

Committee	Safer Stronger Communities Select Committee		
Report Title	The Lewisham Library and Information Service Annual Report 2016 – 2017		
Date	12 July 2017	Item	5

1. Introduction

- 1.1. Since 2010, libraries have been on a substantial transformation journey. In 2016-2017, the Service has been through the more profound change process in its history, which produced a leaner and responsive organisation – one that can proactively respond to the challenges ahead.

2. Purpose

- 2.1. This report offers an update on the changes implemented by the Service and its performance, with particular regard to the provision of library services in community venues.
- 2.2. The analysis of performance is based on measures recorded between April 2016 and March 2017, and on the CIPFA Actuals for 2015-2016.

3. Recommendations

- 3.1. Members of the Safer Stronger Communities Select Committee are invited to:
- note the content of the report, and
 - comment on it.

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. In December 2016, DCMS updated “Libraries Deliver: Ambition for Public Libraries in England 2016-2021”, their future policy consultation document. The approach in Libraries Deliver will shape the way in which libraries work in years to come, as they aim to provide services that are:

- available to everyone, free at the point-of-use
- appropriately resourced and sustainable
- consistent and responsive to local needs and priorities
- marketed effectively to promote use by the widest possible audience



5. Background

5.1. During 2011-2012, the Service implemented the Lewisham Model. The level of change and the speed in which it was delivered was truly unique, and have made Lewisham into a benchmark for effective transformation in the library sector, particularly in relation to the transfer of assets and the interaction with local communities.

5.2. Lewisham has been on the path to change for a few years. In 2006, the opening of the Downham Health and Leisure Centre introduced new staffing models, co-location with health and leisure providers and the adoption of self-service technology.

In 2007, the Quirk Review offered the blueprint for the transfer of public assets. In 2009, the Mayoral Commission on Libraries and Adult Learning set out the political and corporate vision for the transformation of the Service.

In 2010, the Comprehensive Spending Review, acted as the catalyst and the



Lewisham in figures (Estimates 2016-2017)

- Population 297,325
- 3 Hub libraries + Catford
- 9 Community Libraries
- over 2 million visits
- 577k issues
- 30,000ca residents borrowed a book
- 65k residents (22.2%) used library services
- Books gifted to 100% of under 5s
- Cost of the service per resident £15.20 /year

accelerator for change, delivering (in 2011-12) the asset transfer and a full reorganisation. In 2014-15, the Service reorganised its senior roles. In 2016-17, the Service went through a full reorganisation again – one that affected every level of the structure and reaffirmed the council’s belief in the role that this service plays.

The Library Service exemplifies the remarkable creativity that the council and its community can produce as financial constraints force the local authority to contract.

6. The Lewisham Approach

6.1. The Library and Information Service in Lewisham has no equal nationally. These are the concepts and practices that make us unique.

6.2. More than a statutory role

Lewisham recognises that the public library service exists to fulfil the local authority’s statutory obligations set out by the Public Library and Museums Act 1964. In law, it aims to provide “comprehensive and efficient” library services to citizens. In practice, it is a service that universally strives to offer “unbiased access to information, learning, and works of creative imagination”. It is also a service that supports civic interaction through its openness, trustworthiness, and reliability.

Community libraries

Blackheath Village
Crofton Park
Forest Hill
Grove Park
Manor House
New Cross
Pepys
Sydenham
Torridon Road

Hub libraries

Catford – self-service
Deptford Lounge
Downham
Lewisham

6.3. Service and Space

The public library is at the same time a “service” and a “space”. The “service” as defined above can exist in the physical and virtual worlds.

At the same time, though, the library offers a truly public space, where people visit to interact, use and take away tools for their personal, family and community’s development, and find ways of expressing themselves. This is on offer to all citizens without a requirement for affiliation, ownership, and/or payment.

6.4. The Lewisham Model

Lewisham recognises the positive contribution that – at a time of reducing resources – the local community can make. This contribution goes beyond maintaining access to the buildings and harnesses energies and expertise to integrate the interests of partner organisations and the needs of the community.

The Lewisham Model has provided an opportunity to re-design the library service which is delivered to residents “with” residents. One where service delivery is understood as a collaborative, peripatetic presence embodied by the Community Engagement Team, a group of front line staff who engage audiences where they are: in libraries, in community libraries, in schools, doctor surgeries, etc.

Through this approach community groups and organisations acquired and developed alternative services within the former library buildings with minimal or no rent, as long as they commit to maintaining the building and keeping

them open to the community. Crucially, the community library model has also meant that the Council can still provide Council library services from the building, even after it has been transferred.

The Council remains responsible for the books, for the shelving, for the self-service terminals and for the library catalogue. It maintains the stock to the standard it applies to all its collections. It promotes reader development programmes and trains the staff and volunteers at the community libraries.

The Council never transferred its statutory responsibility to deliver library services to third parties (i.e. volunteers). The community library provision is the responsibility of the Library and Information Service as any other outreach programme it delivers. However, the Service benefits from the commitment of the anchor / host organisations to promote books and reading and offer access to library services in the buildings they are responsible for.

In all cases, the partner organisation, as well as signing a lease or funding agreements with the council, committed to supporting the provision of library services in their buildings at no cost to the council.

7. The reorganisation and the extension of the Community Library service

7.1. In the last 12 months, the Service implemented the mandate that Mayor & Cabinet sanctioned on 9 December 2015. That is:

- 7.1.1. “The 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.
- 7.1.2. The extension of the Lewisham Community Library Model to Forest Hill, Torridon, and Manor House, in partnership with other council services and community organisations. The council will continue to be responsible for the library service, owning and managing the stock, providing self-issue terminals and overseeing the community library offer with a team of peripatetic community engagement staff. The council will work in partnership with a third party organisation who will take on responsibility for the management of the building and ensure that it remains open to the public.
- 7.1.3. The integration of the library provision into the repurposed ground floor space within the Catford complex (Laurence House).
- 7.1.4. The review of front line staff to include new functions through the re-training and enhancement of front line roles”.

7.2. Enhanced role for face to face contact to support the digital by default agenda

In an era in which more and more services move to the ‘cloud’, the public library service offers an opportunity for positive human interaction, whilst also embracing and promoting the virtual world. Indeed, in this context, public library services are ideally positioned to become community hubs, as local authorities increasingly deliver services from fewer premises.

The Service has sought increased integration with other Council departments to better respond to current and future corporate priorities. Libraries are supporting the eAdmission process (for primary schools entrants), the Registrar, the parking permit distribution, the Concessionary Awards Team (for Freedom Pass renewals), and ongoing changes in the implementation of the

new Universal Benefit system. Libraries work closely with MARAC team (all libraries are Hate Crime Reporting centres) and are members of the FGM subgroup. Libraries are represented on the Jobs Fair working group. Libraries work with Public Health sharing the C Card Scheme, hosting Health Promotion Team and Shape Up Programmes, Nutrition workshops, and every library is a Breastfeeding Friendly Centre. The Service also have worked for many years in close partnership with Adult Learning Lewisham to deliver the Reading Agency's '6 Book Challenge' and 'Adult Learners Week'.

7.3. Three more community libraries

The Service extended the Community Library Model to Forest Hill, Manor House, and Torridon Road, with the support of outstanding community groups that, not only embraced the need for maintaining access to library services in the building, but brought truly enriching services to the locality. Please refer to Appendix 3 for details of the work of individual Community Libraries, new and established.

7.4. Catford Library – Ground Floor of Laurence House

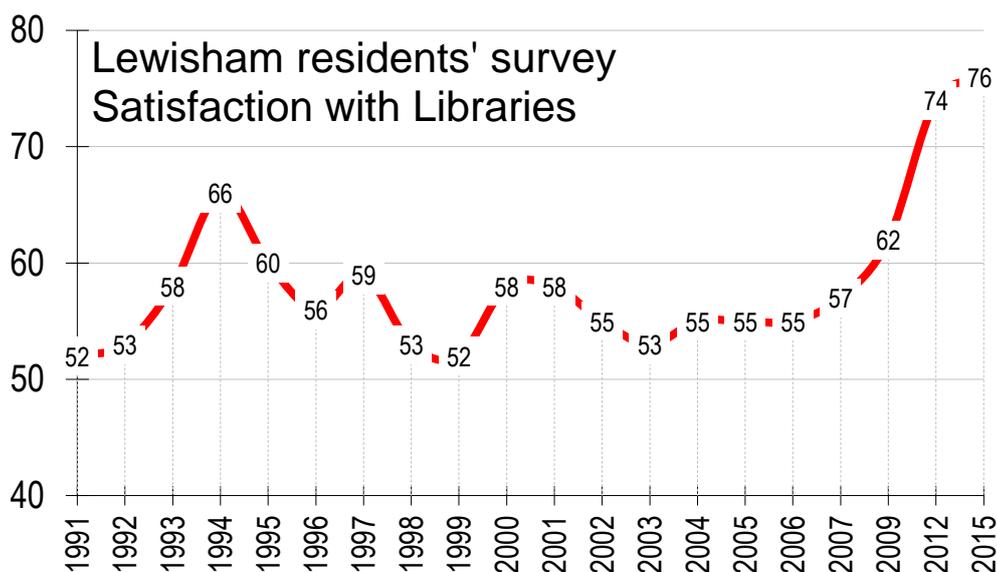
Work at the new entrance to the Laurence House building is due to start in the summer and should bring a new, open-plan, welcoming, and integrated environment across the whole ground floor. This offers the opportunity to redesign/modernise the service provision in the library space.

7.5. Full reorganisation

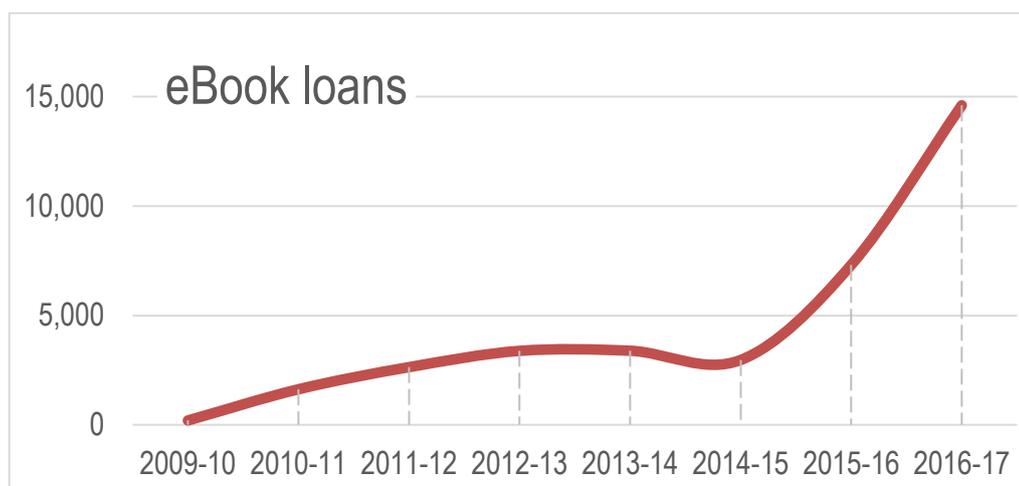
The Service implemented the most profound reorganisation in its history, with a full review of every position, which resulted in a flatter structure and better recognition for the new front line roles.

8. Performance

8.1. While going through the most challenging change process in its history, the Service demonstrated that it continues to perform above expectations and it positively engages its audiences: Lewisham libraries are some of the best in London and residents love them!

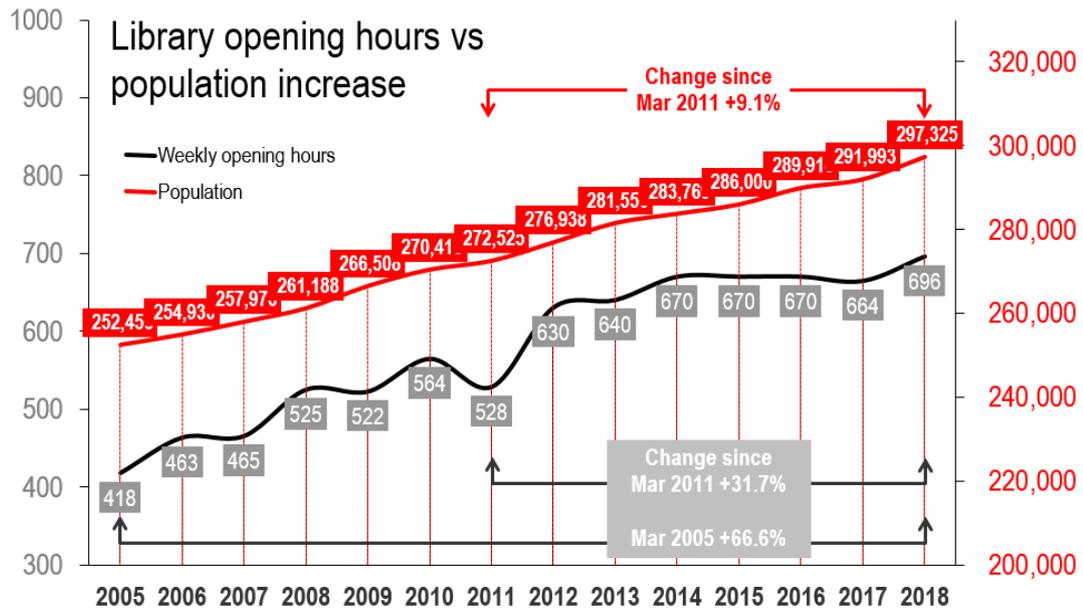


- 8.2. In the last 12 months, opening hours increased again from 664 to 696 h/w. This represents a 31.7% increase since 2011 and a 66.6% increase since 2005.
- 8.3. In spite of the repercussions of the change process – including strikes, library closures and re-openings (at Forest Hill and Torridon), and interim reductions in opening hours (at Manor House) – the Service attracted more visitors than the year before, reaching the highest number of visitors in its history at 2,118,205.
- 8.4. Although the issuing of books declined (from 655,126 to 576,754), this reflects firstly a national trend and secondly the reduced motivation of a workforce that was understandingly concerned during the transformation process.



- 8.5. While working at its physical collections in the Hub and Community libraries, the Service is developing its online offer – which is showing to be an area of growth. In the last 12 months, the issues of eBooks doubled from 7,306 to 14,609. Online resources have been promoted, through taster sessions, social media and staff promotion to users, and show a 50.8% increase in online sessions in 2016-17 over the previous year, and a 23.9% increase in searches of the online information library.
- The Lewisham eLibrary (www.lewisham.overdrive.com) has also been promoted and developed over the year with the stock growing to over 6,000 titles and the number of users increasing by over 50%.
- The Service recently opened a Kids & Teens (e)room, with over 1,000 titles for children and young adults. This is a separate, safe environment for children and teens to browse the library, and one that has been developed between Lewisham and OverDrive – the eBook providers (<http://lewisham.overdrive.com/library/youth>).

	2015-2016	2016-2017	Change
PressDisplay (eNewspapers)	3,523	3,794	8%
Zinio (eMagazines)	6,875	14,210	107%



8.6. Library users are attracted to our buildings because of our IT. Our Wi-Fi usage increased by 11.7% to 19,015 sessions last year, which we estimate it is equivalent to over 104 hours of Wi-Fi usage per day. At the same time, though, a problem with the delayed rollout of the new IT system resulted in reduced usage of our wired PCs and iMacs (-11.1% and -6.4% respectively). However, the PCs and iMac are due to be replaced in 2017 – 2018.

In spite of this, a problem remains with the Wi-Fi infrastructure. The libraries' Wi-Fi is not recognised as a "council" service, so, while new Wi-Fi has been rolled out to other council buildings including Adult Learning Lewisham, Civic Suite, Laurence House, and more, the libraries are excluded. This seems at odds with the new faster cable infrastructure that has been installed at the Hub Libraries. So, while the wired, new computers will soon be available in the hub libraries, the Wi-Fi – the area of unquestionable growth for the Service and the council – is set to fall to an unacceptable level.

8.7. Every year, the Chartered Institute of Public Finance and Accounting compares library services to similar authorities. Lewisham is compared to Barking & Dagenham, Brent, Croydon, Ealing, Enfield, Greenwich, Hackney, Haringey, Hounslow, Islington, Lambeth, Newham, Southwark, Tower Hamlets, and Waltham Forest. In their 2015 – 2016 report, CIPFA say that Lewisham "has the 8th largest" population in the group and the third highest number of active borrowers. Before the latest reductions in costs, CIPFA noted that in relation to its Revenue Expenditure Lewisham "comes out as being at the middle of the comparison, which suggests that its costs are similar to the group as a whole". In 2015 – 2016, before the latest cost reductions, Lewisham's Expenditure (per 1,000 population = £17,138) was lower than the comparators (£17,534). The projections for 2016 – 2017 will take this to £15,202, meaning that the monthly cost of the Service for each Lewisham resident is about the same as a cup of coffee (ca. £1.27).

8.8. For fuller highlights of the programme delivered through council-run and community libraries, please refer to Appendices 2 and 3 respectively.

9. 2017 – 2018

9.1. eLibrary

The Service is increasingly embracing online service provision and will work to equip staff with the skills necessary to promote residents' free access to online collections, including over 4,000 daily newspapers, 600 magazines, and an ever growing collection of eBooks and eAudio.

9.2. Collections and issues

A review of the collections of books and other items (in all the libraries including the community libraries) has started, which will inform the acquisition of better stock and the maintenance of the existing collections. It is expected that this work will result in a reversal of the trend related to the issue of books.

9.3. Hubs and Catford

The Hub Libraries will increase their activity as go-to venues for digital-by-default service.

Work at the Catford ground floor starts in stages during the summer of 2017.

This will result in a redesigned library space and better self-service operations.

9.4. Community libraries

The Community Engagement Team and Outreach Officers are increasingly interacting with partner organisations – particularly the newest partners V22 and Corbett –, with whom the community library service is delivered.

Work will be carried out to consolidate training and improve the quality of the collections.

It should be noted that, the Service expects New Cross Learning to increase their opening hours, thanks to a successful funding bid.

9.5. Technology IT

All the libraries PCs and iMacs are due to be replaced, which will help residents access online services.

Self-service terminals will be reconfigured with new, improved software and electronic payment introduced across the service – including the community libraries.

9.6. Staff training and support

A staff training programme is being developed following the reorganisation of the Service, which will include – among other topics – eLibrary technology, customer service, and child protection.

9.7. Externally funded projects

The Service has been awarded grants from the Arts Council England and the GLA to promote ground-breaking projects in the borough.

Mi WiFi pilot

The GLA have awarded the Service £50,000 to test the concept of enabling Lewisham residents to borrow internet enabled tablet computers from the library and be trained in using them. Sitting side by side with the Go On Lewisham project, it is hoped that Mi WiFi will reduce social isolation, increase awareness and confidence in using technologies, and provide older and vulnerable residents with free access to technologies they would not otherwise have.

What's the Story?

Everyone Innovation Fund

The Arts Council have awarded Lewisham Library and Information Service £60,000 for an innovative Summer School project. Librarians and journalism educators from Goldsmiths will collaborate to devise and deliver a journalism course. Libraries, Goldsmiths, Young Mayor's office and Local Assemblies will engage Lewisham young people to help them source, critically interpret and remix news stories, using mobile devices and editing equipment, and creating a lasting web resource that tells the stories of their communities.

10. Legal implications

- 10.1. While there are no legal implications to this update, it should be noted that the Lewisham approach has had no impact in relation to TUPE or PLR legislation. The reorganisation of staff was based on a service-wide de-layering approach. Public Lending Right provisions continue to apply to the stock owned by the Council, whether this is placed in the hub libraries or in the community libraries.

11. Financial implications

- 11.1. There are no specific financial implications to this report. The community libraries use the book stock purchased by the Council and occupy their premises rent-free but otherwise receive no financial support.
- 11.2. The table below presents a summary of the Library and Information Service actual expenditure for the years 2014 – 2017 and budget for the current financial year. These figures do not reflect the "non-controllable" costs, which relate to internal recharges.

	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ANNUAL BUDGET
Expenditure				
Employee Costs Sub-total	£ 3,200,000	£ 2,936,471	£ 2,595,987	£ 2,392,480
Premises Sub-total	£ 71,083	£ 126,518	£ 91,490	£ 73,100
Transport Sub-total	£ 17,211	£ 16,437	£ 15,271	£ 17,100
Other Expenditure Sub-total	£ 533,518	£ 537,798	£ 502,485	£ 447,400
Third Party Payments Sub-total	£ -	£ 43,420	£ 33,196	£ 41,350
TOTAL CONTROLLABLE EXPENDITURE	£ 3,821,812	£ 3,660,644	£ 3,238,428	£ 2,971,430
Income				
TOTAL CONTROLLABLE INCOME	-£ 172,711	-£ 198,534	-£ 167,354	-£ 158,300
NET EXPENDITURE	£ 3,649,100	£ 3,462,110	£ 3,071,074	£ 2,813,130

12. Equalities implications

- 12.1. There are no direct equalities implications arising from this report.

13. Crime and disorder implications

13.1. There are no direct crime and disorder implications arising from this report.

14. Environmental implications

14.1. There are no environmental implications in this report.

15. Conclusion

15.1. This report updates the Select Committee on the performance of the Library and Information Service and the provision of community library services in particular.

For further information please contact
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