

Report for Haringey Council

Library Service Review

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Libraries IT Review July 2013: Summary of Findings

- The main Library IT systems are fit for purpose.
- There is no evidence of major issues.
- There are opportunities to deliver technical improvements to help achieve the service's objectives.
- Main issues arise around a lack of business process or expertise.

The IT Review also made specific recommendations in each of the following areas:

1. RFID
2. Event Booking
3. Payments
4. IT resolution
5. Public PCs
6. Firewalls
7. Talis (the library management system)
8. People's Network
9. Public Wi-Fi
10. The online offer

Library KPIs

Current KPIs:

	12/13 target	12/13 Outturn	13/14 target
No. of Library visits per 1,000 population	8,335	7,823	1,800,000 visits (8,000 per 1,000 pop)
Library stock issues per 1,000 population	5,085	4,382	Not set
Public library PCs (Adults % utilization)*	53%	55%	56%

(*amount of time PCs are used divided by the total time available)

Revised proposed KPIs for 2013/14:

	12/13 target	12/13 Outturn	13/14 target
Library Visits	8,335 per 1,000 pop. (=1,875,375 visits)	1,760,148 (7,823 per 1,000 pop)	1,800,000**
Public library PCs (Adults % utilization)	53%	55%	56%
No of Active Borrowers ***(rolling year)	N/R	39,051	39,000
Library Loan transactions (RFID/Manual)	N/R	21%/79%	30%/70%

** set before Corporate Plan commitment to 10% increase in library visits by 2015.
13/14 target= 2.2% increase

*** One item or more borrowed in a year

Activities and Events in Libraries: 2013

Where	What
Alexandra Palace	<ul style="list-style-type: none"> • Parkinson's Community Coffee Club - weekly for 1hr • Supporters of Alexandra Park Library Events eg monthly gardening club, carol concert • Ways into Writing - Friendly writing group, weekly • Under 5s Singing Session – Traditional Nursery Rhymes and Songs - 1 hr weekly • Movers and Shakers - half hour session incorporating songs, rhymes and baby signing, instruments, bubbles and parachutes - x 2 sessions per week • Captain Fantastic - children's entertainer - 1x per week • Alexandra Park Library Book Club • Safer Neighbourhoods Public Meeting • Senior Citizen's Coffee Morning, drop in knitting, sewing and stitching group, art exhibitions
Coombes Croft	<ul style="list-style-type: none"> • Embrace UK's - Health and Wellbeing programme offering free exercises with expert facilitators - 2 sessions per week • Literacy and ESOL Support - 4 sessions per week • Neighbourhoods Connect - computer classes 1x weekly • The Computer classes - 1 x weekly • Weekly Spanish class, art, craft and sewing classes - all weekly run by individuals • Age UK Haringey - monthly support and advice to the over 60's. • The Haringey Big Community Switch - weekly advice session • Drop in Surgeries for HFA (Haringey Family Ambition) With Davut Azimkar weekly • Embrace UK's - Youth Speak A weekly debating society for young people 1 hr at 4pm • Homework support club Monday to Friday 4.30 to 5.00pm • The Wednesday after school club for families Wednesdays 4.00 to 5.00pm • Early Years Storytime and Songs and Messy Morning • Let's play WII Fridays 4:30 - 5:30pm (School Hols only)
Highgate	<ul style="list-style-type: none"> • Open Book : Highgate Library Reading Group • First Byte Computer Sessions for Adults • Gardening Group • IAPT – Cognitive Behavioural Therapy • Bookstart Bear Club • Sing & Rhyme session.

Where	What
	<ul style="list-style-type: none"> • Messy morning • Young adult book club • Real Nappy Demonstration (!) • Kumon Maths • La Jolie Ronde French For Children • Movers and Shakers
Hornsey	<ul style="list-style-type: none"> • Art Exhibitions - Original Gallery, Art for Ark's Sake • CYM national library resource - collections of printed music for choirs, orchestras and wind bands - Borrowers pay a small hire charge – registered Haringey groups exempt • Film Night - Thursday 5th December at 7 pm • Special Children's Events - exhibitions, animations, print and film making, author talks, reading challenges etc • Movers and Shakers • Captain Fantastic • Rhyme time, under 5s story time, Dad's drop in etc • Computer sessions for adults - Learn My Way Computer Sessions for complete beginners and Neighbourhoods Connect Computer Help Drop-In, both weekly. • Senior Citizens' Drop In • Meditation Classes – The science of Happiness • Embrace UK's Exercise to music • Embrace UK's Tai Chi Classes • Pilates • Life drawing and portrait painting, poetry workshop, song writing, creative writing, knitting, philosophy. All weekly sessions run by individual providers • Alzheimer's Society Drop In - monthly • Stroke Awareness Drop In - monthly • SGV Cancer Support Group - monthly • IAPT – Cognitive Behavioural Therapy • The Big Community Switch • Environmental Advice Drop-in • National Careers Service offers careers and skills advice - weekly
Marcus Garvey	<ul style="list-style-type: none"> • Under 5s activities as above • Reading groups for older kids and teens and board games • PHASCA'S Saturday Homework Club - English, Maths, Science and French Tutors for pupils aged 8 to 14 Every Saturday • CHILDREN'S CIRCUS AND DRAMA WORKSHOPS - Jacksons Lane Theatre • Film screening • Art exhibition • Veolia Environmental Services - monthly advice session • National Careers Service - weekly

Where	What
	<ul style="list-style-type: none"> • Book club and reading groups • HIV testing - weekly • IAPT - NHS Support Service - several days each week • Sankofa Care. Fostering & Adoption Information & Recruitment • NHS Haringey Support Service • Outreach for Cancer Awareness and Cancer Screening Information on Breast, Cervical and Bowel Cancer Every Tuesday 10.30am to 3.30pm • Go On Line Computer Sessions for Adults also Neighbourhoods Connect • The Haringey Big Community Switch. Living Under One Sun • Tottenham Green Safer Neighbourhood Team Drop –In weekly
Muswell Hill	<ul style="list-style-type: none"> • Under 5s activities as above • Reading groups and book club for adults • Safer Neighbourhoods Public meeting • Art and craft activities for kids • Help with maths homework • Muswell Hill toy library
St Ann's	<ul style="list-style-type: none"> • NHS Health Checks - involving blood pressure, cholesterol, lifestyle assessment and free referral services. Special event over a week. • 'A River - Runs Through It!' Moselle River Exhibition An exhibition of work produced by Haringey schools and the Twisted Stocking Theatre Company • Children's activities - messy play, reading, rhyme time etc • Kumon maths • Phasca's homework club • Knitting for all • Caring Connections Weekly Group – Age UK Haringey • First Byte Computer Sessions for Adults also Internet and Computer Support Drop-In • Book club and coffee morning • Line Dancing for All - the older and bolder group • Age Concern Gentle Aerobics • Age Concern 50+ Advanced Aerobics • Age UK Chair Based Exercise • Venture Club for the Blind and Partially-sighted
Stroud Green and Harringay	<ul style="list-style-type: none"> • Under 5's: movers and shakers, rhyme time, messy play, story time etc • Speak Spanish! Informal Conversation for Adults with Magnolia. • Go On: Computer Courses for Adults • Knowing Thru Growing Gardening Group • Knitting and crochet groups • Stroud Green Residents Association Surgery (SGRA) - monthly

Where	What
Wood Green	<p>Adult events:</p> <ul style="list-style-type: none"> • Royal British Legion Advice & Information Service - monthly • Working Futures - free employment service for Haringey residents who have mental health problems, feel anxious or depressed - weekly • Urban Futures Booster Plus Programme - Support for anyone who is 19+ and NOT on the Work Programme - weekly • Business Advice & Seminars by appointment only weekly - practical and confidential one to one business advice • 6 Degrees Club – Business Forum monthly • Haringey Carers’ Hub - Drop-in for Unpaid Haringey Carers’ for Information, Advice & Support, or for the use of computers • National Careers Service • Neighbourhoods Connect Computer Sessions for Adults <p>Huge number of monthly groups and activities including:</p> <ul style="list-style-type: none"> • workshop in creative writing and performance - "Theatre for Mankind" • Online-Basic Computer Session for Beginners (weekly) • HU3A – Haringey University of 3rd Age • Bengali Writers’ Group • Urdu Poetry Group • Retired Nurses Meeting • Older People’s Drop In • Environmental Advice Drop-in <p>Health related activities (monthly):</p> <ul style="list-style-type: none"> • Asian Centre (Council of Asian People) Drop In Healthy Ways Longer Days • Haringey Advisory Group on Alcohol Information (Drop In) • Haringey Phoenix Group (Sight awareness) • Macmillan Cancer Support Information Drop In • Quit Smoking Drop In • Stroke Information Drop In • Mind In Haringey Information Stall • NHS Health Trainers by Appointments Only - Free one-to-one confidential support and guidance • Gay-Wise Drop In Evenings • Weight Watchers - weekly • IAPT – Cognitive Behavioural Therapy NHS Support Service • Fitness for life Classes 2 x weekly • Around the World In Latin Dances (ages 16-31) • Hatha Yoga Class weekly • NICHIREN Daishonin Buddhism Dialogue • Weatherstone Therapies - Holistic Fair Health treatments • Haringey Council Adoption and Fostering Information Session

Where	What
	<ul style="list-style-type: none"> • Sankofa Care Fostering and Adoption <p>Under 5s activities</p> <ul style="list-style-type: none"> • First Class Learning Tuition in Maths & English - Tuition for Key Stages 1, 2, 3 & 4 • Kumon Maths & English Tuition for Children (all ages) 2x weekly <p>Youth library:</p> <ul style="list-style-type: none"> • Quiz evening, board games, reading group • Youth-Wise Evening Drop In For Young People (LGBT 13-19) • Youth Community & Participation Service (formerly Connexions)

First Draft of Outcomes Framework

The first draft of the outcomes framework (see table below) was developed based on the ideas from participants in the review about the positive impact that libraries can have on people's lives. The ideas and wording of the draft were then tested further with Friends, managers, staff and focus groups before a revised draft was produced which is shown in the main body of the report.

Table: Outcomes Framework for Haringey's Future Library Service (First Draft)

Haringey's libraries will give everyone in Haringey the chance to flourish by:

Primary outcomes	Supporting outcomes
<p>1. Sharing the joys offered by books and other writing</p> <p><i>Supports council's strategic outcome: 'Opportunities for All'.</i></p>	<ul style="list-style-type: none"> • People enjoy a rich variety of books and other material. • People are broadening their horizons through new writing and new ideas. • More people's lives are being enriched by the joy of reading.
<p>2. Getting a great start in life</p> <p><i>Supports council's strategic outcome: 'Outstanding for all'.</i></p>	<ul style="list-style-type: none"> • Children are introduced to reading from an early age. • Parents make books and reading a central part of their children's lives. • Children and young people see their libraries as a happy, safe place to learn, play and enjoy all that is on offer.
<p>3. Getting the most out of life</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • People turn to their library to access the information, advice and services they need. • People are able to fully engage with the digital world and digital society. • People know how to look after their health and wellbeing. • People keep expanding their learning throughout their lives.
<p>4. Making Haringey a creative, thriving place</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • People enjoy our creative arts and are inspired to have a go themselves. • People can pursue their ambitions and develop their careers. • People have the space and support to develop their entrepreneurial skills and business ideas.
<p>5. Bringing people together</p> <p><i>Supports council's strategic outcome: 'A better council'.</i></p>	<ul style="list-style-type: none"> • People see their libraries as the heart of their communities and enjoyable places to spend time together. • People give their time freely to others. • People can make new friends and learn about their community and its cultures. • People interact across age groups and cultures.

Gap Analysis: How the Borough’s Libraries Need to Change to Deliver the Outcomes Required

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
Sharing the joys of books and writing	People enjoy a rich variety of books and other material.	<ul style="list-style-type: none"> • A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. 	<ul style="list-style-type: none"> • Stock purchasing budget needs increase • Stock quantities need review • Library layouts including display of stock need refresh • Stock promotion/marketing budget needed • Staff restructure needs roles focused on stock management and on marketing/promotion 	<ul style="list-style-type: none"> • Refocus on borough-wide management of stock • Development of staff’s fields of expertise in books and other materials. • Reader development skills • Increase focus on e-books/other new and developing media • Buy in brand development and marketing approach • Promotion/marketing skills
	People are regularly introduced to new writing and new ideas.	<ul style="list-style-type: none"> • An active marketing programme with a promotions and events. 	<ul style="list-style-type: none"> • Staffing capacity to give greater focus on development (especially for adults) • Stock promotion/marketing and events budget needed • Increase involvement of volunteers 	<ul style="list-style-type: none"> • Refocus on borough-wide management of stock • Promotion/marketing skills • Provide volunteers with development and training
		<ul style="list-style-type: none"> • A vibrant website and social media for - and involving - users. 	<ul style="list-style-type: none"> • Current web content is underdeveloped and poorly resourced. 	<ul style="list-style-type: none"> • Training for staff in use of web tools and social media. • As above

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			<ul style="list-style-type: none"> Staffing capacity to give greater focus on development (especially for adults) and engaging with users. Budget to develop and promote a 'Haringey Book Club' Work jointly with neighbouring borough(s) Increase involvement of volunteers 	<ul style="list-style-type: none"> Provide volunteers with development and training Partnership working skills
		<ul style="list-style-type: none"> Research into users' and non-users' needs, motivation and preferences. 	<ul style="list-style-type: none"> Staffing capacity to give greater focus on development (especially for adults) and engaging with users. Resource to conduct and analyse regular user feedback. Databank of customer insight. 	<ul style="list-style-type: none"> Market research and analysis capabilities need to be specified and commissioned (support may be available elsewhere in council).
Getting a great start in life	Children are introduced to reading from an early age.	<ul style="list-style-type: none"> Active recruitment programme for parents-to-be, babies and toddlers. 	<ul style="list-style-type: none"> Membership registration needs to be easier/simpler Work with Registrar's service to sign up babies at birth Work with other council services to promote role of libraries 	<ul style="list-style-type: none"> Staff restructure to retain strong focus on work with children Train all staff in working with children and young people Develop skills and capacity to increase partnership working with schools, Children's centres,

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			<ul style="list-style-type: none"> • Work with Bookstart to promote library membership 	<ul style="list-style-type: none"> • playgroups, but also with community groups that are not traditional library users
	Parents make books and reading a central part of their children's lives.	<ul style="list-style-type: none"> • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. 	<ul style="list-style-type: none"> • Budget to develop and promote use of libraries to parents and children. • Greater partnership working e.g. in provision of tuition • More partnership working with schools to promote libraries and reading • More partnership working with schools to provide information for parents about high quality early years places and to support informed school choices 	<ul style="list-style-type: none"> • Partnership working skills • Greater knowledge of educational opportunities • Budget to ensure greater consistency across all libraries
	Children and young people see their libraries as a safe, welcoming place for enjoyment and learning.	<ul style="list-style-type: none"> • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. 	<ul style="list-style-type: none"> • Current children's library spaces generally good although some need better access (1st floor) • Improve/increase spaces specifically designed for young people • Resources to maintain, monitor, improve current activities programme in children's libraries and outreach visits to schools, 	<ul style="list-style-type: none"> • Staff restructure to retain strong focus on work with children • Involve children and young people in design and development of library services to children • Encourage children and young people to become responsible and active citizens through Haringey Youth Council

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			<ul style="list-style-type: none"> children's centre and playgroups Library refurbishments to focus on imaginative redesign of children's library areas – some currently libraries are good, some not so good Budget needed for branding promotion and marketing 	<ul style="list-style-type: none"> Seek more professional input (eg Youth Team, other agencies) for work with young people to offer eg workshops Opportunity for increased use of volunteers but needs management to ensure safeguarding procedures followed Train library staff who work with children in awareness of safeguarding issues
		<ul style="list-style-type: none"> Homework clubs and space to study and revise. - 	<ul style="list-style-type: none"> Current children's library spaces generally good although some need better access (1st floor) Library refurbishments to focus on imaginative redesign of children's library areas Budget needed for branding promotion and marketing 	<ul style="list-style-type: none"> Staff restructure to retain strong focus on work with children Opportunity for increased use of volunteers but needs management to ensure safeguarding procedures followed Train library staff who work with children in awareness of safeguarding issues
		<ul style="list-style-type: none"> Homework clubs and space to study and revise. Collaborative partnerships with children's centres, schools and colleges. 	<ul style="list-style-type: none"> Budget or partnership arrangement needed to increase support for learning clubs Retain participation in Summer Reading 	<ul style="list-style-type: none"> Staff restructure to retain strong focus on work with children Opportunity for increased use of volunteers but needs management to ensure

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			Challenge and other book promotions <ul style="list-style-type: none"> Budget needed for branding promotion and marketing 	safeguarding procedures followed <ul style="list-style-type: none"> Partnership working skills especially for working with schools and Children's centres
Knowing how to get the most out of life	People turn to their library to access the information, advice and services they need.	<ul style="list-style-type: none"> Well-planned integration with the council's customer services - and those of other partners. Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. Design that allows for privacy for customer service transactions and personal advice. - 	<ul style="list-style-type: none"> Resource needed to develop vision, branding and marketing Most libraries in need of refurbishment externally and internally: requires programme, partners and budget Partnerships needed to deliver services in/with libraries (note need for a focus on older people) Programme and budget needed to renew and re-launch self-service to release staff from focus on transactional work Staff restructure needed to provide capacity for staff to focus on assisting customers with their information needs Budget needed to retain/upgrade public 	<ul style="list-style-type: none"> Re-training in use of self-service and supporting customers to resolve their own transactional queries Programme of focussed customer service training, including floor walking, needed Skills to assist customers referred by other services and training in effective hand-offs Training to support users with IT Training in partnership working. Create time for regular staff training/meetings

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
			<p>access IT (PCs ,Wi-Fi and online resources)</p> <ul style="list-style-type: none"> Review/improve IT availability for all staff 	
	People are able to fully engage with the digital world/society	<ul style="list-style-type: none"> An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. 	<ul style="list-style-type: none"> Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources) Follow up actions from Library IT Review Evaluate options for the integration of account management and customer relationship management with library management system. Self-service re-launch requires promotional team and marketing programme to re-educate users 	<ul style="list-style-type: none"> Programme of focussed customer service training, including floor walking, needed Training to support users with IT
		<ul style="list-style-type: none"> Support to help people develop their IT skills. 	<ul style="list-style-type: none"> Staffing capacity to enable staff to give more consistent support Adequate capacity in staff structure to coordinate this type of activity 	<ul style="list-style-type: none"> Training to support users with use of IT Clear guidelines on levels of IT support available to users, backed-up by referral to more formal classes Partnership working to provide 'café'/drop-in sessions for IT, online access, social media support

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
				<ul style="list-style-type: none"> • Opportunity for increased use of volunteers
	People know how to look after their health and wellbeing	<ul style="list-style-type: none"> • Promote local health and wellbeing initiatives • Access to online advice and resources • 'Surgery' sessions provided by partners e.g.: • Police drop in desks • NHS consultations • Smoking cessation clinics • Weight watchers • Family drop in sessions • Counselling and therapy • Work with Fusion to ensure libraries and leisure are maximising their potential to reach a wider user group 	<ul style="list-style-type: none"> • Resource needed to develop vision, branding and marketing • Most libraries in need of refurbishment externally and internally: requires programme, partners and budget • Partnerships needed to deliver services in/with libraries eg NHS • Refocus wellbeing activity to reach a much wider audience • Partnerships needed with health and wellbeing providers 	<ul style="list-style-type: none"> • Staff restructure and change programme requires a role to focus on this work • Re-training in use of self-service and supporting customers to resolve their own transactional queries • Programme of focussed customer service training, including floor walking, needed • Skills to assist customers referred by other services and training in effective hand-offs • Training in partnership working
	<ul style="list-style-type: none"> • People keep expanding their learning throughout their lives. 	<ul style="list-style-type: none"> • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. 	<ul style="list-style-type: none"> • Resource needed to develop service vision, branding and marketing • Library refurbishments, particularly Wood Green, need to integrate library 	<ul style="list-style-type: none"> • Programme of focussed customer service training, including floor walking, needed • Signposting skills for all staff to assist customers with

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
		<ul style="list-style-type: none"> • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example. 	<p>and learning offer including access to HALS</p> <ul style="list-style-type: none"> • Explore widening of learning offer to other libraries • Rebranding and marketing for libraries and learning 	<p>access to learning including HALS</p> <ul style="list-style-type: none"> • Training in partnership working
Making Haringey a creative, thriving place	People enjoy our creative arts and are inspired to give it a go themselves.	<ul style="list-style-type: none"> • Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. 	<ul style="list-style-type: none"> • Reading and writing groups at Marcus Garvey and Hornsey – need to retain free use of space • Library refurbishments to incorporate gallery space and spaces to organise events to promote participation in creative arts • Make libraries more attractive environments e.g. more creative paintings on the walls • DVD and other collections require review and better marketing. • Staff restructure requires capacity to focus on supporting creative arts 	<ul style="list-style-type: none"> • Knowledge of successful creative arts work in other library authorities • Training in partnership working. • Broadening of skills in event management and marketing.

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
	People can pursue their ambitions and develop their careers.	<ul style="list-style-type: none"> • Job-hunting and careers advice and events. • (ex-connexions) 	<ul style="list-style-type: none"> • Resource needed to develop vision, branding and marketing • Library refurbishments to take account of need for these facilities. • Partnerships needed to deliver services in/with libraries, including enhanced access to HALS • Budget needed to retain/upgrade public access IT (PCs ,Wi-Fi and online resources) 	<ul style="list-style-type: none"> • Staff restructure and change programme to refocus role of staff on supporting customers • Wider re-skilling of all staff to in assisting customers with information enquiries • Develop specific programme with partners to promote libraries as points of access to job information (online and hard copy), careers advice (eg with drop-ins by police, army, fire brigade etc), advice surgeries • Requires more business advisors and funding to help people develop skills
	People have space and support to develop their entrepreneurial skills and business ideas.	<ul style="list-style-type: none"> • Comprehensive business information service and access to business advice. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management. 	<ul style="list-style-type: none"> • Resource needed to review current business service and with partners the potential to develop further. • Shortage of small business and start-up space in borough and libraries not set up to provide this currently. • Budget needed to retain/upgrade public 	<ul style="list-style-type: none"> • Access needed to skills in developing business information services. • Training in partnership working • Staff restructure and change programme to refocus role of staff on supporting customers • Knowledge of, and access to, opportunities arising

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
		-	access IT (PCs ,Wi-Fi and online resources)	through local regeneration schemes
Bringing people together	<ul style="list-style-type: none"> • People see their libraries as the heart of their communities and enjoyable places to spend time together. 	<ul style="list-style-type: none"> • Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. 	<ul style="list-style-type: none"> • Resource needed to develop service vision, branding and marketing • Library refurbishments to build on libraries reputation as safe, neutral, welcoming space i.e. to provide more attractive spaces that can be used for coming together informally and more formally • Develop 'café' areas where space and noise constraints permit 	<ul style="list-style-type: none"> • Staff restructure and change programme to refocus staff perception of the role of libraries as a wide community resources • Training in partnership working
	People give their time freely to others	<ul style="list-style-type: none"> • Structured volunteer programme and properly resourced support. 	<ul style="list-style-type: none"> • Budget need to provide capacity to manage and promote volunteering • Role(s) needed in staff structure to work specifically with volunteers and voluntary agencies • Budget needed for promotion of volunteering 	<ul style="list-style-type: none"> • Knowledge and skills of best practice in use of volunteers • Ideas for more imaginative use of volunteers • Knowledge of safeguarding procedures when working with volunteers • Make volunteering a positive experience for volunteers and for libraries • Training in partnership working

Primary outcomes	Supporting outcomes	Enablers and Ideas	Gap Analysis	
			Capacities - resources and assets	Capabilities - competence, skills and knowledge
	<ul style="list-style-type: none"> • People can meet new friends and learn about their community and its cultures. 	<ul style="list-style-type: none"> • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • Community events in collaboration with other partners and community organisations. 	<ul style="list-style-type: none"> • Resources needed to maintain <i>and develop</i> current programme of events e.g. Black History Month • Marketing resource to ensure the opportunities offered by libraries reach all communities 	<ul style="list-style-type: none"> • Skills in staff restructure to create and organise events in partnership with other agencies • Training in partnership working
	<ul style="list-style-type: none"> • People interact across age groups and cultures. 	<ul style="list-style-type: none"> • Attractive, good quality meeting and event spaces. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires. 	<ul style="list-style-type: none"> • Meeting and event spaces not resourced to offer professional image to potential users. • Booking of spaces not resourced and automated. • Current charging regime discourages use by other services. 	<ul style="list-style-type: none"> • Skills in event management and promotion. • Skills in staff restructure to create and organise events in partnership with other agencies

Detailed Options Appraisal

Option 1: In-House Transformation

- 1.12 For this option, Haringey would design and manage a programme to implement the new operating model and deliver the outcomes described in the outcomes framework. This option does not preclude buying in specific skills, such as project management and consultants support, where required, nor would it rule out extending existing consortium working.

Table: In-house Transformation: Summary of Key Strengths and Weaknesses.

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> • Easier to manage extended period of complex change directly. • Can draw in external support if insufficient in-house expertise. • Quicker to achieve results including quick wins within the context of a wider vision. • Brings benefits in more than one service area. • Strengthens basis from which to consider other options at a later date. • Offers opportunity to sell: strong and innovative service may attract other councils to buy in. • May achieve more effective joint use of council and other partners' resources. 	<ul style="list-style-type: none"> • An external partner might have previous experience and expertise. • Could rule out or disadvantage other options at a later date. • May limit opportunity for external investment. • Council will need to fund, and drive, the transformation.

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 1: In House Transformation

Primary outcomes	Enablers	Observations	Positive impact of model
<p>1. Sharing the joys offered by books and other writing</p> <p><i>Supports council's strategic outcome: 'Opportunities for All'.</i></p>	<ul style="list-style-type: none"> • A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences. 	<ul style="list-style-type: none"> • An in-house transformation programme will be able to liaise readily with the council's research, customer services and communications teams. • This options would require funding to 	M/H

Primary outcomes	Enablers	Observations	Positive impact of model
		develop further book stock and staff capacity.	
<p>2. Getting a great start in life</p> <p><i>Supports council's strategic outcome: 'Outstanding for all'.</i></p>	<ul style="list-style-type: none"> • Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. • Homework clubs and space to study and revise. • Collaborative partnerships with children's centres, schools and colleges. 	<ul style="list-style-type: none"> • An in-house programme should be able to build strong links with children's services, schools and colleges. 	H
<p>3. Getting the most out of life</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example. 	<ul style="list-style-type: none"> • This option may require the council to buy in specialist IT and training support. • An in-house programme should be able to build on the existing relationship with HALS. • The new council structure should encourage closer integration with customer service functions. 	M
<p>4. Making Haringey a</p>	<ul style="list-style-type: none"> • Programme of reading, writing, art and cultural events, activities and workshops throughout the year. 	<ul style="list-style-type: none"> • This option may require the council to buy in specialist events 	M

Primary outcomes	Enablers	Observations	Positive impact of model
<p>creative, thriving place</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management. 	<p>management support and business centre management.</p> <ul style="list-style-type: none"> • This option would require the council to fully fund any ICT developments (although some work is already done via a consortium). 	
<p>5. Bringing people together</p> <p><i>Supports council's strategic outcome: 'A better council'.</i></p>	<ul style="list-style-type: none"> • Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. • Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires. 	<ul style="list-style-type: none"> • This option may require the council to buy in specialist space planning resource. • This option would support the council to develop a suitable charging regime. • This option would require the council to fully fund any structural changes required. 	M

Future Operating Model – particular considerations

- 1.13 An in-house transformation programme would give Haringey the independence to develop and implement their own Future Operating Model.

Delivery Model Parameters

- 1.14 As with the Operating Model, an in-house transformation programme gives Haringey the flexibility to design a model which underpins the preferred position for each parameter.

Financial Evaluation

Table: Financial Assessment for In-House Transformation

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Set up / project costs	100,000				
Additional/(lower) costs	100,000				

Key Risks

1.15 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	The cost of securing the additional skills required to drive through the required changes may be insupportable.	Careful budget planning and sourcing of skills will be required	H
2	Staff may not be able to sustain complex changes alongside their usual duties and performance will suffer.	Careful change management, backfilling key positions and strong leadership will be needed.	M
3	Haringey may not be able to raise the level of funding required to support the transformation programme.	Careful budget planning will be required along with the exploration of opportunities for generating resources from the release of council assets no longer required.	M

Option 2: Shared Services including consortium working

- 1.16 Under this option the council would look to share some or all of Libraries service delivery with another council. Shared service models range from sharing one aspect of the service, such as an IT system, through sharing management teams to sharing the complete service.
- 1.17 Shared service models can involve one partner taking responsibility for employing all the staff, an arrangement which avoids problems encountered when staff have different terms and conditions and different salary levels. Alternatively some models 'share' the lead for different aspects of the service, one partner being responsible for staff, another for ICT systems etc. Some models retain staff employment with their current councils but second staff into a single management structure.
- 1.18 Bromley and Bexley's shared back office library service, launched in January 2012, was the first substantial shared library service in local government. The back office shared service has been successful in driving costs down, delivering combined savings of about £800k and the plan is to build on its success by moving to a fully shared service.
- 1.19 Since then the Triborough (Westminster City Council, London Borough of Hammersmith and Fulham and London Borough of Kensington and Chelsea) have launched a shared library services based on a single management team. A single Director leads the service for all three Boroughs, with a single management team managing 21 libraries. Savings of £1.1m were forecast in the business case, primarily achieved by staff reductions.
- 1.20 Shared service models typically include shared governance via a board with representatives from elected members of each partner. Some models include delegation of responsibility to a Joint Committee of elected members, others delegation to another local authority.
- 1.21 Consortium working is very similar to shared services but does not typically involve formal shared governance at Elected Member level, or delegation of responsibility. Consortium working usually involves a group of councils who use the same supplier(s), or who wish to procure jointly for example, forming a partnership to take advantage of economies of scale and superior buying power, or joint supplier management. Sometimes the partnership takes advantage of successful consortium working to share systems and development projects.
- 1.22 Many London Boroughs are existing members of Libraries consortia. Haringey is a member of the Capita consortium. This is a group of 6 London Boroughs (soon to be 7) who all use the Capita Libraries Management System. Benefits to members include discounted prices for the purchase of additional modules, discounts when a new member joins the consortium, and working together on new developments, in addition to acting as a joint client group.
- 1.23 The London Libraries Consortium has built on a similar partnership and now share a single system. This brings additional benefits including one library card giving access to all member libraries, access to a shared catalogue and a shared stock, and access to

over a million e-books. The Consortium also has a three year strategy programme for further joint projects and collaborative research.

Table: Shared Services: Summary of Key Strengths and Weaknesses

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> • Could increase efficiency and improve resilience. • Could provide economies of scale in management and specialist areas. • Can engage the assistance and experience of partner authority(ies) in change. • Could enable the council to draw on the experience of authorities with a longer track record of library transformation. 	<ul style="list-style-type: none"> • Will take some time to fully develop • Partner authorities will ideally need to share a similar vision for their services and for libraries in particular (not necessarily the case for consortium working)

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 2: Shared Services

Primary outcomes	Enablers	Observations	Positive impact of model
<p>1. Sharing the joys offered by books and other writing</p> <p><i>Supports council's strategic outcome: 'Opportunities for All'.</i></p>	<ul style="list-style-type: none"> • A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences. 	<ul style="list-style-type: none"> • Shared working could give access to shared catalogues and shared stock of books and e-books. • Shared staffing would give access to a broad range of skills and experience. 	H
<p>2. Getting a great start in life</p> <p><i>Supports council's strategic outcome: 'Outstanding for all'.</i></p>	<ul style="list-style-type: none"> • Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. 	<ul style="list-style-type: none"> • Shared working could bring economies of scale for any investment and shared experience. 	M

Primary outcomes	Enablers	Observations	Positive impact of model
	<ul style="list-style-type: none"> • Homework clubs and space to study and revise. • Collaborative partnerships with children's centres, schools and colleges. 		
<p>3. Getting the most out of life</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example. 	<ul style="list-style-type: none"> • Shared working could bring economies of scale in IT and infrastructure projects. • Shared working with authorities with experience of stronger partnerships would accelerate change. 	H
<p>4. Making Haringey a creative, thriving place</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. 	<ul style="list-style-type: none"> • Shared working could bring economies of scale in IT and infrastructure projects. • Shared working with authorities with experience of business support, cultural development and event 	M

Primary outcomes	Enablers	Observations	Positive impact of model
	<ul style="list-style-type: none"> • Job-hunting and careers advice and events. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management. 	management would accelerate change.	
<p>5. Bringing people together</p> <p><i>Supports council's strategic outcome: 'A better council'.</i></p>	<ul style="list-style-type: none"> • Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes where possible and/or vending machines. • Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires. 	<ul style="list-style-type: none"> • Shared working could bring economies of scale in infrastructure projects. • Shared working with authorities with relevant experience would accelerate change. 	M

Future Operating Model – particular considerations

- 1.24 A fully shared service would need to be based on a shared vision for the future and a shared Future Operating Model. More limited sharing could be achieved without this, but shared services can struggle where partners have different ambitions.
- 1.25 Consortium working can be more successful if partners do not share the same vision, although clearly they will need to agree future developments and supplier management strategy.
- 1.26 Shared service arrangements typically have a very long lead time while the partnership discusses shared ambitions, establishes joint governance and agrees future plans and funding. If Haringey were looking to start a new shared services arrangement this could

delay the implementation of the operating model. There are, however, a number of neighbouring authorities who have expertise in some of aspects of the future operating model that Haringey could benefit in learning from, eg the integration of learning (Islington) and customer services (Waltham Forest).

Delivery Model Parameters

- 1.27 A shared service model would support most of the parameters developed by the team, especially those concerned with standard processes and location of services. However, some shared models struggle to be flexible and changes can take time to process through different layers of governance. In particular a shared service model may struggle to remain aligned to strategic objectives, if the objectives of one partner change and move away from the original shared objectives. Consortium working would have less of an impact in these areas and tends to be more flexible, with partners able to choose which aspects of consortium working they wish to join.

Financial Evaluation

Table: Financial Assessment for Shared Services Model

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Operational Costs	50,000	50,000	50,000	50,000	50,000
Staff savings	-132,700	-265,400	-265,400	-265,400	-265,400
Support Service savings	-13,680	-27,360	-41,040	-54,720	-68,400
Set up / project costs	150,000				
Additional/(lower) costs	53,620	-242,760	-256,440	-270,120	-283,800

Key Risks

1.28 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	Haringey may not be able to find a partner who shares their vision and preferred Future Operating Model.	Look to build on existing partnerships and build in flexibility to the Future Operating Model.	H
2	Local communities may not be persuaded about the benefits of the combined service and promote adverse publicity.	A structured communications plan will be required to ensure the benefits of sharing are understood.	M
3	The retention of local practices inhibits the achievement of savings and this prevents the ability to secure a fully joined up service.	Careful change and benefits management will be needed to ensure all stakeholders understand the need to standardise practices.	H
4	The development of revised constitution arrangements is more demanding and takes more time than anticipated.	Careful planning by project managers and strong leadership will be required.	H
5	Haringey or another partner may face financial difficulties that demand changes that make the partnership unsustainable.	Build flexibility and change control into the agreements and ensure active and collaborative partnership governance.	H
6	Transferring significant numbers of staff out of Haringey's pension scheme could have an adverse impact on the scheme as a whole	Ensure detailed information is obtained before any sharing involving TUPE is agreed.	H

Option 3: Creation of a Charitable Trust

- 1.29 This option would represent a more radical step than the other two options. In particular, key stakeholders would need to understand that a charitable trust is an independent body in which its trustees will be required to act in the trust's interests which may not always coincide with the council's. The council would need to develop a contractual framework in which it is clear what freedoms a trust would have and which issues the council would consider to be non-negotiable. Well-structured contractual governance arrangements would need to be established.
- 1.30 Several examples already exist or are planned, including
- Wigan Leisure and Cultural Trust: transfer of libraries (and other services) to charitable trust.
 - York: setting up a mutual for libraries from April 2014
 - Luton: Luton Culture runs theatres, libraries and museums as a charitable trust.

Table: Charitable Trust: Summary of Key Strengths and Weaknesses

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> • May make it easier to engage local communities and individuals in management and volunteering. • Opportunity to bring new skills and expertise onto a management body. • Can engage the assistance and experience of the new body in service change. • Process of defining service to be delivered could provide focus and drive timescale for service change. • Could bring benefits in terms of NNDR savings. • Could attract capital funding and investment although this is much more likely with larger 'trust' set-up. 	<ul style="list-style-type: none"> • Service definition/procurement process will incur costs and delay change. • Requires strong community focus or capacity to create one. • New body will incur its own management overheads (although should be offset by reductions in council overheads). • If only some libraries transferred Council must determine if these remain within statutory service or not and be able to justify. • Visible service improvements unlikely until transfer completed and supplier has had minimum 1 year operating experience. • Hard to specify a service during a period of extensive change. • May inhibit future potential co-location and other partnerships. • Scope for NNDR relief may reduce. • Process can attract negative local publicity. • Likely to require Part B procurement process (lighter-touch). Note: EU regulations will change shortly. • May be difficult to achieve charitable status.

Outcomes Framework – Particular Considerations

Table: Outcomes Framework Assessment for Option 3: Charitable Trust

Primary outcomes	Enablers	Observations	Positive impact of model
<p>1. Sharing the joys offered by books and other writing</p> <p><i>Supports council's strategic outcome: 'Opportunities for All'.</i></p>	<ul style="list-style-type: none"> • A comprehensive book and e-book stock. • Staff who are knowledgeable about books and other writing and who can share that knowledge. • An active marketing programme with a promotions and events. • A vibrant website and social media for - and involving - users. • Research into users' and non-users' needs, motivation and preferences. 	<ul style="list-style-type: none"> • Streamlined management and unity of purpose allows stronger focus on customers. • More focused, independent organisation will have greater freedom to innovate in its marketing and communications . 	H
<p>2. Getting a great start in life</p> <p><i>Supports council's strategic outcome: 'Outstanding for all'.</i></p>	<ul style="list-style-type: none"> • Active recruitment programme for parents-to-be, babies and toddlers. • Safe and welcoming children's libraries that are designed as attractive and stimulating spaces. • Comprehensive programmes of activities for each age group of children and young people, including toy libraries. • Homework clubs and space to study and revise. • Collaborative partnerships with children's centres, schools and colleges. 	<ul style="list-style-type: none"> • A new trust, as a separate organisation, would need to build links with children's centres, schools and colleges. • Some organisations may be happier working with smaller, independent trust. • Any expansion in services may require procurement. 	M
<p>3. Getting the most out of life</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • An effective IT infrastructure with good quality equipment, broadband and Wi-Fi with integrated user accounts and social networking. • Support to help people develop their IT skills. • Well-planned integration with the council's customer services - and those of other partners. 	<ul style="list-style-type: none"> • The trust would need access to capital funds for IT and infrastructure development. • The trust would need to build partnerships with third parties and partners. 	L/M

Primary outcomes	Enablers	Observations	Positive impact of model
	<ul style="list-style-type: none"> • Close partnerships with other advice providers, including public services, community groups and other agencies, eg health. • Design that allows for privacy for customer service transactions and personal advice. • Modern and well-equipped training suites. • Close partnerships with HALS and other learning providers, such as U3A. • Support for those improving their English, including ESOL and multi-lingual support. • Careful zoning of space wherever possible to allow for quiet places for study, for example. 	<ul style="list-style-type: none"> • Some organisations may be happier working with smaller, independent trust. • The trust, as an independent organisation, may struggle to integrate with the council's broader customer services functions. 	
<p>4. Making Haringey a creative, thriving place</p> <p><i>Supports council's strategic outcome: 'Opportunities for all'.</i></p>	<ul style="list-style-type: none"> • Programme of reading, writing, art and cultural events, activities and workshops throughout the year. • All libraries showcase changing displays of painting and other art. • Good stock of art, film and other materials. • Comprehensive business information service and access to business advice. • Job-hunting and careers advice and events. • Hot-desking space for small businesses and start-ups and networking events and opportunities. • Professional venue and event management. 	<ul style="list-style-type: none"> • The trust would need access to capital funds for IT and infrastructure development. 	M
<p>5. Bringing people together</p> <p><i>Supports council's strategic</i></p>	<ul style="list-style-type: none"> • Well-situated and signposted library buildings with high standards of interior design. • Good standards of external and internal maintenance and high standards of cleanliness. • A spacious, comfortable, 'café' environment with cafes 	<ul style="list-style-type: none"> • The trust would need access to capital funds for IT and infrastructure development. • A focussed trust could build 	M

Primary outcomes	Enablers	Observations	Positive impact of model
<i>outcome: 'A better council'.</i>	where possible and/or vending machines. <ul style="list-style-type: none"> • Structured volunteer programme and properly resourced support. • Community events in collaboration with other partners and community organisations. • Attractive, good quality meeting and event spaces. • Programmes of activities that appeal to the full spectrum of citizens and all age groups. • A charging regime that incentivises the full use of library facilities while generating income from private and commercial hires. 	stronger links with community and volunteer groups.	

Future Operating Model – particular considerations

- 1.31 A trust should be able to implement the model in the same way as an in-house transformation project. However, if Haringey's vision is to integrate the libraries' service more fully with broader customer service this could present problems. The trust would be an independent body whose directors must make decisions which benefit the trust rather than the council. Keeping the objectives of the trust in close alignment with the strategic objectives of the council could be increasingly difficult over time.

Delivery Model Parameters

- 1.32 A trust model should be able to support the agreed parameters – with the exception of alignment to strategic goals as indicated above.

Financial Evaluation

Table: Financial Assessment for Charitable Trust Model

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Operational Costs	200,000	200,000	200,000	200,000	200,000
Staff Savings	-7962	-15924	-23886	-31848	-39810

Support Service savings	-13,680	-27,360	-41,040	-54,720	-68,400
NNDR relief		-212800	-212800	-212800	-212800
Set up / project costs	250,000				
Additional/(lower) costs	448,358	-66,084	-87,726	-109,368	-131,010

Key Risks

1.33 The key risks that apply to this approach and potential mitigating actions are:

No.	Description	Mitigation	Impact
1	Securing the agreement of the councils to a process which will distance them from the control of a key service may be impossible.	Very early engagement with elected members to establish their concerns.	H
2	The risks and costs associated with the procurement exercise to comply with the procurement rules under Part B could prove unsustainable.	A detailed procurement plan will need to be developed (new EU rules may mitigate this).	M
3.	In the event of a procurement exercise, it is possible that another provider would be successful in winning the contract whose values were not those sought from a charitable trust.	Ensure that the specification and design of the contract maximised the prospect of securing a suitable provider.	M
4	The challenge of establishing a new Trust and putting all the appropriate arrangements in place may extend the timescale to an unacceptable length.	Careful project planning will be required to ensure that expectations are managed and deadlines met.	H
5	Library users and staff do not support the move and oppose the transfer of a treasured service out of the Council.	A structured communications strategy will be required to ensure the benefits of the trust are understood.	M
6	Securing the savings identified from streamlining staff and reducing support costs may be impossible.	Strong leadership will be needed to ensure the	H

No.	Description	Mitigation	Impact
		savings strategy is successful.	
7	Haringey may face financial difficulties that demand significant reductions in the budget and undermine the trust's viability.	Build flexibility and change control into the contract and ensure there are mechanisms that mitigate the impact of change on the trust.	H
8.	Transferring significant numbers of staff out of Haringey's pension scheme could have an adverse impact on the scheme as a whole	Ensure detailed information is obtained before any sharing involving TUPE is agreed.	H

Partnership Financial Assumptions

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
1	Timescale for financial appraisal		The assumption is that a five year financial appraisal will be developed but it will be noted that for the in house option future years could be significantly impacted because of the uncertainty in local government finance.	✓	✓	✓
2	Staff turnover	<p>What staff turnover should be assumed when developing the financial appraisal? This will be used to calculate possible savings for a trust which could employ staff on different Ts&Cs.</p> <p>For shared services savings could be made by sharing management teams in a similar way to that achieved by the tri boroughs.</p>	For a trust assume a 2% staff turnover, and that new staff would be appointed at 15% below current rates. For a shared service assume a 10% reduction in staff costs (5% in the first year). Note: the assumption for staff turnover is based on a projection that there will be few vacancies to recruit to for some years due to posts being deleted as a result of efficiency exercises.		✓	✓
3	Staff transfer	If staff are transferred will they transfer under TUPE? Would there be redundancies?	The assumption is that staff will transfer under TUPE. There could be redundancies but the scale and cost of these is		✓	✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
			impossible to estimate at this stage.			
4	Client management costs	A new arrangement which is not directly managed will require additional client contract management resource. What assumption should be made concerning the cost of this new resource?	Assume 25K additional cost for client contract management (part-time manager).		✓	✓
5	Governance costs	Both Shared service and trust arrangements will require extra governance costs. A shared service is likely to require additional time from elected members, whereas a trust will require the appointment of Directors and Board members.	Suggest an additional allowance of £25K to support the new governance arrangements for shared service of trust arrangements.		✓	✓
6	Support Service savings and redundancy costs	A new arrangement which is not directly managed may source support services from a different source, i.e. not from the council, and will wish to take a very robust view towards these costs. What assumptions should be made concerning the cost of any subsequent redundancies? And how should any savings be handled?	Support services budgets are less for 2014/15 so savings are already anticipated. As some costs may be fixed assume at this stage a reduction of 10% over 5 years for shared services and trust options.		✓	✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
7	Improved performance	Can any assumptions be made about the financial implications of improved performance during the 5 year modelling period?	Difficult to predict at this stage – as the results could be the same for all options nothing will be assumed in the financial appraisal.	✓	✓	✓
8	ICT and other contracts	A shared service arrangement may mean using a different IT system. Alternatively existing IT may not have licences which are transferrable to another organisation, including a trust. There may be other contracts which are in a similar position. What assumption should be made concerning the financial impact of these contracts being terminated or transferred?	Detailed analysis would be needed – no figures will be assumed in the appraisal, but this needs to be noted as a potential risk for shared services and trust options.		✓	✓
9	Pensions	In the case of staff transfers under TUPE what assumptions should be made about the impact on the pension fund?	Detailed analysis would be needed – no figures will be assumed in the appraisal, but this needs to be noted as a potentially significant issue for shared services and trust options.		✓	✓
10	Project management costs	All options will require project management including dedicated project managers, HR, Legal and change costs. In a shared service arrangement these could be	The shared service and trust options are likely to need significant additional costs compared to the in-house options as these will include legal costs and specialist financial and	✓	✓	✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		shared. What cost should be assumed overall?	pensions advice. Assume £75K additional cost for shared service option. A trust option will require additional specialist legal and procurement staff and an additional £100K is allowed for this. This will be additional to a cost of £75-£100K for all options for additional capacity in change management and leadership.			
11	Investment in transformation	The review document recommends several areas for investment. These could be shared under a shared service arrangement. What assumption should be made about the level of these costs needed?	Difficult to estimate at this point. Costs could be reduced in the shared services options depending on the nature of the partnership. Suggest noting that improvement costs could be up to 30% less under the shared services option.	✓	✓	✓
12	New income – it is anticipated that the Trust would seek to increase income – a net profit growth has been assumed.	All options could include income generation. A charitable trust might attract grants etc which other options could not.	Assume a relatively small amount of grant income (£10K) from the second year onwards for the trust option.	✓	✓	✓
13	The staffing structure for the trust would be different to what it is now. It would need to have access to all the skills of a standalone entity.	The information put to us suggests that the library service is well run and has many of the skills needed for running a trust. Our experience is that additional skills are needed	The assumption is that a senior officer and a middle ranking officer may need to be appointed and a budget of £100,000 will be allowed.			✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
		and as a minimum 2 extra people will be needed.				
14	NNDR is granted to all charities and the relief is set at a mandatory 56%.	There has been some uncertainty as to whether current changes have negated the benefit to local authorities – we do not believe that has been the case – this is explained in one of our technical notes.	The assumption is that relief of 56% would be available to any new trust. However, it needs to be noted that a new trust may not be granted charitable status, and that even if it does it may take a year to gain that status.			✓
15	A trust would incur some overheads which are not presently incurred.	Some costs will emerge following more detailed application of a preferred option. However, we consider that property insurance is likely to increase. We have not allowed for additional audit costs – which we consider should be relatively low.	We have assumed that an additional insurance premium and audit costs would become payable and allowed £50,000 pa. There may also be a need for additional financial advice, and £25K allowance is assumed for this.			✓
16	VAT recovery	Based on our technical analysis if the trust is awarded its work following a procurement exercise then VAT recovery should be as it is. However if the trust was funded by annual grant then a significant VAT could be irrecoverable, although this may not apply to support services if provided by the council.	Assume a neutral VAT position.			✓

No.	Subject	Commentary	Assumption agreed	In-house transformation	Shared Service	Trust
17	Accounting	A trust will produce its accounts in accordance with the Charities SORP whereas the council accounts in accordance with Local Government Act 2003 i.e. under the Accounting Code and accounting regulations. These are not the same and differences will result.	Pension costs charged to the trust's services will be based on the accounting regime set by FRS17 position and not reversed. In the council's costs the accounting entries are substituted by the actual payments to the LGPS. Depreciation is charged in the council's accounts but then reversed out – it is assumed for the trust that a peppercorn rent will be paid so both depreciation and rent are ignored. We have made no cost adjustment in respect of the accounting adjustments.			✓
18	Additional funding for the new business at start-up.	A new business will need additional funding to use as working capital albeit for a business of this size it might be relatively small.	It is assumed that no additional funding, beyond that already in the budget, but that an advance will be available.			✓

Appendix 9

Investment Plan: Indicative Costs and Assumptions

Table: Indicative Estimates for Investment Plan

Lower Investment											
	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
Remodelled counters in larger libraries											-
Cosmetic improvements to all libraries	25,100	26,200	19,600	275,700	196,200	29,100	51,800	16,400	485,600		1,125,700
Basic website and IT improvements										-	-
Programme management support											140,000
											TOTAL
											1,715,700
Medium Investment											
	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
Full remodelling of larger libraries to offer full offer				551,400	392,400				971,200		1,915,000
Cosmetic improvements to smaller libraries	25,100	26,200	19,600			29,100	51,800	16,400			168,200
Professional AV equipment in some learning rooms				10,000	15,000				25,000		110,000
Meeting room refurb St Ann's							24,100				24,100
Some remodelling of space in smaller libraries	2,000	2,000	2,000			2,000	2,000	2,000			12,000
Fully remodelled library website										20,000	20,000
Programme management support											300,000
											TOTAL
											2,699,300
Higher investment											
	Alexandra Park	Coombes Croft	Highgate	Hornsey	Marcus Garvey	Muswell Hill	St Ann's	Stroud Green	Wood Green	Online	
Full internal remodelling of all libraries	50,200	52,400	39,200	551,400	392,400	58,200	103,600	32,800	971,200		2,251,400
RFID replacement in larger libraries				150,000	150,000				150,000		450,000
RFID replacement in smaller libraries	50,000	50,000	50,000			50,000	50,000	50,000			300,000
Professional AV equipment in all learning rooms	10,000	5,000	15,000	10,000	15,000	5,000	60,000	15,000	25,000		160,000
Lifts at Muswell Hill, Highgate and Stroud Green			200,000			300,000		150,000			650,000
Extension and toilets at Muswell Hill						500,000					500,000
Fully remodelled library website										20,000	20,000
Programme management support											400,000
											TOTAL
											4,731,400

Table: Principal Assumptions for Investment Plan

1. Remodelling and cosmetic refurbishment
<p>Remodelling and cosmetic refurbishment estimates based on three recent schemes at varying standards of finish:</p> <ul style="list-style-type: none">• Remodelling at £200 per square metre allows for new flooring, furniture, interior visuals, some lighting improvements, toilet improvements.• Cosmetic improvements at £100 per square metre would allow for a targeted improvement of aspects of flooring, furniture and visuals. It would not include improvements to lighting and toilets.• These estimates do not include structural works or re-provision of services.• May be some double-counting of full remodelling and RFID upgrade costs which includes some counter remodelling.
2. RFID costs
<p>Assumes £750,000 total cost across all libraries based on full re-implementation:</p> <ul style="list-style-type: none">• £150,000 is fixed central cost• £600,000 costs for all nine libraries.• Ratio is £100k for each larger library, £50k for each smaller library.• Saving of £150k possible if retagging not required.
3. Audio-visual costs
<p>Assumes average of £5,000 per meeting room which allows for:</p> <ul style="list-style-type: none">• Electronic whiteboard.• AV projector and wall-mounted speakers.• Wall-mounted magnetic whiteboards and flipchart stands.• Low cost blinds.• Installation and limited electrical works. <p>Note: small meeting rooms should cost less, larger ones may benefit from an AV console and other equipment and so may cost more.</p>
4. Programme management
<p>Programme management costs based on:</p> <ul style="list-style-type: none">• Lower: 2 years of programme management at £70k pa.• Medium: 3 years of programme management support at £100k pa.• Higher: 4 years of programme management support at £100k pa.
5. Lifts and extension
<p>Rough estimates based on experience of retro-fitting lift installations and extensions to older and listed properties. Full schemes would be required to allow for more accurate estimates.</p>
6. General
<p>These estimates provide a high level indication of costs based on experience in other library services, but they do not take account of specific long-term maintenance and repair needs; they are not based on site evaluations or schemes of work; nor are they based on up-to-date quotations.</p>

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