

**LIBRARY SERVICE REVIEW UPDATE REPORT**

*To:* **Cabinet**

*Date:* **28<sup>th</sup> September 2010**

*From:* **Executive Director of Community and Adult Services**

*Electoral division(s):* **All**

*Forward Plan ref:* **2010/040**

*Key decision:* **Yes**

*Purpose:*

**The purpose of this report is:**

- **to update Cabinet Members on progress with the Library Service Review, both in terms of investigating externalisation options and managing the required budget savings as set out in the Council's 2010 Integrated Plan**
- **to make recommendations for the way forward based on the options appraisal, research, analysis and public consultation undertaken**

*Recommendation:*

**i) Cabinet is asked to note the implementation of savings in the Library Service to date.**

**ii) Cabinet is also asked to agree the following next steps which include:**

- **the production of detailed business cases on:**
  - **externalisation options**
  - **alternative service delivery approach**
  - **assessment of libraries for either possible closure or a library access point model.**
- **a full appraisal and analysis of the outcomes of the user / community engagement process which ends on 30<sup>th</sup> September 2010.**
- **the presentation - based on this further analysis of an overall strategy for the future of the Library Service:**
  - **for adoption by Cabinet at its 25<sup>th</sup> January 2011 meeting,**
  - **confirmation by full Council in February 2011.**
  - **Implementation from April 2011 onwards , following further detailed public consultation.**

iii) In order to inform the next phase of the Library Service  
Re view recommended in this report Cabinet is asked to:

- support Cambridgeshire's participation in the shared services agreement with partner authorities in the East of England, as outlined in section 3.2 above.
- give a steer on the scope and prioritisation of the externalisation options (paragraphs 3.3 – 3.7) - whether they wish officers to continue to pursue all these options, or whether any of them can be ruled out at this stage
- advise on the potential to include essential critical elements of the cost of corporate overheads in any externalisation package, since this may be critical to the viability of any of the externalisation options
- advise on how and where the Library Service should fit in with the Coalition's drive for Localism and The Big Society, and in particular to agree to the role of libraries as the public face of the County Council.

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
Name:	Christine May	Name:	Councillor Sir Peter Brown
Post:	Acting Head of Libraries, Archives and Information	Portfolio:	Cabinet Member for Communities
Email:	<a href="mailto:Christine.may@cambridgeshire.gov.uk">Christine.may@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Peter.brown@cambridgeshire.gov.uk">Peter.brown@cambridgeshire.gov.uk</a>
Tel:	01223 703521	Tel:	01223 699173

## **1. BACKGROUND**

1.1 This report follows the report to the 5<sup>th</sup> July Cabinet meeting, at which Members resolved to:

- endorse the work underway on alternative options for governance, management and support
- agree to officers urgently pursuing an alternative approach to service delivery based on self service technology and greater community involvement
- agree to officers undertaking an urgent review of library provision in Cambridge City and the surrounding area
- agree to the approach suggested for identifying libraries for closure, should this be required
- agree to the implementation of proposals for savings on support for Library Access Points, especially in relation to stock provision
- agree to the implementation of proposals for savings on the Mobile Service, based on a move to monthly stops

- authorise officers to proceed with full public engagement about library services and consultation on the proposals above
- 1.2 It updates Cabinet on progress to date with work on each of these areas, and puts forward recommendations for how this work may be completed, ready for final decisions at its January meeting.
- 1.3 It has also noted the recent announcements from the Coalition Government on 'Localism' and 'The Big Society'. In doing so, it supports the Government view that Libraries could and should be encouraged to become hubs of community activity and seeks to develop that approach throughout the County.
- 1.4 It acknowledges that further spending decisions may be necessary during the Autumn, in the light of the Comprehensive Spending Review and its implications for priorities within Cambridgeshire.

## 2. UPDATE ON IMPLEMENTATION OF 2010/11 SAVINGS

- 2.1 A reminder of the full scope of savings identified for Libraries, Archives and Information in the Council's current Integrated Plan is given in the table is shown overleaf:

<b>Saving</b>	<b>2010/11 £000</b>	<b>2011/12 £000</b>	<b>2012/13 £000</b>	<b>Total £000</b>
Reduce overheads, management & support costs (through partnership / externalization)		-568	-557	-1125
Reconfigure the Mobile library service	-108	-108		- 216
Renegotiate enhanced pay for Saturday and Sunday working		-200		-200
Increase income	-50	-50	-50	-150
Reduce book fund	-150			-150
Archive service savings	-75	-75		-150
Potential library closures / alternative service delivery		-40	-60	-100
Reduce running costs (efficiencies)	-32	-32	-30	-94
Reduce support for Library Access Points (LAPs)	-30			-30
<b>Total</b>	<b>-445</b>	<b>-1073</b>	<b>-697</b>	<b>-2,215</b>

Work has been ongoing throughout the year both to meet the savings identified for 2010/11 and to make robust plans for the savings to be made in the following two financial years. Savings on the book fund, archive service, and running costs, are all being managed internally and have been built into service budgets for individual managers. Whilst these targets are challenging, they are not expected to result in noticeable reductions to the public service. The recent investment in stock for new and refurbished libraries, as well as in new more efficient ways of managing stock in future, will help mitigate the reduction in the book fund.

- 2.2 **Mobile library service:** Following the agreement of Cabinet to move to a new pattern of mobile library service delivery based on calendar monthly stops, staff have consulted with service users and parish councils on the proposed routes and timetables for the new service. This consultation has now ended and the finalised timetables have been publicised ahead of implementation from the beginning of October 2010. Mobile library staffing has been reduced by 3.64 Full time Equivalent (FTE) posts and the vehicle fleet halved in order to meet the budget requirement of £216k over this and the next financial year. Full staff consultation was carried out during June and July.
- 2.3 **Income:** A general uplift of 10% on fees and charges (where applicable) will be introduced from 1<sup>st</sup> October. This includes a review of concessions to people over 60 for borrowing audio books (these will now be chargeable items rather than free). Charges have not been raised for three years, and this move is expected to make a significant contribution to the savings target of an additional £50k income this financial year. In addition, a range of other proposals for charging for new and existing services is being investigated for implementation as soon as possible.
- 2.4 **Library Access Points (LAPs):** In July Cabinet approved the implementation of proposals to replace the purchase of new stock for LAPs with the supply of existing library stock and selected donations, and to reduce the number of van deliveries to LAPs, in order to meet the required saving of £30k in this area of service. A meeting was subsequently held with representatives of all the LAPs to discuss the practical implications and to hear their views and suggestions. As a result, several of the suggestions have been incorporated into the implementation plans, which will take effect by the end of December, and responses have been communicated to the LAPs. In the meantime, a revised Service Level Agreement is being drafted to reflect these changes and to strengthen the performance requirements of LAPs. Owing to the complexity of consultation and negotiation to reach the implementation stage, it will not be possible to realise the full year saving this financial year.
- 2.5 Planning and consultation around the savings required in the following two financial years is described in detail in sections 3 to 6 of this report below. They are being made with the clear understanding that:
- the targets in these areas are challenging
  - failure to meet them will result in the need for library closures (possibly with the substitution of a community-run library access point) - as will any further increase in the savings required from the Library Service as a result of the Comprehensive Spending Review announcement in October

### 3. **ALTERNATIVE OPTIONS FOR GOVERNANCE, MANAGEMENT AND SUPPORT**

- 3.1 The external review of Cambridgeshire Libraries, Archives and Information service, undertaken by Kentwood Associates in late 2009, identified three options for the service to meet the 3-year budget reduction target contained in the Integrated Plan, as follows:
- Option 1. Although some savings could be found through a review of backroom support, the extent of the budget reduction will necessitate a

significant reduction in direct customer service provision. This would include the closure of a significant number of libraries across the county.

- Option 2. Formation of a joint service with one or more local authorities which could produce savings through the formation of a charitable trust.
- Option 3. Externalisation to a third party

Cabinet rejected Option 1 but asked for a thorough investigation of options 2 and 3.

3.2 Work on Option 2 has focused on the development of a partnership with other public library services in the East of England to explore areas of joint and shared library and information provision. Three models were identified for further exploration and detailed feasibility, including financial viability:

- Model 1: A shared service arrangement where partners will pool resources to share a limited number of support and specialist services which would be set up within existing legal and governance frameworks.
- Model 2: The creation of a single organisation to run some of the support and frontline library services of all partner authorities
- Model 3: The creation of a single library service for partner members that would deliver the full range of library services

This work is now complete and has been subjected to external scrutiny. Subject to final political agreement, agreement has now been reached by five of the partners (Cambridgeshire, Suffolk, Essex, Southend and Thurrock) to take forward the first of these models on a joint basis, with Essex County Council as the main provider of:

- Bibliographic services
- Information and digital services
- Senior/strategic management of the above services

An intermediary partnership board will be established with representation from all the founding members. The partnership will work towards an implementation date of 1<sup>st</sup> September 2011 at the latest. A team has now been established to develop a detailed project plan for this Phase 2 and, subject to continued funding of the Regional Improvement and Efficiency Partnership, a bid to Improvement East will be submitted to fund a project manager to undertake the detailed business planning required and to contribute to the necessary legal advice and set-up costs.

Work is now underway to identify the level of savings that Cambridgeshire County Council will achieve through this arrangement. Initial estimates place this between £250k-£500k.

3.3 Since the savings target for externalisation and alternative governance models - £1.125m over the next two financial years – will not be fully achieved through this model, two further steps will be taken:

- the potential for a more ambitious scope for shared library services with those partners will be explored at Chief Officer / Member level.
- further work will be undertaken on the externalisation options identified, which are:
  - the formation of a Cambridgeshire Trust
  - externalisation to the private sector

3.4 Two possible approaches to the formation of a Cambridgeshire Trust are currently being explored:

- A Cambridgeshire Cultural Trust (focusing on libraries and other cultural services provided by the County Council as well as cultural services provided by other bodies, particularly the District Councils). A consultation document was taken to the countywide Culture Task Group on 29<sup>th</sup> July 2010. This group has representation from all Districts in the county as well as representation from Arts Council, Museums Libraries and Archives Council, and Living Sport. Cambridge City expressed interest in further talks with County Council officers and members, and an initial exploratory meeting has taken place.
- A Cambridgeshire Services Trust, with a view to working with County Council Services across a wider spectrum than libraries. The scope of this requires further exploration but includes related services such as Adult Learning and Cultural Services. Whilst more recent expert advice is that the formation of a standalone Cambridgeshire Libraries Trust could be viable, Kentwood Associates' advice was that this would not achieve the greatest possible savings, and that a Trust with a wider spectrum of Cambridgeshire County Council services would be more beneficial. Some initial staff consultation has taken place on this option.

3.5 In order to start exploring the potential for externalisation to the private sector, a soft market testing exercise took place on 29<sup>th</sup> July 2010. Six potential contractor organisations were represented, including one local authority. Of the five private sector organisations, only one has operational experience of running public library services in England, whilst another has experience of running public library services in other countries. Four formal feedback forms have been received so far. This feedback, together with response at the event itself suggests that:

- the length of contract is significant. A preference for an 8-10 year future contract is suggested.
- the range of services in scope is significant to the viability of externalisation and that in one case, the principle of broader service delivery would be central to their proposition
- the range of services in scope determines the practicality of managing and operating the services as a package
- if corporate overheads are not taken into account as part of the procurement process, this may limit the ability of contractors to identify significant savings and efficiencies given the "trim" nature of the existing service

3.6 There are common strands to the work load needed to externalise in any of these ways. All options require consideration of the size and scope of services which are potentially part of the externalisation process. This includes both the scope of the operational services to be included (potentially all Learning, Libraries and Culture) and also consideration of the issue of corporate support.

3.7 The viability of the above options is affected by the inclusion – or not – of the cost of corporate support. It is recognised that there are overlaps – and risks of double counting savings – in respect of the corporate service reductions

already envisaged within the Council's Integrated Plan and the outcomes sought from the Local Government Shared Services (LGSS) initiative. Nevertheless, some of these corporate functions and their costs are mission critical to the delivery of the library service – most notably:

- Information technology (IT) connectivity and PC support
- planned building maintenance and advice
- Human Resources (HR) policy, operational support and recruitment
- financial advice, support and systems

If the current cost of these was excluded from consideration as part of externalisation, then the funds to re-provide them would need to be found within the Service budget, resulting in significant additional frontline reductions.

- 3.8 It is proposed that the next stage of this process is the creation of a full business case setting out options and recommendations for externalisation of the service, for presentation to Cabinet for decision at their meeting in January and implementation in the new financial year. It is expected that the timescale to implement any of these alternative governance arrangements will be a minimum of 12 months.

#### **4.0 ALTERNATIVE APPROACH TO SERVICE DELIVERY**

- 4.1 A working group is investigating the feasibility and financial viability of an alternative model of service delivery. This is based on transforming frontline service delivery by putting self service technology into all libraries, reducing the numbers of paid staff, and seeking voluntary and community support to help plan and deliver library services (through volunteering and the establishment of Library Management Boards and fund raising Friends Groups).

The group is currently working on the following issues:

- Menu of associated costs, including the costs of equipment and any building adaptations
- Best practice models for the recruitment and management of volunteers
- HR issues including the possible 'clustering' of libraries to share staffing resources, revising job descriptions and contracts, establishing minimum staffing levels, and identifying the level of savings possible
- Business process re-engineering, in order to streamline the administrative tasks undertaken by frontline library staff
- New developments in technology and their potential future impact
- Innovation and best practice elsewhere

- 4.2 Early indications are that this approach would enable sufficient savings to be made to cover the savings (£100,000) shown as 'Library Closures' in the Council's Integrated Plan, and to pay back the set up costs over 2-3 years. Although this model has the potential to prevent any library closures by reducing frontline service delivery costs, it would entail a greater number of staff redundancies (and from local delivery staffing) than was originally anticipated in the current Integrated Plan. The cost of these redundancies would, therefore, need to be reflected in the next revision of the Integrated Plan.

- 4.3 It is important to stress that the intention is not to replace staff with volunteers or to create fully volunteer run libraries, but to establish a 'core offer' of (minimally) staffed opening hours for each library. Since self service terminals deal with around 90% of issues and returns in the libraries where they have already been introduced, it is envisaged that this will free staff to carry out other tasks. Volunteers would be sought to carry out specific roles (such as assisting people to use self service or helping run children's story times) in order to provide additional capacity.
- 4.4 The next stage of this work is to write a full business case setting out the costs, savings, issues and impacts, and suggested timescale for this alternative approach. Clearly this would need to take account of any other decisions to be made, including any proposals for library closures.

## **5.0 REVIEW OF LIBRARY PROVISION**

- 5.1 At its meeting on 5<sup>th</sup> July 2010 Cabinet agreed to an urgent review of provision in Cambridge City and the surrounding area, to reflect the enormous positive impact of the new Central Library and future housing development and population growth. This detailed work is still ongoing. At that time, Cabinet members made it clear that they wanted to reduce as far as possible the need to close libraries. The adoption of the principles and methodology for assessing libraries adopted for the 2002 Review – taking into account both community and performance criteria updated based on the latest available data - was also agreed by Cabinet. Details of this assessment methodology are given at Appendix 1. It includes consideration of a wide range of data relating to community need and usage, in order to define an initial ranking of libraries. Any proposal to change the existing Service Levels Policy – including proposals to close libraries – would need to be underpinned by full Equality Impact Assessments, using this data and the further analysis referred to in paragraph 5.5 below.
- 5.2 Service points in Cambridge were excluded from consideration for closure in the previous Library Review of 2002, pending the redevelopment of the new Central Library. It was anticipated that these libraries would absorb some or all of the customer pressure arising from the closure of the Central Library for redevelopment, and reduction in service capacity at that point would have been untimely. One year on from the reopening of Central Library, however, performance data shows that the use of the city branches has returned to pre-closure levels (or higher) rather than continued to decline.
- 5.3 In terms of the role and impact of the Central Library across the City, it was also considered possible that the services offered by the new library might supersede those offered from community libraries in the city and surrounding area, contributing to their continuing decline. The view that the new Central Library could and would replace the city branches when it opened, has not been supported by developments in the service since the 2002 review. The Central Library is resourced to serve the whole county, providing a higher level of services and stock in terms of both their range and depth and providing a location where specialist interest collections – local history, literature, music, and foreign language material - can be held and exploited efficiently. This is a different role from the one served by the community libraries in the city, which



are essentially community hubs providing an appropriate range of services to meet the immediate day-to-day needs of users within quite tightly defined catchments areas; the bulk of users live within one mile of the community libraries and this is reflected in the current service policy and the assessment criteria. The Central Library complements and backs up the community libraries, rather than replacing them.

- 5.4 The timescale for the implementation of some of the major developments around the city is uncertain, but the provision of new library access in these areas is likely to be at least five to ten years away. This is much later than the timescale for the savings that must be made over the next three years. Furthermore, closing libraries in advance of the provision of alternatives, or commitment to do so, could undermine the council's position in relation to the developers. The recent announcement by Marshall Aerospace about the continued operation of the airport is likely to have a significant impact on the plans for the Cambridge East development and a new library there. However, if, as still expected, development of the areas north of Newmarket Road and north of Cherry Hinton goes ahead, the catchment populations of Barnwell Road and Cherry Hinton Libraries will be significantly increased, supporting the continued need for these libraries and, indeed, for further developer funded investment in them.
- 5.5 The assessment methodology uses a wide range of both performance and community need indicators and is being applied to all 25 community libraries and also to a subset of 11 of them located in the city and surrounding area. The next stage will be a full business case to support the identification of any libraries for closure, taking into consideration any further savings required following the announcement of the Comprehensive Spending Review in October. This would include a more in-depth consideration of the libraries which perform least well and have least community need, by:
- analysing further the usage / performance data
  - factoring in the results of the community needs analysis provided by the County Council's Research Group
  - taking into account the outcomes of further detailed public consultation
- 5.6 In the event of any library closures, a process would be followed similar to that used in 2003. Communities affected by the closures would be invited to produce a robust business case for establishing and operating a LAP which would be capable of meeting and sustaining the revised service delivery and quality specification being drawn up by the County Council for the existing LAPs. It should be recognised that some communities may decide not to pursue this route or may not be able to commit the resources needed to sustain this alternative.

## **6. PUBLIC CONSULTATION AND ENGAGEMENT**

- 6.1 Consultation on the specific proposals for LAPs and the Mobile Library Service has been carried out as outlined in section 2 above.
- 6.2 A broad initial public consultation was launched on 9<sup>th</sup> August with a touring road show starting at the Grafton Centre, a series of public meetings (one in each District Council area, to be repeated during September), and online.

Public awareness has been raised through press releases, a short video clip loaded onto YouTube and linked from the County Council's website, as well as played at public meetings and road show venues, together with posters and postcards inviting people to participate. **A questionnaire (shown at Appendix 2)** has been available at all libraries and at the road show, as well as online. Senior staff have also met with Library Friends' Groups on request.

- 6.3 The questionnaire seeks detailed information about how people currently use libraries, how they anticipate using libraries in future, which services they might be prepared to pay for, the potential for libraries to share buildings with other services, and whether people would be prepared to support libraries by volunteering in a range of roles. Through the road shows, in particular, the views of non-users and lapsed users have been sought. The consultation finishes on 30<sup>th</sup> September and the results are currently being compiled; initial findings from early responses will be presented to Cabinet verbally, and a full report of the consultation will be published in November.
- 6.4 There has been a good response to the consultation so far: Around 2500 questionnaires have been returned, c200 people have attended public meetings, the roadshow has visited 26 venues during the consultation, and senior staff have attended 5 Friends Group meetings attended by around 170 people. Details of the consultation have also been circulated to a range of stakeholder groups across the county. A set of Frequently Asked Questions about the Review has also been published on the County Council's web site.
- 6.5 It is expected that a further 12 week public consultation period on specific proposals for libraries will follow decisions made at Cabinet and Full Council in January and February 2011 respectively.

## **7.0 IMPLICATIONS**

The following bullet points set out details of significant implications identified by officers:

### **7.1 Resources and Performance:**

- **Finance**

The Library Service Review Board is working on a range of measures (outlined above) to deliver the savings as set out in the Council's Integrated Plan, however there remains a risk that the full savings targets will not be met in the required timescales due to the complexity of some of these proposals and the time required for their implementation. The issue of corporate support and its inclusion in any externalisation package, is yet to be resolved.

- **Property and Facilities Management**

Despite Members' declared intention to prevent library closures if at all possible, nevertheless the likelihood of additional savings over the next two years, together with the difficulty of meeting existing budget savings, make it possible that there will be some library closures. This, the possible rollout of RFID to all libraries, and the potential to look at shared buildings in future, all

have property implications.

- **Human Resources**

Significant HR implications are integral to all of the options in sections 3-5 above including:

- Possible significant reduction in employee numbers
- Possible transfer of staff to a charitable trust
- Possible transfer of staff to an external agency

- **Performance**

Performance may be affected by the IP budget savings proposals. The Library Service Review identifies the contribution to national indicator / LAA targets and to the achievement of CCC corporate priorities. In addition, the Review findings concluded that the size and scope of the existing service was appropriate.

- **Best Practice**

There is considerable national interest in the regional Shared Services approach and Cambridgeshire proposed partnership arrangements with other East of England Library Authorities has the potential to be a leader in the development of best practice nationally. Best practice approaches are also being sought as part of the work on Alternative Service Delivery, in terms of working with volunteers.

## **7.2 Statutory Requirements and Partnership Working**

- **Statutory requirements**

Cambridgeshire County Council is designated as a Public Library Authority. As such it has a mandatory statutory duty derived from the 1964 Public Libraries and Museums Act to ensure that all those who live, work or are educated in the county have access to a “comprehensive and efficient “ public library service.

- **Partnership working**

All options will have an impact on CCC partnership relationships and for working with and alongside the voluntary and community sector.

## **7.3 Climate change**

There are no significant implications.

## **7.4 Access and Inclusion**

A full needs analysis to establish community need and equality impact is being carried out as part of the work on proposals for making the IP budget

savings. Access is one of the key community factors in the methodology used to assess libraries and has been a determining factor in shaping the recommendations on the future mobile library service delivery pattern.

## 7.5 Engagement and consultation

Engagement and consultation are playing a significant part in shaping the outcomes and implementation plans for all parts of the Service Review.

Source Documents	Location
Kentwood Associates. A strategic review of the Library, Archives and Information Service for Cambridgeshire County Council (November 2009).	Libraries HQ, Room B112, Castle Court Shire Hall, Cambridge

## APPENDIX 1

### LIBRARY ASSESSMENT METHODOLOGY: EXPLANATION, CRITERIA AND BANDINGS

As noted in paragraph 5.1 of this report, the overall aim of the assessment process is to be as objective and rational as possible. A carefully chosen range of community and performance criteria has been employed, in order to ensure that all factors which count towards the value of each individual library in meeting local needs are taken into consideration

The methodology is that each library is allocated a score for each of a range of criteria, according to the detailed scoring system below. The community and performance scores are then aggregated and an overall score is allocated for each of those two aspects. Those final scores are then used to plot the position of each library on a matrix which separates the libraries into four groups:

- those with higher scores in terms of both community and performance factors.
- those at the other end of the spectrum with lower scores in terms of both performance and the community factors.
- those with higher performance but lower community scores
- those with lower performance but higher community scores

CRITERIA	BANDINGS		SCORES
Community Criteria:			
Current Population (Catchment Area)	Less than 5,800		1
	5,800 – 8,000		2
	8,001 – 11,650		3
	More than 11,650		4
Planned Growth (Dwelling Commitments in the catchment area 2009-2021)	Up to 73		1
	74 – 303		2
	304 – 501		3
	More than 501		4
Urban Libraries - Distance to Nearest Library	Up to 1 mile		1
	1- 2 miles		2
	2- 3 miles		3
	More than 3 miles		4
Rural Libraries - Distance to Nearest Library	Up to 2 miles		1
	2 – 4 miles		2
	4 – 6 miles		3
	More than 6 miles		4
Urban Libraries - Distance to Central Library	Up to 1 mile		1
	1- 2 miles		2
	2- 3 miles		3
	More than 3 miles		4
Rural Libraries - Distance to Nearest District or Central Library (including those outside the County)	Up to 4 miles		1
	4 – 6 miles		2
	6 – 8 miles		3
	More than 8 miles		4
Index of Multiple Deprivation	None		1
	1		2

(Number of Lower Layer Super Output Areas (LSOAs) in the catchment area which fall within the 30% most deprived LSOAs in Cambridgeshire in the overall IMD) <i>See Note 1 below</i>	2 – 3		3
	More than 3		4
Public Transport Accessibility  <i>See Note 2 below</i>			1
			2
			3
			4
<b>Performance Criteria</b>			
Visitors: Total		Up to 16,190	1
		16,191 – 23,930	2
		23,931 – 41,640	3
		More than 41,640	4
Visitors per Hour Open		Fewer than 16	1
		16 – 21	2
		22 – 29	3
		More than 29	4
Book Issues: Total		Up to 27,000	1
		27,001 – 45,000	2
		45,001 – 63,000	3
		More than 63,000	4
Visitors: 5 Year Trend (percentage change)		Worse than -7.5%	1
		-7.5% to +2%	2
		+2.5% to +9%	3
		Better than +9%	4
Book Issues: 5 Year Trend (percentage change)		Worse than -11.5%	1
		-11.5% to -1%	2
		-0.5% to +8%	3
		Better than +8%	4
Net Cost per Visitor		More than £1.84	1
		£1.40 - £1.84	2
		£1.10 - £1.39	3
		Up to £1.09	4

**Note 1:**

The Index of Multiple Deprivation is a single measure of deprivation and is made up of seven individual indices which cover:

- Income
- Employment
- Health and disability
- Education, skills and training
- Barriers to housing and services
- Living environment
- Crime

**Note 2:** For the public transport accessibility criterion scores have been derived based on data relating to: - number / frequency of buses (including after school and evening services)  
- journey times  
- costs

A low score means good accessibility, a high one poor accessibility.

