

Name of meeting: Cabinet

Date: 21st August 2018

Title of report: Kirklees Libraries Service Redesign

The purpose of this report is to propose to cabinet the next steps in re-designing the library service.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	YES YES Significant impact on all wards
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	YES Registered 20 th July 2018
The Decision - Is it eligible for call in by Scrutiny?	YES
Date signed off by <u>Strategic Director</u> & name	Richard Parry - 13.08.2018
Is it also signed off by the Acting Service Director - Finance IT and Transactional Services?	Eamonn Croston - 10.08.2018
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft - 13.08.2018
Cabinet member portfolio	Cllr Graham Turner Portfolio Holder for Corporate (Access to Services – place based working)

Electoral wards affected: ALL

Ward councillors consulted: N/A

Public or private: Public

1. Summary

- 1.1** Locally and nationally, library services have been evolving and new approaches developing. The Library Service in Kirklees needs to continue to modernise and to evolve. It needs to be accessible to all but must not lose sight of, and indeed it must maximise, the role that it has in supporting the more vulnerable in our communities.
- 1.2** It is clear that libraries are about much more than books. At a time when many public services have contracted, introduced stricter criteria for access, reduced their physical presence and moved online, libraries have become a universal safety net and, increasingly, one of the remaining symbols of public service in a local community. They are a universal space that people can turn to for advice and information, particularly more informal advice and knowledge about local communities and services. They recognise the importance of local identity, how needs differ in different communities and the services delivered in libraries reflect this.
- 1.3** Libraries provide a range of initiatives to support vulnerable people and linking them to other council and wider services such as Community Plus and Early Help will support the system to improve outcomes for people, providing help and advice for people in the communities where they live.
- 1.4** The community capacity created through opportunities for people to get involved with the library service, and therefore with the council, has supported people to become more engaged in their communities and shape services at a local level. Joined up working with local groups and volunteering opportunities that really benefit people's neighbourhoods have helped to create stronger, cohesive communities
- 1.5** Library services are reflective of the three key principles of the Kirklees Corporate Plan 2018/20 - working with people, working with partners and place based working. The service is sensitive to the diversity of communities, their differing needs and abilities in terms of community capacity. The same is true of needs around accessing advice and information. There is a core partnership basis to service delivery, particularly with partners in health and the VCS, which enables library services to reach beyond the walls of physical libraries and into the places in communities where people really need them.
- 1.6** For many public services, including the Council, they are a service that enables digital delivery by providing an option for the digitally excluded, providing access to those who don't have it at home and support to those who don't have the skills to get online.
- 1.7** Many people reference the requirements of the 1964 Museums and Public Libraries Act to provide a "comprehensive and efficient service". This Act didn't envisage the world of today. Providing the book based element of a library service is far simpler than delivering the breadth of outcomes that our communities turn to the Library Service for.
- 1.8** The purpose of this report is to summarise the findings from the 12 week consultation that was carried out between the 8th of January 2018 and 2nd of April 2018 and from subsequent local discussions that have taken place with elected members, to consider the models of national best practice that are emerging around the country and, on the basis of this, to propose some immediate changes that could be made and a framework within which to develop local solutions for a sustainable library service.

2. Information required to take a decision

2.1 The Consultation

The Library Service engaged Qa Research Consultants to design the survey, carry out the consultation and analyse the responses. The report can be found here: <http://www.kirklees.gov.uk/beta/libraries/pdf/Libraries-Consultation-Report-2018.pdf>

Summary of findings

Conclusions

Conclusion 1: Libraries are perceived to fulfil a wider societal function beyond book lending.

Although the majority (86%) of survey respondents saw borrowing books as one of the most important functions of a library, it is clear from the qualitative research that libraries are no longer seen as services purely for book lending alone.

Library users, volunteers, and staff emphasised the wider community function of the local library and subsequently expressed concern over the potential for closure. The qualitative research in particular highlighted this theme, with consistent concern expressed across all discussion groups over a core number of service users who frequently used libraries for social connection. There was agreement amongst staff and Friends of groups that these softer library outcomes were hard to evidence and as a result the library service was an 'easy target' for budget cuts and reductions in service.

Consultation findings also highlight the importance of the IT function of the library service (and the support provided to access this) with 28% of respondents highlighting this as the most important library service after book lending. The qualitative research also highlighted that this is an important service for some, e.g. people on low income or looking for work. However, concerns were raised around how this function could be sustained within the context of further budget cuts.

Conclusion 2: Views are mixed on the issue of library location/buildings.

Moving the local library to another building (or privately run building) attracted some support, with nearly half (48%) of library service users supporting this idea. The qualitative research highlighted that for some areas, the library building itself was held in high regard as a historic building and focal point for the community. Opposition to this idea is more apparent when communities cannot see a viable alternative building in their locality.

However, there appears to be more support for bringing other services into the library environment instead of moving the library out. Just over half (51%) of respondents supported the idea of the Council looking to reduce the running costs of libraries by sharing space, staffing, and integrating services. Within the qualitative research, this idea i.e. the community hub concept was viewed positively by some if it meant that library services could continue to be delivered within the community. In terms of sharing staff across the library service, it was noted that this was happening already in terms of library staff however some people found it difficult to understand how other department staff could fulfil library roles. There was strong feeling that there is still a need to retain trained librarians.

However, consultees noted that this type of model might work better in some communities than others, reiterating the theme that library services recognise the differing needs of places across Kirklees and the importance of local identity.

Reflecting this, and remaining consistent within the different strands of the research, the view was expressed that libraries should be 'local', reflecting the fact that users primarily visit their nearest library run by the Council. Overall, participants were not willing to travel further afield to access library services, with less than half (37%) disagreeing with this whilst the qualitative research unearthing concerns on older people and those from deprived areas continuing to have access to library services. A further 36% of respondents felt they would stop using library services altogether. This was a view most prevalent amongst older residents, with younger participants being more likely to travel further afield.

Conclusion 3: Volunteers have played a pivotal role in recent years but there are concerns about sustainability.

Within the qualitative research, there was a general view that volunteers have made a very positive contribution to Kirklees Libraries and have been vital in maintaining opening hours and assisting paid staff. However, many people questioned the sustainability of any model which was reliant on further expansion of the volunteer pool. There was acknowledgement that volunteer management and retention can be challenging and training and engagement is an ongoing task. There was also concern that any further reduction of paid library staff would have a negative impact on the quality of the service. Although many volunteers are willing and able, in some cases they are many in number covering short shifts and this can mean it is difficult for skills to be developed and retained.

34% of survey respondents, over 1000 people, felt they were willing to volunteer, leaving the majority disagreeing that they *'would be willing to volunteer to help run a library'* (43%). This support is also evident in the number of participants who stated they would need a, qualified and paid member on site to support them in their role as volunteer.

Discussion within the focus groups centred on the characteristics of the volunteer base, e.g. mostly older retired residents. However, the consultation reveals support for/interest in volunteering from younger people. For example, a NET majority of 56% of young people (16-24 year olds) stated they were willing to volunteer and were often more willing to travel to libraries out of their immediate locality. This suggests there could be some value in attempting to widen volunteer recruitment strategies to try and attract younger volunteers perhaps by and/or linking in with any existing volunteering schemes.

There was also discussion around the capacity of more deprived communities to respond to the call for volunteers to support library services given that people living in more deprived areas are less likely to volunteer.

However, there is clear support for using volunteers to support the delivery of the Home Library Service with over half (57%) of respondents agreeing with this proposal.

Conclusion 4: The results of the children's consultation largely reflect the findings from the qualitative and quantitative research conducted, and remain consistent in terms of how libraries are used and ideas for sustaining services for the future.

Children were full of praise for library staff and struggled to envisage an effective delivery of library services without staff. The majority (47%) of children disagreed with the statement *'do you think moving your library to another building is a good idea?'* and found it difficult to identify alternative spaces which would ensure high quality library services are maintained.

Although combining library services with schools was a frequent suggestion in other parts of the research, from the perspective of a school pupil, it should be noted libraries are often a place for children to relax away from school and home. This is also reflective of a wider theme found in this research that libraries are often more than book lending facilities, but have become alternative spaces of social care, particularly for children and older people.

Conclusion 5: There are seen to be different advantages and disadvantages to keeping library services within the Council, but generally there is a clear preference for library services to remain within the Council.

The majority of residents (79%) expressed a preference for there to be no change in how library services are currently run, and would like services to remain Council led. Less than one in ten residents did not support the idea of library services remaining within the Council (9%).

The qualitative research revealed confusion around the alternative delivery models. Many focus group participants were reluctant or felt unable to express a preference for a particular delivery model or whether they supported the Council exploring these models. Thus, this may have led some respondents to default to the status quo.

Preference for library services to stay within the Council came out strongly in the qualitative research, and many felt a significant number of Kirklees residents would suffer should libraries go outside of the Council's jurisdiction.

Conclusion 6: Support for the idea of alternative delivery models is variable.

There was a time when a number of councils considered wholesale alternative delivery models for their library service. A number of councils have taken this forward, but the considerable majority of councils have chosen to retain their library wholly in house.

In the consultation, the alternative models were met with varying levels of support, although, as mentioned previously, it should be stressed that many struggled to comprehend the delivery of services outside the Council, and therefore found it difficult to discuss the different model types.

This was particularly evident when discussing each model in the qualitative research, with findings for each model broken down as follows;

- **Local Authority Trading Company-** beyond remaining within the Council, this model was seen as most preferable amongst survey respondents (NET support of 36%). The qualitative research allowed a number of concerns to be voiced, with many centring on the mention of profits and confusion over how libraries might generate an income.
- **Public Service Mutual-** those taking part in the qualitative research could identify merits in exploring this approach, allowing communities a greater degree of autonomy in running their own local library. From the survey, 30% of all respondents supported this model.
- **Joint Venture-** The majority of qualitative participants felt this model was inapplicable to the Kirklees area. Generally, participants could see merit in exploring this option, but not in the Kirklees area. Whilst some thought it might work well in Huddersfield, it was felt smaller towns and villages might subsequently lose access to a local library, should funding go towards a Joint Venture model. This is reflected in the results of the self-completion survey, with a net majority of 63% of participants not supporting this model.

- **Outsource-** This model generally received the least amount of support across the qualitative and quantitative research. Concerns were raised over the types of external organisation which would become involved in delivering library services, and elements of trust were raised as to whether external support would deliver an effective service. Discussions in the qualitative research centred on profit-making and the feasibility of libraries generating an income, leaving residents with a question mark over the practicalities of the involvement of external companies in the running of libraries. Uncertainty and dislike of this model is also reflected in the results of the quantitative research, with a net majority of 79% of respondents not supporting outsourcing.

2.1.1 From the discussions with Friends of Groups, it is apparent that they vary in terms of their capacity and willingness to develop further. Some appear highly organised, with a clear structure of roles/responsibilities and have already developed business plans and received funding for projects, whereas others appear to be more content to remain as they are. This variable capacity includes the extent to which they would like/feel able to engage with discussions on alternative models of delivery; some of which are community-led to varying degrees. In terms of taking this element forward, Friends of members, staff and library users alike would like to see the Council develop a clear business case which includes some analysis of how/where alternative delivery models have worked in other areas, how they have enabled library sustainability, and how they might operate within Kirklees.

2.2 Different Models of delivering a library service

As part of redesigning a library service the Library Taskforce whose role is to enable the delivery of the recommendations from the [Independent Library Report for England](#) and to build upon and add value to existing good practice, partnerships and other activities that are already supporting public libraries, recommends that library services explore alternative methods of delivering our service when redesigning services. The Taskforce reports to ministers via the Department for Digital, Culture, Media and Sport (DCMS) and the Local Government Association (LGA).
<https://www.gov.uk/government/groups/libraries-taskforce>

The library service was successful in obtaining a Government grant of £25K to explore this. [Feasibility Study](#). This study identifies a number of helpful points that can be taken forward regardless of the actual delivery model chosen.

It is clear from the consultation feedback that the continued change and uncertainty facing the library service risks undermining the ability to sustain and build on the existing community support to libraries. It is also clear that the majority of the respondees to the consultation were not in support of models of alternative delivery models outside of the Council or did not understand them sufficiently. Whilst this is not, in itself, a reason not to pursue them, it is likely that the uncertainty that will be created by further consideration of alternative delivery models will undermine delivery by the service (staff and volunteers).

2.3 Library Service Delivery

The Council is looking to redesign its library service. The Library Service budget has reduced by 43% to date and, based on the MTFP will reduce further next year with a total reduction of 63%. Delivering the full 63% whilst maintaining outcomes to more vulnerable people will be extremely challenging. The MTFP savings are based on the

staffing and other direct library service costs and do not include the value of building related savings (either direct savings or future capital expenditure that is avoided).

There are a number of changes that can be made which will enable further savings whilst maintaining outcomes for the more vulnerable people as part of the Early Intervention and Prevention approach.

A number of these will be specific to individual communities but need to be considered as part of an overall framework.

Whilst the review of library service delivery sought to make savings solely within the library service budget included in the MTFP, it should be recognised that a whole system approach to delivering library services could lead to efficiency savings in other services.

2.4 Proposed Principles and Framework:

- Libraries must be situated in the right building in the right place, to meet community needs and maximise the impact on early intervention and prevention
- Libraries should be situated where possible on one floor to ensure an efficient and cost effective delivery model
- A local plan should be developed for each area to reflect the differing needs of each community
- Staff should be equipped and supported to deliver on the future library strategy and job profiles should reflect the future roles needed to deliver the new service
- The services and activities provided must meet the Council's outcomes

Buildings:

It is clear that a number of communities place a strong value on the building that is currently used a library. This may be because the building has a strong historic presence in that community or because it is the only remaining public service building in that community. The demands that the library service and partner organisations place on a building have changed over the years. A single floor, open plan library is the most cost effective and accessible layout to deliver a library service from.

Computers, events and groups place particular requirements on the way in which that building is fitted out. Full disability access is critical and parents with young children value toilets that have a changing table. Since many of the library buildings were built, the communities that they serve have changed markedly so that the library is no longer in the best location or other buildings that could also deliver the library service have opened.

In a number of locations where the cost of occupation of the building falls to the council and can be attributed to the library, the revenue cost of the building is greater than the revenue cost allocated for the actual delivery of the service. Additionally, a number of these libraries will require significant capital expenditure to maintain them to an acceptable standard.

The service therefore needs to be respectful of the current buildings but must not be tied to them. It should, on a case by case basis, consider whether there are other local buildings (or proposals for new space) that can be used to deliver the service in

a way that reduces the overall cost of the service and/or achieves better outcomes. If the location does change, the council should be mindful of any future re-use of the vacated building.

Community Managed libraries

Community Managed Libraries are developing across the country. This is not a new approach and the origins of public libraries can be traced back to libraries owned by local communities. This is also a model present in other countries.

It is clear that the success or otherwise of Community Managed Libraries depends on the strength of partnership working between communities and the local council. In some councils this has been better managed than in others.

Kirklees Council should continue to proudly embrace and support Community Managed Libraries and learn from the mistakes of other councils.

Whilst they offer opportunities to continue delivery at a reduced cost, they should be seen as a real asset that builds on the capacity and strength of individual communities. There are great examples in Kirklees of community asset transferred buildings hosting a number of services alongside the Library and partnerships with other organisations that could support delivery should be maximised.

Taking this approach will ensure that the greatest Early Intervention and Prevention gains can be made and support to the more vulnerable in local communities maximised.

- 2.4.1** We would seek to maintain library services in as many communities as possible, though this may involve people using different locations and approaches. We will require community support to do this, through partnerships with local communities, local organisations and from other council services.
- 2.4.2** We maintain an open mind about the ways communities could support local library services and aim to work with people to establish community-specific service delivery proposals. Co-delivery at a local level will be key to this
- 2.4.3** Since the previous library service review we have received a great deal of support from communities with many of our libraries establishing strong Friends of Groups and approximately 450 volunteers helping with the day to day running of the library service. We recognise the valuable role volunteers play in delivering our services. Community libraries could be a continuation of this model, with groups taking on buildings to support the running of library services from or supporting other community based council staff in established buildings.
- 2.4.4** There could be financial support - for example through a parish precept- towards the cost of services including the delivery of library facilities. Examples of where the Council could support any community wanting to take on their library are with training for volunteers, the provision of book stock (including a regular supply of new books) and IT support. This would have to be discussed on a place by place basis and possible ways of financing this discussed.
- 2.4.5** There are many other potential models, which could involve sharing various responsibilities; the Council will be as flexible as possible.

Useful information on Community Libraries can be found here:

<https://www.gov.uk/government/collections/community-libraries-good-practice-toolkit>

We recognise that some of our proposals present difficult choices for communities and wish to stress there is no expectation that communities should step forward. Where communities are unable to provide sufficient support to maintain the delivery of the library service, alternative library services will be provided such as library outreach services, delivered in other community venues and with internal and external partners.

2.5 Supporting more vulnerable individuals and communities.

2.5.1 Within every community there are individuals who are more vulnerable. This may be related to poverty, to ill health, to the barriers of language or as a result of social isolation. The Council's Early Intervention and Prevention approach is intended to ensure that support is available to support individuals to maximise their independence.

2.5.2 The library service is already delivering a range of projects to address the early intervention and prevention agenda. A more collaborative approach to the delivery of these projects would benefit the Council but needs a willingness on the part of other services and partners to work with the library service.

It is clear from the Consultation that volunteers play an invaluable role. Some people have expressed concern about turnover as volunteers move into paid employment. Whilst this is a pressure on the service it is a positive indicator of the council improving outcomes for individuals and supporting economic growth by enabling people to secure paid employment.

2.5.3 The Access to Services Strategy makes reference to the availability of community hubs where appropriate that co-locate a number of services – these could include the voluntary and community sector, primary care, adult and children's social care, communities teams as well as access to a networked libraries offer to:

- Create opportunities for greater voluntary sector and community involvement in the future delivery of localised services
- Remove the silo-based operation of services and promote greater integration and joint provision of delivery
- Reduce costs of provision yet meeting and achieving greater targets through focussing on outcome based performance and collaboration
- Increase the "wealth" of the community and focus on reducing hotspots of need
- Improve and enhance a cohesive partnership between colocated partners in a bid to provide safer communities and dedicated support to rising concerns.

2.5.4 We will continue to deliver books and services to people who are unable to access us in other ways through the Home Service Library but consider that this could be done more efficiently by partnering with an external organisation that can offer added value through other services that they might already provide to vulnerable people and which can reduce the costs of this service.

We will explore opportunities for the Kirklees Transcription Service and the Community Language Service for people who require services and information in different languages and formats to work more closely with associated services in the Council (such as Assistive Technology services for people with a disability). We will

also review the basis on which these services are charged to other organisations (in line with the DCMS funded feasibility study) in order to optimise opportunities for realising more income.

2.5.5 We would continue to support book collections in local areas without a library, if a community has a suitable venue to house a collection, and will also maintain sufficient book fund to grow the provision of e-books.

2.6 Library fines have been a long standing arrangement in libraries but they potentially disproportionately impact on those who are most vulnerable (financially or as a result of cognitive disability or mental ill health). The fear of a library fine may be a deterrent to using the service for some people from these groups. In addition, the administration and extra responsibility of collecting library fines can be seen as a deterrent to potential volunteers. We therefore propose to explore Kirklees Council becoming one of the first authorities in England to no longer charge library fines. The loss in income would be circa £18k but would be partially offset by the costs associated with cash handling.

2.7 Maximising efficiencies

The service will pursue opportunities identified in the feasibility study referenced in **2.2** above to raise income or reduce costs. This will include sharing services on a cross-boundary basis which has the potential to provide a valuable contribution to the overall efficiency savings target within individual Councils. **(Appendix A)** outlines some of the work already happening nationally and regionally. We must continue to look for efficiencies when designing new library services. We will continue conversations across authorities building on work already done.

A comprehensive and efficient service

<http://www.legislation.gov.uk/ukpga/1964/75/crossheading/the-public-library-service>

Comprehensive and efficient – to ensure a number of fully staffed libraries within the proposed budget and look at further options and opportunities on a local level working closely with Community Plus.

2.8 As we change our service delivery we will need to ensure we have the right staffing model, we need to learn from the previous review of libraries and ensure robust support for communities helping us to deliver the service.

It is also important that we are able to articulate a compelling long term vision and future for the service. The library service will need to continue to adapt and evolve like all parts of the Council, but it is clear that successive rounds of consultation and uncertainty undermine the ability of the service to transform effectively and to recruit and retain staff and volunteers needed to deliver the services ambition.

3. Implications for the council

3.1 Best Start - Children have the best start in life

3.1.1

- Engaging and inclusive story and rhyme times

- Implementing a range of engaging reading initiatives e.g. Pageturners Children's Reading Festival
- Working with local schools to support the curriculum and to promote reading for pleasure.
- Digital literacy - Coding based play through to Girl Geeks

3.2 Well - People in Kirklees are well as possible for as long as possible

3.2.1

- Providing support, help and advice to people in communities
- Advocating healthy lifestyles through outdoor events like storywalks
- Using parks and local open spaces for events
- Delivery of bibliotherapy outreach for people with mental health conditions and dementia

3.3 Independent - People in Kirklees live independently and have control over their lives

3.3.1

- We reach out to individuals who cannot easily access our service. Our Home service is a lifeline to people isolated in their own homes because of age, infirmity or personal circumstance.
- Supporting the Council's digital by design agenda
- Signposting according to need.
- Increasing IT skills
- We empower the community to develop their local service offer

3.4 Aspire and Achieve – People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning

3.4.1

- We support adults to learn to read
- We support the curriculum through book stock selection
- We provide quality work placement and volunteering opportunities
- We provide free access to appropriate learning resources and signpost to other opportunities
- We provide a safe neutral space to learn in and share skills
- We work with our learning partners to seek funding to deliver learning opportunities.
- We provide access to information via alternative formats e.g Braille and Audio transcription

3.5 Sustainable economy – Kirklees has sustainable economic growth and provides good employment for and with communities and businesses

3.5.1

- We provide information for aspiring Kirklees business-people
- We share space with businesses such as the Post Office and charities and work in a joined up way
- We provide and get involved in local events that contribute to the vibrancy of our towns and villages

3.6 Safe and cohesive – People in Kirklees live in cohesive communities, feel safe and are protected from harm

3.6.1

- Actively contributing to community capacity building through creation of volunteering opportunities and engagement of community groups in library activity
- Partnership work with other services striving for safe and cohesive communities, such as Safer Kirklees and community hubs
- Provision of safeguarding training to all staff and volunteers

3.7 Efficient and effective – Kirklees Council works smart and delivers efficiently and effectively

3.7.1

- Libraries deliver service in local communities. They support the Digital by Design programme by providing support to people who are digitally excluded to access on-line services.
- The Access to Services strategy sets out the way we should design our services and includes
 - Local access points which have due regard to the wider assets within neighbourhoods, wards and communities which are well networked and supported by a high quality back office.
- Therefore we must look at our service on a place by place basis, ensuring we work with partners and communities in each area to look at best possible solutions.

3.7.2 We must engage with communities to deliver our services, working in partnership with community groups. Many of our services are already supported by Friends of Groups and volunteers and we must continue to proudly grow this model.

3.7.3 The outcome the Council is seeking is for residents and communities to be able to readily access information, signposting and services in order to improve the customer experience and journey, first time, more of the time.

3.8 Other (e.g. Legal/Financial or Human Resources)

A comprehensive and efficient service

3.8.1 Local Authorities (LA) have a statutory duty under Section 7 of the Public Libraries and Museums Act 1964 to ‘...provide a comprehensive and efficient library service for all persons..’ in the area they wish to make use of it. More information can be found on the website:

<http://www.legislation.gov.uk/ukpga/1964/75/crossheading/the-public-library-service>

3.8.2 There is no statutory requirement i.e. no requirements or procedure set out under legislation detailing what the exact procedure or specific consultation requirements for library consultation should be. However, in relation to library services the duty to consult arises out of a common law principle that the LA should act with fairness in the exercise of its functions. The Council has carried out two consultations recently in 2015 and 2017. Links to those and their findings are set out below in section 4

3.8.3 The Council has to have due regard to the public sector equality duty when making decisions.

The following Equality Impact Assessments are relevant to this report:

EX OC5 Libraries EIA 180117 [http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactAssessmentEvaluations/02\)%20Adults%20&%20Health/Libraries/UPDATED%20EX%20OC5%20-%20Libraries%20EIA%20180117.xlsm](http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactAssessmentEvaluations/02)%20Adults%20&%20Health/Libraries/UPDATED%20EX%20OC5%20-%20Libraries%20EIA%20180117.xlsm)

EXCT1 Community Capacity [http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactAssessmentEvaluations201718/04\)%20Communities,%20Transformation%20and%20Change%20Directorate/EXCT1%20Community%20Capacity/EXCT1%20\(formerly%20EPS12\)%20EIA%20Stage%201%20Community%20Capacity.xlsx](http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactAssessmentEvaluations201718/04)%20Communities,%20Transformation%20and%20Change%20Directorate/EXCT1%20Community%20Capacity/EXCT1%20(formerly%20EPS12)%20EIA%20Stage%201%20Community%20Capacity.xlsx)

RE12 Access to Services [http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactAssessmentEvaluations201718/10\)%20Resources%20Directorate/RE12%20Access%20to%20Services/RE12%20EIA%20Stage%201%20Access%20to%20Services.xlsx](http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactAssessmentEvaluations201718/10)%20Resources%20Directorate/RE12%20Access%20to%20Services/RE12%20EIA%20Stage%201%20Access%20to%20Services.xlsx)

They should be borne in mind by members in coming to a decision on this matter.

Financial:

The MTFP sets out savings requirements on the library service. The savings for 2018/19 will be delivered and further savings delivery is possible but full delivery of the 2019/20 savings has the potential to adversely impact on the more vulnerable in our communities. Work is underway to model the financial and outcomes for vulnerable people impacts of potential changes. This will be informed by progressing opportunities in the framework set out in 2.4 above.

4. Consultees and their opinions

4.1 A comprehensive consultation was undertaken in 2015, the results of this can be found at:

<http://www.kirklees.gov.uk/beta/libraries/pdf/LibrariesReviewReport.pdf>

Other engagement information can be found at **Appendix C** and other submissions at **Appendix D**.

Relevant petitions are here:

<http://democracy.kirklees.gov.uk/mgEPetitionListDisplay.aspx?RPID=504898803&HPID=504898803&VM=2>

A Home Library Service consultation was carried out in October 2017
[Home Service Survey October 2017](#)

5. Next steps

It is proposed, subject to the agreement of Cabinet:

To carry out further conversations with library Friends of Groups, stakeholders and partners to arrive at place based solutions for communities using the framework in section 2.4 above. This is to include local-level reviews of the locations and suitability of the accommodation that houses each library (subject to the agreement of Cabinet of the framework).

In order to accommodate and support these local reviews, in a timely way, where appropriate, consideration be given to delegated decision making.

To redesign the service in a timely manner giving due thought and consideration to a comprehensive and efficient service with appropriate staffing, based on community needs and Council priorities and opportunities to reduce expenditure or secure more income.

To move to secure an external partner to provide the Home Service on behalf of the Council.

6. Officer recommendations and reasons

That Cabinet agree the Framework set out in **2.4** above and that there is a period of time to establish how the service, with support from communities and partners will contribute to Council priorities and outcomes in a local context within a reduced financial resource.

That the service procures an external partner to provide the Home Service on behalf of the Council.

That the service reviews the charging of library fines.

That Cabinet notes the risks set out in **2.2** associated with moving to alternative delivery models at this time and takes a decision about retaining delivery with council staff and volunteers.

That Cabinet delegates individual change service decisions to the Strategic Director, Adults and Health , in consultation with the **Portfolio Holder for Corporate (Access to Services – Place based working)**

7. Cabinet portfolio holder's recommendations

The Portfolio Holder supports the officer recommendations

8. Contact officer

Carol Stump
Chief Librarian

9. Background Papers and History of Decisions

- Library Consultation, Cabinet Report 21st of November 2017
- Access to Services Strategy. Cabinet Report 17th of October 2017

10. Service Director responsible

Dave Thompson – Head of Access Strategy and Delivery
Sue Richards – Service Director, Integration

Appendix A

Shared Services - (Regional and National Library Services)

What do Kirklees Libraries do already?

Nationally

The Chief Librarian for Kirklees Libraries is a trustee for the Libraries Connected (LC), which leads and manages public libraries in England, Wales and Northern Ireland. LC is made up of the head of service of every library authority, and advocates for continuous improvement of the public library service on behalf of local people.

LC membership gives access to a skilled network of library professionals that helps us improve and develop our library service.

Benefits include:

- **Universal offers:** These are unique partnership, promotion and funding opportunities brokered centrally by LC and locally by library leaders. Universal offers include: Reading, Culture, Digital, Information, Health and Learning offers.
- **Learning pool:** An evolving platform of training on digital skills, working with children and young people, Reading Well Books on Prescription, the Six Steps Promise (for the blind and partially sighted) and reader development. This gives a wealth of training opportunity for staff and volunteers and saves thousands of pounds per annum.
- **Funding support:** Pursuing national and regional tenders that benefit library services across the country.
- **National influence and advocacy:** LC is the national voice for libraries, with direct access to senior decision makers. Members are able to directly influence and contribute to the national agenda via the LC executive.
- **Workforce development** for library leaders and their teams, including bespoke training courses and bursaries. The Chief Librarian leads on the Public Library Skills Strategy on behalf of LC.
- **Forum** to share best practices regionally and nationally

LC successfully applied and secured a place on the Government Digital Services (GDS) for the supply of Assisted Digital/Digital Inclusion services. This allows us to tender for paid opportunities to provide assisted digital and digital inclusion services for the public via the libraries network.

Regionally

Kirklees library service forms part of the Yorkshire and Humber region of Libraries Connected. The national executive disseminates news and information via regional reps to this group. The group includes the following authorities: Barnsley, Bradford, Calderdale, Doncaster, East Riding, Hull, Kirklees, Leeds, North Yorkshire, North and North East Lincolnshire, Rotherham, Sheffield, Wakefield and York.

The regional authorities (with the exception of Leeds) are part of a book purchasing consortium, which gives us greater bargaining power when buying from book suppliers. Leeds is expected to join the consortium shortly. The region is looking at a framework for commissioning the Library Management System in the same way. This could mean great benefits for customers e.g. a single library card, customers borrowing from any library in the

region, greater access to resources and for the authorities will mean big savings because of the purchasing power of the consortium.

Thoughts for future purchasing consortiums include self-issue machines, self- service printing and solutions for community run libraries.

The region also has a music and drama collection, managed by Leeds Libraries for the benefit of all authorities.

Kirklees and Wakefield Libraries are working on joint funding bids to deliver projects, including a reminiscence project (unhampered reads) and a health literacy project – sharing skills and resources to enable access to all to our health resources, including ‘easy read’ health books. A skill sharing day will be held for frontline staff.

What else can be done?

Sharing of library services could be done on a small scale or consideration could be given to share services on a larger scale.

Uniting libraries from two or more councils into one unit can save money by reducing number of managers and backroom staff while benefiting from other economies of scale. It also allows users greater access to services between boroughs.

For example:

- Bournemouth and Poole are looking to create joint tourism and library services to save £1m.
- Cheshire West and Chester and Cheshire East share Bibliographic Services, library management system, stock (reservable across both boroughs) and education library service.
- Derby and Nottingham –Library card of either city is valid in the other, to aid commuters between the two cities.
- Essex, Southend and Thurrock have a joint library management system and shared catalogue of stock with Essex providing bibliographic services to the other two.
- Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan – Move towards having one library card for all member authorities.

As Council’s review their library services it is important that they consider all options available when looking for efficiencies.

Appendix B

Engagement during consultation

General:

The Portfolio Holder attended public meetings when invite. These took place in Batley and Cleckheaton. He also attended Golcar Friends of Group AGM.

The Portfolio Holder, the responsible Service Director and the Chief Librarian held briefing sessions for all ward councillors.

Other engagement is detailed below:

Service Point	Discussions/Meetings and Dates	Councillor Involvement	Officer Involvement
Almondbury	Attendance at Friends group meeting to introduce consultation process 9/12/17		AP
	Attended Friends group 23/1/18 to update on consultation. No specific issues about the consultation)	CLlr McGuin	AP
	AGM 10/4/18	CLlr McGuin	AP, JP
Batley	Attendance at Friends group meeting to introduce consultation process 11/12/17		JM
	Attended Friends group meeting 12/2/18	CLlr Fazila Fadia	CS and JM
	Attendance at Friends group meeting 9/4/18		SS
	Attendance at Friends group 23/4/18		CS
Birkby/Fartown			

Birstall	Attendance at Birstall and Birkenshaw Ward Forum 23/11/17	All three ward councillors present	CS
	Attended Friends group 10/1/18	Cllr Smaje	AP
	Attended Friends group 7/2/18	Cllr Smaje	JM
	Attended Friends group and volunteers 14/3/18	Cllr Smaje	CS/JM/SS
Cleckheaton	Attendance at Friends group meeting to introduce consultation process 4/12/17	N/A	JM
Deighton -Chestnut Centre			
Denby Dale	Attended volunteers group to introduce consultation process 6/12/17		AP
	Meeting of trustees with Cllr GT, CS, AP to discuss submission and future discussions 26/1/18	Cllr Turner, portfolio holder Cllr J Dodds in chair Cllr R Brook	CS, AP
	Attended Trustees meeting 9/4/18	Cllr J Dodds in chair	AP
Dewsbury			
Golcar	Attendance at Friends group to introduce consultation process 30/01/18	Cllr H Richards in chair	JM
Heckmondwike			

Holmfirth	Attendance at Friends group to introduce consultation process 27/11/17	N/A	JM
	Attendance at Friends group 19/03/18		JM, SS
	Attendance at Friends meeting 23/04/18		SS
Honley	Attended meeting with group of volunteers/Friends group members to discuss additional opening hours staffed only by volunteers		SS
Huddersfield			
Kirkburton	Attended Friends group to introduce consultation process 21/11/17	Cllr Armer present + other parish councillors	AP
	Attended Friend group to discuss ongoing consultation 23/01/2018	Cllr Turner, Cllr Armer, Cllr Taylor	CS
	Attended FOKL 20/2/18	Cllr Armer and Cllrs Boden & Sykes	AP
	Attended FOKL Action group 30/4/18		AP
Kirkheaton	Attended Friends group to introduce consultation process 15/12/17		AP
	Attended Friends group 15/3/17		CS
Lindley	Attendance at LLCG to introduce consultation process 18/12/17		AP
	Attended LLCG 15/1/18	Cllr Burke	AP
			AP

	<p>Attended LCG 19/2/18</p> <p>Attended meeting to discuss consultation procedure and next steps 28/03/18</p> <p>LLCG 9/4/18 AGM</p>	<p>Cllr Turner Cllr Burke Cllr Eastwood</p> <p>Cllr Burke</p>	<p>CS</p> <p>RA</p>
Marsden	<p>Attendance at Friends group to introduce consultation process 27/11/17</p> <p>Attended Friend group to update on consultation 22/01/2018</p>	<p>Cllr Rob Walker</p> <p>Cllr Turner and Cllr Walker</p>	<p>JM</p> <p>CS</p>
Meltham	<p>Attendance at Friends group to introduce consultation process 15/12/17</p> <p>23/04/18 attended volunteer/Friends meeting. CS talked about consultation + way forward as part of new directorate.</p>	<p>Cllr Charles Greaves Cllr Terry Lyons</p>	<p>JM</p> <p>CS/SS</p>
Mirfield	<p>Attendance at Friends group to introduce consultation process 6/12/17</p> <p>Attended AGM 23/4/18</p>	<p>Cllr Graham Turner</p> <p>Councillor David Pinder</p>	<p>CS</p> <p>AP</p>
Ravensthorpe – Greenwood Centre	<p>Two meetings with Dewsbury Community Hub (Scouthill)</p>		<p>AP</p>
Rawthorpe/Dalton	<p>Attended meeting where S2R reported back on their engagement work</p> <p>8/2/18 Ward meeting</p>	<p>Cllrs McBride, Khan, Mather</p> <p>Cllrs McBride, Khan and Mather</p>	<p>AP</p> <p>AP</p>
Shepley	<p>Attended volunteers group to introduce consultation process 8/12/17</p>	<p>Cllr John Taylor</p>	<p>JM</p>
Skelmanthorpe	<p>Attended Friends group to introduce consultation process 29/11/17</p> <p>Attended Friends group 18/1/18</p>		<p>AP</p> <p>AP</p>

	Attended volunteers meeting 31/1/18 to brief about the consultation.		AP
Slaithwaite	Attended a Holme and Colne Valley Friends group meeting at the Civic Hall hosted by Thelma Walker to discuss consultation and future opportunities 03/18	Thelma Walker MP Cllr Graham Turner Cllr Hilary Richards	CS
Home Service/KTS			
External partner engagement	Meetings with Parish Councillors about possible support for the service 27/11 & 13/12		AP
	Meeting between Calderdale and Kirklees to discuss shared services 01/02/2018	Cllr Press Calderdale Cllr Graham Turner Kirklees	CS DT
	Meeting with Jeremy Cuss, Carrie Birch, Gillian Waterhouse to discuss future of libraries and possible FoG network 29/03/18		CS MR

Appendix C

Library Location	Quantity Received
Batley	15
Birstall	3
Cleckheaton	7
Denby Dale	1
Golcar	1
Holmfirth	2
Honley	1
Kirkburton	1
Kirkheaton	3
Lindley	1
Marsden	1
Mirfield	1
Shepley	1
Skelmanthorpe	2
Home Service	1
General	1

Theme	Sub theme and details
General	<p><u>Balancing the budget</u> One submission questioned whether other departments have suffered a cut of over 40%. The allocation of budgets should be fair as possible to all citizens. Taking a thin slice off all departmental budgets would have a very small effect on each individual department, but would go a long way toward reducing the impact of the cuts on libraries.</p> <p><u>Benefiting those who need it</u> Loneliness is recognised as a growing social problem of an ageing population. Any loss of what libraries can offer would be very short-sighted in this respect. Libraries are too important in enabling the young, old or vulnerable in leading fulfilling and independent lives. Having access to a range of activities in the community encourages the population to engage, helps older people maintain interests and contribute to the community. The library is a safe place to interact, an active community supported library has a vital role in helping all people reach their full potential.</p> <p><u>Councils approach and goals</u> A volunteer run library, without access to a professional library service, will not survive as a library. A rapidly deteriorating book stock, no access to IT, volunteers not receiving training and not being able to share in local, regional and national campaigns will all need support from professional library staff. No small volunteer run library could hope to provide these and it would be ridiculous to try</p>

to duplicate across a number of small libraries. It is believed that outsourcing to a private organisation does not recognise the wider social role of local library services in local communities. A local library spawns other activities in the community. This in turn fulfils one of the council's aims to encourage older people to be more socially active which is proven to reduce their need for other council services. It is argued that in order to maintain a meaningful library service it is necessary to have back-up of core services provided from a central point, including the management of book stock, the maintenance of IT support, the maintenance of a full reference and local history library, with the library being part of a common interface between the community and the council with the creation of a "village hub". The council seems to have overlooked the invaluable contribution made by libraries towards the general well-being of the population. Libraries provide company and security, and are a great help in reducing loneliness – particular among older people – and in doing so they help to reduce the demands on the social budget.

Volunteering

Kirklees Council survey suggests that users prefer their library to have both volunteers and professional library staff. No reconfigured service should rely on volunteers to run a library on their own; they must be supported by the library service. Friends groups will find it easier to attract external funding if it becomes a CIO. Reductions in professional staff mean that more volunteers will be needed and a comprehensive training programme is required again. There is considerable support from Friends of Groups to work with the Kirklees Library Service to maintain a wide branch network.

Staff

There is an acknowledgment that a significant proportion of the library budget is staff costs. In reconfiguring the service, there should be emphasis on recruiting, training and supporting volunteers to do the basics, freeing up the professional staff to focus on value added activity. One submission believes that a team of professional staff members dividing their time between several libraries supporting volunteers could be arranged. A gradual reduction in staffing hours will push the FoG volunteers to learn more with a package of training offered to each library which included staffing, new books, LMS, other IT is suggested in one submission. A mix and match of the areas will help to meet the locations needs and the balance could be changed every year.

Access

Travelling any distance is not an option for many – so overconcentration of the service onto a central library should be avoided. All citizens should have a fair share of library resources.

Buildings

Premises should be shared to enhance the service that is provided to the community, exploring new partnerships and collaboration to reduce and share costs, one suggestion is the local university.

	<p><u>Service provision</u> Further contraction of libraries harm the least fortunate. Kirklees Council describes itself as ‘digital by design’ and it is believed that is already discriminatory against people who don’t have access to home computers. For non-computer owners the cost of bus fares to and from a central library is not an option. One submission said “I would miss very much having a local place where I can read and handle physical books, browse amongst up to date books, dip into unfamiliar authors”. Kirklees Council has relied on the library service being able to support people with new services.</p> <p><u>Sense of community</u> It is the view of FOML (Friends of Marsden Library) that the provision of a local and accessible library service is a central part of any community. It is key to social inclusion and the ability of local people of all ages, ethnicities, gender and class to access information, community activities, art and culture.</p> <p><u>Communication</u> One of the biggest problems is communication, as volunteers sometimes working on our own we can’t have access to emails, the intranet, network files and various software solutions. If there is to be a successful partnership between the library service and volunteer groups this needs to be looked into.</p>
<p>Specific to Batley Library</p>	<p><u>Service provision</u> Concerns are raised that a large proportion 30-40% of adults living in Batley have no internet access.</p> <p><u>Local sense of community</u> The library is seen as a valuable resource for community and local groups who use the function rooms extensively. It is warm, friendly and a safe environment.</p> <p><u>Children’s education</u> Local schools use the library to further their education especially Years 10 and 11 who use the IT facilities to help them with their studies. Libraries help to support children’s learning and develop their language, concentration and confidence. One submission focused on developing children’s imaginations, extending learning throughout summer with Summer Reading Challenge.</p> <p><u>Benefiting those who need it most</u> It is argued that since the demise of the textile industry Batley has suffered greatly, resulting in high unemployment and social deprivation. The library plays a vital role in providing a wide range of services and facilities for the unemployed, vulnerable and elderly. The job centre has gone, people come to this library to search for jobs. For many Asian men and women the library proves a valuable focal point in helping them integrate and actively become involved with the community. It has been instrumental in providing support for start-up businesses. Closing the library would have a negative effect on people’s lives and the town centre.</p> <p><u>Building and equipment</u></p>

	<p>Batley Library was gifted and should not be sold off. Disabled access means all can enjoy the artwork on display and use the library. The library is easily accessible by most, specifically those who do not have access to transport. It is said that the library is the heart of the community. Many people have commented on the positioning of the building for great access, as a successful example of community cohesion, how beautiful the building is, the library should continue to co-exist with the art gallery and it's the only place that different cultures can come together.</p> <p><u>Staff</u> Staff are seen as being excellent, both professional staff and volunteers including Duke of Edinburgh students. In the absence of many other services such as police station, staff are able to provide advice on wider Kirklees services.</p> <p><u>Volunteers</u> Friends of Groups are already struggling to meet the present volunteering needs, so it will not be possible to take on all the responsibilities.</p> <p><u>Wide range of uses</u> In addition to offering reading material, regular events such as storytime, craft, holiday activities and cinema club are all well attended and often oversubscribed. People use libraries at different stages in their lives and libraries are part of the solution of social care. One submission asks 'what message are you sending to us, the children of Batley'.</p> <p>Two submissions note this library has the third highest footfall based on visitor figures.</p>
<p>Specific to Birstall Library</p>	<p><u>Volunteering</u> A Volunteer at Birstall Library said volunteering has given them confidence, an opportunity to work with children and achieve their inspirations which they would not have been to do without the support of the library and support of library staff.</p> <p><u>Local sense of community</u> Birstall Library is an integral part of the community and supports local businesses and residents alike. To close the library would have a serious and long lasting impact on Birstall</p> <p><u>Wide range of users</u> Birstall has the fourth highest visitor's figures and proves its value that residents place on it. Birstall Library has a wide range of clubs and many people use the library at different times in their life.</p> <p><u>Staff</u> The professional staff and volunteers make Birstall Library a welcoming place and can help with advice on offer subjects than library provision. Professional staff are essential to sustain the service.</p> <p><u>Building</u></p>

	<p>Birstall Library is a modern building fully accessible for all users and benefits from free parking immediately outside the building.</p> <p><u>Benefiting those who need it the most</u> Closure of Birstall Library could put pressure on the community and other council budgets. The Ambitions of Public Libraries report are very clearly seen in action, which in turns supports the Council's Economic and Health and Wellbeing Strategies. The Administration should explore and utilise opportunities in the delivery of both Council services and strategies. Birstall has an area of deprivation in the worst 20-40% and has a higher than average population of between 45 and 65 and over 65. The library contributes to people's health and wellbeing, helping to reduce loneliness, isolation and providing job seekers facilities that they may not have at home.</p> <p><u>Service provision</u> Not everyone has access to IT and many services including the Councils are now digital by default. Public access computers meet this need and both professional staff and volunteers assist many community users.</p> <p><u>Children's education</u> At the public meeting it was said that a library is essential to the development of children's' artistic, writing, reading skills and that schools rely on a library. Through reading schemes there is positive encouragement of reading for young people. Eight letters from local pupils make reference to the benefits that they have in having a library that they can visit with their families and on class visits.</p> <p><u>Local sense of community</u> Birstall Library is a safe a haven for people with a friendly welcome for all. Regular events help with confidence building and help build new friendships. One submission from a young person said 'the library is a huge part of them and their heart'. Another submission from a young person said if the library closed 'it would change how their school is and how people are' and asks 'do we understand what we will destroy?'</p>
<p>Specific to Cleckheaton Library</p>	<p><u>Staff</u> Staff are approachable and ready to help.</p> <p><u>Benefiting those who need it most</u> One user said that Cleckheaton Library has been 'a big part of their life for 50 years. A job seeker said without Cleckheaton Library they wouldn't have secured employment as every job opportunity was online and they didn't have access to IT at home. Residents regularly ask for help in contacting the council or carry out compulsory transactions with the council. The Council's "go digital" strategy is disenfranchising a proportion of its residents, mostly elderly people, but also those with physical or mental health problems. Access to computers and the internet is a critical part of the library service; no other body provides this service. Cleckheaton has already suffered disproportionately severe cuts at the hands of Kirklees Council, losing its sport centre, Red House Museum and treasured foundation building at Whitcliffe Mount School.</p>

	<p><u>Local sense of community</u> Cleckheaton Library is seen as a safe environment, a place to relax, the backbone of the local community and a life-saver to many. The library is socially inclusive where any-one regardless of age, gender, ethnicity, disability or ability to pay, can access high quality services. A successful writers group was set up and runs regularly events including a self-led writing workshop, something that is valued in the community.</p> <p><u>Service provision</u> Cleckheaton Library is seen as a community hub. Having access to IT means not having to travel to Liversedge by foot.</p> <p><u>Education Children and Adults</u> The library is described as comforting, from families who use the library with small children to users who say their ventures into reading have been defined by Cleckheaton Library and used it for more than 65 years. Having access to books is vital to aid learning and appreciation of literature. It is thought that a number of young people use the library for homework and revision. In lower socio-economic communities the library is the only free, warm and dry space outside school, now the youth service has been decimated. The children's activities witnessed are an investment in the future by Kirklees Council.</p> <p><u>Building</u> Cleckheaton Library was purpose built, it is light filled, calm and comfortable, offering a variety of environments for individual and group interaction. The library is situated in North Kirklees and offers services to many people who could not readily access services at Dewsbury or Huddersfield. It is the community centre for Cleckheaton as there is no other community centre in the town.</p> <p>A recent survey by the Friends of Group concluded: most people lived locally and travelled to the library by car or by bus, the library is used for a myriad of reasons not just for books, it was a great place to revise, it seemed that the library service was doing everything right and the only problem being the threat of closure. A number of people said they did not know what they would do if Cleckheaton Library was to close.</p>
<p>Specific to Denby Dale Library</p>	<p><u>Building</u> Denby Dale Library co-exists with other organisations and is owned and managed by a community trust. The benefits of this is that they are able to provide new and enhanced services to the community. Sharing premises and working in partnership with charities, social enterprises and businesses should be the norm.</p> <p><u>Volunteers</u> It is stated that Volunteers cannot run a library without help from a professional library service. It is felt that without support centrally purchasing, stock management and circulation of books would be affected.</p>

<p>Specific to Holmfirth Library</p>	<p><u>Sense of community</u> Having recently moved to Holmfirth with small children one submission said Holmfirth Library has provide the family with a wonderful resource, activities for the children and a sense of belonging. Having a library in the area was a deciding factor in the move. Holmfirth Library and Tourist information Centre is seen as a focus of creativity and interaction in all aspects of life in the town. Loss of all or part of these provisions would be detrimental to the health of the community. Holmfirth Library is used by a number of groups and volunteers are keen to keep outside official opening times to extend this further. Enhanced activities are supported by library volunteers such as gardening projects including creation of a nearby sensory garden, poetry evenings, writer’s workshops and book launches.</p> <p><u>Local population</u> Over the last two years has seen greater diversity of interest generated, with corresponding increase in numbers of people coming to Holmfirth Library.</p> <p><u>Staff and Volunteers</u> A dedicated professional staff and an enthusiastic body of volunteers work closely together.</p> <p><u>Children</u> A twice weekly Storytime is organised and presented by volunteers with attendees of up to 30 children and adults in addition to a sling library operating from Holmfirth Library.</p>
<p>Specific to Honley Library</p>	<p>A recent questionnaire circulated to residents in Honley concluded that the library is used for borrowing books, use of computers, research, photocopying, events and activities, clubs for both children and adults. Most users tend it use it monthly, although a significant number visit Honley Library weekly. Most support set charges to cover events, although there is some support for giving donations and annual subscriptions. At least fifteen new volunteers came forward to support the library following the questionnaire.</p>
<p>Specific to Kirkburton Library</p>	<p><u>Access to library services</u> The 2016 Kirklees Library Survey found that 70% of responder’s indicated that they would stop going to a library if they had to drive to a Central Library. Travelling any distance is not an option for many, Kirkburton Library provides library services to areas including Emley, Stocksmoor, Thurstonland, Lepton, Farnley Tyas, Shelley, Highburton and Kirkburton with a population close to 10,000. Kirkburton Library was the only community library having an increase in visits in 2017 (10%) and more active members (1098) than any other small community library in Kirklees.</p> <p><u>Children’s education</u> Kirkburton Library is especially proactive in providing activities to children ages 0 -12 years. Up to 30 children from 0 – 5 years attend weekly Rhymetime and up to 15 children aged 2 – 5 years come to</p>

	<p>weekly Storytime. These ever changing groups provide education, support and social interaction. Partner working with Kirkburton First School sees library volunteers running weekly lunchtime 'Book and Chatter' groups, the final session takes place at Kirkburton Library where the children are shown the ways in which the library can support their education and interests. Activities organised in school holidays are a mix of mental, physical and creative events. Liaison with and visits from early years providers, including weekly visits from disabled pupils enables volunteers to support children in the provision of books for school projects and the joy of reading.</p> <p><u>Sense of community</u> Kirkburton Library hosts several regular weekly groups with some members coming to the meetings for social interaction as the primary reason to attend.</p> <p><u>Volunteers</u> Volunteers overwhelming support keeping the library open and with many volunteers offering to increase their level of commitment. FOKL suggests that Kirklees Library Service increase emphasis on recruiting, training and supporting volunteers to undertake basic tasks which would allow for professional staff to focus on value added activity. A possible scenario is a team of professional staff members dividing their time and expertise between several libraries. FOKL are in the process of applying for Charitable or Trust status to enhance opportunities for the future of Kirkburton Library.</p>
<p>Specific to Kirkheaton Library</p>	<p><u>Active Members</u> Whilst Kirkheaton has the lowest visitor numbers it has 9.64% active members whilst only one other Kirklees library has more than 5%.</p> <p><u>Sense of community</u> Kirkheaton History Group was formed in 2015, many people have used the group to research their own family history and the group has extended its offer to monthly talks. The library service is essential to them in order to continue with this community support.</p>
<p>Specific to Lindley Library</p>	<p><u>Local usage needs</u> There is a really positive and lively atmosphere in Lindley Library with many groups using the library facilities and services.</p> <p><u>Staff</u> All of the professional staff work extremely well with volunteers, guiding and supporting them as much as possible.</p>
<p>Specific to Marsden Library</p>	<p><u>Building</u> Following fundraising by the Trust and FOML the building where the library is located has been refurbished. This demonstrates the extent of the commitment of the FOML and Trust to the continuation of a library service in Marsden. The refurbishment will ensure the space is multi-functional.</p>
<p>Specific to Mirfield Library</p>	<p><u>Benefiting those who need it</u></p>

	<p>One submission said that her mother had used the library all her life, attending events and talks now when no longer able to use books. The library service had been where one person had started their career.</p> <p><u>Building</u> An offer by a local builder to develop another site may be an ideal solution to save costs.</p> <p><u>Volunteering</u> Volunteering at Mirfield Library means so much to me. We are able to host events, it's a place for lonely people to meet up and make friends.</p>
<p>Specific to Skelmanthorpe Library</p>	<p><u>Volunteering</u> We have been assisting in Skelmanthorpe Library for over two years, we help open up and close at the end of the day, enabling the library to be open 16 more hours when the professional staff aren't on shift. We would not want to do this without knowing that there was staff member who would be regularly present. Training and continuing support of professional staff are vital to volunteers.</p> <p><u>Local usage needs/service provision</u> Skelmanthorpe Library is a vital centre for our community, its easily accessible to all and with a safe, comforting and welcome ambience. It provides technology for all, supports literacy and fulfils a social function in supporting people of all ages who may be isolated. A library promotes prosperity, making Skelmanthorpe a great place to live encouraging investment in the local community.</p> <p><u>Building</u> The building is conducive to the variety of uses it has. Local organisations use the library to promote local activities for old and young. The recently formed U3A has benefited from the support of the library and enthusiasm of the volunteers as many groups meet in the building. The asset transfer of the building from Kirklees Council to the Denby Dale Parish Council has resulted in a vibrant and developing centre that serves as a focus for local residents and village networks.</p> <p><u>The councils approach/goals</u> The success of Skelmanthorpe Library as a community supported library has been achieved by the active support of a professional member of staff, and the library service overall, the commitment and dedication of the volunteer co-ordinator and the professionalism of the volunteers who have committed to the project.</p>
<p>Specific To Home Service</p>	<p><u>Benefiting those who need it most</u> One submission said that their elderly mother was dependent on Home Service not only for the talking books, but also the visit from the member of staff.</p>