Executive – supplement
Libraries project appendices

Monday, 11 April 2011 at 7.00 pm
Council ChamberCouncil Chamber, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

Membership:

Lead Member Councillors:	Portfolio
John (Chair)	Leader/Lead Member for Corporate Strategy and Policy Co-ordination
Butt (Vice-Chair)	Deputy Leader/Lead Member for Resources
Arnold	Lead Member for Children and Families
Beswick	Lead Member for Crime Prevention and Public Safety
Crane	Lead Member for Regeneration and Economic Development
Jones	Lead Member for Human Resources and Diversity, Local Democracy and Consultation
J Moher	Lead Member for Highways and Transportation
R Moher	Lead Member for Adults, Health and Social Care
Powney	Lead Member for Environment, Planning and Culture
Thomas	Lead Member for Housing and Customer Services

For further information contact: Anne Reid, Principal Democratic Services Officer
020 8937 1359, anne.reid@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:
www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda – supplement
Libraries project appendices

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item   **Page**

6   APPENDICES: Library Transformation Project   1 - 176

In November 2010 the Executive agreed to a three month consultation of
proposals contained within the Libraries Transformation Project. This
report proposes a renewed Library Strategy, centred around a clearly
defined library offer and driven by the Councils responsibilities and
resources, the assessment of needs and consultation. It also addresses
the potential implications for six buildings should the recommended
strategy be agreed.

Ward Affected:	**Lead Member**: Councillor Powney
All Wards;	**Contact Officer**: Sue McKenzie, Arts, Libraries and Heritage
	Tel: 020 8937 3144 sue.mckenzie@brent.gov.uk

📱 Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near The Paul Daisley Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

---

**Report from the
Director of Environment and
Neighbourhood Services**

Libraries Transformation Project

APPENDICES

**EXECUTIVE
11 April 2011**

Page 2

APPENDIX 1

Libraries Transformation Project

The rationale: how we arrived at our proposals

This document sets out the process and rationale that officers and members used to arrive at the current proposals. It has to be said that there was no single formula that enabled us to decide which libraries to propose for closure. A wide range of factors were considered whilst the proposals were developed and these are outlined below.

1. **The statutory duties of the Council**
2. **Strategic influences**
3. **User needs assessment**
4. **Resources**
5. **Performance**
6. **Partnerships**
7. **Buildings**

1.0   The statutory duties of the Council

1.1   The council's duty in relation to libraries is set out in the Public Libraries and Museums Act 1964 section 7 which provides;

'It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof'

The duty arises in relation to persons who are resident, work in or are in fulltime education in the borough. In fulfilling its duty the Council shall in particular have regard to the desirability of

- *securing that facilities are available for borrowing books, records, films etc sufficient in number, range and quality to meet the needs of all, and the special requirements of adults and children*
- *encourage adults and children to make full use of the service and provide advice*

1.2   There are various elements of research and guidance which are discussed in the paragraphs below, but this is the core responsibility of the Council. It should be noted that although this service must be 'comprehensive and efficient' there is no agreed test of this description. Also, the detailed description of a service relates to the borrowing of books and other media, making sure the stock meets the needs of local people, encouraging use of the service, and providing advice. These core responsibilities may be met in other ways than through a specific

building, and indeed are actively promoted through other mechanisms, such as home visits, outreach collections and online services.

1.3 In considering whether the service is **comprehensive**, officers have had regard to a wide range of information about the borough's population, the active borrowers, people who are not library users, participants in consultation, the result of research and needs assessment, opportunities offered by a range of different forms of distribution and access, the differing needs of people with a range of characteristics, and other related factors, all of which are addressed in different parts of the main report and appendices.

1.4 In considering whether the service is **efficient** officers have had regard to detailed information and analyses of the costs of the existing service, the resources available to the Council for delivering library services, the balance between costs of different parts of the service, particularly the proportion available for spend on stock, alternative means of distribution and access and opportunities (some already well established) for savings through joint procurement and alternative provision.

1.5 Officers believe that the recommended new Library offer within the Libraries Transformation Project meets the statutory duties of the Council in respect of its library services.

2.0 STRATEGIC INFLUENCES

2.1 There are a range of key strategic influences that have influenced the development of the Library Transformation project and the new Library offer. These all sit within the assessment of need for library services within the Borough, and the available resources, and are a key part of determining how the Council has arrived at these proposals.

2.2 **The Library Strategy 2008-2010** was influenced by the results of key consultations that demonstrated consistent themes and the need to:

- Extend or reconfigure opening hours to suit customer needs
- Improve access to / and locations of library services
- Improve ICT facilities
- Provide more space for study and homework
- Buy more books
- Refurbish buildings
- Provide services to meet all community needs

That strategy recognised:

'that it is time for a step change in the quality of library service delivered to the residents of Brent. This step change requires a review of how resources are allocated, where services are delivered from, which services are appropriate for the 21st century and a mapping and realignment of staff skills to match the new delivery.'

Achievements against the objectives of the Library Strategy are shown at Appendix Two to the main report. However, since the Library Strategy was agreed and implemented, a number of key developments led officers to reconsider the viability of the service as it was developing, particularly around the number of buildings and the percentage of the budget being spent on the stock. These are considered in detail in the following paragraphs.

All of these documents and analyses highlight the current pattern of service is not sustainable. The service is seeing declining numbers of visitors and loans in older and poorly located buildings, growing expectations for stock and equipment (particularly digital services including wifi), and hence a need for increased investment in the service alongside increasing maintenance requirements in aging buildings.

2.3　　In March 2010, the DCMS published a policy statement on their **Modernisation Review of Public Libraries**. The report aimed:

'*to help libraries adapt to the internet revolution, grasp the opportunities of digital technology, and to respond to the decline in use of existing services, the current economic climate and the public's expectation of more customer-focused public services'.*

Key elements of that policy statement have helped to shape the proposals in this report.

In relation to library buildings the report referred to the findings of the Wirral Report (see section 3 below) and recognised the need for a user needs assessment of library services. Government recognised that library closures may sometimes be necessary, but closures must form part of a strategic approach to service provision and decisions must only be taken after consultation with the community.

This report spells out the substantial strategic work that has been done as well as the large scale consultation and detailed assessment of need and equality impact.

2.4　　It has long been recognised that the provision of library services in London is fragmented due to the current need for 33 boroughs to make their own individual arrangements for the provision of libraries in their boroughs. Greater London currently has in the region of 350 public lending libraries as opposed to Manchester's 28, Birmingham's 51 and Glasgow's 33. The **London Libraries Change Programme**, funded by Capital Ambition, is one strand of the wider London Cultural Improvement Programme and is supporting boroughs to find

new models of public library service delivery that will help to deliver budget savings and improved efficiency. Brent has played a key role in the development of the programme and is currently working with other boroughs to identify opportunities for further work across borough boundaries. (see section 6 and Annexe 1.1 below)

2.5   This work is further enhanced by the **DCMS Future Libraries Programme.** Formed by national and local government, and driven by councils, the programme will spread learning between library authorities to achieve cost savings, new partnerships and governance models, and to take advantage of digital opportunities.

2.6   All of this activity is taking place at a time of extraordinary change in the way books and other media such as film are produced, distributed, marketed and read (or watched). The death of the book is often foretold and shows little sign of arriving. However, new **digital technologies** are diversifying the ways in which people access content, offering new opportunities and challenges. The entire publishing industry is struggling to develop models which protect intellectual copyright and revenue, while using the technology to enable greater access. Libraries are part of this process, while hampered by the artificial constraints currently imposed by some publishers and distributors. The new Library offer and the Transformation Project aim to position the service to make the most of new developments while also improving the stock of books, films, music etc available in more traditional formats.

2.7   The Council itself has been making major changes to its strategic approach, encompassed in **One Council,** which is the four year programme aiming to improve significantly the way we deliver services to our residents, to make efficiency savings of at least £96m and to reduce waste and duplication across the council. The Libraries Transformation project is an element of this programme and shares those overall objectives.

3.0   USER NEEDS ASSESSMENT

3.1   In advance of and alongside the public consultation we looked at evidence of what our users actually wanted from their library service, using both others' and our own commissioned research.

3.2   The Museums Libraries and Archives (MLA) report: **What People Want from Libraries** published in December 2010 stems from research into the needs of 21st century public library users. Key elements that we drew from this paper were:

- Awareness of what libraries actually offer is low. Libraries are a trusted brand but fail to market themselves properly.
- Books and reading are still key: bookstock and customer service are what really matter

"Alongside good customer care from staff, a good choice of books is the biggest driver of satisfaction with libraries, particularly amongst younger users. Further, current users tend to be more satisfied with the service they get from library staff than with the range and quality of books on offer, suggesting that there is room for libraries to improve"

- Users are not a homogenous group and needs vary. Knowledge of communities is vital
- Good quality safe, neutral space is important
- Study space is in demand and libraries need to be designed to accommodate different types of users:

"Users are sensitive to the tensions which exist in relation to how library space is arranged and allocated. For example, the balance between space for books and space for other activities and resources; and the potential for quiet spaces to be compromised due to nearby noisy uses"

3.3   In October 2010 Brent commissioned **Red Quadrant** to do some research into the current Brent libraries offer to inform the project and the developing proposals. The full report is available on the microsite. This research is particularly useful as it is not dominated by the specific issues of closure.   Using focus groups of staff and library users, desk research and library visits they investigated the current usage trends and identified potential strands for development. A summary of customer comments, which include some contradictions, demonstrates the range of needs:

i)   The public want to read books, use the computers, and study.

ii)   Users value the service highly – but want it to be easier to get the books they want.

iii)   Better range of up-to-date books, newspapers and magazines especially factual books.

iv)   The public are satisfied with the current number of books they can borrow, the loan period and the level of fines.

v)   Don't want fewer books – want to be able to find the existing ones more effectively.

vi)   Want more PCs than books.

vii)   Appropriate events and more computers more important than a better range of books.

viii)   More computers: too much pressure on current computers.

ix)   Limited awareness and interaction with e-books.

x)   The public are interested in seeing e-readers in libraries.

xi)   The existing online offer does not as yet meet the ambitions of the service.

xii)   The website is corporate and unexciting, but fairly easy to use.

xiii)   Online activity is one-way, with fair access to resources but no interaction

xiv)   Future offers: online stock suggestions.

xv)   Public see staff as the number one asset – want effective signposting.

xvi)   The customer experience is highly inconsistent between libraries.
xvii)   Almost all want quiet zones in their library and guidance on conduct
xviii)   Libraries do not keep users sufficiently informed about activities, training & events.
xix)   Better communications, engagement and opportunities for feedback required.
xx)   Engage users through additional offers, non-users to 'get them in'.
xxi)   The public keen to see more (targeted) activities, training and events.

3.4   The report following the DCMS inquiry into **Wirral Libraries** in 2010 contains a useful definition of a user needs assessment for a public library service, while recognising that circumstances change. Sue Charteris, who chaired the inquiry set out the criteria on which the needs assessment should be based, as follows. Each one is followed by a summary of how the Libraries Transformation project has addressed the criterion:

- *consideration of the wide range of those needs caught by the definition of all those who live, work and study in the area, and the specific needs of adults and children and young people of all ages;*

The comprehensive Equalities Impact Assessment, at paragraph 9 and Appendix Four has given careful consideration to user needs and how the proposals impact on them. The nature of the library service as a universal offer to residents means that user needs are continuously analysed to ensure that the services are relevant. The service runs regular Valued Customer Panels in libraries, works closely with many communities and organisations to target 'hard to reach' groups and evaluates events and activities. Library staff produce community profiles for each library and use MOSAIC data to identify local customer needs.

- *an assessment of accessibility – drawing on travel data including car usage data, public transport routes and the cost of services;*

This is addressed in detail in the Equalities Impact Assessment, including consideration of bus routes and other means of transport. The Library Strategy 2008-2010 recognised the importance of accessible locations for library buildings

- *consideration of the views of existing users, and an attempt to analyse the reasons and motivations of non users and how their use could be encouraged;*

The consultation report is attached at paragraph 8 and Appendix Three. There are caveats attached to how far questionnaire respondents reflect the overall population of active borrowers and the borough as a whole. It is therefore important to also consider the views expressed through the Red Quadrant research and the further analysis represented in the EIA.

- *an assessment as to whether there is any differential impact (via an equalities impact assessment) on whether any specific communities or groups would suffer any adverse impacts as a result of the changes to the service*

This is addressed in detail in the Equalities Impact Assessment.

- *consideration of information from partner organisations and other departments, including reference to learning strategies for children and adults, links with social and adult care, and employment initiatives.*

The consultation process included meetings with service user groups, discussions with partners including other authorities, and officers from other departments. The views expressed have informed the recommendations in this report.

I would also expect there to be a consideration of new and or amended ways of operating the service that might be more efficient. Currently, this might reasonably include an assessment of:

- *whether the library buildings are fit for purpose, and or in the right place to serve the needs of the community;*

The Library Strategy 2008-2012 recognised the importance of accessible and central locations for library buildings. Members also agreed a programme of refurbishments linked to shared services, which has proved successful in increasing participation. The effect of location on library usage can be seen in the table below: the libraries located in town centre locations have more visitors.

Library	2009/10 visits
Willesden Green	499,070
Ealing Road	261,000
Kingsbury	205,283
Harlesden	200,000 (est)
Town Hall	166,955
Neasden	117,604
Kilburn	103,027
Preston	95,921
Barham Park	62,507
Cricklewood	48,786
Tokyngton	46,990
Kensal Rise	45,691

It should also be noted that several of the older library buildings cannot be made compliant with the Disability Discrimination Act (DDA) and fully accessible for people living with mobility disabilities except at extraordinary cost. This has already resulted in the effective closure of upper floors at Cricklewood, Kensal Rise and Tokyington libraries, meaning that the libraries become small and much less efficient.

- *whether there is scope for more effective use of resources, through for example flexible staffing arrangements, self-issuing, or the Community Asset Transfer model or partial model;*

RFID and self issue was introduced in all Brent Libraries in 2009/10 and staff have embraced a new way of working that is more efficient and customer focused. Paragraph 12 and Appendix Seven outline the Council's consideration of alternative proposals for service delivery during the consultation process.. In addition to this, Brent is in discussions with neighbouring boroughs to identify efficiency savings through joint working (see section 5 below). Brent has also been a key player in the London Libraries Change Programme.

- *whether there is scope to provide the service more efficiently via delivery partnerships within and outside of the authority, for example through Service Level Agreements (SLAs) with other council functions;*

The shared service strategy pursued by the library service in the past three years has resulted in a number of successful shared buildings with BACES, One Stop Shops and Children's Centres. Brent is also in discussions with neighbouring boroughs to identify efficiency savings through joint working (see section 5 below)

- *whether there is demand for the services in the way that they are currently offered;*

The assessment of visits (see section 6 below) shows that there is a wide disparity in the use of existing buildings. A number of reasons have been hypothesised for this, but a key factor is location (high street, transport links), as the increased usage after Kingsbury library was relocated demonstrates. There have been vocal community campaigns against closure of specific buildings, but usage remains consistently low. Although demand is there, it is not at a level that is sustainable in the current financial context.

- *whether the buildings are beyond their useful life and what the scope of shared facilities might be;*

Asset Management Reports for all buildings proposed for closure, particularly the estimates of future repairs and maintenance, were considered during the development of the proposals. The shared service strategy pursued by the library service in the past three years has resulted in a number of successful shared buildings with BACES, One Stop Shops and Children's Centres. However, many council departments and partner organisations are now also rationalising their locations and opportunities are limited at present.

- *whether a physical presence is necessary, taking into account the particular needs of that community, and if it could be replaced by other means such as a mobile service;*

The future six library buildings will be supplemented by the enhanced home visit service, the outreach service and our online offer. These are set out in detail in the new library offer at paragraph 4 of the main report. In particular, as more material is available through digital routes, delivering a comprehensive service is less reliant on physical buildings. Marketing of all these services will promote access to the library offer for all residents, wherever they live in the borough.

It is also noteworthy that, although inevitably consultation focuses on closure, many residents across the borough have not lived close to a library building while the Council has run twelve sites.

- *whether steps are needed to encourage use of library provision.*

The new Library offer explicitly recognises the importance of encouraging the use of libraries, and sets out a range of initiatives around engagement and marketing to achieve this.

While this is not an exhaustive or definitive set of criteria, I would expect a 'reasonable' authority to use such evidence, together with an assessment of resources available, to devise a comprehensive vision and development plan for the service, which addresses these considerations within the development plan. It may, having done this, still draw different conclusions than those others might draw, and it might make decisions that are unpopular, but importantly, these decisions would be based on evidence which could be used to demonstrate the comprehensiveness and efficiency of the service provided by reference to demonstrable need and resources."

As stated at the beginning of this section, officers consider that the service that will be delivered by the Library service after implementation of the Transformation Project will meet the requirement to be both comprehensive and efficient. In this context officers recognise that

- a comprehensive service cannot mean that every resident lives close to a library. This has never been the case. 'Comprehensive' has therefore been taken to mean delivering a service that is accessible by all residents using reasonable means, including digital technologies

- an efficient service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on Council resources

- decisions about the Service must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the Borough.

4.0   RESOURCES

4.1   Members are well aware of the very challenging financial circumstances facing the Council, and the difficult decisions made during the establishment of the 2011/12 budget. In the year 2011/12, the Council must reduce its expenditure by £42 million, followed by a further another £23.6m in 2012/13. The Council is required to set a balanced budget.

4.2   In the current financial climate, library services cannot be exempt from making savings. The Libraries Transformation Project and the consultation, were undertaken in the knowledge that major savings would be required, even though the final figures could not be confirmed until after the Comprehensive Spending Review was published in October 2010. The details of the savings requirements, the context and how they are achieved within the new Library offer are set out at paragraph 6 of the main report.

4.3   A savings figure was provided in the budget for Environment and Neighbourhood Services relating to the libraries transformation proposal. This figure was identified as a "potential" saving, and the Council is not obliged to approve the present proposal in order to give effect to that saving. However, in the event that the proposal is not adopted, these savings will need to be made elsewhere, as paragraph 6 makes clear.

4.4   In considering the new Library offer, and whether it meets the duties of the Council, members are reminded that not all the savings created by the closure of six libraries have been used to meet the budget requirements. £181,000 has been left with the service and is being used to support extended opening hours, an improved on-line offer and extended self-service (which frees staff for better customer service). The absolute amount invested in the stock, £550,000 per year, is also unchanged. These are all measures and enhancements designed to address points raised by users and non-users in improving the reach of library services.

4.5   The budget of the service, which is part of the Libraries, Arts and Heritage service within Environment and Neighbourhood Services provides for 12 library buildings, the home visit and outreach services and 91 full time equivalent staff (approx 130 people).   In 2010/11 the service budget can be broken down as follows.

LIBRARIES COSTS	2010/11	(final)							
	Staffing	Premises	Supplies	Support	Stock	ICT	Dev't	Training	Total
Barham	113,600	25,400	3,400	5,500	19,500	12,371	1,797		181,568
Cricklewood	111,000	24,000	2,700	7,000	19,500	12,371	1,797		178,368
Ealing Road	265,000	47,400	6,400	12,000	65,000	41,237	5,990		443,027
Harlesden	251,400	50,500	7,000	23,600	65,000	41,237	5,990		444,727
Kensal	92,800	25,500	2,400	8,100	19,500	12,371	1,797		162,468

Kilburn	216,300	35,700	3,300	10,700	32,500	20,618	2,995		322,113
Kingsbury	242,900	800	3,600	150,900	65,000	41,237	5,990		510,427
Neasden	171,300	108,900	2,200	12,100	32,500	20,618	2,995		350,613
Preston	162,000	23,500	3,300	5,400	32,500	20,618	2,995		250,313
Tokyngton	107,800	25,500	2,100	7,300	19,500	12,371	1,797		176,368
Town Hall	256,800	0	6,700	152,500	65,000	41,237	5,990		528,227
Willesden*	530,300	414,400	17,900	10,900	114,500	136,082	3,767		1,227,849
Outreach	100,300	6,200	2,150	7,000					115,650
Stock Sup	132,450	6,200		2,940					141,590
HQ	268,045		76,800	116,160				20,100	481,105
	3,021,995								
									5,514,413

* This represents the whole costs of the Willesden Green Centre (excluding the Museum itself), which are contained within the Libraries budget and covers the public areas, the meeting rooms and premises costs for the whole building.

4.5 A range of options were considered for savings, within the legal constraints, the outcomes of the research and consultation exercises and the tight timescale for delivery. It is important to note that the core costs of any library service are:

- Stock (currently only 9% of the total budget)
- Staff – which is partly dictated by the number of buildings which must be run and the hours they are open
- Buildings, including so called support services such as insurance and maintenance

If the stock budget is to be protected, savings must come from either buildings or staffing, or a combination. The new Library offer and the Transformation Project, propose the following savings and reinvestments:

	2011/12	2012/13	2013/14	2014/15	2015/16
	£'000	£'000	£'000	£'000	£'000
Staff savings	-394.0	-758.4	-758.4	-758.4	-758.4
Property savings	-133.3	-177.7	-177.7	-177.7	-177.7
Other savings	-46.0	-61.3	-61.3	-61.3	-61.3
Gross savings	**-573.3**	**-997.4**	**-997.4**	**-997.4**	**-997.4**
Radio Frequency Identification Technology	66.0	66.0	66.0	66.0	66.0
Web improvements	50.0	50.0	50.0	50.0	50.0
Seven-day opening	49.1	65.5	65.5	65.5	65.5
Net savings	**-408.1**	**-815.9**	**-815.9**	**-815.9**	**-815.9**

4.6 Three alternative options were considered, both of which were also put forward

within the alternative proposals and are therefore also referred to in Appendix Six. These are:

- Keeping all 12 libraries open but operating on reduced hours, or
- Cutting 'support costs' by 90%; or
- Not cutting the libraries budget (and by implication leaving the service as it is).

4.6.1   Reduced hours in 12 libraries

This approach would mean that all savings must be taken out of staff, as premises costs (except for marginal utility expenditure) would be untouched. The table below shows the impact which can be summarised as:

- 35 full time equivalent posts lost (rather than around 25.5 in the recommended proposals)
- Substantial reductions in service availability
- Anticipated reductions in satisfaction, especially given comments about hours and stock through the consultation

	Staffing budget	hours open p.a.	cost p.h.(£)_	40% of	savings
Willesden*	530,300	3380	157	1352	212,264
Town Hall	256,800	2652	97	1060	102,820
Ealing Road	265,000	2912	91	1164	105,924
Neasden	171,300	2236	76	894	67,716
Preston	162,000	2236	72	894	64,368
Kingsbury	242,900	2912	83	1164	96,612
Kilburn	216,300	2236	96	894	85,824
Kensal	92,800	1716	54	686	37,044
Tokyngton	107,800	1716	62	686	42,532
Harlesden	251,400	3224	77	1289	99,253
Barham	113,600	1716	66	686	45,276
Cricklewood	111,000	1716	64	686	43,904
	2,521,200	28652			1,003,537

*Staffing budget, including front of house security for the centre.

Cutting hours by 40% across 12 sites may be considered a potential effect for 40% of the total visits to libraries, representing 700,000 to 800,000 visits. By contrast, closing six buildings effects about 400,000 visits, or 25%, using 2009/10 data. The mitigation for the impact in reduced services (home visits, outreach, enhanced services in buildings etc) is much more effective when focussed around fewer sites with better services.

Officers consider the reduction in service to be considerably worse than that represented by a focussed and improved service in six well managed and

accessible buildings, and therefore have not recommended this proposal as a way to implement the Libraries Transformation Project.

4.6.2 *Cutting 'support costs' by 90%*

This proposal shows a misunderstanding of what is contained within 'support costs' as these are a fundamental part of the cost of running public buildings and services. Support costs are made up of internal rent and service charges, legal and accountancy costs, payroll charges, printing and copying, internal phones, postal charges and insurance. It would be impossible to cut these costs and retain the public services.

4.6.3 *Not cutting the budget/making savings elsewhere in the Council*

As stated above, this has been an extremely difficult budget year for the Council (and the wider public sector), with more savings required in future years. No service is exempt from savings in the current economic and financial context. Many other widely-used and popular services, and those used by residents in acute need of support, have also had to deliver major service reductions to enable a balanced budget. It is therefore simply not possible to suggest this course for the Library service.

4.7 During 2010/11, the library service made substantial in-year savings as part of the council's Staffing and Structure Review. Libraries Headquarters costs were reduced by one management and two administrative posts, saving £144,000 in addition to the proposals in this project.

There will be further savings required in future years, and the Library Service remains committed to seeking efficiency savings through measures including

- Increased consortia procurement
- Sharing costs with partners within and outside the council
- Alternative means of provision including different management models and using different distribution channels
- Electronic processing
- Efficient stock selection and management

Many of these take time to implement. For example changes in procurement and joint purchasing must comply with lengthy and complex EU procurement regulations, and so have not been major contributors to this year's budget.

5.0 PERFORMANCE

5.1 It has long been acknowledged that, although book lending remains that core purpose, modern library services provide a wide range of auxiliary functions. This is born out by the visitor and borrowing statistics: people do not always visit a library just to take books away. Neutral meeting space, a place to read and relax, study facilities or events and activities draw users with different or a

variety of needs. Conversely, people may borrow books (on paper or electronically) without visiting a building, through outreach, home visits or online services.   This section of the report considers how we measure performance, in terms of usage of the different library buildings.

5.2   Library **visits** are counted by electronic people counters situated at the entrances to libraries. These figures give us the most accurate usage levels. The library management system provides statistics on numbers of **books borrowed**. A national survey **of customer satisfaction**, carried out in a three year cycle tells us in detail what our existing customers feel, whereas **resident surveys** give a broader picture. All events and activities in libraries are **evaluated** and future events designed according to customer feedback. Most libraries now have **Valued Customer Panels.**

5.3   During the consultation, there has been some querying of the initial 'cost per library visit' calculations, taken from the table in the November 2010 which aimed to give members an illustration of the variety of costs per library. Based on 2009/10 estimated budgets and visitor figures this was a simple calculation where the budgets for each library were divided by the number of visitors per year. Figures were based on staffing and premises budgets; other costs managed centrally were excluded. The Willesden Green Library Centre premises management contract was excluded from these calculations as it covers the whole centre.

5.3.1   *Libraries performance v cost based on 2009/10 original budget figures (excluding central budgets)*

Library	Visits per year	Budget	Cost per visit (£)
Willesden Green	499,070	448,300*	0.90
Ealing Road	261,000	263,000	1.20
Harlesden	200,000 (est)	332,500	1.60
Kingsbury	205,283	387,000	1.80
Town Hall	166,955	420,000	2.50
Neasden	117,604	268,000	2.30
Kilburn	103,027	247,000	2.40
Preston	95,591	229,000	2.40
Barham Park	62,507	185,000	2.90
Cricklewood	48,786	184,000	3.70
Tokyngton	46,990	187,000	3.90
Kensal Rise	45,755	187,000	4.00

*Excluding Willesden premises costs as they are for whole centre.

Budget figures have changed due to savings and adjustments in-year, as outlined above, which would mean that cost per visit has also fluctuated.

5.3.2 Revised calculations based on actual spend and annual visitor figures for 2010/11 (with March estimated) are shown below. As before, the costs exclude centrally managed budgets such as stock and IT. The Willesden Green Library Centre premises management contract was also excluded from these calculations as it covers the whole centre. Although the costs per visit are slightly altered by the achievement of efficiency savings, the illustration of the vast differences remains.

Libraries performance v cost based on 20010/11 figures (excluding central budgets) against 2010/10 visits

Library	Visits 2010/11	Budget 2010/11	Cost per visit (£) Rounded up.
Willesden Green	508,599	559,500	1.10
Ealing Road	212,548	330,800	1.50
Harlesden	187,972	332,500	1.70
Kingsbury	174,843	398,200	2.20
Preston	87,508	194,200	2.20
Neasden	117,131	294,500	2.50
Town Hall	157,803	416,000	2.60
Kilburn	92,037	266,000	2.80
Barham Park	closed	part	year
Cricklewood	45,266	144,700	3.10
Kensal Rise	41,420	128,800	3.10
Tokyngton	40,807	142,700	3.40

*Willesden Green figures based on estimated costs of library alone

5.4 There are, of course, other ways of analysing the usage of libraries:

5.4.1 The number of *visits*, measured by the electronic counters, in 2010/11:

Library	**2010/11 visits***
Willesden Green	508,599
Ealing Road	212,548
Harlesden	187,972
Kingsbury	174,843
Town Hall	157,803
Neasden	117,131
Kilburn	92,037
Preston	87,508
Barham Park	Closed part year
Cricklewood	45,266
Kensal Rise	41,420
Tokyngton	40,807

*March visits are estimated

5.4.2   The number of *issues* in 2010/11 gives a slightly different ranking

Library	2010/11 loans*
Willesden Green	273.808
Ealing Road	180,151
Kingsbury	164,394
Town Hall	102,404
Preston	84,659
Kilburn	62,484
Neasden	42,762
Barham Park	Closed part year
Cricklewood	38,430
Kensal Rise	31,545
Tokyngton	29,182

*March issues are estimated

5.5   These variations illustrate the difficulty of a hard-and-fast measure for assessing the relative usage of different libraries. They also highlight that marginal adjustments to the figures do not make a big difference to the ranking. For example an amendment to the visitor numbers to Kingsbury of 283 in 2009/10 represents a 0.13% variation, which is not significant in considering the recommendations being made to members.

5.6   It is interesting to note that in comparison with Outer London borough in terms of issues and visits for 2009/10, Brent stood at the median, ranked at 10 of 20 on both measures. The table below (source: CIPFA Actuals) shows comparisons with neighbouring boroughs in 2009/10, and shows Brent at the fifth cheapest of eight on the measure of cost per book.

	Visits	Issues	Average cost of book	Budget
Brent	1,683,712	1,181,640	6.71	5.6m
Ealing	1,432,852	1,222,716	4.93	6.7m
Harrow	1,470,506	1,537,130	12.8	5.2m
Hillingdon	1,572,010	1,312,672	9.29	5.9m
Barnet	2,645,375	1,577,240	6.82	8.1m
Hounslow	1,804,560	1,139,119	6.16	4.2m
Enfield	1,655,187	1,604,382	6.43	7m
Camden	2,235,000	922,758	7.49	8.1 m

6.0   PARTNERSHIPS

6.1   The Library Service Plan 2010-12 summarises the Library Service approach to wide-ranging partnerships, which remains central to the way the service operates. The table at Annexe 1.1is taken from that document; although it is

over three years old and so there have been changes since, it shows the breadth of joint working, partnership and collaboration across the service.

6.2   As the decisions of the Council are implemented in the future management of the library service, opportunities for partnership will continue to be sought and used to improve efficiency and increase the range and relevance of the library offer.

7.0   BUILDINGS AND LOCATION

7.1   As with many other public amenities, the location of library buildings has long been linked to success or failure in terms of levels of usage. The CABE report of 2004 '21st Century Libraries: changing forms, changing futures' said:

The developing role of the library has created a set of new and complex challenges for those delivering library buildings and services. The libraries of the 21st century are no longer simply familiar repositories for books. They have changed and expanded, been rethought and redesigned. Libraries now provide an increasing range of different services, using a multitude of media, and reach a more diverse audience than ever before.

7.2   A library is much more than a building but the physical environment is an important success factor. Public library buildings are both an asset and a hindrance. Often designed and located for a 19th/early 20th century population, they can be inflexible in design and are too often located a distance from high streets and public transport. Today's library user, like users of other public facilities, needs a convenient location. Proximity to shops, transport links and other public buildings is a distinct advantage.

7.3   In Brent, the libraries that are in the best condition and in the best locations get the most visitors. Moving Kingsbury Library from Stag Lane to the high road in 2007 saw visitor increases of around 70% in the first year. Today's library services may be offered in buildings alongside other public services, The co-location strategy that the council has followed has also been a major success factor at the new Harlesden Library, where the building is shared with BACES and the One Stop Shop service.

7.4   In preparing the Library Transformation Project, the factors of budget and assessment of alternative methods of meeting the Council's duty and local need led to a review of the library buildings, and the proposal to close six. As well as the consideration of usage and cost outlined above, location was an important criterion used in determining which libraries to propose. A reasonable geographical spread across the borough was also important. High street locations and proximity to public transport were preferable to ensure maximum footfall.

7.5   Libraries such as Cricklewood, Kensal Rise, Barham Park and Tokyngton are limited by their position and their proximity to better located buildings such as Willesden Green, Kilburn, Ealing Road and Harlesden.

7.6   Issues of deprivation and community access were also considered, particularly in relation to the three libraries at Preston, Neasden and Kilburn. Key issues relate to the access to libraries for younger people (under 19) older people (over 60) and people with disabilities. Population centres for these communities have been mapped, and are shown at the annexes to Appendix Four (the Equalities Impact Assessment.) Looking these maps, it is clear that populations of all three of these groups are disproportionately centred around Kilburn, and therefore this library building was prioritised for the future Library service. (It is much easier to understand this issue by reference to the maps than by purely numerical presentation.)

7.5   Long term viability of buildings has also been considered and the fact that long term repairs of some of the underused libraries. Refurbishment of libraries over the past three years has been achieved through both external funding (such as Big Lottery), prudential borrowing and partnerships with other council services. The current financial climate means that many of these sources are now unavailable.

Annexe 1.1: Table of partnerships

Key stakeholders

Partnership working is one of the key strengths of Libraries, Arts and Heritage. Our partners range from national and regional agencies to colleagues across council departments right through to local businesses; each with its own unique purpose and set of objectives. The partnership working with which LAH is able to engage is both fundamental and aspirational. In the best of circumstances it affords the provision of the greatest possible opportunities to the largest number of residents.

Category:	Partner:	Nature of Relationship:
National:		
	ASCEL - Association of Senior Children's and Education Librarians	Membership body that works together to stimulate developments and respond to initiatives relating to children and young people in public libraries and education services
	Society of Chief Librarians	Strategic planning and professional development partner
	BBC Raw	A working partnership to promote literacy and numeracy
	Booktrust	Bookstart programme, Booked Up and Booktime programmes
	British Museum	Working with us to expand, fund, devise and deliver quality programmes of national importance.
	CILIP - Chartered Institute of Library and Information Professionals	Strategic training and professional development partnership
	ENYAN (English National Youth Arts Network)	A membership body designed to create connections between youth arts practitioners
	Heritage Lottery Fund	Critical funding partner; especially for capital works projects such as Harlesden Library and the Brent Museum
	Big Lottery Fund	Funders of the Harlesden Library project
	Horniman Museum	Working with us to expand, devise and deliver quality programmes via object loans.
	Independent Street Arts Network (ISAN)	The independent group of presenters and promoters of street arts throughout the UK
	LOCOG (London Organising Committee for the Olympic Games)	Partners in the delivery of the action plan for the Cultural Olympiad
	Museums Association	Serves as an advocacy body to assist in advancing strategic priorities
	MLA (Museums Libraries and Archives Council)	Professional body for Libraries, Museums and Archives sector proving to be a critical partner in a range of projects within our unit including: -act as funding source for project based work -provide resources and expertise across a range of areas -serve as an advocacy body to assist in advancing strategic priorities
	NALGAO (National Association for Local Government Arts Officers)	An advocacy and lobbying body for the sector
	Nextstep	We are members of this national network which provides face-to-face learning and careers advice for adults
	Opening the Book	Provides training and consultancy
	Prospects UK	Manager of the nextstep contract (for which we deliver information, advice and guidance services to Brent residents)
	The Reading Agency	An independent charity inspiring people to read more through campaigns and promotions that we feed into
	Shape	A disability-led arts organisation working to improve access to culture for disabled people. - Integrated and disability dance commission advisory role
	YLG – Youth Libraries Group	Cilip sub group focusing on children's and young people's books, reading development, the promotion of libraries and reading for pleasure.

Pan London:		
	Archives for London – London Borough Network	Serve as an advocacy body for the Archive Sector to assist in advancing strategic priorities specifically for local authority archives
	Audiences London	Supports the arts and heritage sector across London to focus on developing relationships with audiences - Strategy support – Arts, Festivals and Museum & Archives
	Campaign for Learning	Coordinating partner and promotional vehicle for family learning activities
	Capital Ambition	Funding body for projects in lead up to 2012 which will create a legacy for London post-Olympics Also funds the London Cultural Improvement Programme – LAH are key partners in a number of projects
	Emerge Visual Arts	Serves as a working and advocacy body for the Visual Arts in London
	partnership	advancing items of national significance and promoting exchange across LA boundaries whilst simultaneously allowing local artists a national profile and recognition
	Film London	London's film and media agency - Funder and partner in London Borough Film challenge
	GLA (Greater London Authority)	Advocacy and funding body
	London Libraries	Key pan-London partnership for libraries
	Imperial War Museum	Assists in the development of didactic resources and as a beacon of our culture supporting learning model
	London Councils	A think-tank and lobbying organisation that promotes the interests of London's 33 Councils - Funding partner - Engagement in dance and 2012 initiatives
	LDA (London Development Agency)	Advocacy and funding body
	London Events Forum	Made up of events professionals working for the 32 London Boroughs, the City of London, the Greater London Authority and Visit London.
	London Libraries Consortium	Strategic Partnership of 12 boroughs who share a library management system and a stock contract
	London Museums Group	Serve as an advocacy body for the museums in west London to assist in advancing strategic priorities and increasing their profile.
	London Museums Hub	Strategic partner serving as an advocacy body to assist in advancing strategic priorities
	Met Police	Critical partners in a range of projects including: - supporting the diversionary activity subgroup in the Graffiti Partnership Board
	Museum of London	Strategic partner assisting the delivery of quality programmes and campaigns of national importance
	NIACE (National Institute of Adult and Community Education	Coordinating partner, funder and promotional vehicle for adult learning activities.
	Open House	London wide built heritage campaign
	Universtity of East London	Work in partnership to offer students work placements
	TfL	Critical partners in a range of projects including -Graffiti Partnership board members -Funders and key supporters of the Kilburn Streets for People Scheme
	UScreates	Advocate for and facilitator of creative community engagement programs

Sub Regional:		
	Albert & Friends Instant Circus	Develops the creative potential of young people, irrespective of their socio-economic environment or physical ability through practical engagement with circus and theatre arts.
	Camden Council	Critical partner which participates in a range of projects across the service including: -joint public realm improvement initiatives -collaborative school engagement sessions -joint funder for cross borough working initiatives -joint partner in select festival work
	Church Farmhouse Museum, Hendon	A newly formed partnership which allows for promotion of services, benchmarking provision and continuous improvement
	Hackney Museum Service	Facilitates benchmarking and continuous improvement
	Haringey Museum Service	Facilitates benchmarking and continuous improvement
	Harrow Museum Service	Facilitates benchmarking and continuous improvement
	London Borough of Ealing	Critical Partner in sub-regional working across artforms, collaborative partnership via the Western Wedge, shared West London Festivals Calendar and West London 2012 campaigns
	London Borough of Enfield	Peer group partner in London Cultural Improvement Programme
	London Borough of Hammersmith & Fulham	Critical Partner in sub-regional working across artforms, collaborative partnership via the Western Wedge, shared West London Festivals Calendar and West London 2012 campaigns Network Partners for Brent Archives.
	London Borough of Harrow	Critical Partner in sub-regional working across artforms, collaborative partnership via the Western Wedge, shared West London Festivals Calendar and West London 2012 campaigns Network Partners for Brent Archives
	London Borough of Hillingdon	Critical Partner in sub-regional working across artforms, collaborative partnership via the Western Wedge, shared West London Festivals Calendar and West London 2012 campaigns
	London Borough of Hounslow	Critical Partner in sub-regional working across artforms, collaborative partnership via the Western Wedge, shared West London Festivals Calendar and West London 2012 campaigns
	London Borough of Westminster	Critical Partner in sub-regional working across artforms, collaborative partnership via the Western Wedge, shared West London Festivals Calendar and West London 2012 campaigns
	Momentum Dance Partnership	Serves as a working and advocacy body for Dance in West London advancing items of national significance and promoting exchange across LA boundaries whilst simultaneously allowing local artists a national profile and recognition
	Redbridge Museum Service	Facilitates benchmarking and continuous improvement
	Royal Borough of Kensington and Chelsea	Critical Partner in sub-regional working across artforms, collaborative partnership via the Western Wedge, shared West London Festivals Calendar and West London 2012 campaigns.
	Southwark Museum Service	Facilitates benchmarking and continuous improvement

London Borough Brent:		
	Anti Social Behaviour Unit	Are critical partners in a variety of cross working projects including: Graffiti Partnership Board members
	BACES	Shared premises with BACES at Harlesden Library Plus and Neasden. BACES run community learning programmes in all libraries.
	Brent – Children & Families – Extended Schools Service	Partnership working for the provision of after school learning in libraries: establishment of Homework clubs, Kick Into reading & Brent Inspires 2012 interactive projects
	Brent Early Years Service	Bookstart partnership programme , Book Ahead programme, staff training, various early years partnership work. Partnership work and shared services w/ Children's Centres
	Brent C &F- Looked After Children's Team	Reader development projects w/LAC – Children of achievement event, school holiday RD projects, FL activities
	Brent Street Care Team	Delivery of summer holiday activities in libraries. Also does work w/ Lifelong Learning Team
	Brent Youth Parliament	Consultative body of young people
	Brent Youth Service	Joint youth projects at WGLC. Other partners include the Neighbourhood Working Team, Metropolitan Police, Anti-social Behaviour Team
	Children and Family Services (including Granville Youth Arts Centre)	Critical partner which assists LAH to deliver LAA objectives through joint working and matched funding for specific target based projects.
	Civic Centre team	Working to develop the new library in the Civic Centre and provide cultural content
	College of North West London	Critical partners in a range of projects across the service including: -the promotion of specific services within the unit including ESOL and arts & festivals outreach opportunities -facilitate consultation with local residents and service users in relation to public realm objectives -- participation in museum community projects
	Communications Unit	Assists in the ongoing promotion and marketing of our offer to residents of the borough and further a field
	Ealing Road Temple	Strategic Community Partner for Diwali Celebrations
	Environmental Projects and Policy Team	Working on events pack and improving sustainability
	FIS	Contribute to the overall financial management of LAH
	Graffiti Partnership Board	Strategic Partnership facilitating joined up working on key Council priorities around young people, crime prevention and regeneration
	Information Technology Unit (ITU)	Provide support and maintenance for all staff and public computers and associated IT equipment and corporate software.
	Language to Work	Promotion of relevant services to students enrolled on the ESOL programmes
	One Stop Shop	Shared Services at Harlesden, Kingsbury and Neasden
	Neighbourhood Working	Funder of smaller scale reactive projects to tackle immediate need
	Parks Service	Programme Partner assisting in the delivery of public programmes for residents and venue site for festivals
	Planning Unit	Assists in the provision of public realm objectives and ongoing development of the Wembley and other regeneration areas
	Property and Asset Management Unit	

	Pubic Realm Sub Group	Partnership working facilitating urban regeneration, improvements to public realm and holistic services across the borough
	Pupil Referral Unit	Facilitates extending our offer to targeted young people within our community, works with us in various capacities to ensure culture is used to devise and ensure take up of diversionary projects for young people
	Registrars Office	Critical partner in provision and support of citizenship programmes through local libraries.
	Sports Service	Programme Partner assisting in the delivery of public programmes for residents - Brent Dance Month Integrated and disabled dance commission
	Streetcare Unit	Critical partners in a variety of cross working projects including: Graffiti Partnership Board members Improvement of public realm work
	Transportation Unit	Coordinating partners in the Kilburn Streets for People Scheme and the Public Realm Design Guide
	Wembley Works	Feed into shared aims to support unemployed residents of Brent back to work
	Welsh Harp Environmental Park	Partners in the delivery of - the Summer Reading Challenge West London Story
	Wembley Project Group	Partnership working towards the regeneration of Wembley via joined up council services including planning and communications. Funder and advocacy body for small to medium scale public art/pubic realm projects.
Local:		
	Asian Women's Resource Centre	Participation in museum community projects
	Bang Edutainment	Charity offering young people a chance to take part in arts, music and multimedia activities to develop creative and personal skills.
	BRAVA (Brent Association for Voluntary Action)	Organisation supporting strategies to engage volunteers especially at Harlesden Library Plus
	BHUG (Brent Homeless User Group)	Organisation empowering homeless people to help themselves. Projects include outreach, book groups and book collections
	Black Interest Group	Panel of local residents and business people engaged in planning a black interest collection at Harlesden Library Plus
]	Brent Arts Council	Manages the Stables Gallery & Art Centre and an umbrella organization for recreational and professional arts organisations in the London Borough of Brent.
	Brent Artist Resource	Offers participation in the Visual Arts through exhibitions, workshops, mentoring schemes, works experience and information.
	Brent Christians Together	Feed into Respect and other festivals
	Brent Hindu Council	Strategic delivery partner for Navaratri Celebrations
	Brent NHS	Developing arts based activities aiming to reduce stigma and discrimination for people with mental health issues and raise awareness of carers rights
	Brent Irish Advisory Service	Provide information and support to Irish community work. Collaborated on reader developments and arts projects
	Brent Hindu Council	Strategic delivery partner for Navaratri Celebrations
	Cando Dance Company	Advocates and promotes the service whilst simultaneous assisting in the ongoing development of Brent's cultural offer
	Cloth of Gold (textiles)	Creative industry assisting in the delivery of high quality educational outreach programmes for young people across the borough
	Elders Voice	Facilitates engagement and consultation with a segment of our community to ensure appropriate dissemination of information and ongoing service improvement
	Emunity	Emunity aims to give a voice to older people, their carers and professionals who support them - living and working in Brent. Key partner in delivering IT programmes to older learners
	ENCE Academy	Advocates and promotes the service whilst simultaneous assisting in the ongoing development of Brent's cultural offer
	Everybody Can Dance	Advocates and promotes the service whilst simultaneous assisting in the ongoing development of Brent's cultural offer
	Federation of Patidar Association	Encourages the creative abilities inherent in everyone - Brent Dance Month - Arts Strategy promotion of opportunities
	Friends of Cricklewood Library	Supports, sustains and promotes our service
	Kilburn Residents Association	Consultation vehicle for Streets for People Scheme
	HEART	Harlesden Citizen and Business Association allows for strategic community

		consultation
	Lexi Cinema Mahogany Carnival Arts	Media partners Advocates and promotes the service whilst simultaneous assisting in the ongoing development of Brent's cultural offer
	Muskan Dance Company	Advocates and promotes the service whilst simultaneous assisting in the ongoing development of Brent's cultural offer
	Neighbourhood Watch & Safer Neighbourhood Teams	Promoting safer neighbourhood community information
	Queens Park Rangers Football Club	Critical partner in the kick into reading and kicking out racism campaigns
	Shree Sanatan Hindu Mandir (Ealing Road Temple)	Strategic Community Partner for Diwali celebrations
	Sudbury Neighbourhood Centre	Participation in museum community projects
	Swaminarayan Mandir Temple	Strategic community partnership (Brent Diwali)
	Tricyle Theatre Company	Advocates and promotes the service whilst simultaneously assisting in the ongoing development of Brent's cultural offer
	Voluntary Sector Unit	Partners in delivery of Grantfinder funding information
	Volunteer Reading Help	Partner in the delivery of Homework clubs provision of reading support volunteers (funded by Extended Schools Service)
	Wembley History Society	Facilitates ongoing promotion of services to targeted audience group
	Willesden Local History Society	Facilitates ongoing promotion of services to targeted audience group
	Wembley Arena	Facilitator and host partner for large scale events in Wembley
	Wembley Stadium	Critical partner in regeneration of Wembley
Virtual/ebased		
	Axiell	Library Management System/Web Catalogue and Self Service Facility
	Alison Intellident	Free provider of online learning Supplier of RFID equipment
	Lorensbergs	Netloan application
	The Seer	The free online directory and resource for all of London's creative individuals, organisations and venues to find, receive and promote arts and creative information in London.

UK Online	Provider of e learning support and opportunities to libraries

LOCAL, REGIONAL AND NATIONAL CONTEXT

A wide range of local, regional and national strategies and initiatives influence the Libraries, Arts and Heritage service, including:

National

DCMS Library Service Modernisation Review

Due to be published in spring 2010, the Review seeks to define the Government's vision for a modern, world-class public library service and set out some of the necessary steps to achieve this vision by reviewing the current models of provision and identifying both existing best practice and new innovation,

DCMS/LGA : Passion for Excellence

This strategy is about supporting local government as "leaders of place", working with their local partners to deliver better outcomes, improve the quality of life locally and improve the delivery of cultural and sport services to local people.

Regional

London Cultural Improvement Programme

The London Cultural Improvement Programme supports improvement in cultural services in London boroughs. It aims, in a difficult economic environment, to enable cultural services to deliver value by striking a balance between process and efficiency and delivering effective services that are aligned closely to wider outcomes and local area priorities.

Phase one of the programme aims to:

- Improve data quality and accessibility
- Improve the evidence base and measurement of impact
- Improve advocacy and marketing
- Support self improvement
- Improve efficiency and share best practice (London Library Change Programme)

Phase two , already underway, looks at

- Working with Children's Services
- Heritage Change Programme
- London Events Network and Training
- Marketing Culture for the Visitor Economy
- Improving Fundraising Capability

Brent Libraries, Arts and Heritage plays a leading role in many of the workstreams

APPENDIX TWO

PROGRESS AGAINST THE LIBRARY STRATEGY 2008-10

Library Strategy Recommendation Jan 2008	Progress
Increase libraries revenue budget by £300,000 from 2008/09.	Additional revenue achieved from April 2008
Capital investment in modernisation of libraries, starting with Kingsbury Library, Harlesden Library, Neasden Library and the Town Hall Library.	Kingsbury Library Plus opened April 2008 Neasden Library Plus opened 2009 Harlesden Library Plus opened March 2010 Plan for new Civic Centre include a library that will replace the current Town Hall Library. All Brent libraries will have self service technology by 2011 Willesden Green Library - plans for cultural/customer service centre being developed.
Increased partnership and shared services	Shared services/buildings developed with BACES (two sites), OSS (three sites) and Children's Centres (1 site) Brent key partners in London Libraries Change Programme
Cessation of Mobile Library service from April 2008	Achieved 2008
Review of Home Visit Service	Alternative options being considered, including option to share delivery with other boroughs.
Improve opening hours from Autumn 2008 following public consultation	Opening hours standardised and increased by 12 hours since September 2008
Review of structures and working practices by 2008 to ensure a responsive, fully equipped service for the 21st Century.	Restructure agreed and implemented in 2009 with savings of £250k.
Introduce marketing programme with dedicated marketing officer post by April 2008.	It has not been possible to identify budget for a dedicated marketing post. A marketing programme is in place with support from Central Communications.

London Borough of Brent

Environment and Neighbourhood Services

Libraries Transformation Project – Report on Public Consultation

Table of contents

1.0   Executive Summary (duplicates para 8 of the main report.)

1.1   The Council undertook an extensive consultation on the proposals
         Contained within the November 2010 Libraries Transformation report. A
         Detailed report on the process, challenges and outcomes is at Appendix
         Three.

1.2   The three-month consultation period ran until March 4 2011. It was undertaken through:

- a questionnaire available on line and on paper
- a series of public meetings attended by members and officers
- an open day
- attendance by members and officers at Area Consultative Forums
- attendance by members and officers at service user forums
- email correspondence including responding to a wide range of detailed enquiries
- publication of 'additional information' in January through the Council's website and sent to interested correspondents, available on the microsite
- meetings with groups and individuals as requested, attended by members and officers

1.3   In addition a number of petitions have been submitted to the Executive meeting of 11 April 2011 for consideration.

1.4   The consultation also benefited from extensive media coverage, ranging from weekly coverage in the local newspapers to reports in the Canadian press. It seems unlikely that any resident with the slightest interest in libraries or local affairs will be unaware of the discussion around aspects of the Libraries Transformation Project.

1.5   It is therefore all the more important to recall that consultation does not constitute a referendum. There are serious challenges within the consultation feedback as to how representative it is of library users, of non-users, or the borough's population as a whole. Members should be aware of these shortcomings as they consider the weight they give to the outcomes of the three-month consultation alongside the other drivers for change, including the needs assessment, the available resources and the equalities impact assessment.

1.6   In particular:

- Only 23% of the Borough's population used a Brent library in the last year (borrowed at least one item during the year and/or accessed ICT services) which is in itself an important challenge for the new library offer. By contrast 87% of respondents to the questionnaire use a library regularly(at least once a month). It proved extremely difficult to engage with non-users and analyse their reasons for not using the libraries, which highlighted the importance of improved marketing of the services available
- respondents focussed almost exclusively on the proposals to close six libraries. Thus Kensal Rise (34%) and Preston (24%) users account for 58% of all questionnaire responses, and 83% of all responses named one of the six. However, all six libraries taken together represent less than 25% of total library visits in 2009/10 (without adjusting usage to account for the temporary closure of Harlesden library)

- some elements of the questionnaire responses are contradictory. For instance, 61% of respondents disagreed with the broad proposal that libraries become community hubs with revised service delivery and funding principles, but 79% of respondents suggest that libraries could also be used as community meeting places and 44% that other public services could share library buildings.
- The population of respondents is significantly different from that of the population of active borrowers, and from that of the Borough as a whole, particularly in relation to ethnicity. 60% of respondents identified as white (45% white British), compared to 32% of active borrowers.
- where it was possible to have a more detailed conversation, for example at the Open Day, or analysing the Red Quadrant research undertaken in October 2010, there are differing opinions about the ambitions for the service, for example concerning the balance between PC availability, quiet space, stock and children's services

1.7   The main issues raised in the consultation, while mindful of these complexities, can be summarised as;

- *The stock is not good enough*: people argue for more classic fiction, more children's books, a greater proportion of non-fiction and reference, a higher percentage of the budget being spend on the stock, better staff training and better customer engagement
- *Online services and access to PCs*: there is significant demand for PC access, particularly to support study, alongside quiet space. Online services are less used and people are less familiar with the services available, but usage, for example for renewals and reservations, is growing rapidly.
- *we love our local library* encompasses responses around the community-centre role of libraries, access and transport, the way the budget is structured, the way the book stock is managed and the arguments that the Council is Wembley-centric. The high usage of Willesden Green by non-local residents, however, shows that people do travel to a larger, better-equipped library
- *the consultation itself is flawed*: despite numerous enquiries and some marginal adjustments, officers are satisfied that the financial and user analyses are correct. The consultation, as described, has been extensive, with intense media interest. Some different proposals for structuring the services were made and are discussed in Appendix One as well as the general consultation report at Appendix Three.
- *Perceived impact on specific groups such as children, older people and people with disabilities* for example through cost and availability of public transport (These issues are addressed through the EIA at paragraph 9 and Appendix Four.)
- *Community hubs and diverse services*: as noted there are internally contradictory messages on this point, but the consultation broadly seems to reinforce the perceived value of joint access to services.

- *The need for marketing and raising the profile of library services*: although very little response came from non-users of the libraries, it is clear from the small sample that people do not know what services are available. It will be fundamental to the next steps of Transformation Project to create a clear marketing and communications plan for the library offer.

1.8   The views expressed during the consultation have been carefully considered and taken into account as appropriate in (a) the assessment of need in Appendix One; and (b) the recommendation to deliver a comprehensive and efficient service within the Libraries Transformation Project. The issues raised, together with many more detailed comments, have informed the new Library offer, and will help to shape the specific provision of services in the six library buildings and online.

2.0   Purpose and scope of the consultation

2.1   The purpose of the Libraries Transformation Project consultation was to engage people who live or work in Brent in understanding and providing feedback on proposed changes to the way in which library services are delivered in the borough. As identified, despite the much broader elements of the Transformation Project, most respondents focused on the proposal to close six libraries, and hence this report is mostly concerned with that issue.

2.2   The public consultation took place over three months (29th November 2010 - 4th March 2011) and its purpose was to investigate:

- What people want and need from their library service for the future.
- How far information technology can be used to deliver services.
- How services can be delivered or made accessible outside of library buildings.
- What people think of the Library Transformation proposals.
- Which library services have potential to generate more income.
- The extent to which communities can become involved in managing and running local libraries.

3.0   Current use of library services

3.1   The council collects and uses a great deal of data about the use of library services delivered both within library buildings and through a variety of online resources. However, in the context of developing a clear library offer as part of the Transformation Project, less detail is available about which services people are using, how often and why.

3.2   The core methodologies of the consultation allows us to build both a qualitative and quantitative picture both of of the current use of library services and the views of residents on future service delivery options. Inevitably, such consultation creates a self-selecting group of respondents and it is almost always partial as non-users of services and those least affected by changed are less likely to get involved. This shows in the characteristics of the group of the

people who submitted the questionnaire (called 'respondents' in this consultation) which is the main source of quantitative information.

3.3   Given these caveats, the substantial data gathered from the consultation, including the questionnaires can now be used to inform the development of the customer offer and to better define and market library services. Analysis of the specific answers received and the further comments contributed provides detailed evidence of user needs in relation to library and information services. The revised library offer will outline the ways in which those needs will be met and clarify what the benefits of using library services are for both individuals and the wider community.

3.4   Finally, we also sought to find out more about why people don't use libraries, usually a much more difficult question to answer, in order to address issues and barriers that are preventing people making use of these services.

3.5   This is a particularly relevant consideration in the context that one of the aims of the Transformation Project is to increase usage levels through a more efficient use of resources. Only 23% of residents have used a Brent library in the past year (31st March 2010 -28th February 2011)

4.0   Methodology

4.1   A wide range of approaches were used to capture public response to the Libraries Transformation project:

- All consultation documentation including the questionnaire was available on Brent Council's Consultation Tracker website. – www.brent.gov.uk/consultation

- A LTP specific email address was provided to deal with any requests for information or to log supplementary comments. All correspondence has been logged and has served to inform this report.

- Detailed enquiries, e.g. requests for financial calculations, were responded to directly by the Head of Libraries, Arts and Heritage and logged as above.

- A letter outlining the proposals and providing details of how to access consultation documentation was sent to more than 15,000 stakeholders including community organisations, the voluntary sector and the Brent Citizens' Panel.

- Paper copies of the documentation were distributed upon request and were available at all Brent Libraries, Sports Centres and One Stop Shops. Alternative formats and languages of background documentation were available on request.

- A feature on the consultation was published in the December edition of the Brent Magazine and the programme was widely publicised in the local press.

- Two borough-wide public meetings were held at Willesden Green Library Centre and Brent Town Hall.

- An open day was held at Willesden Green Library Centre

- LTP proposals were outlined by the Lead Member and the Head of Libraries, Arts and Heritage at the Area Consultative Forums.

- Council officers attended Service User Consultative Forums to present the LTP proposals and participate in a Q and A session

- Specific consultation was undertaken with Brent schools on the provision of the class visits programme

- Council officers and the Lead Member met with community groups and individuals on request to discuss the proposals in more detail and/or to explore options for alternative models of service delivery.

4.2   All correspondence with council officers and records of Q and A sessions at public meetings and forums were logged and have informed the analysis of the consultation feedback and the findings of this report. Where possible, anonymised copies of this correspondence are available on the microsite.

4.3   The consultation also benefitted from extensive media coverage, ranging from weekly coverage in the local newspapers to reports in the Canadian press. It seems unlikely that any resident with the slightest interest in libraries or local affairs will be unaware of the discussion around aspects of the Libraries Transformation Project.

4.4   Note that throughout this report percentages have been rounded to the nearest whole for ease of reading.

5.0   Analysis of consultation feedback by equality characteristics and library use.

5.1   **Response rate**

5.1.1 The questionnaire is shown in Annexe 3.3. This was made available on the Consultation Tracker throughout the consultation period and printed copies were distributed at all meetings and forums. Printed copies were also available on request and 1500 copies were produced specifically for Kensal Rise and Preston residents while copies were printed off on request at libraries and One Stop Shops throughout the consultation period.

1518 responses were received, comprising 705 online responses (46%) and 813 paper responses (54%). This response rate exceeded expectations and is well in excess of the target sample size of 630 responses as advised by the council's Consultation team. The 1146 responses which inform the report comprised all 705 online responses submitted by 4th March plus 441 printed copies (received up to 1 March) which were submitted to data analysis early, to ensure that we had the largest possible sample to inform the various reports which were due for submission almost immediately after the closure of consultation.

It should be noted that 372 additional printed copies were submitted at the very end of the consultation period and therefore could not be included in the analysis which has informed this report (due to the time needed for inputting). Preliminary study suggests that these responses predominantly come from Kensal Rise and Preston users, and appear to express similar views to those already highlighted by other respondents from those areas. The final data breakdown of 1518 responses is therefore not expected to show any significant variance from the 1146 analysed to date.

These last questionnaires are being analysed and an update will be circulated to members at the Executive meeting (and then published on the microsite), indicating any significant statistical variations.

5.2   Breakdown by equality streams

5.2.1   The consultation data and feedback gathered via the questionnaire must be interpreted with care given the breakdown of respondents by equality streams. Comparing the equalities breakdown for questionnaire respondents, active borrowers and census returns reveals significant variance in the age, gender and race streams. The census data, although ten years old, is the most comprehensive set of resident demographics data available.

5.2.2   *Ethnicity – comparative breakdown*

Ethnicity group	Questionnaire responses	Active Borrowers *	Population figures (2001 Census)
White	60%	29%	45%
Asian	21%	46%	28%
Black	8%	19%	20%
Mixed	6%	3%	4%
Other	4%	2%	3%

* Active Borrowers = the ethnicity is not available for a proportion of library borrowers; therefore the calculations have been made using only the known figures.

The above table clearly demonstrates that the Asian and Black group equality streams are significantly underrepresented as a percentage of the total respondents and that the white group is significantly overrepresented.

5.2.3   *Age group –comparative breakdown*

	Questionnaire responses	Active Borrowers	Population figures (2001 Census)
Under 16s	3%	38%	18.6%[1]
16 – 24	6%	12%	14.7%[2]
25 – 34	17%	19%	19.7%
35 – 44	28%	13%	15.8%
45 – 54	19%	8%	11%
55 – 64	14%	5%	8.6%
65 – 74	8%	3%	6.7%
75+	4%	2%	4.8%

The above table clearly demonstrates that the under 16 age stream is significantly underrepresented as a percentage of the total respondents and that a number of other age groups, particularly the 35-44 age group, are overrepresented.

5.2.4   *Gender*

	Questionnaire responses	Active Borrowers *	Population figures (2001 Census)
Male	38%	41%	49%
Female	62%	59%	51%

* Active Borrowers = the gender is not available for a proportion of our borrowers, therefore the calculations have been done using the known figures only

The above table shows that the gender breakdowns for questionnaire respondents and active borrowers are closely matched. The variance between the active borrowers and population breakdowns is common across public library usage in the UK for men and women.

5.3   **Library usage**

5.3.1   87% of respondents have visited a library at least once a month over the past year while 52% of respondents have visited at least once a week. Only 19 respondents (2%) have not visited a library in the past year.

This demonstrates that the vast majority of respondents are regular library users and may have a pattern to their visits based on, for example, borrowing habits or use of ICT facilities.

5.3.2   83% of respondents supplying details of their nearest library named one of the six buildings which are proposed for closure, with the breakdown as follows:

34% - Kensal Rise
24% - Preston

---

[1] Census 2001: Under 15s
[2] Census 2001: 15 to 24

10% - Barham Park
6% - Cricklewood
5%- Tokyngton
4% - Neasden Library Plus

The remaining 17% of respondents named one of the six buildings not proposed for closure as being their nearest library. It is worth noting that the total visits for the six libraries proposed for closure represented less than 25% of total library visits in 2009/10 without taking into consideration that Harlesden was closed for refurbishment.

5.3.3   In terms of the libraries that respondents use the most often, several respondents selected more than one library, with the four highest responses being:

35% - Kensal Rise
24% - Preston
15% - Willesden Green (compared with 5% for nearest library)
11% - Barham Park

The above figures demonstrate that in addition to the vast majority of respondents being regular library users, most respondents are regular users of one of the six libraries proposed for closure or live near to one of the six buildings.

5.3.4   It is interesting to note that 15% of respondents name Willesden Green as one of the libraries that they use frequently, compared with the 5% of respondents who name it as being their nearest library. This figure hints at the different role that large, well resourced and centrally located libraries play and has implications for the development of the library offer.

5.3.5   90% of respondents walk to the library as one of their methods of travel while 17% travel by car and 14% by bus. These figures reflect strong local usage by respondents.

5.4   Reasons for Library use

5.4.1   Respondents were invited to indicate one or more reasons why they use Brent libraries. The highest level of responses (87%) relates to using libraries for pleasure and following up interests while 42% of respondents use libraries in connection with studies or learning and 23% in connection with work. 296 respondents (27%) specify other reasons for using libraries. The majority of these responses (181 in total) highlight visiting the library with their children for a variety of purposes including choosing books, attending events and researching homework topics. The combined total of respondents who name studying/learning or visiting with children represents 55% of total responses. This reflects the heavy usage of all Brent libraries made by children and young people and the high take up of learning opportunities offered by the library service.

Q5. Why do you use Brent Libraries? (Tick all that apply)

Responses	count	% of respondents
In connection with my work	252	23%
In connection with my studies or learning	450	42%
For pleasure and to follow up interests	934	87%
For other reasons (please specify):	296	27%

5.4.2   Respondents were asked to provide multiple answers to this question if relevant. 89% of respondents borrow books while 41% borrow multimedia items. The second most popular service is finding information at 59% with 27% researching topics e.g. local or family history. The use of newspapers and magazines (51%) is surprisingly significantly higher than the response rate for using computer and internet facilities (34%).

32% use the library in connection with a children's activity e.g. story time, with 27% using the study or homework facilities. The total range of responses demonstrates that good use is made of key elements of the current library offer and will be invaluable in informing the development of the revised offer.

Q6. Which services do you use? (Tick all that apply)

Responses	count	% of respondents
Borrow books	986	89%
Borrow multimedia items (talking books, e-books, music CDs, DVDs)	453	41%
Read magazines or newspapers	562	51%
Find something out / look for information	648	59%
Research topics - e.g. local or family history	304	27%
Study or homework facilities	294	27%
Follow a computer-based learning course	104	9%
Use the computer and internet facilities	374	34%
Use Wi-Fi	130	12%
Attend a children's activity e.g. story time	353	32%
Attend a reading group or author talk	159	14%
Attend an exhibition or community meeting	179	16%
Attend a regular event e.g.over-50's club	50	5%
Other services or facilities (please specify)	71	6%

An analysis of the 2009 Public Library User Survey (PLUS) results for Brent indicate that 42% of respondents visited a library intending to borrow books, with 36% intending to use a PC and 40% visiting to find something out. Whereas the percentages for using a PC are closely matched, there is significant disparity between the two surveys with regard to the number of respondents borrowing books (47%) and those finding information (19%.) This serves to further underline

that questionnaire respondents are not closely representative of library users across the service.

5.4.3   When looking at online library services, approximately two thirds (65%) of respondents said they look for and request books online with 60% renewing books or multimedia items. 48% of respondents look for information and 28% research topics.

5.4.4   It proved very difficult to engage with and obtain responses from current non users of library services during the public consultation, particularly with regard to the completion of the questionnaire. Only 19 respondents to the questionnaire (2% of the total sample) have not visited a library in the past year. No strong pattern emerged in the reasons cited for not using Brent libraries but it is worth noting that accessibility and a poor selection of books were included in the responses.

In response to the question "what would encourage you to do so (use a library)" some respondents cite services that are already provided while others cite services that are included in the LTP proposals e.g. longer opening hours, improved stock. There is clear evidence in these responses that marketing of the revised library offer will be a priority to ensure the successful implementation of the LTP

5.5   **Response to proposals**

5.5.1   24% of respondents agree and 61% of respondents disagree with the broad proposal that Brent Libraries will become community hubs with revised service delivery and funding principles and a clear definition of the library offer. The low percentage of respondents agreeing with this proposal can be attributed to three factors:

- It is inevitable that people do not want to lose local, convenient facilities which they actually use. The Council has to consider whether the expectation of continuing such services can be met in the light of broader service strategies and resource constraints.

- apart from headline principles, the revised library offer was still in development during the course of the consultation period to ensure that the new offer recognised and embraced feedback from respondents.

- a large number of additional comments received on this proposal focused on local issues rather than the wider library offer and this would seem to be reflected in the overall response rates.

5.5.2   With regard to the specific rationalisation of library services, including the proposals to close six libraries, 11% of respondents accept that the suggested course of action is reasonable while 82% don't accept it is reasonable.

Given the very high response rate from residents who use one or more of the libraries under threat of closure, this ratio is not surprising.

This interpretation is supported by the specific additional comments on both proposals submitted as part of the questionnaire which show strong local support for keeping individual libraries open, particularly Kensal Rise and Preston libraries.

Q11. To what extent do you agree or disagree with this proposal?

Responses	count	% of responses
Strongly agree	108	10%
Agree	152	14%
Neither agree nor disagree	156	14%
Disagree	150	14%
Strongly disagree	510	47%
Total Responded to this question:	1076	100%
Total who skipped this question:	70	
Total:	1146	

Q13. Do you accept that in order to achieve an efficient and cost effective service, that the suggested course of action is reasonable?

Responses	count	% of responses
Strongly agree	40	4%
Agree	78	7%
Neither agree nor disagree	83	8%
Disagree	185	17%
Strongly disagree	709	65%
Total Responded to this question:	1095	100%
Total who skipped this question:	51	
Total:	1146	

6.0   Future use of library services

6.1   A key purpose of the consultation was to seek people's views on a range of ideas and proposals for the future development of the library service to inform a revised offer as part of the LTP proposals. A range of possibilities, all of which are under active consideration by library services across the UK were put forward for consideration. These suggestions sought to gauge people's views for potential developments that are happening nationwide.

6.2   By far the most popular of these, at 79% of questionnaire respondents, was the

suggestion that library buildings could also be used as community meeting places with the second highest level of support (44%) being for the suggestion that other public services should share library buildings. The high level of support for these suggestions would appear to directly contradict the stated disagreement of 61% of respondents with the broad proposal that libraries should become community hubs with revised service delivery and funding principles.

6.3　This further illustrates that the positive aspects of the LTP e.g. increasing usage of libraries, do not appear to have been recognised by a large number of respondents.

Q15. Thinking about library services in 3-5 years time, which of the following scenarios most appeal to you? (Tick all that apply)

Responses	count	% of responses
Fewer, bigger better libraries	115	12%
Increase provision of downloadable e-books	209	23%
Increase provision of downloadable e-audio books	154	17%
More information online	245	27%
Library buildings also used as community meeting places - for community groups, exhibitions and other activities	727	79%
Other public services sharing library buildings	409	44%
Collections of books for loan in local public places e.g. doctor's surgeries, community centres	133	14%
Information kiosks for access to library services and resources in local public places e.g. doctor's	140	15%

6.4　With regard to gauging the level of public support for volunteering in libraries, a high proportion of respondents (60%) said they would be prepared to support the library service as a general volunteer and 42% would be prepared to be a member of a management board. These results appear to give a significant level of support to alternative methods of service delivery but further work would need to be undertaken in terms of clarifying longevity and sustainability issues.

Q16. Would you be willing to support your local library by volunteering to help in any of the following types of activity?

Responses	count	% of responses
General volunteering, e.g. assisting customers, shelving books	293	60%
Increasing access to library buildings such as developing their use as community venues	154	31%
Assisting with children's activities such as Story times	224	46%
Assisting with older people's activities	159	32%
Helping people to learn e.g. basic IT skills	165	34%

Promotion and fundraising activities	143	29%
Being a member of a Community Management Board (monitoring, decision making, advocacy	205	42%
Other activities	80	16%

17. Which of the following services would you be prepared to pay a reasonable charge to use?

Responses	Would use for a reasonable charge	Might use for a reasonable charge	Would not use if charged	No reply	Total
Use of computers and the internet	220	247	334	345	1146
Use of Wi-Fi	150	192	358	446	1146
Children's events and activities	177	216	279	474	1146
events and activities for adults	290	328	171	357	1146
posting books to your home	239	253	242	412	1146
posting multimedia items to your home	222	222	241	461	1146

	Would use for a reasonable charge	Might use for a reasonable charge	Would not use if charged	No reply	Total
Use of computers and the internet	19.2%	21.6%	29.1%	30.1%	100%
Use of Wi-Fi	13.1%	16.7%	31.2%	38.9%	100%
Children's events and activities	15.4%	18.8%	24.3%	41.3%	100%
events and activities for adults	25.3%	28.6%	14.9%	31.1%	100%
posting books to your home	20.8%	22.1%	21.1%	35.9%	100%
posting multimedia items to your home	19.4%	19.4%	21.0%	40.2%	100%

6.5   **Additional Comments**

A narrative field for comments was included in the questionnaire, and a range of responses are shown below. It should be noted that whilst officers have tried to make this representative, inevitably there has been some selection. Furthermore, some comments are based on misapprehension either of the facts or of the proposals, but have been included to illustrate the challenges made.

COMMUNITY HUBS/ASSEST MANAGEMENT	
"I understand that it is still **cheaper to keep the 6 local libraries than to spend the millions proposed on a new super library**". **The new Civic Centre** – not a convenient location, Wembley centric initiative, why spend money on a new development that's not required, spend the money on keeping libraries open instead, poor public transport links from some parts of the borough. "I fail to understand why the main library for the north of the borough will be located at the new Civic Centre as I would consider this is a very	83

inconvenient location. Especially on match and event days, not to mention the restrictions on parking and changes to bus routes which cause a real problem with movement in the area"	
Proposals could **exclude older residents**. "Aside from the down fall to families, the **elderly who may not often have a say or participate in surveys or feedback sessions may not be heard** and may become more isolated by not having access to libraries close to home".	13
Libraries need to be in **residential areas** – families, young children and older people **like to walk to libraries**. Shutting libraries does not improve service provision, forcing local people to travel miles is totally unacceptable. People need libraries within **easy reach of their homes**- particularly young people, elderly people and people with mobility issues. "It is key that within the large borough of Brent that people have these resources **close to where they live**". "Libraries should not be located at increasing distances from the local community so that people have to use the car or public transport". "This is not environmentally friendly and makes it difficult for children and elderly people".	172
Libraries should be **local hubs** rather than large community hubs. "You are **forcing people away** from a community based Library to a mega library".	63
The assertion that libraries are in **poor locations is not correct**	33
The **cost of travel** will stop residents using any library services	23
"The **proposition is not cost effective** and I absolutely disagree with your statements and reasons for wanting to close local libraries". "If it is true what the Government says that we all have a voice, then listen to the local residents and keep our local libraries open". "I **do not want to attend my doctor's surgery to borrow a book** thank you, nor travel for an hour on buses with a child in a buggy to borrow a book - this absolutely goes against the point of a local library".	29
Do not shut down libraries which are **accessible** and near to tubes and have free car parks which make it easy for people reach **esp. handicapped. e.g. Preston Road**	40
"All the best to Brent Council and Service Leads for this innovation, and strongly **support these proposals**".	10
"The libraries you want to keep are not of equal size, Kilburn is quite small/awkward to get to by bus". **Size and location should be considered.**	4
Kingsbury Library is an excellent example of turning around the service and creating a well used centre.	2
Kingsbury Library Plus as a building **is far too small** for its usage and footfall. "There is not enough room for book racks, everything is very cramped".	3

Huge libraries are off putting, sterile, intimidating and overwhelming.	19
"Not really interested in other local public services if I'm visiting a library". "May cause disruption to those who intend to use the library, as a library".	16
The fact that Brent has **failed to keep buildings in good repair** is no justification for closing them.	6
"You say only **9% of budget is spent on books. What will the percentage be with the new** proposals? If it is not significantly higher then the statistic is irrelevant".	11

LIBRARY CLOSURES	
"Closing Preston library would mean taking the bus or car to use a library – this could **deter a generation of children from using the library"**. "Preston Library is the only service we have left". "We deserve local services too". **Preston library is not poorly located; it is the only Council service in the area.** "Charges for requesting books from other libraries and lack of investment are responsible for its current state".	82
"I don't agree to closing any libraries except **for Kensal Rise, Neasden and Preston**" **– (variations on the above)**	8
"The **small local libraries** at Barham Park and Preston Road are much nearer to me than any high street".	15
Tokyngton is better equipped to serve local residents	3
Barham Park Library is better equipped to serve local residents and "much more pleasant to visit than Ealing Road which has become a glorified social centre". **"Barham** has just been closed for refurbishment (I wonder at what cost) and considering closing it now would appear to be a waste of our money)".	48
"I **work in a school and** we often take our pupils to our nearest library, **Barham Park**. It is walking distance. If libraries were to be made inaccessible to our school children - that would be very unfortunate".	3
"Closing libraries which have recently been **refurbished i**s a waste of money"	38
"Kensal Green Library is a historically important library – it was opened by Mark Twain"! "**It is the hub of the local community**, used by families and school children". "Do not close this library".	153
"I worry that my local library **Cricklewood** will be closed in favour of WGLC". "Cricklewood is far more convenient, the computers are more accessible, the atmosphere is nicer". "Small local libraries such as the one on Olive Road are a fantastic resource for all sort of groups within the community". "I wouldn't walk to Willesden Library for a half an hour singing	24

session with my baby, but we go twice a week to Cricklewood library".	
"Although we are regular users of Cricklewood Library **we could just as easily walk a little further to WGLC**. "Unless the funding to Cricklewood is increased, I too would close it down – it's a luxury we cannot afford in the current climate".	10
"Some areas like **Neasden** do not have much else to offer, there is no Youth Club, No Children's Centre or anything here". "**The library should remain but offer other services**".	22

SERVICES AND STOCK	
More books needed in Brent libraries, wider range of stock, low spend on stock contributes to low visitor numbers and high cost per visit. "Often the library is poorly stocked and there is poor choice".	68
Payment mechanisms should be online and Chip and Pin should be introduced. "You should be able to pay fines online or at least with a card at the in-house machines".	7
The **online catalogue** needs to be improved.	7
More staggered opening hours. "It doesn't make sense to have most libraries closed on Wednesdays"	35
"As a young person myself, I am thoroughly disappointed that Brent are reducing facilities for young people. During **exam periods**, in particular, Brent Libraries are packed with GCSE and A Level Students. Brent have also experienced vast **improvements in education standards** - surely these go hand in hand".	4
Need to see **friendly and experienced staff not machines.**	10
Short term approach to closing libraries is wrong.	17
"Within the library provide more electric sockets for people to plug in their laptops". "More opportunities for **wifi use** not just within the library but spaces around the library". "**The website needs to be more user friendly and provide more services**".	11
IT/Multimedia is very expensive to install and run. "IT companies see local councils as a naive cash cow to be milked".	5
"Access to information will be greatly reduced for those who **do not have computer access at home". "We use the library mainly to use the computers".**	47

ALTERNATIVE DELIVERY MODELS/ INCOME OPTIONS	
Smaller libraries should stay open with **less books and skeleton staff**.	27

"I agree that some change is required, libraries can **generate some income** and communities can help run them". "You could offer people in the community an opportunity to do **voluntary work** at the libraries in order to get a reference to secure paid employment".	31
"I've heard that there are proposals for the **unused upstairs floors of Kensal Rise library** should be renovated and let out to the **private sector** which would help raise extra funds to run the library". "I think that's a very good idea. Could lottery funding help in any way?"	13
"If budgets are to be cut, have the council thoroughly **considered other ways of operating** the library? e.g. 1) using trained volunteers together with library staff (cuts costs of staff by 50% at least!) 2) asking **private enterprise to invest** in return for business opportunities, say a **small coffee shop inside/outside** Preston library where there is plenty of space. 3) change status of library to charitable status and **asking users to pay a small annual fee** per household direct to Preston library. 4) Permit extension of Preston library by private business to **create another storey of residential/community accommodation** above the library which can be rented out and earn an income stream". **Similar comments made with regards to other libraries**	33
WGLC used to have a café and cinema. "This could generate some income"	12
"Would it not be better to work with local partners – London Transport, schools, colleges etc – to ensure the existing sites are significantly improved in terms of access and facilities provided?"	33

7.0   PUBLIC MEETINGS

7.1   Two borough wide public meetings were held during the consultation period at Willesden Green Library Centre and Brent Town Hall. These were held in addition to the Area Consultative Forums as detailed above. A complete set of notes from each of the service user consultative and area consultative forums, public meetings and open days are available on www.brent.gov.uk/

7.2   Over a hundred people attended the two meetings and, the proposed closure of six libraries dominated the public meetings and the Area Consultative Forums. More deliberative processes, particularly the Open Day, enabled some more qualitative feedback from residents. It is clear from the discussions that the library service is well supported and valued by residents who use it.

7.3   **Open Day**
An Open Day was held in January in Willesden Green Open giving people the opportunity to query and or comment on the proposals. Approximately 50 people

discussed the proposals with officers with the main themes shown below. The range of comments show both the tensions between the aspirations of different users and the types of issues being raised when users have more opportunity to feedback on the service

7.3.1 Stock

- Quality of books and amount of books appalling. Decent books by good authors hard to find. Even if you order it takes too long – need better selection outside of popular.
- Good classics get discontinued. Used to have great literature selection, not any more. Good for 41/2 year olds but quality of books for 9 and 14 year olds is poor. Offer is a joke
- There are too many graphic novels and not enough educational texts. Graphic novels won't help with education! Also, too much emphasis on other languages when 80% of Brent speak English. Stock is decimated. See the need for emphasis on books in other languages but not to the detriment of good quality authors/literature
- Definitely need books from the 800+ children's authors. In relation to the museum with the exception of the cat, the exhibitions are bad. Magazines that you order never arrive.
- The Willesden Green Library Centre has been run into the ground. Reference books discarded and sold at low prices when they are worth much more.

7.3.2 Information Technology

- Computer users are logging on with other peoples cards so that they can have more than 30 minutes free time.
- Insufficient number of PC's with big screens and big keyboards. In addition there needs to be more staff support for adults with low literacy skills and IT skills. In addition staff need to have more knowledge of assistive technologies
- It provision needs to offer both internet and remote access
- Ensure that computer space is balanced with the need for quiet study space areas

7.3.3 Consultation Process

- Questionnaire is appalling. Questions are leading. Did you use a professional company? Doesn't look like it e.g. do you accept the course of action like it is reasonable. That is leading? Another example would be which service would you pay to use? That is a leading question. Hard to answer, not prepared to pay for WIFI as I don't use it. No filters on the questionnaire. Not enough toilets at Willesden Green Library Centre,

please bear this in mind for new plans. Enjoying the author visits hope they will continue.

- Consultation article in the Brent Magazine is deliberately misleading
- Queries around why there were no public consultation meetings at each of the four libraries

7.3.4   *Access and Affordability*

- Queries around how schools, young people, disabled and older people are going to access a library service in areas like Cricklewood where there is a very poor public transport network
- Queries around where areas of deprivation have been considered when developing the proposals and how individuals and families with low incomes are going to avail of a service where they are going to have to consider public transport charges.

7.4   **Area Consultative Forums**

7.4.1   There are five Area Consultative Forums which offer residents the opportunity to have their say about issues which matter to them. At each meeting, residents, businesses and community representatives are able to raise questions about services provided by the council and other agencies in Brent. Chaired by a Councillor, each area forum meeting is open to the public and is held during a weekday evening in an accessible venue.

An estimated 543 residents attended the forums during the consultation to hear further details of the proposals and provide feedback to officers and members. Similar to the public meetings and Service User Consultative Forums there were a number of shared issues raised and a number of queries around issues and visitor numbers for each of the libraries proposed for closure.

7.4.2   Shared issues included those below. Members should note that many of these are addressed through the EIA at paragraph 9 and Appendix Four, rather than within this report on the consultation.

- Increased distance to libraries for those who find travel physically demanding, too time consuming or too expensive particularly older people, women with young children, children and young people, people with disabilities and older people (see EIA)
- Negative impact on educational standards as schools specifically in the Preston and Cricklewood areas feel that they will not be able to physically access another library and therefore their needs are not being met.
- Negative impact on social cohesion as the most disadvantaged e.g. children and young people from BME backgrounds, older people and people with disabilities will have increased barriers to use. In addition it

is felt that affordability will be a factor for the unemployed and those that are on comparatively low incomes
- Queries on the necessity of the civic centre development and suggestions on the shelving of this project and use the finances to keep all twelve libraries open
- Attendees took a local approach in outlining improvements with a strong emphasis on suggesting other libraries for closure rather than their neighbourhood facility. There was a strong representation for Kensal Rise and Preston Libraries with suggestion that Kilburn is proposed for closure instead of Kensal Rise and the Civic Centre development shelved and the Preston Library Service retained.
- Reduce hours across all libraries to spread the impact more equitably and protect more libraries
- Ensure that voluntary groups and or alternate service delivery arrangements are given appropriate consideration and support (see paragraph 12 and Appendix Seven for the way in which alternative proposals have been addressed.)
- Queries on issues and visitor numbers for the libraries proposed for closure

7.5   Service User Consultative Forums

7.5.1   Service User Consultative Forums (SUCFs) were created to encourage the users of specific services to have a say about the service they receive. The forums focus on specific groups of users, namely:

- Black and Minority communities,

- Brent Youth Parliament,

- The third and voluntary sectors

- People with disabilities

- Pensioners and

- English Subject Leaders. (school literacy coordinators)

7.5.2   Over a hundred people attended the forum meetings at which the proposals were outlined.

7.5.3   Shared issues identified were :

- Loss of shared neutral space which has implications for people from all ages and demographic backgrounds;
- Loss of a source of involvement and integration with the local community – negative impact on social cohesion
- Increased distance to libraries for those who find travel physically demanding, too time consuming or too expensive

- Recent refurbishments at Neasden and RFID self service installations at all six libraries proposed for closure both in terms of being a waste of money and indicative of short term planning.
- Queried the necessity of the Civic Centre and suggested shelving this project and keeping all twelve libraries open.

7.5.4   Shared suggested improvements:

- improved stock with particular emphasis on quality literature and access to more sophisticated study texts
- improved public computer access and wifi access, free colour printing to students and older people
- trained knowledge staff particularly in the area of IT and assisted technologies
- improved on-line booking system and digital services in general

7.5.5   There were some additional issues and suggested improvements based on the needs and circumstances of individual groups and these include:

Youth Parliament:
- Need for study space particularly during exam time and homework clubs. There was also an emphasis on this study space being delivered through shared services e.g. Children's Centres
- Need for more public computer access and reliable wifi links
- Regarding accessibility problems, school libraries should stay open longer and the stock from the proposed closures should be transferred to meet with the increased demand
- Investigate the possibility of using Council buildings like Brent House's meetings rooms as a study space venue and transferring the stock particularly study texts to schools

People with disabilities' forum
- Consensus about disability access in libraries being insufficient .Strong need to consult on the improvement/extension of the home delivery service and involve the group in the development of stock selection
- Insufficient number of PC's with big screens and big keyboards. In addition there needs to be more support for adults with low literacy skills and IT skills. Suggest working more closely with voluntary organisations that support people with these disabilities.

English Subject Leaders
- concerns about the closing of Preston library by 2 schools and the difficulties of being able to get to another library.

- Need for staff to be fully able to give advice on books, deliver excellent customer care and demonstrate expertise in finding information, knowledgeable in ITC and trained in the use of assistive technology.
- Need for staff to be trained to high standards to deliver quality services to children and young people including facilitating engaging under five sessions, class and school outreach visits and reading groups
- Consider gifting stock and furniture to Children's Centres

Voluntary Sector Forum
- Query around whether there is any scope for discussion around the use of other services / departments such as schools sharing the costs of a mobile library service which could meet the wider needs of the borough such as school library services and save the mobile bus making long journeys for just 1or 2 users.
- Need for improved marketing of services in particular the home delivery service

Pensioners Forum
- Strong emphasis on the need to involve older people in the implementation of the home delivery service and in the stock development. There is a definite need for more sophisticated study texts
- Need for IT courses specifically targeted to assist older people in accessing on-line and digital services
- Need to work closely with Transportation Services to ensure that the most disadvantaged older people can physically access services if they wish to.

7.6 **Class Visit Survey**

7.6.1 A class visits questionnaire was distributed to 79 schools in total; 60 primary, 15 secondary and 4 special. There were only 8 responses; all from primary schools namely Oliver Goldsmith, Our Lady of Grace Infants, Mora Primary School, St Mary Magdalene, Manor Primary School, Newfield, Roe Green Infants and Salsbury Primary which translates into a 10 per cent response rate.

7.6.2 Three of the schools responded specifically about three of the libraries proposed for closure i.e. Cricklewood, Kensal Rise and Neasden Library Plus.

7.6.3 The responses from all eight schools showed good local usage of libraries with the services primarily utilized being borrowing, storytelling, curriculum studies and author events. Class visits are commonly reported as being made to the nearest library with walking or mini bus being the method of travel. Only half of the schools currently make use of online services.

7.6.4 Five of the eight schools would not be prepared to use an alternative library but

all eight schools would make use of an enhanced outreach service if the proposed closures are implemented. Six of the eight schools stated that they would make greater use of online services.

7.7   Meetings with groups and individuals

7.7.1   Cllr James Powney and Sue Mckenzie, Head of LAH, met with representatives of library campaign groups on several occasions. These meetings, supplemented by significant email correspondence were primarily opportunities for interested parties to gather information about the service as it currently operates.

Date	With	Purpose
December 2nd	Kensal Rise library users	To discuss the proposals for Kensal Rise
January 14th	David Butcher and Margaret Bailey re Kensal Rise Library	To discuss the putting together of a business case by the Friends of Kensal Rise Library
February 7th	Eric Pollock, and representatives from Cricklewood Homeless Concern	To discuss an alternative proposal for Cricklewood Library
February 7th	Sagar Shah and others	To discuss the proposed closure of Preston Library and alternative proposals
February 16th	Preston Library users	To discuss proposals for Preston library
February 28th	Follow up meeting with David Butcher, Margaret Bailey and others	To discuss the FKRL alternative proposals

8.0   Correspondence

8.1   A specific mailbox was established and well used, with 111 responses from 99 separate email addresses. These are summarised below, again recognising that the range of comments show both the tensions between the aspirations of different users and the types of issues being raised when users have more opportunity to feedback on the service.

	Themes	Responses
	Consultation and requests for further information	
	Consultation: How is the Council consulting?	4
	Consultation: Questionnaire questions do not value neutrality: makes it difficult / less likely to answer in the negative.	1
	Consultation: Will the Council proceed with library closures while the consultation is continuing?	1
	Detailed report: Has a more detailed report been written on library services transformation that has not been made public?	1

Detailed report: Can the detailed report/s on the library transformation project be made available?	1
Appendix 3: What is the title of Appendix 3? Which Council function has decided that appendix is not for publication?	2
Equality Impact Assessment: request for a copy	1
Challenges to accuracy of information provided in consultation documents	
Libraries not 'under-used': ignores fact that they are open for only 4 days per week.	1
Libraries not 'under-used': ignores situation that book stock has been run down.	1
Kensal Rise library: not poorly located.	1
Kensal Rise library: is in densely populated area	1
Level of use: local library (Preston?) is over-, rather than under- used.	2
Costs (revenue and capital) and financial information	
Cost per visit: information requested on definition of visit; methodology to calculate cost per visit; which cost base used?	13
Cost per visit: What is the maximum cost per visit that is considered appropriate?	1
Running costs: detail of breakdown on running costs of the six libraries to close and/or all libraries.	7
Capital costs of running libraries?	4
Costs: Preston Library: What savings will be achieved by closure?	1
Preston Library: What would happen to the building / site if the library were to be closed?	1
Performance information: Do these refer to number of visit to the premises or to the actual library?	1
Performance Indicators: which were used to assess performance of libraries?	1
Value of land and buildings: information requested on methodology used to calculate values?	1
Covenant (Kensal Rise): do the valuation figures take into account a value for the grant of the land?	1
Legal: Was building (Kensal Rise?) given to the community with the proviso that it **would always** be used as a library?	1
Kensal Rise Library: What are annual costs of the library, cost of staff, cost of books?	3
Books: What is the Council decision making process that decides that only 9% of the budget is to be spend on books?	1
Repairs: Brent Council did not keep up with repairs to buildings, even when damage would accelerate.	2
Building repair cost: Kensal Rise: estimated at £488,000 over 20 years. How was this calculated / where is evidence?	1
Kensal Rise Library: If the library closes, what will happen to the building given the covenant?	8
Use of library: effect upon loss of local facilities	
Toy library: access to local toy library	2
Children: young children need to be able to visit a local library.	41
Homework: Older children need somewhere local to undertake / research homework	8
Studying: studying and revision for exams.	11
Young Adults: Appreciate access to local 'Teen Zone', graphic and young adult novels.	1

	School holiday activities: local libraries are important for access to local facilities.	1
	Courses: local provision to courses, e.g. knitting, crochet	9
	Community group meetings: access and local provision for community group meetings	3
	Films	4
	Newspapers: local access to newspapers	7
	Value of library as a community facility	
	Kensal Rise Library / Libraries: access to; cultural and local community facility	53
	Preston Road Libarary: access to; cultural and local community facility	13
	Cricklewood Librrary: community resource	3
	Neasden Library: Is well served by public transport, and a high-street location. Why is it proposed to close?	1
	Important during a recession, for unemployed, job-changers and others to learn, seek knowledge, information.	6
	False economy: closing libraries will be a false economy to the community at large	3
	Poorest sectors of community: effect on	4
	Social / warm: somewhere for people to keep warm, meet others	3
	Library size: Not all users think that bigger libraries are better. Many like the local character of their libraries.	
	Access, value of local location, and transport	
	Travel: Many people do not have cars and rely on local library; and would find public transport expensive.	23
	Disabled: Local libraries important for disabled users who would have difficulty travelling further distances.	6
	Opening times: closing local libraries would make it more difficult to reach / access libraries during opening times.	1
	Alternative proposals for funding the service, reducing costs (reducing other public functions not included)	
	Kensal Rise: Could upstairs and roof space be used for complimentary activities?	4
	Reduce opening hours rather than close the libraries.	5
	Electronic counters / Staffing: Could costs be saved by introducing electronic scanners, reducing staff, keeping libraries open?	1
	Funders: If Brent were to keep libraries open for part of time; and other organisations to fund/hire space at other times?	2
	Funding: Rent out space to café, bookshops, DVD rental.	1
	Membership fee: Consultee willing to pay membership fee to keep library open.	5
	Funding: Consider charging 25p per late book to raise finance, rather than close the libraries.	1
	Volunteers: Could library be run by volunteers?	3
	Paying /volunteering: Willing to pay / volunteer in other circumstances but on principle not to replace someone's job.	2
	Future: What is the future shape of the proposed service?	
	Will users of existing local libraries necessarily transfer use to the remaining libraries -or will that use reduce?	1
	Timetable: What is the timetable for the proposed improvements to the remaining libraries?	1

Willesden Green: What are the proposals / timetable for temporary closure for works?	1
Preston Library: Can the Council guarantee that any future development on the site will include useable (public?) space?	1
Home Library Service: No mention in Consultation Paper. Will it continue? Will Audio books monthly continue?	1
Home Library Service: Could Brent Community Transport be used to provide transport for Home Library Service?	1

8.2   Approximately 50 individual letters protesting about the closure of Preston Library were received from local school students.

8.3   **Detailed enquiries and requests for information**

During the consultation period detailed information requests were received pertaining to four of the six sites proposed for closure namely Barham, Cricklewood, Preston and Kensal. The common themes across the requests were:

- Clarification on site selection including rationale on geographic dispersion.
- Clarification on user and issue numbers.
- Building cost details including information on covenants where relevant.
- Staff salary data including Gross salary, Employers NI, Employers' pension contributions.
- Clarification on what notification if any has been sent to the Secretary of State responsible for Libraries about the Brent Council proposals to ensure compliance with the 1964 Act/
- Queries on transportation issues and whether deprivation factors have been taken into consider for the four wards.

As options for alternative service delivery models were being further explored by correspondents the following requests for information were received.

- Detailed breakdown of all costs by every possible type of expense including gas, electricity, insurance, phone lines. Broadband, equipment hire, business rates and all other specifically identifiable costs.
- Full basis of paying for the purchase of books.
- List of all types/titles of newspapers and magazines purchased and at what cost per library in each year.
- Full details of all external income for each Library for events, hire etc.
- In relation to the 1964 Act and any other Legislation what would be the process of handing over a Library to a Voluntary Organisation.
- List all Library contracts (Library by Library basis) that would need to be taken into account in relation to 5 above.
- Full analysis of any central costs a local stand alone Library would need to meet to provide a full service.
- Would TUPE apply if a voluntary organisations took over the management of the libraries.

8.4   Several Freedom of Information requests have also been received.

9.0   Petitions Received (at the time of finalising this report for publication)

Title of Petition	No of signatures Paper Petition	No of signatures E- Petition	Total
Brent Libraries – Petition to support the Observer's campaign to Keep Libraries Local and call on Brent Council to cancel its proposals to close six of the borough's libraries.	Nil	124 (run on a separate site by local Observer newspaper)	124
Brent Libraries – Liberal Democrat Library Petition opposing the Labour's Plan to close the libraries	672		672
Cricklewood Library – Petition to keep Cricklewood Library Open.	1,317	Nil	1,317
Neasden Library – Petition against the library being closed. "It is a lifeline not only for the senior citizens but also for the very young. Travelling to other libraries is not possible for the vast majority. The library is a community and a home for many people of every race, creed and colour, helping the young children who use the library to grow up without prejudice in multi-cultural environment. Neasden Library is not an old building in a state of disrepair as it was completely refurbished at great cost less than two years ago".	800	Nil	800
Kensal Rise Library – Petition against the closure of Kensal Rise Library.	35 (all children carried out in the classroom. No covering details of a contact)	Nil	35
Preston Road – Petition to object to the Labour Administration's decision to close six libraries in Brent including Preston Road	819		819
Preston Road - Petition to keep the Preston Library open and give full consideration to alternatives to the removal of essential local library services to the Preston ward under the Brent "Library Transformation Project". The petitioners oppose the sale or redevelopment of the site that does not include a Brent public library.	5486 (this is the figure given by the petitioners) (more sheets of signatures will be submitted during the week)	409 + 88 (collected on a separate web site called GoPetition. Not enough detail to be able to properly verify each signature)	5983 + 88
Brent Libraries (one member of the public) – Petition to keep all the Brent Libraries Open as they are so useful to children and adults.	Nil	1	1

10.0   Summary of findings and relation to the proposals

10.1   The public consultation on the Library Transformation Project reached an impressive number of residents, library users and stakeholders via a range of consultation formats. Over 1500 people completed the questionnaire and

approximately 700 people attended a meeting or forum where the principles of the LTP were outlined and questions from the floor answered.

10.2   The consultation report is a significant part of the information underpinning the proposals, but it does not stand alone. In particular, in formulating the recommendations, officers have had close regard to:

- The drivers for change, articulated in paragraph 5 and Appendix One, which include.
- A more detailed needs assessment and evaluation of the guidance supplied by statute, policy and good practice and
- The resources available to the Council and potential alternative ways to run the library service within the funds available.
- The Equalities Impact Assessment at paragraph 9 and Appendix Four, which explicitly addresses many of the issues raised in this consultation
- The opportunities presented for alternative uses of the six buildings, particularly for the provision of a community-run library.

10.3   The consultation response, unsurprisingly given the focus on local issues, opposes the proposed closures and pays little regard to the wider implications of the Libraries Transformation Project.

Annexe 3.1

London Borough of Brent

Libraries, Arts and Heritage

Libraries Transformation Project 2010

Proposals for consultation

Brent residents can now have their say on the future of the library service. This document sets out the proposals for changes which are subject to extensive public consultation from 29th November 2010 to 4th March 2011.

The Libraries Transformation Project aims to enhance the quality of library provision in Brent. It is proposed that the number of library buildings in the borough be reduced, enabling resources to be concentrated on the best located libraries. A core library offer for residents will be established that provides value for money and better reflects customer needs. Online and digital services will be increased and improved to widen access and comparable services will be provided to those residents who are unable to visit a library.

In line with the new corporate strategy, "Brent, Our Future", libraries will be co-located with other council services and local agencies to create community hubs providing and promoting cultural activities in convenient locations across the borough.

The project will ensure that Brent residents are provided with a relevant and cost effective library service. The emphasis will be placed on a clear, universal offer to library members, regardless of how they access library services

Library services will be remodelled based on the needs of people who live and work in Brent and will provide improved value for money for the Council and the taxpayer.

The Libraries Transformation Project aims to deliver:

- A realignment of resources to achieve both improvements and efficiencies
- A clear definition of what residents can expect from their library service, wherever they live or work.
- A library service based on an assessment of the needs of customers and residents.
- Modern, multi functional, library buildings
- A review of digital and online services.
- A staff training programme to ensure that the library service is equipped with a multi skilled workforce to deliver the aims of the project.
- Shared services with partners and neighbouring boroughs to provide increased value for money

- Savings in excess of £1million.

The vision for Brent's Library Service
By 2014 Brent will have six high quality multi purpose libraries in high street locations, delivering:
Access to books, learning and information
Access to digital technology
Access to cultural activity
Access to council services
Access to safe and neutral community space

The proposals

Buildings
A commitment to ensuring that residents have high quality library facilities in accessible locations.

Reduce the number of libraries in Brent to six:

- **Willesden Green**
- **Ealing Rd**
- **Kingsbury**
- **Harlesden**
- **Town Hall***
- **Kilburn**

(*Town Hall Library will relocate to the new Civic Centre in 2013)

This requires the closure of six libraries which either have low usage and/or are sited in a poor location. It is therefore proposed that Tokyngton, Kensal Rise, Barham Park, Cricklewood, Neasden and Preston libraries will close in May 2011.

Library services
The development of a clear offer to residents of what they can expect from their library service, regardless of where they live in the borough. The offer will cover the loan of books and other materials, e-books and online information services, access to library services, reading and learning activities, and the role that libraries play in engaging with local communities.

A review of all back office processes and the development of proposals to share functions with other London boroughs where appropriate.

Books

We propose maintaining the current level of spending on books and increasing the influence of customers on what is bought.

Access

We are proposing to improve our services to those people who are unable to visit a library by developing our home delivery and outreach services.

Online services will be reviewed and improved.

All six libraries will be open on Sundays.

Staff

We will implement a staff training programme to ensure that the libraries are equipped with a multi skilled workforce to provide the service that fully meets the needs of all our customers.

Community involvement

We will develop a clear approach to voluntary organisations who wish to present a robust business case for running library services in vacant buildings (subject to agreement of building owners and at no cost to the Council).

Reasons for the Library Transformation Programme

- The current economic situation and impending public sector spending reductions mean that Brent Council has to make substantial savings.

- Because of staffing and premises costs, only 9% of the libraries budget is spent on books and other materials.

- It has been proven that the location and quality of library buildings affect usage levels.

- There is only limited capital funding available to improve library buildings

- The shared service approach is already successful at Kingsbury and Harlesden libraries through the Library Plus offer.

- There are opportunities to jointly provide library services with neighbouring boroughs.

- A service consisting of twelve library buildings is not sustainable and we need to concentrate resources on successful ones. The table below indicates the disparity in costs and its relation to usage

Libraries performance v cost 2009/10

Library	Visits per year	Cost per visit (£)
Willesden Green	499,070	0.90
Ealing Road	261,000	1.20
Harlesden	200,000 (est)	1.60
Kingsbury	205,000	1.80
Town Hall	166,955	2.50
Neasden	117,604	2.30
Kilburn	103,027	2.40
Preston	95,591	2.40
Barham Park	62,507	2.90
Cricklewood	48,786	3.70
Tokyngton	46,990	3.90
Kensal Rise	45,755	4.00

Consultation

Brent Council wants to ensure that everyone who lives or works in Brent has an opportunity to have their say about the future of the library service.

A comprehensive consultation programme will take place between 29th November 2010 and 4th March 2011. Full details are outlined in the Consultation Plan which is available on the Consultation Tracker website – www.brent.gov.uk/consultation

Copies of all background consultation documentation in alternative formats and languages are available on request.

Annexe 3.2 - Libraries Transformation Project Consultation Plan

Background

Brent Council is proposing to change the way residents experience libraries in the borough and we are inviting you to have your say on the proposed changes.

Currently Brent has 12 libraries across the borough with varying levels of use by residents. It is proposed that the number of library buildings in Brent will be reduced, releasing more funding for libraries in convenient high street locations.

This funding will allow us to enhance the services available to residents and to provide greater value for money for all customers. We will expand and improve online and digital services which customers will be able to access from any location. We will also improve our home library service for customers who are unable to visit a library.

Libraries will become community 'hubs', promoting cultural activities and information and providing access to a range of other council and local public services.

We will deliver:

- Modern and multi-functional library buildings in convenient high street locations
- A new arrangement of resources to achieve a range of service improvements based on the needs of residents
- A clear definition of what people who live or work in Brent can expect from their library service.

Over the next three months (29 November- 4 March), we will be publicly consulting on the proposals.

Methodology

- All Library Transformation Project consultation documentation including the questionnaire to be made available on Brent Council's Consultation Tracker website. – www.brent.gov.uk/consultation

- Copies of all background consultation documentation in alternative formats and languages to be made available on request.

Consultation Plan Final Version   **ND and AR – November 2010**

- Project specific email address set up and to be publicised to deal with any requests for information and or supplementary comments- libraryconsultation@brent.gov.uk

- A general letter outlining the Libraries Transformation proposals and details of how to access consultation document to be sent to approximately 13,000 designated stakeholders, including community organisations and the voluntary sector. This letter will also be distributed to 2,000 Citizen Panel members.

- Hard copies of the consultation documentation to be distributed upon request and also to be made available at all Brent Libraries, Sports Centres and One Stop Shops.

- Libraries Transformation Project Consultation to be publicised on all library public user computers.

- Feature on the consultation programme to be included in the December and January issues of the Brent Magazine.

- Press Release to be issued.

- Area Consultative Forum (ACF) attendees to be consulted.

- Service User Consultative Forums (SUCfs) to be consulted.

- Two public meetings to be held at Willesden Green Library Centre and Brent Town Hall on the 1 December 2010 and 6 January 2011 respectively.

- An Open Day to be held at Willesden Green Library Centre on 12 January 2011.

Key Public Meeting, Area Consultative Forum and Open Day Dates

Forum	Date	Venue and Time
Harlesden Area	11 January 2011	All Souls Church next to Lloyds TSB at 7pm

Consultation Plan Final Version   ND and AR – November 2010

Forum	Date	Venue and Time
Kilburn and Kensal Area	12 January 2011	Queens Park Community School at 7pm
Wembley Area	18 January 2011	Patidar House, Wembley at 7pm
Willesden Area	19 January 2011	College of North West London at 7pm
Kingsbury and Kenton Area	9 February 2011	Kingsbury High School at 7pm
Public Meeting	Date	Venue and Time
Willesden Green Library	1 December 2010	Willesden Green Library at 6:30pm

Consultation Plan Final Version   ND and AR – November 2010

Public Meeting	Date	Venue and Time
Brent Town Hall	6 January 2011	Brent Town Hall at 6:30pm

Open Day	Date	Venue and Time
Willesden Green Library	12 January 2011	Willesden Green Library at 10:30am-1pm and 2:30pm-5:00pm

Service User Consultative Forum Dates

Forum	Date	Venue and Time
Black and Minority Ethnic	30 November 2010	Brent Town Hall at 7:30pm
Brent Disabled User	2 December 2010	Brent Town Hall at 2pm

Consultation Plan Final Version   ND and AR – November 2010

Forum	Date	Venue and Time
Pensioners	6 December 2010	Brent Town Hall at 2pm
Voluntary Sector Liaison	6 December 2010	Brent Town Hall at 1:30pm
Brent Youth Parliament	21 December 2010	Time and venue to be confirmed

Consultation Plan Final Version

ND and AR – November 2010

Annexe 3.3- Brent Libraries Transformation Project Questionnaire

Brent Council is proposing to change the way residents experience libraries in the borough and we are inviting you to have your say on the proposed changes.

The purpose of the consultation is to find out: -
- what people want and need from their library service for the future
- how far information technology can be used to deliver services
- how services can be delivered or made accessible outside of library buildings
- what people think of the Library Transformation proposals
- which library services have potential to generate more income
- the extent to which communities can become involved in managing and running local libraries

This consultation will take place from the 29 November 2010 to 4 March 2011. Please help us by taking a few minutes to answer the following questions.

<u>Section A: Your use of the library service</u>

1. **How often have you visited a Brent library in the last year?** (Please tick one)

[ ]   At least once a week
[ ]   At least once a month
[ ]   At least once every three months
[ ]   Less often than once every three months
[ ]   Never **(if you ticked 'never' go to Question 9)**

2. **Which is your nearest Brent library?** (Please tick one)

[ ]   Barham Park   [ ]   Kingsbury Library Plus
[ ]   Cricklewood   [ ]   Neasden Library Plus
[ ]   Ealing Road   [ ]   Preston
[ ]   Harlesden Library Plus   [ ]   Tokyngton
[ ]   Kensal Rise   [ ]   Town Hall
[ ]   Kilburn   [ ]   Willesden Green Library Centre

3. **Which Brent Library do you use most often?** (Tick all that apply)

[ ]   Barham Park   [ ]   Kingsbury Library Plus
[ ]   Cricklewood   [ ]   Neasden Library Plus
[ ]   Ealing Road   [ ]   Preston
[ ]   Harlesden Library Plus   [ ]   Tokyngton
[ ]   Kensal Rise   [ ]   Town Hall
[ ]   Kilburn   [ ]   Willesden Green Library Centre

4. **How do you travel to the library?** (Tick all that apply)

[ ]   Walk   [ ]   Train / tube
[ ]   Car   [ ]   Taxi
[ ]   Bus   [ ]   Bicycle
[ ]   Other (please specify): _____

5. **Why do you use Brent Libraries?** (Tick all that apply)
[ ] In connection with my work
[ ] In connection with my studies or learning
[ ] For pleasure and to follow up interests
[ ] For other reason(s) (please specify): _____

6. **Which services do you use?** (Tick all that apply)
[ ] Borrow books
[ ] Borrow multimedia items (talking books, e books, music CDs, DVDs)
[ ] Read magazines or newspapers
[ ] Find something out / look for information
[ ] Research topics – e.g. local or family history
[ ] Study or homework facilities
[ ] Follow a computer-based learning course
[ ] Use the computer and internet facilities
[ ] Use wi-fi
[ ] Attend a children's activity e.g. story time
[ ] Attend a reading group or author talk
[ ] Attend an exhibition or community meeting
[ ] Attend a regular event e.g.over-50's club
[ ] Other services or facilities (please specify):_____

7. **Do you use any of the following online services?** (Tick all that apply)
[ ] Look for and request books
[ ] Look for and request multimedia items (talking books, e-books, music CDs, DVDs)
[ ] Renew books or multimedia items you have borrowed
[ ] Find something out / look for information
[ ] Research topics (e.g. in encyclopedias, dictionaries or other online reference books)
[ ] Download an audio or an e-book
[ ] Research local and family history resources
[ ] Read electronic copies of magazines and newspapers
[ ] Follow a computer-based learning course
[ ] Other services or facilities (please specify):_____

8. **How often do you access library services online outside of the library e.g. home, college or office?** (Please tick one)
[ ] At least once a week
[ ] At least once a month
[ ] At least once every three months
[ ] Less often than once every three months
[ ] Never

Please only answer Questions 9 and 10 if you have <u>not</u> used a Brent Library in the last year.

9. **If you don't visit or use public library services, what stops you from doing so?** (Tick all that apply)

[ ]   Lack of time   [ ]   I find everything I need online or from other sources
[ ]   Lack of interest   [ ]   Inconvenient opening hours
[ ]   I buy my own books   [ ]   Poor choice of books
[ ]   Overdue charges   [ ]   Other reason(s) (please specify):

10. If you don't visit or use library services, what would encourage you to do so?
_____
_____
_____

Section B: Your views about the future of the library service

It is proposed that Brent Libraries will become community 'hubs', promoting cultural activities and information and access to a range of other council and local public services.

The Council proposes to deliver:

- Modern and multi-functional library buildings in convenient high street locations
- A re-organisation of funding to make libraries more efficient
- A clear definition of what people who live or work in Brent can expect from their library service

11. To what extent do you agree or disagree with this proposal?
[ ] Strongly agree
[ ] Agree
[ ] Neither agree nor disagree
[ ] Disagree
[ ] Strongly disagree

12. Do you have additional comments on this proposal?
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

In order to achieve a more cost efficient and effective Library Service, it has been proposed that we rationalise service provision by closing six library buildings that are poorly located and have low usage: Barham Park, Cricklewood, Neasden, Tokyngton, Kensal Rise and Preston. The key drivers for change are:

- The economic situation and impending public sector spending cuts
- 12 library buildings not sustainable/desirable: need to concentrate resources on successful ones
- Only 9% of budget spent on books
- Argument proved that location and quality of buildings affect usage
- Limited capital available to improve library buildings
- Logic of libraries linking to emerging localities
- Huge opportunities for landmark facilities at Civic Centre and Willesden Green
- Shared service approach already successful (Kingsbury, Harlesden)
- Opportunities to share services with neighbouring boroughs

13. Do you accept that in order to achieve an efficient and cost effective service, that the suggested course of action is reasonable?

[ ] Strongly agree
[ ] Agree
[ ] Neither agree nor disagree
[ ] Disagree
[ ] Strongly disagree

14. Do you have additional comments or preferred course of action and your suggestion(s) on taking this forward?

_____
_____
_____
_____
_____
_____
_____

15. Thinking about library services in 3-5 years time, which of the following scenarios most appeal to you? (Tick all that apply)
[ ] Fewer, bigger better libraries
[ ] Increase provision of downloadable e-books
[ ] Increase provision of downloadable e-audio books
[ ] More information online
[ ] Library buildings also used as community meeting places - for community groups, exhibitions and other activities
[ ] Other public services sharing library buildings
[ ] Collections of books for loan in local public places e.g. doctor's surgeries, community centres
[ ] Information kiosks for access to library services and resources in local public places e.g. doctor's

16. Would you be willing to support your local library by volunteering to help in any of the following types of activity? (If yes, please supply your contact details below)
[ ] General volunteering, e.g. assisting customers, shelving books
[ ] Increasing access to library buildings such as developing their use as community venues
[ ] Assisting with children's activities such as Story times
[ ] Assisting with older people's activities
[ ] Helping people to learn e.g. basic IT skills
[ ] Promotion and fundraising activities
[ ] Being a member of a Community Management Board (monitoring, decision making, advocacy)
[ ] Other activities

If you ticked any of the boxes in question 16 above, please give us your contact details:

Name:	
Address:	
Postcode:	
Tel:	
Email:	

17. **Which of the following services would you be prepared to pay a reasonable charge to use?** (Please tick one box in each row)

	Would use for a reasonable charge	Might use for a reasonable charge	Would not use if charged
Use of computers and the internet	[ ]	[ ]	[ ]
Use of wi-fi	[ ]	[ ]	[ ]
Children's events and activities	[ ]	[ ]	[ ]
Events and activities for adults	[ ]	[ ]	[ ]
Posting books to your home	[ ]	[ ]	[ ]
Posting multimedia items to your home	[ ]	[ ]	[ ]

Section C: Local Organisations

18. **If you represent an organisation please provide your details below?**

Name of organisation:	
Contact Person:	
Telephone:	
Email address:	

19. **Who do you deliver services to?** (Tick all that apply)

[ ] Children

[ ] People with disabilities

[ ] Older people

[ ] BME groups

[ ] Young people

[ ] If other, please specify:

If you are filling this questionnaire on behalf of an **organisation**, you do not need to complete the rest of the questionnaire. Thank you for taking part. Please return the questionnaire using the FREEPOST address on the last page by **Friday, 4 March 2011.**

<u>Section D: About You</u> - If you are a **Brent resident** please complete this section.

By answering the following questions, you will help us ensure that we deliver a fair service to all our community. You do not have to give us this information, but we hope you will. All information will be treated in the strictest of confidence and will only be used to monitor and improve Brent Council services.

20. Are you....... (tick one box)

[ ]   Male   [ ]   Female

21. Your age group: (tick one box)

[ ]   Under 16   [ ]   45-54
[ ]   16-24   [ ]   55-64
[ ]   25-34   [ ]   65-74
[ ]   35-44   [ ]   75+

22. Which one of these groups do you feel you belong to? (tick one box)

[ ]   Asian Indian   [ ]   Mixed White & Asian
[ ]   Asian Pakistani   [ ]   Mixed White & Black African
[ ]   Asian Bangladeshi   [ ]   Mixed White & Black Caribbean
[ ]   Asian Other   [ ]   Mixed Other
[ ]   Black African   [ ]   White British
[ ]   Black Caribbean   [ ]   White Irish
[ ]   Black Other   [ ]   White Other
[ ]   Chinese   [ ]   Other Ethnic Group

23. Do you consider yourself to have a disability? (tick one box)

[ ]   Yes   [ ]   No

24. Does your disability or impairment affect your daily life?

[ ]   Yes   [ ]   No

25. What is your religion? (tick one box)

[ ]   Baha'i   [ ]   Islam
[ ]   Buddhism   [ ]   Sikhism
[ ]   Christianity   [ ]   Taoism
[ ]   Hinduism   [ ]   No religion
[ ]   Jainism   [ ]   Prefer not to say
[ ]   Judaism   [ ]   Other

26. **What is your sexual orientation?** (tick one box)

[ ]   Bisexual
[ ]   Gay
[ ]   Heterosexual
[ ]   Lesbian
[ ]   Prefer not to say

Thank you for taking part in this survey

Please send this back to us using the FREEPOST address below by **Friday, 4 March 2011.**
You do not need to put a stamp.

Libraries Transformation Project Consultation
FREEPOST (SCE 11999)
Room 25
Town Hall annexe
Wembley
HA9 9HD

Copies of this survey will be made available in large print and other formats on request.
For further information please call Cultural Services on 020 8937 5619 or email:
libraryconsultation@brent.gov.uk

APPENDIX FOUR

EQUALITIES IMPACT ASSESSMENT

Department: Environment and Neighbourhoods	Person Responsible: Sue Mckenzie
Service Area: Libraries	Timescale for Equality Impact Assessment : By 28.03.2011
Date: March 2011	Completion date: 28.03.2011
Name of service/policy/procedure/project etc: Libraries Transformation Project	Is the service/policy/procedure/project etc: New ☒ Old ☐

Predictive ☒ Retrospective ☐	Adverse impact ☒ Not found ☐ Found ☐ Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes ☒ No ☐

Is there likely to be a differential impact on any group? Possibly No ☐ Yes ☒	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers No ☐ Yes ☒	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities No ☐ Yes ☒
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability No ☐ Yes ☒	4. Grounds of faith or belief: Religion/faith including people who do not have a religion Yes ☐ No ☒
1. Grounds of sexual orientation: Lesbian, Gay and bisexual Yes ☐ No ☒	2. Grounds of age: Older people, children and young People No ☐ Yes ☒
Consultation conducted ☐ ☒	

Page 74

Person responsible for arranging the review: Sue McKenzie	Person responsible for publishing results of Equality Impact Assessment: Sue Mckenzie
Person responsible for monitoring: Neil Davies	Date results due to be published and where: April 2011 – Council website
Signed:	Date: 28/03/2011
Department: Environment and Neighbourhoods	**Person Responsible:** Sue Mckenzie
Service Area: Libraries	Timescale for Equality Impact Assessment : By 25.03.2011
Date: March 2011	Completion date: 25.03.2011
Name of service/policy/procedure/project etc: Libraries Transformation Project	Is the service/policy/procedure/project etc: New ■ Old ☐
Predictive ■ Retrospective ☐	Adverse impact Not found ☐ Found ■ Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes ■ No ☐
Is there likely to be a differential impact on any group? Possibly No ☐ Yes ■	Please state below:
3. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers No ☐ Yes ■	4. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities Yes ☐ No ■
4. Grounds of disability: Physical or sensory impairment, mental disability or learning disability	4. Grounds of faith or belief: Religion/faith including people who do not have a religion

No ☐ Yes ■	Yes ☐ No ■
3. Grounds of sexual orientation: Lesbian, Gay and bisexual	4. Grounds of age: Older people, children and young People
Yes ☐ No ■	No ☐ Yes ■
Consultation conducted No ☐ Yes ■	
Person responsible for arranging the review: Sue McKenzie	Person responsible for publishing results of Equality Impact Assessment: Sue Mckenzie
Person responsible for monitoring: Neil Davies	Date results due to be published and where: April 2011 – Council website and in Executive Committee report
Signed:	Date: 31/03/2011

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

1. What is the service/policy/procedure/project etc to be assessed?

Libraries Transformation Project

2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

2.1 Brent Libraries currently provides a public library service from twelve library buildings across Brent and a home visit service for people who are unable to visit a library. The service also deposits outreach collections in adult homes, nurseries and community centres. Services on offer to customers include

- Books, CDs, and DVDs for loan in a range of formats and languages including all the latest bestsellers.
- Information services including access to council services through Brent Contact points
- 24 hour online access to library catalogue, account management and information sources
- Free public internet , Wi-Fi and email access in every library
- ICT learning centres
- Skills for Life and ESOL support
- School visit programmes and homework clubs
- A year round programme of events and activities, including cultural celebrations, reading promotions, Summer Reading Scheme, reading groups, Family Learning sessions, ICT for older people, health advice sessions,
- Study space
- Art exhibitions, displays and workshops
- Meeting rooms for hire and venues for training/adult education courses

2.2 Libraries Transformation Project

The Libraries Transformation Project aims to enhance the quality of library provision in Brent. It is proposed that the number of library buildings in the borough be reduced, enabling resources to be concentrated on the best located libraries. A core library offer for residents will be established that provides value for money and better reflects customer needs. Online and digital services will be increased and improved to widen access and comparable services will be provided to those residents who are unable to visit a library.

2.3 Vision

By 2014 Brent will have six high quality multi -purpose libraries in high street locations, delivering:

Access to books, learning and information

Access to digital technology

Access to cultural activity

Access to council services

Access to safe and neutral community space

2.4 Drivers for change

- The current economic situation and impending public sector spending reductions mean that Brent Council has to make substantial savings.
- Because of staffing and premises costs, only 9% of the libraries budget is spent on books and other materials.
- It has been proven that the location and quality of library buildings affect usage levels.
- There is only limited capital funding available to improve library buildings
- The shared service approach is already successful at Kingsbury and Harlesden libraries through the Library Plus offer.
- There are opportunities to jointly provide library services with neighbouring boroughs.

2.5 Proposals (this is a summary of the Library offer set out at paragraph 4 of the main Executive report of which is Appendix 4)

2.5.1 Overview

In line with the new corporate strategy, "Brent, Our Future", libraries will be co-located with other council services and local agencies to create community hubs providing and promoting cultural actives in convenient locations across the borough.

The project will ensure that Brent residents are provided with a relevant and cost effective library service. The emphasis will be placed on a clear, universal offer to library members, regardless of how they access library services

Library services will be remodelled based on the needs of people who live and work in Brent and will provide improved value for money for the Council and the taxpayer.

The Libraries Transformation Project aims to deliver:

- A realignment of resources to achieve both improvements and efficiencies
- A clear definition of what residents can expect from their library service, wherever they live or work.
- A library service based on an assessment of the needs of customers and residents.
- Modern, multi functional, library buildings
- A review of digital and online services.
- A staff training programme to ensure that the library service is equipped with a multi skilled workforce to deliver the aims of the project.
- Shared services with partners and neighbouring boroughs to provide increased value for money

- Savings in excess of £1million per year

.

2.5.2 Library services

The development of a clear offer to residents of what they can expect from their library service, regardless of where they live in the borough. The offer will cover the loan of books and other materials, e-books and online information services, access to library services, reading and learning activities, and the role that libraries play in engaging with local communities.

A review of all back office processes and the development of proposals to share functions with other London boroughs where appropriate will be conducted.

2.5.3 Books and stock

We propose maintaining the current level of spending on books and increasing the influence of customers on what is bought.
Residents will benefit from an improved range of books and multimedia items across the six libraries. The stock fund will be maintained at 550k and stock levels will be increased at all libraries with a wider range of materials tailored to meet the needs of the local community. We are investing in an evidence based stock management (EBSM) system which is a proven methodology for library stock performance improvement. The system is based around a series of tools that create 'action plans' within a target driven framework to improve stock performance and increase customer satisfaction.

EBSM facilitates a greatly enhanced structure and direction to stock management. This will enable the library service to make better use of holdings that it already has and to develop and deliver a collection that matches the needs of its customer profile. Key benefits include:

- Maximise existing collections
- Reverse borrow dissatisfaction and customer desertion
- Redeployment of staff time
- Removing cost from the procurement process
- Intelligent stock movement

From an equalities perspective EBSM will ensure that all libraries continuously provide the optimum number of items for all formats of stock including community languages, large print and talking books, and Black Identity collections.

2.5.4 Buildings

We will work towards developing libraries that are modern and multi functional with a shared service approach. They will boast the following features:

- Safe and neutral places
- Larger children's areas to meet increased use, with adequate space for class visits, activities and study
- Separate teenage zones that are modern and attractive
- Improved, flexible study areas and quiet zones to meet increased demand
- Multi-functional community rooms suitable for meetings, courses and performances (available to hire at variable rates)
- Café facilities and a Library shop where appropriate

Six high quality library buildings in accessible locations, all open seven days per week:

Ealing Road: currently Brent's second busiest library, Ealing Road was last refurbished in 2003. It is open 7 days per week, has a busy IT suite that is in constant use

Harlesden: refurbished in 2010 following a successful Big Lottery application, Harlesden Library Plus provides library, adult education and council information services from one building. The

library was designed by a community steering group who continue to play an active role in service delivery.

Kilburn: library is known for its thriving under fives Bookstart story rhyme time sessions, active adult reading group and selection of quality fiction, best sellers and author events. It has worked in partnership with local voluntary groups to develop its outdoor garden and it's actively engaged in community partnership projects. It is proposed to source capital funding to improve the library space

Kingsbury: relocated in 2008 to a high street location, Kingsbury Library Plus provides library and council information services. Since moving the library, visits and borrowing have increased by over 50%

Town Hall/ Civic Centre: popular library for local residents and council staff and is located near Asda supermarket, local schools and Children's Centre. It is well used for reference and community information enquiries, its IT suite and its selection of best sellers, literary fiction and up to date information books. In 2013 this function will move to the new Civic Centre library nearby. A large state of the art library will be the showpiece of the new building.

Willesden Green: Brent's busiest library open 7 days per week is arranged over 2 floors within Willesden Green Library Centre. Its generous study area is well used by students, and its IT suite is very popular. The teen area is busy during after school hours but also well used for study and tutoring by excluded young people and their tutors. The children's library is a favourite space for under fives activities, regular class visits and holiday activities. A number of organisations share the premises including the gallery, Brent Museum and Archive and a council customer contact centre. Close partnership work is undertaken with the gallery and museum to deliver a vibrant cultural and learning programme.
The Council is currently investigating the possibility of redeveloping the Library Centre, to include an improved cultural offer to residents. If this should go ahead, a temporary replacement library service will be provided in the area.

Capital funding for improvements to buildings will be sourced from external grants, public/private financing and Brent Council capital programmes. In line with the One Council programme we will continue to pursue the shared service approach, both with council services, local organisations and neighbouring boroughs

2.5.5 Access

Our remaining six libraries will all be in locations easily accessible by public transport. All six libraries will be open seven days a week, with late evenings.

We are proposing to improve our services to those people who are unable to visit a library by developing our home delivery and outreach services. We will be marketing the service, increasing the number of range of individuals and groups we deliver to and improving the stock

Our online services will be reviewed and improved so that library transactions such as reservations and renewals are easily done from home. Our online reference resources for study and homework are also available to library members. We will be enhancing our web pages and improving our social networking capability, introducing online reading groups and interactive pages.

2.5.6 Support for children, young people and families

The core offer will include the following:
- Safe and neutral spaces
  - Improved and increased number of study spaces
  - Engage children and young people with a love of reading and resources to support educational attainment. This includes an improved range of children and young people's book stock available in larger quantities to support CYP (and their families) in literacy and learning development. We will improve our provision of revision, text books and study guides. For younger children an improved range of board books, dual

language books, picture books, graded readers to support school reading schemes and literacy attainment, titles for fluent readers and graphic novels to encourage reluctant readers.

- The information books will support the National Curriculum covering key stages 1 – 4 and also include up to date and relevant study and revision guides in greater quantities.
- We will involve young people and schools in stock selection.
- Develop collections to support progression by young people into further education and into work and training. We will work in partnership with Connexions to ensure access to advice on training and further education is available.
- Promote and market e.books to support homework and study
- An enhanced outreach offer, including a book loan scheme in partnership with youth centres, youth bus, children's centres and schools to target those groups of children who do not currently use library services.

2.5.7 Support for Learners

The core offer will include
- E-Learning packages
- Open learning zones and learn direct centres in some libraries
- Attractive study spaces offering laptop provision and locker hire.
- Improved wifi facilities

2.5.8 Support for older people and residents who find it difficult to access libraries

Our core offer to this equality strand will include:
- Our improved home visit service will be fully linked to all libraries so that customers have access to the full catalogue, including alternative media. Staff will bring to catalogue to customers via hand held devices.
- The home visit service will be marketed across the borough, and to organisations working with those people who find accessing services difficult. Strong links will be fostered with social housing and sheltered housing schemes to create a well used home visit service
- Monthly outreach deposit collections will be delivered to day centres, community groups and children's centres where requested.

2.5.9 Staffing

The staffing restructure will result in increased responsibilities and improved pay grades for staff. We anticipate improved customer care with staff fully equipped with the tools to deliver modern library services. More details on this issue is available in the core offer document in Annexe?

2.6. Community Engagement and Consultation

We will actively engage and consult with the community on the continued development of the service. This element is key to increasing take-up and is set out in more detail at Q12 below.

3. Are the aims consistent with the council's Comprehensive Equality Policy?

This policy is consistent with the Council's aim to ensure that the services we provide are relevant to the needs of the community.

The salient purpose of this policy is to ensure that our Service albeit rationalised is relevant, responsive and sensitive and we are deemed to be fair and equitable by our service users.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

The equality assessment is being undertaken to determine the impact of the closures of the six

libraries on the eight equality strands namely age; race; disability; gender; faith sexuality, maternity and pregnancy.

The key stakeholders directly affected by the proposals are –
- Library users and potentially non-users
- Staff

However, it has been acknowledged that a separate Staff Impact Needs Requirement Assessment would be carried out if the proposals were ratified as part of the 'Managing for Change' process

Therefore, the main group affected will be library users. We also know that when a new offer is developed including online and home delivery services and the introduction of a new building like the Civic Centre may attract new users from the current non-user population. Annexe 4.1 questions on the impact on the eight equality strands and identifies any issues/adverse impacts and needs, Annexe 4.2 explores these issues in more detail and 4.3 identifies the proposed mitigation.

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make you judgement separately (by race, gender and disability etc).

The issues/ impacts identified are based on, library management data, census data plus surveys, and findings of the three month public consultation. Please refer to Annexe 4.1 for the equality strand analysis and comprehensive detail on the sources used. A copy of the consultation report is available in Appendix 3 to the main Executive Report of which this is Appendix Four.

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

An analysis of the equality strands is available in Annexe 4.1, the issues further explored in Annexe 4.2 and the proposed mitigation cited in Annexe 4.3.

In summary, 4 key issues emanated from the public consultation and needs assessment exercises which in effect will impact on 4 of the equality strands namely gender, disability, age and BME.

The 4 key issues identified through the consultation process are:
1. Accessibility and Affordability
2. Negative impact on educational attainment and standards
3. Negative impact on social cohesion
4. Negative impact on lifelong learning and interlinked unemployment rates

Whilst these are common issues across the equality strands, the nature, extent, challenge and proposed mitigation varies. Equality strands are analysed in Anne 4.1 and the issues have been explored in Annexe 4.2 and the proposed mitigation cited in Annexe 4.3. Mitigation has been applied where possible within the confines of restricted budgets.

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

Public consultation on the Brent Libraries Transformation Project (LTP) took place between 29th November 2010 and 4th March 2011. It was undertaken through a questionnaire, a series of public meetings, attendance at area and service user forums, email correspondence and meetings with groups and individuals as requested. The consultation was widely publicised using a variety of methods including the Brent Magazine, press releases, e-bulletins and the Citizens Panel, and attracted intense media coverage.

There was a strong response to the questionnaire with over 1500 completing it. Over half of the

responses were submitted in hard copy following requests for extra copies from residents in the Kensal Rise and Preston areas. Approximately 700 people attended public meetings or forums where the LTP proposals were outlined and had the opportunity to put questions to senior council officers or the Lead Member. However, the diversity of the communities most represented within the consultation responses does not reflect the diversity of the active borrower population nor of the boroughs residents. This issue is analysed in in detail at Appendix Three to the main report, and illustrates the importance of other sources of equality impact information besides the consultation responses.

The results of the consultation process have provided a range of valuable additional information about how people use Brent libraries and what they feel are the priorities for future service delivery. This feedback has guided the development of the revised library offer which has been established as part of the LTP proposals. The consultation report is available in Appendix Three and summarised at paragraph 8 of the main report.

8. Have you published the results of the consultation, if so where?

The results of the formal consultation as outlined in Question 7 will be published on the Council's website both on the Libraries and Consultation homepages. All forums, citizen panel members and key stakeholders will be notified of the consultation reports and follow up emails will be distributed to the 2,000 Citizen Panel members and the key stakeholders.

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

There has been widespread public concern in the media that the closure of the proposed 6 libraries, but it was not the angle of the consultation report that the policy was being operated in a discriminatory manner. The consultation does show that respondents expressed concerns about the areas of impact, and these are specifically addressed in the assessment and mitigation elements of this report and its annexes.

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

Detailed mitigation has been considered for the potential adverse impacts. These are shown in detail in Annexe 4.3, and it is also important to note that these are reflected in the new Library offer, set out at paragraph 4 of the main report. That offer has been expressly designed to address these points.

Countervailing factors, in particular the financial constraints on the Council do not permit of even further mitigation, although the reinvestment within the Transformation Project has ensured a wide range of measures. Introducing further bus services is outside the Council's powers.

 The EIA shows that there is a restricted number of library users, particularly in the Cricklewood area (where the PTAL rankings are the poorest), who will experience the worst impact in relation to access to libraries either because they cannot use public transport, cannot walk to nearby public transport or alternative libraries, or cannot afford transport. Across all equality strands where a potential adverse affect due to issues of access and affordability has been identified, a range of mitigation measures have been established including outreach services, online and digital services, home delivery and home visits, books by mail and monthly outreach deposit collections to specific centres. These mitigations, which are considered sufficient to address much of the impact, will be particularly tailored to those areas and communities most affected.

Officers have carefully considered the potential adverse impacts which may remain after all the mitigating measures are taken into account, and how these should be evaluated given the other drivers for change within the Library Transformation Project. In this context, the EIA has considered:

- numbers of users
- known information about transport and access difficulties particular relating to age, ethnicity, gender and disability
- the access of relevant sections of the community to free or subsidised transport
- the other mitigations for difficulties of access and affordability
- the costs of maintaining the current service and the potential impact on delivery of the broader Transformation project
- the costs and difficulty of introducing public transport improvements
- the acute financial challenge facing the authority

Officers therefore consider that the potential adverse impact on a small group of users which is not completely mitigated by other steps is justified by the benefits of the Transformation Project and the tight financial restrictions on the Council.

11. If the impact cannot be justified, how do you intend to deal with it?

The EIA shows that the identified adverse impacts are mitigated by proposed actions, in particular through targeted activities, specific outreach services and stock management.

12. What can be done to improve access to/take up of services?

At the heart of this project is the transformed library service. Building on the ambitions of the 2008-2012 Library Strategy, it is proposed to develop a clear offer for residents outlining what they can expect from their library service. This will be backed up by an extensive communications and marketing campaign to ensure that it reaches all residents. **The core offer information is available in para 4 of the main report**, offering better facilities and services in 6 locations.

To address issues of access and take up, the offer for customer engagement is particularly important, including

- All our libraries have Valued Customer Panels that meet regularly so that local people can actively determine the nature of their library services. Anyone can join.
- We will work closely with community groups and forums such as Brent Youth Parliament
- Volunteers will play an important role supporting staff in delivering the service at different levels. There will be volunteering schemes for young people such as Summer Reading Challenge volunteers, who will support children in their reading challenge. We will also recruit volunteers in further and higher education and back to work schemes to gain work experience to access work. Similarly volunteer schemes will be developed to support delivery of home delivery services.
- Libraries will closely consult with the community through regular surveys, attendance at Area Community Forums, Local Partnership Boards and Integrated Partnership Boards
- Improved marketing and publicity commitment with a campaign of exciting promotions via social media, bigger visual poster publicity, outreach and public speaking.
- Increased presence on social media sites such as facebook, twitter and the library book blog
- We will develop ground breaking work begun by local residents and businesses who are members of the Black Identity Zone steering group. This group have had a say in developing events and stock for a black identity collection at Harlesden library.
- Increase subscriptions to the e.bulletin mailing list, as a means to target residents with information about library developments and events

Libraries will share premises with other services and will act as one stop shops for a range of transactions to be conducted in on library premises. This includes
a) Learning provision through BACES
b) Council information through the customer contact centres
c) Learning centres through work with Schools, Colleges and adult education
d) Support the work of the voluntary sector

13. What is the justification for taking these measures?

The current economic situation and its impact on local government necessitate a review of all

services at local, regional and national level. Brent's library service is looking to transform service delivery. The aim of this project is to both secure efficiencies and to deliver a better focused, more transparent and better supported Library service , offering better facilities and services in 6 locations.

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

The 11,874 active borrowers of the 6 libraries proposed for closure will be actively targeted on both the core offer development and the marketing of services including home-delivery and on-line services.

Comprehensive monitoring of older people, young people including Black and Minority Ethnic groups, people with disabilities take up of new extended services e.g. online and home delivery and use of remaining services will be extensively conducted using the *Library Management System. This monitoring will be undertaken within the confines of the Data protection action and will be used only for the purposes of equality of opportunity.

Detailed equality objectives are currently being developed in conjunction with core offer development.

A Library Management System is a resource planning system for a library, used to track items owned, orders made, bills paid, and patrons who have borrowed

Should you

1. Take any immediate action?
2. Develop equality objectives and targets based on the conclusions?

3. Carry out further research?

No further immediate action is require. Depending on the Executive decisions, as the new library offer is implemented, there will be a need to ensure targets and objectives deliver the mitigation measures identified in this report.

16. If equality objectives and targets need to be developed, please list them here.

Equality objectives and targets need to be developed which focus on the 11,874 active borrowers of the proposed libraries for closure particularly children and young people, older people, people with disabilities and young boys from BME backgrounds.

It will also be important to address low usage of the Library Service, in which only 23% of the borough's residents used a library in the last year.

17. What will your resource allocation for action comprise of?

The mitigations and new library offer will be the core of the Library service budget, described at para 7 of the main report. There will not be a specific 'mitigation' budget as the relevant interventions are spread across the whole range of activities involved.

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:

Full name (in capitals please):   Date: 31/02 2011
Sue McKenzie

Service Area and position in the council:

Head of Service, Libraries Arts & Heritage, Environment and Neighbourhoods

Neil Davies, Aine Ryan and Shakeel Saleem, Strategy and Service Development
Team, Sports Service.

Annexe 4.1 – Equality Strand Analysis

Introduction

The equality assessment is being undertaken to determine the impact of the closures of the six libraries on the eight equality strands namely age; race; disability; gender; faith sexuality, maternity and pregnancy.

The key stakeholders directly affected by the proposals are –
- Library users and potentially non-users
- Staff

However, it has been acknowledged that a separate Staff Impact Needs Requirement Assessment would be carried out if the proposals were ratified as part of the 'Managing for Change' process

Therefore, the main group affected will be library users. We also know that when a new offer is developed including online and home delivery services and the introduction of a new building like the Civic Centre may attract new users from the current non-user population.

These conclusions are based on census, library management data, plus surveys, and findings of the three month public consultation process and are set out in the following section under the key demographic categories; however these headings simply provide a framework. It is acknowledged that the effects of the proposals will be different for each individual and may not necessarily relate to a specific demographic characteristic:

Note: Many of the libraries lie close to ward boundaries therefore the catchment area could spread over to two or three wards.

From the active borrowers density map we can conclude that borrowers are likely to come from the following wards:

Table 1 – Potential affected wards

	Ward(s)
Barham Park Library	Sudbury
Cricklewood Library	Mapesbury
Kensal Rise Library	Kensal Green, Queen's Park
Neasden Library Plus	Dudden Hill, Welsh Harp, Dollis Hill
Preston Library	Preston, Barnhill
Tokyngton Library	Tokyngton, Stonebridge

Table 1 above shows that 11 out of the 21 wards in Brent to be the potentially most affected areas, although the LTP proposals affect the whole borough.

Note: % have been rounded off for ease of reading

1. Age Equality

We have cited the census data to ascertain a knowledge of the resident demography. It has to be acknowledged that this data is ten years old so the active borrowers information is more reflective of the people that will be directly affected by the proposed closures:

Analysis of the census data shows the age breakdown for each of the affected wards is as follows

- Barham Park falls within the Sudbury ward. The resident population of Sudbury, as measured in the 2001 Census, was 12,307. 42% of the population were aged 30 to 59 years old, 20 % were under 16, 17% were aged 20 to 29, 11 % 60-74, 5 % 75 and over and the remaining 5% were16-19. **In summary, 17% of the resident population were aged between 60 – 75 years and over and 25 % were aged between 0 -19 years.**
- Cricklewood Library falls within the Mapesbury Dell ward. The population of the ward as of the 2001 Census was 13,350. 40% of the population were aged between 30 to 59, 27 % were 20 to 29, 15% were under 16,11% were 60 to 74, 4% are 75 and over and 3% were 16 to 19..**In summary, 14 % of the resident population were aged between 60-75 years and over and 18 % were aged between 0-19 years.**
- Kensal Rise Library falls within the Kensal Green ward. The resident population as measured in the 2001 Census, was 10,668.. 43% of the population were 30 to 59, 20% 20 to 29, 17% under 16, and 11% were 65 to 74, 5% were 16 to 19, and 4% were 75 and over. **In summary, 16% were aged between 60-75 and over and 22% were aged between 0-19 years**
- Neasden Library Plus falls within the Dudden Hill Ward. The resident population, as measured in the 2001 census was 13,350. 40% of the population were aged between 30 to 59 years, 19% were under 16, 22% were 20 to 29,11,10% were 60 to 74, 4% were 75 and over and 5% were 16 to 19. **In summary 14% of the population were 60-75 and 24% were aged between 0-19 years**
- Preston Library falls within the Preston ward. The resident population of `Preston, as measured in the 2001 Census, was 12,832.40% of the population were 30-59, 20% were under 16, 17% were 20-29, 12% 60 to 74, 6% 75 and over and 5% were 16 to 19. **In summary 18% were 60-75 and over and 25% were 0-19 years**
- Tokyngton Library falls within the Tokyngton ward. The resident population of Tokyngton, as measured in the 2001 Census, was 11,836. 40% of the population were aged 30 to 59 years old, 20% were under 16, 18% were 20 to 29, 13% were 60 to 74, 6% were 16 to 19 and 3% were 75 and over. **In summary, 18% were 60-75 and over and 25% were 0-19 years.**

Table 2 gives an overview of the age breakdown of the 5 wards that border the 6 proposed libraries for closures and a small % of active borrowers live in these areas:

Table 2- % Age Breakdown for 5 Bordering Wards

	Stonebridge 15,493 residents	Queens Park 12,400 residents	Welsh Harp 12,405 residents	Dollis Hill- 12,102 residents	Barnhill 13,188 residents
Under 16	28	17	21	22	21
16 to 19	6	4	5	5	5
20 to 29	15	20	16	17	15
30 to 59	38	46	42	40	40
60 to 74	10	10	11	11	12
75 and over	3	3	6	5	7
Average age	31.8	35.5	36.0	34.4	37.6

There are some variations between the demography of the ward and the active borrowers profile particularly evidenced through the Barham Park example where over 50 % of the 1800 active borrowers are under 19 years old. The active borrowers information is extrapolated from the *Libraries Management system. The outlined chart shows the age breakdown for active borrowers

Chart 1:Six affected libraries active borrowers - age breakdown (2)
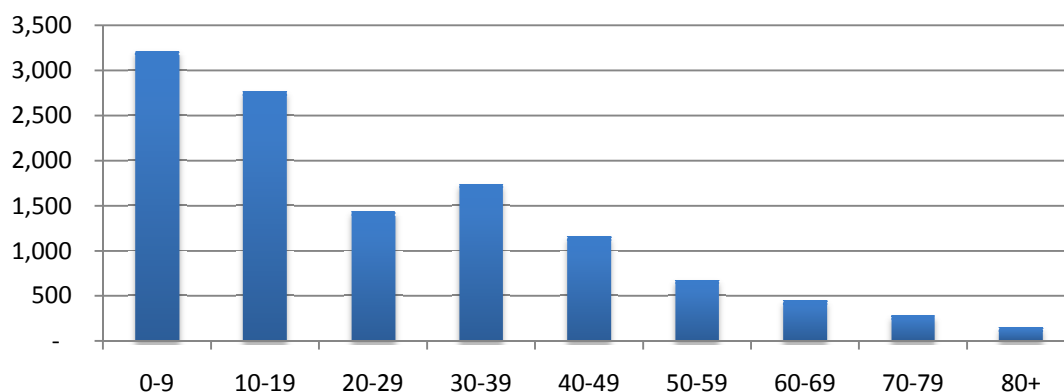
Two sub-groups of this equality strand namely older- over 60 and younger 0-19 are analysed further due to potential adverse impacts:

Older People

According to census data, small pockets near Kensal Rise, Cricklewood, Neasden and Tokyngton Libraries have higher levels of residents over 60 year olds. The active borrower data which is more of an accurate representation of those that will be directly affected by the proposal paints a slightly different picture as outlined below in Table 3.

Table 3 – Over 60 Active Borrowers %

Library	Total number of Active Borrowers	Number Over 60
Barham Park	1800	141
Cricklewood	1341	65
Kensal Rise	1707	92
Neasden	2336	119
Preston	3194	395
Tokyngton	1496	77
Total	**11874**	**889**

Over 60's and Disability

Of the 889 over 60's active borrowers across the six affected libraries, **13** declared they **had a disability**, **42 did not have** a disability and **834 did not disclose the information**. Of the 13 that declared a disability, 1 had visual impairment problems, 1 had hearing and 7 had mobility disabilities.

Table 4 outlines the active borrower data for this equality strand extrapolated from the Library Management system.

Table 4 – Over 60 Disabled Numbers - Active Borrowers

Disability and 60 plus	Active
Eyesight	1
Hearing	1
Mobility - Getting around	7
Other Disability/Illness	4
None/Not applicable	42
Not available	834
Grand Total	**889**

In order to get a more accurate picture of over 60's with disabilities due to the high number of non-disclosures in the active borrower data set, we analysed the feedback from the Plus Survey 2009.

197 of the 952 respondents across the 6 libraries are over 60 years old. Of those 197, 106 do not have disability, 17 have mobility issues, 19 have hearing problems 19 have eyesight issues, 9 have difficulties using fingers and hands, 3

have learning disabilities and 7 have mental health problems e.g. depression. Table 5 outlines the exact numbers and percentages.

Table 5– Over 60 Disabled % - Plus Survey 2009

Disability and 60 plus	Numbers	%
None / not applicable	106	54%
Mobility - getting around	17	9%
Hearing	19	10%
Eyesight	19	10%
Using hands / fingers	9	5%
Learning disability, e.g. dyslexia	3	2%
Mental health problem, e.g. depression	7	4%
Other	5	3%
Not given	12	6%
Grand Total	**197**	

Note: some customers had selected more than one option therefore the figures appear higher. Out of the 1286 responses 197 are over 60 at the six affected libraries, 149 indicated as not having a disability or left the question blank. Therefore, **24%** of the over 60s respondents at the six affected libraries indicated as having one or more disability/condition.   This equates to 79 individuals across the 6 libraries.

Annex 4.4 shows a pictorial representation of this demographic strand using the active borrowers' data

Key Issues and Needs

The key issue affecting this equality strand as identified through the consultation analysis is accessibility and affordability, and the interconnected issue of social cohesion/isolation as a result of not being able to access a local facility.

It is difficult to define the extent of the difficulties which older people might face in terms of accessing libraries at a greater distance. The most recent Residents Survey (2009) showed that 67 % of journeys made by males over 60 years of age were as a car driver (for women the figure was 33 %). However, despite the concessionary schemes bus usage was comparatively low –30 %. Car use declines with age. Fewer older women have access to cars compared with men of the same age. In 2001, 88 % of men and 85 percent of women aged 50–59 had access to at least one car or van in their household. Among those aged 75 and over these proportions were far lower at 58 % and 33 % respectively. Limited car parking spaces and some disabled bays will be available near to the proposed remaining libraries.

Only 12 % of the poorest single pensioner households and 54 percent of the poorest pensioner couples own a car compared to the national average of 71 % of households. 75 % of single people and 28 % of couples over the age of 65 do not have a car. All of the 6 wards affected by the Libraries show some levels of deprivation albeit there are parts of Tokyngton, Preston, Kensal Rise and Mapesbury that are 40-80% less deprived.

For many older people a mile is too far to walk and a journey by car or bus is needed. The average walking distance for the proposed existing libraries is over 1 mile and therefore outside the recommended acceptable distance for some members of this equality strand: Analysis of this issue will be explored further in Annex 4.3

Consultation specifically with this equality strand identified the following needs:

• Strong emphasis on the need to involve older people in the implementation of the extension the home delivery service and in the stock development.
• Need for IT courses specifically targeted to assist older people in accessing on-line and digital services
• Need to work closely with Transportation Services to ensure that the most disadvantaged older people can physically access services if they wish to

Children and Young People

Children and young people make extensive use of libraries particularly after school. The Libraries Management system, the 2009 Plus and the 2010 Children's Plus surveys indicates across all libraries, including those in the areas where libraries are proposed for closure there are high levels of use by under 19's as an educational and social resource.

Current empirical data sourced through the Children's Plus Survey 2010 evidences the fact that a high % of young people visit a library with a family member or someone else. 42% of respondents were between 0-5 years, 32% between 5 and 10 years and 23% between 11 and 15 years

The active borrowing representation by under 19 year olds for each library proposed for closure is as follows:.

Table 6– Under 19 Years Old - % of Active Borrowers

Library	Total number of Active Borrowers	Number under 19's %
Barham Park	1800	912 – **51%**
Cricklewood	1341	698 – **42%**
Kensal Rise	1707	714- **54%**
Neasden	2336	1294 – **54%**

Preston	3194	1494- **45%**
Tokyngton	1496	877- **58%**
Total	**11874**	**5989**

In summary, 5989 of the 11874 active borrowers are under 19.

We know from our locality profiles that the largest number of children and young people, in all age groups, live in the Wembley locality and the second highest in the Harlesden locality. The Stonebridge area of Harlesden has the highest concentration of children and young people living in single adult households, social housing and households receiving benefits. Tokyngton Library borders this area and a small number of Stonebridge residents are active borrowers.
 Annex 4.5 maps the areas where there is a high density of under 19's.

For example, certain parts of Mapesbury and Preston have reasonably high levels of deprivation as outlined in the map in **Annex 4.6.** Children living in these areas and those highlighted in the context of the proposed closures may have further societal challenges to overcome e.g. lone parent families and less access to income.

Key Issues and Needs

The key issues potentially affecting this equality strand as identified through desk top research and analysis of the public consultation findings are
- Accessibility and Affordability,
- Fears for a negative impact on educational standards and social cohesion due to the loss of a shared neutral space

It may be initially more difficult for children and young people to access libraries at a greater distance, in that they may have to rely on adults for car transport rather than walk to the library.

However, whilst younger people may have to travel further to their library; affordability will not necessarily be a major issue as bus travel is free from under 5's, 5 -15 year olds and 16-19 year olds in full time education and or work based learning.

There are some public concerns that because of potential increase in use of public transport and greater walking distances to libraries, young people may be at greater risk of being involved in road traffic accidents and or gang related incidents.

Respondents to the Children's Plus survey 2010 use their local library primarily to borrow books use computers, to complete homework and read therefore these areas were deemed important factors when delivering a library service: The public consultation findings support this assertion with study space, access to public computers, availability of sophisticated study texts and free printing being

important aspects of future delivery to this strand particularly GCSE and A level students. The Children's Plus Survey 2010 is available on the microsite.

In addition consultation with English Language Co-ordinators and with schools in general through a class visits survey identified the following needs:

- staff to be fully able to give advice on books, deliver excellent customer care, demonstrate expertise in finding information, knowledgeable in ITC and trained in the use of assistive technology.
- staff to be trained to high standards to deliver quality services to children and young people including facilitating engaging under five sessions, class and school outreach visits and reading groups
- Consider gifting stock and furniture to Children's Centres
- improve online and digital services in consultation with schools
- develop outreach service in consultation with schools

2. Race Equality

Analysis of the census data shows the ethnicity breakdown for each of the affected wards is as follows:

- Dudden Hill ward (Neasden Library) is 29%- White British, 9% - White Irish,15%- White Other, 0.9% - White and Black Caribbean, 1% - White and Black African, 0.9% - White and Asian, 1.5%- Other Mixed, 11% - Asian Indian, 5% Asian Pakistani, 0.5% - Asian Bangladeshi, 3.% - Asian Other, 10% - Black Carribbean,7%- Black African, 1%-Black Other, 1%- Chinese, 3%- Other
- Mapesbury ward (Cricklewood Library) is 40%- White British, 11% - White Irish, 17% White Other, 1% - White and Black Caribbean, 1% - White and Black African, 1% - White and Asian,1%- Other Mixed, 6% - Asian Indian, 4% Asian Pakistani, 1% - Asian Bangladeshi, 2% - Asian Other, 6% - Black Carribbean,6%- Black African, 1%-Black Other, 1%- Chinese,3% - Other
- Kensal Green ward (Kensal Rise Library) is 34 %- White British, 8% - White Irish, 11%- White Other, 2% - White and Black Caribbean 1% - White and Black African,1% - White and Asian, 1%- Other Mixed, 9% - Asian Indian, 1.9%- Asian Pakistani, 0.1% - Asian Bangladeshi, 2% - Asian Other, 17% - Black Caribbean,8%- Black African, 2.5%-Black Other, 1%- Chinese, 2%- Other
- Tokyngton ward (Tokyngton Library) is 18%- White British, 6% - White Irish, 6%- White Other, 1% - White and Black Caribbean, 1% - White and Black African, 1% - White and Asian, 0.8%- Other Mixed, 27% - Asian Indian, 5.9% Asian Pakistani, 1% - Asian Bangladeshi, 1% - Asian Other, 17% - Black Caribbean,7%- Black African, 2%-Black Other, 1%-Chinese, 2%- Other
- Preston ward (Preston Library) is 29%- White British, 4.% - White Irish, 8%- White Other, 1% - White and Black Caribbean, 0.4% - White and

Meeting Executive 11 April 2011   Version No.8 30/3/2011
final   Page 93 of 175

Page 93

Black African, 1% - White and Asian, 1%- Other Mixed, 25% - Asian Indian, 5% Asian Pakistani, 0.4% - Asian Bangladeshi, 6% - Asian Other, 7% - Black Caribbean,6%- Black African, 1%-Black Other, 2%-Chinese, 2%- Other

- Sudbury ward (Barham Park Library) is 25 %- White British, 5% - White Irish, 6%- White Other, 1% - White and Black Caribbean, 1% - White and Black African, 1% - White and Asian, 1%- Other Mixed, 26% - Asian Indian, 6% Asian Pakistani, 1% - Asian Bangladeshi, 9% - Asian Other, 9% - Black Caribbean,7%- Black African, 1%-Black Other, 1%-Chinese, 2%- Other

The following table provides an overview of the ethnic profile of the 5 wards that border the proposed 6 libraries: Note all % have been rounded off for ease of reading.

Table 7– % Ethnic Breakdown of 5 Bordering Wards

	Stonebridge 15,493 residents %	Queens Park 12,400 residents %	Welsh Harp 12,405 residents %	Dollis Hill- 12,102 Residents %	Barnhill 13,188 Residents %
White British	21	47	30	25	33
White Irish	6	6	9	13	5
Other White	6	13	7	10	7
White and Black Caribbean	2	1	1	1	1
White and Black African	1	1	1	1	.4
White and Asian	1	1	1	1	1
Other Mixed	1	1	1	1	1
Asian or Asian British					
Indian	7	7	18	16	20
Pakistani	3	2	3	6	4
Bangladeshi	1	1	.3	.3	1
Other Asian	3	1	5	4.2	5
Black or Black British					
Caribbean	22	11	11	8	8
African	20	5	9	8	8
Other Black	4	2	1	1	1
Chinese or Other Ethnic Group			1		
Chinese	1	1	1	1	2
Other Ethnic Group	2	2	2	3	4

- Source: 2001 Census, ONS

BME breakdown varies from library to library and outlined below are the key statistics relating to this diversity strand for the libraries proposed for closure.

Barham Park: 17% of the 1800 active borrowers did not disclose their ethnicity. The most represented group are the Asian community - 30 % are Asian Indian, 8% Asian Pakistani, 6%, Asian Bangladeshi and 18% Asian Other.
.

Cricklewood: 26% of the 1341 active borrowers did not disclose their ethnicity information. Of those that did the most represented were White British at 16%, White Other at 16% and Asian Other at 9%

Kensal Rise: 23% of the 1707 active borrowers did not state their ethnic origin, 32% are White British, 16% White Other and 2.1% White Other. The remaining 26% are from BME communities with Black Caribbean the most represented at 5%.

Neasden: 33% of the 2236 active borrowers did not disclose information on their ethnicity. Of those that did the most represented groups are Black African at 13%, White Other at 11.41, 9% Asian Other, 8% Asian Pakistani, 8% Asian Other.

Preston:18% of the 3194 active borrowers did not disclose their ethnicity and of those that did 61% are from BME backgrounds. The most represented are Asian Indian at 31% Asian Other at 14% and Black African at 5%.

Tokyngton ; 28 % of the 1,496 active borrowers did not disclose their ethnicity and of those that did the most represented groups are Asian Indian at 17%, Black African at 11%. Black Caribbean at 9%, Asian Pakistani at 8% and Asian Other at 7%.

In summary, of the 11874 active borrowers of the 6 libraries proposed for closure; 18% are Asian Indian, 6% are Asian Pakistani, 13% are White British, 11% are Asian Other, 10% are White Other, 7% are Black African, 4% are Black Caribbean and 2% are Black Other.

Chart 2 -Six affected libraries active borrowers - ethnicity
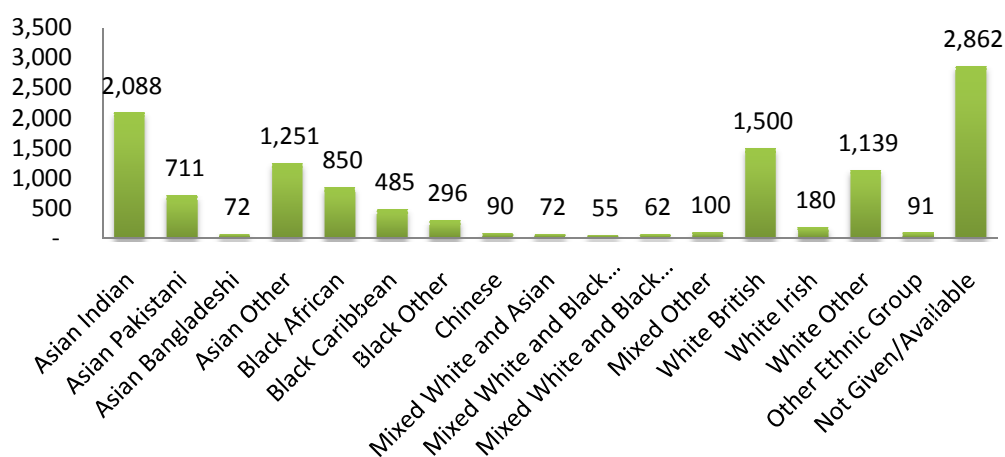
A further analysis of this equality strand was extrapolated through the Plus Survey 2009 and is available on the microsite.

Key Issues and Needs

The key issues potentially affecting this equality strand are

- Accessibility and Affordability,
- Negative impact on educational standards and social cohesion
- Negative impact on life-long learning and interconnected unemployment rates.

There are some public concerns that because of potential increase in use of public transport and greater walking distances to libraries, young people maybe at greater risk of being involved in road traffic accidents. The Council's Road Danger Reduction Plan 2007-2011 outlined that the number of young people from **African Caribbean and Asian communities** involved in road accidents was comparatively higher than their white counterparts- see http://www.rdrf.org/freepubs/BrentRoadDangerReductionPlan.pdf for more detailed information. There are a high % of users of this equality strand in particular African Caribbean communities living in the Neasden, Sudbury, Preston and Tokyngton wards.

In addition it is felt that that African –Caribbean population in particular are more likely to come from single parent families and may have less access to cars and may therefore maybe more susceptible to issues around road safety and gang activity.

Findings from both desktop research and from public consultation highlight residents' fears that the reduction in local library facilities will have a negative

impact on educational attainment due to the lack of study space and local homework clubs. It is also felt that due to the national and local gender gap in terms of educational attainment (with girls out performing boys through school careers) that boys particularly those from Black English, Black African and Black Caribbean backgrounds would be further disadvantaged which would impact on the interconnected issue of social cohesion and isolation.

Public consultation information identified that the following equality strand would like to see the core offer cover the following areas:

- A structured programme of class and outreach school visits to support the educational attainment of children and young people
- Improved range of children and young people's book stock available in greater numbers to support Children Young People (and their families) in literacy and learning development including revision and study guides.
- An enhanced outreach and home delivery service that brings our services to people who are unable to get to a library. The service also delivers monthly book collections to day centres, community groups and children's centres.

3. Disability Equality

Currently, of active borrowers in the 6 libraries under threat, an average of 1% are disabled– see Table 8 for exact numbers. It is useful to note that over 82% of borrowers did not disclose information on their disability status.

Table 9- Number of Disabled Borrowers
Source: Registered borrowers report - 1.12.2010

Disability	Number of Borrowers
Dexterity - Hands/Fingers	2
Eyesight	24
Hearing	6
Learning Difficulty	21
Mental Health Condition	13
Mobility - Getting around	17
Other Disability/Illness	49
None/Not applicable	1998
Not available	9774
Grand Total	**11,904**

Annex 4.7 maps out the density of the disabled population using the client index and shows that a part of the Kensal Green Ward has a high density compared to other areas of people with disabilities.

Due to the fact that a high number of active borrowers did not disclose information on disability, we analysed the respondents of the Library Plus Survey

2009 and the following Table outlines the number across the six proposed libraries for closure.

Table 9 – Number of respondents with Disabilities to the Plus Survey 2009

Table 9 shows outlines the number of individuals that responded to the disability question on the 2009 Plus survey from each of the libraries proposed for closure.

	None / not applicable	Mobility - getting around	Hearing	Eyesight	Using hands / fingers	Learning disability, e.g. dyslexia	Mental health problem, e.g. depression	Other	Total responses	No. of respondents
Barham Park	140	11	10	6	3	2	10	1	183	163
Cricklewood	79	5	4	5	2	2	3	1	101	88
Kensal Rise	126	3	3	3	1	3	2	1	142	135
Neasden Plus	155	7	3	7	6	4	7	4	193	175
Preston	250	11	14	14	6	4	9	1	309	292
Tokyngton	82	7	2	3	5	4	1	2	106	99

Note: Some customers had selected more than one option therefore the figures appear higher e.g. of the 11 that cited they have mobility disabilities, 9 also have hearing difficulties.

Key Issues and Needs

The Council acknowledges that some disabled people experience difficulty in travelling; car ownership and use of public transport among disabled people is substantively lower. In addition, Plus Survey 2009 findings show that current disabled users would like to see improvements particularly in the area of computer provision for disabled people and the need for assistance in the use of this service.

Findings from consultation with this equalities strand identify the following issues and needs:

• Consensus about disability access in libraries being insufficient.
• Strong need to consult on the improvement/extension of the home delivery service and involve the group in the development of stock selection
• Insufficient number of PC's with big screens and big keyboards. In addition there needs to be more support for adults with low literacy skills and IT skills. Suggest working more closely with voluntary organisations that support people with these disabilities
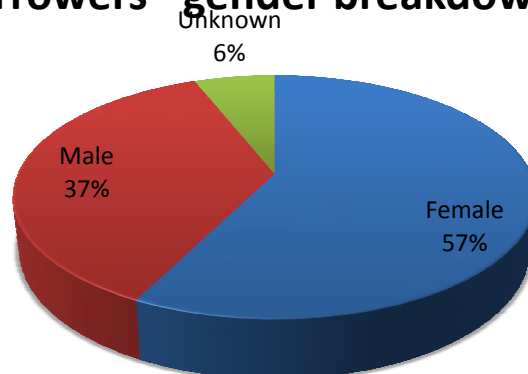
4. Gender

Current empirical evidence shows that women in the Borough are more actively involved in taking dependents to the library and in the use of libraries in general

e.g. accompanying children or disabled dependents to libraries. 57% of active borrowers are female and 37% are male.

Chart 3:Six affected libraries active borrowers - gender breakdown

The gender breakdown for each of the proposed 6 libraries is outlined in the table below:

Table 10– Gender Breakdown %

Library	Male%	Female%	Unknown%
Barham	56	39	5
Cricklewood	57	37	6
Kensal Rise	31	58	11
Neasden	39	56	5
Preston	60	37	3
Tokyngton	35	57	8

Issues and Needs

The key issues potentially affecting this equality strand are
- Accessibility and Affordability in particular for young women accompanying children therefore the issues and needs highlighted in the children and young people's section applies.
- Negative impact on educational standards and social cohesion in particular young males from Black African, Black English and Black Caribbean backgrounds
- Negative impact on life-long learning and interconnected unemployment rates- according to empirical data this issue currently affects 50+ unemployed males

The needs identified through the public consultation process for this equality strand are as follows:

- An enhanced outreach offer, including a book loan scheme in partnership with youth centres, **youth bus**, children's centres and schools to target families
- A structured programme of class and outreach school visits to support the educational attainment of children and young people and to be developed in consultation with the community
- Improved range of children and young people's book stock available in greater numbers to support Children Young People (and their families) in literacy and learning development including revision and study guides.
- An enhanced outreach and home delivery service that brings our services to people who are unable to get to a library. The service also delivers monthly book collections to day centres, community groups and children's centres.

5.Sexual Orientation

We have no reason to believe that the proposals would have any greater or lesser effect on people on account of their sexual orientation. This equality strand will be actively involved in the development of the core offer in particular around the area of stock selection.

6. Faith

We have no reason to believe that the proposals would have greater or lesser effect on people on account of their faith. This equality strand will be actively involved in the development of the new core offer and their needs will be taken into consideration particularly around evening and weekend opening.

7. Maternity

We have no reason to believe that the proposals would have a greater or lesser effect on this equality strand.

8. Pregnancy

We have no reason to believe that the proposals would have a greater or lesser effect on this equality strand. This group will be actively involved in the development of a core offer and in particular the provision of library services

In conclusion, the key adverse impacts have been cross-referenced to the affected equality strand and appropriate mitigation is detailed in Annex 3.

Note: Income and Deprivation

Whilst income and deprivation is not an equality strand, this issue has been raised as a public concern under the social cohesion theme.

 Whilst many of Brent's residents are affluent, parts of the borough continue to suffer high levels of social and economic disadvantage. Nationally, Brent is

ranked 53rd out of 354 areas in the Indices of Multiple Deprivation (IMD) 2007 (1=most deprived,354=least deprived).This is a drop of 28 places from 2004, moving Brent from being within the 25% most deprived local authorities in the country to be within the 15% most deprived.

The neighbourhoods experiencing the highest levels of deprivation are largely located in the south of Brent. However, this situation is changing with high levels of deprivation now seen in pockets of the north of the borough. Indeed, 19 out of Brent's 21 neighbourhoods have become more deprived.. The specific reasons for this rise in deprivation are not fully known, but the most deprived residents also have the lowest income levels, highest unemployment levels, poor and overcrowded housing and the worst health outcomes23. The prevalence of life-limiting health conditions and health inequalities is also higher within the localities **(Harlesden, Willesden and Kilburn)** experiencing greatest deprivation.

 All of the 6 wards affected by the proposed libraries closure show some levels of deprivation albeit there are parts of Tokyngton, Preston, Kensal Rise and Mapesbury that are 40-80 % less deprive albeit pockets of Mapesbury, Kensal Rise and Preston are10-20 % deprived. **Note: Tokyngton Library does border the Stonebridge ward which is one of the top 10 most deprived borough's in the UK.**
 See Annex 4.6 for Index of Multiple Deprivation map

Information on the economic status of the users of the 6 libraries under threat was extrapolated from the Plus Survey 2009 and is outlined below:

Barham Park Library - Of the 209 respondents, 7% are looking after the home, 18% are wholly retired from work, 14% are unemployed and available for work, 20% are in full time education at school, college or university, 12% are in a part time job, 4% are self- employed full and part time, 1% are on a government supported training programme and 2% are doing something else 24% did not disclose this information.

Cricklewood Library: Of the 126 individual respondents, 13% are wholly retired, 13%are unemployed and available for work, 12% in full time education, 11% self-employed full or part time, 22% employed in a full time job, 13% employed in a part time job, 2% permanently sick/disabled and 1% on government supported training programme and 14% did not disclose information.

Kensal Rise Library: Of the 187 individual respondents, 9% are wholly retired, 13% are unemployed and available for work, 7% are in full time education, 7 % are looking after the home 15% are self- employed full or part time, 30% employed in a full time job, 15% employed part time, 1% permanently sick/disabled and 1% on government supported training programme and 2% did not disclose this information.

Neasden Library: Of the 239 individual respondents, 11% are wholly retired, 21% are unemployed and available for work, 11% are in full time education,14 % are looking after the home, 15% are self- employed full or part time, 16% are

employed in a full time job, 8% are employed in a part time job, 2% are permanently sick/disabled and 2% are on government supported training programme and 2% did not disclose this information.

Preston Library: Of the 389 responses received, 22% are wholly retired, 9% are unemployed and available for work, 9% are in full time education,12 % are looking after the home, 8% are self- employed full or part time, 24% are employed in a full time job, 8% are employed   part time ,2 % are permanently sick/disabled and 1 % are doing something else and 5% did not disclose this information.

Tokyngton Library: Of the 136 individual respondents, 22% are wholly retired, 9% are unemployed and available for work, 9% are in full time education,12 % are looking after the home, 8% are self- employed full or part time, 24% are employed in a full time job, 8% are employed part time ,2 % are permanently sick/disabled and 1 % doing something else and 55 did not disclose this information.

Outreach work and the core offer development will take these issues into consideration.

Glossary of Terms

*A Library Management System is resource planning system for a [library](#), used to track items owned, orders made, bills paid, and patrons who have borrowed. The data relates to *active borrowers between 1/12/2009 and 30/11/2010* unless otherwise stated*.*

Public Library User Survey (PLUS) is a national model for surveying users of public libraries concerning various aspects of the service. The last Adult PLUS was carried out in 2009

The PLUS 2009 for adults was carried out week commencing Monday, 12th October 2009. Customers aged 16 and over were invited to take part.
All twelve libraries took part in the survey. Ealing Road, Kingsbury, Town Hall and Willesden Green libraries conducted a Sample survey whilst the remaining libraries took part in a Census survey.

The main difference being in a Census survey every individual visitor was invited to take part in the survey whilst in a Sample survey a cross-section of visitors were invited to take part and there were daily targets to meet.

During the survey week, 4,171 questionnaires were issued. Of these 3,458 questionnaires were completed giving a response rate of 83%.

Children's Public Library User Survey (PLUS) 2010

The Children's Public Library Users Survey (Children's PLUS) is a national survey carried out every three years. The purpose of the survey is to find out what

children and young people think of the library service provided for them, and any recommendations they have as to how the service can be improved.

All child visitors under 16 years of age were asked to complete a simple questionnaire asking them about their usage of the library and their satisfaction with core services. The survey took place from the 27 September 2010 to 3 October 2010.

Annexe 4.2 – Issues Analysis

Introduction

The key potential issues/adverse impacts of the proposed libraries closures identified through the consultation process are:

1. Accessibility and Affordability
2. Negative impact on educational attainment and standards
3. Negative impact on social cohesion
4. Negative impact on lifelong learning and interlinked unemployment rates

The aim of this section of the report is to look at the 4 issues in more detail. Mitigation of these issues is explored in Annex 4.3.

1.   Accessibility and Affordability

One of the key issues identified through the public consultation process is the view that due to increased walking times and or increased use of public transport to access a library facility certain sections of the community in particular, older people, young children, young mothers with children and people with disabilities will have increased barriers to use. It is also felt that this issue may have more impact on young people from BME backgrounds in particular Black African and Asian as research indicates that they are more likely to be involved in road traffic accidents.
Analysis of Available Public Transport Networks
A brief public transport analysis conveys the following:

- Nearest library from Barham Park Library is Ealing Road at 0.7 miles. The walking time would be approximately 14 minutes. The Sudbury area is well served by public transport an analysis of transport links is available in **Annex 4.11** and mapped out in **Annex 4.9 using the Public Transport Accessibility Level* gauge.** The library is rated in the mid range of the PTAL scoring (4) which indicates good transport links within walking distance. In addition some Barham Park residents potentially have a choice of using 2 Ealing managed library facilities namely Perivale and Wood End. Perivale is within a 13 minute walk and bus ride from the Barham Park location. General access and public transport links are good. Wood End Library takes around 32 minutes to travel to from the Barham Park location, public transport and general access to the library is good. **Please note.** Wood End library is currently closed for renovations and will officially re-open mid-May 2011.
- Nearest library from Cricklewood Library is Willesden Green at 1.1 miles. The walking time would be approximately 21 minutes. Whilst there are some public transport links it has to be acknowledged that Cricklewood is the more poorly serviced. The library is rated in the lower end of the PTAL scoring (1b) system indicating poor transport links within walking distance. In addition some residents of Cricklewood could potentially avail of Barnet's Childs Hill Library and Camden's Hampstead Library. The maximum journey time from

Cricklewood library to Hampstead Library is 37 minutes via bus and foot and it takes approximately 30 minutes by bus and foot to Child's Hill.

- Nearest libraries from Kensal Rise Library are Kilburn and Willesden Green. Both are 1.1 miles away and take 22 minutes to walk to. This area is well served by public transport. The library is rated in the mid range of the PTAL scoring (3/4) which indicates good transport links within walking distance. In additional some Kensal residents could access 2 Westminster managed sites namely Queens Park and Kensal. Maximum journey time to Queens Park Learning Centre from Kensal Library would be 16 minutes. Public transport to and the libraries general access is good. Maximum journey to Kensal from the Kensal Rise Library by foot and bus would be 25 minutes. Public access and the general library access are reasonably good.
- Nearest libraries from Neasden Library are the Town Hall and Willesden. Both are 1.4 miles away and take 29 minutes to walk to. Public transport links in the area are good and this assertion is supported by a mid range PTAL scoring (3) which indicates good transport links within walking distance
- Nearest libraries from Preston Library is Brent Town Hall at 1.1. miles with a walking time of 23 minutes. The Preston area is well serviced by public transport. The library is rated in the mid range of the PTAL scoring (3) which indicates good transport links within walking distance In addition, some Preston residents could avail of Harrow managed Gayton Central Library centre. Maximum journey time is 25 minutes. Public transport access is good albeit tube travel would be the most expedient option and this would obviously have a cost implication.
- Nearest library to Tokyngton Library is Harlesden Library Plus at 1.3 miles and a walking time of 28 minutes. The area has reasonably good public transport links. The library is rated in the mid range of the PTAL scoring (3) which indicates good transport links within walking distance.

Please note at the time of publication of this document there were not any publicly reported plans to close the neighbouring libraries cited in this section. See Annexe **4.10** for a map detailing the neighbouring libraries.

* **PTAL** stands for **Public Transport Accessibility Level**. It is a method sometimes used in United Kingdom transport planning to assess the access level of geographical areas to public transport.

PTAL is a simple, easily calculated approach that hinges on the distance from any point to the nearest public transport stop, and service frequency at those stops. The result is a grade from 1-6 (including sub-divisions 1a, 1b, 6a and 6b), where a PTAL of 1a indicates extremely poor access to the location by public transport, and a PTAL of 6b indicates excellent access by public transport. **Annex 4.11** provides further information on public transport links. **Annexe 4.8** shows the current and proposed traffic calming measures in the areas most affected, **Annex 4.9** shows the individual PTAL scores for each library and **Annex 4.10** maps our neighbouring borough library facilities.

General Views on Accessibility- (Collated prior to proposals)
Findings from the Libraries Plus Survey 2009 shows that high level of respondents including residents that lived outside the ward/locality felt that the proposed existing

libraries were reasonably easy to access. The table outlined below provided the individual library response and detail:

The table outlined below provided the individual library response and detail:

| | An easy place to get to? | | no. of cases | Survey response rate |
	Yes	No		
Willesden Green	100%	0%	429	94%
Town Hall	97%	3%	333	93%
Ealing Road	98%	2%	411	96%
Kilburn	99%	1%	409	94%
Kingsbury Plus	97%	3%	420	93%
Harlesden	89%	11%	47	94%

Whilst this a common issue for the equality strands cited above, the nature, extent and challenge varies.

It is difficult to define the extent of the difficulties which older people might face in terms of accessing libraries at a greater distance. Some older people are able to travel by car: the most recent Residents Survey (2009) showed that 67 per cent of journeys made by males over 60 years of age were as a car driver (for women the figure was 33 per cent). However, despite the concessionary schemes bus usage was comparatively low –30 per cent. Car use declines with age. Fewer older women have access to cars compared with men of the same age. In 2001, 88 per cent of men and 85 percent of women aged 50–59 had access to at least one car or van in their household. Among those aged 75 and over these proportions were far lower at 58 per cent and 33 per cent respectively. There are some limited car parking and disabled bays located at the proposed remaining libraries.

Only 12 per cent of the poorest single pensioner households and 54 percent of the poorest pensioner couples own a car compared to the national average of 71 per cent of households. Seventy-five per cent of single people and 28 per cent of couples over the age of 65 do not have a car. All of the 6 wards affected by the libraries closure proposals show some levels of deprivation albeit there are parts of Tokyngton, Preston, Kensal Rise and Mapesbury that are 40-80% less deprived. In addition, for many older people a mile is too far to walk and a journey by car or bus is needed. There is ample evidence of 'distance decay' amongst older people – i.e. that people are put off using services if the journey seems too far, too time-consuming, too costly, too dangerous or too difficult.

A Help the Aged study shows that a mile is a long, time-consuming and difficult (also potentially dangerous) way to go for older people with mobility impairments.

A limit of 200 metres (218 yards) from the nearest bus-stop is employed by Friends of the Earth in its Bradford study, and is widely used and half a mile or (0.8km) is often employed as a threshold for the population as a whole and indeed older people.

A ten-minute walk is often deemed as acceptable, although a 15-minute walk or 600 metres (650 yards) is also used.

Sheila Peace in the study '**In the right place- Accessibility, local services and older people'** - suggests that **a quarter of a mile (0.4km) is a critical distance for elderly people** and few could walk more than half a mile (0.8km) and has been used for the purpose of this assessment.. The key to effective accessibility is 'walkable neighbourhoods', which have facilities within a 15-minute walk, bus-stops no more than 400 metres (437 yards) or a ten minute walk away. Details on the study is available on http://celebrate.mtcserver4.com/images/cmsimages/media/publications/equality/accessibilityolderpeople.pdf

Whilst taking these issues into consideration it is useful to note that **889 of the 11,887 active borrowers are over 60.** Of the 889 over 60's active borrowers across the six affected libraries, **13** declared they **had a disability**, **42 did not have** a disability and **834 did not disclose the information**. Of the 13 that declared a disability, 1 had visual impairment problems, 1 had hearing and 7 had mobility.
. It has been suggested that specific targeted research will be conducted with disabled users when developing and extending the home delivery service.
In looking at accessibility for children and young people, it is felt that this issue may have more impact on young people from BME backgrounds in particular Black African and Asian as research indicates that due to the increase in travel distances they are more likely to be involved in road traffic accidents. In accessing the impact we have looked at the wider Council traffic calming and road accident reduction initiatives and will continue to promote these in the areas that may be at risk.
Outlined below is some detail on the Council's approach to road accident reduction:

Building upon the Council's previous London Transport Awards "Most Improved Transport Borough" (2009) status, 2010 has seen excellent progress made on many fronts in Brent, including Road Safety. Creating safer streets in Brent is our utmost priority. However, the Council remains conscious that outer-London is a very different place to inner-London. Brent is one of London's busiest and most ethnically diverse boroughs with a population of over 260,000 people, regularly welcome an extra 100,000 to the national stadium and Wembley Arena, many of whom are unfamiliar with the borough. Ensuring that they arrive and depart safely is imperative.

Traditional reactions and attitudes to road safety were taking UK road safety policy in the wrong direction throughout the 1990s — towards more, not less, road danger; towards greater dependency on private cars and greater territorial dominance of our streets by motor. Clearly, this was unsustainable as it was unethical: greater motorisation leads to more motor traffic, more danger, and more pollution, less physical activity, worse health, loss of our sense of 'community', declining public realm, and social exclusion. Higher footfalls create greater natural surveillance and therefore improve community safety and provide an increased sense of security. The Road Danger Reduction approach facilitated a new way forward for Brent. It presented ways in which the Council could progressively lower the number of casualties (particularly among vulnerable road user groups), raise the quality and amenity of the borough's public spaces, promote the modes (walking and cycling) which impose the least 'costs', including danger, on other people and on the

environment, and in the process improve the health and wellbeing of the borough's citizens.

*Over the last five years the Council moved from a traditional Road Safety policy to embracing the latest Road Danger Reduction principles. This approach formed the cornerstone of Brent's first (2006-2011) Local Implementation Plan and Brent's founding membership of the Road Danger Reduction Forum (RDRF) is documented at **www.rdrf.org/pubset.htm**. Our Road Danger Reduction Plan can be seen here: www.tiny.cc/lqt6d. A number of traffic calming measures are taking place and work on a borough wide level the Council endeavours to ensure that residents are safe on the roads- **Annexe 4.8 for** a map outlining traffic calming arrangements in the context of library locations.*

In addition, fresh, 2010 research from an independent LIP-1 (2006-2011) targets (outcome) report commissioned by Transport for London speaks for itself. The policy shift away from a traditional, risk-averse over-engineering mindset, towards one that hones in on the real cause of each and every collision (we avoid using terminology such as 'accidents' as this implies the incident was unavoidable) has delivered truly excellent results!

Data collected over a significant period of time using Metropolitan Police 'Stats-19' data has informed the TfL Report. This demonstrates the huge strides Brent has made in reducing casualties on the boroughs roads and that the borough leads the way in the Capital in terms of. making the most headway in protecting vulnerable road users, presented in the table (below)

Casualty Category	Base 1994 - 1998	Average 2002-2004	Average 2003-2005	Average 2004-2006	Average 2005-2007	Average 2006-2008	Average 2007-2009	Change from Base 1994-98 to Ave 2007-09
Number of KSI casualties	244	176	157	129	110	101	99	-60%
Number of Children KSI	42	23	20	17	13	13	12	-71%
Number of Pedestrians KSI	85	56	47	40	38	44	41	-51%
Number of Pedal Cyclists KSI	18	9	10	8	7	5	4	-76%
Number of Powered Two-Wheelers KSI	25	31	28	24	23	21	22	-12%
Number of Slight Casualties	1361	1174	1091	980	876	764	728	-47%

Whilst younger people and physically active older people may have to travel further to their library affordability will not necessarily be a major issue as bus travel is free from under 5's, 5 -15 year olds and 16-19 year olds in full time employment. Outlined below is an overview of the public transports charges for 0-19 years olds, over 60's and those on lower incomes:

	Bus & Tram	Tube, DLR and London Overground	National Rail
Under 5s	Free	Free	Free

5 to 10	Free	Free	Free on some services (child rate on most services)
11 to 15	Free	Child rate	
16 to 19 in full-time education or work-based learning	Free	Half adult-rate Oyster single fares Child-rate Travelcard season tickets	Half adult-rate Oyster single fares on some services Child-rate Travelcard season tickets
16 to 17	Half adult-rate Oyster single fares and Bus & Tram pass season tickets Child-rate Travelcard season tickets	Half adult-rate Oyster single fares Child-rate Travelcard season tickets	Half adult-rate Oyster single fares on some services Child-rate Travelcard season tickets
18+ students	30% off Travelcard and Bus & Tram Pass season tickets	30% off Travelcard season tickets	
Freedom Pass (60+)	Free at any time		Free, but time restrictions apply
People on low income	Half adult-rate Oyster single fares Half adult-rate Bus & Tram Pass season tickets	n/a	n/a
Unemployed – New Deal	Half adult-rate Oyster single fares Half adult-rate Bus & Tram Pass season ticket	Half adult-rate Oyster single fares Child-rate cash single and return tickets Child-rate Travelcard season tickets	

2.   Impact on Educational Standards/Attainment

When considering the implementation of these proposals and the delivery of the new core offer to children and families, every local authority that provides services for children needs to consider Section 11 of the Children's Act 2004 which states:

 Each person and body to whom this section applies must make arrangements for ensuring that—

> (a) their functions are discharged having regard to the need to safeguard and promote the welfare of children; and

(b) any services provided by another person pursuant to arrangements made by the person or body in the discharge of their functions are provided having regard to that need.

(3)In the case of a children's services authority in England, the reference in subsection (2) to functions of the authority does not include functions to which section 175 of the Education Act 2002 (c. 32) applies.

(4)Each person and body to whom this section applies must in discharging their duty under this section have regard to any guidance given to them for the purpose by the Secretary of State.

Respondents to the public consultation survey were invited to indicate one or more reasons why they use Brent libraries. The highest level of responses (87%) relates to using libraries for pleasure and following up interests while 42% of respondents use libraries in connection with studies or learning and 23% in connection with work and or finding work.

296 respondents (27%) specify other reasons for using libraries. The majority of these responses (181 in total) highlight visiting the library with their children for a variety of purposes including choosing books, attending events and researching homework topics. The combined total of respondents who name studying/learning or visiting with children represents 55% of total responses. **This reflects the heavy usage of all Brent libraries made by children and young people and the high take up of learning opportunities offered by the library service**. This response is reflective of the active borrower demography for each of the libraries proposed for closures:

The active borrowing representation by under 19 year olds for each library proposed for closure is as follows:.

Table 1 - % of Under 19 Year Old Users

	Total number of Active Borrowers	Number under 19's %
Barham Park	1800	912 – **50.6%**
Cricklewood	1341	698 – **41.8%**
Kensal Rise	1707	714- **54%**
Neasden	2336	1294 – **54%**
Preston	3194	1494- **45.9%**
Tokyngton	1496	877- **58%**
Total	**11874**	**5989**

Findings from both desktop research and from public consultation highlight resident's fears that the reduction in local library facilities will have a negative impact on educational attainment due to the lack of study space and local homework clubs.

It is also felt that due to the national and local gender gap in terms of educational attainment with girls out performing boys through school careers that boys particularly those from Black English, Black African and Black Caribbean backgrounds would be further disadvantaged. It was felt that this would impact on the interconnected issue of social cohesion and isolation.

The public consultation data identified that the following equality strand would like to see the core offer cover the following areas:

- A structured programme of class and outreach school visits to support the educational attainment of children and young people
- Improved range of children and young people's book stock available in greater numbers to support Children Young People (and their families) in literacy and learning development including revision and study guides.
- An enhanced outreach and home delivery service that brings our services to people who are unable to get to a library. The service also delivers monthly book collections to day centres, community groups and children's centres.

Respondents to the Children's Plus survey 2010 use their local library primarily to borrow books use computers, to complete homework and read therefore these areas were deemed important factors when delivering a library service: The public consultation findings support this assertion with study space, access to public computers, availability of sophisticated study texts and free printing being important aspects of future delivery to this strand particularly GCSE and A level students. The microsite for further information on the findings of the Children's Plus Survey 2010. In addition public consultation with English Language Co-ordinators and with schools in general through a class visits survey identified the following needs:

- Need for staff to be fully able to give advice on books, deliver excellent customer care, demonstrate expertise in finding information, knowledgeable in ITC and trained in the use of assistive technology.
- Need for staff to be trained to high standards to deliver quality services to children and young people including facilitating engaging under five sessions, class and school outreach visits and reading groups
- Consider gifting stock and furniture to Children's Centre's
- Need to improve online and digital services in consultation with schools
- Need to develop outreach service in consultation with schools

Whilst younger people may have to travel further to their library children; consultation with the Youth Parliament shows that older young people are prepared to travel and affordability will not necessarily be a major issue as bus travel is free from under 5's, 5 -15 year olds and 16-19 year olds in full time education and or work based learning

3. Impact on Social Cohesion

The proposed changes may initially have a detrimental effect on community cohesion in the neighbourhoods affected as libraries are safe community spaces where people gather. Overall impact is likely to be neutral in terms of community cohesion once customers who are able to use another library start to do so.

We hope that through a targeted consultation on the development of a core offer with those customers who solely rely on borrowing from a service point, we will be able to have an in depth and customised response to their suggestions for mitigation and their personal options to take advantage for example of our Home Delivery and Outreach service. It is clear that some of our customers may not be aware of this home delivery service and therefore would appreciate the convenience and personalisation of such a service.

From an in depth knowledge of the use actually made of services we can make other customers aware of the data and understand that we have sought to minimise the impact of service loss by looking at library use based on actual use and based on sole use.

4. Impact on Life-Long Learning and Unemployment Rates

Findings from public consultation indicate that there is a public fear that the proposed closure of a local library facility will impact on life-long learning and associated unemployment figures. In addition empirical data shows that a reasonable % of over 50 male active borrowers and 19+ young people use their local library as a resource for researching employment opportunities and creating/developing their CV.

Whilst this is a concern for in particular over 50's unemployed males who are physically able and could walk to a local facility. Affordability may be a minor issue albeit reduced rates fares are available to people on lower incomes to enable them to access public transport networks.

Our support for learners offer will include:

a) E-Learning packages
b) Open learning zones and learn direct centres in some libraries
c) Attractive study spaces offering laptop provision and locker hire.
d) Improved wifi facilities
e) Access to e.books, improved study texts and learning collection materials
f) Informal ESOL classes
g) IT workshops and courses
h) Partnership work with Brent Adult Community Education Service to ensure libraries are a place to access a range of informal learning and ICT classes
i) Partnership working with voluntary groups to support learning

There will also be a strong emphasis on our home delivery and on-line services. There are public concerns that not everyone has access to home computers and in general internet access.

Whilst this assertion maybe true, the Mosaic data shows that majority of households have a higher likelihood than the national average to have broadband access at home. Almost 90% of households in Brent fall under eight Mosaic types which collectively indicate that the likelihood of having broadband access at home is at least 1.5 times higher than the national average for these households.

All the affected wards fall in one of the top eight Mosaic types which indicates that the likelihood of having broadband access at home is higher than the national average.

Affected Wards	Top three Mosaic types
Dollis Hill	C20, D27, F36
Kensal Green	D27, E28, C20
Mapesbury	E28, D27, E29
Preston	C20, D27, C19
Sudbury	C20, D27, E28
Tokyngton	C20, D27, E28

This assertion is supported by the findings from the Council's Online Survey 2007.

The 2007 survey of Internet use within the London Borough of Brent took place during Nov/Dec 2007. This survey builds on the feedback collected from previous surveys conducted in 2005, 2004 and 2001. The results are used to analyse trends and to refine the e-Government services provided by the council.

The survey asked specific questions in the following areas:

- Internet access - who has it?
- use and rating of Brent Council's website reasons and methods of contacting the council

Key findings were:

- 90% of the Brent population now have access to the Internet from home (compared to 58% in 2005)
- the digital divide across age and gender has significantly diminished
- 80% of Brent residents are aware of the council website (compared to 74% in 2005)
- 56% of Brent residents have visited the Brent website (compared to 43% in 2005) frequency of use has remained much the same as in 2005
- 84% of users find the Brent site easy to use - the same as in 2005 but more now find it very easy to use using the internet is now the most popular method of contacting the council for certain services.

Annexe 4.3-Libraries Transformation Project

Equalities Analysis – Shared Issues and Proposed Mitigation

This document outlines the key shared issues, the affected equality strands and the identified mitigation.

Shared Issue	Affected Equality Strands
1a. Accessibility and Affordability It maybe initially more difficult for the groups identified to access libraries at a greater distance	**Disabilities** – people with physical or learning disabilities, frailty sensory loss or mental health needs. Children with disabilities or special educational needs **Age –** Children & Young People (including those that are home educated or with special educational needs). Older and housebound customers and residents **Gender –** Current empirical evidence shows that women in the Borough are more actively involved in taking dependents to the library and in the use of libraries in general e.g. accompanying children or disabled dependents to libraries **BME -** The African –Caribbean population in particular are more likely to come from single parent families and may have less access to cars and may therefore maybe more susceptible to issues around road safety and gang activity. In addition, there were some public concerns that because of potential increase in use of public transport and greater walking distances to libraries, young people maybe at greater risk of being involved in road traffic accidents. The Council's Road Danger Reduction Plan 2007-2011 outlined that the number of young people from African Caribbean and Asian communities involved in road accidents was comparatively higher than their white counterparts

	Low Income – Those with lower incomes or are unemployed may be less likely to visit libraries due to associated financial cost of travel and have access to computers to avail of online services

1b. Proposed Mitigation

General Accessibility Note: A brief analysis of the available public transport network on the proposed 6 areas: and outlines the following:

- Nearest library from Barham Park Library is Ealing Road at 0.7 miles. The walking time would be approximately 14 minutes. The Sudbury area is well served by public transport an analysis of transport links is available in **Annex 4.11** and mapped out in **Annex 4.9 using the Public Transport Accessibility Level* gauge.** The library is rated in the mid range of the PTAL scoring (4) which indicates good transport links within walking distance. In addition some Barham Park residents potentially have a choice of using 2 Ealing managed library facilities namely Perivale and Wood End. Perivale is within a 13 minute walk and bus ride from the Barham Park location. General access and public transport links are good. Wood End Library takes around 32 minutes to travel to from the Barham Park location, public transport and general access to the library is good. **Please note.** Wood End library is currently closed for renovations and will officially re-open mid-May 2011.

- Nearest library from Cricklewood Library is Willesden Green at 1.1 miles. The walking time would be approximately 21 minutes. Whilst there are some public transport links it has to be acknowledged that Cricklewood is the more poorly serviced. The library is rated in the lower end of the PTAL scoring (1b) system indicating poor transport links within walking distance. In addition some residents of Cricklewood could potentially avail of Barnet's Childs Hill Library and Camden's Hampstead Library. The maximum journey time from Cricklewood library to Hampstead Library is 37 minutes via bus and foot and it takes approximately 30 minutes by bus and foot to Child's Hill.

- Nearest libraries from Kensal Rise Library are Kilburn and Willesden Green. Both are 1.1 miles away and take 22 minutes to walk to. This area is well served by public transport. The library is rated in the mid range of the PTAL scoring (3/4) which indicates good transport links within walking distance. In additional some Kensal residents could access 2 Westminster managed sites namely Queens Park and Kensal. Maximum journey time to Queens Park Learning Centre from Kensal Library would be 16 minutes. Public transport to and the libraries general access is good. Maximum journey to Kensal from the Kensal Rise Library by foot and bus would be 25 minutes. Public access and the general library access are reasonably good.
- Nearest libraries from Neasden Library are the Town Hall and Willesden. Both are 1.4 miles away and take 29 minutes to walk to. Public transport links in the area are good and this assertion is supported by a mid range PTAL scoring (3)

which indicates good transport links within walking distance.

- Nearest libraries from Preston Library is Brent Town Hall at 1.1. miles with a walking time of 23 minutes. The Preston area is well serviced by public transport. The library is rated in the mid range of the PTAL scoring (3) which indicates good transport links within walking distance In addition, some Preston residents could avail of Harrow managed Gayton Central Library centre. Maximum journey time is 25 minutes. Public transport access is good albeit tube travel would be the most expedient option and this would obviously have a cost implication.
- Nearest library to Tokyngton Library is Harlesden Library Plus at 1.3 miles and a walking time of 28 minutes. The area has reasonably good public transport links. The library is rated in the mid range of the PTAL scoring (3) which indicates good transport links within walking distance.

Please note at the time of publication of this document there were not any publicly reported plans to close the neighbouring libraries cited in this section. See Annexe **4.10** for a map detailing the neighbouring libraries

PTAL stands for **Public Transport Accessibility Level**. It is a method sometimes used in United Kingdom transport planning to assess the access level of geographical areas to public transport.

Affordability: Public transport concessions are available to both individuals on low income and the unemployed. Details on this issue are available in Annexe 4.2.

In conclusion, there may be adverse impacts on a small proportion of residents who cannot walk to public transport or a nearby library, or who cannot use public transport, or for whom transport is unaffordable, and who live in an area where public transport connections are poor. The impact will be mitigated by the various factors set out below:

Mitigation – Disabilities : Promote any agreed changes with a wide range of stakeholders (for example, community/voluntary groups, providers and partners) who provide community support to people with disabilities, frailty, sensory loss or those with mental health needs.

The new core offer will include the provision of the following services:

- Assistive technologies PCs, readers. All staff will be trained in assistive technologies to support the delivery of this service. This service will be marketed through partnerships with support groups
- Books by mail
- Braille & Talking Books
- A comprehensive Home delivery service as detailed in the next section
- Signing service for public events
- Hearing loops in all of the remaining libraries

Mitigation – Older people with Disabilities and Age/Older People

- Our improved home visit service will be fully linked to all libraries so that customers have access to the full catalogue, including alternative media. Staff will bring the catalogue to customers via hand held devices.
- The home visit service will be marketed across the borough, and to organisations working with those people who find accessing services difficult. Strong links will be fostered with social housing and sheltered housing schemes to create a well used home visit service
- Monthly outreach deposit collections will be delivered to day centres, community groups and children's centres where requested.
- Outreach reading events and activities will be offered to children's centres, care homes and day centres.
- Home Visit customers will also get the opportunity to be part of a valued customer service panel for the service and help drive service improvements as well as be involved in stock selection
- The Outreach Service will also work in partnership with Brent volunteering organisations in order to involve local residents in delivering services, such as the home visit service and to ensure we reach a wide selection of Brent residents

Mitigation – Young People with Disabilities and Age/ Children and Young People

Whilst we do acknowledge that people generally like accessing library because they are seen as a source of involvement and integration with the local community, the core offer information looks at the provision of a library services outside the sole reliance on a service point and explores online and digital services provision, the extension of a home delivery and outreach services.

The core offer information will include the following:

- Virtual homework help for those unable to access a library easily.
- In collaboration with BACES we will support parents / carers whose children attend the homework clubs through the provision of learning courses.
- Support club for home schooled children and their parents / carers
- We will support children and young people who are excluded (with their tutors) by providing quiet zone areas for study and additional stock support upon request
- The Summer Reading Challenge will form part of our Outreach library offer to playschemes, disability play schemes, and through partnership working

Further core offer details for children and young people is highlighted under the mitigation for the educational standards issue

Mitigation – Gender. The mitigation is similar in the disabled and older people

section. In addition we will look at our on-line and digital services which will cross over to all of the identified equality strands:

Brent Libraries will be at the forefront of the revolution to ensure that services can be accessed on a 24/7 basis and are not limited to static library buildings. Library members will be able to access a virtual library from the comfort of their own homes. Virtual service will include being able to:

- Search the catalogue, access library accounts, reserve and renew items online from any computer or smart phone.
- Book a computer
- Receive overdue reminders by email or text
- Use our online reference resources for study and homework
- Access an online enquiry service
- Borrow e-books and audiobooks online (subject to the constraints of distributors and publishers)
- Join our email list for a monthly newsletter
- Take part in virtual reading groups
- Access virtual homework help
- we will develop a library app for smart phones that will make our services more accessible. Users of the app will be able to find their nearest library with directions. It also has up to date information about library events, activities, and service updates.
- Online bookings for events and activities
- Events and talks will be recorded and filmed for You Tube and Podcast.

Mitigation – BME – In addition to the core offer information already supplied under the other strands, the Council will continue to implement the traffic calming measures as identified in Appendix 4.8 and continue to implement the successful Local Improvement Plan linked to the Road Danger reduction principles cited in Annexe 4.2.

Mitigation – Low Income
Targeting the new core offer services to the most deprived areas and where demand is the greatest

Shared Issue	Affected Equality Strands
2a. Impact on Educational Standards Findings from the public consultation indicates that residents are fearful that the closures will have a negative impact on educational standards in the borough. In addition, the Borough's young people	**Age , Gender, BME, Disabled young people also includes children that are from more vulnerable deprived backgrounds** There is a national and local gender gap in terms of educational attainment with

placed a strong emphasis on the need for study space particularly during exam time, computer access and free colour copying.	girls out performing boys through school careers in particular boys from BME in particular Black English, Black African and Black Caribbean and vulnerable backgrounds.

2b. Proposed Mitigation

Most children will be able to get to another library through free public transport; these mitigating factors consider those that may not be able to physically access a facility.

Mitigation -Age, Gender and BME

Some neighbourhoods may not be within walking of distance of their local library. We will provide:

- Safe and neutral spaces at the 6 remaining libraries
- Improved and increased number of study spaces
- Engage children and young people in particular young BME boys with a love of reading and resources to support educational attainment. This includes an improved range of children and young people's book stock available in larger quantities to support CYP (and their families) in literacy and learning development. We will improve our provision of revision, text books and study guides. For younger children an improved range of board books, dual language books, picture books, graded readers to support school reading schemes and literacy attainment, titles for fluent readers and graphic novels to encourage reluctant readers.
  - o The information books will support the National Curriculum covering key stages 1 – 4 and also include up to date and relevant study and revision guides in greater quantities.
  - o We will involve young people and schools in stock selection.
  - o Develop collections to support progression by young people into further education and into work and training. We will work in partnership with Connexions to ensure access to advice on training and further education is available.
  - o Promote and market eBooks to support homework and study
- An enhanced outreach offer, including a book loan scheme in partnership with youth centres, youth bus, children's centres and schools to target those groups of children who do not currently use library services.
- Bookstart story and rhyme times will be delivered weekly in all libraries
- Bookstart pack gifting sessions in all libraries on a monthly basis
- Bookstart Bear Club in all libraries which encourages parents / carers to read to their children, borrow books and gain certificates.
- We will work in partnership with Brent Adult and Community Information Services (BACES) and increase the range of exciting family learning courses focusing on literacy, learning and leisure in all our libraries.
- Chatterbooks Reading Groups will be run, after school on a monthly basis, by trained staff in all libraries and will focus on fun reader development activities.
- Teenage reading groups will build on the Summer Reading Challenge

programme and be developed as after school clubs focusing on themed group reads, author events and manga and will be run by young people and trained staff together.

- Homework clubs in all libraries will have qualified teaching support and support learning development in children aged 8 – 11. Children will also benefit from reading support delivered by Volunteer Reading Help volunteers (available in some libraries)
- Virtual homework help for those unable to access a library easily.
- In collaboration with BACES we will support parents / carers whose children attend the homework clubs through the provision of learning courses.
- Support club for home schooled children and their parents / carers
- We will support children and young people who are excluded (with their tutors) by providing quiet zone areas for study and additional stock support upon request
- We will support young people during exam periods by opening for longer hours and sourcing other community venues (through partnerships) for additional study space.
- Outreach services to schools and children's centres will include learning support, storytelling, reader development workshops all delivered by trained staff, with an agreed timetable of visits.
- The Summer Reading Challenge will form part of our Outreach library offer to playschemes, disability play schemes, and through partnership working
- User friendly website developed to engage and involve children and young people in reading, study, leisure and information services, including a presence on BeBo and similar social networking sites
- Improved cutting edge teen facilities designed by young people

Shared Issues	Affected Equality Strands
3a. Impact on Social Cohesion Feedback from the public consultation highlights residents concerns with the following issues which are linked to social cohesivity: - Loss of shared neutral space - Loss of a source of involvement and integration with the local community:	Whilst it is publicly felt that this issue will affect residents from all demographic backgrounds. The following groups would be at higher risk of isolation: **Disabilities** – people with physical or learning disabilities, frailty sensory loss or mental health needs. Children with disabilities or special educational needs **Age –** Children & Young People (including those that are home educated or with special educational needs). Older and housebound customers and residents

	Gender – Current empirical evidence shows that women in the Borough are more actively involved in taking dependents to the library and in the use of libraries in general e.g. accompanying children or disabled dependents to libraries
	BME - The African –Caribbean population in particular are more likely to come from single parent families and may have less access to cars and may therefore maybe more susceptible to issues around road safety and gang activity.

3b. Proposed Mitigation

Mitigation – The core offer information provided under the previous strands also applies to this issue

Shared Issues	**Affected Equality Strands**
4a. Impact on Lifelong Learning and associated unemployment figures Findings from public consultation indicate that there is a public fear that the proposed closure of a local library facility will impact on life-long learning and associated unemployment figures. In addition empirical data shows that a comparatively high % of over 50 male active borrowers and 19+ young people use their local library as a resource for researching employment opportunities and creating/developing their CV. Access was a linked issue where residents felt that those on lower income would have difficulty in accessing an alternative library due to the affordability issue	**Age –** Unemployed adult males (50+) Young people 19+ searching for part-time work to support studies and or their first full-time jobs **Gender –**Whilst it affects both genders, there seems to be stronger usage by older males specially using libraries as a resource for researching job opportunities. **BME –** Proportionally higher usage by people from Black African and Black Caribbean

4b. Proposed Mitigation

Affordability-Low Income: Public transport concessions are available to those on low income and the unemployed which would assist in reducing the cost of increased travel.
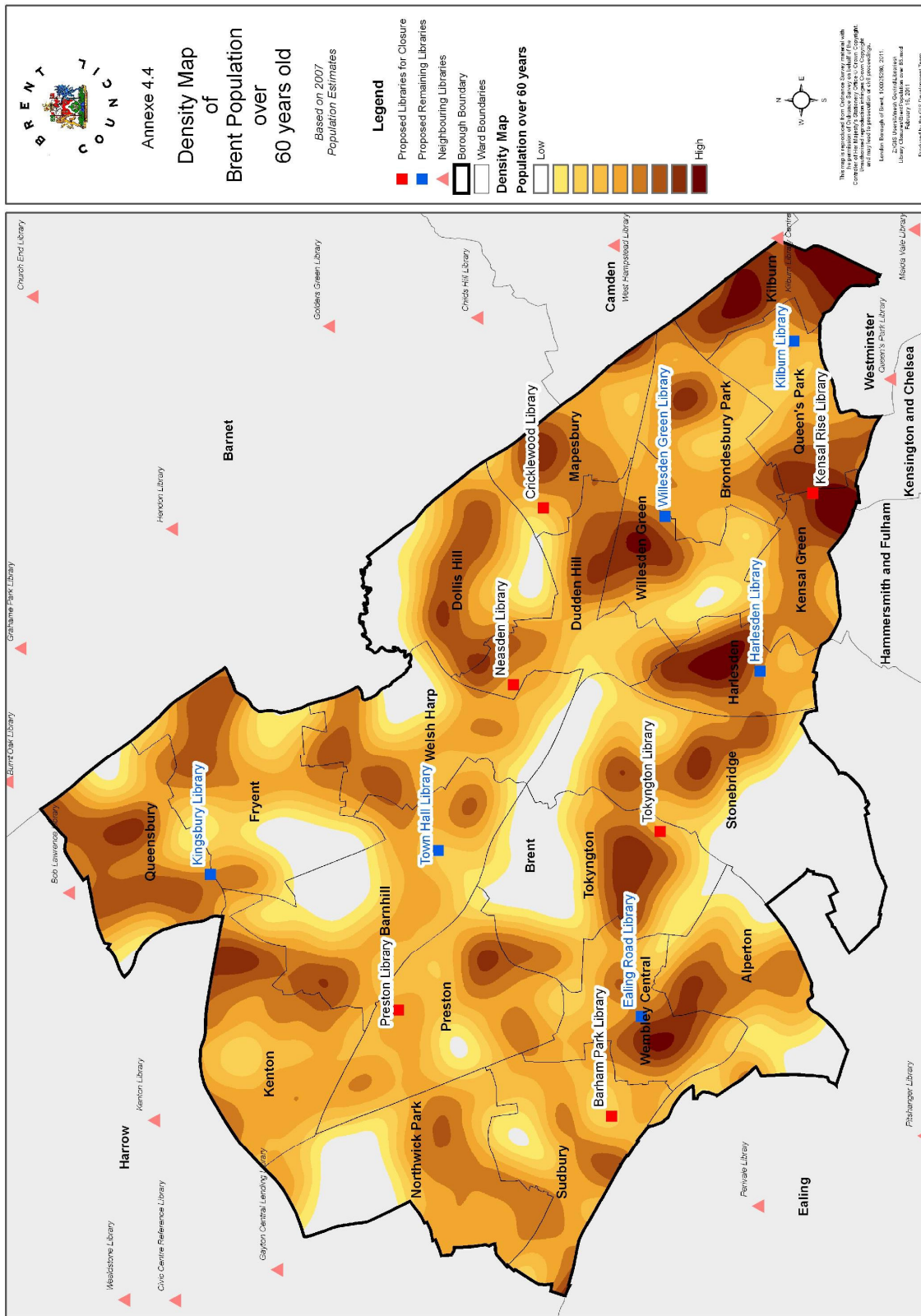
Mitigation – Our support for learners offer will include:

j) E-Learning packages
k) Open learning zones and learn direct centres in some libraries
l) Attractive study spaces offering laptop provision and locker hire.
m) Improved wifi facilities
n) Access to e.books, improved study texts and learning collection materials
o) Informal ESOL classes
p) IT workshops and courses
q) Partnership work with Brent Adult Community Education Service to ensure libraries are a place to access a range of informal learning and ICT classes
r) Partnership working with voluntary groups to support learning

Detailed mitigation has been considered for the potential adverse impacts. These are shown in detail above and it is also important to note that these are reflected in the new Library offer, set out at paragraph 4 of the main report. That offer has been expressly designed to address these points.
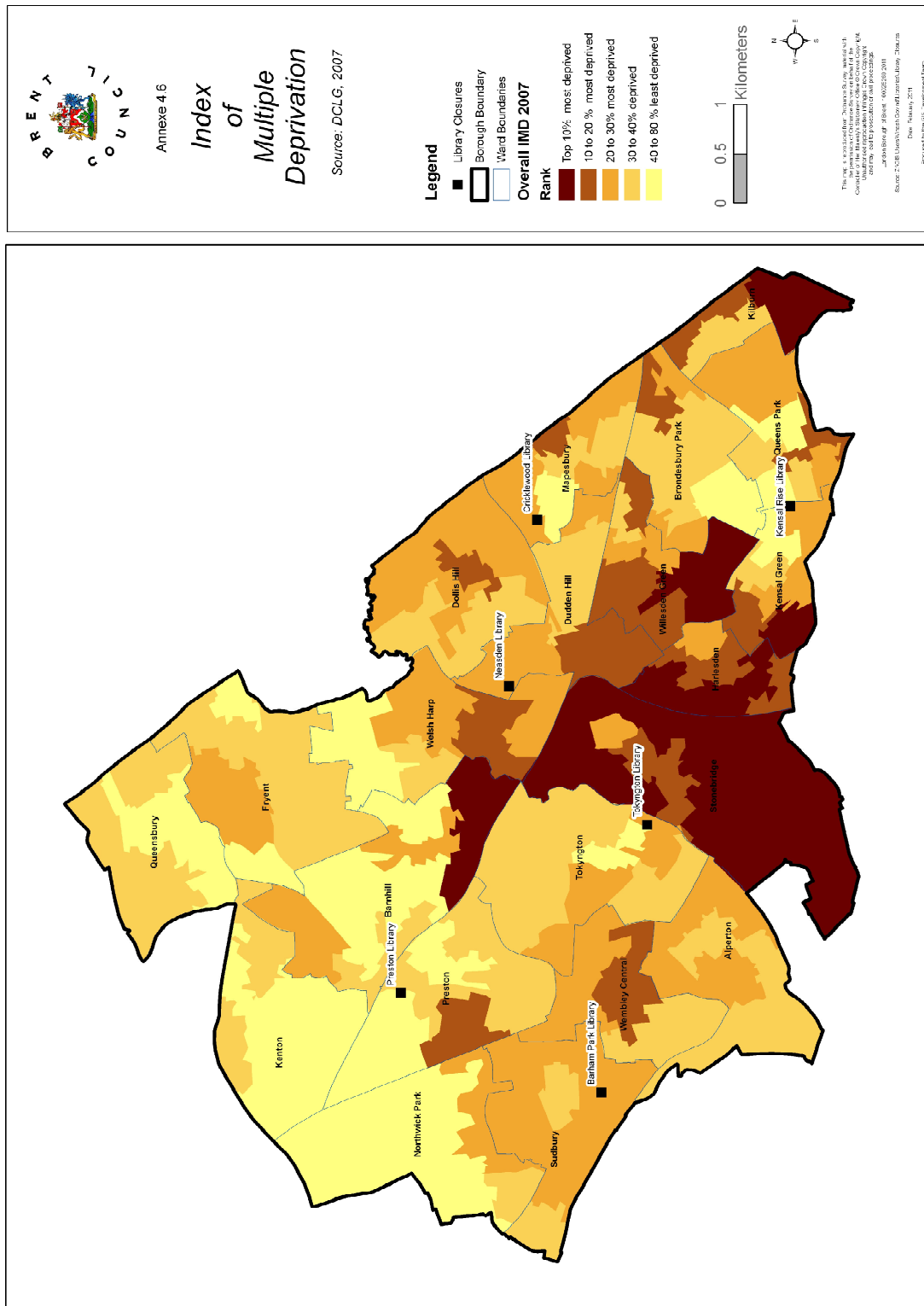
Countervailing factors, in particular the financial constraints on the Council do not permit of even further mitigation, although the reinvestment within the Transformation Project has ensured a wide range of measures. Introducing further bus services is outside the Council's powers.

Annexe 4.4

Density Map
of
Brent Population
over
60 years old

*Based on 2007
Population Estimates*

Legend

■ Proposed Libraries for Closure
■ Proposed Remaining Libraries
◄ Neighbouring Libraries
▭ Borough Boundary
▭ Ward Boundaries

Density Map

Population over 60 years

Low ▭▭▭▭▭▭▭▭▭ High

Annexe 4.5 – Under 19's map

Page 125

Annex 4.6

Index
of
Multiple
Deprivation

Source: DCLG, 2007

Legend
- ■ Library Closures
- ☐ Borough Boundary
- ☐ Ward Boundaries

Overall IMD 2007
Rank
- Top 10% most deprived
- 10 to 20 % most deprived
- 20 to 30% most deprived
- 30 to 40% deprived
- 40 to 80 % least deprived

Annexe 4.7

Density Map
of
Disabled
People
in Brent

Source: Client Index

Legend

■ Proposed Libraries for Closure
■ Proposed Remaining Libraries
▲ Neighbouring Libraries
▢ Borough Boundary
▢ Ward Boundaries

Density of Disabled Population

Low

High

Annexe 4.8
Brent
Traffic Calming
Measures
(current & planned)

Legend
- ▲ Proposed Remaining Libraries
- ■ Proposed Libraries for Closure
- ☐ Borough Boundary
- Current 20mph Zone
- 2008/09 Zone
- 2009/10 Zone

Kilometers
0   0.5   1

Annexe 4.9 – PTAL gauge

Annexe 4.10 Neighbouring Libraries Map

Annexe 4.10

Neighbouring Libraries

Legend

Brent_Libraries

London Boroughs

Libraries in West London
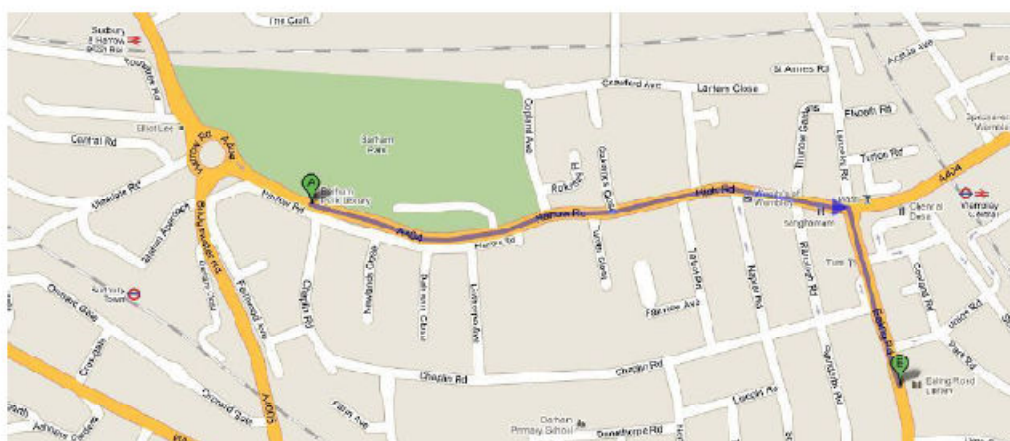
Annexe 4.11 –Transport Analysis between Libraries

This document looks at the nearest library facilities, walking times and public transport links.

Barham Park Library

Nearest library:

Ealing Road Library   0.7 mile

                                Walking time: 14 minutes – Google maps*
                                Car: 5 minutes (0.8 miles)

Other nearest libraries:

Town Hall Library   2.2 miles
Proposed Civic Centre   1.7 miles

Barham Park Library is well served by public transport, with bus numbers 18, 92, 182, 204 and H17 stopping outside. Travelling by public transport between Barham Park Library and Ealing Road Library could take up to 15 minutes with no changes required (Transport for London). The library is rated in the mid range of the PTAL scoring (4) which indicates good transport links within walking distance.

Sudbury Town tube station is a short distance away, however the Piccadilly line does not serve any other Brent library.

<div align="center">1</div>

Cricklewood Library

Nearest libraries.

Willesden Green Library   1 1 miles   (Car 6 minutes, walking 21 minutes)

Other nearest library:

Harlesden Library Plus   2.5 miles

There is a single bus that serves the Cricklewood Library area. 226 stops a short distance and goes towards the Harlesden and Willesden Green area. Travelling by public transport can take up to 36 minutes to Willesden Green Library with no changes required. However, this would involve up to 15 minutes of walking (Transport for London).

Dollis Hill station can take up to 17 minutes to reach by foot. The Jubilee line serves some of the other Brent libraries. Whilst there are some public transport links it has to be acknowledged that Cricklewood is the more poorly serviced. The library is rated in the lower end of the PTAL scoring (1b) system indicating poor transport links within walking distance.

2

Kensal Rise Library

Nearest libraries:

Willesden Green Library   1.1 miles   (Car 4 minutes (1.3 miles), walking 22 minutes)

Kilburn Library   1.1 miles   (Car 4 minutes (1.2 miles), walking 22 minutes)
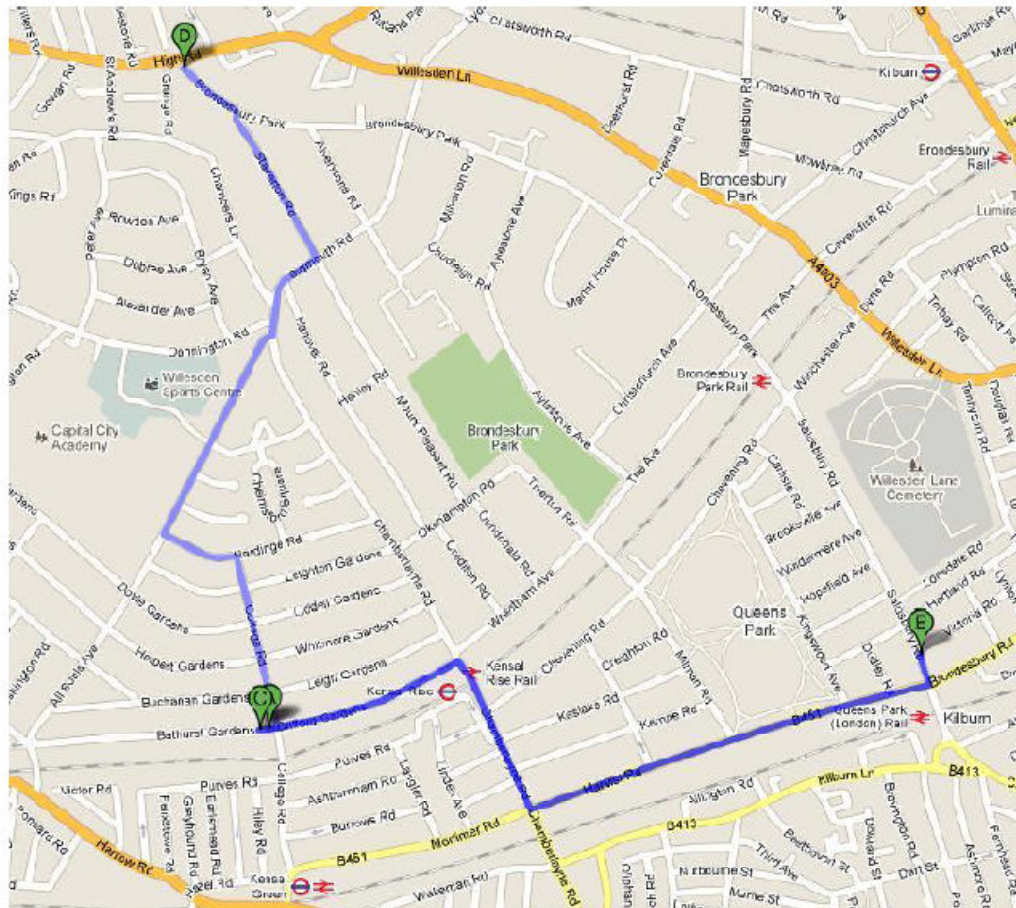
Other nearest library:

Harlesden Library Plus   1.6 miles

The buses stop a short walking distance away from the library. Bus numbers 6, 52, 187, 18 and 302 can be taken that go towards Harlesden and Willesden Green area. In addition the 187 bus can be taken to Queens Park.

Kensal Rise and Kensal Green stations are a short distance away with both being served by London Overground. Kensal Green station is also served by the Bakerloo line and is a single stop away from Kilburn Library. The journey to Kilburn Library can take around 21 minutes (Transport for London). Public transport links in the area are good and this
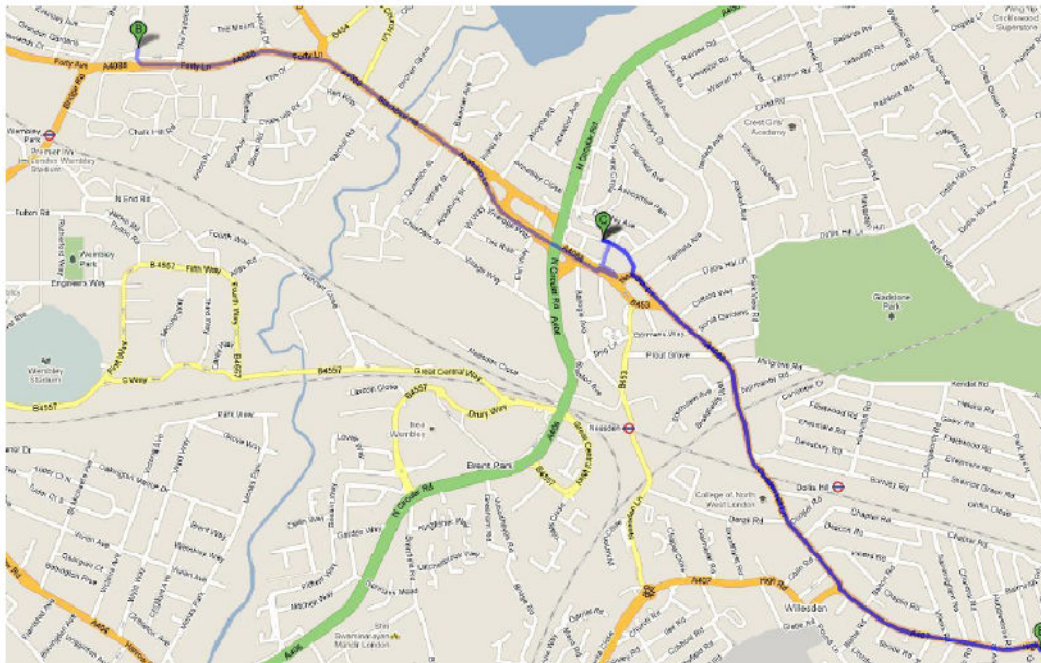
3

assertion is supported by a mid range PTAL scoring (3) which indicates good transport links within walking distance

Neasden Library Plus

Nearest libraries:

Town Hall Library   1.4 miles   (Car 7 minutes (1.8 miles), walking 29 minutes)

Willesden Green Library   1.4 miles   (Car 5 minutes, walking 29 minutes)
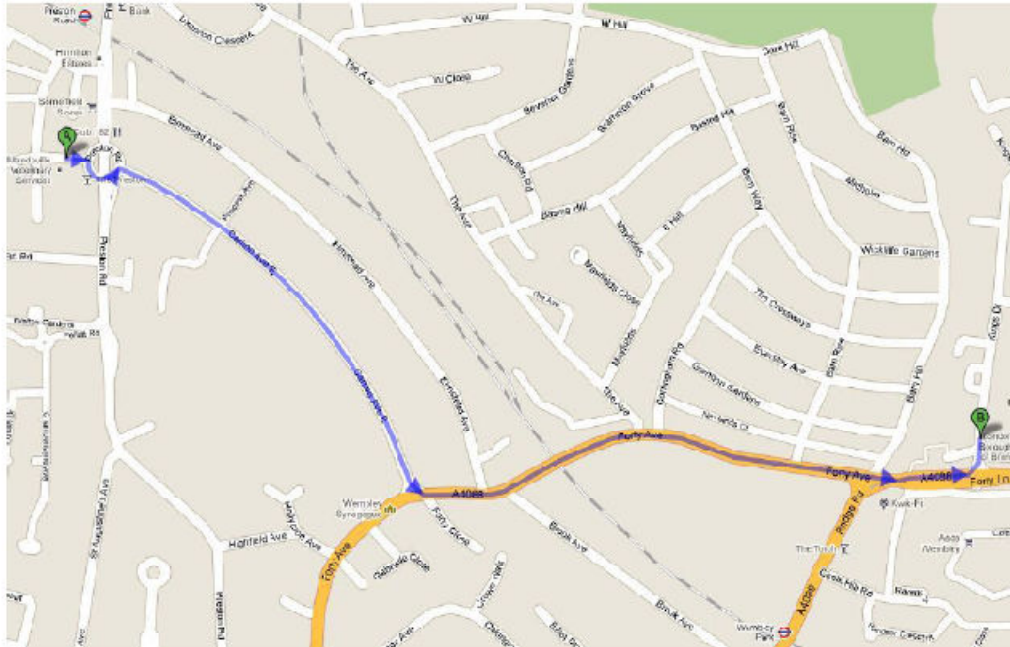

Proposed Civic Centre   2.4 miles

Being located towards the centre of the borough it is possible to reach either Town Hall or Willesden Green libraries by public transport.   Bus numbers 182, 232, 245, 297, 302 and 332 stop nearby. Travelling to either Town Hall or Willesden Green libraries can take up to 24 minutes by public transport with no changes required (Transport for London).

Neasden tube station is 11 minutes walk away and is served by the Jubilee line. The library is rated in the mid range of the PTAL scoring (3) which indicates good transport links within walking distance

4

Preston Library

Nearest libraries:

Town Hall Library   1.1 miles   (Car 4 minutes, walking 23 minutes)

Kingsbury Library Plus   1.6 miles   (Car 6 minutes, walking 32 minutes)
Proposed Civic Centre   1.8 miles

Preston Library is well served by public transport with bus numbers 79, 204 and 223 stopping nearby. Town Hall Library can be reached in 15 minutes by bus or 21 minutes by tube with no changes required (Transport for London).
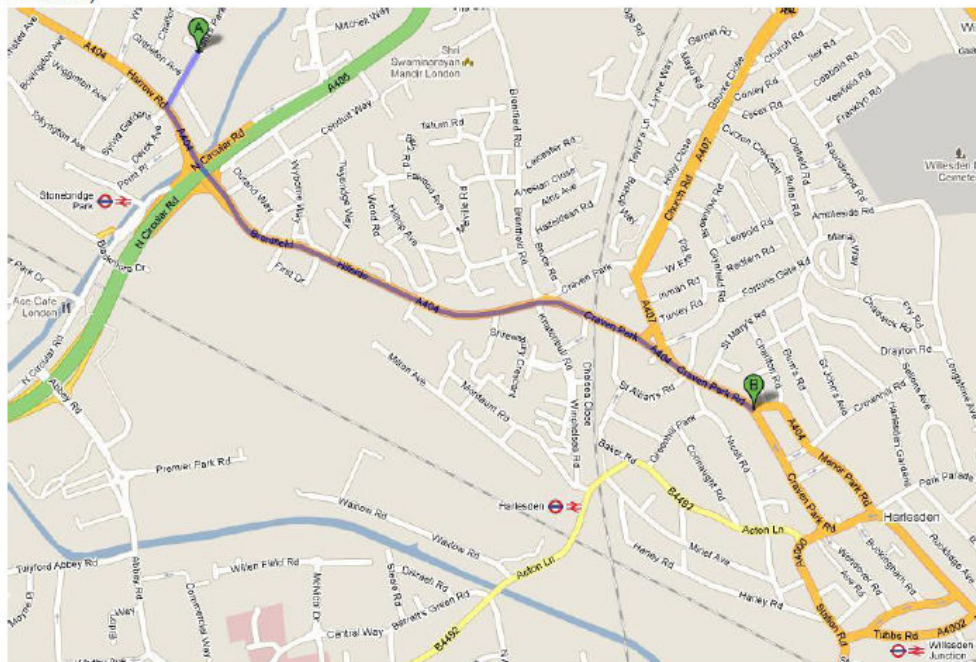
Preston Road station is a short distance away and is served by the Metropolitan line. The library is rated in the mid range of the PTAL scoring (3/4) which indicates good transport links within walking distance

5

Tokyngton Library

Nearest libraries:

Harlesden Library Plus   1.3 miles (Car 10 minutes (1.9 miles) , walking 28
minutes)

Ealing Road Library   1.6 miles
Proposed Civic Centre   1.4 miles

Bus number 18 stops near the library which goes towards Wembley and Harlesden area.
Travelling by public transport to Harlesden Library can take up 18 minutes with no changes
required (Transport for London). Bus number 112 stops a short distance away.

Stonebridge station is a short walk away and is served by London Overground and the
Bakerloo lines.

Source:

Walking times – Google maps (TfL walking times differ)
Distances – Google maps
Public transport – Transport for London
**The library is rated in the mid range of the PTAL scoring (3) which indicates good
transport links within walking distance.**

6

Public Transport Accessibility Level (PTAL)

PTAL stands for **Public Transport Accessibility Level**. It is a method sometimes used in United Kingdom transport planning to assess the access level of geographical areas to public transport.

PTAL is a simple, easily calculated approach that hinges on the distance from any point to the nearest public transport stop, and service frequency at those stops. The result is a grade from 1-6 (including sub-divisions 1a, 1b, 6a and 6b), where a PTAL of 1a indicates extremely poor access to the location by public transport, and a PTAL of 6b indicates excellent access by public transport

The first stage in PTAL calculation is to calculate the walking distance from the site (known as the **point of interest (POI)**) to the nearest bus stops and rail stations (where rail can be taken to also include London Underground, DLR and trams). These stops and stations are known as **service access points (SAPs)'**. Only SAPs within a certain distance of the POI are included (640m for bus stops and 960m for rail stations, which correspond to a walking time of 8 minutes and 12 minutes respectively at the standard assumed walking speed of 80m/min).

The next stage is to determine the service level during the morning peak (defined as 0815-0915) for each route serving a SAP. Where service levels differ in each direction on a route, the highest frequency is taken. On railways, a route is generally defined as a service with a particular calling pattern - for example, services on the Piccadilly line from Hammersmith could be divided into two "routes": Cockfosters to Heathrow and Cockfosters to Uxbridge.

A **total access time** for each route is then calculated by adding together the walking time from the POI to the SAP and the average waiting time for services on the route (i.e. half the headway). This is converted to an **equivalent doorstep frequency (EDF)** by dividing 30 (minutes) by the total access time, which is intended to convert total access time to a "notional average waiting time, as though the route were available at the doorstep of the POI".

A weighting is applied to each route to simulate the enhanced reliability and attractiveness of a route with a higher frequency over other routes. For each mode (e.g. bus, Tube, DLR, tram, rail), the route with the highest frequency is given a weighting of 1.0, with all other routes in that mode weighted at 0.5.

Finally, the EDF and the weighting are multiplied to produce an **accessibility index** for each route, and the accessibility indices for all routes are summed to produce an overall accessibility index for the POI.

7

This accessibility index (AI) can then be converted to a PTAL grade (1-6) through a banding system (where AIs 0.00-5.00 are PTAL 1, 5.01-10.00 are PTAL 2, etc up to PTAL 6 for scores of 25 and above).

Whilst PTAL is a simple calculation (easily performed by a spreadsheet) that offers an obvious indication of the *density* of public transport provision in an area, it suffers two key problems:

- It does not take into account where services actually go to - for example, a bus that runs every ten minutes to the bottom of the road is considered better than a bus that runs every twelve minutes to the city centre.
- The use of arbitrary cut-offs to exclude more distant service access points underestimates the ability to access locations just outside those cut-off distances. For example, a point 960m from King's Cross could have a PTAL of 6, whilst a point 961m from the same station could have a PTAL of 1 or 2.

Accessibility modelling has been proposed as a solution to these problems. It uses GIS to calculate door-to-door travel times by public transport to a grid of points around the point of interest, resulting in a set of isochrones - journey time contours - within which the number of workplaces, households or residents can be calculated using census data. This method takes into account many more factors than PTAL, but is much more time-consuming and requires expensive software.

APPENDIX FIVE

FINANCIAL AND PROPERTY BACKGROUND INFORMATION

2010/11 budget for libraries (as of Feb 2011)

The table below outlines the libraries spend. The libraries budget sits within the Libraries, Arts and Heritage budget and there will be some inevitable crossovers and shared costs. Some budgets are held and managed centrally, such as stock, ICT and development: sums have been allocated in this table proportionately. Estimated budget figures are submitted to CIPFA each year but are subject to change due to changing priorities, in year savings etc.

Staffing: currently staffing is managed across six groups of two libraries so sums for each library will vary

Premises: consists of business rates, fire prevention costs and security, lift maintenance, utility costs, external rents and cleaning costs.

Supplies: includes minor equipment purchases, stationery, external printing, postage costs, publicity, storage, cash collection, licences, craft materials for activities

Support: consists of internal rent and service charges, legal and accountancy costs, payroll charges, printing and copying, internal phones, postal charges and insurance.

Stock: the stock budget, currently £550,000, buys the books, DVDs, CDs, ebooks, newspapers and periodicals and online resources for the whole of the service. This is managed centrally and the majority of it is spent through a consortium with other local authorities to maximise value for money.

ICT: this contains the costs of running the library management system (again in a consortium with 14 London boroughs). It is also spent on maintaining the staff and public access pcs in each library, self service machines, software, licences, upgrades and small pieces of equipment.

Development: the development budget is spent on national campaigns and promotions, such as the Summer Reading Challenge and the Six Book Challenge for emerging readers. All events and activities in libraries: children's events, Black History Month, author readings, cultural events, are paid for from this budget. It is augmented by external grants and funding streams where possible.

Training: £20,000 for external training courses for the whole of Libraries, Arts and Heritage.

	Staffing	Premises	Supplies	Support	Stock	ICT	Dev't	Training	Total
Barham	113,600	25,400	3,400	5,500	19,500	12,371	1,797		181,568
Cricklewood	111,000	24,000	2,700	7,000	19,500	12,371	1,797		178,368
Ealing Road	265,000	47,400	6,400	12,000	65,000	41,237	5,990		443,027
Harlesden	251,400	50,500	7,000	23,600	65,000	41,237	5,990		444,727
Kensal	92,800	25,500	2,400	8,100	19,500	12,371	1,797		162,468
Kilburn	216,300	35,700	3,300	10,700	32,500	20,618	2,995		322,113
Kingsbury	242,900	800	3,600	150,900	65,000	41,237	5,990		510,427
Neasden	171,300	108,900	2,200	12,100	32,500	20,618	2,995		350,613
Preston	162,000	23,500	3,300	5,400	32,500	20,618	2,995		250,313
Tokyngton	107,800	25,500	2,100	7,300	19,500	12,371	1,797		176,368
Town Hall	256,800	0	6,700	152,500	65,000	41,237	5,990		528,227
Willesden*	530,300	414,400	17,900	10,900	114,500	136,082	3,767		1,227,849
Outreach	100,300	6,200	2,150	7,000					115,650
Stock Sup	132,450	6,200		2,940					141,590
HQ	268,045		76,800	116,160				20,100	481,105
	3,021,995								
									5,514,413

APPENDIX SIX

CONSIDERATION OF ALTERNATIVE PROPOSALS FOR LIBRARY SERVICES

1.0   Context

1.1   Paragraph 12 of the main report sets out the background to nine alternative proposals made for the Library Service, following the public consultation between November 2010 and March 2011. To reiterate, these proposals follow the stated element of the consultation which said the during the process, the Council would undertake:

The development of a clear approach to voluntary organisations who wish to present a robust business case for running library services in vacant buildings (subject to agreement of building owners and at no cost to the Council)

1.2   A detailed guidance note for appraising proposals was prepared, and is at Annex One to this Appendix.

1.3   Seven factors were identified as particularly important in appraising these proposals, those which consider the proposal itself, and those which reflect on the impact on the Council. These are:

- The viability of the group making the proposal
- The viability of the proposal itself
- The quality of the proposal
- The extent to which the proposal promotes inclusion and diversity
- The ability of the proposal to meet the Council's savings targets
- The acceptability of contract terms and transfer of risk
- The risk of the proposed route in the context of procurement legislation

.   These are not evaluation criteria, and the factors were not either shared with community groups, nor weighted and scored. They acted as a guide to officers in considering the proposals, and allowed a structured discussion of a wide range of options for organisational structure, financial arrangements and service delivery.

1.4   An officer panel, including procurement, financial and service expertise met and reviewed each proposal. Factors were not scored, and none were treated as gateways, ie issues which would automatically rule out an idea. Each factor was discussed in detail as it applied to the written proposal.

1.5   The pre-prepared guidance identified four possible outcomes of the appraisal, which are summarised as:

- *Category 1* – does not and cannot meet service, financial or risk implications and officers advise against proceeding any further
- *Category 2* – does not meet expectations but might be able to do so with more work, although this is not guaranteed
- *Category 3* – does meet expectations and could be implemented in a realistic timescale. If procurement and other commissioning issues could be resolved, this might be a viable way forward
- *Category 4* – would require a procurement exercise of some sort

1.5   The detailed appraisal led to the following outcomes:

Proposal from	Summary	Categorisation
Barham Library Friends	Charitable Trust runs library	Category 1
Cricklewood Homeless Concern	CIC runs literary and arts centre plus library	Category 1
Kensal Rise Friends	Charitable Trust runs library	Category 1
LSSI	Business proposal to run libraries (3 options)	Category 4
Mark Twain Literary Centre	Create from scratch a new experience/ attraction at Kensal Rise	Category 1
Save Preston Library Campaign	Five alternative ways to reduce budget but not actually a proposal for running Preston	Category 1*
Mr Yogesh Taylor	Architect's proposal to discuss the sites	Category 4
User groups at libraries threatened with closure	Alternative way to reduce the budget but not a community proposal for running services	Category1*
Mr Nishaan Vithlani	Offer to buy Preston library to establish a Montessori school	Category 4 (not procurement but disposal)

1.6   Two proposals are identified as Category 1* above. These are essentially not presenting alternative, community-led ways to run the service, but argue that the Council should consider alternative routes to identifying savings, and *inter alia* save one of more of the branches threatened with closure. These proposals are based

on alternative analyses of Council expenditure. These are mistaken as to the way the Council's finances work, in particular the way in which 'overheads' such as ICT and insurance are managed.   Between them the six options offered either do not achieve the savings targets, or do so in ways which offer a poorer service than the route proposed by the Library Transformation Project.

1.7   Within these alternatives, three in particular have been considered as alternative approaches to the budget requirements, and are discussed in detail within Appendix One. These are:

- Reduced opening hours while keeping 12 libraries open
- Cutting 'support costs' by 90%
- Not making savings within the library service, instead making savings elsewhere in the Council

   Appendix One contains a detailed analysis of these three alternatives. They are not considered preferable to the recommendations made in this report.

1.8   Three proposals are Category 4, and officers do not advise any further consideration of them within this consideration of the Libraries Transformation Project.

1.9   The remaining four proposals, which come closest to the original expectation of community proposals for a library, do not meet any element of the Council's consideration. The full appraisals are in Annexe Two to this Appendix, but against the seven factors, the key issues for each proposal can be summarised as follows:

Factor	Barham Park	Cricklewood Homeless Concern	Kensal Rise (Friends)	Kensal Rise (Mark Twain Literary Centre)
Viability of the group	New group to trading	Long term group with record in other services	New group to trading	New company and track record of originator unknown
Viability of the proposal	Relies on high risk revenue, unrealistic assumptions and Council subsidy	Revenue suggestions unviable	Relies on high risk revenue, unrealistic assumptions and Council subsidy	Relies on high risk revenue, unrealistic assumptions and Council subsidy
Quality of the proposal	Some useful elements	Interesting approach but many elements of doubtful deliverability	Some useful elements but doubt long term strategy	Interesting elements but no evidence of the market for the services
Inclusion and diversity	Not addressed	Limited acknowledgement of specific issues to cultural services	Not really addressed beyond proposition for disabled access	Not addressed
Achieving the council's savings	No – substantial annual revenue subsidy required	No – substantial Year 1 subsidy required including asset transfer	No – substantial annual revenue subsidy required	No – year 1 subsidy required and probably ongoing
Acceptable transfer of risk	No . Building cannot transfer but no provision for risk management eg around volunteers	Building might transfer subject to ASC but significant issues around volunteers and business model	NO – proposed JV leaves all risk with Council except for unaddressed risks around volunteers	No as some form of joint venture apparently anticipated.
Risks to the Council's other obligations	Not applicable	Not applicable unless asset transfer would breach State Aid	Quickly reaches EU procurement thresholds for managed services	Might be applicable if business model gave enough information, and may be challenged under State Aid.

**APPRAISAL OF ALTERNATIVE PROPOSALS FOR LIBRARY PROVISION
March 2011**

This is a guidance note for considering community-based proposals for library provision in the light of the Transforming Libraries project which has been the subject of community consultation for three months to early March 2011.

This process is not a substitute for or replacement of formal procurement. The Council is not procuring an alternative form of management for all or parts of the library service. Instead, it is responding to legitimate community interest in a way which may enable new initiatives to flourish and services to develop, while both supporting the improvement objectives of the Transformation Project and protecting the Council's own legal and financial responsibilities.

This process assumes that on 11 April, and at subsequent decision meetings, the Council decides to proceed with closure of the six libraries. If they do not decide to do so, then these proposals may signpost different ways of working in the future.

1.   Process

1.1   All community groups concerned with the six libraries proposed for closure have been advised that they must submit any alternative proposals by 4 March 2011. They have been able to ask detailed questions of officers, as well as having specific meetings with senior managers and Councillors responsible for the service. (These enquiries and meetings have been additional to public meetings and published documents.)

1.2   No guidance has been given on how proposals should be presented or what they should contain. Groups have been advised that it is for them to devise their business model and relevant financial information. Officers have also made clear the expectation that proposals should be at zero cost and zero risk to the Council and have provided extensive information about the costs of the current services.

1.3   An officer panel has been convened for 11 March 2011 to review proposals. This panel will be chaired by the Interim AD (Neighbourhoods) and includes the Head of Service for Libraries, Arts and Heritage and representatives from Legal, Finance and Property services.

1.4   The panel will produce a series of recommendations to be considered for the Executive Committee report going to the meeting of 11 April.

1.5   This note constitutes the way this panel is expected to approach this task.

2.   Summary of process

2.1   Seven key factors have been identified to inform the appraisal. See paragraph 3 below. The panel will begin by reviewing these criteria for completeness and shared understanding.

2.2   Each proposal will be reviewed against those factors. Even if any of them act in such a way as to make the whole proposal unacceptable (eg because the group

would not run a service open to all the community), all seven factors will be reviewed.

2.3 The panel will decide in which of four possible categories (see para 4) the proposals sit, and ensure appropriate follow up and commentary.

2.4 The panel will consider whether there are any alternative options suggested by the proposals that would meet the Council's improvement objectives and its financial and legal obligations.

2.5 The outcomes of the appraisal process will be incorporated into the Committee Report and community groups informed accordingly.

3 Seven factors for appraisal.

3.1 Seven key factors have been identified for the appraisal. For each of these some potential questions have been identified to guide the appraisal. It is not proposed that these are formally scored, but that officers will evaluate each of these factors using their professional judgement to determine the overall robustness of the proposition. The appraisals and judgements will be recorded to support any further debriefing, advice to members and future proposals.

Appraisal of the proposal

- *Viability of the group* making the proposal: is it a legal body with which the Council could enter into a contract? How long has the group (or its constituent bodies if it's effectively a federation) been in existence. Does it have any existing business, track record, income, assets or staff? What evidence is there that it will last beyond the initial burst of enthusiasm?

- *Viability of the proposals*: what assumptions are made in revenue models eg about footfall, fees, fines? Does the group propose to use all or part of the space for revenue-generating activity (eg events, hot-desking, training), and if so how realistic are the projections? Are the costs realistic and have they included appropriate and adequate insurance and provision for building maintenance? Has the group made assumptions about capital works to the buildings and if so are the costings realistic? Where would the funding come from?

- *Quality of the proposals*: does this represent a service which meets identified needs and aspirations amongst local communities? What evidence is there that the local community has been instrumental in forming these aspirations., and what consultation or research has the group undertaken? Are there elements which contradict/undermine the Council's knowledge of the local community from other sources? Will this proposal be flexible in developing access to information, books and technology in the coming years? Is the proposal still, at heart, a library, or is it essentially something else which might house an outreach service from the Council's library service?

- *Supporting diversity and inclusion*: has the group recognised the importance of ensuring services for all parts of the community, and the Council's commitment to reach groups who are not traditional library users? How would the proposal ensure that disadvantaged groups, for example teenagers wanting to study but with limited home facilities, were able to use library facilities?

Impact on the Council

- *Delivering the Council's savings targets*: the Council is aiming to deliver a better, more focussed library service through the Transformation Programme, which is also cheaper. Any proposals must therefore not rely on Council revenue. Does the proposal require public subsidy? How much? Is there any potential for income generation (profit) that could be shared with the Council?
- *Acceptable contract terms*: the Council does not wish to retain any costs associated with the buildings currently being used as libraries. What proposals has the group made for taking on responsibility for assets, including maintenance, repair and insurance? What other legal issues will need to be included, such as TUPE (if the proposal includes staff)? If existing staff would be transferred, what assurances would be given on issues such as pensions.
- *Risks to the Council around procurement*: if the Council wished to proceed does the proposal incur process risks because of its scale or nature? What of the procurement legislation in the context?

For each proposal, a table will be completed, addressing the questions identified above, and others that might be raised by the specific proposals.

4. Outcome options

4.1   The Council is not committed to accept any proposal put forward by community groups.

4.2   Four possible outcomes have been identified:

- The proposal does not meet the Council's expectations around the service area and the financial and risk requirements. Officers advise Members not to proceed at all, document this and tell the community group.

- The proposal does not as it stands meet the Council's expectations but, in officers' professional judgement, it might be able to do so with more work. (Examples might be very solid sponsorship already in place, which would be much more likely to meet the requirements that unrealistic assumptions about community/user generated income.) Officers set out the concerns and use the time between the decision point and anticipated closure to see whether further efforts would make this a viable option.   No guarantees would be made that the library would remain open beyond the point at which the Member decision for closure (if that decision is made) would be implemented. Officers advise Members of this and it is reflected in their decision, including some form of authority to make the final decision on whether this would might be a viable course of action. During that period, detailed work would be required by the community group on risk management, legal issues, mobilisation etc.

- The proposal as it stands meets our expectations on service delivery, and on cost/risk to the Council, and is achievable within a realistic timescale (say by end July 2011). At this stage officers would need to address any related procurement and commissioning issues and recommend an appropriate course of action to

members. Community groups would need to acknowledge that detailed negotiations would be required which could still derail the proposal.

- The proposal suggests a broader strategy of procurement which would take us over the value thresholds and require a competitive process. This is not expected to happen, because the timescales involved would take us away from an acceptable cost/risk model, but in advance of seeing the proposals it remains a logical possibility.

5   Alternative options

5.1 In developing the Libraries Transformation Programme a range of options have been considered to improve and focus the library offer across the borough, and ensure a great proportion of the Council's resources goes into books and information rather than buildings. It is however possible that the process of reviewing community proposals generates new ideas or options which are not addressed in the four options above. The panel will take the opportunity to consider this having reviewed all the proposals.

APPRAISAL OF NINE ALTERNATIVE PROPOSITIONS FOR THE LIBRARY SERVICE

PROPOSAL : BARHAM LIBRARY FRIENDS GROUP: CATEGORY 1

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	Existing group becomes a Charitable Trust	New formation. Existing Friends no experience of running services, managing staff or volunteers. Lots of enthusiasm at the moment. Will this last? No costs included for running the group (eg accountancy, audit etc)

Viability of proposals	To run on a volunteer basis with limited staffing.	*Expenditure* understated as no provision made for costs of managing volunteers and support costs (eg for cash management). Staffing costs not clear as £36k pa is high for 12 hours pw as suggested, but may be more realistic for actual requirements.
		Income 2013/14 studied in detail to get past group's stated concerns about Year 1. This has projected income of £79,000. Of this
		    5,000 – ward working, unsafe as relies both on the budget continuing and members voting for use in this way
		    5,000 – 'other lettings income' unclear what this relies on and so must be considered unsafe
		    15,000 – corporate donations – considered unrealistic and overestimated by 10,000 so only 5,000 can be assumed
		    20,000 relies on placing advertising hoardings around the Park. All of this is unsafe (see additional note below)
		    4,000 – relies on fundraising events in library and park, which is considered unrealistic. Only 2,000 might be assumed.
		    22,300 is ongoing Council grant which cannot be assumed.

Issue for appraisal	Proposition	Summary comment and appraisal
		These concerns make £66,300 assumed income unreliable, or 84%. This must be reduced a great deal, and the Council grant eliminated, for the proposition to be considered viable. *Advertising hoardings* – the assumed £20,000 must be considered risky for three reasons: - Planning consent: the Director of Planning has advised officers and the community group that it is extremely unlikely that planning consent would be granted. (A copy of his advice is available on the microsite.) If the group were minded to challenge this, they would need both funds and time. - Whether the revenue would accrue to the group or the Council. The Park remains with the Trust (Council) and it is not obvious that the group would be able to claim the income. - Whether advertising at the locations would produce 20,000 a year. The group must undertake some soft market testing before the idea can be considered viable. In the absence of such testing, officers consider this an unrealistic projection. *Other issues of viability* officers are concerned that groups like this rely on key individuals for leadership and motivation. The group needs to show its long term plans for sustainability, succession arrangements and contingencies for change.
Quality of the Proposals	Starts similar hours etc to current offer, but extensions proposed in future years. Suggests one-stop-shop services in the library.	*Volunteers*: unclear how volunteers will be identified for specific roles (front of house, stock management, security, library development etc), trained, managed and supported. A detailed delivery plan will be required, which includes ensuring that volunteers where appropriate are subject to CRB checks, and ongoing recruitment of new

Issue for appraisal	Proposition	Summary comment and appraisal
		volunteers as people choose to move on. How will security be managed (eg if there are keyholders) across a large and shifting group of people? It would be appropriate to develop a proper volunteer management strategy and show how the group has the expertise to deliver it. This should address health and safety issues, not least those relating to people working alone in public buildings. *Staffing* – the proposal assumes 'a few hours each day – 'probably on a shared basis with other libraries'. There is no explanation of the 'sharing' idea, nor consideration of how cover etc would be managed. The professional support is dedicated to purchasing stock and development support, but there is no description of development plans. Is the Trust proposing that these hours (12 hours pw shown in financial presentation) actually be from LBB staff, rather than Trust employees? If so, how would these staff be accountable to the Trust? What is their anticipated relationship to the volunteers. *The Trust* – who runs it and where are the costs of its management? *Stock and services* – the proposal appears to assume that the BP library remains part of the LBB library ecology for the purposes of membership. This would mean remaining linked to the LBB system for issuing cards, access to returns and renewals and acquiring new members. It also ties the Trust to LBB penalties etc to ensure fairness. LBB users have access to 14 boroughs' libraries through the Consortium, so protocols must be developed and enforced for data access within government guidelines on security.. *Stock buying*- the Trust has allocated 10,000 for stock, which is probably slightly less than the benefits to Barham Park than the current arrangements (£550K stock acquisitions budget in 11/12, spread across 12 libraries.) In 2013/14, this

Issue for appraisal	Proposition	Summary comment and appraisal
		represents 12.6% of the assumed budget, but would probably be less, as the overall budget is probably underestimated. The Trust seems to assume that they would spend this money through the LBB buying Consortium and associated arrangements, which would undoubtedly represent better value for money than the Trust could achieve alone. If so, there is a (small but not zero) overhead cost for processing. *Stock standards* the proposal is silent on ensuring that the stock does not include (for example) offensive or racist material, and does seek to meet the needs of local people. *One Stop Shop* – such a service has never been envisaged for Barham Park and is not justified by the footfall.
Promotion of diversity and inclusion.	Little is said in the proposal.	See comments above on stock. Proposals for volunteer management and recruitment must also reflect the local communities.
Delivering the Council's savings.	The proposal assumes the following grant from the Council: 2011/12: 20,000 2012/13: 33,500 2013/14: 22,300 2014/15: 18,000 2015/16: 15,000	£108,800 subsidy over years. Does not meet savings expectations, of zero cost to Council. This proposal would require a *guarantee from the Trust* that the costs would be underwritten outside the Council. Note comments above about high risk income assumptions.
Acceptability of contractual terms and transfer of risk	Not clear whether the group proposes to take over the whole building, operate the Library as managed service while it remains in council management or what.	*Property* The proposal assumes income to the group from eg advertising hoardings and lettings, and suggests a café. All these suggest the group envisages taking on the whole building complex to manage on behalf of the Trust (Council). If so, there are very restricted costs identified to address ongoing maintenance demands, or any sinking fund to deal with major problems (eg boiler failure). Alternatively, the proposal leaves all such risks with the Trust (Council). It is acknowledged that the situation of the Trust makes this a particularly complex legal arena, but the group needs to be clear on what it is seeking to do.

Issue for appraisal	Proposition	Summary comment and appraisal
		Staffing – see comments above. If the staff remained LBB employees, appropriate oncosts and management overheads must be identified.
Risk to the Council in proposed route	The identified subsidy requested is below EU thresholds over 5 years.	There are considerable inherent risks identified in financial expectations, property management and staffing. If these were resolved, then the Council would need to ensure that it either complied with standing orders in agreeing a contract with the group, or it would need to explicitly agree to their waiver.

PROPOSAL: CRICKLEWOOD HOMELESS CONCERN for CRICKLEWOOD LIBRARY, ARTS AND LITERARY LEARNING CENTRE – CATEGORY 1

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	CHC envisage a CIC, although not sure if this will be owned by CHC or freestanding with them as stakeholders or mentors	If owned by CHC, then this would be a subsidiary of an organisation with many years track record in funding and delivery, albeit not of cultural services. CHC assumed to have good financial standing, although actual accounts not available to officers at time of appraisals. Not clear how they intend to manage library service, as not taking on membership of LBB library systems, although they wish to take over current stock.
Viability of proposals	Proposal is an independent library alongside memberships, donations, training courses and fundraising. Building to be transferred together with existing contents.	• Can they show evidence of ability to fund raise in cultural domain. Strong track record in homelessness, employment etc • Membership projection is high. Start at 750 rising to 1500 in 5 years, although trend has been for numbers to decline. Current registered borrowers at library = 1341, with about 40k visits a year. Not clear where people would come from and therefore long term viability of plan. • Location of building a long term problem which plan does not address. It is off main street, and WGL is close. How do they propose to permanently enhance usage, and what is the marketing plan to overcome the position? • Key commercial assumptions need better evidence, in particular how the business membership model would work, what market is there for the proposed courses, and whether selling that number of books (proposal unclear, but seems to suggests 500 a month ultimately) is realistic. (Independent bookshops are really struggling too.)

Issue for appraisal	Proposition	Summary comment and appraisal
		• Any proposal would need to be subject to tracking and meeting the projections, or some form of guarantee. • Assumes that the building would transfer or a long lease granted. This would be subject to ASC views, but it not necessarily a barrier (PAM advice) • Assumes that stock, fixtures and fittings and equipment (PCs?) transfer. This is a big ask (value unknown) and not clear how this would be managed or maintained. Are they proposing just to sell the books to prop up the model – and if so at what point does this stop being a library? • *Ask to LBB* – a one year ask for £45720 capital (based on AMP analysis – is this really crucial to the business model?) and £20K revenue. They also refer to collecting £50K working capital, but not clear if this is how they would use this resource in short term, or whether it is LBB £20K plus their fundraising target of £30K. This proposal comes with the backing and experience of an established and experienced group, and its request for funding is for 1 year only. However, there are still major questions over the exact content of the 'ask' to LBB, the realism/viability of the business model and the agreement of ASC to the proposed service mix.
Quality of the Proposals	Mixture of services as outlined above	Not clear how the library service will work. Appear to have copied what LBB does and said they will provide it. Resources for free services not obvious, eg to ensure adequate volunteering. Concern that model for paid staff will not be viable when a lot of what is offered is available for free elsewhere, and given the difficult location of the building. There are

Issue for appraisal	Proposition	Summary comment and appraisal
		interesting ideas; it is viability that is the major concern.
Promotion of diversity and inclusion	Primarily a spin off from what the library does now	Not addressed specifically in new-to-CHC services beyond the provision of books in multiple languages.
Delivering the Council's savings.	£75,720 in first year and none thereafter. Assumes taking on all asset including contents.	As noted, this is the nearest any proposal has come to the Council's savings expectations, but is still not zero. Issue as raised re ongoing viability.
Acceptability of contractual terms and transfer of risk	Proposed asset transfer and gift of contents as described	CHC appear to be proposing that they will (via a long lease) take on all responsibility for the building once repairs identified in the AMP are complete. (The priority repair identified was the windows, with associated works best done at the same time.) This would in part depend on ASC agreement, but PAM advise that this might be achievable. It would be essential to have an agreement that if the building ceases to be a library it reverts to ASC, and that the group do not have the right to sub-lease/assign/novate without consents and only for the purposes of a library. Any lease will also need to enable LBB monitoring of activity and financial viability.
Risk to the Council in proposed route	This would be well below thresholds.	Would need to review detailed risks in transfer, which is complicated by the covenant.

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	Existing group becomes a Charitable Trust which then enters into a joint venture with the Council to run the library.	New formation. Existing Friends no experience of running services, managing staff or volunteers. Lots of enthusiasm at the moment. Will this last? No costs included for running the group (eg accountancy, audit etc) Why would the Council enter into a JV? This deliberately transfers all risk back to the Council, which was never an acceptable route.
Viability of proposals	To run on a volunteer basis with limited staffing. Open up upper floors, through capital investment, and run on quasi-commercial basis. Proposal has three phases: 1 – Form JV, run mostly with volunteers with 6hrs paid hours per day and opening for longer hours and with some additional activities. 2 – undertake works to convert upper two floors, target completion 9/12. 3 - use first floor as learning space and upper floor as space for hire (back up plan as commercial hot desking office space)	See comments below on staffing and volunteers. *Revenue information* Costs in 10/11 for LBB have been reduced significantly, prior to the Library Transformation Project, by a range of efficiency measures. FKRL believe (for reasons not clear in the proposal) that this alters the issues, and also wish to reduce those numbers. The further efficiencies do not alter the relative usage of the different libraries in the service. Officers have reviewed the Cipfa Library stats 2009-10 actuals (referenced in the proposal.) The financial information is aggregated at overall summary levels and thus it is not possible to identify Kensal Rise Library costs separately from this. The 2009-10 budgeted costs for Kensal Rise were £24k net expenditure excluding staffing expenditure which is coded elsewhere and the 2010-11 budgeted costs for Kensal Rise are £31k net expenditure (again excluding staff costs). This relates to a reduction in the amount of budgeted income. Thus the net expenditure has arisen by £7k between the 2 years. The Friends suggest an amendment to the 10/11 figures of 6,000. This is not correct, insofar as their assumptions are spelt out, but is also not a significant difference. *Revenue figures* Projected figures are not given, beyond

Issue for appraisal	Proposition	Summary comment and appraisal
		numbers for Phases 1, 2 and 3, but it is assumed the council contribution figures are per financial year, that Phase 1 runs till the building work begins (late 2011 on timescale suggested) Phase 2 then till September 12 and Phase 3 thereafter. Phase 1 – even with the amended figures used, this relies on a Council contribution of £66,665. No income is assumed beyond the 5000 currently attributed to book sales and late returns. Phase 2 – assumes a 50% increase in opening hours (1000 to 1900, 6 days a week) and a corresponding increase of 50% in staffing costs, and some small additions to costs of premises. Income still at 5000. Council contribution now 80,661. Additional opening hours etc are despite the considerable disruption major building works require. Phase 3 – Assumed significant additional revenue increase. The first floor proposal has potential given the stated interest from IntoUniveristy (although no signed letter of support was included.) The second floor revenue assumption is riskier as neither community letters nor commercial hot-desk spaces are a strong business model, yet over £24k revenue is assumed. Council contribution now 55,319, and ongoing per annum. *Income from sales/fines etc* – the figures assume continuing revenue of 5k per year. In fact this is diminishing as more and more people renew on line, thus avoiding fines, and rental of DVDs is dropping dramatically. This is unreliable income. *Capital costs* The proposal is somewhat confusing on this front. The Council's ongoing capital maintenance costs, set out according to usual practice represent £488,450 over 20 years. This does not allow for major damage that would require additional resources. To this, the group has added just £17,478 for building a lift, and an

Issue for appraisal	Proposition	Summary comment and appraisal
		unspecified sum for 'fit-out' which would include door widening, fire escape etc. To make the upper floors of Kensal Rise library DDA compliant will cost a very significant sum of money; provisional estimates by officers drawing on experience of similar projects elsewhere suggest at least £250k. The proposal envisages raising this sum, but does not acknowledge how much will be needed to achieve the plan outlined above, in addition to regular maintenance. *Fundraising strategy for capital* The proposal is weak on real evidence of ability to raise these sums. Although the Globe Theatre is given as a comparator, this building has nothing resembling the same stature or appeal. No definite private or commercial sponsors in place. On public funds, this proposal also relies on £10,000 per year from ward working (in addition to the sums outlined above), a plan subject to both the continuation of that budget and the agreement of members in the relevant wards. The group suggests preliminary discussions with the Mayor's office, but there is no evidence of committed support. The group does not give any evidence of experience of fund-raising (public or private) amongst its members. *Timescale* The proposal envisages completing capital works by 9/12, which would mean starting on site at the very latest in 9/11, which would mean raising an assumed £250k in the next six months from a standing start. This is not a credible plan on the basis of the evidence presented.
Quality of the Proposals	Starts similar hours etc to current offer. Changes proposed after the capital investment completed.	*Volunteers*: unclear how volunteers will be identified for specific roles (front of house, stock management, security, library development etc), trained, managed and supported. A detailed delivery plan will be required, which includes ensuring that volunteers where

Issue for appraisal	Proposition	Summary comment and appraisal
		appropriate are subject to CRB checks, and ongoing recruitment of new volunteers as people choose to move on. How will security be managed (eg if there are keyholders) across a large and shifting group of people? The group is explicit about proposals to identify volunteers and potential work experience interns, but not about the ongoing management of a complex and shifting group. It would be appropriate to develop a proper volunteer management strategy and show how the group has the expertise to deliver it. This should address health and safety issues, not least those relating to people working alone in public buildings. *Staffing* – the proposal assumes 6 working hours a day (1 librarian and 1 assistant librarian working 3 hours each). It is not clear what the roles of these staff would be, or their relationship to the volunteers, the Trust or the joint venture company. The group appears to assume these staff would remain LBB employees, but the sums allocated are considerably lower than those required, especially when overheads, training, management etc are taken into account. The issue of staffing and related costs needs careful review. *The Trust* – who runs it and where are the costs of its management? *Stock and services* – the proposal assumes that the KR library remains part of the LBB library ecology for the purposes of membership and stock management. This would mean remaining linked to the LBB system for issuing cards, access to returns and renewals, acquiring new users and buying books. This has led the group to allow only £500 is allocated to buy books in Phases 1 and 2). The group would be tied to LBB penalties etc to ensure fairness. LBB users have access to 14 boroughs' libraries through the

Issue for appraisal	Proposition	Summary comment and appraisal
		Consortium, so protocols must be developed and enforced for data access within government guidelines on security.. *Stock buying-* the Trust has allocated 500 for stock compared to the £19,500 currently ascribed to buying new stock for Kensal Rise library in the current arrangements (£550K stock acquisitions budget in 11/12, spread across 12 libraries.) If this model was adopted, there is a (small but not zero) overhead cost for processing. *Stock standards* the proposal is silent on ensuring that the stock does not include (for example) offensive or racist material, and does seek to meet the needs of local people, presumably because stock acquisition decisions would be left with LBB, although no overhead is assumed for this role.
Promotion of diversity and inclusion.	Little is said in the proposal.	It should be noted that a great deal of effort is being put into achieving DDA compliance in a building ill-suited to contemporary demands for access. Such access, however desirable, does not mean that the organisation has met the Council's expectations around issues of diversity and inclusion regarding eg book stock, availability of space for a wide range of groups, or access to volunteering.
Delivering the Council's savings.	The proposal assumes the following grant from the Council although the timescales are not given in the paperwork beyond aiming to complete work in 9/12: Phase 1: 61,665 - say for 6 months – 30,832 Phase 2: 85, 661, say for 1 year Phase 3: 55, 319say from 9/12,	£163,670 subsidy over 3 years. Does not meet savings expectations, of zero cost to Council. Over the EU thresholds for provision of services (currently £156,000 for the contract) Note comments above risky assumptions around both capital and revenue, and probable underestimate of costs for staffing and books and services overheads. Note that if the model assumed at Phase 1 were continued over time, at 61,665 per annum (if this number is correct, the EU thresholds would still be exceeded before

Issue for appraisal	Proposition	Summary comment and appraisal
	and then one year thereafter to 3/14 82,978 This gives total subsidy (assuming no capital support) over the first three years of operation of £163,670.	three years of operation.
Acceptability of contractual terms and transfer of risk	The proposal assumes that the joint venture company would run the building subject to consent from All Souls College.	*Property* Because of the assumed JV, the risk would remain with the Council. The outline capital strategy refers to the straight-line assumed maintenance costs identified in the council's asset management strategy, but is inadequate to meet them, meaning that there would remain a considerable outstanding liability on the Council itself. *Operational contract* – the proposal is silent on a number of key issues relating, for example to staffing, public liability, insurance etc. *Staffing* – see comments above. If the staff remained LBB employees, appropriate oncosts and management overheads must be identified.
Risk to the Council in proposed route	The identified subsidy would rapidly exceed EU thresholds.	There are considerable inherent risks identified in financial expectations, property management and staffing. If these were resolved, then the Council would need to consider the impact of procurement regulations on this proposal.

PROPOSAL: LIBRARY SYSTEMS AND SERVICES UK LTD (LSSI) - CATEGORY 4

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	This is a new company, wholly owned by an existing US company which manages public and academic libraries in the States. The detailed financial relationship between the two companies and financial standing of the parent are unknown	This is a commercial company seeking to expand into the UK. Although LSSI has (to officers' knowledge) contacted many authorities in the UK, as yet they do not appear to be trading here. This is not because they have failed in procurement exercises, rather that very few such exercises (to commercially outsource library management) have yet been undertaken.
Viability of proposals	Three options: 1 – run the library service as is, saving a guaranteed 400k per annum 2 – to run 12 libraries, supervising voluntary staff at 6 libraries, and saving £1m a year 3 – to run reduced numbers of libraries and save £1.4m a year.	There are no explanations for these numbers, let alone detailed spreadsheets. They are simply assertions. How would the savings be guaranteed, by whom and on what terms?
Quality of the Proposals	Proposal states would keep similar opening hours for options 1 and 2.	*Volunteers*: unclear how volunteers will be identified for specific roles (front of house, stock management, security, library development etc), trained, managed and supported. A detailed delivery plan will be required, which includes ensuring that volunteers where appropriate are subject to CRB checks, and ongoing recruitment of new volunteers as people choose to move on. How will security be managed (eg if there are keyholders) across a large and shifting group of people? It would be appropriate to develop a proper volunteer management strategy and show how LSSI claims the expertise to deliver it,

Issue for appraisal	Proposition	Summary comment and appraisal
		especially across several libraries and in a complex area like Brent. *Staffing* – How would TUPE apply? Unmentioned in proposal *Stock and services* – the proposal appears to assume that the stock and services (eg RFID etc) remain much as they are, so it is not clear what savings this might offer *Stock buying*- the proposal appears to assume that stock buying will also remain as is.
Promotion of diversity and inclusion.	Little is said in the proposal.	Only in passing references.
Delivering the Council's savings.	See above for asserted savings	Although Options 1 and 2 purport to offer significant savings, there is no evidence of how these would be delivered
Acceptability of contractual terms and transfer of risk	No specific contract terms presented.	*Contractual terms* this would be a managed service. The Council would retain ownership of and responsibility for all buildings. See comment onlack of information abut proposed 'guarantee' above.
Risk to the Council in proposed route	The identified contract value, even for only 6 libraries, would be significantly over any EU thresholds..	This is a commercial proposition which would require an EU-procurement process before the Council entered into it. If, at some later date, the Council did decide to explore a managed service option, then LSSI might choose to bid.

**PROPOSAL: MARK TWAIN LITERARY CENTRE, KENSAL RISE LIBRARY –
CATEGORY 1**

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	This is a proposal from an individual to establish a CIC to operate the Library building as an 'experience' and literary centre, modelled on the Roald Dahl centre in Great Missenden.	This would be a new company. It is unclear what experience is offered by the individual behind it.
Viability of proposals	The proposal assumes 30,000 visitors a year, paying £5 each. Ongoing costs from Brent are assumed to support capital investment, plus start up revenue of at least £10k.	Officers consider this proposal to be unrealistic. For comparison, the Brent Museum, which is free, well-publicised and long-established, get 25,000 visitors a year. The comparison with Roald Dahl is not realistic; Mark Twain simply does not have the fan-base or audience that Dahl has, especially amongst children. This proposal would be a major strain on the terms of the Covenant.
Quality of the Proposals	Not clear at all. The proposal refers to using	The proposal refers to 3 staff, covering 7 day opening with the help of volunteers. This does not seem a viable proposal, with no allowance for cover, sickness, holidays, training or other requirements. The proposal refers to computers, books, written material, storytelling, song, dance and drama, interactive displays and writers in residence. This sounds interesting, but there are no finances to back such events, nor any evidence of experience in delivering such a centre.
Promotion of diversity and inclusion.	Little is said in the proposal.	Little recognition in the proposals.
Delivering the Council's savings.	As stated, the proposal assumes capital support (amount unstated)	Does not deliver the savings, even if the proposals were financially credible.

Issue for appraisal	Proposition	Summary comment and appraisal
	from 'stakeholders' and opening grant of '5000-10000'.	
Acceptability of contractual terms and transfer of risk	Unstated except that the CIC would have control over the operation of the centre.	Not obvious how building risks, plus eg public liability etc would be transferred.
Risk to the Council in proposed route	Route to contract unstated except to hand over the management of the building.	If the Council had the powers and the will to create such a facility in the building, it would be subject to a commercial process.

PROPOSAL: SAVE PRESTON LIBRARIES CAMPAIGN – CATEGORY 1

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	This is not really an alternative proposal but a paper outlining 5 alternative options for the Council to consider.	Option 1: *Close Kilburn instead of Preston.* – the Transformation Project has always recognised that there are complex choices around footfall, other services, local need and demand and usage between some of its libraries. Option 2: *close Kingsbury instead for a period until the new swimming pool complex is completed with a library in it* – the proposal for a new swimming pool represents a major financial challenge for the Council, and even if it proves to be feasible (the study is currently underway), will be several years away. This is not a meaningful alternative. Option 3: - *Close Neasden and Tokyington, keep Cricklewood, Kensal Rise and Preston, and Barham Park as a children's library* – does not achieve the savings, and appears to be based solely on where there have been the largest campaigns against closure. Option 4: *Close Willesden Green Library (early)* on the assumption that the renewal of the centre will go ahead, although this is far from certain. This would not resolve the long term revenue challenges. Note that it is proposed to have a temporary WGL is nearby Council premises should the redevelopment proceed. Option 5: *temporary hours reduction* – this was reviewed during the consultation following the suggestion. It makes more staff redundant than the proposals and does not allow for reinvestment in stock and other facilities. The proposal is not clear how this is a temporary decision.
Viability of proposals	See comments above	The paper makes some alterative suggestions for raising revenue: *Ward working* – all councillors vote to use this budget for libraries. This proposition assumes this budget would remain as is and that councillors would agree to the proposals.

Issue for appraisal	Proposition	Summary comment and appraisal
		Library sponsorship and advertising eg selling naming rights. This might be an interesting idea but is subject to a detailed branding strategy, may not sit with other council objectives and would take at least a year to organise satisfactorily. *Transfer libraries to education and centralise management and purchasing*: quite apart from the fundamental differences between a public lending library and a school/academic service, this ignores the main costs founds in buildings, staff in those buildings and the support services (eg ICT) needed in the public-facing service. *Top up services* – it could be argued that charged-for DVDs etc are already top up services, and they are seeing a steady decline in demand. *Commercial partnerships* these are explored from time to time, but car parks (suggested in the proposal) are actively used by visitors to the libraries
Quality of the Proposals	The paper does not really make proposals which can be quality appraised.	
Promotion of diversity and inclusion.	The paper does not really make proposals which can be appraised in this respect.	
Delivering the Council's savings.	Several of the options admittedly do not produce the savings. The author(s) partly argue that they do not believe savings should be made from the library service.	The paper argues with the Council's financial structures and presentation. In particular it makes the consistent but erroneous assumption that visitor numbers are wrong, assuming that counters are sited somewhere other than the entrance to the library, or that people visiting the library for reasons other than borrowing a book should not be counted.
Acceptability of contractual terms and	Not applicable.	

Issue for appraisal	Proposition	Summary comment and appraisal
transfer of risk		
Risk to the Council in proposed route	Not applicable except insofar as savings would not be achieved	

PROPOSAL: Mr YOGESH TAYLOR – architect's proposal to discuss sites – CATEGORY 4

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	Mr Taylor, who writes from Grays in Essex, describes himself as 'from an architectural background', but it is not clear whether he runs his own business, or indeed works in any business.	This is a proposal to meet the Council to discuss architecture based solutions for the library services. No details of what the solutions might be are given, as Mr Taylor requests a meeting and further information, although a great deal of what he requests is available online.
Viability of proposals	No real proposals are made.	Cannot be appraised.
Quality of the Proposals	Mr Taylor's letter does not make proposals which can be quality appraised.	
Promotion of diversity and inclusion.	Mr Taylor's letter does not make proposals which can be appraised in this respect.	
Delivering the Council's savings.	Mr Taylor makes no suggestion as to how he might make the necessary savings.	
Acceptability of contractual terms and transfer of risk	Not applicable.	
Risk to the Council in proposed route	Not applicable except insofar as savings would not be achieved	If the Council were to seek architectural advice regarding the future of the libraries, it would be a commercial procurement exercise, and Mr Taylor would be at liberty (within the terms of any advertisement) to bid.

PROPOSAL: USER GROUPS OF LIBRARIES THREATENED WITH CLOSURE, REDUCTION OF BACK OFFICE COSTS – Category 1

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	This is not really an alternative proposal but a paper outlining an alternative option for the Council to consider.	This proposal is partly based on a confusion, not recognising the differences between the in year budget assessment, based on savings already achieved, and the early CIPFA return.
	The paper proposes a cut in 'back office costs' of 90% apparently based on a belief that these do not form an important part of the library service. The paper advocates "*cutting …activities that do not directly and substantially add to the quality of the library as the user finds it "*eliminating those tasks ...can be done …by library staff in the course of the day's work "*identifying efficiency savings, "*….sharing costs and resources with other councils"	Officers have reviewed the proposition, despite the lack of detail on what changes would be made, and advise that reduction of back office costs by 90% is not practical. Support services costs, for instance, are needed for insurance of both buildings and contents; photocopying charges; phone calls and access to the telephone network. Any library would need to have these costs to run their day to day operations. The Council continues to bring pressure on all these costs by reviewing their necessity, efficient procurement and membership of consortia and partnerships.
		It is not absolutely clear which groups have signed up this paper. Further correspondence confirmed support from '*Cricklewood, Barham, Preston, Neasden'* but did not get confirmation of which of the two groups involved at each of Cricklewood and Preston were involved.
		The parklife.org website, which has strongly supported the Friends campaign, stated in its post of 21 March 2011, that '*we don't just want Brent to save our library; we believe ALL the libraries should be saved. On that front, we collectively submitted an analysis by ex-*

Issue for appraisal	Proposition	Summary comment and appraisal
		Watersones boss Tim Coates which shot huge holes in Brent's figures and suggested that the savings they say are needed could be made entirely in back office costs.', which officers assume refers to this proposal. If so, it is interesting to question how the specialist consultant proposed would be identified.
Viability of proposals	See comments above	The paper suggests • *cutting activities* – these are not specified in the paper, but the actual budgets, as described, provide key services to users which could not be cut without affecting the service or presenting an unacceptable risk to the Council or any other operator. • *Eliminating tasks* – it is not clear what these are supposed to be, let alone what level of savings these would deliver • *Identifying efficiency savings* – these are not identified, but the paper assumes no efficiency savings have been made when in fact substantial savings have already been made, including the in-year budget reductions already identified. • *Sharing costs* – the Council is already in a 14 borough consortium for sharing resources around stock and systems management and the wide-ranging Central Buying Consortium for most stock. (Additional stock, eg in minority languages, is purchased through a range of suppliers, and best value is always sought.) The paper therefore makes a fallacious assumption about steps already in place, and further makes

Issue for appraisal	Proposition	Summary comment and appraisal
		no detailed suggestions as to what these cuts would mean. The paper goes on to suggest appointing "a specialist independent consultant to review the operations of the library service as a whole". This would presumably represent a significant *additional* charge for the library service with no guarantee of savings without other and important service reductions.
Quality of the Proposals	The paper does not really make proposals which can be quality appraised.	See previous comments
Promotion of diversity and inclusion.	The paper does not really make proposals which can be appraised in this respect.	See previous comments
Delivering the Council's savings.	The proposal to cut 90% of support costs appears to meet the Council's targets but is not viable.	The paper argues with the Council's financial structures and presentation.
Acceptability of contractual terms and transfer of risk	Not applicable.	
Risk to the Council in proposed route	Not applicable except insofar as savings would not be achieved	The paper gives no recognition to the procurement issues of identifying a suitable consultant not the time and costs involved.

PROPOSAL: MR NISHAAN VITHLANI to convert Preston Library into a Montessori School – CATEGORY 4

Issue for appraisal	Proposition	Summary comment and appraisal
Viability of the group making this proposal	This is a proposal to buy the building to make it into a school for children between 2 and 5.	If the Council decides to close the library and sell the building, then this will be subject to some form of competitive bidding, and Mr Vithlani would be entitled to make a bid at that time.
Viability of proposals	Not applicable	
Quality of the Proposals	Not applicable	
Promotion of diversity and inclusion.	Not applicable	
Delivering the Council's savings.	Not applicable to this proposal.	A potential capital receipt from the building is obviously of value to the Council in reducing its prudential borrowing requirements, but this has not been a factor in any budget projections. The proposal in itself makes no difference to the revenue savings, but assumes the library closure.
Acceptability of contractual terms and transfer of risk	Not applicable.	
Risk to the Council in proposed route	Not applicable except insofar as savings would not be achieved	

APPENDIX SEVEN

Microsite documents

The microsite will contain this report and appendices, as available to paper for the Executive meeting of 11 April 2011.

A wide range of supporting documentation is accessible on the microsite. At the time of writing, this is as listed below, but there will be further additions

Consultation
Meeting summaries

- Public meetings
  1st December 2010 – Willesden Green Library Centre
  6th January 2011 – Brent Town Hall

- Service User Consultative Forums
  Disabled
  BME
  Pensioners
  Voluntary Sector
  Brent Youth Parliament
  English Language Coordinators (Schools)

- Area Consultative Forums
  Harlesden – 11th January 2011
  Kilburn and Kensal – 12th January 2011
  Kingsbury – 9th February 2011
  Wembley – 18th January 2011
  Willesden – 19th January 2011
- Willesden Green Library Centre Open Day

- Other
  Correspondence log (general enquiries)
  Detailed Enquiries log
  Class Visits survey
  Additional information: summaries of responses to detailed enquiries from members of the public sent in January 2011

EIA
Demographic data book

Alternative proposals
The nine proposals

This page is intentionally left blank