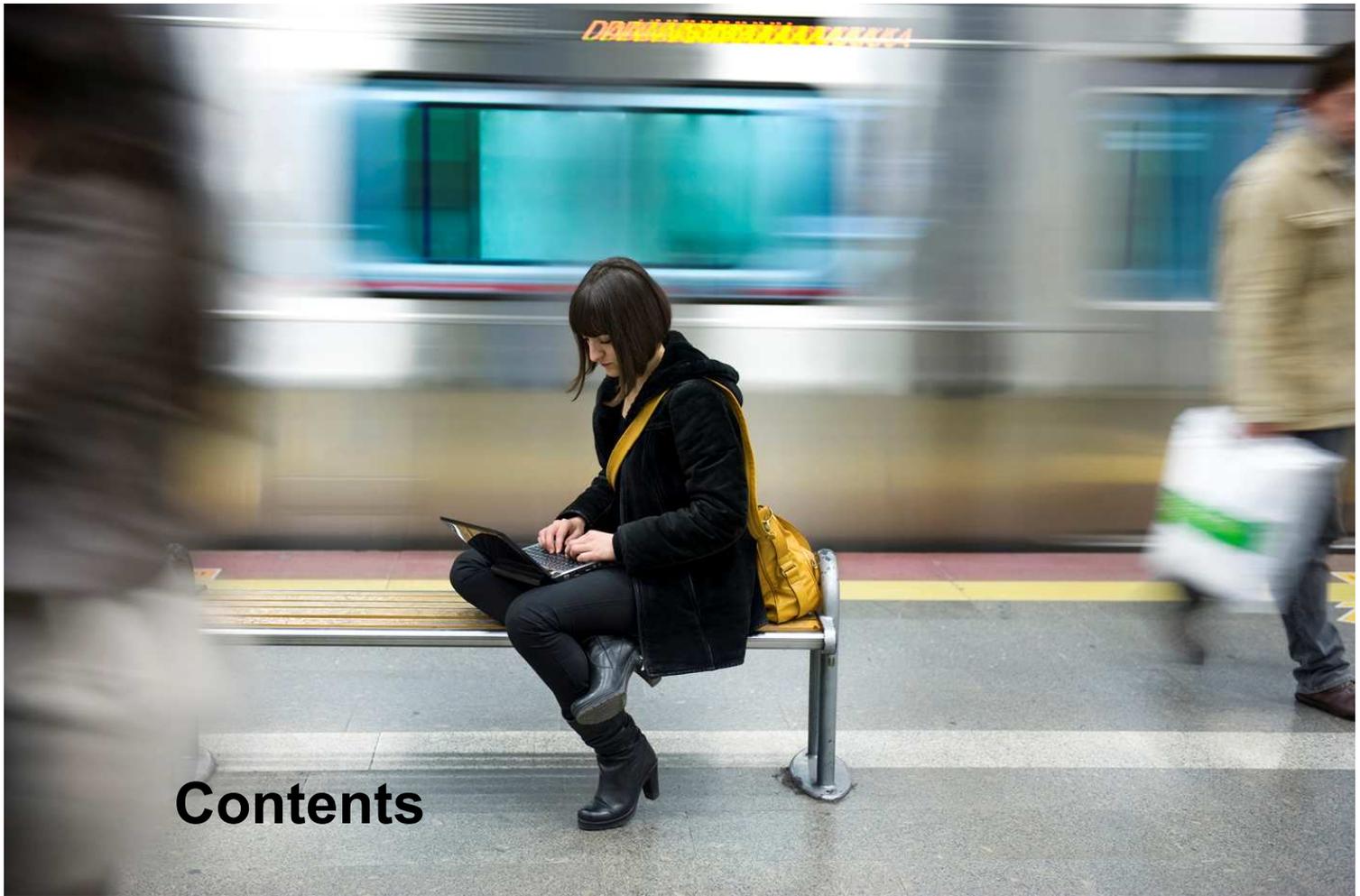


Cooperative Libraries

Consultation Information



January 2012



<u>1. What is the Cooperative Council?</u>	<u>pg 3</u>
<u>2. The libraries budget</u>	<u>pg 5</u>
<u>3. The 2011/12 libraries budget in detail</u>	<u>pg 6</u>
<u>4. Allocating the 2012/13 & 2013/14 library service budget</u>	<u>pg 9</u>
<u>5. The library service offer</u>	<u>pg 21</u>
<u>6. Summary of Cabinet recommendations from November 2011</u>	<u>pg 28</u>
<u>7. Give your feedback</u>	<u>pg 29</u>

1. What is the Cooperative Council?

The Cooperative Council is Lambeth Council's new idea for transforming public services in the borough, so that they better meet the needs of our citizens and communities. It aims to radically alter the way in which services are designed and delivered by changing the relationship between the council and citizens. Rather than having services provided to them in a top-down manner, the Cooperative Council is about citizens and the council working jointly together to commission and deliver services.

The Cooperative Council draws inspiration from the values of fairness, accountability and responsibility that have driven progressive politics in this country for centuries. It is about putting the resources of the state at the disposal of citizens so that they can take control of both services and the places in which they live. More than just volunteering, it is about finding new ways in which citizens can participate in the decisions that affect their lives.

The Cooperative Council seeks to realise this transformation by making changes in four broad areas:

- **Cooperative leadership:** Involving citizens more directly in determining the priorities for Lambeth, getting councillors to work with citizens in their ward and helping community groups organise and make improvements in their local areas.
- **Community-led Commissioning:** Currently when Lambeth Council develops public services it undertakes research, develops proposals, consults on these with citizens and decides for itself how a service should be delivered. The Cooperative Council wants to change this approach and have citizens actively working together with the council, from the very outset. This involves the council and communities together defining need, the types of services which would best address these needs and the most effective ways in which these could be delivered. This requires the council to completely change the way it works and to develop ongoing relationships. It also requires the council to stop seeing members of the public as service users and to genuinely work with them as equal partners to (using the technical term) coproduce¹ local services.
- **Incentives:** Asking citizens to become more involved in the design and delivery of local services requires local people to give up their time to support their local community. The council needs all citizens from all

¹ Coproduction is an approach to how public services can be designed and delivered. It is one of the key concepts which informed the development of Lambeth's Cooperative Council concept. Coproduction means delivering public services in an equal and reciprocal relationship between professionals, people using services and the wider community – this means professionals and citizens working together to understand need, designing a public service together and agreeing how both professionals and citizens can deliver a service. When it comes to delivering a service together there is no pre-set expectation as to what the council and members of the public should be doing, rather the extent of citizen involvement in the public service will be agreed between citizens/the council through their deliberations. It is important to remember that co-production is not consultation, it is not volunteering and it is not about giving people individual budgets.

walks of life to become involved, and to encourage as many people the council believes that a menu of financial and non-financial incentives should be established. These could include discounts on council services, opportunities to experience cultural activities in Lambeth or opportunities to undertake training/adult learning courses.

- **Public service models:** As part of the community-led commissioning process the council will work with citizens to explore the best ways in which a council service could be delivered. This could include looking at moving a service to a different organisation – such as a mutual, cooperative, social enterprise etc. However it is not a requirement for the Cooperative Council to move services to a different organisation.

Cooperative Libraries - People, Money, Services

We are proposing a new approach to providing library services in Lambeth. To change the way services are provided we need to change the way that we fund them too.

Our new cooperative approach will be based on three broad commissioning principles:

- **Money** - Be clear about how much we have available to invest in the library service in Lambeth and be clear about what things cost. This includes telling you which costs are fixed and which are flexible
- **People** - Work together with citizens and stakeholders (and not just the ones that already use what's on offer) to coproduce a library service in communities within the resources available.
- **Services** - Use the money we have available to buy the services communities need to meet agreed priorities.

In addition, due to cuts in central government funding, Lambeth Libraries service has to save £750,000 from its existing budget by 2014.

A new cooperative contract

Each library service will be given a local budget. Through coproduction, citizens and communities will decide how much influence they want over how that money is spent and how much day to day involvement they want with the library service. In return for funding, the council will act as a commissioner and 'contract' with communities as a way of making sure that a comprehensive, efficient and modern library service is being delivered in Lambeth. This contract will also allow everyone to know who is responsible for running or managing the different parts of the library service. This contract or franchising method is widely used in both the public and private sector in everything from providing public healthcare services to popular chain restaurants. By agreeing what our vision and expectations are for a modern, comprehensive and efficient library service, it will allow our communities in Lambeth to decide how they may choose to provide the library service.

2. The libraries budget

To enable communities to coproduce the libraries service in their community, it's important that the libraries budget is set out clearly so everyone understands how the libraries budget is currently allocated to provide the existing library services.

Corporate recharges and borough-wide costs.

During The Libraries Commission and consultation on the service, a lot of questions were raised about what the council calls its corporate recharges. Centrally, Lambeth Council currently applies a corporate recharge to the libraries service which is calculated so that libraries pay for their share of Lambeth's central services, such as legal, financial and IT support services. In addition, many suggestions to the Libraries Commission highlighted the corporate recharge as a potential source of savings and efficiencies. In response, it is important to state that these services are just as essential to running a library service as things like shelves or books, for example, we need things like payroll to make sure our staff get paid. Also, any savings that are achieved from the ongoing review of corporate recharges would not be retained by the library service and would be savings spread across the council as a whole. For these reasons the Libraries Commission excluded the corporate recharges from the deliberations on finances and in building a budget for Libraries. Therefore, the figures detailed below also exclude the council's corporate recharge.

Excluding the corporate recharge, the existing libraries budget for the 2011/12 financial year is as follows:

Table 1: Libraries Budget 2011/12

	2011/12 projected budget £000
Opening	5,369
Less savings already agreed – Nettlefold Hall	65
Less savings already agreed libraries efficiencies	75
Less staffing restructure savings	742
Projected closing budget 2011/12	4,487

3. The 2011/12 libraries budget in detail

The Council is committed to creating a cooperative library service. To achieve this aim of allowing citizens to have more influence on how our resources are used and invested we have to give detail on what the libraries budget is currently spent on.

Before we allocate budgets to each library location there are certain costs that have to be paid for to allow borough wide library services to operate. For example, services like the archives or the reference library have to receive funding to operate.

Therefore, set out below is a breakdown of some of the costs to the library service that, at present, are taken out or “topslliced” from the budget before it is allocated to libraries.

	2011/12	Explanation
Total Library Budget '£000	4,487	This is the total operating budget for 2011/12
Borough-wide costs:		
Upper Norwood Joint Library (UNJL)	211	This represents Lambeth's share of funding for Upper Norwood Joint Library. The Upper Norwood Joint Library is the only remaining independent, joint-funded public library in the country. It has its own joint committee and operates independently of the library services of Lambeth and Croydon. Until recently it was funded in a joint agreement by both the London Boroughs of Lambeth and Croydon.
Talis	65	This is the cost of the Library Management System, the electronic system to manage the lending of our book stock and other materials. A more detailed description of this service can be found on page 23
Staffing	334	This is the current cost of central staffing to make ensure that a comprehensive library service operates across Lambeth and that all borough wide services and library services in each locality function properly. More detail on staff costs are provided on page 27
Archives service	144	This is the cost of running the borough wide archives service currently this is operated at Minet Library. As the archives take up approximately 2/3 of the space available at the building, this figure includes two thirds of the building costs. A more detailed description of the archives service can be found on page 22
Nettlefold Hall	104	This is figure is for efficiency savings already agreed for this building made at last year's budget. Nettlefold Hall is the public multi use space that is linked to West Norwood Library.
Outreach Service	186	This is the cost of providing the Libraries Outreach service including the Home Visit Service. Further explanation of the outreach service can be found on page 25

Reader Development	137	This is the cost of providing the Reader Development service, including the events and festivals that support this programme. This includes things like Bookstart for children and the summer reading challenge. Further explanation on this service can be found on page 25
Stock Support Services	172	This is the cost of making sure that we manage the book stock across the library service
Balance of Stock fund	77	This is the cost of making sure that services like inter-library loans continue. Further information on Lambeth's stock service can be found on page 22
Total borough-wide costs	1,429	This is the total of the central costs listed above
Total of Costs allocated to individual libraries	3,057	This is the total sum that is provided to individual libraries to operate the library service.

2011/12 individual library budgets.

At present, each library has a set budget allocated to it and below is a detailed breakdown of each library budget, setting out the exact costs of everything from business rates to cleaning costs. As highlighted, the aim of creating a cooperative library service is to coproduce the local service. However, within every budget there are both fixed and flexible costs. Therefore, to enable coproduction we have indicated what costs we know are fixed and what costs we think are more flexible.

Individual library budgets detailed on the following page:

Fixed, semi-flexible and flexible costs within individual library budgets

	Fixed				Semi-Flexible Costs *** These services cannot be discontinued until the end of the current contract						Flexible						TOTAL BUDGET 2011/12 £000
	Business Rates £000	Insurance £000	Statutory Compliance £000	Total £000	Cleaning *** £000	Refuse Collection £000	Utilities *** £000	Photocopiers*** £000	Cash collection £000	Total £000	Employees £000	Stock, Newspapers and Magazines £000	Repairs and Main £000	Stationery, equipment, and other misc costs £000	Income £000	Total £000	
Waterloo	8.5	2.0	4.5	15.0	7.0	1.0	4.5	1.0	0.5	26.0	108.0	12.0	3.0	4.0	-6.0	121.0	150.0
South Lambeth	10.0	2.0	5.0	17.0	3.0	1.5	6.0	2.0	0.5	35.0	178.5	22.0	4.0	5.0	-8.5	201.0	231.0
Durning	10.0	2.0	5.0	17.0	7.0	1.5	7.0	2.0	1.0	43.5	175.0	25.0	9.0	5.0	-9.5	204.5	240.0
Minet	7.5	1.5	5.5	14.5	3.0	0.5	1.5	0.5	0.5	18.0	153.0	12.0	4.0	2.0	-3.5	167.5	188.0
**Brixton	37.0	5.5	6.5	49.0	33.0	6.0	20.0	4.0	1.0	161.0	469.0	97.0	12.5	56.0	-51.5	583.0	696.0
Clapham					To be replaced by a new library, Clapham One					32.0		32.0			364.0	396.0	396.0
Carnegie	28.5	5.0	6.0	39.5	19.0	1.0	16.0	2.0	0.5	50.5	101.0	12.0	12.5	2.0	-6.5	121.0	199.0
***West Norwood	33.0	12.0	10.0	55.0	16.0	4.0	25.0	2.0	1.0	90.0	317.0	42.0	37.5	6.0	-17.5	385.0	488.0
****Streatham	22.5	4.0	5.0	31.5	28.0	1.0	12.0	2.0	1.0	86.0	333.0	42.0	37.5	6.0	-25.0	393.5	469.0
TOTAL LIBRARIES	157.0	34.0	47.5	238.5	116.0	16.5	92.0	15.5	6.0	542.0	1,834.5	296.0	120.0	86.0	236.0	2,572.5	3,057.0

** Brixton Includes £50k for Sunday opening, £50k for security and £195k costs for running the reference library

***West Norwood includes £25k for exceptional repairs in 11/12

**** Streatham includes £35k for Sunday Opening and £27.5 k for exceptional repairs in 11/12

4. Allocating the 2012/13 & 2013/14 library service budget by using a methodology

As described and set out in the 2011/12 budget above, the library service in 2012/13 & 2013/14 will continue to have borough-wide costs to make sure that the library service can operate properly. For example, borough-wide functions such as the archives service and the reference library will continue to be funded.

Transferring more services to the community

In the coming years the council is committed to transferring as many functions to communities as we possibly can. In addition, we will be looking to save as much as we can by making back office functions more efficient so we have more to spend on front line community led services. However, at present, we have to acknowledge that the transfer of responsibilities and functions of a library service to a cooperative community led library service will be gradual. For example, in the future our aim is to commission Library outreach services to be run and managed by communities. However, before we do that, we have to establish stable and sustainable cooperative library services in each locality.

In addition, as stated above, the library service has to save £750,000 over the next two years due to reductions in central government funding.

Therefore, before we can give each library service location an individual budget we have to remove both the agreed savings and efficiencies and the 'topliced' or borough-wide costs:

2012/13 & 2013/14 Savings & Efficiencies:

	2012/13	2013/14	Explanation
Total Library Budget '£000	4,487	3,793	This is the total library budget available at the start of each year
£750K agreed Savings	400	350	These are the £750K savings already agreed, £400K in year 2012/13 and £350K in 2013/14
Nettlefold Hall Agreed Savings £100K over two years	50	50	This is figure is for efficiency savings already agreed for this building made at last year's budget. Nettlefold Hall is a multi-use space that is currently linked to West Norwood Library
Modernisation efficiencies £244K over 2 years	244	0	These are savings and efficiencies that we will be achieved as a result of modernising the service across Lambeth by installing equipment like self service technology.
Budget Available	3,793	3,393	This is the budget for each years after agreed savings and efficiencies

The projected 2012/13 & 2013/14 borough wide costs are as follows:

Borough-wide Costs	2012/13 £000	2013/14 £000	Explanation
Opening Budget	3,793	3,393	This is the opening budget for each year following the savings and efficiencies detailed above
Upper Norwood Joint Library (UNJL)	170	170	Despite the current period of uncertainty UNJL has entered due to the London Borough of Croydon terminating their joint agreement with Lambeth Council, this funding figure is one recommended by the Libraries Commission. This sum represents Lambeth's ongoing commitment of revenue funding to the local community so that they can co-produce a library service in this locality. This represents a £40K saving on the previous level of funding. This level of reduction was recommended as it is in line with the budget reductions of £750K that is required across the library service.
Talis	65	65	This is the cost of the Library Management System, the electronic system to manage the lending of our book stock and other materials. A more detailed description of this service can be found on p23
Staffing	334	334	This is the current cost of central staffing to make ensure that a comprehensive library service operates across Lambeth and that all borough wide services and library services in each locality function properly. More detail on staff costs are provided on page 27
Reference Library	195	195	This is the cost of running the borough wide reference library service; this includes both staffing and resources for reference books – this figure is included within Brixton's 2011/12 budget. We decided to separate this figure to ensure the funding methodology to each library was fair. More information on the reference service is on page 22
Sunday opening in Brixton and Streatham	85	85	Following the Library commission's recommendations of maintaining a 7 day opening in Brixton and Streatham, this is the cost of opening these two libraries for Sunday opening.
Modernisation	90	90	This is the projected revenue cost of maintaining critical modernisations to the existing library service. For example, the library service will have to maintain new services such as WiFi internet access and self service technology book lending technology in each library service location. More information on the modernisation of the library service can be found on page 22 & 23
Archives service	144	144	This is the cost of running the borough wide archives service currently this is operated at Minet Library. As the Archives take up approximately 2/3 of the space available at the building, this figure includes two thirds of the building costs. A more detailed description of the archives service can be found on page 22
Nettlefold Hall	82	82	As the current West Norwood Library and Nettlefold Hall are linked, this is the cost of making sure that existing maintenance costs of the Nettlefold hall are covered.

Outreach Service	186	186	This is the cost of providing the Libraries Outreach service. This includes things like delivering books to more vulnerable citizens as part of the Home Visit Service. Further information the outreach service can be found on page 25
Reader Development	137	137	This is the cost of providing the Reader Development service, including the events and festivals that support this programme. This includes things like Bookstart for children and the summer reading challenge. Further explanation on this service can be found on page 25
Stock Support Services	172	172	This is the cost of making sure that we manage the book stock across the library service
Balance of Stock fund	77	77	This is the cost of making sure that services like inter-library loans continue. Further information on Lambeth's stock service can be found on page 22
Total borough wide costs	1,737	1,737	This is the total figure for all the costs listed above.
Total allocated to individual library service locations	2,056	1,656	This is the remaining budget allocated to run each library service location in 2012/13 and 2013/14

Designing a fair methodology to allocate resources

To enable coproduction we must agree a fair method of giving each library service point a share of the money available.

The Libraries Commission recommended that the fairest way of dividing the budget was by creating a methodology that was based on:

- Population
- Need
- Library usage

The process of agreeing a method to allocate budgets will prompt many strong views, ideas and suggestions. To begin discussions, a number of proposed options for allocating resources are set out below. The methodologies described follow the commission's recommendations as described above. However, there are many different ways in which budgets can be divided, therefore, as part of any engagement process, the methods set out below are open to challenge. New suggestions or ideas on a different methodology to allocate budgets is welcomed and encouraged to add to this debate

Note: None of the methodologies below include Upper Norwood Joint Library as the Libraries Commission acknowledged its unique independence.

Suggested methodologies

Step 1 – Allocating a budget to each ward based on population and need

Population

- 1.1 Population projections show that while the whole of the borough will see population growth in the coming years, no one ward increases more than any other and any variations are extremely small. Therefore, GLA 2011 population projections were used to calculate the population of each ward.

Need

- 1.2 A series of nationally recognised indicators (such as deprivation, levels of attainment, unemployment) have been used to assess the level of need in each ward. For each measure, a score was given out of 10 to each ward. For example, if a ward had the highest level of deprivation in the borough compared to all the other wards it would be given a score of 10, the ward with the lowest deprivation compared to all the wards would be given a score of 1. After all these measures were analysed an overall score was given to each ward – the higher the overall need, the higher the score. Libraries are places of learning and in turn, this helps people to build skills and knowledge, get jobs and overall make people healthier and happier. Therefore, slightly more

importance was given to measures like unemployment figures or levels of attainment.

The score for each ward are as follows:

	Need Score
Streatham	
South	19.5
Thornton	24.5
Thurlow Park	25
Herne Hill	26.5
Knight's Hill	28.75
Clapham Common	29.5
Clapham Town	29.5
Brixton Hill	29.75
Streatham Wells	30.5
Ferndale	32
Streatham Hill	32
St Leonard's	32.75
Larkhall	36.5
Gipsy Hill	40
Stockwell	41
Prince's	41.5
Bishop's	42
Oval	44.5
Coldharbour	45.75
Vassall	46.25
Tulse Hill	46.75

- 1.3 The figures above were then used to create a “weighted population” of the ward. For example the “weighted population” of Coldharbour will be higher than its actual population because it has a higher than average need.
- 1.4 The weighted population was established and divided up for each ward as follows:

	2012/13 available for allocation	2013/14 available for allocation	Explanation
	£2,056,000	£1,656,000	These are the figures detailed in the table above after borough-wide "topliced costs"
Per head	£6.78	£5.46	This is how much is available if you divide the figure above by the population of Lambeth

Local Library Service Budget Allocation by Ward:

	2011	Community Needs weighted score (out of 100)	weighted pop	Weighted population %	Weighted population	12/13 Budget Allocation	13/14 Budget Allocation
Bishop's	10396	42	436638	4.16%	12638	£85,624.63	£68,966.14
Oval	14931	41.5	619618	5.91%	17934	£121,506.81	£97,867.35
Prince's	13760	44.5	612342	5.84%	17723	£120,080.01	£96,718.14
Vassall	14601	46.25	675307	6.44%	19546	£132,427.45	£106,663.35
Stockwell	15419	41	632179	6.03%	18298	£123,970.08	£99,851.38
Larkhall	17128	36.5	625154	5.96%	18094	£122,592.47	£98,741.79
Brixton Hill	14053	29.75	418091	3.99%	12101	£81,987.41	£66,036.55
Coldharbour	15900	45.75	727421	6.94%	21054	£142,647.06	£114,894.71
Ferndale	14907	32	477009	4.55%	13806	£93,541.31	£75,342.61
Herne Hill	13294	26.5	352303	3.36%	10197	£69,086.55	£55,645.59
Tulse Hill	14658	46.75	685277	6.54%	19834	£134,382.50	£108,238.04
Clapham Common	13999	29.5	412973	3.94%	11953	£80,983.95	£65,228.32
Clapham Town	15282	29.5	450810	4.30%	13048	£88,403.63	£71,204.48
Thornton	14595	24.5	357578	3.41%	10350	£70,120.82	£56,478.64
Gipsy Hill	14953	40	598129	5.70%	17312	£117,292.82	£94,473.20
Knight's Hill	15161	28.75	435876	4.16%	12616	£85,475.04	£68,845.65
Thurlow Park	12998	25	324955	3.10%	9405	£63,723.62	£51,326.03
Streatham Hill	14690	32	470095	4.48%	13606	£92,185.42	£74,250.51
Streatham South	14688	19.5	286411	2.73%	8290	£56,165.06	£45,238.01
Streatham Wells	14300	30.5	436160	4.16%	12624	£85,530.82	£68,890.58
St Leonards	13745	32.75	450141	4.29%	13029	£88,272.56	£71,098.91
Total	303459		10484466	100.00%	303459	£2,056,000.00	£1,656,000.00

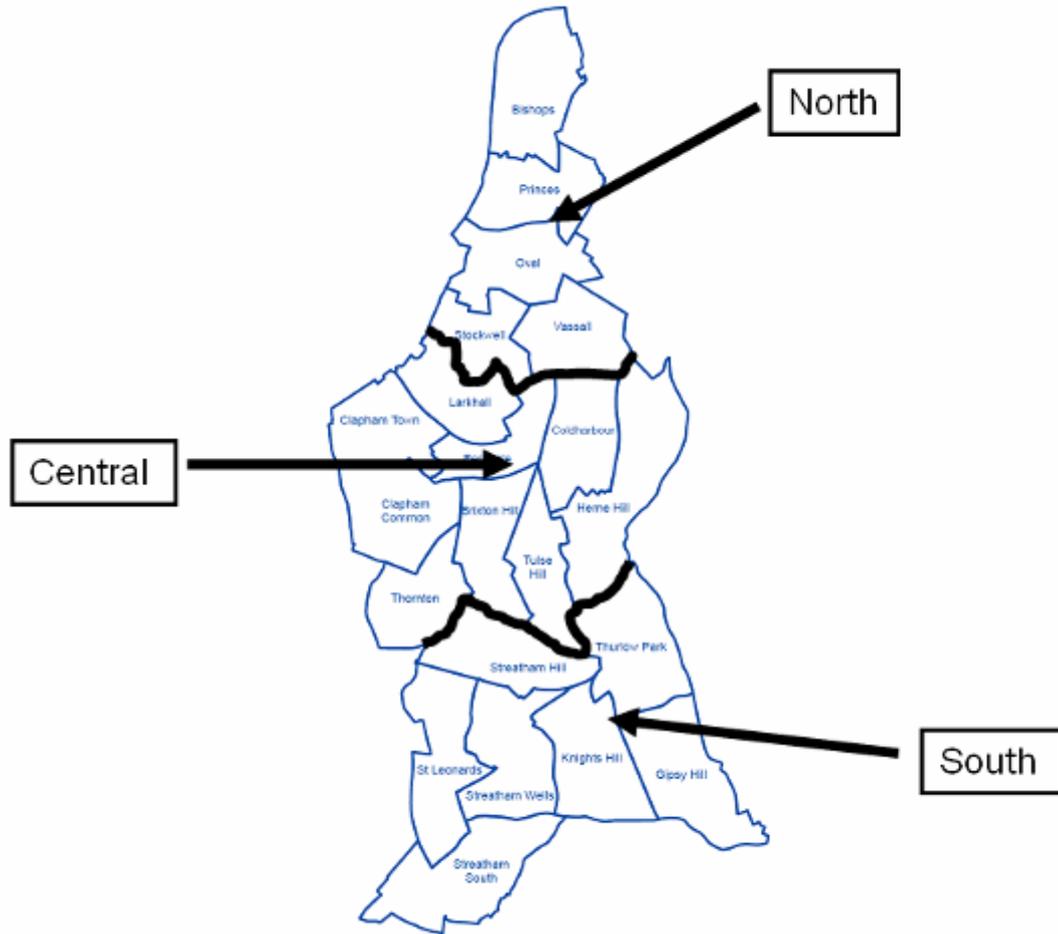
*Population source: GLA 2011

Step 2 – Geography

- 1.5 As funding has been allocated to each ward individually, this leaves considerable flexibility on how wards could be grouped together to allocate resources to areas and communities. Further suggestions on how to group wards together, whether by town centre or any other measure are welcomed. Clearly, ward boundaries are not a factor in choosing a library to visit. For the vast majority, the choice of which library to visit is based on distance from home and opening hours of

each library. The two examples set out below aim to recognise this fact and acknowledge that many of our libraries are located on ward boundaries.

Option A: North Central South regions

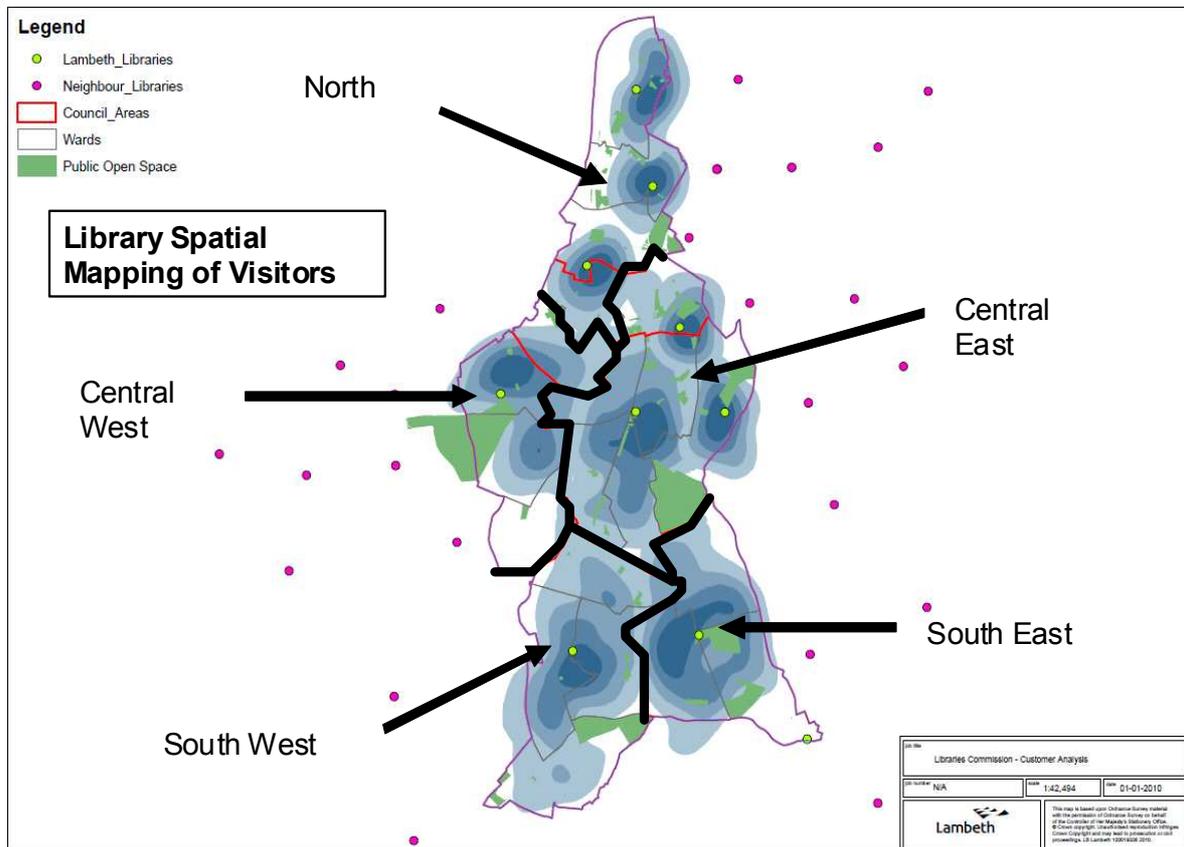


Libraries located in these regions:

North	Central	South
Waterloo	Brixton	Streatham
Durning	Clapham One	West Norwood
Tate South Lambeth	Carnegie	
Minet		

Option B: Library catchment area

- 1.6 Library user analysis shows the broad catchment areas of each library. By using the spatial it is possible to group wards together and split the borough into areas based on this analysis. This is demonstrated in the diagram below.



The Libraries within each of these regions is set out below:

North	Central East	Central West	South East	South West
Waterloo	Minet	Clapham	West Norwood	Streatham
Durning	Brixton			
South Lambeth	Carnegie			

Step 3 – Allocation of resources by usage.

Visits per hour

- 1.7 To give each existing library location their own budget each revenue pot for each geographic area was split based on the % of library visits per hour that library received.

1.8 Using this methodology, the final allocation for each existing library is as follows:

Option 1: North, Central & South Regions:

North	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
Waterloo	25	19	112	90
Durning	47	36	211	170
South Lambeth	37	28	166	134
Minet*	21	16	95	76
Total	130	100	584	470

Central	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
Brixton***	122	61	539	434
Clapham One**	57	29	252	203
Carnegie	21	10	93	75
Total	200	100	884	712

Central	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
Streatham	68	57	334	269
West Norwood	52	43	255	205
Total	120	100	589	474

* this does not include revenue allocated to operate the Lambeth archives

**As a new flagship building relocated to Clapham High Street, it was concluded that it is not appropriate to assume that the usage level of the new building is the same as the old. Therefore it was assumed that Clapham One will attract 30% more visitors than at present.

*** This does not include the revenue allocated to operate the reference library

Option 2: allocation by catchment area & % of visits per hour:

North	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
Waterloo	25	23	103	83
Durning	47	43	195	157
South Lambeth	37	33	153	123
Total	109	100	451	363

Central East	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
Brixton***	122	74	487	392
Minet*	21	13	84	67
Carnegie	21	13	84	67
Total	164	100	655	526

Central West	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
Clapham One	57	100	362	292

South East	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
West Norwood	52	100	266	215

South West	Visits per hour	% visits per hour	Budget 12/13 £000	Budget 13/14 £000
Streatham	68	100	322	259

* this does not include revenue allocated to operate the Lambeth archives

Clapham One will attract 30% more visitors than at present.

*** This does not include the revenue allocated to operate the reference library

The average of visits and issues per hour

1.9 An alternative method is to allocate resources based on average number of book issues and visits per hour to divide resources.

1.10 Using this method the budget allocation is as follows:

Option 3: allocation by North Central and South regions & average of issues and visits per hour:

North	Average of issues and visits per hour	% Average of issues & visits per hour	Budget 12/13 £000	Budget 13/14 £000
Waterloo	20	19	109	88
Durning	37.5	35	205	165
South Lambeth	31	29	169	136
Minet*	18.5	17	101	81
Total	107	100	584	470

Central	Av. Iss. & visits per hour	% Av. Iss. & visits per hour	Budget 12/13 £000	Budget 13/14 £000
Brixton***	89.5	54	481	387
Clapham One**	52.5	32	282	227
Carnegie	22.5	14	121	98
Total	164	100	884	712

South	Av Iss. & visits per hour	% Av. Iss. & visits per hour	Budget 12/13 £000	Budget 13/14 £000
Streatham	57	53	311	250
West Norwood	51	47	278	224
Total	108	100	589	474

* this does not include revenue allocated to operate the Lambeth archives

**As a new flagship building it was concluded that it is not appropriate to assume that the usage level of the new building is the same as the old. Therefore it was assumed that Clapham One will attract 30% more visitors than at present.

*** This does not include the revenue allocated to operate the reference library

Option 4: allocation by catchment Area & % of average of issues and visits:

North	Average of Issues & visits per hour	% Average of issues & visits per hour	Budget 12/13 £000	Budget 13/14 £000
Waterloo	20	23	102	82
Durning	37.5	42	191	154
South Lambeth	31	35	158	127
Total	88.5	100	451	363

Central East	Av Iss. & visits per hour	% Av. Iss. & visits per hour	Budget 12/13 £000	Budget 13/14 £000
Brixton***	89.5	69	449	360
Minet*	18.5	14	93	75
Carnegie	22.5	17	113	91
Total	130.5	100	655	526

Central West	Av Iss. & visits per hour	% Av. Iss. & visits per hour	Budget 12/13 £000	Budget 13/14 £000
Clapham One	52.5	100	362	292

South East	Av Iss. & visits ph	% Av. Iss. & visits per hour	Budget 12/13 £000	Budget 13/14 £000
West Norwood	51	100	266	215

South West	Av Iss. & visits ph	% Av. Iss. & visits per hour	Budget 12/13 £000	Budget 13/14 £000
Streatham	57	100	322	259

* this does not include revenue allocated to operate the Lambeth archives

*** This does not include the revenue allocated to operate the reference library

5. The Lambeth Library service offer

The Libraries Commission made a series of recommendations on how to improve and modernise the library service across Lambeth. As already stated, through co-production, citizens and communities will decide how much influence they want over how that money is spent and how much day to day involvement they want with the library service. In return for funding, the council will act as a commissioner and 'contract' with communities as a way of making sure that a comprehensive, efficient and modern library service is being delivered in Lambeth. This contract or franchising method is widely used in both the public and private sector in everything from providing public healthcare services to popular chain restaurants. Below is a suggested description of what a library service offer should include. It also suggests what the potential roles of the council and the future cooperative library could be. By agreeing what our vision and expectations are for a modern, comprehensive and efficient library service, it will allow communities to decide how they may provide the library service.

The library service

It is essential that the library service offer provided is comprehensive, efficient and inclusive. At the heart of the offer is the need to:

- improve the customer experience
- maximise satisfaction levels
- provide modern library service with books and information in both hard copy and electronic format
- encourage non users and under-represented communities to engage with the service.

The standard library service must consist of a baseline offer encompassing the full range of library services and products. The intention is to develop a contract for each library service point which will:

- guarantee the statutory responsibility to provide a comprehensive and efficient library service
- maximise equalities, social inclusion and coverage across the borough

The library offer will include:

Commitment to free membership and resources for loan - providing access not only to all Lambeth library services, but to services across London and the whole country. This offer must conform to the council's library membership criteria and national library membership scheme.

Stock

Books and printed reading material – a full range of fiction and non-fiction titles for adults, teenagers and children provided for loan including a range of authors, genres and the key subject areas. This will also include books in accessible formats such as large print. The latest bestselling titles will be purchased and a book reservation service will also be maintained.

Audio Visual material – a range of titles in audio-book format (talking books) will be provided for loan in both fiction and non fiction. This will include language courses. These will be available in both CD and MP3 formats. Co-produced libraries may consider purchasing a range of DVD titles to help generate additional income.

E-books – an improved and increased e-book offer must form part of the library service offer. This will consist of a range of titles which can be downloaded to portable e-readers and Smartphone devices.

Reference resources – information resources need to be purchased either in hard copy or electronic formats or via subscriptions to online reference resources. This will include newspapers and journals, encyclopaedias, business and legal information.

To ensure consistency and to maintain comprehensive and efficient service, book stock in all formats must conform to council's clear and transparent stock policy.

The current cost of Lambeth's stock and support services are: Stock £373k and support services £171k.

Lambeth Archives - Lambeth will provide a borough wide archives service which is open to the public. The archives service will act as the borough record office and a Lambeth's local history library. Services of the Lambeth Archives will include:

- Free research facilities, including internet access and microfilm readers
- Advice and guidance from staff.
- Services for schools and colleges.
- Exhibitions, talks and events.
- Local history publications for sale.
- For remote users, a fee-based research and copying service - please enquire for more details.

New technology & modernisation

RFID – all library locations and library community hubs will use self service technology enabling users to borrow and return library items, access their membership records, pay fines and loan charges (where applicable) and have access to other council services (e.g. Enabling council tax payments, housing

rent payments and parking fees etc). RFID will also enable more efficient stock management resulting in better use and turnover of stock.

WiFi – a borough-wide WiFi service will be provided in all library service points enabling users to access to the Internet using their own laptops and other online mobile devices within library buildings.

Establishment and implementation of RFID & Wi-Fi to modernise library buildings is currently being sought and managed centrally by the council.

Improved online & digital offer – the library service will need to maintain and ensure free access to the internet via People’s Network PCs enabling users to check their email, use social networking sites and access websites for information and education. These will be accessible to library members both within buildings and remotely via the library website. The IT infrastructure enabling access to internet will be managed centrally by the council.

Libraries will provide information and news via social network presence on Facebook and Twitter. Each library service location will need to ensure content for online web presence and social networking sites is current and kept up to date. Each hub will be responsible for marketing of local library services and establishing their presence in the local community.

Coproduced libraries should also establish IT learner sessions to promote IT literacy.

RFID is being funded through the Invest to Save programme and efficiency savings have been identified and agreed in principle.

Library management system & catalogue (TALIS)

A networked borough-wide library management system and catalogue will be provided which can be accessed remotely. Other online services include joining, book renewal and reservation services. This will be managed centrally by the council.

Future developments could include enhanced use of SMS messaging to alert users of overdue books etc and a library mobile phone app providing information and news on library service developments. Co-produced libraries will need to explore opportunities and partnerships for future digital developments

The cost of the library management system is: £65k

Staffing

Commitment to customer care – the library service offer will ensure a commitment to improving the customer experience through helpful, knowledgeable and well-trained staff. Specialist staff will assist with reading and information enquiries and the service offer will include allowing users to have dedicated time with library staff to assist with enquiries.

Library services will need to ensure the following areas of responsibility are covered in staffing resource:

- Frontline staff who are helpful, knowledgeable and helpful to users
- Staff who are IT literate and able to operate LMS and web based applications
- Staff who are able to assist with user enquiries
- Staff who are able to manage book stock and stock budgets
- Staff who are able to seek partnerships with local community for provision of events and activities to help promote social inclusion
- Staff who are able to market and promote local library services to increase visits, usage and satisfaction levels
- Staff who can manage appraisals, staff sickness, annual leave, statistical returns

Staff roles will consist of: (All costs are quoted at the mid point of the scale and include on-costs e.g. National Insurance contributions)

Customer Service Assistant:	£23k
Library Service Assistant	£29K
Library Services Manager	£37K
Senior/Principal Librarian	£41K

Community hubs and library services can consider supplementing staffing with volunteers to add value to library service provision and potentially increase opening hours.

Operational management and building maintenance

As part of the modernisation of library buildings through RFID the council is committed to improving the condition of library buildings and ensuring refurbishments completed to enable effective implementation of RFID.

The library offer will also consist of a commitment to maintaining and improving the visual appearance and presentation within libraries. This will be achieved through regular visual audits designed to ensure up to date information, well presented book displays, tidy and well organised book stock and clear desk policies.

Library locations will need to be welcoming and accessible to all users. They need to comprise flexible multi-use spaces to cater for a variety of user needs. Co-produced libraries should consider hiring out space for events or activities

within their community hub to generate additional income. This would need to be managed locally.

Library opening hours could be increased if further staffing or volunteers can be sourced through independent means.

The current expenditure across the library service on all repairs and maintenance (including statutory compliance) is £116k.

Outreach service

The library offer will include a remodelled outreach service designed to improve access to libraries for hard to reach groups in the community – especially the elderly and disabled who disproportionately rely on this service. This will comprise:

- Free home delivery service.
- Partnership with community groups and stakeholders to provide Library Access Points in the local community. Access points underpinned by a “Library Access Package” consisting of RFID/self service facility, internet enabled laptop providing information and e-book resources and an agreed level of library stock. A pilot Library Access Point will initially be trialled at Fenstanton School.
- Book deposit collections in non-library locations around the borough
- Access to library and information services by providing a different range of access methods.
- Targeted promotion of library and information services to those who may have difficulties accessing the general library service offer.
- Early Years & Prison services (commissioned services)

Cost of Outreach £186k

Reader development

The library offer includes a commitment to the provision of events and activities for all ages designed to promote reading in all its forms to adults and children. This will be managed centrally in Year 1 to ensure borough-wide coverage. This service comprises:

- Adult & children’s literacy reading initiatives
- Author events & literature festivals
- Reading groups
- Contribution to social inclusion including Black History Month,
- Children’s Summer Reading Challenge
- Children’s storytimes
- Bookstart
- Specialist staff available to offer advice and assist with the planning and organisation of reading events.

The council will explore opportunities for commissioning or devolving these service areas to direct control of community hubs.

Cost: £137k

Roles and obligations of the Council and the Cooperative Library

Roles and obligations of the Cooperative Library

- Potential management of staff
- Volunteers and their role
- Building management and maintenance of a decided library location (or their share of maintenance within a multi use community hub
- Cleaning contracts
- Rates & utilities
- Refuse collection
- Insurance
- Statutory compliance
- Management of stock fund stock purchasing
- Monitoring and managing technology - Library online & 24/7 digital offer
- Other – photocopiers, stationery, equipment, cash collection
- Local events and festivals
- Income generation
- Maintaining relationship with other services and partners within a community hub

Role and responsibilities and obligations of the Council

The council will be responsible for:

- Setting the service direction and vision and outcomes for the library service
- Monitoring and maintaining standards, including recording usage and other related data.
- HR, payroll, legal and IT support (including maintaining WiFi)
- Providing and maintaining a library management system including the provision and maintenance of RFID
- Commitment to ensuring service offer and library provision is comprehensive and efficient as per the Libraries Act.
- Ensuring statutory obligations fulfilled.
- Advice and information on professional library issues.
- Management of administrative functions including communication, statistical returns, organisation of meetings etc.
- Quality control – annual meetings with community hubs to assess progress and adherence to service-wide objectives and requirements.
- Library fines & charges

In the short term the following elements of service will be also be the obligation of the council, however as cooperative libraries are established and become sustainable, these services will be devolved/commissioned to become part of a cooperative library offer:

- Reader development, events and activities for adults and children.
- Outreach service including home delivery service.
- Central management/functions of the library service including admin.
- Library management system & IT infrastructure.

The council will explore further savings and seek to maximise efficiencies in these areas.

Community hubs will be encouraged to seek alternative/ additional funds and to develop potential outreach services or support in kind to add value and enhance provision in areas and to prepare for the future commissioning of these services.

In the short term overall central management of the library service and some administration will be retained by the council. This will comprise of:

Library Manager, Central Services	£52k
Library Manager, Communities	£52k
Group Library Manager, Archives, Minet, Waterloo and Carnegie	£45k
Group Library Manager, Clapham, South Lambeth and Durning	£45k
Group Library Manager, Brixton, Streatham and West Norwood	£45k
Library Services Support Manager	£38k
Customer Services Assistant	£23k

(These figures are the total costs of these staff, including on-costs such as national insurance and pension contributions)

The council will seek further efficiencies and look to increasingly devolve these responsibilities to each locality. The council is also exploring shared service provision in this area to enable savings and maximise efficiencies.

In the short term the council will continue to provide a comprehensive and efficient library offer at Brixton, Streatham and the new Clapham libraries to allow the first phase of coproduction to take place in the remaining library locations.

6. Summary of Cabinet recommendations from the 21st November 2011 regarding the Libraries Commission Report

Cabinet Recommendations 21 st November 2011 regarding Library Commission Report
Give greater control to communities around each existing library and co-produce their future library service. This includes decisions on which location is the most appropriate place from which to run an accessible and effective service given the resources available. There is no presumption that any area with a library service will lose it.
Considers transferring library management and/or buildings to community led organisations in each locality if consultation with local people shows that it is the preferred option and if there is local capacity to take on such a commitment.
Explores opportunities for partnership that secures inward investment in local library services, including franchises. Modernise and invests in new technology, including introduction of Wi-Fi self service technology, an enhanced e-book offer and improved online library services
Introduces a new outreach model to help the most vulnerable in Lambeth's communities to access library services
Seeks to maintain a library service offer to address the need around the current Upper Norwood Joint Library
Endorses the Commission proposal that Streatham and Brixton will open seven days a week and instruct officers to explore how increases can be made to the opening hours currently planned for the new Library in Clapham
Explores creation of a Library Access Package to be hosted in new or alternative outlets across the Borough
Remodels staffing structure and reduce management levels, shifting to a more modern, customer service focussed model that helps build the community's capacity to participate in cooperative services and offers and access point to wider council services
Achieves further back office efficiencies, better and shared procurement

7. Give your feedback

- Send an email to: cooperativelibraries@lambeth.gov.uk
- Text us on: 07772 103 628
- Phone us on freephone: 0800 013 1497
- Write to us at: Freepost RSKJ-YSKA-AUSA
ACS Consultation
Lambeth Adults' and Community Services
Phoenix House
10 Wandsworth Road
London SW8 2LL