

## **Policy and Resources Committee**

**Minutes of the Meeting Held on Monday 20 July 2015**

**10:00am Edwards Room, County Hall, Norwich**

### **Present:**

Mr G Nobbs (Chair)

Mr S Agnew  
Mr M Baker  
Mr B Borrett  
Mr M Castle  
Mr A Dearnley  
Mrs J Leggett  
Mr I Monson

Mr S Morpew  
Mr A Proctor  
Mr D Ramsbotham  
Mr D Roper  
Mr R Smith  
Dr M Strong  
Mrs A Thomas

### **Substitute Members present:**

Mr T Adams for Mr C Jordan

Mr T White for Mr M Wilby

### **Other Members Present:**

Mr R Coke  
Mr J Joyce  
Mr P Smyth  
Mr J Timewell  
Ms S Whitaker  
Mrs C Walker

### **1. Apologies**

- 1.1 Apologies for absence were received from Mr C Jordan and Mr M Wilby.

### **2 Chairman's Announcements**

- 2.1 The Chairman placed on record the condolences of all Members of the Council regarding the sad death of Cllr Derek Blake.
- 2.2 The Chairman also placed on record the Committee's best wishes to Cllr Joe Mooney for a speedy recovery following his car accident of two weeks ago.
- 2.3 The Chairman reported that NPS enjoyed a successful evening at the Norfolk Association of Architects Awards with four local schemes being recognised. There

was also success for the Norse Group at the Eastern Region Constructing Excellence awards with all three of the following going forward to the national awards in October in London:-

1. Lydia Eva Court – won the Innovation category
2. Refurbishment of County Hall – won the value award ( project which would deliver long term best value) jointly submitted with NCC
3. Architect Sarah Lewis picked up the Achiever of the Year Award

### **3A Minutes**

- 3A.1 The minutes of the previous meeting held on 1<sup>st</sup> June 2015 were confirmed by the Committee and signed by the Chairman subject to minute 9 A5 being amended to end "...allocated to Adult Social Services transformational reserve."

### **3B Matters Arising**

- 3B.1 Mr Borrett said that he had received a late response to his request (at minute 8.8 of the meeting of 1 June 2015) for a timetable for the completion of the DNA project and the impact that the delay in the completion of this project could have on the Council achieving its budget savings. He asked for the response that he had received together with the membership and terms of reference for the DNA Member Working Group (that was due to meet later in the day) to be made available to all Members of the Committee.

The Chairman confirmed that the membership of the Working Group was Councillors Roper, Jordan, Leggett, Morphew and Crawford and that the terms of reference would be provided to the Committee.

- 3B.2 In response to a question from Mr Monson concerning where responsibility should lie for the maintenance of the open space for recreational use that was mentioned at paragraph 15.4 of the minutes of 1 June 2015, the Chairman suggested that this matter should be examined by the County Farms Working Group.

### **4 Declarations of Interest**

#### **Item of Urgent Business: Good for Enterprise Outage-Service Failure 3 July 2015 to 14 July 2015**

- 4.1 There were no declarations of interest.
- 4.2 The Chairman agreed that the Committee should take as urgent business a report from the Executive Director of Resources concerning the course of events that occurred between 3 July 2015 and 14 July 2015 when there was a failure of the Good for Enterprise service provided by Vodafone. This matter was urgent because the effectiveness of member communications was critically important to the running of the County Council.

- 4.3 The Committee was informed of the reasons for the failure, the sequence of events and the actions that were being taken to make sure that issues like this caused less disruption in future. Security had not been compromised as a result of the failure of the Good for Enterprise Service.
- 4.4 It was suggested that if such incidences were to occur in the future then Members should be informed by way of letter of the mitigating action that was being taken by officers to alleviate the situation and that a note should be placed on the County Council's website to inform members of the public that Councillors were currently unable to receive and respond to emails.
- 4.5 The Chair and Managing Director agreed to write jointly to Vodafone to seek an explanation for the difficulties that the failure of the Good for Enterprise Service had caused the County Council and to ask what steps Vodafone would be taking to mitigate against such an issue occurring again in the future.
- 4.6 The Chairman of the Communities Committee said that the Communities Committee would examine the business continuity issues that had arisen from the temporary failure of the Good for Enterprise Service.

## **5 Local Member Issues**

- 5.1 There were no local Member issues.

## **6 Re-Imagining Norfolk – Service and Financial Planning 2016-19 for Policy & Resources.**

- 6.1 The annexed report (6) by the Executive Director of Resources and the Executive Director of Finance was received. The Committee also received a presentation that provided detailed financial information on the development of savings options for those services for which the Committee was specifically responsible.
- 6.2 Members of the Committee asked to be provided after the meeting with details of the reduction in government grants to the County Council and cost pressures in the period between 2010 and the present day.
- 6.3 It was suggested that where Members of the public had concerns about a reduction in government grants to the County Council then they could take this matter up with the Norfolk MPs.
- 6.4 **RESOLVED** (by 8 votes in favour and 0 votes against and 9 abstentions) :
1. To note the framework and milestones for delivering Re-imagining Norfolk and the Council's multi-year financial strategy.
  2. To agree the outcomes – or results – that the Committee plans to achieve in its own areas of responsibility in pursuit of the Council's priorities.
  3. To commission executive directors to investigate potential models of 'services for the future', and prepare options of what these services could look like in three years' time, with 75% of addressable spend, for

consideration by the Committee in September 2015.

4. To note the detailed savings and service delivery options for the Finance and Resources directorates.

## 7A **Delivering Financial Savings 2015-16**

7A.1 The annexed report (7A) by the Executive Director of Finance was received. The Committee received a report that provided an overview of the progress in delivering the savings agreed by the County Council at its meeting 16 February 2015.

7A.2 In reply to questions, the Executive Director of Finance stressed the importance of the County Council aiming to achieve a balanced budget at year end.

Mr Borrett asked for a written explanation about why the information set out at paragraph 3.1.6 of the report has not been included in the information provided in the written response about the timetable for the DNA project and the impact of any delays on the Council achieving its budget savings.

7A.3 The Committee heard that steps were being taken to increase the number of services to prevent children and young people from coming into care and in reducing the cost of looked after children (which was higher than for neighbouring authorities) by speeding up the procedures for placing children and young people with foster parents.

7A.4 It was suggested that where the County Council had significant financial pressures that it intended to take up with the Government then the LGA should be appraised of the situation and asked to provide their support.

7A.5 **RESOLVED** ((by 9 votes in favour and 0 votes against and 8 abstentions) to note:

1. The forecast total shortfall of £11.952m in 2015-16, for which alternative savings need to be identified;
2. The increase in the budgeted value of 2015-16 savings projects rated as RED to £18.682m, of which £7.302m are now forecast to be delivered; and
3. the forecast savings shortfall on AMBER rated projects of £0.572m.

## 7B. **2015-16 Financial Monitoring**

7B.1 The annexed report (7B) by the Executive Director of Finance was received. The Committee received a report that provided details of the forecast position for the 2015-16 Revenue and Capital Budgets, General Balances, and the forecast Council's Reserves at 31 March 2016, together with related financial information. The report also provided a brief commentary on Resources and Finance budgets which were the responsibility of this Committee.

7B.2 **RESOLVED:**

1. To note the period 2 forecast Revenue overspend of £12.386m (2014-15 outturn underspend £1.753m) on a net budget of £318.428m, as set out in

- an appendix to the report;
- 2. To note that officers were working towards delivery options to reduce the overspend;
- 3. To note the forecast General Balances at 31 March 2016 of £19.200m, before taking into account any over/under spends;
- 4. To approve the virement of £0.5m from budgets to reflect lower than expected inflation rates, in order to fund £0.5m budget decisions to support Adult Social Care approved on 16 February 2015, as set out in the report;
- 5. To approve the write-off of one debt totalling £16,507.73 as set out in the report;
- 6. To note the revised expenditure and funding of the 2015-18 capital programme as set out in an appendix to the report;
- 7. To note the forecast financial information in respect of Resources and Finance budgets which were the responsibility of this Committee, as set out in an appendix to the report.

## 8 **The Role of “Administration” and “Opposition” under a Committee System**

8.1 The annexed report (8) by the Head of Law and Monitoring officer was received. The report set out the role of “Administration” and “Opposition” under a Committee System.

### 8.2 **RESOLVED:**

- 1. To endorse the present arrangement whereby the Managing Director has regular diarised meetings with the leader of the largest single political Group, in addition to his or her right to attend Group Leaders’ meetings;
- 2. To endorse the current arrangement whereby senior officers are available for political Group confidential briefings, in accordance with the member/officer protocol.

## 9 **Internal and External Appointments**

9.1 The annexed report (9) by the Executive Director of Resources was received.

### 9.2 **RESOLVED-**

That the Committee make the following appointments to those external and internal bodies listed below:

### **LOCAL GOVERNMENT ASSOCIATION APPOINTMENTS**

#### **1. LGA General Assembly (4)**

George Nobbs (4 votes)

Cliff Jordan (1 vote)

Alison Thomas (1 vote)

Mike Sands (1 vote)

## **2. County Council Network (4)**

Tom FitzPatrick  
Alison Thomas  
George Nobbs  
Marie Strong

## **3. East of England Local Government Association (1) and 1 substitute**

George Nobbs  
Cliff Jordan (sub)

## **4. LGA Coastal Issues Special Interest Group (SIG) (1)**

Michael Baker

## **POLICY AND RESOURCES COMMITTEE OUTSIDE BODIES**

### **Greater Norwich Growth Board (1)**

Steve Morphew

## **POLICY AND RESOURCES COMMITTEES/ BOARDS/PANELS/ GROUPS**

### **1. Joint Consultative & Negotiating Committee (7)**

Deputy Leader

1 Labour (Bert Bremner)

3 Conservative (Andrew Proctor, Tom FitzPatrick, Tony Adams)

1 Lib Dem (John Timewell)

1 UKIP (Michael Baker)

### **2. Member Support & Development Advisory Group (10)**

4 Conservative – Colin Foulger, Judy Leggett, Tom Garrod, Tony White

2 Labour - David Collis, Julie Brociek-Coulton

1 Lib Dem – Eric Seward

2 UKIP – Jonathan Childs and Denis Crawford

1 Green – Richard Bearman.

### **3. NORSE**

Shareholder Representative - Toby Coke

Member Director - Colleen Walker (serves on the Norse Group Board, NPS Board and NCS Board).

#### **4.NORSE Member/Officer Shareholder Committee (6)**

1 Lib Dem - John Timewell  
3 Conservative - Roger Smith, Bill Borrett, Wyndham Northam  
1 UKIP - Toby Coke (as current Shareholder Representative)  
1 Labour – Mick Castle

#### **5.NORSE Care Liaison Board (2)**

Member Director of the NORSE Board (Colleen Walker) and the Chairman of Adult Social Care Committee (Sue Whitaker).

#### **6. Property Reference Panel (6)**

3 Conservative - Nigel Dixon, Tony White, Cliff Jordan  
1 UKIP - Colin Aldred  
1 Lib Dem - John Timewell  
1 Labour - Steve Morphew

#### **7. Strategic Equalities Group (6)**

Deputy Leader – Dan Roper  
1 Lib Dem - Tim East  
1 Conservative - John Dobson  
1 Green - Elizabeth Morgan  
1 UKIP – Jonathan Childs  
1 Labour – TBA

#### **8. Treasury Management Panel (9)**

2 Labour - Bert Bremner, Emma Corlett  
4 Conservative - Ian Mackie, Brian Iles, Cliff Jordan & Andrew Proctor  
2 UKIP - Toby Coke, Michael Baker  
1 Lib Dem - Brian Watkins

(The Committee agreed not to recommend to the Panel that it consider whether it has a continuing role. It was noted that the Panel might wish to consider the future requirements of its role and how often it needed to meet).

#### **9. ESCO (Energy Saving Company) (1)**

Deputy Leader

#### **10. Constitution Advisory Group (7)**

3 Conservatives (Andrew Proctor, Alison Thomas, Shelagh Gurney)  
1 Labour: Steve Morphew  
1 Lib Dem: Marie Strong

1 Green: Richard Bearman  
1 UKIP: Toby Coke

**10 Extension of BT Contracts for NCC's Corporate Voice and Data Network and ancillary services**

- 10.1 The annexed report (10) by the Executive Director of Resources was received.
- 10.2 The Committee received a report that requested an exemption to contract standing orders to extend the existing BT contract for voice and data services to enable a smooth transition to a new contract. The new contract was intended to reduce costs, support flexible working and deliver social value to the county.
- 10.3 It was confirmed that the date of 1 April 1999 in paragraph 5 of the report should be 1 April 2009.
- 10.4 In reply to questions, the Committee heard that the proposal was expected to be cost-neutral. During transition, spending each month on the extended contract would reduce whilst that on the replacement contract would increase.

**10.5 RESOLVED:**

To delegate to the Executive Director of Resources, subject to the satisfactory conclusion of negotiations, approval to extend the existing BT contract until 31 March 2017.

**11 Norwich International Aviation Academy**

- 11.1 The Committee received a report by the Executive Director of Community and Environmental Services (together with an appendix containing exempt information) (11 and 15) that set out a proposal for the County Council to use its borrowing powers to provide part of the finance to create a physical location for the Norwich International Aviation Skills Academy at a site within or close to the edge of Norwich International Airport, to be opened by September 2016. The key aims of the proposal were to create a facility of international importance that would accommodate many more training opportunities and provide more people (many of them local) with access to job opportunities in a national or international setting.
- 11.2 The Committee was asked to consider excluding the public from the meeting under Section 100A of the Local Government Act 1972 for consideration of the information contained in the appendix to the report (at item 15 on the agenda) on the grounds that it involved the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of the Schedule 12A to the Act, and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.
- 11.3 Paragraph 3 concerned "information relating to the financial or business affairs of any particular person" (including the Authority holding the information).



- 11.4 Having applied the “Public Interest Test” it was **RESOLVED** to confirm the exclusion listed below:-

The exempt appendix to the report covered the actual location of the proposed site; options for which were still subject to negotiation and which could be prejudiced if made public. In addition, it contained income projection information which was commercially sensitive and provided by third party training companies. This information could be used by competitor training organisations to the detriment of the Aviation Academy.

The public interest was therefore in excluding the press and public whilst the report was considered.

- 11.5 Members stressed the importance of creating a training facility that would create training opportunities and jobs for local people throughout the county.

11.6 **RESOLVED:**

To authorise a loan of £6.25m to the NORSE Group. The commercial structure of the loan would be agreed with the Executive Director of Finance, and be subject to the City Council agreeing to support the project, but it was anticipated that the loan capital and interest would be repayable over 30 years.

12 **Quarter 4 Performance and Risk Monitoring Report**

- 12.1 The annexed report (10) by the Executive Director of Resources was received. The Committee received a report that included a dashboard that provided a high level summary of some of the key performance issues for the Council, as identified through departmental management team and Committee performance reporting at Q4 2014/15.

- 12.2 Mrs Leggett asked for a note to be sent to Members of the Committee about the impact that e-book issues was having on library visits and whether website visits to e-books were recorded as library visits. Mr Coke said that the Environment, Development and Transport Committee would review the future funding of recycling centres at its meeting in September 2015. Mr Smith asked that when the proposed new reporting approach was brought to the Committee that it aligned “old” and “new” data to assist with continuity.

12.3 **RESOLVED:**

1. To note the performance information and analysis contained in the report.
2. To ask for an interim report from the Digital Norfolk Ambition Working Group to be presented to the Committee in three months. (The Committee also asked for the Working Group’s terms of reference and its membership together with a note on the timetable for the completion of the DNA project which had been prepared in response to a request from a Member that he had made at the June meeting to be sent to all Members of the Committee).

13      **Health, Safety and Well-Being Annual Report**

13.1      The Committee received a report that provided an overview of the activities of the Health, Safety and Well-Being Team during 2014/15, the NCC health and safety performance for 2014/15 and the forward plan for 2015/16.

13.2      **RESOLVED:**

To note the Health, Safety and Well-Being Annual Report for 2014/15 and the actions outlined throughout the report and specifically the delivery strand.

14      **Proposed acquisition of land using compulsory purchase powers at London Road, Attleborough for a new primary School**

14.1      The Committee received a report by the Executive Director of Finance and the Interim Director of Children's Services (which contained exempt information) about the proposed acquisition of land using compulsory purchase powers at London Road, Attleborough for a new primary School.

14.2      The Committee was asked to consider excluding the public from the meeting under Section 100A of the Local Government Act 1972 for consideration of the information contained in the report (at item 16 on the agenda) on the grounds that it involved the likely disclosure of exempt information as defined by paragraphs 3 and 6 of Part 1 of the Schedule 12A to the Act, and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

14.3      Paragraphs 3 and 6 concerned "information relating to the financial or business affairs of any particular person" (including the Authority holding the information).

14.4      Having applied the "Public Interest Test" it was **RESOLVED** to confirm the exclusion listed below:-

The report dealt with both the Council's proposals to acquire a site for a new school by compulsory purchase and the negotiations and discussions that had taken place with the landowner to date. The council's ability to negotiate a voluntary purchase at a reasonable price or, if the matter proceeded to a compulsory purchase order, to negotiate a suitable amount of compensation, could be prejudiced if the report were available to the public. The public interest therefore lied in excluding the press and public whist the report was considered.

14.5      The Committee was informed that the proposal on the future organisation of schooling in Attleborough was supported by Councillor Alec Byrne, the local County Councillor for Attleborough.

14.5      The Committee asked for further information to show how the proposed site would be the best site in educational and community terms and would provide for a more coherent future shape for school organisation in the town.

#### 14.6 **RESOLVED**

That consideration of the request for Compulsory Purchase powers to be authorised, if required, be deferred until a future meeting of the Committee in order for Members to receive additional information.

**The meeting concluded at 1.45 pm**

**Chair**



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#### **Appendix to the Minutes**

**Mr Borrett asked for a written explanation about why the information set out at paragraph 3.1.6 of the report Delivering Financial Savings 2015-16 had not been included in the information provided in the written response about the timetable for the DNA project and the impact of any delays on the Council achieving its budget savings.**

The details set out below were obtained from the Executive Director of Adult Social Services.

This saving related to the efficient use block purchased places in Supported Living and initially it was thought that use of data in the I Hub would assist with this. In fact improvements in process for reporting activity in adult social services has made this information available manually. The saving was not affected by changes in the DNA timetable which was why it wasn't included in the written response about the DNA timetable.

## **The terms of reference of the Digital Norfolk Ambition Working Group are set out below:**

P&R had agreed to establish a small working group to examine progress with the implementation of the DNA programme, with membership and terms of reference to be determined by Group Leaders.

### **Terms of Reference**

The business case for DNA was submitted and agreed by cabinet in April 2013; with the arrangements for awarding the successful contract approved by Cabinet in October 2013. Recent monitoring reports have highlighted some delays and additional costs that make it timely to review the programme by a member working party working with the following scope:

- Review the initial business case and contracting arrangements and assess progress on the implementation of the DNA programme
- Compliance with the contract entered into with HP.
- Revised timeframes and associated costs.
- Lessons learned from the experience of implementation to date, and what, if any, revisions may be required to the original deliverables.
- The ultimate goal – what are we now aiming to for

### **Membership**

Cliff Jordan (Conservative)  
Judy Leggett (Conservative)  
Steve Morphew (Labour)  
Dennis Crawford (UKIP)  
Dan Roper (Liberal Democrat) – Chair

Andrew Boswell (Green Group) - Observer

### **Suggested People to speak to:**

Executive Director of Resources  
Information Management Service Manager  
Head of ICT  
DNA Project Manager  
Hewlett Packard

### **Deadlines and timetable**

An interim report to be provided to P&R Committee on 26th October 2015  
Terms of reference to be agreed by Group Leaders

**Members of the Committee asked to be provided after the meeting with details of the reduction in government grants to the County Council and cost pressures in the period between 2010 and the present day.**

The details set out below were obtained from the Executive Director of Finance.

The in-year 2010/11 grant cut has been shown in 2011/12, which reconciles to the position shown in the Budget Book.

The “negative” NCC Policy pressure in 2015-16 relates to the reversal of one-off investments and use of reserves agreed for 2014-15.

Funding reductions to core Government funding								
	Formula Grant		Business Rates and Revenue Support Grant			Total		
	2011-12	2012-13	2013-14	2014-15	2015-16	Total		
	£m	£m	£m	£m	£m	£m		
Funding reductions	29.476	17.137	13.700	24.786	38.692	123.791		
Cost Pressures 2011-12 to 2015-16								
	Adult Social Services	Children's Services	CES - ETD	CES - Fire	CES - Cultural	Resources & Finance	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m	£m
2011-12 -								
Inflation	4.456	2.983	2.126	0.340	0.255	0.458	0.967	11.585
Legislative Requirements	0.000	2.900	11.232	0.000	0.000	0.000	0.250	14.382
Demand / Demographic	8.838	10.581	0.000	0.000	0.000	0.000	0.000	19.419
NCC Policy	0.500	0.000	0.725	0.000	0.112	0.232	10.953	12.522
	13.794	16.464	14.083	0.340	0.367	0.690	12.170	57.908
2012-13 -								
Inflation	5.769	3.101	1.978	0.363	0.324	0.655	0.868	13.058
Legislative Requirements	8.272	1.022	1.052	0.000	0.000	0.000	0.000	10.346
Demand / Demographic	0.000	4.194	0.000	0.000	0.000	0.000	0.000	4.194
NCC Policy	0.000	2.266	3.196	0.344	0.000	0.373	9.247	15.426
	14.041	10.583	6.226	0.707	0.324	1.028	10.115	43.024
2013-14 -								
Inflation	6.042	3.191	2.595	0.358	0.340	0.638	0.889	14.053
Legislative Requirements	0.253	0.150	1.827	0.000	0.000	0.000	0.075	2.305
Demand / Demographic	8.554	2.081	0.000	0.000	0.000	0.000	0.000	10.635
NCC Policy	4.504	5.786	0.000	0.000	0.179	1.569	7.029	19.067
	19.353	11.208	4.422	0.358	0.519	2.207	7.993	46.060
2014-15 -								
Inflation	5.031	3.472	2.354	0.320	0.312	0.988	1.783	14.260
Legislative Requirements	0.000	4.381	1.656	0.000	0.000	0.396	2.434	8.867
Demand / Demographic	6.934	3.931	0.725	0.000	0.000	0.000	0.000	11.590
NCC Policy	1.660	5.414	2.195	0.015	0.030	3.145	16.504	28.963
	13.625	17.198	6.930	0.335	0.342	4.529	20.721	63.680
2015-16 -								
Inflation	5.067	2.979	1.450	0.317	0.275	0.699	0.117	10.904
Legislative Requirements	8.204	3.417	0.000	-0.102	0.000	0.083	1.511	13.113
Demand / Demographic	10.591	7.661	2.978	0.000	0.000	0.000	0.000	21.230
NCC Policy	0.627	-2.960	-0.250	0.000	0.000	-3.077	-11.052	-16.712
	24.489	11.097	4.178	0.215	0.275	-2.295	-9.424	28.535
2011-12 to 2015-16 -								
Inflation	26.365	15.726	10.503	1.698	1.506	3.438	4.624	63.860
Legislative Requirements	16.729	11.870	15.767	-0.102	0.000	0.479	4.270	49.013
Demand / Demographic	34.917	28.448	3.703	0.000	0.000	0.000	0.000	67.068
NCC Policy	7.291	10.506	5.866	0.359	0.321	2.242	32.681	59.266
	85.302	66.550	35.839	1.955	1.827	6.159	41.575	239.207

**Mrs Leggett asked for a note to be sent to Members of the Committee about the impact that e-book issues was having on library visits and whether website visits to e-books were recorded as library visits.**

The response set out below was received from Jennifer Holland, Assistant Director Community and Environmental Services (Cultural Services) and Head of Libraries and Information:

E-book issues continue to increase steadily - at one point we had the fastest growing service in the UK. E-audiobook issues are also increasing and our new e-magazine service Zinio is already performing well at over 1400 issues a month and is more cost-effective than printed magazines.

E-book growth is limited by the titles available as some large publishers do not allow library lending of their e-books. Amazon will not supply their customised Kindle format to libraries either. However, as more people have abandoned Kindles and now e-read on multi-purpose ICT devices like smartphones and tablets, this is less of a barrier than before.

Many people with visual impairments are now using e-books in preference to large print books. This is because they have access to far more titles and can adjust print size to their personal needs

The range of e-books for children and young people is currently not as strong as for adults but we have plans to display our selection for children more prominently on our site so that they are easier to find

Use of e books is not equivalent to the reduction in loans of hardcopies, and the issue figures for e media are part of our global issue figures.

People must be members of the library to borrow and there are over 250 new e-book users each month.

Our School Library Service will be one of the first in the UK to offer a special e-book platform for schools this autumn.

OVERDRIVE E-BOOKS	Year	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
	2013/14	5,443	5,686	5,931	6,239	7,020	6,473	6,761	5,947	6,189	7,782	7,655	7,719	78,845
	2014/15	7,673	8,120	8,255	8,550	9,080	8,236	8,278	7,799	7,189	8,503	7,700	8,805	98,188
	2015/16	8,063	8,648	8,193										24,904

OneClickDigital E-AUDIO	Year	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
	2013/14	426	457	450	440	411	534	581	573	653	875	852	746	6,998
	2014/15	728	811	873	928	999	887	865	833	787	916	848	944	10,419
	2015/16	984	940	1,025										2,949

ZINIO E-MAGAZINES	Year	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
	2013/14													0
	2014/15													0
	2015/16	179	1,210	1,482										2,871

TOTAL ALL E-MEDIA	Year	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
	2013/14	5,869	6,143	6,381	6,679	7,431	7,007	7,342	6,520	6,842	8,657	8,507	8,465	85,843
	2014/15	8,401	8,931	9,128	9,478	10,079	9,123	9,143	8,632	7,976	9,419	8,548	9,749	108,607
	2015/16	9,226	10,798	10,700	0	0	0	0	0	0	0	0	0	30,724

