

<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>ECONOMIC REGENERATION, HOUSING AND THE ARTS POLICY AND ACCOUNTABILITY COMMITTEE</b></p> <p align="center"><b>1 November 2016</b></p>	
<p><b>OPEN DOORS: ENSURING A THRIVING LIBRARY SERVICE IN HAMMERSMITH &amp; FULHAM</b></p>	
<p><b>Report of the Cabinet Member for Environment, Transport and Residents Services, Councillor Wesley Harcourt</b></p>	
<p><b>Open Report</b></p>	
<p><b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director/s:</b> Sue Harris, Director, Cleaner Greener &amp; Culture Mike Clarke, Director of Libraries &amp; Archives (shared service)</p>	
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## 1. INTRODUCTION

- 1.1. We are committed to keeping libraries in Hammersmith & Fulham open despite government cuts – and to making them even better than now. We will not be closing any libraries. This is in line with the administration’s election manifesto, which has been adopted as council policy and which pledged: *“We will take measures to modernise and widen the appeal of the borough’s libraries.”*
- 1.2. At the PAC meeting on 5 July 2016, residents broadly agreed that we should continue to look at:
- Commercialising the library service, raising more income from buildings and introducing new services, ensuring the core offer remains free at point of use
  - Increasing the role of volunteers alongside enough paid and trained staff to run a good quality service

- Cutting costs and improving value where there is scope to do so (LBHF expects to save £90,000 from the shared service arrangements)
- Exploring a trust model for the long term future of the library service (making sure it is a locally accountable model)

1.3 This paper updates PAC on progress in developing the work streams listed above as well as developments from Smarter Budgeting linked to libraries as Centres of the Community.

## 2. COMMERCIALISATION

2.1 To achieve our vision, libraries will need to be more **outward looking, efficient, commercially aware and entrepreneurial.**

2.2 **Quick wins:** We have made progress on several smaller income generating initiatives

- Site surveys have been conducted to determine suitable power and water supply positions for hot drink vending machines
- Amazon lockers have been installed in Fulham and Askew Road libraries. Planned combined income yield of £3,720 per year
- Advertising of the hire of Fulham library for weddings and events has commenced and a card payment machine to facilitate easier payments will be installed in coming weeks. Planned income £10 - £20,000 a year from 2016/17

2.3 **Co-location:** The library service, working with the Council's Property department, is actively pursuing several opportunities for co-location or commercial hire of underused space. This would provide income, better use of library buildings and increased footfall, as part of our "sweating the assets" approach.

- Negotiations continue with both a local social enterprise and commercial operations who are interested in renting underused space at both Fulham and Hammersmith libraries

2.4 **Co-working hubs:** Providing rentable spaces in libraries for microbusiness start-ups and flexible workers (with coffee and Wi-Fi connectivity) could generate income of £50,000 a year.

- We continue to monitor the launch of The Workary branded space in Kensington & Chelsea, prior to concluding negotiation on rental agreements of space in Fulham and Hammersmith libraries

2.5 **Better use of library spaces:** Hire for larger scale events and meetings, particularly outside normal opening hours, using our heritage library buildings as film locations and holding film clubs and community activities could earn libraries £85 – 140,000 a year.

- The Council's filming and events team confirm that preliminary work to implement a filming location database, including library sites, will be completed during Autumn 2016

- Further work can then be undertaken to identify and catalogue archive materials that may be suitable to include as props/set dressing to those who hire our locations

### **3. THE ROLE OF VOLUNTEERS AND GREATER COMMUNITY INVOLVEMENT**

- 3.1 **Increased volunteer involvement** in running libraries. Without replacing existing paid staff, we plan to increase the number of volunteers who donate their time to augment library services. There is no immediate cashable saving to this but we acknowledge that volunteering offers important training opportunities for young people, and creates an even stronger community around our libraries. We aim to double the number of volunteers, from the current 90, by mid-2017.
- A working party is developing role descriptions, best practice recruitment, induction and training materials for both managers and volunteers as well as developing stronger links with volunteering agencies across the borough to deliver an improved volunteer experience
- 3.2 **Increased sponsorship and crowd-funding** could be achieved by working with commercial partners such as Westfield and setting up library friends and fundraising groups, possibly as part of the Hammersmith Space Hive civic crowdfunding initiative – income to be confirmed.
- 3.3 **Crowd-sourcing** could bring local experts and champions into libraries. This could help to provide some of the services that local people value as well as things we can't currently provide. Examples include getting more young people volunteering, better quality IT provision and help, more classes and events and community activities for libraries.

### **4. CUTTING COSTS IN THE SHARED SERVICE**

- 4.1 Each of the three councils in the shared service partnership has financial challenges with library services required to reduce net cost. Each borough is taking a different approach to delivering that target. In LBHF the focus is on greater commercial opportunity and sweating the assets. LBHF will also make savings from changes to the shared service operating model.
- 4.2 There is a proposed new structure which will save £1.1m (including on costs) across the boroughs, of which LBHF's share is £90,000. A consultation is now underway with staff who are affected by this on the proposed changes, which includes some LBHF employees. The consultation will end on 9 November 2016.

## **5. CENTRES OF THE COMMUNITY**

- 5.1 The creation of **Centres of the Community** is a Smarter Budgeting initiative being developed for several public buildings in Hammersmith and Fulham including the four libraries. Many of the essential and desirable characteristics/ features of the centres (as listed in appendix A) are true of the library buildings.
- Officers recently completed an exercise to increase understanding of what libraries can offer to Centres of the Community and raise awareness of how this could be developed further ensuring it complements the delivery of the library service and ancillary commercial activity in each site

## **6. TRUST MODEL**

- 6.1 We have carefully considered the option of putting our libraries into a trust. Having reviewed the possible savings, opportunities and risks, and considered the feedback at the last PAC in July, we have decided not to progress this option for now.

## **7. LEGAL IMPLICATIONS**

- 7.1 As set out in the report of 5 July 2016, legal implications will be updated as options are developed.

## **8. EQUALITIES IMPLICATIONS**

- 8.1 A full equalities impact assessment will be prepared as appropriate for the option(s) chosen for further development and implementation.

## **Appendix A: Characteristics & Features of Centres of the Community**

### **Essential characteristics or features**

- free Wi-Fi
- toilets
- meeting space
- accessible / by public transport
- get advice and information / signposting
- welcoming to all communities

### **Desirable characteristics or features**

- computers
- digital inclusion
- space for group activities
- online presence
- where you can meet the neighbours
- things for all ages
- Breast-feeding / baby changing
- volunteering opportunities
- council services access point
- co-located services
- can book online
- clear signage
- notice boards
- happy/fun atmosphere
- Borrow books/cds/dvds
- hot drink and a sit down
- open at nights and weekends
- can photocopy and scan
- music
- arts, space for artists
- a place for celebrations and events
- small business support
- networking for business people
- parcel collection point
- classes
- swap shop or foodbank
- Cllr or MP surgeries
- Childcare
- recycling point
- access to health
- place for worship
- place for alternative therapies
- place to see the police
- use individual budgets