REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE AND SCRUTINY SUB-COMMITTEES

Date of Meeting:	21 March 2016
Subject:	Update on Libraries following Scrutiny Challenge Panel in April 2015
Responsible Officer:	Tom McCourt – Corporate Director, Community
Scrutiny Lead Member area:	Councillor Jeff Anderson – Policy Lead Member Councillor Ameet Jogia – Performance Lead Member
Exempt:	No
Wards affected:	All
Enclosures:	Appendix 1: Revised Library Key Performance Indicators Appendix 2: Stanmore Library Consultation Report by Eclipse Experience Ltd

*Harrow*COUNCIL
LONDON

Section 1 – Summary and Recommendations

This report provides members with an officer update following the review of libraries by the Scrutiny Challenge Panel in April 2015.

Recommendations:
That Scrutiny Members note the report and the actions carried out as set out in the report to Cabinet dated 21/05/2015.

Section 2 – Report

1. Introductory paragraph

1.1 The Libraries Challenge Panel Review was completed in April 2015. The Panel was conducting its review at the same time as the Library Strategy was being considered by Cabinet. The Panel viewed Harrow's Library Strategy as an evolving and living document and intended that suggestions from the Scrutiny review would be used to help in delivering the strategy for Harrow's residents. A response to the Scrutiny Panel's findings was taken to Cabinet on 21/05/2015. This report further updates on progress towards the implementation of the Library Strategy and the findings of the Panel.

2 Background

2.1. The Libraries Challenge Panel drew from a range of sources including desktop research, the results of the libraries consultation with Harrow residents, interviews with council officers from both Ealing and Harrow Councils; as well as from Carillion, the contractor for library management services for both boroughs. A joint Harrow and Ealing Scrutiny Committee meeting was held with Members and colleagues from both Councils in order to scrutinise contract performance with Carillion; and there were two further Harrow challenge panel sessions to examine more Harrow-specific issues. In addition, the Panel drew on the insight from a number of library users and young people who sat as part of the review panel.

2.1.2 The review's key findings and recommendations were themed under the following headings:

1. Libraries performance
2. Stock fund
3. Reviewing opening times
4. Strategic direction for Harrow libraries – including the programme of refurbishment, libraries as social hubs, library closures, and vision
5. Alternative models of library provision
6. Marketing and user engagement

In total there were 14 recommendations under these headings. Progress on these and the Library Strategy delivery are outlined below.

3. Current situation

3.1 Harrow Library Strategy 2015-18 was approved by Cabinet in March 2015. The Library Strategy detailed a number of objectives. One objective was to provide a sustainable Library Service at reduced costs, which actively engages with local residents, organisations and communities, including potential alternative delivery models such as community management and delivering library services in other community locations. Services and buildings were also to be made suitable for the 21st Century by the undertaking of a programme of refurbishment and the active involvement in regeneration opportunities, and the use of the latest technology and digital formats.

A summary of progress in delivering the Action Plan is detailed below:

Action	Progress	Outcome
Closure of Bob Lawrence, Hatch End, North Harrow and Rayners Lane Libraries	Completed June 2015 Some of the book stock was transferred to other locations where possible. 1244 children's books were transferred to Chandos Children's Centre, 2160 books to Shaftesbury High School, 456 books to Stag Lane Junior School, and 310 books to Longfield Primary School.	During the period July 2015 to January 2016 there was a 2.71% increase in library visits, and a 9.12% increase in stock issues compared to the same period in 2014-15.
Introduction of Open+ technology to extend opening hours at Wealdstone Library	Completed October 2015	Open+ has increased opening hours by 16 hours 15 minutes. 255 customers are now registered to use Open+
Review and implement revised opening hours.	Review of opening hours completed by end of June 2015.	The results of the review were used to inform decisions regarding increasing opening hours at Wealdstone Library. This included the decision to open on Wednesdays which was the most popular option when the public were asked about their preferences.
Develop plans for the	Business case by the	North Harrow

transfer of libraries to community management.	community group 'North Harrow Community Library' for the community management of North Harrow Library approved in May 2015. Memorandum of Agreement completed. Sub-lease to be completed by the end of March 2016 subject to agreement by the landlord.	Community Library to open in April 2016 subject to final agreement of the sub-lease with the landlord.
Develop plans for the potential co-location of library space with community organisations.	Chandos Family Library staffed by volunteers opened at Chandos Children's Library in November 2015. The Library is currently open on Wednesday mornings. Library users can borrow stock and story time sessions are held. The Library is also open on Tuesday afternoons for use by school children from Camrose Primary School and Nursery. An application has been submitted to the John Lyon's Charity for funding to establish a targeted programme to support family reading and further promote the library.	The Library has been used by an average of 5 Children Centre users per week, and by one of the local nurseries. 15 people have become new members of Harrow Libraries.
Review the Open+ trial and implement to extend opening hours at all libraries if successful.	Working with Carillion to install Open+ at Stanmore library once the refurbishment has been completed at the end of March 2016.	255 customers registered to use Open+ at Wealdstone Library since the service started in October 2015.
Begin a process of refurbishment of libraries starting with Stanmore to offer a better environment for customers.	Consultation with users and non-users undertaken in October 2015 with 100 users and non-users of the library. Contractor appointed to complete the refurbishment by the end of March 2016.	Consultation outcomes have influenced the redesign of Stanmore Library. The consultation results showed that there was a demand for modern work and study spaces for individuals and groups, spaces for

		people to develop skills (e.g. a Business Hub), as well as relaxing areas to have a coffee and for library events. Please see Appendix 2 for the full consultation report.
Implement the Lego Innovation Studio and Creative workspace projects.	LEGO Innovation Studio launched at Wealdstone Library in July 2015. The LEGO workshops allow children to develop their understanding of computing, design and technology, maths and languages. The sessions are for children aged 8+.	40 children in total attended the launch sessions at Stanmore, Kenton, Gayton, and Roxeth Libraries. 119 children in total have now attended the LEGO clubs that have been held since September 2015.
Increase the provision of online resources.	'UK Newsstand' a searchable database of national and regional newspapers launched in autumn 2015. In January 2016 an improved range of online magazines 'Zinio' was launched providing a wider range of magazine titles than had previously been available. An improved offer for e-books and e-audio 'BorrowBox' to be launched by the end of March 2016.	There were 82 uses of 'UK Newsstand' in December 2015 and January 2016. In January 2016 there were 437 uses of 'Zinio' compared to 241 uses in January 2015 where the range of magazine titles available was less.
Investigate and develop proposals for the introduction of a 'click and collect' service, and then implement as required.	Amazon Click and Collect lockers have been installed at Gayton, Pinner, Stanmore, and Wealdstone libraries from September 2015.	The lockers have been well used to date with a total of 1085 uses for deliveries and 735 uses for returns from September 2015 to 20th February 2016.
Pro-actively seek opportunities and then develop and implement plans for a new Town Centre Library as part of a	New Town Centre Library as part of residential development at 51 College Road received planning permission in September	The new Town Centre Library will be a purpose built library in a more central location

mixed development.	2015. Library to be completed by the end of 2018 (tbc).	compared to the current Gayton Library.
Pro-actively seek opportunities and then develop and implement plans for a new Roxeth Library on the existing site as part of a mixed development.	Options being considered for the development of a scheme to replace the existing Roxeth Library plus delivery of 25 PRS residential units and/or delivery of 'super' surgery plus library/clinic/short-term rehab beds.	Reprovision of the library will result in a library building and services suitable for the 21st Century.
Pro-actively seek opportunities and then develop and implement plans for a new Pinner Library on the existing or nearby site.	Options for the provision of a new library on the existing or nearby site being considered.	Reprovision of the library will result in a library building and services suitable for the 21st Century.

3.2 Progress against Scrutiny Challenge Recommendations

Scrutiny Panel Recommendations – page 3 of Cabinet Report 'Response to Overview and Scrutiny Challenge Panel report 'Libraries', 21st May 2015
Recommendation 1: Carillion should improve some of their performance measures to better measure future trends (e.g. demand for e-books) and collect data to capture all usage of libraries, for example more data around active membership should be analysed to better ascertain in what ways are people active in libraries, and not just rely on stock issues. Response – Agreed. A new set of Key Performance Indicators (KPIs) has been agreed with Carillion (Appendix 1) to better capture usage of libraries and to measure future trends. This was signed off by the Cultural Partnership Board which provides a strategic lead for the library contract across Ealing and Harrow Councils in October 2015 and is now in use. This includes a range of digital resource KPIs including library website visits, usage of online resources, and the number of e-book issues, and financial KPIs including cost per issue and cost per visit. Active library members now also capture usage of the library public computers and Wi-Fi usage. **Recommendation 2: That the recommendations from the joint committee meeting with Ealing Council on 4 March 2015 be noted: The Committee resolved that:** **(i)   the reports from Ealing Council, Harrow Council and Carillion Integrated Services be received;** **(ii)   a proactive approach be taken in the promotion of libraries and**

library events around the borough;

(iii)   information on how to sign up for library 'e-bulletins' be forwarded to Councillors for filtering to constituents;

(iv)   community groups be closely involved in the shaping of opening-hours and space hire rates;

(v)   it be ensured that no services are restricted to an online only offer;

(vi)   the importance of data capture for better insight be highlighted;

(vii)   opening hours always be considered within the context of local needs;

(viii)   officers be asked to continue to embed staff training on signposting;

(ix)   That a regular annual review of the library contract be undertaken by Scrutiny each year.

Response:

i) Reports were received by the Panel.

ii) Agreed and outlined in Harrow's Library Strategy and in discussion with Carillion. Please see response to Recommendation 11.

iii) Agreed and has been sent out to all Members. The link for joining the e-newsletter mailing list can be found at:

http://www.ccslibraries.com/libraries/harrow-libraries/libraries

iv) Agreed. Although this recommendation pertained to a particular Ealing Library, it can be seen as good practice for adoption elsewhere.

v) Partially agreed. Some services are by their very nature only available online e.g. e-newsletter, e-book downloads etc. However, Harrow's Library Strategy sets out the core service which will continue to be provided which include e.g. books for loan.

vi) Agreed. Please see response to Recommendation 1 above. The Library Management System can provide a range of information which helped to inform the development of the Library Strategy such as postcode information of users etc.

vii) Agreed. Harrow's recent review of opening hours was informed by consultation results.

viii) Agreed. Harrow library staff are currently completing the Society of Chief Librarian's online Information Offer training.

ix) Noted.

Recommendation 3: Officers further research into the trend linking reductions in stock fund and fewer visits to libraries to ascertain whether it is replicated in other boroughs, and if so what are they doing to remedy.

<u>Response:</u> Agreed. The total material spend compared to the number of visits for the period 2010-15 is shown in the table below:

Local Authority	Total Material Acquisitions per 1000 population £ (2010-15)	Ranking	Visits for Library Purposes per 1000 Population (2010-15)	Ranking
LONDON				
INNER LONDON				
Westminster	25,121	**1**	62,288	**1**
Kensington and Chelsea	17,835	**2**	36,814	**8**
Islington	13,084	**3**	37,919	**7**
Hackney	12,431	**4**	39,758	**6**
Tower Hamlets	11,839	**5**	48,765	**3**
Camden	11,592	**6**	53,966	**2**
Southwark	10,618	**7**	35,291	**9**
Hammersmith and Fulham	10,616	**8**	34,518	**11**
Greenwich	10,109	**9**	43,018	**4**
Lambeth	10,079	**10**	24,045	**12**
Wandsworth	8,268	**11**	34,843	**10**
Lewisham	6,395	**12**	41,537	**5**
OUTER LONDON				
Kingston upon Thames	12,036	**1**	23,079	**19**
Enfield	11,467	**2**	32,447	**14**
Richmond upon Thames	11,367	**3**	42,075	**3**
Havering	10,597	**4**	40,850	**4**

Sutton	10,067	**5**	43,775	**1**
Barking and Dagenham	10,029	**6**	43,327	**2**
Redbridge	9,522	**7**	33,966	**9**
Ealing	9,495	**8**	28,809	**17**
Waltham Forest	9,048	**9**	31,617	**14**
Merton	8,891	**10**	33,616	**10**
Hounslow	8,774	**11**	39,280	**5**
Harrow	8,485	**12**	30,066	**16**
Newham	8,368	**13**	30,346	**15**
Croydon	8,135	**14**	32,828	**11**
Bexley	8,039	**15**	31,983	**13**
Brent	6,832	**16**	34,695	**8**
Hillingdon	6,232	**17**	23,305	**18**
Bromley	5,168	**18**	34,882	**7**
Barnet	4,025	**19**	37,064	**6**

www.cipfastats.net

It can be seen from this table that there is not a direct correlation between the stock budget and the number of visits. In Inner London, Kensington and Chelsea (highlighted) had the 2nd highest material acquisitions per 1000 population but only the 8th highest visits per 1000 population. Lewisham (highlighted) had the lowest (12th) material acquisitions per 1000 population but the 5th highest visits for library purposes per 1000 population. In Outer London, Kingston Upon Thames (highlighted) had the highest material acquisitions per 1000 population but the lowest (19th) visits for library purposes per 1000 population. Barnet (highlighted), however, had the lowest material acquisitions per 1000 population (19th) but the 6th highest visits for library purposes per 1000 population.

 In order to ensure that the best value is achieved when purchasing stock authorities have formed consortia such as the London Libraries Consortium to increase purchasing power. Carillion have recently re-tendered their stock contracts across all their authorities.

Library authorities including those managed by Carillion have also introduced new services to meet changing needs. These include Makerspaces, Enterprise Hubs, and LEGO Education.

Recommendation 4: Carillion uses the audience development plan to review how the needs of specific communities are being met through libraries stock plans, and that Harrow's libraries are adequately adapting to the changing demographics of parts of the borough. Carillion should undertake further research into 'hidden communities' in Harrow so as to better understand current and future needs around library provision.

Response: Agreed. The Audience Development Plan produced in August 2014 was refreshed with new active borrower data in July 2015. The Audience Development Plan is used for service planning with the Plan produced in 2014 resulting in actions included in the 2015/16 Annual Service Plan. Examples of actions targeting specific target groups is detailed below:

Actions from Audience plan	Resultant Actions in service plan	Outcome
Widen the range of volunteering opportunities in libraries and increase the number of volunteers. The audience plan recognised this as a way of reaching service and council objectives	Recruit and support volunteers to assist in providing added value services within libraries including ICT support; and work clubs	45 young people volunteers recruited for SRC Celebration event and feedback gathered Volunteers recruited for homework help; ICT support
Focus on the customer experience and the marketing of the service	Quarterly audits carried out on all libraries with associated improvement action plans	The audits were completed and action plans created impacting on the presentation of the library and the stock.
Focus on stock selection; display; expenditure on community languages	Proactive promotion of stock by staff; relevant displays to coincide with key campaigns; promotion of stock via website. The allocation of the stock budget on community languages has been based on Census data by ward.	Stock audits complete with corresponding action plans. Stock Development Specialists do regular branch visits to review stock layout and displays and promote online resources
To strengthen links with schools; investigate joining reception age children on mass; programming of events	Increase participation in events targeted at Children and Young People. Increase attendance by 2% Participate in Family Learning Festival	The number of attendees is 300% more than target figures. Attendance at events is very high but it hasn't resulted in reaching the 2% increase in new children and young people members. For 2016/17 a conversion target is being introduced to encourage staff to join 20% of event attendees. First year Family Learning Festival has been marked by the libraries reaching 400 children.
Through the recruitment of volunteers deliver ICT sessions in libraries	Deliver ICT support sessions to older people	Target to reach 100 people Apr 15 – Mar 16. Already reached 192 by end of Dec 15
To support residents who are unemployed	Increase online visits. 5% increase	Online visits – target visits Apr-Dec 15 was

		169396 Actual 253751 visits which is 50% higher than the target
Programme workshops and events for business start-ups encouraging participants to become members	Organise 12 workshops; advice sessions; and showcase events reaching 90 participants	Apr-Dec 15 105 participants reached
Health Fair and advice sessions	Deliver 6 sessions in partnership including information sessions; health fairs; sessions for people with dementia and their carers reaching 120 people	Apr15-Dec15 114 people reached through advice sessions on e.g. Prostate cancer; mental health awareness; healthy eating

The Audience Development Plan is being revised again with an updated version available in May 2016. This will update knowledge of who the service is currently reaching and inform future actions to increase usage amongst specific community groups. The outcomes of the Annual Service Plan 2015/16 will also inform the new Audience Development Plan following a review of what has been successful in reaching new audiences.

Recommendation 5: Harrow libraries engage with users around the spending on the stock fund to ensure that stock provided meet the needs of library users.

Response: Agreed. There have been five user group meetings at different libraries between October 2015 and January 2016. Feedback from users has included several comments and suggestions about the stock including feedback and newspaper and magazine titles, the range of e-audio titles, and requests for more books in certain non-fiction subjects such as gardening. All feedback has been used to help inform future stock purchase. A new e-book and e-audio service which provides access to a wider range of titles will be launched by the end of March 2016 for example. Two stock selections days were also held in 2015 aimed at teenagers and young people. In future feedback on existing stock and suggestions for new stock will be gathered at events organised for specific target audiences.

Recommendation 6: The Council make better use of school buildings and school libraries in providing library services, especially to mitigate the impact of library closures for young people.

Response: Agreed. Shelving and the majority of the children's stock has been transferred from Hatch End High School to Shaftesbury High School for use

by students of Shaftesbury High School and St. Theresa's School. Stock was also transferred to Stag Lane Primary School (456 books) and Longfield Primary School (310 books).

Please see answer to Recommendation 12 regarding participation in the Summer Reading Challenge and the number of class visits in 2015.

Recommendation 7: Harrow's strategy should be a living document that is systematically reviewed and updated on a regular basis, taking on board the suggestions made by the scrutiny review group. It should seek to answer questions such as 'what will Harrow's libraries look like beyond the programme of refurbishment?' and 'what does Harrow's Library Service, fit for the 21st century, look like?

Response: Agreed. As part of he refurbishment of Stanmore Library, Eclipse Experience Ltd have undertaken a detailed consultation exercise (Appendix B) with users and more importantly current non-users of the Library Service to inform the redesign and refurbishment of the library including the provision of new services to meet current needs of a community space. This includes dedicated private meeting and work spaces for individuals and local businesses, and a 'Workary' – spaces for individuals and business start-ups. The refurbishment of Stanmore Library will be completed by the end of March 2016.

Recommendation 8: In any future decisions around the closure of libraries, the knock on effects on local communities and infrastructure must be more fully considered as libraries are a key part of local district centres. The Council must look at the opportunities offered by regeneration plans in assessing how library provision can fit in the plans. The impact on local communities and the local economy should be paramount in any decisions made.

Response: Agreed. The residential redevelopment at 51 College Road will include the provision of a new Town Centre Library to replace the existing Gayton Library. This will result in a purpose built and modern Central Library in a very central Town Centre location. This is due to be completed by the end of 2018. The regeneration of Wealdstone, including the provision of a new Civic Centre, is also due to include the provision of a new library to replace the existing Wealdstone Library. Redevelopment opportunities to provide new libraries at Roxeth and Pinner are currently being explored.

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Recommendation 9: More work is done to analyse data around the decline in visitor numbers and look for correlations with other indicators, drawing on existing research where appropriate. This should be used to inform the

development of plans for a new library in Harrow Town Centre.

Response: Agreed. As part of he refurbishment of Stanmore Library Project, Eclipse Experience Ltd have undertaken a detailed consultation exercise with users and more importantly current non-users of the Library Service to inform the redesign and refurbishment of the library including the provision of new services to meet current needs of a community space as detailed in the response to Recommendation 7. These results will also help to inform the development of the new Harrow Town Centre Library and future library refurbishments.

Analysis of website and online resource statistics has shown an increase in usage as detailed below, indicating that more library users are accessing the service remotely:

Harrow

	14/15	15/16	% +/-	14/15 As a % of footfall	15/16 As a % of footfall
Footfall	192915	186159	-3.50		
Physical Issues	189357	175637	-7.25	98.16	94.35
Web + Online Resources	39154	85973	119.58	20.30	46.18
Website Only	0	21577	100.00	0.00	11.59
Catalogue Visits	36874	47602	29.09	19.11	25.57
Ebook Visits	3448	3510	1.80	1.79	1.89
Driving Tests	207	1172	466.18	0.11	0.63
Ancestry Searches	422	0	-100.00	0.22	0.00
Oxford University Press	664	309	-53.46	0.34	0.17
Zinnio	0	682	100.00	0.00	0.37
Brittanica Online	719	13710	1806.82	0.37	7.36
Times Digital Archive	135	162	20.00	0.07	0.09
COBRA	13	50	284.62	0.01	0.03
GoCitizen	107	446	316.82	0.06	0.24
Universal Skills	3	4	33.33	0.00	0.00
Transparent Online Language	0	94	100.00	0.00	0.05

Summary - In Q1 2015-16 physical issues have decreased by 7.25% (13,720) and footfall by 3.5% (6,759). Website and online resources usage has increased by 119.58% in Q1 2015-16 compared to Q1 2014-15. Website visits, however, were not recorded in Q1 2014-15, which are a significant proportion of the total in Q1 2015-16 (21,577). If website visits are excluded the increase is usage is 64.46%.

There has been an increase in usage of Harrow's online resources apart from a decrease for Ancestry Searches and Oxford University Press. There has been an ongoing issue with retrieving usage statistics for Ancestry Searches which Carillion are investigating. Britannica Online has increased by 1806.82% in Q1 2015-16 compared to Q1 2014-15 (719 compared to 13710), and all other

resources have a combined increase of 88.2%

Usage of e-books has remained fairly consistent with an increase of 1.8% and catalogue visits have increased by 29% in Q1 2015-16 compared to Q1 in 2014-15.

Recommendation 10: The council ensures that any proposals for community libraries that are seriously considered are based on robust business cases that can demonstrate serious financial planning and solid plans for sustainability. For the council to back any proposal it must be feasible.

Response: Agreed. Officers developed a specification and application form for community groups interested in taking over the running of one of the four libraries that were due for closure. This set out what the community group will be expected to provide and fund including staffing and ICT. Indicative costs of running the library were also provided. Business cases were received from two community groups, one which wanted to take over the running of Bob Lawrence Library, and the other the running of North Harrow Library. The business cases were assessed by a panel including senior officers from the service area including the Divisional Director, Finance, Procurement, as well as the Portfolio Holder. The business case for North Harrow Library was assessed to be robust and was approved. North Harrow Library is due to reopen as a community library by the end of February 2016 subject to approval of the sublet of the premises by the landlord. The submission for Bob Lawrence, however, failed to demonstrate to the Panel that the group would be able to deliver or sustain a community managed library. There was a lack of financial information provided including how income projections had been calculated, as well as insufficient details of how the library would be staffed.

Recommendation 11: Carillion's marketing strategy better captures the attention of users and promotes what services are available to library users, as well as plans strategies to target those residents who do not currently use libraries. Carillion should ensure that its marketing plan for 2015-16 is more externally focussed, more challenging with suitable targets and timelines, and demonstrates more innovation. With a programme of refurbishment ahead, the marketing plan should include a comprehensive engagement plan also.

Response: Agreed. Carillion has undertaken research including the use of focus groups to inform the development of a brand to reflect the full range of services available to the public. The aim was to develop a brand that is positive, engaging and consistent, with the strap line 'books are just the beginning'. Over the past 12 months there has been a focus on developing the online and digital marketing to reach new audiences and hard to reach groups (i.e. teenagers). Twitter (currently 135 followers) and Facebook accounts have been created to connect with new and current users, partners and local community groups. A free monthly e-newsletter is now circulated giving an overview of the forthcoming events and activities in the month ahead. The e-newsletter is also used to promote one online resource each month.

The service is promoted by the free quarterly 'What's On Guides' covering all

regular and one off events programmed and delivered in the boroughs. This is produced in a printed booklet and digital version which can be downloaded from the website and is circulated to all partners and stakeholders. The printed guide is distributed across all branches, the Civic Centre, leisure centres, and distributed at outreach events carried out by service development specialists.

A key focus of the marketing is to promote the key campaigns that are delivered across the service. The LEGO Education programme is an example which was marketed by a mixture of online and offline marketing to children and families and through the local schools. The Libraries You Tube Channel was also launched to promote the LEGO Education programme and the Summer Reading Challenge.

Continued work on community profiling and profiling of library members will ensure that events are tailored to the community but also marketed in a focused way so that specific marketing is targeted based on demographics. Carillion are currently updating the Audience Development Plan which is due to be completed by the end of April 2016.

Eclipse Experience Ltd has been engaged by the Council to undertake consultation with users and more importantly non-users to understand user needs to inform the redesign and refurbishment of Stanmore Library. This report was completed in October 2015 and the findings have informed the designs for the refurbishment of the library to be completed by the end of March 2016.

Recommendation 12: There is better engagement with schools as this is currently an untapped opportunity

Response: Partially agreed. Successful launch attended by 100 people (67 children participated) of LEGO Education. The Summer Reading Challenge 2015 was promoted at assemblies at several Harrow schools; 3,220 children were registered for the scheme at the 6 remaining libraries in 2015 compared with 2,897 in 2014, an increase of 11.15%. 45 young people were recruited to support the delivery of the Summer Reading Challenge in 2015.

Discussions have been held between Carillion and Harrow Council regarding joining all reception age children to the Library Service. Data protection issues prevent the transfer of data so Carillion are currently trialling send out library cards with a letter and flier to parents in Hounslow. If there is good uptake Carillion will roll this out to the other library authorities which they manage including Harrow. In Harrow Carillion are currently focusing on organising class visits with reception age children and joining them. In 2015 there were a total of 141 class visits attended by a total of 2,482 children. 44% of Harrow's Primary Schools attended these sessions.

A number of one off events are held during the year with classes being invited for performances or workshops delivered by external providers. Students from Park High and Harrow High Schools attended storytelling workshops at Kenton and Gayton libraries as part of Spinefest and Cityread London promotions.

World Book Day assemblies and storytelling sessions delivered at Marlborough and Cedars Manor Schools as part of World Book Day celebrations.

Recommendation 13: The Library Service works with the Harrow Youth Parliament in order to better promote the library services available particularly to young people. An example of this would be 'Library in Your Living Room' – free access to online newspapers and magazines for library card holders, even when outside of the library.

Response: Agreed. Carillion have engaged with Harrow Youth Parliament (HYP) and promoted library services including 'Library in Your Living Room'. A couple of HYP members assisted with outreach events that targeted young people and gained feedback about library provision. Carillion will be working with Harrow Youth Parliament on an ongoing basis to promote library services and to assist in the development of library services to young people. HYP members were also encouraged to contribute their views during the Stanmore Library consultation undertaken by Eclipse Experience Ltd.

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Recommendation 14: The resources available to library users, for example online resources, should be better publicised within libraries, not just at PN terminals but displayed by means of posters on noticeboards for example.

Response: Agreed. Posters advertising 'Library in Your Living Room' are displayed in every library and at other venues such as leisure centres. Carillion will be launching 'Library in Your Living Room' bus or bus shelter adverts once BorrowBox, the new e-book and e-audio service, and the improved Zinio (e-newspapers and e-magazines) service have gone live by the end of March 2016 . This will be focused around schools, shops, and popular public areas for the target audience of 16 to 35 year olds.

Every month an online resource is promoted in the e-newsletter, and within each quarterly 'What's On' guide there is a promotion for 'Library in Your Living Room' as well as a selected online resource. This guide is available in hard copy and digital copy in all libraries and through www.ccslibraries.com

A new 'User Guide' is being designed and will be available by the end of April 2016. This will include information about the online resources available which will go to every new library member.

4. Financial Implications

The library services revenue budget for 2015-16 is £1.8 million.

There are no financial implications in this report that are not already contained within the Library Strategy report approved by Members in March 2015.

In addition to the revenue funding, the MTFS assumes a capital budget for library and leisure services of £300,000 from 2014-15 to 2016-17, and £150k for 2017-18 together with a specific allocation of £1m in 2017-18 for any refit and refurbishment work arising from the library strategy. There is a budget of £100,000 for the Stanmore Library refurbishment.

5. Performance Issues

### 5.1 Issues and Visits per 1,000 population – Harrow compared to the London and National Average

A comparison of issues and visits per 1,000 population for Harrow compared to the London and National Average for 2013-14 and 2014-15 is shown below. There was a noticeable downturn in the number of visits and issues in Harrow following the announcement of the four library closures – during the period January to May 2015 visits decreased by 8% and stock issues by 23% compared to the same period in 2014. This is also in the context of the change to providing more resources online. The national average decline in stock issues has been 5.85%.

	Issues		Visits	
	2013-14	**2014-15**	**2013-14**	**2014-15**
Harrow	4338	3882	4539	3214
National Average	3887	3515	4344	4136
Greater London Average	3770	3387	5840	5628
Harrow Ranking in Greater London (20 Authorities)	4th	9th	15th	19th

The number of library visits and stock issues for the period July 2015 to January 2016 since the four library closures, compared to the same period in 2014-15, is detailed below.

5.2 Visits by Library - July to January 2014-15 to and July to January 2015-16

	Jul-Jan 14-15	Jul-Jan 15-16	% Change
Gayton	141844	128760	-9.22%
Kenton	56453	58099	2.92%
Pinner	58072	68238	17.51%
Roxeth	73446	70190	-4.43%
Stanmore	54992	53946	-1.9%
Wealdstone	89849	108289	20.52%
Total	**474656**	**487522**	**2.71%**
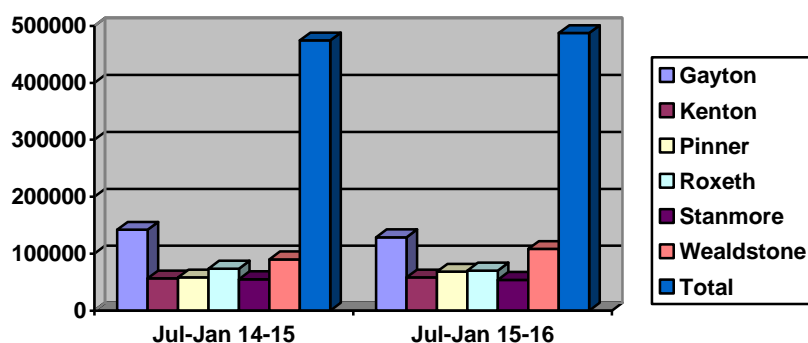
5.3 Stock Issues by Library - July to January 2014-15 and July to January 2015-16

	Jul-Jan 14-15	Jul-Jan 15-16	% Change
Gayton	96871	97629	0.78%
Kenton	61116	59225	-3.09%
Pinner	55323	79444	43.60%
Roxeth	39638	47868	20.76%
Stanmore	57273	56687	-1.02%
Wealdstone	38338	39490	3.00%
Total	**348559**	**380343**	**9.12%**
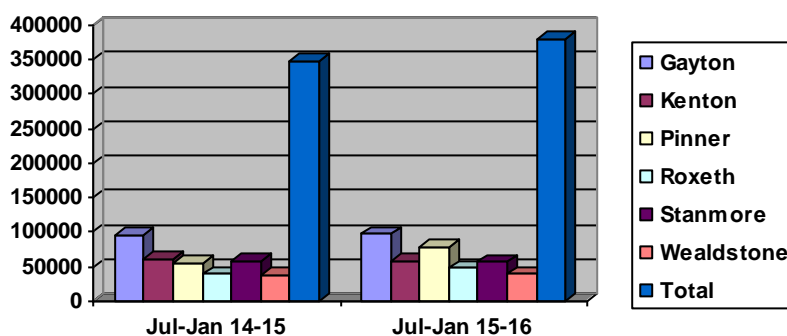
As detailed above library visits have increased by 2.71% and stock issues by 9.12% in July 2015 to January 2016 compared to the same period in 2014-2015.

6. Environmental Impact

N/A

7. Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes – Library Strategy Implementation Project Board Risk Register.

The current key risks for the implementation of the Library Strategy are:

i) There is a risk that there are delays to the refurbishment or replacement of libraries.
The mitigation for this risk is that Project Plans are in place for each new project to ensure that any potential delays are identified at an early stage and actions taken to address causes and minimize delays.

ii) There is a risk that that the total cost to complete each library refurbishment is greater than the budget available.
The mitigation for this risk is to undertake a value engineering exercise if required.

iii) There is a risk that there will continue to be a downward trend in the usage of public libraries both nationally and locally.
The mitigation for this risk is the introduction of new library services and the rebranding and reprovision of libraries.

8. Equalities implications

Was an Equality Impact Assessment carried out? Yes – A comprehensive Equality Impact Assessment (EqIA) was undertaken in the development of the Library Strategy, 2015-18

The following impacts were identified:

Age, Disability, Pregnancy & Maternity, Sex and Race

The proposal to close libraries is likely to have a particular impact on older and young people who are significant groups of users of the Library Service. Access to remaining libraries has the potential to be particularly difficult for these groups as they may find public transport difficult to use and the majority of the libraries have limited parking. The cost of transport could also be an issue for people on low incomes. Library closures are also likely to mean that there is less study space available. Capacity at the remaining libraries is likely to also be an issue.

Proposal to reduce opening hours – Could impact on older people who will tend to visit the libraries during daylight hours, and impact on children who will tend to visit the libraries after school or college or at weekends.

Proposal to introduce Open+ technology- Older people and children may find it particularly difficult to access the libraries during Open+ periods as they may not be familiar with the new technology and have concerns about health and safety.

The largest age group for library staff who would be impacted by reductions in staffing are older staff aged 55 and above (35%).

Mitigations identified included:

i) Consideration of the community management proposals for Bob Lawrence and North Harrow Libraries before any library closures. - This was completed with North Harrow Library due to reopen as a community managed library.

ii) Promote greater use of the Housebound Library Service for older/disabled people (or their carers) who are not able to travel to an alternative library. – The Housebound Library Service was promoted on all publicity relating to the library closures. In 2015/16 the Service has visited 447 people on a monthly basis compared to 432 in 2014-15.

iii) Provide a transport offer to enable travel to the next nearest library or Gayton Library or children and carers to attend storytime and rhyme time sessions at an alternative library. – This was trialled for an initial 3 month period. The service was not continued beyond this period as the use of the transport service was very low with there frequently being no users of the service.

iv) Provide some library services at an alternative location close to the existing library, potentially co-locating with other services. This could include children's activities and a click and collect service. – Chandos Family Library at Chandos Children's Centre opened in October 2015.

v) Additional provision at the remaining libraries. This could include children's activities, greater study space, and more IT provision. – Additional study spaces were made available at the remaining libraries in particular at Gayton Library, with public access computers also being relocated. Additional children's activities, particularly at Pinner Library, have been provided as required.

vi) Potential to have greater community involvement in the running of some libraries by the setting up of community libraries to help

reduce library running costs. – The business case for the establishment of a community library at North Harrow Library was approved. The community library will open as soon as the sub-lease has been agreed with the landlord.

vii) Any changes to opening hours to be based on an analysis of demand to ensure that the opening hours are in line with demand. – The results from the library consultation and an hourly analysis of library demand carried out in June 2015 was used to inform the extension of opening hours at Wealdstone Library using Open+ technology.

viii) Open+ technology: Technology and procedures to meet the requirements of the Equality Act 2010. Users will need to opt into Open+ and will be fully briefed on procedures including emergency procedures. – The Council worked with the library contractor, Carillion, to develop procedures that meet Equalities and Health and Safety requirements with an Equalities Impact Assessment and Risk Assessments in place. A system where users have to opt into using the service has been introduced.

ix) It would be ensured that Indic language collections would be available at the remaining libraries to ensure that stock in appropriate other languages was still available to the public. The existing range of stock about different religions and beliefs or different sexual orientations will still be available at the remaining libraries. – The same range of Indic stock is available from the remaining libraries. The existing range of stock about different religions and beliefs and different sexual orientation is also still available. An annual Stock Plan is produced by Carillion to inform stock selection to ensure that the stock meets customer needs.

x) Voluntary redundancy would be offered to all library staff that would be affected by any reduction in service, with every effort being made to avoid compulsory redundancies. A selection process in accordance with Carillion's normal employment policies would be undertaken if compulsory redundancies were required. This would not consider the age of staff. The trade unions would also be consulted. – Voluntary redundancy was offered to all staff who were vulnerable to redundancy as a result of the changes to the Library Service.

9. Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- Making a difference for the vulnerable
  The Library Strategy aims to extend services such as the Housebound Library Service for older or disabled people who may not be able to get to a library building.
- Making a difference for communities
  By providing safe library spaces offering a range of community events and activities and access to free internet, WiFi etc. Developing new services to meet changing customer needs identified by engagement with current users and non-users.
- Making a difference for local businesses

Through projects such as Enterprising Libraries and Creative Spaces, offering support for individuals and SMEs in employment and business innovation.

- Making a difference for families
  By providing services in community locations such as Children's Centres, the Library Strategy aims to bring books and the love of reading to families.

Ward Councillors notified:	**NO**

Section 4 - Contact Details and Background Papers

Contact: Tim Bryan (Service Manager – Libraries, Sport, and Leisure), Tel. 020 8416 8639/ email: tim.bryan@harrow.gov.uk

Background Papers:

Cabinet Report 'Response to Overview and Scrutiny Challenge Panel report 'Libraries', May 2015
http://www.harrow.gov.uk/www2/documents/s128375/Cabinet%20-%20Response%20Report%20OSCP.pdf

Report from the Libraries Scrutiny Report, April 2015:
http://moderngov:8080/documents/b19477/Supplemental%20Agenda%202%20Thursday%2023-Apr-2015%2018.30%20Cabinet.pdf?T=9