

**POLICY & ACCOUNTABILITY COMMITTEE
ON ECONOMIC REGENERATION,
HOUSING & THE ARTS**

5 July 2016



**OPEN DOORS: ENSURING A THRIVING LIBRARY SERVICE IN HAMMERSMITH
& FULHAM**

Report of Cllr Harcourt - Cabinet Members for Environment, Transport and Residents Services, Cllr Coleman – Cabinet member for Commercial Revenue and Resident Satisfaction,

Open Report

**Classification - For Policy & Advisory Review & Comment
Key Decision: No**

Wards Affected: All

Accountable Director/s: Sue Harris, Director, Cleaner Greener & Culture
Mike Clarke, Director of Libraries & Archives (shared service)

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DATE:

1. INTRODUCTION

- 1.1. We are committed to keeping libraries in Hammersmith & Fulham (H&F) open despite government cuts – and to making them even better than now. We will not be closing any libraries.
- 1.2. 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.*”
- 1.3. The question now is how best to achieve that. The Policy and Accountability Committee on Economic Regeneration, Housing and the Arts is asked to consider and comment on:
 - (a) The proposed vision set out here for our libraries
 - (b) Specific ideas set out here for increasing commercial revenue, volunteering, co-location and a possible trust model.

2. VISION

- 2.1. *We are* determined to keep libraries open and to maintain a strong core offer around books (paper and digital) and around opening hours that suit our residents. Alongside this, we want our libraries to act as a stronger focal point for their communities.
- 2.2. Our proposed *vision* is that H&F’s libraries are **places in the heart of the community for people to read, learn and connect.**
 - **Read** – Because reading skills affect education, employment and chances in life, our libraries will encourage more children and adults to read for pleasure, as well as for learning and research.
 - **Learn** – Our libraries will expand educational opportunities for people of all ages. They will encourage self-directed development and cultural enrichment.
 - **Connect** – Our libraries will become strong community hubs, providing a venue for community activities and improving residents’ access to local services and facilities. We will also make them places for entrepreneurs to meet, collaborate and flourish.
- 2.3. More details are set out at Appendix A.

3. ACHIEVING OUR VISION

- 3.1. To achieve our vision, libraries will need to be more **outward-looking, efficient, commercially savvy and entrepreneurial.**

3.2. This will mean developing new ideas for increasing commercial income and partnerships, more volunteering and co-location of services.

3.3. During 2016-17, we will also work up options for an alternative delivery model, such as a trust, which could provide a sustainable, community-based model for libraries well into the future.

3.4. **Commercial revenue**

- **Quick wins:** Coffee carts, more Amazon lockers and hire of Fulham library for weddings and events could bring in £10-20,000 a year from 2016/17.
- **Better use of library spaces**, especially outside normal business hours: Hire for larger scale events and meetings, using our heritage library buildings as film locations, and holding film clubs and community activities could earn libraries £85-140,000 a year.
- **Co-working hubs:** Providing rentable spaces in libraries for microbusiness start-ups and flexible workers (with coffee and connectivity) could generate income of £50,000 a year.

3.5. **Volunteering**

- **Increased volunteer involvement** in running libraries would reduce staffing costs. For example, doubling the number of volunteers to 180 could save £100,000, provide fulfilling voluntary work and training opportunities for young people, and create an even stronger community around our libraries.
- **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 “SpaceHive” civic crowdfunding initiative – income to be confirmed.
- **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 activists for libraries.

3.6. **Co-location**

- **Co-location** of council and other public bodies in libraries would make better use of libraries’ location as accessible community spaces with high footfall. This could include adult learning, children’s and public health services.

3.7. Workstreams for quick wins, big ticket ideas and developing an alternative (extended) offer for our libraries are set out at Appendix B.

3.8. **Trust model**

- While implementing the above ideas, we could also explore moving libraries into a **trust at arm’s length from the council**. Library services

in other areas, including Redbridge, Suffolk and York, operate through trusts.

- Libraries would still receive council financial support. Benefits could include greater community involvement and responsiveness, business rate relief (up to £115,000 for the library service as a whole) and access to a wider range of external funding than is open to the council.
- The trust could also be linked to a wider cultural offering, making it easier to raise money and fund new development.
- There is no single off-the-shelf model to copy and the range of costs would need to be defined, as would the timescale and the impact on the shared library service with other boroughs.

4. LEGAL IMPLICATIONS

- 4.1. Section 7 of the Public Libraries and Museums Act 1964 imposes a duty on every library authority to provide a comprehensive and efficient library service for those wishing to make use of them.
- 4.2. The Council is required to consult before making certain decisions, including in relation to making changes to how they deliver statutory services.
- 4.3. Section 149 of the Equality Act 2010 (EqA 2010) requires public bodies to have due regard to:
 - The need to eliminate discrimination, harassment, victimisation or any other conduct that is prohibited by the EqA 2010.
 - The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it.
- 4.4. In considering its options the Council should comply with the above legal obligations as well as the obligations set out in the Tri-borough Joint Working Agreement in relation to Library and Archives Services between LBHF, WCC and RBKC dated 30 March 2012 (the Agreement). If a party wishes to terminate its share from the arrangement, the Agreement provides that any party has the right to terminate the Agreement at any time upon 12 months' written notice to the other parties. The Financial Protocol contained in the Agreement specifies that if part of the Services is terminated, "financial disaggregation of budgets will be based on the agreed apportionment methodologies in use". Any changes to the cost apportionment methodologies requires the approval of the respective directors of finance and the tri-borough director for implementation.

APPENDIX A: Proposed Vision

“H&F’s libraries are places in the heart of the community where people read, learn and connect.”

READ

Reading skills affect education, employment and chances in life. Our libraries will get more children and adults reading for pleasure, as well as for learning and research.

- Providing reading materials that reflect people’s changing needs and interests
- Offering e-books and other digital content as well as print (libraries’ digital online offer is available 24/7)
- Holding fun reading activities (eg Read Ahead’s Six Book Challenge, reading groups, children’s Summer Reading Challenge, Bookstart sessions)
- Offering advice and help with reading choices

LEARN

Our libraries will help expand opportunities for people of all ages.

- Offering learning and study resources in digital as well as print
- Pointing people towards literacy sessions
- Providing space for classes and self-study.
- Hosting classes (eg IT and digital, reading/literacy, numeracy, health education and citizenship)
- Helping people who want to learn for themselves, encouraging self-directed development and cultural enrichment.

CONNECT

Our libraries will become strong community hubs, providing a venue for community activities and improving residents’ access to local services and facilities (from, say, community groups, charities, local businesses and the council).

- Providing meeting places for local people, entrepreneurs and organisations
- Offering venues for cultural events (eg art exhibitions) and activities.
- Developing community hubs, where staff can help residents to access council and other services online,
- Showcasing other public services
- Sharing space with other services (eg health, police, leisure)
- Providing venues for the council to consult and engage with residents

APPENDIX B: Libraries programme workstreams

1. QUICK WINS Objective: to deliver £30,000 net income in 2016/17	2. BIG TICKET COMMERCIAL IDEAS Objective: to deliver c.£380,000 in 2017/18	3. DEVELOP AN ALTERNATIVE (EXTENDED) OFFER
<p>Ideas in development:</p> <ul style="list-style-type: none"> • Refreshment karts/vending • Expand volunteer base • Licensed events & out of hours activities • Launch “Workary” microbusiness start up • Library “friends” network • Extend retail drop lockers • Photo booths • “Anywhere me” digital inclusion • Harness further Great Ideas 	<p>Ideas in development:</p> <ul style="list-style-type: none"> • Extend volunteer programme for: <ul style="list-style-type: none"> – Home library service – Askew Rd library • Expand volunteering to skills and employability development • Develop friends into “super users” • Increase adult learning colocation • Develop face-to-face council officer contact • Market filming opportunities • Develop co-working commercial/ community opportunities • Utilise government digital framework to increase digital inclusion 	<p>Ideas in development:</p> <ul style="list-style-type: none"> • Sweat the building assets • Develop community hubs • Increase Smarter Budgeting themed colocation • Develop “friends” groups into partnerships • Support arts and culture strategy – permanent exhibitions and popup galleries • Extend children’s learning and childcare opportunities • Explore alternative uses of larger spaces and whole floors • Include Hammersmith library in town masterplan • Explore trust model of delivery either standalone (libraries only) or with other culture services