

REPORT FOR DECISION

Agenda Item	
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DECISION OF:	CABINET
DATE:	28TH NOVEMBER 2012
SUBJECT:	PLAN FOR CHANGE: PROGRESS OF LIBRARIES REVIEW
REPORT FROM:	Councillor Jane Lewis, Cabinet Member for Leisure, Tourism and Culture
CONTACT OFFICER:	Graham Atkinson, Executive Director of Environment and Development Services
TYPE OF DECISION:	NON KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report indicates progress on the review of library provision in the borough, sets out Phase 1 savings to be realised in 2013/14 and a strategy for further savings and a re-structuring of provision based on co-location of library services during 2014/15.
OPTIONS & RECOMMENDED OPTION	<p>Option 1 Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Approve £240,000 of Phase 1 savings primarily focused on a re-structuring of services at Bury Library 2. Approve the strategy for the development of Phase 2 of the Libraries review, the delivery of further savings and the principles that will underpin decisions 3. Note the commitment to report back to Cabinet in March 2013 <p>Option 2 Do nothing</p> <p>Cabinet is recommended to approve Option 1</p>

IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>This report outlines a costed and sustainable plan to deliver £240,000 savings in 2013/14.</p> <p>This follows a review (Phase 1) of the Libraries Service undertaken through the "Plan for Change", and contributes towards required budgetary savings.</p> <p>The report goes on to outline the process for Phase 2 of the Libraries Review, which will generate further savings as required under the "Plan for Change" and future funding settlements.</p> <p>It should be noted at this stage that Phase 2 of the review will be subject to further public / stakeholder consultation.</p>
Statement by Executive Director of Resources:	The principles of the overall service review are entirely consistent with the aims of the Council's Asset Management Plan and ICT Strategy.
Equality/Diversity implications:	Please consider the see attached Equalities Assessment
Considered by Monitoring Officer:	<p>Yes</p> <p>This decision relates to the restructuring of services at Bury Library and a strategy going forward for the review of libraries in the Borough, following consultation and a range of research and analysis. Proposals are being drawn up in the context of unprecedented cuts in local authority expenditure and the courts have held that decisions on the allocations of scarce public funding are primarily for democratically elected bodies. It is important that decisions on library provision are carefully considered in the context of: consultation and its outcomes; the duty to provide a "comprehensive and efficient" library service; and due regard to the Council's equalities duty</p> <p>Members must consider the legal issues which are detailed in the report.</p>

JH

Wards Affected:	All Wards
Scrutiny Interest:	Scrutiny Project Group

TRACKING/PROCESS

DIRECTOR: EDS

Chief Executive/ Strategic Leadership Team	Executive Member/Chair	Ward Members	Partners
	9/11/2012 12/11/2012 15/11/2012		
Scrutiny Committee	Committee	Council	
	28/11/2012		

1.0 INTRODUCTION

This reports sets out a two-phased strategy to re-structure the library service in Bury. It puts forward Phase 1 proposals and savings of £240,000 and the principles that will underpin the development of Phase 2 which will be the subject of public consultation and will be reported to Cabinet in March 2013.

1.1 Brief summary description of current library service

Bury Library Service has 17 libraries, sited across the borough, with a variety of opening hours, ranging from over 45 hours per week, to less than 10. Bury’s current library core offer, based on the recommendations of the Society of Chief Librarians, is listed below. The needs assessment and consultation work that will guide Phase 2 of the Libraries review will include a review and re-definition of the libraries core offer in the future.

- **Reading and literacy** - We offer free access to multi-media reading resources for people for enquiry, learning, inspiration and recreation. As information is now available in different formats, we also provide e-resources such as web based content, social media, and e –audio as well the traditional large print format and in some community languages.
- **Lifelong Learning - space, support and skills** – We support lifelong learning through access to knowledge, content and study space. We work with other learning providers to signpost and create gateways from informal to formal learning.
- **On line and virtual services** - We provide access to a range of on-line resources such as family history, business, health and study. We provide remote access to the library catalogue, request service and renewals.
- **Self Service:** We are developing existing self service provision to improve and expand customer access to services.
- **Information and signposting to other services**–we provide access to guidance from information experts, on site or remotely.
- **Digital skills and services** – we are developing and enhancing our information services by providing internet access We help residents to

develop skills to make use of digital public services resources independently.

- **Free community spaces** – We encourage the increased use of community spaces and resources available in libraries and work actively with local library communities to develop services appropriate to their local needs. We encourage local communities to assist with that provision, including by volunteering.
- **Advice and support** – we offer space within libraries for partners and other agencies to deliver advice sessions for members of the local community. Libraries also host Councillor surgeries.
- **Access for residents to Council Services** – libraries host Council Information Points. This includes library staff providing first point / face to face contact to other council services including payment facilities and advice.
- **Services for targeted audiences** – through appropriate stock selection, activities and access to other services libraries target groups including families, children & young people and older people. Activities include a housebound service for older people, Bookstart, summer activities for children, Summer Reading Challenge, visits to and from schools and Rhyme Time activity sessions.
- **Local and family history resources** - We enable access to the wide range of resources available both within the service and on-line via including a paid for research service and support for those who wish to do their own research.

1.1.1 In addition to this core library provision, specialist services are currently provided as follows:

- Housebound Library Service (delivery of library materials to people's homes where they are unable to visit libraries themselves)
- Schools Library Service (delivery of library materials to schools across the borough)
- Sensory Unit at Whitefield Library (supports visually and hearing impaired people with staff and resources)
- Archives Service (provides access to local council, business and organisation records).

1.1.2 The service also currently hosts and facilitates a range of other partner/community activities and shares buildings with other council services, partners and 3rd sector /community groups. This includes space and support for an extensive range of partner /3rd sector activities facilitated by library staff e.g. access to employment /housing support agencies and activities to improve health and well-being, reading groups and mums and toddler support.

The annual spend on Bury Library Service was £3.2 million in 2011/12. The majority of spend (63%) was on staff; 26% on other costs e.g. supplies materials & premises and 11% income and central overheads. The libraries expenditure has reduced by approximately 17% over the past 2 years.

1.1.3 Libraries in Bury are open to everyone who lives, works, studies or visits the borough, including the boroughs population – currently 185,100 people.

1.1.4 The most recent data for 2011- 2012 shows that the total registered membership of the libraries was 79,603, of which 30,376(38.16%) are described as active members (i.e. have borrowed any item within the last 12 months) and 40,473 are described as active members including computer users

(50.84%). In addition 17,035 adults attended activities in 2011/12, and 266,550 information enquiries were answered.

1.1.5 Satisfaction with the service is rated high, with 96.1% of adults surveyed (3779 respondents) in the most recent Adult CIPFA survey rating the service as good or very good. This places the service in the top quartile nationally.

1.2 Changing role of Library service /key service drivers

1.2.1 The way in which people acquire books and access information is changing more rapidly than at any time since the advent of printed books. Competition in the publishing industry has resulted in wider choice and lower prices. The internet has radically changed the way people access information and also given many people instant access to information at very low cost. The emphasis has moved from physical materials such as printed books and delivery from fixed buildings, to virtual access via the web and to electronic media supply such as via e-books. It is essential therefore that the library service modernises and develops innovative ways to maintain its relevance to continue to deliver positive outcomes for individuals and communities. This requires the service to embrace innovation and opportunity drivers, including:

- new technologies such as eBooks and on-line information
- the introduction and expansion of self-service technology
- co-location of buildings with a range of services that act as 'community hubs'.

1.2.2 Radio Frequency Identification (RFID) is self service technology. It is a key enabler of the Phase 1 savings described in this report and will be implemented during 2013/4. RFID is a method of remotely storing and retrieving data using devices attached to a product that has been successfully used in libraries in Asia, Europe and North America for over a decade. The latest RFID-enabled checkout machines allow users to return and renew materials, check the status of reserved items and pay charges.

1.3 Plan for Change /strategic drivers & savings requirement

1.3.1 The Plan for Change sets out the strategic direction for the council to manage the financial challenges ahead. The Plan for Change and Our Corporate Plan 2012-2015 has established a vision for the council 'to lead, shape and maintain a prosperous, sustainable Bury that is fit for the future'.

The Library Review continues to link to the following strategic values from the Plan for Change:

- **Putting residents first** – We will put our residents first – understanding what matters to them and how we meet their needs
- **Empowering and supporting communities** – We will empower and support our communities to forge their own futures and make real changes to their neighbourhoods.
- **Openness and Transparency** – We will operate in an open and transparent way, and actively seek people's views, listening to ideas and, where possible, acting on those ideas, to design and improve services
- **Supporting People in severe need/ the vulnerable** – As we look at how we can change, we will need to ensure that services for people in severe need or vulnerable people continue to be of paramount importance.

1.3.2 The library service will play a role in supporting these values and they will help shape the future direction of the work which is undertaken. The library service will also help the council to deliver the outcomes of the Plan for Change, which are:

- Reducing poverty and its effects
- Supporting our most vulnerable residents
- Making Bury a better place to live

1.4 Future financial position

1.4.1 Within the Programme of Savings the Council has identified some service areas that are subject to further review before savings were made, and this included the library service. The review had a total savings target of £540,000 for this area of work to be implemented over a two year financial period up to 2015. The review was initially asked to identify savings of £90,000 in 2013/14 and £450,000 in 2014/15. This savings target has been reviewed in light of the latest financial forecasts to ensure that the changes create a sustainable service which is fit for the future. Therefore, the review aims to generate savings of £240,000 in 2013/14. Phase 2 of the review will aim to generate further savings as required under the Plan for Change and in light of the Council's financial position in future years.

It should be noted that current savings targets are based on projections of Government funding that will be available to the Council using national totals provided as part of the 2010 Comprehensive Spending Review. Actual grant settlements for 2013/14 and 2014/15 will be formally announced in December 2012, and this may impact on the Council's overall financial position and on savings targets.

1.4.2 Since the approval of the Plan for Change the Council has undertaken two wide ranging consultations to direct the development of the 3 year Programme of Savings and areas for review:

- The **Choices Consultation** took place in the summer of 2011, which received over 3000 responses and asked participants to rank 10 statements about what they felt it was important the council focused its work on. 'Leisure and Cultural Opportunities', which included the role of the library service was selected as **choice number 8**. The results of this consultation helped inform the programme of savings.
- Comments were invited on the Draft Programme of Savings from November 2011 until January 2012. Within this there was a proposal to **"review the Library Service across the borough to develop a long-term vision and strategy"**.
- The Plan for Change challenges the Library service to deliver a sustainable service with the best possible outcomes, whilst being affordable during difficult economic times.

1.5 Team Bury Community Strategy 2008-2018

1.5.1 The Team Bury Community Strategy outlines how Bury Council and its partners will undertake work to realize the follow ambitions for Bury:

- The place to live in Greater Manchester.
- An area where people feel safe and secure.
- Healthiest Borough in the North West.

- Popular visitor destination.
- Premier retail town in the North of Greater Manchester.
- Centre of excellence for education and training in the North West.
- Each township thriving.
- An area with first class services.
- Quality jobs for Bury people.

1.5.2 The Library Service has a role to play in supporting the delivery of a number of these ambitions including the place to live, centre of excellence for education and training in the North West, a healthy borough, each township thriving and an area with first class services.

1.6 Legal and Statutory considerations

1.6.1 There are specific legal matters which Members need to consider regarding the proposals, in addition to general public law principles relating to decision-making. The first is the Council's duty in relation to libraries, as set out in the Public Libraries and Museums Act 1964 (Section 7), which provides that it shall be the duty of the Council as library authority, to "provide a comprehensive and efficient library service for all persons desiring to make use thereof". What was deemed to be comprehensive and efficient in 1964 has radically altered in 2012, as a result of electronic and social media etc. The duty arises in relation to persons who are resident, work in or are in full time education in the Borough. The Council currently delivers this duty through seventeen public library points across the Borough. In fulfilling this duty the Council has to have regard to the desirability of:

- i). Securing that facilities are available for borrowing books, records, films etc sufficient in number, range and quality to meet the needs of all, and the special requirements of adults and children
- ii). Encouraging adults and children to make full use of the service and provide advice.

The Secretary of State (for Culture, Media and Sport) has powers to intervene in library services if there is a complaint that an authority is running an inadequate service and in breach of the Act. This happens infrequently, but in 2009 an enquiry was held into the decision taken by Wirral MBC and it concluded that in deciding how to provide a "comprehensive and efficient library service", an authority must make a reasonable assessment of and take into account local needs. This includes the needs of adults and children and the need for a strategic plan.

Members must, therefore, have regard to the assessment of need in considering any proposals, to ensure they will provide a comprehensive and efficient library service; but judged on the basis of the Council's overall provision. For example, the view of the Department of Culture, Media and Sport, is that the closure of one or even a small number of library branches is not necessarily a breach of the legislation, as long as an authority ensures a better more efficient service across its whole area. In a legal case (involving Brent Council), where closures were challenged, the Court felt that it was clearly relevant that the Council also considered improved ways in which the expectations of users might be met and recognised that the duty contemplates flexibility in meeting the needs of users. Cases are judged on the basis of the Council's overall provision and, therefore, Phase 1 of the review should be considered in this context.

1.6.2 The second duty is in relation to the Equality Act 2010 and the Council must have "due regard" to the matters set out in relations to equalities, when considering and making decisions on the provision of library services. Due regard means that Members must understand the public sector equality duty and consciously apply it to the facts in this report, when considering and reaching any decisions or implementing any policies. Due regard must be had to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010. The Council must also advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not. The protected characteristics defined in the Act are: Age; Gender reassignment; Pregnancy/Maternity; Race; Religion or Belief; Gender/Sex; Sexual Orientation; Marriage and Civil Partnership; Disability; (Bury Council also recognises the characteristic Caring Responsibilities).

The equality duty arises where the Council is deciding how to exercise its duty under the Public Libraries and Museums Act 1964 in providing a comprehensive and efficient library service, since the provision of this is a Council function. The potential equality impact of these interim proposals has been assessed and addressed in this report and a careful consideration of this assessment is one of the key ways in which Members can show that they have had "due regard" to the relevant matters. Members should, however, be aware that the duty is not to achieve the objectives or take the steps set out in the Equality Act, but rather to bring these important objectives relating to discrimination into consideration; as "due regard" means the regard which is appropriate in all the circumstances in which the Council is carrying out its functions. This means that Members may also pay regard to any counterbalancing factors which it is proper and reasonable to consider. Budgetary pressures, economics and practical factors will often be important and the weight attached to these in the decision-making process is a matter for Members.

1.6.3 In undertaking the review the Council must ensure it meets its statutory duties as outlined.

1.7 Improved Asset management / rationalisation

The Council's Asset Management Plan was approved by the Executive in April 2012. It will improve the Council's overall asset management by reviewing its assets and seeking efficiencies/ co-locations which will allow services to consider reducing their own buildings infrastructure and the cost of maintaining them. The Libraries review will link to other area based asset reviews, including for example the review of the borough's civic suites. This work will enable retained property to be used to its utmost potential and maximise opportunities for increased agile working by Council staff. It will also have due regard to be taken of trends in local government finance, including the proposed retention of Business Rates at a local level and the impact of this on Bury.

1.8 Progress on library review / Consultation findings

1.8.1 As part of the Library Service Review the Council undertook a 6 week consultation from July 2012 and gathered a range of valuable information that will guide the council in reviewing the library service.

1.8.2 This consultation has been evaluated along with a wide range of other information sources. There were 3978 responses of which 95% came from users.

1.8.3 The key headlines identified during the consultation are:

- 87% of respondents said they used libraries to borrow items
- 78% of respondents agreed or strongly agreed with the idea of having a library and other services in one place
- 74% of respondents agreed or strongly agreed with being able to make more use of libraries for community activities or meetings for a small fee
- 50.9 % of respondents said they used libraries to find information
- 33.4% of respondents said they used libraries to use computers
- 21.2% of respondents said that wider range of on-line services e.g. e books would encourage them to use library services more
- 19.7% of respondents said they used libraries to attend a community activity
- 19.4% of respondents said they used libraries for children and young peoples services
- 48% used a library on a weekly basis
- 84% said they went to a library to borrow items and 50% said to find information.
- Users are satisfied with current service standards
- 78% thought that combining libraries and other services in **one place within communities** provided better services for customers
- 75% thought that the community should be able to **use buildings for their own activities** for a small fee
- 61.7% thought that **volunteers** should be able to get involved in the development and delivery of local library services alongside library staff
- **Co-location** and **self service** should be developed.

1.8.4 The Council has also undertaken a range of other research to develop a full picture of usage and future potential. Analysis has included:

- Wide-ranging analysis of data about Bury's libraries such as usage, operating costs and building condition
- A comprehensive Library Service Needs Assessment completed in September 2012 which provides an overview of current library provision and considers a range of key data sets, including indices of multiple deprivation, Office of National Statistics population data and transport analysis. The needs assessment provides information about transport options and journey times to library buildings. Transport by car has been analysed by 0 to 5 minute and 10 to 15 drive times and demonstrates high levels of accessibility to libraries via car
- A desk top review of existing working partnerships and opportunities for expansion and discussions with key partners
- Specific face-to-face consultation with young people, visually impaired groups and a Black Minority Ethnic group
- A desktop exercise to examine different operating models for libraries across the United Kingdom and to gain a working understanding as to what represents a comprehensive and efficient library service.

1.9 Principles to guide overall service review

The research and consultation work undertaken has enabled a set of key principles to be identified to drive the libraries review, as follows:

- Library service users retaining proximity to library provision in their township
- Working with partners and communities to look at all reasonable proposals to retain library services in the community and to develop co-location of services
- Innovative and modern service delivery, including via the expansion of self service via the use of Radio Frequency Identification (RFID)
- Community engagement and involvement in service development and delivery.

2.0 DEVELOPING A NEW LIBRARY OFFER

As part of Phase 1 there is a need to deliver savings of £240,000 in 2013/14 as a contribution to the Council's savings targets

2.1 Phase 1 proposals/savings

2.1.1 Proposals for Phase 1 focus on the non-filling of vacancies, voluntary early retirements and the re-structuring of services primarily at Bury Library.

Bury Library has the largest attributable costs and affords the opportunity to make the largest savings of all libraries. In addition to the remaining service at Bury Library, other library facilities such as South Cross Street, New Kershaw Centre, Moorside and Castle Leisure Library are in relative close proximity ensuring Library Service users retain proximity to library provision in their township

The table below summarises the savings for 2013/14:

Table 1

Saving proposal	Full time equivalent	Projected savings
Reduction of vacant posts	2	£69,800
VERs	1.4	£40,300
Posts placed at risk	5.8	129,900
TOTAL	9.20	£240,000

2.1.2 The proposals represent a reduction in staffing and in some service levels. A further 1.3 fte staff posts exist at Bury Library which are either vacant or covered on a temporary basis pending the implementation of RFID at this site. The current core library service provision and current opening hours to the public will be maintained. Re-organisation will be managed in such a way as to minimise the effect on front line service delivery.

The key Bury Library related features of the proposals are:

- Retention of current opening hours
- Retention of the Council Information Point.
- Retention of Computer Room with public internet access
- Borough-wide retention of free request service
- Development of the eBook offer and a reallocation of book fund to purchase eBooks
- Development of a borough wide community history service, by increased joint working between existing local history, archives and museums services

- Expansion of self service by the introduction of Radio Frequency Identification (RFID) technology
- Changes to the delivery of lending, reference & information services

In addition there are two posts related to Borough-wide functions impacted by the Phase 1 proposal

- Removal of the in-house Cataloguing Service
- Reconfiguration of Toy Library Service on a Borough-wide basis

The current total staffing establishment of the Library service as a whole is 80.13 fte posts (excluding the Schools Library Service). The basis of the proposed reduction of 9.2 fte posts from the establishment is detailed in Table 1. Appendix One provides the rationale impact and savings against each of the posts. The proposal would reduce the establishment to 70.93 fte posts. The current staff establishment at Bury equates to 15.4 fte. The Phase 1 proposal will reduce staffing at Bury as per Table 2.

The posts of part time Cataloguer and full time General Assistant (Libraries), although not directly associated with services at Bury Library are identified separately.

Table 2

	Full Time Equivalent
Staffing at Bury Library before Phase 1	15.4
Staffing at Bury Library after Phase 1	9.6
Total Staff Reduction at Bury Library	5.8
Additional Borough-wide posts proposed for deletion which are none Bury Library specific (Cataloguer/ General Assistant (Libraries)/ VER at Tottington / Vacant posts.	3.40
Total Staffing Reduction	9.2

Across the Service as a whole, a number of vacant posts are currently backfilled by temporary contracts. A further 1.3 fte staff posts exist at Bury Library which are either vacant or covered on a temporary basis pending the implementation of RFID at this site. Every opportunity will be taken to redeploy employees at risk into these and other vacant positions in accordance with the Council's commitment to employees and in line with agreed HR policies and procedures. Trade Unions and employees will be consulted in accordance with the Council's consultation toolkit which takes account of our statutory obligations and Section 188 procedures.

2.1.3 Co-location options will be explored as part of Phase Two to offer further opportunities for efficiencies, revenue savings and income.

2.1.4 The summary impact of the proposals is assessed as follows:

- No aspect of current service provision will be withdrawn
- There will be reduced capacity to deliver the service, which may mean some work taking longer e.g. free requests.
- There will be a reduction in available stock to reflect revised staffing numbers. The stock withdrawn from Bury Library will be distributed to other libraries in the borough, therefore representing no overall reduction in stock available to Bury residents within the library service as a whole
- The proposals reflect current usage patterns and lending numbers at Bury Library and are balanced by the introduction of RFID and the proximity of alternative provision at the library within the Castle Leisure centre
- Opportunities for co-location can be explored and can have a positive impact.

In the event of a delay in delivering the full year savings, additional one off savings of £40,000 have been identified, comprising £25,000 from sundry budgets and a £15,000 reduction in book fund allocations.

2.2 Phase 2

Overall process

Work on Phase 2 of the review will focus on the implementation of the principles described in section 1.9 of this report and the achievement of further savings. A further detailed needs assessment and public and stakeholder consultation will be undertaken. This will enable a robust evidence base, assessment of deliverability and timeline for options on the co-location of library services with other Council and partner services to be developed. Trade Unions and employees will be consulted in line with the Council's consultation toolkit which takes account of our statutory obligations and Section 188 procedures. Work will link to the Council's overall asset management plan and to parallel reviews being undertaken e.g. area based asset reviews and the review of the Borough's civic suites. This will be reported back to Cabinet on 6th March 2013, with appropriate input from Overview and Scrutiny. It is likely that there will be a further period of consultation to inform a further Cabinet decision in June 2013.

3.0 CONCLUSION

- 3.1 The report recommends to Cabinet proposals to achieve £240k in 2013/14, as Phase 1 of a two phased Library service review.
- 3.2 It is possible to re-structure services at Bury Library without reducing current opening hours and retaining current core services.
- 3.3 The proposals reflect current usage patterns and trends. The reduction in service capacity that the proposals will bring can be mitigated by the increased use of self service technology and Ebooks and by use of the nearby Castle and other library provision across the borough
- 3.4 Key principles are noted to frame further work focused on co-location of library and other services, which will deliver further savings to meet overall targets and be reported back to Cabinet in March 2013.

List of Background Papers:-

<http://www.bury.gov.uk/index.aspx?articleid=6816>

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1 Appendix 1: 2013/14 Savings - Bury Library Service

Category	Proposal	Staffing	Financial saving	Impact/efficiency from saving
Reduction of Vacant Posts	Reduction of posts not filled due to Plan for Change	2 FTE removed from current structure:- 0.40 FTE Libraries & Adult Learning Manager (Branches, Centres & Staff Development) 0.50 FTE Information Services Librarian 1 FTE Assistant Librarian Learning Support 0.10 FTE Library Assistant 4 posts (0 people)	£19,800 £16,900 £30,700 £2,400	
TOTAL		FTE 2 Posts	£69,800	
VERs	Reduction of posts due to requests from staff for VER	1.4 FTE removed from current structure:- 1 FTE Library Supervisor 0.40 FTE Library Assistant 2 posts (2 people)	£30,700 £ 9,600	VER business cases will be progressed as appropriate. Initial discussions have taken place with staff who have expressed interest in the VER programme.
TOTAL		FTE 1.4 Posts	£40,300	
Posts placed at risk	Changes to staffing structure in Lending/ Information Services – Bury Library	4.30 FTE removed from current structure :- 0.50 FTE Professional Librarian Post within the Reference and Information service 2.70 FTE Library Assistant 1 FTE Library Supervisor 0.10 FTE Library Support Assistant 4.30 FTE Posts = 17 members of staff	£16,900 £54,300 £30,600 £1,600	Current library opening hours and services retained. Reduced capacity to deliver services with potential increased time taken to process requests. Changes in line with current user trends and balanced by the introduction of RFID self service technology in 2013/14.

		potentially at risk		
Posts placed at risk	Reconfigure delivery of Toy Library Service	1 FTE removed from current structure:- 1.0 General Assistant (Libraries) 1 post (1 person) = 1 member of staff potentially at risk	£16,100	Toys will no longer be stored and maintained in one main location but added to existing collections in other libraries across the borough. Some reduction in support for children's activities
Posts placed at risk	Changes to staffing structure Library Resource Services	0.50 FTE removed from current structure:- 0.50 Cataloguer 1 post (1 person) = 1 member of staff potentially at risk	£10,400	This post currently catalogues specialist items that may be added to the stock, additional to shelf ready stock purchased from the consortium supplier. This service is no longer considered essential.
TOTAL		FTE 5.8 Posts	£129,900	
GRAND TOTAL		FTE 9.20 Posts	£240,000	