

Item No. 9.	Classification: Open	Date: 18 October 2011	Meeting Name: Cabinet
Report title:		Library Service Review	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Veronica Ward, Cabinet Member for Culture, Leisure, Sport and Olympics	

FOREWORD: COUNCILLOR VERONICA WARD – CABINET MEMBER FOR CULTURE LEISURE SPORTS AND OLYMPICS

The outcome of our review is the clear recommendation that all libraries in Southwark remain open and none are to close. We believe libraries are a vital part of the community and a key service to help us deliver our vision of a Fairer Future for all. This is because they support learning and opportunity, open doors to work and are about enjoyment, information finding, thinking, and reading. In short, they help people realise their potential. While library services in some authorities are shrinking because of budget cuts and fewer users, Southwark Libraries show increasing levels of use year on year. Overall we will be spending more on libraries this coming financial year than we currently do due to the opening of a major new Library and Town Centre building at Canada Water. We've also ambitious plans to improve library provision in Camberwell and possibly Grove Vale. We believe that Southwark has invested more in its libraries over the last three years than any other London borough.

However, as elsewhere, we have been faced with a significant challenge to identify savings in the library service budget. The proposals coming before Cabinet are within the context of identifying savings of £397,000 plus £104,000 for the running of the Home Library Service from the library budget 11/12 and 12/13. The proposals also reflect the feedback we have received from users and residents in the extensive consultation we carried out this summer. Over 5,000 people responded to the survey and almost 300 attended public meetings along with discussion groups with young people. This listening process has been crucial to our thinking about how to make immediate savings and the budget proposals reflect what residents have told us they would like to see. The resounding message from the review was clear - people don't want their libraries to close. But residents have also provided many of the ideas and proposals that we will be taking forward, for example, reduced opening hours when libraries are quieter. We have therefore re-ordered opening hours in some of the smaller libraries providing more hours of opening overall. Many people also suggested that libraries should charge a little more for some of the services and all the meetings discussed at some length how to raise income.

The consultation also told us how much people love their local library. The survey indicated that nearly 80% of users still go to the library to borrow books. Significantly in many libraries, between 20 and 30 % of users visit the library to find job information. The availability of IT provides affordable access to expensive information sources and a quiet space to study both of which are very important in Southwark. Children and young people and their families use the libraries extensively after school and at the weekend.

The Report also sets out some indicators as to directions the service should be going in the future: this is in the context of increasing use of electronic transfer of information, the possibilities for joint use, the long standing national work of investigating joined services with neighbouring authorities to improve service and recognition that libraries are often the centre of a community.

There were long discussions in the meetings about the role of volunteers and this is reflected in the budget proposals. Already volunteers are adding value to the library service and some are gaining work experience at the same time. Many people offered to volunteer through the consultation process. Everyone also said how much they value the work of the library staff and their expertise and did not want to see dilution of the skilled core tasks carried out by staff. It is this balance we have tried to achieve in the proposals.

Southwark has a high quality library service and we want to continue to improve within budget constraints. That is why we are bringing forward these proposals following the review, so that we see the council and community working hand in hand together to keep open our precious libraries.

RECOMMENDATIONS

It is recommended that:

1. Cabinet considers the package of measures listed below in order to deliver £397,000 of savings from the library service budget in the financial years 2012/13 and 2013/14.
 - a) Use of volunteers £40,000
 - b) Reshaping of opening hours at smaller libraries to offer more days open but with less hours overall. This to be combined with an invitation for community management for the period of reduced hours £80,000
 - c) A staff reorganisation of £120,000
 - d) Sharing resources with other boroughs £50,000
 - e) Sharing space with Housing at Peckham Library and thereby reducing library costs by £57,000
 - f) New rental saving of £50,000 from the creation of the new Camberwell Library
2. That officers are instructed to bring forward proposals on a new delivery model for the Home Library Service as part of the 2012 /13 budget setting process to achieve a budget saving of £104,000.
3. Although additional income or fees and charges are not proposed within this report, Cabinet is asked to note that some minor changes to fees and charges arising from this will be brought forward as part of the annual fees and charges setting process. The service will continue to seek external funding and seek to improve its marketing in line with the recommendations from the libraries review consultation.
4. That officers continue to undertake further work on identifying possible future models of service to ensure the longer term viability of the library service in respect and / or savings. These should include:
 - a) Community management of libraries including assessing the offers for the community management

- b) Sharing services with other boroughs either through the MLA Future Libraries Programme pilot project or any cross borough negotiations.
 - c) Co-locating or integrating with other Southwark services
 - d) Working with the Customer Services division to support the emerging corporate customer services strategy
 - e) Seeking opportunities for resolving building issues through regeneration or other property opportunities
 - f) Reviewing the effectiveness of volunteer arrangements introduced as a result of this report.
5. Cabinet welcome the opportunity to replace Grove Vale Library as part of a new development adjacent to East Dulwich Station; notes that there are both revenue and capital implications for this and that these issues are being addressed as part of the Council's budget-setting process for the next three years.

BACKGROUND INFORMATION

6. Public libraries are a statutory service required by the 1964 Public Libraries and Museums Act. The Act requires local authorities to provide "a comprehensive and efficient service" for "all persons wishing to make use thereof". The Act does not define the terms "comprehensive and efficient" but the Secretary of State does have powers of intervention should authorities be deemed not to be fulfilling their responsibilities.
7. The Act does not allow for charging for access to books and information. However, legislation does allow for charges to be made for the use of other materials and additional services not specified in the 1964 Act.
8. Libraries fall under the jurisdiction of the Government's Department for Culture Media and Sport (DCMS). The Museums, Libraries and Archives Council (MLA) the government agency formerly responsible for the sector ceased operations in March 2012 and some of its responsibilities for libraries have transferred to the Arts Council.
9. All local authorities are currently facing difficult decisions about reducing resources over the next three years and a variety of approaches have been taken. These include different models of governance including trusts, community ownership and use of volunteers; sharing buildings, or integrating with other services including one stop shops; reduction of non-frontline costs; library closures or reduced opening hours and reductions in stock fund.
10. The Council Plan sets out how the Council will create a fairer future for all. The priorities for libraries are stated as follows:
- "We will open a new state of the art library at Canada Water and a better library in Camberwell and ensure they provide good value for money, by being on time and within our reduced budget limits.
 - At the same time, we will review our provision of libraries in the borough, involving residents and service users in redesigning the service so it is modern, fit for purpose and a truly community orientated service that benefits residents, young and old. "

11. There are currently 12 libraries in Southwark – slightly above the average for inner London boroughs and more than in neighbouring Lambeth, where there are 9 libraries.

Libraries budget

12. The net revenue budget for Southwark Libraries for 2011/12 is £6,357,875. Details of the budget are set out in the document entitled 'Library service budget detail 2011/12,' which is available on the Council's website.

Recent investment in Southwark Libraries

13. Southwark Libraries have received significant investment in recent years to modernise and improve the access and physical condition of some buildings and to increase and improve range and quality of the service overall. The programme of investment includes:
 - Upgrading the public ICT network to give the public better access to internet and online services to support their learning, cultural and information needs
 - Provision of free Wi-Fi in six libraries to support access to online services and to enhance our offer to students who make extensive use of libraries for study purposes
 - Extended opening hours at four libraries (within existing resources) to improve access throughout the week and beyond normal office hours
 - Complete refurbishment of John Harvard Library through a successful bid to the Big Lottery Fund. This awarded the Council £1.42m to implement a major building modernisation programme and enable wider community engagement
 - Approval for a new library for Camberwell supported by £1.4m capital funding
 - Delivery of a new £15.2m library and community facility at the heart of the Canada Water regeneration area.
 - Access improvements at Newington to relocate all services into refurbished and extended public space on the ground floor and provision of a fully accessible public toilet at Blue Anchor.

Take up of service

14. Use of Southwark libraries has increased in the last few years, with 2,041,117 visits in 2010/11, an increase of 14% on the previous year and loans of 1,395,347, an increase of 9% on the previous year. This is against the national trend which is showing a decrease in library use.
15. The CIPFA actual statistics for 2009 / 10 show that Southwark has the 3rd highest book issues in Inner London; and the 4th highest for overall issues which include music, film and other media. Southwark has the 6th highest level of visit to libraries in inner London.
16. The results of the 2011 Summer Reading Challenge are very encouraging in terms of the numbers of children who participated and completed the challenge. This scheme sets a challenge for each child to read 6 books and it is designed to keep children reading and engaged with books during the

summer break. In total, 5361 children participated and 2607 completed the challenge and this is an increase of 18% on the Challenge results for 2010.

Further and fuller details of library usage are set out in the document entitled 'Library Usage,' which is available on the Council's website.

Libraries Budget savings 2011 - 2014

17. At the Council Assembly held on 22 February 2011, approval was given to the Council's budget for 2011/12 and recommendations for 2012/13 and 2013/14 were noted. This included:
 - The decision to cease provision of the Mobile Library service from March 31st 2011, saving £80,000
 - To reduce the revenue budget at Canada Water Library by £147,000
 - To increase the income target for Canada Water Library by £50,000 to £210,000.
 - To cease provision of the Home Library Service in 2013/14, saving £104,000 per annum
 - To make revenue savings of a further £397,000.
 - Officers were instructed to carry out a review of the library service in order to identify ways in which the £397,000 could be saved.

Southwark Libraries Review

18. The consultation for the Libraries Review was undertaken in June and July 2011.
19. The review focused on extensive public consultation and the methodology for the review included:
 - Holding 13 public meetings in libraries with a total of 280 attendances
 - Writing to all the Tenants and Residents Associations
 - A hard copy survey in all libraries with over 5,362 responses
 - An on-line survey with 206 responses
 - Consultation with 264 young people as part of the library service summer activity programme
 - Member briefings were offered to all three political groupings and were taken up by two of the groups
 - Briefings with the Trade Unions
 - Meetings with Community Action Southwark regarding use of space by the voluntary sector
 - Attending all Community Council meetings during the September cycle to report back on headline findings

Feedback from the public meetings

20. The main messages from the consultation are as follows:
 - There was no support for library closures. The consultation results indicated that library closures are not the preferred option for the majority of survey respondents (69%). However, some libraries showed higher levels of support for reducing the number of smaller libraries, particularly 49% of

- respondents at Peckham 43% of respondents at John Harvard 41% of respondents at Rotherhithe 41% and 39% of respondents at Newington
- There was general support for the use of volunteers but in order to enhance services rather than replace paid staff
- Overall if reductions to opening hours are to be made the public preferred reductions in opening hours at smaller libraries.
- There was some willingness to pay more for services already charged for, or to pay for some services that are currently free, but with caveats about affordability and concessions
- There was broad support for making one stop shop style services available in libraries

The survey

21. The survey asked the public a series of questions to find out:

- What they use Southwark libraries for
- Their feedback on reducing costs and options for savings
- Their views on using volunteers in libraries
- Their views on charging for the use of ICT
- Preferred opening times for libraries and the opening times important to them

The most popular areas of activity amongst adults were identified as:

- Borrowing books 79%
- Reading 55%
- Borrowing films and music recordings 42%
- Finding information 41%
- Study 31%
- E-mailing 31%
- Printing and scanning 29%
- Browsing websites 27%
- Job hunting 21%

The main findings of the survey are set out in the document entitled 'Southwark Council Libraries Review – Public Consultation 2011 Combined Report.' Full details are available as background documents from the officer named at the end of this report and on the Council's website.

KEY ISSUES FOR CONSIDERATION

Options for Achieving Savings

22. Using Volunteers

22.1 Recommendation 1a does propose to supplement opening hours at smaller libraries using volunteers.

22.2 The idea of using volunteers in libraries is not a recent development. Several library services have used volunteers for many years in order to either enhance services, or in a few cases, to deliver core parts of the service. An example of this is the Home Library Service in Bexley, which is delivered by WRVS volunteers.

- 22.3 Libraries already use volunteers to add value to the mainstream service, primarily through helping with events, volunteers for the study support service and also through providing work experience for local people by working together with agencies such as Family Mosaic and St. Giles Trust.
- 22.4 The public meetings held as part of the Libraries Review identified a substantial amount of support for and interest in volunteering to support the work of the library service. However, there were also strong concerns that volunteers should not be used to replace paid staff, rather that they should be used to add value to the service instead of a means of making savings.
- 22.5 The survey undertaken as part of the review showed that 46% agreed with making more use of volunteers, 27% disagreed and a further 27% had no opinion.
- 22.6. 53% of respondents said they would not volunteer. However, 23% said they could offer up to five hours per month, 17% could offer between 5 and 10 hours and 5% between 10 and 20 hours. Responses across the libraries were fairly uniform with the exception of East Street where 10% of respondents said they could offer 10-20 hours per month.
- 22.7 From the survey returns, 78 people at Brandon expressed an interest in volunteering; 72 at Grove Vale, 88 at Nunhead and 61 at East Street. Although all potential volunteers would need to go through checking and training processes, this does indicate that there is some interest in these communities in giving time to the local library. Volunteers could also be used to supplement proposed opening hours at smaller libraries. With sufficient volunteers this could be achieved by spreading substantive staff across the week and augmenting them with volunteers.
- 22.8 The public consultation within the Libraries Review has shown that most volunteers are able to offer on average, between one and three hours per week for voluntary duties. Current patterns of working hours are organised in four hour tranches to allow for lunch and different start times. If the full £397,000 savings were to be made from relying on volunteers, then 594 hours would be needed.

The following number of volunteers would be required to maintain service at current opening hours.

- Volunteers giving average of one hour per week – 594 needed
- Volunteers giving average of three hours per week – 198 needed
- Volunteers giving average of four hours per week – 148.5 needed

Advantages associated with using volunteers

- 22.9 The advantages include there being much more direct community involvement in the running of the service; potential to recruit volunteers with skills and abilities not necessarily found elsewhere in the workforce and the possibility of providing new or additional services.

Risks and disadvantages associated with using volunteers

- 22.10 The risks associated with running services with a volunteer workforce include potential unforeseen closures if volunteers do not turn up for work; possibility of being unable to recruit sufficient volunteers and possible lapses in service quality and universality. Should these risks materialise and not be manageable the saving would have to be made by alternative means such as further reduction to opening hours.
- 22.11 Whilst it is believed it is possible that savings could be made from introducing some form of volunteer programme into the library service, it is important to note that this does not mean introducing a “no-cost” service. There would be a continuing need to manage, develop, recruit and retain volunteers. This would require paid management time to ensure efficiency and continuity. Other potential costs include expenses where appropriate, recruitment advertising and training costs. In addition to this, there would need to be rigorous safeguarding and checking of potential volunteers.
- 22.12 Authorities that are already using volunteers in their libraries report a need for very regular recruitment to take place. There is often a high turnover of volunteers with people moving into full time or permanent employment elsewhere, people’s personal circumstances changing or simply losing interest in volunteering.

Recommendation 1a.i

Volunteers to be introduced to support libraries and make a saving of £40,000. There are risks with the proposal, see 22.10-12, and the issues will be reviewed in six months. If the scheme cannot be made to work there will have to be further reductions in opening hours.

Recommendation 1a.ii

Options to increase the opening hours at the planned new Camberwell Library through the use of volunteers will be investigated together with the option to provide Sunday opening at John Harvard due to the high level of interest shown in the survey for Sunday opening for that library.

23. Reducing the opening hours

- 23.1 The consultation showed that 69% of respondents to the survey preferred to keep the number of existing libraries even if this means shorter opening hours. 31% of respondents preferred to keep existing opening hours even if this means fewer libraries. Some respondents showed higher levels of support for reducing the number of smaller libraries, particularly 49% of respondents at Peckham, 43% of respondents at John Harvard.
- 23.2 At the public meetings the public showed no support for library closures and voiced their concerns about local libraries being lost and the impact upon the community.
- 23.3 The consultation showed that there was the greatest support libraries for reductions in opening hours in smaller libraries to retain service overall.

Summary details are set out in the document entitled 'Southwark Council Libraries Review – Public Consultation 2011 Combined Report,' which is available on the Council's website, but the libraries showing most support for this option are as follows:

- Nunhead 90%
- Kingswood 88%
- Grove Vale 81%
- East Street 79%
- Brandon 78%

23.4 Reducing opening hours can result in reductions in levels of service use as customers may find it difficult to remember differing hours; this was borne out in the consultation where comments were received at some of the public meetings about the importance of opening hours being straight forward and easy to remember.

23.5 Other comments from the consultation meetings included the importance of access at weekends and in the evenings due to work and family commitments.

Table 1. Proposal for reduced opening hours at smaller libraries.

Library	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total hours
Brandon Current	10-6	10-7	Closed	10-7	Closed	10-5	Closed	33
Brandon Proposed	2-7	2-7	Closed	2-7	10-3	10-5	Closed	27
East St Current	10-7	10-6	Closed	10-7	Closed	10-5	Closed	33
East St Proposed	2-7	2-7	Closed	10-3	2-7	10-5	Closed	27
Grove V Current	10-7	10-6	Closed	10-7	Closed	10-5	Closed	33
Grove V Proposed	2-7	2-7	Closed	2-7	10-3	10-5	Closed	27
Nunhead Current	10-7	10-7	Closed	10-7	10-6	10-5	Closed	42
Nunhead Proposed	10-3	2-7	2-7	2-7	10-3	10-5	Closed	32

23.6 The illustrative proposal above allows for staff savings at each of the libraries. Whilst the total number of hours offered at each library would reduce, the pattern of opening gives access over five days rather than four at Brandon, East Street and Grove Vale libraries and six days rather than five at Nunhead library. This may encourage a wider take up of services by the community and it ensures that the important after school hours are maintained, an additional 7pm closure is added at each library and one morning session per week is maintained in order to accommodate visits from school classes.

23.7 Should Cabinet decide to pursue this option, local schools would be consulted to ensure that the most appropriate day of the week would be selected for the morning session prior to implementation.

- 23.8 The suggested pattern of opening hours is based on responding to local patterns of use and need, including maintaining full day opening on Saturdays to allow for family visits. The services currently offered now would remain on offer, including access to library stock, use of ICT and a range of activities for adults and children. The four libraries used as examples are also all within one mile walking distance of another, larger library.

Recommendation 1b.i

As a result of the consultation it is proposed to reduce the opening hours by six per week at Brandon, East Street Grove Vale libraries and ten hours at Nunhead library. The opening hours at other libraries would remain unchanged. In order to maximise the access in the remaining hours in the smaller libraries, it is proposed that the pattern of opening hours at these libraries would be redrawn, rather than remove a full day's opening.

Recommendation 1b.ii

It may be possible to offer more hours at these libraries by inviting the community to deliver the service in partnership with the Council outside of the proposed opening hours. Invitations for the community management of libraries would be issued should Cabinet decide to pursue this option. This allows the council to begin to look into the longer term possible community management option as outlined in paragraph 28 of this report.

24. Staff reorganisation

- 24.1 Whilst there was much support expressed for the library staff during the consultation, it is important that the Council finds an efficiency saving through a reorganisation of staff to rationalise management, frontline and back office posts.

Recommendation 1c

A staff reorganisation will be undertaken to rationalise the number of posts at all levels and to deliver a more cost effective service.

25. Sharing services and buildings with others

- 25.1 The concept of libraries sharing services with other council departments and other councils was raised at the public meetings as part of the consultation and a positive response was received in terms of residents being able to access a wider range of services from their local libraries.

Recommendation 4b

Officers will take forward discussions with other London boroughs to seek opportunities for cross borough working, in effect, delivering a service on it behalf to generate an income for Southwark libraries.

- 25.2 There are firm plans to move some customer-facing elements of the Housing Service to the second floor of Peckham Library.

Recommendation 1e

Space at Peckham Library will be allocated to Housing to thereby reducing library costs by £57,000

- 25.3 Further details on sharing services are outlined in section 28 of this report

26. Options for future provision of libraries arising from regeneration or other property opportunities

- 26.1 A new scheme adjacent to the Magistrates court at Camberwell Green has been proposed and agreed in principle by Cabinet. Further information is given in paragraph 33.7.

Recommendation 1f

The options to re provide Camberwell Library and thereby achieve revenue savings of £50,000, will be progressed.

27. Income generation in Libraries

- 27.1 The 1964 Act allows libraries to earn income through charging for services, although it prevents charging for borrowing books or accessing printed information.

- 27.2 In common with most library services, Southwark libraries generate income from the following:

- Fines on overdue items
- Hire charges for film and sound recordings
- Charges for obtaining items not immediately available for loan
- Hire of space and meeting rooms
- Use of photocopiers
- Sales of publications and small items of stationery
- Replacing lost tickets

Details of fees and charges income for 2010 / 11 are given in the document entitled 'Libraries fees and charges 2010/11 – percentage income per income category,' which is available on the Council's website.

- 27.3 The current income targets for libraries are challenging. The income target for Canada Water is £210,000. In addition to these pressures, some of the main areas of income are in decline. This is particularly the case for hire of DVDs and music CDs. It is estimated that this income stream (32% of library service income in 2010/11) will have declined very significantly in five years' time, with income from the hire of CDs being particularly vulnerable. Libraries are responding to these challenges by introducing new formats such as Blu-ray and other new electronic media but these formats may also decline in income generating ability over time.

Charging for use of ICT

- 27.4 The library service currently provides free access to the internet and to a range of computer packages at all libraries. In addition to this, there is free Wi-Fi access at six libraries.
- 27.5 The public's access to ICT in libraries is known as the "People's Network," which was established in 2002, supported by the former New Opportunities Fund strand of the Lottery. The objective of the Network was to bring free access to the internet into all libraries in England and Wales and to address issues relating to digital deprivation.
- 27.6 Some authorities have now begun to charge for access to ICT, often offering the first hour of use free and then charging for subsequent hours. Others now levy a small annual subscription charge for use of ICT.
- 27.7 Charging for use of ICT in Southwark libraries was discussed at length in the public consultation meetings as part of the Libraries Review. There was some support for charging after the first hour of use and also some support for blanket charging from the first minute. However, issues were also raised about ability to pay and the risks of excluding poorer people from the service. It was suggested that there could be concessions for some categories of customer based on ability to pay.
- 27.8 The survey showed that overall, 37% of respondents were in agreement with implementing charges after the first hour of daily use. 48% of respondents disagreed with charging whilst 15% did not express an opinion.
- 27.9 There was some division of opinion between libraries in response to this question, with 57% of Peckham respondents being against charging and 42% at Dulwich and Kingswood being in favour.
- 27.10 If charging for ICT is to be implemented, significant investment would need to be made in the technology to collect monies owed. Purchase and installation of self-service payment kiosks across all libraries would cost approximately £125,000. This could be significantly reduced to £25,000 if kiosks were not used and staff took payments.

However this option is considered to be an ineffective use of staff time. At Dulwich for example, circa 100 bookings and payments would need to be taken each day leading to delays for customers using this and other parts of the service.

Increasing fees and charges

- 27.11 There was limited support for increasing fees and charges for some services, primarily DVD loans. Whilst it is recognised that there is a tension between raising fees and ensuring that use does not fall significantly, resulting in either no or very little additional income being made, there is some minor potential for further fees and charges.

Recommendation 3

Proposals for additional fees and charges will be brought forward as part of the annual fees and charges setting process. The libraries will continue to seek external funding and improve the marketing of service.

Sources of external funding and sponsorship

- 27.12 Throughout the consultation process, the possibility of obtaining sponsorship as a means of income was raised. Libraries are relatively successful at attracting small amounts of sponsorship for specific events or projects but potential sponsors are not attracted to sponsoring the ongoing revenue costs of statutory services.
- 27.13 Section 106 monies, Lottery funding and other external funding streams were raised. Southwark libraries have attracting a range of external funding over the last few years for specific projects. This includes £1.42 million from the Big Lottery Fund to make significant improvements to the John Harvard Library. Other funds have been secured to deliver ICT training to adults, to take ICT to housebound residents, to work with people from specific communities and to fund on-going work with very young children and their families through the Sure Start programme.
- 27.14 With the exception of Sure Start funding, all of these successes have been either for one off capital sums or for time limited project work. All of these developments are important and have introduced new people to the service but none bring ongoing revenue and most projects wind up once the time limited funding has ceased.

Recommendation 3a

The library service will continue to seek sponsorship and external funding.

Hire of space

- 27.15 Rooms are available for hire at Dulwich, Peckham and John Harvard libraries and the new library at Canada Water will also have rooms for hire.
- 27.16 Charges are made for rooms according to the nature of the booking, i.e. community groups pay less than commercial organisations, and charges also include any additional payment that needs to be made for staff if someone is needed to lock up after normal closing time.

- 27.17 As with other areas of service, there are tensions between generating income and creating barriers to use.
- 27.18 There is clearly scope for raising additional income from hiring out rooms and other spaces, including general library space on closed days. Discussions are taking place with Community Action Southwark (CAS) in relation to making additional use of space.

Recommendation 3b

A formal marketing strategy for use of library spaces will be drawn up to help maximise income in this area.

Cafés in libraries

- 27.19 During the consultation, a number of people suggested having cafes in libraries as a way of raising income. A café is planned for the new library at Canada Water and there is a café space at John Harvard Library, although this is currently unoccupied.
- 27.20 The arrangement for the café at Canada Water is for the space to be leased to the provider for a rental. Income from the café will belong to the provider. This arrangement guarantees income for the library from the café and is deemed to be the most appropriate arrangement based on experience from the John Harvard café space.
- 27.21 Procuring a suitable provider for the John Harvard Library café has proved to be a challenge, with two different providers having taken on the running of the space and having withdrawn due to being unable to make sufficient income.
- 27.22 All of the main coffee chains have been approached over the last year to measure their interest in providing coffee concessions in libraries. Although some expressed initial interest, none wished to pursue this due primarily to concerns about footfall and market profile.
- 27.23 Establishing cafes in other spaces would require additional investment with no guarantee of providers coming forward or of enough income being generated to sustain facilities once established.

Recommendation 3c

Options to pursue cafes in libraries will be investigated wherever possible.

FURTHER WORK ON FUTURE MODELS OF SERVICE PROVISION

28. Community management of libraries

- 28.1 The recent MLA report on Community Managed Libraries, published in July 2011 says that there is no one fixed definition for community management of libraries. A number of different models have been developed but there are some core similarities between them, including:
- Removal to a greater or lesser extent of the local authority's responsibility for and management of the service

- More flexibility to meet, or proportionately meet, the ongoing costs associated with maintaining a library building and service by passing it over to community groups, charities or social enterprises, sometimes including the transfer of assets of buildings. In many cases the authority still continues to subsidise the services either financially or by the provision of support services.
- Greater use of volunteers
- Greater use of partnership and shared use of buildings and assets
- Change of some, or all, of the library users from a role of straightforward consumption to a role that involves actively participating to some degree in the management and running of the service.

28.2 There are examples of community managed libraries in a range of authorities, including Hackney at Woodberry Down and in Lewisham where three libraries are now managed by a social enterprise organisation and a further service point is managed by a community group. There are also proposals in Camden for three smaller libraries to be offered for community management as an alternative to closure, with the understanding that should no suitable community management arrangement be agreed, then those libraries will close.

Recommendation 4a

Offers from the community to undertake the management of libraries as a result of Recommendation 1b will be assessed together with other opportunities for wider community involvement in local libraries such as supporting activities and events, assisting with reading help and community learning programmes. Officers will continue to track the developments in community management in other boroughs and assess

28.3 Options around the community management of libraries and use of volunteers were discussed as part of the consultation and there was some interest expressed for local residents to play a more proactive role alongside library staff.

Placing services in Trusts

28.4 Hounslow's library service was part of a wider leisure and culture trust during the early 1990's. This was recently replaced by a new trust, managed by Laing's and including leisure centres as well as libraries.

28.5 The Trust advises that significant savings have been realised from staff restructuring as a result of establishing the Trust and that new investment has been brought into the service to upgrade facilities.

Recommendation 4b.i

Discussions with possible providers regarding how such arrangements might benefit Southwark will be progressed on receipt of draft outline proposals in response to those discussions. Officers will continue to track and investigate developments in other boroughs.

29. Sharing services with others

- 29.1 Some authorities have chosen to invite formal tenders for the management of their services. Current examples of this include Slough, which is now managed by a company set up by Essex Libraries; Wokingham which has recently advertised for expressions of interest in running its service as well as Croydon and Wandsworth who are jointly advertising for expressions of interest for running their services.
- 29.2 The MLA sponsored Future Libraries Programme included seven discrete projects across the country to look at different ways of delivering services. One of these projects is amalgamating services across three London boroughs – Kensington and Chelsea, Hammersmith and Fulham and Westminster.
- 29.3 Bexley and Bromley library services are also in the process of amalgamation. Again the majority of savings are being realised through staff re-structuring including the rationalisation of management structures.
- 29.4 Other Future Libraries programme activities included examining a range of functions which may have scope for being provided and managed across borough boundaries.
- 29.5 Southwark has been involved in this particular project, together with six other south-east London boroughs: Bexley, Bromley, Croydon, Greenwich, Lambeth and Lewisham.
- 29.6 Areas for consideration included amalgamation of back office functions; amalgamation of mobile and or home library services; inter-lending; amalgamation of service specialisms (e.g. children's work, information services); integrating circulation systems as well as the potential for amalgamating management of the seven services, see the document entitled 'Future Libraries Programme Final reports from pilots March 2011,' which is available on the Council's website.
- 29.7 Some of this work is being taken forward. The inter-lending function is being led by Bromley and it is planned for Southwark to join several other authorities in the Bromley led "London requests" service next year. This will mean Bromley managing Southwark's inter lending service and staff savings being realised for Southwark.
- 29.8 Southwark already manages Lambeth's on-line community information service. This is possible due to the two authorities having the same IT circulation system. Southwark receives a fee from Lambeth for providing this service.

Recommendation 4b.ii

Officers will continue to take forward discussions with other London boroughs to seek opportunities for cross borough working, in effect, delivering a service on its behalf to generate an income for Southwark libraries. Work will continue on the MLA pilot projects with options for sharing aspects of services.

30. Co-locating or integrating with other Southwark services

- 30.1 Making more efficient use of library buildings has been investigated as part of the libraries review and significant public support for this was identified during the public meetings. The feedback from residents included their views and ideas on libraries being co-located with one stop shops, health services, the Police and other community organisations and how such arrangements would be of benefit.
- 30.2 Discussions have also been held with Community Action Southwark (CAS) about voluntary sector organizations making use of library space either during down time or possibly during normal opening hours, to make more use of the buildings and possibly to make a contribution to running costs. This discussion is continuing and officers are awaiting a firm proposal from colleagues at CAS.
- 30.3 Consideration is being given to shared premises to house Brandon Library alongside other community provision that would make better use of resources and options for alternative provision for the Aylesbury Estate as part of the overall improvements to this area.
- 30.4 Discussions are being held with the Council's Adult Social Care and other services to explore ways in which the library service can develop partnership arrangements to better support older people in their use of libraries and a range of models are currently being developed before firm decisions are taken on this matter

Recommendation 4c

Officers will continue to seek opportunities for sharing buildings to enable co-location of libraries with other services

31. Supporting the emerging customer services strategy

- 31.1 The Libraries service is one of the larger public points of public interaction within the Council and is ideally placed to act as an access point and gateway to other council services.
- 31.2 The co-location of services proposed in this report will assist residents by reducing travel time, providing access and assessment of their needs in one place and provide an opportunity for staff to signpost services of interest or benefit.
- 31.3 The library service will continue to review its communication and access channels and it is increasing and promoting its online transactional services, with a move to self-service where possible. The proposed changes to opening hours at some Libraries should not have an impact on the access to our services overall.
- 31.4 We continue to work closely with the call centre to ensure information about our services is clear and up to date, staff have been trained in providing a quality customer experience and we have clear processes in place to make sure our services are delivered responsively and appropriately.

- 31.5 There are already plans for other Council customer services to be housed at or delivered from the proposed new Camberwell Library and the new library at Canada Water. These initiatives are expected to produce rental income or shared funding of running costs of these buildings.
- 31.6 There are firm plans to move some elements of the Housing service to the second floor at Peckham Library. This will deliver a contribution of circa £57,000 to the running costs of the building through a rental and service charge arrangement.

Recommendation 4d

Continue to work on the emerging customer services strategy.

32. Options for the future provision of libraries arising from regeneration or other property opportunities

- 32.1 The library service currently operates from 12 public buildings and one non public building in Wilson Road, Camberwell, which houses stock services.
- 32.2 The consultation feedback on options for re-provision included positive comments from residents regarding plans for a new Camberwell Library and the proposals relating to a new Grove Vale Library. Residents wished to retain a local library in their communities and acknowledged the benefits around better buildings which can offer more flexibility and access to all.
- 32.3 Building costs form a significant part of expenditure in the library service, including £559,000 per annum for NNDR charges; £118,000 in rent (for Camberwell and Grove Vale libraries) and £133,000 for repairs and maintenance. These costs are difficult to reduce as for the most part, they are set by external agencies according to formulas, whilst the repairs and maintenance figure is insufficient to address all outstanding building issues.
- 32.4 These costs only reflect part of the ongoing requirement for building maintenance – both reactive and planned. Condition surveys have been undertaken on all of the library buildings (with the exception of Newington). Over the four year period from 2011/12 to 2014/15 inclusive, works to the current value of £1.9 million have been identified as being required. No provision is currently made for these costs. Details of costs for each library are set out in the table below.

Table 2: Known required planned maintenance works for libraries 2011/12 onwards

Library	2011/12	2012/13	2013/14	2014/15	2015 onwards	Total
	£	£	£	£	£	£
Peckham	201,543	2,875	87,533	46,460	1,777,407	2,115,818
Dulwich	51,234	39,219	150,714	159,093	552,432	952,692
John Harvard	806	0	0	0	613,017	613,823
Camberwell	284,090	19,320	0	59,000	166,551	528,961
Nunhead	157,591	39,267	6,383	89,245	41,519	334,005
Brandon	79,288	36,743	72,163	13,001	52,786	253,981
Blue Anchor	105,388	47,382	18,877	13,111	29,524	214,282
Grove Vale	31,092	40,455	18,574	23,406	20,586	134,113
East Street	30,757	3,450	24,102	0	40,323	98,632
Total	941,789	228,711	378,346	403,316	3,294,145	5,246,307

32.5 There are opportunities for some of this expenditure to be averted at Camberwell Library which is earmarked for replacement in 2012 and possibly also at Grove Vale library depending on the outcome of matters referred to in paragraphs 30.9 to 30.15 below.

Future options for Camberwell Library

32.6 Camberwell Library is currently located in three shop units in Camberwell Church Street. Whilst this is a prominent location, the building itself is not fit for purpose, is extremely cramped, lacks disabled access to the children's library in the basement and to access the staff provision on the upper levels, it is necessary to go into the street and then re-enter the building.

32.7 The Council currently pays an annual rental of £90,000 over the three shop units. There are three tenancies for the Council's occupancy of this site and the leases do not expire at the same time.

32.8 Several attempts, dating back a number of years, have been made to find a more suitable location for the library all without success until this year when a new scheme adjacent to the Magistrates Court at Camberwell Green has been proposed and agreed in principle by Cabinet. If this scheme progresses according to schedule, the new library is likely to open to the public by the end of 2012.

Recommendation 1f

Officers will continue to work with the Camberwell Project Team on the new library to achieve improved provision and an estimated £50,000 saving on rental and running costs.

Future options for Grove Vale Library

- 32.9 Grove Vale Library in East Dulwich is located in two small shop units on a parade of local shops. The Council does not own these units and pays annual rental of £27k to occupy them. This is subject to review by March 2012 when the current lease expires.
- 32.10 Grove Vale is a very small library, with no scope to develop upwards, to the rear or to the front due to the constraints of its location. Space is extremely limited and it is not possible to offer a full range of activity. Staff provision is also inadequate with an outside toilet.
- 32.11 The library is one mile walking distance from Nunhead Library and 0.9 mile walking distance from Dulwich Library. There is a significant degree of overlap in use between Grove Vale and Dulwich Library in particular. In the 12 months period to March 2011, 44.7% of people who joined at Grove Vale Library borrowed items from Dulwich Library and 24.3% borrowed items at Peckham Library. During the same period, 31% of people who borrowed items from Grove Vale Library were people who had joined the library at Dulwich.
- 32.12 An opportunity exists to replace the current library within a new development on the opposite side of the road to the current provision, adjacent to East Dulwich Station. Planning permission has already been obtained for this development which also includes residential and retail provision.
- 32.13 The offer from the developer is for a ground floor “shell” for the new library together with a Section 106 contribution of £134,000 towards fitting out. If this proposal is to go ahead, a further capital sum will be required to complete the fit out to an appropriate standard. It is estimated that a further £241,000 would be needed to provide appropriate ICT services and other improvements.
- 32.14 Planning officers are currently negotiating the Section 106 agreement on this project allowing three-six months for the Council to indicate whether or not it wishes to take up the option of a new library. Should this be the case, the Council would be expected to enter into an agreement to lease.
- 32.15 Most revenue costs for a new library would be covered from the existing revenue of the current Grove Vale Library, however it is anticipated that a further £70,000 per annum may be required due to the expected additional NNDR costs of a new building as well as extra running costs for additional access to ICT.

Recommendation 5

Subject to planning approvals and available resources it is recommended that work continues with the Grove Vale Project team.

33. Financial implications

- 33.1 The approved revenue budget for 2011/14 includes savings of £397k from review of libraries budget. This is profiled as £274k in 2012/13 and £123k in 2013/14. This report recommends the following package of measures to achieve the budgeted savings:
- a) Use of volunteers £40,000
 - b) Reshaping of opening hours at smaller libraries to offer more days open but with less hours overall. This to be combined with an invitation for community management for the period of reduced hours £80,000
 - c) A staff reorganisation of £120,000
 - d) Sharing resources with other boroughs £50,000
 - e) Sharing space with Housing at Peckham Library and thereby reducing library costs by £57,000
 - f) New rental saving of £50,000 from the creation of the new Camberwell Library
- 33.2 The use of volunteers in certain libraries (£40k): this will entail using volunteers in 4 smaller libraries (Brandon, East Street, Grove Vale and Nunhead), saving approximately 0.5 FTE Hay grade 3 library assistants at each of these libraries. The use of volunteers in council libraries is a new concept, and there are risks associated with achieving this saving, especially with regards to what it will cost to manage the volunteers, something that is very difficult to quantify at present.
- 33.3 Reshaping of opening hours (£80k): The calculation of the potential saving is based upon reducing opening hours by six per week at Brandon, East Street and Grove Vale and ten per week at Nunhead. This would reduce the need for 4.5 FTE Hay grade 3 library assistants.
- 33.4 Staff re-organisation (£120k): this will entail a restructuring of the library Service - an initial proposal has been compiled and managers are confident that this saving can be achieved for 2012/13.
- 33.5 Cross borough working (£50k): Southwark has been involved in the Future Libraries project together with six other south-east London boroughs – Bexley, Bromley, Croydon, Greenwich, Lambeth, and Lewisham. The project focuses on areas of potential cross borough partnerships including amalgamation of back office functions, amalgamation of home library services, inter-lending, and service specialisms (e.g. children's work, information services), integrating circulation systems and the potential for amalgamating management of the library services over the seven participating boroughs. Because this project is still being developed, the proposed £50k is a prudent estimate of saving that can be achieved in next two financial years starting from 2012/13.
- 33.6 Sharing of space at Peckham Library (£57k): this comprises potential additional income (in the form of a recharge) for the Library Service as a result of accommodating other parts of the council (parts of Housing Management and Revenues & Benefits) in Peckham library. A saving to the council will be achieved because the units being accommodated will be able to vacate premises either belonging to 3rd parties (and thus a rental saving), or belonging to the council (and could thus be disposed of). Although the figures are robust, there is still uncertainty whether the additional income will manifest, as final decisions have not been made yet. The potential amount to be saved is based upon calculations by the Property division indicating £25k rental for occupation

of the second floor of the library, with an annual service charge making up the rest of the £57k. Overall, the cost to Housing will be around £39k, and the cost to Revenue & Benefits of around £18k.

- 33.7 New Camberwell Library rental saving (£50k): the £50k saving is an estimate based upon the fact that annual rental cost of £90k (30% of the current total budget for Camberwell Library) will fall away as a result of moving the library. The achievement of this saving is however still uncertain, as it is subject to final approval being given for the new library to be built adjacent to the Magistrates Court at Camberwell Green. In addition, the quantum of the saving will only become clearer when more is known of the eventual scope and occupation of the building.
- 33.8 It is also recommended in paragraph 5 that Grove Vale Library is replaced by a new library that will be part of a new development adjacent to East Dulwich Station. It is estimated that the capital cost of this relocation will be £375k, of which it has been agreed that the developer will contribute £134k, and the council the remaining £241k. The capital cost is a result of fit-out costs, including ICT provision. A capital bid of £241k has been submitted as part of the 2012/13 to 2014/15 budget setting process. It has also been estimated that additional revenue costs of up to £70k per year may be required, mainly due to an expected increase in building related costs such as business rates. A revenue growth bid has been submitted as part of the 2012/13 to 2014/15 budget setting process.
- 33.9 The approved budget for 2011 /14 also included savings proposal of £150k by discontinuing Home Library Service in 2013/14. The latest estimate is that this will achieve only a budget saving of £104,000 and therefore alternative savings of £46k have been put forward as substitute. The proposal is to bring forward the £104k savings to 2012/13 but the likelihood of achieving this will depend on finding an alternative model of delivery by 31st March 2012.

34. Community impact assessment

- 34.1 The Council is mindful of its Public Sector Equality Duty and, in proposing the changes, driven by budgetary requirements, has attempted to mitigate the impact upon those individuals and groups whose protected characteristics, as defined by the Equality Act 2010 fall within one or more of the categories described as 'protected groups':
- age
 - disability
 - gender reassignment
 - marriage and civil partnership
 - pregnancy and maternity
 - race
 - religion or belief
 - sex
 - sexual orientation

- 34.2 A high level equalities assessment has been carried out on these proposals, which has identified that the alteration of opening hours, recommendation 1b and potential proposals for the home library service, recommendation 2 may have equalities implications. The other operational proposals have been assessed as having little or negligible impact. A full equalities assessment will now be carried out for these specific proposals as they are developed and consulted on. Details are given in the document entitled 'Library Service review – Equalities impact assessment [High level],' which is available on the Council's website.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

35. Strategic Director of Communities, Law & Governance

- 35.1 The constitution reserves to individual cabinet members the agreement of statutory and other strategies, in relation to their areas of responsibility, except where they relate to crosscutting issues; on such occasions the decision will be referred to a meeting of the full cabinet. This issue affect more that one portfolio so the cabinet is the appropriate decision maker.
- 35.2 As stated in paragraph 6, the Public Libraries and Museums Act 1964 ("the Act") provides that it is the duty of the local authority to provide a "comprehensive and efficient library service". The Act does not define the terms "comprehensive and efficient" but the Secretary of State does have powers of intervention should authorities be deemed not to be fulfilling their duty. In addition a failure to comply with this duty would be subject to judicial review.
- 35.3 The review of the library service as well as the options to deliver savings from the library budget in financial years 2012/13 and 2013/14 and the possible future models of service have been subject to consultation with service users and key stakeholders.

Details are contained in the Background Papers, which are available on the Council's website. For effective consultation to take place the following must apply

- consultation must be conducted when proposals are at a formative stage;
 - the decision maker must give sufficient reasons for its proposals to permit intelligent consideration and response;
 - adequate time must be given for consideration and response; and
 - the product of consultation must be conscientiously taken into account before making the relevant decision
- 35.4 Each of these elements must be considered separately, evidenced and documented. It is noted that the possible future models of service will be subject to a further report to Cabinet.
- 35.5. To understand the effect of the options to deliver savings on the community having regard to the council's equalities duties as set out in the Equalities Act 2010, an Equality Impact Assessment has been undertaken. The consideration given to the impact of the options to deliver savings is set out in paragraphs 148 to 158 of the report. A further Equality Impact Assessment should be undertaken

in relation to the possible future models of service.

- 35.6. The various options proposed in Paragraph 1 of the report present a number of potential employment law implications.
- 35.7 With regard to the use of volunteers in the library service the proposed relationship of all volunteers should be analysed to ensure that they may not in fact be able to claim that they are in an employment relationship. To ensure safeguarding standards are met and avoid potential claims of discrimination by applicants, recruitment of volunteers must be conducted in compliance with the wider legislative framework of safer recruitment practices equalities legislation. If volunteers are to have access to personal data e.g. membership records/library management systems then measures will be needed to ensure compliance with the Data Protection Act 1998.
- 35.8 Current employees may be subject to changes to terms and conditions or dismissed by reason of redundancy or some other substantial reason (SOSR) where their termination does not satisfy the definition of redundancy but is required as part of the reorganisation. Whilst it is noted that it is not intended to use volunteers to replace existing employees, care must be taken lest it transpires that some employees are no longer required because volunteers will perform their duties instead. An analysis needs to be made in each case as to whether work of a particular kind has ceased or diminished. Should it be found that the transfer of duties to volunteers does not reflect a cessation or diminution of work of a particular kind then any dismissal of the employees will not be by reason of redundancy and therefore unfair, unless it comes under a fair dismissal for SOSR.
- 35.9 The staff reorganisation must be managed under the council's reorganisation, redeployment and redundancy policy and procedure and other relevant human resources procedures to ensure that the council acts in accordance with employment legislation and to minimise the risk of claims in the Employment Tribunal being brought by the affected employees.
- 35.10 With regard to Alternative/ Community Management and Shared Services, the transition from a direct delivery service to a service that is commissioned externally or shared with other boroughs may involve a relevant transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE 2006 Regs). Further analysis should be undertaken of the proposals to ascertain whether or not they will attract the application of the TUPE 2006 Regs and, if so, consideration given to any implications not least compliance with the statutory duties to inform and consult with all affected employees and the recognised trade unions as required under s13 of the TUPE 2006 Regs and, if more than 20 redundancies are proposed under sections 188 to 198 of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULR(C)A).
- 35.11 As noted above, one of the underlying principles is that equalities impact assessments are carried out at critical stages so that the council has due regard to the equalities implications of the proposed staffing changes and comply with its equalities duties.

36. Finance Director

- 36.1 This report asks the Cabinet to consider the package of measures that will deliver £397,000 of savings from the library service budget, £274k in 2012/13

and £123k in 2013/14.

36.2 The Finance Director notes that these savings have been included in the Environment and Leisure Departments budget options for 2012/13 and 2013/14.

37. Head of Human Resources

37.1 The restructuring of the Libraries workforce is already underway and will be progressed in accordance with the Council's policy on Reorganisations, Redeployment & Redundancy. Signs are it will be implemented to timetable. This includes consultation with staff and Trade Unions.

37.2 In terms of the use of volunteers; the clear intention is not to use volunteers to replace substantive staff but as a supplement to maintain and enhance quality service. In recruiting volunteers it is vital that appropriate safeguarding checks are undertaken in accordance with guidelines and that proper induction is organised to include vital training on security, health& safety etc. Proper supervision needs to be put in place including availability of Council staff at all times, albeit not necessarily on site.

BACKGROUND DOCUMENTS

Background Papers Available on Southwark Website at
http://www.southwark.gov.uk/info/200062/libraries/2218/southwark_libraries_review

Background Papers	Held At	Contact
Public Library User Survey (PLUS) 2009	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Children's Public Library User Survey (CPLUS) 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Southwark Library Service Review survey (2011)	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library service budget detail 2011/12	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library Usage	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577

Background Papers	Held At	Contact
Ethnicity – number of borrowers April 1 2010 to March 31 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Gender – borrowers April 1 2010 to March 31 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Age ranges – percentage and number of borrowers April 1 2010 to March 31 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Registered Disabled people who used Southwark library service between April 1 2010 and March 31 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Southwark Council Libraries Review – Public Consultation 2011 Combined Report	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Total issues and visits to Southwark libraries April 1 2010 to March 31 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Cost per issue and visit to Southwark libraries April 1 2010 to March 31 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Libraries fees and charges 2010/11 – percentage income per income category	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of BLUE ANCHOR Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of BRANDON Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577

Background Papers	Held At	Contact
Library use by borrowers with a home site of CAMBERWELL Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of DULWICH Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of EAST STREET Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of GROVE VALE Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of JOHN HARVARD Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of KINGSWOOD Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of NEWINGTON Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of NUNHEAD Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of PECKHAM Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library use by borrowers with a home site of ROTHERHITHE Library	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577

Background Papers	Held At	Contact
Future Libraries Programme Final reports from pilots March 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Blue Anchor Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Brandon Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Camberwell Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Dulwich Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from East Street Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Grove Vale Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from John Harvard Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Kingswood Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577

Background Papers	Held At	Contact
Distance in miles from Newington Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Peckham Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Distance in miles from Rotherhithe Library to other libraries in Southwark	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Southwark Libraries Consultation with Children and Young People 8 August 2011 to 31 August 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Southwark Libraries Review: Public consultation meetings	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Inner London authorities: spend per resident 2008-2009	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Hours of use for public PCs and wireless internet in Southwark libraries April 1 2010 to March 31 2011	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577
Library Service review – Equalities impact assessment [High level]	Environment and Leisure, 160 Tooley Street	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure. Tel 0207 525 1577

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Veronica Ward, Cabinet Member for Culture, Leisure, Sport and Olympics	
Lead Officer	Gill Davies, Strategic Director for Environment & Leisure	
Report Author	Adrian Whittle, Head of Culture, Libraries Learning and Leisure	
Version	Final	
Dated	6 October 2011.	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Head of Human Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional/Community Council/Scrutiny Team	7 October 2011	