**Executive Summary:**

This report sets out the Key Strategic Priorities 2014-17 which will provide the vision and focus to take the Library Service forward over the next three years.

The report also proposes a revised model of Library Service delivery which will be sustainable within the reduced Library Service budget for 2014-17.

The report contains a summary of the findings from the public and stakeholder consultations carried out April-May 2014, and now seek Cabinet approval to undertake a further 4 week period of focused public consultation linked to the specific proposals for the remodelled Library Service and identifying those Libraries identified at risk of closure.

A further report will be provided to Cabinet following the additional public consultation period in relation to the proposed sustainable model for the Library Service. No changes will be made to the Library Service until the focused public and stakeholder consultation period has been completed and the findings have been reported to Cabinet along with final recommendations.
2.0 Background Information

2.1 Liverpool City Council is committed to providing a comprehensive and efficient statutory Library Service which meets the legal requirements of the Public Libraries & Museums Act 1964.

2.2 The financial settlement from central government 2014 to 2017 means that Liverpool City Council will have £157m less to deliver all services by 2016/17. This level of funding will be insufficient to deliver services at current levels and would also leave no funding to deliver non-statutory services.

2.3 The City Council has taken a strategic decision to reduce all statutory service area budgets by 25% and all non-statutory service area budgets by 50%. The Library Service is a statutory service and has an overall savings target of £2.5m. This will be delivered through frontline service savings of £1.653m and reductions to centralised support costs and overheads to deliver on the overall budget target of £2.5m.

2.4 With significant legally binding commitments to Private Finance Initiative schemes for Parklands Library and Liverpool Central Library, the scale of this budget reduction is extremely challenging. Sustainable year on year savings of £1.653m need to be made from the Library Service frontline service budgets.

2.5 In 2012/13 the Library Service delivered £2.2m worth of efficiencies whilst maintaining a high quality statutory public library service. This was mainly achieved by a 35% reduction to opening hours across the city following a full public consultation process. 77% of the 4,286 respondents wished to keep as many libraries open as possible rather than have fewer libraries with longer opening hours. Subsequently, three small libraries were closed and the Mobile Library Service was discontinued in order to deliver the 2012/13 budget savings. The changes to service delivery implemented from 1st April 2012 led to a reduction of 76 FTE posts across the Library Service.

2.6 The scale of the 2014/17 challenge is the need to make significant savings against controllable budgets (buildings and staffing are by far the highest areas of spending circa 70%) whilst at the same time providing a comprehensive and efficient service. This has necessitated a fundamental review of the Library Service with the development of a proposed new Library Service model and associated Key Strategic Priorities 2014-17.
3.0 The Key Strategic Priorities 2014 - 2017

3.1 The Key Strategic Priorities covering the period 2010-2013 delivered a number of significant developments including –

- the refurbishment of Toxteth Library;
- new libraries at Childwall and West Derby;
- the imaginative redevelopment of Liverpool Central Library;
- identifying the need for and developing the 24/7/365 online e-library and the 24/7/365 library telephone service; and
- innovative developments including shared service delivery with the One Stop Shops at three Libraries which were introduced against the backdrop of significant service budget and related staffing reductions during 2012.

3.2 The Key Strategic Priorities 2014-17 builds on the key libraries developments delivered 2010-2013 and also takes into account Liverpool's current strategic priorities, major challenges and new opportunities.

3.3 The Key Strategic Priorities 2014-2017 sets out the Vision for the Library Service and identifies four strategic priority areas which encompass both local and national strategic priorities for public library services against a challenging backdrop of fiscal austerity.

3.4 Our Vision for Liverpool Libraries & Information Services

3.4.1 To provide a vibrant and sustainable public library service for the people of Liverpool supporting reading and learning; health and wellbeing; employment and business growth and free access to information and local archives.

3.4.2 This Vision will be delivered through a reduced but sustainable network of buildings, complemented by 24/7/365 access to online and telephone services and by offering library services which are relevant to the needs of all customers including those who are disabled, vulnerable and socially isolated.

3.4.3 Working in partnership to maximise resources and reduce overheads will remain a central cornerstone for on-going service development and delivery.

3.5 The Four Strategic Priorities for Liverpool’s Library Service are:

(1) Provide vibrant and welcoming libraries offering high quality services.

(2) Play a pivotal role in making Liverpool a City of readers and life-long learners.
3.6 The Library Vision and Key Strategic Priorities for Liverpool have a strong strategic fit with the four strategic national **Universal Public Library Offers**, which were jointly developed in 2013 by the **Society of Chief Librarians (SCL)** working in partnership with **Arts Council England (ACE)** and **The Reading Agency (TRA)** –

- The Reading Offer
- The Health Offer
- The Information Offer
- The Digital Offer

3.7 The UK Universal Public Library Offers have been introduced to support a **consistent public library offer** across all local authority areas and have national development programmes linked to the four **Universal Offer** themes. In support, staff development programmes are being developed and will be delivered by online training and cross-authority workshops.

3.8 Liverpool is well advanced with all of the four Universal Public Library Offers and is well placed to contribute to and benefit from the national programmes currently being developed.

3.9 Each Key Strategic Priority area for Liverpool Libraries will have an action plan developed referencing both local and national priorities.

3.10 Performance indicators against Key Priority outcomes will be captured with an annual outturn report at each year end.

3.11 This report seeks Cabinet approval for the Key Strategic Priorities 2014-2017 to be adopted as the strategic focus for the next three years. **A Copy of the Key Strategic Priorities 2014-17 can be found at Appendix A.**

4.0 **The Library Review 2014**

4.1 As with all Liverpool City Council services, the major challenge facing the Library Service is to continue to deliver quality services with a clear strategic focus and within a significantly reduced financial envelope 2014-2017.

4.2 With a reduction in funding of £2.5m, this has necessitated a
fundamental review in order to identify a new and sustainable Library Service model meeting the requirements of the Public Libraries and Museums Act 1964 whilst continuing to deliver a comprehensive and efficient public library service for Liverpool.

5.0 Current Library Service Provision

5.1 The Library Service is currently delivered through a combination of –

- the newly restored and award winning Central Library
- 18 community libraries
- a Home Library delivery service
- 24/7/365 online e-library services via Read Liverpool and the Libraries website pages
- 24/7/365 telephone services via the Liverpool Direct Contact Centre

5.2 The Library Service also provides a grant funded non-statutory prison library service at HMP Liverpool in the Walton area.

5.3 There are 343 public computers with internet access available across the city library network. Self-service issuing systems are installed at Central Library and at 10 community libraries. Free wi-fi provision is available at Central Library and at the three most recently built / refurbished community libraries. The 24/7/365 virtual e-library service delivered via the web includes: online databases; e-books and e-magazines plus audio download services; full library catalogue access and linked access to the three local university catalogues; customer feedback forms; instant online library membership, account checking, book renewals and reservations and the ability to suggest an item for stock. Customers can also make basic enquiries 24/7/365 via the telephone contact centre. A dedicated single phone contact number for Libraries (0151 233 3069) was introduced in 2012.

5.4 A number of library buildings are also co-located with a range of service partners including:

- One Stop Shops (shared service delivery at Garston, Parklands and Walton Libraries).
- City of Liverpool College occupies rented space for their community learning outreach centres in four community libraries at Kensington, Norris Green, Parklands and Walton Libraries. This provision is being reviewed by the college.
- Childwall Library is based within the Five-ways Neighbourhood Health Centre with a sixth form learning provision also based at the centre.
• West Derby Library is located on the West Derby Academy School campus.

• Croxteth Library is managed on behalf of the local authority by Alt Valley Community Trust and is based within their Communiversity facility. This service is delivered via a £55,000 service level agreement paid by an annual grant.

5.5 Croxteth Library as a community managed library was cited as a model of good practice in the Arts Council England (ACE) report of January 2013, *Community Libraries: Learning from experience: guiding principles for local authorities.*

5.6 The Home Library Service delivers books and other library items to 435 mobility impaired and socially isolated customers throughout the city.

5.7 The RNIB Talking Book Service (audio books) is the UKs most comprehensive audiobook service for blind and visually impaired people and is available to 320 registered blind Liverpool residents.

6.0 **Library Service Performance and Key Initiatives 2013/2014**

6.1 Despite a 35% reduction in opening hours and the closure of three libraries in April 2012, the Library Service continues to provide relevant, popular and well used services to its 79,000 customers.

6.2 Performance for the period 1st April 2013 to 31st March 2014 includes:

• 1.8 million visits to libraries.
• 1.2 million books and other items loaned physically.
• 30,000 e-books and e-magazines downloaded.
• Over 465,000 individual public computing sessions delivered.
• 250,000 enquiries answered.

6.3 The 2013/14 Mayoral initiative to make Liverpool a *City of Readers* included the introduction of *Read Liverpool* which enables instant online membership to the Libraries e-books and e-magazine service. e-book membership increased by 134% from 2,238 customers in April 2013 to 5,243 customers at end of June 2014. Average monthly e-book issues for 2014 are now 200% higher than for 2013 and are increasing monthly as e-book membership and demand grows.

6.4 The *City of Readers* initiative has also provided a cohesive structure and focus for partnership working to increase library membership and encourage more people to read for pleasure. The Library Service is
currently working strategically with The Reader Organisation, the City’s network of schools, the Children in Care Council and other groups and organisations. Targeted work is being undertaken in partnership to encourage reluctant young readers to read more and to use Read Liverpool to instantly access e-books via personal mobile devices.

6.5 The Library Service overall performance levels 2013/2014 compare favourably with Liverpool’s core city counterparts and demonstrate that Liverpool has a successful and well used Library Service. However, the financial challenge faced Liverpool City Council has required a fundamental review of Liverpool’s Library and Information Service.

6.6 The review has been undertaken in order to continue to offer the best possible library services within an affordable and sustainable framework and also to ensure that Liverpool continues to provide a comprehensive and efficient library service for the people that live, study or work within the city’s boundaries.

7.0 Factors considered as part of the Library Review 2014

7.1 A wide range of factors have been used to fundamentally review the Library Service including –

- Performance levels of individual libraries – number of visits and primary use e.g. book loans, public computers, community activities, access to ancillary services located within the library footprint.

- Operating costs for individual library buildings compared to their performance levels i.e. does the overall use of the library give a positive return against the cost of running it?

- Is the library part of a shared location or in a co-delivery agreement with a partner organisation helping to keep costs down?

- Is there capacity in the library to accommodate partner services to help bring down the running costs through shared building or staffing costs?

- Is the library owned or leased by Liverpool City Council and are there any legally binding agreements in place that need to be considered?

- What is the physical condition of the building and are there any significant maintenance issues now and looking to the future?

- Is the library located on a good transport route and easy to get to by public transport?
Has any interest been shown in taking on the library by stakeholder organisations or community based organisations and groups?

Could the library be re-located into another building to reduce costs?

7.2 In addition to the building, running costs and location issues examined above, a number of other key factors have also been considered in ensuring a comprehensive and efficient library service is provided.

- The findings arising from the public and stakeholder consultation process 2014. (see sections 8.0 and 9.0 below)

- Retaining a relatively even spread of libraries across Liverpool so that people can access a library within a 2 mile radius of their residence or workplace.

- The proposed Library model for Liverpool will see 95% of people within 2 miles of a library.

- 2 mile access to a library is consistent with the Secretary of State response to Bolton MBC following a local inquiry. (CMS 231060/DC 31 May 2013).

- 2 miles distance is also consistent with the current LCC Home to School Transport policy for children aged under 8 years of age. This distance increases to 3 miles for school attenders aged 8 or over.

- An analysis of local needs for Liverpool including Indices of Multiple Deprivation and Ward Profiles.

- Ensuring that library services will be available and appropriate to people that are socially isolated and or mobility impaired and are unable to access a physical library.

- Equality Impact Assessments have been drawn up for all libraries in order to ensure that all protected groups are not unfairly discriminated against. The Equality Impact Assessments have been updated to incorporate feedback from the public and stakeholder consultation process held during April - May 2014.

- The important role of technology in opening up access to books and information online 24/7/365 and in reducing staffing costs through self-service facilities in libraries. A major driver within the Key Strategic Priorities 2014-2017 is to maximise the opportunities offered by digital and online services to meet the
growing demand in this area.

8.0 Public and Stakeholder Consultation Process April - May 2014

8.1 The public and stakeholder consultation process and key findings for April-May 2014 are described below. There were several strands to the public and stakeholder process.

8.1.1 A consultation questionnaire was made available online and in paper format at all Libraries, One Stop Shops and Neighbourhood Health Centres. The questionnaire ran for 6 weeks between April and May 2014. There were 3,566 returns in total (2,451 paper format & 1,115 online).

8.1.2 A series of 5 public meetings were also held between April and May 2014. The meetings were held across the city both in the evening and one afternoon session to ensure that as many people as possible could attend. The public consultation meetings were publicised at every library, on Liverpool City Council’s website and the Library webpages including Read Liverpool, on BBC Radio Merseyside and within the local press including the Liverpool Echo. The Director and Assistant Director for Community Services, The Divisional Manager Libraries and the Cabinet Member for Culture, Tourism & Events all attended the public meetings. Approximately 150 people attended the 5 public meetings in total.

8.1.3 In addition a range of stakeholder organisations and groups were met with including registered providers (social landlords), community based organisations, public service organisations and a commercial provider of library services.

9.0 Consultation Findings - Summary

9.1 Findings of the Questionnaire Analysis

- 90% of the 3,566 questionnaire respondents were library members.

- The libraries visited most by the respondents both in terms of overall use and for frequency were: Central Library, Allerton Library, Childwall Library and Garston Library. This finding compares strongly with overall Library performance figures which show that 57% of all current library use is focused on 5 libraries. Central Library, Allerton Library, Childwall, Library, Garston Library and Norris Green Library.
• 28% of respondents agreed with the proposal that Liverpool should have an affordable and sustainable network of libraries with an even geographic spread of services across the city.

• 52% disagreed with the affordable and sustainable network proposal, 16.5% selected the Don’t Know option and 3.5% made no response to this question.

• 59% of respondents stated that they would visit another local library if their currently used library were to close.

• 40% of respondents said they would use Central Library if the library they currently use was to close.

9.1.2 The detailed findings of the consultation questionnaire are being factored into the second phase of public and stakeholder consultation. This will focus on specific proposals for the Library Service as set out in the new service model described in sections 10 and 11 of this report.

9.2 Public Consultation Meetings.

9.2.1 The 5 public meetings offered face to face opportunities to discuss ideas and also generated many questions from the people that attended. Some individuals were not happy about the idea of closing libraries or reducing provision. However, the majority of the 150 or so attendees understood the financial position that Liverpool City Council is in and were respectful and constructive although clearly unhappy with the situation. A range of suggestions were made such as, libraries partnering up with other services to reduce costs and further reductions to opening hours to save more libraries from closing.

9.2.2 Several individuals and groups have offered to get involved in exploring alternative uses as the picture becomes clearer on which libraries may have to close. The questions asked and suggestions made at all 5 meetings have been recorded and have been factored into the analysis and decision making to date.

9.2.3 It is now proposed to follow up with the individuals and groups offering to get involved in finding a way forward. This links to the second phase of consultation around the libraries identified for potential closure unless alternative proposals can be found. This also feeds into the need to follow up with stakeholder organisations as outlined below.
9.3 Consultation with Stakeholder Organisations and Groups

9.3.1 A number of the stakeholder organisations and groups met with have indicated potential interest in library buildings with a view to some form of library provision being retained if those groups and organisations were to get involved and a viable solution could be found.

9.3.2 To date, indications of interest have been made for Dovecot Library, Fazakerley Library, Lee Valley Library, Sefton Park Library, Spellow Library, Walton Library, Wavertree Library and West Derby Library.

9.3.3 In some cases several organisations have indicated potential interest in the same library or libraries. At this stage, although no decisions or agreements have been made with any group or organisation, interest has been noted.

9.3.4 Stakeholders with potential interest in specific libraries will be invited to attend the next phase of public consultation meetings which will focus on specific proposals and library buildings. Ward Councillors will be fully consulted and will be specifically invited to the next phase of consultation meetings.

9.3.5 Any formal proposals coming forward after the second phase of public meetings will require clear and sustainable business plans which set out the benefits to Liverpool City Council and the communities affected. Officers will work with organisations to develop credible offers. Any such offers will be taken to Cabinet for approval prior to agreement and if suitable will enhance the city's core Library offer.

9.3.6 Based on all performance analysis and consultation to date it is now possible to set out a proposal for delivering a remodelled Library Service which will be sustainable and affordable offering a comprehensive and efficient Library Service for Liverpool within the reduced financial envelope 2014-17.

9.3.7 It is this proposal that will be the primary focus for the second phase of public and stakeholder consultation following Cabinet approval to consult.

9.3.8 The intention is to hold a number of public workshops segmented into distinct sessions where specific individual libraries are discussed in terms of any alternative proposals from community groups and or stakeholder
10.0 The Proposed Remodelled Library Service

10.1 It is recommended that the new library service will consist of the following –

- Central Library will be retained as a 7 day 70 hours per week service.
- 7 Community Libraries will be retained as a core element of the statutory service on a geographic basis.
- The Home Library Service will be retained to serve mobility impaired and socially isolated library customers. There are currently 435 customers registered for this service.
- The RNIB Talking Book Service (audiobooks for blind and visually impaired people) will continue to be made available to registered blind Liverpool residents. There are currently 320 Liverpool registered blind customers accessing this service.
- The 24/7/365 Read Liverpool online e-Library Service and 24/7/365 telephone services will continue to be offered and will be further developed within the resources available.

11.0 Rationale

11.1 Tables 1 and 2 below detail the rationale in summary form for service retention or potential building closure, respectively. See also Appendix B for maps showing current provision, proposed provision and libraries at risk of closure.

11.2 Headline performance statistics –

- 45% of all library customers use Central Library
- 57% of all library use is generated by 5 Libraries, which are: Central Library, Allerton Library, Childwall Library, Garston Library and Norris Green Library. All five high performing libraries are proposed to be retained as part of the 2014/17 Library Service model.
- 11 Community Libraries will be put forward for at risk of closure or alternative proposals.
A further round of consultation will be conducted specifically on the libraries identified as being at risk of closure as set out in Table 2 below.

11.3 Following Cabinet approval, consultation workshops will be set up to discuss the future of the 11 community libraries.

**Table 1- Rationale for Service Retention Recommendation**

This will be the core library service offer provided by Liverpool City Council in order to provide a comprehensive and efficient Library Service.

<table>
<thead>
<tr>
<th>Service retained</th>
<th>Rationale</th>
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</table>
| Central Library        | • 21st Century Central Library with multi-service provision.  
                                 • Open 70 hours and 7 days per week.  
                                 • City Centre location with good public transport links.  
                                 • Offers access to a wide range of library services / archives.  
                                 • Business & Intellectual Property Centre providing business start-up and growth services to individuals and SMEs.  
                                 • Liverpool Record Office (archives) based in building.  
                                 • Building is owned by Liverpool City Council.  
                                 • Legally binding 25 year PFI agreement.  
                                 • Highest performer. 45% of all library users use this facility.  
                                 • 750,000 visits in the first full year of operation since re-opening 16th May 2013.  
                                 • Provides library services to the inner city residents.  
                                 • Mitigation for closures city-wide as 40% of consultation respondents stated that they would use Central Library if the library they currently use was to close.  |
| Allerton Library       | • Retained as a south of city facility.  
                                 • Liverpool's highest performing community library.  
                                 • Building owned by Liverpool City Council.  
                                 • Key location near shops and good bus routes.  
                                 • Car parking facility for library customers.  
                                 • Mitigation for potential closures in south and east of city.  
                                 • Provided mitigation for the closure of Woolton Library in 2012.  |
| Norris Green Library   | • Retained as a high performing north of city library and one of the consistent top five performers.  
                                 • Serves an area of high deprivation.  
                                 • Building is owned by Liverpool City Council.  
                                 • Ample space for partner services to reduce costs.  
                                 • Potential for Broadway One Stop Shop relocation.  
                                 • Mitigation for potential library closures in north of city.  
                                 • Good location in terms of public transport and shops.  |
| Childwall Library      | • Retained as high performing south of city library.  
                                 • Attracts a high proportion of users from the Wavertree ward population.  
                                 • Co-located within Childwall Five-ways Health Centre.  |
<table>
<thead>
<tr>
<th>Library</th>
<th>Details</th>
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</table>
| Croxteth Library              | Retained as a north of city library.  
|                               | Community organisation managed library via £55k grant.  
|                               | Performance has increased since community managed.  
|                               | Mid-table performer for book issues.  
|                               | No building or staffing overheads for Library Service.  
|                               | Cited as a good model for a community managed facility in Arts Council England 2013 report.  
|                               | Mitigation for potential closure of north based city libraries.  
|                               | Situated on a high frequency bus corridor.  
|                               | Car parking available at Library.                                                                                                                                                                       |
| Parklands Library & One Stop  | Retained as a south city library.  
| Shop                          | Slightly below mid table performance for books and IT.  
|                               | Serves isolated community with high deprivation levels.  
|                               | Nearest LCC library is 3 miles away at Garston.  
|                               | Has the highest level of local customer use with 80% of people using the library living within one mile of the site.  
|                               | Library customers do not tend to use other Libraries.  
|                               | One Stop Shop provides a managed Library Service.  
|                               | PFI agreement in place.  
|                               | City of Liverpool College Learning Centre based here and is likely to be retained following 2014 review of provision. This provides an annual rent income to help reduce overheads.  
|                               | Located on a high frequency bus corridor.  
|                               | Excellent car parking facilities.                                                                                                                                                                       |
| Garston Library & One Stop    | Retained as a high performing south city library.  
| Shop                          | Serves a relatively deprived area.  
|                               | Co-located One Stop Shop provides a managed Library Service.  
|                               | Building is owned by Liverpool City Council.  
|                               | Building has had a full refurbishment.  
|                               | Based on major transport corridor.  
|                               | Mitigation for other potential south of city library closures.  
|                               | Mitigated for closure of Woolton Library in 2012.                                                                                                                                                      |
| Toxteth Library               | Retained as a good performance community library.  
|                               | Serves a diverse population in an inner-city high deprivation area.  
|                               | Range of community meeting rooms very well used.  
|                               | Near to good bus routes and has car parking spaces.  
|                               | Building owned by Liverpool City Council.  
|                               | £1.3m Big Lottery full refurbishment in 2009.                                                                                                                                                         |
• 20 year legally binding agreement with Big Lottery Fund to only use as a public library with grant claw-back condition.
• Provided mitigation for Edge Hill Library closure in 2012.
• Mitigation for other potential library closures in 2014.

Home Library Delivery Service
• Service will be retained to serve mobility impaired, vulnerable and socially isolated customers.
• 435 users currently.
• Ability to serve whole city as a mobile service.
• Scored 7th highest from 18 for 2013/14 book issues when compared with other community library book issues.
• Low running costs when compared to those of a building based library.
• Mitigation for closures that might affect disabled and older people.

RNIB Talking Book Service (audiobooks)
• Retained as the RNIB Talking Book Service is the most comprehensive audiobook facility available in the UK and is dedicated to enabling visually impaired and blind people access a high quality reading offer.
• The RNIB Service is available only to Liverpool residents who are registered blind. There are currently 320 registered Liverpool blind customers accessing the RNIB Talking Book Service.

24/7/365 Read Liverpool online and telephone services
• Liverpool Library Service is a leader in this field.
• Meets 21st Century expectations for Library Services.
• Complements building based services and is cost effective.
• Delivers library services directly to people at home or on the move.
• Continued online and digital development has been identified as a Key Strategic Priority 2014-17.

Table 2 - Rationale for Libraries Identified at Risk of Closure (including indications of potential interest from stakeholders where relevant).

This will form the basis of public and stakeholder consultation on which Liverpool City Council will seek alternative proposals and ideas **over and above** the comprehensive and efficient library service as set out in Table 1 above.

<table>
<thead>
<tr>
<th>Library at risk</th>
<th>Rationale / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breck Road Library</td>
<td>• Below average use library.</td>
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<tr>
<td></td>
<td>• High proportion of users also frequent Central Library.</td>
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<td></td>
<td>• Building is not owned by Liverpool City Council.</td>
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<td></td>
<td>• Lease break opportunity 2015.</td>
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<td></td>
<td>• Central Library is 1.7 miles away.</td>
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<td></td>
<td>• High frequency bus corridor to city centre.</td>
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<td></td>
<td>• Local school has offered to mitigate possible closure by opening up school library and reading opportunities to the local community.</td>
</tr>
<tr>
<td>Library</td>
<td>Details</td>
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| Dovecot Library     | • Low number of library users.  
• Performance is low for both books and IT.  
• High transactional costs compared to most libraries.  
• High running costs compared to most libraries.  
• Library is 2.3 miles from Childwall Library by car and close to bus corridors for Childwall and Norris Green Libraries.  
• The majority of households have average or better than average accessibility to a car compared to other areas in the City.  
• Potential for a community managed facility as Alt Valley Community Trust (AVCT) are negotiating with LCC to take over Dovecot MAC in the longer term. AVCT have indicated an interest in running the Library. AVCT manage Croxteth Library in the north of the city. |
| Fazakerley Library  | • Low number of users compared to most libraries.  
• Second lowest performance for IT sessions.  
• Lower quartile library for book issues.  
• Croxteth Library is 1.5 miles away and Norris Green Library is less than 2 miles away.  
• Building is leased from Fazakerley Federation.  
• Fazakerley Federation has shown interest in taking on the Library Service. However, a business plan submitted in 2013 did not offer LCC sufficient savings to warrant the annual grant that was requested to manage the library.  
• Fazakerley Federation are keen to explore further to see if a viable solution can be found. |
| Kensington Library  | • Low number of users compared to other libraries.  
• Use is predominately for IT with alternative local community IT provision being explored by ward councillors.  
• Low book issues.  
• 32.35% of ward catchment area use Central Library.  
• Extended IT facilities available at Central Library.  
• Central Library is approximately 1 mile away.  
• Good transport corridors to city centre from area.  
• Building is owned by LCC.  
• Library has ongoing maintenance issues with the roof.  
• City of Liverpool College has community learning provision based here and this facility is at risk following a city wide review of provision. This will result in a loss of rental income from the City of Liverpool College and add to the cost of running the Library for LCC. |
| Lee Valley Library   | • Lower performance for books and IT than most libraries.  
• Library space is not owned by LCC.  
• Located within the Millennium Centre by lease agreement.  
• Relatively small sized footprint available to offer services.  
• Situated 2 miles from Childwall Library.  
• Situated on a frequent bus corridor.  
• Interest has been shown by Millennium Centre Board and Ward Councillors in order to retain some form of library offer at the Millennium Centre. |
<table>
<thead>
<tr>
<th>Library</th>
<th>Description</th>
</tr>
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</table>
| Old Swan Library    | - A mid table performing library overall and has below average library usage in terms of transactions.  
                      - Limited scope for co-location with partner services due to the sites very small footprint.  
                      - The building is owned by LCC and is well situated to attract interest for alternative service delivery or community use.  
                      - Located in a shopping area on Prescot Road and within easy walking distance of Queen’s Drive.  
                      - There is a frequent bus service and the library is 1.3 miles from Childwall Library, 2.2 miles from Norris Green Library and 3 miles from Central Library.  
                      - The majority of households have average or better than average accessibility to a car compared to other areas in the City. |
| Sefton Park Library | - A good performing library geographically positioned between Garston and Toxteth Libraries.  
                      - Toxteth Library is 1.5 miles away, Garston Library is 2 miles away and Allerton Library is 1.7 miles away.  
                      - Listed building which is owned by Liverpool City Council and would offer good potential for alternative use.  
                      - Library may attract community asset transfer proposals due to the attractive location and grounds near to the Lark Lane area.  
                      - Direct public transport links by bus and train to both Garston and the City centre.  
                      - Potential interest has been shown in the building by a health related organisation and a housing association. Some form of library service offer could be retained if this potential was to be realised. |
| Spellow Library     | - Medium performing library located in north of city library.  
                      - Low number of library users when compared with other libraries.  
                      - High transactional cost compared to most libraries.  
                      - Within 2 miles of Central Library and Norris Green Library.  
                      - Situated on a frequent bus route to city centre.  
                      - Potential interest in locating partner services within building as part of the redevelopment of the local area with support from local councillors.  
                      - The Home Library Service could potentially be relocated to this library from current base at Dyson Hall in order to reduce building overheads if a combined use solution were to be developed with partner organisations / services. |
| Walton Library      | - Library is in the lower quartile for performance and has a low number of active users compared to other libraries.  
                      - Currently operated as a shared service with One Stop Shop and will require discussions with Liverpool Direct Limited.  
                      - Building is owned by LCC and in very good condition.  
                      - Although not on a high frequency bus route the library is near a train route.  
                      - Households situated within a two mile radius of the library. |
have average or above average access to a car when compared to other areas of the city.  
- Interest in getting involved with the library has been shown by a local community group via a ward councillor.
- Potential interest in the building has been shown by a health organisation.
- Some form of library provision might be retained if the health organisation interest proves viable or could be aligned to the community group interest.
- The retention of Norris Green Library within two miles will provide mitigation for the potential closure of this library.

<table>
<thead>
<tr>
<th>Library</th>
<th>Description</th>
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<tr>
<td>Wavertree Library</td>
<td>- A medium performer for books and computers.</td>
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<td>- A high proportion of Wavertree Library's customers also use Childwall Library and Central Library.</td>
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<tr>
<td></td>
<td>- The site has a relatively low number of customers.</td>
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<tr>
<td></td>
<td>- Listed building is LCC owned and in good condition.</td>
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<td></td>
<td>- Library is on a high frequency bus corridor.</td>
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<td></td>
<td>- Library is 1.1 Miles from Childwall Library and less than 2 miles from Allerton Library.</td>
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<tr>
<td></td>
<td>- Potential interest in the building has been shown by a housing association. Some form of library offer might be retained if this interest was to be realised.</td>
</tr>
<tr>
<td>West Derby Library</td>
<td>- The Library is based within West Derby Academy campus and opened in January 2012 as a replacement for Larkhill Library.</td>
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<tr>
<td></td>
<td>- West Derby Academy have indicated an interest in the library space and offering some form of combined school and community use.</td>
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<td></td>
<td>- 43% of West Derby Library's customers also use either Central or Old Swan Libraries.</td>
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<tr>
<td></td>
<td>- The area is on a high frequency bus corridor to both the city centre and Norris Green and most households have above average access to a car.</td>
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<tr>
<td></td>
<td>- Norris Green Library is less than 1.5 miles away and Childwall Library is 2.2 miles away.</td>
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<tr>
<td></td>
<td>- Childwall Library has good parking facilities with 80 spaces and disabled parking bays directly outside library entrance.</td>
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**Mayoral Recommendation:**

That –

(i) the Key Strategic Priorities 2014-17 be endorsed; and

(ii) approval be granted for the publication of the proposed model for revised Library Service delivery 2014-17 for a period of 4 weeks public consultation, the outcome of which will be fully considered prior to bringing a final detailed recommendation report to Cabinet.
**Mayor’s Priorities**
The Key Strategic Priorities 2014-17 and Library Review 2014 will ensure that the Library Service continues to provide a comprehensive and efficient, vibrant and sustainable library service offer to the people of Liverpool.

The strategic focus on promoting reading and lifelong learning, health and wellbeing, support for small businesses and entrepreneurs and access to information and local archives will support the delivery of the Mayor’s priorities.

**Corporate Aim(s):**
The Key Strategic Priorities 2014-17 and the Library Review 2014 will ensure that resources are maximised and focused in supporting the Corporate Aims.

**Making Liverpool the preferred choice for investment and job creation by…**
Providing sustainable and efficient Library Services both at physical locations across the city and by online means 24/7/365.

Offering information, guidance and support to small businesses and entrepreneurs via the Central Library Business & Intellectual Property Centre.

Ensuring that Liverpool people have access to high quality information and also appropriate spaces in which to study and do research.

**Empowering people to enjoy the best possible quality of life and reach their full potential by…**
Delivering the national *Bookstart* programme to all pre-school children to ensure they have support for developing reading and language skills before they reach school age.

Providing opportunities for reading and lifelong learning for all Liverpool people via both physical and 24/7/365 online library services.

Ensuring that library services are appropriate for and available to the most vulnerable people in our communities.

**Making Liverpool a more sustainable, connected and attractive city by…**
Offering free access to the internet at libraries and making online digital library services available 24/7/365.

Working in partnership with others to deliver sustainable library services.

Utilising green technology within library buildings.

**Building strong, attractive and accessible neighbourhoods by…**
Providing attractive and relevant libraries that act as community focal points.
<table>
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<tr>
<th>Working with local communities to deliver library services.</th>
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<tr>
<td>Supporting a sense of community identity and pride through access to local archives and family history information.</td>
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</tbody>
</table>
| **Ensuring services are efficient, effective and offer value for money by**…
Offering library and information services that are customer focused. |
| Utilising technology to widen access to library services and reduce overheads. |
| Working with our staff and partner organisations to deliver the highest possible service within affordable budgets. |
| **Key Decision:**
Yes. |
| **28 Day Notice.**
Yes. |
| **Implementation effective from:**
Following Cabinet approval there will be a further period of public and stakeholder consultation in relation to the libraries at risk of closure. A final report with recommendations will be brought to Cabinet after the second phase of consultation has been completed. This is targeted for September 2014. |
| **Reason(s) for Recommendation:**
The Key Strategic Priorities 2014-17 will provide the key focus for the next three years.

The Library Review 2014 will deliver £1.653m of frontline Library Service savings in line with the 2014/15 budget.

Following consultation and implementation of the new Library Service model there will commensurate reductions in central support costs and overheads to realise the £2.5m target.

The Library Review 2014 will ensure that 95% of Liverpool residents will be within 2 miles of a library. This is consistent with the Secretary of State response made to Bolton MBC following a local challenge. CMS 231060/DC 31st May 2013. |
**Alternative options considered:**
The scale of the financial challenge for Liverpool leaves little scope other than to reduce the number of Libraries across the city unless financially viable options can be found for the community libraries identified to be at risk. The second phase of public and stakeholder consultation is focused upon the identification of alternative options. Any such alternative options will be included in the final recommendation report to Cabinet.

**Consultation including consultation with Ward Councillors and outcome:**
The public and stakeholder consultation process carried out to date is detailed in section 8 and 9 within this report.

Ward Councillors will be included in the next phase of public and stakeholder consultation. This phase will focus on libraries that are at risk of closure unless alternative financially viable options can be found.

**Financial implications (Efficiency Savings)/ Budget & Policy Framework:**
The Library Review 2014 will deliver £1.653m of frontline Library Service savings in line with the 2014/15 budget.

Following consultation and implementation of the new Library Service model reductions in central support costs and overheads will deliver on overall target of £2.5m.

**Legal implications:**
The Library Service is a statutory service and public and stakeholder consultation and full and proper consideration of all the issues raised is required before making significant changes to service delivery.

Legal Services have been consulted over the public consultation processes.

Following Cabinet approval, there will be a further period of public and stakeholder consultation for one month to allow specific consultation on those libraries identified as at risk of closure.

**Risk Management:**
There is a risk that there will be a public challenge arising from the proposed closure of libraries. Legal advice has been followed to ensure that this risk is managed appropriately by carrying out a thorough and informed consultation process and remaining open to considering all issues, including alternative means of providing a comprehensive and efficient library service, raised during the consultation process, before making any final decision.
**Equality implications/Equality Impact Assessment:**
Detailed Equality Impact Assessments (EIAs) have been written for all libraries. The EIAs have been further informed by the public and stakeholder process to date. They will be updated after the second phase of public consultation and included with the final Cabinet report.

**Key to abbreviations used:**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACE</td>
<td>Arts Council England</td>
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<tr>
<td>AVCT</td>
<td>Alt Valley Community Trust</td>
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<td>EIA</td>
<td>Equality Impact Assessment</td>
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<td>HMP</td>
<td>Her Majesty’s Prison</td>
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<tr>
<td>LCC</td>
<td>Liverpool City Council</td>
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<td>LDL</td>
<td>Liverpool Direct Limited</td>
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<td>PFI</td>
<td>Private Finance Initiative</td>
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<td>RNIB</td>
<td>Royal National Institute of Blind People</td>
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<td>SCL</td>
<td>Society of Chief Librarians</td>
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<tr>
<td>TRA</td>
<td>The Reading Agency</td>
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</tbody>
</table>

**Reports attached:**
Appendix A – Key Strategic Priorities 2014-2017
Appendix B – Maps of Library Provision