Report for:	Cabinet	Item Number:	

Title:	Review of Libraries and Improving Face to Face Customer Services

Report Authorised by:	Sergio Sgambellone, AD Customer Services

Lead Officer:	David Murray, Customer Services Integration Lead

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

1. Describe the issue under consideration

1.1. There are two issues being addressed in this report. The first is to share with members a review of Haringey's libraries and library service that was completed in 2014 and make appropriate recommendations to invest significantly into the borough's Libraries. The second issue concerns the relocation of 180 staff currently located at Apex House which is being transferred to new owners in November 2015 and that will require the improvement of Wood Green and Marcus Garvey libraries to facilitate the move.

1.2. *Library Service Review*
An extensive review on Haringey's Library Service was undertaken by "Activist Group" last year (attached as appendix 1). The review looked at:

- Efficiency and effectiveness
- Drivers
- What our customers thought
- Examples of how libraries in other authorities work
- Options for the future
- Investment required

1.3.   The recommendations proposed in this report before you today look to resolve some of the issues raised in the Libraries review by investing significant funding into improving our libraries. This is a large programme of work, and in order to ensure delivery, the programme has been split into three tranches, each with different deliverables. This report concerns itself with the delivery of Tranche 1 which specifically asks Members to invest in upgrading the Wood Green and Marcus Garvey Libraries and deliver significant improvements to these spaces, and also release feasibility funding to develop an options analysis for Muswell Hill Library. Tranche 2 looks to develop a longer term library space strategy which will support planning around the whole library network. Tranche 3 looks to improve the libraries IT Network which will need further funding.

1.4.   ***Apex House- Relocation of staff and services***
        Apex House is a Council building in Seven Sisters which currently hosts Housing and Customer services. It was declared surplus, has been sold and is due to transfer to new owners in November 2015. Officers have been working with members, staff and unions to find an alternative location for the services. In seeking to re-provide these services and accommodate the staff, officers have taken the opportunity to look more widely at our Council wide face to face services and the findings of the Library Review to explore how the Council can deliver better face to face customer services to more residents.

1.5.   Recommendations for the relocation of staff from Apex House into 48 Station Road, Wood Green and Wood Green Library have therefore been proposed along with a request for funding to deliver the works necessary to facilitate the move.

2. Cabinet Member introduction

At a time when libraries across the country are closing due to significant funding cuts by central government, the Council will not only protect our nine libraries, but also invest in them. Whether helping learners of all ages, supporting jobseekers to build their skills or through their traditional role as a place to explore the joys of reading, libraries remain important spaces that are free to use, open to all and very much loved by residents. The Council remains resolute in its commitment to ensure our libraries continue to be at the heart of our communities.

The Library Review has shown that Haringey's libraries are doing well, with strong user satisfaction. However, there is still clear room for improvement including better book stock, refreshed building layouts and design, improved IT and a wider service offer. The recommendations set out in this report will enable the Council to make necessary investments to improve two of our biggest libraries, Marcus Garvey and Wood Green. It also outlines how we will re-provide services from Apex House – a building that is not fit for purpose and surplus to requirements – so that we can deliver an ambitious programme of work in Tottenham and Wood Green.

This report makes clear our determination to deliver the high quality libraries and customer services that all of our communities deserve. In the coming months, I look forward to working with users, friends groups and other key stakeholders to develop a strategy that clearly defines the role of our libraries in delivering the Council's corporate plan.

3. Recommendations

3.1. Members are asked to approve:

3.1.1. Tranche 1 - Building and improvement works to Marcus Garvey Library to upgrade the building and improve library, learning and customer services and the release of £3m to fund capital works.

3.1.2. Tranche 1 – Improvement works to Wood Green Library to redesign the library space and to locate an improved Customer Service offer into the unused space upstairs allowing a consolidation of Customer Services staff to be located in Wood Green Library and the release of £1.5m to fund capital works.

3.1.3. Tranche 1 - The refurbishment of 48, Station Road, Wood Green to facilitate the re-location of Community Housing Services currently in Apex House to 48, Station Road, Wood Green and the release of £0.5m to fund capital works.

3.1.4. Tranche 1 - Develop an options analysis for the delivery of library services from Muswell Hill Library and release £80k revenue funding from the Transformation Reserve.

3.1.5. Tranche 2 - The development of a library strategy to plan for the longer term future of the library service which will be presented to Cabinet in September 2015.

3.1.6. Tranche 3 – the development of the IT network for libraries.

4. Background

The Library Service Review

4.1 The Council has made a commitment to keep all nine libraries and further, to invest in them. An extensive Library Service Review was undertaken by "Activist Group" last year to validate and make a business case to modernise and improve services in libraries. The review covered all aspects of our current library services delivered from our nine library locations including these areas;

- Efficiency and effectiveness
- Drivers
- What our Customers thought
- Examples of how libraries in other authorities work
- Options for the future
- Investment required

4.2 The Review report is attached at Appendix 1.

4.3 The review looked at all aspects of the running of our libraries and spoke to many users as part of the evidence for change.

4.4 The main findings of the review are as follows:

- The service is highly valued by users
- The service performs well when benchmarked against other boroughs with proportionately more visits at lower cost.
- Like most library services, fewer people are visiting and borrowing stock
- Users are ambitious for change and are eager to see other services being provided from library locations as long as they are well managed
- Users do want to see better book stock
- Libraries should partner more with other organisations to improve service offers
- Some of the buildings are in dire need of urgent attention
- IT needs upgrading

4.5 In terms of an analysis of what improvements needs to be made, the review suggests the following;

a) Better use of resources – needed to develop the book stock and IT environment and create support needed
b) Partnership working – the complexity of the service offer required to meet outcomes requires a deeper and broader set of partnerships
c) Focus on marketing & promotion – outcomes will not be achieved if there is no resource for promotion of events
d) Design – the layout and fit out of the libraries is not fit for purpose
e) Investment in new skills – different skills will need to be developed in order to meet the needs of a modern offer.

4.6 As a result of the findings in the review, it is clear that if we are to keep the nine library locations and ensure that their use is maximised, the Council will need to invest significantly.

4.7 It is proposed, in this report before you, that we deal with the proposals in the Library Review in three tranches;

Tranche 1 – This Tranche has been wrapped together with the work required to relocate staff from Apex House which is detailed later in this report. The works involve improving and upgrading Wood Green Library and Marcus Garvey Library which are the biggest and most heavily used of Haringey's Libraries. Also, in this Tranche, we will look to develop an options analysis for the future of Muswell Hill Library with a full local consultation. This report asks members to release funding of £5.08m for this Tranche.

Tranche 2 – The delivery of a wider Libraries Strategy that will engage with users and other key stakeholders and be transparent about the longer term use of the libraries, and will detail any funding requirements. We already know that the future of Coombes Croft Library will form part of 20,000 sq ft High Road West development to incorporate new library provision as part of a fully integrated approach to a wide range of Council services focussed on a modern library and learning facility. It is our intention to ensure that, through the Strategy, plans are developed for each of our library spaces with consultation taking place through late summer of this year. This strategy will be delivered to Cabinet for decision in September of this year. The development of a Libraries Strategy does not need additional funding.

Tranche 3 – an upgrade of IT Networks rolled out to all libraries linked into the Council's developing digital strategy. This will also be presented to Cabinet in September for decision. This tranche will require further investment and will be implemented during 2016/17.

5   Tranche 1 - Detailed Summary

Disposal of Apex House and re-location of staff and services

5.1   On 15th July 2014, Cabinet made a decision to dispose of Apex House which had been declared surplus. Apex House was not fit for purpose and has since been sold to provide 150 new homes, including significant affordable housing. The new owners are due to take vacant possession of the building in November 2015. Explicit within the financial comments of that original report (para 6.3) is a financial marker, utilising part of the capital receipt for the re-provision of Apex House services. This report before you fulfils the commitment to which the July 2014 report refers.

5.2   It is now incumbent on the Council to find alternative locations to deliver the Apex House services before the transfer to new owners. The task of moving 180 staff out of Apex House at a time when the Council is taking out significant savings, reducing the number of buildings it owns and reducing the number of people who work for the Council is particularly challenging. The solutions that need to be proposed have to be able to utilise the buildings we are keeping more effectively and we need to deliver our services better but with less people.

5.3   Services at Apex House currently include the face to face services and back office and administrative services including the Council's current Homelessness Service. There are 180 staff currently working at Apex House who will need to be relocated. 49 of these staff deliver a face to face housing advice service directly to customers

5.4   Officers have spoken to many stakeholders and looked at a number of different options and believe that the recommendations made in this report are the most robust and will offer residents an improved customer experience.

5.5   All Housing services that used to be delivered through the Community Housing Unit (including Homelessness Services) have now been transferred for management purposes into Homes for Haringey whose services are mainly delivered from Alex House in Wood Green and from offices at Broadwater Farm.

5.6   The transformation of the Council's Customer Services is a fundamental part of the Council's new ways of working and as a result, the move of Housing staff from Apex House is intrinsically linked to the Customer Services Transformation and indeed the Housing Improvement Programme. In line with previously agreed directions of travel, this report asks members to approve upgrades to 48, Station Road and Wood Green Library locations to facilitate the move of Apex House staff and services.

5.7   There are currently 180 staff working at Apex House. 49 of these staff offer a face to face Customer Service for customers presenting at Apex House. This team includes our staff dealing with customers presenting as homeless. All other staff at Apex House deliver back office and administrative Housing Services.

5.8   The task of the future location of Apex House staff is complicated by the fact that the Council is transferring its face to face staff into a single, front facing Customer Services Unit which was agreed by Cabinet in November 2013.

5.9   As part of the same report, Members approved a move towards shifting as much of our more advisory and transactional services on-line so that our community could self-serve as much as possible, making it easier and quicker to undertake their interaction with the Council. Self-service would then release customer service and professional staff to deal with our customers with more complex needs.

5.10   We have analysed best practices from other local authorities and service industry experts, while visiting other authorities to look at how they are creating high quality face to face customer services with a reducing financial envelope.

5.11 Finding the right location, therefore, for Apex House Services and staff has been complex. The officers have engaged and listened to staff, Members and unions with local opinions being sought through the public in the libraries.

5.12 There are three main issues to consider about future locations of Apex House staff:

- Availability of Council owned buildings to re-locate 180 members of staff in appropriate locations. Buildings not owned by the Council and which would attract an increased cost would mitigate against savings targets.

- The extent to which we use libraries buildings which we are keeping to deliver a front facing customer service for residents to access all Haringey services

- Ensuring that Tottenham residents are able to access services given that Apex House will no longer be available.

5.13 Other best practice sites in other authorities are easy to find (transport links are good), easy to use (good signage and access to on-line services), have highly visible and trained staff to help residents navigate their way to access the services they want. Any alternative locations therefore need to be easy to for residents to access by public transport.

5.14 **Alternative Locations considered**
Officers have looked at a number of different alternatives in order to move staff out of Apex House with consideration to the complexity around the time constraints of vacant possession of Apex House. The following table lists the main alternatives identified and considered.

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
639 Tottenham High Road	Good	Not big enough	Not costed		This building has been given over to the GLA for regeneration purposes. The building would not be big enough to house current activities and a Customer	No

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
					Services centre	
Carpet Right Building (638 Tottenham High Road)	Good	As yet unknown	Not costed		Harris are vacating the premises at the end of Jan being replaced by Sports Direct	No
Job Centre Plus Tottenham High Road (spare capacity)	Good	Not big enough	Not costed		This would be a good option however the spare space at the location would not be big enough to house Customer Service and Apex House staff. Early indications are no more than 8 to 10 workspaces available	No
Tottenham Town Hall	Good	This building is not owned by the Council. It would be expensive and time-consuming to modernise the building and to install new IT.	£3m	£200k	Using this space would require the Council to pay an annual rental value as well as modernisation costs. The building, which is listed and does not contain a council IT network, would need significant work to modernise it for use by a Customer Service	No

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
					Centre	
Chestnuts Community Centre	Not Good	Reasonably good however the location is not good enough for a high footfall Library and Customer Services Centre. Significant improvements would need to be made to the building	£3m		This would be considered a good option however the transport links to the location are not good enough meaning that it is likely that the Centre would be fully utilised. Also, recent community consultation on the future of this building indicates that there is likely to be local resistance to this option.	No
Empty shops in and around Tottenham	Good	There were no empty shops with a footplate big enough for our requirements, we would also have to pay a rental value.	£2m		At the time of looking, there were no vacant shop spaces big enough for the service we would require.	No

Alternative Location Considered	Transport Links	Suitability Of Building	Indicative projection of cost of works	Additional annual revenue cost	Comments	Viable Option Based on time to develop, cost and size of building
Marcus Garvey Library	Good	Needs refurbishment	£3m	Nil	MGL would make a good integrated library and cs centre and ideal for Tottenham residents	Yes
Wood Green Library	Good	Needs Refurbishment	£1.5m	Nil	Wood Green is already used as a multi service location	Yes
48 Station Road	Good	Needs refurbishment	£0.5m	Nil	Station Road is part of the Wood Green complex	Yes

Proposed Option for relocation of Apex House staff

5.15   As the table above shows, the three locations that offer the most appropriate viable options are Marcus Garvey Library, Wood Green Library and 48, Station Road. There have been many discussions with staff, Members, unions, comments from members of the public through the library network. There have also been some initial design conversations with architects about what is possible at each of the locations.

5.16   It became clear through these conversations and workshops that in fact, a solution that blended all three of the viable options would be the most practical solution with the most benefits accruing to the residents. This would therefore mean improving and modernising Marcus Garvey and Wood Green Libraries and using 48 Station Road to locate all Housing staff together.

5.17   ***Investing in Wood Green Library***
Wood Green Library has already been identified as part of the Council's future regeneration of Wood Green and will not exist in its current guise. The development is unlikely however to mobilise for at least three to five years so any solution for relocating staff has a medium term life span. The library has recently undergone a limited refresh. However, there is a significant amount

of unused space that we can use to locate part of the Customer Services team. The cost of the improvements, including upgrading the IT will be in the region of £1.5m however the benefits will be as follows:

- Improved public spaces and better utilised floor area
- Improved public access ICT
- Improved student learning areas
- Improved library services
- Improved ability for residents to access either on-line or face to face Customer Service.

5.18 ***Contact Centre and Housing Service at 48, Station Road***
48, Station Road is part of the Council's Wood Green complex of Council buildings where many staff are based. It is proposed that we use 48, Station Road to locate our Housing Services. The building will need to be refurbished in order to ensure that the contact with more vulnerable customers can be facilitated and security can be sensitively designed. Unions and staff have been involved in the feasibility studies. The cost of these works is likely to be approximately £500k. The benefits of this refurbishment are:

- Improved customer contact centre
- Housing services all in one place
- Security for vulnerable residents and staff designed sensitively

5.19 ***Investment into Marcus Garvey Library***
Marcus Garvey Library is situated on a shared site with the Fusion run leisure centre next to Tottenham Green. The library is a popular, respected landmark of significance to the local community. The children's library, study space and access to the free People's Network (the library's suite of computers), as well as the special collection focussed on Marcus Garvey himself, are of significant value.

5.20 Following the sale of Apex House, as agreed by Cabinet in July 2014, the customer service centre is required to vacate Apex House in 2015. There is a need to ensure that a customer service function remains available in Tottenham. The Tottenham Regeneration Programme and Tottenham Strategic Regeneration Framework identify Tottenham Green as a key site for the location of civic buildings and functions and, via the better use of existing and new buildings on the Green, aims to reaffirm the role of Tottenham Green as the civic and community hub of Tottenham. In addition there is a need to increase footfall on the Green and encourage more people to visit and use the area. All of these objectives build upon the recently completed public realm improvements to the Green. Therefore the opportunity to relocate the customer service centre from Apex House to Marcus Garvey library, as well as the proposed new pedestrian entrance route into the building and associated upgraded public realm (referred to in paragraph 5.24), is a key opportunity for the Tottenham Regeneration

Programme. These interventions will assist with the delivery of our regeneration aims for Tottenham Green.

5.21 Therefore it is appropriate that we should be considering upgrading the facilities at Marcus Garvey so that Tottenham residents can enjoy access to a high quality library space as well as access to advice, support and signposting, information about jobs, skills and employment and the potential to relocate other community services so that they are more accessible.   The relocation of the CSC into this location delivers a number of key outcomes, including a better library, the re-provision of a new CSC, improved people movement around the Tottenham Green area and an enhanced civic offer to sit alongside other significant providers of education, learning and cultural providers in the same location.

5.22 A closer working relationship with Fusion (the provider that manages the Leisure Centre on behalf of the Council) also offers opportunities to improve the offer for both services. Book displays on healthy eating, targeted promotions at specific groups on health issues and joint promotion of both services will all help to improve the use of the shared lobby space and generate additional footfall for both services.

5.23 The library (and the Fusion Leisure Centre which shares a front door and has been recently re-furbished) has a high footfall but the building requires the following improvements:

- Parts of the floor space are not well utilised and the placement of a central staircase inhibits best use of space. Some 35% of the space available is underused and offers a significant opportunity to retain service provision in a much better layout.

- The entrance décor looks shabby against the newly re-furbished Fusion part of the building.

- The carpets, and furniture are old and worn out and the lighting is insufficient.

- The signing and guiding is poor.

- The toilet facilities for customers and staff are very poor.

- The IT is out of date and insufficient to meet the very high demand.

- The self-service equipment does not work consistently.

- There are currently three separate customer service points that all need to be staffed separately.

- Heating and air con do not work effectively.

5.24 Initial feasibility designs to look at what improvements are possible at Marcus Garvey shows that there are significant works that need to be undertaken. We would also introduce a new entrance door at the side of the building (next to the Bernie Grant Enterprise Centre) and undertake associated improvements to the public realm which will improve flow through the Library and leisure centre and also introduce additional footfall and pedestrian routes

to the Green via an enhanced public realm and open space next to the Bernie Grants Arts Centre.

5.25   The designs have also proved that there would be no loss of functional library space and in fact, with modern redesign, would be able to improve the library services. The investment in Marcus Garvey is significant at approximately £3m. However the benefits are:

- No loss of library space
- Improved access to building including a new access at the back of the building so bringing footfall into the open area around the Bernie Grant Arts Centre.
- Improved IT facilities for public use
- Improved toilet facilities
- Improved book stands and book stock
- Improved student learning zones
- Bringing three customer services points into one and providing modern mobile technology based customer service.
- Refreshed front door facilities to match the Fusion improvements

5.26   *Muswell Hill Library*
It is clear from our public consultation work that Muswell Hill Library is a valued community asset. However there are significant problems with the infrastructure of the building. In order to develop options for Muswell Hill Library, we would propose to develop an options appraisal with independent experts which will be fully consulted on with the local community. The likely cost of this options analysis is £80k

6.   Comments of the Chief Finance Officer and financial implications

6.1   This report concerns the investment of £5m into the refurbishment of Marcus Garvey Library, Wood Green Library and 48, Station Road, plus an additional £80k for the development of an options analysis including a full local consultation around the future of Muswell Hill Library.

6.2   As part of the Capital Programme being approved by Council on 23rd February 2015, £5m of capital funding will be made available for this programme of work over the three year period of the Medium Term Financial Strategy.

6.3   There may, however, be a need to re-profile the budget dependent on the progress of the scheme as the Council approval is only for £2m in 2015/16. Any re-profile request will need to be considered by Cabinet against the funding availability at the time and will be dealt with as part of the Cabinet's normal budgetary control reporting processes.

6.4   The £80k funding required for the options analysis will be made available from the Transformation Reserve.

7   Comments of the Assistant Director of Corporate Governance and legal implications

7.1   The Assistant Director, Corporate Governance has been consulted in the preparation of this report, and makes the following comments.

7.2   The Council entered into a conditional contract on 20 November 2014 to dispose of Apex House. The Council must provide vacant possession of the whole site on the date of completion. The Council must therefore move all of the services out of Apex House.

7.3.1   If Cabinet approves the recommendations in Paragraph 3 then the implications flowing from this would require procurement of contractors and consultants in compliance with EU Competition requirements under the new Public Contracts Regulations 2015 which are effective from 26 February 2015 and the Councils' Contract Procedure Rules including Contract Standing Orders. Confirmation can be provided of the fact that this decision appears on the Council's Forward Plan of decisions to be taken between 3rd February 2015 to 30th April 2015.

7.4   It is noted, and the Assistant Director, Corporate Governance supports, that there is an intention to conduct consultation and equality impact assessments as required before implementing any of the proposals which Cabinet resolves to adopt. Any information generated as a result of those exercises must be used to inform decision making.

8   Equalities and Community Cohesion Comments

8.1   Refurbishments within the new buildings will be sensitive to all equality requirements.

8.2   A fully considered equality impact assessment will be undertaken as part of the development of the full business case for the programme of work. Initial assessments show that residents will receive a better, more targeted service that will be tailored to our more vulnerable residents.

8.3   There will be a specific local consultation carried out for the future of Muswell Hill and an EQiA will be developed as part of that consultation work.

8.4 The consideration of on-line services and therefore the channel shift of residents away from telephone and face to face customer services is subject to EQiAs in the Customer Services Transformation Programme.

9 Head of Procurement Comments

9.1 The procurement requirements will be developed within the business case to which the Head of Procurement will be fully consulted.

10 Policy Implication

10.1 Members have previously taken a decision to sell Apex House, modernise the Council's Customer Services, maximise the use of Council assets and retain all nine libraries.

10.2 The options presented in this report align with all of these.

11 Reasons for Decision

11.1 These changes help deliver a number of key corporate outcomes for the Council. The actions contained within the report will deliver on the review of Haringey library service that was completed in 2014 and invest significantly to deliver a better service. The changes also secure a new location for 180 staff currently located at Apex House by improving significantly Wood Green and Marcus Garvey libraries. All of these changes help to deliver a better face to face service for residents and customers and deliver key aspects of the Council's corporate Customer Services Transformation Programme.

12 Use of Appendices

12.1 The Library Review completed last year is attached as Appendix A.

13 Local Government (Access to Information) Act 1985

Not applicable.

Report for Haringey Council

Library Service Review

Activist Group
2014

This report was produced on behalf of Haringey Council by Activist Group.

Report Details

Report Author   Eric Bohl (Activist Group).
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Contents

1. Executive Summary

Section 2: Introduction

1.1   Haringey's libraries provide an important statutory service that is highly valued by its users. The library service attracts 1.8 million visits and its users borrow 1 million books and other materials each year. User satisfaction levels are high. In comparison with similar authorities in London, Haringey's library service performs well, with proportionately more visits at a lower cost than the average. However, as for most library services across the country, fewer people are visiting Haringey's libraries and borrowing the stock.

1.2   Given the needs of the borough and the importance of libraries to its long-term success, the council has embarked on a process of exploring a range of ideas for how its libraries can fulfil a new, broader role, enabling them to play an even more important part in the life and success of the borough.

1.3   This review is designed to provide a model for the future of the Council's library service, drawing on experiences in Haringey and elsewhere and on the ideas of Friends, library staff, users and those who do not currently use the service.

1.4   Following the standard four-stage cycle of 'strategic commissioning' (analyse, plan, do, review), the library service review began with an **analysis** of the needs that the council is trying to address; how the service operates; how other councils deliver their services; what the management options are; and the views of users and non-users. The second stage has been to begin the **planning** process: exploring the long-term outcomes that the council is trying to address; the extent to which the service is well-placed to help achieve those outcomes; the changes that would be needed; before designing a future model for the service and an implementation plan.

Phase 1 - Analysis

Section 3: What's Driving the Review

1.5   The starting point for the review is understanding the borough's needs and whether and how the library service can contribute to meeting them, informed by the **four key outcomes** sought in the council's corporate plan:

- Outstanding for all: enabling all Haringey children to thrive.
- Safety and wellbeing for all: a place where everyone feels safe and has a good quality of life.
- Opportunities for all: a successful place for everyone.
- A better council: delivering responsive, high quality services.

1.6   Haringey's Joint Strategic Needs Assessment provides data demonstrating the levels of deprivation in the borough; the challenges of ill-health, poverty and unemployment; and the need to improve young people's life chances and educational attainment. The review explored initial ideas for how libraries can help to address those needs.

1.7 Given the council's priorities and the needs identified, the 'drivers' for the review were identified as:

- Delivering a better experience for our customers.
- Creating a compelling vision for the future.
- Being as efficient as we can be.
- Building momentum for change.

Section 4: Review of Operational Efficiency

1.8 A review was undertaken of the efficiency of the service. This examined how the service compared with those in other boroughs and focused on potential efficiencies, the use of technology, the service offer, marketing, service take-up, the staffing structure and the physical library network.

1.9 Overall, a number of key strengths were identified: in comparison with similar authorities, the library service achieves above average performance for below average costs. However, a number of opportunities and areas for improvement were identified:

- Creating a clear, new vision and an up-to-date brand and image.
- Helping the council to provide more efficient customer services.
- Improving the library service's infrastructure, including its buildings and IT.
- Increasing the proportion of the budget spent on books and other stock.
- Reviewing the events and outreach programme in collaboration with partners.
- Reviewing opening hours and refreshing the self-service technology.
- Reviewing the staff structure and embarking on a change programme.
- Encouraging greater community involvement in the service and more volunteers.
- Exploring the opportunity for sharing and collaboration with other boroughs.

Section 5: Examples of Other Library Services

1.10 Section 7 of the Public Libraries and Museums Act 1964 states: "It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof".

1.11 While the core functions of libraries are seen by most people to be the lending of books and providing access to reference materials, there has been a recent surge of innovation (or rediscovery of old ideas) over the last 10 to 15 years. As a result, libraries have become:

- Places of learning, eg Tower Hamlets' Idea Stores.
- Culture centres, eg Canada Water Library.
- Customer service centres, eg Plymouth Central Library.
- An economic stimulus, eg Westminster City Council.
- Home to cafes, eg Canada Water Library and Bow Idea Store.
- Part of a leisure experience, eg Lewisham's Wavelengths and Deptford Lounge.
- Community centres, eg the For All Healthy Living Centre in Weston Super Mare.
- Multi-purpose buildings, eg Wigan Life Centre.
- Digital libraries, eg San Antonio's Bexar County 'bookless' library, BiblioTech.

1.12   While Haringey's libraries display a number of these characteristics, there is the opportunity to apply many of these principles in moving to a new model. As part of the review, Haringey's library managers also visited some of these examples and identified good practice that could be adopted in Haringey.

Section 6: Partnerships and Management Options

1.13   In a modern library network, so much information is on offer and so many services made available that it would be simply impossible for a library service to deliver all those services on its own. As a result, a library service has to be able to work in partnership and to draw on the resources of other organisations, whether from the public, private or third sectors.

1.14   Some authorities have gone further to create a shared library service (eg Triborough); to outsource it (eg Croydon); to transfer parts to community management (eg Lewisham); or to transfer it to a mutual (eg Wigan). However, it was considered that options such as outsourcing and a transfer to community management would not be practical given the scale of change envisaged to the service.

1.15   Three options were explored further in the review: in-house transformation, sharing and conversion to a charitable trust. These options and their costs, benefits and risks are explored later in the report with a recommendation provided on the most effective approach to partnership working.

Section 7: What People Think about the Service

1.16   A survey of library users was conducted in November 2012 to find out how people rate the service provided. A further survey was conducted by the council in 2014 survey to identify people's attitude towards the services that could be offered in future.

1.17   Two workshops were held with Friends groups to explore their views about how the current library service could be improved and their ideas for the library service of the future. Friends groups were asked to indicate their priorities for improvement at each library. Managers and staff also took part in workshops to review how the service could be improved and contributed numerous ideas.

1.18   Overall, we found considerable goodwill towards the library service and a positive willingness to discuss change. In general, people:

- Are very supportive: there is considerable support for what the library service is trying to achieve and, overall, high levels of satisfaction.
- Are ambitious for change: people are eager to see the service improve further and are willing to support change providing it is managed well.
- Want investment in the book stock: the quality of stock and stock management is an area which people believe requires improvement.
- Would like the buildings to be improved: the core fabric of the buildings and their design needs modernisation, with better layouts and access.
- Want further investment in IT: both the IT available to users and the systems used by staff are felt to need further investment.
- Welcome a wider service offer: on balance, people are supportive of more services being provided in libraries, providing that these changes are resourced.

Phase 2 - Planning

Section 8: Outcomes Framework

1.19 Based on the analysis of the service; the drivers; and discussions with participants, the outcomes being sought from Haringey's library service were identified. What is noticeable about the outcomes is the breadth of vision that people have for what libraries could be and for what they can achieve. While people have been keen to stress that the provision of books and other materials must remain the 'core business' of libraries, they take the view that libraries do – and must - have an extraordinarily wide remit. These **primary outcomes** are explicitly aspirational and extend far beyond what libraries, on their own, can deliver:

Haringey's libraries will give everyone in Haringey the chance to flourish by:
     1. Sharing the joys offered by books and other writing.
     2. Getting a great start.
     3. Getting the most out of life.
     4. Making Haringey a creative, thriving place.
     5. Bringing people together.

1.20 A gap analysis was carried out to explore whether the library service was currently capable of meeting these broad and ambitious outcomes. This was also supplemented by focus groups and interviews. While a number of the right elements are in place, the library service would have to adopt a new approach based on:

- **Better use of resources**: these are needed to develop the book stock and IT environment and create the management and staff support needed. This will need to be addressed, at least in part, through refocusing the staffing structure.
- **Partnership working**: the complexity of the service offer required to meet the outcomes demands a broader and deeper set of partnerships, not least to help address the resource gaps identified.
- **Focus on marketing and promotion**: the service will not be able to achieve the outcomes required without a resourced commitment to promoting what's on offer.
- **Design**: the layout and interiors of libraries are not currently fit-for-purpose to support the range of services that people would like their libraries to offer.
- **Investment in core skills**: generic skills will need to be broadened and new skills acquired, particularly in partnership working and marketing and promotion.

Sections 9 and 10: Service Design and the Future Model for Libraries

1.21 To make this possible, a new vision or 'service design blueprint' has been developed to reflect the level of ambition shown by users, elected Members, Friends, managers and staff.

1.22 Instead of remaining largely a **repository** for books, information and advice, the **library service would become a campaigning organisation**. It would continue to encourage people to use the libraries to borrow books and DVDs; study quietly; use the computers; and find out information. However, it would set out to extend its reach beyond the confines of the walls of the library buildings. The library service would campaign throughout the borough to encourage reading, celebrate culture, encourage creativity,

realise potential and forge community. This new ethos – the mission for libraries - could be summed up in the following strapline:

"We're growing: growing minds, growing potential, growing together."

1.23   To make this possible, the library service would create the following **experience for its users:**

"Whenever people use our library service, they feel welcomed and supported and stimulated by what's on offer. We are determined to understand what our users want and how best to encourage non-users to take advantage of our services."

1.24   While each library would continue to be unique, reflecting its local environment and communities, the library service would offer a set of 'centres' that were professionally organised and of a consistently high standard. The **new service experience** will be:

"Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed."

1.25   The new service offer will be as follows:

The Library Service Offer of the Future
• All our libraries offer a rich variety of books and other materials and encourage people of all ages to share the joys of great writing and of our other resources. • Our new**, tenth 'Library Online'** provides a lively new resource for the borough. • All our larger libraries offer the following services: • Our **learning centres** provide a wealth of learning opportunities for all ages. • Our **arts centres** showcase great culture and art and encourage people to express their own creativity. • Our **business centres** offer small business space and networking and information on business and employment opportunities. • Our **advice centres** provide information on people's rights and how to look after their health. • Our **customer centres** enable people to do business with the council and other public services. • Our **meeting centres** provide great places for the whole community to meet and work together. • Our **cafes** and vending machines provide wholesome, value-for-money food and drink. • Our smaller libraries will offer some of these additional services where space and demand allow.

1.26   This new service offer will depend on the support of a 'future operating model' which aligns the service's communications, processes, finances, buildings, technology, information management, staff management and sourcing policies. The future operating model is described in greater detail in sections 9 and 10.

Section 11: Partnership Options Appraisal

1.27   The potential contribution of a new approach to the management of the service was evaluated, exploring three options: transforming the service in-house, sharing with other boroughs and converting the service to a charitable trust. While each option has a number of benefits and disadvantages, a shared service model was estimated to bring the greatest financial saving of £1m over five years. However, this would be problematic to achieve given the level of change envisaged for the service. With this in mind, an in-house transformation, including extended consortium working, could be the best mix for Haringey in the short-term, with a shared service model being pursued in the longer term to increase the benefits which can be achieved.

Section 12: Investment Plan

1.28   The achievement of the future operating model will depend on a capital investment. An investment plan has been estimated based on three options, each of which would bring the service closer to the vision:

Investment Option	Includes	Capital Cost
Lower: marginal improvement	New self-service machines in larger libraries. Cosmetic improvements to all libraries.	£1.7m
Medium: revitalised core	The changes for lower option, plus: Full remodelling of larger libraries. Some remodelling of space in smaller libraries. Fully remodelled library website.	£2.7m
Higher: full transformation	The changes for lower and medium options, plus: New self-service machines in larger libraries. Full remodelling of smaller libraries. Lifts and extension for some smaller libraries.	£4.7m

1.29   Only the higher level of investment would enable the vision to be fully realised. There may be a very positive return on the capital investment required, but this will need to take into account the results of the council's customer service transformation programme and the expected release of assets for reinvestment. More detailed work will be required to refine a business case and the impact on annual revenue budgets.

Section 13: Implementation and Conclusion

1.30   The creation of the future operating model for libraries set out in this report represents a substantial programme of work which will be complex and demanding. It will also require a continuing programme of engagement and consultation with Friends, users, staff and other potential users and partners.

1.31   Throughout this review, people have contributed ambitious ideas for what libraries can achieve for the people who live and work in Haringey. In doing so, a new model has emerged that would transform the impact of Haringey's libraries. The new library service that would result will play an important part in securing the long-term success of the borough.

2. Introduction

A Brief Overview of Haringey's Library Service

2.1   Haringey's libraries provide an important statutory service that is highly valued by its users. The library service attracts 1.8 million visits a year and its users borrow 1 million books and other materials each year[1]. User satisfaction levels are high.

2.2   The library network is made up of nine libraries. Three of the libraries (Wood Green, Hornsey and Marcus Garvey) are larger and account for the majority of use. The opening hours of all the libraries are generous in comparison with those in most other boroughs. All the libraries are open for at least six days a week and four are open seven days a week.

2.3   The libraries are distributed across the borough as shown in the map below, with the overwhelming majority of the population living within a mile of their nearest library.

Figure 1: Locations of Haringey's Libraries
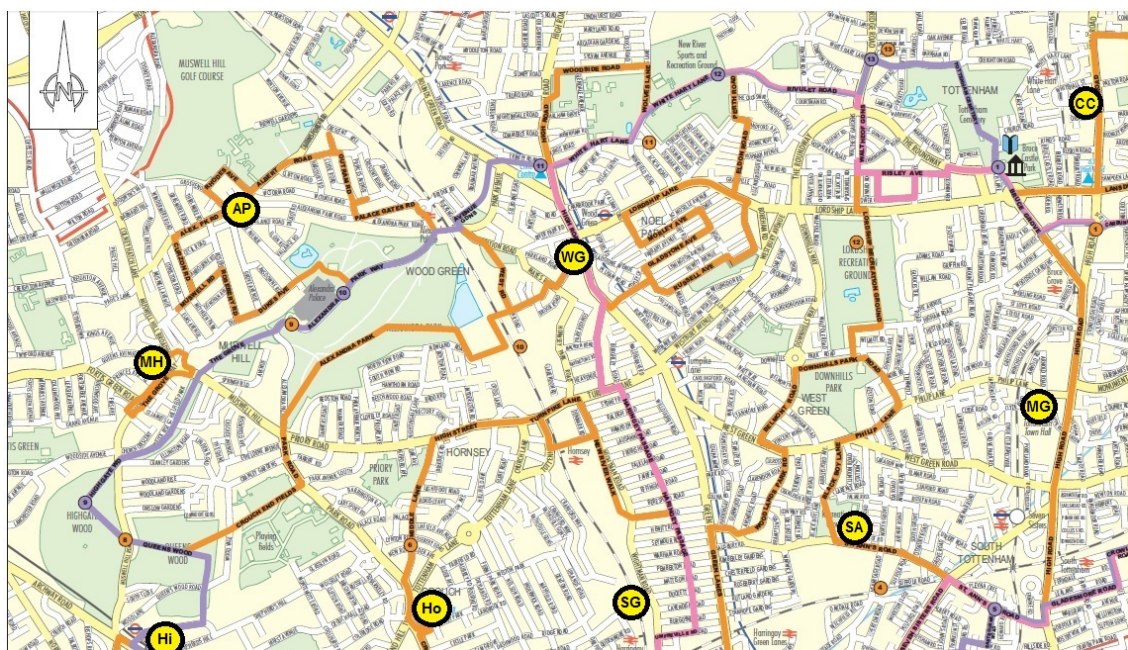
Key: AP = Alexandra Park; CC = Coombes Croft; Hi = Highgate; Ho = Hornsey; MG = Marcus Garvey; MH = Muswell Hill; SA = St Ann's; SG = Stroud Green and Harringay; WG = Wood Green.

2.4   At the heart of the service is the traditional role of a library. The service offers a wide variety of books to borrow as well as reference materials that can be used in a library and online materials that can be accessed in a library and remotely. Each library houses a dedicated children's library. Haringey's libraries also hold a large stock of other materials to borrow, such as DVDs.

2.5   In addition, visitors to the libraries can also take advantage of a wide range of other services, such as:

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[1] From the library service's performance figures for 2012/13.

- Free PCs, internet access and Wi-Fi.

- Learning activities, including homework clubs and adult education courses run by a range of providers.

- A range of drop-in advice sessions, including public health advice.

- Reading, arts and other cultural events.

2.6   The service has the equivalent of 77 full-time posts[2] which are filled by a mixture of full and part-time staff. The service is supplemented by a bank of 26 casual staff who are used flexibly to enable the library network to function effectively. A small number of volunteers provide a range of support activities.

2.7   There are networks of library 'Friends' who collaborate with local library staff to help with a range of activities in libraries, including running events and some fund-raising. Five of the nine libraries have active Friends groups (that also come together periodically as FORE!) which have, in the past, campaigned about the library service.

2.8   The library service's total expenditure is £5.2m per annum in 2013/14 and it generates income (eg from DVD hire and room hire) of £0.4m. The largest proportion of spending is on staff at £2.8m and the cost of running the buildings adds up to £0.7m. The budget for maintaining the library stock of books and other materials is £0.3m.

2.9   In comparison with similar authorities in London, Haringey's library service performs well, with proportionately more visits at a lower cost than the average[3].

So Why the Need for Change?

2.10   Like most library services across the country, fewer people are visiting their libraries and borrowing the stock. Nationally, this long-term trend is perceived to be due to a variety of factors, including economic changes and shifts in social patterns and reading habits. Like many other library services, budget pressures have led to reductions in the budget available for books and other materials, resulting in the stock gradually becoming less enticing.

2.11   More recently, a rapid increase in the take-up of electronic books and online streaming has led to suggestions that the traditional library is living on borrowed time. However, the library service provides a much wider role in the borough – introducing young people to reading; giving people a place to learn and study; providing access to the internet; providing information and advice; and offering a neutral, free and welcoming place to meet and socialise.

2.12   More significantly, only 17% of the borough's population are active borrowers[4] (although many more use the library) with the risk that those most in need are either not aware of the library has to offer or don't find it relevant to them.

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[2] 76.6 fte funded posts are in the library service's structure for 2014/15.
[3] Source: CIPFAstats comparative profile for a group of 16 London Borough's library services (2011/12 Actuals and 2012-23 Estimates).
[4] 'Active borrowers' are those who have borrowed at least one item of stock in the previous 12 months.

2.13   Given the needs of the borough and the importance of libraries to its long-term success, the council has set out to build on the current service by transforming its libraries into 'community hubs'. The council has embarked on a process of exploring a range of ideas for how its libraries can fulfil a new, broader role, enabling it to play an even more important part in the life and success of the borough. This review represents the culmination of that process.

2.14   Despite the service budget pressures facing the Council, it has made clear its intention to retain nine libraries. Nevertheless, given the £22m of savings the council is planning in 2014/15 and the budget gap of £54m over the following two financial years[5], the council will not be able to lavish money on this service, however important it is. Instead, the borough's libraries will need to be worked harder, maximising the use of the buildings and the impact of their services.

2.15   This means rethinking the purpose of the library; exploring ideas for how libraries can expand their brief further; understanding what long-term impact the council wants its libraries to have; and working out how best to secure that impact. This challenge is not one that Haringey Council is facing alone; councils across the country are redesigning their library services (often to save money) and the Government has announced yet another enquiry into the future of libraries[6].

2.16   This review is designed to provide a model for the future of the Council's library service, drawing on experiences in Haringey and elsewhere and on the ideas of Friends, library staff, users and some of those who do not currently use the service.

How we've Approached the Review

2.17   Following the standard four-stage cycle of 'strategic commissioning' (analyse, plan, do, review), the starting point for the review is an **analysis** of the needs that the council is trying to address; how the service operates; the views of users and non-users; and what the long-term outcomes are that the council is trying to address.

2.18   The second stage has been to begin the **planning** process: exploring the extent to which the service is well-placed to help achieve those outcomes and the changes that would be needed; before designing a future model for the service; and an implementation plan.

2.19   Essentially, this report describes **why** the library service needs to change, **what** it needs to become and **how** it will get there. While the main principles of strategic commissioning are simple enough, some of the management jargon associated with it and used in this report can be rather dense. A summary of the main contents and explanation of some of the jargon used are set out in the table below:

Table 1: Explanation of the Main Contents of the Report

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[5] From report "Financial Planning 2014/15 to 2016/17" to the Council's Cabinet meeting on 11 February 2014.
[6] The Government announced on 8 February 2014 that an independent report on the public library service in England has been commissioned from philanthropist, entrepreneur and publisher William Sieghart.

Part 1: Analysis
Needs analysis: a summary of challenges facing the borough's residents and initial ideas for how the library service can help.   **Drivers**: an analysis of the reasons why the service needs to change.   **Partnership overview**: a description of how the service could be managed differently and how the service could collaborate with other organisations.   **What people think**: a summary of user and non-user surveys and feedback from Friends, managers and staff.
Part 2: Planning
Gap analysis: a review of the extent to which the current service will be able to help achieve the desired outcomes.   **Service design blueprint**: a description of the service that should be offered to users in future.   **Future operating model**: an analysis of how the service should be organised in order to deliver the new service design blueprint.   **Partnership appraisal**: a review of the main options for how the library service should be managed in future.   **Implementation plan**: an outline of the steps needed to implement the future model and the financial implications.

2.20 The review has been able to build on valuable preparatory work undertaken by the council. This has provided a firm foundation for exploring how the service could change in future with a wide range of people who have an interest in the library service. Contributors to the review have included:

- Nearly a thousand users and non-users who have participated in a borough-wide survey and follow-up focus groups and interviews.

- FORE! and Friends' groups who have participated in workshops and fed in their views and ideas.

- Library managers and staff who have taken part in a total of 13 workshops to provide ideas and comments on the plans as they have emerged.

- Members of the council's Cabinet, the Chair of the relevant scrutiny committee and other members of the main opposition group to understand their policy priorities and ideas for improvement.

- Members of the council's senior management responsible for the library service and those responsible for other services, such as adult education and children's services.

- The outgoing Chief Executive of the Haringey Association of Voluntary and Community Organisations.

2.21 What has been striking has been the universal support and warmth towards the library service and the passion for what libraries are - and what they could become. We are

very grateful to all the participants in the review who have contributed their time with such enthusiasm.

2.22   We have tried to capture people's ideas and ambitions for the library service in this report and bring them together to represent a consensus for the future. However, there were so many different ideas, sometimes conflicting, that finding a consensus was not always possible and we have tried to highlight key points of disagreement and issues that need to be resolved. We are sorry if any participant feels that their point of view has not been properly represented in this report, but we are sure there will be plenty of opportunities for putting that right as the plans are discussed and refined further.

3. Analysis: What's Driving the Review

Haringey Council's Ambitions for the Borough

3.1   The starting point for the review is understanding the borough's needs and whether and how the library service can contribute to meeting them. There is a wealth of existing data available to help us understand the needs of Haringey's population and which can inform the drive to improve and design its library service. As well as understanding needs, it is important to understand the 'assets' available to help meet those needs.

3.2   Drawing together and analysing the data helps us to **identify the strategic drivers** for the review and the **desired outcomes** we want from the service review. These will help us to design and plan the new service.

3.3   The council has set out its strategic direction in the corporate plan: **"One Borough, One Vision."** The overarching principles are:

- A one borough focus – serving all residents in the borough with high quality services.

- Investing in prevention and early help – improving the life chances of residents and reducing costs.

- Promoting equality – tackling the barriers facing the most disadvantaged, enabling them to achieve their potential.

- Empowering communities - enabling people to do more for themselves.

- Working in partnership - leading local partnership so that we achieve more, together.

3.4   These principles have been informed by an analysis of the population data and used to determine the **four key outcomes** sought in the council's corporate plan:

- **Outstanding for all**: enabling all Haringey children to thrive.

- **Safety and wellbeing for all**: a place where everyone feels safe and has a good quality of life.

- **Opportunities for all**: a successful place for everyone.

- **A better council**: delivering responsive, high quality services.

3.5   The data which are relevant to those priorities, particularly from the perspective of the Library Services Review, is taken from the Joint Strategic Needs Assessment (JSNA), the user survey and library profile information.

The Joint Strategic Needs Analysis and Other Information

3.6   This provides an overview of the borough's population and informs the priorities encapsulated in the corporate plan. This information, in turn, sets the strategic context for the future plans for the library service. Key features of the JSNA that are particularly relevant to the library service are:

Demographics

- Haringey has a **relatively young population** with almost a quarter of the population under the age of 20, and 90.5% of the population aged under 65. Following the national trend, the population is ageing – 9.5% are of pensionable age (65 plus), with a projected increase to 11.7% by 2021.
- It is the 4th most **deprived borough** in London and the 13th most deprived in the country. An estimated 21,595 (36.4%) children live in poverty, largely in the east of the borough.
- Haringey is the 5th most **ethnically diverse** borough in the country. Nearly half of the residents come from Black and minority ethnic (BME) communities, and nearly 81% of school children; 190 different languages are spoken in our schools.
- Haringey is one of the most **religiously diverse** places in the UK. A fifth of Haringey residents stated that they did not have a religion.

Housing and Employment

- Haringey has significant levels of **homelessness**; more than 3,000 households are officially in temporary accommodation, the highest in London. Just over 30% of households live in social housing with high concentrations in the east of the borough. The east of the borough is more densely populated than the west.
- Changes to the welfare system are likely to have significant impacts on the levels of **child poverty, homelessness and overcrowding**. The anticipated increase in inward-migration caused by poorer households being priced out of inner London boroughs will exacerbate the situation.
- Haringey **unemployment** rates are significantly above the England and London rates.

Health

- Haringey has **significantly lower male life expectancies** than the England average with a variation closely linked to deprivation levels across the borough – more deprived areas have lower life expectancy.
- The largest contributors to the male life expectancy gap are **diseases closely linked to smoking**.
- Haringey has higher than average incidences of **health problems related to deprivation** including: alcohol and drug abuse, obesity and malnutrition, mental health conditions and sexual health problems

Children.

- Haringey is working hard to reduce inequalities and close gaps in **educational attainment** between pupils eligible for free school meals (FSM) and other pupils. As a general rule children and young people who live in the more deprived areas of Haringey have lower levels of attainment than their more affluent peers
- Arrival of families from mainland Europe and beyond, some of whom have complex needs and additional vulnerabilities continues to bring challenge to the work of **safeguarding and protecting children**.

Community Safety

- Haringey is working to develop a clearer and more determined multi-agency response to the threat of **prevalence of criminal gangs** in our community and to understand the impact of criminal gang culture on the safety and well-being of children.
- **Domestic and gender based violence** (DGBV) constitutes 30% of all violent crime in Haringey, high when compared to other London boroughs. It is seven times higher in the deprived parts of east Haringey than in the west of the borough.
- Haringey has higher than average **levels of crime** with a range of social issues that contribute to the likelihood of vulnerability for both victims and offenders including unemployment, mental ill-health and Haringey's current local demographics which show Black Caribbean children making up the majority ethnicity within the nine highest risk Super Output Areas (SOA) for racial/religious crime.

How Libraries Can Make a Difference

3.7   The four key outcomes in the corporate plan are overarching and borough-wide. They are based on an analysis of the strategic needs of the population and are clearly aimed at attempting to reduce inequality between groups. This helps us to start planning the type of library service we want and how it can contribute to achieving the council's strategic outcomes.

3.8   The library service is one of the council's assets that can help to address the borough's needs: not just the physical buildings and materials, but the staff, volunteers and community groups who contribute to the running of the service. The library service also benefits from other assets: the work of its partners that collaborate with the service and operate from within its libraries. The borough's libraries enjoy a positive reputation with high levels of customer satisfaction and act as key 'anchors' of the council's presence in every part of the borough. There is an opportunity, through the review, to make the most of these anchors.

3.9   There are a wide range of activities already being offered within libraries which address many of the priorities identified in the Corporate Plan. In the following tables, we can see where the existing assets are contributing to the strategic vision already. We also begin to identify how the library service might develop its work – often in partnership - to make libraries a more effective place for all sections of the community. These initial ideas have been prompted from discussions to date with stakeholders and from experience elsewhere. A number of these ideas simply envisage expanding what is already underway in parts of the library network. These ideas describe what could be delivered **in** libraries (often by partners), not necessarily what library staff themselves would be delivering.

Table 2: Outstanding for all: enabling all Haringey children to thrive.

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Work with schools, early years and post 16 providers, to deliver high	• Children's library sections • Family drop in	• Work with schools to provide information for parents about high quality early years

	sessions	places and to support
quality education for all Haringey children and young people	• Toy libraries	informed school choices
• Enable every child and young person to thrive and achieve their potential	• Under-5 activities • Homework clubs • Tuition in maths, French, IT	• Working with schools to encourage and extend use of library facilities and homework clubs
	• Reading/book clubs	• Working with schools and children's centres to encourage cross-fertilisation/outreach to young mothers
• Narrow the gap amongst under-performing groups	• Youth & Community participation service (previously Connexions)	
		• Work to support the 'Raising the Participation Age' through offering refuge/training/education to excluded children
		• Participate in establishing a 14-19 partnership board
		• Encouraging children and young people to become responsible and active citizens through Haringey Youth Council

Table 3: Safety and wellbeing for all: A place where everyone feels safe and has a good quality of life

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Make Haringey one of the safest boroughs in London: ***Support young people who are victims of crime***	• Police drop in desks	• Recognise the unique role of libraries as places of refuge and ensure that staff are trained to recognise children and vulnerable adults who may need help accessing appropriate services
• Safeguard children and adults from abuse and neglect wherever possible, and deal with it appropriately and effectively where it does occur: ***Safeguard children and vulnerable adults***	• NHS consultations • Smoking cessation clinics • Weight watchers • Family drop in sessions • Counselling and therapy	• Work with the statutory and voluntary sector to review how libraries can be a bridge for vulnerable people to access those services
• Provide a cleaner, greener environment and safer streets		• Participate in attempts to provide information and support for citizens affected by domestic violence

• Reduce health inequalities and improve wellbeing for all:
  • ***Reduce the gap in male life expectancy between the east and the west of the borough***
  • ***Increase maternity***
		• Work with partners to deliver healthy and safe relationship training to young people
		• Work with partners to expand the NHS Health Checks programme to libraries, ensuring it reaches those most at risk

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• *access at 12 weeks* • *Reduce Haringey's under 18 conception rate* • *Halt the rise in childhood obesity*		• Ensure café facilities offer healthy, sustainable food choices • Work with Fusion to ensure libraries and leisure are maximising their potential to reach a wider user group

Table 4: Opportunities for all: A successful place for everyone

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Drive economic growth in which everyone can participate: ***Develop work skills programmes focussing on young people*** • Deliver regeneration at priority locations across the borough: ***Regenerate the most deprived areas of the borough*** • Ensure that everyone has a decent place to live:***Ensure that our housing allocation processes do not negatively impact on any of the protected groups***	• IT classes • Youth careers service (ex-connexions) • Friends groups - advocacy and volunteering	• Work with HAL to extend access to learning across the library network and integrate the service offer. • Secure investment in library premises/relocation as part of regeneration programmes. • Offer housing advice drop-in • Access to housing allocations system on-line. • Extend employment support across the library network. • Provide a focus for volunteering (not just within libraries).

Table 5: A better council: Delivering responsive, high quality services; encouraging residents who are able to help themselves

Needs in Corporate Plan *(and Equality Objectives)*	Existing Assets in Library Service	Initial Ideas for how Libraries Could Contribute Further
• Ensure the whole council works in a customer focussed way • Get the basics right for everyone • Strive for excellent value for money: ***Promote the equal opportunity policy***	• Customer focussed staff - open to change • Culture of working with community groups • Established	• Introduce customer service points into the library network. • Increase the number of customer service transactions that can be undertaken in libraries. • Provide support for the

through procurement and commissioning	relationships with volunteers • Active Friends groups • Collaborative working with partners.	council's digital channel shift plans. • Extend shared procurement and collaboration with other boroughs • Extend and support the extension of volunteering.

Library Profiles and Library User Survey

3.10   In understanding who is using the library service and what for, we can start to think about who is not using the library and consider the ways in which individual libraries can tailor their service to reflect the particular needs of the local population and how they relate to the priorities identified for the council as a whole. The council's library profiles shown at Appendix 1 give a very useful overview of the user population by social class, gender, ethnicity and age group as well as how they are using their library.

3.11   For example, the libraries which have the highest PC use also have the highest proportion of BME, male users. These are also areas with the highest concentration of social groups D and E. The analysis of this type of information can help us to consider how the council's strategic priorities might apply to each library.

3.12   Libraries are already developing strategies for adapting the space to reflect the needs of their local communities and this information allows them to tailor their approach in order to maximise their impact.

3.13   However, the existing survey information, while identifying existing users' preferences and current levels of satisfaction does not tell us their priorities for the future nor their ideas for how libraries could be improved further. Since only 17% of residents are active borrowers, more work is need to understand how many users there are who don't borrow books and other materials and, even more importantly, why so many people who live and work in the borough don't use the library network.

Summary of Drivers

3.14 The starting point for the review is being clear about **why the service needs to change**, ie the 'drivers' for the review or the questions that the review needs to answer. After discussions with senior stakeholders, we gathered some initial views on the drivers for the review:

1 **Delivering a better experience for our customers**: how can we make our libraries more attractive and welcoming; how best should we improve the fabric and design of our libraries; and how can we encourage more people to enjoy our libraries and everything they have to offer?

2 **Creating a compelling vision for the future**: what's the role of the library in meeting the needs of our diverse communities in the digital age? How can we best preserve its core purpose of providing access to books and information and the pleasure and learning they offer? How can libraries contribute to – and take advantage of – the borough's regeneration plans?

3 **Being as efficient as we can be**: although the review is not targeted at saving money, public finances are under enormous pressure so how could the service demonstrate that it is as efficient as it could be and is delivering value-for-money? How can we make better use of self-service technology? How can we make best use of the space in libraries?

4 **Building momentum**: how quickly can we create a plan that we can unite behind; that secures the investment and commitment required; and are there quick wins that we can achieve to get the changes underway?

3.15 A more detailed list of the issues that need to be addressed are summarised in the table below.

Table 6: Drivers for Change in Haringey's Libraries – Key Issues to Address

Driver 1: delivering a better experience for our customers

- Many of the library buildings require investment in their basic fabric.
- Better library facilities in the right locations should feature in regeneration plans.
- The design of reception areas and the overall layout need improvement.
- Libraries need to attract more users from all communities and increase borrowing.
- The customer service offered to users can be improved.
- Young people and adults need more safe places to study and learn.

Supports corporate plan strategic principles: 'a one borough focus' 'Empowering communities' and 'Promoting equalities'.

Driver 2: creating a compelling vision for the future

- An ambitious new model is needed which defines the role of the library for the next decade.
- The core purpose of providing access to books and information in the digital age needs to be enhanced to share the pleasure and benefits of reading, particularly for the borough's young people.
- Libraries can offer more – more services, more information, more support to help tackle the borough's priority needs.
- People need help to take advantage of the benefits of the digital age and digital economy.
- We need to expand access to learning – whether for employment or pleasure.
- We need to celebrate and promote access to culture and the arts.
- Libraries need to become **the** heart of each community, reflecting that community.

Supports corporate plan strategic principles: **'Investing in prevention and early help', 'Empowering communities', 'Working in partnership' and 'Promoting equalities'.**

Driver 3: being as efficient as we can be

- Libraries need to continue to become more efficient so that the best use can be made of the resources available.
- Better use needs to be made of existing and new technologies.
- A stronger performance culture is required.
- The staffing structure needs to be brought up-to-date.
- We need to make the best use of our physical assets and the most of the space.

Supports corporate plan strategic principles: 'a one borough focus'.

Driver 4: building momentum

- A plan is needed that will secure support and investment.
- The plan will need to be practical, realistic and affordable.
- 'Quick wins' are needed to demonstrate commitment and progress.

- A framework is required that will govern investment decisions, so that the library service can contribute to – and benefit from – the borough's regeneration programme.

Supports corporate plan strategic principles: 'a one borough focus' and 'Empowering communities'.

4. Analysis: Operational Efficiency

Context

4.1   In order to help assess what changes are required in future, a review has been undertaken of the library service's operational efficiency now. The review of operational efficiency includes an examination of the following issues:

Review financial baseline and operational efficiency.	1. Confirm total cost of the service (including recharging arrangements) and staff within scope. 2. Review benchmarking data and identify target areas for potential efficiencies. 3. Identify current technology environment for in-scope services and take-up of automation and self-service. 4. Review the service offer, marketing and take-up data and evaluation methods used. 5. Review staffing structure and its effectiveness. **6.** Drawing on the existing asset review, summarise and critique the adequacy of the physical library network.

Our Approach and Methodology

4.2   There is currently no nationally approved or widely used template for reviewing the efficiency of a public library service. Public Library Standards, introduced as statutory measures for library services in 2001, were later abandoned in 2009 to be replaced by 'voluntary benchmarking'. The Local Government Association (LGA) does offer the Culture and Sport Improvement Toolkit (CSIT)[7], which was developed in response to local government's desire to see a single improvement tool for the sector. CSIT is, however, by definition not specific to library services, and whilst it may offer a useful tool to Haringey in measuring future improvement, it does not provide a framework for the current exercise.

4.3   Instead, based on experience elsewhere, our approach to reviewing operational efficiency has been to identify a number of key 'themes':

1. Vision and branding

2. Infrastructure: library buildings and ICT infrastructure;

3. Service offer: (a) core services; (b) extended services; and (c) access – including take up of services

4. Resourcing: staffing; self-service; community participation; and funding

Within each of these themes we have asked,

"What would this look like if it were being done really successfully?"

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[7] CSIT was developed from earlier toolkits that focused on improving individual culture and sport services. Most recently updated in 2011, it amalgamates the purpose, function and content of 'Towards an excellent service' (TAES), 'Arts at the Strategic Centre' and 'Library peer review'.

We have then assessed Haringey's library service using available documentation and research; by reviewing benchmarking data[8]; and undertaking our own research, discussions and observation.

4.4   Within these themes we believe that the overall vision and direction (and where that sits in Haringey Council's wider vision) are key to future improvement. The themes can be viewed as a sequence, or cycle, and the need for a clear new vision and branding is the starting point, and the imperative to create these the end point and the launch point for a new way forward:

8 CIPFAstats Comparative Profile 2011-12 Actuals and 2012-13 Estimates

Theme 1: Infrastructure

Library buildings

4.5 **Success =**

✓	Clearly branded to say: what's it for and what happens here?
✓	Modern/relevant
✓	Welcoming, vibrant
✓	Well decorated outside and inside, and also well furnished
eg	Canada Water, Swiss Cottage, Idea Stores, and further afield, eg Swindon, Paignton (see our Advisory Note on Future of Libraries).

Haringey:

4.6 Externally almost all sites are in poor decorative order, unwelcoming, and lack good branding/signage. There is very little to draw people in, especially new users.

4.7 Internally, with the exception of Coombes Croft the interiors are tired, albeit in a number a genuine effort is being made to make the best of it and brighten up (eg Stroud Green and Harringay). Wood Green is in need of major refurbishment. Hornsey is spacious but dated. Marcus Garvey is let down by the empty, unwelcoming leisure centre on the ground floor.

4.8 We understand that condition surveys of the libraries have identified that "£1.6m over the next three years and over £6m in next ten years has been estimated to be required in order to repair and maintain the current nine library buildings".[9]

4.9 There is evidently space in the three largest libraries - Wood Green, Hornsey and Marcus Garvey, and to a lesser extent at some others - that could be used by other council services or partner organisations. However, rather than simply 'drop' other services into vacant spaces, a far better option would be to reconfigure use of all the space as part of a coordinated programme of refurbishment and rebranding to support a new future vision for the libraries.

4.10 Entrances and counter areas need remodelling at almost every site to create a better 'first impression' and fully exploit self-service: extensive use of self-service will not be achieved without this. Wood Green also merits a new entrance direct from the pavement.

4.11 Physical access is generally acceptable except at Muswell Hill, where levels of use merit consideration of a small extension and lift to the rear of the building.

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[9] Report to Overview and Scrutiny 28 March 2013 para 6.16.2

	ISSUES AND OPPORTUNITIES
★	The library buildings require a sustained programme of investment, which we recognise will not be easy in the current economic climate. This approach will however ultimately provide the best value for money and lead most effectively to meeting the council's aims and objectives.
★	There is a case for a strategy that invests first in the three main sites, which account for two thirds of library use, particularly as these three also offer the greatest opportunities to combine with a range of other service provision.

ICT Infrastructure

4.12   Success **=**

✓	Effective networks
✓	Good hardware and software
✓	Rapid and responsive support
✓	Proactive development planning

(IT as a public service is dealt with from paragraphs 4.29).

Haringey:

4.13   A recent in-house Library IT Review found that "the main Library IT systems are fit for purpose". An exception is the RFID (Radio Frequency Identification) self-service, which is dealt with in paragraph 3.73.

4.14   The IT Review makes recommendations[10], which are summarised in Appendix 2. The majority of these still need to be pursued.

4.15   There is a multiplicity of contracts in place[11]. A number of these are direct with the library service. Arrangements for these and future contracts would benefit from a review to ensure maximum efficiency, best value, and that the right expertise is available to manage them.

4.16   There is no card payment system in place at library counters, self-service terminals, over the phone, or on the Web. Many other local authorities and library services now have this in place and staff perceive this as a significant obstacle to good customer service as well as to maximising opportunities to collect income.

4.17   There is no coordinated event or room booking system in place, which is taking up staff time, limiting customer choice and potentially losing income. At a practical level, one example is that someone booking the gallery in Hornsey Library has to travel to Wood Green Library to pay for the booking.

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[10] Library IT Review: Findings and Options. July 2013
[11] Regenerate IT for Wi-Fi; TALIS for LMS; LGFL and XMA/ITS for public PCs; Xerox for printers; 2CQR and Biblioteca for RFID

	ISSUES AND OPPORTUNITIES
★	The recommendations in the recent Library IT Review should be followed through.
★	The Library IT infrastructure would benefit from a more managed approach, including stronger relationships with the corporate IT team and a review of the variety of contracts currently in place. We recommend the identification of an 'IT Business Partner' in corporate IT who will understand both the business and the corporate requirements and work with the service to progress the recommendations and future issues.
★	Library IT requires ongoing investment and this should be factored into any future strategy for the libraries.

Theme 2a: Service Offer - Core Services

Stock and stock acquisition

4.18   Success **=**

✓	Stock that is current
✓	Stock that is relevant (to the local community)
✓	Stock that is in good physical condition
✓	Stock that is well-displayed and promoted
eg	Idea Stores, Stratford, Swiss Cottage, Norwich Millennium Library, but also retail eg Waterstones

Haringey:

4.19   The stock purchasing fund has recently been cut by £174k: total spend on new materials is now 14/16, and total book acquisitions 13/16 in the CIPFA Comparison group.

4.20   Stock is kept in good order but the tired physical condition is evident, reflecting a Lending Stock Replenishment Rate[12] of 13.5 years against an average of 6.8 years in the CIPFA Comparison group. This, and the comparative data considered above, suggests that the budget for stock is now barely adequate. Expenditure on new stock is currently only about 7% of total spend on the service and this needs to be addressed as part of a review of overall budgets.

4.21   Total book stock is very high, 1/16 in the CIPFA Comparison group (especially Adult Non-Fiction) with a low Stock Turn[13]. We suggest these figures probably include the large reserve stock held in the Hornsey Library basement and that there is a need to radically review or reduce this. There may also be a need to review the shelf and stock requirements rather than simply keep filling the current shelving.

4.22   The number of requests for specific items is average for the CIPFA Comparison Group and the rate at which requests are supplied is high, as is customer satisfaction with this, suggesting very efficient processes. There is a risk however that numbers of requests may rapidly rise as the cut in the stock purchasing fund works through.

4.23   Stock acquisition processes appear to be operating at maximum efficiency, using supplier selection for adult stock, EDI and efficient handling, requiring only 1 full-time equivalent (fte) post.

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[12] Lending Stock Replenishment Rate defined as: "Time taken in years to replenish the lending stock on open access or available on loan at 2011-12 rate".
[13] Stock turn defined as "Number of books issued divided by the book stock (i.e. the average number of times each book was issued during the year". Haringey was 13/16 in the CIPFA Comparison Group

	ISSUES AND OPPORTUNITIES
★	There is a real concern that more investment needs to be made in library book and other stock to maintain the quality and take up of core services. This may be achievable as a result of the re-evaluation of spending in other parts of the service.
★	Loan stock held on the shelves of the libraries, including the Reserve Stock, would benefit from an exercise to establish the levels now needed. (Any reduction in stock levels needs to be managed alongside library refurbishment and reconfiguration to avoid having empty shelves).

Non-book media

4.24 Success

✓	Stock that is responsive to the current and changing market
✓	Stock that is also responsive to local community demand and uptake[14]
✓	Stock that is attractively displayed
✓	Stock that is actively monitored and managed
eg	Stratford, Hendon, Norwich

Haringey:

4.25 There is a high focus on DVD and CDs, with stock levels of DVDs at 1/16 and Music at 3/16 in the CIPFA Comparison group.

4.26 Talking Book stock is at the mid-point in the CIPFA Comparison group (8/16).

4.27 E-book stock and stock acquisitions are below average in CIPFA Comparison group but this remains an uncertain area for public libraries – see our technical note on Future of Public Libraries

4.28 Non-book stock is generally well presented in Haringey Libraries and seems popular[15]. Receipts for loan issues currently exceed spend so that for the time being this stock appears to represent good value for money, as the table below indicates. However given the uncertain future of music and film in CD/DVD formats, this needs to be carefully monitored over the next few years.

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[14] Varies depending on demographic, established pattern/demand, alternative local provision etc
[15] See below 3.2.2 Service take up

Audio/Visual spend v receipts				
	12/13 spend	12/13 receipts	13/14 planned spend	13/14 receipts projection[16]
Music CDs (incl. reserved items)	£7,142	£8,193	£7,000	£8,690
DVDs	£32,220	£82,602	£42,000	£90,700

	ISSUES AND OPPORTUNITIES
★	Given the potential impact of rapidly developing new media and the uncertain future for music and film in CD and DVD formats, this area of stock needs to be particularly carefully monitored over the next few years.

IT for public use

4.29   Success =

✓	Adequate numbers of PCs for public use with up-to-date hardware and software
✓	An efficient PC booking system
✓	Efficient printing with auto-pay facilities
✓	Availability of Wi-Fi
✓	Low levels of down time
eg	Harrow, Barnet, Peterborough

Haringey:

4.30   Numbers of public use PCs is average at 8/16 in the CIPFA Comparison group.

4.31   Public PCs are anecdotally well used and this is borne out by the 'Number of hours of recorded use per 1000 population' being 2/16 in the CIPFA Comparison group.

4.32   Public PCs are just over 3 years old and still under warranty.

4.33   Connection speed on public PCs has recently been addressed and is anecdotally now much better.

4.34   The recent Library IT Review commented that "There are aesthetic and comfort issues with the public PCs"[17], which should be addressed in any wider re-planning of the use of space in libraries.

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[16] Mid-year estimate
[17] Library IT Review July 2013

4.35   The public computer booking system is really an automated 'ticket queue'; this seems adequate but there are better products on the market and in use in other public libraries, which might be considered when letting any future contract.

4.36   All Haringey libraries are Wi-Fi hotspots. The service is provided under a contract that also offers a public helpdesk number, although use of this is very low[18]. However, anecdotally there are a number of public complaints about the quality of the Wi-Fi network and having to find the 'right' spot to sit in the library to be able to access Wi-Fi.

4.37   The Library Service web pages offer the facility to renew loans, consult the library catalogue, reserve items and access a number of other services. 39% of all loan renewals are conducted online, but equally a further 40% are via the telephone renewals line. Channels of access are currently being reviewed as part of the council's wide Customer Service Transformation Programme (CSTP).

	ISSUES AND OPPORTUNITIES
★	The recommendations in the recent Library IT Review should be actively followed through.

Information provision

4.38   Providing information about the local community, businesses and services, and wider information on almost any subject, has always been a core activity of libraries. Originally this was embodied in the 'reference library' but with the growth of technology, especially the internet, and other changes in the way people live, work and study, the most successful libraries are those that now package and promote access to information in a way that is timely and relevant.

Success =

✓	Making effective use of the skills of library staff (professionals and para-professionals) to 'navigate' the C21st information explosion
✓	Supporting this with 'stock' that is heavily based on electronic sources, and packaging as much as possible to enable self-help on-site, via websites, and other media
✓	There is then a huge opportunity to build on this base to provide access to the services of the council and its partners.
eg	Westminster, Camden, Bromley, Manchester; and Watney Market Idea Store, and the Gateway libraries in Kent as examples of integrated access to other council services.

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[18] An average of 13 calls per month during 2012/13

4.39 Haringey libraries have made changes to reflect the modern information world, reducing traditional reference book stock and replacing this with online resources, but the branding and delivery of information services could be developed further.

4.40 However the split between 'professionals' and other staff, most noticeable at the larger libraries, is outdated and doesn't make the best use of the skills and potential of both groups of staff. Users don't in any case make a distinction and their first point of contact could be with a casual assistant or someone with years of training and experience.

4.41 The current Customer Services Transformation Programme (CSTP) provides a great opportunity to move in a new direction. The majority of staff seem willing to adapt and change, and fully recognise the value of supporting information about, and access to, other services, but also feel that they need the right tools and training to help them do this.

4.42 The effectiveness and take up of the Business Lounge, offering access to facilities and advice sessions with the Global Institute for Entrepreneurship is in need of review to become a more ambitious service and one that is connected to the council's wider business growth agenda.

	ISSUES AND OPPORTUNITIES
★	A transformation programme to remodel the physical environment, move staff away from behind desks, and develop new skills and knowledge could greatly enhance the service.
★	The current Customer Services Transformation Programme (CSTP) provides a great opportunity to build on the role of Haringey's libraries as points of access to a range of information and services.
★	The Business Lounge service needs to be developed into a more extensive and ambitious service.

Theme 2b: Service Offer - Extended Services

Events and activities

4.43 Success **=**

✓	In an age when so much material is available electronically without ever going to a library building, the best modern libraries have developed as places where local communities can come together in a safe, neutral space and interact and socialise.
✓	Many libraries offer a wide range of extended activities for adults (reading groups; book clubs; author events; self-facilitated or volunteer run groups; 'conversation cafes'; as well as classes).
✓	Activities for children of all ages (baby read and rhyme; story times; homework clubs; learning sessions run by visiting speakers or staff; book challenges).

✓	Wherever possible opportunities should be taken to extend the service out of the library building through staff and volunteer visits to schools; day centres; community groups; health centres.
eg	Barnet

Haringey:

4.44   Haringey libraries run a vibrant programme of activities and events delivered to support religious holidays; national observances; programmes such as World Book Night or Adult Learners Week; Summer Reading Challenge, Black History Month; as well as regular weekly programmes for children.

4.45   There has been informal discussion about whether all events should continue to be provided free of charge but we urge caution because whilst ticketing can sometimes be useful for controlling numbers at popular events, and there may be a case for charging a nominal fee to cover the cost of materials at some activities, the overall income is likely to be minimal, administration costs high, and even with concessionary rates some people will miss out.

	ISSUES AND OPPORTUNITIES
★	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to review and evaluate the programme of events in libraries and 'outreach' visits, and ensure that the future programme is focused to deliver clear, measurable outcomes.

Wellbeing and social inclusion

4.46   Success **=**

✓	Library services that proactively make good links with health and wellbeing agencies and that are generally responsive to those unable to access static/traditional library services.
eg	Plymouth, Weston super Mare, Lambeth.
✓	Housebound services maintain a vital link to people of all ages who have no other means of accessing library loan services, but many services are now using alternative service delivery models including partnerships.
eg	Hammersmith & Fulham

Mobile library services have in most cases been withdrawn from urban areas: they were only ever able to replicate a loan service and with falling book loans and increased availability of e-book readers, this has become less relevant.

Haringey:

4.47   It has been agreed that the mobile library will cease to operate during 2014; few London boroughs now operate one.

4.48   The Housebound Service will continue but without any library vehicles, instead there will be a contract with corporate Property Services to make the deliveries.

4.49   It is recognised that, following these changes to mobile and housebound services, there is an opportunity to refocus staff time and expertise on developing partnerships with health and wellbeing agencies.

	ISSUES AND OPPORTUNITIES
★	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to refocus staff time and expertise on developing links with local health and wellbeing partners to develop the role of the libraries as sources of information, guidance and access to health and wellbeing services.

Theme 2c: Service Offer - Access

Opening hours

4.50   Success **=**

✓	Opening hours that reflect local need and demand and mirror the pattern of other local facilities and services [19] eg shops, education, leisure and health.
eg	Tower Hamlets Idea Stores, Swiss Cottage, Hounslow (Isleworth and Hanworth).
✓	Some libraries have extended hours beyond core opening' using self-service kit and staff cover by partner organisations, or security staff
eg	Hounslow (with leisure centres), Swindon (using security staff), Paulton Library, Bath & Somerset (using volunteers).

4.51   A balance needs to be struck: libraries locked up with resources inside when they could be being used is poor use of resources; however libraries opened and staffed at times when use is limited are equally inefficient.

Haringey:

4.52   Haringey has longer than average opening hours following a borough-wide increase in 2007 and Sunday opening at four libraries. Four libraries are open more than 60 hours a week (average in CIPFA Comparison group is 1 library or none), and all other libraries in the 45-49 hours a week bracket (average in CIPFA Comparison group is 2 libraries).

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[19] The opening pattern within an authority should not however be so diverse that it leads to inefficiencies in providing staff cover.

	ISSUES AND OPPORTUNITIES
★	There is scope to review the distribution of opening hours across the week at each library and refocus staff time without any negative impact on overall levels of use. This would need to be negotiated sensitively with each local community.
★	As part of any wider changes to library buildings, including sharing space with other council services or partners, supported by a refresh of the self-service technology, opportunities should be sought to adjust/extend library opening hours.

Take-up of services

4.53   The following are commonly used when measuring take up of library services:

Use per 1,000 population	Average in CIPFA Comparison group	Haringey
Physical visits	6,044	7,397 (4/16)
Visits to library website	814	623 (12/16)
Book issues	3,656	3,677 (9/16)
Audio, visual and electronic issues	495.8	799.1 (4/16)
Numbers of active borrowers	167	172 (7/16)

4.54   Take up of services from Haringey libraries can therefore be seen to be broadly at or above average, although reasons for lower use of the website deserve further examination.

4.55   However whilst physical visits to libraries continue to fall nationally, and whereas the average drop since 2007-08 in the CIPFA Comparison Group is 12.7%, the fall in Haringey is 19% with a much sharper fall in 2011-12. This does confirm that a more radical look at the future role of Haringey's libraries is needed.

4.56   The three largest libraries (Wood Green, Hornsey and Marcus Garvey) are significant contributors to levels of use: 66.4% of annual visits and 62.3% of annual loan issues are actually achieved by the 'big three'[20].

	ISSUES AND OPPORTUNITIES
★	Whilst any longer-term improvement programme will wish to address all nine libraries, it is clear that investment and focus on improving facilities and services at Wood Green, Hornsey and Marcus Garvey will have the most immediate impact on how Haringey Libraries are used and perceived.

[20] 2011/12 data

Performance Management

4.57   Success **=**

✓	Performance data that includes *qualitative* as well as quantitative measures
✓	Data that is not simply gathered but is also evaluated and used to inform future service provision.
✓	Where possible such data is broken down to local sites in as much detail as possible, and discussed within local teams, so that team and personal responsibility for improvement is understood.
✓	Competition to improve between sites – for example to be 'most improving library or team for the month' – produces friendly rivalry with tangibly improved performance. Local target setting can also be effective
✓	Where it is possible to link individual targets to a staff performance and appraisal system, this can also deliver benefits.
eg	Peterborough Libraries; Harrow

Haringey:

4.58   Library Service performance management is monitored through the corporate Covalent system. The current and proposed KPIs are shown in Appendix 3.

4.59   Performance, specifically library visits and stock issues, are reviewed at branch manager meetings throughout the year. We have not, however, identified any consistent attempt to engage all staff in performance management and improvement. Haringey has a staff appraisal scheme which is used by the Library Service.

	ISSUES AND OPPORTUNITIES
★	Adopting a version of the model first developed in Peterborough[21] would better engage all staff in the drive to improve performance. For key staff this could be linked to the appraisal scheme.

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[21] This model, first developed by Peterborough Libraries approx. 7 years ago, breaks down the KPIs to local library level, and further breaks down each category (eg loan issues to Adult NF, Adult F, Children's NF, Children's F, audio, DVD etc) so that library management can set realistic improvement targets for each. These are discussed a site team meetings, the key advantage being that individual staff understand how they personally can contribute to improvement through the way they deal with each customer, by making recommendations, or as a team by organising a successful activity. There is an element of friendly rivalry between teams.

Theme 3: Resourcing

Staffing

4.60   Success **=**

✓	A flexible structure across sites and services. Hence at current local government resourcing levels, a borough-wide team approach is likely to be more effective than site-based teams.
✓	A structure and workforce with the right skills, the right levels, the right numbers, and the right training.
✓	A clear service vision, understood by all, and hence a motivated workforce
eg	Idea Stores; Barnet; Kensington & Chelsea; Westminster
eg	But also retail examples eg John Lewis (Peterborough Libraries used John Lewis to assist with staff customer service training; the Idea Stores have also incorporated retail approaches into their recruitment and training).

Haringey:

4.61   The structure dates from 2007 and is fairly traditional with largely site based teams.

4.62   Total staff numbers are below average in the CIPFA Comparison group resulting in Haringey's position being 13/16.

4.63   For a number of years, the service has taken posts from the structure in response to individuals leaving, driven by a need to make savings. This has resulted in a structure that no longer optimises the available resources available. Despite relatively few 'manager' posts, and the low salaries common to most library services, 37.7% of posts are professional staff compared with 16.5% average in the CIPFA Comparison group. This professional/non-professional distinction is outdated and uneconomic, especially in a service with long opening hours and low overall staffing levels. As a consequence, staff cost per employee is high (2/16 in the CIPFA Comparison group).

4.64   There are too many layers in the structure. A team approach would be more effective (eg Operations, Adults and Children's; or Operations and Development with sub teams within the latter).

4.65   There is an over-reliance on casual staff and senior managers working shifts on the rota. Whilst this is inevitable under the current structure, it can lead to inconsistent service quality and is certainly uneconomic. The arrangements for administering staff rosters is effective but is itself taking up considerable time on a daily basis. It should be noted that current arrangements for cover rely considerably on staff goodwill and flexibility.

4.66   The current staff structure functions – just – for staffing the current library service offer; any proposal to refocus the service will need a restructure and *full change programme* (baseline staff numbers; roles; skills to deliver future vision). This is all achievable but not as a 'quick fix'.

4.67 Following a restructure, re-training would be required to support self-service, floor-walking, and potential new services that might be offered eg through CSTP.

	ISSUES AND OPPORTUNITIES
★	The staff are undoubtedly one of the library service's greatest assets but there is a need for a new staff structure, which should be implemented as part of a wider change programme that empowers and enables staff to undertake refocused roles, in a new packaging of the service offering, perhaps including access to other services.

Self-service

4.68 Success **=**

✓	90%+ of 'standard' transactions (including payments) taking place at kiosks, endorsed by good customer satisfaction with this and a recognition that staff are now free to interact with customers' other needs.
eg	Harrow all libraries; Hounslow some branches; Barnet some branches

90%+ is dependent on some vital success factors:

- A clear policy that self-service is the norm for transactions
- Maximum functionality in the equipment
- A library layout that endorses and reinforces self-service
- Staff training to support self-service (and redirection of resource to more complex customer support)
- Customer education – through a 'launch programme' with strong customer service focus

Haringey:

4.69 7 of the 9 libraries in Haringey have some form of RFID self-service kit but there is a variety of kit at different libraries, much of which is outdated and cannot take payments. The existing equipment cannot be brought up to today's standards and requirements need to be re-specified and re-tendered.

4.70 The policy (if one exists) is that self-service is an option, rather than something to be encouraged.

4.71 A view is often expressed that being served by staff provides an opportunity for staff and the public to interact and discuss the books being borrowed. An alternative view is that being tied up with check-out and returns stops staff from being able to get out from the behind the counter and engaging more intensively with the public. Library layouts heavily encourage customers to be served by staff at traditional counters.

4.72 Levels of use of self-service varies considerably between libraries. At the three busiest libraries the pattern for issues, renewals and returns carried out on site at the library is:

Table 7: Levels of Self-Service in Larger Libraries

	Loan issues, renewals and returns			
	Staff:	**RFID self-service:**	**Total**	**% carried out using self-service**
Wood Green	263,816	82,573	346,389	23.8
Hornsey	218,186	127,322	345,508	36.9
Marcus Garvey	67,640	98,894	166,534	59.4

4.73 Clearly this is well below what the most successful library services are achieving. Of these three, anecdotally Marcus Garvey is the site where customers are most encouraged to use the self-service terminals, which is reflected in the figures above. However even here it is unlikely that a higher percentage can be achieved without addressing all the success factors listed above at 7.10.

	ISSUES AND OPPORTUNITIES
★	Our view is that the existing self-service RFID equipment cannot be brought up to today's required standards. The requirements need to be re-specified and re-tendered, followed by a roll-out programme linked to re-design of entrance areas and a staff change programme. This will have most impact at the busiest libraries and the case for self-service at the smaller libraries needs to be re-examined.
★	A business case should be made for renewing the self-service technology, implementing its use as part of the wider transformation of buildings, staff and facilities.

Community participation

4.74 Success **=**

✓	Library services that work constructively with active Library Friends groups/library focus groups/user councils.
✓	Successful use of volunteers to add value to library services.
✓	Some authorities have taken this further by moving smaller libraries to community management with mixed success.
eg	Successful community management examples: Bucks County Council; Camden (Keats, Primrose Hill, Belsize Park). It should be noted that local socio-economic factors appear to play a key part in the ease and success with which this can be done.

Haringey:

4.75   Haringey has active support groups associated with a number of the libraries. A range of activities at libraries are organised or supported by these groups, including Bake-off; Community Tales; maths classes; advice sessions, coffee mornings, gardening group, poetry reading.

4.76   Haringey reported a total of 1,830 volunteer hours to CIPFA[22], placing the borough 6/13 in the comparison group[23]. However, all of the boroughs ahead of Haringey in this table – Merton, Lewisham, Newham, Enfield and Wandsworth – report substantially higher number of volunteers.

4.77   Management and staff seem to appreciate the added value that volunteers can bring but also recognise the time taken to manage volunteering.

4.78   Haringey Council is committed to keeping 9 libraries open and there is no appetite for outsourcing the service. It may however be useful to explore whether greater community involvement in the library service could be encouraged over the next few years.

	ISSUES AND OPPORTUNITIES
★	Haringey may benefit from working with some of the boroughs that report high volumes of volunteers (eg Merton) to identify their success factors.
★	There would be merit in creating a post in a new structure with responsibility for coordinating this effort, perhaps alongside other health and wellbeing activity.
★	It may be useful to explore whether greater community involvement in the library service could be encouraged over the next few years.

Co-location and integrated service delivery

4.79   Success **=**

✓	Nationally many public libraries are now co-located with other services. To be truly successful co-location must bring additional income and/or added community/social value.
✓	Real success requires the services not simply to cohabit the same premises but to also feature some or all of: shared building management and opening hours; shared staffing; joint activities and promotions; easier customer access.
eg	Leisure: Isleworth and Hanworth, Hounslow
eg	Culture: The Hive, Worcester; CentreSpace, Hounslow (an early example)
eg	Learning: Idea Stores; N4, Islington
eg	Health: For All Health Living Centre, Weston super Mare; Plymouth, Health Zone

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[22] CIPFAstats Comparative Profile 2011-12 Actuals and 2012-13 Estimates
[23] 3 authorities in the group of 16 were either not using volunteers or made no return

eg	Access to council and other community services: Kent Gateways; Wigan Life Centre

Haringey:

4.80 There is good practice in terms of joint occupation eg Marcus Garvey and leisure centre; Wood Green and Adult Learning, but there is little real integration. There are real opportunities where there is space that is vacant or could be reconfigured, eg Hornsey, Marcus Garvey, and also at Wood Green as part of a redesign. There may also be opportunities for some of the smaller libraries to incorporate more community facilities.

4.81 The Council is interested in the 'Community Hubs' concept and is pursuing this in conjunction with the Customer Services Transformation Programme. Linked to this there is an opportunity through a new vision for library services to create innovative community hubs that go far beyond co-location.

	ISSUES AND OPPORTUNITIES
★	New opportunities should be sought to co-locate, with integrated service provision, and to find new ways of delivering existing services with or through partner organisations.
★	There are real opportunities where there is space that is vacant or could be reconfigured, eg Hornsey, Marcus Garvey, and also at Wood Green as part of a redesign.

Shared Services: joint provision

4.82 Success **=**

✓	Jointly providing individual service elements eg housebound library services
✓	Sharing IT and access to stock
eg	the London Libraries Consortium (LLC)
✓	Jointly providing a wider range of services
eg	Libraries West[24]
✓	Two or more library authorities combining to provide a joint service
eg	The Tri-borough model[25] which fully shares service management;
✓	One library service operating another on a contract basis
eg	Slough library service which is run under contract by Essex County

Haringey:

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[24] Bath & Northeast Somerset; Bristol; North Somerset; South Gloucestershire
[25] Westminster, Kensington & Chelsea, Hammersmith & Fulham

4.83   Haringey libraries are part of the Capita London Consortium (CLC), a group of libraries within the M25 who currently use Capita's Library Management System (formerly TALIS).

4.84   Haringey is not currently jointly sharing any other services: the investigation of sourcing options for the service (eg shared services) should explore future opportunities.

	ISSUES AND OPPORTUNITIES
★	Haringey should continue to evaluate the benefits of opportunities to jointly provide any elements of the library service

Funding

4.85   Haringey's revenue expenditure and income on library services is:

	Expenditure	Income	Net expenditure
2011/12 Actual	£5,119,191	-£611,495	£4,507,696
2012/13 Estimate	£4,944,600	-£627,400	£4,317,200

4.86   In terms of spend per 1,000 population Haringey ranks 9/16 in the CIPFA Comparison group, with expenditure a little below the average.

Spend per 1,000 population	Expenditure	Income
Haringey	£20,036	-£2,393
Average	£22,259	-£1,719

4.87   However as can be seen, Haringey Libraries are achieving income well above the average for the group. Specifically, for income from the loan of audio-visual materials Haringey ranks 2/16 in the CIPFA Comparison, and for 'Receipts from the public', which represents a variety of other income excluding overdue charges, Haringey is 4/16.

4.88   Within these overall expenditure figures there is some divergence in how Haringey and the other local authorities in the CIPFA Comparison spend on specific aspects of the service:

Table 8: Comparative Expenditure on Aspects of Library Service

Budget heading	Haringey expenditure per 1,000 population	Average expenditure per 1,000 population	Rank
Employees	£11,817	£11,198	7/16
Premises	£2,951	£2,512	5/16
Materials (books etc)	£1,192	£1,631	14/16
Other supplies and services	£892	£1,163	9/16
Transport	£75	£74	9/16
Support Services	£2,750	£4.901	11/16

4.89 Thus expenditure on materials is seen to be relatively low, a point already picked up in earlier in the report. The cost of support services also appears low. We have not examined the method of calculating Haringey's recharges, so we are unable to confirm that support services are indeed much lower than in comparator authorities.

4.90 Expenditure on Employees is only a little above the average, but comparable 'cost per employee' is high at £37,789 against an average in the CIPFA Comparison Group of £31,244[26]. This reflects the point picked up earlier in the section on staffing, where we noted that an average 37.7% of posts are professional and managerial staff, which is well above the average.

4.91 Overall, Haringey's library service appears cost-effective ranking 15/16 in the CIPFA Comparator Group in terms of Cost per Visitor at £2.71 against an average of £3.68 within the CIPFA Comparator Group, placing Haringey 15/16 in terms of this cost measure.

	ISSUES AND OPPORTUNITIES
★	As already indicated, the staff are undoubtedly one of the library service's greatest assets but there is a need for a new staff structure, which should be implemented as part of a wider change programme, and in doing so it would be appropriate to review the roles needed to deliver the future service and the costs of these.
★	As already indicated, there is a real concern that more investment needs to be made in library book and other stock to maintain the quality and take up of core services. This may be achievable as a result of the re-evaluation of spending in other parts of the service.

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[26] These figures include on-costs and do not represent actual salaries paid to staff

Theme 4: Vision and branding

4.92   Success **=**

✓	A clear vision for the library service and how the council see it contributing to its wider agenda for the local community.
✓	This vision is interpreted as a 'brand', which is easy to understand, tells people what to expect from the service and carried through into the external and internal appearance of the library buildings, service ethos and staff behaviours, marketing materials other media
eg	Devon Country Libraries; Blackpool Libraries

Haringey:

4.93   The expressed vision is for "A vibrant, relevant and sustainable 21st century library service which promotes learning, recreation and creates a valued community space for all"[27].

4.94   Five 'strategic priorities' support this:

1. Promote and support learning opportunities
2. Embrace the opportunities offered by new technology.
3. Engage with the community to make libraries the focal point of their communities
4. Ensure all library buildings are welcoming, accessible and provide value for money for a wide range of community uses
5. Develop a highly skilled workforce capable to respond to changing patterns of library use.

4.95   Whilst this vision and these priorities are a good aspiration for the service we suggest that they fall short of offering a vision that grips the imagination or inspires. Certainly there is nothing in this that could be used to promote the service to existing or potential users. And although to varying degrees the Haringey libraries have some success against all five priorities, a casual visitor to most of the libraries would be able to identify few of them.

4.96   As we suggested at the beginning of this paper, identifying the overall vision and direction for Haringey's libraries - and where they fit within Haringey Council's wider vision - is key to transforming the service and enabling it to maximise its potential and its greatest efficiency.

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[27] Haringey Libraries Draft Improvement Plan 2013-2016

	ISSUES AND OPPORTUNITIES
★	The council needs to develop a clear vision for Haringey Library Service, including its contribution to wider council agendas, and use this as the basis for a libraries transformation programme backed up with a clear strategy for implementation.
★	We suggest that investing in professional branding expertise to support this will be very worthwhile. We also recommend undertaking this exercise before embarking on ad hoc projects to improve any individual parts of the library service.

Summary of key issues and opportunities

The wider Library Service Review will include a full list of recommendations but the following is a summary of the key issues and opportunities that have been identified by this Review of Operational Efficiency:

	ISSUE / OPPORTUNITY	Review section
1	The council needs to develop a clear vision for Haringey Library Service, including its contribution to wider council agendas, and use this as the basis for a libraries transformation programme backed up with a clear strategy for implementation. We suggest that investing in professional branding expertise to support this will be very worthwhile. We also recommend undertaking this exercise before embarking on ad hoc projects to improve any individual parts of the library service.	Vision and branding
2	The library 'assets' (buildings, staff, resources and community engagement) can play a key role in realising Haringey's Customer Services Transformation Programme (CSTP), building on their current role as points of access to a range of information and services.	Library Buildings Information Services
3	The Business Lounge service needs to be developed into a more extensive and ambitious service.	Information Services
4	The library buildings require a sustained programme of investment, which we recognise will not be easy in the current economic climate. This approach will however ultimately provide the best value for money and lead most effectively to meeting the council's aims and objectives.	Library buildings
5	There is a case for a strategy that invests first in the three main sites, which account for two thirds of library use,[28] particularly as these three also offer the greatest opportunities to combine with a range of other service provision.	Library buildings
6	The recommendations in the recent Library IT Review should be followed through.	ICT Infrastructure IT for Public Use
7	The Library IT infrastructure would benefit from a more managed approach, including stronger relationships with the corporate IT team and a review of the variety of contracts currently in place. We recommend the identification of an 'IT	ICT Infrastructure

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[28] See paragraph 4.56

	ISSUE / OPPORTUNITY	Review section
	Business Partner' in corporate IT who will understand both the business and the corporate requirements and work with the service to progress the recommendations and future issues.	
8	Library IT requires ongoing investment and this should be factored into any future strategy for the libraries.	ICT Infrastructure
9	There is a real concern that more investment needs to be made in library book and other stock to maintain the quality and take up of core services. This may be achievable as a result of the re-evaluation of spending in other parts of the service.	Stock and Stock Acquisition
10	Loan stock held on the shelves of the libraries, including the Reserve Stock, would benefit from an exercise to establish the levels now needed. (Any reduction in stock levels needs to be managed alongside library refurbishment/reconfiguration to avoid criticism of apparently empty shelves).	Stock and Stock Acquisition
11	Given the potential impact of rapidly developing new media and the uncertain future the future of music and film in CD/DVD formats, this area of stock needs to be particularly carefully monitored over the next few years.	Non-book media
12	A transformation programme to remodel the physical environment, move staff away from behind desks, and develop new skills and knowledge could greatly enhance the service.	Information Services
13	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to review and evaluate the programme of events in libraries and 'outreach' visits, and ensure that the future programme is focused to deliver clear, measurable outcomes.	Extended Services
14	In the context of a wider transformation programme for the library service and staff structure, the opportunity should be taken to refocus staff time and expertise on developing links with local health and wellbeing partners to develop the role of the libraries as sources of information, guidance and access to health and wellbeing services.	Wellbeing and Social Inclusion
15	There is scope to review the distribution of opening hours across the week at each library and refocus staff time without any negative impact on overall levels of use. This would need to be negotiated sensitively with each local community.	Opening Hours
16	As part of any wider changes to library buildings, including sharing space with other council services or partners,	Opening Hours

	ISSUE / OPPORTUNITY	Review section
	supported by a refresh of the self-service technology, opportunities should be sought to adjust/extend library opening hours.	
17	Whilst any longer-term improvement programme will wish to address all nine libraries, it is clear that investment and focus on improving facilities and services at Wood Green, Hornsey and Marcus Garvey will have the most immediate impact on how Haringey Libraries are used and perceived.	Take-up of Services
18	Adopting a version of the model first developed in Peterborough[29] would better engage all staff in the drive to improve performance. For key staff this could be linked to the appraisal scheme.	Performance Management
19	The staff are undoubtedly one of the library service's greatest assets but there is a need for a new staff structure, which should be implemented as part of a wider change programme that empowers and enables staff to undertake refocused roles, in a new packaging of the service offering, perhaps including access to other services.	Staffing
20	Our view is that the existing RFID self-service equipment cannot be brought up to today's required standards. The requirements need to be re-specified and re-tendered, followed by a roll-out programme linked to re-design of entrance areas and a staff change programme. This will have most impact at the busiest libraries and the case for self-service at the smaller libraries needs to be re-examined.	Self-service
21	A business case should be made for renewing the self-service technology, implementing its use as part of the wider transformation of buildings, staff and facilities.	Self-service
22	Haringey may benefit from working with some of the boroughs that report high volumes of volunteers to identify their success factors.	Community Participation
23	There would be merit in creating a post in a new structure with responsibility for coordinating this effort, perhaps alongside other health and wellbeing activity.	Community Participation
24	It may be useful to explore whether greater community involvement in the library service could be encouraged over	Community Participation

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[29] This model, first developed by Peterborough Libraries approx. 7 years ago, breaks down the KPIs to local library level, and further breaks down each category (eg loan issues to adult NF, adult F, children's NF, children's F, audio, DVD etc) so that library management can set realistic improvement targets for each. These are discussed at site team meetings, the key advantage being that individual staff understand how they personally can contribute to improvement through the way they deal with each customer, by making recommendations, or as a team by organising a successful activity. There is an element of friendly rivalry between teams.

	ISSUE / OPPORTUNITY	Review section
	the next few years.	
25	New opportunities should be sought to co-locate, with integrated service provision, and to find new ways of delivering existing services with or through partner organisations.	Co-location and integrated service delivery
26	There are real opportunities where there is space that is vacant or could be reconfigured, eg Hornsey, Marcus Garvey, and also at Wood Green as part of a redesign.	Co-location and integrated service delivery
27	Haringey should continue to evaluate the benefits of opportunities to jointly provide any elements of the library service.	Shared Services: Joint provision

5. Analysis: Examples of Other Library Services

What is the Purpose of a Library?

5.1 Section 7 of the Public Libraries and Museums Act 1964 states: "It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof". The Act sets out general expectations covering the provision of books and materials, but takes a permissive approach to other activities taking place within a library. Provided that its statutory duty is met, an authority is free to make what it will of its libraries.

5.2 While the core functions of libraries are seen by most people to be the lending of books and providing access to reference materials, there has been a recent surge of innovation (or rediscovery of old ideas) over the last 10 to 15 years. These changes have been motivated by drivers such as declining book lending; budget reductions; or new ideas about the role of libraries in society and in the digital age.

5.3 According to Blair McPherson (Director of Community Services, Lancashire County Council, 2010), "Libraries are not about borrowing books. Libraries are not about housing books. Libraries are one of the vehicles for local councils to deliver community cohesion, social inclusion, community engagement and equality and diversity. Libraries are a place where you can access the internet. Libraries are venues for homework clubs, mother and toddler groups, rock concerts, Councillors' surgeries, and benefit advice sessions. Libraries work with schools to promote reading, with adult learning to promote life skills, with the Prison Service to promote numeracy and literacy, and with social services to promote safeguarding children and adults. Libraries are local, they are community centres. The best attract all ages and all sections of the community. If we didn't have local libraries then people like me would be inventing them."

5.4 The Arts Council support this with the findings of their 2013 report "**Envisioning the library of the future",** stating that libraries should be "the hub of the community; (somewhere that is) fully exploiting digital technology; resilient".

5.5 So, just how can libraries serve a wider purpose and address broader social and economic outcomes for an authority? A number of principal themes and examples are summarised below.

Libraries as Places of Learning

5.6 Libraries have traditionally been recognised as places to study, providing a quiet space in which to work and giving access to reference materials. Some Victorian libraries also had space for lecture rooms. Many libraries continue to offer adult education classes and many introduced homework clubs.

5.7   One council has gone further, setting out to fully integrate library use and lifelong learning. Tower Hamlets has replaced most of its libraries and adult education centres with "Idea Stores" (two examples shown above), which are new-build or refurbished centres which integrate classrooms with library facilities. To support that change, Tower Hamlets has merged the management structure of its library and adult education services. The Idea Stores offer a broad range of training courses, using a mixture of the Idea Store classrooms around the borough and at a separate adult education centre, along with career support, training, meeting areas, cafes and arts and leisure pursuits.
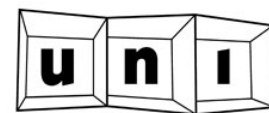

THE UNI IS A POP-UP READING ROOM
FOR NEW YORK CITY.

FOSTER A STRONGER CULTURE OF LEARNING,
STARTING AT STREET LEVEL.

5.8   Libraries and learning centres are thought of as fixed locations. The Uni - based in New York, USA – offers "pop-up" part-library, part-classroom facilities. The Uni's mission is "to make reading and learning more accessible and prominent in New York City. We've developed a new tool to do this work: a pop-up reading room called the Uni that can be dropped into almost any available street-level location. Part library, part classroom, the Uni provides a place to gather around books and learning experiences, right in the heart of neighborhoods all across New York City. We partner with community-based organizations to choose locations, and our circuit prioritizes underserved NYC neighborhoods."

Libraries as Culture Centres

5.9   In recent years, libraries have increasingly been seen to incorporate cultural activities within their service offerings, with some operating as "a cultural village" within a community.

5.10   Swiss Cottage Library is run by Camden Council and is part of a 'civic-cultural centre' which includes a leisure centre, community centre, doctor's surgery, children's play areas, cafés, all located in a landscaped open public park, linked to Hampstead Theatre.

CANADA WATER LIBRARY, SOUTHWARK, LONDON
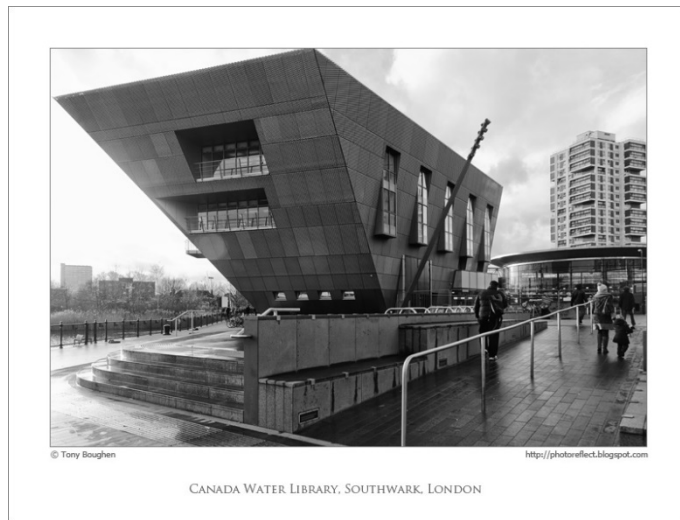
5.11   Canada Water Library, Southwark is open 72 hours a week; it includes a 'Culture Space' for 150 people run by Albany Theatre group (including all bookings and publicity). Space is used for concerts (opens to outside area) and roller skating. The local authority's Revenue and Benefits team uses meeting rooms twice a week for surgeries.

Libraries as Customer Service Centres

5.12   Libraries are often seen as sources of advice on public services, including health as well as council services. They have also provided an access point for council services with some authorities merging or co-locating customer service operations with their libraries.

5.13   Newham Council had, in the past, co-located a library with a council one-stop-shop. At Forest Gate, the Gate library had housed a one-stop-shop within the footprint of the library. The newest Idea Store at Watney Market (above, opened in May 2013) combines a library with a comprehensive council one-stop shop.

5.14   **The Health Zone, at Plymouth Central Library**, brings together a range of organisations including the Citizens Advice Bureau, NHS and Job Centre Plus. The community hub offers a range of books on health conditions and information on health and social care, with staff on hand to help visitors find information and access the Internet. There are also health events and support group meetings held onsite.

Libraries as Economic Stimulus

5.15   Libraries have been sources of information for businesses, including access to reference materials and business directories, usually as part of the reference library. Westminster City Council has created specialist 'Business Information Points' providing the typical business information service found in reference libraries, but also providing business events, networking opportunities, free business advice and coaching and mailing list services.

5.16   Libraries also generate (and can benefit from) footfall in local shopping centres. The Idea Stores programme has deliberately located the new Idea Stores at the heart of local shopping centres, in part to make them more accessible but also to act as an additional 'anchor' to support the vibrancy of those shopping centres.
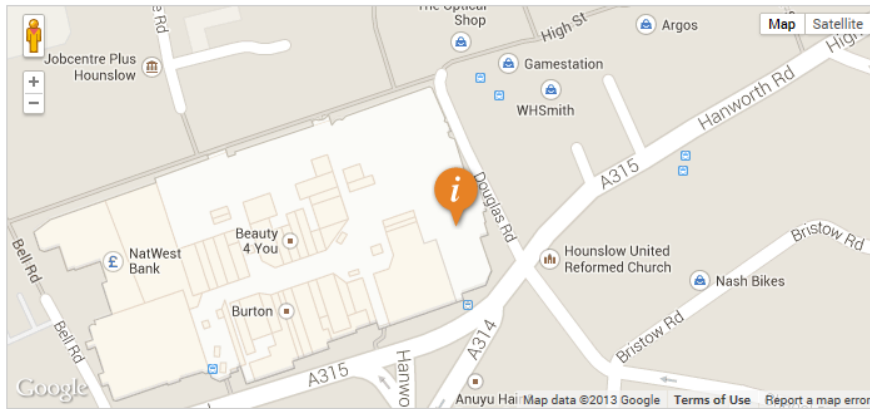
5.17 Both Hounslow Library and Stratford Library (like Wood Green Library) are located close to retail facilities, helping to draw the public into a location with other attractions already on offer and becoming part of the shopping experience. A challenge for these libraries is to maintain their appearance in the long term at a standard that keeps pace with the image of neighbouring retail outlets' regular (sometimes annual) re-fits. Authorities that have moved their libraries to the heart of their local shopping centres have reported dramatic increases in library visits.

Libraries and Cafes

5.18 As libraries become centres for a range of activities and visits become longer, people need more and better facilities. Increasingly, new libraries incorporate cafes, particularly where the libraries have evening opening or have extended adult education classes. Examples include cafes inside the Idea Stores (below left) and at Canada Water library (below right).

5.19 Cafes inside libraries tend to act as additional service offerings rather than sources of income as their location inside a library can tend to reduce their opportunity to benefit from 'passing trade'.

Libraries as a Leisure Experience

5.20   Libraries can also benefit from working in partnership, or combining with leisure facilities onsite or based close by.

5.21   With many similarities to Marcus Garvey Library, Wavelengths & Deptford Lounge, Lewisham operates as part of leisure complex located near to a library and operating almost as a 'campus' site. While the footfall generated by a leisure centre may benefit a nearby library, it is unlikely to match that of shops on a high street location.

Libraries as Community Centres

5.22   As one of the few public facilities that is free to use, libraries often play a central role in a local community, with meeting venues, exhibition spaces and public halls. In these examples, the library tends to be located within a community centre rather than itself providing the 'umbrella' for community-focused activities.

5.23   Some community centres have libraries within them, such as the Honesty Library at the Mill community centre in Walthamstow. Books have been donated by people within the community and anyone can borrow the books without any formalities. Users state that "we don't run services or decide what goes on here. We provide the space and the

resources – and all our groups, events and activities are brought to us by local people who want to make something happen in Walthamstow."

5.24 The For All Healthy Living centre in Weston Super Mare also includes a library within a larger healthy living centre which includes a GP practice, lunch club, community hall, children's centre and church. The Bath and Somerset East Council-run Paulton Library has recently moved into the Hill Court Shopping Centre where it now houses a community coffee bar and meeting spaces. The opening hours have more than doubled through the use of self-service and volunteer help.

Libraries as Multi-Purpose Buildings

5.25 Haringey's libraries already incorporate some of the approaches set out above but remain largely traditional. A more ambitious strategy for libraries may create efficiencies by making better use of assets, but is likely to require a capital investment. This investment may be offset by receipts from disposals from other buildings that are no longer required. A shared vision will help, but will not be enough - it will need management resources, good programme and change management and the willingness to tackle organisational barriers and forge any necessary partnerships.

5.26 Wigan Life Centre (above) as part of Wigan Libraries, aims to be a one-stop location for everything service-based that the local authority can offer the public within the local area. Services offered through the library by Wigan Leisure and Cultural Trust - a social enterprise - include Active Living, Biodiversity, Bereavement Services, Hospitality, Grounds Maintenance, Play, a Learning Centre, Arts and Sports Development.

Libraries – Preparing For a Digital Future

5.27 While libraries are generally still associated in the public consciousness with printed materials, e-books and other digital resources are taking an ever greater market share. According to BIC's "Understanding the Digital Consumer" report (2011), the percentage of adults who have purchased an e-book saw an almost threefold increase in 2011/12. E-books accounted for 13-14% of all book sales in the UK in 2012, out of a total market worth £1.51 billion (The Guardian, 2013).

5.28   It is also worth noting that many e-book versions of books out of copyright are available free and that the Internet can provide ready access – from the comfort of home – to large volumes of information, academic and reference texts (e.g. Jstor, Arxiv or Google Scholar) previously available to the public only at libraries.

5.29   James Hall and John Styring, writing in 2012, identified the shift in public attitudes and consumption trends of written texts and books, particular amongst younger audiences: "It is clear we are at a point of real change. The advent of the iPad, and soon the Kindle Fire, means that there are now digital platforms available that can really deliver the quality and joy of picture books... Whilst children's publishing has generally been seen as 'lagging behind' in the digital stakes, it's catching up fast as more parents have the technology available them, and publishers feel that the technology is relevant to their offering."

5.30   A recent Ipsos MORI poll (2012) questioned 504 parents of primary school children between June 29 and July 4. Crucially, the research - carried out for the charity, The Reading Agency - found that almost half of all parents think that electronic devices such as iPads and Kindles encourage children to read more. However, 61% of those polled said that they have registered their child at the local library, or borrowed books for them to read.

5.31   Haringey does offer a number of e-books to borrow, but like most library services, the choice it offers is currently very limited.   The "Ebook Acquisition and Lending Briefing (updated)" report by CILIP (2012) identified a number of challenges facing library professionals in the ongoing transition from hard copy print to digital material consumption, including:

•   Legal context and legal uncertainty (related to copyright, intellectual property and exceptions and limitations in copyright law).

•   Implications for collection development and management (particularly around subscriptions and public access).

- Privacy (relating to online resource usage or, for example, log-in requirements).

- Interlibrary lending (related to licencing, technical issues and interoperable technology).

- External sponsorship of e-book offers (particularly related to ethical businesses and advertising practices).

- The requirements for alternative formats for the print disabled.

- The fact that printed books and journals are exempt from VAT, but electronic resources are not.

5.32   A particular challenge is the development of a long-term strategy that anticipates and can adapt to the trend towards digital content and 'virtual' services replacing the need for 'hard' materials and spaces within which to house them. If a library contains no books in 10 years' time, what will it be there for? The answer is already beginning to be explored. San Antonio in Texas has created the USA's first 'bookless' public library. Instead of providing printed materials, BiblioTech offers computers and e-readers that users can borrow and its entire stock is made up of e-books and digital materials.

5.33   Arts Council England's "The Library of the Future" report identifies the four key strategies that libraries can adopt - and have already begun to adopt - to prepare them for the digital future. They can also serve as philosophical prompts to help us question our plans for our libraries moving forward:

- **Place the library as the hub of a community**: "libraries will continue to be valued as trusted, safe, democratic places that offer valuable resources and expertise."

- **Make the most of digital technology and creative media**: "improve the quality and consistency of the virtual library experience; develop an open ICT infrastructure that encourages innovation and better service; enable libraries to lend the full range of e-books, including remotely."

- **Ensure that libraries are resilient and sustainable**: cutting costs, finding new sources of funds and new ways of working: "encourage the development of new approaches to governing and managing libraries that make it more likely that they will survive and succeed; equip libraries to be commissioned to deliver other public services, and to commission other organisations to deliver library services."

- **Deliver the right skills for those who work for libraries**: "ensure those responsible for libraries have the right range of skills and experience to lead their services successfully; encourage those working in libraries to offer creative and innovative ways to use library spaces, books and other resources; ensure that library staff have the skills to develop and respond to digital developments and to support digital users."

Adopting Good Library Practice in Haringey

5.34   Haringey's library service is already committed to learning from other library services through its participation in benchmarking through CIPFAstats. As part of the review process, library managers also visited a number of newer libraries referred to above, including Watney Street and Bow Idea Stores, Canada Water library and Stratford Library.

5.35   While they identified aspects of the libraries they visited that could benefit from some of Haringey's strengths, eg the variety of advice services and events on offer, there were many practices that were considered to be worth using in Haringey:

- **Book presentation**: using bright, face-on shelving; shelving by subject; lower level shelving; and displaying multiple copies of books.

- **Interior design**: having standardised and consistent branding; limiting the number of posters, having better signage; having separate zoning for youth, children, adults and study; attractive décor and painting.

- **Technology and automation**: providing instructions for the use of IT (including guidance notes in several languages); self-service reservations; self-service print release; and feedback terminals.

- **Other features**: having a nice café; more floor walking; and having walkie-talkies for staff.

5.36   Haringey's library service managers also identified the need to improve the service's use of technology and automation. The service already has a number of key elements in place, including free PCs and internet access, some e-books on offer and some online access to the library management system, eg to renew books online.

5.37   However, there are a number of areas where significant improvements will be required to offer the digital materials that the public will increasingly be expecting and to achieve the efficiencies that technology allows. Six elements of good practice in the use of technology in libraries are shown in the table below:

Table 9: Summary of Good Practice in the Use of Technology in Libraries

- **Support for IT users**: providing users with a variety of opportunities to learn how to make better use of the internet and IT, including personal advice, learning support and IT classes.
- **An emphasis on self-service**: the overwhelming majority of book returns, renewals, reservations and fine payments are carried out by the public either online or using RFID machines in libraries.
- **A wide range of digital materials**: offering a growing selection of digital reference materials and of e-books that can be accessed in libraries and remotely and e-readers to borrow.
- **Technology-savvy staff**: staff are trained and expert in how to access the best online resources; in how to coach and help library users; and in using social media.
- **Lively online presence**: the service offers a rich and changing website and smartphone app which showcase what's on offer in libraries, reinforced by the use of social media to promote what the libraries have to offer.
- **Integrated technology**: the library service's Library Management System is integrated effectively with payment systems[30].

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[30] A system that is integrated with the council's other systems (eg customer relationship management and adult learning systems) would be ideal, but is unlikely to represent value-for-money.

6. Analysis: Partnerships and Management Options

Introduction

6.1   In a modern library network, so much information is on offer and so many services made available that it would be simply impossible for a library service to deliver all those services on its own. As a result, a library service has to be able to work in partnership and to draw on the resources of other organisations whether from the public, private or third sectors.

6.2   In this section we examine briefly:

- The partnerships that Haringey's library service already has in place.
- The contracts held by the service.
- The choices open to the council for other types of management arrangement.

Existing Partnerships

6.3   A library user can already do much more than simply read or borrow books and other materials or use the free internet terminals. Every week across the network, there are numerous other opportunities on offer: courses, advice sessions, dance and exercise classes, coffee mornings, interest groups, book clubs, children's activities, film nights, and much more (see Appendix 4 for a recent list of events and activities).

6.4   A number of these services are organised and delivered by library staff. However, the majority are provided by other organisations and individuals. Examples include:

- Activities and advice sessions for older people provided by charities such as Age UK and Age Concern.
- Health advice sessions and health checks run by the NHS.
- Courses run by the council's Haringey Adult Learning Service (HALS).
- Careers advice provided by the National Careers Service.

6.5   These arrangements are often put in place in libraries by the local library managers and staff or as a result of organisations or individuals approaching their local library to book or hire space. However, while the library service has built up good working relationships with organisations and agencies, there are no formal, overarching strategic partnerships in place.

6.6   For example, HALS has its main training centre, Wood Green Learning Centre, in the same building as Wood Green Library and also makes use of Hornsey and St Ann's libraries which together account for 7% of HALS's enrolments (in 2012/13). HALS would be keen to make more use of library space for adult learning courses, but there are a number of barriers, including the quality of some of the space and the equipment; opening hours; and internal charging arrangements. If these issues were able to be addressed, a deeper collaborative partnership could be forged.

Contractual arrangements

6.7 The library service currently has a number of main contracts in place:

- Askews & Holts (adult stock).
- Askews & Holts (children's stock).
- Bertrams Trading Ltd (DVDs/CDs).
- 2CQR (RFID maintenance).
- Regenerate IT (public Wi-Fi provision).

6.8 The service also uses Capita's Library Management System (LMS) and is part of the Capita London Consortium – a group of libraries within the M25 who use Capita's LMS (formerly called TALIS). Currently there are six members and the annual subscription reduces as members increase.

6.9 There are other consortia in operation in London based on other software platforms. These include London Libraries Consortium (LLC) which operates a shared IT platform, using Axiell's software, enabling library users to access the stock of 16 boroughs. LLC members also share in joint procurement and transport services.

6.10 Once the future model for the council's library service has been established, all current partnerships and contracts should be reviewed to ensure they align with the new future operating model and the relative advantages of the different consortia should be evaluated. In particular, partnering with other authorities for the procurement of books and other materials may secure better pricing than one authority procuring alone.

Management Options for the Future

6.11 Local authorities have a range of options open to them when considering how to achieve service improvements and efficiencies. They can choose to work alone; in partnership with other authorities; or to outsource a service. In the current climate of austerity, some authorities have even been choosing to divest themselves of a service, either closing a service or transferring it to community management.

6.12 There are four main options open to authorities:

Table 10: Summary of Management Options[31]

Make	Buy	Share	Divest
• In-house transformation • Continuous improvement • 'Arms-length' company	• Outsourcing to private sector • Outsource to third sector • Private-sector joint ventures	• Shared services • Shared management • Public sector joint ventures	• Transfer to community management • Mutualisation • Trust conversion • Closure

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[31] Source: Bohl, E. (2012) When the Salami's Gone, the SOLACE Guide to Commissioning and Sourcing. London, SOLACE.

6.13   Library services across the country have tended until recently to be managed directly (ie 'make'). A number of authorities have now moved to alternative models, eg converting the library service to a charitable trust, eg Redbridge and Wigan. Some London boroughs have outsourced their service, several to Carillion (which has recently acquired this business from Balfour Beattie) and two to Greenwich Leisure Limited, an Industrial and Provident Society (ie a cooperative or 'mutual'). Five London boroughs are also sharing their library service in part (Bexley and Bromley) or in full (Triborough).

6.14   A summary of the options is set out in the table below:

Table 11: Relevance to Haringey of Partnership and Management Options

Option	Examples	Key Issues
Make	• Newham: merger of libraries with customer services. • Tower Hamlets: overhaul of library network and merger with adult education centres.	Recommended: • Can be easier to manage directly extended period of complex change. • Can draw in external support if insufficient in-house expertise. • Quicker to achieve results.
Buy	• Wandsworth: outsourcing of libraries to Greenwich Leisure Limited (a mutual). • Croydon: outsourcing of libraries to Carillion.	Not advisable: • Market not yet mature. • Hard to specify a service during a period of extensive change.
Share	• Triborough: shared management of library services for three boroughs. • London Libraries Consortium and SELMS: consortia for library systems and stock procurement.	Worth considering: • Can increase efficiency and improve resilience. • Will take some time to develop.
Divest	• Wigan Leisure and Cultural Trust: transfer of library to charitable trust. • Lewisham: transfer of part of network to community management.	The council is not interested in closing libraries. Community management not advisable: • Requires community partners ready to take on service. • Complexity of service likely to be too challenging. Conversion to charitable status may be worth considering: • New body would be independent of the council (which could bring advantages and disadvantages). • Charitable status would bring business rate savings.

6.15   Given the council's interest in developing a more complex and wide-ranging community hub model, it was considered that options such as outsourcing and transfers to

community management should not be explored further. The conversion of a service to a new management model would present a number of problems:

- They can take a considerable amount of time and resource to develop.

- The process of transferring to a new model could not be pursued with confidence at the same time as a transformational change is underway: it would introduce too much complexity and a service in a state of flux would be very difficult to specify and contract for.

- The management of the change to a community hub model will be intensive and will require a stable platform upon which to base engagement with prospective partners.

6.16   Three options were explored further in the review: in-house transformation, sharing and conversion to a charitable trust. These options and their costs, benefits and risks are explored further later in the report with a recommendation provided on the most effective approach to partnership working.

7. Analysis: What People Think About the Service

2012 User Satisfaction Survey

7.1 A survey of library users was conducted in November 2012 to find out how people rate the service provided. There were approximately 2500 responses from across all nine libraries and key overall headlines include:

- Over 80% of those who responded were members of the library service.

- 35% of those who responded said they visited the library several times a week with nearly 90% of respondents visiting the library at least once a month.

- Over 60% of respondents walked to the library with a further 25% using public transport.

- The top three services used were:

  - Using free computers (23% of those who responded to the question)

  - Sitting and reading for pleasure (21.6 %)

  - Reading newspapers/magazines (21.3%)

  - Using quiet study facilities (18.4%)

  - Using the free Wi-Fi (15%)

- There were high levels of satisfaction recorded, particularly for borrowing books, the staff and the atmosphere of the libraries.

- Overall the levels of dissatisfaction were very low but the services that attracted most dissatisfaction included the free Wi-Fi and free computers. The toilet facilities were also cited as a cause of dissatisfaction.

- Despite 78% of respondents having access to the internet at home, approximately half of all respondents used the internet at the library with the top 3 uses of library computers being research, study/learning and general surfing.

- 35% never used the Haringey online library service. A number of people responded that this was due to the fact that they were not aware of the online services. For those that did, respondents were most satisfied with: renewing items on loan (62% of those who used the service were satisfied or very satisfied), searching the library catalogue (59%) and viewing their account (53%).

- 57% of respondents have never used the library automated self-service system.

- 43% of survey respondents used the automated systems to return or borrow books and of those 68.8% were satisfied or very satisfied with the system.

- The majority of respondents were women (62%), aged between 30-59 (62%) and of white ethnicity (65%).

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

7.2 A further survey is planned to take place in 2015.

7.3 The 2012 survey provided useful information about existing users' satisfaction and the reasons they used the library. However, this survey has been supplemented by a further qualitative survey, the 2014 preference survey, and focus groups designed to understand further the priorities for the future of both users and non-users.

2014 Preference Survey

7.4 The 2012 survey principally explored users' satisfaction with the existing services and which services they used the most. The 2014 survey set out to identify people's attitude towards the services that could be offered in future. It was intended to inform the design of focus groups which would explore the issues raised in more depth.

Objectives

7.5 The survey was part of the developmental phase of the Library Services Review and was aimed at both library users and non-users.

7.6 It was designed to be a simple and inexpensive way of capturing their ideas. The cost of running surveys that offer a representative sample was prohibitive, so the views expressed have been treated as indicative and qualitative.

7.7 Our main objective for the survey was to deliver a quick and impressionistic overview of current library use and non-use in order to inform the focus group work. In addition, we wanted to:

- Capture the priorities of library users - both in terms of what they use themselves and what they would be prepared to see for others.

- Initiate engagement with non-users to understand the reasons for their non-use.

- Invite interested respondents to participate in follow up focus groups.

Findings

7.8 The Council conducted the preference survey in December 2013 and January 2014. The survey was advertised widely, including online, via press releases, on the library web pages, on the council's social media sites, through HAVCO and the Selby Centre and to young people via the Youth Space website, as well as paper copies in the libraries themselves. In addition, on-street interviews were conducted by library staff, targeted at non-users.

7.9 907 responses were received, of which 17% (150 returns) were from non-users. Even this level of return from non-users required some effort on the part of staff conducting the survey on-street and it underlines the challenge of harnessing the views of non-users who are less likely to be motivated to give up their time, even for a short survey.

7.10   An overwhelming 84% of respondents identified themselves as 'White' with 82% of those being 'White British'. This under-representation of other ethnic origins will need to be addressed in the design of the methodology for the next survey in 2015.

7.11   However, although the survey was not representative, it was designed to be indicative and qualitative in nature and so did provide valuable feedback that has been used to inform the future service blueprint.

Non-users

7.12   Reasons for non-use:

- The top three reasons given were: 51% were book buyers (ie they preferred to buy books rather than borrow them), 47% had the use of the internet at home and 36% were "too busy".

- 25% gave the limited book selection as a reason.

- Only 14% said limited opening hours stopped them using the library.

7.13   We asked non-users whether they would be likely to use the library service if there were a range of different services available within them:

- 33% said they would like to see free Wi-Fi provided.

- 19% would like to see computers available for personal use or study.

- 18% would use the library if there were a children's library present.

- (It should be noted that these are all services that are present in all of Haringey's libraries and it is worth noting that people who were interested enough to complete the survey were not aware of them).

7.14   Of the other services that non-users were interested in, the most popular were:

- 46% were interested in art, music and cultural activities.

- 43% would like to see adult education classes in libraries.

- 42% would like to have café facilities in libraries.

- 40% wanted a better selection of books to borrow and 36% wanted a better range of e-books.

Users

7.15   We asked library users which service they were most likely to use on their next visit:

- The overwhelming majority, 82%, would be borrowing or returning books.

- The next three most used services were: to read newspapers or magazines 33%, to visit the children's library 31% or to use the internet 27%.

- Over 100 users were likely to use each of the following: attend an event or activity, study or do homework, get advice from staff, take their children to an activity, find out about training or education.

- 102 users also ticked the box marked 'other'.

- This indicates that while most people are using the library for borrowing books, a significant proportion are using other services or facilities during their visits.

7.16   Users were then asked what they considered to be the most important aspect of the library they used most. The top answers were:

- 91% said the range of books.

- 87% liked the friendly and helpful staff.

- The next most popular answers related to either convenience or physical aspects of the library: 78% said they liked that the library was close to home, 69% liked an attractive and well-maintained building, 66% liked somewhere warm and comfortable to relax and 61% thought the opening hours were important to them.

- The next most popular aspect attracting 58% was the range of DVDs and CDs available to borrow. This is an interesting contrast to the 18% of respondents who said they were likely to use this service on their next visit.

- 37% said that accessible facilities for disabled or infirm visitors was a priority for them although this is not likely to reflect the personal needs of the respondents so much as a desire to see the facilities maintained for the use of other individuals.

Emerging Priorities for Each Library

7.17   We invited respondents to add their own comments on their local library to give an impression of emerging themes for each library. There were a huge variety of responses reflecting the interests and priorities of individual users, however it was possible to discern differences between the libraries from these comments:

7.18   Alexandra Park (12% of all respondents):

- Higher than average levels of respondents praising this library.
- Affection expressed for the building.
- Good levels of satisfaction with the staff.
- Interest in better use of the upstairs space for the community.
- A desire for longer opening hours.

7.19   Coombes Croft (4%):

- Fewer comments overall.
- Most comments regarded older children using the computers and study space. Equal numbers of respondents liked this provision as disliked it.
- There were positive comments about the provision for children.
- A desire to see better use of the community rooms for arts activities.

- Interest in a café.

7.20   Highgate (7%):

- Most people expressed satisfaction with this library.
- Concern was expressed about the maintenance the building.
- People were happy with the children's library.
- Books were most important to people.

7.21   Hornsey (19%):

- Hornsey had very high levels of satisfaction.
- More and better IT was needed as well as the provision of more power sockets for laptop users.
- Better use of the space for the community.
- More and better books.
- A desire to see better publicity and promotion of events and services.

7.22   Marcus Garvey (12%):

- People expressed their satisfaction with the role of this library as a community hub.
- People liked the children's library but some were disturbed by the noise.
- Dissatisfaction with the toilets.
- Disproportionate dissatisfaction with staff.
- Better book choice.

7.23   Muswell Hill (11%):

- Very traditional users citing the quiet atmosphere and book stock as reasons for visiting.
- Many respondents primarily used the children's section.
- The overwhelming priority was the need for more and better books.

7.24   St Ann's (5%):

- Disproportionate number of respondents saying "please don't close our library".
- A desire to see more and better books - notably foreign language books.
- Concerns were expressed about the noise made by younger library users.

7.25   Stroud Green and Harringay (13%):

- Very high levels of support expressed for this library.
- People were very happy with the children's library.
- High levels of satisfaction with the staff.
- People didn't like the self-service points.

7.26   Wood Green (16%):

- The overwhelming majority of comments related to the run-down state of the premises (it should be noted that this preceded the refurbishment works due to be undertaken in 2014).
- Dissatisfaction with IT provision.
- Mixed views on the book supply.
- Significant interest in online library services.

7.27   These issues were raised by respondents without specific prompts. They provide no more than an indication of the priorities of library users but provide a useful comparison to the issues emerging from both the consultation with Friends' groups and the focus group discussions.

Suggestions for Improvements from Friends Groups

7.28   Two workshops were held with Friends groups to explore their views about how the current library service could be improved and their ideas for the library service of the future. These views and ideas have been used to inform the outcomes and the service design blueprint shown later in this report.

7.29   There were many aspects of the library service of which the Friends were proud. Feedback at the first workshop included the following comments:

- The breadth of the stock, including the reserve stock.

- The importance placed on the provision for children.

- The welcome offered by the libraries, including from the helpful staff.

- The resources and support offered by people to their library.

7.30   We also explored opportunities for improvement. There were some specific improvements that were common to Friends of more than one library, such as:

- Better publicity for the service.

- More investment in the book stock.

- Better access, including lifts.

- Improvements in IT and better Wi-Fi.

7.31   Friends groups were asked to indicate their priorities for improvement at each library. These are listed below, but it is recognised that not all libraries have organised Friends' groups at present and so their needs are not included.

Table 12: Friends' Groups' Priorities for Improvements to their Libraries

Library	Top 10 Suggestions for Improvement (Not in Priority Order)
Alexandra Park	Arranging for staff from the council and other partners to attend the libraries to provide advice and support on subjects including: • NHS issues • personal budget advice • Social services advice • Children's services • How to get books from libraries outside Haringey • Financial advice - many do not claim all the benefits they are entitled to • Pension service • Street services - potholes, litter, dumping of rubbish, etc • Community safety concerns • Source of cheap food
Highgate	• Increased bookstock & more shelving • Recharging points for laptop computers & phones, more electrical outlets, more investment in computers & Wi-Fi • Free access to online subscription services • Homework & language classes upstairs • CCTV extended to 1st floor rooms (excl staff rooms) • Redecoration of all upstairs rooms, corridors & staircase, re-carpeting of stairs, corridor & all upstairs rooms, coffee machine • Provision for listening to audio books/CDs • Provide staff for updating the plasma screen for library events • Improve maintenance internally & externally • Rebuild larger staircase to eliminate winders **OR** install lift
Muswell Hill	• Extend upper room to exploit potential to promote wide range of events which, currently, the area has difficulty accommodating; • Lift/disabled access; • Closed or closable small space for group meetings of up to 20 people; • Toilets/cloakrooms upstairs • Evening opening • Improved book stock and better rotation between libraries • Trained librarian with continuity of service allowing knowledge of local area and of existing stock; • Improved publicity i.e. A-frame and notice-board outside; much better and more visible display inside; • Extension of existing accommodation to provide for e.g. laptop and Skype users; • Consequent on these improvements better designed furniture i.e. adaptable, lightweight, movable.
St Ann's	• More autonomy for local libraries and less centralisation. Ideally some of the local library budget could be under control of a community-led support committee, working with the library manager. • Another major concern is our library hall. This is underused, probably because it is too expensive for local people and organisations to hire. Council hire charges are set borough-wide but there is a massive economic disparity between the East and the West of the borough.

Library	Top 10 Suggestions for Improvement (Not in Priority Order)
	• Local administration of the library hall. • More computers in the children's library. • More varied book stocks, with frequent fresh stock - from other branches if the council can't buy enough new books. • Better range of magazines, there is a huge disparity in this service between the three large libraries and the smaller branches.
Stroud Green & Harringay	• A lift to the first floor to increase library space • A lift to the basement to increase library space • Audio headphones so people can listen to books / internet broadcasts • A cafe • Proper office space for the library staff • Re-instating the historic railings around the front of the building • Better signage in the wide area to indicate the presence of the library • A larger noticeboard outside • Free English language lessons for all, and • Opening the upstairs room as study spaces covered by a camera from downstairs.

7.32   These suggestions have helped to shape the future service blueprint and would need to be tested further in discussions with Friends groups. Before changes are made to any individual library, we would recommend further engagement with users and non-users, with a particular focus on drawing in a wider demographic base that is representative of the local population.

Views of Managers and Staff

7.33   Thirteen workshops were undertaken with library managers and staff to draw on their knowledge, views and ideas. The outputs from those workshops have also been used to inform the service design blueprint. Across the workshops with staff, some common themes emerged.

7.34   Staff did feel that the service had a number of strengths:

•   The service is welcoming and inclusive.

•   Generally, staff are knowledgeable and have a strong commitment to customer service.

•   The service offers value for money.

•   There is a wide range of services on offer that are valued by users.

7.35   Staff did have a very long list of ideas for improving the service further. These included:

•   Improvements to the library buildings and facilities (including the layouts) and improving cleaning and maintenance.

•   Better stock and stock ordering processes.

•   Improvements in the IT infrastructure and RFID.

- Income generation could be improved through offering more items for sale and by investment.

- Improved internal communication, particularly for casual staff.

- Improved training, particularly in aspects of the service offer that demand specialist skills, eg IT and advice on other council services.

- Opening hours should be reviewed and adjusted.

- Improved publicity and marketing.

7.36   Staff also suggested a number of points of principle:

- They would like the chance to be involved in the refinement of new ideas and improvement.

- They need to be resourced and trained if they are to provide additional services (an example was given of another agency referring people to libraries for advice without providing support to library staff).

- There needs to be clarity and consistency in the service offer across the network.

Key Findings

7.37   Overall, we have found considerable goodwill towards the library service and a positive willingness and openness to discussing change. While numerous differences in opinion have been expressed, there are a number of common themes that emerged. We found that people:

- **Are very supportive**: there is considerable support for what the library service is trying to achieve and, overall, high levels of satisfaction.

- **Are ambitious for change**: people are eager to see the service improve further and are willing to support change providing it is managed well.

- **Want investment in the book stock**: the quality of stock and stock management is an area which people believe requires improvement.

- **Would like the buildings to be improved**: the core fabric of the buildings and their design needs modernisation, with better layouts and access.

- **Want further investment in IT**: both the IT available to users and the systems used by staff are felt to need further investment.

- **Welcome a wider service offer**: on balance, people are supportive of more services being provided in libraries, providing that these changes are resourced.

7.38   These findings suggest that a broader, more inclusive service would be welcomed. This is not to suggest that people expect money to be poured into the service. Indeed, generally, people have taken a pragmatic view about what is possible. The transfer of

more services to the libraries is accepted as being potentially useful (if managed well). This provides the opportunity to the council to achieve savings in its property estate by making more intensive use of its libraries. Libraries can also assist in providing IT access and supporting people to conduct services online. It will, however, require investment in the library network before these efficiencies can be properly realised.

7.39 These ideas have been built into the proposed outcomes for the library service and the future service blueprint and refined further in discussions with Friends, staff and through focus groups. The results of these discussions are shown in the next section of the report.

8. Planning: Outcomes Framework

Introduction to the Outcomes Framework

8.1 Based on the analysis of the service to date and the feedback on the drivers for the review and discussions to date with stakeholders, the outcomes being sought from Haringey's library service have been summarised.

8.2 The proposed outcomes are not designed to present a future vision for Haringey's library service. Nor do they provide a set of measurable targets and objectives. Instead, they describe the long-term results that the future vision for the service will need to deliver.

8.3 What is noticeable about the outcomes is the breadth of vision that people have of what libraries could be and of what they can achieve. While people have been keen to stress that the provision of books and other materials must remain the 'core business' of libraries, they take the view that libraries do – and must - have an extraordinarily broad remit. These outcomes are explicitly aspirational and extend far beyond what libraries, on their own, can or need to deliver.

8.4 The outcomes[32] have been drafted drawing on the suggestions of elected Members, Friends' groups, managers, staff and other senior stakeholders in the council through a mixture of workshops and interviews. A first draft of the outcomes (shown at Appendix 5) was tested further with Friends, managers, staff and users (and some non-users). The second draft, taking into account the feedback received is shown below.

Table 13: Outcomes Framework for Haringey's Future Library Service (Revised)

Haringey's libraries will give everyone in Haringey the chance to flourish by:

Primary outcomes	Supporting outcomes
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• People enjoy a rich variety of books and other works. • People are broadening their horizons through new and different literature. • More people's lives are being enriched by the joys of reading and experimenting with their own writing.
2. Getting a great start *Supports council's strategic outcome: 'Outstanding for all'.*	• Children are introduced to a love of words from an early age. • Parents and carers make books and reading a central part of their children's lives. • Younger children and teenagers see their libraries as a happy, safe place to learn, study and enjoy all that is on offer.
3. Getting the most out of life	• People turn to their library to access the

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[32] 'Outcomes' are long-term end results and are often expressed in complex grammatical forms, eg 'will have been shared'. The language used has been simplified to make it easier to read and use, eg 'sharing'.

Primary outcomes	Supporting outcomes
Supports council's strategic outcome: 'Opportunities for all'.	information, advice and services they need. • People are able to fully engage with the digital world and digital society. • People are aware of how to look after their health and wellbeing. • People keep expanding their learning throughout their lives.
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• People enjoy our arts and culture and are inspired to have a go themselves. • People can pursue their ambitions and develop their careers. • People have the space and support to develop their entrepreneurial skills and business ideas.
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• People see their libraries as enjoyable places whether to spend time together or to have some peace and quiet. • People give their time and skills freely to others. • People can make new friends and learn about their community and its cultures. • People interact across age and social groups and cultures.

8.5 This revised draft of the outcomes has taken the following overall feedback into account:

• There was general support for the language chosen for the primary outcomes.

• Some people were happy with the overall outcomes framework, some wanted more succinct language and others wanted more detail. As a result, we have kept the general structure.

• A great deal of the feedback included ideas on how the outcomes could be met and so these have been fed into the 'enablers' (see below).

8.6 If the design of a service is to focus on outcomes, there needs to be a clear link between the long-term end results, the 'what', and the mechanisms needed to achieve them, the 'how'. The approach taken to deciding how to achieve the outcomes is as follows:

• **Step 1: identifying the 'enablers'** – working out what needs to be put in place to secure the outcomes.

• **Step 2: conducting a 'gap analysis'** - reviewing the extent to which the current service fulfils those enablers.

• **Step 3: determining the new 'operating model'** – developing a description of how the new service will operate.

- **Step 4: creating an 'investment plan'** – setting out how the operating model will be funded.

- **Step 5: establishing an implementation plan** – describing how the operating model will be delivered.

8.7   In this section of the report – the planning phase – we address each of these steps in turn.

Identifying the 'Enablers'

8.8   The outcomes identified above will only be achieved if the right conditions, or 'enablers' are put in place. Those conditions might include ideas for new types of service – or simply doing more of what is already being done. They might also include new staffing resources and capacity or new skills. They begin to point to what the borough's libraries must become in future.

8.9   The enablers set out in the table below are drawn from the ideas and suggestions that have emerged from workshops involving Friends, managers and staff. At this stage, there has been – deliberately – no attempt to limit or constrain what is envisaged. The extent of change needed; the resources required; and the trade-offs involved will be considered later in this report.

8.10   The enablers suggested in the table below will be built into the future operating model for libraries and fleshed out in greater detail later in this report.

Table 14: Enablers Needed to Achieve the Outcomes

Outcomes	Enablers
Sharing the joys offered by books and other writing: • People enjoy a rich variety of books and other material. • People are broadening their horizons through new writing and new ideas. • More people's lives are being enriched by the joy of reading.	1. A comprehensive book and e-book stock. 2. Staff who are knowledgeable about books and other writing and who can share that knowledge. 3. An active marketing programme with a promotions and events. 4. A vibrant website and social media for - and involving - users. 5. Research into users' and non-users' needs, motivation and preferences.
Getting a great start • Children are introduced to reading from an early age. • Parents make books and reading a central part of their	6. Active recruitment programme for parents-to-be, babies and toddlers. 7. Safe and welcoming children's libraries that

Outcomes	Enablers
children's lives. • Children and young people see their libraries as a happy, safe place to learn, play and enjoy all that is on offer.	are designed as attractive and stimulating spaces. 8. Comprehensive programmes of activities for each age group of children and young people, including toy libraries. 9. Homework clubs and space to study and revise. 10. Collaborative partnerships with children's centres, schools and colleges.
Knowing how to get the most out of life • People turn to their library to access the information, advice and services they need. • People are able to fully engage with the digital world and digital society. • People know how to look after their health and wellbeing. • People keep expanding their learning throughout their lives.	11. An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. 12. Support to help people develop their IT skills. 13. Well-planned integration with the council's customer services - and those of other partners. 14. Close partnerships with other advice providers, including public services, community groups and other agencies, eg health and Homes for Haringey. 15. Design that allows for privacy for customer service transactions and personal advice. 16. Modern and well-equipped training suites. 17. Close partnerships with HALS and other learning providers, such as U3A. 18. Support for those improving their English, including ESOL and multi-lingual support. 19. Careful zoning of space wherever possible to allow for quiet places for study, for example.
Making Haringey a creative, thriving place	20. Programme of reading, writing, art and

Outcomes	Enablers
• People enjoy our creative arts and are inspired to give it a go themselves. • People can pursue their ambitions and develop their careers. • People have the space and support to develop their entrepreneurial skills and business ideas.	cultural events, activities and workshops throughout the year. 21. All libraries showcase changing displays of painting and other art. 22. Good stock of art, film and other materials. 23. Comprehensive business information service and access to business advice. 24. Job-hunting and careers advice and events. 25. Hot-desking space for small businesses and start-ups and networking events and opportunities. 26. Professional venue and event management.
Bringing people of all ages and culture together • People see their libraries as the heart of their communities and enjoyable places to spend time together. • People give their time freely to others. • People can meet new friends and learn about their community and its cultures. • People interact across age groups and cultures.	27. Well-situated and signposted library buildings with high standards of interior design. 28. Good standards of external and internal maintenance and high standards of cleanliness. 29. A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. 30. Structured volunteer programme and properly resourced support. 31. Community events in collaboration with other partners and community organisations. 32. Attractive, good quality meeting and event spaces. 33. Programmes of activities that appeal to the full spectrum of citizens and all age groups. 34. A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.

8.11   There are a number of enablers that will be needed for more than one outcome and some generic themes can be detected:

- High standards of interior design for the borough's libraries and good facilities.

- Strong partnership working.

- Well-resourced marketing, programming and promotional activities.

- Advanced use of technology, including social media.

- The more intensive use of libraries for a range of different services.

8.12   These features will be explored more closely in the service design blueprint and future operating model described later in this report.

Testing with Focus Groups

8.13   The ideas expressed in the outcomes framework were tested in a series of focus groups with users and interviews with a small sample of non-users in order to help inform the service blueprint.

Non-users

8.14   We had hoped to test out these ideas with 6 non-user focus groups. The cohort for each focus group would be different to reflect non-user profiles of particular interest to us, e.g. parents of young children; older people; in employment; not in employment or training; book buyers.

8.15   In the focus group setting we wanted to explore the reasons people have for not using, or rarely using, the council's libraries, particularly the perceptions of what is or isn't available. We were also interested in testing attitudes towards the future service and what might persuade current non-users to use their libraries.

8.16   In the event, the council's survey did not achieve the required number of returns from non-users to populate 6 focus groups so we conducted individual telephone interviews to test out the ideas.

8.17   The results of the interviews were of only limited help as the individuals who had agreed to take part were all lapsed, occasional or regular library users. Of the lapsed or occasional users, all were book buyers who had good intentions towards the library but didn't actually feel the need to use them.

8.18   The challenge of reaching non-users to canvas their opinion remains.

Users

8.19   We used the survey returns to recruit to a focus group for each of the 9 Haringey libraries. Respondents who had indicated they were interested in participating and who had left valid contact details were phoned or emailed and invited to attend. We aimed to

recruit an optimum number of 8 participants for each group but contacted many more than that to ensure we had enough to cover for 'no-shows'. Some libraries were easier to recruit to than others and despite the efforts of library staff to encourage attendance we were unable to proceed with a focus group at Coombes Croft as a number of intended participants were not, in the end, able to take part. In all other libraries we were able to hold a focus group.

8.20   We designed the focus groups to test the reactions of library users to new models of library provision but were not testing particular proposals or service options for the library service as a whole, or compiling a wish list for individual libraries. However, we were interested in the scale of people's ambitions for libraries particularly as an opportunity to compare this with the comments made in the survey returns and those of the Friends' groups.

8.21   We decided to use the outcomes as the framework for discussion in order to test people's reaction to widening the scope of the library offer as a whole. The rationale was to try to test the reaction to possible changes - both positive and negative - and to see how users would relate these outcomes to actual services in their library. We wanted to see whether, when prompted, they were antagonistic or supportive of the services that might be associated with the outcomes.

Table 15: Focus Group Feedback on Outcome 1: Sharing the joys offered by books and other writing:

Main Themes Emerging	Implications for Service Design Blueprint
Books were still the priority for the majority of participants. - The **diminishing book stock** was a universal concern although with disagreement on the type of books that should be invested in. - People said there was a "postcode lottery" when it came to **stock selection** and wanted more local control. Some readers in the east of the borough felt patronised by the lack of classics on offer. - People wanted more of **inter-library lending**, both within and between boroughs. **Charges for on-line reservations** were felt to be unfair when it is free to reserve at the desk and that it unfairly penalised users of the smaller libraries with more limited stock. Otherwise this was a valued service. **Self-service** was not liked although some people wanted services such as out of hours book drops and the ability to make card payments. **Knowledgeable staff** were prized with comments made that some should be more engaged and customer service focussed. - With one or two exceptions, people wanted books to be **better promoted** and displayed with themed selections and staff recommendations placed at the entrance to the library. **Social media** for the library was seen as a good thing, both for existing users and as a way of reaching potential users. **E-books** were acknowledged to be the future and most people were open to more investment in them. A number of people suggested e-readers be given to young people to encourage them to read. Other ideas were to provide support to people in how to get the most out of them. A minority of people vehemently objected to e-books on principle claiming that the physical handling of books was central to the library experience. **Writing** was seen as a natural fit for the library with enthusiasm for activities to encourage writing in all forms. A very small minority of individuals objected saying that libraries should just be about reading.	- Maintain or increase investment in book stock as a central to the library offer. - Display and promotion of books to be improved. - Programmes of events and groups to encourage reading and writing. - Promote and encourage inter-library loans. - Consider removing the charges for on-line reservations. - Investment in the library website and social media to promote books and events. - Improve self-service terminals to encourage greater use. - Getting staff out from behind desks and interacting with users. - E-books are gaining popularity but users need encouragement and support in getting the most out of them.

Table 16: Focus Group Feedback on Outcome 2: Getting a great start

Main Themes Emerging	Implications for Service Design Blueprint
- Children's libraries are highly valued by parents and non-parents. Libraries are seen as one of the few places for children to go that are **safe and free**. - There were concerns that in some libraries the **spaces were not fit for purpose** and didn't encourage parents and children to share books together. - The **book stock** could be improved by being regular updated and more attractively displayed. - There was disagreement on whether children's **librarians** should be the "guardians of quality" in children's books or should "give them what they want". **Book related activities** were approved of for young children to encourage a love of reading. **Noise** was a recurring theme with users complaining that their quiet enjoyment was disturbed by children's activities with some calls for **segregation** of children's libraries although this was not a universally held view. **Links with schools** should be encouraged to enable more children to be aware of, and use the library and to ensure that reference materials reflected the school curriculum. **Study areas for older children** were seen as vital but need to be supervised to prevent anti-social behaviour. Homework clubs and revision classes were also approved of. - Most people wanted to extend the **multi-media** offers to young people to encourage them to use the library more. Suggestions included: interactive touchscreens, e-readers to borrow, computer games - both to borrow and play in-house as well as more music and films.	- Children's libraries remain at the heart of all libraries. - The design and position of children's libraries needs to be considered as noise from children's activities is disturbing other users. - The range of materials - including multi-media - for older children needs to reflect their interests and be better promoted. - Better links with schools. - More use of space for supervised study groups.

Table 17: Focus Group Feedback on Outcome 3: Knowing how to get the most out of life

Main Themes Emerging	Implications for Service Design Blueprint
- People generally felt that the **information available at the library was poor**. This related to both library services and the links to other council or community services. "It's amazing what I don't know about what the library offers!" - The **library website** was not generally used, with a significant number of participants being unaware of it. There was general agreement that the website should be much more inviting and could signpost a wide variety of events and services across the borough and beyond. **Information and advice** about people's rights and entitlements was seen as a good fit with the library service however support was less firm when this was phrased as placing "customer services" in libraries. Privacy was seen as an issue as well as concern that customer service points spoil the unique atmosphere of libraries. - People liked the idea of getting help with accessing **"e-government"** in libraries from trained staff. - Some users of smaller libraries were keen to stress that the **core business of books** should not be diluted by other activities. - The ability to access free **computers and Wi-Fi** in libraries was very highly valued despite being the biggest source of frustration and complaint. Courses to teach computer skills were popular. **Learning in libraries** was seen as a good use of library space and most people would be happy to see more courses run. People who were aware of HALS were happy to see it located in the library but felt that better publicity in libraries and online would encourage more use. **Health and wellbeing** in libraries provoked controversy; "libraries aren't health centres, do it somewhere else". However people agreed that there was a role for libraries in supporting health promotion campaigns as long as it didn't take space from the library. Those participants who had accessed health services in libraries were very enthusiastic about how convenient the service was.	- Publicity and promotion of library and other services needs to be strategic and comprehensive and include an overhaul of the website and social media. - Space and issues of privacy should inform whether the library accommodates other services. - The idea of "customer services" was universally disliked but when phrased as "information and advice" or "help with entitlements" it had a much more positive reception. - Access to the computers and free Wi-Fi is vital and needs investment as it is the biggest source of frustration. - Learning in libraries is good - partnerships with other providers e.g.HALS - Co-location of health and wellbeing services mustn't detract from the core business of the library.

Table 18: Focus Group Feedback on Outcome 4: Making Haringey a creative, thriving place

Main Themes Emerging	Implications for Service Design Blueprint
• People were enthusiastic about libraries having **strong links with the arts**. Hornsey library was seen as somewhere that was already doing this. • There was support for **spaces in the larger libraries** to be dedicated to the arts whether as studio space for artists, performance venues, music making, film clubs or gallery space. People were genuinely excited at the prospect of more of this being developed. • **Smaller libraries were also keen** to have a cultural offer in their library and ideas included using the walls as gallery space, interesting visiting speakers and craft workshops. • **Publicity** for the current offer was seen as inadequate and the need for an improved website was again a major issue. • **Links with existing providers** were seen as important and it was felt that the library spaces could be better used by them. • The creative arts were seen as a way for libraries to "**bridge the divide** between the East and West of the borough." • **Employment advice** was welcomed as long as it didn't change the atmosphere of the library. Some people were concerned that smaller libraries would be swamped by other services. Most people were satisfied to see even the smaller libraries signposting people towards help and the majority thought that help with job applications and CV writing was a good fit for the library. • **Business support** in libraries divided opinion. Some saw it as a clash with the primary purpose of the library. The larger libraries were more than comfortable with support for business start-ups and designated spaces for hot-desking. However there was some reluctance to charge for these facilities, particularly in smaller libraries where people were already using the space for this purpose informally and were reluctant to see it regulated.	• Links with cultural organisations and local artists to make better use of library spaces. • Better promotion of arts events both in the library and the wider community. • Advice and support with employment would be welcome in libraries unless it detracts from the primary purpose of the library. • Business support in larger libraries is welcomed but smaller libraries were less keen due to issues of space.

Table 19: Focus Group Feedback on Outcome 5: Bringing people of all ages and cultures together

Main Themes Emerging	Implications for Service Design Blueprint
• **The role of libraries as community spaces** was a recurring theme with people keen to see their library thriving and well used for a variety of purposes. This can be summarised by one participant who claimed that libraries were the "church of the secular society". • The **space needs to be designed** to enable a library to buzz with activity while keeping spaces quiet for private study and reading. People were very keen on the provision of distinct areas for different purposes. Comfortable seating was a priority. • **Problems with letting spaces** were a recurring theme with the problems of having to go to Wood Green to make a payment and the prohibitive user charges resulting in them being under-used. It was generally agreed that the spaces could be better. • **Opening hours** prevented evening activities taking place when most people would be able to participate. • **Café** facilities were overwhelmingly popular but with some reservations: they must be attractive and well run, they should be designed and positioned to invite people in without posing a nuisance to traditional library users and there was worry about food and drink causing damage to the stock. In the smaller libraries there was a small minority of people who were vehemently opposed to having a café or even vending machines in their library. • **Volunteers** were seen as an important source of information and expertise on any number of subjects which could be better utilised. However there was suspicion that an increasing use of volunteers might be used to subsidise the service and replace staff. The distinction between mutuality and reciprocity between individuals and the use of volunteers to staff the service needs to be very clear. • **Solitary enjoyment** of the library should still be possible. People were very keen to stress that they came to the library as a refuge and they didn't want to interact with other people. It was seen as important that there were comfortable places in the library for people to sit and enjoy a book or study without being disturbed.	• More use of the community spaces with the ability for them to be hired locally. • Rethink the pricing structure to optimise letting. • Evening opening hours to reflect more use of the space for other purposes. • Redesign the interiors to allow different activities to take place. • Café facilities or vending machines to be provided but need to be attractive and inviting. • Volunteering to be encouraged - better links with HAVCO, etc.

Conducting a Gap Analysis

8.22   To help decide the extent to which the service already has in place the enablers described above, we have conducted a gap analysis drawing on our review of operational efficiency shown in section 4; our observations of the service; workshops with staff, managers and Friends; and non-user interviews and user focus groups.

8.23   The detailed gap analysis is shown at Appendix 6, but a summary below indicates the areas where 'capacity' (ie resources, staffing levels and assets) need to be changed and 'capabilities' (ie competence, skills and knowledge) need to be developed or acquired.

8.24   As identified in section 4, the service boasts a number of notable strengths, including:

•   Committed staff who are valued highly by service users.

•   A wide range of collaborations and partnerships in place to broaden the service offer.

•   A diverse programme of activities across the library network.

8.25   However, a number of key gaps in capacity and capabilities will need to be addressed, as shown in the table below.

Table 20: Summary of Gap Analysis

Enablers (summarised)	Gap Analysis	
	Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
Sharing the joys offered by books and other writing: • A comprehensive stock. • Knowledgeable staff. • Marketing programme. • A vibrant website. • User research.	• Stock purchasing budget needs increase. • Stock promotion/marketing budget needed. • Staff restructure needs roles focused on stock management and on marketing/promotion. • Current web content is underdeveloped and poorly resourced.	• Development of staff's fields of expertise in books and other materials. • Wider reader development skills. • Increase focus on e-books and other new and developing media. • Buy in brand development and marketing approach. • Promotion/marketing skills.
Getting a great start in life: • Children's recruitment programme. • Safe and welcoming children's libraries. • Comprehensive programmes. • Homework clubs and space to study.	• Membership registration needs to be easier/simpler. • Budget to develop and promote use of libraries to parents and children. • More partnership working with schools to promote libraries and reading.	• Staff restructure for focus on work with children. • Partnership working skills. • Greater knowledge of educational opportunities. • Seek more professional input (eg Youth Team, other agencies) for work with young people. • Train library staff who

Enablers (summarised)	Gap Analysis	
	Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
• Collaborative partnerships.	• Improve/increase spaces specifically for young people.	work with children in awareness of safeguarding issues.
Knowing how to get the most out of life: • An effective IT infrastructure. • Support for IT skills. • Integration with customer services. • Partnerships with advice providers. • Designed that allows for privacy. • Well-equipped training suites. • Partnerships with learning providers. • Language support • Careful zoning of space.	• Resource for vision, branding and marketing. • Most libraries in need of refurbishment and redesign. • Partnerships needed to deliver services in/with libraries. • Re-launch self-service to release staff. • Capacity for staff to focus on customers, including IT support. • Refresh IT infrastructure and applications. • Widen learning offer to other libraries.	• Re-training in supporting customers and use of self-service. • Training to support users with IT. • Create time for regular staff training/meetings. • Opportunity for increased use of volunteers. • Staff restructure and change programme requires a role to focus on this work. • Training in partnership working.
Making Haringey a creative, thriving place • Programme of events, activities. • Displays of art. • Good stock of art, film and other materials. • Business information service. • Job-hunting and careers advice. • Hot-desking space. • Venue and event management.	• Extend reading, writing and art groups. • Better gallery space and art displays. • Capacity to focus on supporting creative arts. • Partnerships needed to deliver services. • Extend current business advice support. • No dedicated small business and advice service. • Resource to book and manage venues.	• Training in partnership working. • Broadening of skills in event management and marketing. • Wider re-skilling of all staff on information enquiries. • More business advisors and funding to help people develop skills. • Skills in developing business information services.
Bringing people of all ages and culture together • High standards of design. • Good maintenance and cleanliness. • 'Café' environment • Resourced volunteer programme. • Community events. • Quality meeting and	• Develop 'café' areas where constraints permit. • Capacity to manage and promote volunteering. • Resources to extend programme of events. • Meeting and event spaces not resourced to offer professional image. • Bookings not resourced and automated.	• Training in partnership working. • Knowledge and skills of best practice in use of volunteers. • Skills in event management and promotion. • Staff restructure and change programme to refocus staff perception of the role of libraries as a

Enablers (summarised)	Gap Analysis	
	Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
event spaces. • Programmes for full spectrum of citizens. • Charging regime that incentivises library use.	• Current charging regime discourages use by other services.	wide community resources.

8.26   Some of these gaps are common to a number of different outcomes and enablers and these include:

- **Resources**: these are needed to develop the book stock and IT environment and create the management and staff support needed. This will need to be addressed, at least in part, through refocusing the staffing structure.

- **Partnership working**: the complexity of the service offer required to meet the outcomes demands a broader and deeper set of partnerships, not least to help address the resource gaps identified.

- **Focus on marketing and promotion**: the service will not be able to achieve the outcomes required without a resourced commitment to promoting what's on offer.

- **Design**: the layout and interiors of libraries are not currently fit-for-purpose to support the range of services that people would like their libraries to offer.

- **Investment in core skills**: generic skills will need to be broadened and new skills acquired, particularly in partnership working and marketing and promotion.

8.27   These gaps will be addressed in the design of the new service design and operating models and options proposed for developing them.

9. Planning: Service Design for the Future

What is a Future Operating Model?

9.1 Given the breadth of ambition shown by elected Members, Friends, managers and staff, a significant overhaul will be required in the way the service is organised. This will require a clear vision for the future which is supported by a detailed design for how the different elements of the service will operate. In this report we have described this detailed design as a 'Future Operating Model' which sets out all the aspects (or the nine 'dimensions') of the service and how they will be organised in future:

Figure 2: the Dimensions of the Future Operating Model
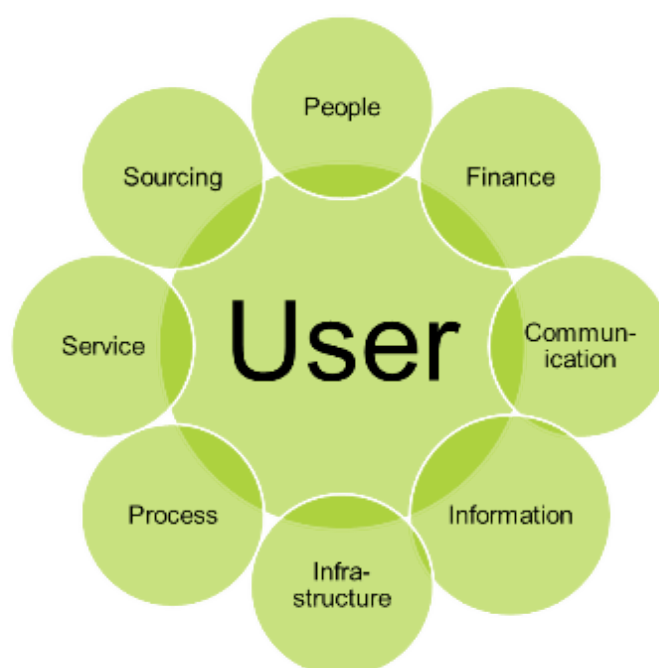
9.2 Each dimension is made up of a number of 'layers' starting at the strategic level, before moving down into more detailed descriptions of how each dimension will be delivered:

Table 21: the Layers of the Future Operating Model

The Layers	
Each dimension is made up of a series of layers drilling down from the strategic level to the operational. These help to ensure that overall plans become a reality.	**Layer 1: strategic overview** This is a summary of each dimension of your blueprint and describes its distinctive features.
	Layer 2: summary of each component This layer provides an overview of each component and includes a description of the 'before' and 'after' and the changes required.
	Layer 3: plans for each component These include the key plans for each component and may include transformation plans and strategies if major change needed.
	Layer 4: operating procedure change for each component These include key *changes* to day-to-day policies and operating procedures that ensure the delivery of each component.

9.3 In this report we have described the top layer of the future operating model and more work will be required subsequently until a complete description has been created for each component that will ensure that the future vision of the service becomes a reality. The process of refining the future operating model has been built upon gathering ideas for improvement from Friends' groups, the two surveys and library managers and staff over the course of a series of focus groups.

The Service Design Blueprint: the Service of the Future

9.4 At the heart of the future operating model is the user. The user's perception of the service and the value that they place on it will determine how ready they are to make use of it and encourage others to use it. All the back office processes are of little interest to the user: their experience will be determined by the nature of the service and how that service is communicated. These three dimensions make up the 'service design blueprint' which includes three of the nine dimensions of the future operating model.

Figure 3: Dimensions of the Service Design Blueprint
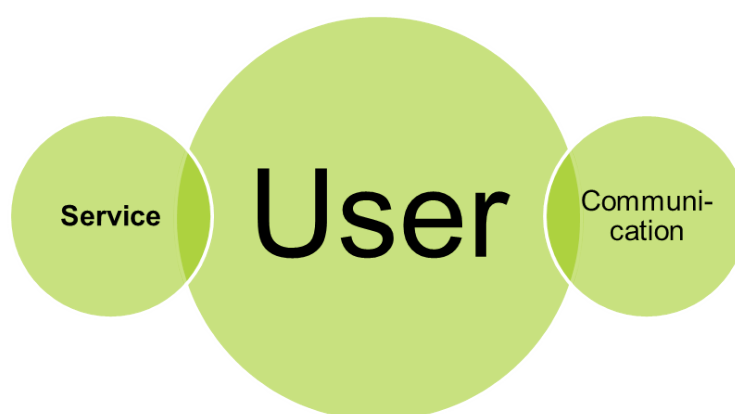
Feedback on the Service Design Blueprint

9.5 A draft of the blueprint was tested with Friends, managers and staff. Most aspects of the draft service blueprint were welcomed and were felt to reflect many of the ideas for improvement that people had proposed. People were encouraged to critique the contents and the language used. In a number of instances, ideas that were supported by some participants were disagreed with by others. However, some points were objected to more strongly or had more widespread support and a number of significant points have been raised.

9.6 Ten changes were made to the blueprint. Key changes include:

- The suggestion of introducing uniforms for library staff was objected to by many staff and there was only limited support from users. However, it is recognised that staff need to be smart and easily identifiable. We recommend that some form of uniform is trialled at one of the refurbished libraries.

- The importance of giving people the chance to study and enjoy their libraries quietly.

- The importance of the wider stock on offer rather than concentrating too much on books alone.

- The need for community language resources.

9.7 There were also a number of concerns that were raised but where we have not made changes to the draft blueprint. These include:

- **The use of language**: there were concerns expressed by some Friends about words like 'brand' and 'marketing' which were felt to be too commercial. However, other Friends thought they were useful words that were readily understood. Given that there is a need to take a more professional approach to publicity and to income generation and these words are commonly used in public service, we strongly advise their retention. The words are simple, clear and are only intended for use internally among library staff (many of whom themselves used the words).

- **Expectations**: there were some concerns expressed that the language used was too definite and over-ambitious and suggestions that the language should be more functional and that phrases like 'aim to' should be used instead of 'will'. However, some did welcome the approach and the tone of the more 'upbeat' words used. A future operating model is deliberately designed to be aspirational and stretching and is intended to describe the service in future. We recommend that the language used should not be made more conditional and that its general tone is retained.

- **Cafés**: some managers and staff were not keen on the introduction of cafés and vending machines (although others were if they were done well). This did, however, generally find favour in the focus groups. Some staff suggested that 'food and books don't mix'. This is not, however, the experience of authorities that have introduced cafés and we suggest that staff are given the chance to visit such libraries and that vending machines are subject to trials.

9.8 There were a number of general points of principle that need to be noted and these have informed the latest version of the blueprint:

- The Friends pointed out that the changes to the buildings would require the active involvement and support of the council's property specialists. Suggestions were also made that an asset review was needed.

- Friends and staff stressed the need for any new services to be properly resourced - and by trained staff (whether library or partners' staff): "if we offer a service we should do it well".

- There were concerns that some aspects of the council's customer services would not be suitable in a library and that people would need private space for such services (which would not be feasible in the smaller libraries). Experience in other library services that have incorporated customer services underlines this point; the space needs to be designed well and some intensive support services (such as Homelessness Units) are usually not included. Focus groups disliked the idea of 'customer services' but there was a much more positive reception when phrased as "information and advice" or "help with entitlements".

9.9   There was also a concern that libraries should not be encouraging people to come to a library to conduct customer service business when, if they have access at home, they could do it remotely.

9.10   The concern was often expressed, particularly in focus groups, other services, such as customer services and advice should not interfere with the core purpose of libraries.

9.11   Following this feedback, the blueprint has been edited and the revised draft is shown below.

The Mission of the Library Service

9.12   At the heart of the service design blueprint is a change in the concept of what the role of a library is in Haringey.

9.13   Instead of remaining largely a **repository** for books, information and advice, the **library service would become a campaigning organisation**. It would continue to encourage people to use the libraries to borrow books and DVDs, study quietly, use the computers and find out information. However, it would develop a broader remit, beyond the confines of the walls of the library buildings. The library service would campaign to:

- **Encourage reading**: whether people borrow books from the library or not, encouraging them to try new and exciting writing (including the 'greats'), particularly where there is local relevance; and encouraging the borough's bookshops.

- **Celebrate culture**: providing information on the cultural life of the borough, describing what's on, whether in the libraries or other venues.

- **Encourage creativity**: encouraging people to explore their own creative and artistic potential whether through writing groups or art classes.

- **Realise potential**: helping people to learn; sharpen their skills; get the jobs they want; or develop their business.

- **Forge community**: encouraging people to take part in civic life or simply to use their libraries to meet new people.

9.14   This new ethos – the mission for libraries - could be summed up in the following strapline:

"We're growing: growing minds, growing potential, growing together."

9.15   This simple mission statement is simply a working version and would need to be developed further as the service design blueprint is debated and refined.

The User Dimension

9.17   The starting point is a commitment to understanding the needs and demands of users and non-users and to making the service as user-friendly as possible. Whichever aspect of the services in the library are being used, the service will need to create the right type of long-term relationship with its users:

Table 22: Overview of User Dimension in the Future

Dimension Overview: User	
Whenever people use our library service, they feel welcomed and supported and stimulated by what's on offer. We are determined to understand what our users want and how best to encourage non-users to take advantage of our services.	
User Experience	**User Insight**
• **Everyone feels at home** in our welcoming, safe and attractive libraries and looks forward to all that is on offer. • **Using our service is straightforward** and makes complete sense – people know what's on offer and how to find what they need. • People feel that **their libraries help them to get the most out of life** and that our service is an important part of what makes Haringey a vibrant place to live.	• We work closely with our users to **understand what they want and need** and how best to help them – we are on their side. • We aim to **understand what would motivate our users and non-users** to get even more out of what we offer. • We focus constantly on **understanding what people like about our service and how to make them even happier**.
User Profiling	**Channel Design**
• We **understand how our different groups of users respond** to the service and tailor our services to meet their particular needs. • We have a **range of key target audiences** that we believe are most in need of what we have to offer and we work hard to encourage them to use our services.	• We encourage people to visit and make use of our **buildings** which are at our heart of our service. • We offer an **interactive, entertaining web presence** showcasing Haringey's rich cultural life and encouraging reading and the creative arts. • We **use social media to engage** with our users and encourage non-users to take part.

9.18   This will require the sourcing of expertise (some of which is already in the council) to help make this possible; it may also simply require a reconfiguring of existing services (eg the council website's subsites for libraries and culture).

The Service Dimension

9.19 It is essential that the service offer provided by the libraries of the future is coherent and clear, both to users and staff. This will require careful definition of what's on offer and the resources to make sure each element of the service is credible and reliable:

Table 23: Overview of Service Dimension in the Future

Dimension Overview: Service	
Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed.	
Service Definition	**Service Design**

• All our libraries offer a rich variety of **books and other materials** and encourage people of all ages to share the joys of great writing and of our other resources.
• Our **new, tenth 'Library Online'** provides a lively new resource for the borough.
• All **our larger libraries offer the following services**:
  • Our **learning centres** provide a wealth of learning opportunities for all ages.
  • Our **arts centres** showcase great culture and art and encourage people to express their own creativity.
  • Our **business centres** offer small business space and networking and information on business and employment opportunities.
  • Our **advice centres** provide information on people's rights and how to look after their health.
  • Our **customer centres** enable people to do business with the council and other public services.
  • Our **meeting centres** provide great places for the whole community to meet and work together.
  • Our **cafes** and vending machines provide wholesome, value-for-money food and drink.
	• Our buildings are **attractive, warm, well-designed and flexible spaces** integrating council and partner services.
	• We have a **vibrant, lively web presence** that encourages people to see what's on offer and share their ideas and what they have enjoyed.
	• Our learning, advice, young people's, business and meeting **spaces are carefully zoned so** that there is space both for quiet study and for louder activities.
	• **Each library offers variety**, based on a **strong core design** and service offer.
	
	Research and Development
	
	• **We collaborate** with organisations and people in the borough and beyond **to develop new ideas for improving our services.**
	
	Service Differentiation
	
	• Our service is **free and welcoming** to everyone.
	• We **encourage people to be creative** and not just consume other people's work.
	• We **celebrate reading, arts, culture, community groups, enterprise** in Haringey **wherever it is taking place** (ie not just what

• Our **smaller libraries will offer some of these additional services** where space and demand allow.	happens in libraries). • We offer materials in **a range of languages** to reflect the heritage of our local communities.

9.20 The core of the library service will remain the books and other materials that are freely available (or with services such as DVD lending, for a small charge):

Table 24: Summary of Core Library Service

Core Library Service: Books and Other Materials

The core library service which will be available in all libraries will include:
    o The lending of books and other materials in hard copy format and the availability of reference materials and periodicals.
    o The provision of e-books and other materials online.
    o Reader development, including outreach and support for housebound service users.
    o Specialist children's and young people's libraries.
    o Reading and storytelling activities and other events to encourage young readers.
    o Support for book groups.

9.21 Depending on the space available in each library and the needs in the surrounding communities, a range of other services will be available across the library network. These services will be resourced and co-ordinated by lead officers working across the network. Rather than the current, semi-formal arrangements, the services will be more closely defined and zoned within libraries into 'centres'.

9.22 The larger libraries will be able to house a variety of 'full' centre and 'basic' centres; some smaller libraries may only be able to offer a few basic centres. Some centres will need dedicated space to be set aside; others, such as learning and meeting centres, will be able to share space. A summary of the different service offers is shown below:

Table 25: Summary of Other Services Available in Libraries

Centre	Full Service	Basic Service
Learning	• Accessible training rooms with range of courses offered by HALS and other providers. • Range of homework clubs and study support. • Quiet study areas.	• Small choice of courses in one or two training rooms (which may have poor access). • Periodic homework clubs. • Quiet study areas.
Arts and culture	• Exhibition space. • Co-ordinated programme of art or other cultural events and workshops.	• Display space. • Programme of occasional cultural events.
Business	• Jobs and career advice. • Business information and advice. • Business club, including hot-desking workspace.	• CV writing support. • Online business information.
Advice	• Regular support and advice on welfare rights and benefits. • Private advice space. • Health advice and promotions.	• Scheduled advice sessions. • Periodic advice or health promotions workshops.
Customer	• One stop shop for transactions with the council's and other agencies' services. • Support for online transactions.	• Support for online transactions.
Meeting	• Range of accessible meeting spaces for public use and private and commercial hire. • Professional facilities and event management support.	• Small number of meeting spaces for public use and private and commercial hire (which may have access problems). • Basic support for facilities.
Cafe	• Full café facility with food and drink.	• Vending machines for drinks and snacks.

9.23   The number and type of centres each library would ideally house will need to be determined and will be influenced by the amount of space and capital budgets available. For some libraries, there may need to be significant remodelling or extensions built (or, possibly, larger premises being found). The precise requirements for each library and the implications for capital will be determined as part of the implementation phase, but indicative plans and implications for each library are described later in the report.

9.24   For all of the centres, whether full or basic, professional support will be needed. In some instances (eg help with online business information), this could be provided by librarians with the proper training. In others (eg jobs and career advice), support would best be provided by partner organisations. In all cases, the centres will need co-

ordination and scheduling by a central planning function that would help to maintain consistently high standards and a central point for liaising with partners.

9.25   The council's Customer Service Transformation Programme, which is reviewing the way services are organised across the council, is working to move more services online and encourage users to move to cheaper ways of contacting the council. However, the programme recognises that many people will still need access to a 'face-to-face' channel, either because they need more intensive help and support or because they do not have access at home to the internet. The programme envisages that the larger libraries could provide the right locations for professionally managed customer service centres, backed up by online access (with some support) in the smaller libraries. It should be noted that the distinction between customer and advice centres is that the full customer centres would provide a permanent 'counter' service for transactions (principally with the council at present) and that advice centres would be supported by a more flexible schedule of more general advice, such as health advice.

9.26   To create the new 'Library Online', there will need to be an overhaul of the existing library section of the council's website. Two options are possible:

•   The creation of new web page templates within the structure of the council's existing website.

•   A new, separate website (linked to the council website) which allows a more creative presentation of content.

9.27   The current library website has a plain appearance, as the home page below demonstrates (although this page is one of the few enlivened by images). Few of the subordinate web pages include any up-to-date or topical news.

Figure 4: Library Service Website Home Page
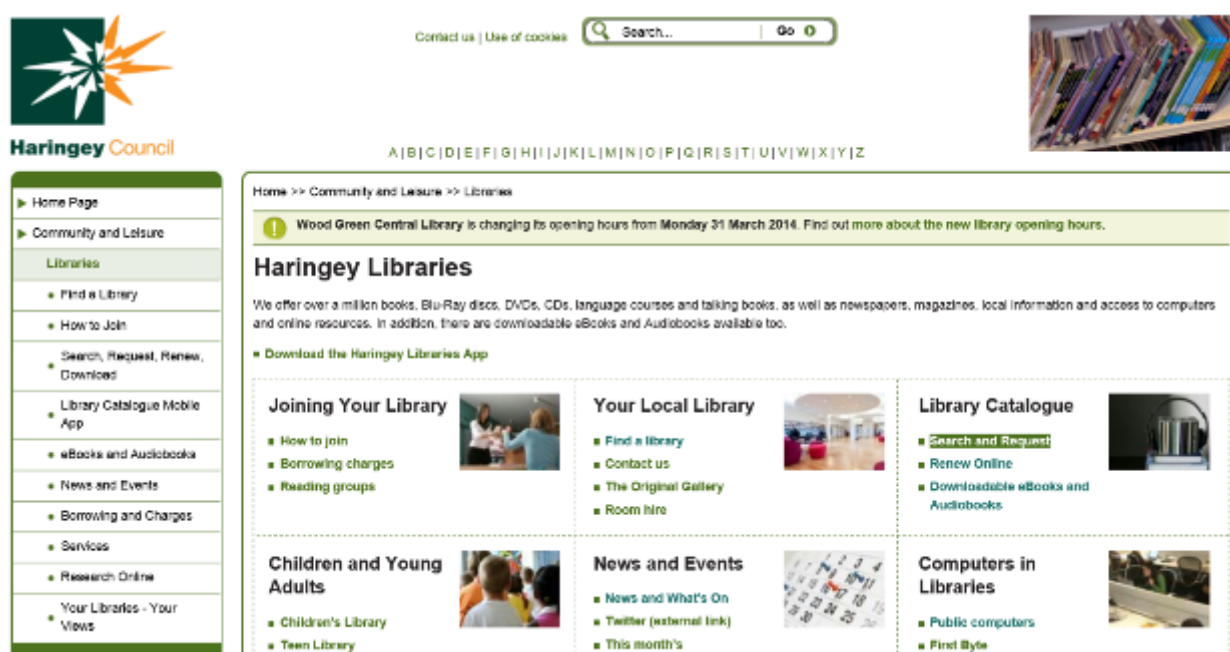
9.28   In sharp contrast, a more dynamic and attractive website is offered by Haringey's
        Alexandra Palace. This site (below) is regularly updated with the latest news and
        events and serves to celebrate the events and culture on offer. We would suggest that
        this more vibrant approach would be better suited to the campaigning ethos proposed in
        the service blueprint. This is not to suggest that the library service would need to
        manage its own website and marketing – this could be undertaken by professionals in
        other parts of the council. However, library staff would need to be actively involved in
        creating a constant stream of up-to-date content.

Figure 5: Alexandra Palace Website Home Page
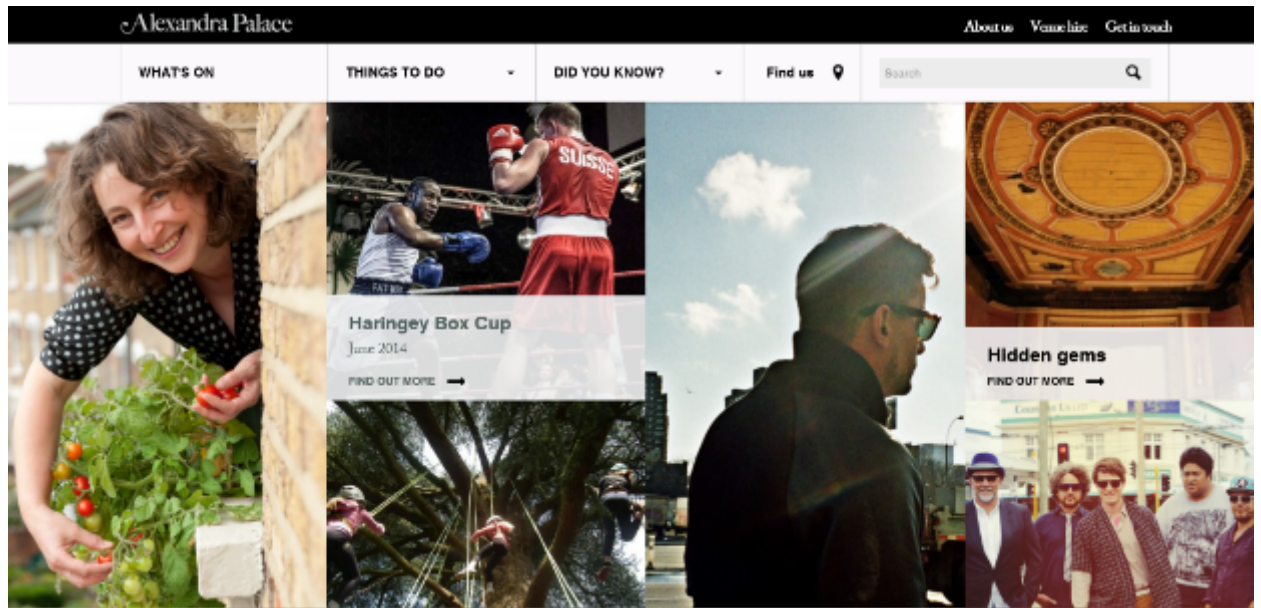
The Communications Dimension

9.29 A core part of the service design is the communication of what's on offer and the encouragement of users' input and feedback. This will require co-ordination to ensure that messages from the service are consistent and of a good standard. The communication dimension of the future service design blueprint is shown below.

Table 26: Overview of the Service's Communications in the Future

Dimension Overview: Communications	
We work hard to celebrate books, reading, learning, arts, events, culture and enterprise in the borough, promoting what our libraries have to offer and encouraging people to share what they enjoy and their knowledge, ideas and creativity.	
Brand	**Style**
• We have a **consistent look and feel** for the core services in our libraries but **each library is distinctive** to reflect the neighbourhood and its communities. • We focus on **what's on offer** and what people are enjoying and creating, not just on the library buildings themselves. • We **encourage people to take part, meet, talk and create** – not just to consume others' work – and share in the rich diversity of Haringey's communities.	• We present a **modern, good quality image** in our libraries and communications, but that doesn't have to be expensive. • Our **staff are smart and easily identifiable** so that our users can easily find them when they need help. • We **use plain language**. • We **focus on sharing what all the people of Haringey** - our users, writers, artists, community groups and entrepreneurs - **are doing and thinking.**
Marketing	**Internal**
• **Staff are our most important means of communicating** with our users and non-users. • We **encourage our users to provide feedback spread the word** about what's on offer. • We make sure **our users are up-to-date** with what's on through our website and e-newsletters. • We actively **engage in social media** and respond quickly to marketing opportunities.	• We make sure that all **our managers, permanent and casual staff and volunteers are up-to-date** with everything that's going on. • We **encourage staff to share publicly their thoughts and advice** on their favourite books, art and culture. • We actively **encourage our staff to come up with ideas for improvement** and new books, media and arts to promote.

9.30 This work will need to be delivered in partnership, with colleagues in other services (eg customer services and communications) and with other agencies. It is very unlikely – and possibly undesirable – for this all to be delivered from within the library service.

10. Planning: Other Parts of Future Operating Model

Introduction

10.1   Having defined the first three dimensions of the operating model (the service design blueprint) the other six dimensions of the future operating model need to be put in place:

Figure 6: the Other Dimensions of the Future Operating Model
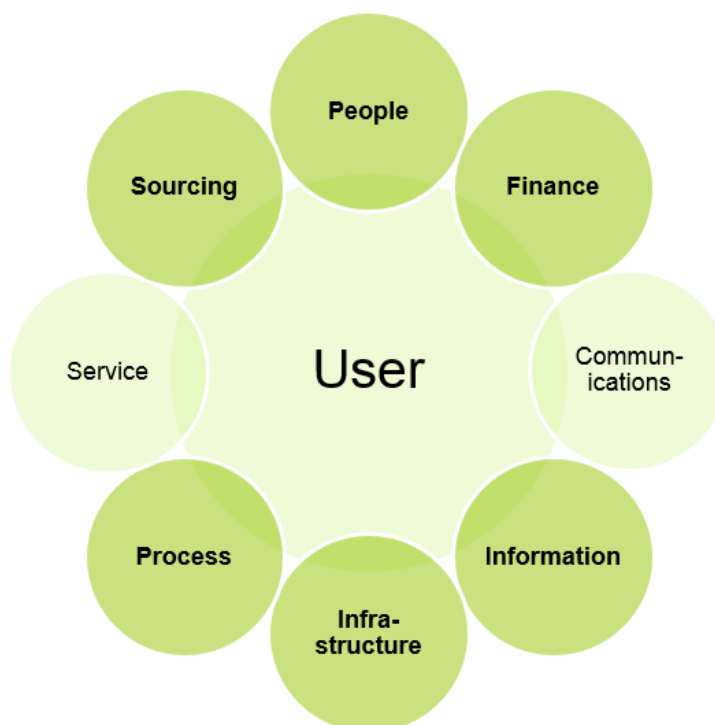
10.2   The supporting dimensions on which the service design blueprint depends are explored in turn.

The Process Dimension

10.3   As part of the council's overall Customer Service Transformation Programme, a study has been undertaken of how the direct service to the public in libraries can be made more efficient. This study has identified the opportunity for moving many of the basic transactions that consume library staff's time to automated and online processes via the council's website and through smartphone apps.

10.4   In addition, routine phone calls will be taken by the council's contact centre. This will actually improve call handling as many calls currently go unanswered as staff cannot both answer the phones and staff the counter.

10.5   In order to make libraries better and easier to hold meetings and events in, there will be specialist resources to oversee bookings and events management across the network. In order to make the service better for such customers, care will be taken to ensure that

the service is professional and high quality – this will, in turn, help to generate more income from private lettings. The current system where bookings for any library can only be paid for by cash or cheque in person at Wood Green library will come to an end and replaced by a modern, automated process.

Table 27: Future Operating Model - Process

Our Model for the Future: Process
We encourage our users to use automated services for routine transactions so that we can invest in our core services. We provide a professional and efficient service to all our users and we involve our users and partners in decision-making.

Production Methods	Process Flows
• We have a specialist team dedicated to organising programmes of events, managing lettings and support our business users. • We use quality management techniques to ensure that our services run smoothly. • We actively encourage our users, volunteers, partners and community groups to organise events, courses and workshops.	• We encourage the maximum use of self-checkout and returns and online self-service. • Routine telephone enquiries, emails and bookings are managed by the council's contact centre. • We take Chip and PIN payments in all of our libraries. • Our meeting and business team markets our space for hire and ensures bookings run smoothly across the network and that bookings can be taken and paid for online and in any library.
Supply Chain and Logistics	**Governance**
• To be resolved: we will need to decide who will run our cafes and catering. • To be resolved: we will need to decide who will run our business centres. • We take part in consortia to secure the best deals for our supplies of books, other materials and IT. • The council's IT service manages the library service's contracts with its IT suppliers.	• A library partnership board helps to steer and develop the work of the library service, including user representatives and partners. • Each library works closely with user and partner representatives to plan and manage its activities and events.

The Finance Dimension

10.6   The service has been set targets for raising income. This has proved challenging and can produce unhelpful results. For example, the letting of meeting rooms for courses and meetings is hampered by a need for investment in modern audio-visual equipment. Also, although the service already has a variable charging regime and concessionary rates, HALS is currently charged room hire (rather than a share of recharges), making it more attractive for HALS to use 'free' training space. This is a common conundrum for local authority library services and it can lead to the underuse of good classroom space.

10.7   Staff have identified various opportunities to generate more income (eg through the sale of stationery which is often asked for in libraries). While it would be counterproductive to allow a perception of 'money-making' to take hold; a greater focus on income generation would improve finances, providing that the 'mark-ups' charged on goods were both reasonable and competitive.

10.8   In order to help fund the capital investment programme, the service will need support and capacity to target and submit bids for external funding. Over a longer-term investment programme, opportunities for national funding are likely to become available and the service will need to be ready to take advantage.

Table 28: Future Operating Model - Finance

Our Model for the Future: Finance	
We concentrate our spending on the services that matter most to our users and set fair prices for the additional services that we provide that help to subsidise our core library service. Our pricing policies encourage the maximum use of our space.	
Pricing policy	**Financial Strategy**
• We ensure that **we only cover our costs** through our charges for our core library service. • We apply a **moderate mark-up** to our charges **for our additional services**. • We let our space at **concessionary rates for learning or community events**. • We charge out space for meetings and events at **market rates for private or commercial lets**.	• We aim to **minimise the cost of routine transactions through automation** in order to invest in advice, support and marketing. • We **generate income from a wide range of sources** and additional services. • We **actively fund-raise** to support our capital investments and library projects.
Budget and Cashflow Management	**Costing practices**
• We **manage our budgets centrally** for the whole service. • We **operate separate cost centres** for our income-generating services with realistic income targets set.	• We regularly **benchmark our services** to ensure that our unit costs compare well. • We ensure that we **account fully for all our support service charges** and on-costs.

The Infrastructure Dimension

10.9   This dimension principally addresses two key areas for improvement identified by nearly all the participants in the review, IT and the library buildings. A new design for the library section of the council website will allow it to become a comprehensive guide to books, arts, culture and information in Haringey. Other, core aspects of IT and automation will need investment in order to support users and generate efficiencies. The automation of routine transactions will free library staff to come out from behind the counter so that they can provide advice and support to users.

10.10   The fabric of library buildings will need to be improved to make them modern and attractive and able to cater for a wider range of different uses. Even in smaller libraries, careful 'zoning' of different activities will be needed. Privacy is needed for advice and customer service activities; quiet is needed for those who want to study; children need the chance to enjoy lively story times and fun sessions.

Table 29: Future Operating Model - Infrastructure

Our Model for the Future: Infrastructure	
Our libraries are attractive and well-maintained and we invest in technology and electronic media and library materials.	
Technology Strategy	**Accommodation**
- We encourage users to use **automated and online transactions** to help reduce our transaction costs. - Our **website is well-designed and attractive** and integrates well with our library management system and online services. - We provide **fast and reliable technology** and Wi-Fi services. - We are **increasing our stock of digital media including e-books** and other electronic materials.	- Our libraries are **comfortable, warm, well-designed and maintained** to a consistently high standard. - Where space allows, we make sure that **our libraries are zoned** to allow different uses to co-exist. - We look for opportunities **to improve our buildings and locations** to ensure that they attract the highest level of take-up possible.
Vehicle and plant management	**Business Continuity**
We work to improve the **environmental sustainability** of our library service.	- We **operate a seven day service** and have seven day support to make sure we keep running. - We maintain a **flexible staffing pool** to ensure that we keep our service running.

The Information Dimension

10.11 If the service is to be an effective champion for the creative arts and entrepreneurial spirit in the borough, the librarian's core skills in information management need to be used to the full. The service will need to gather and share information about what's available and what's on in the borough and that will need to be available online and through well-informed staff.

10.12 To ensure that the service achieves the greatest impact, it will need to develop better information about what its loyal service users need and value and about the non-users that it wants to convert into users. This will also inform the performance management of the service and its staff, so that each member of staff is clear about the impact that they are having on the quality of the service.

Table 30: Future Operating Model - Information

Our Model for the Future: Information	
We share and promote the cultural and business life of the borough and make active use of data to ensure we are achieving the best possible impact on people's lives.	
Knowledge and Intelligence	**Data**
• We share with our users a **deep knowledge of books** and other reading material. • We **understand the community's needs** and how our service can improve lives. • We **know about Haringey's cultural and business life** and forthcoming events.	• We assemble and **publish information on the cultural and business life** of the borough, promoting the widest participation. • We **protect our users' data** and encourage them take care in using our computers. • We **gather information on service take-up** where our users allow and track our progress in welcoming new users.
Risk	**Performance**
• We take steps to ensure that **our users, particularly children, remain safe**. • We check to **ensure the suitability of events and activities** taking place in our libraries.	• We measure and **set targets for our success** in meeting our service outcomes. • We track and act on **a wide range of operational indicators** on service take-up, user satisfaction and income.

The People Dimension

10.13 While users are generally very positive about the service offered by staff, there are some criticisms and the staff themselves have identified many opportunities for improvement. Professional development and training in core skills, such as customer care, have been identified by staff as a key need, along with better communication and information about new service and what's happening across the library network.

10.14 More fundamentally, the new service blueprint will only succeed if the culture of the service supports the new vision. Staff have suggested numerous ideas for improvement and they can be empowered, with the right management support, to innovate and take charge of improving day-to-day services. Staff will also need to be encouraged – and to be freed – to share their knowledge including through social media.

Table 31: Future Operating Model - People

Our Model for the Future: People	
Our staff are professional, well-trained and motivated and are given the freedom to use their initiative. We work closely with our users and partners and are always trying out new ideas.	
Skills	**Structure**
• Our staff have a **wide general knowledge of books and other information** and are committed to sharing that knowledge. • Our staff are **trained in customer care skills** and know how to help our users to get the most out of what's on offer in our libraries. • We are able to **show our users how to make the most of our IT** equipment. • We know how to **get our message across in a friendly and engaging way**, making good use of social media.	• We have a **flat management structure** to ensure that we can make and communicate operational decisions quickly. • We have **specialist, dedicated staff** to support our marketing and our events, meetings and business centres. • We **collaborate closely with other teams**, drawing on the resources of partners and other council services.
Culture	**Management**
• Our staff are constantly **looking for new ideas** to improve our services and increase take-up. • We constantly **engage with our users and encourage them to contribute** and share what they know. • We **work in partnership** with numerous organisations and look out for new opportunities for collaboration and celebrate everyone's successes. • We work hard to **make everyone feel**	• We **invest in training** our staff and encourage them to **make use of their skills and interests**. • We make sure **all our staff and volunteers are well informed** to make sure they know what's going on and what's new. • We recruit and retain **staff who enthusiastically share their love of books, culture and learning** and who are **highly computer literate**.

welcome in our libraries.	

The Sourcing Dimension

10.15   The service already participates with other local authorities in consortia for buying and for the IT system. However, to be more effective and efficient, an even stronger commitment to collaboration and sharing resources will be needed.

10.16   More formal collaborative partnerships will be needed to ensure that the services will be as joined-up and effective as possible. This also includes the contractual relationships with external service providers, where the service will make more use of the council's own specialists in IT, for example.

Table 32: Future Operating Model - Sourcing

Our Model for the Future: Sourcing	
We work hard to build positive working relationships with a range of partners, collaborating wherever possible to share services and management effort.	
Supply chain	**Collaboration**
- We **take part in purchasing consortia** to get the best deals on our purchases of books and other materials. - We have an **active relationship with our technology supplier** in which we look together for improvements to our efficiency and the service available to our users. - We have a **long-standing partnership with designers and architects** to help manage our library renewal programme.	- We have **core formal partnerships** with the following service providers: **Learning**: Haringey Adult Learning Service and Haringey College. **Health**: Haringey Clinical Commissioning Group. **Youth and education**: schools, children's centres, youth services and the Youth Council. **Advice**: Job Centre Plus and Citizen's Advice Bureau. **Customer service**: the council's customer service and Homes for Haringey. **Culture**: the council's culture service.
Contracting	**Partnership**
Our **IT department manages our relationships** with our IT suppliers for us, ensuring that the development path for our library systems is integrated with new developments in the council and elsewhere.	- We **naturally work well with all our partners** to help us all deliver the best results. - We have a **strong core of formal partnerships** with other council departments, agencies and third

- We have a **sourcing strategy for our delivery partners** (eg cafes and business centres) to ensure that we are generating a good return on our assets.

sector organisations.
- We actively **look for opportunities to share** investment in innovation and share management costs with other partners and councils.

Summary of Future Operating Model: a Vision for the Future

10.17 The future operating model is designed to ensure that the library service is capable of meeting the needs identified in the review and delivering the outcomes that people expect. The nine dimensions of the future operating model are summarised below. In many cases, the changes required to the service will be minor and evolutionary. Overall, the adoption of this model will require a transformational change and will need active programme management and leadership if it is to be achieved over the next three to five years.

10.18 A shortened version of the **vision for the library service** in future would be:

> **"Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed."**

10.19 This short version of the vision statement needs to be seen in the context of the wider description of the vision contained in the future operating model set out in the table below.

Table 33: Overview of Future Operating Model: a Vision for the Future

Dimension	Vision for the Future
1. User	Whenever people use our library service, they feel welcomed and supported and stimulated by what's on offer. We are determined to understand what our users want and how best to encourage non-users to take advantage of what's on offer.
2. Service	Our libraries give everyone in Haringey the chance to get the most out of life by providing welcoming, creative places to enjoy great writing; explore the arts; contribute to their community; draw on advice; and get the information they need to succeed.
3. Communication	We work hard to celebrate books, reading, learning, arts, events, culture and enterprise in the borough, promoting what our libraries have to offer and encouraging people to share what they enjoy and their knowledge, ideas and creativity.
4. Process	We encourage our users to use automated services for routine transactions so that we can invest in our core services. We provide a professional and efficient service to all our users and we involve our users and partners in decision-making.
5. Finance	We concentrate our spending on the services that matter most to our users and set fair prices for the additional

Dimension	Vision for the Future
	services that we provide that help to subsidise our core library service. Our pricing policies encourage the maximum use of our space.
6. Infrastructure	Our libraries are attractive and well-maintained and we invest in technology and electronic media and library materials.
7. Information	We share and promote the cultural and business life of the borough and make active use of data to ensure we are achieving the best possible impact on people's lives.
8. People	Our staff are professional, well-trained and motivated and are given the freedom to use their initiative. We work closely with our users and partners and are always trying out new ideas.
9. Sourcing	We work hard to build positive working relationships with a range of partners, collaborating wherever possible to share services and management effort.
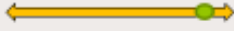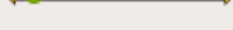
11. Planning: Partnership Options Appraisal

Approach

11.1   After considering the management options in section 6, three options were chosen for further appraisal:

- **Option 1: in-house transformation**. For this option, Haringey would design and manage a programme to implement the new operating model and deliver the outcomes described in the outcomes framework. This option does not preclude buying in specific skills, such as project management and consultants support, where required, nor would it rule out extending existing consortium working.

- **Option 2: shared services including consortium working**. Under this option the council would look to share some or all of libraries' service delivery with another council. Shared service models range from sharing one aspect of the service, such as an IT system, through sharing management teams to sharing the complete service. Consortium working is very similar to shared services but does not typically involve formal shared governance at elected member level, or delegation of responsibility. Consortium working usually involves a group of councils who use the same supplier(s), or who wish to procure jointly for example, forming a partnership to take advantage of economies of scale and superior buying power, or joint supplier management. Sometimes the partnership takes advantage of successful consortium working to share systems and development projects.

- **Option 3: the creation of a charitable trust**. This option would represent a more radical step than the other two options.   In particular, key stakeholders would need to understand that a charitable trust is an independent body in which its trustees will be required to act in the trust's interests which may not always coincide with the council's. The council would need to develop a contractual framework in which it is clear what freedoms a trust would have and which issues the council would consider to be non-negotiable. Well-structured contractual governance arrangements would need to be established.

11.2   Although the options are being appraised as separate models they are not necessarily mutually exclusive. Many organisations implement in-house transformations which include aspects of sharing for example, and Haringey already has a mixture of in-house services and consortium working.

11.3   Four tests were applied to each option to help decide which was most likely to deliver the best results:

11.4   **Test A. Outcomes Framework**: This appraisal uses the outcomes framework and enablers described in Table 11 of this document to consider how far each model would benefit the council in achieving the desired outcome.

11.5   **Test B. Future Operating Model**: The appraisal considers what the impact of each model would be on Haringey's ability to implement the Future Operating Model.

11.6 **Test C. Delivery Model Parameters**: The Delivery Model Parameters are designed to reflect Haringey's preferences for certain aspects of different delivery models. With some models there are balancing choices to be considered – for instance some shared services base savings on standardisation but this is typically at the expense of a tailored service which may be a better fit for the council's strategies and objectives. While these aspects of delivery models may not be mutually exclusive, it is useful to consider what preferences Haringey might have.

11.7 The Delivery Model Parameters used for this options appraisal were developed during a workshop with the Libraries Management Team. Figure 7 below illustrates the parameters which were discussed and Haringey's preferences as agreed by the team. The appraisal considers how far each option could support the preferences indicated in the parameters.

Figure 7: Delivery Model Parameters

High cost/high influence	Preferred position	Low cost/low influence	Notes
	1 2 3 4 5		
Whole service located in the borough	← (4) →	Part of the service located elsewhere	Libraries clearly need to be in borough, back office not.
Staff all employed by Haringey	← (2) →	Some staff employed by another Borough or organisation	Ideally, most employment would be in the borough, but that does not mean that all need to be directly managed.
Savings front-loaded	← (3) →	Savings profiled over time	Although any early savings would be welcome.
Performance optimised	← (1)(2) →	Savings optimised	Initial priority must be performance, but this could unlock efficiencies.
Tailored processes	← (4) →	Standardised processes	
Flexibility in service design	← (1) →	Fixed service design	
Investing in innovation	← (2) →	Tried and tested methods	Innovation desirable, but needs to be considered.
Full partnership	← (3) →	Supplier relationship	
Aligned to strategic goals	← (1) →	Aligned to specification	

11.8 **Test D. Financial assessment:** The financial assessment is based on a set of assumptions that have been explored with the core team, and these are attached to this document as Appendix 8. The options analysis is dependent on the accuracy of the information used and the validity of the assumptions that are applied. The information used as the basis for the analysis was provided by Haringey and on that basis it should be robust. At this stage of an evaluation, the assumptions are broadly based and designed to help signpost a way forward but they should not be regarded as precise measures and would need to be refined in respect of any option that is taken forward.

11.9 While many of the assumptions are specific to individual options, two assumptions have been made concerning all options:

> ➢ No estimate of redundancy costs, or associated impact on pension liabilities, can be made at this stage.
> ➢ While an estimate has been included in each option for transformation capacity such as change management, no estimates can be made of the level of funding required to fund the programme, including the necessary infrastructure changes, to enable the outcomes framework.

11.10   Once these estimates can be made they may represent significant sums (although in a shared service model some aspects could be shared with other partners).

Summary Findings

11.11 The following table summarises the appraisal, the details can be found in Appendix 7.

Table 34: Summary of Option Appraisal[33]

	In-House Transformation	Shared Services	Charitable Trust
A: Outcomes Framework			
1. Sharing the joys offered by books and other writing.	M/H	H	H
2. Getting a great start in life.	H	M	M
3. Getting the most out of life.	M	H	L/M
4. Making Haringey a creative, thriving place.	M	M	M
5. Bringing people together.	M	M	M
B: Future Operating Model	Gives Haringey the independence to implement the model.	Could limit Haringey's ability to implement if vision not shared with partners. (Less important for consortium working). Could prolong the timescale significantly.	A trust as an independent body may struggle to implement the aspects of the model which are heavily integrated with the rest of the council's and other partners' services.
C: Delivery Model Parameters	Gives Haringey the flexibility to implement according to preferred parameters.	Could struggle to be flexible and aligned with strategic objectives if other partners are not aligned.	Could struggle to remain aligned with strategic objectives as directors of the trust must make decision which benefit the trust not necessarily the council.
D: Financial Assessment			
Additional cost / savings over 5 years	£100,000	-£999,500	£54,170
Level of Risk	M	H	H

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[33] H = high; M = medium; L = low

11.12 In the same way that it is not possible to estimate the detailed costs of service transformation projects, it is not possible to identify at this stage the savings from service transformation projects. As a result, the initial cost of investing in transformation capacity is included in year 1 for each option, but not the savings that would result from service efficiencies.

11.13 As can be seen from the table a shared service model would bring the most benefit over a five year period, with benefits arising mainly from sharing costs and capacity. However the shared model brings with it a number of significant risks, particularly those concerning the timescale of establishing the partnership, and the possible difficulties of aligning a partnership with Haringey's strategic goals and vision of integrated customer services. Implementing a shared service at the same time as embarking on a complex change programme could be extremely difficult, although a partner could help to support the change programme if they had themselves implemented, or were considering implementing, a similar change programme.

11.14 Consortium working, however, carries less risk, being more focussed on specific areas, and some established consortia are achieving significant benefits around shared catalogues and book stock which clearly support Haringey's outcomes. This will require a review of whether there would be benefit in joining a different library consortium. Such an evaluation will need to take place in advance of any further investment in the library system or the replacement of RFID equipment as a change in consortium would probably need to be accompanied by a replacement of the existing library management system.

11.15 With these considerations in mind, an in-house transformation, including extended consortium working, could be the best mix for Haringey in the short-term, with consideration of a shared model in the longer term to increase the benefits which can be achieved.

12. Planning: Investment Plan

Considering the Options

12.1 The achievement of the future service blueprint and the rest of the future operating model will require a series of investments:

- Capital investment in the library service's buildings and IT infrastructure.

- Investment in programme management to organise the delivery of the changes.

- Leadership time and commitment to engaging with Friends, users and staff.

12.2 This will require expenditure, but there will be direct consequential savings including:

- Economies of scale through sharing with other partners and authorities.

- Capital receipts from the release of buildings that the council will no longer be required once the services have been transferred to the library.

- Increased income from more sales and room hire.

- Efficiencies and staff savings resulting from automation.

12.3 There will also be indirect, but critical savings and benefits, resulting from:

- The library service's contribution to the council's Customer Service Transformation Programme, providing internet access and advice to support channel shift.

- The long-term benefits to citizens and the borough through better information about entitlements; health advice; and employment.

- The library service's contribution to economic growth in the borough, through improving children's and adults' skills and encouraging entrepreneurship.

12.4 Before making a commitment to the investments required, the council will need to develop a more detailed business case setting out the impacts and benefits from the future operating model and an analysis of the costs and savings. The council will also need to consider how the investments will take into account the maintenance requirements for the libraries, such as routine and cyclical maintenance needs. This will also need to take into account the timetable and schedule for relocating the council's customer service centres and the property savings that would result.

12.5 In advance of this more detailed analysis, we have in this section set out some scenarios for the level of investment that can be made with a broad indication of its potential costs.

12.6 Three broad levels of investment are suggested as options:

- **Lower**: this would provide some cosmetic changes but would achieve few of the changes envisaged.

- **Medium**: this would revitalise the core of the service and improve the three larger libraries.
  Higher: this would achieve a full transformation of the service, providing better access across the library network.

12.7 For each of these options, there are varying levels of service on offer, with the medium and higher levels of investment higher levels of the 'full' and 'basic' services described in Table 25.

Lower Investment: Marginal Improvement

12.8 In this option, there would be some positive impact as a result of an improvement in the interiors of the library. This would allow a modernisation of the larger libraries and the introduction of 'basic' versions of the new centres such as the learning, business and meeting centres. For the smaller libraries, some of the full offer could be achieved for relatively little cost (eg learning and meeting centres at St Ann's. However, this model would not address issues of access at libraries such as Muswell Hill where the children's library is on the first floor, but there is no lift access.

Table 35: Service Offer in Network with Lower Investment

Larger Libraries	Library	Learning Centre	Culture Centre	Business Centre	Advice Centre	Customer Centre	Meeting Centre	Cafe
Hornsey	full	basic	full		basic		basic	basic
Marcus Garvey	full	basic	full	basic	basic		basic	basic
Wood Green	full	full	full	basic	basic		full	basic
New Library Online	basic	basic	basic	basic	basic	basic		
Smaller Libraries								
Alexandra Park	full	basic	basic		basic			basic
Coombes Croft	full		basic		basic		basic	basic
Highgate	full		basic		basic			basic
Muswell Hill	full		basic		basic			basic
St Ann's	full	full	full		basic	basic	full	basic
Stroud Green & Harringay	full		basic					basic

● = full offer   ◉ = basic offer (reduced offer or with reduced access).

Medium Investment: Revitalised Core

12.9   With a medium level of investment, library interiors could be remodelled, with the larger libraries being able to offer the full range of the future operating model, as a result of meeting rooms being fitted out with modern audio-visual equipment and with the creation of full customer centres. It should be noted that at Marcus Garvey library it is not proposed to offer a full learning centre as the College is next door and a full business centre as Tottenham already has a similar facility, 639 Enterprise Centre.

12.10   The medium level of investment would result in significantly improved performance but would do little to address the needs of smaller libraries or allow them to act as a core community resource. This model would also not address issues of access at libraries.

Table 36: Service Offer in Network with Medium Investment

Larger Libraries	Library	Learning Centre	Culture Centre	Business Centre	Advice Centre	Customer Centre	Meeting Centre	Cafe
Hornsey	full	full	full	full	full	full	full	full
Marcus Garvey	full	basic	full	basic	full	full	full	full
Wood Green	full	full	full	full	full	full	full	full
New Library Online	full	full	full	full	full	basic		
Smaller Libraries								
Alexandra Park	full	basic	basic		basic	basic		basic
Coombes Croft	full		basic		basic		basic	basic
Highgate	full		basic		basic			basic
Muswell Hill	full		basic		basic			basic
St Ann's	full	full	full		basic	basic	full	basic
Stroud Green & Harringay	full		basic		basic			basic

● = full offer   ◎ = basic offer (reduced offer or with reduced access).

Higher Investment: Full Transformation

12.11 With a higher level of capital investment, the existing library network could achieve the vision set out in the future operating model and provide more of the complete offer and on more sites. This level of investment is based on remodelling interiors with more extensive works for three of the smaller libraries, but does not include any relocations. Lift access would be installed at Highgate, Muswell Hill and Stroud Green and Harringay libraries, allowing them to be more intensively used. An extension would be added at Muswell Hill to provide toilets and more space to allow full centres to be added. As for the medium level of investment, it is not proposed to offer a full learning centre at Marcus Garvey library as the College is next door nor a full business centre as Tottenham already has a similar facility, 639 Enterprise Centre. It should be noted that this does not include additional lifts at Hornsey Library to make either the mezzanine space or the first floor rooms accessible.

Table 37: Service Offer in Network with Higher Investment

Larger Libraries	Library	Learning Centre	Culture Centre	Business Centre	Advice Centre	Customer Centre	Meeting Centre	Cafe
Hornsey	●	●	●	●	●	●	●	●
Marcus Garvey	●	◉	●	◉	●	●	●	●
Wood Green	●	●	●	●	●	●	●	●
New Library Online	●	●	●	●	●	◉		
Smaller Libraries								
Alexandra Park	●	◉	◉		◉	◉		◉
Coombes Croft	●		◉		◉	◉	◉	◉
Highgate	●	●	◉		◉	◉	●	◉
Muswell Hill	●	●	◉	●	◉	◉	●	●
St Ann's	●	●	●		◉	◉	●	◉
Stroud Green & Harringay	●	●	◉		◉		●	◉

● = full offer ◉ = basic offer (reduced offer or with reduced access).

Indicative Costs and Refining the Options

12.12   The options set out above are designed to be purely indicative. They are based on improvements to the existing library network and do not take into account any changes to tenancy arrangements in any libraries, nor as a result of any proposed regeneration schemes (such as in Tottenham).

12.13   The changes suggested for each library would need to be reviewed in discussion with Friends, users and staff so that an agreed vision could be established for each library that would both be realistic and command support.

12.14   Indicative costs for each of the options are set out in the table below. It should be noted that these are based on a series of assumptions described in Appendix 9. They provide a high level indication of costs based on experience in other library services, but they do not take account of specific long-term maintenance and repair needs; they are not based on site evaluations or schemes of work; nor are they based on up-to-date quotations.

Table 38: Indicative Costs for Investment Options

Investment Option	Includes	Capital Cost
Lower: marginal improvement	• RFID replacement in larger libraries. • Remodelled counters in larger libraries. • Cosmetic improvements to all libraries. • Basic website and IT improvements.	£1.7m
Medium: revitalised core	• All the changes for lower option, plus: • Professional audio-visual equipment in meeting rooms for larger libraries and St Ann's. • Full remodelling of larger libraries to all full offer at most sites. • Some remodelling of space in smaller libraries to allow basic services, eg advice. • Fully remodelled library website.	£2.7m
Higher: full transformation	• All the changes for lower and medium options, plus: • RFID replacement in all libraries. • Full remodelling of smaller libraries, including remodelled counters. • Audio-visual equipment in Highgate, Muswell Hill. • Lifts at Muswell Hill, Stroud Green and Harringay and Highgate. • Extension and toilets at Muswell Hill.	£4.7m

12.15   It is recommended that further, more detailed estimates are developed based on outline schemes of work before decisions are made on the overall levels of investment in transforming the library network. This will also allow the council's Customer Service Transformation Programme to complete its planning work so that the new customer centres in each library can be 'sized' appropriately.

12.16   In addition, for a number of the proposals, further research and engagement would be required. Examples include:

- Business centres: market research would be needed to confirm the level of demand for each proposed full business centre.
- Learning centres: training providers should be identified who are keen to make use of professionally designed and managed rooms.
- Asset reviews: before a commitment is made to large investments in a particular library, the site should be reviewed to ensure that the investment would be as effective as it could be. As some Friends have suggested, an alternative site might offer a better location or a larger footprint.
- RFID: usage statistics are such that a cost/benefit analysis is needed before replacing RFID equipment in smaller libraries. It may be more cost-effective to simply stop offering RFID in smaller libraries.
- Grants and external funding: many library building programmes have benefited from external funding and grants, such as from the Big Lottery Fund. The library service has secured such funding in the past; research should be undertaken to examine the potential options for external grant funding. This will need to continue as new opportunities can emerge at short notice and with short lead times.

12.17   These investigations will need to form part of the next stage of the planning process in advance of implementation.

13. Planning: Implementation and Conclusion

Programme Planning

13.1 The creation of the future operating model for libraries set out in this report represents a substantial programme of work, incorporating:

- Construction, redesign and refurbishment schemes.
- Staff restructuring and training and development programmes.
- Technology projects, including RFID renewal and web developments.
- Partnership development, including local partnerships and greater sharing.

13.2 The programme will be complex and demanding. It will have a number of interdependencies with other programmes such as the Customer Service Transformation Programme. It will also require a continuing programme of engagement and consultation with Friends, users, staff and other potential users and partners. In addition, an equalities impact assessment and environmental impact assessments will help to test and guide the programme.

13.3 The council has a well-established approach to programme management and this will enable it to manage this programme effectively. However, to make the programme succeed will require leadership, sustained commitment and project management resources.

13.4 The library service management team has already begun planning ahead for the implementation programme and to support members' decision-making process. The key elements of the programme will need to include the principal workstreams and projects set out below.

Table 39: Implementation Programme: Principal Projects and Activities

Workstream	Projects and Activities
1. Infrastructure	• Refine investment plan estimates and secure funding. • Develop sequence of library investments. • Develop, refine and implement schemes for each library (implementing the new visual and interior design standards). • Develop and implement ICT infrastructure investment plan.
2. Service offer	• Develop new stock management approach, including digital media, book display, other language stock and categorisation. • Develop, test and refine 'centres' as part of service offer. • Develop support programme for IT for public use. • Develop events programming and promotion. • Develop targeted take-up campaigns. • Create new information and performance management framework.
3. Resourcing	• Develop overall business case for change, identifying the return on investment and revenue implications.

Workstream	Projects and Activities
	• Design and implement a revised staffing structure. • Design and implement a staff development programme. • Implement a new internal communications framework. • Develop community participation programme, including extending Friends programme and volunteering. • Create partnership and shared service development programme. • Establish sourcing strategy for new service offerings, eg cafes and business centres. • Design revised pricing and income generation policies. • Develop external fund-raising strategy.
4. Vision and branding	• Design, test and establish visual and interior design standards. • Develop new website to promote reading, arts, culture, skills, employment and entrepreneurialism. • Create new marketing and campaign methods, including the use of social media.

13.5   Once the council has determined its preferred approach and level of investment, the programme plan will need to be designed in detail.

Conclusion

13.6   Throughout the refinement and implementation of the programme, a continuing process of engagement should be undertaken. The enthusiastic participation by Friends, users, Members and staff in this review will need to be built upon and people's ideas will need to be captured, explored and debated. While it will not be possible to achieve consensus on every topic, the process of discussion will help to generate better plans that benefit from a wide degree of support.

13.7   Throughout this review, participants have demonstrated great support for the borough's library service. People have contributed ambitious ideas for what libraries can achieve for the people who live and work in Haringey. In doing so, a new model for a library service has emerged that would transform what people can expect of their libraries. The new library service that would result will play an important part in securing the long-term success of the borough.

Appendices

Council's Library Profiles

The Council has developed a useful set of profiles for each of the nine libraries shown on the attached pages. We recommend that these profiles are used to help inform the planning process for deciding how the future operating model will be applied to each library. The profiles should then be maintained and updated to help inform planning and monitor progress.

ALEXANDRA PARK LIBRARY

Address	Opening Hours
Alexandra Park Road Wood Green London N22 7UJ	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm

Gross Internal Area: 251 sq m
Usage (2011) per sq m: 431 per sq m

SERVICE INFORMATION

Category	Details	
Service		
Services in use	• Self issue machines • 7 computers with free internet access • Printing and photocopying facilities	• Free WiFi hotspot • Parking • Room hire
Rooms for hire	• Two meeting rooms	
Current leases and agreements	**Tagore Centre** - 10 year lease to 2016. - No rental income. One-off payment of £30,000	
Regular events	• Community Choir • 'Movers and Shakers' • Art exhibitions • Book Clubs for adults and children • First Byte computer lessons for beginners	• Under 5s Story Time and Singing sessions • Craft Club • Portrait drawing classes • Senior Citizens' Coffee
Resources		
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • 2- Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)	
Income	£1, 040	Fines (11/12) £5,061

Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	204,118	221,927	232,655	194,588	184,887

Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	2.00	2.02	2.26	1.71	1.71

COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space	• NHS Consultation • Police Drop In

| Limited scope for alternative uses on ground floor. Scope to make better use of first floor meeting areas. ||

Room hire	
Space Available	13 sq m
Rates	• Commercial Rates £25 p/hour • Community Rates £10 p/hour
Opening (/wk)	62
Hours used (annual)	182
Utilisation rate	4.44%
Income per sq m	£80
Users	5,928

USER SURVEY

Response headlines
• 94.9% of those who responded thought Alexandra Park library overall was good or very good. • The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (82.5%), sitting and reading for pleasure (70.2%) and reading newspapers/magazines (69.1%). • The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (3%), using free WIFI facilities (2.3%) and sitting and reading for pleasure (1.7%). • 85.9 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (50%) and/or a Smartphone (25.4 %) and/or a tablet (13.4%). • 37.6% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (18.2%), study/learning (14.1 %) and general surfing eg, Google (12.2%). • 38.8% of respondents never use Haringey's online library services.

WARD PROFILE: ALEXANDRA

Category	Details	
Total Population (2010 mid-year estimates)	10,024	
Age (2010 mid-year estimates)	0-4	8%
	5-15	12%
	16-64	70%
	65+	10%
Ethnicity	White	84%
	Mixed	4%
	Asian	3%
	Black or Black British	7%
	Chinese or other	2%
% with 5 or more A*-C inc English and Maths	75% (3rd highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	18.5 (3rd lowest score out of 19 wards)	
JSA Claimant rate (Aug 2012) (Proportion of resident population aged 16-64 estimates)	2.7 (3rd lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	79.22
	Female (Haringey Avg 83.4)	83.5

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest underground station: Bounds Green (0.8 miles) • Buses: 102, 184, 299				
Local Schools	• Rhodes Avenue Primary School (0.2 miles) • Alexandra Park Secondary School (0.7 miles)				
Libraries nearby	**Library**				**Distance**
	Muswell Hill Library				1 mile
	Highgate Library				2 miles
	Wood Green Library				2 miles
	South Friern Library(Barnet)				0.8 miles
	East Finchley Library (Barnet)				1.6 miles
Community buildings (within a mile)	**Building**	**Tenant**	**Lease expiry**	**Current Rent**	**Services delivered**
	8-10 Bedford Road	J.A.N. Trust	19/05/2012	£6,000	The JAN Trust aims to empower women and young people to be more independent and able to integrate into British society. JAN Trust provides a range of services from a youth club to a mature ladies club, along with training and educational programmes.

Community Hubs: Alexandra Park Library

CUSTOMER INSIGHT

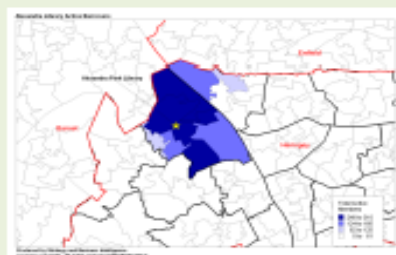## Geographical distribution

Figure 1: Distribution of Active Borrowers
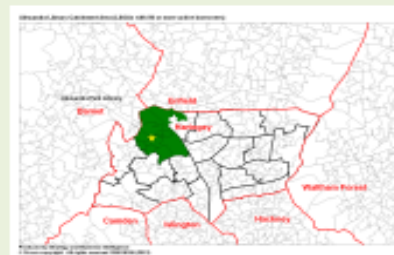

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Alexandra Park Library come from Alexandra and parts of Bounds Green ward.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Alexandra Park	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	4,168				4.5%	of all library members	6th
Active borrowers 2011/12:	2,531				5.5%	of all active borrowers	6th
Visits 2011/12:	108,263	or	33	visits per hour*	5.7%	of all library visits	7th
Issues 2011/12:	74,991	or	23	issues per hour*	6.6%	of all issues	5th
PC usage 2011/12 (sessions):	14,005	or	4.3	sessions per hour*	3.0%	of all PC sessions	7th
PC usage 2011/12, take up of available sessions (rank):					35%	of capacity	8th

Figure 4: Key Usage Statistics   *during opening hours   **1=highest. 9=lowest

- Alexandra Park is one of the less busy libraries in the borough, accounting for between 3% and 6% of usage for all libraries. The number and take up of PC sessions is comparatively low.

	9-1	1-5	5-7	All periods
Mon	24	21	16	21
Tue	18	27	12	20
Wed	13	15	9	13
Thu	17	22	12	18
Fri	14	23	15	18
Sat	26	32	-	29
Sun	-	26	-	26
All days	19	24	13	20

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	5.0	6.5	2.5	5.1
Tue	7.5	6.5	3.3	6.3
Wed	6.1	7.4	2.5	5.9
Thu	6.4	6.6	2.8	5.8
Fri	4.5	4.3	1.5	3.8
Sat	2.9	5.0	-	3.9
Sun	-	4.5	-	4.5
All days	5.4	5.8	2.5	5.1

Figure 6: PC usage – sessions per hour

- Saturday and Sunday are the busiest days for issues, although rates are only about a third higher than weekdays, compared to a doubling of rates at weekends for libraries overall. Wednesday is a particularly quiet day. The busiest time of the day is the afternoon.

- Monday to Thursday are the busiest days for PC usage, with little variation. Sunday is the busiest day of the weekend. The mornings and afternoons are significantly busier that the evenings.

Gender

- 30% of active borrowers are male and 70% are female. Males are strongly underrepresented compared to both the Haringey average (39%) and the catchment population (50.9%).

Age Distribution (Active borrowers compared to catchment area population)

- For the majority of age groups, the number of active borrowers is in line with the catchment area population as a whole.
- However, younger children are highly overrepresented compared to the catchment area population and compared to what we would expect based on all active borrowers across Haringey libraries.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (80%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Alexandra Park Library (active borrowers), fall primarily into group A (47%) and group B (22%)

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**

Summary:

Alexandra Park

- Active borrowers and members are concentrated in Alexandra ward.
- One of the less busy libraries in the borough.
- Weekends and the early part of the week tend to be busier for both issues and PC usage.

- User base consists of a very large population of 0-4 year olds. There are fewer young adults than average and more 40-44 year olds. There are also more 60-64 year olds than average.
- Over two thirds of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

COOMBES CROFT LIBRARY

Address	Opening Hours
Tottenham High Road London N17 8AG	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 262 sq m Usage (2011) per sq m: 418 per sq m	

SERVICE INFORMATION

Category	Details		
Service			
Services in use	• 14 computers with free Internet access • Printing and photocopying facilities • Free WiFi hotspot		
Rooms for hire	• One meeting room		
Current leases and agreements	• No leases or agreements. Meeting room well used – primarily for community activities required by Big Lottery Funding project		
Regular events	• Art and Craft Club • Book Club • Community Stop Smoking Service • Homework Support Club	• Knitter Natter Club • First Byte Computer Courses • Thursday Computer Club • Toy Club with Songs and Story Time	
Resources			
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • 2- Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)		
Income	£0	Fines (11/12)	£2,540

Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	215, 734	233,075	215,201	118,220	181,621

Unit cost analysis £ (net cost per usage) 2011 total avg (all libraries)1.90	2007	2008	2009	2010	2011
	1.34	1.45	1.87	1.33	1.66

Community Hubs: Coombes Croft Library

COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • NHS Consultation • Police Drop In	n/a

Very limited surplus space. Requirements of local user groups mean that no income is being derived from the meeting room

Room hire	
Space Available	5.5 sq m
Rates	• Commercial Rates £25-£50 p/hour • Community Rates £10-£25 p/hour
Opening (/wk)	58
Hours used (annual)	1,040
Utilisation rate	26.67%
Income per sq m	£0
Users	6,188

USER SURVEY

Response headlines
• 84.3% of those who responded thought Coombes Croft library overall was good or very good. • The top services that people were either satisfied or very satisfied with were using the free computers (72.4%), reading magazines/newspapers (70.9%) and borrowing adult fiction and non-fiction books (67.6%). • The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (3.9%), borrowing adult fiction and non-fiction books (3.3%) and using the free WiFi (3.2%). • 62.9 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (57.7%) and/or a Smartphone (26.6 %). • 71.6% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are study/learning (13.1%), research (13.1%) and finding a job (11%).

WARD PROFILE: NORTHUMBERLAND PARK

Category	Details	
Total Population (2010 mid-year estimates)	13,184	
Age (2010 mid-year estimates)	0-4	10%
	5-15	15.5%
	16-64	66%
	65+	8.5%
Ethnicity	White	47.5%
	Mixed	5.3%
	Asian	6.3%
	Black or Black British	37.8%
	Chinese or other	3.1%
% with 5 or more A*-C inc English and Maths	44% (lowest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	54.8 (highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	12.3 (Highest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	73.8
	Female (Haringey Avg 83.4)	84.0

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest mainline station: White Hart Lane (0.3 miles) • Buses: 149, 259, 279, 349, W3				
Local Schools	• St. Francis de Sales (0.1 miles) • Northumberland Park Secondary School (0.6 miles)				
Proximity to libraries nearby	**Library**				**Distance**
	Marcus Garvey				1.2 miles
	Fore Street (Enfield)				0.6 miles
	Angel Raynham Library (Enfield)				1 mile
Community buildings (within a mile)	**Building**	**Tenant**	**Lease expiry**	**Current Rent**	**Services delivered**
	Selby Centre	The Selby Trust	21/01/2022	£163,000 (Circ Fund)	Letting space: social, culture & educational purposes
	Irish Centre	Irish Cultural Centre	15/02/2027	£82,000 (Circ Fund)	Advice and information Service
	Whitehall & Tenterden	GRACE org	08/12/2006	£15,000	African/Caribbean drop in centre
	Tottenham Comm Sports centre	Tott Comm Sprts Centre	31/03/2052	£12,000	Sports Centre
	Ilse Amiot Centre	A centre for women & children	13/01/2017	£600	Advice, guidance and childcare
	Park Lane Comm Centre	Cherubim & Seraphim Church	22/12/2012	£16,300	Faith Centre

Community Hubs: Coombes Croft Library

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CUSTOMER INSIGHT

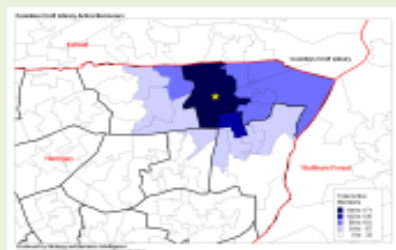## Geographical distribution

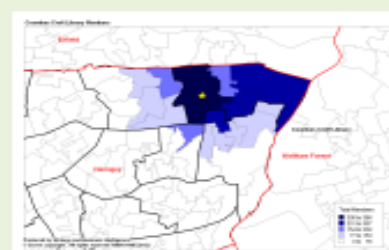
Figure 1: Distribution of Active Borrowers

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Coombes Croft Library come from Northumberland Park ward and neighbouring parts of Tottenham Hale, White Hart Lane and Bruce Grove.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Coombes Croft	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	6,414				6.9%	of all library members	5th
Active borrowers 2011/12:	2,650				5.8%	of all active borrowers	5th
Visits 2011/12:	109,498	or	36	visits per hour*	5.8%	of all library visits	6th
Issues 2011/12:	38,968	or	13	issues per hour*	3.4%	of all issues	9th
PC usage 2011/12 (sessions):	44,371	or	15	sessions per hour*	9.5%	of all PC sessions	4th
PC usage 2011/12, take up of available sessions (rank):					70%	of capacity	1st

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

	9-1	1-5	5-7	All periods
Mon	7	13	12	11
Tue	9	13	8	10
Wed	5	14	6	9
Thu	10	12	8	11
Fri	5	12	11	9
Sat	12	19	-	15
Sun	-	-	-	-
All days	8	14	9	11

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	11.1	16.1	10.8	13.1
Tue	14.0	16.9	7.8	13.9
Wed	14.5	17.9	7.3	14.4
Thu	14.6	18.1	9.0	14.9
Fri	11.8	13.1	6.5	11.3
Sat	9.3	10.0	-	9.6
Sun	-	-	-	-
All days	12.5	15.4	8.3	13.0

Figure 6: PC usage – sessions per hour

- Coombes Croft is the least busy library in the borough for issues (accounting for around 3% of the borough total). However, the number and take up of PC sessions is relatively high (almost 10% of the borough total).

- Although Saturday is the busiest day for issues, in keeping with the pattern for libraries overall, the difference with the other days is around 50% which is significantly below the difference for libraries overall. The busiest time of the day is the afternoon.
- Monday to Thursday are the busiest days of the week for PC usage with little variation. Friday and Saturday are quieter. Afternoons are the busiest time of the day.

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Gender

- 41% of active borrowers are male and 59% are female. Males are slightly overrepresented compared to the Haringey average (39%) but underrepresented compared to the catchment population (50.6%).

Age Distribution (Active borrowers compared to catchment area population)

- 5-14 year olds are highly overrepresented compared to the catchment area population and compared to what we would expect based on all active borrowers across Haringey libraries.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.
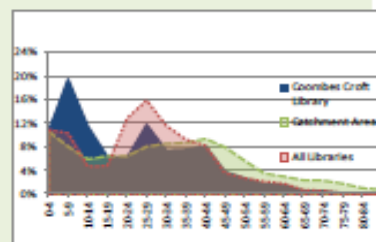
Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- Almost half of active borrowers are Black or Black British, significantly higher than any other Haringey library and also higher than we would expect based on the catchment population.
- The White population is underrepresented (34% of active borrowers compared to 49% of the catchment population)

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Four out of five users of Coombes Croft Library (active borrowers), fall into either group D (43%) or group E (37%)

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-related services
- **High demand on face-to-face channels which is consistent with their preference for face-to-face**
- 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 reasonably 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 that 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**

Summary:

Coombes Croft

- Active borrowers and members are concentrated in Northumberland Park ward.
- Sixth busiest library in the borough for visits, fourth busiest for PC usage, but the least busy for issues.
- Visitor habits are close to the borough average

- The user base consists of a large population of 5-14 year olds and relatively high numbers of 25-29 year olds, although overall the number of young adults is lower than other libraries in the borough.
- There are fewer White users than we would expect.
- 80% of the user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services.

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Address	Opening Hours
1 Shepherds Hill Highgate London N6 5QJ	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 196 sq m Usage (2011) per sq m: 413 per sq m	

SERVICE INFORMATION

Category	Details
Service	
Services in use	• 4 computers with free internet access • Printing and photocopying facilities • Free WIFI hotspot
Rooms for hire	• Three meeting rooms
Current leases and agreements	• No leases or agreements
Regular events	• Family Drop In • First Byte computer sessions for adults • Film Club • French for Children • Kumon Maths and English • Reading group • Singing and Toy Library • Story Time
Resources	
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)

Income	£4000	Fines (11/12)	£2,905

Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	147,225	177,214	188,978	184,047	162,213

Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	1.83	2.35	2.42	2.20	2.00

COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • NHS Consultations	• Café • Crèche

Adult library underutilised-potential to remove and replace with crèche/café.

Room hire	
Space Available	48 sq m
Rates	• Commercial Rates £15-£75 p/hour • Community Rates £10-£50 p/hour
Opening (/wk)	58
Hours used (annual)	812
Utilisation rate	20.82%
Income per sq m	£83.33
Users	5,796

USER PROFILE

Response headlines
• 94% of those who responded thought that Highgate library overall was good or very good. • The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (7%), using the free Wifi facility (2.5%) and borrowing adult fiction and non-fiction books (2.3%). • 82.6% of respondents have access to the Internet at home (Avg for all lib 78.6%) predominately through the use of a PC/laptop (83.2%) and/or a Smartphone (44.2%). • 46.1% of respondents access the Internet at the library (Avg for all lib 53%). The top three uses when accessing the Internet at the library are research (24.6%), general surfing (eg Google) (23.4%) and keeping in touch with family and friends (19.2%). • 36% of respondents never use Haringey's online library services, however 35% use them daily, several times a week or several times a month.

WARD PROFILE: HIGHGATE

Category	Details	
Total Population (2010 mid-year estimates)	10,094	
Age (2010 mid-year estimates)	0-4	7%
	5-15	7.5%
	16-64	73.5%
	65+	12%
Ethnicity	White	85.5%
	Mixed	3.4%
	Asian	3.2%
	Black or Black British	5.5%
	Chinese or other	2.4%
% with 5 or more A*-C inc English and Maths	70% (6th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	17.8 (lowest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	2.7 (4th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	79.5
	Female (Haringey Avg 83.4)	85.4

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest underground station: Highgate Station (0.1 miles) • Buses: 43, 134, 263, W5				
Local Schools	• St. Michaels CE Primary School (0.4 miles) • Highgate Wood Secondary School (0.6 miles)				
Proximity to libraries nearby	Library				Distance
	Hornsey				1.2 miles
	Muswell Hill				1.3 miles
	Archway Library (Islington)				1.1 miles
	Highgate library (Camden)				1.2 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Jackson Lane Community Centre	Jackson Lane Community Association	11/08/2013	£51,800 Peppercorn	Multi-arts venue

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CUSTOMER INSIGHT

Geographical distribution
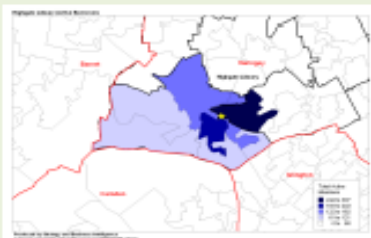
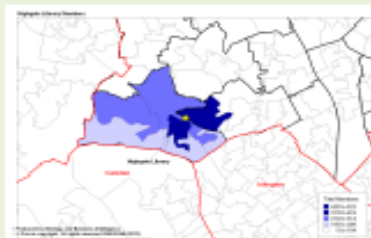*Figure 1: Distribution of Active Borrowers*
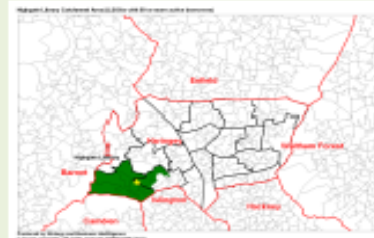

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Highgate Library come from Highgate and Crouch End wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Highgate	Number			% of Haringey Total		Rank
Members as at 01/08/2012:	3,641			3.9%	of all library members	8th
Active borrowers 2011/12:	2,118			4.6%	of all active borrowers	7th
Visits 2011/12:	80,927	or	27	visits per hour*	4.3% of all library visits	9th
Issues 2011/12:	49,656	or	16	issues per hour*	4.3% of all issues	6th
PC usage 2011/12 (sessions):	10,309	or	3.4	sessions per hour*	2.2% of all PC sessions	8th
PC usage 2011/12, take up of available sessions (rank):				50%	of capacity	4th

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Highgate is one of the less busy libraries in the borough, accounting for between 3% and 6% of usage for all libraries. The number of PC sessions is comparatively low.

	9-1	1-5	5-7		All periods
Mon	15	27	12		19
Tue	12	19	7		14
Wed	9	23	14		16
Thu	12	13	9		11
Fri	9	15	12		12
Sat	26	25	-		25
Sun	-	-	-		-
All days	14	20	11		16

	9-1	1-5	5-7		All periods
Mon	3.9	4.1	3.0		3.8
Tue	3.8	4.1	1.3		3.4
Wed	3.8	4.4	1.8		3.6
Thu	4.4	3.6	1.5		3.5
Fri	3.6	3.4	1.3		3.1
Sat	2.0	3.9	-		2.9
Sun	-	-	-		-
All days	3.6	3.9	1.8		3.4

Figure 5: Number of issues per hour

Figure 6: PC usage – sessions per hour

- Saturday is the busiest day of the week for issues, twice as busy the quietest days: Thursday to Friday, and around one third as busy as Monday to Wednesday. The busiest time of the day is the afternoon.
- There is little variation in PC usage across the week, Saturday is the quietest day. The mornings and afternoons are busier that the evenings.

Community Hubs: Highgate Library

Gender

- 30% of active borrowers are male and 70% are female. Males are strongly underrepresented compared to both the Haringey average (39%) and the catchment population (51.5%)

Age Distribution (Active borrowers compared to catchment area population)

- Overall, the age profile of active borrowers is close to that of the catchment area population.
- However, 20-44 year olds are overrepresented compared to both the catchment area population and the active borrower base for Haringey as a whole.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (80%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.
-

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Highgate Library (active borrowers), fall primarily into group A (57%) and group B (25%)

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

Summary: Highgate

- Active borrowers and members are concentrated in Highgate and Crouch End wards.
- One of the less busy libraries in the borough.
- Visitor habits are close to the borough average

- User base is shifted towards the 25-44 age range, and is older than the borough average.
- Over 80% of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

Address	Opening Hours
Haringey Park London N8 9JA	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm
Gross Internal Area: 2757 sq m Usage (2011) per sq m: 118 per sq m	

SERVICE INFORMATION

Category	Details	
Service		
Services in use	• 25 computers with free Internet access (including an accessible pc for visually Impaired users) • Printing and photocopying facilities	• Free WIFI hotspot • Silent study area • Special collections
Rooms for hire	• 4 offices and a meeting room • Original Gallery and Promenade Gallery	
Current leases and agreements	The Community and Youth Music Library • £5k p/a • Local Agreement/ statement	UnLibrary Café • Free • No agreement
Regular events	• Art and Craft Club • Book Club • Community Stop Smoking Service • Homework Support Club	• Knitter Natter Club • First Byte Commuter Courses • Toy Club with Songs and Story Time
Resources		
Staff	• Principal Librarian (PO3) • Community Programmes Officer: Wellbeing& access (SO2) • Local History Librarian (SO1) • Music & Film Librarian (Sc6) • Librarian (Sc5) • 0.5 Information, ICT & Business Librarian (SO1)	• Operations Manager (PO1) • 0.5 Operations Supervisor (Sc5) • 2x Library Counter Assistant (Sc2 • 2X Library Information Officer Sc4) • 2X Library Counter Assistant Saturday (Sc2)

Income	£8,350	Fines (11/12)	£22,747	

Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	773,245	848,012	897,146	754,744	693,209

Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	2.73	2.36	2.49	2.14	2.13

Community Hubs: Hornsey Library

COMMERCIAL USE

Current	Potential
• Café • IT Classes • Meeting Space • NHS Consultation • Police Drop In	• Cinema • Crèche • Outreach post office

Former Y-Gen space being marketed- improve café offer and use courtyard?
No cinema in crouch end-potential community use,

Room hire	
Space Available	218.45 sq m
Rates	• Commercial Rates £25-£75 p/hr • Community Rates £10-£30 phr
Opening (/wk)	62
Hours used (annual)	4,415
Utilisation rate	107.68%
Income per sq m	£38.22
Users	6,947

USER SURVEY

Response headlines
• Respondents at Hornsey library also use a number of other libraries, the most popular being Wood Green, Muswell Hill and Stroud Green and Harringay Libraries. • 96% of those who responded thought that Hornsey library overall was good or very good. No respondents thought the library was poor or very poor. • The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free Wifi facility (9%), using the free computers (4%) and accessing Council/Government services (4%) • 49.5% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (29.2%), study/learning (22.1%) and general surfing (eg Google) (19.1%). • 31.4% of respondents never use Haringey's online library services and another 20% use it once or twice a year or less often. A number of people responded that this was due to the fact that they were not aware of the online services.

WARD PROFILE: HORNSEY

Category	Details	
Total Population (2010 mid-year estimates)	11,402	
Age (2010 mid-year estimates)	0-4	7%
	5-15	10%
	16-64	74%
	65+	9%
Ethnicity	White	73.8%
	Mixed	4.6%
	Asian	6.2%
	Black or Black British	13.6%
	Chinese or other	1.7%
% with 5 or more A*-C inc English and Maths	72% (5th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	33.5 (8th lowest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	6.2 (9th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	74.7
	Female (Haringey Avg 83.4)	83.2

LOCAL INFORMATION

Category	Details	
Transport links	• Nearest mainline station: Crouch hill Station (0.6 miles) • Nearest Tube: Finsbury Park Station (1.5 miles) • Buses: 41, 91, W3, W5, W7	
Local Schools	• St. Gildas RC Junior school (0.3 miles) • Hornsey Secondary School (0.5 miles)	
Proximity to libraries nearby	**Library**	**Distance**
	Stroud Green	0.9 miles
	Highgate Library	1.2 miles
	N4 Library (Islington)	1.4 mile

Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Stationers Community Centre	Hornsey Vale Community Centre	12/05/2016	£29,750 (Circ Fund)	Multipurpose community centre
	136 Tottenham Lane	Hornsey Historical Society	14/10/2009	£1,350 Peppercorn	Local conservation activity

Community Hubs: Hornsey Library

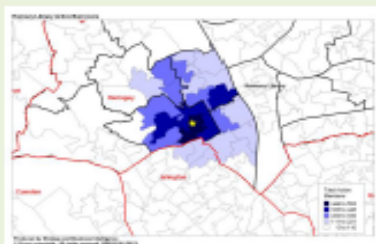# CUSTOMER INSIGHT

Geographical distribution

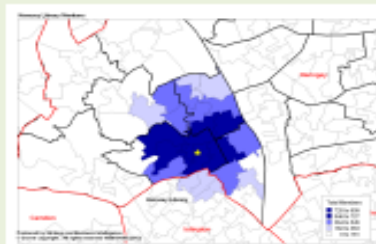Figure 1: Distribution of Active Borrowers

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Hornsey Library come from Hornsey, Crouch End, Muswell Hill and Stroud Green wards, with some also coming from neighbouring Islington.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Hornsey	Number	% of Haringey Total		Rank
Members as at 01/08/2012:	16,845	18.2%	of all library members	2nd
Active borrowers 2011/12:	9,456	20.5%	of all active borrowers	2nd
Visits 2011/12:	325,283 or 101 visits per hour*	17.2%	of all library visits	2nd
Issues 2011/12:	244,993 or 76 issues per hour*	21.4%	of all issues	2nd
PC usage 2011/12 (sessions):	55,630 or 17 sessions per hour*	12.0%	of all PC sessions	3rd
PC usage 2011/12, take up of available sessions:		40%	of capacity	6th

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Hornsey is the second busiest library in the borough overall. However, PC usage and take up is relatively low.

	9-1	1-5	5-7	All periods
Mon	62	76	53	66
Tue	63	78	48	66
Wed	45	71	40	54
Thu	58	70	26	56
Fri	44	80	47	59
Sat	112	142	-	127
Sun	-	100	-	100
All days	64	88	43	71

Figure 5: Number of Issues per hour

	9-1	1-5	5-7	All periods
Mon	19	21	10	18
Tue	14	21	11	16
Wed	18	20	9	17
Thu	16	18	13	16
Fri	19	19	8	17
Sat	15	17	-	16
Sun	-	22	-	22
All days	17	19	10	17

Figure 6: PC usage – sessions per hour

- Issue rates are generally in keeping with the overall pattern for Haringey's libraries. Saturday is the busiest days of the week, seeing more than twice as many issues as Monday to Friday, closely followed by Sunday. The busiest time of the day is afternoon.

- There is little variation in PC usage between Monday and Saturday. Sunday is the busiest day whereas it's the quietest day for the other libraries in the borough with Sunday opening.

Gender

- 37% of active borrowers are male and 63% are female. Males are slightly underrepresented compared to the Haringey average (39%) but highly underrepresented compared to the catchment area population as a whole (50.7%).

Age Distribution (Active borrowers compared to catchment area population)

- 0-4 year olds and 20-29 year olds are highly overrepresented compared to the catchment area population, but the age profile overall is similar to the Haringey active borrower population as a whole.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.

Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (80%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Summary Hornsey

- Active borrowers and members are concentrated in Hornsey, Crouch End and Stroud Green, with a large draw from Islington.
- Second busiest library in the borough for issues and visits, third busiest for PC usage.
- Visitor habits for issues are close to the borough average. PC usage is highest on Sundays.
- The user base consists of large numbers of young children and 20-29 year olds.
- Over 60% of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

Resident Characteristics
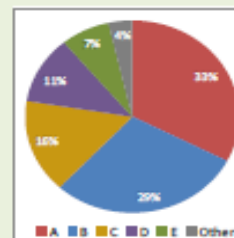
- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Hornsey Library (active borrowers), fall primarily into group A (33%) and group B (29%) and group C (16%)

Figure 9: Resident segmentation groups of Active Borrowers

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**

Community Hubs: Hornsey Library

Address	Opening Hours
Tottenham Green Centre 1 Phillip Lane N15 4JA	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm
Gross Internal Area: 1962 sq m	
Usage (2011) per sq m: 124 per sq m	

SERVICE INFORMATION

Category	Details
Service	
Services in use	• 14 computers with free internet access • Printing and photocopying facilities • Free WIFI hotspot • Silent study area • Self issue and return machines
Rooms for hire	• Two meeting rooms on the ground floor and one on the first floor
Current leases and agreements	**Best Training Solutions (Learn Direct & IAG)** • £1k per year for the first floor meeting room • Local verbal agreement
Regular events	• Age Concern Drop In • Messy mornings • Book groups • Older People's drop in • Craft session • Sing-a-long • Computer fun • Story Time • First Byte computer course • Toy Library • Homework Club • University of the 3rd age
Resources	
Staff	• Community Programmes Officer: Social Inclusion (SO2) • Information, ICT and business Librarian (SO1) • 2X Librarian (Sc6) • Senior Operations Supervisor (SO1) • 2X Library Counter Assistant (Sc2) • 2X Library Counter Assistant Saturday (Sc2) • 2.5 Library& Information Officer (Sc4)

Income	£1,920		Fines (11/12)	£10,297	

Net Revenue costs £ (including shared costs	2007	2008	2009	2010	2011
	687,923	662,633	668,891	560,627	576,594

Unit cost analysis £ (net cost per usage) 2011 total avg (all libraries)1.90	2007	2008	2009	2010	2011
	2.82	2.64	2.73	2.27	2.37

COMMERCIAL USE

Current	Potential
• Crèche • IT classes • Meeting Space • NHS Consultation • Police Drop In	• Cafe • Outreach post office

Scope to expand crèche and consider café use. Office space appears from the data supplied to be well utilised but all unoccupied at time of Inspection.

Room hire	
Space Available	39.5 sq m
Rates	• Commercial Rates £12 p room • Community Rates £7 per room
Opening (/wk)	62
Hours used (annual)	1,430
Utilisation rate	34.88%
Income per sq m	£48.61
Users	4,264

USER SURVEY

Response headlines
• 85% of those who responded thought Marcus Garvey library overall was good or very good.
• The top services that people were either satisfied or very satisfied with were sitting and reading for pleasure (63%), borrowing adult fiction and non-fiction books (58.2%) and using the free computers (55.3%).
• The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free Wifi facility (8.1%), using quiet study facilities (4.6%) and using the free computers (3.4%).
• Respondents were also dissatisfied or very dissatisfied with the toilets (32.5%), appearance of the library outside (7.1%) and seating (7.0%).
• 71.9 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (50.7%) and/or a Smartphone (30.7 %).
• 60.2% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are study/learning (15.1%), research (14.8%) and finding a job (9.5%).

WARD PROFILE: TOTTENHAM GREEN

Category	Details	
Total Population (2010 mid-year estimates)	12,544	
Age (2010 mid-year estimates)	0-4	8%
	5-15	11.5%
	16-64	72%
	65+	8.5%
Ethnicity	White	49.6%
	Mixed	5.1%
	Asian	7.9%
	Black or Black British	33%
	Chinese or other	4.7%
% with 5 or more A*-C inc English and Maths	48% (3rd lowest score out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	45.6 (3rd highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	8.1 (16th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	72.5
	Female (Haringey Avg 83.4)	82.8

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest Underground station: Seven Sisters (0.5 miles) • Buses: 123, 149, 230, 243, 259, 279, 318, 341, 234, 476, W4				
Local Schools	• The Green Primary School (0.6 miles) • John Loughborough Secondary School (1.6 miles)				
Proximity to libraries nearby	Library				Distance
	St Ann's				1.1 miles
	Coombes Croft				1.3 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Lord Morrison Hall	Afro International theatre productions	30/06/2012	£11, 500	Arts Centre
	594 High Road	African Womens Welfare Group	28/05/2011	£11,000	Provides support and counciling to African Women

Community Hubs: Marcus Garvey Library

CUSTOMER INSIGHT

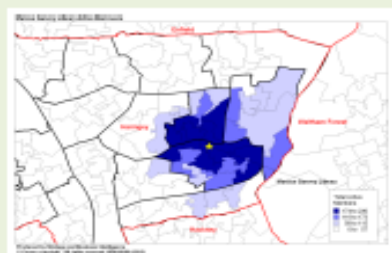## Geographical distribution

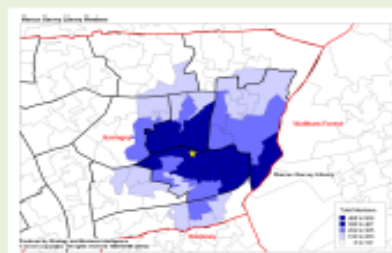Figure 1: Distribution of Active Borrowers

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Marcus Garvey Library come from West Green, Bruce Grove, Tottenham Green, Tottenham Hale, Seven Sisters and St Anns wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Marcus Garvey	Number			% of Haringey Total		Rank
Members as at 01/08/2012:	14,414			15.6%	of all library members	3rd
Active borrowers 2011/12:	6,400			13.9%	of all active borrowers	3rd
Visits 2011/12:	243,349	or	75 visits per hour*	12.9%	of all library visits	3rd
Issues 2011/12:	129,261	or	40 issues per hour*	11.3%	of all issues	3rd
PC usage 2011/12 (sessions):	80,072	or	25 sessions per hour*	17.2%	of all PC sessions	2nd
PC usage 2011/12, take up of available sessions (rank):				54%	of capacity	3rd

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Marcus Garvey is the third busiest library in the borough overall, accounting for 13% of all visits. It is the second busiest in terms of PC usage.

	9-1	1-5	5-7	All periods
Mon	26	57	62	46
Tue	31	31	45	34
Wed	19	31	26	25
Thu	25	35	36	31
Fri	21	41	45	34
Sat	55	55	-	55
Sun	-	47	-	47
All days	30	43	43	38

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	19	20	9	18
Tue	21	15	16	17
Wed	24	25	16	23
Thu	23	26	19	23
Fri	24	24	14	22
Sat	23	24	-	23
Sun	-	26	-	26
All days	22	23	15	21

Figure 6: PC usage – sessions per hour

- Weekends and Monday are the busiest days for issues by around 70% compared to the rest of the week. Wednesday is the quietest day. Unlike the picture across all libraries, evenings as well as afternoons are the busy times of the day.

- Wednesday to Sunday are the busiest days of the week for PC usage, with little variation. Mornings and Afternoon are the busiest times of the day.

Gender

- 39% of active borrowers are male and 61% are female. This is average for Haringey active borrowers but males are underrepresented compared to the catchment area population (50.8%).

Age Distribution (Active borrowers compared to catchment area population)

- 5-9 and 20-29 year olds are overrepresented compared to the catchment area population.
- Overall, the age profile of active borrowers is close to the Haringey average, with the exception of 5-9 year olds who are overrepresented.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.
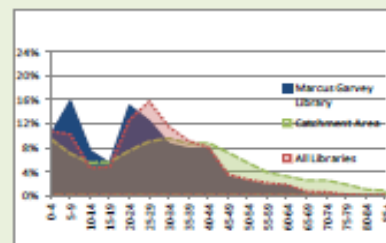
Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- Both the Black or Black British and Asian or Asian British active borrowers are overrepresented compared to the catchment area population as a whole.
- There is more than double the proportion of Black or Black British active borrowers than in Haringey as a whole.
- The White catchment population is underrepresented in active borrowers.

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).
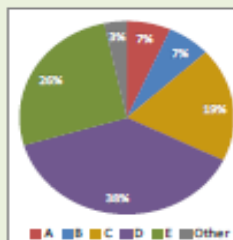
Resident Characteristics

Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Marcus Garvey Library (active borrowers), fall primarily into groups D (38%), E (26%) and C (19%). This is in keeping with the catchment area population.

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 that 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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Summary:

Marcus Garvey

- Active borrowers and members are concentrated in Bruce Grove, Tottenham Hale and Tottenham Green.
- Third busiest library for issues and visits, but the second busiest for PC usage.
- Evenings and afternoons tend to be busier.
- The user base consists of large numbers of young children and 20-29 year olds.
- There are fewer White users than we would expect.
- Two thirds of user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services.

Address	Opening Hours
Queens Avenue	Monday to Friday: 9am to 7pm
Muswell Hill	Saturday: 9am to 5pm
N10 3PE	Sunday: Closed
Gross Internal Area: 291 sq m	
Usage (2011) per sq m: 442 per sq m	

SERVICE INFORMATION

Category	Details
Service	
Services in use	• 11 computers with free internet access • Printing and photocopying facilities • Free WiFi hotspot
Rooms for hire	• One meeting rooms
Current leases and agreements	Toy Library (charity) - No known agreement - No rental income
Regular events	• Confidential Counselling and Psychosexual Therapy • First Byte computer sessions for adults • Messy Morning • Reading Group
Resources	
Staff	• Branch Manager (SO1) • 3 X Library & Information Officer Sc4 (incl. 2 x 0.5) • 2 X Library Counter Assistant (Sc 2) • 3 X Library Counter Assistant, Saturdays- (Sc2)

Income	£0		Fines (11/12)		£7,054

Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	338,788	392,003	405,934	364,298	225,514

Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	1.48	1.61	1.75	1.96	1.75

Community Hubs: Muswell Hill Library

COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • Police drop-in	• NHS Consultation • Outreach Post office

Limited surplus space. First floor non DDA accessible.

Rooms hire

Space Available	3.75 sq m (Toy library)
Rates	• n/a
Opening (/wk)	58
Hours used (annual)	338
Utilisation rate	8.67%
Income per sq m	£0
Users	1,560

USER SURVEY

Response headlines
• 90.1% of people who responded to the survey in Muswell Hill library are members of the library service. • 83.7% of those who responded thought Muswell Hill library overall was good or very good. • The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (69%), borrowing children's books or bringing children to choose their own books (66.3%) and borrowing DVDs/BluRay (56.1%). • The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (6.2%), borrowing Audio books (on CD), (4.7%) and borrowing adult fiction and non-fiction books (4%). • 88.8 % of respondents have access to the Internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (48.3%) and/or a Smartphone (25.4 %) and/or a tablet (13.4%). • 37.6% of respondents access the Internet at the library (Avg for all lib 53%). The top three uses when accessing the Internet at the library are research (14.6%), study/learning (10.6 %) and general surfing eg, Google (10.3%).

WARD PROFILE: *MUSWELL HILL*

Category	Details	
Total Population (2010 mid-year estimates)	9,790	
Age (2010 mid-year estimates)	0-4	6%
	5-15	10%
	16-64	71.5%
	65+	12.5%
Ethnicity	White	86.9%
	Mixed	3.7%
	Asian	3%
	Black or Black British	4.7%
	Chinese or other	1.7%
% with 5 or more A*-C inc English and Maths	76% (2nd highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	19.3 (4th lowest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	2.3 (lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	77.4
	Female (Haringey Avg 83.4)	81.5

LOCAL INFORMATION

Category	Details				
Transport links	• Buses: 43, 102, 134,144, 299, W7				
Local Schools	• Muswell Hill Primary School (0.1 miles) • Fortismere Secondary School (0.4 miles)				
Proximity to libraries nearby	Library				Distance
	Alexandra Park				0.9 miles
	Highgate				1.3 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	N/a	N/a	N/a	N/a	N/a

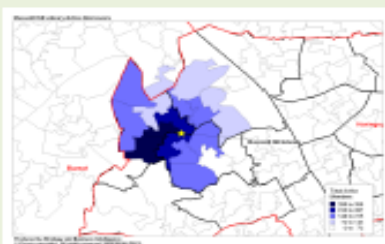# CUSTOMER INSIGHT

Geographical distribution

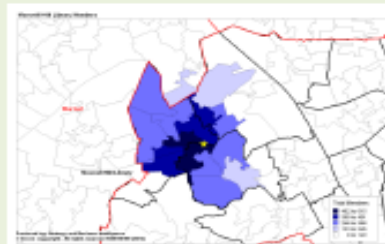Figure 1: Distribution of Active Borrowers
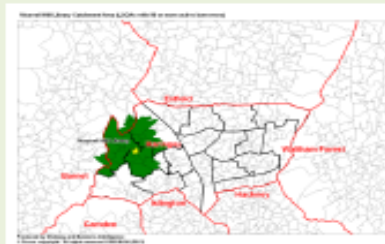

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The majority of Active Borrowers and Members for Muswell Hill Library come from Muswell Hill, Fortis Green and Alexandra wards, with some also coming from neighbouring Barnet.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Muswell Hill	Number			% of Haringey Total		Rank
Members as at 01/08/2012:	8,377			9.1%	of all library members	4th
Active borrowers 2011/12:	4,394			9.5%	of all active borrowers	4th
Visits 2011/12:	128,587	or	43	visits per hour*	6.8% of all library visits	4th
Issues 2011/12:	106,869	or	35	issues per hour*	9.3% of all issues	4th
PC usage 2011/12 (sessions):	25,250	or	8.3	sessions per hour*	5.4% of all PC sessions	6th
PC usage 2011/12, take up of available sessions (rank):				47%	of capacity	5th

*during opening hours

***1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Muswell Hill is the 4th busiest library in the borough overall, accounting for 9% of all issues. However, PC usage is relatively low, accounting for only 5%.

	9-1	1-5	5-7	All periods
Mon	33	43	19	34
Tue	25	30	17	26
Wed	18	33	9	22
Thu	22	32	13	24
Fri	23	32	15	25
Sat	52	48	-	50
Sun	-	-	-	-
All days	29	36	15	29

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	9.0	11.3	9.0	9.9
Tue	6.9	11.0	6.5	8.5
Wed	8.0	9.9	6.0	8.4
Thu	7.5	11.0	5.5	8.5
Fri	9.5	11.3	6.0	9.5
Sat	7.6	7.3	-	7.4
Sun	-	-	-	-
All days	8.1	10.3	6.6	8.7

Figure 6: PC usage – sessions per hour

- Issue rates are in keeping with the overall pattern for Haringey's libraries. Saturday is the busiest day of the week, seeing twice as many issues as Tuesday to Friday. The busiest time of the day is the afternoon.

- There is little variation in PC usage on weekdays. Monday and Friday are the busiest days and Saturday is the quietest day. The busiest time of the day is the afternoon.

Community Hubs: Muswell Hill Library

170

Gender

- 36% of active borrowers are male and 64% are female. Males are slightly underrepresented compared to the Haringey average (39%) but highly underrepresented compared to the catchment population (50.7%)

Age Distribution (Active borrowers compared to catchment area population)

- Young children are overrepresented compared to the catchment area population, as are 20-29 year olds.
- However, there are fewer 20-34 year olds active borrowers than we would expect based on Haringey active borrowers overall.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with active borrowers in Haringey as a whole.
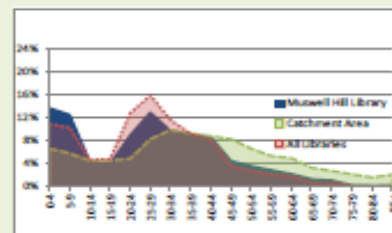
Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The high proportion of white active borrowers (84%) is significantly higher than the active borrowers' population as a whole, but this reflects the ethnicity of the catchment area.
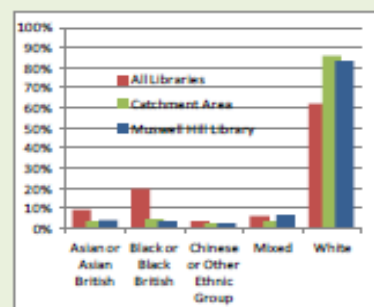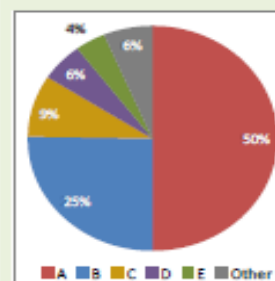

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Muswell Hill Library (active borrowers), fall primarily into group A (50%) and group B (25%)

Figure 9: Resident segmentation groups of Active Borrowers

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**

Summary: Muswell Hill

- Active borrowers and members are concentrated in Muswell Hill, Fortis Green and Alexandra wards.
- The fourth busiest library for issues and visits, but only the sixth busiest for PC usage.
- Visitor habits are close to the borough average
- The user base consists of large numbers of young children and 20-34 year olds.
- Three quarters of the user base fall into groups A and B of the Haringey Resident Segmentation. These groups place the least demand on Council services.

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ST ANN'S LIBRARY

Address	Opening Hours
Cissbury Road Tottenham London N15 5PU	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed

Gross Internal Area: 518 sq m
Usage (2011) per sq m: 219 per sq m

SERVICE INFORMATION

Category	Details				
Service					
Services in use	• 14 computers with free Internet access • Printing and photocopying facilities • Free WIFI hotspot				
Rooms for hire	• Twelve meeting rooms				
Current leases and agreements	• No leases or agreements				
Regular events	• Booked Up! Children's Book club • First Byte computer sessions for adults • Kumon Maths and English • Parent and Toddlers computer club • Phasca Homework Club	• Senior Citizen Computer Drop In • Story Time for the under 5s • Toy library • Tiverton Cypriot Elderly and Disabled group • Venture club for the blind and partially-sighted			
Resources					
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • 2X Library Counter Assistant (Sc 2) • 2XLibrary Counter Assistant, Saturdays- (Sc2)				
Income	£9,324		Fines (11/12)	£2,564	
Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	211,503	236,160	251,452	235,496	206,244
Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	1.88	2.42	2.32	1.93	1.82

COMMERCIAL USE

Current	Potential
• IT classes	• Creche
• Meeting Space	• Police Drop in
• NHS Consultation	• Post office outreach

Rear element of the building works well but perhaps could be promoted more actively.

Room hire	
Space Available	241 sq m
Rates	• Commercial Rates £15-£45 p/hour • Community Rates £10-£35 p/hour
Opening (/wk)	58
Hours used (annual)	904
Utilisation rate	23.18%
Income per sq m	£38.69
Users	12,132

USER SURVEY

Response headlines

- 87.9% of those who responded thought St Ann's library overall was good or very good.

- The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (70.6), reading newspapers/magazines (69.9%) and borrowing children's books or bringing children to choose their own books (66.2%).

- The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the quiet study facilities (5.2%), borrowing music CD's (5%) and borrowing DVDs/BluRay (4.9%).

- 70.2% of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (52.3%) and/or a Smartphone (23.49 %).

- 54.7% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are study/learning (13.4%), research (13.2%), general surfing eg, Google (9.6%) and finding a job (9.6%).

WARD PROFILE: ST ANN'S

Category	Details	
Total Population (2010 mid-year estimates)	12,445	
Age (2010 mid-year estimates)	0-4	7.5%
	5-15	11%
	16-64	71.5%
	65+	10%
Ethnicity	White	59.7%
	Mixed	4.3%
	Asian	10.1%
	Black or Black British	22.7%
	Chinese or other	3.5%
% with 5 or more A*-C inc English and Maths	57% (11th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	42 (7th highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	6.2 (11th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	73.6
	Female (Haringey Avg 83.4)	81.8

LOCAL INFORMATION

Category	Details				
Transport links	• Buses: 67, 259, 279				
Local Schools	• St. Ann's Primary School (0.2 miles) • Park View Academy (0.9 miles)				
Proximity to libraries nearby	**Library**				**Distance**
	Marcus Garvey				1 mile
	Robin Redmond (Hackney)				0.9 miles
	Stamford Hill				1.1 miles
Community buildings (within a mile)	**Building**	**Tenant**	**Lease expiry**	**Current Rent**	**Services delivered**
	Chestnuts Community Centre	Chestnuts Community & Arts Centre Ltd	31/07/2012	£28,300	Health and wellbeing support
	Fairfax Hall	Kurdish Community centre	19/09/2025	£32,200 (Circ Fund)	Charity supporting the Kurdish community

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CUSTOMER INSIGHT

Geographical distribution

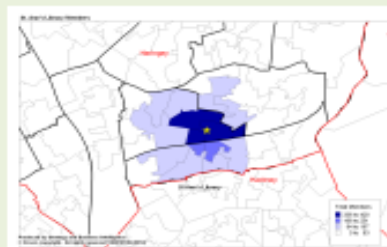Figure 1: Distribution of Active Borrowers

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The majority of Active Borrowers and Members for St Ann's library come from St Ann's, Seven Sisters and Tottenham Green wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

St Ann's	Number	% of Haringey Total		Rank
Members as at 01/08/2012:	3,868	4.2%	of all library members	7th
Active borrowers 2011/12:	1,916	4.2%	of all active borrowers	8th
Visits 2011/12:	113,466 or 38 visits per hour*	6.0%	of all library visits	5th
Issues 2011/12:	44,959 or 15 issues per hour*	3.9%	of all issues	8th
PC usage 2011/12 (sessions):	27,761 or 9.2 sessions per hour*	6.0%	of all PC sessions	5th
PC usage 2011/12, take up of available sessions (rank):		38%	of capacity	7th

*during opening hours

**1=highest, 9=lowest

Figure 4: Key Usage Statistics

- St Ann's is one of the less busy libraries in the borough, accounting for between 4% and 6% of usage for all libraries. The number and take up of PC sessions is high compared to other libraries of similar size.

	9-1	1-5	5-7	All periods
Mon	14	23	20	19
Tue	10	13	6	10
Wed	6	21	11	13
Thu	9	15	6	11
Fri	8	15	11	12
Sat	20	26	-	23
Sun	-	-	-	-
All days	11	19	11	14

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	6.6	8.8	5.8	7.3
Tue	6.4	8.0	3.3	6.4
Wed	7.6	9.3	7.5	8.3
Thu	5.4	9.8	3.5	6.8
Fri	5.3	11.1	4.5	7.5
Sat	5.3	10.4	-	7.8
Sun	-	-	-	-
All days	6.1	9.5	4.9	7.3

Figure 6: PC usage – sessions per hour

- Issue rates are in keeping with the overall pattern for Haringey's libraries. Saturday is the busiest day of the week, seeing twice as many issues as Tuesday to Friday. Monday is the second busiest day. The busiest time of the day is the afternoon.

- In keeping with the overall pattern for Haringey's libraries Wednesday is the busiest day for PC usage, with little variation on the other days. Afternoons are the busiest time of the day.

Community Hubs St Ann's Library

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Gender

- 40% of active borrowers are male and 60% are female. This is average for Haringey active borrowers, but males are underrepresented compared to the catchment population (51.2%).

Age Distribution (Active borrowers compared to catchment area population)

- Young children are overrepresented compared to both the catchment population and Haringey active borrowers as a whole.
- 20-24 year olds are overrepresented compared to the catchment population but in line with Haringey active borrowers.
- 30-39 year olds are underrepresented.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.
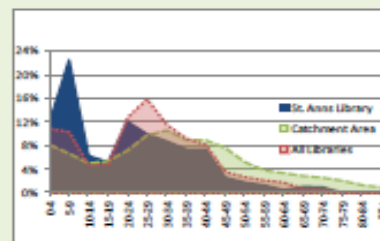

Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are no significant differences between the ethnicity of active borrowers and the catchment area population overall.
- The proportion of Black or Black British active borrowers (30%) is significantly higher than the active borrowers population as a whole, but this reflects the ethnicity of the catchment area.
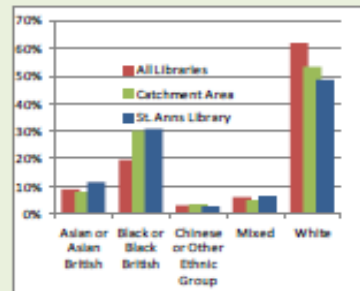

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).
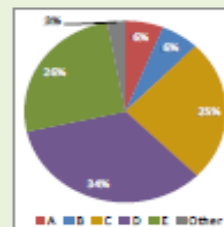
Resident Characteristics

Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Marcus Garvey Library (active borrowers), fall primarily into groups D (38%), E (26%) and C (19%).

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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Summary:

St Ann's

- Active borrowers and members are concentrated in St Ann's and Seven Sisters wards.
- One of the less busy libraries in the borough.
- Visitor habits are close to the borough average

- The user base consists of a large population of 0-14 year olds and relatively high numbers of 20-24 year olds, although overall the number of 25-39 year olds is lower than most other libraries in the borough.
- Over half of the user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services. A quarter fall into group C.

Community Hubs St Ann's Library

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STROUD GREEN & HARRINGAY LIBRARY

Address	Opening Hours
Quernmore Road London N4 4QR	Monday to Friday: 9am to 7pm Saturday: 9am to 5pm Sunday: Closed
Gross Internal Area: 164 sq m Usage (2011) per sq m: 541 per sq m	

SERVICE INFORMATION

Category	Details	
Service		
Services in use	• 6 computers with free internet access • Printing and photocopying facilities • Free WIFI hotspot	
Rooms for hire	• Three meeting rooms on the first floor.	
Current leases and agreements	• No leases or agreements	
Regular events	• Art Exhibitions • Rhyme times with Rebecca • Story time • Craft activities	• First Byte computer classes for adults • Spanish classes • Friends of Stroud Green & Harringay library
Resources		
Staff	• Branch Manager (SO1) • 1.5- Library and Information Officer (Sc4) • 2X Library Counter Assistant (Sc 2) • Library Counter Assistant, Saturdays- (Sc2)	
Income	£520	Fines (11/12) £3,709

Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	165,992	180,111	209,488	174,191	144,037

Unit cost analysis £ (net cost per usage)	2007	2008	2009	2010	2011
2011 total avg (all libraries)1.90	2.17	2.23	2.69	2.05	1.62

Community Hubs: Stroud Green & Harringay Library

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COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space	• NHS Consultation • Police Drop In • Outreach post office

First floor is generally underutilized. Could be readily converted back to residential use.

Room hire	
Space Available	61 sq m
Rates	• Commercial Rates £15-£50 p/hour • Community Rates £10-£30 p/hour
Opening (/wk)	58
Hours used (annual)	25
Utilisation rate	0.64%
Income per sq m	£8.52
Users	1,300

USER SURVEY

Response headlines
• 96.4% of those who responded thought Stroud Green library overall was good or very good.
• The top services that people were either satisfied or very satisfied with were borrowing adult fiction and non-fiction books (83%), borrowing children's books or bringing children to choose their own books (72%) and sitting and reading for pleasure (66.8%).
• The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free computers (3.5%), using the free WiFi (2.7%) and borrowing Audio books (on CD) (2.4%).
• 87.8 % of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (46.8%) and/or a Smartphone (30.2 %) and/or a tablet (13.3%).
• 45.4% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (14.1%), study/learning (10.5%) and general surfing eg, Google (9.8%).

WARD PROFILE: STROUD GREEN

Category	Details	
Total Population (2010 mid-year estimates)	10,242	
Age (2010 mid-year estimates)	0-4	6%
	5-15	9%
	16-64	78%
	65+	7%
Ethnicity	White	75.5%
	Mixed	5%
	Asian	4%
	Black or Black British	13.8%
	Chinese or other	1.8%
% with 5 or more A*-C inc English and Maths	65% (7th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	27.9 (6th lowest score out of 19 wards)	
Claimant rate (Proportion of resident population aged 16-64 estimates)	4.1 (6th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	77.0
	Female (Haringey Avg 83.4)	89.9

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest mainline station: Harringey (0.9 miles) • Buses: W5				
Local Schools	• St. Aidan's VC Primary School (0.3 miles) • Hornsey Secondary School (0.7 miles)				
Proximity to libraries nearby	**Library**				**Distance**
	Hornsey				0.8 miles
	Robin Redmond (Hackney)				1.5 miles
Community buildings (within a mile)	**Building**	**Tenant**	**Lease expiry**	**Current Rent**	**Services delivered**
	Stationers Community Centre	Hornsey Vale Community Centre	12/05/2016	£29,750 (Circ Fund)	Multipurpose community centre
	Fairfax Hall	Kurdish Community centre	19/09/2026	£32,200 (Circ Fund)	Charity supporting the Kurdish community

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CUSTOMER INSIGHT

Geographical distribution

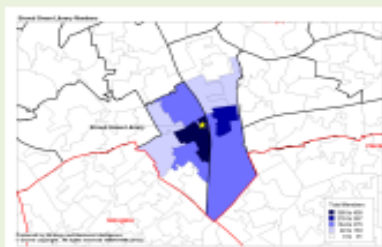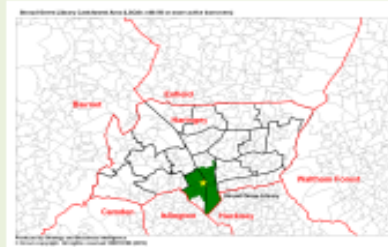Figure 1: Distribution of Active Borrowers

Figure 2: Distribution of Library Members

- The majority of Active Borrowers and Members for Stroud Green and Harringay Library come from Stroud Green and Harringay wards.
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Stroud Green & Harringay	Number				% of Haringey Total		Rank
Members as at 01/08/2012:	3,211				3.5%	of all library members	9th
Active borrowers 2011/12:	1,902				4.1%	of all active borrowers	9th
Visits 2011/12:	88,687	or	29	visits per hour*	4.7%	of all library visits	8th
Issues 2011/12:	48,929	or	16	issues per hour*	4.3%	of all issues	7th
PC usage 2011/12 (sessions):	9,962	or	3.3	sessions per hour*	2.1%	of all PC sessions	9th
PC usage 2011/12, take up of available sessions (rank):					35%	of capacity	9th

*during opening hours

**1=highest, 9=lowest

Figure 3: Key Usage Statistics

- Stroud Green & Harringay is one of the less busy libraries in the borough, accounting for 4 to 5% of visits and issues for all libraries. The number and take up of PC sessions is the lowest of any library in the borough.

	9-1	1-5	5-7		All periods
Mon	9	26	10		16
Tue	10	13	7		10
Wed	13	12	5		11
Thu	16	17	8		15
Fri	9	22	12		15
Sat	24	27	-		26
Sun	-	-	-		-
All days	13	19	8		15

Figure 4: Number of issues per hour

	9-1	1-5	5-7		All periods
Mon	3.9	3.0	3.8		3.5
Tue	2.0	4.0	2.0		2.8
Wed	2.1	3.6	2.5		2.8
Thu	2.1	3.6	2.3		2.8
Fri	3.5	4.9	1.3		3.6
Sat	1.9	2.4	-		2.1
Sun	-	-	-		-
All days	2.6	3.6	2.4		3.0

Figure 5: PC usage – sessions per hour

- Saturday is the busiest day of the week for issues, seeing more than twice as many issues as the quietest days, Tuesday and Wednesday, and around 60% more than Thursday and Friday. The busiest time of the day is the afternoon.

- Monday and Friday are the busiest days for PC usage, albeit the number of sessions is low across the week. Afternoons are the busiest time of the day.

Gender

- 39% of active borrowers are male and 61% are female. This is average for Haringey but males are highly underrepresented compared to the catchment population (51.3%)

Age Distribution (Active borrowers compared to catchment area population)

- Over 20% of active borrowers are aged 0-4, significantly higher than both active borrowers in the borough overall and the catchment population.
- 25-29 year olds are also overrepresented compared to the catchment population.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.
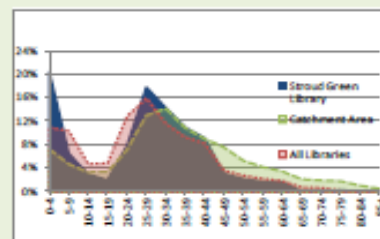
Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- There are fewer Black or Black British active borrowers than would be expected based on the catchment population and, correspondingly, more White active borrowers.
- There is also a higher proportion of White active borrowers than in Haringey active borrowers as a whole.
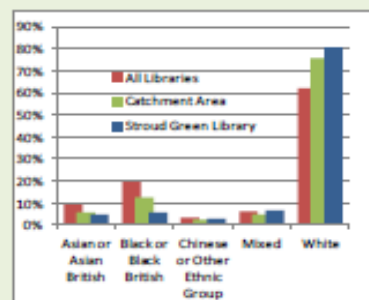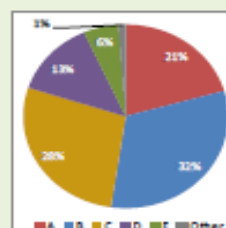

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).

Resident Characteristics

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Stroud Green and Haringay Library (active borrowers), fall primarily into groups A (21%), B (32%) and C (28%)

Figure 9: Resident segmentation groups of Active Borrowers

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**

Stroud Green and Harringay

- Active borrowers and members are concentrated in Stroud Green and Harringay wards.
- One of the less busy libraries in the borough.
- Visitor habits are close to the borough average.

- The user base consists of a very large population of 0-4 year olds and high numbers of 25-34 year olds.
- 60% of the user base fall into groups B and C of the Haringey Resident Segmentation. These groups tend to place lower to moderate demand on Council services.

WOOD GREEN LIBRARY

Address	Opening Hours
187-197A High Road Wood Green London N22 6XD	Monday to Friday: 8.45am to 7pm Saturday: 9am to 5pm Sunday: 12pm to 4pm
Gross Internal Area: 4856 sq m	
Usage (2011) per sq m: 141 per sq m	

SERVICE INFORMATION

Category	Details	
Service		
Services in use	• Self issue and return machines • 62 computers with free internet access • Printing and photocopying facilities	• Free WIFI hotspot • Silent study areas for 80 users
Rooms for hire	• 5 rooms available for hire.	
Current leases and agreements	**Wise thoughts** • £6,800-£7,500 proposed for new space • Local Verbal agreement	**Youth &Community participation service (previously Connexions)** • £12,486 rental agreement • Local interdepartmental agreement
Regular events	• Age concern drop in • Bengali writers group • Different strokes sessions • First byte computer courses • Gentle exercise groups	• Haringey's University of the 3rd Age • Messy Mornings for under 5s • Quit smoking advice sessions • Weight watchers sessions • Reading groups for adults and young people
Resources		
Staff	• Principal Librarian (PO3) • Presentation & Information Librarian (SO1) • 1.5X Information, ICT & Business Librarian (SO1) • Music& Film Librarian (Sc5)	• Operations supervisor (Sc6) • 4.5- Library and information Officer (Sc4) • 2X Library Counter Assistant (Sc 2) • 4X Library Counter Assistant, Saturdays- (Sc2) • 2X Librarian (Sc6)

Income	£113,438 (inc HALS)	Fines (11/12)	£21,073

Net Revenue costs £ (including shared costs)	2007	2008	2009	2010	2011
	1,402,814	1,393,188	1,383,828	1,319,789	1,199,253

Unit cost analysis £ (net cost per usage) 2011 total avg (all libraries)1.90	2007	2008	2009	2010	2011
	1.88	1.86	1.86	1.76	1.75

COMMERCIAL USE

Current	Potential
• IT classes • Meeting Space • NHS consultation	• Cafe • Creche • Police drop-in • Outreach post office • Retail

Limited scope for alternative uses on ground floor. Scope to make better use of first floor meeting areas.

Room hire	
Space Available	734.9 sq m
Rates	• Commercial Rates £25-£75 p/hour • Community Rates £10-£50 p/hour
Opening (/wk)	63.25
Hours used (annual)	2,350
Utilisation rate	61.71%
Income per sq m	£24.19
Users	16,224

USER SURVEY

Response headlines
• 78% of those who responded thought that Wood Green library overall was good or very good. • The top services that people were either satisfied or very satisfied with were, sitting and reading for pleasure (61%), borrowing adult fiction and non-fiction books (59%) and using the free computers (54%.) • The level of dissatisfaction of services overall was very low. The three services people were most dissatisfied or very dissatisfied with were using the free Wifi facility (10%), sitting and reading for pleasure (6%) andsing quiet study facilities (6%) • 70.4% of respondents have access to the internet at home (Avg for all lib 78.6 %) predominately through the use of a PC/laptop (71%) and/or a Smartphone (37 %). • 51.2% of respondents access the internet at the library (Avg for all lib 53%). The top three uses when accessing the internet at the library are research (27.7%), study/learning (26%) and general surfing (eg Google) (17%).

WARD PROFILE: NOEL PARK

Category	Details	
Total Population (2010 mid-year estimates)	11,619	
Age (2010 mid-year estimates)	0-4	7%
	0-15	10%
	16-64	73%
	65+	10%
Ethnicity	White	61.2%
	Mixed	4.4%
	Asian	10.5%
	Black or Black British	20.9%
	Chinese or other	3.5%
% with 5 or more A*-C inc English and Maths	56% (12th highest rate out of 19 wards)	
Average IMD Score (Haringey Avg 36.1)	45.4 (4th highest score out of 19 wards)	
JSA Claimant rate (August 2012) (Proportion of resident population aged 16-64 estimates)	7.0 (13th lowest rate out of 19 wards)	
Life expectancy	Male (Haringey Avg 76.2)	74.8
	Female (Haringey Avg 83.4)	84.7

LOCAL INFORMATION

Category	Details				
Transport links	• Nearest underground station: Wood Green (0.2 miles) • Buses: 29, 67, 121, 123, 141, 144, 184, 221, 230, 232, 243, 329, W3, W4				
Local Schools	• Alexandra Primary School (0.4 miles) • Heartlands High Secondary School (0.5 miles)				
Proximity to libraries nearby	Library				Distance
	Alexandra Park				2 miles
Community buildings (within a mile)	Building	Tenant	Lease expiry	Current Rent	Services delivered
	Cypriot Centre	Association of Cypriot Organisations	10/04/2001	£40k (Circ Fun)	Provides culturally appropriate social, educational and recreational services for mainly Cypriot people living in and around Haringey.
	Winkfield Road Community Centre	The Greek Parents Association	10/12/2012	£15k	Provides support and advice to the Greek community
	West Indian Cultural Centre	African Caribbean Leadership Council	24/01/2115	£49,750 (Peppercorn)	ACLC operates a community centre and provides a venue for various welfare, educational, training , family, social and cultural activities
	• 6, Caxton Road • 10 Caxton Road	• UK Islamic Cultural Centre	• £7,500 • £12,500 (Peppercorn)	• Tenancy at will • 27/07/2077	Community centre, providing social activities for mainly the Turkish community.
	8 Caxton Road	Council of Asian People	05/04/2010	Peppercorn @ £200pa to 2013 then £300pa (£22,000)	Multiuse community centre

Community Hubs: Wood Green Library

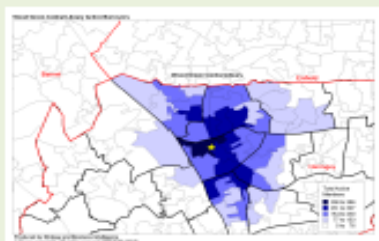# CUSTOMER INSIGHT

Geographical distribution

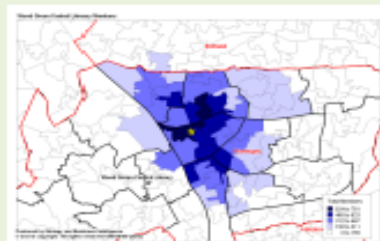Figure 1: Distribution of Active Borrowers

Figure 2: Distribution of Library Members

Figure 3: Catchment Area

- The size of Wood Green Central library means a wider geographical spread of Active Borrowers and Members than other Haringey libraries. The majority come from Noel Park and the wards that border it (Bounds Green, Woodside, West Green, Harringay, Hornsey and Alexandra wards).
- This analysis sought to identify a core 'catchment area' for each Haringey library that was comparable and consistent across all libraries in the borough. We did this by identifying the Lower Super Output Areas for each library where there were at least 50 active borrowers. Typically, the areas identified account for around 70% of active borrowers for each library. The usership therefore spreads beyond the catchment areas but they give a good indication of where users for each library are likely to live.

Key Usage Statistics

Wood Green Central	Number			% of Haringey Total		Rank**
Members as at 01/08/2012:	30,420			32.9%	of all library members	1st
Active borrowers 2011/12:	13,898			30.2%	of all active borrowers	1st
Visits 2011/12:	685,424	or	208	visits per hour*	36.3% of all library visits	1st
Issues 2011/12:	263,508	or	80	issues per hour*	23.0% of all issues	1st
PC usage 2011/12 (sessions):	197,944	or	61	sessions per hour*	42.5% of all PC sessions	1st
PC usage 2011/12, take up of available sessions (rank):				58%	of capacity	2nd

*during opening hours   **1=highest, 9=lowest

Figure 4: Key Usage Statistics

- Wood Green library is the busiest library in the borough for visits, issues and PC usage.
  - Over 40% of all PC sessions in the borough's libraries are in Wood Green
  - Over a third of all library visits across the borough are to Wood Green

Figure 5: Number of issues per hour

	9-1	1-5	5-7	All periods
Mon	74	67	68	70
Tue	72	81	66	74
Wed	51	71	43	57
Thu	58	70	38	59
Fri	50	67	45	56
Sat	95	120	-	107
Sun	-	86	-	86
All days	67	80	52	70

Figure 6: PC usage – sessions per hour

	9-1	1-5	5-7	All periods
Mon	60	60	32	54
Tue	64	62	35	57
Wed	66	57	35	56
Thu	62	58	30	54
Fri	62	59	25	54
Sat	55	56	-	55
Sun	-	69	-	69
All days	61	60	31	56

- Saturday is the busiest day of the week for issues, seeing twice as many issues as Wednesday to Friday and around 60% more than Monday and Tuesday. Sunday is the second busiest day. The busiest time of the day is the afternoon.

- PC usage on Monday to Saturday is consistent. Sunday is the busiest day of the week for PC usage whereas it's the quietest day for the other libraries in the borough with Sunday opening. Mornings and afternoons are the busiest times of the day.

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Gender

- 42% of active borrowers are male and 58% are female. Males are slightly overrepresented compared to the Haringey libraries average (39%) but significantly underrepresented compared to the catchment population as a whole (50.6%).

Age Distribution (Active borrowers compared to catchment area population)

- Compared to the catchment area population, a much higher proportion of active borrowers than we would expect are aged 20-34.
- The number of younger children who are active borrowers is in line with the catchment area population but lower than we would expect based on all Haringey active borrowers.
- Over 45s are underrepresented compared to the catchment area population, but this is in line with Haringey active borrowers overall.
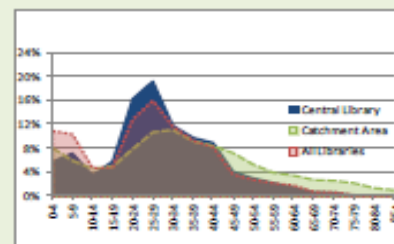

Figure 7: Age of Active Borrowers (blue) compared to catchment area population in 2010 mid-year estimates (green) and active borrowers across all Haringey libraries (red).

Ethnicity (Active borrowers compared to catchment area population)

- Compared to the catchment area population, a much higher proportion of active borrowers than we would expect are Asian or Asian British (15% compared to 9%)
- Black or Black British residents are also slightly overrepresented.
- White active borrowers are underrepresented compared to the catchment area population and Haringey active borrowers overall.

Figure 8: Ethnicity of Active Borrowers (blue) compared to catchment area population in 2001 Census (green) and active borrowers across all Haringey libraries (red).
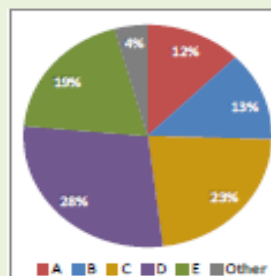
Resident Characteristics

Figure 9: Resident segmentation groups of Active Borrowers

- The *Haringey Resident Segmentation* groups Haringey Residents into five segments (A to E) according to their demographic profile, preferences and behaviours.
- Users of Wood Green Library (active borrowers), fall primarily into groups D (28%), C (23%) and E (19%). This reflects the population of the catchment area.

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 that 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

| **Summary:** **Wood Green Central** | - The widest geographical spread of active borrowers and members, covering the central part of the borough.
 - The busiest library for visits, issues and PC usage | - Visitor habits are close to the borough average, with the exception of PC usage, which is higher on Sundays.
 - User base is concentrated round the 20-34 age range, with fewer young children than average. | - Almost half of the user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services. Almost a quarter fall into group C |

Community Hubs: Wood Green Library

Libraries IT Review July 2013: Summary of Findings

- The main Library IT systems are fit for purpose.

- There is no evidence of major issues.

- There are opportunities to deliver technical improvements to help achieve the service's objectives.

- Main issues arise around a lack of business process or expertise.

The IT Review also made specific recommendations in each of the following areas:

1. RFID

2. Event Booking

3. Payments

4. IT resolution

5. Public PCs

6. Firewalls

7. Talis (the library management system)

8. People's Network

9. Public Wi-Fi

10. The online offer

Library KPIs

Current KPIs:

	12/13 target	12/13 Outturn	13/14 target
No. of Library visits per 1,000 population	8,335	7,823	1,800,000 visits (8,000 per 1,000 pop)
Library stock issues per 1,000 population	5,085	4,382	Not set
Public library PCs (Adults % utilization)*	53%	55%	56%

(*amount of time PCs are used divided by the total time available)

Revised proposed KPIs for 2013/14:

	12/13 target	12/13 Outturn	13/14 target
Library Visits	8,335 per 1,000 pop. (=1,875,375 visits)	1,760,148 (7,823 per 1,000 pop)	1,800,000**
Public library PCs (Adults % utilization)	53%	55%	56%
No of Active Borrowers ***(rolling year)	N/R	39,051	39,000
Library Loan transactions (RFID/Manual)	N/R	21%/79%	30%/70%

** set before Corporate Plan commitment to 10% increase in library visits by 2015. 13/14 target= 2.2% increase

*** One item or more borrowed in a year

Activities and Events in Libraries: 2013

Where	What
Alexandra Palace	• Parkinson's Community Coffee Club - weekly for 1hr • Supporters of Alexandra Park Library Events eg monthly gardening club, carol concert • Ways into Writing - Friendly writing group, weekly • Under 5s Singing Session – Traditional Nursery Rhymes and • Songs - 1 hr weekly • Movers and Shakers - half hour session incorporating songs, rhymes and baby signing, instruments, bubbles and parachutes - x 2 sessions per week • Captain Fantastic - children's entertainer - 1x per week • Alexandra Park Library Book Club • Safer Neighbourhoods Public Meeting • Senior Citizen's Coffee Morning, drop in knitting, sewing and stitching group, art exhibitions
Coombes Croft	• Embrace UK's - Health and Wellbeing programme offering free exercises with expert facilitators - 2 sessions per week • Literacy and ESOL Support - 4 sessions per week • Neighbourhoods Connect - computer classes 1x weekly • The Computer classes - 1 x weekly • Weekly Spanish class, art, craft and sewing classes - all weekly run by individuals • Age UK Haringey - monthly support and advice to the over 60's. • The Haringey Big Community Switch - weekly advice session • Drop in Surgeries for HFA (Haringey Family Ambition) With Davut Azimkar weekly • Embrace UK's - Youth Speak A weekly debating society for young people 1 hr at 4pm • Homework support club Monday to Friday 4.30 to 5.00pm • The Wednesday after school club for families Wednesdays 4.00 to 5.00pm • Early Years Storytime and Songs and Messy Morning • Let's play WII Fridays 4:30 - 5:30pm (School Hols only)
Highgate	• Open Book : Highgate Library Reading Group • First Byte Computer Sessions for Adults • Gardening Group • IAPT – Cognitive Behavioural Therapy • Bookstart Bear Club • Sing & Rhyme session. • Messy morning

Where	What
	• Young adult book club • Real Nappy Demonstration (!) • Kumon Maths • La Jolie Ronde French For Children • Movers and Shakers
Hornsey	• Art Exhibitions - Original Gallery, Art for Ark's Sake • CYM national library resource - collections of printed music for choirs, orchestras and wind bands - Borrowers pay a small hire charge – registered Haringey groups exempt • Film Night - Thursday 5th December at 7 pm • Special Children's Events - exhibitions, animations, print and film making, author talks, reading challenges etc • Movers and Shakers • Captain Fantastic • Rhyme time, under 5s story time, Dad's drop in etc • Computer sessions for adults - Learn My Way Computer Sessions for complete beginners and Neighbourhoods Connect Computer Help Drop-In, both weekly. • Senior Citizens' Drop In • Meditation Classes – The science of Happiness • Embrace UK's Exercise to music • Embrace UK's Tai Chi Classes • Pilates • Life drawing and portrait painting, poetry workshop, song writing, creative writing, knitting, philosophy. All weekly sessions run by individual providers • Alzheimer's Society Drop In - monthly • Stroke Awareness Drop In - monthly • SGV Cancer Support Group - monthly • IAPT – Cognitive Behavioural Therapy • The Big Community Switch • Environmental Advice Drop-in • National Careers Service offers careers and skills advice - weekly
Marcus Garvey	• Under 5s activities as above • Reading groups for older kids and teens and board games • PHASCA'S Saturday Homework Club - English, Maths, Science and French Tutors for pupils aged 8 to 14 Every Saturday • CHILDREN'S CIRCUS AND DRAMA WORKSHOPS - Jacksons Lane Theatre • Film screening • Art exhibition • Veolia Environmental Services - monthly advice session • National Careers Service - weekly • Book club and reading groups • HIV testing - weekly

Where	What
	• IAPT - NHS Support Service - several days each week • Sankofa Care. Fostering & Adoption Information & Recruitment • NHS Haringey Support Service • Outreach for Cancer Awareness and Cancer Screening Information on Breast, Cervical and Bowel Cancer Every Tuesday 10.30am to 3.30pm • Go On Line Computer Sessions for Adults also Neighbourhoods Connect • The Haringey Big Community Switch. Living Under One Sun • Tottenham Green Safer Neighbourhood Team Drop –In weekly
Muswell Hill	• Under 5s activities as above • Reading groups and book club for adults • Safer Neighbourhoods Public meeting • Art and craft activities for kids • Help with maths homework • Muswell Hill toy library
St Ann's	• NHS Health Checks - involving blood pressure, cholesterol, lifestyle assessment and free referral services. Special event over a week. • 'A River - Runs Through It'! Moselle River Exhibition An exhibition of work produced by Haringey schools and the Twisted Stocking Theatre Company • Children's activities - messy play, reading, rhyme time etc • Kumon maths • Phasca's homework club • Knitting for all • Caring Connections Weekly Group – Age UK Haringey • First Byte Computer Sessions for Adults also Internet and Computer Support Drop-In • Book club and coffee morning • Line Dancing for All - the older and bolder group • Age Concern Gentle Aerobics • Age Concern 50+ Advanced Aerobics • Age UK Chair Based Exercise • Venture Club for the Blind and Partially-sighted
Stroud Green and Harringay	• Under 5's: movers and shakers, rhyme time, messy play, story time etc • Speak Spanish! Informal Conversation for Adults with Magnolia. • Go On: Computer Courses for Adults • Knowing Thru Growing Gardening Group • Knitting and crochet groups • Stroud Green Residents Association Surgery (SGRA) - monthly
Wood Green	Adult events: • Royal British Legion Advice & Information Service - monthly

Where	What
	• Working Futures - free employment service for Haringey residents who have mental
	• health problems, feel anxious or depressed - weekly
	• Urban Futures Booster Plus Programme - Support for anyone who is 19+ and NOT on the Work Programme - weekly
	• Business Advice & Seminars by appointment only weekly - practical and confidential one to one business advice
	• 6 Degrees Club – Business Forum monthly
	• Haringey Carers' Hub - Drop-in for Unpaid Haringey Carers' for Information, Advice & Support, or for the use of computers
	• National Careers Service
	• Neighbourhoods Connect Computer Sessions for Adults
	Huge number of monthly groups and activities including:
	• workshop in creative writing and performance - "Theatre for Mankind"
	• Online-Basic Computer Session for Beginners (weekly)
	• HU3A – Haringey University of 3rd Age
	• Bengali Writers' Group
	• Urdu Poetry Group
	• Retired Nurses Meeting
	• Older People's Drop In
	• Environmental Advice Drop-in
	Health related activities (monthly):
	• Asian Centre (Council of Asian People) Drop In Healthy Ways Longer Days
	• Haringey Advisory Group on Alcohol Information (Drop In)
	• Haringey Phoenix Group (Sight awareness)
	• Macmillan Cancer Support Information Drop In
	• Quit Smoking Drop In
	• Stroke Information Drop In
	• Mind In Haringey Information Stall
	• NHS Health Trainers by Appointments Only - Free one-to-one confidential support and guidance
	• Gay-Wise Drop In Evenings
	• Weight Watchers - weekly
	• IAPT – Cognitive Behavioural Therapy NHS Support Service
	• Fitness for life Classes 2 x weekly
	• Around the World In Latin Dances (ages 16-31)
	• Hatha Yoga Class weekly
	• NICHIREN Daishonin Buddhism Dialogue
	• Weatherstone Therapies - Holistic Fair Health treatments
	• Haringey Council Adoption and Fostering Information Session
	• Sankofa Care Fostering and Adoption
	Under 5s activities

Where	What
	• First Class Learning Tuition in Maths & English - Tuition for Key Stages 1, 2, 3 & 4 • Kumon Maths & English Tuition for Children (all ages) 2x weekly Youth library: • Quiz evening, board games, reading group • Youth-Wise Evening Drop In For Young People (LGBT 13-19) • Youth Community & Participation Service (formerly Connexions)

First Draft of Outcomes Framework

The first draft of the outcomes framework (see table below) was developed based on the ideas from participants in the review about the positive impact that libraries can have on people's lives. The ideas and wording of the draft were then tested further with Friends, managers, staff and focus groups before a revised draft was produced which is shown in the main body of the report.

Table: Outcomes Framework for Haringey's Future Library Service (First Draft)

Haringey's libraries will give everyone in Haringey the chance to flourish by:

Primary outcomes	Supporting outcomes
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• People enjoy a rich variety of books and other material. • People are broadening their horizons through new writing and new ideas. • More people's lives are being enriched by the joy of reading.
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	• Children are introduced to reading from an early age. • Parents make books and reading a central part of their children's lives. • Children and young people see their libraries as a happy, safe place to learn, play and enjoy all that is on offer.
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• People turn to their library to access the information, advice and services they need. • People are able to fully engage with the digital world and digital society. • People know how to look after their health and wellbeing. • People keep expanding their learning throughout their lives.
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• People enjoy our creative arts and are inspired to have a go themselves. • People can pursue their ambitions and develop their careers. • People have the space and support to develop their entrepreneurial skills and business ideas.
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• People see their libraries as the heart of their communities and enjoyable places to spend time together. • People give their time freely to others. • People can make new friends and learn about their community and its cultures. • People interact across age groups and cultures.

Gap Analysis: How the Borough's Libraries Need to Change to Deliver the Outcomes Required

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
Sharing the joys of books and writing	People enjoy a rich variety of books and other material.	• A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge.	• Stock purchasing budget needs increase • Stock quantities need review • Library layouts including display of stock need refresh • Stock promotion/marketing budget needed • Staff restructure needs roles focused on stock management and on marketing/promotion	• Refocus on borough-wide management of stock • Development of staff's fields of expertise in books and other materials. • Reader development skills • Increase focus on e-books/other new and developing media • Buy in brand development and marketing approach • Promotion/marketing skills
	People are regularly introduced to new writing and new ideas.	• An active marketing programme with a promotions and events.	• Staffing capacity to give greater focus on development (especially for adults) • Stock promotion/marketing and events budget needed • Increase involvement of volunteers	• Refocus on borough-wide management of stock • Promotion/marketing skills • Provide volunteers with development and training
		• A vibrant website and social media for - and involving - users.	• Current web content is underdeveloped and poorly resourced. • Staffing capacity to give	• Training for staff in use of web tools and social media. • As above • Provide volunteers with

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
			greater focus on development (especially for adults) and engaging with users. • Budget to develop and promote a 'Haringey Book Club' • Work jointly with neighbouring borough(s) • Increase involvement of volunteers	development and training • Partnership working skills
		• Research into users' and non-users' needs, motivation and preferences.	• Staffing capacity to give greater focus on development (especially for adults) and engaging with users. • Resource to conduct and analyse regular user feedback. • Databank of customer insight.	• Market research and analysis capabilities need to be specified and commissioned (support may be available elsewhere in council).
Getting a great start in life	Children are introduced to reading from an early age.	• Active recruitment programme for parents-to-be, babies and toddlers.	• Membership registration needs to be easier/simpler • Work with Registrar's service to sign up babies at birth • Work with other council services to promote role of libraries • Work with Bookstart to	• Staff restructure to retain strong focus on work with children • Train all staff in working with children and young people • Develop skills and capacity to increase partnership working with schools, Children's

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			promote library membership	centres, playgroups, but also with community groups that are not traditional library users
	Parents make books and reading a central part of their children's lives.	• Comprehensive programmes of activities for each age group of children and young people, including toy libraries.	• Budget to develop and promote use of libraries to parents and children. • Greater partnership working e.g. in provision of tuition • More partnership working with schools to promote libraries and reading • More partnership working with schools to provide information for parents about high quality early years places and to support informed school choices	• Partnership working skills • Greater knowledge of educational opportunities • Budget to ensure greater consistency across all libraries
	Children and young people see their libraries as a safe, welcoming place for enjoyment and learning.	• Safe and welcoming children's libraries that are designed as attractive and stimulating spaces.	• Current children's library spaces generally good although some need better access (1st floor) • Improve/increase spaces specifically designed for young people • Resources to maintain, monitor, improve current activities programme in children's libraries and	• Staff restructure to retain strong focus on work with children • Involve children and young people in design and development of library services to children • Encourage children and young people to become responsible and active citizens through Haringey Youth Council

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			• outreach visits to schools, children's centre and playgroups • Library refurbishments to focus on imaginative redesign of children's library areas – some currently libraries are good, some not so good • Budget needed for branding promotion and marketing	• Seek more professional input (eg Youth Team, other agencies) for work with young people to offer eg workshops • Opportunity for increased use of volunteers but needs management to ensure safeguarding procedures followed • Train library staff who work with children in awareness of safeguarding issues
		• Homework clubs and **space to study and revise**. -	• Current children's library spaces generally good although some need better access (1st floor) • Library refurbishments to focus on imaginative redesign of children's library areas • Budget needed for branding promotion and marketing	• Staff restructure to retain strong focus on work with children • Opportunity for increased use of volunteers but needs management to ensure safeguarding procedures followed • Train library staff who work with children in awareness of safeguarding issues
		• **Homework clubs** and space to study and revise. • Collaborative partnerships with children's centres,	• Budget or partnership arrangement needed to increase support for learning clubs • Retain participation in Summer Reading Challenge	• Staff restructure to retain strong focus on work with children • Opportunity for increased use of volunteers but needs management to ensure

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
		schools and colleges.	and other book promotions • Budget needed for branding promotion and marketing	safeguarding procedures followed • Partnership working skills especially for working with schools and Children's centres
Knowing how to get the most out of life	People turn to their library to access the information, advice and services they need.	• Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. -	• Resource needed to develop vision, branding and marketing • Most libraries in need of refurbishment externally and internally: requires programme, partners and budget • Partnerships needed to deliver services in/with libraries (note need for a focus on older people) • Programme and budget needed to renew and re-launch self-service to release staff from focus on transactional work • Staff restructure needed to provide capacity for staff to focus on assisting customers with their information needs • Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online	• Re-training in use of self-service and supporting customers to resolve their own transactional queries • Programme of focussed customer service training, including floor walking, needed • Skills to assist customers referred by other services and training in effective hand-offs • Training to support users with IT • Training in partnership working. • Create time for regular staff training/meetings

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	**Capabilities** - competence, skills and knowledge
			resources) • Review/improve IT availability for all staff	
	People are able to fully engage with the digital world/society	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking.	• Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources) • Follow up actions from Library IT Review • Evaluate options for the integration of account management and customer relationship management with library management system. • Self-service re-launch requires promotional team and marketing programme to re-educate users •	• Programme of focussed customer service training, including floor walking, needed • Training to support users with IT
		• Support to help people develop their IT skills.	• Staffing capacity to enable staff to give more consistent support • Adequate capacity in staff structure to coordinate this type of activity	• Training to support users with use of IT • Clear guidelines on levels of IT support available to users, backed-up by referral to more formal classes • Partnership working to provide 'café'/drop-in sessions for IT, online access, social media

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
				support • Opportunity for increased use of volunteers
	People know how to look after their health and wellbeing	• Promote local health and wellbeing initiatives • Access to online advice and resources • 'Surgery' sessions provided by partners e.g.: • Police drop in desks • NHS consultations • Smoking cessation clinics • Weight watchers • Family drop in sessions • Counselling and therapy • Work with Fusion to ensure libraries and leisure are maximising their potential to reach a wider user group	• Resource needed to develop vision, branding and marketing • Most libraries in need of refurbishment externally and internally: requires programme, partners and budget • Partnerships needed to deliver services in/with libraries eg NHS • Refocus wellbeing activity to reach a much wider audience • Partnerships needed with health and wellbeing providers	• Staff restructure and change programme requires a role to focus on this work • Re-training in use of self-service and supporting customers to resolve their own transactional queries • Programme of focussed customer service training, including floor walking, needed • Skills to assist customers referred by other services and training in effective hand-offs • Training in partnership working
	• People keep expanding their learning throughout their lives.	• Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support.	• • Resource needed to develop service vision, branding and marketing • Library refurbishments, particularly Wood Green, need to integrate library and learning offer including access to HALS	• • Programme of focussed customer service training, including floor walking, needed • Signposting skills for all staff to assist customers with access to learning including HALS • Training in partnership working

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
		• Careful zoning of space wherever possible to allow for quiet places for study, for example.	• Explore widening of learning offer to other libraries • Rebranding and marketing for libraries and learning	
Making Haringey a creative, thriving place	People enjoy our creative arts and are inspired to give it a go themselves.	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials.	• Reading and writing groups at Marcus Garvey and Hornsey – need to retain free use of space • Library refurbishments to incorporate gallery space and spaces to organise events to promote participation in creative arts • Make libraries more attractive environments e.g. more creative paintings on the walls • DVD and other collections require review and better marketing. • Staff restructure requires capacity to focus on supporting creative arts	• Knowledge of successful creative arts work in other library authorities • Training in partnership working. • Broadening of skills in event management and marketing.
	People can pursue their ambitions and develop their careers.	• Job-hunting and careers advice and events. • (ex-connexions)	• Resource needed to develop vision, branding and marketing • Library refurbishments to take account of need for	• Staff restructure and change programme to refocus role of staff on supporting customers • Wider re-skilling of all staff to in assisting customers with

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			these facilities. • Partnerships needed to deliver services in/with libraries, including enhanced access to HALS • Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources)	information enquiries • Develop specific programme with partners to promote libraries as points of access to job information (online and hard copy), careers advice (eg with drop-ins by police, army, fire brigade etc), advice surgeries • Requires more business advisors and funding to help people develop skills
	People have space and support to develop their entrepreneurial skills and business ideas.	• Comprehensive business information service and access to business advice. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management. -	• Resource needed to review current business service and with partners the potential to develop further. • Shortage of small business and start-up space in borough and libraries not set up to provide this currently. • Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources)	• Access needed to skills in developing business information services. • Training in partnership working • Staff restructure and change programme to refocus role of staff on supporting customers • Knowledge of, and access to, opportunities arising through local regeneration schemes
Bringing people together	• People see their libraries as the heart of their communities and enjoyable places to spend time together.	• Well-situated and signposted library buildings with high standards of interior design.	• Resource needed to develop service vision, branding and marketing • Library refurbishments to build on libraries reputation	• Staff restructure and change programme to refocus staff perception of the role of libraries as a wide community resources

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
		• Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines.	as safe, neutral, welcoming space i.e. to provide more attractive spaces that can be used for coming together informally and more formally • Develop 'café' areas where space and noise constraints permit	• Training in partnership working
	People give their time freely to others	• Structured volunteer programme and properly resourced support.	• Budget need to provide capacity to manage and promote volunteering • Role(s) needed in staff structure to work specifically with volunteers and voluntary agencies • Budget needed for promotion of volunteering	• Knowledge and skills of best practice in use of volunteers • Ideas for more imaginative use of volunteers • Knowledge of safeguarding procedures when working with volunteers • Make volunteering a positive experience for volunteers and for libraries • Training in partnership working
	• People can meet new friends and learn about their community and its cultures.	• Programmes of activities that appeal to the full spectrum of citizens and all age groups. • Community events in collaboration with other partners and community organisations.	• Resources needed to maintain *and develop* current programme of events e.g. Black History Month • Marketing resource to ensure the opportunities offered by libraries reach all communities	• Skills in staff restructure to create and organise events in partnership with other agencies • Training in partnership working

| Primary outcomes | Supporting outcomes | Enablers and Ideas | Gap Analysis | |
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
	• People interact across age groups and cultures.	• Attractive, good quality meeting and event spaces. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	• Meeting and event spaces not resourced to offer professional image to potential users. • Booking of spaces not resourced and automated. • Current charging regime discourages use by other services.	• Skills in event management and promotion. • Skills in staff restructure to create and organise events in partnership with other agencies

Detailed Options Appraisal

Option 1: In-House Transformation

13.8 For this option, Haringey would design and manage a programme to implement the new operating model and deliver the outcomes described in the outcomes framework. This option does not preclude buying in specific skills, such as project management and consultants support, where required, nor would it rule out extending existing consortium working.

Table: In-house Transformation: Summary of Key Strengths and Weaknesses.

Key Strengths	Key Weaknesses
• Easier to manage extended period of complex change directly. • Can draw in external support if insufficient in-house expertise. • Quicker to achieve results including quick wins within the context of a wider vision. • Brings benefits in more than one service area. • Strengthens basis from which to consider other options at a later date. • Offers opportunity to sell: strong and innovative service may attract other councils to buy in. • May achieve more effective joint use of council and other partners' resources.	• An external partner might have previous experience and expertise. • Could rule out or disadvantage other options at a later date. • May limit opportunity for external investment. • Council will need to fund, and drive, the transformation.

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 1: In House Transformation

Primary outcomes	Enablers	Observations	Positive impact of model
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences.	• An in-house transformation programme will be able to liaise readily with the council's research, customer services and communications teams. • This options would require funding to	M/H

Primary outcomes	Enablers	Observations	Positive impact of model
		develop further book stock and staff capacity.	
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	• Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. • Homework clubs and space to study and revise. • Collaborative partnerships with children's centres, schools and colleges.	• An in-house programme should be able to build strong links with children's services, schools and colleges.	H
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example.	• This option may require the council to buy in specialist IT and training support. • An in-house programme should be able to build on the existing relationship with HALS. • The new council structure should encourage closer integration with customer service functions.	M
4. Making Haringey a creative, thriving place	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing	• This option may require the council to buy in specialist events	M

Primary outcomes	Enablers	Observations	Positive impact of model
Supports council's strategic outcome: 'Opportunities for all'.	displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management.	management support and business centre management. • This option would require the council to fully fund any ICT developments (although some work is already done via a consortium).	
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. • Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	• This option may require the council to buy in specialist space planning resource. • This option would support the council to develop a suitable charging regime. • This option would require the council to fully fund any structural changes required.	M

Future Operating Model – particular considerations

13.9 An in-house transformation programme would give Haringey the independence to develop and implement their own Future Operating Model.

Delivery Model Parameters

13.10 As with the Operating Model, an in-house transformation programme gives Haringey the flexibility to design a model which underpins the preferred position for each parameter.

Financial Evaluation

Table: Financial Assessment for In-House Transformation

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Set up / project costs	100,000				
Additional/(lower) costs	**100,000**				

Key Risks

13.11   The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	The cost of securing the additional skills required to drive through the required changes may be insupportable.	Careful budget planning and sourcing of skills will be required	H
2	Staff may not be able to sustain complex changes alongside their usual duties and performance will suffer.	Careful change management, backfilling key positions and strong leadership will be needed.	M
3	Haringey may not be able to raise the level of funding required to support the transformation programme.	Careful budget planning will be required along with the exploration of opportunities for generating resources from the release of council assets no longer required.	M

Option 2: Shared Services including consortium working

13.12   Under this option the council would look to share some or all of Libraries service delivery with another council. Shared service models range from sharing one aspect of the service, such as an IT system, through sharing management teams to sharing the complete service.

13.13   Shared service models can involve one partner taking responsibility for employing all the staff, an arrangement which avoids problems encountered when staff have different terms and conditions and different salary levels. Alternatively some models 'share' the lead for different aspects of the service, one partner being responsible for staff, another for ICT systems etc. Some models retain staff employment with their current councils but second staff into a single management structure.

13.14   Bromley and Bexley's shared back office library service, launched in January 2012, was the first substantial shared library service in local government. The back office shared service has been successful in driving costs down, delivering combined savings of about £800k and the plan is to build on its success by moving to a fully shared service.

13.15   Since then the Triborough (Westminster City Council, London Borough of Hammersmith and Fulham and London Borough of Kensington and Chelsea) have launched a shared library services based on a single management team. A single Director leads the service for all three Boroughs, with a single management team managing 21 libraries. Savings of £1.1m were forecast in the business case, primarily achieved by staff reductions.

13.16   Shared service models typically include shared governance via a board with representatives from elected members of each partner. Some models include delegation of responsibility to a Joint Committee of elected members, others delegation to another local authority.

13.17   Consortium working is very similar to shared services but does not typically involve formal shared governance at Elected Member level, or delegation of responsibility. Consortium working usually involves a group of councils who use the same supplier(s), or who wish to procure jointly for example, forming a partnership to take advantage of economies of scale and superior buying power, or joint supplier management. Sometimes the partnership takes advantage of successful consortium working to share systems and development projects.

13.18   Many London Boroughs are existing members of Libraries consortia. Haringey is a member of the Capita consortium. This is a group of 6 London Boroughs (soon to be 7) who all use the Capita Libraries Management System. Benefits to members include discounted prices for the purchase of additional modules, discounts when a new member joins the consortium, and working together on new developments, in addition to acting as a joint client group.

13.19   The London Libraries Consortium has built on a similar partnership and now share a single system. This brings additional benefits including one library card giving access to all member libraries, access to a shared catalogue and a shared stock, and access to

over a million e-books. The Consortium also has a three year strategy programme for further joint projects and collaborative research.

Table: Shared Services: Summary of Key Strengths and Weaknesses

Key Strengths	Key Weaknesses
- Could increase efficiency and improve resilience. - Could provide economies of scale in management and specialist areas. - Can engage the assistance and experience of partner authority(ies) in change. - Could enable the council to draw on the experience of authorities with a longer track record of library transformation.	- Will take some time to fully develop - Partner authorities will ideally need to share a similar vision for their services and for libraries in particular (not necessarily the case for consortium working)

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 2: Shared Services

Primary outcomes	Enablers	Observations	Positive impact of model
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	- A comprehensive book and e-book stock. - Staff who are knowledgeable about books and other writing and who can share that knowledge. - An active marketing programme with a promotions and events. - A vibrant website and social media for - and involving - users. - Research into users' and non-users' needs, motivation and preferences.	- Shared working could give access to shared catalogues and shared stock of books and e-books. - Shared staffing would give access to a broad range of skills and experience.	H
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	- Active recruitment programme for parents-to-be, babies and toddlers. - Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. - Comprehensive programmes of activities for each age group of children and young people, including toy libraries. - Homework clubs and space to	Shared working could bring economies of scale for any investment and shared experience.	M

Primary outcomes	Enablers	Observations	Positive impact of model
	study and revise. • Collaborative partnerships with children's centres, schools and colleges.		
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example.	• Shared working could bring economies of scale in IT and infrastructure projects. • Shared working with authorities with experience of stronger partnerships would accelerate change.	H
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events.	• Shared working could bring economies of scale in IT and infrastructure projects. • Shared working with authorities with experience of business support, cultural development and event management would accelerate	M

Primary outcomes	Enablers	Observations	Positive impact of model
	• Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management.	change.	
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. • Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	• Shared working could bring economies of scale in infrastructure projects. • Shared working with authorities with relevant experience would accelerate change.	M

Future Operating Model – particular considerations

13.20 A fully shared service would need to be based on a shared vision for the future and a shared Future Operating Model. More limited sharing could be achieved without this, but shared services can struggle where partners have different ambitions.

13.21 Consortium working can be more successful if partners do not share the same vision, although clearly they will need to agree future developments and supplier management strategy.

13.22 Shared service arrangements typically have a very long lead time while the partnership discusses shared ambitions, establishes joint governance and agrees future plans and funding. If Haringey were looking to start a new shared services arrangement this could delay the implementation of the operating model. There are, however, a number of

neighbouring authorities who have expertise in some of aspects of the future operating model that Haringey could benefit in learning from, eg the integration of learning (Islington) and customer services (Waltham Forest).

Delivery Model Parameters

13.23   A shared service model would support most of the parameters developed by the team, especially those concerned with standard processes and location of services. However, some shared models struggle to be flexible and changes can take time to process through different layers of governance. In particular a shared service model may struggle to remain aligned to strategic objectives, if the objectives of one partner change and move away from the original shared objectives. Consortium working would have less of an impact in these areas and tends to be more flexible, with partners able to choose which aspects of consortium working they wish to join.

Financial Evaluation

Table: Financial Assessment for Shared Services Model

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Operational Costs	50,000	50,000	50,000	50,000	50,000
Staff savings	-132,700	-265,400	-265,400	-265,400	-265,400
Support Service savings	-13,680	-27,360	-41,040	-54,720	-68,400
Set up / project costs	150,000				
Additional/(lower) costs	**53,620**	**-242,760**	**-256,440**	**-270,120**	**-283,800**

Key Risks

13.24 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	Haringey may not be able to find a partner who shares their vision and preferred Future Operating Model.	Look to build on existing partnerships and build in flexibility to the Future Operating Model.	H
2	Local communities may not be persuaded about the benefits of the combined service and promote adverse publicity.	A structured communications plan will be required to ensure the benefits of sharing are understood.	M
3	The retention of local practices inhibits the achievement of savings and this prevents the ability to secure a fully joined up service.	Careful change and benefits management will be needed to ensure all stakeholders understand the need to standardise practices.	H
4	The development of revised constitution arrangements is more demanding and takes more time than anticipated.	Careful planning by project managers and strong leadership will be required.	H
5	Haringey or another partner may face financial difficulties that demand changes that make the partnership unsustainable.	Build flexibility and change control into the agreements and ensure active and collaborative partnership governance.	H
6	Transferring significant numbers of staff out of Haringey's pension scheme could have an adverse impact on the scheme as a whole	Ensure detailed information is obtained before any sharing involving TUPE is agreed.	H

Option 3: Creation of a Charitable Trust

13.25 This option would represent a more radical step than the other two options. In particular, key stakeholders would need to understand that a charitable trust is an independent body in which its trustees will be required to act in the trust's interests which may not always coincide with the council's. The council would need to develop a contractual framework in which it is clear what freedoms a trust would have and which issues the council would consider to be non-negotiable. Well-structured contractual governance arrangements would need to be established.

13.26 Several examples already exist or are planned, including

- Wigan Leisure and Cultural Trust: transfer of libraries (and other services) to charitable trust.
- York: setting up a mutual for libraries from April 2014
- Luton: Luton Culture runs theatres, libraries and museums as a charitable trust.

Table: Charitable Trust: Summary of Key Strengths and Weaknesses

Key Strengths	Key Weaknesses
• May make it easier to engage local communities and individuals in management and volunteering. • Opportunity to bring new skills and expertise onto a management body. • Can engage the assistance and experience of the new body in service change. • Process of defining service to be delivered could provide focus and drive timescale for service change. • Could bring benefits in terms of NNDR savings. • Could attract capital funding and investment although this is much more likely with larger 'trust' set-up.	• Service definition/procurement process will incur costs and delay change. • Requires strong community focus or capacity to create one. • New body will incur its own management overheads (although should be offset by reductions in council overheads). • If only some libraries transferred Council must determine if these remain within statutory service or not and be able to justify. • Visible service improvements unlikely until transfer completed and supplier has had minimum 1 year operating experience. • Hard to specify a service during a period of extensive change. • May inhibit future potential co-location and other partnerships. • Scope for NNDR relief may reduce. • Process can attract negative local publicity. • Likely to require Part B procurement process (lighter-touch). Note: EU regulations will change shortly. • May be difficult to achieve charitable status.

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 3: Charitable Trust

Primary outcomes	Enablers	Observations	Positive impact of model
1. Sharing the joys offered by books and other writing *Supports council's strategic outcome: 'Opportunities for All'.*	• A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences.	• Streamlined management and unity of purpose allows stronger focus on customers. • More focused, independent organisation will have greater freedom to innovate in its marketing and communications.	H
2. Getting a great start in life *Supports council's strategic outcome: 'Outstanding for all'.*	• Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. • Homework clubs and space to study and revise. • Collaborative partnerships with children's centres, schools and colleges.	• A new trust, as a separate organisation, would need to build links with children's centres, schools and colleges. • Some organisations may be happier working with smaller, independent trust. • Any expansion in services may require procurement.	M
3. Getting the most out of life *Supports council's strategic outcome: 'Opportunities for all'.*	• An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other	• The trust would need access to capital funds for IT and infrastructure development. • The trust would need to build partnerships with third parties and partners. • Some	L/M

Primary outcomes	Enablers	Observations	Positive impact of model
	advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example.	organisations may be happier working with smaller, independent trust. • The trust, as an independent organisation, may struggle to integrate with the council's broader customer services functions.	
4. Making Haringey a creative, thriving place *Supports council's strategic outcome: 'Opportunities for all'.*	• Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management.	• The trust would need access to capital funds for IT and infrastructure development.	M
5. Bringing people together *Supports council's strategic outcome: 'A better council'.*	• Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines.	• The trust would need access to capital funds for IT and infrastructure development. • A focussed trust could build stronger links with community	M

Primary outcomes	Enablers	Observations	Positive impact of model
	• Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires.	and volunteer groups.	

Future Operating Model – particular considerations

13.27 A trust should be able to implement the model in the same way as an in-house transformation project. However, if Haringey's vision is to integrate the libraries' service more fully with broader customer service this could present problems. The trust would be an independent body whose directors must make decisions which benefit the trust rather than the council. Keeping the objectives of the trust in close alignment with the strategic objectives of the council could be increasingly difficult over time.

Delivery Model Parameters

13.28 A trust model should be able to support the agreed parameters – with the exception of alignment to strategic goals as indicated above.

Financial Evaluation

Table: Financial Assessment for Charitable Trust Model

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Operational Costs	200,000	200,000	200,000	200,000	200,000
Staff Savings	-7962	-15924	-23886	-31848	-39810
Support Service savings	-13,680	-27,360	-41,040	-54,720	-68,400

NNDR relief			-212800	-212800	-212800	-212800
Set up / project costs	250,000				
Additional/(lower) costs	**448,358**	**-66,084**	**-87,726**	**-109,368**	**-131,010**

Key Risks

13.29 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	Securing the agreement of the councils to a process which will distance them from the control of a key service may be impossible.	Very early engagement with elected members to establish their concerns.	H
2	The risks and costs associated with the procurement exercise to comply with the procurement rules under Part B could prove unsustainable.	A detailed procurement plan will need to be developed (new EU rules may mitigate this).	M
3.	In the event of a procurement exercise, it is possible that another provider would be successful in winning the contract whose values were not those sought from a charitable trust.	Ensure that the specification and design of the contract maximised the prospect of securing a suitable provider.	M
4	The challenge of establishing a new Trust and putting all the appropriate arrangements in place may extend the timescale to an unacceptable length.	Careful project planning will be required to ensure that expectations are managed and deadlines met.	H
5	Library users and staff do not support the move and oppose the transfer of a treasured service out of the Council.	A structured communications strategy will be required to ensure the benefits of the trust are understood.	M
6	Securing the savings identified from streamlining staff and reducing support costs may be impossible.	Strong leadership will be needed to ensure the savings strategy is successful.	H
7	Haringey may face financial difficulties that demand significant reductions in the budget and undermine the trust's viability.	Build flexibility and change control into the contract and ensure there are mechanisms that mitigate the	H

No.	Description	Mitigation	Impact
		impact of change on the trust.	
8.	Transferring significant numbers of staff out of Haringey's pension scheme could have an adverse impact on the scheme as a whole	Ensure detailed information is obtained before any sharing involving TUPE is agreed.	H

Partnership Financial Assumptions

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
1	Timescale for financial appraisal		The assumption is that a five year financial appraisal will be developed but it will be noted that for the in house option future years could be significantly impacted because of the uncertainty in local government finance.	✓	✓	✓
2	Staff turnover	What staff turnover should be assumed when developing the financial appraisal? This will be used to calculate possible savings for a trust which could employ staff on different Ts&Cs. For shared services savings could be made by sharing management teams in a similar way to that achieved by the tri boroughs.	For a trust assume a 2% staff turnover, and that new staff would be appointed at 15% below current rates. For a shared service assume a 10% reduction in staff costs (5% in the first year). Note: the assumption for staff turnover is based on a projection that there will be few vacancies to recruit to for some years due to posts being deleted as a result of efficiency exercises.		✓	✓
3	Staff transfer	If staff are transferred will they transfer under TUPE? Would there be redundancies?	The assumption is that staff will transfer under TUPE. There could be redundancies but the scale and cost of these is impossible to estimate at this stage.		✓	✓
4	Client management costs	A new arrangement which is not directly managed will require additional client contract management resource. What assumption should be made	Assume 25K **additional** cost for client contract management (part-time manager).		✓	✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		concerning the cost of this new resource?				
5	Governance costs	Both Shared service and trust arrangements will require extra governance costs. A shared service is likely to require additional time from elected members, whereas a trust will require the appointment of Directors and Board members.	Suggest an **additional** allowance of £25K to support the new governance arrangements for shared service of trust arrangements.		✓	✓
6	Support Service savings and redundancy costs	A new arrangement which is not directly managed may source support services from a different source, i.e. not from the council, and will wish to take a very robust view towards these costs. What assumptions should be made concerning the cost of any subsequent redundancies? And how should any savings be handled?	Support services budgets are less for 2014/15 so savings are already anticipated. As some costs may be fixed assume at this stage a reduction of 10% over 5 years for shared services and trust options.		✓	✓
7	Improved performance	Can any assumptions be made about the financial implications of improved performance during the 5 year modelling period?	Difficult to predict at this stage – as the results could be the same for all options nothing will be assumed in the financial appraisal.	✓	✓	✓
8	ICT and other contracts	A shared service arrangement may mean using a different IT system. Alternatively existing IT may not have licences which are transferrable to another organisation, including a trust. There may be other contracts which are in a similar position. What assumption should be made concerning the financial impact of these contracts being terminated	Detailed analysis would be needed – no figures will be assumed in the appraisal, but this needs to be noted as a potential risk for shared services and trust options.		✓	✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		or transferred?				
9	Pensions	In the case of staff transfers under TUPE what assumptions should be made about the impact on the pension fund?	Detailed analysis would be needed – no figures will be assumed in the appraisal, but this needs to be noted as a potentially significant issue for shared services and trust options.		✓	✓
10	Project management costs	All options will require project management including dedicated project managers, HR, Legal and change costs. In a shared service arrangement these could be shared. What cost should be assumed overall?	The shared service and trust options are likely to need significant additional costs compared to the in-house options as these will include legal costs and specialist financial and pensions advice. Assume £75K **additional** cost for shared service option. A trust option will require additional specialist legal and procurement staff and an additional £100K is allowed for this. This will be additional to a cost of £75-£100K for all options for additional capacity in change management and leadership.	✓	✓	✓
11	Investment in transformation	The review document recommends several areas for investment. These could be shared under a shared service arrangement. What assumption should be made about the level of these costs needed?	Difficult to estimate at this point. Costs could be reduced in the shared services options depending on the nature of the partnership. Suggest noting that improvement costs could be up to 30% less under the shared services option.	✓	✓	✓
12	New income – it is anticipated that the Trust would seek to increase income – a net profit growth has been assumed.	All options could include income generation. A charitable trust might attract grants etc which other options could not.	Assume a relatively small amount of grant income (£10K) from the second year onwards for the trust option.	✓	✓	✓
13	The staffing structure for the	The information put to us suggests	The assumption is that a senior			✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
	trust would be different to what it is now. It would need to have access to all the skills of a standalone entity.	that the library service is well run and has many of the skills needed for running a trust. Our experience is that additional skills are needed and as a minimum 2 extra people will be needed.	officer and a middle ranking officer may need to be appointed and a budget of £100,000 will been allowed.			
14	NNDR is granted to all charities and the relief is set at a mandatory 56%.	There has been some uncertainty as to whether current changes have negated the benefit to local authorities – we do not believe that has been the case – this is explained in one of our technical notes.	The assumption is that relief of 56% would be available to any new trust. However, it needs to be noted that a new trust may not be granted charitable status, and that even if it does it may take a year to gain that status.			✓
15	A trust would incur some overheads which are not presently incurred.	Some costs will emerge following more detailed application of a preferred option. However, we consider that property insurance is likely to increase. We have not allowed for additional audit costs – which we consider should be relatively low.	We have assumed that an additional insurance premium and audit costs would become payable and allowed £50,000 pa. There may also be a need for additional financial advice, and £25K allowance is assumed for this.			✓
16	VAT recovery	Based on our technical analysis if the trust is awarded its work following a procurement exercise then VAT recovery should be as it is. However if the trust was funded by annual grant then a significant VAT could be irrecoverable, although this may not apply to support services if provided by the council.	Assume a neutral VAT position.			✓
17	Accounting	A trust will produce its accounts in accordance with the Charities SORP whereas the council accounts in accordance with Local Government Act 2003 i.e. under the Accounting Code and	Pension costs charged to the trust's services will be based on the accounting regime set by FRS17 position and not reversed. In the council's costs the accounting entries are substituted			✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		accounting regulations. These are not the same and differences will result.	by the actual payments to the LGPS. Depreciation is charged in the council's accounts but then reversed out – it is assumed for the trust that a peppercorn rent will be paid so both depreciation and rent are ignored. We have made no cost adjustment in respect of the accounting adjustments.			
18	Additional funding for the new business at start-up.	A new business will need additional funding to use as working capital albeit for a business of this size it might be relatively small.	It is assumed that no **additional** funding, beyond that already in the budget, but that an advance will be available.			✓

Investment Plan: Indicative Costs and Assumptions

Table: Indicative Estimates for Investment Plan

Lower Investment

	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
Remodelled counters in larger libraries											-
Cosmetic improvements to all libraries	25,100	26,200	19,600	275,700	196,200	29,100	51,800	16,400	485,600		1,125,700
Basic website and IT improvements										-	-
Programme management support											140,000
										TOTAL	1,715,700

Medium Investment

	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
Full remodelling of larger libraries to offer full offer				551,400	392,400				971,200		1,915,000
Cosmetic improvements to smaller libraries	25,100	26,200	19,600			29,100	51,800	16,400			168,200
Professional AV equipment in some learning rooms				10,000	15,000		60,000		25,000		110,000
Meeting room refurb St Ann's							24,100				24,100
Some remodelling of space in smaller libraries	2,000	2,000	2,000			2,000	2,000	2,000			12,000
Fully remodelled library website										20,000	20,000
Programme management support											300,000
										TOTAL	2,699,300

Higher investment

	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
Full internal remodelling of all libraries	50,200	52,400	39,200	551,400	392,400	58,200	103,600	32,800	971,200		2,251,400
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
RFID replacement in smaller libraries	50,000	50,000	50,000			50,000	50,000	50,000			300,000
Professional AV equipment in all learning rooms	10,000	5,000	15,000	10,000	15,000	5,000	60,000	15,000	25,000		160,000
Lifts at Muswell Hill, Highgate and Stroud Green			200,000			300,000		150,000			650,000
Extension and toilets at Muswell Hill						500,000					500,000
Fully remodelled library website										20,000	20,000
Programme management support											400,000
										TOTAL	4,731,400

Table: Principal Assumptions for Investment Plan

1. Remodelling and cosmetic refurbishment

Remodelling and cosmetic refurbishment estimates based on three recent schemes at varying standards of finish:
- Remodelling at £200 per square metre allows for new flooring, furniture, interior visuals, some lighting improvements, toilet improvements.
- Cosmetic improvements at £100 per square metre would allow for a targeted improvement of aspects of flooring, furniture and visuals. It would not include improvements to lighting and toilets.
- These estimates do not include structural works or re-provision of services.
- May be some double-counting of full remodelling and RFID upgrade costs which includes some counter remodelling.

2. RFID costs

Assumes £750,000 total cost across all libraries based on full re-implementation:
- £150,000 is fixed central cost
- £600,000 costs for all nine libraries.
- Ratio is £100k for each larger library, £50k for each smaller library.
- Saving of £150k possible if retagging not required.

3. Audio-visual costs

Assumes average of £5,000 per meeting room which allows for:
- Electronic whiteboard.
- AV projector and wall-mounted speakers.
- Wall-mounted magnetic whiteboards and flipchart stands.
- Low cost blinds.
- Installation and limited electrical works.

Note: small meeting rooms should cost less, larger ones may benefit from an AV console and other equipment and so may cost more.

4. Programme management

Programme management costs based on:
- Lower: 2 years of programme management at £70k pa.
- Medium: 3 years of programme management support at £100k pa.
- Higher: 4 years of programme management support at £100k pa.

5. Lifts and extension

Rough estimates based on experience of retro-fitting lift installations and extensions to older and listed properties. Full schemes would be required to allow for more accurate estimates.

6. General

These estimates provide a high level indication of costs based on experience in other library services, but they do not take account of specific long-term maintenance and repair needs; they are not based on site evaluations or schemes of work; nor are they based on up-to-date quotations.