Kirklees COUNCIL

Name of meeting: Cabinet

Date: 17th November

Title of report: Clarification to Cabinet following the scrutiny call in on 23rd October 2015 on the Future Library Provision

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**
Is it in the Council's Forward Plan?	**Yes**
Is it eligible for "call in" by Scrutiny?	**No**
Date signed off by Director & name **Is it signed off by the Director of Resources?** **Is it signed off by the Assistant Director – Legal, Governance & Monitoring**	**D Smith – 5th November 2015** **D Smith – 5th November 2015** **J Muscroft - 5th November 2015**
Cabinet member portfolio	**Cllr G Turner**

Electoral wards affected: **All**
Ward councillors consulted: **All**

Public or private: **Public**

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1   Purpose of the Report

The purpose of this report is to provide clarification to Cabinet in respect of the findings from the Overview and Scrutiny Management Committee following the scrutiny call in on Future Library Provision.

The Scrutiny Committee recommended that:

- There needs to be a clearer clarification of the two-tier model of services (Town and Community supported libraries) being proposed so that the public can clearly understand the rationale and service offer they can expect.

- Once the definition has been clarified Cabinet should review and categorise the different libraries in line with the clear definition and that paid staff hours are allocated appropriately.

2   Key Points

Clearer definition of the two-tier model:

The definition of a Town Library and a community supported library has been a fundamental part of the library strategy and has been publicly available on the Libraries page of the Council web site since January 2015. It was used as a reference point for the consultation that took place between January and April 2015.

The definitions are:

- **Town Library**
  Town Library and Information Centres will provide full Library and Information Centre service, delivered by two or more paid members of staff and supported by volunteers. They will also provide telephone support to community supported libraries. Kirklees council will provide books, resources and IT. Town Library and Information Centres will form part of the statutory Library Service offer.

- **Community Supported Library and Information Centres**
  Community Supported Library and Information Centres will be staffed by one paid member of staff and supported by volunteers. Kirklees will provide books, resources and IT. Community supported locations will form part of the statutory library service offer.

Review and categorisation of different libraries

In recommending which libraries fell into the above categories, consideration was given to the activity that took place in each library and whether or not the activity required staff intervention, so for example if there were more book issues than enquiries, less staff will be required because book issues will be facilitated by self- service machines. In addition to looking at the activity the library management team used their professional judgement to make recommendations with regard to what they believe is most sustainable in the long-term given the current budget constraints. On the basis of the activity (See appendix A for Library activity), there are 8 Libraries identified as Town Libraries and 16 identified as Community Supported Libraries

Opening hour's rationale.

The staffed hours given for each library were based on activities (book issues, IT usage and enquiries) and footfall. The two largest town libraries, Huddersfield and

Dewsbury were given the bigger portion and then a sliding scale was used for the remaining 22 Libraries. Holmfirth will be merged with the Tourist Information Centre and was therefore allotted hours that are representative of the additional footfall

The Scrutiny Committee requested that the allotted hours for each Library was reviewed. This was considered and changed two of the town library staffed hours as a result, as on reflection it was considered there could be more parity at Birstall and Mirfield, which both have similar levels of activity.

Community Supported libraries generally have less activity that requires staff intervention e.g enquiries, it is considered that allotted hours are representative of the type of activity in each of the libraries, applying the sliding scale of usage.

Appendix C to this report provides for 3 options;
- Option 1 from the original report
- Option 2 with changes to Birstall and Mirfield
- Option 3 Standardising Hours

There will be further discussion with Friends of Groups and other stakeholders as to when the staffed opening hours are during the week, and if the community feel they can enhance the library offer by opening outside of these staffed hours.

3   Implications for the council

Implications for the council are clearly identified in the original Cabinet report dated 22 September 2015 and is attached at Appendix B

4   Consultees and their opinions

The original consultees and their opinions are included in the original report. This report has also had regard to the outcome from the Overview and Scrutiny Committee on 23 October 2015.

5   Next Steps

This report is submitted to cabinet for decision on which libraries are categorised as Town Libraries and how many hours each library is to have paid staff allocated to them.

6   **Officer recommendations and reason**

That the libraries are categorised as follows:

Town Libraries	**Community Supported**
Huddersfield	Almondbury
Dewsbury	Birkby
Batley	Chestnut Centre
Cleckheaton	Denby Dale

Birstall	Golcar
Mirfield	Greenwood Centre
Heckmondwike	Honley
Holmfirth	Kirkheaton
	Kirkburton
	Lindley
	Marsden
	Meltham
	Rawthorpe/Dalton
	Shepley
	Skelmanthorpe
	Slaithwaite

In addition officers recommend that the hours allocated to each library are those identified in Option 2. The rational for the recommendations are outlined in section 2 of this report.

7: Relevant Papers
Overview and Scrutiny report of 23 October 2015 will be submitted to Cabinet on 17th November 2105

8:0 Cabinet portfolio holder recommendation

8:1 The portfolio holder supports the officer recommendations.

9:0 Contact officers
Dave Thompson Head of Customer Services telephone number 01484-221000
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10:0 Assistant Director responsible

Jane Brady Assistant Director Customer & Exchequer Services telephone number 01484 – 221000 jane.brady@kirklees.gov.uk

Appendix A Statistical Evidence

Servicepoint/Ward	Hours Open	Active Borrowers	Enquiries	IT usage	Total Issues	Total Activities	Activity per hour	No Visits 2014/15	No of visits per hour
Almondbury	24.50	600	13,377	1,456	18,322	33,155	26	32,840	26
Batley	48.50	4,966	64,316	20,820	73,004	158,140	63	154,357	61
Birkby	25.00	844	11,184	5,425	14,269	30,878	24	44,616	34
Birstall	45.50	2,281	45,655	6,814	40,058	92,527	39	117,113	49
Chestnut centre	66.00	1,118	37,065	11,414	11,110	59,589	17	103,123	30
Cleckheaton	51.00	4,300	23,350	12,068	105,291	140,709	53	106,501	40
Denby Dale	23.00	784	2,415	1,181	21,311	24,907	21	17,894	15
Dewsbury	52.50	9,080	125,089	54,340	103,978	283,407	104	203,996	75
Golcar	24.00	880	5,467	1,684	19,433	26,584	21	23,590	19
Greenwood Centre	25.00	1,535	16,457	14,263	11,302	42,022	32	53,379	41
Heckmondwike	45.00	2,225	33,809	10,903	32,119	76,831	33	47,731	20
Holmfirth	51.00	3,429	53,852	8,254	82,457	144,563	55	84,944	32
Honley	28.00	970	6,024	2,450	24,581	33,055	23	27,352	19
Huddersfield	52.50	17,218	357,692	90,937	271,519	720,148	264	508,982	186
Kirkburton	32.00	1,244	5,024	1,930	33,206	40,160	24	25,534	15
Kirkheaton	15.00	427	3,695	851	10,180	14,726	19	10,948	14
Lepton	22.00	450	3,229	1,737	14,291	19,257	17	10,594	9
Lindley	37.50	2,546	23,994	7,134	69,292	100,420	51	64,948	33
Marsden	24.00	882	12,794	3,178	16,058	32,030	26	40,416	32
Meltham	30.50	1,086	14,830	2,731	24,343	41,904	26	34,005	21
Mirfield	51.00	3,491	29,478	9,472	87,027	125,977	48	79,881	30
Rawthorpe/Dalton	25.00	715	5,686	5,017	11,252	21,955	17	30,438	23
Shepley	19.00	566	9,366	875	17,626	27,867	28	20,613	21
Skelmanthorpe	37.00	903	7,457	1,578	19,897	28,932	15	34,160	18
Slaithwaite	24.50	906	6,176	2,098	16,382	24,656	19	21,505	17
Thornhill Lees	25.50	640	6,771	5,075	11,701	23,547	18	21,577	16

Kirklees
COUNCIL

Name of meeting: Cabinet
Date: 22 September 2015

Title of report: Future Library Provision

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 Proposes a budget reduction of £500k in 2016/17 and £1,354k in 2017/18
Is it in the Council's Forward Plan?	Yes
Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director & name **Is it signed off by the Director of Resources?** **Is it signed off by the Assistant Director – Legal, Governance & Monitoring?**	14th September 2015 David Smith Yes - 14/09/15 Yes - 09/09/15 Patricia Hannen
Cabinet member portfolio	**Cllr Graham Turner**

Electoral wards affected: ALL
Ward councillors consulted: ALL

Public or private: PUBLIC

1:0 Purpose of report

1:1 Over the past five years the library service has reduced its budget by £844k. These savings have been achieved through a review of senior management and modernising the service.

1:2 One of the proposals for the Medium Term Financial Plan (MTFP) for the period 2015/16 to 2017/18 was to reduce the budget for library provision from £5,776k to £2,550k. The administration considered that this proposal was too severe and added back £1,372k into the MTFP. This meant for the period of the MTFP the libraries budget would reduce from £5,776k to £3,922k, with reductions of £500k to be made in 2016/17 and £1,354k to be made in 2017/18.

1:3 The purpose of this report is to put forward a proposal that will deliver Library Services against the budget of £3,922k.

2:0 Key points

2:1 Background

2:1:1 The Council is required to make provision for a comprehensive and efficient library service in line with the Public Libraries & Museums Act of 1964. There is however no definition of what 'comprehensive and efficient' means, so it is for each Council to determine what the provision will be and how it will be delivered.

2:1:2 Over many years Kirklees has maintained a tradition of strong investment in the library service and the current offer includes:

- o 26 static libraries based on a wide geographic spread across the borough
- o 5 mobile libraries that stop at 207 halts
- o 3 smaller vans that offer a book delivery service to residents homes, specifically helping frail and disabled residents
- o Specialist services; for example transcription services, talking newspapers, and bibliotherapy.
- o Professional librarian service for 'one off' and ongoing projects supporting children and adult learning at a variety of locations including schools.
- o Events that meet the Council priorities of Early Intervention and Prevention and Economic Resilience and help support the health and well-being of our citizens are delivered in libraries by library staff, partners and community groups.

The detail of current activity for each library is identified at appendix A.

2:2 How the service has changed

2:2:1 The libraries in Kirklees are no longer places for quiet reading and research. They have changed over the years into places that are most frequently hubs of community activity. The introduction of public access computers in 2000 saw more people coming to the service for reasons other than to borrow books and to undertake research.

2:2:2 In 2004 Kirklees Council made the decision to expand the role of libraries to incorporate the provision of information. This was done by enabling access for staff to a variety of Council IT systems. To allow residents to make enquiries at a place that was convenient for them. This further increased the service offer made by the library service.

2:3 Current Usage & Financial Information

2:3:1 The population of Kirklees at the last census is 428,279. Our statistics provide the following information for the period 2014/15.

- The number who have used their library cards 67,459
- The number who have used their library cards with the mobile service 2,598.
- The number of times a computer was booked 283,697
- The number of enquiries that have been made 1,016,150
- The number of events hosted by our library service 11,234
- The number of book & audio visual issues 1,434,565
- The number of visits to library services 2,026,399
- The number of home visits 13,198

2:3:2 Whilst the information identified above shows that 15.75% of the Kirklees population hold a library card and use it, and activity in the other areas identified is high, there has been a small year on year reduction in the number of people who access the service.

Appendix B details the statistical information for 2014/15.

2:3:3 Financial Information - Appendix B also identifies access of the library services based on 2015/16 budget allocation. It is broken down to its component parts and includes the cost of each library and service it provides.

2:4 Approach to determining the future service

2:4:1 In determining what the future of the library service could look like and in order to meet the Government requirements of a comprehensive and effective service, and along with the 5 nationally agreed library offers*, the following criteria were developed.

The library offer should;
- Meet the equality needs of our communities by having regard to citizens who have disabilities or are disadvantaged because they live in areas of deprivation
- Put forward a proposal that is financially sustainable in the long term by ensuring the service offer matches the needs of communities, is flexible and can be delivered in different ways
- Have regard to how well the existing service is used and what aspect of service is relevant
- Seek to maximise community involvement through volunteers and 'friends of groups'

2:4:2 In addition to assessing future service against criteria, the Council also has regard to the outcome of the extensive consultation that was undertaken between January and April 2015. The broad results of the consultation are outlined below and the executive summary can be found at Appendix C. The full report can be found at http://www.kirklees.gov.uk/leisure/libraries/pdf/LibrariesReviewReport.pdf

5 nationally agreed library offers: Reading, Information, Digital Inclusion, Support for Health & Wellbeing and Learning

2:4:3 The consultation sought the views on three different types of library model. They are;

1. Town Library
2. Community Supported Library
3. Community Run Library

In addition the consultation sought the views on;
Book Drops
Libraries Outreach
Mobile Library Service
Home Library Service
Transcription Service
The merger of Holmfirth Library and Tourist Information Centre

2:4:4 The findings revealed the following;

- o Support did exist for the Council to explore new and different ways of delivering a library service in the future
- o Libraries were felt to be the heart of communities and that localised provision was important
- o There was generally support for the role of the community in helping to deliver services, although concerns did exist in respect of utilising volunteers
- o There was a clear willingness for residents to become library volunteers although this varies across the borough.
- o Opinions are mixed about moving from existing premises to other community buildings
- o There was clear support for Town Libraries and Community Supported Libraries and little or no appetite for Community Run Libraries
- o There was strong support for Libraries Outreach, the Home Service and the Transcription Service. Book Drops were unpopular.
- o Whilst the consultees didn't support stopping the Mobile Service, few had actually used it
- o There was overwhelming support to merge the Library and Tourist Information office in Holmfirth

3:0 Implications for the Council

3:1 Future Library proposal

3:1:1 Based on the following factors;

- o The reduction in the budget;
- o The criteria set out in Section 2:4 of this report;
- o The results of the public consultation;
- o The petitions and deputations received
- o The issues raised at the Council debate;

It is proposed that the future Library Service should comprise of Town Libraries – which will be fully staffed by Council employees, and Community Supported Libraries which will be staffed by one Council employee and supported by community volunteers. The table below identifies which library falls into each category.

TOWN LIBRARIES	COMMUNITY SUPPORTED LIBRARIES
o Huddersfield	o Almondbury
o Dewsbury	o Birkby/Fartown
o Batley	o Chestnut Centre
o Cleckheaton	o Denby Dale
o Mirfield	o Golcar
o Birstall	o Greenwood Centre
o Heckmondwike	o Honley
o Holmfirth	o Kirkheaton
	o Kirkburton
	o Lindley
	o Marsden
	o Meltham
	o Rawthorpe/Dalton
	o Shepley
	o Skelmanthorpe
	o Slaithwaite

3:1:2 For the Town Libraries it is proposed that the council meet the costs for providing the library service in full. Volunteers are required to work with the town libraries to enhance the offer to communities.

3:1:3 For Community Supported Libraries there are instances where the asset could be transferred to a community group. Where the asset is transferred the council will not pay a hosting fee to the group for example for rent or utility costs.

3:1:4 In addition to accessing Library Services, the proposal also identifies that there will be a social inclusion offer. This will continue to offer transcription services, talking newspapers, and the home service. There will be continuing outreach by the service librarians who will be working with schools and other groups to support services for both adults and children.

A full breakdown of the proposed social inclusion, development and librarian development service provision is identified at Appendix D.

3:1:5 For those libraries that have been designated as Community Supported Libraries the service has been working with volunteers and has been helping 'Friends of the Library' to be set up. The 'Friends Groups' continue to strengthen and in the past 12 months we have seen a significant rise in people willing to volunteer to support the library. We have a number of good examples where volunteers play a key role and a comprehensive training programme is in place for volunteers. It is up

to each volunteer how much or how little extra training they undertake after they have learned the basics around for example: Health and Safety, library policies, stock, information security, customer care, answering enquiries and working with children and young people.

3:2 Opening hours

3:2:1 As mentioned earlier in this report, significant savings are to be made from the libraries budget. Whilst the analysis of the service offer has been able to identify where a library service continues, it will not be possible to remain open for the same number of hours as they do currently. There will be an overall reduction in hours across the Libraries of 40%. The staffed hours for the proposed Town libraries & Community Supported libraries are detailed at Appendix E. Should the Council accept the proposal as identified in this report, library staff will work with residents and library users to identify the most convenient opening times for each library.

3:2:2 We have used the level of book issues/enquiries, IT usage and visitors to determine level of staffed opening hours. For Community Supported Libraries we have also considered the level of community involvement so far.

3:2:3 Community Supported Libraries will require the support of volunteers to keep them open. The volunteer support will be regularly monitored to ensure that the library service is being supported appropriately. Where volunteer support for the paid member of staff does not attend during the hours agreed for over 25% of the time in a quarterly period, then a report will be developed for cabinet to consider the closure of the service point.

3:3 Holmfirth Library & TIC

3:3:1 During the consultation the people who used Holmfirth library were asked about co-locating the Tourist Information Centre with the library in an effort to reduce the costs of occupying two buildings.

There was significant support from all consulted who thought this was a good idea.

3:4 Service offers to end

3:4:1 In establishing the future service the criteria were applied to each aspect of service provision and there was an assessment of whether or not the criteria were met. Whilst the major objective is to retain as much of the current service as possible the reduction in the budget makes this unfeasible

3:4:2 Thornhill Lees library

3:4:2:1 Thornhill Lees Library is situated in an area of deprivation, the building that it occupies is shared with a children's centre. The children's centre is open for two hours a week. There is a community centre, doctors surgery and pharmacy located within the building complex. There is little appetite for local people to become volunteers to support the library and the service, in comparison with other sites, is not as well used.

3:4:2:2 The conclusion around Thornhill Lees is that it fails to meet the criteria on a number of points due to poor levels of usage, lack of community interest which prevents a flexible approach to delivering a service from this site in the future. Therefore it is proposed that Thornhill Lees library should close by 1st April 2016.

3:4:3 Lepton Library

3:4:3:1 The position regarding Lepton library is very similar to that of Thornhill Lees library, whilst not covering an area that has the same levels of deprivation, the number of people using Lepton is low and reducing. Not enough interest from volunteers to get involved with the library has meant that keeping the library open does not satisfy the criteria.

3:4:3:2 Therefore it is proposed that Lepton library should close by 1 April 2016.

3:4:4 Mobile Library Service

3:4:4:1 There are 5 mobile libraries in use with 1 spare as cover. Mobiles are primarily used for book lending services and are more expensive to run than the static libraries. The way the service is required to be delivered means it fails to be able to be delivered flexibly.

3:4:4:2 Our analysis shows that of the 67,459 active users of the library service 2,598 (3.85%) use the mobile library service. This equates to 0.6% of the population using the mobile service. The analysis also shows that 1437 of users (55.31%) live within a mile radius of a static library, 1149 (44.23%) of users live within a 1 and a 2 mile radius of a static library and 12 (0.46%) of users live outside a two mile radius of a static library. At Appendix F is a map detailing mobile users, halts and proposed static provision.

3:4:4:3 The average cost of an activity in a static library is £1.88 but on the mobile service it is £5.96 per activity. The costs of running a mobile service when compared with the average cost of static library provision means the mobile service doesn't offer value for money. On this basis the proposal is to stop the mobile library service from 1st April 2016.

3:4:4:4 The service will contact all the mobile users who live outside the two mile radius of a static to discuss with them how they might access library services in the future.

3:4:4:5 Those customers that meet the criteria for accessing the home library service will receive appropriate support.

3:5 Current & New service financial information

3:5:1 The financial impact of the proposals identified in 3:1 to 3:4 are detailed in Appendix G. This shows a comparison of the current 2015/16 budget and the budget for the new library service.

3:6 Future location of the library service

3:6:1 Due to the fact that all libraries will operate reduced opening hours, where they are currently situated will need to be reviewed. This cannot be done in isolation and will need to have regard to other services that will be offered in the same location. It is clear from the consultation that residents are keen to retain services and would consider the co-location of services.

3:6:2 Whilst it is understood that the location of the service is important and that residents have an emotional attachment to many of our library buildings their future economic viability has to be considered. Library buildings will be included as part of the Councils wider asset review and consideration will be given as to the most economically viable building to deliver the library service from.

3:7 Staff affected by these proposals

3:7:1 The decisions have an impact on staff in the library service reducing resources from 197.93 to 109.71 a reduction of 88.22 fte (full time equivalent) staff.

3:7:2 The Council's aim in the change process is to ensure we are able to retain the staff who want to continue in the new service and have the skills to do so. While this is likely to involve an assessment process we will ensure appropriate support is offered to individuals.

3:7:3 Options will be discussed on a 1:1 basis with the aim of the reductions in resources being done via the voluntary process available in the redundancy framework.

3:8 Equality impact assessment

3:8:1 The Council has to have due regard to the public sector equality duty when making decisions. Given that the proposals include service closures or a review of opening hours they will impact on service users in some way. The Council will still be operating from 24 static libraries, service users will be able to access services online, the home service will be available to customers who meet the criteria for service (as identified in appendix D) and our development and librarian team will be working with schools and community/friends groups to ensure the national library offer and local priorities are supported appropriately.

3:8:2 With specific regards to the proposal to close the mobile service the service will work with current users. Those that meet the needs for home service will be supported appropriately. Discussions will also be undertaken with customers on the online services they can access and the location of statics and their opening times.

3:8:3 With regards to the closure of Thornhill Lees & Lepton libraries, discussions will be undertaken with users to identify the most appropriate alternative access for them. There are other libraries available within reasonable proximity to both Thornhill Lees and Lepton. Users can also access the library service on line, for example

through e-books. There is the opportunity to have a book-drop for the community if there is an appropriate venue identified.

3:8:4 With regards to the revised opening hours the service points will have a paid member of staff in them for the hours quoted in appendix E. For community supported libraries the community and volunteers will be able to open the library when the paid staff are not on site. This could be for users to access IT, borrow a book or run an event. There is also the online service available for all users. All volunteers will be trained appropriately by the library service.

3:8:5 The equality impact assessment for the proposals can be found at appendix H

4:0 Consultees and their opinions

4:1 The Council's budget consultation results from the autumn of 2014 can be found in the following link
http://democracy.kirklees.gov.uk/Data/Council/201501141800/Agenda/COUNCIL14011552814D.pdf

4:2 The library consultation 19th January 2015 – 10th April 2015. The results of which can be found in Appendix C and the following link
http://www.kirklees.gov.uk/leisure/libraries/pdf/LibrariesReviewReport.pdf

The webcast from the library consultation at 29th July 2015 Council can be found on the following link
http://www.kirklees.public-i.tv/site/mg_bounce.php?mg_m_id=4726

4:3 The petitions received and detailed at Appendix I. These include two petitions presented to the Council meeting on 29th July 2015 as part of undertaking the debate on the outcomes of the library consultation.

4:4 The deputations received and detailed at Appendix I. The deputations were discussed at cabinet on 28th & 29th July 2015.

4:5 The public meetings attended by staff from libraries service detailed at Appendix J.

4:6 The meetings attended by Cllr Turner during and as part of the consultation programme detailed at Appendix I.

5:0 Relevant papers

5:1 The Council budget consultation papers (See 4:1)

5:2 The library consultation papers (See 4:2)

5:3 The library annual statistical report in the following link:
http://www.kirklees.gov.uk/leisure/libraries/pdf/AnnualReportSummary.pdf

6:0 Next steps

6:1 This report is submitted to cabinet for a decision as set out in section 7:0 of this report.

7:0 Officer recommendations and reasons

7:1 That the Council delivers a library service from the 8 town libraries and 16 community supported libraries, these will remain in Council control, at the hours set out in appendix E.

7:2 That a social inclusion offer is developed covering the Transcription Service, Kirklees Talking News and the Home Service.

7:3 That the library and the tourist information centre in Holmfirth are merged as soon as practicably possible.

7.4 That by 1st April 2016 the libraries at Thornhill Lees and Lepton are closed and the Mobile library service ceases operation.

7:5 That should the volunteer levels fall below expectations in any of the Community Supported Libraries, where volunteer support for the paid member of staff does not attend during the hours agreed for over 25% of the time in a quarterly period, that a report be developed for cabinet to consider the closure of the service point.

7:6 That for community supported libraries where the asset is transferred the Council will not pay a hosting fee to the group for example for rent or utility costs.

8:0 Cabinet portfolio holder recommendation

8:1 The portfolio holder supports the officer recommendations.

9:0 Contact officers
Dave Thompson Head of Customer Services telephone number 01484-221000
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Carol Stump Chief Librarian telephone number 01484-221000
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10:0 Assistant Director responsible

Jane Brady Assistant Director Customer & Exchequer Services telephone number 01484 – 221000 jane.brady@kirklees.gov.uk

Appendix C

Options based on staff opening hours

	Current opening hours	**Option 1** Original Proposal	**Option 2** BS/MF changes	**Option 3** Standardised hours
Huddersfield *	56.5	50	50	50
Dewsbury *	52.2	50	50	50
Batley	48.5	35	35	30
Cleckheaton	51	35	35	30
Holmfirth *	51	40	40	40
Birstall	45.5	30	32.5	30
Mirfield	51	35	32.5	30
Lindley *	37.5	30	30	30
Chestnut	66	20	20	17
Heckmondwike	45	30	30	30
Greenwood	25	20	20	17
Meltham	29.5	20	20	17
Birkby	25	20	20	17
Marsden	31	20	20	17
Almondbury	24.5	15	15	17
Kirkburton	32	15	15	17
Skelmanthorpe	37	15	15	17
Honley	28	15	15	17
Rawthorpe	25	15	15	17
Golcar	24	15	15	17
Shepley	19	15	15	17
Slaithwaite	24.5	15	15	17
Denby Dale	23	20	20	17
Kirkheaton	15	5	5	17
Totals		**580**	**580**	**575**

Option 1 - The original proposal based on activities and visitors and professional judgement.

Option 2 - The original proposal with Mirfield and Birstall hours apportioned for better fairness.

Option 3 - Based on Town Libraries at 30 hours and Community Supported at 17 hours.

*Busyness does not allow for any further reduction