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DATE: 28 June 2011

RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Meeting to be held on Tuesday 5 July 2011

Please see the attached report(s) marked "to follow" on the agenda.

7a LIBRARIES - SHARED SERVICES (Pages 3 - 40)

*Copies of the documents referred to above can be obtained from
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Report No.
DRR11/048

London Borough of Bromley

PART 1 - PUBLIC

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Decision Maker: **Renewal and Recreation Portfolio Holder
For Pre Decision Scrutiny by the Renewal and Recreation
PDS Committee**

Executive

Date: **5 July 2011
20 July 2011**

Decision Type: Urgent Executive Key

Title: **LIBRARIES - SHARED SERVICES**

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Chief Officer: Marc Hume, Director of Renewal and Recreation

Ward: Borough wide

1. Reason for report

1.1. At the meeting of the Renewal and Recreation PDS Committee on 15 February 2011 Members considered the Final Report of the Members' Libraries Working Group which put forward a number of recommendations for the future shape, structure and composition of the borough's library service. The Member Working Group identified four options, and these are contained in the full report which is Appendix 1 of this report. The PDS Committee agreed to pursue further work around Option 4, which included:

- a) exploring the concept of partnership working with the London Borough of Bexley;
- b) looking at the possibility of a Trust option for Libraries;
- c) consideration of the distribution of the library branch network.

1.2. On 12 April 2011 the Renewal and Recreation PDS Committee met again and recommended that the Portfolio Holder:

- a) note the position on shared services and in particular the benefits including the levels of potential savings that have been identified; and
- b) agree that the Director of Renewal and Recreation continues with the detailed negotiations with the London Borough of Bexley and that a further report be brought to

this meeting outlining the available options and the outcome of negotiations and staff consultation.

- 1.3 This report seeks to address the points raised in 1.1 above. Furthermore, at the last meeting of the Renewal and Recreation PDS Committee Members sought further clarity and information around Option 4 of the members Libraries Working Group which included the Trust Option for Libraries and the scope to increase potential savings.
-

2. RECOMMENDATION(S)

2.1. The Renewal and Recreation PDS committee is recommended to: -

- 2.1.1 Note the responses received from staff and their representatives to date with regard to entering into a 'shared services' arrangement with the London Borough of Bexley and also seek the committee's perspective on the proposals. Comments from all parties will then be fed back to the Executive Committee at its meeting on 20 July 2011 when they will be asked to approve the Shared Services Agreement between the London Borough of Bromley and the London Borough of Bexley for the provision of back office and library management functions across the two boroughs, and**
- 2.1.2 Note the options set out in this report to vary the hours of operation of the borough's library service and also the option whether or not to close a number of libraries; subject to the outcome of any consultation with staff, their representatives, ward Councillors and library users to consider further detailed proposals which will be the subject of a separate report, should the R & R PDS Committee consider this to be the appropriate direction of travel.**
- 2.1.3 Note the option as set out in the report to implement charges for the Peoples Network**
- 2.1.4 Subject to the views of the R & R PDS Committee, that the Executive be asked to support the proposed consultation with staff, their representatives, ward Councillors and library users on library opening hours and closure of a number of libraries and the introduction of charging for the Peoples Network as identified in this report.**

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Vibrant Thriving Town Centres.
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Financial

1. Cost of proposal: Estimated cost Potential savings of £702k for 12/13, reducing to £672k in 2013/14 and £642k for 2014/15
 2. Ongoing costs: Recurring cost.
 3. Budget head/performance centre: Library, Archive and Museum
 4. Total current budget for this head: £7.3m
 5. Source of funding: Existing Revenue Budget 2011/12
-

Staff

1. Number of staff (current and additional): 139 Fte
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: <please select>
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 2,005,251 visits per annum
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 On 15 February 2011 the Renewal and Recreation PDS considered the Final Report of the Members' Libraries Working Group which put forward a number of recommendations for the future shape, structure and composition of the borough's library service. The PDS Committee agreed to pursue further work around Option 4 of the Report and asked officers to report back on progress, which included details on the concept of shared services with the London Borough of Bexley.
- 3.2 In the report to the Renewal and Recreation PDS and Portfolio Holder on 12 April 2011 the rationale was set out for the proposals to develop a 'shared service' agreement. The key objectives being; to reduce the costs including the overheads of the library service by having a new joint, combined library service management team.
- 3.3 Furthermore the report went on to set out a range of benefits that this approach could bring:
- the creation of a single joint management structure to provide overall leadership whilst retaining democratic accountability to each borough
 - sharing of specialist and support staff
 - harmonising service contracts and joint procurement
 - rationalising arrangements for storage, home library service and transport arrangements
 - developing a dual approach to the use of assets, e.g. mobile library service
 - Exploiting the best parts of each library service to the benefit of both authorities and library users.
- 3.4 Since the last report to Members on 12 April 2011 good progress has been made across the two boroughs. Regular steering groups have been held comprising Assistant Directors and Heads of Service, along with other relevant senior management representing Human Resources, Legal services, Finance and Corporate Communications. The project has been tracked across both boroughs by an inter-borough shared services board at Chief Executive level.
- 3.5 It is expected that there will be savings of approximately £370k for Bromley arising from the shared service and a new library management system in 2012/13.
- 3.6 The key principles behind the agreement are that:
- This will be a partnership between both boroughs sharing the benefits and costs as agreed by both parties;
 - Bromley Staff will be seconded to the new library shared services and will continue to be employed by Bromley on appropriate terms and conditions
 - Appropriate governance arrangements to ensure democratic accountability will be in place to provide appropriate levels of control and transparency as set out in paragraph 4.2.
 - The majority of back office and management staff will be based at Footscray offices, but will work flexibly across both boroughs with 'touch down' spaces at libraries as necessary.

- Bexley's book stack is likely to be relocated to Bromley and Bromley's three book stacks will be consolidated into one new joint borough book stack, initially at the Central Library. A number of staff from Bexley may therefore be based in the borough of Bromley.

3.7 Subject to approval of these proposals it is intended that the first task will be appoint to the key management roles in this new structure. They will then start to put in place the new structure as outlined in Appendix 2 and begin to deliver the new shared service.

3.8 Subject to the proposed timetable which is set out at paragraph 4.13, the steering group have identified a consultation programme which envisages the senior management team for the combined library service being in place by September 2011. This team would then be responsible for developing the new structure by April 2012.

Consultation Timetable

3.9 All affected staff, trade unions, staff side secretary and departmental representatives were sent a full consultative document on 6 June 2011 and the consultation process highlighted above has now been concluded. A summary of comments, by theme, received by the time this report went to print have been included in Appendix 3. A summary of comments received after this deadline will be circulated to the Renewal and Recreation PDS and Portfolio Holder on the night of the Committee meeting and a summary of all comments will be attached to the report that will go to the Executive on 20 July 2011 along with the Director's response. Following consultation both boroughs will consider all comments received and review the proposals where necessary.

3.10 The proposals set out the staffing requirements as agreed jointly with Bexley Council officers and these are shown in the proposed new 'shared service' structure in Appendix 2. Each borough will retain full management of their own branch structure through two key posts of Assistant Director, Bromley and Deputy Director, Bexley. These posts will ensure the needs of each borough are being met through the equitable use of the shared staff. The emphasis of these new posts is to ensure a strong shared strategic vision for the shared service and to establish a structure that can commission, plan and execute consistent quality offers and services to customers across the two boroughs. Some aspects of the joint services will be developed over a period of time, however in terms of reporting lines the new teams will be established from the commencement of the shared service

4. PROPOSED SHARED SERVICES GOVERNANCE MODEL

4.1 It is proposed that the London Borough of Bexley will host the shared service. The key reasons for this approach are as follows:

- Performance – The best practice adopted when services are shared across boroughs is for the better performing borough to act as host. Whilst statistics are clearly open to interpretation, the 2009/10 CIPFA statistics demonstrate that LB Bexley marginally out-performed LB Bromley in five of the eight areas in 2009/10 – as illustrated in the table below.

| Cipfa Actuals 2009-10 (last full year available) | Bexley | Bromley |
|--|---------------|----------------|
| User satisfaction (Adult PLUS) % of users rating library as Good/Very good | 92.1 | 91.6 |
| Revenue Cost per visit | 3.95 | 3.39 |
| Revenue Cost per book issue | 4.30 | 3.72 |
| Book issues per head of staff | 10,142 | 11,661 |
| Book issues per item of stock | 6.0 | 4.2 |
| Visits per 1,000 population | 6,422 | 6,384 |
| % Active users per head of population | 24.0 | 22.5 |

- It is important to note that LB Bromley out-performed LB Bexley in relation to 2009-10 service provision costs. However, when Bexley's 2010-11 costs and visits are analysed (i.e. the approved net libraries budget for 2010-11 and the visitor figures for 2010-11) Bexley's revenue cost per visit drops to £3.78, making the service only 6 pence more expensive than Bromley's in 2010-11. Furthermore, the Bexley revenue cost per visit is expected to drop further – it is currently anticipated to fall to £3.21 in 2012. It should be noted, however, that similar proposals are also being developed in Bromley as set out in this report which will make further cost reductions and will also impact in a positive manner on our cost base.
- Geographical location - the combined back office and management function will be located at the Footscray Offices in Bexley.

Governance Arrangements

- 4.2 It is proposed that the strategic direction of the combined library service will be provided through a Joint Councils Library Board. This will comprise Member representation and will meet either annually or bi-annually to review the performance of the shared library service and to advise the two borough Councils as appropriate on any matters that they would like to bring to their attention. It will be necessary to consider whether the Joint Councils Library Board will have decision making powers, or whether it will play an advisory role in developing the relationship between the Councils with regard to the Joint Councils Library Board arrangements. If it is decided that the Board should have decision making powers, it will be necessary to set up a Joint Committee (under section 102 of the Local Government Act 1972).
- 4.3 It is anticipated that a Joint Library Services Management Team will sit below the Joint Councils Library Board. This Team will have delegated responsibility for overseeing the management of the service at officer level. The Team will comprise the Deputy Director for Leisure, Arts and Tourism in Bexley, the Assistant Director for Renewal and Recreation in Bromley, the Head of the Joint Library Service and the operations managers, and also a Finance and HR representative from each borough. Other colleagues may also be invited to join the Team on a joint-invitation basis to give advice on key issues as they arise.
- 4.4 The Joint Library Services Management Team will have delegated responsibility for management of the joint working arrangements. Key responsibilities will include:
- preparing a three-year rolling joint business plan
 - preparing and agreeing a detailed work programme in accordance with an Approved Business Plan
 - preparing the budgets and estimates for approval by both Councils
 - overseeing the implementation of the agreed work programme
 - overall responsibility for delivery against the Approved Business Plan
 - identifying the need for specific projects or tasks to be undertaken
 - identifying business development opportunities

Financial Model

- 4.5 The Directors of Finance and senior finance and service staff of Bexley and Bromley have met to discuss the financial model that will form the basis and allocation of costs of the proposed arrangements. The ongoing costs of the joint arrangements will include staffing, accommodation costs, ICT costs and support costs. There will also be non-recurring costs that will include redundancy and ICT costs as well as staff training and development costs.
- 4.6 The costs of the operation of the back office will be on an open book arrangement and costs will be incurred by both boroughs. It is important that the basis of the sharing of the costs is simple, fair and certain.
- 4.7 The size of the back office is not directly proportional to the level of direct service provided to users but this will be a factor. There will be a base level of provision in the back office function but again, this will not be directly proportional to each borough's current frontline service. In view of this, a financial cost sharing model has been agreed between finance officers which combine the fixed and variable costs of the back office function. This will be as follows:
- 2011/12 - (part year) and 2012/13 (full year) - equal share of costs (50:50)
 - 2013/14 - Bromley 52%: Bexley 48%
 - 2014/15 - half the cost being shared 50:50 and the other half based on relative visitor numbers. Based on the latest published statistics this would mean that the costs will be shared Bromley 54%: Bexley 46% as Bromley has 15 libraries compared to the 12 that Bexley operate. It is proposed that the level of visits will be reviewed before year 3 and the proportions adjusted accordingly.

Staff Considerations

- 4.8 There are a number of staffing issues which need to be addressed in a move towards shared service arrangements. In some shared service arrangements, staff have transferred from one authority to a second lead authority under the Transfer of Undertakings (Protection of Employment) regulations. In this instance, Bromley's preferred approach is to second their staff. This approach retains maximum flexibility should the shared services arrangement be extended to another authority in the future. Any Bromley staff that are offered and accept new roles in the structure will be seconded to the shared library service and will be appointed on Bromley's terms and conditions. All staff will continue to be paid through their current payroll arrangements.
- 4.9 There are currently 36 staff in Bromley management and back office and 35 Bexley management and back office staff. The proposed new joint structure has 36 posts. The Council has a policy of avoiding compulsory redundancies wherever possible and all efforts will be made to find redeployment across the wider Council for post holders at risk who do not secure a post in the new shared library service. In the event that suitable alternative employment cannot be found however they will be made redundant.
- 4.10 In accordance with our statutory and procedural obligations, meetings have been held with staff both directly and indirectly affected by the proposals and have also been held with Trade Unions, Departmental Representatives and the Staff Side Secretary. Whilst both boroughs have undertaken this consultation separately, it was undertaken concurrently, with many documents standardised across both authorities to ensure a consistent message by those consulted.

Office Location

- 4.11 The back office and management library function will be located at the Footscray offices in Bexley. The back office and management function, plus the e-library service, will require ICT support services. Work is in hand to define specific ICT requirements and these will include ICT arrangements for both Bromley and Bexley employees. A range of ICT aspects are being assessed, including personal computing, software, Bexley and Bromley data and voice network connections, data security, and internet arrangements. Work is also in hand for both Councils to share the same Library Management System platform which will be externally hosted and managed.
- 4.12 It is anticipated that a suitable site in Bromley will house both boroughs' reserve stack and stock services; initially this will be through a rationalisation of the joint boroughs' stack and is likely to be based on Floor 6 of the Central Library situated in Bromley town centre.

Implementation Timetable

- 4.13 The table below outlines the proposed implementation timetable for the shared services project.

| | |
|--|------------------------|
| Trade Union and Staff Consultation commenced | 6 June 2011 |
| Press release | 6 June 2011 |
| End of consultation | 5 July 2011 |
| Decision made to share services subject to full signoff by both boroughs | 20 July 2011 |
| Appointment process commences | August 2011 |
| Appoint to Head of Service post | August 2011 |
| Appoint to all other posts | September/October 2011 |
| New structure established | November/December 2011 |
| Staff relocate to new locations | January 2012 |
| 'Soft start' to shared service | February 2012 |
| Formal commencement of shared service | 1 April 2012 |

- 4.14 Throughout this process officers will be seeking to ensure that a consistent message is communicated across both boroughs in relation to the progress of the shared library service project. In order to ensure this happens, both boroughs have coordinated dates for the release of key information and press releases.

5. OPENING HOURS OF LIBRARIES WITHIN BROMLEY

- 5.1 At the last meeting of the Renewal and Recreation PDS members discussed the importance of examining all of the available options that could be considered to contribute to the funding reductions that the Council faces. One such option is amending the hours of operation at Bromley libraries.
- 5.2 Members stressed the need for the opening hours of libraries to extend beyond office hours and that there should be at least one evening a week where there was a late opening. It is intended to commence consultation with staff, their representatives, Ward Councillors and library users on a range of options including details of potential savings, details of which will be the subject of a separate report to this Committee. The table in Appendix 4 illustrates one potential model whereby the hours of opening could be amended to meet the ambition of further savings.

5.3 The underlying rationale behind the proposal to amend opening hours is as follows:

- *Central, Beckenham & Orpington:* These three libraries have the highest level of investment in buildings and stock and are strategically placed to give good cover across the borough. These libraries provide the widest range of stock and will attract an audience from further away because of their specialist nature and should be available to people who work during the standard week and also family use. Any future proposals would need to take into account these considerations.
- *Chislehurst, Petts Wood, West Wickham:* These branches fill in the major geographic gaps left by the three larger libraries. An analysis has shown that they do not offer the full range of services but have an interest to working people and family use. Any future proposals would need to take into account these considerations. There are no proposed changes in hours at Biggin Hill as the building is operated over an extended period beyond that of existing library opening hours as part of the leisure management contract.
- *Burnt Ash, Hayes, Mottingham, Shortlands, Southborough, St Paul's Cray, Anerley and Penge:* These Community libraries have a far more restricted range of services purely aimed at young families and the elderly who would have more difficulty travelling further. They do not cater adequately for working people of larger families. They are not connected to larger shopping areas thus there is far less special demand for them being open on Saturdays. Maintaining the same hours across the borough would also allow more flexibility in the use of staff. There is less demand for morning opening whilst it is important to be open for local schoolchildren after school. The two suggested mornings could either be fully open or adopt a more flexible approach with the branch arranging special opening for children's events, school visits, reading groups or learning activities.

5.4 If Members were to consider this the direction of travel they wished to pursue, this would need to be the subject of consultation with all stakeholders, including staff and their representatives.

6. TRUST OPTION

6.1 The Member Working Group for Libraries identified a number of options with regard to the future management of the borough's library service. In particular Members raised the issue of generating further savings through the creation of a not-for-profit Trust organisation.

6.2 Whilst there can be a number of reasons for transferring a service to a trust, the key driver is a financial one with potential savings to the local authority through savings on non-domestic rates.

6.3 Two options exist with regard to transferring the existing Library Service into a trust:

- i) A new stand-alone trust
- ii) An arrangement with an existing trust

6.4 Developing a new trust for the provision of library services would require considerable time and the allocation of resources. In order to qualify for the current 80% relief from business rates, a new trust would have to be constitutionally formed as a registered charity before the re-localisation of Business Rates from 2013.

6.5 The transfer and set up costs of establishing a new library trust would far outweigh the financial benefit to the authority. In addition, unlike other trust models such as leisure;

libraries do not generate significant levels of income and would continue to be reliant on the local authority for ongoing funding to maintain existing levels of service provision. Therefore, if Members were minded to pursue the transfer of the Library Service to a Trust, a far simpler and more cost effective route would be to effectively market test such an approach with a number of existing (leisure and cultural) trusts.

- 6.6 There is a shared ambition across both boroughs to develop a framework which enables further expansion of the shared service over time. This approach will ensure that the service is able to respond positively to changes in the library market going forward. Ideas for development might include merger of front offices between Bexley and Bromley; other boroughs joining the shared service, bidding for outsourced library management opportunities in other boroughs and the development of a cross-borough Trust. Clearly, both boroughs will need to jointly agree any further business development opportunities going forward.

7. CLOSURE OPTIONS

- 7.1 Members are aware that subject to identifying suitable premises there is an option to merge Anerley and Penge libraries which was included in the report agreed by Full Council in February 2011 as part of the overall efficiency savings. One option available to Members is to consider the case for branch closures, which if Members were to consider this the direction of travel they wished to pursue, would need to be the subject of consultation with all stakeholders, including staff and their representatives.

- 7.2 Following the meeting of the Renewal and Recreation PDS on 12 April 2011, a user needs and Equalities Impact Assessment has been undertaken on each of the eight Community Libraries. This exercise has looked at usage patterns, broken down by user groups, activities, book issues and computer use at each of the libraries in question. Consideration has also been given to continuing to meet existing levels of need were a library to be closed. Information has been taken from the Public Library User Survey (PLUS) for both children and adults has been included in the needs assessment together with information from Bromley Libraries performance statistic and other demographical and statistical data held by the local authority. Such an approach is necessary to address the key considerations as outlined in the letter of 3 December 2010 from the Minister for Culture, Communications and Creative Industries which advised Councils to undertake a full assessment of the needs of the community. From an initial analysis by officers two libraries have been identified for further consideration at this stage.

Example 1

- 7.3 The analysis of Burnt Ash Library indicates:
- Restricted opening hours (21.5hours per week) which affects the type of use.
 - Low level active library membership
 - 32,375 visits per year (the lowest in the borough with the exception of the mobile)
 - Overall book loans the lowest in the Borough at 22,239 (lower than the mobile)
 - Computer use has fallen over the last three years to 32% of library visitors
 - Majority of users fall into two groups, children and adults between 25 and 44.
- 7.4 If Burnt Ash Library were to close the authority would expect to meet the needs of residents in Plaistow and Sundridge using a combination of delivery methods:
- Provision of a library service form Central Library (1.5 miles) served by three bus routes 336,126 and 261 with a journey time of 5 – 10 minutes. Walking time of 33 minutes.

- Promotion of the Home Library Service for housebound readers
- Development of borough wide on line library services
- Downham Library – London Borough of Lewisham

7.5 Closing Burnt Ash Library would save £68k per annum providing opening hours are not reduced, with the site having a potential capital value of £130k.

Example 2

7.6 The analysis of Southborough library indicates:

- Currently open 43.5 hours per week including one late night at present
- Active library membership of 2,570 in 2009/10. Ninth highest level of active membership in Bromley.
- Registered 595 new borrowers in 2009/10
- Highest number of issues out of the community libraries
- Book borrowing still remains the most popular activity for adults and children
- Computer use at 40% of visitors
- Used by 0 -10 age group and 25 – 64

7.7 If Southborough were to close the authority would expect to meet the needs of the residents in Bickley Ward through a variety of means:

- Provision of a library service from Petts Wood Library (open 45.5 hours per week including two late nights and all day Saturday opening) (1.1 miles) served by one bus route 208.
- Provision of a library service from the Central Library
- Promotion of Home Library service for housebound readers

7.8 Closing Southborough Library would save £80k per annum, providing opening hours are not reduced, with the site having a potential capital value of £700k.

7.9 If Members wish to consider these or any other closure options it would be necessary to undertake a full consultation exercise with library users including:

- a statement of what the service is trying to achieve
- a description of local needs, including the general and specific needs of adults and children who live, work and study in the area
- a detailed description of how the service will be delivered and how the plans will fully take into account the demography of the area and the different needs of adults and children in different areas (both in general and specific terms)
- the resources available for the service, including an annual budget.

8. NEW INITIATIVES - PEOPLES NETWORK CHARGING OPTIONS

8.1 At present there are 160 People's Network terminals located in the boroughs 15 libraries with an average time per user of around 30 minutes. Users currently self book themselves onto the network, avoiding the use of librarians in administering this process. The average number of hours of use across the borough per month is approximately 3,700, this equates to 42,400 hours of use per annum. Given the usage figures this service is seen as a key component of the library offer within the borough and in addition to the normal range of internet access that it offers, it allows users to interact with the authority through services such as: Library e services, Home Seekers and job search. It is likely that the quantity of electronic interaction

with the Council will continue to grow over time and introducing a charging policy that charges for every minute on line could be seen as being at odds with this approach. At present no London library service charges for the first hour of use.

- 8.2 Based on current usage if we were to charge £1 per hour for all use of terminals this would generate an annual income of £42k. However, if we were to follow the approach of some other London boroughs where a charge of £1 per hour is levied with no charge for the first hour of use (86% of Peoples Network users are on the system for an hour or less) this would generate a more modest annual income of £4k. It would be possible to provide one stand-alone computer in each of the borough's libraries which could allow the public to access Bromley sites at no cost to the user. If this approach was adopted then following the initial outlay on stand-alone terminals, and assuming no drop-off in use, there is a potential income stream of £42k per annum.
- 8.3 There is also the consideration of the Wi-Fi usage where the public use their own equipment, this is at present a free service offered by the library service.
- 8.4 Examples from other Library Services in London indicate that where charges have been introduced there has been a significant impact on the usage figures and in some cases this has led to a reversal of the decision to charge. Westminster and Camden have previously introduced charges but subsequently withdrawn them.

9. POLICY IMPLICATIONS

- 9.1 The review of the Library Service is entirely consistent with the Councils objectives around Vibrant and Thriving Town Centres and an Excellent Council.

10. FINANCIAL IMPLICATIONS

- 10.1 The potential savings from the proposals in this report are as follows: -

| Area of Saving | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
|--|------------------|------------------|------------------|
| Shared back office services with Bexley * | 340 | 310 | 280 |
| Cost efficiencies in library management system | 30 | 30 | 30 |
| | 370 | 340 | 310 |
| New savings options | | | |
| Reduction in opening hours ** | 350 | 350 | 350 |
| Income from charging for peoples network | 42 | 42 | 42 |
| Less reduction in savings for Penge/Anerley | (60) | (60) | (60) |
| Total savings from proposals in this report | 702 | 672 | 642 |

* Subject to the final agreement on structure, set up costs and any staffing implications that arise from creating the new structure.

** It is assumed that any potential redundancy costs arising from this option will be met from the central contingency provision.

- 10.2 The savings from the shared back office services with Bexley reduce over the three years as shown above which reflect the financial cost sharing model as detailed in 4.7.

- 10.3 For information, the table below shows the amount of savings made in 2010/11 and the savings agreed by Full Council in February 2011: -

| Area of Savings | 2010/11 £'000 | 2012/13 £'000 | Total £'000 |
|--|--------------------------|--------------------------|------------------------|
| Staffing reductions made during 2010/11 | 340 | | 340 |
| Savings agreed by Full Council on 28th February 2011 | | | |
| Review of site officers | | 50 | 50 |
| Amalgamation of Penge & Anerley libraries*** | | 90 | 90 |
| Total savings previously agreed | 340 | 140 | 480 |

*** Subject to the identification and purchase of suitable premises.

- 10.2 If the reduction in hours is agreed for the Penge and Anerley libraries, the savings already agreed by Full Council for the merging of the two libraries will be significantly reduced as shown by the Cr £60k in the table within 10.1 above.
- 10.3 A change was made to the delegation process by the Executive at its meeting on 12 January 2011, which gave the Chief Executive the authority, in consultation with the relevant Chief Officer, Portfolio Holder and the Leader, to approve service reorganisations which have financial implications arising from redundancy/early retirement costs. The Chief Executive has been advised that there are likely to be redundancy/early retirement implications arising from these proposals. Based on the Council's redundancy policy framework, the maximum redundancy costs are estimated to be £467k and the cost of early release of pension estimated at £217k (total estimated cost of £684k). The proposal is that these costs will be funded from the central contingency provision set aside for redundancy/early retirement costs arising from the budget efficiency savings identified in the same report, which were approved by the full Council in February 2011. Given that the redundancies will be spread across both Councils, and these figures represent the worst case scenario, it is likely that the final redundancy/early retirement costs will be lower.

11. LEGAL IMPLICATIONS

- 11.1 The Council is under an obligation to inform the Department of Business, Innovation and Skills where there is a risk of redundancies involving 20 or more staff. It is also an obligation to formally consult with the relevant recognised trade unions and staff affected by changes of this nature.
- 11.2 The Public Libraries and Museums Act 1964 requires that library authorities provide a "comprehensive and efficient" public library service. The terms "comprehensive and efficient" are not defined within the Act; however the Act requires local authorities to provide, free of charge, access for people who live, work or study in their area to borrow or refer to books and other material in line with their needs and requirements.
- 11.3 Whilst charges can't be made for lending or looking at books unaided Regulations made under the act permit charges to be made for assisting people to use computers, where copies of material or catalogues are produced which become the property of the person requesting them, for providing private rooms, for providing electronic or other facilities to view books or material and for making available any other library facilities which go beyond the statutory duty.

- 11.4 The 1964 Act brought libraries under the overall supervision of the Secretary of State. Under the act each London Borough is a Library authority for its own area. However Section 4 provides that a library authority's functions *"may also be exercised elsewhere than within its library area if the authority thinks fit."*
- 11.5 Section 5 of the Act provides that if the Secretary of State is prepared to make the necessary Order two or more library authorities can combine to form a joint Library Board. Any Order would deal with management arrangements, transfer of staff and transfer of property.
- 11.6 There are also a number of powers which allow local authorities to provide services to each other at a charge or otherwise – for example The Local Authorities (Goods and Services) Act 1970 or to place staff at the disposal of another local authority – Section 113 Local Government Act 1972.
- 11.7 The recent case of RMP v London Borough of Brent has effectively taken most local authority shared service initiatives which include only public bodies outside of the EU procurement regime.
- 11.8 The Local Government and Public involvement in Health Act 2007 and the new Statutory Guidance for the Duty to involve places authorities under a duty to consider the possibilities for provision of information to consultation.
- 11.9 In accordance with the Equality Act 2010 there is a duty on public bodies to publish information showing how they are complying with the public sector equality duty when taking decisions and making policies, including information about the impact of their policies and decisions on both employees and the public.
- 11.10 The intention to reduce staff has employment implications and may result in claims for breach of contract and/or unfair dismissal under the Employment Rights Act 1996 and/or under the Equality Act 2010. The new Equality Act 2010 protects employees from direct/indirect discrimination, harassment or victimisation on grounds of sex, race, disability, age.

12. PERSONNEL IMPLICATIONS

- 12.1 The proposals for a shared library service have redundancy implications and formal consultation, in line with the Council's procedures for managing change, is now underway with staff, Trade Unions, Staff Side Secretary and Departmental Representatives. They are being consulted on the impact on staff of the proposed shared library services.

| | |
|--|-------------------------------------|
| Non-Applicable Sections: | [List non-applicable sections here] |
| Documents: (Access via Contact Officer) | [Title of document and date] |

Introduction

- 1 This report details findings of the Working Group, commissioned by the Renewal and Recreation Policy Development and Scrutiny Committee, to consider the future shape and scope of the borough's Library service.
- 2 The Working Group was established following completion of a new state of the art library at Biggin Hill, and good progress at the town centre development in Orpington, which includes a library, and is expected to open in March 2011. It was recognised that there was further need to review the Bromley libraries in other parts of the borough.
- 3 In addition, huge financial pressures caused by the national deficit, have forced all areas of the council to review their services and to operate with severely reduced revenue budgets. However, the Working Group has looked at imaginative options that might limit or negate any cuts, and may improve the quality of some services available to residents.
- 4 The Working Group has looked at the full breadth of front end services offered at libraries from the traditional book lending function, through to modern information services, and including all the additional social facilities such as rhyme groups for toddlers, junior reading clubs and IT support help for those new to modern technology. It has considered appropriate charging, storage facilities, use of space and access, opening times and location. It has also discussed management structure behind the scenes, and possible joint working arrangements.
- 5 The recommendations focus on major changes required that will ensure a balanced budget whilst retaining a good service .
- 6 The Working Group has received much valued help from Council officers, and comments from library staff and library users and it is very appreciative of this input.
- 7 I commend this report and thank my colleagues and officers in reaching the conclusion and recommendations outlined in the following pages.

Councillor Sarah Phillips
Chairman of the Working Group
February 2011

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| <p>LIBRARIES REVIEW REPORT</p> |
|---------------------------------------|

Introduction

- 1.1 This report sets out the work and findings of the Renewal and Recreation PDS Working Group on the Library Service and it furthermore makes a number of recommendations for the future shape, structure and composition of the borough's library service.
- 1.2 The objectives of the Working Group were to "Identify further opportunities to modernise and improve the borough's library offer as set out in 'Building a Better Bromley' 2010 to 2012".
- 1.3 The PDS Investigation Project Outline was reported to the Renewal and Recreation PDS on the 29th June 2010.
- 1.4 Members will be further aware that the report to the Executive on 12th January 2011 identified two initial areas of savings within the library service:
 - i) Tender the services currently provided by the Library Site Officers.
 - ii) Amalgamate Penge and Anerley Libraries.
- 1.5 The work required to market test the Site Officer function will be undertaken during 2011/12, with savings being delivered in the financial year 2012/13. The work to amalgamate Penge and Anerley libraries is currently on going and subject to the identification of suitable premises. This work will be subject to further reports to the Renewal and Recreation PH/PDS.
- 1.6 Members of the Working Group were as follows:

Cllr. Sarah Phillips (Chairman)

Cllr. Russell Jackson

Cllr. John Ince

Cllr. Brian Humphrys

1.7 The following documents were considered by the Working Group as part of the PDS Working Groups examination of the Library Service.

- PDS Investigation Project Outline
- Hierarchy of Libraries
- Libraries Coverage
- Visitor and Issue Figures
- Activities by Library
- Existing Staffing structure
- Ed Vaizey's letter – 3rd December 2010
- Library Site Coverage
- Revised Travel times

1.7 As part of its consideration of the boroughs library service, the Unison Branch Secretary attended a Working Group meeting to present a range of views and comments, in particular:

- That the public expected to see a library service run by a democratically elected and accountable body.
- That the nature of a library service has changed significantly over the years to become a busy multipurpose environment serving a wider cross section of the community.
- That libraries were now in even more demand in the current economic climate
- That libraries should act as a hub for local communities and be a point at which to access a wide range of council services.
- A diminishing book fund has been part of the cause of the reduction in visits and issues and that this needs to be addressed. Hillingdon was cited as an example where following an increase in the book stock fund, issues had risen five fold.
- That the library service had already incurred significant cuts, with £340k being removed from the employee budgets in this year and that this had on occasion led to unplanned closures.

2. WORKING GROUP RECOMMENDATION(S)

The member working group recommends to the Renewal and Recreation Performance, Development and Scrutiny Committee that:

2.1 The Renewal and Recreation PDS notes the contents of the Working Groups report and in particular the Option 4 which the Working Group recommends as the preferred model for taking the borough's library service forward and that this option is subject to further reports to Members.

3. BACKGROUND

3.1 At the first meeting of the Working Group Members were advised of the current pressures facing the library service, these being:

- Reduction in book loans from four million issues per annum in 1990 to two million issues per annum in 2010.
- Reduction in the value of the stock fund from £2 million per annum to £650,000 per annum.
- The lack of investment in the library service resulting in a tired looking service.
- Reduction in staff with £340,000 of staffing costs being removed in 2010/11.
- Introduction and impact of new technology on usage patterns within Libraries. Use of the Peoples network continues to remain strong and demand out strips capacity.
- Reducing income.
- Broadening role for libraries to support the wider Council agenda, i.e. choice-based lettings.

3.2 Members of the Working Group considered that the following themes should be addressed:

- The location of and number of libraries in the borough.
- The range of services provided in libraries.
- The out-sourcing option "contract versus trust versus in-house delivery".

3.3 Members of the Working Group were updated on the existing hierarchy of libraries within the borough, and the distribution of the existing library service and the Visitor and Issues Figures.

15 Static libraries

Tier 1
Central Library

Tier 2 – District

Tier 4 – Community

Anerley Library
Burnt Ash Library
Hayes Library
Mottingham Library
Penge Library

Beckenham Library
Orpington Library

Shortlands Library
Southborough Library
St Pauls Cray Library

Tier 3 – Neighbourhood

Biggin Hill Library
Chislehurst Library
Petts Wood Library
West Wickham Library

1 Mobile Library

- 3.4 A full list of activities provided by the Bromley Library Service was provided to the Working Group and in order that Members of the Working Group could fully consider the borough's library offer, all of the libraries were visited on Saturday 13th November 2010.
- 3.5 Broadening out the Working Group debate, the efficiency of the library service was considered in terms of:
- Are the arrangements for the delivery of the library service – buildings, staff, service provision, facilities and technology – meeting the demands of the community and are they cost efficient.
 - What partnership opportunities exist to make the services more efficient and effective. For instance, Biggin Hill Library was cited as an example of good practice. Opening hours had been extended within existing budgets, the range of services had been broadened and book borrowing had risen by 30%.
- 3.6 The Biggin Hill model also highlighted the potential value in integrating or co-locating library services with other public sector services, in this case a swimming pool. However members of the Working Group noted that co-location of services was not always an option that was available, but there was general agreement that Biggin Hill provided a broader template for what a modern library offer could look like, and the positive effect that this could have on a local community.
- 3.7 In March 2010 the Department for Culture, Media and Sport published "The Modernisation Review of Public Libraries", a policy statement.
- 3.8 The key drivers behind this report were to:
- Drive forward the quality of all library services up to the level of the best.
 - Aim to reverse the decline in library usage.
 - Aim to ensure that library services respond to the current economic climate and limited public sector resources.
 - Aim to respond to the growing expectations of people and communities in terms of access to information.

3.9 In order to achieve these drivers, this report set out a number of proposals.

A Library Offer to the Public

3.10 The working Group were advised that the Government had issued advice on what a library offer should comprise for all public libraries in England. The library offer will be made up of a 'core offer' of services which all library services should deliver and a 'local offer' of service shaped and delivered at local level.

A core offer for all libraries

3.11 Central Government recommends that the core offer for all libraries should include the following provisions to be made available across all library authorities:

- **Library membership from birth:** Details of local schemes to ensure that library membership is available from the earliest point in a child's life (The Government expects that from April 2011 all local authorities ensure that library membership is an entitlement to children from birth).
- **An opportunity to have your say and get involved in shaping the service.**
- **Free access to a range of quality book stock to browse and borrow and online resources and information that meet local needs** (including e-books as the market grows).
- **Access to the national book collection** – any book from anywhere: Order any book through your library (even out of print books).
- **Free internet access for all:** computers and access to online information and communication. (The Government will change legislation to prevent library authorities charging for internet access from April 2011).
- **Help to get online:** support for people using the internet for the first time or searching for information.
- **Links to other public services and opportunities:** connections to health, education and learning or employment opportunities (local details to be set out).
- **A community of Readers:** connecting people to other readers through reading groups, activities and recommendations.
- **Flexible opening hours:** to suit the needs of the local people (local details to be set out).
- **Commitment to customer service and expert, helpful staff.**

- **A safe local space which is accessible and convenient for the community.**
- **24 hour access:** through your library's online catalogue, online reference and other services. Website details to be set out.
- **Services which reach out and attract local people** (local details to be set out including 'at home' services to housebound people).
- **An opportunity to be a member of all libraries in England:** easy to join, accessible services as announced by the Society of Chief Librarians.

3.12 On 3rd December 2010 Ed Vaizey, Minister for Culture, Communications and Creative Industries wrote to all local authorities around the financial challenges on local authorities, particularly in relation to library services. The Minister set out a number of key considerations that every library service should have in mind, these are:

- a statement of what the service is trying to achieve;
- a description of local needs, including the general and specific needs of adults and children who live, work and study in the area;
- a detailed description of how the service will be delivered and how the plans will fully take into account the demography of the area and the different needs of adults and children in different areas (both in general and specific terms);
- the resources available for the service, including an annual budget.

3.13 In order for the authority to avoid a successful challenge that was the case in the Wirral prior to implementing any proposed changes to the service it would have to comply with the above statement.

3.14 The Public Libraries and Museums Act 1964 requires the authority to provide a "comprehensive and efficient" public library service. The terms "comprehensive and efficient" are not defined within the Act; however the Act requires local authorities to provide, free of charge, access for people who live, work or study in their area to borrow or refer to books and other material in line with their needs and requirements.

4. OPTIONS FOR RECOMENDATION

Option 1 – Status Quo

4.1 Proposed revenue savings of £140k in 2012/13 made up of £50k savings from changes to the way in which the Site Officer function is delivered and £90k saving from the amalgamation of the Penge of and Anerley libraries providing a similar service, but no further planned closures. The delivery of the Penge/Anerley option is dependent on the authority securing suitable

premises and the Working Group acknowledged that this area of work would be subject to further reports.

Option 2 - **Library Rationalisation and Reduction in Service Points**

- 4.2 A rationalisation plan would reduce the number of service points (Tier 4 – Community Libraries) and significantly improves the remaining libraries (Tiers 1, 2 and 3).
- 4.3 One approach arising from this option could be based on retaining:

Penge Library (merged with Anerley)
West Wickham Library
Bromley Town Library
Biggin Hill Library
Petts Wood Library
Beckenham Library
Orpington Library
Chislehurst Library

and releasing:

ANERLEY: Poor site at the back of the Town Hall. Low level of book issues and close to Penge

PENGE: Popular but totally inadequate for a modern library service as it is so small and provides no room for children's activities, learning or the growing demand for PC based services

BURNT ASH: This small part time branch is the least used for book borrowing. Whilst it's activities are popular it is very close to the Central Library.

HAYES: Another part-time library with reasonable book issues and range of events. However it is divorced from the shops in the area and many Hayes residents will shop in either Bromley or West Wickham.

MOTTINGHAM: This branch, right on the edge of the borough, is poorly used for book borrowing but has a very vibrant range of popular activities. Potential for merging with the Learning shop elsewhere in Mottingham.

SHORTLANDS: Close to Central Library, although separated by the railway line, this is a reasonably popular library but in the middle of a residential area.

SOUTHBOROUGH: Although this library is the busiest book borrowing Community library this branch is poorly designed with an inaccessible upper floor and is very close to the bigger Petts Wood Library with significant overlap in their catchment areas. The branch is also close to the wider catchment of the Central Library.

ST. PAUL'S CRAY: Book borrowing is about average at this branch, serving a more isolated and relatively deprived area. The isolated location makes it more prone to vandalism. However the facility is quite near to Orpington Library which is currently undergoing a major improvement. There is also the potential for merging the service with the Cotmandene Learning Shop.

- 4.4 If this option were to be implemented it is considered necessary to improve the remaining libraries with the funds from the sale of these sites will be used to refurbish:

Petts Wood Library
Bromley Central Library
West Wickham Library
Beckenham Library
Chislehurst Library

- 4.5 LBB's 15 libraries currently have coverage of 98% in terms of proximity (households within one mile.) Adopting the above approach would reduce the coverage, based on the same criteria (households within one mile) to 91%. . Members of the Working Group were advised that the Public Enquiry in Wirral Metropolitan Borough Councils (MBC) library found that the Council's decision to restructure its library service to be in breach of its statutory duties under the Public Libraries and Museums Act 1964. The primary reason for this breach was that the Council failed to make an assessment of local needs within its strategic asset review whereby it sought to restructure its library service down from 24 to 13 neighbourhood centres.

- 4.6 This approach would require the ring-fencing of the capital sums achieved from the disposal of the five sites (assuming that capital receipts from releasing Penge and Anerley are themselves ring-fenced to the costs of the new Penge Library) into development works at Petts Wood, Central, West Wickham, Beckenham and Chislehurst. (A new modern Orpington Library is due to open at the end of March/early April 2011.) The concept being to create "super" libraries that embrace the components of Biggin Hill and shortly Orpington Libraries, in that they are modern and welcoming spaces that are accessible with an enhanced offer, both in terms of opening hours/days but also in terms of the services that they offer.

- 4.7 This option can be developed at a number of levels in terms of the number of libraries closed and the final cost savings will be dependent on what branches are closed and which are retained, the hours and days of operation and the range of services offered. Furthermore, within this option it is possible to mitigate the impact further by utilising the two learning shops at Cotmandene and Mottingham. A reduced library offer in terms of books for loan could be provided in each of the shops which currently duplicate a range of services within St.Pauls Cray and Mottingham libraries. If this was accepted it would be possible to explore the range of opening hours of the learning shops. The Working Group discussed the potential of providing a libraries 'outreach' service, in much the same way that the sports development role is delivered.

For instance, if a particular branch were to be closed, certain non core activities, such a book reading clubs, could be delivered in local venues.

- 4.8 Members of the working group were advised that Initial valuations of those libraries which could be released (excluding Penge and Anerley) indicate potential capital receipts in the region of £2.6 million. As already identified, it is recommended that this is reinvested in the five libraries identified in paragraph 4.3 to fully modernise them and to introduce self-service (RFID) to those sites that currently are not on the network. As with Option 1, this option would require further reports to members

Option 3 Market Test current of reduced service

- 4.9 A 'soft' market testing exercise has been undertaken in conjunction with John Laing integrated Services Ltd who currently manage the library service in the London Borough of Hounslow. Savings have been identified by Laings based on the eight super library approach as set out in Option 2. These savings are in the main achieved through:

- Increased self service across the libraries network
- Service rationalisation
- Asset management
- Creation of a lean organisational structure
- Utilisation of site officers/security guards instead of core library staff to prolong opening hours.
- Encouraging co-location of a wider range of services to share costs.
- Creation of a virtual library

In order to fully understand the financial benefit from this approach it would be necessary to undertake a formal market testing exercise. This could specify a range of options, including management of the current 15 plus mobile service through to the option above featuring 8 super library hubs. The market for out sourcing library services is increasing albeit at a relatively moderate rate with the latest outcome being that of Slough Borough Council who, through a formal tender have invited Essex County Council to manage their library service.

Option 4 Partnership Model.

- 4.10 Discussions have been held with the London Borough of Bexley to examine the concept of merging two library services into one new organisation. There is a strong indication that significant savings could be realised through the merging of management structures from head of service to branch manager and junior professional level. Furthermore, it should be possible to save an additional sum through economies of scale and rationalisation of resources and other parts of the budgets not covered by the management structure. This option has been examined on the basis of maintaining the existing library stock within each of the two boroughs. An initial analysis would seem to indicate that creating one library management team would save in the

region of £350,000 - £550,000 in staff costs. Further costs savings are currently being identified from services areas such as:

- Shared IT and Library Management Systems
- Book stack amalgamation
- Deliveries and book movements
- Shared head office accommodation
- Cash Collection

4.11 In addition, if incorporated into a 'trust', further savings could accrue to the two authorities relating to the potential rate relief on their NNDR costs.

4.12 As with Option 2, the Partnership model still enables the distribution of libraries to be considered and the Working Group considered that it was important that consideration was given within this option to consider the distribution of the library branch network.

5. POLICY IMPLICATIONS

5.1 As already set out in the report local authorities through The Public Libraries and Museums Act 1964 have a duty to provide a "comprehensive and efficient" public library service.

6. FINANCIAL IMPLICATIONS

- 6.1 The working Group were advised that a range of savings had been identified from within the following options:

Option 1 Status Quo

£140,000 comprising £90,000 from merging Penge and Anerley Libraries providing a like for like service and £50,000 from the review of the libraries Site Officers. This option will be considered by the Executive on 14th February 2011.

Option 2 – Library Rationalisation

This option would save between £500,000 and £750,000 depending on the final structure of the revised offer. For example if this option was pursued, members may wish to see the remaining 8 libraries operating with extended hours and days, above that of the current provision. If this option was opted for, then savings at the lower end of the spectrum would be achieved, not enhancing opening hours would see savings at the higher end, i.e. £750,000. Similarly, if members were of the view that not all of the community libraries should close, i.e. the option to merge St. Pauls Cray Library with the Cotmandene Learning Shop and Mottingham Library with the Mottingham Learning Shop, the levels of savings achieved would be reduced.

Option 3 Market Testing

Savings have been identified, through a 'soft' market testing exercise for an eight library service and further savings have been identified over a ten year contract. Actual savings would only be identified following a formal tender process and would ultimately be dependent on the level of service delivery that was specified.

Option 4 Partnership/Trust Model.

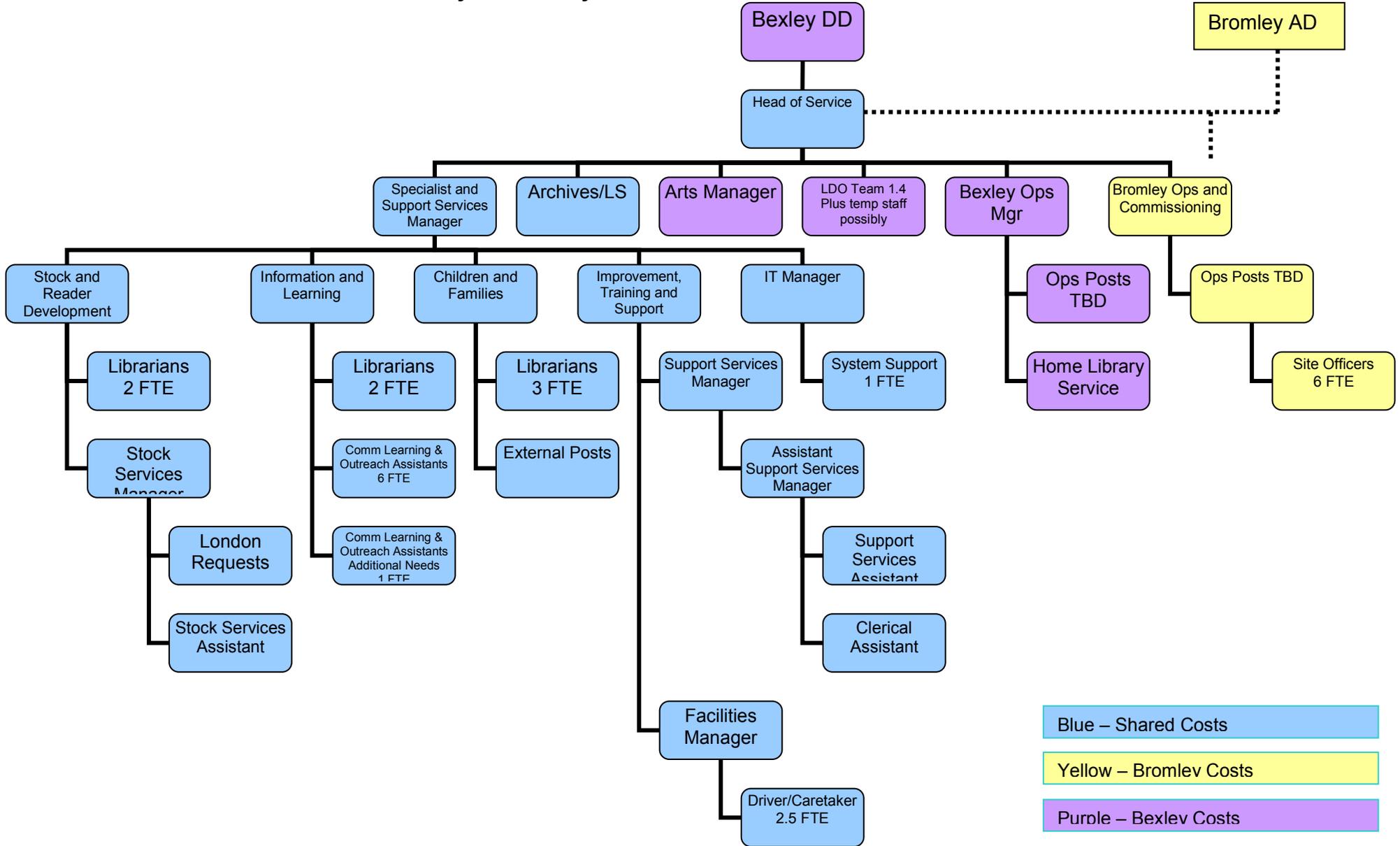
Savings in the region of £350,000 - £550,000 have been identified from merging two boroughs management structures, further savings from joint working are currently being developed with a view to identifying more savings. Further savings could accrue from the partnership model expanding into a trust.

As with the Option 2, if a number of libraries were to be closed as part of this option, then the level of savings would increase.

7. LEGAL IMPLICATIONS

- 7.1 Members of the Working Group were advised that there were a number of pieces of legislation that affected the authorities decision making on the delivery of a library service, in particular:
- 7.2 The Public Libraries and Museums Act 1964 requires the authority to provide a “comprehensive and efficient” public library service. The terms “comprehensive and efficient” are not defined within the Act; however the Act requires local authorities to provide, free of charge, access for people who live, work or study in their area to borrow or refer to books and other material in line with their needs and requirements.
- 7.3 The race relations (Amendment Act) (2000), Disability Discrimination Act (2005) and the Equality Act 2006 further place a duty on a public body to carry out equality Impact Assessments as soon as a new policy, function or service is considered.
- 7.4 The Local Government and Public involvement in Health Act 2007 and the new Statutory Guidance for the Duty to involve as it places authorities under a duty to consider the possibilities for provision of information to, consultation with and involvement of representatives of local persons across all authority areas.

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Bromley/Bexley Library Shared Services Consultation

Themed Comments Received from Bromley Staff during Consultation Period

| Issues Raised |
|--|
| General |
| Why is the Council considering the Library service for shared services rather than other departments with back office functions. |
| Why isn't the Council looking for fewer but better libraries to reduce duplication of services where branches are close together. |
| Why is the proposed Shared Service adopting a four tier structure similar to that in Bexley at present. |
| Some posts look like existing Bexley posts. |
| Why has Footscray been chosen as the base. |
| Which staff will be expected to travel as part of their role. |
| Will staff receive travel expenses |
| Service Specific Issues |
| Have the two strands of the proposed IS changes been thought through and are the proposed staffing levels and transition arrangements proposed adequate across the two boroughs, ie Corporate contracts and support Library Management Systems changes/integration/maintenance |

Have the proposals taken into account sufficiently the effect on the front line services, ie support currently given by the Librarians; IT staff.

How can a local studies manager be an 'expert' across both Boroughs. Local studies research and services will be damaged by the proposals

Has account been taken of the loss of expertise gained over a long period of time that could be lost through the proposals.

Community links will be broken – is it worth it to make relatively small savings.

Has sufficient account been taken of the effect the proposals will have on reader development services for children and young people and the personal service appreciated by elderly users.

Will operational staff be offered a meeting about the effect Shared Services may have on them.

Volunteers are effectively used in some areas, eg local studies but could not be successfully used to keep branches open.

How will some of the current back office work such as promotions and training be accommodated in the future.

Will current HR/Finance systems change in the Shared Service.

HR/Change Management Issues

Content of some job descriptions needs clarity and/or revision, eg
Business Support Officer (BR6)
Business Support Assistant (BR5)
Librarian

Some posts should be ring fenced to a wider group of staff than currently identified.

| |
|--|
| Why are Bexley staff on higher and lower grades than Bromley staff included in the same ring fence arrangements. |
| Will operational staff who have been invited to apply for voluntary redundancy/early retirement now be offered an opportunity at a later date. |
| If after consultation release of staff on voluntary redundancy/early retirement is agreed how will it be decided who can be released |
| If voluntary redundancy/early retirement is offered when will it take effect. |
| How independent will the independent person sitting on interview panels be. |
| Will staff have to complete application forms for new posts. |
| Will interview performance be the only criteria for selection for the new posts |
| Will staff be expected to have more than one interview if they apply for multiple posts. |
| Will successful staff be offered training if required and if so who would undertake it. |

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PROPOSED CHANGES TO BRANCH LIBRARY OPENING HOURS

APPENDIX 4

1. CENTRAL GROUP

| CENTRAL | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|----------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 0930 - 1800 | 0930 - 2000 | 0930 – 1800 | 0930 – 2000 | 0930 – 1800 | 0930 – 1700 | CLOSED | 54.5 |
| Proposed | 0900 – 1700 | 0900 – 1700 | 0900 – 1700 | 1200 – 2000 | 0900 - 1700 | 0900 – 1700 | CLOSED | 50 |

| BIGGIN HILL | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|--------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 07.30-21.30 | 07.30-21.30 | 07.30-21.30 | 07.30-21.30 | 07.30-20.30 | 08.00-19.30 | 8.00-19.30 | 92 |
| Proposed | 07.30-21.30 | 07.30-21.30 | 07.30-21.30 | 07.30-21.30 | 07.30-20.30 | 08.00-19.30 | 8.00-19.30 | 92 |

| BURNT ASH | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 9.30-13/14-18 | CLOSED | CLOSED | 9.30-13/14-18 | CLOSED | 9.30-13/14-17 | CLOSED | 21.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

| HAYES | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|--------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | CLOSED | 9.30-13/14-18 | CLOSED | 14.00-20.00 | 9.30-1/2-18 | 9.30-13/14-17 | CLOSED | 27.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

| SOUTHBOROUGH | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|---------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-18.00 | 09.30-18.00 | CLOSED | 09.30-18.00 | 09.30-20.00 | 09.30-17.00 | CLOSED | 43.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

2. WEST GROUP

| BECKENHAM | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-18.00 | 09.30-18.00 | 09.30-20.00 | CLOSED | 09.30-20.00 | 09.30-17.00 | CLOSED | 45.5 |
| Proposed | 10.00-17.00 | 10.00-17.00 | 12.00-20.00 | CLOSED | 10.00-17.00 | 10.00-17.00 | CLOSED | 36 |

| WEST WICKHAM | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|---------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-20.00 | 09.30-18.00 | CLOSED | 09.30-18.00 | 09.30-20.00 | 09.30-17.00 | CLOSED | 45.5 |
| Proposed | 13.00-17.00 | 10-12/13-19 | CLOSED | CLOSED | 13.00-17.00 | 10.00-14.00 | CLOSED | 20 |

| ANERLEY | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|----------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-20.00 | 09.30-18.00 | 09.30-18.00 | CLOSED | 09.30-18.00 | 09.30-17.00 | CLOSED | 43.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

| PENGE | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|--------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-18.00 | 09.30-18.00 | CLOSED | 09.30-18.00 | 09.30-18.00 | 09.30-17.00 | CLOSED | 41.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

| SHORTLANDS | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|-------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 9.30-13/14-20 | 9.30-13/14-18 | 9.30-13/14-18 | CLOSED | 9.30-13/14-18 | 9.30-13/14-17 | CLOSED | 38.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

3. EAST GROUP

| ORPINGTON | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 10.00-20.00 | 09.30-18.00 | 09.30-18.00 | 09.30-18.00 | 09.30-18.00 | 09.30-17.00 | CLOSED | 52.5 |
| Proposed | 10.00-20.00 | 09.30-18.00 | 09.30-18.00 | 09.30-18.00 | 09.30-18.00 | 09.30-17.00 | CLOSED | 52.5 |

| CHISLEHURST | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|--------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-20.00 | 09.30-18.00 | CLOSED | 09.30-20.00 | 09.30-18.00 | 09.30-17.00 | CLOSED | 45.5 |
| Proposed | 13.00-17.00 | 10-12/13-19 | CLOSED | CLOSED | 13.00-17.00 | 10.00-14.00 | CLOSED | 20 |

| PETTS WOOD | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|-------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-20.00 | 09.30-18.00 | CLOSED | 09.30-20.00 | 09.30-18.00 | 09.30-17.00 | CLOSED | 45.5 |
| Proposed | 13.00-17.00 | 10-12/13-19 | CLOSED | CLOSED | 13.00-17.00 | 10.00-14.00 | CLOSED | 20 |

| MOTTINGHAM | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|-------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-18.00 | 09.30-18.00 | 09.30-18.00 | CLOSED | 09.30-20.00 | 09.30-17.00 | CLOSED | 43.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

| ST PAUL'S CRAY | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|-----------------------|---------------|----------------|------------------|-----------------|---------------|-----------------|---------------|--------------|
| Current | 09.30-18.00 | 09.30-20.00 | CLOSED | 09.30-18.00 | 09.30-18.00 | 09.30-17.00 | CLOSED | 43.5 |
| Proposed | 13.00-17.00 | 10-12/13-17 | CLOSED | CLOSED | 13.00-17.00 | CLOSED | CLOSED | 14 |

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