Haringey Council

Report for:	**Overview and Scrutiny- 28 March 2013**	**Item Number:**	

Title:	**Community Hubs**

Report Authorised by:	**Cllr Watson , Cabinet Member for Communities**

Lead Officer:	**Alex Grear, Senior Project Manager**

Ward(s) affected:	**Report for Key/Non Key Decisions:**

1. Describe the issue under consideration

1.1. Following a position statement on the Community Hubs project in August 2012, a cross council project team was formed charged with coordinating a review into Haringey's library service. This report outlines the findings from the review.

1.2. Scrutiny is asked to comment on:

- The review's findings.

2. Introduction

2.1. The review was designed to identify recommendations aimed at;

- Stimulating greater commercial revenue within our libraries.
- Increasing the footfall in the libraries throughout the borough, reversing the trend locally and nationally.
- Ensuring greater use of the space available by the community
- Exploiting the uniqueness of each library by providing a local offer relevant to the building and location.

2.2. The review focused on two streams:

- Service improvement

A review of the current service was carried out, and external expertise (MAX Associates) was procured to provide a 'health check' and assist in benchmarking current performance against other local authorities. As part of this review, relevant best practice opportunities have been identified, to help in developing the future service provision in Haringey.

- Commercial development & asset management

An analysis of the commercial potential of the libraries was delivered to determine how effective they have, and can be in generating income. Condition assessments were also carried out to identify future expenditure requirements for the maintenance and upkeep of each library.

2.3. The project team coordinated a series of further activities, and ensured that the work was joined up, linking where relevant with other streams of work within the council. This report aims to communicate a course of action that joins up the short term approach of providing an improved library service, to the longer term regeneration plans for Wood Green and Tottenham.

3. Other options considered

3.1. N/A

4. Background information

4.1. Following the commitment made in 2010, a vision for libraries as Community Hubs was proposed, *to provide easy, convenient and appropriate access to more of the services and support people need whilst making the most of these valuable assets.* In *Haringey People* (April 2011), the Leader outlined plans to consider ways of increasing the range of services available in libraries. These included having customer care staff based in libraries – offering advice, help and support for all council services; expanding drop-in sessions and lunch clubs for older people; offering advice to families that is currently available at children's centres; and providing facilities for people to pay council bills.

4.2. Following this, a pilot project at Hornsey Library was developed, which established that:

- Libraries provide space for community activities and have the potential capacity across most sites to expand this offer in some way.
- Libraries have the potential to mitigate future losses of other council and partner services through the provision of space, where there are resources to support this.
- Libraries are supporting 'channel shift' by helping people access council services through the People's Network computers.

4.3. An initial assessment of the other libraries found that many of them have limited capacity to accommodate additional Customer Service hub activity. The only other two that have sufficient capacity (Wood Green and Marcus Garvey) are both located in close proximity to the remaining two CSCs.

4.4. Following renewed commitment from the Leader regarding libraries and their role as Community Hubs, a position statement was prepared in August 2012 to provide an initial outline to the current status of all nine libraries, and other related projects and programmes. Following the report, an extensive review was sought to provide a series of options and recommendations for the future of libraries in Haringey.

5. Context

National Policy Context

5.1 Since the coalition government was formed in 2010, the Department for Culture Media and Sport (DCMS) has reiterated to local authorities their statutory duty to provide a comprehensive and efficient library service. DCMS's policy on libraries is to *'champion public libraries and their value to encourage reading, act as a hub for local communities and giving access to other information and services.*

5.2 Responsibility for libraries has recently transferred from the Museums, Libraries and Archives Council to the Arts Council England. Recent programmes to revamp the library service have included the Future Libraries Programme (DCMS) and Libraries Development Initiative (Arts Council).

5.3 Through the Future Libraries Programme a number of headline approaches and success factors have been identified in developing, planning, and implementing change. Four delivery models for 'Future Libraries' have been identified[1]:

- Delivering in new ways – co-location or new, non-traditional outlets and service points
- Using external providers such as Trusts and charitable companies, other councils or the private sector
- Sharing services with other councils
- Involving/empowering communities

[1] DCMS/LG Group (2011), Future Libraries: change, options and how to get there

5.4 The Arts Council's vision for libraries is that they provide access to information, learning and cultural content in shared and trusted spaces – *"They should inspire and empower people to lead active lives, enriched through cultural experience."* The Arts Council is undertaking a major research project about the future of libraries, to help authorities shape a resilient library service for the 21st century and explore the different ways in which communities are involved in its delivery. 'Envisioning The Library of the Future' the project's findings are due to be published in the spring 2013.

Service Trends

5.5 In 2012, the Chartered Institute of Library and Information Professionals asked library authorities to complete a survey about their services. Key headlines include:

- The reductions in staffing continue, with 60% of respondent authorities expecting or having already reduced staffing in 2012-13.
- Reductions in opening hours are occurring in only 20 authorities in 2012-13. The overall reduction in opening hours is 1,720 hours per week. This figure is lower than last year's figure of 3,097 hours from 26 authorities. In addition, nearly 20% of respondents are increasing opening hours.
- Of those surveyed, 90% of library authorities are not closing or do not expect to close any of their library service points in 2012-13. There will be closures in 10% of the library authorities who responded (9 services). Last year, 16 authorities were closing libraries. 20% are considering or implementing co-locating library and other local services in the same building.
- Nearly three quarters of authorities who responded to the survey have reduced revenue expenditure from 2011-12 to 2012-13. The reduction in revenue budgets from 2011-12 to 2012-13 amounts to £22.5 million, which represents a net cut in expenditure of 4.5%. Last year, this figure was 7%. The median reduction is 5%.
- Those responding reported that as of 31 March 2012, there are 61 community managed libraries. During 2012-13 respondent authorities expect to establish up to 68 community managed libraries, bringing the total to 129.
- The survey showed that 50% of respondent authorities are reviewing schools library services. Closure is a possibility in 25% of these authorities.

Finance

5.6 This review is taking place during an unprecedented time of financial constraint for local authorities. In 2010 the Government made it clear that it's most urgent priority was to tackle the UK's record deficit in order to restore confidence in the economy and to support its recovery. How these savings were to be made was not prescribed however the Government expected that "*local authorities will be able to make savings from efficiency measures, eliminating waste and, where necessary, reducing spending in areas that are lower priority for their communities*"[2].

[2] Local government contribution to efficiencies 2010-11© Crown Copyright, 2010

5.7 Given the direction of public finances, local government faces no option but to look at efficiency savings across the board, including library services. The library Service has a net revenue base budget of £3.63M (excluding Corporate overheads), including a further £117K HESP savings. This is 22% less than the base budget of £4.64m in 2009/10.

5.8 There is however an ongoing in year budget pressure and in 2013/14 will amount to an estimated £258K. This is attributed to an unachievable income target (CD's and DVD's), an unachievable consultancy income (£104k), continued Sunday opening (see section 6.4), and a shortfall from commercial rents (see section 6.14).

5.9 As a result of the base budget pressures, the volume of new stock purchased has reduced from 55,000 items in 2008/9 to 30,000 in 2011/12. Clearly this has had some negative impact on both visits and stock issues, albeit not proportionate or universal.

5.10 Creating a sustainable library service, that make available easy online accessibility can provide a platform that subsequently reduces the cost of interaction for the council. The variation of costs for the different channels is significant. Socitm Insight (2011) published data from customer enquiries for all types of services coming in to councils through different channels (principally phone, web, and face to face). In 2011, these costs were £8.62 per visit for face-to-face, £2.83 per call for phone, and £0.15 per visit to a council website.

Previous capital spend

5.11 2007/08 was the last year in which the library service was awarded a direct council capital award. This was used for:

- Refurbishment: £9k
- IT: £184k
- Furniture & Equipment; £74k

TOTAL: £267k

5.12 In 2008/09 £879,977 was received as a Capital Award from Big Lottery Fund for the Coombes Croft community libraries project. This was spent over 2008-11. The total capital cost was £1,159,885 and the remainder was funded from various sources, including LBH capital of the IT People's Network replacement server costs (£70k), and the purchase of RFID smart tunnels (£15k). The service also had a £36k UK Online capital grant award which covered some of the People's Network replacement costs.

5.13 Table 1 outlines capital expenditure on asset maintenance and repair over the last five years.

Property	Year/s	Brief description of works	Approx capital spend	Total
Alexandra Park	2008/09	• Access improvements	£12k	£44k
	2009/10	• External repairs and redecoration	£30k	
	2011/12	• Heating	£2k	
Coombes	2009/10	• Contribution to	£100k	£100k

Croft		refurbishment		
Highgate	2008/09	• Access Improvements	£12k	£12k
Hornsey	2008/09 20010/11 2011/12	• Rewire • External repairs • Lift	£25k £10k £5k	£40k
Marcus Garvey	2011/12	• Emergency lighting	£9k	£9k
Muswell Hill	2009/10 & 2010/11 2008/09	• Roof and internal refurb • Access improvements	£163k £12k	£175k
St Ann's	2008/09	• Rewire & part extension	£100k	£100k
Stroud Green	2007/08 & 2008/09 2008/09	• Remedial works to roof • Access improvements	£119k £40k	£159k
Wood Green	2009/10 & 2010/11 2011/12	• Internal refurbishment • Boilers and lift	£249k £56k	£305k
Total 2008-2012				**£944k**

Table 1- Property services capital expenditure on library maintenance 2008-2012

Relationship with other events

5.14 The **Office Accommodation Review** looks at the council's office space along with the potential for future customer service options. The review is currently exploring the feasibility in both Wood Green and Marcus Garvey Libraries for a customer service provision (main and satellite).

5.15 The **Community Buildings Review** aims to leverage the substantial portfolio of buildings leased for community use, to facilitate regeneration and improve the support for Haringey's voluntary sector in line with the Voluntary Sector Strategy. As this review explores the community buildings across the borough, the relationship with libraries will be pivotal in exploring more efficient use of our buildings.

5.16 The **Residents' programme** provides the strategic direction to consider how the whole council delivers services to residents from a customer perspective. The programme is managing key areas of work such as:

- Channel shift/Online development
- Organisational design
- Customer Insight
- Customer Service improvement

5.17 Any scope for the Community Hub provision must be considered in the same context as the wider regenerative goals of the borough. Plans currently being developed include:

- North Tottenham master plan and investment framework;
- Refreshed Tottenham Hale master plan;
- Asset Management Plan for Tottenham Green and Seven Sisters;
- Heartlands regeneration.

6. Library review analysis

6.1 Review Summary

Haringey Council

6.1.1 The key headlines from the review are outlined below. The evidence of which is contained throughout the report.

- Haringey's libraries are well spread with people in a particular area likely to use the one local to them.
- Users of Haringey's libraries are fairly evenly spread between the five resident segmentation groups (see appendix 1).
- Both visits and issues have reduced over the past three years reflecting a national trend.
- Haringey's average opening hours are significantly higher than those of geographical neighbours.
- Satisfaction with libraries is high with 78% (Wood Green) - 96% (Stroud Green) of respondents rating their library overall as good or very good.
- Haringey are in the lower quartile in staff per 1000 population, both compared with nearest neighbours and through national comparison.
- Loaning transactions continue to be predominantly conducted by staff, with little evidence of established channel shift.
- There are too many options open (leading to additional cost) for customers to loan and return books.
- The Haringey library service operates an array of online channels which are underutilised and require further promotion.
- Haringey has the lowest net cost per usage and net cost per book issued compared with boroughs in the nearest neighbour model.
- Volunteering is not currently coordinated through an approach which satisfies the needs of both the individual and service.
- Libraries provide a free events programme as part of the community offer; however other libraries have introduced charges.
- Haringey's fees and charges are similar to those of other London boroughs.
- Utilisation of hired space in libraries is low.
- Leases and agreements currently in place are generally unofficial and income is relatively low.
- Due to their locations, and nature of the library buildings, there is limited scope to improve the commercial opportunities.
- £1.6 mill over the next three years and over £6 mill in next ten years has been estimated to be required in order to repair and maintain the current nine library buildings.

6.1.2 The findings of this review have been broken into a series of themes, and to assist with the qualitative information in this report a benchmarking exercise has been conducted with other local authorities. The Nearest Neighbour model, developed to aid local authorities in comparative and benchmarking exercises, has been used, and measures the similarity between authorities. The search generated the following ten nearest neighbours:

• **Southwark**	• **Tower Hamlets**	• **Hounslow**
• **Lewisham**	• **Brent**	• **Ealing**
• **Waltham Forest**	• **Islington**	• **Hackney**
• **Lambeth**		

6.2 Customer Insight

- Haringey's libraries are well spread with people in a particular area likely to use the one local to them.
- Users of Haringey's libraries are fairly evenly spread between the five resident segmentation groups (see appendix 1).
- Both visits and issues have reduced over the past three years reflecting a national trend.

Library User profiles

6.2.1. A user profile for each library has been developed and sought to identify a core 'catchment area' that was comparable and consistent across all libraries in the borough. Typically, the areas identified account for around 70% of active borrowers for each library, and provide a good indication of where users are likely to live. There is little overlap between catchment areas, with the exception of Hornsey and Stroud Green libraries, which are less than a mile apart. This suggests that Haringey's libraries are well spread and that the people in a particular area are likely to use the one local to them.

6.2.2. The number of active borrowers is approximately half the number of library members, which suggests that a large number of library members are either not using libraries for borrowing or they are not using the libraries at all. Gate-reader figures show that there were 1.8 million visits to Haringey libraries in 2011/12, equating to 590 visits per hour. Anecdotally, Wood Green is the 13th busiest library in England.

Demographics

6.2.3. Males are strongly underrepresented compared to the Haringey population as they make up less that 39% of active borrowers. More young children are active borrowers than would be expected based on the Haringey population, and likewise, 20-29 year olds are overrepresented amongst active borrowers.

6.2.4. The Haringey Resident Segmentation groups residents into five segments (A to E) according to their demographic profile preferences and behaviours (Appendix 1). Users of Haringey Libraries are fairly evenly spread between the groups (see library profiles), and broadly reflective of Haringey households. However, Groups B and C are slightly overrepresented

Usage

6.2.5. Both visits and issues have continued to reduce. There has been a drop in visits of over 7%, in Haringey's libraries over the last five years. This reflects a trend nationally which has

seen a 2.3% drop to 314.5m in 2011 and even greater fall of 6.7% over the past five years[3]. The reduction over the past three years in Haringey of both visits and issues (9% in five years) is illustrated below in Table 2.

6.2.6 There are a variety of reasons for this decline such as:

- Changing use(s) and new technologies such as e-readers. The percentage of adults who have purchased an e-book has seen an almost threefold increase in 11/12[4].
- E-books also accounted for 13-14% of all book sales in the UK in 2012.[5]
- The cost of books has fallen relative to average income; Some E-books are free.
- The Internet has provided ready access to information, previously accessible only in large volumes in reference libraries.

Library *(total weekly opening hours)*	**2009-10**		**2010-11**		**2011-12**	
	Visits	**Issues**	**Visits**	**Issues**	**Visits**	**Issues**
Wood Green *(63.25)*	742,087	333,740	751,904	306,425	685,424	263,508
Hornsey (62)	360,232	296,253	353,092	276,793	325,283	244,993
Marcus Garvey *(62)*	244,660	144,969	247,168	145,427	243,349	129,261
Muswell Hill *(58)*	232,133	120,185	184,245	116,252	128,587	106,869
St Ann's *(58)*	108,545	50,652	122,303	47,074	113,466	44,959
Alexandra Park *(62)*	103,009	85,881	113,575	83,527	108,263	74,991
Coombes Croft *(58)*	115,265*	42,615	89,121*	38,325	109,498	38,968
Highgate *(58)*	78,203	55,913	83,807	51,831	80,927	49,656
Stroud Green *(58)*	77,828	43,724	84,991	47,381	88,687	48,929
Mobile *(on location 6 days a week)*	6727	40,209	6258	32,046	6258	21,156
Total	1,953,424	1,214,141	1,947,343	1,145,081	1,889,742	1,023,290

Table 2- Visits and issues 2009-12

6.3 Opening hours

➢ Haringey's average opening hours are significantly higher than those of geographical neighbours.

6.3.1. Overall, Saturdays have the highest hourly issue rate; more than double the rate of the quietest day (Wednesdays). Libraries that open on Sundays see high issue rates during

[3] Cipfa 2011
[4] According to report *Understanding the Digital Consumer*
[5] Guardian:" Printed book sales' decline slowed in 2012

opening hours, and the busiest time of the day in all of the libraries is 1-5pm. Haringey also has the highest average opening hours, compared with neighbouring boroughs.

Neighbouring Borough	Total Number of hours open weekly	Number of libraries	Average
Haringey	**539.25**	**9**	**59.9**
Enfield	709	17	41.7
Barnet	634.5	14	45.32
Camden	448	10	44.8
Islington	376.5	10	37.6
Hackney	448.5	8	56
Waltham Forest	374	8	46.75

Table 3- Library opening Hours (Geographical neighbour comparison)

6.3.2 Overall, PC usage is much more consistent throughout the week, with only minor variations around the average. Wednesdays are the busiest days and Sundays have lower than average usage; however, this pattern varies across different sites. Afternoons (1-5pm) are marginally busier than mornings (9am-1pm). Evenings (5pm-7pm) are significantly less busy, around 60% as busy as 9am-5pm.

6.4 Mobile Service

6.4.1 The service provides a mobile provision that has three strands and summarised in table 4.

- Housebound and Centres – 252 locations
- Street - 3-7 per day 61 sites in total
- Schools – 20 sites

	MOBILE LIBRARY (STREET)	HOUSEBOUND (& HOMES)LIBRARY SERVICE	SCHOOLS LIBRARY SERVICE (SLS)
FREQUENCY OF SERVICE	Each site visited once every two weeks. Fortnightly timetable of sites visited Mon-Sat (from 3 to 7 sites per day), 61 sites in total.	Each housebound member is visited every four weeks (13 visits per year). Deposit collection of books also delivered to residential homes every 3 months.	Buy-in through annual subscription, although shorter periods are available. Most requests are made each term although some are every half-term. The number of request varies from each school.
No. OF USERS	359 active library users (active=at least one item borrowed in the past year) 6,132 visits estimated 2012/13 1,525 site visits per year	185 individual housebound library members plus 30 establishments including sheltered housing units and children's centres. 37 Residential homes have deposit collections Monthly delivery of Bookstart packs (2 sets at 8 months & 3 years) to children's centres, nurseries & playgroups – some overlap with housebound establishments above	18 primary schools and 2 small special schools
SERVICE OFFER	Street based public library service – targeted at older	Library material is selected by staff according to expressed user preferences and then delivered to	Optional service to schools, intended to be on cost recovery basis. Library

	people with limited mobility and the under 5s at selected sites across the borough. Users select their own material.	each housebound library member. 2 key service elements • Selection of material for each user Delivery/collection to user	materials are selected by staff according to expressed teacher topic requirements, to support KS1 & 2. Also includes a considerable range of artefacts etc in the PALS collection. Take up of the service has declined since 2007/08 and the level of income no longer covers the cost of the service.
UNIT COST	£37.57 per site visit £159.61 annual cost per service user £9.34 per visit	£17.80 per user/establishment visit (based on 2,943 annual visits)	Charge based on £6.20 per pupil.

Table 4- Summary of mobile service provision

6.4.2 Based on the range of service delivery methods that currently exist across London there are a number of options that Haringey could explore which would improve both the efficiency and effectiveness of the service. Examples include:

- A wider joined up mobile offer with other Adult/Health services.
- A shared service with neighbouring local authorities.
- Commission appropriate local voluntary sector led delivery.
- Procure delivery through local transport provider(s).

6.5 User Survey

- Satisfaction with libraries is high with 78% (Wood Green) - 96% (Stroud Green) of respondents rating their library overall as good or very good.

6.5.1. A survey of library users was conducted in November 2012 to find out how people rate the service provided. This complimented the insight we already have on our users and provided a consultative evidence base to shape the future of the individual library offers. The responses have been broken down by individual libraries, and will inform site based improvement options.

6.5.2 There were approximately 2500 responses from across all nine libraries and key overall headlines include:

- Over 80% of those who responded are in fact members of the library service.
- 35% of those who responded say they visit the library several times a week.
- The top three services used are, the loaning of books, sitting and reading for pleasure, and, accessing newspapers and magazines. There was however comments regarding a drop in the quality of the book stock available.
- Services that attracted most dissatisfaction included the free Wi-Fi and free computers.
- 78% of respondents have access to the internet at home. Approximately half of all respondents use the internet at the library.

- The top 3 uses of library computers were, Research, Study/learning and General surfing.
- 35% never use the Haringey online library service.
- 57% of respondents have never used the library automated self service system.
- Satisfaction with libraries is high with 78% (Wood Green) - 96% (Stroud Green) of respondents rating their library overall as good or very good.

6.6 Staff

- Haringey are in the lower quartile in staff per 1000 population, both compared with nearest neighbours and through national comparison.

6.6.1 There has been a reduction in staff numbers over the last 5 years (March 2007 to April 2012) as part of service restructures and efficiency savings. The total reduction in staff numbers is 41.27 FTE. The Public Library Service staff 2012/13 FTE is 82.8. This represents a reduction of 50% over the 5 years. Only 29% of the reduction is from back office staff with 71% being front facing. The structure is outlined in appendix 2.

6.6.2 The necessary processes and change programmes have not always been implemented to cope with this and provide for a continually improving service. Most significantly it would seem that the change to self-service has not been fully implemented.

6.6.3 Haringey staff in post per 1000 population (CIPFA Public Library Statistics 2011/12) compared to that of the Nearest Neighbours shows Haringey is lower quartile when compared with nearest neighbours and the 145 English Library Authorities.

6.6.4 The deployment of workforce and productivity is very difficult to compare for library services as no two services are identical and staff in one library service may be delivering a basic service whilst another may be delivering a great number of additional services to the local community. In 2008 the London Library Change Programme identified significant variation in workforce across London's leading to an in depth workforce benchmarking study in 2009. This gave some insight onto staffing structures, an understanding of common workforce issues and the way staff are deployed. The findings were that variations were due to:

- Number of libraries and opening hours
- Staffing structure and in particular the number of management tiers
- Design of buildings, in particular older or heritage buildings required additional staffing
- Deployment of staff – i.e. the number and variety of activities offered
- Use of outdated and cumbersome processes

6.7 Process Mapping

- Loaning transactions continue to be predominantly conducted by staff, with little evidence of established channel shift.
- There are too many options open (leading to additional cost) for customers to loan and return books.

6.7.1. A cross-section of Library staff members were invited to take part in 'as is' process mapping workshops to map the following processes:

- Loaning and returns including shelving
- Library membership
- Promotion to billing (booking of space rooms, computers etc)
- Programme planning to delivery of events and activities
- Stock acquisitions (library materials)
- Information and promotion (enquiry desk work, signposting etc)

6.7.2 Along with identifying the processes for each activity, a number of key issues and were identified which include:

- RFID (self service terminals) do not often work which is prohibiting a coordinated approach to self service.
- The event booking system was uncoordinated and not all staff has calendar access.
- No electronic payment system meant payments could only be made by cash or cheque to the library desk. Awkward for prospective room hire.
- Staff indicated that a significant amount of their time was spent resolving IT issues, and they do not feel sufficiently trained to provide such activities.
- The computers have been identified as slow, and in need of an upgrade.
- Signing up members has become a time consuming process, with paper forms having to be completed.
- Some staff believed they were carrying out duties and which are felt beyond their job description, such as site management and security functions.

6.7.3 The loaning transaction statistics for 2011/12 illustrate that transactions are predominantly conducted through the interaction of staff. 77% of all issues, 70% of returns and 19% of renewals, are all through face to face processes. This provides significant scope to enhance the self service offer, freeing up staff to deliver other activities.

Library	Staff Issue	Staff Renew	Staff Returns	RFID Issue	RFID Renew	RFID Returns	Online Renew	Phone Renew
Wood Green	136,327	11,461	106,028	24,939	2,225	55,409	42,742	40,233
Hornsey	111,166	18,064	88,956	53,971	2,396	70,955	32,603	21,348
Marcus Garvey	31,584	6,817	29,239	47,731	3,134	48,029	19,233	17,509
Muswell Hill	62,723	9,565	60,600	6,688	159	11,860	10,270	12,920
St Ann's	25,658	1,914	26,757	4,134	384	3,424	4,442	7,427
Alexandra Park	45,381	4,569	42,385	2,309	131	1,471	7,399	12,227

Coombes Croft	21,191	2,059	26,437	3,139	427	139	3,691	7,166
Highgate	31,385	5,381	31,689				4,877	5,646
Stroud Green	31,482	2,603	32,730				5,108	8,481
Total	496,897	62,433	444,821	142,911	8,856	191,287	130,365	132,957
	1,004,151			343,054			263,322	

Table 5- Loaning transaction statistics (2011/12)

6.7.4 Haringey's self-service transaction statistics are low compared with other boroughs with which information was obtainable. Hounslow for example operate 81% of issue transactions through self service methods, and Slough 71%. Hounslow and Slough invested in staff training to move out from behind counters and encourage the use of self service to customers while staff 'floor walk'.

6.7.5 There are too many options open to customers (leading to additional cost) for them to take out and return books. The telephone renewals are high, and this is because the number for renewal is next to the stamp in the book which shows the return date. If customers are renewing by telephone they are not coming into the library to use other services or take out additional books.

6.8 Online channel activity

- The Haringey library service operates an array of online channels which are underutilised and require further promotion.

6.8.1 Overall, Haringey online transactions/visits are set to rise by around 8%[6], and the number of council website visitors using mobile devices rose from 9% to 17%. Visitors using mobiles are looking for more leisure-related information.

6.8.2 Table 6 lists the top Haringey online channels used by the public and the estimated changes based on the first 6 months of the year. Although the fifth most popular channel for online visitors, there has been a reduction in people accessing the Library Catalogue. This may reflect the reduction in stock spend, along with the dissatisfaction from users which is reflected in the survey responses. Overall, 7,381 reservations were made online through the library catalogue in 2011/12.

Channel/site	2012 (6 months)	2012/13 (estimate)	2011/12	% change
Haringey Council website	1,251,952	2,503,904	2,248,303	**+11.37%**
e-Payments	77,666	155,332	119,124	**+30.40%**
Planning website	73,574	147,148	128,158	**+14.82%**
Council Housing	72,959	145,918	127,163	**+14.75%**
Library Catalogue	**60,593**	**121,186**	**125,946**	**-3.78%**
Youth Space	47,490	94,980	150,544	**-36.91%**

[6] Web management report (2012)- Half year report

Homes for Haringey	37,523	75,046	67,453	**+11.26%**
Careers microsite	33,913	67,826	77,532	**-12.52%**
Citizens Account	28,306	56,612	51,372	**+10.20%**
Modern.Gov	25,926	51,852	50,610	**+2.45%**
E-forms	19,001	38,002	28,305	**+34.26%**
LSCB	12,776	25,552	19,104	**+33.75%**
FISD	7,235	14,470	15,492	**-6.60%**
HAricare[7]	2,650	5,300	4,548	**+16.53%**
40:20 microsite	2,157	4,314	4,397	**-1.89%**
FISD What's On	1,165	2,330	2,702	**-13.77%**
Overdrive (e-books and audiobooks	1,089	2,178	2,557	**-14.82%**
Webcasting	921	1,842	3,040	**-39.41%**
FISD Practitioner Zone	203	406	572	**-29.02%**
Wood Green Film Festival	190	380	783	**-51.47%**
Total	**1757289**	**3514578**	**3227705**	**8.89%**

Table 6- Top Haringey online channels used by the public (April-September 2012)

6.8.3 The mobile application was opened/launched 1,072 times by 174 different devices (In April 2012 it had been downloaded 353 times). However, little promotion of the 'app' took place. The user survey found that, over a third (approx 1000) of users asked had access to a Smartphone so there is scope to increase its use.

6.8.4 The library service also manages a Twitter account. As of October 2012 had 2,963 followers and had posted 805 tweets. However, following a consistent use of the platform when launched, it is now being underused as a mechanism to engage. Between April and October 2012 only 14 tweets were posted.

6.9 Value for money-Unit costs

- Haringey has the lowest net cost per usage and net cost per book issued compared with boroughs in the nearest neighbour model.

6.9.1 An analysis of key unit cost data was conducted. This process focused on, net cost per usage, and net cost per book issued.

6.9.2 The net cost per usage has steadily reduced over the past five years, and as of 2011 was an average across all nine sites of £1.90. Marcus Garvey has the highest at £2.37, with Stroud Green the cheapest at £1.62.

Year	Hornsey	Muswell Hill	Highgate	Alex Park	Wood Green	MG	Coombes Croft	St Ann's	Stroud Green	Total
2007	2.73	1.48	1.83	2.00	1.88	2.82	1.34	1.88	2.17	2.04
2008	2.36	1.61	2.35	2.02	1.86	2.64	1.45	2.42	2.23	2.04
2009	2.49	1.75	2.42	2.26	1.86	2.73	1.87	2.32	2.69	2.16

[7] HAricare stats based on a 3 month sample only due to a coding error by the provider.

2010	2.14	1.98	2.20	1.71	1.76	2.27	1.33	1.93	2.05	1.92
2011	**2.13**	**1.75**	**2.00**	**1.71**	**1.75**	**2.37**	**1.66**	**1.82**	**1.62**	**1.90**

Table 7- Net cost per usage £

6.9.3 The net cost per book issued has steadily reduced over the past five years and as of 2011 was an average across all nine sites of £3.57. Coombes Croft has the highest at £4.66, with Muswell Hill the cheapest at £2.11.

Year	Hornsey	Muswell Hill	Highgate	Alex Park	Wood Green	MG	Coombes Croft	St Ann's	Stroud Green	Total
2007	3.11	2.83	2.86	2.77	4.16	4.70	5.01	4.19	5.42	3.77
2008	2.86	3.05	3.27	2.64	4.29	4.36	4.48	5.32	4.57	3.69
2009	3.03	3.38	3.38	2.71	4.15	4.61	5.05	4.96	4.79	3.79
2010	2.73	3.13	3.55	2.33	4.31	3.86	3.08	5.00	3.68	3.51
2011	**2.83**	**2.11**	**3.27**	**2.47**	**4.55**	**4.46**	**4.66**	**4.59**	**2.94**	**3.57**

Table 8- Net cost per book issued £

6.9.4. When benchmarking using the nearest neighbour model, Haringey has the lowest net cost per usage and net cost per book issued, illustrating that the service currently operates comparatively efficiently.

London Borough	Net Cost per usage	Net cost per book issued
Haringey	**£1.90**	**£3.57**
Southwark	£3.74	£6.22
Lewisham	£3.63	£8.80
Waltham Forest	£2.81	£5.13
Lambeth	£7.80	£12.89
Tower Hamlets	£4.31	£9.18
Brent	£3.24	£5.15
Islington	£4.51	£7.65
Hackney	£4.90	£11.05
Hounslow	£2.08	£3.82
Ealing	£4.00	£5.44

Table 9- Net cost per usage (Nearest Neighbour borough's comparison)

6.10 Community Involvement and Volunteering

- Volunteering is not currently coordinated through an approach which satisfies the needs of both the individual and service.

6.10.1 An evaluation has been carried out around the current state of play regarding community involvement and volunteering in Haringey's libraries. From April 2011 to the end of March 2012 we reported to CIPFA that we worked with 63 volunteers who gave 1,830 hours. The focal point of volunteering activity has been centred on Coombes Croft Library, the impetus of which was a successful bid to the Big Lottery Fund. Approximately 1,000 hours were

delivered at Coombes Croft Library with the remaining hours spread across all eight other libraries (including the Mobile & Housebound, and the Schools Library Service). Activities include:

- IT support
- Organising a coffee morning, aimed at welcoming people new to the country
- Providing ESOL courses and general tutoring
- Arts and crafts

6.10.2 Whereas volunteering is embedded in the thinking of Haringey and its libraries, it is clear the administration and management of the process is dysfunctional. In order to satisfy the need of both the individual and the service, and ensure action at a local level is meaningful, there is a need to formalise the volunteering arrangements, which incorporates a process of skill and performance recognition. Managing volunteers systematically would involve a considerable time commitment and a number of library services in London now implement a more structured approach to volunteer coordination.

6.11 Best Practice Review

6.11.1 A series of visits were arranged to libraries that have demonstrated examples of best practice. All three libraries visited were new with two being purpose built. IT and self service are at the heart of the service design. Below is a summary of the key findings.

Clapham One Library- Lambeth

- The Clapham One development has been delivered by PPP (Public Private Partnership) specialists Cathedral Group, working in partnership with United House and Lambeth Council.
- In addition to the new library, the scheme also provides a new GP surgery and residential accommodation including affordable housing, in partnership with Notting Hill Housing Group.
- The library holds more than 20,000 books, along with a new performance space.
- The footfall has risen from 9,000 to 35,000 per month following the relocation to the new site.
- The overall stock fund for the borough is the lowest in London at £350,000 p.a..
- The council plans to make a total of £750,000 of savings on library services. It is committed to keeping all nine libraries open and is investing £7 million of the money raised from asset reduction on making the buildings fit for purpose, boosting stock, and self service provision.
- Cash payments can be made at the self service kiosks; however chip and pin or online payment of fines and fees is not available.
- The library has an income target of £250,000 p/a, but are unlikely to meet this as the café which they had originally hoped to rent out for £50,000 p.a is still vacant.
- Four meeting rooms are available for hire and provided with equipment such as smartboards and laptops at no extra cost. There is a reduced rate for community use - currently £90 for 4 hours or a pro rata hourly rate, plus the cost of providing a porter/security guard during out of hours. They have not received much interest from businesses although City Lit are using the largest room for tuition.
- A corporate bookings website is in development which the service will be using.
- All events and activities are free. There is a budget of £10,000 for 5 major events a year.
- A 'Book a Librarian' service is offered where users book time with a member of library staff who will help them with to research books, set up an email address etc.
- They have been using volunteers, but more on a work experience basis than for specific tasks.

Canada Water- Southwark

- The library cost £14m to build and is Part of master plan for regeneration
- The community were heavily involved in project (but not in design).

- Open 72 hours a week, it includes cultural space for 150 people run by Albany Theatre group (including all bookings and publicity). Space is used for concerts (opens to outside area) and roller skating.
- In agreement with the community, there are no free lettings for space.
- Revenue and Benefits use meeting rooms twice a week for surgeries.
- The service is moving towards all transactions being conducted online.
- The cafe is run by local traders with license to occupy aimed at providing good quality products and service. The cafe is also used as meeting place with baby and Toddler sessions.
- The community were asked what their favourite books were and a copy of each with their individual name in was included in the stock. Good for local buy in/ownership.
- Employees were restructured prior to the move and recruitment was matched to the needs of the new environment and change in service.
- There is a completely new weekend management team with only 4 staff in the building at any one time. 47 volunteers in the service inc P/T volunteer manager.
- Card payments were slow in take up, due to system issues, but are now improving.

CLR James Library- Hackney

- The library was designed and fitted into a space that was left available in a private retail development and the previous library was relocated. The new library is double the size of the original.
- There has been a threefold increase in visitor numbers.
- Ground floor: security guard station, quick picks section and a smallish Starbucks franchise (not a great deal of cafe competition in the area.)
- There is conflict between income generation and support for community activities regarding room hire.
- The library is designed to be self-service, including self-service security case removal for DVDs etc by exit. About 60% of issues are self-issue & 70-80% of returns.
- Across Hackney libraries there have not been any changes to opening hours or library closures or reduction in the stock fund.
- The staff structure includes 78 FTE staff across 7 libraries excl. managers and support staff.

6.12 Pricing and programme review

- Libraries provide a free events programme as part of the community offer; however other libraries have introduced charges.

6.12.1 Following a review of the events within Haringey's libraries, it is clear that a wide range of themes are delivered against, such as:

- All religious holidays
- National observances
- Planned national programmes such as World Book Night or Adult Learners Week.
- Summer Reading Challenge
- Black History Month.

6.12.2. Historically libraries have always provided a free events programme as part of the community offer. Traditional events such as story time and rhyme times continue to be provided free of charge together with free rooms for reading and poetry groups. However, some public libraries have introduced a charge for events to ensure that the places are taken by users who are serious about attending. There are a wide range of craft events which are also free for children, where other public libraries have introduced a small charge to cover the cost of materials.

Haringey Council

Library	No of Events	Core Events *[8]	Summer Reading Challenge attendance figures	Black History Month attendance figures	Free	Attendance	Avg attendance per session
Alexandra Park	441	337	170	291	Y	11,497	25
Coombes Croft	832	832	180	220	Y	17,040	20
Highgate	196	92	44	15	Y	4,379	12
Hornsey	430	392	323	314	Y	9,185	20
Muswell Hill	232	180	148	44	Y	3,646	19
Marcus Garvey	526	526	790	1,315	Y	11,100	17
St Anns	333	321	60	316	Y	5237	14
Stroud Green & Harringay	370	282	25	140	Y	4,163	11
Wood Green	212	212	418	770	Y	11,852	28
Totals	**3,572**	**3,174**	**2,158**	**3,285**		**78,099**	

Table 10- Summary of annual events and activities

6.13 Fees and Charges

- Haringey's fees and charges are similar to those of other London boroughs.

6.13.1. Haringey's fees and charges are in line with those across London. Fines are charged for the late return of borrowed items and charges made for other services such as the borrowing of CD's and DVD's, for making reservations and printing. It is seen as good practice to remind users when their borrowed items are going to become overdue, although this negatively impacts on income from fines.

6.13.2 Fines are traditionally low and attract a percentage increase each year in line with other council services. However, because of the low base unit cost these increases can amount to less than 1p. Table 11 shows the comparisons in charges between Haringey and those of its geographical neighbours. Haringey has performed well in collecting fines with £77,970 received.

[8] *Core Events : These events are delivered by library staff as part of their daily routines, are free of chare and include : activities that promote reading and literacy, learning, and ICT.

Haringey Council

Borough	Reservation	Over 60's Reservation	Overdue book per day	Over 60's overdue book per day	CD	Over 60's CD	DVD	Over 60's DVD	Reservation fees collected	Fines collected
Haringey	**£1.10**	**55p**	**20p**	**10p**	**55p**	**25p**	**£1.10**	**N/A**	**£4,710**	**£77,970**
Enfield	60p	40p	16p	8p	60p	40p	£1.50-£2.50	£1.00-£2.00	£9,106	£64,056
Barnet	£1.35 posted 75p collect	N/A	15p	N/A	£1.00	N/A	£1.55	N/A	£13,209	£93,891
Camden	80p	N/A	30p	N/A	£1.00	N/A	£1.25	N/A	£3,300	£57,860
Islington	£3.00	M/A	15p	N/A	£1.25	N/A	£1.50-£2.00	N/A	See Note	£69,216
Hackney	£1.50	FREE	18p	FREE	N/A	N/A	£2.00	N/A	Unknown	£54,340
Waltham Forest	75p	50p	19p	10p	£1	75p	£2.00-£3.00	£2.00-£3.00	Unknown	£50,700

Table 11- Fees and charges (Geographical neighbour comparison)

6.14 Commercial assessment

- Utilisation of hired space in libraries is low.
- Leases and agreements currently in place are generally unofficial and income is relatively low.

6.14.1. The council's existing library portfolio comprises a varied range of property types, located across equally diverse parts of the borough. The general utilisation rate of the hired space across the borough is low. This trend is most marked in the smaller branch libraries, which are typically operating at utilisation rates of below 25% and in some instances, significantly lower than this.

6.14.2. The most notable exception to the trend is Hornsey, which has an utilisation rate of over 100%. This abnormality is attributed to the data only detailing the total hours that any part of the hired space within the building was being used. Owing to the range of spaces within the building, it is likely that several spaces are often being used simultaneously. For example the gallery will often hold exhibitions which run all week, with meeting rooms being used on an ad-hoc basis during the same time frame.

Library	Space Available (Sq m)	Available hours (pa)	Hours use (pa)	Utilisation rate %

Alexandra Park	15	4,100	182	4.44 %
Coombes Croft	5.5	3,900	1,040	26.67 %
Highgate	48	3,900	812	20.82 %
Hornsey	218.45	4,100	4,415	107.68 %*
Marcus Garvey	39.5	4,100	1,430	34.88 %
Muswell Hill	3.75	3,900	338	8.67 %
St Ann's	241	3,900	904	23.18 %
Stroud Green	61	3,900	25	0.64 %
Wood Green	734.9	4,100	2,530	61.71 %
Total	1,365	35,900	11,241	

Table 12- Summary of library space utilisation

** To be further analysed*

6.14.3 The income received at each site varies considerably, so to allow a more direct comparison, the income streams have been analysed on a rate per space. The two libraries which generate the highest income per square metre are Alexandra Park and Highgate, despite both sites being in relatively "off-pitch" locations. The relatively low incomes realised from both Hornsey and Wood Green is also noteworthy. Both libraries are in accessible locations and offer a range of facilities, but neither appears to be maximising their income generating potential.

6.14.4 In the instances where no income is being realised, there are mitigating factors. Coombes Croft is impacted by the Lottery funding requirements to provide accessible community services. The income potential from Muswell Hill is constrained by it only having the small "Toy Library" room available to hire and no toilet facilities.

Library	Space Available (Sq m)	Users	Income	Income per sq m
Alexandra Park	15	5,928	£1,040	£80
Coombes Croft	5.5	6,188	£0	£0
Highgate	48	5,796	£4,000	£83.33
Hornsey	218.45	6,947	£8,350	£38.22
Marcus Garvey	39.5	4,264	£1,920	£48.61
Muswell Hilll	3.75	1,560	£0	£0
St Ann's	241	12,132	£9,324	£38.69
Stroud Green	61	1,300	£520	£8.52
Wood Green	734.9	16,224	£17,779	£24.19
Total	1,365	35,900	£42,933	

Table 13 - Summary of Hired space income

6.14.5 The service currently adopts a generally reactive approach to hiring out space, and there is therefore potential to improve both the management and user experience. Hirers should ideally be able to check availability online make bookings and pay via the website. The descriptions of the available spaces could be enhanced, along with plans and photographs to illustrate their potential usage and layouts.

6.14.6 The signage and advertising is relatively poor and the ability to hire rooms should be made more explicit through the website and on sites. Partners and community groups should be actively approached to promote the facilities, and assess how library meeting rooms could potentially be used to help deliver a wider service offer. There is a need for a central booking approach to be provided for all community facilities across the borough, not just libraries. Rather than have partners competing with facilities of their own, a joined up approach could offer a better means of targeting potential hirers.

6.14.7 Discussions have taken place with the Post Office who is currently embarking on a modernisation programme. The available commercial unit with Hornsey Library has been considered by the Post Office but at present, it is considered too off pitch. However, the proposed development of Hornsey Town Hall could help to address this. The Post Office confirmed that it is prepared to consider proposals for a modernised co-located facility alongside a library at Wood Green.

6.14.8 There are a number of leases and agreements in place, across the libraries in Haringey. However, they are generally unofficial, and bring in no long terms sustainable income. Previous contracts with Y-Gen (previously Connexions) at Hornsey library have ceased, however, there have been a number of expressions of interest recently. Soda Cinema for example has proposed to use the space as a community cinema which includes associated educational facilities, and an editing suite. The cafe at Hornsey library is currently provided to an operator free of charge. The future town hall proposals will provide food and beverage facilities, which in turn will generate a significant increase in activity and footfall, which the library should seek to exploit.

Library	Organisation	Rent pa	Agreement	Action
Alexandra Park	Tagore Centre	One off payment of £30,000	10 year lease to 2016	Licence for occupation
Hornsey	Barnet Reserve Stock	£5,887p/a	Local Agreement,	Barnet have indicated they may wish to break the agreement
Hornsey	The Community and Youth Music Library	£5,000	Local Agreement	Licence for occupation
Hornsey	UnLibrary Café/UnLibrary	Free	No agreement	Licence for occupation
Marcus Garvey	Best Training Solutions (Learn Direct & IAG)	£1,000 per year	Local Verbal Agreement	Licence for occupation Quote £12kpa – *tba*
Muswell Hill	Toy Library (charity)	Free	No known agreement	Licence for occupation
Wood Green	Wise Thoughts	£6,800	Local Agreement.	*Agreement in negotiation*
Wood Green	Youth & Community Participation Service	£12,486	Interdepartmental agreement.	SLA to be established – *to be completed*

Table 14- Current library leases and agreements

6.15 Commercial potential

- Due to their locations, and nature of the library buildings, there is limited scope to improve the commercial opportunities.

6.15.1. There is generally limited scope to widen the commercial function of the existing library sites, with the exceptions of Marcus Garvey, Hornsey, St Ann's and Wood Green.

Library	Commercial opportunities
Marcus Garvey	• Modern building which offers flexible space and potential for sub-division / re-organisation • Established precedent of co-locating alongside other uses (e.g. leisure centre and nursery) • Building is DDA accessible • Fusion is keen to enter into discussions with the council to review how the leisure centre and library provision could be enhanced (e.g. provision of enhanced reception and café) • Scope to incorporate the building into the wider Tottenham Green asset plan review
Hornsey	• Established role as a community hub, with potential to enhance its gallery offer and potentially develop an events programme with the Mountview Academy • The HTH development will enhance the building's setting and increase footfall • Café space could be improved
St Ann's	• Modern community hall facility which offers flexible space. • Review room hire procedures and promotion of sit
Wood Green	• Prominent High Road location and wider redevelopment being considered

Table 15- Commercial opportunities in Haringey's libraries

6.15.2. Hornsey, Marcus Garvey and Wood Green libraries are all housed within buildings which are both large enough and strategically well located to be considered for wider community uses. In summary, these could include:

- Hornsey – community cinema, improved café, improved exhibition space, police counters
- Marcus Garvey – café and crèche facilities, potentially linked in with the leisure centre, police counters
- Wood Green – Post Office, café, crèche facilities, health consultations, police counters

6.16 Assets

➢ £1.6 mill over the next three years and over £6 mill in next ten years has been estimated to be required in order to repair and maintain the current nine library buildings.

6.16.1 Condition surveys of the libraries have been carried out to inform the investment required over the next ten years. The non-intrusive surveys have identified works necessary to keep the building in good order and fit for existing purpose.

6.16.2 The core estimated costs do not include for enhancements such as increased levels of insulation or energy improvement projects, however where replacements are specified the costs do include for replacing to current standards. Further known enhancements to improve accessibility have also been separately estimated to assist with assessment of the buildings suitability for service in the future. Owing to the age of most of the sites, there is a need to undertake a range of further improvement works.

Library	0-12 months	1-3 year	3-5 years	5-10 year	Total	Additional improvement

						works*
Alexandra Park	£17,550	13,000	£44,000	£49,950	£124,500	
Coombes Croft	£5,250	£13,900	£4,500	£77,750	£101,400	
Highgate	£47,500	£41,150	£9,400	£35,750	£133,800	
Hornsey	£85,900	£227,150	£129,750	£233,150	£675,950	
Marcus Garvey	£40,000	£3,000	£25,500	£24,000	£92,500	
Muswell Hill	£13,400	£70,050	£11,500	£44,250	£139,200	£150,000
St Ann's	£222,800	£73,300	£19,250	£138,850	£454,200	
Stroud Green	£48,850	£20,800	£8,350	£59,000	£137,000	£35,000
Wood Green	£335,926	£323715	£633,454	£2,985,245	£4,278,340	£100,000
Total	£817,176	£786,065	£885,704	£3,647,945	£6,136,890	£285,000

Table 16- Total capital costs per library site

*Additional improvement works include

- Muswell Hill: improve accessibility to all floors and install toilet facilities
- Stroud Green: Reinstate the apartment above Library
- Wood Green: Access improvements

7. Moving forward

7.1 This detailed review into the library service in Haringey has illustrated that it remains a robust, popular, and dependable resource that residents from all walks of life regularly use. The review has highlighted a number of key positive outcomes such as.

- Consistently high user satisfaction across all sites
- Wood Green Library is the 13th busiest in the country.
- The service operates incredibly efficiently in comparison with other councils.

The future of libraries in Haringey

7.2 It is important to acknowledge the changing context of reduced resources, and evolving user trends. Libraries must therefore respond by recognising that the core offer shouldn't just be focused on collections of literature, but collections of people, information and ideas. We are often guilty of overloading the service offer to be a catch-all for everything. This tends to be more about what we deliver rather than how we cultivate a community. People are inherently social and need physical spaces to come into contact with each other. Haringey's libraries should therefore be about the people, especially at a time where transactions and interactions are being conducted more and more without any physical dimension. A community space such as a library therefore becomes even more significant in people's lives. This means repositioning its core focus away from merely a service delivery mechanism, but a platform for engagement and conversation, which builds communities, not stocks of books.

7.3 The future service must therefore work towards becoming a place where people go to do things. The borrowing element must of course remain, but we must acknowledge that libraries will always lose the battle to other more convenient sources of low priced alternatives. We must assist and support people to access what they want, not compete with equivalent providers. Libraries should not get hung up on the move from physical to digital, but change the shape of the debate to be more about the space, and what it represents, making it a safe and vibrant experience which is difficult to replicate.

7.4 This can take any form, but In Haringey, we must recognise the needs of our multi-cultural population. Our staff are therefore vital in realising this vision. We need community development skills alongside librarians, charged with connecting people to information, jobs, clubs, further learning, and become a platform for debate and democracy.

7.5 In a world where speed is everything, the demand for fast information will increase. Our online provision must be of impeccable quality, continuously focussed on eradicating the digital divide. We must ensure we provide a space for creation, relaxation, and an opportunity to escape from the outside world. These ideals don't contradict, but complement each other, extending their function beyond the storage of knowledge. Four priorities have therefore been identified to shape the future development of the service.

Next steps

7.6 A service improvement plan will be prepared to deliver against the issues raised as part of the review.

8. Background information

Reports and sources that have contributed to this review

- Library Condition Assessments (Europa)

- Library review- External 'Health check' (MAX Associates)
- Commercial Assessments (DJD)
- Library user insight profiles
- Library user survey analysis
- Haringey web management report (2012)
- The Public Libraries and Museums Act 1964
- Local Government Contribution to Efficiencies 2010 - 11
- Culture, Media and Sport Committee - Third Report, Library Closures
- A Local Inquiry into the Public Library Service Provided By Wirral Metropolitan Borough Council (known as Charteris report)
- Arts Council England: Summary finding from phase 1 and 2 of Envisioning the Library of the Future (Shared Intelligence and IPSOS MORI)
- Arts Council England: Culture, Knowledge and Understanding: great museums and libraries for everyone
- LGA and MLA: Future Libraries - Change, Options and how to get there: Learning from the future libraries programme phase 1
- CIPFA Public Library Statistics
- DCMS: Taking Part Survey Report
- Community libraries: Learning from experience: Guiding principles for local authorities (2013)
- National Trust Volunteering
- MLA: Research Briefing 5 - Effective Use of Volunteers 2008
- Haringey Library Strategy Report to Libraries Advisory Committee 2005
- Chartered Institute of Library and Information " A changing landscape"- A survey of public library authorities in England, Wales and Northern Ireland 2012-13
- John Laing - Hounslow Library Service
- Library Services, Slough Ltd.
- Greenwich Leisure Ltd. Greenwich Libraries

Appendix 1

Haringey Council

Group A Key Messages	▪ Highest demand on property-related services such as planning and building control ▪ Still access routine transactional services such as council tax and parking ▪ Lowest demand on face-to-face and telephone channels, which matches what we know about their preferences ▪ Most likely to use the internet every day (about two thirds) and likely to use the Haringey website to access information and services ▪ Receptive to accessing information and services online or by telephone ▪ Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use ▪ Presents the fewest challenges in terms of channel shift
Group B Key Messages	▪ High demand on routine transactional services such as council tax and parking ▪ Low demand on family-oriented services such as school admissions due to the low levels of parents within this group ▪ Highly likely to use the internet every day (around 60%) but use the Haringey website less than we would expect ▪ Currently placing more demand on contact via telephone than we would expect ▪ Most likely to have social networking site membership, indicating there is potential for greater use of social media ▪ Receptive to accessing information and services online or by telephone Significant opportunities for increasing digital communications and service access to take advantage of higher than average internet use, particularly for routine transactional services
Group C Key Messages	▪ Demand cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services ▪ Similar levels of everyday internet use as Group B (around 60%) ▪ Highly receptive to accessing information and services online and currently display high usage of the Haringey website for a range of purposes ▪ Currently placing a disproportionate demand on face to face channels, significantly higher than we would expect ▪ We need to understand whether this is due to the nature of the services being accessed or the quality of the online offer ▪ There is a clear indication that, with the right level of understanding, digital access to at least some services could be increased for this group
Group D Key Messages	▪ Service access cuts across needs-based services, such as benefits and some social housing-related services; universal and transactional services, and family-oriented services ▪ However, the real demand is on needs-based services such as benefits and housing

	▪ High demand on face-to-face channels which is consistent with their preferences ▪ Average demand on telephone channels, less than we would expect based on their needs and the services they access ▪ About half access the internet every day, lower than groups A, B and C, but still fairly high ▪ Low social network membership suggests there will be challenges in engaging with group D via social media ▪ Usage of Haringey's website is higher than we would expect based on their preferences ▪ Opportunities for increasing digital access to at least some services; channel shift from face-to-face to telephone for other services. However, this is a complex picture that we need to better understand
Group E Key Messages	▪ High demand on needs-based services such as benefits and social housing-related services ▪ Nevertheless still access routine transactional services such as council tax ▪ High demand on face-to-face channels and above average demand on telephone, which tallies with what we know about their preferences ▪ Half of members access the internet every day, lower than groups A, B and C, but still reasonably high ▪ Higher reliance on public access to the internet e.g. libraries than other groups ▪ Low social network membership suggests there will be challenges in engaging with this group through social media ▪ Least likely to use the Haringey website, except for housing-related services and job vacancies, indicating they will use the internet where access is restricted to online and support is provided ▪ Many do not have a direct payment account, leading to more payments being made via customer services rather than automated and digital channels ▪ Likely to present the most challenges if encouraging channel shift to digital and automated channels

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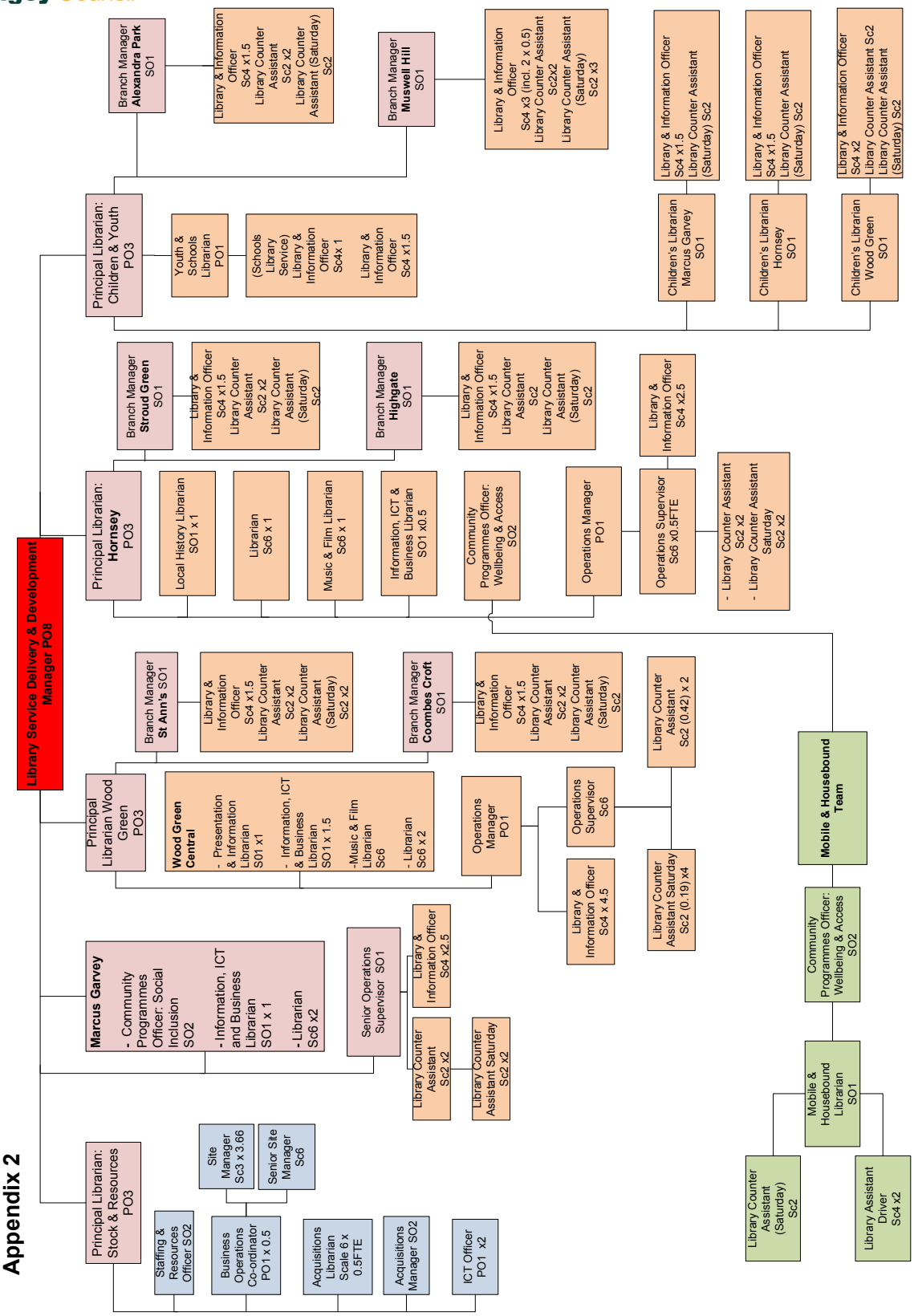
Appendix 2



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