

OPEN

**Environment and Communities
Committee**

27 November 2024

**Libraries Strategy 2024-28 -
Implementation**

**Report of: Tom Shuttleworth, Interim Director of Planning and
Environment**

Report Reference No: EC/13/24-25

Ward(s) Affected: All Cheshire East Wards

Purpose of Report

1. To update Members on the progress with the development of the Cheshire East Libraries Strategy (the "Strategy") following the approval of the Council's Medium Term Financial Strategy 2024-28 ("MTFS") at Full Council on 27 February 2024
2. To update the Committee, in relation to the outcome of the related public consultation process approved at the Environment and Communities Committee 18th July 2024 meeting, and how the draft Strategy has been amended to reflect that feedback.
3. To seek Committee approval to the implementation of the Strategy and the details associated.

Executive Summary

4. This report is seeking approval to the implementation of the Libraries Strategy 2024-28 to take effect from 1st January 2025.
5. If these proposals are not delivered that would result in an overspend within Library Services for the current and future years This overspend would have a material impact of the Council's MTFS.

6. Following a Committee approval at its meeting of 18 July 2024 a public consultation was carried out on the detail of the Strategy including revised opening hours proposals for Tier 3 sites, the results of which are summarised at paragraphs 26 to 36 of this report. The full consultation report is contained at Appendix A supported by an updated Equality Impact Assessment at Appendix B.
7. The opening hours for Tier 3 sites also included at the point of consultation a number of top up proposals from the related local councils.
8. In parallel with the formal consultation, engagement was undertaken with Town and Parish Councils in relation to the potential for funding 'top up' library services. Crewe and Nantwich Town Councils already work with Cheshire East Council in supporting their local library site and as a result of this engagement a further four local councils have formally agreed to follow suit.
9. The final Strategy (contained at Appendix C) now informed by feedback from the consultation sets out a series of objectives to shape the library service moving forward alongside continuing to promote the introduction of a tiered system for the boroughs libraries with libraries assigned to tiers through a site assessment scoring matrix.
10. The site assessment matrix has been updated since being presented at Committee in July and is contained at Appendix D.
11. An updated schedule of opening hours for Tier 2 and 3 libraries is contained at Appendix E, which also sets out where Council funded opening times are proposed to be supplemented either by financial contributions from local councils and/or community led volunteer provision, subject to Committee approval. This includes narrative as to any impacts the final opening hours have on regular events and activities held within libraries.
12. As a result of the feedback received through the public consultation the preferred option identified as the alternative service delivery model is a community managed approach. This reflects also the increased importance of libraries as sites for delivery of complementary Council and partner services such as Family Hubs and existing and emerging early intervention and prevention activity. Hence the need to retain direct control of these facilities and the offer, whilst working with local councils and the community to deliver the core library offer.

RECOMMENDATIONS

The Environment and Communities Committee is recommended to:

1. Note the feedback from the recent public consultation exercise.
2. Approve the Cheshire East Libraries Strategy 2024-28, as contained at Appendix C.
3. Approve the final details of the changes to library opening hours, as included at Appendix E.
4. Delegate authority to the Interim Director of Planning and Environment to;
 - a. take all necessary steps to implement the Libraries Strategy, and, to make all consequent changes to service provision including staff restructure and consultations.
 - b. take all necessary steps to enter into top up funding agreements with Town and Parish Councils.

Background

13. As a commitment made in the report to Committee in July 2023 regarding the Libraries Service Review and subsequently as now an approved element of the MTFS a Libraries Strategy has been developed.
14. The Council has statutory duty under the 'Public Libraries and Museums Act 1964' to deliver library services. The act outlines that "It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof".
15. The Act allows for joint working between library authorities, and councils may also offer wider library services (for example, loaning devices, running activities, or providing access to Wi-Fi and computers).
16. In providing this service, Councils must, among other things:
 - encourage 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.
17. The Act also states that it is up to each local area to determine how much they spend on libraries and how they manage and deliver their service.
- This must however be done:
- in consultation with their communities;
 - through analysis of evidence around local needs; and,
 - in accordance with their statutory duties.
18. The Department for Culture Media and Sport (DCMS) have also stated that Councils can take their available resources into account when deciding how to deliver their public library service and can design their library service, based on their analysis and assessment of local needs and there are no longer prescribed national standards.
19. It is on the basis of these criteria that the approach to developing a Libraries Strategy has been approached.
20. Prior to the implementation of any recommendations the Council has notified DCMS of the proposal with 'such information as the Secretary of State may require for carrying out their duties' as it is required to do.
21. The high level timeline for the next stages of implementation of the service review is as follows;
- (a) Committee approval to implement – 14 November
 - Entry in to top up funding agreements – November and December
 - Staff consultation launch (service restructure) – January 2025
 - (b) Strategy implemented and revised opening hours Tier 3 sites commence – 1 January 2025 (target)
 - Service restructure implemented and Tier 2 opening hours adjusted – 1 April 2025

Consultation and Engagement

Pre Engagement and Consultation

22. The Libraries Strategy was included as a specific proposal within the consultation materials for the MTFS 2024-28. A summary of the feedback received is contained at paragraph 29-30 of the related report, considered by Members in July 2024.
23. A significant level of pre-engagement prior to bringing the draft Strategy in front of the Committee was undertaken with local councils. This is set out at paragraph 36 of the related report.

Engagement with DCMS

24. The Service engaged with DCMS Libraries team about the content of the Strategy and the more detailed proposals before public engagement or consultation began. DCMS Libraries team offered feedback which is recorded as part of the consultation report and has been used to shape the final version.
25. A follow up meeting on the final draft Strategy and related proposals was held with DCMS on 17 October, to ensure that they continue to be sighted on how this has changed through the various stages of development. DCMS have subsequently provided comments which have been considered as part of the final draft presented at Appendix C.

Proposal for Consultation

26. The report to Committee in July 2024 set out the basis to go out to consultation. The Interim Director of Environment and Neighbourhoods developed the specific details of the consultation materials in consultation with the Chair, Vice Chair and Opposition Spokesperson.
27. It should be noted that in between the committee decision to move to consultation and its launch further engagement was undertaken with the local councils with Tier 3 library sites, specifically Bollington, Disley and Handforth.
28. This further pre consultation engagement re-introduced 23.50 hours of opening time within the related libraries, which was captured and set out in the consultation materials as part of the core proposals.

Consultation summary

29. The formal consultation was undertaken for six weeks between 5 August and 15 September. It was widely promoted and received a total of 3,596 consultation engagements, including 3,534 survey responses, 39 lots of written feedback, and 23 event attendees.

30. Formal consultation followed pre-consultation engagement with 11 local Town and Parish Councils. The formal consultation material was co-designed with these Town and Parish Councils during the pre-consultation engagement
31. Overall, of survey respondents:
 - 81% supported the proposed strategy objectives, 14% opposed them
 - 49% supported the proposed Tier System, 37% opposed it
 - 45% agreed libraries had been assigned to the correct Tiers through the assessment matrix, 33% disagreed
 - 49% agreed it is appropriate that Local Authorities looks for alternative ways of operating libraries, 35% disagreed
32. Level of support for the proposed Tier 3 was lower than for Tiers 1 and 2 – Overall, 36% supported the proposed Tier 3, 41% opposed it
33. Levels of support for proposals for each of the Tier 3 libraries varied significantly, for example 40% of Bollington Library users supported proposals, while just 13% of Handforth Library users did
34. Respondents generally felt the strategy and consultation proposals could be improved by:
 - Not proposing further cuts to library opening hours
 - Promoting an equal library service in all towns
 - Promoting the service more to increase usage of it
 - Increasing the level of Cheshire East Council funding from 1.5 days for the Tier 3 libraries
 - Amending the assessment matrix
35. The alternative service delivery model with most respondent support was “Community Managed Libraries” – 45% agreed the council should exploring using this model, 37% disagreed
36. 38% of survey respondents agreed the council should explore extending opening times, unstaffed, through the use of technology, while 48% disagreed.
37. Feedback from Town and Parish Councils was mixed, from those who supported the strategy and Tier System, through to those who strongly

opposed it, particularly for Tier 3 libraries. Many Town and Parish Councils expressed interest in supporting the library service through top-up funding, volunteer arrangements, unstaffed libraries, and through other means.

38. More detailed feedback was offered relating to specific sites around proposed changes to opening hours, in particular from those residents who access library services through the Tier 3 sites.
39. A full consultation feedback report is contained at Appendix A.

Children's Services – Family Hubs

40. In parallel with the development of the Strategy, officers have already been working with colleagues in Children's Services to develop a joint service offer and there are now a series of confirmed plans to co-locate Family Hubs with several libraries. These plans as with those of other joint working opportunities will continue to evolve.

Town and Parish Council Engagement

41. During the public consultation proactive engagement has been undertaken with Town and Parish Councils including arranging specific meetings to discuss the proposals and seek opportunities to work together to ensure continued library service provision for their area.
42. The ability for Town and Parish Councils to fund 'top up' services is well established with both Crewe and Nantwich Town Councils already having three year funding agreements in place for their respective local sites.
43. As a result of the entire engagement process with town and parish councils the following can be reported;
 - Alderley Edge Parish Council – providing funding to secure Saturday morning opening hours, alongside continued volunteer led provision on a Tuesday afternoon each week.
 - Bollington Town Council – funding for 50% of current opening time (16 hours)
 - Disley Parish Council – funding for 3.5 hours on a Saturday morning
 - Handforth Parish Council - funding for 3.5 hours on a Monday afternoon.

- Macclesfield Town Council – are currently proposing as part of their budget setting process to divert an existing £30k of funding to the library service by combining the Visitor Information Centre into the offer.
- Poynton Town Council – have confirmed funding for the Wednesday morning opening each week.
- When combined with the existing secured provision for Crewe and Nantwich this equates to a total local council investment in library services of £166,471.72, which delivers 41.5 hours of additional service time per week.

44. Dialogue with other Town and Parish Councils continues on the same basis, including in some areas where there is an intention to bring forward small allocations of time delivered on a volunteer led basis.

Volunteer led provision

45. A number of local councils have expressed an interest in developing volunteer led provision for their local site. Information and guidance has been provided to them. In order that the Council can enable this shift to a community managed model it has put in place incentives with these organisations in order that the direct costs of establishing their occupation of a library space outside staffed times is affordable.

Alternative Service Delivery Models

46. As can be seen from the consultation feedback the preferred option for any move to alternative ways of delivering library services is to adopt a community managed approach.

47. This is the model which has now been adopted across all Tier 3 sites where the Council is working not only with the local council but also a range of community and friends groups to not only maintain but enhance the service offer. Similar initiatives are developing across a range of both Tier 1 and Tier 2 sites in addition.

48. The Council is embarking on a significant transformation journey which will be delivered over the same time period as this Strategy and beyond.

49. It is envisaged that libraries either in terms of the services offered now or in the future or by virtue of their central locations within the borough's towns will be a core part of the delivery of several aspects of the associated transformation plan. This plan has now been approved for implementation.

50. There will be a keen focus on how libraries play a role in the provision of targeted and needs based services, specifically both the promotion and delivery of early intervention and prevention activity, working jointly with the Council's Adult and Children's social care and Public Health teams, alongside other partner organisations such as the NHS.
51. Through the objectives and guiding principles which adopting the Strategy will establish the further development and implementation of the service offers at each library site will therefore be a core part of this transformation process, as it continues to evolve in its own right.

Final Strategy – for approval

52. In considering the significant feedback received, the Strategy document has been updated and is contained at Appendix C. A summary of the changes driven by the consultation feedback is as follows;
 - Introduced a Vision Statement “*Cheshire East libraries will become the venue of choice for enabling and connecting residents to enrich their lives. Our library spaces and services will continue to develop to meet the needs of our communities.*”
 - Align with reference to Council's ambitious transformation plan, specifically early intervention and prevention approach
 - Make clear legal position with statutory provision of Libraries
 - Make clear what the “core” library offer is
 - Retain tier system – developing scope of offer for Tier 1 sites
 - Update site assessment to include reference comparison of population v's usage, but no changes to assignment of sites
 - Confirm alternative service delivery model will be a shift to develop further and bring more sites into Community Managed model, building on the work undertaken across the Tier 3 sites with stakeholders
 - Use of technology to increase unstaffed opening hours, retained as an option to explore in the future but not proposed not to be progressed immediately due to public feedback and also need to develop a clear business case.
 - Develop increased promotional activity
53. The following details relating to library operations are proposed for approval by the committee;

- Working with stakeholders internal and external to develop detailed service offers for the Tier 1 sites, including where appropriate bringing forward plans for any investments required to drive growth and increased income.
- Implement revised opening hours for Tier 2 and Tier 3 sites as shown at Appendix E, working with local councils and communities to develop future operation models on the basis of a community managed approach, enhancing the service offer wherever possible.
- Amend the library service management staffing structure to reflect the implications of the Strategy and associated detailed operational considerations.

Promotion of the Strategy

54. The libraries service already undertakes a significant volume of promotional work for the services which it delivers. It has its own social media channels – individual Facebook accounts for each site, and a central X (Twitter) account.
55. The Facebook accounts already receive relatively high levels of engagement, with the majority of accounts having more than 1,500 followers. Crewe, Macclesfield and Nantwich libraries have more than 3,000 followers each.
56. In addition to the social media accounts, there are more than 25,500 subscribers to the monthly libraries e-newsletter, which promotes the service’s events, activities and resources. The format of this newsletter and the type of content featured in it is being reviewed at the moment.
57. The service has well established pages on the council’s website. However, work is already underway to develop and refresh these pages further. This work, in particular, considers how the library events, activities and online resources are promoted. New webpages will go live aligned to the branding contained within the Strategy in late 2024 in readiness for the operational changes to be implemented in January 2025.
58. The webpages will also be adapted to reflect the ongoing development of a joint service offer with the likes of Family Hubs, promotion of activities to be delivered under the One You contract banner and where appropriate the presence of community and private sector businesses.

Staff Engagement

59. Due to the changes proposed to the structure of the libraries service, formal consultation will need to be entered into with both staff and the Trade Unions.
60. As part of the staff engagement already undertaken in developing the proposals three all staff briefings have or are due to be held in July and late November.
61. These briefings were also used to update staff on the current position with the service review and to give advance notice of planned next steps. Informal briefings have also been held with the Trade Unions in advance of the formal engagement processes.
62. A further staff engagement session is planned for week commencing 9 December, subject to Committee decision.

Reasons for Recommendations

63. The proposal supports Open and enabling objective of the Corporate Plan, delivering the priority set out to:
 - a. Support a sustainable financial future for the council, through service development, improvement and transformation.

Other Options Considered

64. A number of options have been considered in relation to developing the Strategy which were set out in the report in July 2024.
65. Similarly, a range of options around how the core library service is delivered were also explored, as set out in the public consultation.
66. As always there is an option to decide to make no changes however this would have an adverse impact on the MTFs and this budget would need to be found from another similar service review initiative within the remit of Environment and Communities.

Implications and Comments

Monitoring Officer/Legal

67. Following the completion of the public consultation process a Public Consultation report (Appendix A) has been produced. The full findings of the consultation have been made available.

68. Members should consider the findings of the consultation but in doing so need to bear in mind that the consultation outcome is one of a number of considerations that they need to take into account alongside other factors, such as the Council's financial position, the duty to achieve a balanced budget, and the affordability of any alternative options or doing nothing.
69. The recommendation made in this report is based on overall service provision and affordability. Whilst Members are not bound to follow the officer recommendation, if an alternative decision is made then this needs to be based on sound principles of reasonableness which take into account the need to achieve a balanced Budget.
70. In addition to considering the findings of the public consultation, the Committee should also have regard to Equality, Diversity and Inclusion. In this regard, Members should consider the Equality Impact Assessment provided at Appendix B.

Section 151 Officer/Finance

Service Review – Financial Implications

71. Within the draft emerging MTFS 2025 – 29 the Libraries Strategy has a combined savings target of £657k across 3 years, split as follows;
 - 2024/25 - £365k
 - 2025/26 - £100k
 - 2026/27 - £192k
72. The savings targets have been adjusted to suit the proposals now contained within the final Strategy for adoption and take into consideration those values identified in the Transformation Plan.
73. It should be noted that the above figures do not include the implications of any potential staff hours buy out costs which would reduce the savings made as a one off. There is the potential to fund this via use of flexible capital receipts hence avoiding any negative impacts on the base revenue budget. It is estimated that these could be in the range of £30-50k, however this will be heavily impacted by the positive impact to the service of take up of any 'top up' services by Town and Parish Councils and the ability of offer alternative employment at other adjacent sites, based on available vacancies across the service.

Progress to date

74. In terms of the position to date relating to proposals to meet the permanent base budget reductions the following can be advised;
- (c) Reduction in opening times across Tier 3 sites, to be implemented from 1st January 2025 equating to an in year saving of £24k and a full year effect of £98k;
 - (d) Revised opening hours across five of the Tier 2 sites, targeted to be implemented from 1st April 2025, equating to a full year saving of £122k in 2025/26.
 - (e) The re-design of the libraries management team to reflect the revised operating needs of the service, realising a further £55k per annum from April 2025;
 - In addition to the above the service has seen an increase in income in 2024/25 of circa £30k is also forecasting an increase in income in 2025/26 onwards of £40,000, with further increases subject to additional commercial income growth and;
 - Proactive vacancy management across all library sites has secured £255k of one off in year savings with the proposal to remove the majority of these vacancies and any within the service re-design. This further reduces the impacts on staff.
75. Therefore, in summary the permanent base budget savings target associated with the implementation of the Libraries Strategy has been secured for the combined value of £315k for 2024/25 and 2025/26, in addition to the one off savings highlighted above.
76. As dialogue is ongoing the impacts of any investment in the service from the likes of the 'top up' scheme which has not yet been confirmed will be considered in addition to the figures above, with the financial impacts to be reflected in 2025/26 onwards.
77. Future years savings needed will be driven by a further shift to a community managed approach for all library sites, enabled by the Strategy and on the basis of continual review as the usage and need for services for that area.
78. A robust review of the current operating agreement with Cheshire West and Chester, which currently has a forecast cost of £390k for 2025/26 and which delivers the "back office" functions needed to enable the service as to whether this can be undertaken more efficiently.

Growth – Alternative Service Models

79. Members should also note that included as part of the MTFS was a growth item to the value of £150k. This was to forward fund the investigation of alternative service delivery models as the Strategy was developed and led in 2025/25 to a further saving of £200k against the libraries service.
80. As the proposal is now to move towards a community managed model for some library sites and with the existing savings included in the MTFS it is proposed to remove this additional savings target, now included for consideration in the development of the draft MTFS 2025-29 proposals, as it is no longer deliverable. This saving will need to be found from elsewhere within the Committee’s remit in order that a balanced position can be maintained.

Policy

81. The proposal primarily supports the following priorities from the Corporate Plan 2021-25 as show in the table overleaf.

An open and enabling organisation	A council which empowers and cares about people	A thriving and sustainable place
<i>Priority: Promote and develop the services of the council through regular communication and engagement with all residents</i>	<i>Priority: Work together with our residents and our partners to support people and communities to be strong and resilient.</i>	<i>Priority: A great place for people to live, work and visit</i>
Residents and staff to be aware of the council and the services we provide	All services to be developed together with our residents and communities, so they are based on what works for people in Cheshire East.	A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money by working with local councils and community groups to maintain and tailor provision

82. The proposal to reduce opening hours of some libraries during the week will potentially negatively impact the wider customer experience, as set out in the Customer Experience Strategy (2021-24), for residents that access council services via library sites.
83. Whilst for the majority, digital media is accessible from home or work for some residents the libraries are a key resource in enabling them to

access digital and therefore support the delivery of the Council's Digital Strategy (2022-24).

84. As referenced previously, the Council has a statutory duty under the 'Public Libraries and Museums Act 1964' to deliver library services.

Equality, Diversity and Inclusion

85. A full Equality Impact Assessment has been undertaken and updated with the feedback from the public consultation. This is contained at Appendix B to this report.

86. The following are the key mitigations which are to be put in place to address issues identified;

- co-designed proposals agreed in partnership with Town and Parish Councils to minimise disruption as far as possible to library users
- alternative timings for social inclusion groups suggested at Tier 3 sites
- signposting to alternative library provision e.g other libraries open with in the borough on a particular day
- continued review of mobile library routes and stops to see if these align with proposals for opening at proposed tier 3 sites.
- providing travel information to assist in getting to other sites e.g bus timetables, car parking information.
- promoting library and wider council digital services
- offering customer service point appointments at libraries in Tiers 2 & 3
- promoting access to Home Library Service if appropriate
- extending the Home Library Service to include children and adults with long term health issues/disabilities.
- working across teams and services the council will look to try and mitigate any negative impacts due to adoption of any of the proposals.

Human Resources

87. The option proposed will require a reduction in staffing levels and the costs associated with this i.e. redundancy pay, statutory notice and pension strain will have a negative impact on savings, as described at paragraph 74.
88. During the period of change and subsequent adjustment to the new ways of working, as this is viewed by many staff that the change is detrimental to the service and our residents, there is a risk the Service could suffer from the loss of morale, goodwill, and elevated levels of sickness absence.

Risk Management

89. Table 4 sets out the key risks to the implementation of the Strategy implementation and ongoing mitigating actions taken;

Risk	Mitigating Actions
Budget savings attached to review proposal do not include redundancy costs	Recent recruitment undertaken on fixed term contract basis and continued vacancy management within service to minimise potential for redundancies
Impact on staff, increased sickness levels, objections from Trade Unions to proposals	Commenced service re-design work and seeking of approvals at earliest opportunity, developed and now delivering a clear communications and engagement strategy with staff and Trade Unions. Trade Union engagement ongoing.
Strategy and associated proposals are not considered appropriate by DCMS [statutory consultee] leading to delay for all stakeholders and impact on Council finances.	Early and continued engagement undertaken with DCMS on proposals. Input given to public consultation materials with further briefing held post consultation close.
Failure to establish community managed model at specific sites.	Ensure clear obligations on each party within any funding agreements and also include within any formal governance structure the option to include related community groups who may provide additional services, funding or activities to enhance the offer. Provide guidance and advice to local councils and community groups as regards how to successfully establish community managed libraries (available from DCMS) This should include peer learning where these arrangements are already established.

Table 4: summary of key service review risks and proposed mitigations

Rural Communities

90. The councils' rural committees are serviced to a greater extent by the Mobile Library service which has a total of 93 stopping points across a 3

week period, servicing some of the most remote communities in the borough. There are no plans as part of these proposal to change that part of the library service offer.

91. As the changes to the proposed open hours have been applied consistently across each site it is not considered that there would be an adverse impact on rural communities as a result.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

92. The proposal would mean reduced access during the working week for activities such Children & Families contact visits, tutoring of excluded pupils, Cheshire East Chatters - Speech & Language Therapists and After school and holiday activities, therefore having a negative impact.

Public Health

93. This proposal is likely to have a negative impact on the wellbeing of some residents who are regular users of the Library Service and access support, information and companionship from their regular interactions with staff and fellow library users. Closures during the working week would reduce access to a wide range of services and activities dependent on the day. The provision of various amounts of additional opening time through partnerships with Town and parish Councils is positive and will result in some of the council's most deprived areas maintaining a significant proportion of the current access to these services.
94. In particular the Library Service, as part of its role providing Customer Contact Centres, supports vulnerable residents who are digitally excluded to access online services, information and advice, both of the Council but also national government departments (for example driving licence renewal applications, NHS Patient Choice, benefit claims etc). Reduced opening hours will impact upon these people's ability to access the support they need when they need it.
95. Additionally, as part of the National Health Literacy Partnership the Library Service signposts to accredited sources of health and wellbeing information and stocks collections of health related books available for people to access when they need information, advice and guidance. Reducing the opening hours will reduce access to such information.

Climate Change

96. This proposal will not have a material impact on the council's carbon agenda, although the buildings will open less, advice received states that the impact will be a marginal reduction in utility costs.

Access to Information	
Contact Officer:	Joanne Shannon Library Service Manager joanne.shannon@cheshireeast.gov.uk
Appendices:	Appendix A – Libraries Service Review – Consultation Report Appendix B – Equality Impact Assessment (updated post consultation) Appendix C – Cheshire East Libraries Strategy 2024-28 (final for approval) Appendix D1 – Site Assessment Matrix (updated) Appendix D2 – Site Assessment Matrix weightings Appendix D3 – Population data comparison Appendix E – Proposed Opening Hours Tier 2 and 3 sites
Background Papers:	MTFS 2024-28 cheshireeast.gov.uk/pdf/council-and-democracy/budget-report/appendix-c-mtfs-2024-2028.pdf Committee report, Libraries Strategy 2024-28 – Initial Proposals, July 2024 CEC Report Template (cheshireeast.gov.uk)