

## **Budget Proposals 2012/13: Major Decision: Business Unit : Resident and Visitor Services (Libraries – High Level)**

### **Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name:** Sue Cheriton

**Position:** Executive Head Resident and Visitor Services

**Business Unit:** Resident and Visitor Services

**Department:** Library Service

**Date:** January 2012

**Note:** Please note that this is a high level impact assessment for the Library Service at this time. A more comprehensive impact assessment and specific budget proposals will be made available at the 25<sup>th</sup> January Overview and Scrutiny meeting. Comprehensive consultation results will also be made available at this time. This impact assessment is based on preliminary consultation findings.

**Please see agenda item 5, page 8, proposal 2**

## Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals <ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies</li> </ul>	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Reduction of Library Services – opening hours and service provision		170	There are some vacant post which will be deleted but redundancies are expected : it is estimated this could be around 6 FTE's – estimated cost of up to £100k for redundancy and pension payments	04/2012	<ul style="list-style-type: none"> <li>Adverse public reaction to reduced opening hours</li> <li>Risk of legal challenge as now case law set on Library 1964 Act this year at other Council's</li> <li>Reduced demand due to reduced hours</li> <li>Groups including the voluntary sector may be affected by reduced operational times</li> <li>If closure between Christmas and New Year is agreed staff will be affected as they would be required to take annual leave</li> </ul>			X

### Stage 1: Purpose of the proposal

No	Question	Details
1.	Clearly set out the purpose of the proposal	<b>Reduction of Library Services – opening hours and service provision.</b> The detail is still being determined subject to the results of the questionnaire and consultation completed at the end of December. There will be some internal changes to the structure which will not affect the public. Internal restructuring will take place with limited affect on the counter service points. This CIA will focus on reductions in public services specifically and any increase in charges and new charging policies where this will affect the users.
2.	Who is this proposal likely to affect?	Reductions have to be made to this service and it is expected that this will result in the loss of 37 hours across the Library Service provision. The final reduction of hours proposed will be determined by consultation from users, local residents and by analysis of numbers visiting the library at specific times.
3.	What is the intended outcome?	To minimise the impact on users by any reduction in service by identifying the least popular times and ensure the maximum level of service can continue to be provided within the revised budget allocations.

## Stage 2: Evidence, Consultation and Engagement

No	Question	Details																								
4.	<p><b>Have you considered the available evidence?</b></p>	<p>Locally – extensive consultation is taking place to identify the current uses of the library, when the facilities are used and the level of usage across the current opening times. This evidence will be used to reduce the service by 37 hours across all service areas – based on demand and best use of resources.</p> <p><b>General Data</b></p> <ul style="list-style-type: none"> <li>• There are 4 libraries within Torbay – Torquay, Paignton, Brixham, Churston as well as mobile library provision.</li> <li>• All libraries at present are open 6 days a week including half day opening and late night provision. The links below outline library opening times.               <ul style="list-style-type: none"> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/torquaylibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/torquaylibrary.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/paigntonlibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/paigntonlibrary.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/brixhamlibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/brixhamlibrary.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/churstonlibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/churstonlibrary.htm</a></li> </ul> </li> <li>• Torbay Mobile Library Service - There is a mix of fortnightly and weekly stops covering all of Torbay. Link provides the mobile library schedule for a specified postcode area –               <ul style="list-style-type: none"> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations.htm</a></li> </ul> </li> </ul> <p><b>Footfall data</b></p> <p>Footfall data for 2011/12 up to December 2011 is as follows:</p> <table border="1" data-bbox="371 890 1646 1129"> <thead> <tr> <th></th> <th>Items issued</th> <th>Visitors</th> <th>Enquiries</th> </tr> </thead> <tbody> <tr> <td>Brixham</td> <td>64,847</td> <td>78,440</td> <td>17,275</td> </tr> <tr> <td>Churston</td> <td>76,833</td> <td>46,869</td> <td>10,113</td> </tr> <tr> <td>Mobile Library</td> <td>24,071</td> <td>8,195</td> <td>1,985</td> </tr> <tr> <td>Paignton</td> <td>205,556</td> <td>233,562</td> <td>31,346</td> </tr> <tr> <td>Torquay</td> <td>182,371</td> <td>178,237</td> <td>57,585</td> </tr> </tbody> </table> <p><b>Benchmarking – Unitary comparisons (Appendix 1)</b></p>		Items issued	Visitors	Enquiries	Brixham	64,847	78,440	17,275	Churston	76,833	46,869	10,113	Mobile Library	24,071	8,195	1,985	Paignton	205,556	233,562	31,346	Torquay	182,371	178,237	57,585
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No	Question	Details
		<ul style="list-style-type: none"> <li>• Benchmarking based on service points open to the public as at 31<sup>st</sup> March 2011 (Cipfa Stats)</li> <li>• Population by Service Point – Torbay has a 26,860 population per service point (service points open to the public as at 31<sup>st</sup> March 2011 where services are open for more than 10 hours or more per week including mobile libraries). Torbay’s population = 134,300</li> <li>• This compares to <ul style="list-style-type: none"> <li>▪ Poole - population by service point = 14,210 Total Population = 142,100</li> <li>▪ Southend-on-Sea - population by service point = 23,614 Total Population = 165,300</li> <li>▪ Bournemouth - population by service point = 14,008 Total Population = 168,100</li> </ul> </li> <li>• Mobile libraries – average hours of opening per week – Torbay performs within the middle quartile with, on average, mobile library provision available for 22 hours. The top performer for all unitary authorities was Southampton.</li> </ul>
	<b>How have you consulted on the proposal?</b>	<p>Consultation has taken place in the following ways: -</p> <ul style="list-style-type: none"> <li>• Through presenting to user groups and Friend of Library Groups.</li> <li>• By individual questionnaire on line and distributed through the library service points.</li> <li>• A wider general public ‘budget consultation’ has taken place.</li> </ul>
5.	<b>Who have you consulted with?</b>	<ul style="list-style-type: none"> <li>• User groups and Friend Groups have been consulted.</li> <li>• General public who use libraries via questionnaires.</li> </ul>
6.	<b>How many people responded?</b>	<ul style="list-style-type: none"> <li>• Two letters of objection from the Friends of Library Groups have been received (please refer to appendix 2)</li> <li>• Approx. 2500 questionnaires have been received by individuals on the proposed reduction in service for the Libraries.</li> </ul>
7.	<b>Outline the key findings?</b>	<p>Awaiting detailed final analysis.</p> <p><b>Preliminary Findings</b></p> <p>Responses from Questionnaires – Initial feedback (400 respondents part way through consultation 2<sup>nd</sup> December)</p> <ul style="list-style-type: none"> <li>• Most popular visiting time – Mornings 9.30 to 13.00 – Highest % = Monday and Tuesday</li> <li>• Least popular visiting time – Evenings 17.00 to 19.00 – Least % = Tuesday</li> <li>• Least popular times in the day – 9am – 10am and 5pm – 7pm</li> </ul>

No	Question	Details																					
		<p><b>Public Meetings:</b></p> <p><u>The Council is considering reducing the Library budget by £170k in the next financial year, how would you prefer this to happen?</u></p> <table border="1" data-bbox="369 331 1688 523"> <thead> <tr> <th></th> <th colspan="2">Reduce the number of libraries</th> <th colspan="2">Keep all libraries open but on reduced number of days</th> <th colspan="2">Keep all libraries open and reduce opening hours evenly across all</th> </tr> <tr> <th>Venue</th> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> </tr> </thead> <tbody> <tr> <td><b>Total</b></td> <td><b>14</b></td> <td><b>25%</b></td> <td><b>12</b></td> <td><b>22%</b></td> <td><b>29</b></td> <td><b>53%</b></td> </tr> </tbody> </table> <p style="text-align: right;">55</p>		Reduce the number of libraries		Keep all libraries open but on reduced number of days		Keep all libraries open and reduce opening hours evenly across all		Venue	Count	%	Count	%	Count	%	<b>Total</b>	<b>14</b>	<b>25%</b>	<b>12</b>	<b>22%</b>	<b>29</b>	<b>53%</b>
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8.	<p><b>What amendments may be required as a result of the consultation?</b></p>	<p>Awaiting detailed final analysis.</p> <p>In light of the preliminary findings the following potential unintended consequences need to be considered: –</p> <ul style="list-style-type: none"> <li>• Uses of the library by under 5's with parents - 58.8% who responded to 'taking part in activities' participated in under 5 activities. Therefore consideration needs to be given to access for parents and carers with young children.</li> <li>• 10% of those responded took part in Blind or Visually Impaired activities.</li> <li>• Those reading magazines and newspapers made up 26.6%, and usage for reference and information is made up of 21.6% respondents – this needs to be taken into account as the impact of the proposal does not only affect issues or service usage information.</li> <li>• Need to consider users who use the libraries for uses not identified in the questionnaire – somewhere to go to meet people, use as a place to keep warm, as a safe and neutral environment, or as the place to go when you don't know where to go etc.</li> <li>• Implications for other voluntary sector groups who traditionally use the library for drop in sessions needs to be taken into account.</li> <li>• Use of hired meeting rooms and loss of income where applicable</li> </ul>																					
9.	<p><b>How will the results be published?</b></p>	<p>The results of the consultation will be published via Overview and Scrutiny meeting reports in conjunction with the budget process.</p>																					

### Stage 3: Impact Assessment

No	Question	Details	
10.	Identify the potential positive and negative impacts on specific groups		
		<b>Positive Impact</b>	<b>Negative Impact</b>
	All groups in society generally	<ul style="list-style-type: none"> <li>A comprehensive library service, as per the Public Libraries and Museums Act, will still be maintained. The least impact possible to the Torbay community will be considered in how to reduce library opening hours and service provision.</li> </ul>	<ul style="list-style-type: none"> <li>Potential implications for voluntary sector groups who traditionally use the library for drop in sessions.</li> <li>Provision of services for vulnerable people could be at risk.</li> <li>Reduced access to services</li> </ul>
	Older or younger people	N/A	<ul style="list-style-type: none"> <li>Need to consider users of libraries for uses not identified in the questionnaire – somewhere to go for meeting people, use as a place to keep warm etc. This may impact on the elderly particularly.</li> <li>Uses of the library by under 5's with parents - 58.8% who responded to 'taking part in activities' participated in under 5 activities. Therefore consideration needs to be taken regarding access for parents and carers with young children.</li> <li>Need to consider potential impact if any of the libraries were to close on a Thursday morning which may impact the elderly and those of pensionable age collecting pensions at that time.</li> <li>Likewise, consideration into the potential impact if libraries are closed around school hours that may impact access to study material for young people.</li> </ul>
	People with caring responsibilities	N/A	<ul style="list-style-type: none"> <li>Consideration needs to be given to any potential impact of reducing the mobile library provision throughout Torbay on vulnerable people, specifically those people who are unable to leave their home and rely on carers.</li> </ul>

No	Question	Details	
	People with a disability	N/A	<ul style="list-style-type: none"> <li>10% of those responded took part in Blind or Visually Impaired activities. This will be considered in determining final proposals.</li> </ul>
	Women or men	N/A	<ul style="list-style-type: none"> <li>Uses of the library by under 5's with parents - 58.8% who responded to 'taking part in activities' participated in under 5 activities. Therefore consideration needs to be taken regarding access for parents or carers with young children.</li> </ul>
	People who are black or from a minority ethnic background (BME)	N/A	N/A
	People who are lesbian, gay or bisexual	N/A	N/A
	People who are transgendered	N/A	N/A
	People with particular religion or belief / no belief	N/A	N/A
	People who are in a marriage or civil partnership	N/A	N/A
	Women who are pregnant / on maternity leave	N/A	N/A
	Socio-economic considerations.	N/A	<ul style="list-style-type: none"> <li>Libraries provide access to books, reading material, ICT resources and other groups and sources of information for those individuals that cannot afford to purchase their own – this will be taken into account when determining final proposals.</li> </ul>
11.	<b>What are the impacts of your proposals to other agencies?</b>	Potential implications for voluntary sector groups who traditionally use the library for drop in sessions. Potential reductions in opening hours for Paignton and Brixham libraries could impact upon partners and other service providers that use the same buildings.	
12.	<b>Does your proposal link to other decisions you are making?</b>	N/A	
13.	<b>Is there scope for your proposal to eliminate</b>	The least impact possible to the Torbay community will be considered in how to reduce library opening hours and service provision. Specifically consideration will be given to single mothers, children, elderly, and the disabled.	

No	Question	Details
	discrimination, promote equality of opportunity and/or foster good relations?	

#### Stage 4: Course of Action

No	Action	Details
14.	State a course of action	<p><b>Outcome 2: Adjustments to remove barriers</b> – Action to remove the barriers identified or to better promote equality.</p> <p>There is potential for negative impact on vulnerable groups as outlined in Q10 depending on the specific proposals put forward as to how the 37 hours reduction will be achieved following the analysis of the full consultation results. Full consideration will be given to vulnerable groups with the least impact achievable.</p>
15.	Identify any plans to alleviate any negative impacts	The specific proposals as to how the 37 hours service reduction will be achieved will be based on footfall figures and comprehensive consultation results. This will ensure the least impact possible is achieved.

#### Stage 5: Monitoring

No	Action	Details
16.	Outline plans to monitor the actual impact of proposals	<p>Monitoring will include: -</p> <ul style="list-style-type: none"> <li>▪ Footfall to libraries;</li> <li>▪ Use of libraries by groups, session take up;</li> <li>▪ Customer feedback.</li> </ul>

#### Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*



## Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

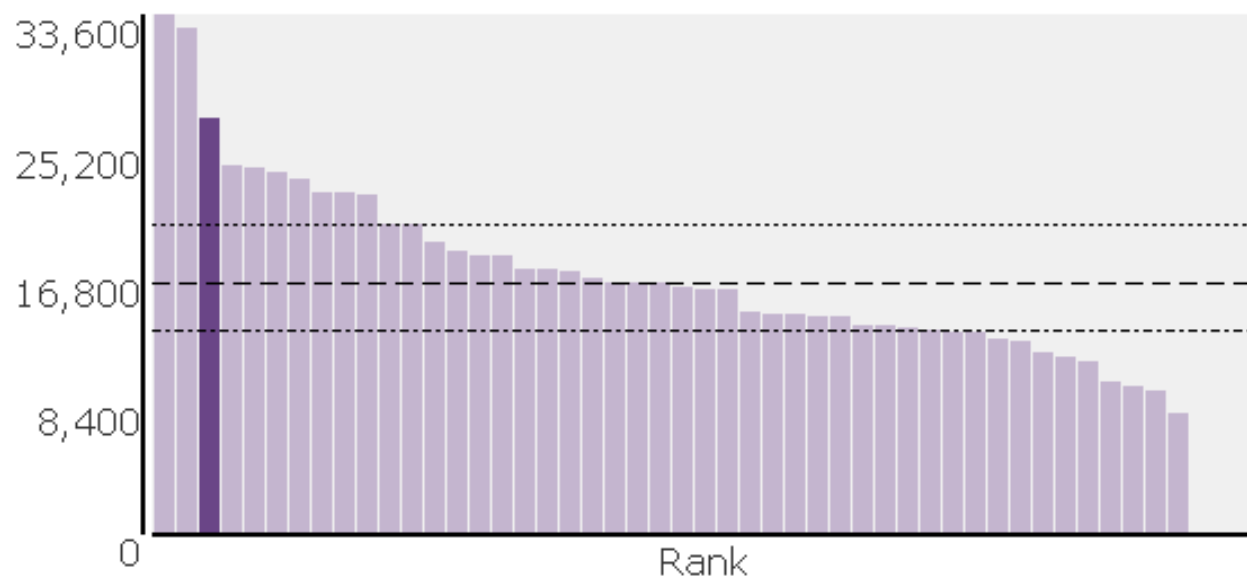
No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Full consultation results	<ul style="list-style-type: none"> <li>▪ Comprehensive consultation results from libraries questionnaire.</li> <li>▪ Feed into determining specific detail of proposal.</li> </ul>	Business Services (consultation results)	20 <sup>th</sup> January 2012
2	Staff consultation process	<ul style="list-style-type: none"> <li>▪ In line with HR policy – staff consultation required on</li> </ul>	Sue Cheriton (with HR Change Lead)	31 <sup>st</sup> March 2012
3	Full implementation of proposal		Sue Cheriton (with HR Change Lead)	31 <sup>st</sup> March 2012
4				
5				
6				

## Appendix 1

### Benchmarking – Unitary Authority Comparisons [Source: Cipfa Stats]

Service Points Open to the Public at 31 March 2011 - Population per Service Point (open 10 hours or more per week including Mobiles) (Number)

■ Torbay ■ Selected Authorities



Low = Better

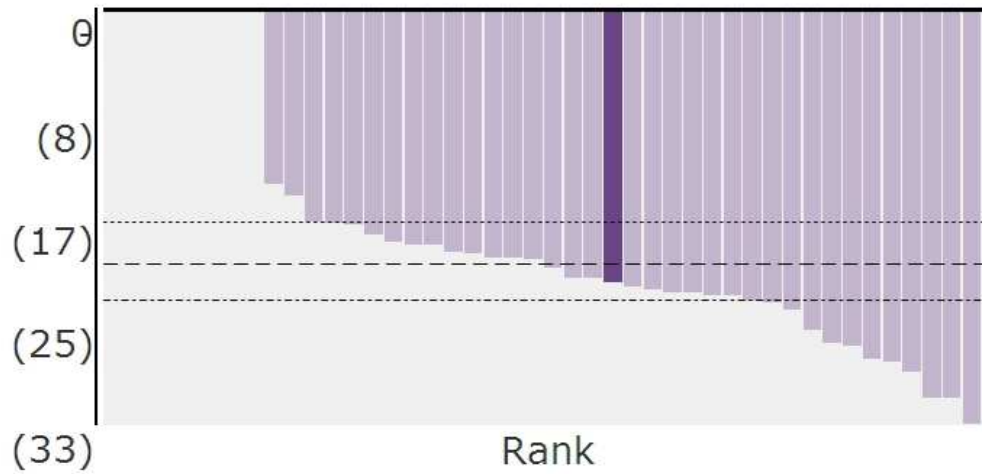
Comparisons with Unitary authorities with a similar profile in terms of population size within a small area (hectares)

	Area (hectare)	Population	Population per Service Point
Torbay	6362.4	134,300	26,860
Southend-on-Sea	5581.68	165,300	23,614
Poole	6827.89	142,100	14,210

Bournemouth	4673.88	168,100	14,008
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**Service Points Open to the Public at 31 March 2011: Mobile Libraries  
- Average Hours of Opening per Week (Number)**

■ Torbay ■ Selected Authorities



## Appendix 2

### Letters of Objections

Friends of Brixham library

XXXXXXX

XXXXXXX

XXXXX

XXXXXX

XXXXXXX

Dear XXXXXXXX,

#### **Re: Closure or reduction of library services in Torbay**

Following a briefing on the financial challenges faced by Torbay Council, and a proposed funding cut that amounts to 10% of the library budget for 2011-12, the Friends of Brixham Library met to consider an appropriate response. We understand that a successful way forward for the Bay can only be achieved by partnership between the Council Services and local communities. We hope that this will increase opportunities to use the library more rather than less.

The Library Services have already established this model and are supported by a growing membership of 'Friends'. These groups already work together and network with other community/charitable organisations in Torbay.

Our members represent the broad spectrum of library users who access the wide-range of services provided within branches, mobiles and outreach activities. Access to libraries builds a community which is culturally enriched, economically sustainable, and educationally enabled. Reductions to the Library Service would threaten the very aims of the Council which are listed in its Library Service policy statements as:

- ICT as a key enabler for accessing current information and interactive services for all sections of the public. The ICT strategy leads in the pursuit of local, regional and national objectives.
- The Inclusion Services unit aims to provide and develop library services to elderly, disadvantaged and socially excluded people.
- Promoting a policy of equal opportunities for disabled customers and staff. Aiming to create an environment which enables full participation in the service.
- Reference and Information Service assists with enquiries through the provision of a broad range of relevant and up-to-date print and non-print resources, delivered by knowledgeable and well-trained staff.
- Local studies service assists enquiries through the provision of a wide range of resources reflecting the history of, primarily, Torbay, but also Devon.
- To foster and nurture a love of books and reading that will remain with children and young people throughout their lives so that they will view the library as a resource to support lifelong learning and reading for pleasure.
- To purchase stock supporting learning, providing inspiration and enjoyment and promoting reading and developing literacy.

We celebrate the advantages to our community of a vibrant library service that currently meets these policies. Library services remain at the forefront of personal growth for the whole community; providing books, library events, internet access, DVDs and CDs for cultural stimuli. Many library users, especially from economically disadvantaged groups, use

the libraries for internet access - especially for making job applications. Reducing this service will impact on the ability of these groups to obtain employment and thus undermines economic sustainability of the Torbay economy.

The skills and achievement of frontline staff and the professional librarians in serving the needs of all library users should not be underestimated. They help provide freely available information on anything for anyone, plus guidance to those lost in the maze of information.

The service reaches out, inclusively, to all members of our community, especially disabled, elderly, babies, unsupported single mothers, grandparents, carers, those seeking personal development and those following unusual educational pathways. It generates confidence in the use of new information skills and provides relaxation and mental stimulation. The buildings are accessible to all.

Our Friends' network may be relatively new but we have a loyal membership, with libraries playing a key part in their lives. We are concerned that Torbay Council may not recognise the impact of major reductions on the quality of the cultural and educational development of our community. We are unanimous in our belief that reducing the number of library branches opening hours, mobile service, or staffing levels any further will not give a sustainable service fit for the future of Torbay.

We would ask you to consider new ways of providing a Library service fit for the 21<sup>st</sup> century which offers more choice and increased activities rather than reductions that will ultimately make the service non-viable. The Brixham Friends have been asked to consider new ways of increasing access and generating revenue and to bring ideas for discussion to our next meeting on January 10th. We will then share them with Officers and Councillors.

Yours sincerely,

xxxxxxxxxx

xxxxxxx  
xxxxxxxxx  
xxxxxxxxx

Tel: xxxxxxxxxxxx

I am emailing you to express my extreme concern about the proposed cuts to Torbay Library service budget. I sympathise with the fact that cuts must be made, but I am outraged that the proposed amount of £170,000 represents a disproportionate percentage of what is one of the smaller council budgets. The amount of public outcry there has already been in Torbay re this proposal signifies the strength of people's feelings about any proposed cuts to this service.

The British free public library service was the first in the world and has remained a shining example of enlightened, inclusive and accessible access to information and literature for human beings from the cradle to the grave. For over 150 years, through every change of political party and government, Britain's public library service has made an essential and unique contribution to the social, educational, cultural and economic well-being of local communities and individuals throughout the country. Are we now come to a point where we will render this enormous benefit unavailable to vast swathes of the public? Could this be called progress? No! What a retrograde step this would surely be!

I am a prime example of the immeasurable value of the public library service. It has completely shaped my whole life. I come from a large and very poor family from which no-one before me had ever stayed in education past the age of 15. In our house we had only 3 or 4 books. At about the age of 6 my parents enrolled me at our small branch library in Crayford Kent because they thought I was learning to read very well. From the first moment I understood that here were books that I could take home FREE whenever I wanted to, it was difficult to keep me away. By the time I was 10 I had read every fiction and non-fiction book in the children's library in Crayford, so I used to walk all the way to the next town, where there was a bigger library. It was my favourite place. Once I was at secondary school I went most evenings to do my homework there, to get away from the noise and bustle of the household. It was a safe, quiet haven.

No-one on either side of my family had ever gained any form of academic qualification. From that background I went on to gain 10 O Levels, 4 A Levels, a university degree in Latin and two post-graduate diplomas. How likely would I have been to do any of that- a girl from a very poor, working class background - if I had not had access to those public libraries? Virtually none I suspect. That is just one story of one individual. How is it possible to begin to measure or quantify how much benefit a free library service bestows? Is anyone able to collect those stories and measure them? Will our young people in Torbay today be able to tell such a story when they are 50?

Time and again throughout the ensuing years I have happened upon non-fiction books in libraries that have literally changed my life in some way- that is no exaggeration. The power of that cannot be quantified.

The libraries in Torbay are outstanding. Having moved here four years ago from Kent, I was delighted to find them such wonderful, helpful and efficient places. They continue to enrich my life on a weekly basis- providing free education, relaxation and information. For example in my branch in Brixham I asked if any information existed about the building of the estate I now live on. An article from an obscure 30 year old magazine was identified and a couple of weeks later, it had been ordered from the British Library and was in my hand!

Please bear all of this in mind when you are deliberating re the library budget on Friday and please oppose this ridiculously high level of proposed cuts, from which the service would certainly never recover.

XXX XXX XXXXXXXX XX XXXXX XXXX XXXXX XXXXXXXX XXX XXX

## APPENDIX

### **Feedback from Friends to date:**

#### **Library services:**

Membership cards - consider the creation of an annual membership with an annual charge e.g. £25.00 for any 2 AV items borrowed at any one time with no limit on the number of items borrowed over the course of a year.

Free DVD after every 20 books borrowed.

Provide a direct DVD to customers either by delivery or via the post with an extra annual subscription charge for this service as a local alternative to Love.Film.com

Increase fines BUT avoid overdue charges by:

- Use of drop boxes in libraries and at other sites
- Longer opening hours

- On-line renewals
- E-mail notifications / txt / automated telephone call reminders

Reservations: Keep costs of reservations made for Torbay Library stock down but make increases in charges for Inter-Library Loans e.g. £2.50 per item (Items borrowed from BL costs approaching £10.00 per item and from other regions via Conarls estimated at about £5.50 per item). Suggest introduction of annual user subscription of £35.00+ for ILL's with no further charge. If items borrowed from outside UK charge appropriately e.g. £10.00 per item.

Reading Groups - charge 50p per book borrowed in a collection.

Personal searches - introduce a charge for any personal search taking over 30 minutes at e.g. £25.00 an hour.

Radio masts - investigate how libraries could be used to help enhance broadband coverage in vicinity of local libraries.

Set up an "housebound" service in Torbay Libraries using volunteers from among library members who could be matched with a housebound person and could choose items for them and deliver them/return them. This would increase borrowing figures.

Improve short term parking: Any scope to link with the Royal Mail, do the police need their spaces?

Improve the outside appearance of the library building - pull the blinds back when it is open, put bright coloured info boards on the outside, have flowers in window boxes.

Less backroom staff - investigate DCC running Bibliographical Services

Saturday enhancement - How many staff used? If they only work on a Saturday do not pay enhancement. In future new staff should not be paid the time and a half rate.

Employ shelvers at a lower rate of pay

Is the meetings room paying for itself? Increased footfall by putting IT in workroom and workroom in meetings room

Better use could be made of the space, including the ledge for art displays

Torbay Council should have a webpage for each Friends group or a link to their pages

Develop links with Doctors to encourage reading as a way of keeping well - book lists needed. Funding could come from Health

### **Income Generation**

Creation of library shops with use of sale or return deals with suppliers. Sell Cards 4 Christmas as another income stream.

Drinks vending machines: many Library Authorities hire these but more realistic to buy rather than rent with aim of making money within one year.

Would the meeting room make more money as a coffee shop with (donated?) homemade cakes on sale on Fridays?

Improve 'book sale' to make greater profit

Charge for display of tourist information

Act as shop window for local bookshop partners - no real bookshop in Bxm

Promote libraries to other organisations who will pay to use the premises outside core library hours

Art in Libraries - adopt a strategy of encouraging local art and crafts to display in local libraries taking 20-35% commission on each sale. (Cornwall take 35% commission). Ensure all events are on Creative Torbay

Advertising on plasma / LCD screens use this as a vehicle to raise income as well as advertising local and library events and promotions etc. e.g. High Wycombe Library Bucks.

Specialist Collection - make information / photographs available for sale on DVDs.

Charge for Family History/local history studies etc

Legacy Funding - make Torbay residents aware that this facility can be made use of.

Reach out to tourists to bring them in to spend their disposable income via a WI style market? Local producers sell in the library and pay commission/table fee. Would also attract locals.

### **Friends support**

Offer free coffee in the actual library, so people drink and socialise, discuss and borrow books. Time them to coincide with all 7-day book and DVD loans being extended to 3 weeks and encourage everyone who comes to the coffee morning to join the Friends.

Arrange a "promote the library" day - cover the outside with balloons and give information about what the library offers to people outside/around town, plus guided tour of the facilities, free coffee.

Start a film club in the library.

Develop art installations that involve users.

Offer variable timings for Friends activities to include Saturday mornings and some evenings (with wine included in the ticket price). Whatever takes place should promote the library with a range of activities organised by members, not just the committee. These activities should be in the main part of the library not shut away on the dark, little upstairs room which does not encourage people to come in. Offer raffle and a book stall in the main area.

Bookcases on wheels would allow easy opening up of the children's area for meetings

Coach trips that have a link to the library stock

Market research needed to find out when is the best time/days for events etc. Ensure all events are on Creative Torbay

Promote David James postcard project via volunteers scanning then joining friends. Contact Bxm News and College to try to get some youngsters involved.

Develop links with Doctors to encourage reading as a way of keeping well - book lists needed. Funding could come from Health

Reading group specifically designed for those who do not read - use quick reads

Help OAP's write their life story and create into a local history book and build story telling skills

Promote activities that tie into specific events such as World Book Night

Request Churston, Paignton and Torquay Friends Groups send us a copy of their 2011 programmes so we could see what they've been doing and what has worked well.

Link to BATS for publicity via their website/ Saturday morning coffee lounge at folk nights.

Link to the EDGE to reach young people and other voluntary groups.

Put together a programme (plus an interests questionnaire) and promote it in the library with a rota of Friends on hand to chat throughout the week.

Lottery and other charitable monies - Friends to apply for funding that libraries can't apply for e.g. Reading Garden at Churston Library.

Use of scrapstore for cheap purchase of materials for craft events for children

Dear xxxxxxx,

Thank you for your email of 2nd December which will be considered in the formal consultation currently taking place on reductions in the library service.



The Council has to save £11m over the next three years and this is a significant amount for an authority of our size. We are doing everything possible to minimise the impact on our front line services whilst trying to reach this challenging target.

The process will be that the Mayor will table his initial draft budget on 6th December. There will then be a period of consultation and challenge where there will a further opportunity for you and others to make your case directly to the Overview and Scrutiny panel. The consultation responses such as yours on the library service and the usage data will feed into any proposals, we as the service put forward to meet our target.

I will keep you informed of the timetable of Overview and Scrutiny Meetings where you can make further representations on the budget proposals.

I thank you for taking the time to respond on the consultation and will ensure this is fed into the ongoing process.

Kind Regards

Sue Cheriton

Dear Ms Cheriton

**Re: Consultation on Budget Review 2012/13**

**Response from the Friends of Paignton Library and the Mobile Library services**

Following your briefing on the financial challenges faced by Torbay Council, the Friends of Paignton Library (including the Mobile Library Service) met with the other Friends groups to consider an appropriate response.

We understand the Council has prioritised the need to foster partnership working with local communities as the way forward for the Bay.

As active library users ourselves we celebrate the advantages to our community of a vibrant library service across the whole Bay. The library services in Torbay support numerous individuals and groups to improve the quality of their lives and work. The Friends would like to make sure the Council is aware of:

- the knowledge of professional librarians applying evidence and research to the needs of the communities they serve
- the patience and experience of front of house staff members
- the provision of freely available information on anything for anyone
- the value of guidance given to those lost in the maze of information whether for job seeking or personal interest
- the amount of activity which involves reaching out to encourage reading and use of information for all members of our community. This includes those who are disabled, elderly, babies and their mothers, grandparents, carers, those seeking personal development and those following unusual educational pathways
- the welcome given to holiday makers away from their own library service
- new confidence in using computers and the internet given to older people, as a direct result of library services courses
- a happier community enjoying their reading.

Reduction of funding to the library service will inevitably undermine this excellence at a time when we need these services the most. We were shocked that the consultation road-show did not give any option other than cuts to the service.

To be specific about Paignton Library and its Mobile service we are especially concerned that you may consider a reduction in opening hours as an “easy” option. Please be assured that this will cause chaos. Paignton front-desk is for all services in the building. The library staff are already filling the gaps left by staff reductions in other services. It would be impossible to reduce the opening hours of one service only. A muddle and stress would be the only outcome.

We are unanimous in our belief that reducing the number of library branches, or mobile service, or staffing levels any further will not ensure a sustainable service fit for the future of Torbay.

Yours sincerely

xxxxxxxxx

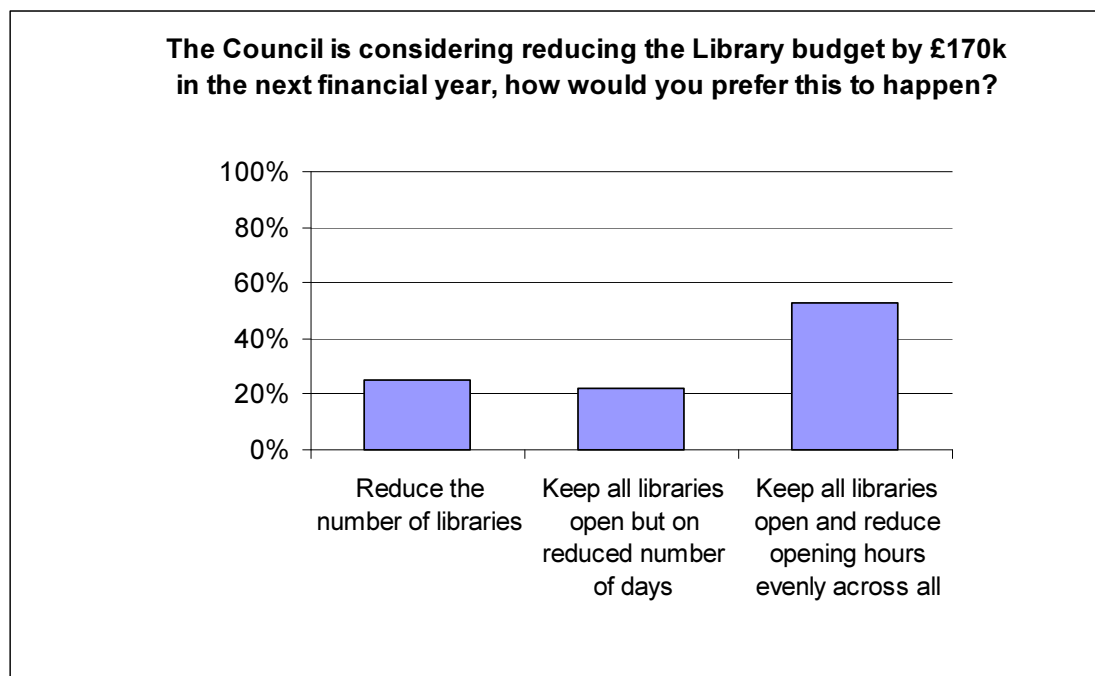
PP Friends of Paignton Library

## Appendix 3

### Results from general budget consultation

The Council is considering reducing the Library budget by £170k in the next financial year, how would you prefer this to happen?

Venue	Reduce the number of libraries		Keep all libraries open but on reduced number of days		Keep all libraries open and reduce opening hours evenly across all	
	Count	%	Count	%	Count	%
Westlands	2	18%	4	36%	5	45%
T.C.C	5	26%	3	16%	11	58%
Paignton	5	25%	4	20%	11	55%
Dunboyne	2	40%	1	20%	2	40%
<b>Total</b>	<b>14</b>	<b>25%</b>	<b>12</b>	<b>22%</b>	<b>29</b>	<b>53%</b>



The Consultation and Research Team



# Library Budget Questionnaire

## Preliminary Report

### 02 December 2011

### Results

Number of questionnaires returned	
Method of collection	Number
Paper survey	342
Full survey online	63
<b>Total</b>	<b>405</b>



**1. Respondents use libraries at least:**

	Number	Percent
At least once a week	191	47.5%
Every 2 - 3 weeks	121	30.1%
Every day	37	9.2%
Every month	35	8.7%
A few times a year	16	4.0%
Less often	2	0.5%
<b>Total</b>	<b>402</b>	<b>100%</b>

**2. Which library(ies) do you use?**

**The following libraries are used by (includes main libraries):**

	Number	Percent
Torquay	270	69.1%
Paignton	149	38.1%
Brixham	114	29.2%
Churston	66	16.9%
Mobile library	13	3.3%

**The main library used by respondents is:**

	Number	Percent
Torquay	219	58.9%
Brixham	76	20.4%
Paignton	54	14.5%
Churston	22	5.9%
Mobile Library	1	0.3%
<b>Total</b>	<b>372</b>	<b>100%</b>

### 3. Reasons respondents visit the library:

	Number	Percent
Fiction books	293	73.4%
Non-fiction books	242	60.7%
Read newspapers and magazines	106	26.6%
To use computers	99	24.8%
Films / DVDs	91	22.8%
Reference information from various sources	86	21.6%
Music	47	11.8%
Torquay Local Studies Library	36	9.0%
Audio books	28	7.0%
Use online databases	25	6.3%

### 4. Respondents take part in the following:

	Number	Percent
Activities for the under 5 yrs	50	58.8%
Reader Group	26	30.6%
Book Club for the Blind and Visually Impaired	9	10.6%
Poetry for Pleasure	8	9.4%
Prime Time Club for Older Adults	5	5.9%
The Red Fox Club	2	2.4%

**5. Respondents prefer to visit the library during:**

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	198	50.6%	141	36.1%	62	15.9%
Tuesday	195	49.9%	135	34.5%	46	11.8%
Wednesday	175	44.8%	129	33.0%	57	14.6%
Thursday	161	41.2%	123	31.5%	51	13.0%
Friday	168	43.0%	128	32.7%	49	12.5%
Saturday	171	43.7%	112	28.6%		

**6. Respondents are least likely to visit the library:**

	Number	Percent
9am to 10am	160	42.2%
10am to 11am	63	16.6%
11am to 12noon	47	12.4%
12noon to 1pm	51	13.5%
1pm to 2pm	63	16.6%
2pm to 3pm	48	12.7%
3pm to 4pm	71	18.7%
4pm to 5pm	104	27.4%
5pm to 6pm	158	41.7%
6pm to 7pm	213	56.2%

7. **The library must save around a £170K in the next financial year, how would you prefer this to happen?**

	Number	Percent
Keep all libraries open and reduce opening hours evenly across all	284	70.1%
Keep all libraries open but on reduced number of days.	72	17.8%
No preference or Neither	49	12.1%
<b>Total</b>	<b>405</b>	<b>100%</b>

8. **Would be prepared to pay for any of the following services:**

	Number	Percent
Computers and the internet	161	61.0%
Events and activities for adults	157	59.5%
Events and activities for children and young people	72	27.3%

9. **Would support raising charges on:**

	Number	Percent
Lost or damaged items	276	74.2%
Overdue books	233	62.6%
Using the fax machine	203	54.6%
Copying or printing	178	47.8%
Booking rooms	172	46.2%
Replacement library cards	170	45.7%
Using the computers	154	41.4%
Borrowing music or films	144	38.7%



DVDs	137	36.8%
Reserving items	126	33.9%
Recorded music	119	32.0%
Charging for overdue children books	95	25.5%
Music and play sets	90	24.2%
Charging for audio books	73	19.6%
Charging for reserving children books	48	12.9%
Other	11	3.0%

**Please tell us what suggestion(s) you have for raising money through charging**

A joining fee

Basically I would be happy to pay for pretty much anything as long as it was good value for money i.e. Very cheap and definitely less expensive than buying books and CDs or using an internet cafe.

A small charge for borrowing books

A small fee for some items would help.

An occasional raffle (lottery)

Ask for money by direct debit for purchase of books

Assessed reference search - but not for school children

Charge for more services but keep charges reasonable!

Charge for phone reservations etc

Charge for reading magazines

Charge more realistic prices for the books that you sell off. Some of the books are extremely low priced compared to eBay in some cases

Charge realistic prices for non-educational items bearing in mind the cost on the high street. The cost would obviously need to be a bit lower so as to entice customers through the door. Advertise all the services the library supplies more aggressively in the local press, stressing the convenience of the fax and printing facilities.

Charge tourists & foreign students

Charging a yearly amount for a card even if it's a small amount.

Children's books don't get overdue fines, should be a lesson to them to return things and anyway is parent's responsibility to return them.

Library car park charge for members

Diversify into other community needs and raise revenue that way

Don't give the first hour free on computers

Donation box on doors

For new books

Have a sale of old and unused books hopefully

I think children should not be exempt from charges; they should learn to return books on time like everyone else. Indeed, they have far more time available to go to the library than most working adults.

I think a small charge could be made for children's activities to cover cost of materials

Is it possible to make a small charge for new books or perhaps a charge to extend a 7 day loan

Keep basic library service free, i.e. Books, papers, computers all periphery services to be charged for

Renting space for exhibitions

Request donation of books for lending or sale

Sell local history books and maps

Sliding scale of charges depending on the length of time

Structure tiered charges in line with inflation for members & a higher charging system for non members.

Using the computers for family research

Charge a small entrance fee

**10. Do you have any other suggestions about possible ways to save money or raise income for libraries? Do you have any other ideas for assisting the library service?**

***Pay to use***

£10 annual subscription

50p entrance fee

A scheme where users can pay a fixed monthly fee in lieu of incurring late charges

Have a "gold" membership, charged at an annual rate or monthly by direct debit, which allows you to borrow music for free and never pay over dues, and receive reduced rates for events

I would be happy to pay for time to read the newspaper and mags thank you

Make a small charge for anything that costs the library money.

### ***Staffing***

A more active approach recruiting volunteers for library work including the cleaning of the library.

Streamline working hours & increase efficiency in all areas.

Sack some of the bosses we never see, with their feet up in the office

Review the salaries of all council employees and let the people decide what their salary should be. After all council tax payers have no say on the salaries paid.

Avoid cutting staff

Offer redundancies & shorter working weeks for existing staff as most other services/businesses are having to.

### ***Charitable fundraising***

A Christmas or summer bazaar organised and run by volunteers the charity organisations do well out of these

Activity days to raise money

Get the local people involved in fund raising. People don't mind making cakes / bringing in bits to sell.

### ***Voluntary donations***

Accept books donated by the public, thus reduce spending on new ones

An honesty + loyalty box - a charitable option. Regulars + those who love the service would have a facility within the library to leave small donations when they visit the resave the library fund box.

### ***Changes of working practice***

Run web design courses,

Advertise more to increase users

Be more strict on collecting fines.

Charge for toilet facility

Become a retail outlet for community equipment for private (out of fair access to care clients within the borough)

Coffee bar

Could libraries sell magazines / books by order?

Invite other groups to use the library such as crafts / knitting / crochet etc + art groups.

Cut down on the number of books purchased in a year, if this is possible

Cut down on worthless, puerile magazines. I.e. Heat/ match of the day etc.

Discontinue library + leisure cards,

Explore the possibility of providing agency services. Musical evenings? Sutton libraries provided these at their Wallington branch.

General advertising for local firms.

Stop buying daily papers or just the more popular ones (if you have to pay for them)

Open more evenings maybe to encourage workers to use them with events such as readings etc too many services aimed at retired folk  
- aim libraries more to working people - big promotions & families

Open later in the mornings. Since it closes Thursday afternoons anyway might as well close the whole day on Thursday.

Library could be open on a Sunday for more access. Later opening in the mornings. Evenings could be increased as my children do not get home from school until 4:30pm.

I propose to keep Torquay library open as it is now and to reduce opening hours to other libraries - Torquay library is the hub within the town centre and it is well used by a lot of the people most of the time - it will be a big loss to us ratepayers if

Hold courses at the library (short) i.e. 11+ tutor, homework clubs, art and craft

When you do the activities, charge a small fee to participate in it.

Using a business advertising screen on a wall  
Stop duplication of books in one library  
Emailing reservations instead of posting to save on postage  
Put films on in the evening, have talks, crafts  
Hold special events / festivals with a library there guest speakers etc similar to a mini 'ways with words' held at Dartington  
Perhaps libraries could sell extra items like envelopes, paper, stamps attractive book marks and other small items associated with books etc. In the same way that they now sell greetings cards.

### ***Buildings***

Turn the heating down  
Charge connections and the police more rent for using the library  
Close Churston  
Close off / shut down areas not in use, e.g. Upstairs, children's area, to save electric  
Turn heating down slightly.  
Find efficient way of distributing books rather than mobile  
Rent out space to reputable firms, companies and organisations for holding meetings, seminars and selling opportunities.  
Turn off the lights when not necessary  
Scrap the mobile library & let branch library's deliver books to house bound people  
I feel there are cheaper alternative to running a mobile library - after all each town has an easily accessible library.  
Turn the heating down to save money.  
I think that you could shorten the opening hours by one hour each morning.  
Perhaps any unused or under used rooms in libraries could be hired out to small outside organisations who need a small facility with access to members of the public.  
Possibly reduce / turn off lights in kids section at times  
Close libraries that have fewer custom  
I think you should start lowering the hours  
Have never understood why Churston + Brixham libraries have same 1/2 days inconvenient!

### ***Other***

Scale back re-development expenditure & plans for Council buildings.

Fewer staff on at the same time

Get in touch with labour party to raise the issue in newsletters etc

Libraries are essential to the intellectual and artistic life of any community. Perhaps it would be better to make cuts from areas other than the libraries, such as the salaries, perks and expenses of politicians who probably never look at a book in their lives.

A wider range of books in Paignton library. The choice seems to have deteriorated since leaving Courtland Road. Large print books seem to dominate. More travel would be appreciated.

Do not mess with this resource, put up council tax & promote libraries more

Do not penalise pensions or disabled or the young essential services

Further advertising of rooms available for other organisation to use would probably generate more income.

Have more events e.g. Speakers social events

Have workshops maybe afternoon and evenings

How about a weekly draw with the prize value being in books. The weekly winner(s) could choose from a published list of 20 titles chosen by the individual library. A won book could be replaced, or a similar book added to the list of 19 titles for the following week. The winning ticket holder would have two months to claim their prize, after the two months the prize in question would be added to the next available prize list.

I didn't know you had play sets. I travel to Exeter to get them from Devon libraries.

In comparison to other areas Torquay is already costly - other libraries do not charge for reserving items

Raising money is not necessary if libraries return to their traditional function which is giving access to books and enlightening music.

Reduced borrowing days

Why not find space for tea / coffee etc

Support from local wealthy businesses & residents in exchange for recognition of their support

The library could charge the bus station for all the replacement bus cards!

1). As above with regard to so-called social networking - we don't have (quite rightly) access to gambling sites or pornographic sites, so why subsidise the activities of facebook etc on the rates? 2). Put up signs telling people to turn their ruddy phone

Computers should not be paid for by council tax. They seem to be mostly used by people sending emails which should not be a library function. They also take up table space previously available for quiet private study. If the council wants email access for everybody then that should not come from library budgets. DVD's and recorded music should also not be subsidised by council tax unless they have educational value, rather than entertainment value.

Invite a cross section of library users to form a steering group to assist budgetary/ future decision making.

**11. Are you male or female?**

	Number	Percent
Male	134	36.0%
Female	238	64.0%
<b>Total</b>	<b>372</b>	<b>100%</b>

**12. Which of the following age groups apply to you?**

	Number	Percent
0 - 15	3	0.8%
16 - 24	17	4.4%
25 - 34	36	9.4%
35 - 44	54	14.1%
45 - 54	40	10.4%
55 - 64	89	23.2%
65 - 74	96	25.0%
75+	49	12.8%
<b>Total</b>	<b>384</b>	<b>100.0%</b>

**13. Working Status**

	Number	Percent
Working full-time	56	14.7%
Working part-time	63	16.5%
Retired	177	46.3%

Unemployed	25	6.5%
Training / Education	14	3.7%
Looking after the home	18	4.7%
Permanently sick or disabled	16	4.2%
Doing something else	13	3.4%
<b>Total</b>	<b>382</b>	<b>100%</b>

**14. Do you consider yourself to be disabled in any way?**

	Number	Percent
Yes	43	13.4%
No	279	86.6%
<b>Total</b>	<b>322</b>	<b>100%</b>

**Type of disability**

	Number	Percent
It affects my mobility	39	72.2%
It affects my hearing	19	35.2%
It affects my vision	9	16.7%
It affects me in another way	14	25.9%