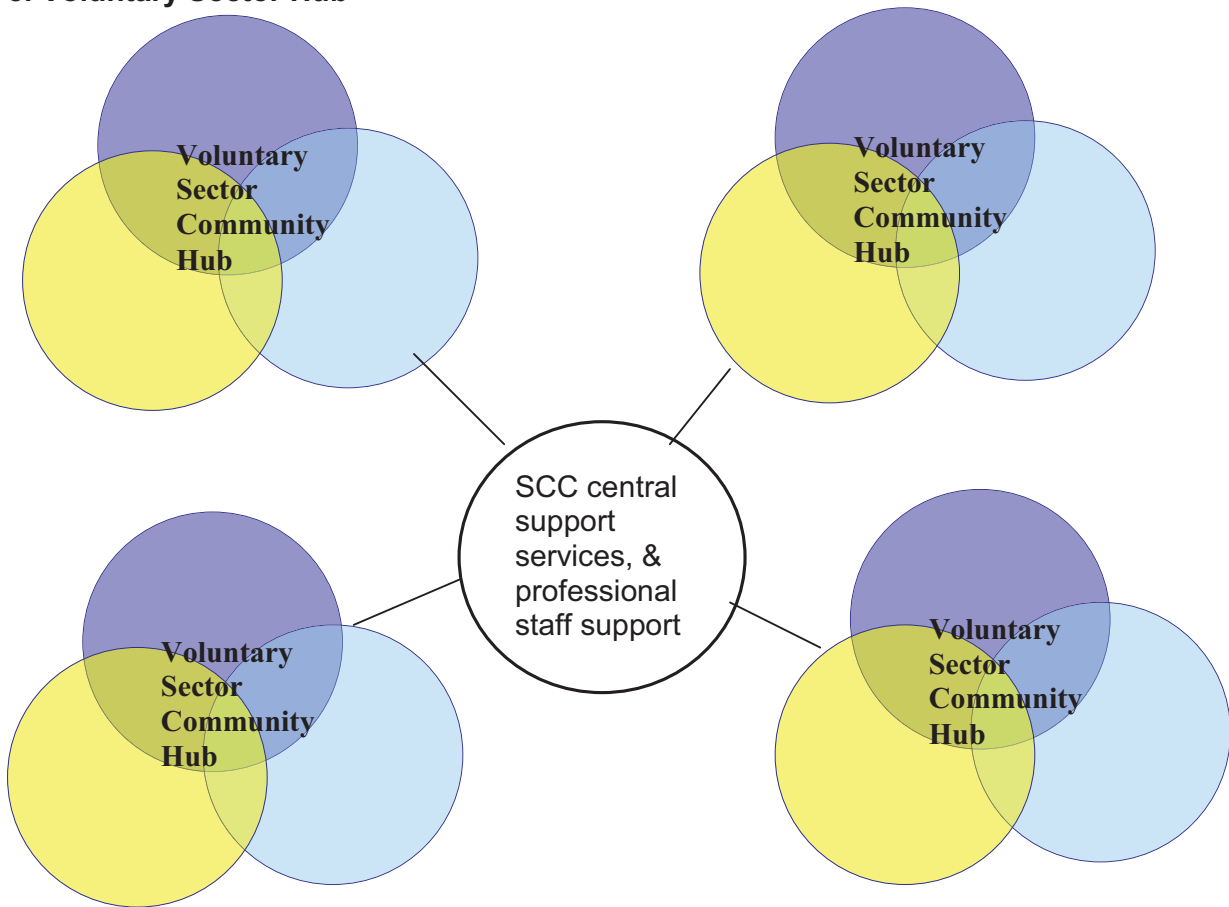**7. Consortium model for community libraries only**

Model 7 description
Multiple Trust or Social Enterprise model for community libraries only

- All community libraries are transferred to trusts or social enterprises who are collaborating under 1 contract.
- Libraries would be run with volunteers and self issue and some paid staff not SCC.
- SCC retains central support functions – book stock, book rotation, computer maintenance and support, peoples network, online catalogue.
- Staff reductions may need to take place before transfer to a Trust.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 7 SWOT

| Strengths	- No library closures - All community libraries remain part of the libraries network but operate under several different Trusts - All library services (except community libraries) remain responsibility of SCC - Financial saving – management cost/staff reductions - Part of the library service gains charitable status – more options for external funding - Service standards are maintained - Any volunteers would be trained by experienced library staff - Library users are not affected in the long term by transfer - Future threat of closure for community libraries is reduced - Staff reductions can be made prior to the transfer - Mandatory rate relief and VAT breaks for Trusts - Income generated can be invested back into improving all services ==(would need to check this)== - Would still receive funding from SCC - Transfer of liability from SCC to Trust does not apply - Protects community libraries against future LA cuts
Weaknesses	- Having multiple Trust models could become complex - Multiple Trust models could take longer to negotiate - SCC no longer manages the entire library service - Would not rule out future threat of cuts/closure in other parts of the service - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - May take time to fully establish the organisation - Potential procurement costs - TUPE implications
Opportunities	- The library service gains charitable Trust status itself to run some of the community libraries - Existing Trusts deliver community library services - Greater flexibility – SCC no longer runs entire library service - Organisations with charitable status can access funding that the Council cannot - More scope for volunteers to become involved - Potential for increased income generation - As a registered charity would be able to accept donations (but not service wide) - Could close some of the more expensive community libraries - Greater independence - the Trusts would be independent meaning that the board of trustees is a mixture of Councillors and residents - Enables the community to be involved in decision making, making it a trust run by local people for local people - Enables more business-like thinking - Increased opening hours in community libraries - Volunteers to support service - Increased partnership opportunities
Threats	- Culture change - TUPE - Failure to increase income due to weak income earning strategy - One of the Trusts decides to pull out - Network of community libraries become stronger but further cuts jeopardise other services - Less funding available to support Trust - Services become less joined-up

8. Voluntary Sector Hub

Model 8 description
Voluntary Sector Hub

- Library or other SCC building transferred to a Social Enterprise by Community Asset Transfer or lease on a peppercorn rent. Libraries will be based or retained in the building free of charge or low space rental to the library service.
- The Social enterprise can use the building to run its services and generate income, but will be responsible for running costs and maintenance.
- There is a joint agreement between the Social Enterprise and SCC to train and support volunteers.
- SCC provides book stock & transport, people's network, access to online catalogue, some professional staff support, RFIDs.
- SCC library service would retain the income from fines and charges for CDs etc. Income from room hire would be retained by the social enterprise.
- It is unlikely that there are enough suitable buildings and social enterprises to use this model and maintain a comprehensive library service. It is likely this model would need to work alongside other models.

| Strengths	▪ No library closures
	▪ Community managed libraries remain part of the libraries network
	▪ Financial savings in terms of buildings, running costs, maintenance (asset transfer)
	▪ Joint agreement to train and support volunteers
	▪ SCC library service would retain income from fees and charges etc
	▪ Support package is appealing to community groups/organisations
	▪ Service standards are maintained via Service Level Agreement
	▪ Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years
	▪ Financial saving – management cost/staff reductions
Weaknesses	▪ Income generated from room hire would be retained by social enterprise
	▪ Cost of offering support package
	▪ Would not rule out future threat of library closures
	▪ Staff redundancies
	▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole
	▪
Opportunities	▪ Potential for opening hours to increase across community managed libraries
	▪ Enables additional services to be delivered alongside the library provision
	▪ Community organisations can access funding that the Council cannot
	▪ More scope for volunteers to become involved
	▪ Community empowerment
	▪ External organisation may encourage volunteers to help in SCC libraries as well – to enhance
	▪ Opportunities to learn from external organisation
	▪ Library staff transfer to social enterprise (TUPE)
Threats	▪ There are not enough willing social enterprises to make this work
	▪ Social enterprise does not gain enough financially from transfer
	▪ There are not enough suitable buildings in the city
	▪ The library provision becomes secondary in some cases
	▪ Library users experience a decline in the level of service and expertise delivered
	▪ Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back
	▪ Only sustainable if community groups embark on a long term agreement to deliver library service
	▪ Challenge of changing the perceptions of campaigners/ protestors against cuts
	▪ Failure to negotiate the right package with community organisations/groups
	▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc)
	▪ Staff are not transferred to social enterprise – solely run by volunteers

9. Statutory Sector Hub
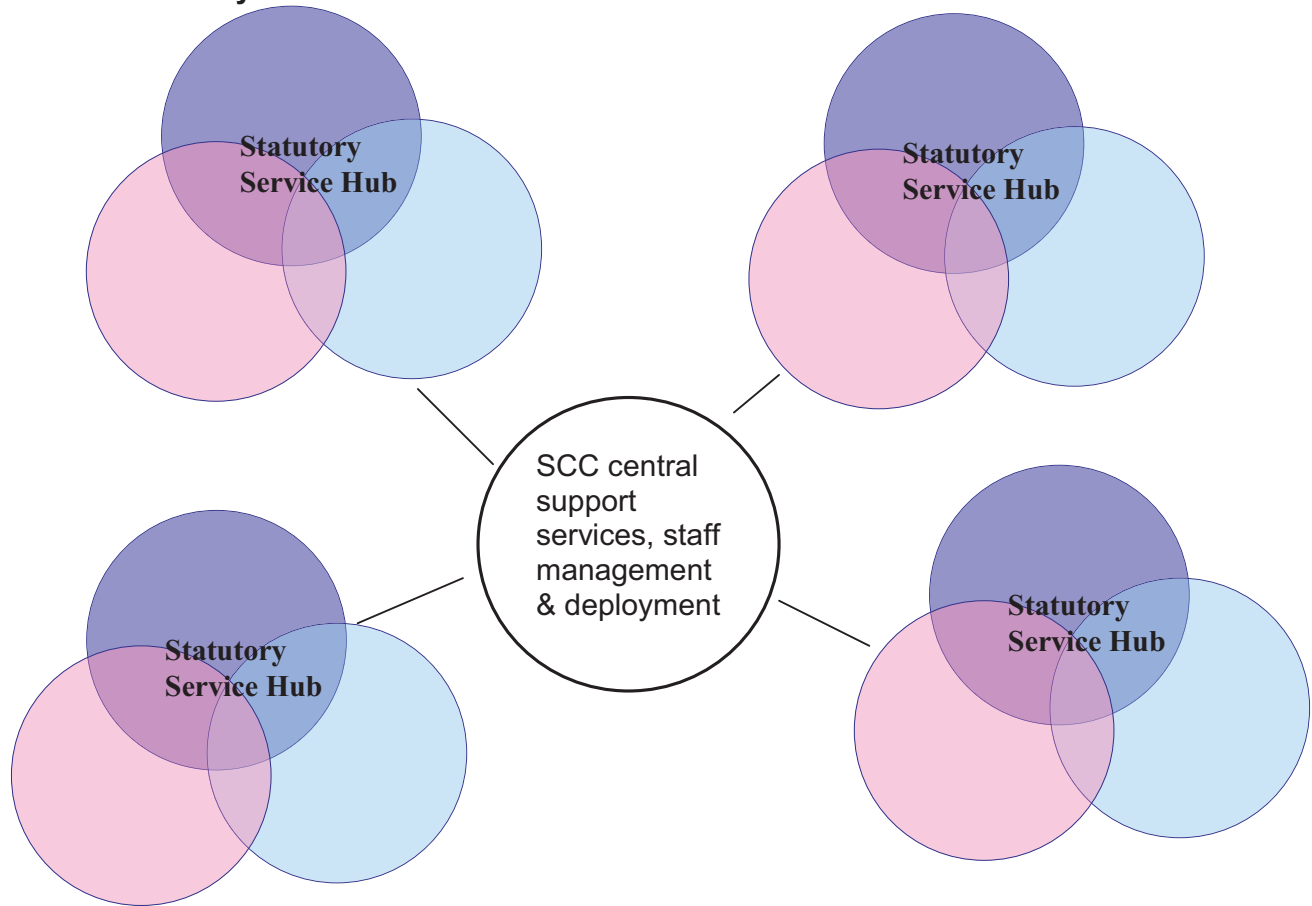
Model 9 description
Statutory Sector Hub

- Service hub run by corporate property from community library buildings. Savings on running costs by sharing the building with other services would be transferred to Corporate Property. Note- this would not be a saving for the library service.
- Library services may incur additional charges to hire space to run activities.
- Some small library spaces may be able to operate with RFID's and minimum of volunteers or staffing, if the building is supervised by other services.
- Statutory hub libraries as defined by the Face to Face given priority for resourcing.
- This model is unlikely to facilitate volunteer run libraries.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 9 SWOT

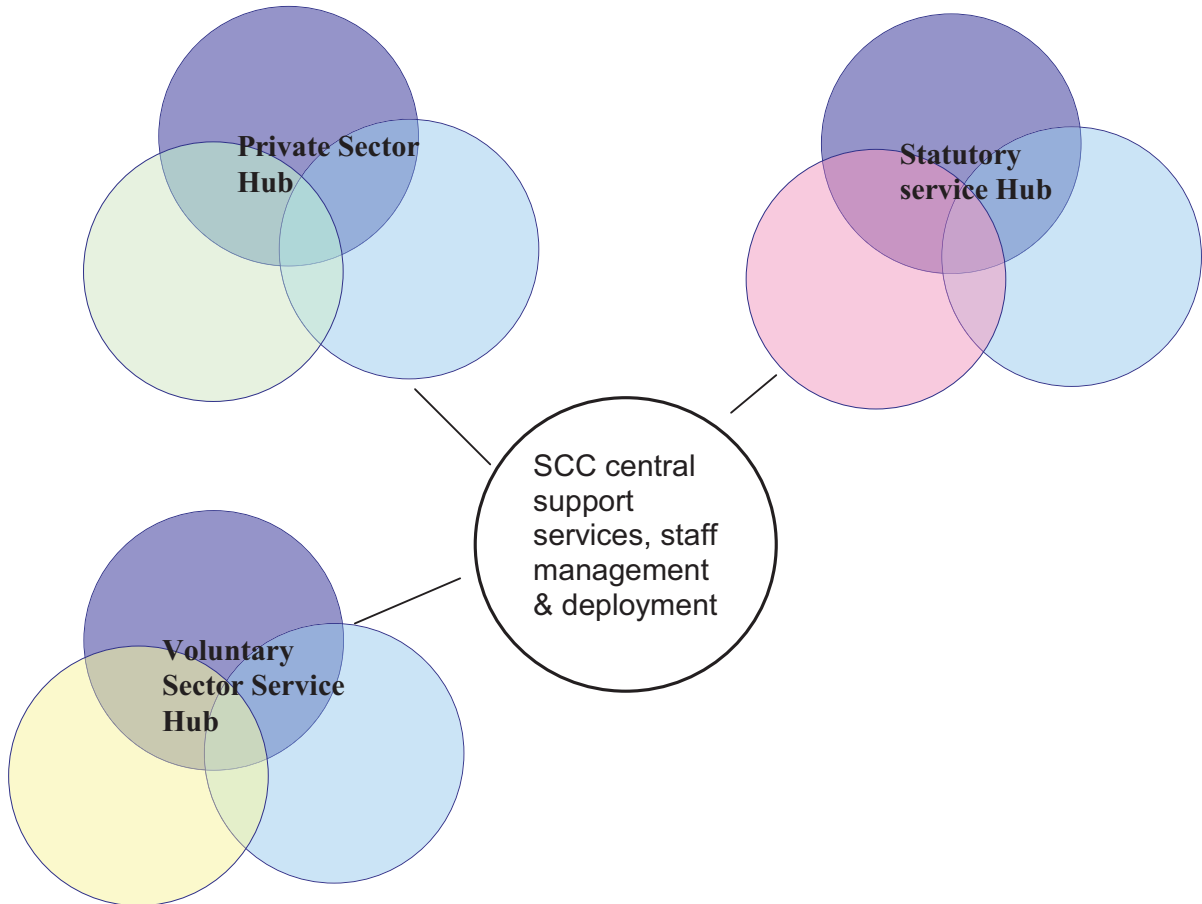|	
Strengths	• Libraries remain part of the main libraries network • Service standards are maintained • Shared buildings will increase footfall • Relocation of some libraries in to more suitable buildings • Co-location of services • Income generated by Corporate Property to be put back in to Capital projects such as Surrey Street Central • Staff less likely to be replaced by volunteers • Supports the Customer First 'Face to Face' hub strategy
Weaknesses	• Could lead to reduced library space in some places • Would not achieve a financial saving for the library service • May incur additional charges through hire of meeting/ community rooms • Does not rule out closure of libraries • Only benefit 13 libraries (Asset Rationalisation project) • Limits the use/development of volunteers
Opportunities	• Increased partnership working • Relocation of libraries could be of benefit to users geographically • Refurbishment • Future opportunities for Capital investment into library buildings • Increased opening hours
Threats	• Less income generated for library service via hire of meeting/community space • Co-location is not complementary to libraries i.e. the wrong partners are involved • The library becomes a secondary provision • Disputes with partners over running of the building – need agreement in place • Needs Assessment is overlooked • Relocation of libraries may mean some users have to travel further to get to their library • Library usage may decrease • Financial ability to maintain remaining libraries if more cuts are imminent • Would not rule out future threat of library closures • Implications if library had to pull out due to it no longer being financially viable

10. Private Sector Hub
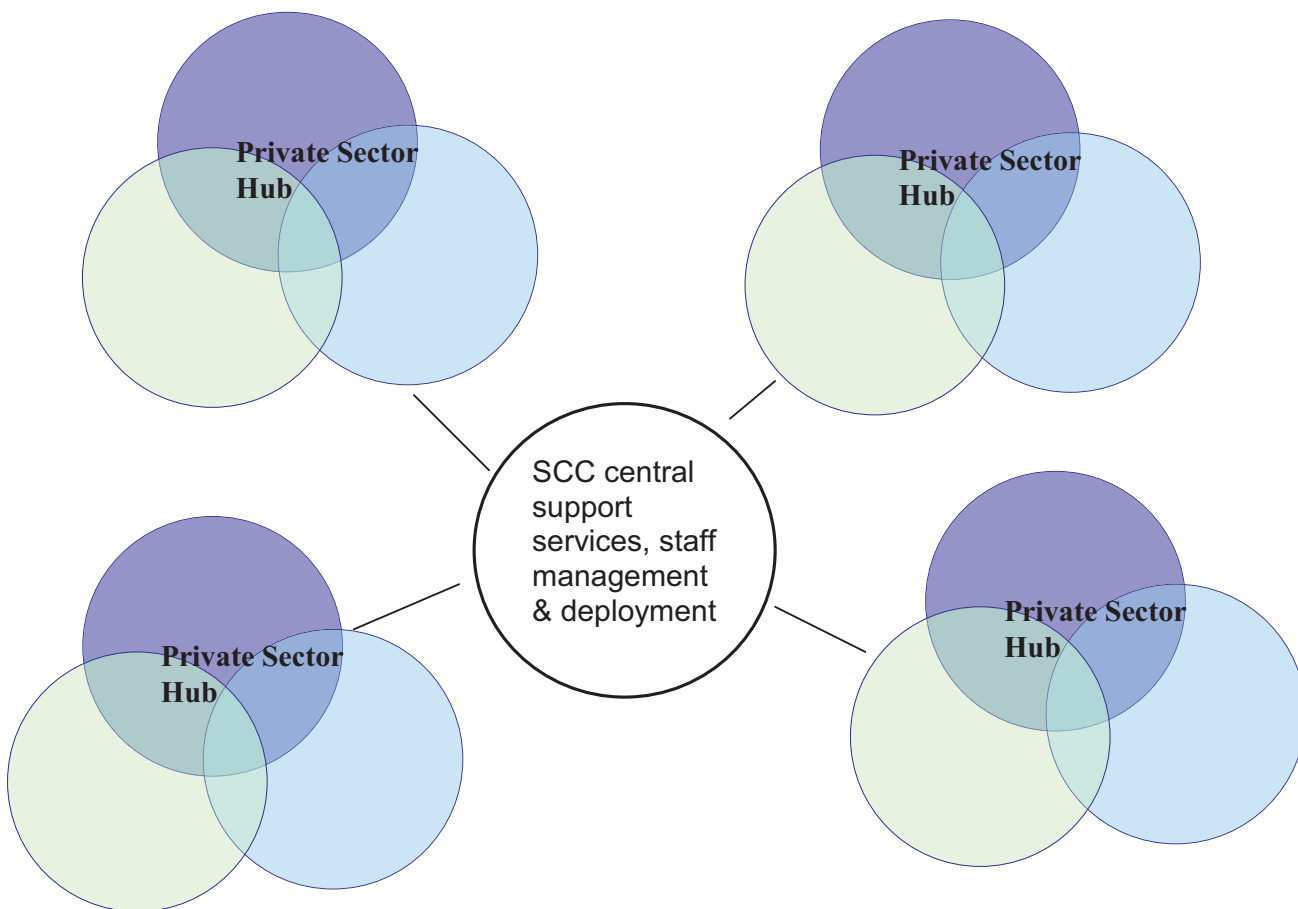
Model 10 description:
Private sector hub

- Service hub run by Private Sector/commercial organisations. Either libraries within the buildings owned by the commercial organisation, or they purchase/take over library buildings but maintain space for a library service. The library service would have running costs (energy maintenance) covered by the private sector organisation. There may be a charge for the space used at market rates, depending on the terms of the transfer.
- The Council would benefit from sale of a building but not the library service.
- Library services may incur additional charges to hire space to run activities.
- It is unlikely that there will be sufficient suitable buildings and private sector organisations to sustain this model. It may be part of a range of models.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 10 SWOT

Strengths	- Libraries remain part of the main libraries network - Service standards are maintained - Financial saving – running costs - Financial saving – management cost/staff reductions
Weaknesses	- Reduced/slimmed down library provision - SCC will benefit from the sale of any buildings but the library service will not - Does not rule out closure of libraries - Staff redundancies due to 'slimmed' down service - Cost implication if have to pay market rate for rental of space
Opportunities	- Private/commercial sector purchases library buildings and SCC lease the library space - SCC leases the building to the private/commercial sector - Increased footfall - Libraries are run more like a business - Refurbishment/redevelopment of libraries - Increased opening hours - Deliver Private sector hub model on a small scale rather than across all community libraries
Threats	- Less community space within library could result in decreased income generation - Less community space within library could result in fewer activities and events being held - The private/commercial partner does not want to retain library provision in the long term - The library becomes a secondary provision - Needs Assessment is overlooked - Library usage may decrease - Would not rule out future threat of library closures - Implications if library had to pull out of support package due to it no longer being financially viable - There is an insufficient number of private sector organisations interested in this model

11. Mixed Hub Model

Private Sector Hub

Statutory service Hub

SCC central support services, staff management & deployment

Voluntary Sector Service Hub

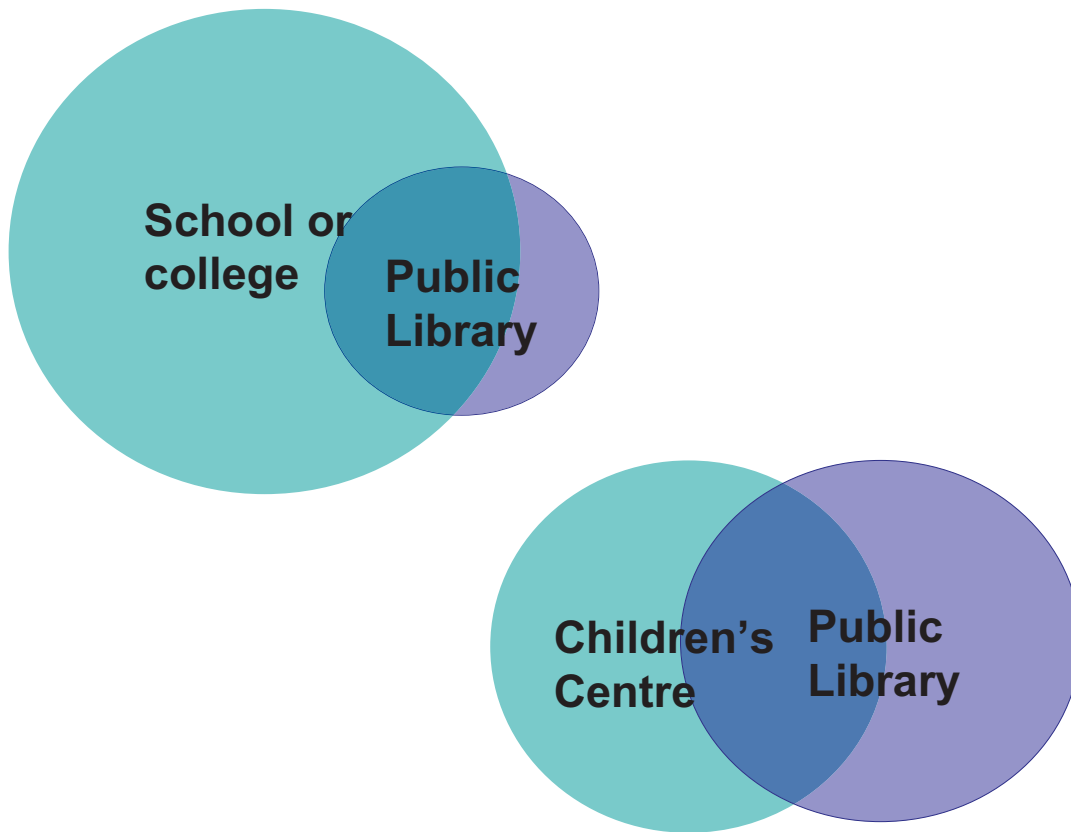**Model 11 description**
Mixed Hub Model

- Enabling mixture of hub models
- All building management and maintenance would be the responsibility of organisations external to the council (if allowed by Corporate Property).
- Would need strong service level agreements to ensure the service is not sidelined, moved, given reduced space, given significant rental increases etc.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 11 SWOT

Strengths	- No library closures - Community managed libraries remain part of the libraries network - Some financial savings in terms of buildings, running costs, maintenance (asset transfer) - Financial saving – management cost/staff reductions - Building management and maintenance would be responsibility of external organisations - Joint agreement to train and support volunteers - Support package available - Service standards are maintained via Service Level Agreement - Shared buildings will increase footfall - Relocation of some libraries in to more suitable buildings - Co-location of services - Income generated by Corporate Property to be put back in to Capital projects such as Surrey Street Central - Partially supports the Customer First 'Face to Face' hub strategy
Weaknesses	- Complex model with lots of partners involved – difficult to manage - Will only work if strong SLA in place - Income generated from room hire would be retained by external organisations - May incur additional charges through hire of meeting/ community rooms - Financial cost of support package - Would not rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - Could lead to reduced/slimmed down library space in some places - SCC will benefit from the sale of any buildings but the library service will not - Cost implication if have to pay market rate for rental of space
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved- community empowerment - External organisation may encourage volunteers to help in SCC libraries as well – to enhance - Opportunities to learn from external organisation - Possible transfer of library staff (TUPE) – would reduce redundancies - Increased partnership working - Relocation of libraries could be of benefit to users geographically - Future opportunities for Capital investment into library buildings - Increased opening hours - Private/commercial sector purchases library buildings and SCC lease the library space

|		
		▪ SCC leases the building to the private/commercial sector ▪ Increased footfall ▪ Some libraries are run more like a business ▪ Refurbishment/redevelopment of libraries
Threats		▪ There are not enough willing external partners interested in making this work ▪ There are not enough suitable buildings in the city ▪ The library provision becomes secondary in some cases ▪ Library users experience a decline in the level of service and expertise delivered ▪ Partners pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if partners embark on a long term agreement to deliver library service (i.e. external partner does not want to retain library provision in the long term) ▪ Challenge of changing the perceptions of campaigners/protestors against cuts ▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) ▪ Staff are not transferred – solely run by volunteers ▪ Co-location is not complementary to libraries i.e. the wrong partners are involved ▪ Disputes with partners over running of the building – need agreement in place ▪ Needs Assessment is overlooked ▪ Relocation of libraries may mean some users have to travel further to get to their library ▪ Library usage may decrease ▪ Financial ability to maintain remaining libraries if more cuts are imminent ▪ Would not rule out future threat of library closures ▪ Less community space within library could result in decreased income generation ▪ Less community space within library could result in fewer activities and events being held ▪ The library becomes a secondary provision

12. Education link model

Model 12 Description
Education Link Model

- Libraries would be co-located within education establishments.
- Where libraries are within schools, the school is responsible for running the library with central support services from SCC library service.
- Where libraries are co-located with children's centres, there would be merging of services and activity to avoid duplication – creating a new offer for children different to a distinct library or children's centre.
- It is unlikely that this model could be replicated across the city, therefore this model would need to work alongside other models.

Model 12 SWOT

Strengths	▪ Libraries under the education model remain part of the libraries network ▪ Co-location with education establishments ▪ Increased children's offer ▪ Shared building/maintenance costs due to co-location ▪ Library service to offer advice and expertise ▪ Would attract more young people into libraries ▪ Retains (some) trained library staff
Weaknesses	▪ Financial cost of providing central support services ▪ Would not rule out future threat of library closures ▪ Small financial saving to library service ▪ Replication of model city wide unlikely - would need to be implemented alongside other models ▪ Dual use has not worked well in Sheffield in the past in either Primary and/or Secondary ▪ Possible redundancies?
Opportunities	▪ Increased footfall ▪ Attract new users ▪ Increase literacy ▪ Stronger partnerships with schools and/or Children's Centres ▪ School library model pilot ▪ Volunteers – pupils to help run libraries (linked to accreditation) ▪ Given the right 'ingredients' a dual use library could work
Threats	▪ Safeguarding ▪ Decreased footfall ▪ Attracts young people but not adults ▪ Reputation - Announcement of opening new public library in a school following the closure of a community library ▪ Accessibility issues ▪ Impact of cuts to Children's Centres ▪ Public library joined to a school is not viable – ultimately becomes a school library ▪ Maintaining standards - students volunteering in libraries ▪

13. Technology model
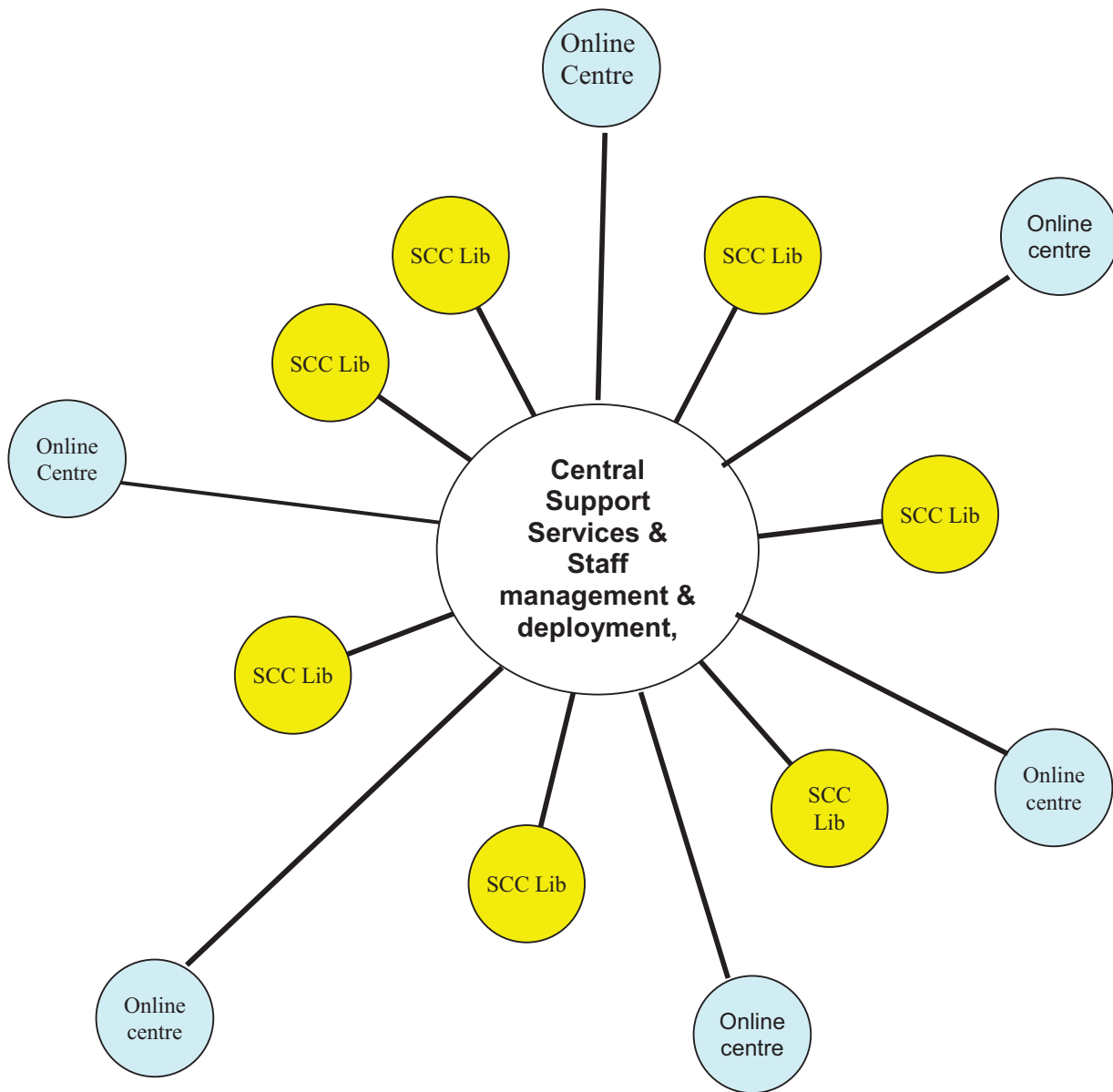
Model 13 Description
Technology Model
- SCC run service
- Less physical library buildings
- Investment in e-books, wifi, improved online catalogue
- Creation of online reservation centres, where people can reserve books online (at the centre or from home) and have them delivered to the centre – this could be a community centre, GP surgery, or other suitable public building. The number of online centres may need to be limited due to capacity of van rounds.

Model 13 SWOT

Strengths	▪ SCC run service ▪ Library network maintained ▪ Less physical library buildings – cost saving ▪ Enhanced digital/technology offer ▪ Greater access via online reservation centres ▪ Financial savings in terms staff/management costs ▪ Maintains access to books and other materials
Weaknesses	▪ Cost of enhance digital technology offer ▪ Reliant of service support team ▪ Less library buildings ▪ Loss of expertise from library staff ▪ Some libraries would close ▪ Staff redundancies ▪ Decreased access to other library services e.g. PN, children's activities, baby time ▪ User may need to travel further to access a fully functioning library provision
Opportunities	▪ More 'convenient' access points e.g. community centres, GP surgery ▪ A more flexible service ▪ Increase usage/membership ▪ Negotiate with partners to take on running of activities – baby time etc ▪ Could work alongside Community investment Programme – but could not be reliant on library buildings ▪ Staff deployment in reservation centres
Threats	▪ Will only work in those areas with suitable public access buildings ▪ Will only work if enough people are willing to become a reservation centre ▪ Could create a gap in provision across the city ▪ Threat that service delivery no longer meets wider vision ▪ User numbers decrease ▪ Reservation centres pull out – need agreement in place ▪ Financial ability to maintain remaining libraries if more cuts are imminent - not sustainable in the long term ▪ Financial ability to maintain online reservation centres i.e. what happens if this is no longer financially viable but physical library buildings have already been disposed of? –impact ability to delivery efficient library service ▪ Legal challenge ▪ Local campaign groups/Community Right to Challenge

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