

<b>Committee</b>	<b>Healthier Communities Select Committee</b>		
<b>Report Title</b>	Update on changes to the Library & Information Service		
<b>Date</b>	14 December 2011	<b>Item</b>	6

## 1. Summary

On 11 May 2011, Mayor and Cabinet:

- agreed the asset transfer of the library buildings in Crofton Park, Grove Park and Sydenham,
- instructed officers to continue to seek alternative users for the New Cross building,
- agreed the proposal from Age Exchange for Blackheath including the re-assigning of the lease on the library building to a third party and the transfer of the library facilities into the Reminiscence Centre, and
- agreed to deliver Community Library facilities in the affected neighbourhoods.

This report provides an update on these objectives and examines the effects of the recent changes on the Borough's library provision.

## 2. Purpose

This report looks at the asset related issues, explores the Community Library provision, and provides information about the effects of the changes on Lewisham's library provision since May 2011.

## 3. Recommendations

Members of the Healthier Communities Select Committee are asked to note the contents of the report, and appendices 1 - 5.

## 4. Policy Context

4.1. Shaping the Future, the Council's Sustainable Community Strategy includes the following priority outcomes which relate to the work of the Library and Information Service and reflect the Council's aspirations for the service:

- Ambitious and Achieving – where people are inspired and supported to fulfil their potential.
- Empowered and Responsible – where people can be actively involved in their local area and contribute to supportive communities.
- Healthy, Active and Enjoyable – where people can actively participate in maintaining and improving their health and wellbeing.

- Dynamic and Prosperous – where people are part of vibrant localities and town centres, well connected to London and beyond.

4.2. The Library and Information Service also contributes to the following Council Priorities:

- Community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community.
- Strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
- Active, healthy citizens – leisure, sporting, learning and creative activities for everyone.

4.3. The Quirk Review of community management and ownership of public assets was published by the Department for Communities and Local Government in May 2007. It found that while there are risks and practical challenges involved, there are no insurmountable obstacles to successfully transferring assets to community management and ownership. In July 2008 Mayor and Cabinet agreed an Asset Transfer Framework to provide a basis for identifying, assessing and making decisions on potential assets where ownership could be transferred in a way that is transparent, consistent and linked to wider strategic objectives.

## **5. Community Libraries**

5.1. The Community Libraries model is a key element of the future provision of library services in Lewisham. As part of the Council's £88 million savings programme, Lewisham Council decided to close five libraries and to pursue the option of transferring those library buildings to the community whilst retaining a remodelled library service within the individual sites.

5.2. The model draws on the Mayor's Commission on Libraries and Learning (2009) which asserted the primacy of the 'service' over the 'building', and the findings of the Quirk Review (2007) in relation to the transfer of assets.

5.3. The four buildings identified for the delivery of community library services are Sydenham, Crofton Park, Grove Park and New Cross. The fifth building – Blackheath Village Library - is not in Council ownership, and that community library service is being delivered in partnership with Age Exchange from their Reminiscence Centre.

The Council library services offered from community libraries are not the same as those offered from the core Council library buildings. Although Lewisham Council continues to manage and maintain a reduced book stock for library users, no Council library staff are based at the community libraries. Self-issue terminals will enable users to access the stock on site and a catalogue of more than five million books across the London Libraries Consortium.

Staff of the anchor organisation ensure that the building is open to the public at agreed times, and may be able to assist with general enquiries regarding services available in the building. They also provide some of the activities that took place in the former Council libraries and actively promote reading, learning and library information to residents. Staff also receive training to enable them to actively support users to manage their own library accounts.

The Council continues to be responsible for the management and standards of the library service offered in the former library buildings. The anchor organisations are free to undertake whatever activities they wish so long as they are compatible with agreed levels of access to the building and standards for the provision of library services. Opportunities will be identified where the anchor organisation and library service can work together to develop projects and activities.

#### 5.4 The Anchor Organisations

- 5.4.1 The 'anchor organisation' is the community group or body to which the former library building is being transferred. These organisations will have identified an alternative use for a library building, in conjunction with the community. They will use the buildings to generate an income to cover maintenance costs, as required by the terms of the transfer, and will host the library service as part of the community benefit they aim to generate in the process.
- 5.4.2 Three buildings, Crofton Park, Grove Park, and Sydenham were transferred to Eco Computer Systems, a social enterprise active in the area of computer recycling and training. They run an additional community resource on Pepys Estate and have considerable expertise in new technology. They have already established good working relationships with the various community organisations with an interest in the three buildings and work co-operatively with the Library Service.
- 5.4.3 Blackheath Village Library closed in May and the Service has been re-located in the Reminiscence Centre run by Age Exchange. They will shortly begin work on redeveloping the Reminiscence Centre as a major community resource for Blackheath which will house the community library together with other functions. The community library is temporarily located in the Bakehouse until the new building is completed next October. Age Exchange have succeeded in raising over £500,000 in match funding, At the Mayor and Cabinet in May 2011 a grant of

£200,000 was agreed to Age Exchange. This represented a match contribution to their capital target together with a one off revenue grant of £35k following the total withdrawal of their revenue funding by the LB Greenwich.

- 5.4.4 The lease of the building that used to host the Blackheath Village Library will be reassigned to the Heath House Primary School in December 2011.
- 5.4.5 The New Cross Peoples Library have been granted a tenancy at will by the Council on the premises in New Cross Rd, currently agreed until 2012. The organisation is not yet fully legally constituted and is receiving developmental support from Bold Vision in whose name the tenancy has been issued. The NXPL open the building on four days a week, including Saturdays, and as well as supporting the delivery of a community library service they offer a very wide ranging and successful programme of activities. They also run a Bookswap scheme and provide IT training. NXPL enjoy very considerable local support, particularly with regard to their fundraising activities.
- 5.4.6 By transferring these buildings to the community the Council is able to save on upkeep and maintenance costs. This approach has also created an opportunity for community groups and organisations to acquire the former library buildings for alternative uses at minimal or no rent, as long as they commit to maintaining the building and keeping it open to the community. Crucially, the community library model also means that the Council can still provide Council library services from the building, even after it has been transferred.

## **6 Progress on Asset Transfer Issues**

- 6.1 Eco Computer Systems are in the final stages of negotiation regarding the lease on the Crofton Park, Grove Park, and Sydenham buildings.
- 6.2 Age Exchange have signed a letter of acceptance of funding from the Council in relation to the development of their Reminiscence Centre building.
- 6.3 Both have signed an agreement – a copy of which is available at Appendix 1 – that regulates the collaboration between the Council and the anchor / host organisation the provision of library services in their buildings.
- 6.4 Bold Vision have signed a Tenancy at Will agreement that allows the New Cross People's Library to occupy the building for four days a week while a more permanent solution is negotiated.
- 6.5 A technical infrastructure is being developed and negotiated that will allow library users to continue to use public access computers in the community libraries using their library card.

- 6.6 Service Innovation and Activity 2011:
- 6.7 Over the past year the Library & Information Service has also undertaken a programme of major change which has been designed to improve the quality of the Service and increase its efficiency. The significant elements of that change programme are detailed below.
- 6.8 L B Lewisham has joined the London Library Consortium (LLC), a group of 15 London library authorities. This offers residents the opportunity to access a catalogue of over five million titles (books and other items) using their Lewisham Library card. It also offers the opportunity to benefit from collective procurement, e.g. in the area of eBooks.
- 6.9 The Service has implemented a new Library Management System (LMS) that underpins the LLC. A common library catalogue offers the possibility of sharing collections more widely, gives access to other boroughs' collections including over 5 million titles, decreases the need for Inter Library Loans (one of the most expensive acquisition activities) and gives access to specialist collections that have been developed over the years (e.g. Chinese language collections).
- 6.10 The newly refurbished Torridon Road library has opened and the Service is preparing to open the new library at the Deptford Lounge.
- 6.11 Self-service technology is being introduced across the entire network of libraries.
- 6.12 New software, SmartSM, has been introduced that will provide information about the quality of the stock, comparing Lewisham's collections to those of other UK library authorities.
- 6.13 The Service has undertaken the decommissioning and re-commissioning of library services in five areas (Blackheath, Crofton Park, Grove Park, New Cross, and Sydenham).
- 6.14 Lewisham Library Service leads one of the ten Government funded Future Library Programme (FLP) pilots for the South East London region, including Bexley, Bromley, Croydon, Greenwich, Lambeth, Lewisham, and Southwark.
- 6.15 It also leads a second phase of the FLP, funded by London Councils as part of the London Libraries Change Programme. This has delivered a decision making tool that will help those local authorities in the UK that are intending to replace their individual Library Management System with a consortium.
- 6.16 There has been a fundamental staff restructuring that will deliver a more resilient front line service, while retaining professionalism within the organisation.

6.17 The Service has delivered £750k of cashable savings for the Council.

## **7. Performance and Future Expectations**

7.1 This interim review of performance provides a useful opportunity to evaluate progress and to begin to set ambitious performance targets for 2012 – 2013. The review is based on performance from 1 April to 31 Oct 2011.

7.2 Overall, Libraries' performance has been disappointing over the past seven months. This is due in part to the extent, and timing of the changes to the Service. Issues and visits have been adversely affected by the Service-wide staff restructuring which took place simultaneously with the implementation of new technologies and working practices. However, there are signs that performance is beginning to improve and the staff team are fully committed to ensuring that it continues to do so.

7.3 Visits (see Table 1) to the Community Libraries decreased by 46%. However, there is an encouraging trend in the increase registered at New Cross and Sydenham last month. This should become more sustainable following the installation of self-service.

7.3.1 It should be noted that Blackheath reopened last August in temporary accommodation while their new centre is being developed. The work is scheduled for completion in October 2012, when full community library provision will resume.

7.3.2 Crofton Park is resuming previous levels of performance and is likely to match if not increase the number of visits registered last year.

7.3.3 The rate of decline in performance at Grove Park is slowing, but much more focussed work is required if performance is to improve.

7.3.4 Sydenham has recorded a marked increase in visits in the last month.

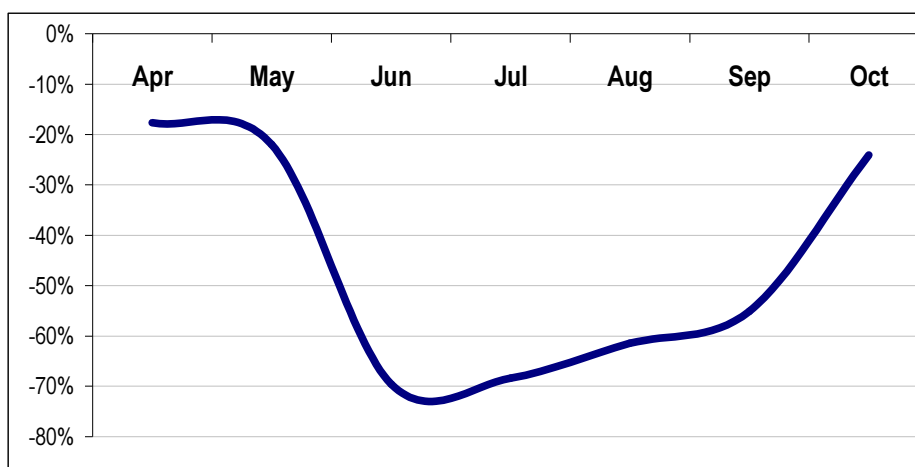
7.3.5 New Cross has registered a substantial and encouraging increase, which is linked to the activities that the New Cross People's Library have organised in the building.

**Community Libraries**

Visits	Apr	May	Jun	Jul	Aug	Sep	Oct	Apr-Oct 2010
<b>Blackheath Village</b>	7,599	7,947	7309	8091	7126	7360	7897	<b>53,329</b>
<b>Crofton Park</b>	6,482	6,424	6,920	7,385	7,837	6,881	7,550	<b>49,479</b>
<b>Grove Park</b>	3,656	3,063	3,920	4,132	3,555	3,703	3,743	<b>25,772</b>
<b>New Cross</b>	4,082	4,804	4794	5029	4520	4594	4,033	<b>31,856</b>
<b>Sydenham</b>	5,093	4,699	5,139	5,952	6,617	5,242	5,382	<b>38,124</b>
<b>Subtotal</b>	<b>26,912</b>	<b>26,937</b>	<b>28,082</b>	<b>30,589</b>	<b>29,655</b>	<b>27,780</b>	<b>28,605</b>	<b>198,560</b>

**Community Libraries**

Visits	Apr	May	Jun	Jul	Aug	Sep	Oct	Apr-Oct 2011
<b>Blackheath Village</b>	5,605	6,758	1	1	511	986	832	<b>14,694</b>
	-26%	-15%	-100%	-100%	-93%	-87%	-89%	-72%
<b>Crofton Park</b>	5,754	5,524	3,558	3,650	3,662	3,804	7,230	<b>33,182</b>
	-11%	-14%	-49%	-51%	-53%	-45%	-4%	-33%
<b>Grove Park</b>	2,263	2,965	2,362	2,362	2,362	2,362	2,682	<b>17,358</b>
	-38%	-3%	-40%	-43%	-34%	-36%	-28%	-33%
<b>New Cross</b>	3,217	3,090	118	119	688	688	4,875	<b>12,795</b>
	-21%	-36%	-98%	-98%	-85%	-85%	21%	-60%
<b>Sydenham</b>	5,324	2,685	2,499	3,544	4,207	4,640	6,109	<b>29,008</b>
	5%	-43%	-51%	-40%	-36%	-11%	14%	-24%
<b>Subtotal</b>	<b>22,163</b>	<b>21,022</b>	<b>8,538</b>	<b>9,676</b>	<b>11,430</b>	<b>12,480</b>	<b>21,728</b>	<b>107,037</b>
	-18%	-22%	-70%	-68%	-61%	-55%	-24%	-46%



**Table 1**

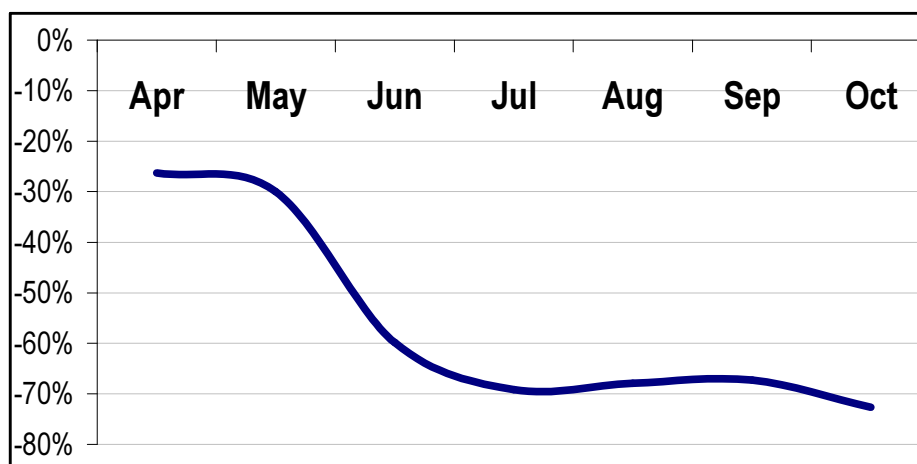
7.4 Issues (see Table 2) of books and other items at the Community Libraries decreased by 57%. This can be explained in part by the remodelling of the book stock which saw the reduction in the number of titles available at the community libraries prior to new stock being added. There was also the temporary inability of residents to access books from other libraries, including the London Libraries Consortium, and the substantial change and disruption caused by the modernisation of the Service.

**Community Libraries**

Issues	Apr	May	Jun	Jul	Aug	Sep	Oct	Apr-Oct 2010
<b>Blackheath Village</b>	5,150	5,070	4,664	5,684	5,500	5,054	5,044	<b>36,166</b>
<b>Crofton Park</b>	5,475	5,116	5,550	5,932	7,043	5,422	6,036	<b>40,574</b>
<b>Grove Park</b>	3,284	3,045	3,789	3,250	3,369	3,439	3,764	<b>23,940</b>
<b>New Cross</b>	2,660	3,009	2,894	2,705	3,002	3,106	2,770	<b>20,146</b>
<b>Sydenham</b>	3,454	4,404	3,712	4,532	4,142	4,350	4,035	<b>28,629</b>
	<b>20,023</b>	<b>20,644</b>	<b>20,609</b>	<b>22,103</b>	<b>23,056</b>	<b>21,371</b>	<b>21,649</b>	<b>149,455</b>

**Community Libraries**

Issues	Apr	May	Jun	Jul	Aug	Sep	Oct	Apr-Oct 2011
<b>Blackheath Village</b>	3,911	3,619	2,071	314	516	792	572	<b>11,795</b>
	-24%	-29%	-56%	-94%	-91%	-84%	-89%	-67%
<b>Crofton Park</b>	4,179	4,004	2,937	3,514	3,961	3,218	2,836	<b>24,649</b>
	-24%	-22%	-47%	-41%	-44%	-41%	-53%	-39%
<b>Grove Park</b>	1,910	1,729	1,004	1,442	1,198	950	722	<b>8,955</b>
	-42%	-43%	-74%	-56%	-64%	-72%	-81%	-63%
<b>New Cross</b>	1,758	2,438	887	158	105	736	458	<b>6,540</b>
	-34%	-19%	-69%	-94%	-97%	-76%	-83%	-68%
<b>Sydenham</b>	2,996	2,672	1,362	1,387	1,610	1,291	1,326	<b>12,644</b>
	-13%	-39%	-63%	-69%	-61%	-70%	-67%	-56%
<b>Subtotal</b>	<b>14,754</b>	<b>14,462</b>	<b>8,261</b>	<b>6,815</b>	<b>7,390</b>	<b>6,987</b>	<b>5,914</b>	<b>64,583</b>
	-26%	-30%	-60%	-69%	-68%	-67%	-73%	-57%



**Table 2**

7.5 The loss of issues and visits at the Community Libraries has not been balanced out by improved performance across the remaining buildings. (See Appendix 5). This was because of:

- the closure of Torridon Road between May and July 2011, before its reopening,
- the closure of Wavelengths Library in September 2011,
- the staff focus on acquiring and processing the stock for Deptford Lounge,



- the focus on implementing the new Library Management System, including the training of staff throughout the Service,
- Unresolved staffing issues that left the Service in a prolonged state of uncertainty, and
- the delay in the installation of a self-service solution in Lewisham Library.

7.6 There are other positive signs of improvement however. These include the increase in opening hours, the work currently underway on the improvement of the book stock, the expansion of the digital collection, the reopening of the library in Deptford, and a comprehensive Community Engagement Strategy and Plan (Appendix 3).

7.7 Opening Hours: Excluding Wavelengths library which closed in September, between May and October opening hours (see Table 3) increased by 3.5% (+18 hours/week). By January 2012 opening hours will have increased to 628, that is a 11.3% increase since May 2011.

Opening hours	May 2011	Oct 2011	Jan 2012
<b>Area 1</b>			
Forest Hill	66.0	66.0	66.0
Deptford	53.0	0.0	99.0
<b>Subtotal</b>	<b>119.0</b>	<b>66.0</b>	<b>165.0</b>
Variance		-44.5%	38.7%
<b>Area 2</b>			
Lewisham	61.0	61.0	61.0
Manor House	65.0	65.0	65.0
<b>Subtotal</b>	<b>126.0</b>	<b>126.0</b>	<b>126.0</b>
Variance		0.0%	0.0%
<b>Area 3</b>			
Catford	54.0	54.0	54.0
Downham	80.0	80.0	80.0
Torridon Road	36.0	40.0	40.0
<b>Subtotal</b>	<b>170.0</b>	<b>174.0</b>	<b>174.0</b>
Variance		2.4%	2.4%
<b>Community Libraries</b>			
Blackheath Village	31.0	28.5	28.5
Crofton Park	36.0	40.0	40.0
Grove Park	26.5	28.5	28.5
New Cross	25.5	32.0	32.0
Sydenham	30.0	34.0	34.0
<b>Subtotal</b>	<b>149.0</b>	<b>163.0</b>	<b>163.0</b>
Variance		9.4%	9.4%
<b>Total</b>	<b>564.0</b>	<b>529.0</b>	<b>628.0</b>
Variance		-6.2%	11.3%
Excl. Wavelengths	511.0	529.0	
		3.5%	

**Table 3**

7.8 The Service is introducing a new software – SmartSM – that analyses the quality of the stock, comparing it to that of collections across the UK. This insight will result in the better allocation of resources and improved issues of books and eBooks.

## 8 **Legal implications**

There are no legal implication implications linked to this update.

## 9 **Financial implications**

The agreed full year savings, which will be achieved from 2012/13 onwards, are £755k from the Community Services budget and £240k from the Resources (Regeneration & Asset Management) budget.

In 2011/12 only part year savings were projected (£355k from Community Services, £200k from Resources), although as the implementation date of the new structure was later than originally planned, the final savings in the current year will be lower than planned.

## 10 **Equalities implications**

10.1 An Equalities Impact Assessment of the impact of implementing the changes was undertaken with due regard to legal requirements in May 2011. Service users, residents and stakeholders have had the opportunity to directly contribute to the Equality Impact Assessment at a round of public meetings by identifying the potential impact of closing a library facility in the local area. A copy of the Equalities Impact Assessment is available on the Council's website.

10.2 The EIA recognised the key role that the Library and Information Service can play in promoting equalities and enhancing community cohesion. Lewisham's Library and Information Service undertakes a wide range of activity to encourage participation from underrepresented groups, to stock appropriate materials and to publicise equalities events and activities, including Black History Month, Lesbian, Gay, Bisexual and Transgender History Month and a variety of religious festivals.

10.3 The assessments contained in the EIA were based upon both qualitative and quantitative information as to how the service is used in Lewisham. By drawing upon a range of statistical and consultation information, the Council is well-placed to assess how the budget savings proposal might affect specific groups in the community. The sources of information that inform this EIA include data on active borrowers, results of the PLUS survey (2009) and information on the number of visits made to each library facility.

10.4 The overall assessment of the EIA was that the saving proposal could have an adverse impact across equality groups but will not lead to unlawful discrimination. The EIA recognised that the closure of a library

facility could make it more difficult for current users to access library services locally. As such the overall impact of the proposed closure has been assessed as having a negative impact across all categories. However, the proposal to close these library facilities does not lead to unlawful discrimination since the closure will not actively discriminate against or have a disproportionate impact on any single equality category.

10.5 The EIA acknowledged that full mitigation of the negative impact will not be possible. However, a number of actions have been taken to reduce impacts where possible. Mitigating actions include:

- Information for current library users as to alternative provision and how to access it, including in areas where Community Libraries have been provided.
- Increased number of outreach library facilities, including small collections and book drops.
- Increased outreach visits bringing storytelling and other activities to schools and community centres (including former library buildings).

10.6 A full EIA has not been undertaken for the purposes of this update. However, the notes below show some trend in the change. (See also Appendix 4 charts)

10.7 In the last few months, the distribution by age range of active borrowers has changed in the Community Libraries but not in the libraries overall. In Blackheath, users under 18 decreased; in Grove Park, users 45-54 decreased; in New Cross, users 45-54 increased, but under 18 decreased; in Sydenham users 35-44 increased.

10.8 In terms of gender distribution, the only significant change was noted in Sydenham where the proportion of male active borrowers has increased. However, this trend is visible when all the libraries are taken into account.

10.9 The breakdown of active borrowers by ethnicity shows that the percentage of White (British, Irish, and other White) has increased in the Community Libraries excluding Sydenham where it is almost unchanged. However, the proportion in the libraries overall is unchanged.

## 11 **Crime and disorder implications**

There are no crime and disorder implications linked to this update.

## 12 **Environmental implications**

There are no environmental implications linked to this update.

## 13 **Conclusion**

This report updates Members on the progress of the Community Library Services and details the major service changes that have been implemented during 2011/12. The programme of change has had a negative impact on performance, but the Service remains confident that the next year will see a significant improvement in Service delivery once the transformation of the Service is fully embedded.

### **Background Papers**

1. Original report + EIA:

<http://councilmeetings.lewisham.gov.uk/mgConvert2PDF.aspx?ID=1443&ISATT=1#search=%22library%22>

For further information please contact Hilary Renwick, Head of Cultural Services on 020 8314 8637.



Service  
Equipment

Mediator shall bear the meaning ascribed to it in Clause 62.a.

Parties means the parties to this Agreement and "Party" shall be construed accordingly.

Stock means all books and other items as required for the provision of Library services

6. Unless the context otherwise requires, words in the singular may include the plural and vice versa.
7. Words importing individuals shall be deemed also to include reference to incorporated and unincorporated associations and vice versa.
8. Words importing the masculine shall be deemed also to include the feminine and vice versa.
9. Headings are included for ease of reference only and shall not affect the construction of this Agreement.
10. Any reference to any Clause or Schedule is, except where it is expressly stated otherwise, a reference to a Clause of or Schedule to this Agreement, and a reference to a paragraph is to the relevant paragraph of the Schedule in which it appears.
11. All references to a statutory provision shall be understood as including references to any statutory modification, consolidation, amendment or re-enactment (whether before or after the date of this Agreement) of such statutory provision and to all statutory instruments or orders made pursuant to such statutory provisions for the time being in force.
12. Any references to a "month" or "day" shall be to a calendar month or day respectively.
13. The Parties have had the opportunity to take legal advice and no legally binding term shall be construed contra proferentem.
14. Except where the context otherwise requires words preceding 'include', 'includes', 'including' and 'included' shall be construed without limitation by the words which follow those words.
15. This Agreement may be entered into by the Parties in any number of counterparts. Each counterpart shall, when signed, be regarded as an original, and all the counterparts shall together constitute one and the same instrument.

### **Fundamental Purpose**

16. This Agreement describes the relationship between the Anchor Organisation and the Lewisham Library and Information Service, in relation to the provision of Library services from the Building.
17. Library services to be delivered from the Building by Lewisham Library and Information Service in accordance with this Agreement and supported by the Anchor Organisation are an integral part of the service provided by Lewisham Library and Information Service.

### **Commencement and Duration**

18. This Agreement shall take effect from the Commencement Date and shall continue in full force and effect unless and until it is terminated.

### **General responsibilities of both parties**

19. Each Party will co-operate in a spirit that is honest and open.
20. Each Party will only be liable for its own acts and omissions.
21. Each Party is required to act only within its powers and constitution and each shall solely be liable for any breach of this requirement.

### **General responsibilities of the Anchor Organisation**

22. The Anchor Organisation is responsible for the standards and quality of its provision and for all services to its users, clients and partners and will comply with all Legislation and Best Practice as are relevant to this Agreement.
23. The Anchor Organisation will advise Lewisham Library and Information Service in advance of any proposed changes affecting standards, quality, resources, or access associated with the provision stated in the section "Arrangements" below. Lewisham Library and Information Service will have the right to review the terms and conditions of this Agreement to reflect any such changes.
24. The Anchor Organisation will advise Lewisham Library and Information Service of any developments that impact on the provision in the section "Arrangements" below. Lewisham Library and Information Service will have the right to review the terms and conditions of this Agreement to reflect any such developments.
25. The Anchor Organisation will make the information provided by Lewisham Library and Information Service (see Clause 28 below) available to users, clients and partners as applicable. If the Anchor Organisation provides additional information, written or verbal, to users, clients and partners, it shall provide details to the Lewisham Library and Information Service as soon as possible.
26. The Anchor Organisation acknowledges that the Lewisham Library and Information Service Equipment within the Building remains the property of Lewisham Library and Information Service unless explicitly indicated in writing by Lewisham Library and Information Service.

### **General responsibilities of Lewisham Library and Information Service**

27. Lewisham Library and Information Service is responsible for the standards and quality of its provision and for all services it provides to its users, clients and partners.
28. Lewisham Library and Information Service will provide the Anchor Organisation with information describing relevant services and opportunities and support for users, clients and partners at Lewisham Library and Information Service.
29. Lewisham Library and Information Service will advise the Anchor Organisation in advance of any proposed changes affecting standards, quality, resources, or access associated with the provision stated in the section "Arrangements" below.

30. Lewisham Library and Information Service will advise the Anchor Organisation in advance of any developments that impact on the provision stated in the section "Arrangements" below.
31. Lewisham Library and Information Service will monitor the services provided to users, clients and partners as applicable, using its standards and quality procedures. Reports will be submitted by Lewisham Library and Information Service annually and periodically to the relevant agents with responsibility for the monitoring of Library provision. The Lewisham Library and Information Service will send copies of the relevant sections of these reports to the Anchor Organisation.

### **Arrangements**

32. The Anchor Organisation will
  - a. allow free access to the Building to the Lewisham Libraries and Information Service and all persons authorised by it and to all persons wishing to make use of the available Library services at the Building.
  - b. allocate sufficient and suitable space within the Building for the adequate storage of Stock as required by Lewisham Library and Information Service
  - c. guarantee that the Stock is on open shelves or otherwise accessible without hindrance and that it is kept safe and secure at all times.
  - d. guarantee regular minimum opening hours as specified in Schedule 1.
  - e. provide space and facilities for Lewisham Library and Information Service Equipment to be installed, maintained and accessed as required by the Lewisham Library and Information Service.
  - f. facilitate access to its premises for activities connected to the provision of Library services, including homework clubs, reading groups, storytimes, and others that will be developed in the future.
  - g. participate in reading development initiatives such as Chatterbooks, Bookstart, Bookcrawl, Summer Reading Challenge, Six Books Challenge, Black History Month and World Book Day and others that will be developed in the future.
  - h. support and facilitate class visits, homework clubs, reading groups and author visits and exemplify the role of Libraries as welcoming public spaces.
  - i. regularly provide quantitative and qualitative statistical information to Lewisham Library and Information Service about usage of the Library services.
  - j. allow its staff and volunteers to receive relevant training in current, relevant Library practices that will be delivered by the Lewisham Library and Information Service.
  - k. support the current and future Library services to users through their premises, including the placement of requests and the collection of requested books from the premises.
  - l. develop a comprehensive safeguarding policy for children and vulnerable adults and review it from time to time to ensure that it complies with Legislation and Best Practice and provide a copy (and any reviewed policy from time to time) to the Lewisham Library and Information Service



and ensure that its staff and volunteers comply with that policy and all legal requirements for the safeguarding of children and vulnerable adults.

- m. ensure that its staff and volunteers are suitably trained in the use of any equipment, machinery and systems used by them.
  - n. ensure that its staff and volunteers abide by the standards, rules and regulations established by the Anchor Organisation for its own staff including all safety and other regulations and that they maintain good order and do not engage in behaviour or activities which would be contrary or detrimental to the interests of Lewisham Library and Information Service or offensive to any persons wishing to make use of the available Library services at the Building.
  - o. take all necessary steps for the proper protection of its staff and volunteers, to persons wishing to make use of the available Library services at the Building and any other persons at the Building.
  - p. maintain a health and safety policy and review it from time to time to ensure that it complies with Legislation and Best Practice and ensure that its staff and volunteers abide by its health and safety policy and provide a copy of its health and safety policy (and any reviewed policy from time to time) to the Lewisham Library and Information Service.
  - q. provide adequate first aid equipment at the Building and ensure that a suitable proportion of its staff and volunteers have first aid qualifications and know how to use the first aid equipment and where it is kept.
  - r. keep the Building supplied with adequate fire fighting equipment and carry out fire drills regularly and ensure that its staff and volunteers co-operate in such drills and are aware of how to use any fire fighting equipment at the Building.
33. The Lewisham Library and Information Service will support the Anchor Organisation by
- a. providing up to date, relevant and appropriate Stock, as defined by Lewisham Library and Information service.
  - b. delivering professional input on the quality of the Stock and services available
  - c. organising activities and book promotions
  - d. training the Anchor Organisation staff and volunteers as relevant and appropriate, and
  - e. offering technical services, including, but not limited to electronic equipment (e.g. self-issue terminals), online information resources, online catalogue.
34. The Lewisham Library and Information Service will not provide any Library staff, whether in a management capacity or as an ongoing professional presence, at the Building.
35. The level of staffing support provided by Library staff to the Building will be determined by the level and nature of the Library programmes, and will not include a guaranteed number of hours for the Building.

36. The Lewisham Library and Information Service will:

Stock acquisition, management, and promotion

- a. continue to support the acquisition of quality, relevant Stock for the users of the Building. Lewisham Library and Information Service standards and procedures will apply for selecting, acquiring, and promoting the Stock. For example, the Lewisham Library and Information Service will select the Stock based on usage, add it to the catalogue, and deliver it to the Building.
- b. be responsible for analysing the usage of the Stock, maintaining it in serviceable condition, and withdrawing it at the end of its shelf life.
- c. manage the movement of Stock to and from the Building.

Reader development for children and adults

- d. support reading groups for all ages, and will engage with the Anchor Organisation in developing reading initiatives which specifically meet the needs of the community and complement the other activities and services being run from the building.

Information and reference, digital offer, and learners support

- e. extend its digital reference collection and its collection of eBooks and eAudio books.
- f. train Anchor Organisation staff in the basic use and promotion of Library resources (e.g. online Library catalogue), will inform the Anchor Organisation about upcoming initiatives (e.g. Summer Reading Challenge), and will work to develop new initiatives with them that aim to promote reading, support learning, and access information.
- g. maintain the technical infrastructure, hardware and software needed for the satisfactory operation of self-service terminals, where installed, and will provide access to other technical solutions and products as applicable.

**Review of the Arrangements**

37. The parties will meet at not less than six monthly intervals to review the provision stated in the section "Arrangements" above, the location and timing of such review meetings to be agreed between the Parties.
38. Any changes to the responsibilities of the Anchor Organisation at Clause 32 will be subject to the agreement of the Anchor Organisation.
39. Lewisham Library and Information Service may vary or withdraw any of the responsibilities of Lewisham Library and Information Service at Clauses 33 and 36 at any time on giving notice to the Anchor Organisation provided that it has first given the Anchor Organisation a reasonable opportunity to review, consider and comment on any proposed variation or withdrawal and has considered any representations made by the Anchor Organisation regarding the proposed variation or withdrawal (which must be notified to Lewisham Library and Information Service by the Anchor Organisation within a reasonable period of time following details of the proposed variation or withdrawal being given to the Anchor Organisation by Lewisham Library and Information Service) before the variation or withdrawal takes place.

### **Provision of information**

40. Each Party will maintain proper records relating to their responsibilities and obligations under this Agreement.
41. Each Party will provide information necessary, and as reasonably requested by the other Party to enable the effective operation and development of the collaboration.
42. Each Party is required to act within its powers and constitution.

### **Complaints**

43. The Anchor Organisation must:
  - a. have in place appropriate written procedures and information for informing users of the Building on how to make a complaint in the first instance, and failing a satisfactory outcome, how to take the complaint further.
  - b. if any person makes a complaint, then subject to Clause 44, immediately investigate the complaint and take such corrective action as is appropriate. The appropriate procedure must be followed in any child protection matters and all child protection matters are to be reported immediately to Lewisham Library and Information Service.
  - c. record all complaints of any nature, received from whatever source, in a register kept for that purpose, which may, subject to the provisions of the Data Protection Act 1998 and any other applicable Legislation, be inspected by the Lewisham Library and Information Service at any reasonable time for any reasonable purpose
  - d. if following the conclusion of the Anchor Organisation's complaints procedures, a complainant is not satisfied with the outcome of the Anchor Organisation's investigation provide Lewisham Library and Information Service with an explanation of the decisions taken in respect of such complaint.
44. Any complaint made to the Anchor Organisation relating to the provision of Library services by Lewisham Library and Information Service within the Building is to be referred immediately to the Council's Complaints Unit by the Anchor Organisation. The Anchor Organisation shall where necessary provide reasonable assistance to Lewisham Library and Information Service in relation to any complaint.

### **Communication and co-ordination**

45. Each Party will designate a member of its staff as Link Co-ordinator. Each Link Co-ordinator will:
  - a. Be the formal point of contact between the Parties
  - b. Be required, and authorised to consult, report and seek approvals of the relevant bodies or office holders within their organisation on all matters associated with the collaboration.
  - c. Provide prompt responses to all communications received from the other Link Co-ordinator.
46. Either Party may change its designated Link Co-ordinator. Any such change should be communicated to the other Party's Link Co-ordinator in advance of

the change taking effect.

### **Financial arrangements**

47. Neither Party may incur, commit or authorise financial expenditure on behalf of the other.
48. Each Party will be responsible for its own costs associated with any activities relating to this Agreement.

### **Intellectual property considerations**

49. All background intellectual property being intellectual property in existence prior to the Agreement and owned by a Party shall remain the property of that Party and shall not be used other than for the purposes of the Agreement without the express permission of the owning Party.
50. All foreground intellectual property being intellectual property that arises from work undertaken under the Agreement shall be owned by the Party responsible for its creation.

### **Publicity and promotional material**

51. Neither Party may use the institutional name or logo of the other without prior written approval. Such approval will require submission of draft copy and a listing of proposed destinations of the publicity. If the proposed publicity is not in the English language, an authorised translation shall be provided.
52. Either Party may make reference to the existence of this collaboration provided such reference clearly describes the nature and extent of the collaboration and does not make misleading claims or comments regarding standards, quality or services.

### **Data Protection**

53. Each Party shall ensure that, so far as applicable, it complies with all relevant provisions and principles of the Data Protection Act 1998 and the London Borough of Lewisham's Data Protection Policies and Practices.

### **Equal Opportunities**

54. The Anchor Organisation shall not wilfully or knowingly treat any person less favourably than another person by reason only of his or her age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation in any recruitment, training, promotion, the delivery of goods or services or otherwise and shall use all reasonable endeavours to follow Best Practice and comply with Legislation in relation to equal opportunities and to the extent that it is not inconsistent with the foregoing the Anchor Organisation's equal opportunities policy.

### **Termination**

55. Either Party may terminate this Agreement at any time by giving 12 (twelve) months notice of their intention to do so.
56. The termination of this Agreement by a Party shall be without prejudice to any rights and remedies of the Parties accrued before such termination and nothing

in this Agreement shall prejudice the right of either Party to recover any amount outstanding at such termination.

### **Insurance**

57. The Anchor Organisation shall take out and maintain with reputable insurers such policy or policies of insurance as may be reasonably necessary and are commonly available in the market place at commercially reasonable rates to insure the Anchor Organisation against all risks reasonably anticipated by a prudent company including (without limitation) in respect of the following risks:-
  - a. Public and Third Party Liability, such insurance cover being in an amount of not less than £5,000,000 (five million pounds) with a minimum of £2,000,000 (two million pounds) in respect of each and every claim;
  - b. Employers' liability including (without limitation) in respect of personal injury or death of any person arising under a contract of services with the Anchor Organisation and/or arising out of an incident occurring during the course of such person's employment in compliance with the Employer's Liability Act 1969; such insurance cover shall not be less than £10,000,000 (ten million pounds) with a minimum of £2,000,000 (two million pounds) in respect of each and every claim in respect of any one incident;
58. The Anchor Organisation shall on reasonable request by the Lewisham Library and Information Service from time to time (but not more frequently than once every six months) make available for inspection by Lewisham Library and Information Service documentary evidence that all policies of insurance effected under Clause 57 are being maintained in accordance with Clause 57.
59. The Anchor Organisation shall promptly notify Lewisham Library and Information Service of any cancellation or non-renewal of any such policy and shall provide to Lewisham Library and Information Service no later than 28 (twenty eight) days after the end of each year of the Contract a summary of all insurance claims notified or made during the preceding year. Upon reasonable request in writing the Anchor Organisation shall provide to Lewisham Library and Information Service information relating to insured risks.

### **Dispute Resolution and Expert Determination**

60. In the event that any dispute or difference (a "Dispute") arises between the parties to this Agreement in connection with this Agreement, the Parties shall, in the first instance, use all reasonable endeavours to resolve it amicably between themselves. If the Dispute is not resolved the matter shall be referred for resolution by a group comprising the Chief Executive of Age Exchange and the Executive Director of Community Services (London Borough of Lewisham) to this Agreement advised by their respective staff as applicable.
61. In the event that the Dispute cannot be resolved in accordance with Clause 60 the matter shall be referred to mediation in accordance with Clauses 62 to 67 (inclusive).
62. The procedure for mediation shall be as follows:
  - a. a neutral adviser or mediator ('the Mediator') shall be chosen by Agreement between the Parties or, if they are unable to agree upon the identity of the Mediator within ten (10) working days after a request by one party to the other(s), or if the Mediator agreed upon is unable or unwilling to act, any Party shall within ten (10) Working Days from the

date of the proposal to appoint a Mediator or within ten (10) Working Days of notice to the other Party that he is unable or unwilling to act, apply to the CEDR to appoint a Mediator;

- b. the Parties shall within ten (10) Working Days of the appointment of the Mediator meet with him in order to agree a programme for the exchange of all relevant information and the structure to be adopted for negotiations to be held. The Parties may at any stage seek assistance from the CEDR to provide guidance on a suitable procedure.
- 63. Unless otherwise agreed by the Parties, all negotiations connected with the dispute and any settlement Agreement relating to it shall be conducted in confidence and without prejudice to the rights of the Parties in any future proceedings.
  - 64. In the event that the Parties reach Agreement on the resolution of the dispute, the Agreement shall be reduced to writing and shall be binding on both parties once it is signed by the parties.
  - 65. Failing Agreement, any party to the Dispute may invite the Mediator to provide a non-binding but informative opinion in writing. Such an opinion shall be provided on a without prejudice basis and shall not be used in evidence in any proceedings relating to this Agreement without the prior written consent of both Parties.
  - 66. The Parties shall each bear their own costs in relation to any reference made to the Mediator and the fees and all other costs of the Mediator shall be borne jointly in equal proportions by the Parties.
  - 67. In the event that the Parties fail to reach Agreement in the structured negotiations within forty (40) Working Days of the Mediator being appointed, or such longer period as may be agreed, then any dispute or difference between them may be referred by either Party to the exclusive jurisdiction of the Courts of England and Wales otherwise.

### **Costs**

- 68. Each party shall pay its own costs and expenses incurred in negotiating, preparing and executing this Agreement.

### **Assignment**

- 69. The Anchor Organisation may not assign the whole or any part of this Agreement, charge, create securities, create a trust or do or omit to do anything which could result in the creation of a trust over this Agreement or otherwise deal with its rights or obligations arising under this Agreement or any part thereof to any person without Lewisham Library and Information Service's prior written consent which consent Lewisham Library and Information Service shall be absolutely entitled to withhold and any such consent must be sought in writing
- 70. The Anchor Organisation may not sub-contract the whole or any part of this Agreement to any person without Lewisham Library and Information Service's prior written consent which consent Lewisham Library and Information Service shall be absolutely entitled to withhold and any such consent must be sought in writing.
- 71. Lewisham Library and Information Service may transfer all of its rights and liabilities under this Agreement to another body which is or will be after the

assignment carrying on the functions of Lewisham Library and Information Service to which the assignment relates.

### **Variation**

72. Subject to Clauses 37 to 39 any variation to this Agreement may only be made by a written variation duly signed by both Parties.

### **No Partnership**

73. Nothing in this Agreement is to constitute or be deemed a partnership within the Partnership Act 1890, the Limited Partnerships Act 1907, Limited Liability Partnerships Act 2000 or any other Legislation concerning partnerships or limited liability partnerships.

### **General**

74. A notice required or permitted to be given by either Party to the other Party shall be in writing addressed to that other Party at its offices or such other address as may at the relevant time have been notified under this provision to the Party giving the notice.
75. This Agreement shall be governed by the laws of England and the Parties agree to submit to the exclusive jurisdiction of the English courts.
76. Any waiver of any breach of, or any default under, any of the terms of this Agreement will not be deemed a waiver of any subsequent breach or default and will in no way affect the other terms of this Agreement.
77. This Agreement together with the Funding Offer Letter constitutes the entire agreement between the Parties relating to the subject matter of this Agreement. This Agreement supersedes all prior negotiations, representations and undertakings, whether written or oral, except that this Clause shall not exclude liability in respect of any fraudulent misrepresentation.
78. Unless expressly provided to the contrary, it is agreed that this Agreement shall not, and the Parties do not intend to confer any benefit upon any third party which is enforceable by virtue of the Contracts (Rights of Third Parties) Act 1999.
79. If any provision of this Agreement is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed and the remainder of the provisions of this Agreement shall continue in full force and effect as if this Agreement had been executed with the invalid, illegal or unenforceable provision eliminated.

**Accepted and agreed for and on behalf of London Borough of Lewisham**

Signature.....

Name .....

Position .....

Date .....

**Accepted and agreed for and on behalf of Eco Computer Systems**

Signature.....

Name .....

Position .....

Date .....



**Schedule 1A, 1B & 1C:**

## Opening Hours

### **A Crofton Park Community Library**

Monday – 9am – 5pm  
Tuesday – 9am – 7pm  
Wednesday CLOSED  
Thursday – 9am – 7pm  
Friday – 9am – 1pm  
Saturday - 9am – 5pm  
Sunday – CLOSED

### **B Grove Park Community Library**

Monday – 10am – 2pm  
Tuesday – 10am – 7pm  
Wednesday CLOSED  
Thursday – 10am – 7pm  
Friday – CLOSED  
Saturday - 10am – 5pm  
Sunday – CLOSED

### **C Sydenham Community Library**

Monday – 9.30am – 5pm  
Tuesday – 9.30am – 7pm  
Wednesday CLOSED  
Thursday – 9.30am – 7pm  
Friday – CLOSED  
Saturday - 9.30am – 5pm  
Sunday – CLOSED

# Library Services in the Community Libraries

## The Activity so far

1. Activity: Technology.
  - 1.1. The installation of the self-service technology is almost complete and Crofton Park, Grove Park, New Cross, and Sydenham have terminals that allow residents to issue and return their own books.
  - 1.2. A new booking system has been installed that will allow library card holders to book a computer in a number of community buildings, namely Crofton Park, Grove Park, and Sydenham. This set up may be extended to New Cross and Pepys in due course.
  - 1.3. All the Community Libraries offer free access to the internet and wi-fi.
  
2. Activity: Supporting the anchor organisation staff and volunteers.
  - 2.1. Training for anchor organisation staff and volunteers on building operational procedures.
  - 2.2. Training for anchor organisation staff on daily routines e.g. staff and volunteer timetabling.
  - 2.3. Training for anchor organisation staff and volunteers on using the Library Management System 'Fallback'.
  - 2.4. The data protection guidelines have been re-written for membership procedures and the Summer Reading Challenge.
  - 2.5. Training for anchor organisation staff on dealing with enquiries.
  - 2.6. Training for anchor organisation staff and volunteers on library layout and presentation of stock.
  - 2.7. Training for anchor organisation staff on running the Summer Reading Challenge.
  - 2.8. Support from library staff with running reading groups.
  - 2.9. Support from library staff with Bookstart gifting.
  - 2.10. Two sessions at each venue to support volunteers in using online library service (Arena) until formal training dates have been identified.
  
3. In the next few months, the Council will work on the following
  - 3.1. Formal training for anchor organisation staff and volunteers to use Arena and online reference resources. This will be co-ordinated with the training of library service staff to use these resources.
  - 3.2. The ongoing support of anchor organisation staff and volunteers around library projects e.g. World Book Day, Black History Month.
  - 3.3. For library service staff to continue to offer training to support anchor organisation staff and volunteers to deliver activities e.g. Under 5's

storytimes.

4. Activity: Supporting work with children, families and young people.
  - 4.1. Weekly storytimes for families with children under 5 are being run in all 5 community libraries.
  - 4.2. The annual Summer Reading Challenge ran in all 5 community libraries. This included visits to local primary schools promote the scheme in June 2011 and visits to local primary schools to present certificates in September 2011. Library service staff supported in scheduling and attending the visits.
  - 4.3. A range of children's activities during the summer holidays ran in all 5 community libraries.
  - 4.4. A range of Black History Month activities for adults and families ran in all 5 community libraries.
  - 4.5. All 5 community libraries have Bookstart packs to gift to families with children aged under 2 years.
  - 4.6. Four of the community libraries run a range of after school and weekend activities for families and young people. Blackheath Village Community Library Service have yet to develop their offer.
  - 4.7. New Cross Community Library Service are working with 3 local primary schools and one local nursery. Classes from each school and nursery are regularly visiting the library for stories and to exchange books. Resources from the library service have been offered to support these sessions. The schools and nurseries are: Childeric, St James Hatcham, Kender and Stars of Hope.
5. In the next few months, the Council will work on the following
  - 5.1. All primary schools linked to community libraries will be written to and invited to visit their local community library. Library service staff will support the community libraries to develop their offer to schools.
  - 5.2. Blackheath Village Community Library Service are considering offering reminiscence sessions to local schools.
  - 5.3. Library service staff will support community libraries to deliver sessions for local primary school children aged 5 as part of the national Booktime scheme.
6. Activity: Supporting to develop community library stock collections
  - 6.1. All stock in community libraries has been edited and layouts re-configured.
  - 6.2. A targeted collection has been put together for Blackheath Village Community Library Service to use in the temporary library space in the Bakehouse.
  - 6.3. Library service staff are monitoring stock requests for each community library.
  - 6.4. Library service staff are monitoring stock issues for each community library.

- 6.5. Library service staff are advising anchor organisation staff on dealing with book donations. This includes suggesting schemes such as a Book Swap.
  - 6.6. Dates have been identified to tag all existing stock in community libraries.
  - 6.7. Librarians have been allocated time to visit each community library and develop a stock selection plan that meets the demands of local library users.
7. In the next few months, the Council will work on the following
- 7.1. To install self-issue terminals in 4 community libraries initially and train anchor organisation staff and volunteers in using the IT.
  - 7.2. Library service staff to tag all existing stock in community libraries.
  - 7.3. Librarians to be allocated time to visit each community library and develop a stock purchase plan that meets the demands of local library users.
  - 7.4. To use Smart SM, a stock analysis tool to analyse stock collections and identify stock areas for development. This tool will be used to analyse stock across all libraries within Lewisham.
  - 7.5. To allocate sufficient stock funds to purchase stock identified for all 5 community libraries.
  - 7.6. To plan and arrange a programme of librarian visits to community libraries to maintain and edit stock.
  - 7.7. Continuing to support anchor organisation staff and volunteers with displaying and promoting stock.
  - 7.8. To provide anchor organisation staff and volunteers with a calendar of events throughout the year e.g. World Book Day, City Reads 2012 that stock promotion is linked to.
8. Activity: Developing partnerships with anchor organisations
- 8.1. The Community Engagement Manager on behalf of Lewisham Library and Information Service is meeting regularly (weekly or fortnightly) with all anchor organisations.
  - 8.2. Specific administrative processes and routines have been identified e.g. supplying library cards and joining forms to community libraries.
  - 8.3. The SLA and tenancy agreements for each organisation and building are moving forward.
  - 8.4. The Community Engagement Manager is gathering information on how library services can support each anchor organisation to promote their services.
9. In the next few months, the Council will work on the following
- 9.1. Library service staff to support community libraries during the de-commissioning of IT and installation of self-issue.
  - 9.2. Library service staff to identify and develop long term solutions for administrative processes.

- 9.3. Library service staff to develop an implementation plan for each anchor organisation to promote their service including the maintaining and updating of community library information on the Council website.
- 9.4. Library service staff to develop a plan to ensure community libraries are supported in the day to day running of services by their hub library.



## Library and Information Service

# Bringing library services to all our residents: The Community Engagement Strategy

### Introduction

1. In recent years, public libraries have changed substantially: libraries present themselves as flexible, multifunctional spaces; the offer of services has changed also, with the introduction of new technologies; library staff are interacting with library users in new ways. And it is clear that library services – as well as many other parts of our lives – are linked to the ability to access relevant services at a time and place, and through means that suits us.
2. However, whilst library services have changed, the reason for their existence has not. Indeed, Lewisham is adamant about the positive contribution that the public Library and Information Service makes to its residents' lives
3. **The public library service exists to enable users** to access resources that will benefit them. These resources include opportunities **to access information, learning, and works of creative imagination.**
4. **The public library service promotes civic and democratic engagement** through the role it has acquired over the years as an open, trusted, and independent public space.
5. The Service carries out its fundamental mandate through its resources (physical and virtual) and through its staff. It does so through buildings it owns and through directly engaging with its audience. This paper looks at the way in which the Service intends to engage with residents outside its buildings.
6. The Service operates through a network of seven Hub Libraries it owns and manages (Catford, Deptford, Downham, Forest Hill, Lewisham, Manor House, and Torridon Road) and a network of five Community Libraries (Blackheath, Crofton Park, Grove Park, New Cross, and Sydenham) which will grow to eight with services being developed in Bellingham (with Elfrida Primary School), Evelyn (at the Pepys Community Centre), and Honor Oak (within the local Community Centre).
7. Lewisham's Community Libraries model is described in Appendix 1.

### Strategic vision

8. Delivering comprehensive and efficient Library and Information Services to residents in locations and formats that best suit them.
9. We developed this vision to
  - a. improve service delivery
  - b. reduce inefficiency and duplication in engagement practices
  - c. strengthen partnership working
  - d. increase satisfaction levels
  - e. improve outcomes for local people

### **Overview of the Lewisham Borough**

10. Lewisham is home to over 260,000 residents from a range of diverse communities, neighbourhoods and localities. The local population is forecast to rise to over 290,000 over the next twenty years.
11. Of the borough's 13.4 square miles, one-quarter is parkland or open space. However, what makes Lewisham a great place to live is not simply its pleasant environment but also the diversity and dynamism of its communities.
12. While children and young people (0-19 years) make up 25 per cent of the population, elderly residents (over 75) make up just 5 per cent – the average age of our population in Lewisham, at 34.7 years, is young compared to other London boroughs.
13. Lewisham is a vibrant and diverse population. 57% of the resident population are White British, with 9% of the resident population Black or Black British: Black African and a further 9% Black or Black British: Black Caribbean. Currently there are over 130 languages spoken by different communities across the borough.
14. In the last few years, before the recession, employment levels in Lewisham have been good and have risen in line with London – with 7 in 10 of those residents in work, working outside the borough; principally in central London.
15. With Goldsmiths acting as a creative incubator and the Council acting as a catalyst for development, Lewisham has become a hub for the creative industries and is home to a number of arts and entertainment venues including the Broadway and Albany Theatres and the Laban Centre for dance. Lewisham is also the location of a number of galleries and museums including the Arts in Perpetuity Trust (APT) and the award winning Horniman museum. Lewisham is also home to high quality educational institutions - Goldsmiths, University of London, Lewisham College and University Hospital Lewisham.

### **Local Context**

16. The Community Engagement Strategy for the Library and Information Service sits within a wider framework of local strategies and service plans. These include the Lewisham Framework for Engagement 2009 – 2012 and the Lewisham Cultural Strategy 2009-2013.
17. One of the main documents informing and influencing this Strategy is the Mayor's Commission on Libraries and Learning published in 2009.
18. Nationally, regionally and locally library services have transformed radically, causing library services to re-think how services are delivered to residents. Much of the change seen in Lewisham's libraries is due to the boroughs' involvement in national and regional initiatives such as the Future Libraries Programme and the London Library Change Programme.

### **Strategic approach**

19. Values and principles  
The Library and Information Service has been involved in outreaching to community groups and selected audiences for many years. This is a fundamental part of the service provision.
  - a. We intend to recognise and strengthen outreach by making it explicitly proactive.

- b. Furthermore, we are not satisfied by the number of visitors to our buildings and will increase this and take the services to those who are not visiting our libraries.
- c. The Service works to develop products that will serve audiences in their attempt to access information, learning and works of creative imagination.

20. Agreed targets and priorities

Targets

Increase outreach through the Community Libraries network.

Increase participation (e.g. visits and issues).

Increase offer to schools

A detailed Engagement Plan is available in Appendix 2.

21. Priorities

Children and young people

Job seekers

Low skilled

**Delivering access to information**

- 22. The Service encourages the use of relevant, quality information through making physical and virtual resources available to residents. These will be available in all the libraries. Lewisham residents will be able to access most of the online resources from home.
- 23. Library staff have a role in supporting residents in their quest for information, guiding them to the best resources available and making sure these reflect the actual needs of the Service's audience.
- 24. The Service supports local organisations that wish to promote and share their services with residents.

25. **Case Study: Arena and Online Resources**

Through the use of Arena, the new customer facing site for the library catalogue, residents are able to manage their library account from home. This includes requesting books from a choice of over 5 million items available through the London Libraries Consortium. In addition Lewisham are widening the choice of online resources, also accessible to residents in libraries and from home. Through this technology libraries are a 24-hour service, enabling all residents to seek information and support at any time.

26. **Case Study: Get Online**

Local residents have the opportunity to learn how to use a computer, search the Internet and send an email through sessions at their local library. Trained library staff provide support and guidance for people new to computers, enabling them to become self-sufficient in searching for information and using the library catalogue.

**Delivering access to learning**

- 27. The opportunity for self improvement is central to the spirit of the public library. Lewisham will develop new and existing programmes to support independent learning for residents of all ages.
- 28. It will do so through its resources and through work with partners in the Lewisham Learning Partnership and beyond.
- 29. The Service offers residents opportunities to improve life skills and pursue personal interests, through digital and written material.



30. **Case Study: ESOL Reading Group**  
For the past 2 years, Lewisham Library and Information Service has run an ESOL Reading Group. Working with Community Education Lewisham and students at the Brockley Rise Centre, sessions have been delivered monthly. In the same way that other reading groups are delivered, the group read a text over the course of the month and meet to discuss their views and opinions. If they read six texts in total, they complete the Six Book Challenge.
31. The outcomes for users have been not only improved language skills, but also increased confidence in accessing libraries and a knowledge of specialist stock to support their education.
32. An example of a typical session is outlined below:  
5 students from Poland, Iran, Russia and Sri Lanka respectively completed the Six Book Challenge. Their favourite book was one chosen from the most recent batch of Quick Reads, Bloody Valentine by James Patterson. They found the gore and suspense an irresistible concoction and enjoyed the post-book discussion which included an excellent discussion on the pros and cons of life assurance.
33. **Case Study: Skilled for Health**  
SLAM in conjunction with Lewisham Library and Information Service have piloted the Skilled for Health initiative (the national strategy for integrating health and learning skills) at Downham Library from November 2010.
34. The course is led by two qualified Skills for Life tutors with experience in delivering learning for people with mental health difficulties. It focuses on empowering individuals to make informed choices with regards to health decisions and lifestyle, whilst embedding basic skills learning in literacy and numeracy.
35. One of the main goals is to engage learners in their local community and for them to explore options to enhance lifestyle and develop individual learning for the future.  
To this end learners have:
- joined various adult education classes, for example, cookery, dancing and lifeskills (literacy and numeracy).
  - engaged with Lewisham Lifestyles and have joined the gym at Ladywell; after a highly successful introductory session with instructors from Downham Health and Leisure Centre
  - Become library members and are engaged in reading
  - Developed an interest in healthy eating. Learners have successfully made changes to their diet as a consequence
  - Been encouraged to learn digital photographic skills and to take pictures. This has enhanced their awareness of their local community and environment. One student is saving for a camera, which has helped her to improve budgeting skills and next term she is joining a local digital photography class.
36. This initiative has enabled a group of people who are sometimes isolated, to become part of their local community and to forge friendships, as well as to take responsibility for their future personal wellbeing.

### **Delivering access to books and reading**

37. The Service recognises the centrality of the written word, and works to promote different ways to engage with the books and reading.
38. There is an important role that the Service plays in encouraging residents to explore their reading tastes, push their boundaries, and share their experiences.
39. The Service realises that the reading community is changing, mainly through the introduction of new technologies, and embraces eBooks and Audio Books as a new way of accessing fiction and non fiction material for pleasure and practical reasons.
40. The Service recognises the role it has in promoting the production of new literary material and its appreciation and will actively support both these aspects.
41. **Case Study: Reading the Future. Technology and Reading**  
Books and reading are being brought to life in 4 primary schools in Lewisham through the use of Kindles. In an innovative research project, groups of children across the 4 schools are being loaned Kindles pre-loaded with a variety of titles to discover how the use of technology affects their reading. The rapid development of technology will have an influence on how children engage with the written

word and learn to read. This model could potentially influence the way teachers consider reading and future teaching methods. Additional outcomes could also relate to children's behaviour e.g. are reluctant readers engaged in the project and does using a Kindle change a child's attitude to reading.

42. **Case Study: Chrissie Gittins – Sandra Agard**

The award winning poet Chrissie Gittins is writer-in-residents in Forest Hill and regularly works with children and schools in libraries to promote poetry and creative writing. The writer and storyteller Sandra Agard has worked with the Service for many years promoting storytelling and book sharing to children and families.

**Delivering access to culture and the arts**

43. Library services can offer opportunities to appreciate the arts and culture in its widest sense. The Service works with organisations to increase these opportunities and increase the quality of the cultural offer available to Lewisham residents.

44. It will do so by hosting and promoting culture, through its collections and by hosting cultural events.

45. **Case Study: Libraries as Cultural Spaces**

Manor House Library has been the venue for several theatre pieces since being refurbished. Local theatre group Teatro Vivo performed their immersive, site specific theatre piece 'Adventures in Wonderland' for audiences who were led through the library to experience and participate in the story. This was an opportunity for new audiences to visit the library and for non-theatre goers to have a new experience in a surprising venue.

46. The new Deptford Lounge will be a space where visitors have exciting and surprising experiences as the Library and Information Service continues to work with Teatro Vivo and develops partnerships with The Laban, The Albany and local artists.

47. **Case Study: Libraries as Cultural Spaces**

Saturday mornings at Downham Health and Leisure Centre are busy, with people visiting the café, exchanging books and going swimming. There are a range of activities happening in the library, including arts events for young people. A recent project has seen a new group of young people visit the library and work with Entelechy Arts. With specialist support young people with complex and multiple needs have been able to engage with and participate in a range of activities that include film making and dance. Feedback from Entelechy Arts includes 'The programme has been one of the most exciting and challenging pieces of work that we have undertaken as a company.'

**Delivering access to civic and democratic engagement**

48. The Service supports residents as they participate in the life of their community. And encourages local communities to make use of library spaces.

49. The Service also encourages people to participate in and contribute to the shaping of library services locally, regionally and nationally.

50. **Case Study: Youth Reading Champions**

Louis is a local young person who is passionate about books and reading. He is a Youth Reading Champion, supporting children to participate in the annual Summer Reading Challenge in libraries across Lewisham. A keen advocate of the project, Louis is regularly interviewed about his experiences. At the launch of the Summer Reading Challenge 2011 at the House of Commons, Louis gave a rousing speech in which he said "I can recommend volunteering for the Summer Reading Challenge - children don't deserve to be deprived of the chance to enjoy reading."

51. **Case Study: Literacy Ambassadors**

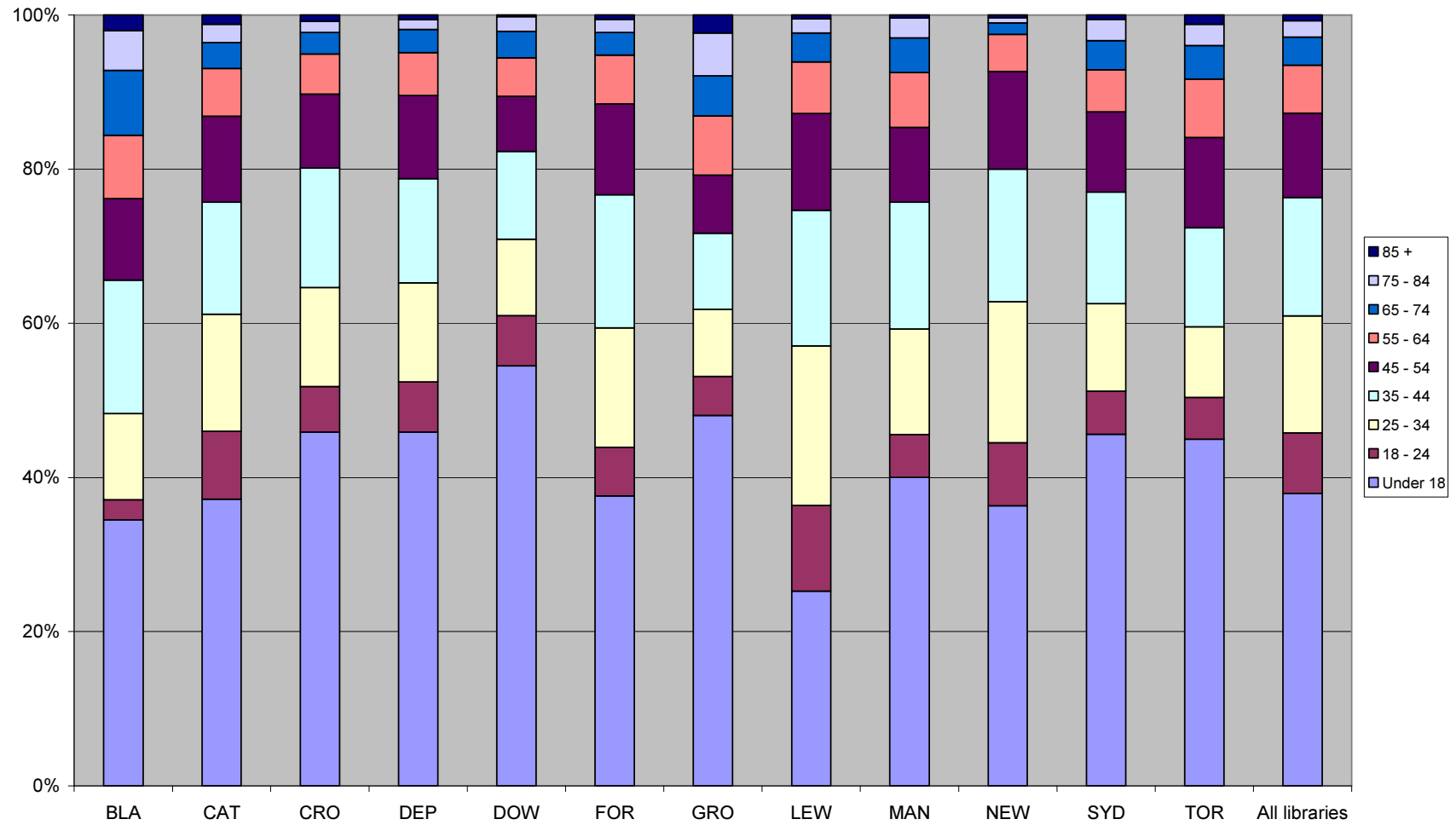
Jane is a local parent of two children aged under 5 who regularly attends storytime at Torridon Road Library. Her children love the stories and songs and they always borrow books to share at home. Jane's neighbour Vicky also has two young children but they don't visit the library. Through being a volunteer for the Literacy Ambassadors scheme run by the library and the National Literacy Trust, Jane feels confident to talk to Vicky about the library and storytime. Together they go to the library and Vicky joins herself and her children up. They all borrow books and are now regular library users.

## **Measuring Impact, Outputs and Outcomes**

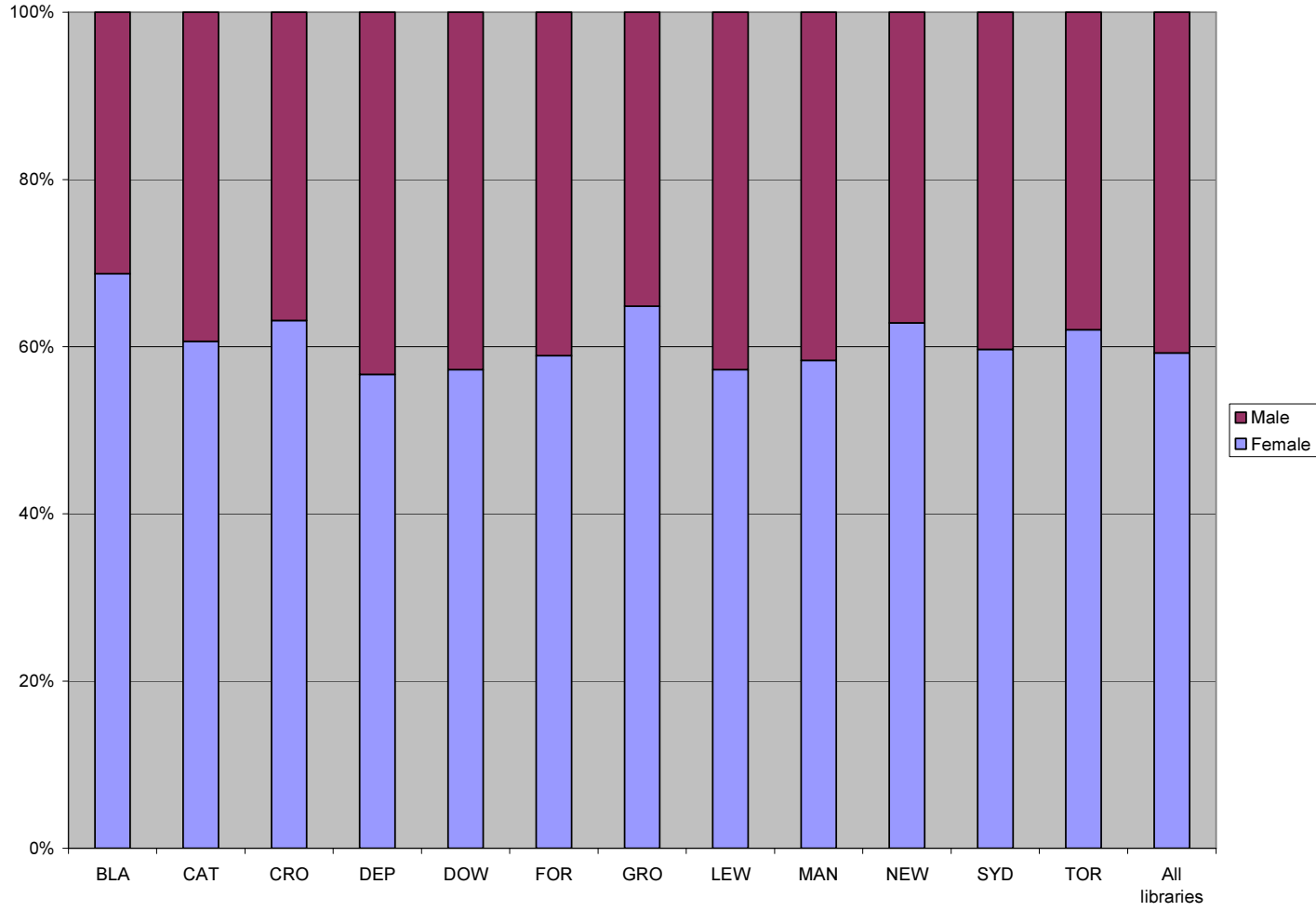
52. The Service is adamant about measuring the **impact** it provides, particularly in relation to the five Cultural Strategy priorities: Placemaking, Prosperity, Learning, Community, and Health.
53. On this basis, the Service will design products that develop specific audiences by:
  - a. Tailoring projects to the targeted audience
  - b. Identifying and allocating adequate resources, including staffing
  - c. Using innovative ways to engage with audiences, including social media and digital technologies
  - d. Working with a wide range of partners to facilitate reaching existing and new audiences.
54. **Outputs** will continue to be collected and monitored. These include:
  - a. New borrowers
  - b. Active borrowers
  - c. Visits to hub and community libraries
  - d. Use of online resources
  - e. Number of virtual library users
  - f. Audience participation to events
  - g. Bookstart reach
  - h. Visits to / visits by schools
  - i. Summer Reading Challenge uptake
55. Each individual project will have its own evaluation and measurement criteria, which will show the impact in relation to the priorities identified above. **Outcomes** will be identified for each project.

## Appendix 4

Active borrowers by age band - November 2011



Active borrowers by gender - November 2011





## Appendix 5

# Monthly Issues

2010/2011 Library Group	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>CENTRAL</b>													
<b>Lewisham</b>	19,288	18,843	19,373	22,712	23,069	21,037	22,025	20,076	17,986	18,853	17,599	19,609	<b>240,470</b>
<b>Sub Total</b>	<b>19,288</b>	<b>18,843</b>	<b>19,373</b>	<b>22,712</b>	<b>23,069</b>	<b>21,037</b>	<b>22,025</b>	<b>20,076</b>	<b>17,986</b>	<b>18,853</b>	<b>17,599</b>	<b>19,609</b>	<b>240,470</b>
<b>DISTRICT</b>													
<b>Catford</b>	9,658	8,504	7,142	9,596	11,045	9,768	10,197	10,695	7,389	8,724	8,184	8,678	<b>109,580</b>
<b>Downham</b>	7,069	7,384	7,837	8,665	9,733	8,341	8,853	8,169	5,241	7,743	8,498	8,429	<b>95,962</b>
<b>Forest Hill</b>	8,587	7,962	8,791	8,654	10,263	9,018	9,461	8,358	6,314	8,176	7,676	7,949	<b>101,209</b>
<b>Deptford *</b>	7,188	6,814	7,236	8,051	8,594	8,234	7,195	7,121	5,560	6,937	8,411	8,086	<b>89,427</b>
<b>Sub Total</b>	<b>32,502</b>	<b>30,664</b>	<b>31,006</b>	<b>34,966</b>	<b>39,635</b>	<b>35,361</b>	<b>35,706</b>	<b>34,343</b>	<b>24,504</b>	<b>31,580</b>	<b>32,769</b>	<b>33,142</b>	<b>396,178</b>

**NEIGHBOURHOOD**

<b>Blackheath Village</b>	5,150	5,070	4,664	5,684	5,500	5,054	5,044	4,890	3,420	4,333	4,030	4,966	<b>57,805</b>
<b>Crofton Park</b>	5,475	5,116	5,550	5,932	7,043	5,422	6,036	5,663	4,332	5,343	5,664	5,162	<b>66,738</b>
<b>Grove Park</b>	3,284	3,045	3,789	3,250	3,369	3,439	3,764	2,805	1,701	2,718	2,642	2,741	<b>36,547</b>
<b>Manor House</b>	8,542	8,923	8,276	9,362	10,410	8,999	9,779	8,438	6,377	8,316	7,794	8,148	<b>103,364</b>
<b>New Cross</b>	2,660	3,009	2,894	2,705	3,002	3,106	2,770	2,881	2,076	2,526	2,469	2,998	<b>33,096</b>
<b>Sydenham</b>	3,454	4,404	3,712	4,532	4,142	4,350	4,035	4,097	3,044	4,550	3,578	3,759	<b>47,657</b>
<b>Torridon Road</b>	4,588	4,510	5,106	5,252	3,384	179	13	5	1	1	1	1	<b>23,041</b>
<b>Sub Total</b>	<b>33,153</b>	<b>34,077</b>	<b>33,991</b>	<b>36,717</b>	<b>36,850</b>	<b>30,549</b>	<b>31,441</b>	<b>28,779</b>	<b>20,951</b>	<b>27,787</b>	<b>26,178</b>	<b>27,775</b>	<b>368,248</b>

**Lib. Resources  
Centre**

	20	80	64	22	691	18	49	67	14	49	17	2	<b>1,093</b>
<b>Sub Total</b>	<b>20</b>	<b>80</b>	<b>64</b>	<b>22</b>	<b>691</b>	<b>18</b>	<b>49</b>	<b>67</b>	<b>14</b>	<b>49</b>	<b>17</b>	<b>2</b>	<b>1,093</b>

**Total Issues 84,963 83,664 84,434 94,417 100,245 86,965 89,221 83,265 63,455 78,269 76,563 80,528 1,005,989**

\* previously known as Wavelengths  
Library



# Monthly Issues

2011/2012 Library Group	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	
<b>Area 1</b>														
<b>Forest Hill</b>	6,841	7,146	5,064	7,692	7,629	7,728	7,034						<b>49,134</b>	
Variation	-20%	-10%	-42%	-11%	-26%	-14%	-26%							<b>-51%</b>
<b>Deptford</b>	6,702	6,518	7,091	7,202	4,873	4,655	99						<b>37,140</b>	
Variation	-7%	-4%	-2%	-11%	-43%	-43%	-99%							<b>-91%</b>
<b>Sub Total</b>	<b>13,543</b>	<b>13,664</b>	<b>12,155</b>	<b>14,894</b>	<b>12,502</b>	<b>12,383</b>	<b>7,133</b>						<b>86,274</b>	
<b>Area 2</b>														
<b>Lewisham</b>	17,591	17,170	21,064	17,591	12,482	18,756	19,963						<b>124,617</b>	
Variation	-9%	-9%	9%	-23%	-46%	-11%	-9%							<b>-48%</b>
<b>Manor House</b>	7,381	7,550	8,447	9,368	7,767	8,036	7,468						<b>56,017</b>	
Variation	-14%	-15%	2%	0%	-25%	-11%	-24%							<b>-46%</b>
<b>Sub Total</b>	<b>24,972</b>	<b>24,720</b>	<b>29,511</b>	<b>26,959</b>	<b>20,249</b>	<b>26,792</b>	<b>27,431</b>						<b>180,634</b>	

**Area 3**

<b>Catford</b>	7,715	7,819	8,439	8,613	7,338	7,699	8,059	<b>55,682</b>	
Variation	-20%	-8%	18%	-10%	-34%	-21%	-21%		<b>-49%</b>
<b>Downham</b>	7,361	7,295	7,208	8,513	7,058	7,693	7,228	<b>52,356</b>	
Variation	4%	-1%	-8%	-2%	-27%	-8%	-18%		<b>-45%</b>
<b>Torridon Road</b>	-	-	6	5,100	5,044	4,696	4,325	<b>19,171</b>	
Variation	-100%	-100%	-100%	-3%	49%	2523%	33169%		<b>-17%</b>
<b>Sub Total</b>	<b>15,076</b>	<b>15,114</b>	<b>15,653</b>	<b>22,226</b>	<b>19,440</b>	<b>20,088</b>	<b>19,612</b>	<b>127,209</b>	

**Community Libraries**

<b>Blackheath Village</b>	3,911	3,619	2,071	314	516	792	572	<b>11,795</b>	
Variation	-24%	-29%	-56%	-94%	-91%	-84%	-89%		<b>-80%</b>
<b>Crofton Park</b>	4,179	4,004	2,937	3,514	3,961	3,218	2,836	<b>24,649</b>	
Variation	-24%	-22%	-47%	-41%	-44%	-41%	-53%		<b>-63%</b>
<b>Grove Park</b>	1,910	1,729	1,004	1,442	1,198	950	722	<b>8,955</b>	
Variation	-42%	-43%	-74%	-56%	-64%	-72%	-81%		<b>-75%</b>
<b>New Cross</b>	1,758	2,438	887	158	105	736	458	<b>6,540</b>	
Variation	-34%	-19%	-69%	-94%	-97%	-76%	-83%		<b>-80%</b>
<b>Sydenham</b>	2,996	2,672	1,362	1,387	1,610	1,291	1,326	<b>12,644</b>	
Variation	-13%	-39%	-63%	-69%	-61%	-70%	-67%		<b>-73%</b>
<b>Sub Total</b>	<b>14,754</b>	<b>14,462</b>	<b>8,261</b>	<b>6,815</b>	<b>7,390</b>	<b>6,987</b>	<b>5,914</b>	<b>64,583</b>	

<b>LRC</b>	19	22	16	11	17	15	36			<b>136</b>
Variation	-5%	-73%	-75%	-50%	-98%	-17%	-27%			<b>-88%</b>
<b>Sub Total</b>	<b>19</b>	<b>22</b>	<b>16</b>	<b>11</b>	<b>17</b>	<b>15</b>	<b>36</b>		<b>136</b>	
<b>Total Issues</b>	<b>68,364</b>	<b>67,982</b>	<b>65,596</b>	<b>70,905</b>	<b>59,598</b>	<b>66,265</b>	<b>60,126</b>		<b>458,836</b>	
Variation	-20%	-19%	-22%	-25%	-41%	-24%	-33%			<b>-54%</b>

# Monthly Visits

2010/2011 Library Group	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>CENTRAL</b>													
<b>Lewisham</b>	28,287	27,614	31,083	28,056	30,130	31,628	31,855	30,240	20,895	26,985	26,703	30,079	<b>343,555</b>
<b>Sub Total</b>	<b>28,287</b>	<b>27,614</b>	<b>31,083</b>	<b>28,056</b>	<b>30,130</b>	<b>31,628</b>	<b>31,855</b>	<b>30,240</b>	<b>20,895</b>	<b>26,985</b>	<b>26,703</b>	<b>30,079</b>	<b>343,555</b>
<b>DISTRICT</b>													
<b>Catford</b>	30,879	28,527	26,600	31,549	23,930	25,133	23,973	24,440	21,413	22,633	27,506	25,667	<b>312,250</b>
<b>Downham</b>	36,565	35,652	41,638	37,264	35,758	35,021	35,799	32,038	22,281	30,293	33,107	34,036	<b>409,452</b>
<b>Forest Hill</b>	8,978	9,705	11,929	10,752	10,843	12,162	12,208	11,674	8,683	10,747	10,770	13,085	<b>131,536</b>
<b>Wavelengths</b>	15,016	13,609	16,112	16,384	15,914	13,780	13,671	14,207	9,995	13,934	14,046	14,289	<b>170,957</b>
<b>Sub Total</b>	<b>91,438</b>	<b>87,493</b>	<b>96,279</b>	<b>95,949</b>	<b>86,445</b>	<b>86,096</b>	<b>85,651</b>	<b>82,359</b>	<b>62,372</b>	<b>77,607</b>	<b>85,429</b>	<b>87,077</b>	<b>1,024,195</b>

**NEIGHBOURHOOD**

<b>Blackheath Village</b>	7,599	7,947	7,309	8,091	7,126	7,360	7,897	6,785	3,939	6,467	6,134	7,423	<b>84,077</b>
<b>Crofton Park</b>	6,482	6,424	6,920	7,385	7,837	6,881	7,550	6,891	4,288	6,691	6,619	7,033	<b>81,001</b>
<b>Grove Park</b>	3,656	3,063	3,920	4,132	3,555	3,703	3,743	3,488	1,706	3,465	3,329	3,305	<b>41,065</b>
<b>Manor House</b>	14,715	14,504	14,488	15,088	14,715	14,311	17,749	15,328	9,389	13,515	14,659	15,721	<b>174,182</b>
<b>New Cross</b>	4,082	4,804	4,794	5,029	4,520	4,594	4,033	3,708	2,239	3,384	4,239	4,398	<b>49,824</b>
<b>Sydenham</b>	5,093	4,699	5,139	5,952	6,617	5,242	5,382	4,995	2,693	4,292	4,609	4,930	<b>59,643</b>
<b>Torridon Road</b>	5,624	5,821	5,975	6,709	4,378								<b>28,507</b>
<b>Sub Total</b>	<b>47,251</b>	<b>47,262</b>	<b>48,545</b>	<b>52,386</b>	<b>48,748</b>	<b>42,091</b>	<b>46,354</b>	<b>41,195</b>	<b>24,254</b>	<b>37,814</b>	<b>39,589</b>	<b>42,810</b>	<b>518,299</b>
<b>Total Visits</b>	<b>166,976</b>	<b>162,369</b>	<b>175,907</b>	<b>176,391</b>	<b>165,323</b>	<b>159,815</b>	<b>163,860</b>	<b>153,794</b>	<b>107,521</b>	<b>142,406</b>	<b>151,721</b>	<b>159,966</b>	<b>1,886,049</b>

# Monthly Visits

2011/2012 Library Group	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	
<b>Area 1</b>														
<b>Forest Hill</b>	10,006	11,153	11,332	11,637	12,195	12,496	12,458						<b>81,277</b>	
	11%	15%	-5%	8%	12%	3%	2%							-38%
<b>Deptford</b>	13,141	12,772	14,277	14,525	16,000	11,900							<b>82,615</b>	
	-12%	-6%	-11%	-11%	1%	-14%	-100%							-52%
<b>Sub Total</b>	<b>23,147</b>	<b>23,925</b>	<b>25,609</b>	<b>26,162</b>	<b>28,195</b>	<b>24,396</b>	<b>12,458</b>						<b>163,892</b>	
<b>Area 2</b>														
<b>Lewisham</b>	24,308	29,857	29,426	27,296	26,044	26,515	28,038						<b>191,484</b>	
	-14%	8%	-5%	-3%	-14%	-16%	-12%							-44%
<b>Manor House</b>	12,549	13,525	14,143	16,413	15,372	14,958	14,917						<b>101,877</b>	
	-15%	-7%	-2%	9%	4%	5%	-16%							-42%
<b>Sub Total</b>	<b>36,857</b>	<b>43,382</b>	<b>43,569</b>	<b>43,709</b>	<b>41,416</b>	<b>41,473</b>	<b>42,955</b>						<b>293,361</b>	
<b>Area 3</b>														
<b>Catford</b>	24,321	26,497	30,433	30,000	25,059	25,419	23,973						<b>185,702</b>	
	-21%	-7%	14%	-5%	5%	1%	0%							-41%
<b>Downham</b>	29,894	32,012	33,261	35,340	31,894	32,682	30,166						<b>225,249</b>	
	-18%	-10%	-20%	-5%	-11%	-7%	-16%							-45%
<b>Torridon Road</b>	-	-	-	7,100	6,800	6,899	6,933						<b>27,732</b>	
	-100%	-100%	-100%	6%	55%	#DIV/0!	#DIV/0!							-3%
<b>Sub Total</b>	<b>54,215</b>	<b>58,509</b>	<b>63,694</b>	<b>72,440</b>	<b>63,753</b>	<b>65,000</b>	<b>61,072</b>						<b>438,683</b>	

**Community Libraries**

<b>Blackheath Village</b>	5,605	6,758	-	-	511	986	832	<b>14,692</b>	-83%
	-26%	-15%	-100%	-100%	-93%	-87%	-89%		
<b>Crofton Park</b>	5,754	5,524	3,558	3,650	3,662	3,804	7,230	<b>33,182</b>	-59%
	-11%	-14%	-49%	-51%	-53%	-45%	-4%		
<b>Grove Park</b>	2,263	2,965	2,362	2,362	2,362	2,362	2,682	<b>17,358</b>	-58%
	-38%	-3%	-40%	-43%	-34%	-36%	-28%		
<b>New Cross</b>	3,217	3,090	118	119	688	688	4,875	<b>12,795</b>	-74%
	-21%	-36%	-98%	-98%	-85%	-85%	21%		
<b>Sydenham</b>	5,324	2,685	2,499	3,544	4,207	4,640	6,109	<b>29,008</b>	-51%
	5%	-43%	-51%	-40%	-36%	-11%	14%		
<b>Sub Total</b>	<b>22,163</b>	<b>21,022</b>	<b>8,537</b>	<b>9,675</b>	<b>11,430</b>	<b>12,480</b>	<b>21,728</b>	<b>107,035</b>	
<b>Total Visits</b>	<b>136,382</b>	<b>146,838</b>	<b>141,409</b>	<b>151,986</b>	<b>144,794</b>	<b>143,349</b>	<b>138,213</b>	<b>1,002,971</b>	
<b>Variation</b>	-18%	-10%	-20%	-14%	-12%	-10%	-16%		-47%