

Ealing Library Strategy 2019 - 2023

July 2019

EALING COUNCIL



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affordable homes

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living incomes

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Summary

As part of the Future Ealing services to neighbourhoods outcome review the council is reviewing the strategic direction for a range of services that are delivered at local level. These include libraries and children's centres but also may eventually include community centres, leisure facilities and parks.

Our strategy for the library service is informed by the legal duty to provide a comprehensive and efficient library service, the budget available to the council to fulfil its legal duty to set a balanced budget and provide a statutory library service, the library service needs assessment and consultation and engagement with residents on the proposed strategic direction of the service set out in the draft library strategy 2019 – 2023.

The aim is to enable residents who are willing to get more involved in their neighbourhood services to do so and to offer more control for the shape and reach of these services to local communities. The implementation of the neighbourhoods' outcome review will open a wider conversation with residents, communities and businesses about how we collectively play a more active role in supporting local services and meeting local needs. The proposed changes to the way the library service is delivered is at the forefront of this change.

Consultation with residents resulted in 1,433 on line and paper surveys being completed and 366 people attending public meetings and drop in sessions. Residents who participated were consistent in the value of libraries and the important role they fulfil in our communities. To help improve our offer to young people seven young people acted as peer researchers and conducted 150 interviews to provide insight in to the views of young people and how libraries could better meet their needs.

As a result of engagement on the initial proposals set out in the draft strategy, we are pleased to launch the new Ealing library strategy 2019 – 2023, underpinned by six principles, summarised below:

1. Ensure that we maintain and grow our library service of providing books, as well as spaces and opportunities for reading, learning and creativity
2. Provide good quality and fast digital access in our libraries
3. Provide opportunities for libraries to be in the same building as other public and community services
4. Ensure our town centre neighbourhood libraries act as the central hub for branch libraries and also support new community managed libraries
5. Partner with the local community, the not for profit social sector and other agencies, to grow sustainable community managed libraries and maximise the benefits for residents
6. Adopt a more commercial approach to make the best use of our libraries and generate income to support library services

The aims of library strategy 2019 – 2023

Co-create a comprehensive neighbourhood library service working with our communities and partners to provide:	Improve, extend and sustain what we do through:
<p>A modern library service in safe, accessible and friendly spaces real and virtual to help more people to:</p> <ul style="list-style-type: none"> • Develop reading, learning functional and entrepreneurial skills • Be independent users of IT and digital services, as consumers and producers • Get involved in civic and community life • Access the arts, imagination and creativity 	<p>Partnering with communities and businesses</p> <p>Being relevant and innovative</p> <p>Creating and exploiting commercial opportunities to unlock value and efficiencies in our assets (buildings, land and resources)</p> <p>Continuous professional development of our staff to deliver modern and efficient services</p>

The focus of our new library strategy is to consolidate our library offer in six buildings and provide opportunities for communities to get involved in shaping and delivering local community managed libraries (CMLs).

Ealing's libraries

Ealing run - six statutory libraries

Town centre/neighbourhood libraries

- Acton (co-location with Leisure) Ealing
- Northolt
- Southall (co-location with Dominion Community Centre)

Branch libraries

- Jubilee Gardens library, Southall co-located in Jubilee Gardens Health Centre. Area of high deprivation
- Northolt leisure library, Northolt in partnership with SLM the leisure operator at Northolt Leisure Centre. Area of high deprivation need.

Ealing run - two community supported libraries

Two branch libraries

- Greenford - community supported library. Library staff at busiest times. Reduced opening hours. Support of community volunteers. Future CML opportunity.
- Wood End – community supported library. Library staff at busiest times. Reduced opening hour. Support of community volunteers. Future CML opportunity.

Study session opening around exams protected where the library remains open

Opening hours reduced across all council run libraries in line with new service model

Home library service commissioned through the voluntary sector

Five community managed libraries

- Hanwell
- Northfields
- Perivale
- Pitshanger
- West Ealing

Our strategy is based on the Ealing library service statutory offer being delivered from six libraries. Ealing library service will enhance the statutory offer where we will run Greenford and Wood End libraries with the support of communities and work towards building the capacity in those communities for these two libraries to become community managed libraries in the future. We are committed to a network of community managed libraries locally and will respond to the interest from our residents and community organisations to join with us in this venture.

We intend to support communities who have viable proposals for CMLs and have set aside funds to help get them off the ground. Ealing library service will still own and provide book stock, access to the Ealing library network through the Ealing library card, the People's Network computers and access to the extensive stock provided through the London Libraries Consortium. We expect that CMLs will work towards being open to the public for at least thirty hours per week and to provide a wider neighbourhood offer that would benefit local people. We are not prescribing what that wider offer should be.

Preserving buildings is not the driver for this shift in our strategy for libraries. It is driven by our commitment to consolidate and improve our library service, being more efficient in fewer buildings and working with communities who come forward to run CMLs.

The Ealing library strategy will also:

- Retain the local studies and archives service and move it to Southall library at the Dominion Centre
- Improve IT and Wi-Fi across the library service

- Continue to improve and innovate the core library service offer to deliver on wider council priorities through the Future Ealing outcomes programme

Ealing library service needs assessment provides performance information on the library service, its customers and other borough information. This document should be read in conjunction with the strategy. It gives background data that has informed our approach to both fulfilling our statutory duty to provide a public library service and be more efficient.

The financial context

Increasing demand and reduced government funding means that the council has a gap of £57million to close by 2021. This gap is more than double Ealing's total annual budget for children centres, libraries, street cleaning, rubbish and recycling collections combined.

Ealing, along with most other local authorities, is facing its toughest financial challenges in living memory. Its government grant has been cut by 64% over the decade and by 2021 it will completely disappear. When that happens, the council will be reliant on council tax, business rates and fees and charges alone. At the same time, departments across the organisation, particularly in social services and housing, are experiencing ever-increasing demand.

In the light of this, there is a continuing need to review how we provide many of our services, looking at ways that they can be delivered even more efficiently, whilst maintaining our commitment to deliver services that deprived areas and citizens in need require.

Through consultation on the proposals for the library service, we began a conversation with residents, communities, staff and stakeholders on the shape of libraries in Ealing and how we can safeguard the statutory library service and provide the opportunity for residents and communities to partner with us to shape and provide libraries in their local areas.

We have been open with residents about the need to make financial savings and achieve the savings target for the library service. Our conversations with residents have been within this context. We invited alternative proposals or suggestions for consideration that would allow us to provide the library service within the budget we have available. Changes to the original proposals have been incorporated in to the final draft of the library strategy.

We are grateful to everyone who participated in the library service consultation and took the time to share their views and help us find a sustainable way forward for our libraries.

1. Introduction

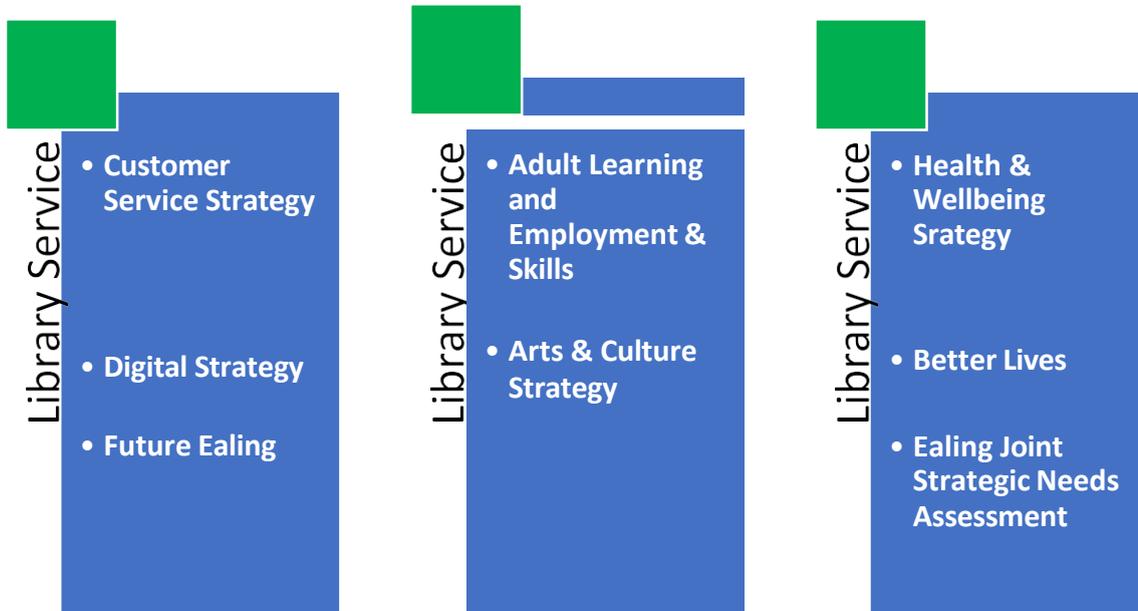
To understand the context of Ealing libraries strategic direction, a summary of the achievements of the Ealing library strategy 2011 – 2014 is attached as Appendix A.

The draft Ealing library strategy 2019 - 2023 sets out the council's proposed strategy for the library service. It is informed by the library service's needs assessment, the council's priorities and available budget for delivering library services.

Ealing Council's key strategies will shape the future of Ealing libraries and the priorities for the library service. Our core offer will be focused on supporting the top three priorities for the council to improve outcomes for the people of Ealing and those who work, study or visit.



Council strategies and plans that guide what and how we do things in Ealing libraries are:



2. Vision for library services 2019 - 2023

Ealing’s library service goes beyond buildings; it includes the digital space - the media through which creativity, learning, business and civic interactions are increasingly taking place. We value libraries as community spaces that by their very nature encourage social interaction, reduce perceptions of loneliness and isolation. Spaces that can help ignite the imagination and unleash creativity as well as being centres for navigating information and finding advice.

The Ealing library strategy 2019 – 2023 states our commitment to delivering and improving Ealing library service. A summary of the library service ‘universal core offer’ is set out in Appendix B. We will continue to develop this as part of our day-to-day operation and make strategic changes as needed to seize opportunities that stretch and enhance the library service for residents and; continue to provide services that contribute to Ealing Council’s corporate priorities.

Our aim is to:

Co-create a comprehensive neighbourhood library service working with our communities and partners to provide:	Improve, extend and sustain what we do through:
<p>A modern library service in safe, accessible and friendly spaces real and virtual to help more people to:</p> <ul style="list-style-type: none"> • Develop reading, learning functional and entrepreneurial skills • Be independent users of IT and digital services, as consumers and producers • Get involved in civic and community life • Access the arts, imagination and creativity 	<p>Partnering with communities and businesses</p> <p>Being relevant and innovative</p> <p>Creating and exploiting commercial opportunities to unlock value and efficiencies in our assets (buildings, land and resources)</p> <p>Continuous professional development of our staff to deliver modern and efficient services</p>

Key principles underpinning the strategy

Books, reading, learning and creativity: Libraries are evolving to meet the way that people now engage with the written word, learn and explore their creativity. Expectations may change but we believe that fundamentally books, reading, learning and creativity are central to our core business, underpinning everything that we do. We will continue to invest and seek opportunities to work with communities, businesses and other partners to grow our core business, aligning more closely to the needs of local communities whilst still able to surprise and delight our customers through discovering something new.

Digital: Library users expect that as well as books, libraries should provide quality

fast digital access through a mix of desk top computers and touch down points, where they can use their own digital devices to access online resources as well as work, study and research independently.

Digital services are now integral to our library service and will become even more important as the cohort of young users who are digitally confident and competent become mature users of the service.

Co-location: Modern libraries co-located with public and community services provide access to a range of services and amenities. Ealing has good examples of where this works well. Northolt Leisure Library is co-located in Northolt Leisure Centre and is our busiest small library. Southall Library co-located in the Dominion Centre with a range of other community services and organisations is our busiest co-located main town centre library.

Our strategy for libraries builds on the success of our co-located libraries model. We will extend opportunities for co-located libraries in settings where the library is visible and easily accessible. The principle of co-location will shape the future of our provision, whether provided directly by Ealing Council or as community managed libraries.

Consolidate and extend the main town centre library offer: Ealing library strategy has been developed within the context of the local authority duty to provide a comprehensive and efficient library service that is shaped by the library service needs assessment and Ealing Council's corporate priorities for Ealing as a place.

Our main town centre libraries in Acton, Ealing, Northolt and Southall will become centres of excellence in the services they provide to communities, with a strong emphasis on a modern digital offer as well as thriving community hubs. These libraries currently provide the central hub for branch libraries clustered within a two-mile radius.

Partnering with communities: Working with the community is an important part of our strategy. Our libraries already provide great opportunities for residents to get involved in volunteering, meeting and event hubs for community groups and associations. Our Open Plus library at West Ealing successfully demonstrates how trust and access has enabled the community to make use of library buildings outside of staffed opening hours.

We want to develop sustainable library spaces, in partnership with our communities, the not for profit social sector and with other agencies, public and private, to maximise the benefits for residents by offering convenience and accessibility.

Commercialisation: The library service must plan for a sustainable future. The town centre libraries are strategically located in Acton, Ealing, Northolt and Southall. The buildings provide spaces that have potential to generate income to reinvest in the libraries as public subsidy reduces. To test the commercial potential to drive efficiencies and enhance the library and town centre offer, we will develop site prospectuses to market the commercial opportunity to gauge interest and potential in these sites.

Future Ealing

Future Ealing is the council's transformation programme. It aims to improve the life chances for local people and help the council modernise and become more efficient. The council has identified nine Future Ealing priorities

1. A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes.
2. Children and young people fulfil their potential.
3. Children and young people grow up safe from harm.
4. Residents are physically and mentally healthy, active and independent.
5. Ealing has an increasing supply of quality and affordable housing.
6. Crime is down and Ealing residents feel safe.
7. The borough has the smallest environmental footprint possible.
8. Ealing is a clean borough and a high-quality place where people want to live.
9. Ealing is a strong community that promotes diversity with inequality and discrimination reduced.

Assets and Neighbourhoods

The Future Ealing property assets and neighbourhoods programme aims to make the best possible use of the council's property assets, improving community outcomes and enabling it to realise its strategic objectives. The programme aims to:

- Protect access to community services and improve community outcomes
- Contribute to the delivery of genuinely affordable housing at scale and within the council's control
- Generate revenue and income to address goals in the MTFS and provide resources to reinvest in council service provision
- Create an effective 'neighbourhood offer' by putting some services in the same building, to meet the needs of local communities in a more effective and sustainable way

The programme will deliver a mix of financial and non-financial benefits in the short, medium and long term. A key aim of the programme is to make more effective use of the council's assets in such a way as to protect and improve community outcomes, whilst contributing to the council's priorities including affordable housing and generating income and efficiencies.

The assets and neighbourhoods programme is focused on the seven traditional town centres

Figure 1: Map of the seven town centres in Ealing borough



The main town centres depicted in the map above are:

1. Ealing
2. Acton
3. Southall
4. Northolt
5. Greenford
6. Hanwell
7. Perivale

The underlying drivers for the programme are relocation and co-location to provide and improve the neighbourhood offer provided by the council in partnership with the community and others. The library buildings in phase one of the assets and neighbourhood programme are:

Library		Rationale	Site Option
Greenford	Relocation and co-location with other community services /extend neighbourhood offer	Option for future co-location and service integration with other services to the community, to create neighbourhood services hub. Co-location and rationalisation will release assets to generate greater value	Disposal
Hanwell	Co-location with other community services/extend neighbourhood offer	Option for co-location with other services to the community with community partners	Site remains
Pitshanger	Relocation with other community services in the locality	<p>This is a leased site. A notice to extend the lease has been issued to the landlord starting November 2019 for 12 months to enable exploration of alternative arrangements for a community managed library on the site.</p> <p>This is one of three sites that the library service must pay either rent or charges for occupation of the site. Perivale is the most expensive site at £40,000.</p>	Lease extension subject to landlord agreement to sub lease to a community partner to operate a community managed library on same terms as head lease. And agreement of community partner to the terms. If terms cannot be agreed termination of lease.

Library		Rationale	Site Option
Wood End	Relocation with other community services in the locality	There are three libraries in the Northolt area. Northolt library - a main town centre library, Northolt Leisure library - a busy library co-located in the Northolt Leisure Centre; and Wood End library. Of the three libraries in the locality has the lowest foot fall.	Site earmarked for housing development.

The draft library strategy 2019-2023 is developed within the context of the council's overarching context for neighbourhood services and making better use of its assets, reshaping what we deliver, where we deliver and how it is delivered against a backdrop of changing public finances and resources.

Comprehensive and efficient service

The Public Libraries and Museums Act 1964 places a duty on the council to provide a 'comprehensive and efficient' library service. The Act is not prescriptive about what this means. However, councils must demonstrate an understanding of their local circumstances in defining 'comprehensive and efficient'. This should include:

- The council's local priorities and financial constraints
- The profile and needs of different local communities
- Delivery models and best practice from elsewhere
- Comparative impact of alternative approaches to delivering the service

Councils must provide library services within the resources available, showing how this matches local need and the implications of any service changes. Consulting and engaging users and residents in this process is important to ensure all views are taken into account in shaping the service.

The efficiency of the service is paramount. An understanding of the physical assets (library buildings), opportunities for using facilities more flexibly, maximising income, co- location and partnerships all need to be taken in to account to when planning future efficiencies for the service.

The draft library strategy 2019 - 2023 proposes priorities for the service and the rationale for changes to its operating model to ensure a sustainable service within the context of the council's corporate priorities, its financial position and our duty under the Public Libraries and Museum's Act 1964.

Libraries national context

The Libraries Taskforce was set up in 2015 to deliver the recommendations of the Independent Library Report for England (2014)¹. In 2016 it published its strategy, Libraries deliver: Ambition for public libraries in England 2016 – 2021². The taskforce provides leadership and support for libraries in England. It reports to the Department for Digital, Culture, Media and Sport and the Local Government Association.

The strategy encourages councils to consider service:

- Accessibility (physical, virtual and outreach)
- Quality (mapped to local needs)
- Availability (opening hours)
- Sustainability (can be delivered within budget)
- Consistent with the statutory duty (Public Libraries and Museums Act 1964³).

It also made the case for all library services in England to be designed in line with seven principles, endorsed by the library sector as good practice: these are to:

- Meet legal requirements
- Be shaped by local needs
- Focus on public benefit and deliver a high-quality user experience
- Make decisions informed by evidence, building on success
- Support delivery of consistent England-wide core offers • Promote partnership working, innovation and enterprise • Use public funds effectively and efficiently.

Arts Council England - Envisioning the Library of the Future

Arts Council England is the development agency for public libraries in England. Envisioning the Library of the Future⁴ was a major research project undertaken by the Arts Council in 2012-2013 to help it understand the future for libraries. It used the findings of its research to shape its policy and funding strategy for libraries in England.

Key findings; priorities for libraries of the future:

1. place the library as the hub of the community
2. make the most of digital technology and creative media
3. ensure that libraries are resilient and sustainable
4. deliver the right skills for those who work in libraries.

¹ <https://www.gov.uk/government/publications/independent-library-report-for-england>

² [Libraries deliver: Ambition for public libraries in England 2016-2021](#)

³ https://archive.cilip.org.uk/sites/default/files/documents/public_libraries_and_museums_act_1964_cilip_briefing.pdf

Arts Council England's consultation on Shaping the Next Ten Years⁴ will set its 2020 – 2030 priorities for arts, museums and libraries. This new strategy, once published, will supersede the Libraries deliver: Ambition for public libraries in England strategy produced by the Libraries Task Force. The messages arising from public conversations⁵ as part of the consultation includes the importance of libraries as community hubs: the need for libraries to be resilient: adapt to change and be financially sustainable.

Libraries Connected, formally Society of Chief Librarians, advocates the 'universal offer'. The 'offer' is a framework for providing 21st century library services in England. It covers six key areas; culture, digital, information, health, learning and reading. Underpinning the offer is six steps promise for the visually impaired and a Children's Promise.

⁴ <https://www.artscouncil.org.uk/sector-resilience/envisioning-library-future>

⁵ <https://www.artscouncil.org.uk/publication/consultation-materials-and-framework>

4. Ealing libraries

Current provision

Ealing library service is responsible for 13 libraries, a home library service and a local studies and archive service. The hospital library is commissioned by West London Mental Health Trust to provide a library service for the staff and patients of St Bernard’s Hospital.

Main town centre libraries are strategically located across the four town centres of Acton, Ealing, Northolt and Southall. They act as the main hub library for the areas they serve, with longer opening hours of between 53 to 57 hours over six or seven days a week July to March and have more facilities (meeting rooms, stock, IT, events and activities). They all have extended opening hours April to June each year to provide additional study time for students.

Branch libraries have shorter opening hours over four or five days a week of between 31 and 39 hours a week, apart from Northolt Leisure Library which has extended hours due to its location in the foyer of the Northolt Leisure Centre. They generally provide a wider community offer through partnerships, events and activities and some have space for hire. All branch libraries are linked to main town centre libraries.

Main Town Centre Libraries Each library has coverage of 2 miles.	Branch Libraries Primarily users in 1.5-mile radius of the library with some cross over with other branch libraries
Acton Library Ealing Central Library Northolt Library Southall Library	Greenford Library Hanwell Library Jubilee Gardens Library Northolt Leisure Library Northfields Library Perival Library Pitshanger Library West Ealing Library Wood End Library

⁵ <https://www.artscouncil.org.uk/publication/ten-year-strategy-evidence-conversation>

As well as books and items for loan, the library service provides information onsite, outreach and online, access to computers, events and activities to encourage reading, learning, and opportunities to develop employability skills, social interaction and cultural activities, and a meeting space for communities. There is a comprehensive online and digital offer available 24 hours/7 days a week. The full range of the library service offers are concentrated in the four main town centre libraries and a mix of offers in the other libraries.

Service performance and need

The national context

CIPFA Statistics and the Future of England's Libraries⁶ commissioned by The Libraries Taskforce was published August 2018. CIPFA data is generally used to benchmark local authority library services across England and keep an oversight of performance and long-term trends of libraries in England. The data, though the best there is currently, is recognised by the library sector and government as problematic: reporting of data across England is not standardised, however the analysis draws some useful correlations and trend predications, as well as recommending improvements to data collection and analysis.

The report concludes, that there is a continuing decline in public library use (both visits and book issues) in England. However, the downward trend may be slowing and the overall trend masks significant variations across library services. Over a quarter of library services are 'trendbuckers'. These authorities show an increase in visits and or issues (items borrowed from the library) over the past year or decade.

Ealing library service is cited as a 'trendbucker'. It is one of ten authorities across the library authorities providing data returns, to show an increase in visits over the past decade. However, there are 31 local authorities who are 'trendbuckers' showing an increase in visits over a two-year period (2015-16 and 2016-17). It is encouraging to know that there are library authorities bucking the trend of decline in library usage. The lessons learned are that there are characteristics that library authorities display whether they are bucking the trend over the last decade or showing year on year improvement. The report identifies these 'trendbucking' characteristics for library authorities turning the decline in libraries:

⁶ Chartered Institute of Public Finance and Accounting (CIPFA);

- Early adopters of change.
- Responsive to and align provision to need.
- Budget over the long-term.
- Risk takers. • Innovative.

Ealing library service budget

The table below shows the library service budget over the last six years and over a five-year period, the level of use against two basic measures: visits to the library and issues (the number of books borrowed annually).

	Revenue Budget £	Visits	Issues (Books borrowed annually)
2013/14	£3.8m	1.6m	1.1m
2014/15	£4.0m	1.6m	1.0m
2015/16	£3.6m	1.6m	991,497
2016/17	£3.2m	1.7m	893,530
2017/18	£3.9m	1.6m	831,536
2018/19	£4.4m	Data June 2019	Data June 2019

Visits to Ealing libraries have remained stable, while book issues show a steady decline. The decline in book borrowing is in line with national trend across England that shows a decline in overall book borrowing from libraries. Wi-Fi was installed in all Ealing's libraries in 2015/16 this contributed to an increase in visits 2016/17.

The library service has continually sought to operate an efficient service whilst still meeting the needs of users of the service. The revenue budget has decreased over the five-year period, whilst during this time there has been an investment of £8million in library buildings and service improvements. However, there has been no overall increase in library visitors over this period and book issues continue to decline in line with the national trend of declining book borrowing.

The table below shows how the budget for 2017 - 2018 was allocated to run the library service.

2017 – 2018 Library Service Budget	
Library operations	3,108,676.07
Library management	75,000.00
Reader development	120,000.00
Stock	240,000.00
Internal Recharges etc.	30,000.00
IT	170,607.96
Total - Providing 13 Libraries	3,744,284.03
Local studies and archives service	70,523.97
Home library service	69,192.00
Logistics (van hire and fuel)	16,000.00
Total – Local studies and Home Library	155,715.97
Grand Total - Library Service	3,900,000.00

Cost of service - how efficient are we?

2017 – 2018 the average cost per visit to Ealing’s 13 libraries was £2.91 and average cost per issue £6.12. This compares well with London boroughs of a comparable size average cost per visit £2.77 and cost issue £6.89 (CIPFA).

However, there are disparities across individual libraries.

- Of the main town centre libraries, Northolt is the most expensive cost per issue at nearly £10. This is nearly 50% more cost per issue than the other main town centre libraries.
- Perivale £5.59, Hanwell £4.64, Greenford £4.59 and Wood End £3.47 are the most expensive cost per visit
- Northfields is the most expensive library cost per issue at £7.50 followed by Jubilee Gardens at £7.44
- Southall library cost per visit is £1.26 and Northolt leisure library is £1.35

5. Planned changes to provision

Ealing library service – needs assessment

Ealing library service needs assessment is a companion document to the draft Ealing library strategy. It provides data on the performance of the library service. It provides data taken from the library management system (LMS) on various aspects of the library service, including library by library specific data. It contains detailed information about the usage and performance of the service, demographic factors, equalities analysis assessment and areas of local need. All information relating to service performance can be found in the needs assessment and should be referred to for background information for the draft Ealing library strategy.

The data and evidence will help the council to assess what a comprehensive and efficient service for Ealing should be, and to inform the future vision, strategy and library service offer within the resources available for delivering library services in Ealing.

Needs assessment key findings

The needs assessment tells us how the library service is performing and informs the future strategic direction of the service. The summary highlights of the assessment are:

- The service provides access to libraries in 13 locations across the borough. Most residents are within a two-mile radius of one of the four main town centre libraries, as well as 24/7 access to the virtual library on line resources.
- The four main town centre libraries (Acton, Ealing Central, Northolt and Southall) are each open for more than 50 hours a week with Ealing Central and Southall open on Sundays; and Ealing, Northolt and Southall libraries provide additional opening hours leading up to student exams April to June each year.
- Ealing Central and Southall libraries have the highest visits and book issues and the highest number of active users.
- Active users of the library service make up approximately 17% of the borough population.
- Library visits across the service have generally remained at 1.6 million visits per annum over the last five years.
- Book issues (borrowing an item from the library) are declining, in line with the national trend.
- Over the past three years, Ealing library service has had increase in visits (+2.11%); and decrease in issues (-3.5%).
- There has been an increase in the use of e-resources. eBook issues have increased by +14.83% and e Audio by +52.57% within the last three years.
- Library users are making use of the public network computers. However, there is no library where computers are being used more than 40% of the available time.
- Forty-seven percent of active library users are between 16 and 49 years of age. Under 16's account for 34% of active users and people over 50 make up a further 19% of active users.
- Projected 2026 population changes in the following age band of library service users

- 0 – 9-year olds are expected to decrease
- 10 – 19-year olds are expected to increase
- 70-year olds and over are expected to increase
- Acton, Northolt and Southall libraries are in areas of high deprivation and social need (Index of Multiple Deprivation). These libraries are of comparative size. Acton and Northolt libraries have fewer than 50% visitors than Southall library's 256,695 visits. Both Acton and Northolt libraries have the capacity to increase visits by better engaging with communities and aligning the service offer with local need.
- Acton and Southall libraries book issues were between 64,000 and 67,000 in 2017 – 2018, while Northolt issued almost 33,000 books in the same year. There is significant capacity to increase issues at Northolt through better engagement around reader development and community engagement programmes.

Considerations for the Ealing library strategy

Consideration	Comprehensive Offer	Issues
The four main town centre libraries (Acton; Ealing Central; Northolt and Southall) and two branch libraries (Jubilee Gardens and Northolt leisure) provide library coverage across the borough, with access to a library for residents within a two-mile radius of the six libraries.	With all residents within two miles of a library, providing a universal offer and specialist services currently, consolidating the statutory library offer to the six libraries would not reduce the offer to residents adversely.	The comprehensive offer does not require that every resident is within walking distance of a library
Ealing Libraries provide an online digital offer 24/7.	A good digital offer is an integral part of the comprehensive library offer provided by a library service.	Improved broadband and IT access to enable the service to respond to customer expectations of a good digital platform, digital interaction with the service and wider online resources.
The four main town centre libraries are most used by active library users and have higher footfall than branch libraries.	The four main town centres are well used with capacity for greater usage in terms of visits and issues.	Consider opportunity for greater usage against any proposed changes in opening hours. Focussed reader development and community engagement to align library offer with community need and aspiration.

Consideration	Comprehensive Offer	Issues
Acton, Northolt and Southall fall within Ealing's overall Index of Multiple Deprivation areas.	To support improved outcomes for these areas and provide two additional branch libraries in Northolt and Southall.	Any proposed changes to opening hours in these libraries to be weighed against future targeted work to help improve outcomes. Service mitigations to be explored with partners and communities.
Branch libraries registered, and active users are within 1.5-mile radius of the branch.	All branch libraries fall within the catchment area of a main town centre library. The statutory offer would still be accessible to users of these libraries at the main town centre libraries and through the virtual library.	<p>These libraries serve very local communities who also have access to one of the four main town centre libraries.</p> <p>Issues to consider are; affordability and efficiency; community involvement in the future operation and delivery of very local provision that is surplus to the comprehensive library offer provided by Ealing library service.</p>
Projected change in profile of local population will impact on future library provision for children and young people.	Services to these groups are part of the universal offer provided by libraries. Change may impact on the balance and focus of provision to these age groups.	<p>Plan for increased demand for study space at the main libraries.</p> <p>Ensure the IT offer meets the needs and expectations of a growing cohort of students and users.</p> <p>Plan for a future of digitally experienced older service users.</p> <p>Potentially older users with greater independence and networks, different expectations on who provides and nature of public services.</p>

Options considered for the future delivery of Ealing libraries

1. Contracting out the management and operation of the library service

In 2017/18 the council explored the market for external organisations that could manage and operate library services. It became apparent that there are few providers operating more than a couple of local authority library services. In the past year, there have been no new entrants to the market able to offer the scale of efficiencies and innovation required for Ealing library service. The council decided not to contract out the management and operation of the service given the limitation of the market.

2. Keep all 13 Libraries as council run libraries

The library service budget faces a significant reduction of £1.142m over the next four years. This level of reduction means that the current service operated from 13 buildings cannot be sustained. Service change is inevitable as the council cannot afford to keep running 13 libraries as it has done in the past.

The statutory duty is to provide a comprehensive and efficient library service within the resources available.

3. Retain four main town centre libraries and two branch libraries in Northolt and Southall as council run libraries and close seven libraries

The four main town centre libraries Acton, Central, Northolt and Southall are already within two miles access for residents and library users in the borough. Retaining two branch libraries in Northolt and Southall will provide a total of six libraries run by the local authority, which along with the four main town centre libraries will enable the council to fulfil its statutory duty to provide a library service.

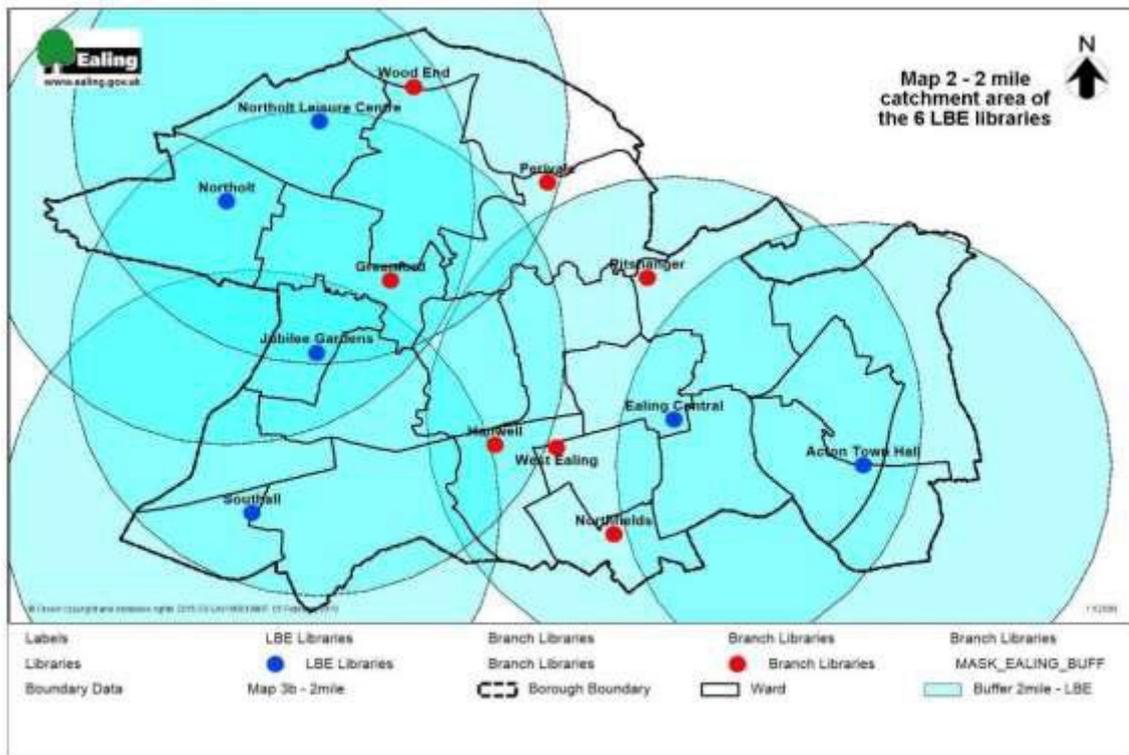
The duty to provide a library service is not taken to mean that every resident is within walking distance of a library but does include provision of static libraries that provide coverage across the local authority area and an online library service offer.

Library	Location	Main Town Centre	Library in Area of High Need
Acton	Acton Central/South Acton		
Ealing Central	Ealing Broadway		
Northolt	Northolt West End		
Northolt Leisure	Northolt Mandeville		
Southall	Southall Green/Norwood Green		
Jubilee Gardens	Lady Margaret/Dormers Wells		

The strategy proposes direct delivery of the statutory library offer through the four main town centre libraries and two branch libraries in areas of high social need. The Ealing library service needs assessment provides the evidence that the four main town centre libraries have the reach across the borough to provide access to a town centre library within a two-mile catchment coverage across the borough. With the addition of the two branch libraries we can ensure that targeted provision in the two parts of the borough identified with highest social need is addressed.

The following map shows the 2-mile coverage of the six libraries proposed as Ealing’s statutory libraries. It identifies Perivale as being the only part of the borough, where the whole neighbourhood does not fall within the 2-mile catchment area.

Figure 2: Map showing the two mile catchment area of the six proposed Ealing run libraries



4. Ealing run community supported libraries

The council is committed to the development of community managed libraries as the preferred model to ensure a sustainable future for Ealing libraries. Our consultation showed that even though there is some interest in parts of the borough more time is needed for communities to build capacity to enable them to run a sustainable CML in their locality. Community supported libraries would be run by the Ealing library LBE service but require involvement of residents as volunteers to keep these libraries open. The service will work with residents and communities to help build capacity so that these libraries could become community managed in the future.

Two Ealing run community supported libraries would increase the number of

libraries provided by Ealing Council to eight.

5. Mixed model of delivery between the council and the community through CMLs

CMLs are a well-developed model nationally. They provide a mechanism for communities to get involved in the running of their local library to ensure its sustainability and future. This model only works where there are strong partners who can commit to running the library as part of a wider community offer. We know that there is appetite from the community to explore how they can get involved in the running of their local library. Partnering with residents, the voluntary sector and other partners is core to the council's priority for civic involvement in shaping and delivering services.

Community managed libraries

The government's Libraries Task Force tool kit identifies three approaches to operating libraries, other than direct delivery by a local authority.

Type of Library Operation	
Commissioned⁸	Funded by the local authority through a contract with another organisation that employs the staff and runs the day to day operations.
Community managed⁹	Some level of ongoing support from the local authority, run by the community, community organisation or voluntary sector not for profit. Can be in an existing library building or a community building. Library, generally, part of a wider community offer provided by the community organisation. No one size fits all, although delivering a library linked to the statutory library offer, it is shaped by the community organisation in partnership with the local authority.
Independent Community managed	No local authority support or funding. Community organisation providing an offer outside of and independent of the local authority statutory service.

⁸ Commissioned Libraries – examples; previously Ealing, Harrow, Croydon Libraries operated by Carillion Plc (CCS Libraries); Bromley, Dudley, Greenwich, Lincolnshire and Wandsworth run by Greenwich Leisure Ltd (GLL)

⁹ Libraries Taskforce – community managed libraries can be found across England– examples; Bexley, Coventry, Lewisham, or as independent community managed libraries.

Community involvement can range from individual volunteers, community and voluntary sector groups to social enterprise organisations. Community involvement in library services is not new and has been a feature of most library services nationally for several decades. One in three library services in England now has at least one community supported or managed library operating within their area.

The CML model enables services to be co-produced with local communities and voluntary/social enterprise sectors as part of a wider community-led neighbourhood offer.

Taking forward CMLs in Ealing

The CML model enables local libraries to be co-produced with local communities and voluntary/social enterprise sectors as part of a wider community-led neighbourhood offer. The Ealing CML offer is unique to Ealing in that we would be providing a significant amount of support and building on learning from national reviews and recommendations on what can help community run libraries become more sustainable.

Ealing's CML offer includes:

- Stock and stock management (Ealing library service would continue to own and replenish book stock)
- Access to the London Libraries Consortium book stock
- Access to the library management system that provides access to the library network and Ealing library card)
- IT and library service Wi-Fi
- Professional advice and support from the Ealing library service
- Grant contribution towards running costs

Proposals supported by business plans to run CMLs will be invited for Hanwell, Northolt, Perivale, Pitshanger and West Ealing that demonstrate local community engagement in shaping sustainable proposals. Factors to be addressed are:

- Vision and aspiration for a community managed library and how this will be delivered as part of an integrated neighbourhood offer for your local community
- Quality and type of offer (mapped to local needs)
- Evidence and local data to support the wider neighbourhood offer
- Availability (including opening hours)
- Accessibility (physical, virtual and community engagement and involvement)
- Promotes partnership working, innovation and enterprise
- Equalities and safeguarding
- Adds value to the aims of the Ealing library strategy and contributes to the Future Ealing outcomes
- Business plan sustainability – how you intend to build a sustainable CML
- Governance arrangement

The table below shows opportunities for community managed libraries across the borough:

Proposed Community Managed Library	Ealing assets and neighbourhoods plan	Site	Main Town Centre Library cluster for support and outreach
Greenford – when site relocates to new Greenford community hub at a future date	Eventual disposal of existing site	Future relocation as part of council's plans for the area	Southall
Hanwell		Use of existing site	Central
Northfields		Use of existing site	Central
Perivale	Site disposal	Community partner site to be identified	Northolt
Pitshanger	Lease termination	Community partner site to be identified	Central
West Ealing		Use of existing site	Central
Wood End – when site is developed at a future date and provision included for a community managed library	Eventual disposal of existing site	Community partner site to be identified	Northolt

The CML model only works if there are partners willing to host and run community libraries in these localities. Without this partnership the council is not be able to continue providing these libraries. These facilities will have to close due to being unaffordable as directly run local authority libraries.

Community managed libraries have the potential to provide a community offer at a local level. This would complement the statutory provision of library services provided by the local authority at the four main town centre libraries and the two priority branch libraries in Northolt and Southall.

Stock

The library strategy does not propose any reduction in the stock budget for library services. We will continue to use supplier selection, staff recommendations and user requests to refresh the stock in Ealing libraries.

Standard library stock management practices will be used to keep the stock refreshed, in good condition and promoted to raise awareness, interest and curiosity in the breadth of material available through our libraries. We have 300,000 books and access to 39,000 titles through our e-book service. In addition, library users have access to six million books through Ealing's membership on the London Libraries Consortium (LLC).

The LLC is a partnership of 17 London local authority library services. We share the same Library Management System and each authority has access to the range of books across the consortium. There is no charge for Ealing Library Users to access books from LLC partner authorities, though charges apply to reservations made from libraries outside the LLC.

Opening Hours

Appendix E sets out the current and future opening hours of the six libraries, proposed as council run libraries. To make the service more efficient it is proposed that the main town centre libraries open at 10:00am in line with the way most customers are using the service.

The branch libraries have a lower visitor footfall in the mornings. It is proposed that the opening hours for the branch libraries run by the council is changed to 12:00 noon and close at 5:00pm. It may be possible to extend the hours at the branch libraries, with the support of volunteers, where there is local demand and support from residents.

Community supported branch libraries in Greenford and Wood End will open at the same times as the other council run branch libraries but will be subject to support from the community to maintain these hours and access.

There are no changes proposed to the extended opening hours at Acton, Ealing Central and Northolt libraries during the April to June study period leading up to student exams.

CMLs - negotiations with community partners for the community managed libraries would encourage partners to provide a minimum five hours opening between 12:00 noon to 5:00pm but with the flexibility to provide extended hours in line with their community needs or service offer they are providing.

Local studies and archives service

The local studies and archives service is an important repository for historic records and information relating to the borough. It is not just important to the council, but also to residents, families, visitors and researchers locally and nationally. The service is also responsible for the borough art collection which includes the Martinware collection exhibited in the George Twyman room at Southall Library.

The library is housed in the Dominion Centre, alongside the Ealing music service and other cultural and community organisations. The Dominion Centre was originally the site for the Dominion Cinema which opened in 1935 and from 1965 became the home for Asian cinema in Southall prior to the development on the site of the Dominion Centre. The site has a long tradition of the arts, culture and local history. Across the road is the historic Grade II* Listed Southall Manor House which is Southall's oldest building and one of a small number of Elizabethan manor houses remaining nationally.

Consolidating the local studies and archives service in Southall with the permanent collection of arts and crafts pottery and proximity to Southall Manor House will enable the service to develop a stronger heritage offer in this historic part of Southall.

To make the wealth of information in our archives and local studies more accessible we will start a programme of digitisation of the collection, including the borough's art collection and; share the social history of Ealing with wider audiences through increased community and schools' engagement.

Action

- Develop a local studies and archives plan
- Digitise collections
- Extend the community and schools engagement programmes

Home library service

The home library service provides services to home bound residents. The service currently serves 650 residents who are registered for the home library service. Books are delivered and collected at least once every three weeks. In addition, the home library service provides monthly delivery and collections for 49 private and public care and residential homes.

Traditionally customers request library items and staff select and transport them to customers. The staff issue and return borrowed items at each visit. In addition, staff deal with a wide range of enquiries about books, information and signpost to other council services, external agencies and organisations.

Most library services in England provide a service to people who are home bound. This is done in a variety of ways. Some authorities provide this service entirely by volunteers, others offer a mixed model while some library authorities commission this service through a community/voluntary organisation.

Commissioning the service through a third-party charitable organisation should build capacity for the service to expand and ensure a sustainable offer with the prospect of widening opportunities for more home bound residents to access the service.

We will be inviting bids from organisations with a track record of working with volunteers to support people who are home bound.

We will also engage with users of the service on how they think the service could be improved and opportunities for residents' expressions of interest in working with the future voluntary sector partner as a volunteer or supporter of this service.

Action

- Commission an operator for the home library service
- Invite expressions of interest to volunteer with the commissioned organisation as home library volunteers

Digital

Our customers expect that our library spaces should provide good quality fast digital access through a mix of desk top computers and touch down points, where they can use their own digital devices to access online resources as well as work, study and research independently. Digital services are now an integral part of the library offer and will become even more important as the cohort of young users who are digitally confident and competent become mature users. The quality of that offer will become a defining feature of the overall library service.

The annual Ofcom Communications Market Report (2018⁷) provides commentary on the developments in the UK communications market. It shows the take up of a range of fixed and mobile data services and the way that people are engaging with technology to access the internet. The report findings on what matters to the public is high-speed connectivity, quick access to information and transactions and, importantly, the rise of the smart phone. In 2012 only 39% of adults owned a smart phone. In 2018 78% of adults are now owners of smart phones. Amongst 16 – 24-year olds ownership is at 95%. However, lower income families and people aged over 54 are less likely to have smartphones, tablets and laptops.

Research undertaken by TouchPoints in 2017 cited by Ofcom showed that 64% adults in the UK stated that the internet was an essential part of their lives. This is a steady increase on previous years. For people under 35, 80% felt this way and; 35% of people 65 and over cited the importance of the internet to their lives up from 22% in 2012.

Digital gap

Ofcom identifies, what it refers to as the 'digital gap' across consumers. Although the rise in smartphone ownership is continuing to grow. There are more people (89%) in the social category AB⁸ owning smart phones than in the DE category. The report notes that although 58% of AB households have tablets the majority prefer to use laptops and desk top computers to carry out government and official transactions. However, DE households are more likely to use a smart phone to carry out government transactions and processes.

⁷ <https://www.ofcom.org.uk/research-and-data/multi-sector-research/cmr/cmr-2018/data-downloads>

⁸ Socio-economic grade classification used by the UK Office for National Statistics. Origin National Readership Survey (A - higher managerial, administrative, professional; B – intermediate managerial, administrative, professional)
<http://www.nrs.co.uk/nrs-print/lifestyle-and-classification-data/social-grade/>

Ofcom's media tracker highlights that despite the growing reach of the internet and its importance in everyday life, its use is not universal. It identifies two groups more likely to be non-users or reluctant users of the internet; older people and those on low income.

Non-users under 65 tend to be in the ⁹CDE social groups. Across the UK two in ten unemployed people do not have access to the internet. Larger numbers in the DE categories were less likely to have smart phones, laptops and personal computers.

Key messages from the Ofcom report

- Six in 10 internet users who do government processes on line use a laptop or desk top computer to do this. One in five use a tablet or smartphone to engage with government agencies
- Desktop or laptop computers are the devices most used to engage with government agencies.
- Nine in 10 internet users have access to the internet at home.
- Fifty-two percent go on line for work, business, study and homework. Forty-nine percent are on line for health-related information.
- Seven in 10 smart phone users never use public Wi-Fi.
- Rise in the number of smart phone users using their phones as tickets (e.g. travel), boarding passes and entry tickets for events.
- Google remains the most popular search engine.
- Need for critical thinking skills to question and make judgements about the online environment, keep safe and avoid bias and misleading content.
- Mobile apps are revolutionising the use of online services.

⁹ C1 – supervisory, administrative, professional; C2 – skilled workers; D – semi skilled/unskilled workers; E - unemployed

Digital in Ealing libraries

Customers are given two hours free use of the public network computers. This has not translated into increase usage, with less than 40% of the available hours used last year.

We have already started to re model the balance of desk top computers to meet the new pattern of usage in the new Ealing Central Library by providing more touch-down points for customer's personal devices and fewer desk top computers. The findings from the Ofcom report will inform how we approach rebalancing the public network desktop computers, plug in points and IT suites across our four main town centre libraries.

There are other key things we must do to provide customers with the expected service quality and help us keep library users and win new ones.

We must provide an improved Wi-Fi offer through upgrading the broadband service to deal with the growing volume of usage. Broadband speed across the service varies.

In most libraries it averages between 6mb and 8mb with the smaller libraries providing speeds at around 6mb or less. For our town centre libraries, we need to increase the speed of the service to 100gb plus to improve capacity and to deal with the volume of usage.

Customers expect fast internet access and that the service will allow them to down load material without 'buffering' and that we will have up to date licences to enable access to various programme. These are fundamental must haves in a 21st century library offer.

Responding to the Council's Digital Strategy, the service will move to cashless transactions and provide support for customers accessing council and other public services online through our digital literacy programmes, in partnership with Ealing adult learning service.

Our libraries play a significant role in supporting digital literacy, digital inclusion and bridging the digital gap so that all users regardless of ability can access online public and business services and; be fully engaged in the digital aspects of modern life.

Providing support to residents who need help to develop digital competency and confidence is an important part of the library offer.

Action

- Reduce and upgrade the number of public network computers across the service.
- Upgrade the speed and quality of Wi-Fi in Ealing libraries, providing a fast broadband service at the main town centre libraries and an improved offer at the branch libraries.
- Upgrade the software as part of the improvements to the library IT service.
- Provide access to online personalised library services via mobile applications, including library membership cards downloadable to smart phones.
- Move to cashless transactions (printing, photocopying services, fine payments and bookings).

- Train and support customers and staff who need it and increase the number of digital volunteers.

Commercialisation

We believe libraries may offer the potential to serve the community through commercial partnerships that benefit residents and library users. Libraries may or may not be able to offer a viable commercial opportunity, but we do need to put ourselves in the market place to understand what interest there might be from businesses to explore commercial partnerships with the library service that deliver real social and community benefit.

The library service needs to find ways of increasing income and being more sustainable. During the life of this strategy we will test the market and appetite for commercial and funding partnerships that help to maintain, innovate and grow the service as well as delivering real social value for our communities.

Action

- Market test opportunities for commercial partnerships

Children and young people

Ealing's joint strategic needs assessment (JSNA) chapter on population characteristics project a decrease in the number of 0 to nine-year olds in the borough by 2026 and an increase in 10 to 19-year olds. Those 10 – 19 years olds are our current and potential users of the library service. How we work with and engage our young people to ensure that they join the library, become active users and stay with the service is key to ensuring that at 19 they still feel connected and involved.

The JSNA chapter on Children and Young People¹⁰ draws on evidence about the importance of school readiness. The healthy child programme 0 – 5 years on the value of speech and language interventions emphasises the effect this has on outcomes and social skills. It cites activities such as reading and storytelling having an impact on a child's vocabulary.

Ealing library service benefits from its partnership with the Book Trust, Britain's largest reading charity. Through the Bookstart programme free book packs are gifted to every child in the borough at two key stages before they start school. Ealing library service receives more than £200,000 worth of books that are distributed through health visitors and children's centres to families.

Annually, our libraries participate in the summer reading challenge. This is a scheme led nationally by the Reading Agency. Young readers are encouraged to read six books during the school summer holidays and connect with their borough libraries.

Our children and young people offer also includes a range of programmes and activities from Lego education to coding.

Ealing library service open for an extra 24 hours each week at its four main town centre libraries April to June to provide extra study time leading up to the exam period. With an expected increase in the young people by 2026, we will need to plan for an increase in study space across the library network.

During the consultation on the draft library strategy, consultation was carried out by young peer researchers. They interviewed 150 of their peers to gather views on the library service that will help shape further focus group discussions across the borough to enable us to better respond to the needs of our young people.

¹⁰ https://www.ealing.gov.uk/downloads/download/5069/children_and_young_people

We will consult with our children and young people to ensure we are aware of their needs and aspirations and involve them in the shaping services and programmes targeted at them and encourage them to get involved with their libraries.

Action

- Reader development programmes to support early years learning and school readiness
- Extend activities for children and young people to support learning, critical thinking skills and homework hubs
- Annual consultation and engagement with young library users to shape the future library offer

Volunteering in Ealing libraries

There is a long tradition of local people volunteering in Ealing libraries. Working alongside staff to extend the activities in our libraries and engage with communities. We currently have over 88 dedicated library volunteers who gave more than 3,000 hours of their time to Ealing libraries in the past year. They bring a range of skills to enable us to enhance the range of activities that we can offer in the libraries. Our volunteers are involved in running storytelling sessions, leading our club activities such as Coding, LEGO education to knitting, Summer Reading Challenge and providing IT support, planning events and designing new opportunities and programmes that make library spaces the heartbeat of their local neighbourhoods.

We believe there is more that can be done to promote volunteering opportunities in our libraries and increase the number of volunteers, volunteering sessions and contribution that residents can make and the personal benefits that can be gained through the volunteer experience.

We will grow our cohort of volunteers to support our staff and extend our offer to communities. This will mean broadening the ways that residents and groups can get involved in our libraries. We are open to hear from our residents and communities how they want to get involved and co-create the conditions to make things happen.

Linking our volunteering opportunities to accredited learning will enable volunteers who want their time in libraries recognised is an initiative being developed with Ealing adult learning service to enable residents who want an accreditation as a pathway in to work or other studies to be able to get that experience through volunteering in Ealing libraries.

Action

- Develop more volunteering opportunities and open call for ideas
- Accredited volunteering programme Ealing adult learning and Ealing library service

Investing in our staff

We are committed to supporting our staff and will provide training and development opportunities, so they can confidently lead service transformation and deliver a modern and relevant library service. Our staff will continue to provide a gateway to council and other public services, providing advice, information and assistance to help customers self-serve and offer help to customers who may need it.

Working with staff we will jointly shape a staff development programme to ensure that all are equipped to deliver a forward-looking service that has digital, literacy and information at its core; transforming how we do things in line with modern customer expectations. Ealing's customer service strategy will guide how staff interact with everyone who uses our libraries. The customer service strategy requires all staff to be responsive to customer needs and treat customers politely, with dignity and respect and there is an expectation that our staff will be treated the same way by customers.

Appendix A - Background

The library strategy 2011 – 2014 set our aspiration for a more sustainable model for the future provision of library services. A vital part of the strategy was a commitment to explore alternative ways of delivery, working with charitable trusts and communities and making the most of our assets to enable a comprehensive, efficient and affordable service delivered in partnership with our communities and: exploring the potential for community managed libraries and volunteering as part of the way we would deliver library services in the future.

In June 2013, the council's cabinet agreed an alternative delivery model and awarded a contract for five years with a five-year extension to John Laing Integrated Services Ltd (subsequently Carillion Integrated Services Ltd) to manage the day-to-day operations of the library service. With the agreement to contract out the management and operation of the service through this new business model, progressing with CML alongside this model was not viable.

Carillion operated the library service through its not for profit subsidiary Cultural Community Solutions Ltd (CCS Libraries). Ealing was one of the early adopters to partner with another library authority to find an alternative way of running public libraries. This partnership provided improvements in the library service and efficiencies in the business operations, reducing the service budget from £5.2million in 2012/2013 to £3.9million in 2017/2018.

The library contract extension report September 2018 – August 2023 agreed by cabinet on 6 January 2018 included the option to continue with a commissioned service or bring the service back in house. Carillion Integrated Services Ltd, the company providing the management of the library service, went in to liquidation on 15 January 2018 and the management of the library service was brought in-house on 1 February 2018.

In addition, the library strategy 2011-2014 prioritised investment in the library service which resulted in £8million investment in library buildings and service improvements from 2013 to 2017 and;

Developing the larger libraries as central information hubs across the borough's town centres

What we did:

1. Relocated **Acton Library** in to the new Everyone Active Acton Hub with other community services (Acton Town Hall regeneration 2013/14)
2. Relocated **Southall Library** in the Dominion Centre with a range of community services, including a new permanent exhibition space for the borough's Martinware collection (2014/15)
3. The new **Ealing Central** Library will open in spring 2019 as part of the wider development of Ealing Broadway Shopping Centre (2018/19)
4. Refurbishments and access improvements at **Greenford, Hanwell, Perivale and Pitshanger** (2013/15)

Piloting community run libraries where there are strong community partners with the capacity to deliver

What we did:

It was recognised that more work was required to develop the concept of CMLs nationally and although there was some interest in Ealing, the immaturity of the model did not lend itself to this being progressed locally. We commissioned the management and operation of Ealing libraries by a third party. This meant that proceeding with community managed libraries in Ealing was no longer feasible alongside the new contracting model.

Improve ICT and digital services to meet the demands of a digitally inclusive future for Ealing's communities

What we did:

- Upgraded all public network computers (2013). Installed Wi-Fi across the library network (2015). 24/7 access to on-line resources and reservations.
- Extended e-Book selection.
- Self-service machines installed in all libraries.

Prioritise services that support children and young people

What we did:

- Building on our reputation for children and young people's services in libraries we piloted new initiatives as national early adopters in 2015/16 and now embedded in Ealing libraries. Activities moved from being run by library staff to volunteers. Examples are:
 - LEGO Libraries – LEGO Education Innovation Studio clubs at Hanwell and Northolt Leisure s for over eights. Ealing was one of four national pilots (2015). Participants develop design, technology, literacy and numeracy skills.
- CODE Clubs in Acton, Central and Northolt Libraries- run as part of the national network of after school coding clubs for nine to 13-year olds. Clubs started in 2016 and participants develop digital coding skills using Python and Scratch to make their own animations, games and websites. Builds confidence and digital competencies.

Provide opportunities for volunteering through a comprehensive volunteer programme

What we did:

- Established new volunteering opportunities, including work experience, work placements and Duke of Edinburgh Award participants. Popular volunteering roles are enhancing library activities with the community. IT support and Digital Skills; homework and educational support; job clubs; book clubs, arts, crafts and storytelling.
- 2016-2017 and 2017-2018 1,341 volunteer sessions across the service amounting to 7,624 volunteer hours.

Appendix B - Ealing statutory library service universal offer – what we provide across our library network

- Arts and cultural programmes, events and activities
 - Cultural calendar; national/global themed activities and programmes
 - Books, including audio books, e-books, e-audio and e-magazines
 - Newspapers (hard copy and digital)
 - Public access computer points
 - Digital resources and technology
- Digital literacy
- Promoting reading, literacy and functional skills
- Reader development events and activities including story times and rhyme times for children, reading groups, computer tuition, author talks, summer reading challenge, book clubs, Book Trust
- Homework clubs; coding clubs; LEGO education
 - Community meeting spaces and community led events
 - Outreach programmes in community settings
- Work experience, placements and volunteering opportunities
 - Health and wellbeing programmes and activities
 - Online access to council, community and health information
 - Adult and community learning programmes
- Employment and skills partners – job clubs; Job Centre Plus
 - Business incubator and start up services
 - Wi-Fi and internet access
 - 24/7 online services
 - Access to resources from other library authorities.

Appendix C - Ealing Library Branch Profile

Acton Town Hall Library

Everyone Active Acton Centre High Street

Acton W3 6NE

Tel: 0203 700 1056

Email: actonlibrary@ealing.gov.uk

Accessibility: The library is on the first floor and is accessible by lift.

Opening Hours

Monday	9.00 am - 5.00 pm
Tuesday	9.00 am - 7.00 pm
Wednesday	9.00 am - 7.00 pm
Thursday	9.00 am - 7.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

* Extended opening hours for the exam study period; throughout April, May and June the library will be open on Tuesday, Wednesday and Thursday until 8pm.

The Acton Town Hall Library is located within The Everyone Active Centre facility.

The Library occupies approximately 375m² floor area. Out of the 4 main town centre libraries in the borough - and in terms of visitor numbers, it is the 4th busiest library. It provides the following services;

- Audio books
- Books fiction and non-fiction
- Computers for public access
- Dedicated computers for children and teenagers
- Children's section
- Language courses
- Newspapers and periodicals
- Photocopier
- Reading group
- Teenage section
- Toddler's story time
- Self-service terminals on the ground floor (book returns only)

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	IT suite	Stock Level
110,985	64,044	16,830	5,767	19	9	26,481

Facilities: Learning Centre

Transport:

Bus: From Southall, Hanwell, West Ealing, Shepherd Bush: 207, 607, 427. From Park Royal: 440. From Northfield's, and Chiswick: E3. From Hammersmith, and North Acton:266. All go along the High Street and Winchester Street.

Tube/train: Underground: Acton Town (District and Piccadilly line). Overground: Acton Central, South Acton.

Library Data (2017/18)

Central Library

Ealing Broadway Shopping Centre
103 Ealing Broadway Centre
London

W5 5JY

Tel: 020 3700 1052

Email:

Accessibility: The library is on the first floor and is accessible by lift.

Opening Hours

Monday	9.00 am - 5.00 pm
Tuesday	9.00 am - 8.00 pm
Wednesday	9.00 am - 7.00 pm
Thursday	9.00 am - 7.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	1.00 pm - 4.00 pm

* Extended opening hours for the exam study period; throughout April, May and June the library will be open on Tuesday, Wednesday and Thursday until 8pm.

The Central Library is well situated in a prime location within the Ealing Broadway Shopping Centre and is the busiest town-centre library in the borough.

The current Library site has been temporarily closed for major building works on a brand-new library, due to reopen in spring 2019. The new library will still be on the first floor of Ealing Broadway shopping but will benefit from brand-new, modernised facilities and better online and digital services. The library occupies 757m² floor space over two floors and comprises the main ground floor with reception, reading areas, IT area and children's area. There will be a modern meeting room on the mezzanine level for hire and study purpose.

The new library will provide the following services;

- Audio books
- Books fiction and non-fiction
- Computers for public access
- Dedicated computers for children and teenagers
- Children's section
- Language courses
- Newspapers and periodicals

- Photocopier
- Reading group
- Teenage section
- Toddler's story time
- Self-service terminals on the ground floor (book returns only)

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	IT suite	Stock Level
382,393	162,223	48,753	17,765	67	16	58,416

Transport:

Bus: 207, 148, 426, 483, 607, E8

Tube/ Train: Ealing Broadway underground and national rails

Library Data (2017/18)

Greenford Library

Oldfield Lane South Greenford Middlesex UB6 9LG

Tel: 0203 700 1062

Email: greenfordlibrary@ealing.gov.uk

Accessibility: Ramped access at front door and automated inner door.

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	9.00 am - 5.00 pm
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

Greenford Library was opened in 1934 and is a masonry constructed building set out over three floors and comprises of a main ground floor with reception, reading areas, IT area and children's area, a smaller first floor with more IT services for the public use. It is the 3rd busiest among the Neighbourhood Branch libraries.

The library keeps a collection of information covering local areas of interest such as the Selbourne Society Nature Reserve

The library occupies approximately 607m² floor area. It provides the following services;

- Audio books
- Baby bounce and rhyme
- Books fiction and non-fiction
- Books in selected community languages
- Computers for public access
- DVDs (including Asian languages)
- Magazines and newspapers (including Asian languages)
- Ordinance survey map collection
- Photocopier
- Reading group
- Toddler's Storytime

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
58,311	44,065	10,921	3,692	16	19,794

Transport

Tube/train: Greenford Station, Central line. Bus: E6, E7, E9, E10, 282

Library Data (2017/18)

Hanwell Library

Cherrington Road

Hanwell

Cherrington Road

Hanwell

W7 3HL

Tel: 0203 700 1076

Email: hanwelllibrary@ealing.gov.uk

Accessibility: There is disabled access by ramp from street level to main entrance. Ramp and stepped access from street to main entrance.

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	Closed
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

A Carnegie library dating from the turn of the twentieth century. The library occupies approximately 489.6m² floor space. The building is constructed over three storeys and comprises a small basement area used as a store (disused) and boiler room, a ground floor comprising main library areas, office areas, store room, disabled WC and circulation corridors & stairs and a first floor comprising office space and staff toilets and staff rest room. This is the 2nd busiest among the Neighbourhood Branch libraries. It provides the following services;

- Audio books
- Baby bounce and rhyme
- Books fiction and non-fiction
- Children's section
- Computers for public access
- DVDs
- Jigsaw library
- LEGO education workshops
- Reading group
- Meeting space available for hire suitable for 10 – 15 people. Please contact the library for further details

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
42,146	31,372	3,726	1,761	6	13,303

Facilities

Large meeting room for hire

Transport

Train: Hanwell mainline station Bus: E3, E8, 207, 427, 607, 83

Library Data (2017/18)

Jubilee Gardens Library

Jubilee Gardens Health Centre

Jubilee Gardens

Southall UB1 2TJ

Tel: 0203 700 1088

Email: jubileegardenslibrary@ealing.gov.uk

Accessibility: Stepped access to main entrance and automatic doors.

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	9.00 am - 5.00 pm
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

The Library is located within the Jubilee Gardens Health Centre. The library occupies approximately 472m² floor space and is the 2nd busiest among the Local Branch libraries. The library has a full range of books, DVDs and talking books for adults, teenagers and children. There are PCs for public use within the library and in the waiting area for the health centre. The library also provides the following services;

- Audio books
- Baby bounce and rhyme
- Books fiction and non-fiction
- Books in selected community languages
- Children and young people section
- Computers for public access
- Photocopier
- Self-service terminals

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
104,815	30,474	6,280	2,497	13	10,292

Facilities

Public toilets

Transport

Train: Southall mainline station. Bus: 95, 105, 120, E5

Library Data (2017/18)

Northfields Library

Northfield Avenue

Ealing

London W5 4UA

Tel: 0203 700 1082

Email: northfieldslibrary@ealing.gov.uk

Accessibility: Ramped access at front and back. Entrance doors are automatic.

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	Closed
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

The Northfields Library is the 4th busiest among the Local Branch libraries and has a good location on a main road, 200 yards from the Northfields tube station. The library occupies approximately 186m² floor area. It provides popular adult fiction and non-fiction, books in large print, and a small study area.

- Audio books
- Books fiction and non-fiction
- Books large print
- Children's section
- Computers for public access
- DVDs
- GCSE and A-Level study book
- Magazines
- Photocopier
- Reading group (first Tuesday of the month, 2pm-3pm)
- Toddler's Storytime

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
82,129	28,999	4,545	1,952	8	9,961

*utilities, rates, rent/service charge, refuse/recycling and overheads

Facilities

Public toilets and baby changing facilities. Reading area and Study area

Transport

Tube: Northfields Tube Station Bus: E3, E2.

Library Data (2017/18)

Northolt Leisure Library

Northolt Leisure Centre
Eastcote Lane North
Northolt
UB5 4AB

Tel: 0203 700 1080

Email: northoltleisurelibrary@ealing.gov.uk

Accessibility: Full step free access to all public areas.

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	Closed
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

The Library is located within the Northolt Leisure Centre. The library occupies approximately 144m² floor area and is the busiest out of the Local Branch libraries. It provides the following services;

- Audio books
- Baby bounce and rhyme
- Books fiction and non-fiction
- Computers for public access
- DVDs
- Photocopier
- Self-service terminals
- Toddler's Storytime

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
160,499	43,529	5,443	2,575	7	10,620

Transport

Tube: Northolt tube station (central line) Bus: 90, 120, 140, 282, 395, 398 and E10

Library Data (2017/18)

Northolt Library

Church Road Northolt Middlesex
UB5 5AS

Tel: 0203 700 1078

Email: northoltlibrary@ealing.gov.uk

Accessibility: Full step free access to all public areas. Wheelchair access to the sensory garden. Car park on site.

Opening Hours

Monday	9.00 am - 5.00 pm
Tuesday	9.00 am - 8.00 pm
Wednesday	9.00 am - 7.00 pm
Thursday	9.00 am - 7.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

*Extended opening hours for the exam study period; throughout April, May and June the library will be open on Wednesday and Thursday until 8pm.

Northolt library is a masonry and steel frame constructed building built over two stories. The Library occupies approximately 825.5m² floor area. The first floor is used as locker and shower rooms. It is the 3rd busiest among the main town centre libraries. The library provides the following services;

- Audio books
- Baby bounce and rhyme
- Books fiction and non-fiction
- Chess Club
- Children's and young people section
- Computers for public access
- DVDs
- Learning Centre
- Newspapers
- Photocopier
- Reading area

- Reading group
- Self-service terminals
- Sure Start

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	IT suite	Stock Level
121,230	32,825	9,632	4,080	14	15	14,796

Facilities

Community rooms for hire, Sensory garden and Surgery room for private meetings and consultations

Transport

Bus: 90, 120, 140, 282.

Tube: Northolt tube station (Central line)

Library Data (2017/18)

Perivale Library

Horsenden Lane South

Greenford Middlesex

UB6 7NT

Tel: 0203 700 1090

Email: perivalelibrary@ealing.gov.uk

Accessibility: Ramped access for wheelchairs and buggies to main building from street.

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	Closed
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

Perivale Library is the quietest of the Local Branch libraries. It is a single storey traditionally built structure with brickwork walls, situated just north of the A40. The building comprises of a main reception, large ground floor area incorporating a Children's Library, Adult Library, audio visual area and staff offices with a kitchen and storage area. The Library occupies approximately 225m² floor area. It provides the following services;

- Audio books
- Books fiction and non-fiction
- Books large print
- Books in selected community languages
- Children's section
- Computers for public access
- DVDs
- Newspapers
- Colour Photocopier and scanner
- Reference section
- Toddler's Storytime
- Reading Group

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
29,135	25,407	3,896	1,591	3	13,080

Transport

Bus: 297

Tube: Perivale Tube Station (Central line)

Library Data (2017/18)

Pitshanger Library

143/145 Pitshanger Lane

Ealing

London W5 1RH

Tel: 0203 700 1086

Email: pitshangerlibrary@ealing.gov.uk

Accessibility: Ramp access with handrail at entrance

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	Closed
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

Pitshanger Library is a small library and is the 3rd busiest of the Local Branch libraries. It occupies approximately 155m² floor area. It provides the following services;

- Audio books
- Books fiction and non-fiction
- Computers for public access
- DVDs
- Photocopier
- Study books key stage 3 and GCSE
- Toddler's Storytime

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
94,347	46,869	4,519	2,033	4	11,388

Transport:

Bus: E2, E9

Tube/train: Underground/main line station: Ealing Broadway

Library Data (2017/18)

Southall Library: Dominion Centre and Library

The Green Southall Middlesex UB2 4BQ

Tel: 0203 700 1059

Email: southalllibrary@ealing.gov.uk

Accessibility: Disabled access to the ground floor and Ramp access. Customer lift

Opening Hours

Monday	9.00 am - 5.00 pm
Tuesday	9.00 am - 8.00 pm
Wednesday	9.00 am - 7.00 pm
Thursday	9.00 am - 7.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	1.00 pm - 4.00 pm

*Extended opening hours for the exam study period; throughout April, May and June the library will be open on Wednesday and Thursday until 8pm.

The Library is located within the Dominion Centre. The library occupies approximately 479m² floor space and is the 2nd busiest out of the main town centre libraries.

The library has an extensive selection of books in Gujarati, Hindi, Punjabi, Urdu, Tamil and Somali. We have dual language books for children, and a selection of audio visual material in English and Asian languages. There is a separate study area via the King Street entrance with a variety of Asian-language newspapers, magazines, and local community information. Wi-Fi is available throughout the library and study area. There is a separate learning centre on the first floor. The Martinware collection is available during library opening hours in the enriched exhibition room.

The library provides the following services;

- Audio books
- Baby bounce and rhyme
- Books fiction and non-fiction
- Books in selected community languages: Gujarati, Hindi, Punjabi, Urdu, Tamil and Somali
- Computers for public access
- Computer help will be available every Tuesday 10am - 2pm

- DVDs
- Newspapers and periodicals
- Photocopier
- Toddler's Storytime
- Self-service terminals
- Learning centre
- Martinware collection

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
256,695	67,437	18,918	6,610	10	22,607

Facilities

Disabled toilet Customer lift to first floor

Transport

Bus: 105, 120, 195, 482, E5, H32

Train: Southall mainline station

Library Data (2017/18)

West Ealing Library

Melbourne Avenue Ealing
London W13 9BT

Tel: 0203 700 1065

Email: westealinglibrary@ealing.gov.uk

Accessibility: Wheelchair access

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	9.00 am -5.00 pm
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

The library is well situated in the West Ealing Broadway. The library is the busiest of the Neighbourhood Branch libraries. The building also provides back office and Home Library Service accommodation and houses Ealing archives and local studies services. The library occupies approximately 619m² floor space. It provides the following services;

- Audio books
- Books fiction and non-fiction
- Books in selected community Languages (Polish, Tamil and Indic languages)
- Books with CDs
- Children's section
- Computers for public access
- Computers dedicated for teenagers and children
- DVDs
- Language courses
- Newspapers and periodicals
- Photocopier
- Self-service terminals
- Toddler's Storytime

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
128,811	48,640	11,050	4,278	12	16,976

Facilities

Toilets and baby changing facilities

Transport

Bus: 207, 427, 607,83, E3, E8 (E2 and E7 run on the other side of the park) Train:
West Ealing mainline station

Library Data (2017/18)

Wood End Library

Whitton Avenue West

Greenford Middlesex

UB6 0EE

Tel: 0203 700 1084

Email: woodendlibrary@ealing.gov.uk

Accessibility: Full flat ramped access to all parts of the building. There is full disabled access to all services in the building

Opening Hours

Monday	Closed
Tuesday	9.00 am - 5.00 pm
Wednesday	9.00 am -5.00 pm
Thursday	9.00 am - 5.00 pm
Friday	9.00 am - 5.00 pm
Saturday	10.00 am - 5.00 pm
Sunday	Closed

Wood End library is a small community library and is the 5th busiest of the Local Branch libraries out of the 6, although it is popular with families and children attending the local schools. The library occupies approximately 238m² floor space. It provides the following services;

- Baby bounce and rhyme
- Books fiction and non-fiction
- Books in selected community languages
- Children's section
- Computers for public access
- DVDs
- Photocopier
- Quick reference stock

Visits	Issues	Registered Membership	Active Users	Number of Public Computers	Stock Level
55,379	31,431	5,369	2,203	6	9,009

Transport

Bus: 487

Tube: Sudbury Hill (Piccadilly line)

Appendix D - Community managed libraries

Community managed libraries in Ealing proposal

Support for community managed libraries is to enable achievement of the outcomes that underpin the council's key priorities

Good, genuinely
affordable homes

Opportunities and
living incomes

A healthy,
great place



Collaboration with residents and partners to deliver community managed libraries is on the basis that these partnerships contribute to Ealing being a healthy great place for all and that opportunities for residents and communities to get involved is fundamental to community offer and add value to the achieving the aims of the Ealing library strategy

Council to provide in line with its service priorities for Ealing library service mixed model of direct delivery and community managed libraries.

Summary of community library requirements

Community/not for profit organisation to submit proposals for operation of CMLs; including three year business and operation plan to be updated annually in line with the lease term

Stock

Loan books and library stock as part of the councilwide stock services to the community managed library

Management of stock services and stock refresh

Ealing's stock policy is to provide access to magazines and newspapers on line

DVDs and CDs are no longer being purchased by the service

Stock

Maintain in good condition stock loaned to the community managed library.

Contribute to Ealing stock list suggestions to inform stock refresh

Receiving and hosting new stock.

If the CML provide wishes to offer hard copy newspapers and magazines, DVDs or CDs these will need to be provided by the CML operator.

Online resources

Full access to library service 24/7online resources.

Online resources

Access to the full range of resources available through the Ealing library service 24/7 on line access.

<p>Restricted access to the library management system Monthly performance data reports specific to the community managed library to enable the partner to oversee and manage performance.</p> <p>Staff support to access system.</p>	<p>Library management system Attend relevant training as provided.</p> <p>GDPR Policy for the organisation.</p>
<p>Ealing library card Ealing library card valid at both council-run and community managed libraries.</p>	<p>Ealing library card Promote Ealing library card.</p>
<p>Library service Wi-Fi</p> <p>Access to listings/link on Ealing library service web pages profile on Ealing Council website</p>	<p>Library service Wi-Fi</p>
<p>ICT The IT strategy for the library service is to reduce the number of desk top pcs in libraries and provide more plug-in points so that library users can bring and plug in their own devices to access the internet and library services on line.</p> <p>Access to the range of IT to include public access computers and plug in points; self-serve machines; copy and printing facilities.</p> <p>Access to the library ICT managed services help desk</p>	
<p>Telephony Provision of broadband line</p>	<p>Telephony Telephone lines (contribution to Ealing Library Service for telephony line for community managed library depending on site)</p>
<p>Cashless Ealing libraries will be moving to cashless selfserve, printing and copy facilities over the next four years.</p> <p>Community managed libraries who wish to retain facilities that take cash will need to enter in to their own licence arrangements with suppliers for photocopying and scanning.</p> <p>Self-serve machines will be cashless and are an integral part of the library management system, therefore to remain part of the wider Ealing library offer, community managed libraries will need to retain these as cashless.</p>	<p>Community managed libraries who wish to retain facilities that take cash will need to enter in to their own licence arrangements with suppliers for photocopying and scanning.</p>

<p>Formal link to nearest main library Providing advice and support on systems and processes.</p>	
<p>Access to library outreach/community engagement team Providing advice and support on systems and processes; information on latest trends and development, including the cultural calendar; the universal offer and funding opportunities.</p> <p>Fortnightly/three weekly staff visit to oversee stock management in community managed libraries.</p>	<p>Day to day management and operation of the community managed library</p>
<p>Staffing The council will not transfer staff to manage or operate community managed libraries.</p> <p>The library service outreach/community engagement team will provide specialist advice, training and stock support.</p>	<p>Staffing The community managed library partner will need to state how it will manage and operate the library using its own staff and or volunteers.</p>
<p>Opening hours The libraries proposed as community managed libraries are open:</p> <ul style="list-style-type: none"> • Greenford: Monday to Saturday • Hanwell: Tuesday, Thursday to Saturday • Perivale: Tuesday, Thursday to Saturday • Northfields: Tuesday, Thursday to Saturday • West Ealing: Tuesday to Saturday as well as Monday and Sundays on community hire days. • Wood End: Tuesday to Saturday <p>The council encourages a minimum of five hours per day (30 hours per week) on the current library specific opening days.</p> <p>Community partners may wish to extend the opening hours or negotiate a more local arrangement.</p>	<p>Opening hours Community partners may wish to extend the opening hours or negotiate a more local arrangement.</p> <p>Proposal on opening hours for community managed library to deliver the minimum hours or increased hours. This can be 'stepped' opening hours that build over a six to 18 month period as the organisation establishes its volunteer core.</p>

Agreement

The agreement schedule will set out the basic library offer that a Ealing library service will provide.

Ealing's CML offer includes:

- Stock and stock management (Ealing library service would continue to own and replenish book stock)
- Access to the London Libraries Consortium book stock
- Access to the library management system that provides access to the library network and Ealing library card)
- IT and library service Wi-Fi
- Professional advice and support from the Ealing library service
- Grant contribution towards running costs

The council is inviting prospective partners to host a CML offer with an enhanced community offer. The wider social and community value being provided from the CML site is important to us.

Recognising that each community library will be different, and the proposals will be specific to locations with the library being part of a wider community offer.

Community managed library proposal and wider community/neighbourhood offer

The council is inviting prospective partners to host a CML offer with an enhanced community offer. The wider social and community value being provided will be specific to each site.

Proposals to address:

- Vision and aspiration for a community managed library and how this will be delivered as part of an integrated neighbourhood offer for your local community
- Quality and type of offer (mapped to local needs)
- Evidence and local data to support the wider neighbourhood offer
- Availability (including opening hours)
- Accessibility (physical, virtual and community engagement and involvement)
- Promotes partnership working, innovation and enterprise
- Equalities and safeguarding
- Adds value to the aims of the Ealing library strategy and contributes to the Future Ealing outcomes
- Business plan sustainability – how you intend to build a sustainable CML
- Governance arrangement

<p>Community need Inviting partnerships that provide community managed libraries to make a positive impact on local communities and contribute to the council's priorities and outcomes for Ealing.</p> <p>Enhance the local community and neighbourhood offer.</p>	<p>Community need Develop and provide an offer that meets community need and contribute to achieving the council's key priorities and Future Ealing outcomes:</p> <ul style="list-style-type: none"> • A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes • Children and young people fulfil their potential • Residents are physically and mentally healthy, active and independent • The borough has the smallest environmental footprint possible • Ealing is a high-quality place to live • Ealing is a strong community that promotes diversity with inequality and discrimination reduced. <p>Operate in line with the Equality Act 2010</p> <p>Equality Impact Assessment</p> <p>Enhance the local community and neighbourhood offer.</p> <p>Provide opportunities for residents to get involved.</p>
<p>Governance Ealing community managed libraries network Ealing will encourage CML providers to form a community managed libraries network to provide a forum to engage and share best practice.</p>	<p>Organisation The council wishes to enter in to arrangements with incorporated organisations/associations who can provide community managed library or libraries in Ealing. This can either be a single organisation or a consortium.</p>
<p>Building The community managed library offer is shaped by the council's Assets and Neighbourhood Strategy. The asset options for community managed libraries are:</p> <ul style="list-style-type: none"> • In existing buildings under a lease arrangement with the local authority • Reconfigured in line with the underlying principle of co-locating services either 	<p>Buildings The community managed library offer location will be defined by the council's Asset and Neighbourhood Strategy. The asset options for community managed libraries are:</p> <ul style="list-style-type: none"> • In existing buildings under a lease arrangement with the local authority • Reconfigured in line with the underlying principle of co-locating services either

reconfigured in the existing building or in a new building with other public and community services

- Reconfigured in a new location with a community partner, as part of a wider community offer delivered by the community partner.

reconfigured in the existing building or in a new building with other public and community services

- Reconfigured in a new location with a community partner, as part of a wider community offer delivered by the community partner

The community partner responsibility for buildings will depend on which of the three options are appropriate for their respective site of interest.

Potential sites for community managed libraries

Greenford

Future proposal to relocate as part of the new Greenford Community Hub.

Hanwell

Existing building lease.

Perivale

Existing building lease.

Northfields

Existing building lease.

West Ealing

Existing building lease.

Wood End

Future proposal to include in new development subject to feasibility

Pitshanger

Existing site subject to agreement by landlord to allow assignment/subletting to community managed library partner and community partner accepting terms and costs of the lease

Buildings responsibility

Council/Landlord responsibility for council owned assets include maintenance of roof, external structure and any major plant.

Council buildings property arrangement lease and rent

For council owned sites that are retained as community hubs for CMLs, the council proposes to enter in to a formal property arrangement with a community partner. This will be in the form of a licence or lease. To be determined in discussion with the community partner.

Proposed six-year lease with a mutual break clause at three years.

Lease term is six years to benefit from peppercorn rent

Assumption is nil rental charge in exchange for hosting a CML and community services.

Variations

West Ealing Library

West Ealing library back office can form part of the CML offer and available to the community partner in exchange for a rental charge.

The library back office has the potential to provide income generation potential for this site.

The level of potential income that could be generated from letting the library back office will form the basis of negotiation with a future CML provider

Ealing library service will retain the library service rolling stack store, one desk space and access to three parking spaces for library vehicles. This will be taken in to account when setting the rental charge

<p>Facilities management and planned preventative maintenance To be negotiated site by site as relevant to the specific site and condition of the building.</p> <p>External responsibility</p>	<p>Buildings/premises management To be negotiated site by site as relevant to the specific site. Keep the property, including service media directly serving the property in good repair and decoration internally and externally (depending on the site).</p> <p>Window cleaning inside and outside (depending on site)</p> <p>Responsibility for all internals, including any glazed frontage and or roller shutters</p> <p>Health and Safety - responsibility for health and safety statutory compliance (and any tenant actions arising from inspections) buy back from Ealing FM services for Fire, Legionella, Asbestos, Gas, Electrics statutory inspections</p> <p>Cleaning- internal and around the demise of the property</p>
<p>Legacy equipment and furniture inventory This includes furniture and shelving relevant to each site as part of the transfer arrangements to enable the community managed library start up.</p>	<p>Legacy equipment and furniture inventory Maintenance and replacement</p>
<p>The council will transfer these assets. Refresh/replacement of assets will be the responsibility of the community partner.</p> <p>This will not include IT and equipment provided under licence agreement to the Ealing Library Service (e.g. self-service machines, copy machines, scanners etc.)</p>	
<p>Security (dependent on site) CCTV Emergency Contact Key Holding,</p>	<p>Security Contribution to site specific overheads if buy in to council security network</p>
<p>Insurance Buildings Insurance for Ealing Council sites.</p>	<p>Insurance Third party, public and occupier's liability insurance Contents insurance Employers liability insurance (if applicable) Rates (expected application for rate relief)</p>

	Utilities Utility charges Telephone lines (contribution or direct depending on site)
	Waste Management and recycling Buy back of waste and recycling services from LBE waste management service

