

LEWISHAM FUTURE PROGRAMME – SAVINGS REPORT APPENDICES – SEPTEMBER 2015

APPENDIX 9 – SAVINGS PROPOSALS FOR SCRUTINY, SECTION L

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1. Savings proposal	
Proposal title:	Main grant funding to the voluntary sector
Reference:	L5
LFP work strand:	Culture and Community Services
Directorate:	Community Services
Head of Service:	Liz Dart/James Lee (job share)
Service/Team area:	Culture and Community Development
Cabinet portfolio:	Third Sector & Community
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Saving proposed:	Key Decision Yes/No	Public Consultation Yes/No	Staff Consultation Yes/No
a) Reduction in main grant funding to the voluntary sector	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>a) Reduction in main grant funding to the voluntary sector</p> <p>LB Lewisham currently provides £3.9m in annual grant funding to the voluntary sector to deliver a range of services and activities.</p> <p>The funding is currently provided to 65 organisations and covers a range of provision including information and advice (e.g. Citizens Advice Bureau, 170 Project), Community development and support (e.g. Community Connections, Lee Green Lives), Arts and Cultural services (e.g. the Albany, Lewisham Youth Theatre), services for vulnerable people (e.g. Deptford Reach, Mencap) and Sports Development (e.g. Lewisham Thunder, Saxon Crown Swimming Club).</p>
Saving proposal
<p>Reduction in main grant funding to the voluntary sector</p> <p>Reduces the level of funding available by £1,000,000 from 1 April 2017. This is the final year of the current main grants programme and will require the reduction/removal of funding from a range of organisations currently receiving funding.</p> <p>A full consultation will be required due to the terms of the Compact and commitments made during the letting of the current grants programme.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Reduction in main grant funding to the voluntary sector</p> <p>A reduction in funding for local organisations will reduce direct service provision as the</p>

4. Impact and risks of proposal

vast majority of this funding goes directly into frontline delivery.

The impact of this reduction will depend on how the cut is allocated e.g. it could be pro-rata across all groups or focused on a particular sector (e.g. Arts or Advice). This decision will need to be informed by consultation. It also needs to be considered that some activity could not easily absorb a pro-rata cut (i.e. the funding pays for a single post and would not be sustainable if reduced by 20%).

A high profile consultation is likely to generate considerable public interest and significant lobbying of local members and MPs.

5. Financial information

Controllable budget:	Spend £'000	Income £'000	Net Budget £'000
Main Grants	3,900	0	3,900
Saving proposed:	2016/17 £'000	2017/18 £'000	Total £'000
a) Reduction in main grant funding to the voluntary sector	0	1,000	1,000
Total	0	1,000	1,000
% of Net Budget	0%	26%	26%
Does proposal impact on: Yes / No	General Fund	DSG	HRA
	Yes	No	No
If impact on DSG or HRA describe:			

6. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
1	8	<ol style="list-style-type: none"> 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	Possible specific impact in one or more
	If impacting one or more wards specifically – which?
	Reduction in grant funding to the voluntary sector

7. Ward impact

The exact impact will depend on the groups that are affected. This would only be determined following consultation.

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

Ethnicity:	NA	Pregnancy / Maternity:	NA
Gender:	NA	Marriage & Civil Partnerships:	NA
Age:	High	Sexual orientation:	NA
Disability:	High	Gender reassignment:	NA
Religion / Belief:	NA	Overall:	

For any High impact service equality areas please explain why and what mitigations are proposed:

It is not possible to fully assess the impact of the savings ahead of the consultation on the grants programme as the impact will depend entirely on which groups are identified to lose to funding.

However, given the profile of the currently funded groups it is likely that older people and those with disabilities will be negatively affected by this reduction in funding.

Is a full service equalities impact assessment required: Yes

9. Human Resources impact

Will this saving proposal have an impact on employees: No

10. Legal implications

State any specific legal implications relating to this proposal:

TBC

11. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
August 2015	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2015	Proposals submitted to Scrutiny committees leading to M&C on 30 September
October 2015	Consultations ongoing
November 2015	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2015	Consultations returned to Scrutiny for review leading to M&C for decision on 9 December
February 2016	Transition work ongoing and budget set 24 February
April 2016	Begin full public consultation on Grants reductions

11. Summary timetable

July 2016	Report on outcome of Grants consultation
October 2016	Detailed proposals on Grants reductions to Mayor and Cabinet
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	Library & Information Service
Reference:	L6
LFP work strand:	Culture and Community Services
Directorate:	Community Services
Head of Service:	Liz Dart
Service/Team area:	Library & Information Service
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Saving proposed:	Key Decision Yes/No	Public Consultation Yes/No	Staff Consultation Yes/No
Library & Information Service	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Library & Information Service</p> <p>The Service delivers the Local Authority’s statutory duties under the Public Library and Museums Act 1964, to deliver a “comprehensive and efficient” library service to the residents of Lewisham.</p> <p>The Service operates from 7 buildings that the council manage and staff, and from 6 buildings that the council does not manage or staff (Community Libraries). The latter buildings operate through a self-service solution remotely managed by the Service, a Community Engagement Team, and the support of Community Organisations that signed up to “promoting books and reading” in 2011.</p> <p>The Community Engagement Team also includes the Home Library Service that serves residents who cannot visit a library building. The Service also includes the Archives and the Local History Service.</p> <p>Beyond traditional services – borrowing of books, reading promotions, information services – libraries provide room hire, computers and apple macs, wifi, digital content (newspapers, magazines, reference material), eAdmissions, parking permits, and registrar services.</p>
Saving proposal
<p>Library & Information Service</p> <p>The proposal which is more fully described in the draft consultation paper for Lewisham Libraries is based on the following:</p> <ol style="list-style-type: none"> 1. creation of three Hub Libraries – Deptford Lounge, Lewisham and Downham Health & Leisure Centre – which will carry an enhanced role for face to face contact between the Local Authority and the public to support the digital by default agenda.. 2. the extension of the Lewisham Community Library Model to Forest Hill, Torridon, and Manor House, in partnership with other council services and community

3. Description of service area and proposal

organisations. And the integration of the library provision into the repurposed ground floor space within the Catford complex (Laurence House).

3. the regrading of front line staff to include new functions through the re-training and enhancement of front line roles.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Library & Information Service

1. Service Users
The proposal may result in a negative impact for some residents where services at their local library may change. However, new community partnerships may bring new services that do not currently exist to the affected neighbourhoods.
2. Partners
The proposal brings opportunities to develop new partnerships for the library service and will provide partner organisations with access to new premises and additional service users.
3. Other Council Services
The review of staff functions may have an impact on colleagues and the delivery of their services, e.g. eAdmissions, parking services, registrar etc.
4. Staff
There will be a full staff reorganisation and some staff will be made redundant

Outline risks associated with proposal and mitigating actions:

1. The Local Authority may be challenged by DCMS and ACE to demonstrate how it will continue to provide the statutory “comprehensive and efficient” library service to residents.
Lewisham has run the Community Library Model since May 2011. The model is both replicable and scalable. It can be argued that the extension of the model will in fact enhance the service overall by extending opening hours at the largest branches while maintaining a library offer at the new Community Libraries.
2. The Local Authority may face legal challenges from local residents and library campaigners. The council will ensure that the decision making process is sound and that adequate consultation has taken place.
3. There is a risk that suitable partner organisations cannot be identified. The service will be flexible and adaptable in looking for partners in order to give the greatest chance of success.
4. The proposal will be challenged by staff at risk of redundancy. The council’s Managing Change Policy will be followed to ensure that staff are fully consulted and treated fairly and in accordance with the council’s HR policies.

5. Financial information

Controllable budget:	Spend £'000	Income £'000	Net Budget £'000
	4,772	(552)	4,220
Saving proposed:	2016/17 £'000	2017/18 £'000	Total £'000

5. Financial information			
LIS – Employee costs	400	400	800
LIS – Supplies and Services	0	100	100
LIS – Other efficiencies	0	50	50
Deptford Lounge – efficiencies	0	50	50
Total	400	600	1,000
% of Net Budget	9%	15%	24%
Does proposal impact on: Yes / No	General Fund	DSG	HRA
	Yes	No	No
If impact on DSG or HRA describe:			

6. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
9	1	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Medium	

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Forest Hill, Rushey Green, Catford South and Lee Green
	If impacting one or more wards specifically – which?
Library & Information Service The impact is borough wide, with more acute initial impact in the wards where a library is proposed to be changed to a community library.	

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			

8. Service equalities impact

Is a full service equalities impact assessment required: Yes / No Yes

9. Human Resources impact

Will this saving proposal have an impact on employees: Yes / No TBC

Workforce profile:

Posts	Headcount in post	FTE in post	Establishm ent posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Known	Not known			

10. Legal implications

State any specific legal implications relating to this proposal:

See Point 4 (Impacts and Risks)

11. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
August 2015	Draft strategy for library consultation.
September 2015	Presentation of this paper and strategy to SSSC. Consultation starts with public meeting and presentation of the strategy and consultation vehicles
October 2015	Soft market test for partner organisations for buildings

11. Summary timetable

	proposed to move to Community Library model	
November 2015	Public consultation ends	
December 2015	Result of Consultation and Market Test to SSSC	
January 2016	Ratification of strategy and mandate to tender to Mayor & Cabinet	Staff consultation starts
February 2016	Tender documents issued	
March 2016		
April 2016	Results of tender	Staff consultation ends
May 2016	Partners appointed	Recruitment
June 2016		
July 2016	Mobilisation	Reorganisation implemented
August 2016	New model implemented	
September 2016		
October 2016		



DRAFT

London Borough of
Lewisham

**Consultation: Proposed
changes to Library and
Information Service**

September 2015

Libraries and Information Service
2nd Floor, Laurence House
1 Catford Road, London SE6 4RU
library.consultation@lewisham.gov.uk

Part 1 – About this Consultation

Topic of this consultation

1. This consultation is asking for your views on a proposal, outlined in this paper, to change the way in which the council provides library services.

Audience

2. The consultation is aimed at Lewisham residents whether current library users or not. We are also interested in hearing from other organisations that may be impacted by our proposed changes.

Duration

3. The consultation will be open from 1 October 2015 until 12 November 2015, this is the deadline for responses.

How to Respond

4. There are several ways to respond to this consultation:
 - By e-mail to:
library.consultation@lewisham.gov.uk
 - By post to:
Libraries and Information Service
2nd Floor, Laurence House, 1 Catford Road, London SE6 4RU
 - By attending a consultation meeting

There will be consultation meetings on:

Date	Time	Location
		To be announced
		To be announced
		To be announced
		To be announced
		To be announced

After the Consultation

5. Once the consultation has closed all responses will be considered and a summary of responses will be included in a report going to the meeting of Mayor and Cabinet on 9 December 2015. This report will seek a decision on the future plan for library services and approval to proceed with implementation.

Part 2 – Background

Background

6. Lewisham believes in the fundamental role that the public library service and the library buildings play as a bridge between the local authority and its residents, as public spaces that encourage communities to get together, and as portals to information, learning, and culture.
7. In the period 2010 to 2015 the council made savings of over £120 million. The council needs to identify a further £45million savings over the next 2 years to 2017/18. For this reason the council has been undertaking a fundamental review of all its budgets, including the Library and Information Service.
8. The Lewisham Library and Information Service is one of the most successful library services in London and has often performed against national trends, attracting increasing numbers of users, extending both opening hours and geographical reach, and presenting a unique and successful way of engaging with local communities.
9. The service operates through 7 buildings that the council owns and manages (Catford, Deptford, Downham, Forest Hill, Lewisham, Manor House and Torridon Road) and through 6 buildings that are owned and/or managed by third-sector organisations (Blackheath, Crofton Park, Grove Park, New Cross, Sydenham, and Pepys). In the buildings that are run by others, the service is run on a peripatetic basis, fundamentally relying on a self-service infrastructure. The Lewisham Model is different from other “community library” solutions in that the council owns and manages the stock and the systems that allow residents to access the library service. The library service that is delivered in partnership with the community libraries is therefore fully integrated with the rest of the service. The service also includes the Home Library Service that supports residents who cannot visit a library building, the Archives, and the Local History Service
10. Beyond traditional services such as borrowing of books, reading promotions, information services, the Library & Information Service provides room hire, access to computers and Apple Macs, Wi-Fi, a vast collection of digital content (newspapers, magazines, reference material), and support to eAdmissions, parking permits, and registrar services.

2014 – 2015

- Over 2,115,000 visits
41.2% higher than in 2004-05
- Over 764,000 issues
39.3% less than in 2004-05
- Libraries open 34,814 hours per year
60% higher than in 2004-05
- 5 libraries open on Sundays
- 82,445 residents (29%) are active users
62% more than in 2004-05
- Lewisham gifts books to 100% of under 5s
- Libraries cost £1.07 /month per resident

Budget	Budget 2015-2016	Net Exp
Expenditure		
Employees	£3,105,800	79.7%
Premises	£100,500	2.7%
Transport	£23,000	0.6%
Supplies & Services	£666,500	18.2%
Gross Expenditure	£3,895,800	
Gross Income	-£237,700	
Net Expenditure	£3,658,100	

Rationale for changing the library service

11. The Mayoral Commission on Libraries and Adult Learning that was published in 2009 set some principles that hold true today. Mainly they define this statutory service as the one that offers “unbiased access to information and works of the creative imagination” and one that relies on open, trusted, public spaces available to citizens. From this, two concepts are critical to interpret the function of the service:
 - a) the first pertains to the public library “service”. This is the function that interprets the right – enshrined in law – to access books (and other services) free at the point of use. The way in which this is delivered should be “comprehensive and efficient” to satisfy the law governing the service.
 - b) the second pertains to the public library “space”, the buildings that are interpreted and experienced as libraries by the public. These play a critical role in people’s lives.
12. Lewisham’s approach to the delivery of Library and Information Services embraces these principles, and the changes to the service implemented in 2011 with the introduction of community libraries were shaped by them.
13. Among others, there are now three compelling drivers that require the service to take the changes further:
 - a) The expectation of 24/7 online service provision
 - b) The need to sustain quality and reach, while serving a growing and changing population
 - c) The continued pressure on the council to reduce expenditure.
14. Online service provision

Our lives are increasingly reliant on web-based resources and services that are available 24/7. The council itself, responding to changing customer behaviours and expectations, is increasingly moving services online.

However, there is a clear recognition both in the value of face to face interaction and in the need to provide for those who – for whatever reason – may feel the need to seek support in accessing or interpreting online resources.
15. Library staff are particularly skilled in providing this support. Since the late 90s public libraries have offered free access to computers, training, and support for information seekers, learners, and more. Lewisham libraries are at the forefront of this provision, offering PCs, Apple Macs, Wi-Fi, and online collections of reference materials, eBooks, eAudio books, substantial collections of online magazines and newspapers, and Access to Research papers.
16. In developing proposals for the future delivery of the service it is important to maintain the service ability to expand the digital presence and equip staff with even better skills to support the move to digital in years to come.
17. Changing demographics

Lewisham’s resident population is due to grow steadily. For this reason, the Library and Information Service has increased its geographical reach through a Community Engagement Team, the increase in number of venues where library services can be accessed from, and the investment in digital resources. Indeed, the Service is working to develop a new and additional library presence in the Ladywell Pop-Up development. In developing proposals for the future delivery of the service it is important to build on this success.

18. Budget Pressures

The library service has been asked to identify savings of £1million to contribute to the minimum requirement of £45million that the council needs to find over the next 2 financial years. For this reason when developing proposals for the future delivery of the service it is important to substantially reduce the net expenditure budget.

Part 3 – Possible Options

19. In considering how to deliver the Library and Information Service in the future, the council has looked at a number of options:

20. **We could outsource the service and commission a third party to deliver the service** – tender the delivery of library and information services and seek a third party to run the service on a contract basis. For options linked to this approach please look at the FAQ.

Pros: A tried and tested option that other Local Authorities have adopted. A new external provider could bring new skills and capacity to the service.

Cons: This approach alone is unlikely to deliver the scale of savings required as staff costs would be transferred to the new provider as part of TUPE legislation. The ability for the service to operate as the main interface between the council and residents, supporting the digital by default agenda, may be compromised.

Given the uncertainty of the level of saving that this approach could deliver and the compromise in terms of links to the digital by default agenda, this option has been dismissed.

21. **We could reduce the opening hours of libraries or close some branches** – look at reducing costs through operating from less buildings and/or reducing opening hours.

Pros: Could deliver the required level of saving.

Cons: This option is not in line with the principles of the 2009 Mayoral Commission and would not sustain the service reach or enhance its capacity to support the digital by default agenda.

Whilst this option could deliver the required level of saving it does not meet the proposed principles and other drivers for change described in Section 2 of this paper and this option has been dismissed.

22. **We could further extend the Lewisham Model, building on the success of the community libraries** – the proposal would be to extend the model by:

- a. Establishing three hub libraries at Deptford Lounge, Lewisham and Downham Health and Leisure Centre. These hubs would carry an enhanced role for face to face contact between the Local Authority and the public, while supporting the digital by default agenda. A reorganisation of the staff and new roles would deliver increased opening hours, allowing the three hubs to be open 85 hours per week each, taking Lewisham and Downham to the level of Deptford. These three libraries are the most popular with very large numbers of visitors every month.

- b. Extending the Lewisham Community Library Model to Forest Hill, Torridon Road and Manor House and integrating the library provision into a repurposed ground floor space within the Catford Complex at Laurence House. These would become self service libraries and would operate in a very similar way to the current community libraries. There would be a full staff reorganisation of the service and library staff would be withdrawn from these buildings prior to the move to the community library model. Potential partner organisations will be asked to express an interest in occupying Forest Hill, Manor House and Torridon Road library buildings on the basis that they work with the service to support the continued provision of library services as well as providing other community benefits. In Catford a self service library provision will be supported by the other council staff that operate from the ground floor. It is anticipated that a review of the use of the ground floor of Laurence House will take place at some point as part of the customer service transformation programme and the council's approach to delivering services digitally. The needs of the libraries service in Catford will be included in that review when it takes place. In the meantime the library space would remain unchanged.

Pros: This approach would deliver the required £1M savings through a reduction of £800k to staff salaries budget, £150k from contract efficiencies in the service, and £50k efficiencies from the Deptford Lounge premises budget. This approach safeguards the fundamental principles that the Mayoral Commission identified for the library service while continuing to deliver cost effective, quality library services to Lewisham residents and supporting the digital by default agenda.

Cons: The proposal is reliant on identifying suitable partner organisations for three buildings. The service offer at the four self service libraries will change, although this may be mitigated by new services provided by the partner organisations.

On balance we believe that extending the Lewisham Library Model is the best way to continue to provide a comprehensive and efficient library service within reducing resources, and it is upon this approach that we seek your views.

Part 4 – Key Dates

23. Key dates:

1 October 2015	Consultation opens
12 November 2015	Consultation closes
30 November 2015	Outcome of consultation considered by Safer Stronger Select Committee
9 December 2015	Outcome of consultation reported to Mayor and Cabinet and decision sought on future approach for the service.
January 2016	Implementation of new approach commences including staff consultation and tendering for partner organisations.
August 2016	New approach fully implemented.

Part 5 – Consultation Questions

24. We are happy to receive responses to this consultation in any format and we are particularly keen to hear your views on the following:
- a. The council is committed to delivering a comprehensive and efficient library service that moves with the times. Our rationale for continuing to develop this is laid out in paragraphs 11 – 18 above.
Do you agree that developing the public library service is important?
Is there anything missing from the rationale?
 - b. Within this document you can see that we have described and then dismissed two approaches (paragraphs 20 and 21 above).
Do you agree with our reasoning?
Are there any other options that we should have considered?
 - c. We are undertaking an equalities assessment of the proposed methodology.
Do you feel that the proposed changes would have a negative or positive impact on Lewisham residents on the basis of their race, gender, faith/religious belief, disability, age, sexual orientation, gender assignment or marital status?
Please provide comments on the impact you feel the proposed methodology could have, which groups you feel may be affected and any action you feel we could take to mitigate any potentially negative impact.
 - d. Do you have any other views on the content of this consultation paper, not covered above?

Part 6 – Frequently Asked Questions

25. Is Lewisham closing four libraries?

No. The suggested approach which is the object of this consultation – described in paragraph 22 – is based on the four library buildings continuing to provide library services, but on the basis of the existing Community Libraries.

26. What will happen to my library?

Deptford Lounge

Very little will change at the Lounge, which is still the most successful library in Lewisham.

Lewisham

Opening hours will increase to match Deptford Lounge.

The proposal will also require some improvements to the building, including the lift and other minor adjustments.

Downham

Opening hours will increase to match Deptford Lounge.

Catford

The library space will operate on a self-service basis, while other council services are integrated across the whole ground floor of Laurence House. The integration work will be developed with Lewisham's Customer Services department.

Forest Hill, Manor House, and Torridon Road

A soft market test will seek partners willing to manage the space while supporting the provision of library services in the building.

We would expect the opening hours to remain unchanged and the floor space of the library may reduce where other activities are being developed by the partner organisation. The partners are likely to be different to reflect the different potential uses of the three sites.

27. Blackheath, Crofton Park, Grove Park, Sydenham, and New Cross

The existing community libraries will continue to operate as at present.

28. How do Community Libraries work in Lewisham?

The Community Library is a service delivered in partnership with others in buildings that used to be wholly managed by the council or in buildings owned outright by the partner organisation.

The council is responsible for buying the books, maintaining the stock, providing self-service terminals, for organising reading events, and for supporting the partner organisation with training.

Residents can still join the library service, reserve a book, borrow and return books, ask for information, and more.

29. What will happen to library staff?

There will be a full reorganisation of the service with the introduction of new, enhanced front line roles. This will see a reduction to the number of library staff. The reorganisation will be based on all remaining staff being moved to the hub libraries before the proposed extension of the community library model to the four buildings.

30. What options are there to outsource the library service?

These depend very much on the drivers that inform the choice to outsource. What follows is not an exhaustive list, but may offer a few examples of what is possible.

- a. If the driver for shared services is **securing significant staff engagement** in the ownership, leadership, and design of the library service an **employee owned social enterprise** may be the way forward.
- b. If the driver is securing **direct library user engagement** in the leadership, design, and delivery of the service a **mutual or co-operative** model may be appropriate.
- c. If the driver is achieving commercial financial discipline and a **business focus** a **local authority trading company** may be appropriate. (Essex / Slough)
- d. If the driver is **managing and developing libraries as community assets over the long term** a **charitable trust** may be appropriate (Wigan, Salford, Luton, Greenwich, although these are leisure trusts that also run libraries).
- e. If the driver is **transferring risk and decision-making** to the private sector, (joint) procurement of an **independent provider** may be appropriate (e.g. Wandsworth/Croydon, Bexley/Bromley).
- f. If the driver is **securing economies of scale** in management and service delivery **cross-borough collaboration** may be appropriate.

It would be possible to consider any of the above at a future date for the newly reconfigured service.

1. Savings proposal	
Proposal title:	Leisure Services
Reference:	L7
LFP work strand:	Culture and Community Services
Directorate:	Community Services
Head of Service:	Liz Dart/James Lee (job share)
Service/Team area:	Culture and Community Development
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Saving proposed:	Key Decision Yes/No	Public Consultation Yes/No	Staff Consultation Yes/No
Change in contractual arrangements relating the leisure services	Yes	Yes	No

3. Description of service area and proposal

Description of the service area (functions and activities) being reviewed:

Change in contractual arrangements relating the leisure services

LB Lewisham currently contract with two providers, Fusion and 1 Life, to deliver leisure services within council owned facilities.

Fusion operate 9 sites across the borough including 6 leisure centres, 1 athletics track, 1 playing field and 1 school sports facility while 1 Life deliver services from the PFI Health and Leisure Centre in Downham. See full details and locations in section 8.

The Fusion contract commenced on 15 October 2011 with immediate transfer of The Bridge Leisure Centre, Ladywell Arena, Ladywell Leisure Centre and Wavelengths Leisure Centre. The contract length is 15 years.

In addition to these leisure centres, previously managed by Parkwood Leisure, the contract has since included the new centre on Loampit Vale (Glass Mill), Forest Hill Pools, Forest Hill School Sports Centre and the Warren Avenue playing fields. Bellingham Leisure and Lifestyles Centre finally transferred to Fusion 1st February 2014 when GLL pulled out of the contract to run the centre.

Downham Health & Leisure Centre opened in March 2007, and is managed by 1Life operating through an Industrial and Provident Society (IPS) or trust, Downham Lifestyles Limited. 1Life have a 32 year contract through a PFI.

Saving proposal

Change in contractual arrangements relating the leisure services

This will give the leisure operators more freedom in the delivery of services in return for the reduction in subsidy to the contract and, where possible, the paying of a fee. This is likely to include the granting of 'long-lease' arrangements.

3. Description of service area and proposal

The ability to generate savings in this way is limited by a number of factors including the PFI arrangement at Downham and the position/condition of several of the sites in the leisure portfolio.

The budget remaining following the reduction will cover the costs of the PFI at Downham and major landlord liabilities.

The overall examination of the leisure provision in line with a range of related services such as parks, physical activity programmes, sports grants etc may lead to a more effective and joined up service offer across the borough. This could include some of the sites being removed from the Fusion contract and dealt with on a stand-alone basis or as part of a broader approach to parks, leisure services and local sports clubs.

NB – a separate savings proposal within Public Health suggests the ending of free swimming provision.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Change in contractual arrangements relating the leisure services

LBL's ability to dictate terms in relation to the day to day operation of leisure services will be reduced.

This may lead to price increases across sites (although this is likely to be limited by market forces/demographics), limited concession rates, changes in leisure programmes (e.g. the loss of less marketable classes) and less favourable terms for local clubs using the facilities.

Less accessible/affordable leisure provision is likely to impact on a range of Public Health outcomes including obesity levels, prevalence of diabetes/COPD etc although this is very difficult to quantify.

5. Financial information

Controllable budget:	Spend £'000	Income £'000	Net Budget £'000
Leisure services	3,852	(1,664)	2,188
Saving proposed:	2016/17 £'000	2017/18 £'000	Total £'000
Change in contractual arrangements relating the leisure services	0	1,000	1,000
Total	0	1,000	1,000
% of Net Budget	0%	46%	46%
Does proposal impact on: Yes / No	General Fund	DSG	HRA
If impact on DSG or	Yes	No	No

5. Financial information

HRA describe:

6. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
9	3	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	If impacting one or more wards specifically – which?
	<p>Change in contractual arrangements relating the leisure services</p> <p>While the impact is borough wide it is likely to be felt most acutely in the wards were there are currently leisure facilities which may be subject to change.</p> <p>Bellingham - Bellingham Leisure & Lifestyle Centre Downham - Downham Health and Leisure Centre Forest Hill - Forest Hill Pools Perry Vale - Forest Hill School Sports Centre Lewisham Central - Glass Mill Leisure Centre Rushey Green - Ladywell Arena Bellingham - Lewisham Indoor Bowls Centre Bellingham - The Bridge Leisure Centre New Cross - Wavelengths Leisure Centre Outside of Borough/Downham - Warren Avenue Playing Fields</p>

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	NA	Pregnancy / Maternity:	NA
Gender:	NA	Marriage & Civil Partnerships:	NA
Age:	Medium	Sexual orientation:	NA

8. Service equalities impact

Disability:	Medium	Gender reassignment:	NA
Religion / Belief:	NA	Overall:	NA

For any High impact service equality areas please explain why and what mitigations are proposed:

It is difficult to fully assess the impact of the proposals as it will depend on the final offer which will be determined following the conclusion of current contract negotiations and possible tender activity.

However, given that the savings are likely to limit the level of subsidy available for certain groups it is anticipated that people at either end of the age spectrum (i.e. those least able to pay full price for activities) and those with disabilities (for whom specialist classes may not be financial viable) are likely to be adversely affected.

Is a full service equalities impact assessment required:	Yes
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9. Human Resources impact

Will this saving proposal have an impact on employees:	No
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10. Legal implications

State any specific legal implications relating to this proposal:

TBC

11. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
August 2015	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2015	Proposals submitted to Scrutiny committees leading to M&C on 30 September
October 2015	Consultations ongoing
November 2015	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2015	Consultations returned to Scrutiny for review leading to M&C for decision on 9 December
January 2016	Detailed contractual negotiations related to leisure contracts begin
February 2016	Transition work ongoing and budget set 24 February
March 2016	Begin leisure procurement exercise (if required)
April 2016	Begin full public consultation on proposals (if required)
July 2016	Report on outcome of consultation (if required)
October 2016	Detailed proposals on new leisure contracts to Mayor and Cabinet
March 2017	Savings implemented