

# Overview & Scrutiny

## Budget Scrutiny Task Group - Customer Services

All Members of the Budget Scrutiny Task Group Customer Services are requested to attend the meeting to be held as follows:

**Wednesday, 9th September, 2015**

**6.30 pm**

**Room 103, Hackney Town Hall, Mare Street, London E8 1EA**

Contact:

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**Gifty Edila**

**Corporate Director of Legal, Human Resources and Regulatory Services**

**Members: Cllr Christopher Kennedy, Cllr Tom Rahilly, Cllr Rebecca Rennison and Cllr Louisa Thomson**

### Agenda

**ALL MEETINGS ARE OPEN TO THE PUBLIC**

- 1 Election of Chair**
- 2 Apologies for Absence**
- 3 Urgent Item / Order of Business**
- 4 Declaration of Interest**
- 5 Terms of Reference for Budget Scrutiny Task Groups** (Pages 1 - 8)
- 6 Potential Areas for Savings 2016-17** (Pages 9 - 18)
- 7 Date of Next Meeting**
- 8 Any Other Business**

## Access and Information

### Getting to the Town Hall

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### Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app')

<http://www.hackney.gov.uk/individual-scrutiny-commissions-community-safety-and-social-inclusion.htm>



### Public Involvement and Recording

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the meeting.

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

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<p><b>Budget Scrutiny Task Group Customer Services</b></p> <p>9<sup>th</sup> September 2015</p> <p><b>Terms of Reference</b></p>	<p>Item No</p> <p><b>5</b></p>
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## **OUTLINE**

The draft Terms of Reference (TOR) attached outlines the purpose of the Budget Scrutiny Task Groups. The TOR is subject to agreement by the Governance and Resources Scrutiny Commission on 8<sup>th</sup> September 2015.

The Budget Scrutiny Task Groups will be time limited and established to examine the Council's budget savings proposals in two phases of work.

## **ACTION**

The Scrutiny Task Group is requested to note the Terms of Reference.

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## **Budget Scrutiny: the future shape of council services**

### ***Proposal to establish Scrutiny Task Groups to review areas of major spend and service models***

#### **1. Establishing the Groups**

It is proposed the Governance and Resources Scrutiny Commission (G&R) establish scrutiny task groups to consider the Council's budget saving proposals and models for the future shape of council services. Under the Constitution G&R has the power to establish such scrutiny task groups.

The scrutiny task groups will be established with defined membership, terms of reference and will be time-limited.

There will be two phases of work from the Groups. *Phase 1* will consider the approaches to budget savings for 2016/17 to give Members an understanding of the direction of travel and where savings will come from.

*Phase 2* will look at the budget savings for 2017/18 through to 2019/20 and help shape the priorities for budget savings in 2017/18, 2018/19 and 2019/20.

#### **2. Selection of service areas or topics**

It has been proposed that the scrutiny task groups should focus on areas of significant spend, where there is potential to make savings of a magnitude that can contribute to the budget reductions being applied to 2016/17 – 19/20. The Scrutiny Task Groups will be aligned to ongoing officer work on the corporate cross cutting programmes. These programmes are looking at radically different ways of providing services in order to address the major commitments to improving services, and to promoting greater opportunity, set out in the administration's manifesto, while making substantial saving over the next three to five years. Taking into account officers' suggestions and the views expressed by Members the proposed scrutiny task groups to be set up are:

##### **a) Scrutiny Task Group on Customer Services**

This group will review how the Council is using its intelligence about service delivery and residents' needs to manage demand. Initial work to date has covered housing repairs, including responsive repairs and the repairs call centre, and the communal repairs service. The cross cutting programme will look at a wider range of Council services using a whole system approach from first customer contact to completion of the task; this is expected to include services such as Planning. In addition, improved processes for Council Tax, Business Rates and Housing Benefits are being developed, and are expected to generate savings of £2m.

**b) Scrutiny Task Group on Public Realm**

This group will look at all environmental cleansing functions, i.e. for streets, parks and estates, and how these should change over the next few years so that the Council can continue to maintain high standards as the population continues to increase and budgets reduce. This service plans to spend around £47.8m in 2015/16 to meet these aims and to provide services for Waste and Recycling, Street scene, Parking and Street Markets.

**c) Scrutiny Task Group on Adult and Children Social Care**

The Children's Social Care (CSC) Service plans to spend around £40.2m (gross expenditure) in 2015/16. The core focus of the Service is child protection, supporting families where their children are on the edge of care and securing positive long-term life chances of children permanently looked after by the Council.

The Adult Social Care Service plans to spend around £98.8m (gross expenditure) in 2015/16. Adult social care services are delivered both in-house and by external providers, covering the entire care process from safeguarding vulnerable adults, advice, signposting, referrals to universal services, initial assessment, brokering and commissioning of individual packages of care for clients, review and ongoing support. This includes clients with mental health issues, physical disabilities, learning disabilities and older people. This service also works closely with carers across the Borough to ensure they are supported in their caring role.

**d) Scrutiny Task Group on Enforcement**

This cross cutting programme is about taking a step back and re-stating the purpose of the Council's different enforcement functions. It aims to re-align the enforcement function to better achieve the Council's aims, while dealing with the additional demand arising from an increased population and economic growth, and at the same time also making savings.

The scope of the programme covers Building Control, Planning Enforcement, Trading Standards, Licensing, Environmental Health, Environmental Enforcement, Parking Enforcement, Parks, Markets, Hygiene Services, Street scene Enforcement, Shop Front Trading, Community Safety, including the Wardens Service, and Private Sector Housing; the gross budget for these services is over £29m. It is expected to identify potential savings of up to £2m for 2016/17.

### **3. Number of panels and Membership**

It is proposed once the initial work to look at the direction of travel for savings in 2016/17 is complete. If required, further scrutiny task groups could be established as needed.

No more than four panels will be established at any one time, save for exceptional circumstances.



Once the topics have been approved, Members would be asked to volunteer to serve on a specific group. Because these are time limited, Members will be asked not to volunteer for a panel unless there is a reasonable expectation they can be present for all the meetings. Membership will be open to all backbench councillors not just those currently involved in scrutiny. The allocation of members to panels will be decided by each party. All Members would be encouraged to attend the meetings of the task groups, regardless of membership.

Through the party whips Members would be nominated to serve on each task group. The political make-up will be proportionate over all to the membership of the Council so for example, if 20 positions are available (if there are 4 groups of 5), there will be 1 Conservative and 1 Liberal Democrat position offered as a minimum. As the work of these groups would be a matter of public record, and they would meet in public, all Members would be encouraged to attend.

#### **4. Mayor and Cabinet**

Neither the Mayor nor Members of the Cabinet are eligible to be Members of the Scrutiny Task Groups. However, they will be invited to attend, particularly for discussion about service areas related to their portfolios.

#### **5. Frequency and timing of meetings**

It is envisaged that the outputs of these groups will contribute to the reshaping of services but as they will also contribute significantly to the budget setting process, the aim would be to complete their initial work for 2016/17 *by November 2015* (ongoing timescale required to be confirmed with HMT).

Members would be made aware of the time commitment expected and would be offered both daytime and evening meetings.

It is expected that much of the work will be completed on-line and by email but that a limited number of meetings (maximum three) are held in public either daytime or evening from September – October 2015.

As is usual for Scrutiny these are meetings held in public but they are not Public Meetings. Only those invited to give evidence would be allowed to contribute to the discussion. Residents or members of the public with specific interests would of course be encouraged to contact their ward councillor or a Task Group Member directly to make their own representation.

The following Membership is proposed:

<b>Name</b>	<b>Membership</b>	<b>When it meets</b>	<b>Proposed meeting dates</b>
Budget Scrutiny Customer Service	Cllr Rennison Cllr Louisa Thomson Cllr Tom Rahilly Cllr Chris Kennedy (Cons / Lib Dem Member)	Daytime/Evening	9 <sup>th</sup> September 2015 TBC Oct
Budget Scrutiny Enforcement	Cllr Caroline Selman Cllr Peter Snell Cllr Richard Lufkin Cllr James Peters (Cons / Lib Dem Member)	Daytime/Evening	9 <sup>th</sup> September 2015 TBC Oct
Budget Scrutiny Adults and Children Social Care	Cllr Emma Plouviez Cllr Laura Bunt Cllr Clare Potter Cllr Susan Fajana-Thomas (Cons / Lib Dem Member)	Daytime/Evening	16 <sup>th</sup> September 2015 TBC Oct
Budget Scrutiny Public Realm	Cllr Margaret Gordon Cllr Nick Sharman Cllr Jonathan Burke Cllr Rick Muir (Cons / Lib Dem Member)	Daytime/Evening	16 <sup>th</sup> September 2015 TBC Oct

Following confirmation of membership the Scrutiny Task Groups can agree their own preferred times to meet to suit the schedules of the councillors and officers involved. At the end of the task the Groups will be dissolved.

## 6. Officer support

The Groups will be supported by a combination of the Overview and Scrutiny Team, the Programmes and Projects Team and Policy Team, as well as expertise from officers in the directorates of the service areas affected.

## 7. Task and Finish Group

There will be two phases of work from the Groups. Phase 1 will consider the approaches to budget savings for 2016/17 to give Members an understanding of the direction of travel and where savings will come from.

Phase 2 will look at the budget savings for 17/18 through to 19/20 and help shape the priorities for budget savings in 2017/18, 2018/19 and 2019/20.

Task groups will seek to understand what modelling has been done to apply to 2016/17, 2017/18, 2018/19 and 2019/2020. On each Task Group, Members will be asked to emphasise the following lines of enquiry.

- a) The approach taken to savings to date, impact and learning.
- b) Any barriers to delivering future savings
- c) Approach to future transformation and the consideration given to the needs of communities, businesses and residents
- d) Priorities for delivering services over and above statutory services.

## 8. Statement of Outputs

The outputs of these Scrutiny Task Groups will inform budget decisions to be taken this year and the next three years.

The Governance and Resources Scrutiny Commission will receive updates on the progress of each group on an ongoing basis. The reports themselves will be limited to: addressing the lines of enquiry set out above, reflecting options for change, and making recommendations for future action.

All Members who served on the groups will be invited to discuss the process and to give their views on service configuration and how budget planning might be progressed.

## 9. Timetable for establishment of the Task Groups

Action	Date
Discussion at party groups	July
Identification of the four topic areas and agreement with the Mayor and Cabinet, the Chief Executive and the Corporate Director of Finance and Resources	July
Members to volunteer their service	July

Whips to agree proposed membership of the initial four Scrutiny Task Groups	July
Meetings of the initial four Scrutiny Task Groups	Sept – October 2015
Reports of each Scrutiny Task Groups in agenda for G&R	Earliest possible G&R meeting
Response from Cabinet Member for Resources to the work of the initial four Scrutiny Task Groups	December 2015
Meeting to review the process with all Members of the initial four Scrutiny Task Groups	January 2016

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<p><b>Budget Scrutiny Task Group Customer Services</b></p> <p>9<sup>th</sup> September 2015</p> <p><b>Potential Areas for Savings 2016/17</b></p>	<p>Item No</p> <p><b>6</b></p>
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**Outline**

This group will review how the Council is using its intelligence about service delivery and the interaction between residents (and businesses) and the council to meet needs and to manage demand.

Customer Services is one of the Council’s cross cutting programmes outlined in the [Council’s Corporate Plan for 2015-2018](#). This cross cutting programme will look at a wider range of Council services using a ‘whole system’ approach from first customer contact to completion of the task. Information will be presented as a combination of reports and presentations.

The report attached covers Library, Heritage and Culture Services. The report provides information about current: provision, spend, staffing, performance, savings to date and potential saving areas for 2016/17.

**Action**

The Scrutiny Task Group is asked to give consideration to the report and presentations.

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<b>Subject:</b>	<b>Budget Scrutiny Task Group – Libraries, Heritage and Culture Briefing</b>
<b>Prepared by:</b>	<b>Ted Rogers (Head of Libraries, Heritage and Culture)</b>
<b>Date:</b>	<b>9th September 2015</b>

## **1. Introduction**

The Libraries, Heritage and Culture Service comprises Hackney Libraries, Hackney Museum, Hackney Archives and the Cultural Development Service. Throughout this paper Hackney Museum and Hackney Archives are referred to collectively as the heritage service.

### **1.1. Libraries**

There are 8 static libraries throughout the borough. These are distributed so that no Hackney resident lives more than one mile from a Hackney Library. Seven of these libraries are staffed and Woodberry Down Library has been run since its opening in 2007 by a cohort of volunteers supported by library staff. There were over 1.7 million visits to libraries in 2014/15 and 179,000 people have membership of the libraries. A minimum of 55,153 people use the libraries regularly for all purposes<sup>1</sup>.

Four libraries – Hackney Central, Dalston CLR James, Shoreditch and Woodberry Down have been new built within the last twenty years and Clapton Library was renovated and extended in 2010. Homerton, Stamford Hill and Stoke Newington Libraries have been partially renovated in the last five years.

The role of libraries has traditionally been to make books and other library stock available for loan and to provide information and impart learning. In 2014/15 there were 779,000 issues of library books, CDs and DVDs across the borough. Over 38,000 people regularly use the libraries for borrowing alone.

Over the last few years, patterns of library usage have changed, particularly in densely populated urban areas. In Hackney there has been a considerable shift to customers using the libraries as a place to study or to access computers and the internet particularly where they are unable to do so at home. Hackney Libraries are by far the largest free providers of internet access in the borough and all libraries offer free Wi-Fi. There are 210 computers available for public use and there are more than 100 additional spaces for private study. The computers were used for over 275,000 hours in 2014/15. Whilst usage of Wi-Fi cannot be measured currently it is likely that this is similar to the use of provided computers.

The current model for the library service is to provide sufficient staff to retain the current opening hours and provide lending facilities, study space and access to

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<sup>1</sup> The number of individual users who have borrowed library stock or used a fixed library PC in the last twelve months. Does not include those who only access the internet via Wi-Fi only or who use libraries for consulting books without borrowing them.

computers and information; and to deliver activities and events to the public. Staff are given the skills to signpost customers to information and organisations which can meet their needs. A major programme of activities for children is provided in the summer; other events provided include school class visits, children's story time, health promotions, reading groups, CV writing, IT skills training and national programmes such as Black History Month.

Capitalising on the well located buildings and high footfall, events and activities are delivered through a combination of staff led programmes and partnerships with external bodies at no cost to the service. Volunteers are increasingly used to provide activities which are beyond the scope of the staff, such as ESOL and CV writing. These additional activities provided through partnership and volunteering fall into four main headings:

- Developing skills and learning
- Employment
- Health
- Specialist advice on law and debt

The Community Library Service delivers library stock to those who are unable to visit in person due to ill health or disability. The Community Library Service has over 700 customers, the highest level in London.

## 1.2 Heritage

Hackney Heritage Service comprises Hackney Museum and Hackney Archives. Hackney Museum holds over 7,000 artefacts reflecting the history of the borough and hosts a regular programme of exhibitions which are free to the public. Hackney Archives holds the documentary and pictorial history of the borough and is open for consultation by any member of the public. The Heritage Education Team delivers learning activities related to current programmes of events and topical themes across both the archives and the museum, and engages with every non-independent primary school in the borough.

## 1.3 Culture

The Cultural Development Team supports the cultural and creative industry sector in the borough with business and fundraising advice, and work to ensure that art in the public realm and in regeneration projects is of quality and relevance to local residents. They also commission a number of events and programmes directly, the most important of which is the Hackney One Carnival. The Cultural Development Team is resourced partly from revenue and partly from a corporate reserve.



## **2. Resources**

### **2.1 Budget spend**

The service has a budget of £6.85M for 2015/6 excluding support service provided by other Council departments, or £8.1 million including this elements. In 2014/15, this budget was underspent by £46,000.

A breakdown of expenditure in 2015/6 across the service is shown in the table below, together with the percentage of spend for that column:

Element	Libraries £000s	Heritage £000s	Culture £000s <sup>2</sup>	Total £000s
Employees	3165	269	110	3544
Premises	826	0	0	826
Library stock	490	0	0	490
Supplies, services and security	427	45	135	607
Third party payments	508 <sup>3</sup>	247 <sup>4</sup>	103	858
Capital charges	935	0	0	935
Income	-185	-21	-201 <sup>5</sup>	-407
Net expenditure	6166	550	147	6852

### **2.2 Staffing**

There are 107.5 FTE posts in Libraries, Heritage and Culture. Of these, 97 are in libraries<sup>6</sup>, 8 in heritage and 1.5 in cultural development in addition to the head of service. 87 FTE staff work in front facing roles within libraries.

In 2010/11, there were 120.5 FTE staff within the service.

## **3. Performance**

The levels of customer engagement across all elements of Libraries, Heritage and Culture has increased in the last few years, generally running against national

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<sup>2</sup> Budget includes £250,000 drawdown from corporate reserves

<sup>3</sup> Largely PFI costs on Central Library

<sup>4</sup> Largely PFI costs on Hackney Museum

<sup>5</sup> Drawdown on corporate reserve

<sup>6</sup> There are 4.5 FTE within the Community Library Service

trends. The number of visits to Hackney’s libraries has doubled in the last fifteen years.

In the Hackney Matters Borough Monitoring Survey of 2014, 68% of Hackney Residents said that they had used libraries in the last year, the second highest usage of any elective council service. In the same survey 81% of respondents said that they were satisfied with libraries, of whom 37% were very satisfied. This figure was exceeded only by two council services.

In 2014/15, there were 1.734M visits to Hackney Libraries. This is 11% more than in 2010/11, and is perhaps not a true reflection of business levels due to the temporary closure of Stoke Newington during the year. There were 884,000 issues of library stock to customers and the service provided 420,000 hours of internet access during the year. 500,000 enquiries of all types were answered within libraries and there were 750,000 hits to the service’s webpages.

The heritage service was used by 38,413 people in 2014/5, and in addition to this dealt with 1,551 remote enquiries. There were over 50,000 visits to the service’s website.

The work of cultural development is largely in providing an advisory role to the cultural sector – detailed advice on writing bids to external funding organisations such as Arts Council England was given to 41 Hackney based organisations in 2014/15 resulting in grants totalling over £130K, and wider advice and brokerage was given to more than 250 organisations and individuals including other services within the Council. Of the directly delivered activities, an estimated 10,000 people attended Hackney One Carnival, more than 1,500 were involved in the Discover Young Hackney Youth Arts Programme and over 300 older residents joined the Hackney Circle which provides activities and an opportunity to become involved in the community.

The number of visits to individual libraries and members of the public in 2015/6 is shown in the table below:

Library	Clapton	Dalston CLR James	Hackney Central	Homerton	Shoreditch	Stamford Hill	Stoke Newington	Woodberry Down	Community Library Service
Visits	103693	329621	566223	118831	200019	171908	198924	6231	38814
Number of members	10400	20243	59085	17200	25027	19780	25295	1112	1401
Percent of total visits	6.0	19.0	32.6	6.9	11.5	9.9	11.5	0.4	2.2
Percent of members	5.8	11.3	32.9	9.6	13.9	11.0	14.1	0.6	0.8

#### **4. Savings already achieved**

Since 2010/11, the service has delivered the savings shown in the table below.

Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Total
Library savings	100	533	500	0	0	0	1133
Heritage savings	0	0	0	0	13	50	63
Cultural development savings	0	0	0	0	0	87	87
Service wide savings (£000s)	100	533	500	0	13	137	1,283

During this period the budget for the service areas now incorporated in Libraries, Heritage and Culture has fallen from £9.492M to £8.358M – a reduction of 11%<sup>7</sup>. This is despite the replacement of the library at Dalston with a new facility three times the size of the original and the extension to Clapton Library, and from 2013 onwards the delivery of the Hackney One Carnival. During the period 2011/12 – 2014/15, the cost of each visit to libraries has fallen by 20%.

There are a number of means through which efficiencies in delivering Libraries, Heritage and Culture services have been achieved. Principal amongst these has been a simplification and reduction in the library staffing structure in 2011. This aligned tasks more closely to posts and took account of the introduction of new self service technology introduced in all libraries and enabling customers to issue and discharge stock without the need for staff intervention. This restructure delivered £590K savings.

The re-location of Hackney Archives to Dalston CLR James Library in 2012 not only ensured a state of the art home for Hackney's historical records but also, in conjunction with the re-location of the stock purchasing team to Homerton Library, enabled the closure of the Rose Lipman Building producing savings of around £70K. Increased commercial rental income amounting to £40K has been achieved through the provision of a café at Dalston CLR James Library and better use of space at Stoke Newington Library.

The merger of Hackney Archives and Hackney Museum resulted in efficiency savings of £70K being made between 2012 and 2014. The heritage service has also been successful in attracting significant external funding during the period to extend its programme. The opening hours at Hackney Archives were reduced by 8.7% in 2015.

The library service has joined with other library authorities within London to obtain significant economies of scale in procurement. The London Libraries Consortium is a

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<sup>7</sup> The difference between this figure and the 13.5% reduction shown in the table of savings is explained by inflationary uplift in salary budgets and other inflationary pressures.

network of 18 authorities which jointly purchase the database which records all library holdings and transactions. When Hackney Libraries entered into this arrangement in 2007, the annual saving on computing software was £200K. This also delivers an additional benefit that Hackney customers are able to use the libraries of all other members of the consortium and to reserve their stock. This in turn greatly reduces the budget required to satisfy library reserves. Hackney Libraries are also members with seven other authorities of the London Stock Consortium which obtains favourable rates of discount on new stock.

The Cultural Development budget has been dependent on annual drawdown from corporate reserves which has accounted for the majority of expenditure. From 2009/10 until 2014/15, the amount of the drawdown was £250K. In 2015/16, the drawdown is £60K and is expected to be zero in 2016/17.

## **5. The direction of travel within the Libraries, Heritage and Culture sector nationally**

Nationally, library, heritage and cultural services have undergone considerable changes as a result of local government funding reductions. These changes have taken a number of forms. These can be summarised into the following categories: changes in governance, outsourcing, amalgamation or co-location with other services and reduction of the offer to the public.

Changes in governance that have taken place elsewhere have included transferral of library services to trusts and staff mutuals or joint delivery of a library service by more than one authority. Within London, Redbridge library service is now delivered by the Vision Library Trust, whilst Westminster, Kensington & Chelsea and Hammersmith & Fulham together form the Tri-borough library service. Bexley and Bromley are similarly run as one unit. The savings that are conferred by transferral to trusts or mutuals are partly associated with a reduction in business rates paid on premises, partly from access to funding not available to local authorities and partly from a greater flexibility in internal administration. Joint delivery of services allows savings on core costs such as senior management.

Outsourcing library services to the private sector or to social enterprises is another means of generating savings. In London, six authorities have already taken this route and others are expected to follow. Savings to be derived through this means are partly associated with a reduction in business rates paid on premises in the case of social enterprises and also from greater efficiency in delivery and support services. Elsewhere, individual libraries have been transferred to the community or locally based organisations to run on behalf of the local authority.

Amalgamation or co-location with other service, council run or otherwise, has meant that savings in both premises and staff costs can be generated. Within local authorities, a typical arrangement is the amalgamation of libraries with customer services so that a library can offer a range of transactional processes including general enquiries and applications for services. A number of London councils have adopted this approach including Newham and Waltham Forest.

The majority of savings that have been achieved in libraries nationally is likely to be through reduction in service to the public, either through outright closure of libraries or through reduction in opening hours or the level of service delivered to the public. Many authorities which have outsourced or otherwise transferred their libraries have also closed library branches or reduced services. Since 2011 in England and Wales, 156 library branches have closed and a further 97 have been transferred to the community. In London, 19 have closed and 9 transferred to the community. Elsewhere, library opening hours and levels of staffing or services offered have been reduced.

A number of library services have developed their volunteer base in order to reduce staff numbers and therefore costs. Nationally this has been implemented most in rural areas where village libraries have been unstaffed and run entirely by volunteers, but in London Merton libraries have 600 volunteers which has permitted seven libraries to be run by 46.5 FTE staff. Adoption of this model does depend on local availability of very large numbers of suitable volunteers.

Whilst many Council run heritage facilities have been included in transferrals to trusts or in other outsourcing, comparatively few have been closed as a result of local authority funding reductions, although many have seen their opening hours reduced. In London, Wandsworth Museum was closed by the authority although it has since reopened as an independent charity. Barnet and Southwark Councils have also closed museums since 2010, although both authorities still operate one museum.<sup>8</sup> No local authority archives have been closed since 2010.

The scope of services offered by cultural development teams<sup>9</sup> across the country vary widely, ranging from the operation of venues and the delivery of major events to the provision of advice or support. Comparative data is difficult to obtain but it is likely that the majority of local authorities have reduced or even ceased their provision in recent years.

## **6. Potential for savings within Libraries, Heritage and Culture in Hackney from 2016/17 onwards**

Over the last five years, £1.2M savings have been delivered from the service whilst largely maintaining the same service offer and standards, and in the context of rising usage. Many of these savings have been delivered due to service efficiency or through cooperation within the service, within London Borough of Hackney or with other authorities.

However, the reduction of the budget through savings of 13.5% is lower than the reduction to the overall Council budget, which is 40% for the same period. This is due to the policy of protecting front line services where possible from the greatest effects of funding reductions.

Notwithstanding the fact that many genuine efficiencies have already been delivered, there is still some scope for further improvements especially when changing patterns

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<sup>8</sup> The Cuming Museum in Southwark is currently closed due to fire damage, but the council has undertaken to reopen

<sup>9</sup> Even the terminology varies, so these may be known as arts, culture, cultural economy or a host of other terms.

of library usage are taken into account. Staffing levels, stock purchasing patterns and income are areas that could be fruitfully reviewed. The best possible use of technology and an improved web based digital presence will decrease customer reliance on staff.

Hackney Libraries already work in partnership with other authorities within London, but there is scope to extend this arrangement across the entire service, both in terms of the number of partners and also in sharing development costs.

Co-location and better use of library buildings is under active consideration at three library sites within Hackney with joint occupation with doctors' surgeries, training providers and local businesses amongst the possible outcomes. A similar solution is possible at Hackney Archives where space earmarked for future expansion of the collections could be used to store the records of another organisation. Where co-location with a suitable partner can be achieved, this may also present an opportunity for sharing staff between the partners.

The service will identify all possible means to adopt an entrepreneurial culture including marketing specialist advisory services and selective charging regimes to achieve budget neutrality for certain elements of the service such as cultural development and heritage education.

However, there is a point beyond which service efficiencies alone cannot generate the savings required and the level of service offered to the public may need to be reduced. This will require a decision from members but it would be essential that those activities which are most vital to residents would be retained. Among the areas that may have to be considered are reducing opening hours, reducing the level of service offered, reviewing in-house provision, ceasing to provide some activities entirely, or reducing the number of buildings in which services are delivered.