HARROW LIBRARY STRATEGY 2015-2018

DRAFT V2 20 FEB 2015

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Appendix 6 Library Consultation 2015

Executive Summary

1. Introduction and Vision

There has been a decline in the use of Harrow Libraries over the last five years in line with national trends. Reductions in local government funding and developments in technology have been particular challenges to public libraries in recent years. As part of the Council's Medium Term Financial Strategy the Library Service needs to reduce its budget by £500,000 in 2015-16 and it is likely that it will be necessary to make further reductions in expenditure in future years.

The vision for Harrow Library Service 2015-18 is *"A 21st Century, vibrant Library Service that will enhance the lives of Harrow residents and promote their well-being.*

2. Strategic Background

The Public Libraries and Museums Act 1964 section 7 (amended by the Local Government Act 1972) requires the authority to provide a *"comprehensive and efficient public library service"* although this is not defined. The Council must, however, assess and take into account local needs

An 'Independent Library Report for England' commissioned by the Department for Culture, Media and Sport (DCMS) identified key aims to reinvigorate the public library service: a digital network; a library taskforce; e-lending; professional development; and volunteers and community-led libraries.

A number of local authorities have outsourced the management of library services to either private contractors or to cultural trusts. Examples of the former include Harrow and Ealing jointly in 2013.

3. Current service provision

The joint library contract, in partnership with Ealing, commenced in September 2013. An annual unitary fee of £2.2 million delivers staffing, stock control and purchase, facilities management, ICT, and a programme of cultural events and activities. The service includes a network of ten static libraries, the Housebound Library Service, and the Schools Library Service. Carillion also manage the book fund, currently £323,000 on behalf of the Council but outside of the unitary fee.

There has been a decline in the number of visits, issues, and active borrowers over the last five years. This is replicated in London and nationally. The development of new technologies, and the greater availability of cheaper books, films, and cds to buy have contributed to this. Harrow specific factors include the lack of investment in

buildings and facilities, outdated technology and late adoption of technologies such as Wi-Fi, lack of marketing services, and reductions in the stock fund.

4. Consultation and engagement

Consultations and engagements with library users and non-users have been undertaken over the past five years. Satisfaction levels with the Library Service have remained high, with borrowing books being the most frequently used service. The provision of information, magazines and newspapers, and IT facilities are also valued highly.

A Library Service consultation was undertaken from November 2014 to January 2015 to inform the development of the Library Strategy. A survey with background information was available, and consultation sessions were held at a number of locations including all libraries. The main findings of the survey were:

- 53.72% in favour of library buildings being used more as community hubs or library buildings sharing space with other services.

- 57.31% supported or were willing to consider the introduction of Open+ technology to extend opening hours.

- 71.48% were against the proposed closure of four libraries (Bob Lawrence, Hatch End, North Harrow, and Rayners Lane). 24.26% supported or were willing to consider this proposal.

- 45.13% supported reducing staffed library opening hours to achieve some of the savings required. 47.91% were not in favour of this option.

- 59.02% supported or were willing to consider community managed libraries.

5. Harrow Library Strategy Objectives

By 2018 Harrow Library Service aims to provide a 21st Century Library Service for residents by the development of:

- A sustainable Library Service at reduced annual cost, which actively engages with local residents, organisations and communities.

- Library Services that enhance the lives of Harrow residents of all ages through reading, information and learning, and the development of new skills.

- Library buildings and services for the 21st Century by an active involvement in regeneration opportunities, and the use of the latest technology and digital formats.

6. Delivering the Harrow Library Strategy

- Library buildings – Number of libraries to be reduced and a major refurbishment programme undertaken in those remaining. As part of the regeneration of Harrow, a new Harrow Town Centre Library to be delivered.

- Opening Hours – A review of staffed opening hours to be undertaken to ensure that libraries are open at times of most demand. Aim to extend opening hours through the use of Open+ technology.

- Core Services – Continue to provide access to books, information, newspapers and magazines, IT facilities, activities for all ages, community spaces, and activities to support learning, local employment and local businesses.

- Community Services – Opportunities to co-locate with other Council or community services, and for the creation of Community Managed libraries to be explored. Creative use of library space projects to be further developed.

- Technology – Maximise the use of new technology to improve access to services.

- Marketing of Services and engagement – The Council will work with Carillion to improve the marketing of the Library Service.

7. Action Plan

Action	Date
Introduction of Open+ technology to extend opening hours at Wealdstone Library	By April 2015
Review and implement revised opening hours	18th May 2015
Closure of Bob Lawrence, Hatch End, North Harrow and Rayners Lane Libraries (subject to consideration of alternative management proposals)	16th May 2015
Review the Open + trial and implement to extend opening hours at all libraries if successful	September 2015
Develop plans for the transfer of libraries to community management	April 2015 to March 2016
Develop plans for the potential co-location of library space with community organisations	April 2015 to September 2015
Pro-actively seek opportunities and then develop and implement plans for a new Town Centre Library as part of a mixed development. Planning application submitted March	2015 to 2018

2015.	
Pro-actively seek opportunities and then develop and implement plans for a new Roxeth Library on the existing library site as part of a mixed development	2015 to 2017
Pro-actively seek opportunities and then develop and implement plans for a new Pinner Library on the existing or nearby site	2015 to 2017
Begin a process of refurbishment of libraries starting with Stanmore to offer a better environment for customers	2015-2017
Implement the Lego Innovation Studio and Creative workspace projects	Summer 2015
Increase the provision of online resources	2015 to 2018
Investigate and develop proposals for the introduction of a 'click and collect' service, and then implement as required.	2015 to 2016

1. Introduction and Vision

In keeping with the national trend, Harrow Library Service has seen a decrease in loans of material (issues), visits to libraries and the number of library members actively borrowing library stock over the last five years. However, Harrow has always ranked in the top quartile of Outer London Boroughs for book loans and this continues to be high despite the trends (4th out of 18 Authorities in 2013-14)[1]. The Library Service also remains popular with local residents: the CIPFA Public Library User Survey in October 2012 indicating that 85% of library users (aged 16 and over) rated their library as good or very good.

Reductions in local government funds and the changing nature of reading and information delivery due to changes in technology have been particular challenges to public libraries in recent years. As part of the Council's Medium Term Financial Strategy the Library Service needs to reduce its budget by £500,000 in 2015-16 and it is likely that it will be necessary to make further reductions in expenditure in future years. This is in addition to the significant savings that have already been made in the last four years.

This strategy aims to define the delivery of library services in Harrow for the next three years in the light of these challenges and ensure that the Library Service is sustainable in the future with reduced financial resources being targeted to best meet the needs of residents. As part of this, Harrow has identified a vision to take the library service forward.

The vision for Harrow Library Service 2015-18 is:

A 21st Century, vibrant Library Service that will enhance the lives of Harrow residents and promote their well-being by:

- *actively promoting, developing and encouraging reading for all ages and abilities*
- *enabling learning and the development of skills to support Harrow residents to take a full part in our community*
- *providing access to literature, information and other Council or local services*
- *offering a range of community activities, events and spaces*
- *reducing the number of libraries in the borough and delivering library services in other community locations*
- *Increasing virtual (24/7) services and developing innovative service delivery to meet the needs of customers*

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[1] CIPFA Library Actuals 2013-14

2. Strategic Background

2.1 Legal Background

The specific legal requirements of the Council in relation to libraries are set out in the **Public Libraries and Museums Act 1964** section 7 (amended by the Local Government Act 1972). This Act requires the authority to provide a "*comprehensive and efficient" public library service"*. The term "comprehensive and efficient" is not defined within the Act; however the Act requires local authorities to provide, free of charge, access for people who live, work or study in their area to borrow or refer to books and other material in line with their needs and requirements.

A Local Enquiry into the public library service provided by Wirral MBC, which was undertaken by the Secretary of State dated September 2009, concluded that in deciding how to provide a '*comprehensive and efficient library service*' the Council must assess and take into account local needs.

2.2 Government Reports

Government responsibility for public libraries is shared between the Departments for Culture, Media and Sport (DCMS), and for Communities and Local Government (DCLG). Recent reports have encouraged libraries to innovate and adapt in line with their local communities' needs in order to meet the current challenges, in particular reductions in public sector spending and changes in technology. '*Envisioning the library of the future*'[2] aimed to develop a long-term vision for public libraries in England, and '*Community libraries – Learning from experience: guiding principles for local authorities*'[3] described different models and advised local authorities on community involvement in the provision and management of library services.

In 2013, the Minister for Culture Media and Sport said:

"There is no one-size-fits-all, but there are innovative examples at work in the sector which I would encourage you all to look at, if you don't know about them already: Library Plus – Northamptonshire Libraries – a major countywide scheme to transform the service with a strong library core – to grow it to include other County and District services – 7 already house Children Centres – others offering joint operations to health, Police, adult learning and local businesses –the latter has been particularly well received by in the main SMEs".

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[2] Arts Council Research Project 'Envisioning the library of the future' 2012/13

[3] Locality for Arts Council England and Local Government Association 'Community libraries – Learning from experience: guiding principles for local authorities' 2013

This was followed in December 2014 by the publication of '**Independent Library Report for England**' commissioned by the DCMS. The report outlines the need for a re-invigorated public library service, with Wi-Fi in every library, in a comfortable, retail standard environment similar to modern bookshops. The importance of the development of new services to make libraries vibrant community hubs is also stressed, with greater recognition and support for libraries' role across government needed. The report identifies the following key aims (but does not identify specific resources or outline timelines to support the delivery of these):

- **Digital library network** – Central government should provide funding so that every library has Wi-Fi, computer facilities, and staff skilled to support their use.
- **Library taskforce** – Established by central government but led by local government to provide the leadership to define the over-arching vision, branding and promotion of the service, develop new ways of working, and ensure delivery of the Review's actions.
- **E-lending** – Ensure that libraries can provide a strong modern offer of e-book lending.
- **Professional development** – Designated programme to attract the next generation of library staff and develop the existing library workforce's skills to meet 21st Century needs.
- **Volunteers and community-led libraries** – To develop sector-led best practice guidelines to help local authorities' work with volunteers and community-led libraries.

2.3 Local Authority initiatives

A number of local authorities have outsourced their management of library services to either private contractors or to cultural trusts. Examples of the former in London include Greenwich, Wandsworth, Croydon; and Harrow and Ealing jointly in 2013. In 2011, Slough outsourced their library management to Essex County Council. Examples of the latter are Luton Culture and Vision – Redbridge Culture and Leisure. Luton Culture, an independent charity, was set up in 2008 to manage cultural provision in Luton including six Luton libraries. In 2011 Redbridge merged their culture and leisure services with Vision, a charitable trust, to manage a wide range of cultural, sport and leisure facilities including library services. City of York Council Libraries and Archives Service transferred their library service to a charitable mutual in 2014. Bexley and Bromley have shared back office functions for their library services since 2011.

In 2011 Brent clearly defined their library offer to meet user needs and to concentrate resources as effectively as possible. The number of libraries was reduced from twelve to six, but the remaining libraries had extended opening hours and a refurbishment

programme was undertaken. Brent has seen an increase in both visits and issues since these changes were implemented.

2.4 Harrow Libraries

The Libraries Transformation Programme (delivered over three years from 2011) supported new ways of delivering library services in a customer orientated culture, improved online services and operational processes. Improvements included:

•	The introduction of RFID self-service technology. Currently 95% of stock issue transactions are completed using self-service.
•	Restructuring the libraries staffing to meet customer needs so that staff are free to walk the floor and support customers rather than sit behind desks.
•	Improving the online experience of library users by redesigning the library web pages to make them more user friendly and integrating to the Harrow Citizen Portal 'MyHarrow Account'
•	Improvements to ICT involving the upgrade of the 'People's Network' public computers and the introduction of free public Wi-Fi in all libraries.

The 'Future of Cultural Services in Harrow' Cabinet Report, January 2012 outlined some of this transformation and further aims such as a revision of opening hours, the seeking of opportunities to re-provide library buildings as part of mixed use developments and the exploration of alternative ways to deliver library management services in a cross-borough project. Cabinet approved the award of a joint contract with the London Borough of Ealing for the delivery of library management services (and with Brent and Ealing for the delivery of leisure management services) in June 2013. The management and delivery of the Library Service was awarded to Carillion Integrated Services (formerly John Laing Integrated Services Ltd) for 5 years with a possible extension for a further 5 years.

The transformation programmes above achieved efficiencies of c£1.4million in the cost of delivering library services.

3. Current Service Provision

3.1 Library Management Services

The joint library contract delivery commenced in September 2013 in partnership with Ealing. The annual unitary fee of £2.2million delivers:

•	Operational and development staffing and including staff training and CPD
•	Stock control and purchase
•	Facilities Management
•	ICT and e-service provision

- A programme of cultural events and activities
- Outreach and targeted library services

In addition to the unitary fee Carillion manages the book fund on behalf of the Council, for which the annual budget in 2014-15 currently stands at £323,000.

The contract is monitored by Harrow through an Inter Authority Agreement with Ealing and quarterly joint Partnership Boards. Contractual Key Performance Indicators (KPIs) for service standards, with financial credits due to the Council for performance failures are listed in Appendix 2.

3.2 Library buildings

Harrow Libraries currently operates a network of ten static libraries: Bob Lawrence, Gayton, Hatch End, Kenton, North Harrow, Pinner, Rayners Lane, Roxeth, Stanmore, and Wealdstone. The locations of the libraries are illustrated in the map in Appendix 1.

The tenure and condition of library buildings is outlined in Appendix 2. Six of the ten libraries are leased and one (Kenton) is Grade 2 listed. Hatch End Library is part of the Grade 2 listed Elliott Hall.

Apart from some minor improvements due to implementation of new technology or essential repairs such as boiler replacement, most of the libraries have not had a major refurbishment in the past 10 years. The exceptions are Gayton Library which was moved from its original site in 2008 to the current location in a converted five floor former office block, situated in a side road in Harrow town centre and Hatch End Library which was moved form its previous location in a separate building on the Harrow Arts Centre Campus to the main Elliott Hall building.

All libraries are compliant with disability access legislation (DDA and Equality Act 2010) except for Rayners Lane which is situated across a number of levels (including a mezzanine) and which has external steps up into the library and immediately down into the library from the entrance hall, narrow staircases to the first floor Children's library and to the galleried study area. Assessments have indicated that it would not be possible to install a passenger lift to all floors but a recent survey estimated that it would be possible to install three separate wheelchair lifts to various areas of the building at a minimum cost of £100,000 to meet minimum requirements of the DDA.

The maintenance of library buildings is detailed in the library contract. The contractor responsible for planned preventative maintenance, and the first £5,000 of any one maintenance item. The Council is responsible for any costs above this £5k threshold and currently holds a budget of £100k across the libraries and leisure contracts to fund such costs as these arise.

3.2 Services delivered

Libraries offer a range of services including:

- Free books for loan for all ages and abilities including the latest bestsellers (through advance ordering)

- Free newspapers and magazines to read in the library.

- Music and audio CDs and DVDs for a hire charge

- Free Wi-Fi for library members

- The 'People's Network' public computers offering free access to the internet, emails and office software.

- Library Management System which enables local residents to access the book stock of 16 London library authorities (as part of the London Libraries Consortium).

- Online services offered 24/7 including online ordering and renewal of books, reference material such as Encyclopaedia Britannica and COBRA (Complete Business Reference Advisor)

- E-books, e-audio and e-magazines for loan

- Range of events and activities for all ages including story times and rhyme times for children, reading groups, computer tuition, author talks, Summer Reading Challenge, and a writing group

- Employment support including advice sessions on job searching and CV skills and support for local small businesses (Enterprising Libraries).

- Community information

- Council services such as sale of waste bags, parking permits, and video-link access to Access Harrow for welfare advice

- Enquiry service including advice on authors and new books

- Photocopying and printing (charges apply)

The Housebound Library Service provides library services to older residents and those with a disability who are unable to visit a library. The Service currently visits 432 individuals on a monthly basis, with visits to 47 nursing homes and 12 sheltered accommodations in addition.

The Schools Library Service provides library services to subscribing local schools through a Service Level Agreement There are currently 24 subscribing primary schools

out of a total of 45 schools and 3 subscribing special schools out of a total of 4 schools. This service fully recovers costs

Library opening hours are as follows:

Day	Gayton Library	All Other Libraries
Monday	9.30am - 8.00pm	9.30am - 5.30pm
Tuesday	9.30am - 8.00pm	9.30am - 8.00pm
Wednesday	9.30am - 8.00pm	Closed
Thursday	9.30am - 8.00pm	9.30am - 8.00pm
Friday	9.30am - 5.30pm	9.30am - 1.00pm
Saturday	9.00am - 5.00pm	9.00am - 5.00pm
Sunday	1.00pm - 5.00pm	Closed

Currently, all libraries except Gayton Library close on Wednesdays, Friday afternoons and Sundays. Gayton Library is open for a total of 62 hours per week, and all other libraries are open for a total of 40.5 hours per week.

3.3 Customer Base

As at April 2014, the total library membership was 146,661 (39% of Harrow's population)[4].

There were 51,023 active library members (those who have used their library card to borrow an item of stock or use a public computer) during the period September 2013 to August 2014, which represents 21% of Harrow's residents (ONS Census 2011).

There has been a decline in the number of active library borrowers (those who have borrowed a book in the last 12 months) over the last five years as shown on the table below:

	2009-10	2010-11	2011-12	2012-13	2013-14
Number of Active Borrowers	68,141	67,204	58,926	57,645	29,594

Appendix 5 details the number of users registered at each library, the usage of each library over a 6 month period (June to December 2014) and the distances travelled. It is clear from these tables that there is a level of cross usage between libraries particularly from other libraries to Gayton Library. Customers are willing to travel across Harrow to

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[4] ONS Census 2011 Mid Year Estimates

access library services. 67.5% of users travelled more than 1Km to use a library during the period June to December 2014.

On application to join the library, new members are requested to complete demographic information. This self-declaration is not always completed comprehensively by registrants and the categories are not necessarily mutually exclusive. For example, a female 8 year old might be a Hindu Asian British Indian with hearing and eyesight disability.

Based on self declaration on membership application forms, at August 2014 the percentage demographic breakdown of library active users was as follows:

By Age:

0-4 years	5-11 years	12-17 years	18-35 years	36-59 years	60+ years
14%	21%	11%	19%,	22%	13%

According to this, 46% of active borrowers are under 18 years old and 13% are over 60 which compares to the ONS Mid-Year estimates 2012[5] where 20.2 per cent of Harrow's residents are aged under 16 (48,900) and 14% are aged 65years+

By Disability:

Mobility disability	Hearing disability	Dexterity Disability	Eyesight Disability	Learning Disability	Other Disability
2%	1%	0.10%	1%	1%	4%

According to this 9.10% of active borrowers had some form of disability which compares to the ONS Census 2011[6] where 14.60% of Harrow's residents had a disability.

By Race:

White British	White Other	Asian or Asian British – Indian	Asian or Asian British– Other Asian	Black or Black British – African

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[5] https://harrowinformed.harrow.gov.uk/

[6] ONS Census 2011

17%	9%	32%	17%	6%

This compares to the ONS Census 2011 where 30.9% of Harrow's residents are White British, 26.4% are Asian or Asian British – Indian, 11.3% are Asian or Asian British – Other Asian, 8.2% are White Other, and 3.6% are Black or Black British – African.

By Religion:

Hindu	Christian	Muslim	Jewish	Buddhist	Sikh
24%	23%	7%	2%	1%	1%

This compares to the ONS Census 2011 where 37.3% of Harrow's residents are Christian, 25.3% Hindu, 12.5% Muslim, 4.4% Jewish, 1.1% Buddhist, 1.1% Sikh.

By Gender:

Female	Male
57%	40%

This compares to the ONS Census 2011 where 50.6% of Harrow's residents were Female, and 49.4% were Male.

By Sexual Orientation:

Heterosexual/Straight	Bisexual	Gay/Lesbian
94%	4%	1%

Statistics from the ONS Census 2011 not available for sexual orientation.

3.4 Performance

In 2013-14, there were 1,104,846 visits to Harrow libraries and 1,147,630 items were loaned. Harrow has always ranked in the top quartile of Outer London Boroughs for book loans and this continues to be high (4th out of 18 Authorities in 2013-14). However, there has been a decline in the number of visits, issues, and active borrowers over the last five years and this decline is replicated in London and nationally as outlined in the following table below:

		2009-10	2010-11	2011-12	2012-13	2013-14*	% change 2009-10 to 2013-14	2014-15 (To Q3 only)
		000	*000*	*000*	*000*	*000*		
Total visits	Harrow	1,470	1,339	1,228	1,197	1,105	-25%	819
	London	54,207	52,200	52,247	49,979	49,154	-9%	
	National	322,111	313,987	306,591	288,044	282,332	-12%	
Total visits as share of population	Harrow	6,447	5,820	5,108	4,938	4,539	-30%	
	London	6,992	6,671	6,397	6,103	5,840	-17%	
	National	5,275	5,250	4,849	4,522	4,404	-17%	
		000	*000*	*000*	*000*	*000*		
Total stock Issues	Harrow	1,715	1,708	1,543	1,428	1,148	-33%	764
	London	41,564	41,028	38,555	35,109	34,021	-18%	
	National	335,805	324,502	309,472	282,440	266,652	-21%	
Total active borrowers	Harrow	68	63	59	58	30	-56%	35
	London	1,588	1,604	1,547	1,424	1,348	-15%	
	National	12,078	11,919	11,412	10,321	9,883	-18%	

* New Library Management System installed in 2013-14 which has impacted on stock and active borrower statistics

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[7] www.cipfastats.net

As can be seen from this table the rate of decline in loans of stock is greater than the decline in visits to the library which indicates that customers are visiting libraries for more than books. Harrow's number of visits has declined by 25% since 2009-10. This compares with a 9% reduction in London, and a 12% reduction nationally. Harrow's stock issues have declined by 33% since 2009-10. This compares with an 18% reduction in London, and a 21% reduction nationally.

Both declines may be attributed to the following factors:

1) *Societal*

- New technologies such as e-readers, downloadable e-books, films and music available on subscription or on demand from a smart device such as phone, tablet, PC or television

- The growth of online shopping sites such as Amazon offering cheap books etc to purchase, delivered to the home instead of the purchaser having to go out to the high street, with targeted, intelligent marketing using CRM to promote purchasing

- The explosion of information and information sources on the internet (such as Wikipedia) now available to everyone on smartphones and other portable devices

- The availability of cheap books, films, cds to buy in supermarkets as part of a weekly shop – the cost of a paperback has significantly reduced in relative terms

- The availability of free newspapers such as Metro and the Evening Standard

- Libraries, many of which are over a 100 years old or more, no longer situated in the best locations to attract new customers

2) *Harrow specific*

- Lack of investment in the fabric of buildings and facilities which means the offer is uninviting, drab, old-fashioned or in some cases (such as Rayners Lane Library) not fully accessible

- Lack of updated technology meant that PCs and software were ten years old and could not offer a reliable, fast service and the Library Management System could not offer e-alerts, online membership, ordering/renewal etc. The upgrade of the public computers (April 2013) and software has seen a decline in complaints and an increase in usage.

- Late adoption of technologies such as Wi-Fi, downloads, e-books etc.. Implemented in 2014 has seen an increase in visits

- Lack of marketing of services or marketing only within libraries and not to the wider community

- Availability of opening hours (all libraries except for Gayton are closed on Wednesdays and Friday afternoons and only Gayton is open on Sundays)

- Reductions in stock-fund - although cheaper purchasing/servicing through consortia and the relative decline in book prices means that it is not necessarily true that fewer stock is purchased per annum (see paragraph 3.5)

- Reductions in the overall library budget may have impacted on the levels of service. However, Harrow ranked 6th out of 29 London boroughs for spend per head of population in 2013-14 and compared well with neighbours.   Ealing ranked 13th, Barnet ranked 18th and Brent ranked 27th. There is no comparative data for Hounslow or Hillingdon.

- Six out of the ten Harrow libraries are in leased buildings which means that costs may be higher (Gayton Library rent is £150,000pa) and there could be less flexibility to adapt or relocate buildings to meet modern standards of delivery or offer additional services.

Appendix 4 outlines visit and issue statistics for all libraries over a four year period

In 2013-14 Gayton, Wealdstone, and Roxeth libraries had the most library visits, with Bob Lawrence, North Harrow, and Rayners Lane libraries having the least visits. Gayton, Kenton, and Stanmore libraries had the most stock issues in 2013-14, with Bob Lawrence, North Harrow, and Rayners Lane libraries having the least stock issues.

There is no longer necessarily a correlation between visits to libraries and borrowing rates. For example, Wealdstone Library ranked seventh out of the ten libraries in 2013-14 for loans but third in terms of visits. Previously library performance has been measured using the number of visits, stock loans and the number of active borrowers. However, new performance measures will need to be developed to capture the changing nature of the usage of libraries. Carillion are now measuring an 'active library member' category which will capture visits and usage of ICT in a year as well as borrowing through the use of the library management system and the security systems.

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3.5 Financial information

The table below details the total budget for the Library Service for the last six years. Controllable costs are those costs of direct provision or purchase from external providers. The internal costs reflect the costs of borrowing and support provided by other departments.

Year	Total Budget £000's	Controllable Costs £000's	Internal Costs £000's
2014-15	3,804	2,834	970
2013-14	5,060	2,870	2,190
2012-13	5,385	2,995	2,390
2011-12	4,930	3,594	1,336
2010-11	5,751	3,624	2,127
2009-10	5,797	3,711	2,086

The cost per visit by Harrow library is detailed below:

Cost Per Visit by Library[8]

Library	% of Unitary Fee	Cost per Library (Including On costs)	Visits 2013-14	Cost Per Visit	Ranking (Lowest to Highest)
Roxeth	7%	£156,257	122809	£1.27	10
Wealdstone	9%	£200,901	143843	£1.40	9
Pinner	7%	£156,257	107178	£1.46	8
Hatch End	6%	£133,934	85334	£1.57	7
Kenton	8%	£178,579	106142	£1.68	6
North Harrow	7%	£156,257	77563	£2.01	5
Rayners Lane	7%	£156,257	74506	£2.10	4
Stanmore	8%	£178,579	83892	£2.13	3
Gayton	24%	£535,737	238134	£2.25	2
Bob Lawrence	9%	£200,901	65445	£3.07	1
Central Services (Including Stock Services and Housebound Library Service)	8%	£178,579	n/a	n/a	n/a
Total		£2,232,238	1,104,846		

Total Revenue Expenditure (Per 1000 population) – London Authorities

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[8] Based on annual Carillion 10 year contract price 2013/14 and excludes book fund expenditure and other internal costs such as capital financing

The total revenue expenditure per 1,000 population for Harrow in 2013-14 compared to the other London Authorities that submitted a return is detailed below[9]:

Total Revenue Expenditure	Local Authority	Ranking
£48,961	Westminster	1
£38,229	Kensington and Chelsea	2
£34,414	Tower Hamlets	3
£32,907	Islington	4
£29,455	Camden	5
£25,997	Harrow	6
£25,394	Southwark	7
£24,627	Barking and Dagenham	8
£24,440	Hackney	9
£22,282	Richmond-upon-Thames	10
£21,064	Bexley	11
£20,880	Lewisham	12
£20,625	Ealing	13
£20,105	Sutton	14
£20,020	Bromley	15
£19,768	Lambeth	16
£19,452	Hammersmith and Fulham	17
£18,949	Barnet	18
£18,135	Kingston-upon-Thames	19
£15,777	Merton	20
£14,319	Redbridge	21
£14,165	Wandsworth	22
£13,951	Hounslow	23
£13,022	Greenwich	24
£12,898	Waltham Forest	25
£11,644	Havering	26
£11,324	Brent	27
£9,374	Croydon	28
£7,219	City of London	29

In addition the Council maintains a library stock fund, managed by Carillion. Materials are purchased through the London Libraries Consortium offering a greater level of discount and purchasing power. The stock fund for 2014-15 is £323,000. The stock spend per library and per 1,000 resident population compares favourably with the other London Authorities managed by Carillion:

Authority	Stock	Resident	Stock Fund	Number of	Stockfund

9 CIPFA Library Actuals 2013-14

	Fund 2014-15	Population (2011 Census)	per 1,000 Resident Population	Libraries	per library
Croydon	£330,000	363,400	£910	13	£25,385
Ealing	£410,000	338,500	£1,210	13	£32,308
Harrow	£323,000	239,100	£1,350	10	£32,300
Hounslow	£370,000	254,000	£1,460	11	£33,636

The actual spend on stock for the last five years was as follows:

Year	Actual Spend	Total Stock Purchased
2013-14	£332,676	25,332
2012-13	£359,493	39,182
2011-12	£369,074	33,566
2010-11	£437,678	32,839
2009-10	£441,150	39,430

The Council has a revenue budget of £100,000 per annum for libraries and leisure maintenance to be used for items costing above the £5,000 per item threshold outlined in the contracts. In addition, there is also a capital infrastructure maintenance budget for libraries and leisure for larger capital items i.e. new boilers. £300,000 for 2014-15, 2015-16, 2016-17, and £150,000 for 2017-18.

4. Consultation and Engagement

This Strategy has been informed by consultations and engagements with library users and non-users over the past five years.

4.1 Public Library Users Survey (CIPFA PLUS)

Harrow conducts the PLUS survey alternating between adults and children's surveys. The last survey for those aged 16+ undertaken was in the autumn 2009 and produced the following results:

- 88% rated their library as very good or good

- 94% rated the standard of customer care as very good or good

- 78% rated the opening hours at their library as very good or good

- 75% rated the attractiveness of their library inside as very good or good

- 74% rated the choice of books in their library as very good or good

- 67% rated the computer facilities in their library as very good or good

- 79% rated the information provision in their library as very good or good

The PLUS survey for those aged 16+ was repeated in the autumn 2012. The key results were as follows:

- 85% rated their library as very good or good

- 86% rated the standard of customer care in their library as very good or good

- 79% rated the library opening hours at their library as very good or good

- 71% rated the attractiveness of their library inside as very good or good

- 71% rated the choice of books at their library as very good or good

- 44% rated the computer facilities at their library as very good or good

- 73% rated the information provision at their library as very good or good

The next adult PLUS survey is due to be undertaken in the autumn of 2015.

4.2 Let's Talk 2012

Feedback about the Library Service was also captured from the Council consultation 'Let's Talk – A new conversation for Harrow' in September 2011. Of those who responded 31% felt that the wide range of books that are available at the libraries is what is good about the service. The staff (26%) was the second reason why the service was good with many of them being recognised as helpful, friendly, and knowledgeable. That the library service provided free services and the availability of computer and internet access (both 14%) were the next most popular reasons as to why the Library Service was considered to be a good service. This was followed by libraries being a resource for the local community (13%) and for children (13%).

A quarter of residents said that longer/later opening hours and Sunday opening would encourage them to use the library facilities more often. A wider variety of books and more up to date books (23%) was also given as a reason that would encourage greater use of the libraries.

4.3 Libraries Transformation Project Consultation

This was undertaken in May 2012, asking residents for their views of the service and what improvements they would like to see. 1,751 completed surveys were received, Focus Group sessions with users and non-users were held, as well as an engagement session with Harrow Youth Parliament. Users of the Housebound Library Service and Schools Library Service were also consulted.

The survey highlights were as follows:

- 30.3% indicated that current opening hours made the libraries difficult for them to access. 53.57% would use the libraries more if they were open on a Friday afternoon.

- 74.4% used the libraries for pleasure and to follow up interests. 32.32% used the libraries in connection with their studies or to follow up interests.

- 82.7% said that the libraries had staff that were friendly and welcoming.

- 49.6% said that the libraries had the stock or information that they required.

- 81.9% used the libraries to borrow books, 38.32% to find information, 33.41% to read magazines and newspapers, 28.61% to use computer and internet facilities

- 35.3% renewed items online, 33.18% look for and request books online, 25.70% looked for information online

- 55.6% supported the development of library buildings as community hubs,

- 33.3% supported other public services sharing library buildings

The results from the Focus Groups indicated strong support for improved public computers and more e-resources. The need for better marketing of library services was also highlighted. Members of Harrow Youth Parliament wanted the provision of e-books, better public computers, a better range and more up to date books, improved revision facilities and refurbished libraries.

99% of users of the Housebound Library Service were happy with the service they received. 27% of users had a computer at home.

Schools that used the Schools Library Service most valued the project loan box service, and the ability to purchase books with their subscription funding. 43% of schools who responded wanted to see a menu of choices and different fees, whilst 50% preferred a flat rate fee.

4.4 Take Part Autumn 2014

Feedback regarding the Library Service was received from the Council's 'Take Part' consultation which was held from September 2014 to November 2014. Some residents felt that supporting the arts, libraries, and culture made Harrow a better place to live. There was support for the use of volunteers in libraries although some residents stressed the need for a professionally run service. There was support for closing libraries by some residents whilst others stressed the importance of the Library Service due to its use by different community groups.

4.5 Library Service Consultation

A Library Service consultation was undertaken from 24th November 2014 to 19th January 2015 to inform the development of the Library Strategy, and included proposals to achieve savings of £500,000 in 2015-16. These included the proposed closure of four of the ten Harrow libraries (Bob Lawrence, Hatch End, North Harrow and Rayners Lane).

A survey with background information was available in all libraries, Harrow Leisure Centre, and Harrow Arts Centre. The consultation document was also available online on the Harrow Council website. Consultation sessions were held at a number of locations including libraries around the borough, at a range of different dates and times to enable as many members of the public to attend as possible. Information about the consultation was sent to community groups in Harrow and to all Harrow schools. Posters promoting the consultation were sent to all libraries, Harrow Council's Arts and Heritage facilities, leisure centres, supermarkets, doctor's surgeries, dental surgeries, and placed on community noticeboards around Harrow. Details of the consultation were also included on the Council's Take Part web pages.

There were a total of 1,176 completed surveys. Appendix 6 has the complete report but the survey highlights were as follows:

- 53.72% in favour of library buildings being used more as community hubs or library buildings sharing space with other services.
- 10.58% supported the option of having fewer but improved libraries (e.g. refurbished with longer opening hours).
- 22.96% in favour of increased provision of e-books, e-audio for download or more information for study and leisure use available online.
- 57.31% supported or were willing to consider the introduction of Open+ technology to extend opening hours (about to be trialled at Wealdstone Library). The technology enables library members to access a library using their membership card and PIN number without a member of library staff being present. If opening hours were to be increased opening on Wednesdays was the most popular option (23.47%)
- 71.69% were against the proposed closure of four libraries (Bob Lawrence, Hatch End, North Harrow, and Rayners Lane) to achieve the required savings. 24.06% supported or were willing to consider this proposal. 22.02% of respondents indicated that the closure of North Harrow library would have a negative impact on them. This was followed by Hatch End (16.58%), Rayners Lane (13.35%), and Bob Lawrence (10.46%).
- 45.15% supported reducing staffed library opening hours as a way of achieving savings, whilst 47.96% were not in favour of this option.

- 73.64% supported or were willing to consider charging for events and activities, and 67.09% supported or were willing to consider charging for 'premium' additional services such as 'click and collect'.
- 85.21% supported or were willing to consider the use of advertising or sponsorship of library services, and 84.78% supported or were willing to consider the hiring out of library space to other organisations.
- 59.02% supported or were willing to consider community managed libraries.

Written responses were also received from individuals and organisations. The organisations who submitted written responses were The Hatch End Association, The Pinner Association, Headstone Residents' Association, and the Parochial Church Council (PCC) of the Parish Church of St. Alban, North Harrow. Petitions were also received by the Council against the proposed closure of Bob Lawrence Library, North Harrow Library, and Rayners Lane Library

The general comments received from both the consultation survey and the written responses had the following main themes:

- **The community, social, and economic value of libraries particularly in more deprived areas** – The libraries are particularly used by children, young people, and the elderly who make not be able to use neighbouring libraries if their local library closed. Closure of libraries will have a negative impact on the local area including High Streets. Library public computers an important resource for those people who do not have a computer at home. There was general support for developing libraries as community hubs.

- **Travel and parking issues** – Likely to be a barrier to access for many library users if they had to travel to other libraries if their local library was closed.

- **The capacity of remaining libraries** – If the four libraries proposed for closure were to close the remaining libraries would not have sufficient capacity to meet the increased demand, particularly given the projected population increase in Harrow.

- **Use of volunteers** – There was some support for the use of volunteers to help provide library services, but others were concerned that the quality of library services would be affected by the loss of trained staff.

- **Income generation and suggestions for savings** – Library income should be increased. Suggestions included increasing fees and charges, charging for computer access, charging for activities, hiring out of library space, and the use of sponsorship. Some felt that savings could be found elsewhere in the Council.

- **Community management of libraries.** The Council also received two proposals to consider the community management of Bob Lawrence and North Harrow Libraries. These proposals would need to be considered in depth and based on experience elsewhere, it takes at least a year for such proposals to be fully realised and libraries transferred across. This could be further complicated in Harrow by the fact that library services are provided under contract by a third party.

  Whilst the consultation did attempt to reach non-users, the consultation survey results showed that only 1.87% of those who responded never used a library, and only 6.04% used a library less often than once every three months.

5. Harrow's Library Strategy Vision and Objectives

Based on the analysis in this strategy, there are key challenges facing Harrow's library service:

- Declining performance in terms of visits, loans and active borrowers

- The majority of library buildings are not attractive spaces and unlike other boroughs, have not been refurbished for some time. There have been no new/replacement libraries in Harrow since Gayton Library moved to a converted office block in 2008.

- The financial imperatives of the Medium Term Financial Strategy for 2015-16 and beyond require a re-think of how services are delivered in the future.

- There are new models of service delivery such as community management, Open + technology etc which need to be considered for delivering the future of Harrow's Libraries.

When asked in borough wide surveys about general Council surveys, the wider Harrow population clearly values libraries highly but the majority of residents do not use them, according to the performance statistics. Specific library surveys engage mainly current library users, despite efforts to reach a wider response, Therefore the results are well informed about how Harrow's library services are used and valued currently but may be lacking in a wider perspective on what would attract more customers or protective of the way services have traditionally been delivered in Harrow.

However, consultation and engagement exercises over the past five years have consistently offered the following key messages:

- Libraries should be community hubs where a range of activities and events take place in addition to book loans

- Books and their availability are still important to library users as is the quality of stock provided

- The social and economic impact of libraries is valued particularly for children and older people

- Convenient library opening hours are important and the current range in Harrow is not the most convenient to customers or non-customers

- The services offered by libraries (such as online 24/7 access to reference materials etc) are not widely known and better marketing of services is important.

- Customers are willing to consider new methods of service delivery such as technologies such as Open + to extend opening hours or the sharing of library space to bring in revenue.

- Customers are willing to consider charges for activities and services outside of book loans

It is clear that changes will have to be made to the delivery of library services in Harrow to meet modern demands and to ensure that libraries remain relevant and attract new customers by offering a refreshed range of services. In order to meet the challenges facing a declining library service, Harrow will be working with key partners such as Carillion and has developed the following vision and objectives and actions to take the service forward.

5.1 Vision:

A 21st Century, vibrant Library Service that will enhance the lives of Harrow residents and promote their well-being by:

- *actively promoting, developing and encouraging reading for all ages and abilities*

- *enabling learning and the development of skills to support Harrow residents to take a full part in our community*

- *providing access to literature, information and other Council or local services*

- *offering a range of community activities, events and spaces*

- *reducing the number of libraries in the borough and delivering library services in other community locations*

- *Increasing virtual (24/7) services and developing innovative service delivery to meet the needs of customers*

5.2 Aims and objectives:

By 2018 Harrow Library Service aims to provide a 21st Century Library Service for residents by the development of:

- A sustainable Library Service at reduced annual costs, which actively engages with local residents, organisations, and communities. This will require a reduction in the number of dedicated library buildings through closure, by transfer into community management or reprovision into more cost effective solutions through regeneration

- Library services that enhance the lives of Harrow residents of all ages through reading, information and learning, and enables the development of new skills. This will require library services to engage with communities in new innovative ways and in new locations outside of traditional library buildings

- Library buildings and services for the 21st Century by an active involvement in regeneration opportunities, and the use of the latest technology and digital formats. This will require a major refurbishment programme for libraries using one-off capital

- Working with Carillion to identify commercial activities to generate income and reduce costs such as shared facilities etc.

6. Delivering Harrow's Library Strategy

i. Library buildings

The analysis of all library buildings and their usage indicates that the number should be reduced across the borough and a major refurbishment programme begun in those remaining. The proposal is to close Bob Lawrence, Hatch End, North Harrow and Rayners Lane libraries in 2015-16 after consideration of alternative management proposals received for Bob Lawrence and North Harrow Libraries.

Harrow Town Centre Library – As part of the regeneration of Harrow, to deliver a new 21st century library located more centrally to the main shopping and transport hubs as part of a mixed use development and delivered through Planning Gain. The central library will offer the broadest range of library services with the longest opening hours and offer meeting, training, study spaces as well as the potential for co-located studios/maker spaces etc. A planning application has been submitted in March 2015 for a 1,672sqm new library on College Road.

Community Libraries – A network of library provision located throughout the borough to deliver a core library service. Most of Harrow's libraries require refurbishment. As

detailed in the 'Future of Cultural Services in Harrow' Cabinet Report, 2012, opportunities to re-provide and refurbish libraries will be actively sought, including potentially the co-location of services. Redevelopment opportunities to provide new libraries at library sites owned by the Council and in particular Roxeth and Pinner libraries will be explored. The refurbishment programme should begin during 2015 with Stanmore Library to create a new meeting/training space and upgraded environment and should be extended to all libraries over the following two years.

ii. Opening Hours

A review of staffed opening hours will be undertaken based on an analysis of usage and the library consultation results to ensure that the libraries are open at the times of most demand and the most cost effective use of staffing is made in the context of reduced budgets. The library consultation survey results showed that the most popular options for extending opening hours were opening the libraries on Wednesdays and Friday afternoons, followed by opening libraries on weekdays until 9pm and on Sunday afternoons. The review will need to ensure that this is delivered with no additional costs.

In addition, the aim will be to extend the opening hours of these libraries through the use of 'Open+' technology enabling library members to access the libraries using their library membership card and a PIN number. This will depend on the outcome of the trial at Wealdstone Library which is due to go live in Spring 2015. In the recent library consultation survey 57.31% said that they supported the use of Open+ technology to extend opening hours. Open+ would be rolled out to other libraries if the trial at Wealdstone library is successful.

iii. Core Services

Harrow will continue to provide the following services that in the public consultation residents said that they used the most:

• **Access to books –** Free access to a wide range including printed books, e-books and talking books. The range of e-books and downloadable audio available to libraries we anticipate will increase by 2018 and the library stock will reflect this greater availability; however printed books will still be available in the libraries. Audio-visual stock (DVDs and music CDs) will be reviewed to take account of the increase in downloadable services and changes in demand for traditional formats.

• **Information –** Authoritative and current information on a wide range of subjects, including access to Council services, available in libraries and online (such as Council Tax, parking permits, Care Act information and advice etc.).

• **Newspapers and magazines –** A range of titles available in libraries and online.

• **Access to IT –** Public computers and Wi-Fi, with IT training (such as Silver Surfers) available.

• **Activities for all ages based on specific local needs and customer demand** e.g**.** Children's activities (rhymetimes, storytimes, Summer Reading Challenge), literary events and promotions, exhibitions, reading groups for all ages. These events to be charged where appropriate to recover costs.

- **Community spaces –** for study, meetings, information sessions, etc.

- **Activities to support learning, local employment and local businesses in partnership with other organisations**

iv) Community Services

- *Co-location with other Council or community services.* The library service should be extended outside of traditional library buildings. Opportunities exist to extend library loan and information services (through self-service etc.) into Children's Centres in the Edgware, Rayners Lane and other areas of Harrow. These should be explored and implemented as soon as possible. In addition, the service has received a request from HAD and Age UK Harrow to look at a reconfiguration and sharing of space at the Wealdstone Centre with more volunteers to support the library. This should be investigated during the spring/summer of 2015.

- *Community Management.* The creation of Community Managed libraries will be explored with those community groups who express an interest in the taking over of the delivery of library services at community libraries.

- *Access to Council services* should be extended in libraries. Video-link tele-kiosks currently located at Kenton, Bob Lawrence and Roxeth libraries offer access to Revenue and Benefits advisors. These generate between 280 to 350 calls per month (23% at Bob Lawrence, 40% at Kenton and 37% at Roxeth). Access Harrow will review whether this service should be extended to cover other areas of Council contact and/or extended to other libraries. In addition, a staff training update will be offered to Carillion's library staff to ensure that staff can signpost correctly to the Council's online services, available free from library PCs.

- *Housebound Library Service* – The service to be extended as required ensuring vulnerable and isolated library users who would find it difficult to visit a library in person are still able to access library services.

- *Schools Library Service* – Increase the number of schools subscribing to the service both within Harrow and other neighbouring boroughs, and offer consultancy for non-subscribing schools on a day rate.

- *Creative use of library spaces*. There are two projects under consideration by Harrow and Carillion which are looking at the creative use of library space, technology and attracting new audiences in the future.

  i) *Creative work space project*. Carillion's library service is one of five national Locality pilot projects reviewing ways of generating an income through libraries and the Creative Work Space project is being scoped as part of this project. The model is based on the ethos of maker spaces which are community led. The libraries are also linked in to the Common Futures project for developing maker kits and encouraging the community to share their learning and skills. Members of the community could use the Creative Work space for hobbies and to develop business ideas; business support will be offered and the chance to have market places in the library where small social enterprise could market research and start to promote their products. Carillion are linking with Harrow's Economic Development team and other partners who can help link with other networks. The community will be engaged on how they would like to use the space, the type of equipment we are purchasing and start exploring how a core group of the community could lead on running the space for other members of the community.

  ii) *LEGO Innovation studio* which will be based in one library, but with the flexibility to travel around the borough. The LEGO bricks and software work together to encourage children to write stories and explore robotics. The resources could equally be used by young people and adults as some of the more involved robotics are quite technical. Business team building sessions and LEGO clubs could be one application for the resource that could also generate an income. The LEGO studio will be marketed to schools and children's centres. Links with adult education will be made with family learning being one way of offering sessions. Library staff will be given training on how to use the software which is based on basic programming or coding. LEGO Education will be working in partnership with the libraries and will deliver some events including a launch event and an event as part of the Record Breaker themed Summer Reading Challenge. This project has already received one-off funding from Harrow of £25,000 for implementation from early summer once a core location is agreed.

v. Technology

- **Improvements to service delivery** – Maximise the use of new technology to improve access to services. The feasibility including the identification of potential locations will be considered for the introduction of a 'click and collect' service including the potential use of Smart Lockers. 67.09% of respondents to the

library consultation survey were in favour or willing to consider charging for additional services such as 'click and collect'.

- **Online services** – Online library services such as e-books and online reference titles are already available via the Harrow Council website. The aim will be to extend the range of online resources available to inspire creativity and engagement to particularly reach new and younger users.

vi. Marketing of Services and engagement

Increased involvement of the community in shaping and helping to deliver services will be sought. Focus groups for adults and children will be set up to ensure there is ongoing engagement with users and potential users with children being encouraged to actively participate in stock selection to ensure that the stock is meeting the needs of young people. Further opportunities to volunteer in libraries will be investigated and Carillion have appointed a manager with specific responsibility for managing volunteer activities.

A number of responses to the Library Service consultation felt that the Library Service could be promoted more effectively. The Council will work with Carillion to improve the marketing of the Library Service. A rebranding of the Library Service is being undertaken, with a new quarterly 'What's On Guide' recently being launched. An e-newsletter is also to be introduced

vii) Measuring the success of the Library Strategy 2015- 2018

The Key Performance Indicators (KPIs) that will measure the success of the Library Strategy will be:

- Increase in the number of visits
- Increasing loans of e-materials and reducing the rate of decline in the current level of physical stock loans
- Increase in the number of active library members
- Increasing rates of satisfaction with library services as measured by the PLUS and other customer surveys
- Increase in the number of volunteer hours
- Reduction in the cost per visit

7. Action Plan

Action	Date
Introduction of Open+ technology to extend opening hours at Wealdstone Library	By April 2015
Review and implement revised opening hours	Mid May 2015

Closure of Bob Lawrence, Hatch End, North Harrow and Rayners Lane Libraries	Mid May 2015
Review the Open + trial and implement to extend opening hours at all libraries if successful	December 2015
Develop plans for the transfer of libraries to community management	April 2015 to March 2016
Develop plans for the potential co-location of library space with community organisations	April 2015 to September 2015
Pro-actively seek opportunities and then develop and implement plans for a new Town Centre Library as part of a mixed development. Planning application submitted March 2015	2015 to 2018
Pro-actively seek opportunities and then develop and implement plans for a new Roxeth Library on the existing library site as part of a mixed development	2015 to 2017
Pro-actively seek opportunities and then develop and implement plans for a new Pinner Library on the existing or nearby library site	2015 to 2017
Begin a process of refurbishment of libraries starting with Stanmore to offer a better environment for customers	2015-2017
Implement the Lego Innovation Studio and Creative workspace projects	March 2016
Increase the provision of online resources	2015 to 2018
Investigate and develop proposals for the introduction of a 'click and collect' service, and then implement as required.	2015 to 2016

Appendix 1 – Map of Harrow Libraries

Harrow Libraries
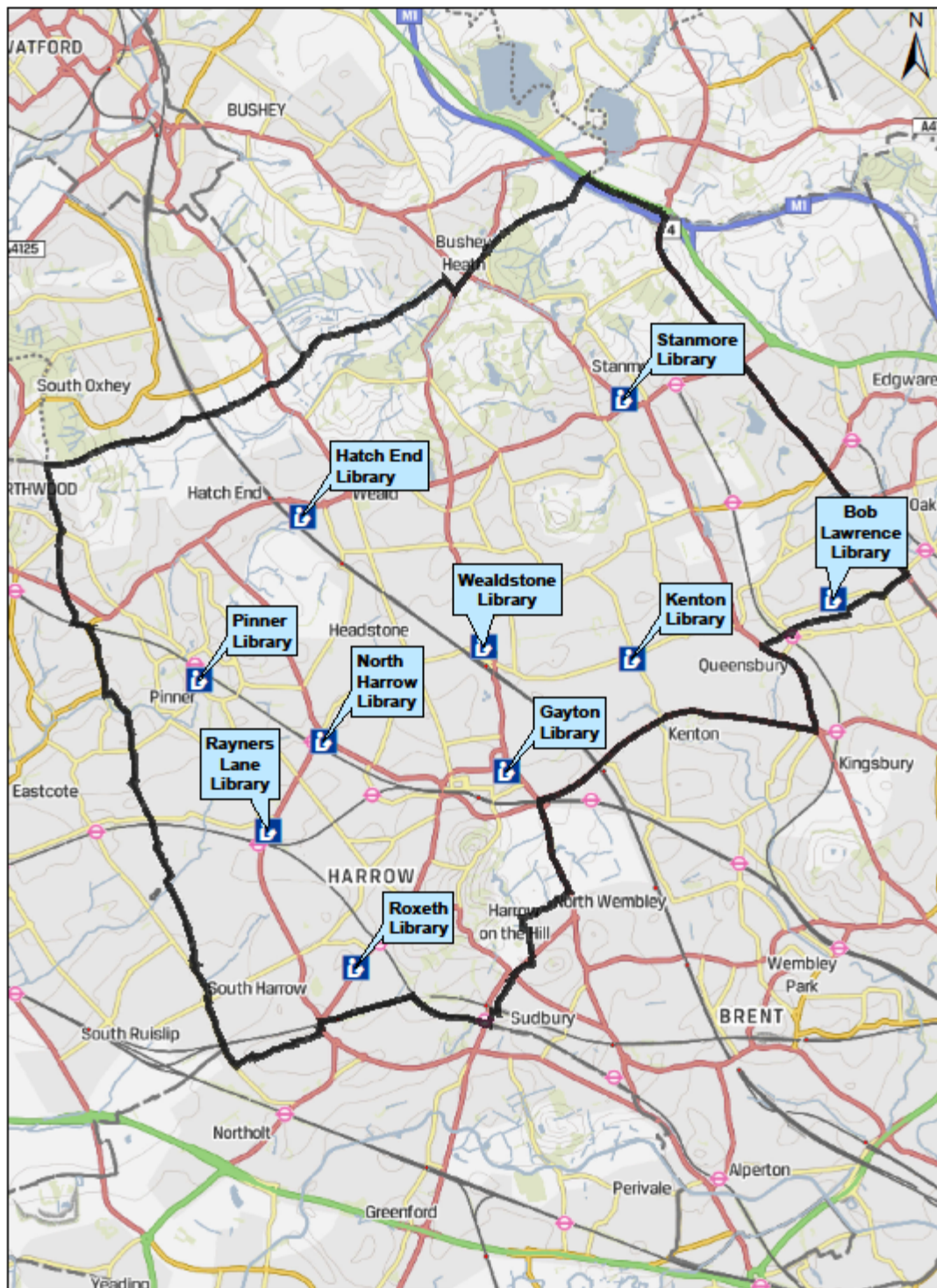
Appendix 2 – Library buildings

Appendix2LibraryBuil
dings.doc

Appendix 3 – Library Service contract KPIs

Appendix3LibraryKPI
s.doc

Appendix 4 – Library visit and issue performance by library

Appendix4LibrarySta
tisticsByBranch20111

Appendix 5 – Library usage and distances travelled

Appendix5LibraryUse
rs-Version4_Amended

Appendix 6 – Library Consultation 2015

Libraries
Consultation Q1-10.p

Libraries
Consultation Q11-13.

Libraries
Consultation Q14.pdf

Libraries
Consultation Q15-20.

Libraries
Consultation Q21-22.

Libraries
Consultation Q23.pdf