

# London Borough of Ealing

CIPFAstats Comparative Profile

## public libraries

2015-16 Actuals and  
2016-17 Estimates

Comparison Group:

- (a) Ealing
- (m) Brent
- (f) Hounslow
- (t) Redbridge
- (d) Croydon
- (x) Enfield
- (n) Waltham Forest
- (g) Haringey
- (e) Merton
- (s) Harrow
- (h) Barnet
- (r) Lambeth
- (z) Lewisham
- (u) Wandsworth
- (k) Greenwich
- (w) Southwark



## FOREWORD

I am pleased to be able to present the sixth edition of the CIPFAstats Comparative Profile for Public Library Services

These profiles provide a comprehensive analysis of public libraries data covering all the major topics collected in the CIPFAstats Public Libraries collection.

This means that there should be something for everyone interested in the running of public library services.

The analysis is simple and non-judgemental. You will not find any quartiles, traffic lights or subjective commentary. Instead the report seeks to visualise the data and to enable readers to draw their own conclusions.

The "Executive Report" acts as a high level summary, but is also designed as an introduction to the whole report. Most readers will find reading through these pages helpful as an introduction to the style and logic of the more detailed pages.

The reports will aid everyone interested in public library services to ask informed questions and come up with informed proposals for how the services should be delivered in the future.

We hope you find this report interesting and helpful. If you have any comments, suggestions or queries then CIPFA would be delighted to hear from you (please see appendix 5 for contact details).

Kind regards,



Ian Watson  
Lancashire County Council  
Chair of the CIPFA Public Library Statistics Working Party



# INTRODUCTION

The aim of the profile is to provide management information for decision makers involved in providing the libraries service. Due to the wide range of topics covered, the report will have a broad appeal and should be of interest to members, librarians and officers.

This profile compares your authority's library service figures from the 2016 CIPFAstats collection with the group of authorities specified on the title page.

This is the fifth year of the profile, CIPFA would greatly appreciate your feedback and suggestions on how we can make the profiles more interesting and useful.

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## Approach to missing data

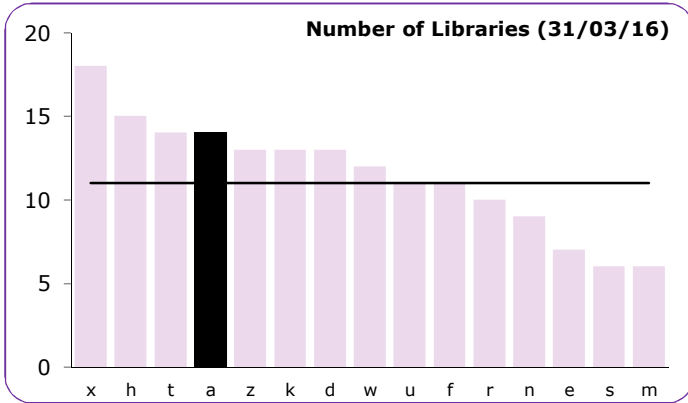
- 93% of UK Library Authorities provided data for the 2016 CIPFAstats Public Library Statistics. Authorities who did not provide data are excluded from these comparisons completely.
- In a small number of cases authorities have provided totals (e.g. for costs), but not a complete breakdown. In such cases the breakdown has been estimated by techniques such as apportionment or comparison to previous years' figures.
- In a small number of cases authorities have not provided other pieces of information. Where CIPFA felt this value was important an estimation has been made. In no cases does this estimated data constitute more than 15% of the data used in a comparison.
- Should any authority not be fully happy with estimates provided for their authority we will be very happy to produce a new report for them using new data supplied by that authority.
- If you have any queries about our approach please do not hesitate to contact us: [libraries@cipfa.org](mailto:libraries@cipfa.org)

# EXECUTIVE SUMMARY

## Comparing Ealing with 14 Other Library Authorities

This summary provides an overview of the key indicators from the main report along with a few points of current interest, showing how your authority's library service compares against other authorities. Unless specified otherwise all data relates to 2015-16 Actuals.

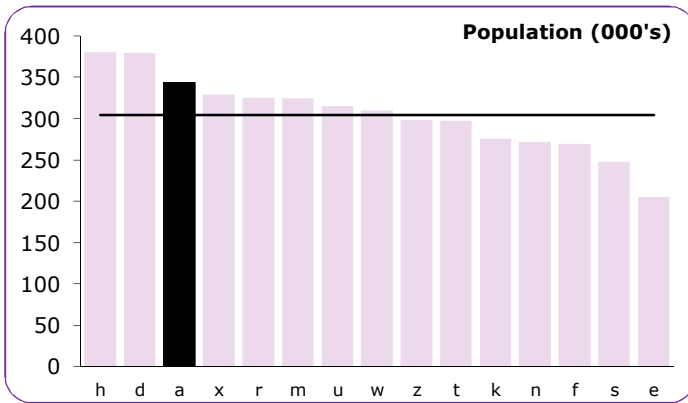
### A: Libraries and Library Users



- The chart on the left compares the number of libraries your authority has with the other authorities in the comparison. Ealing has 14 libraries (the bar highlighted in black) compared to an average of 11 libraries (as shown by the horizontal line). Each pale bar represents one of the authorities in the comparator group.

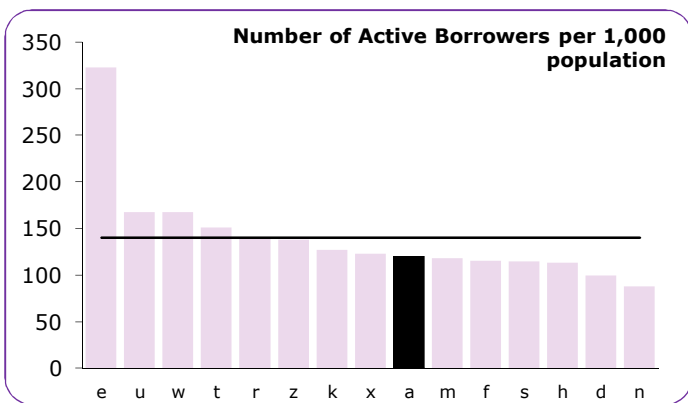
- Ealing has one of the highest numbers of libraries within the group giving an indication of the scale of the library service.

For more information about this type of chart please see appendix 1.



- Population is an important figure in this report as we use it as a denominator to adjust for the size of the authority (see next chart).

- Ealing is the 3rd largest of the 15 authorities compared here (in terms of population).

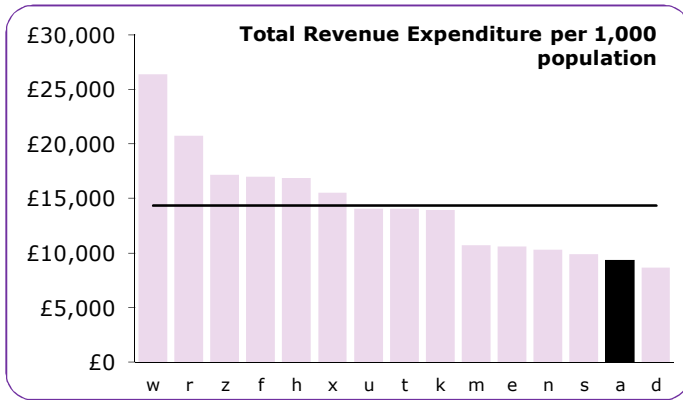


- The number of active borrowers per 1,000 population is a key indication of how well the library service engages with the public.

- Ealing is within the lower quartiles suggesting that the library service does not engage as well with the population when compared to the other authorities.

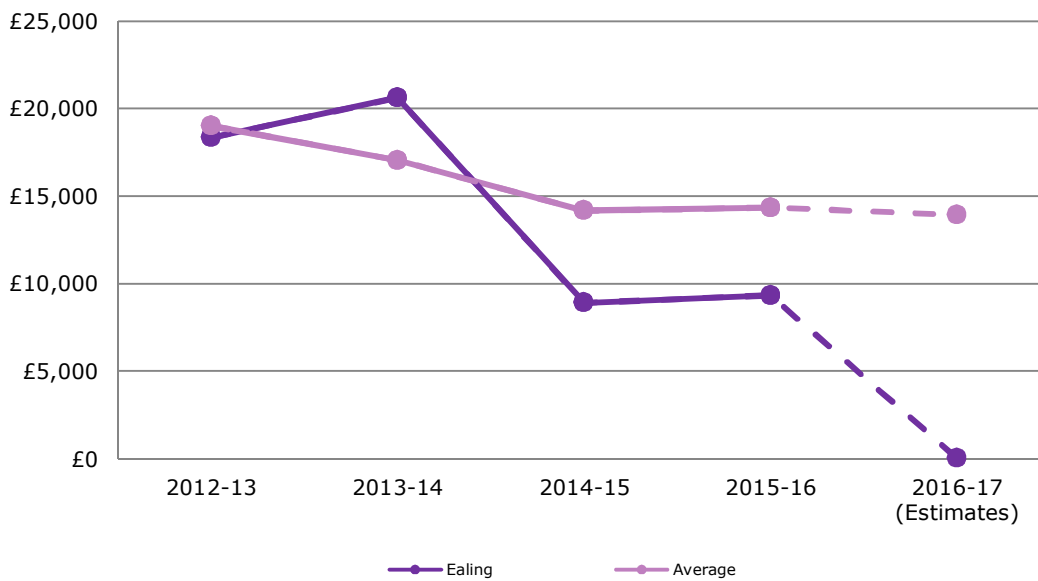
Please see appendix 1 for further details on quartiles.

## B: Resourcing

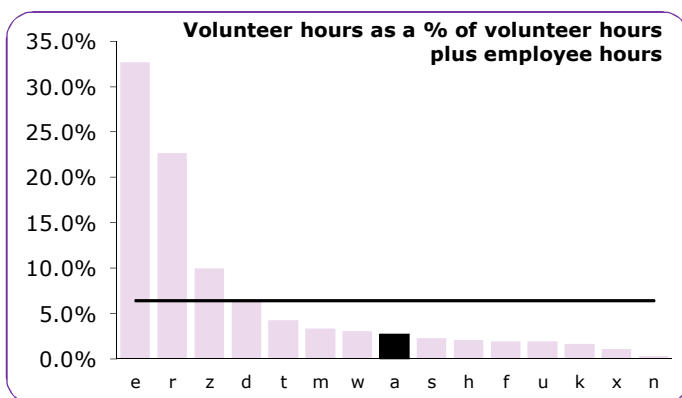


- Total revenue expenditure per 1,000 population is a key cost indicator. Figures in the graph opposite are 2015-16 actuals.
- Ealing comes out as being at the lowest end of the comparison, which suggests that it is providing a low cost service. It may be worth looking back to the number of active borrowers per 1,000 population to check that the service is successfully engaging with the public.

**Total Revenue Expenditure per 1,000 population: Time Series**

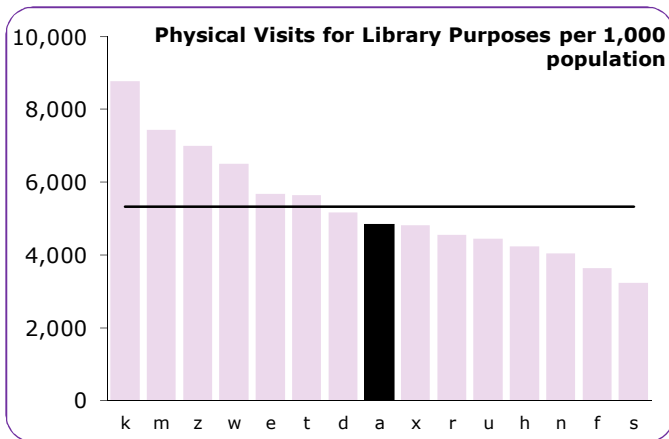


- The line chart plots the total revenue expenditure per 1,000 population over the last four years and shows the estimated figure for 2016-17. The population figure used for all years is the mid-year 2016 figure, so the changes in value relate to changes in expenditure only.
- For most authorities a drop can be seen in the 2016-17 estimates.

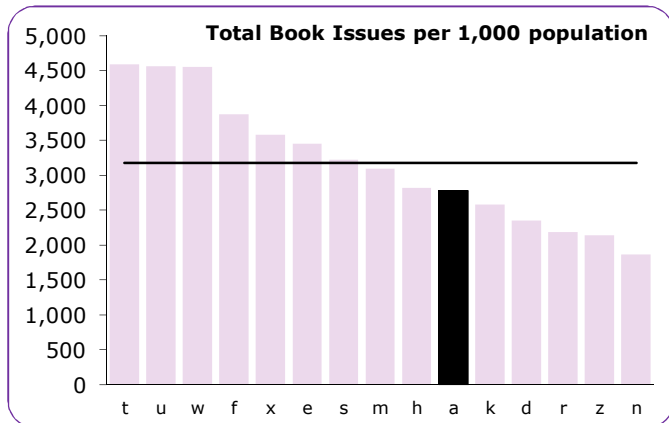


- One well publicised approach that library authorities are taking is using volunteers.
- Ealing had 2.8% of 'worked hours' provided by volunteers in 2015-16 compared to an average of 6.4%.

## C: Workload

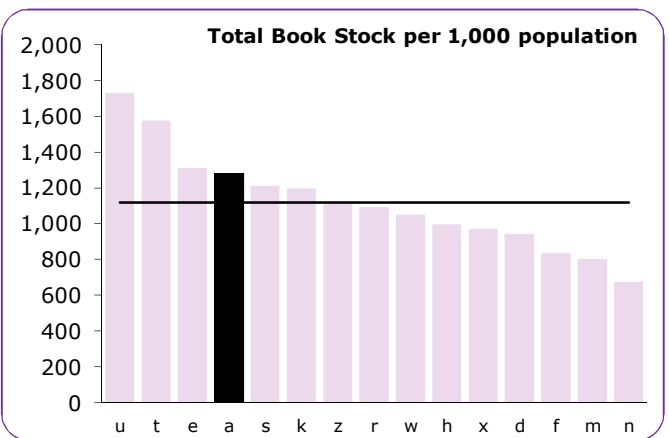


- The number of visits per 1,000 population is a strong indicator of workload faced by the authority.
- It is also another measure of engagement and offers a more complete picture as it will include other reasons for visiting the library as well as borrowing.



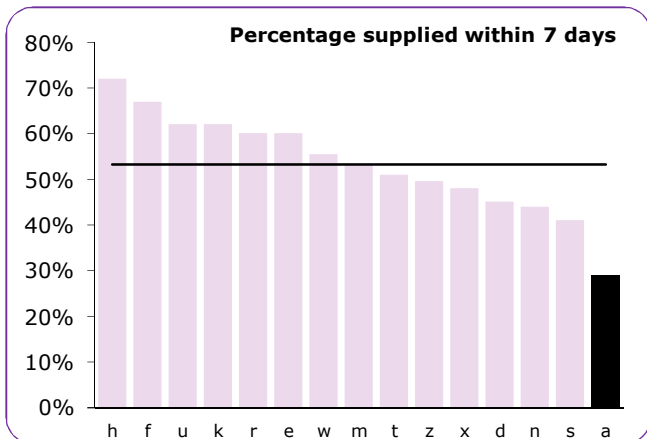
- This chart compares another core library activity, providing an indicator for both workload and the demand placed on the library book stock.

## D: Stock



- This chart compares the overall book stock level of the library service.

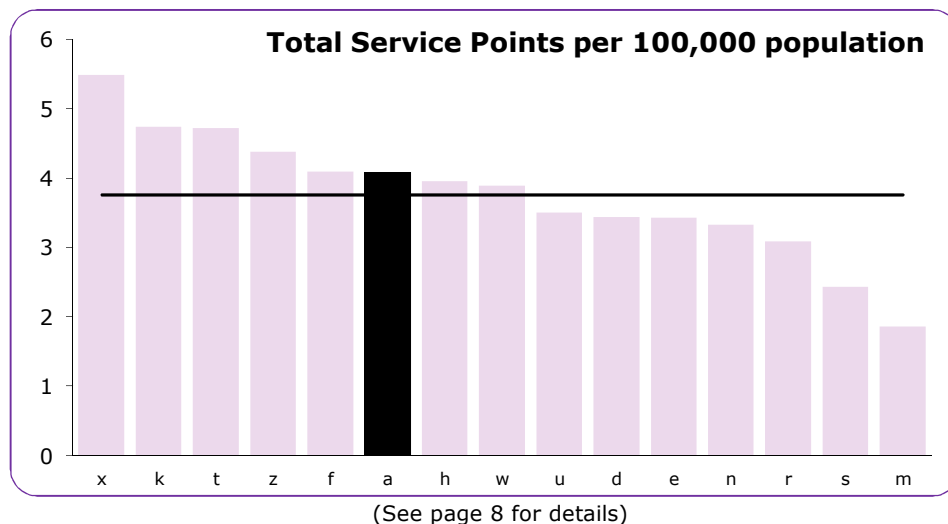
## E: Performance



- Ealing successfully supplied 29% of book requests within 7 days of request. This was at the low end of the authorities compared.

## SECTION A: LIBRARIES AND LIBRARY USERS

- This section compares the information on numbers of libraries, opening hours, library users, visits and electronic access.



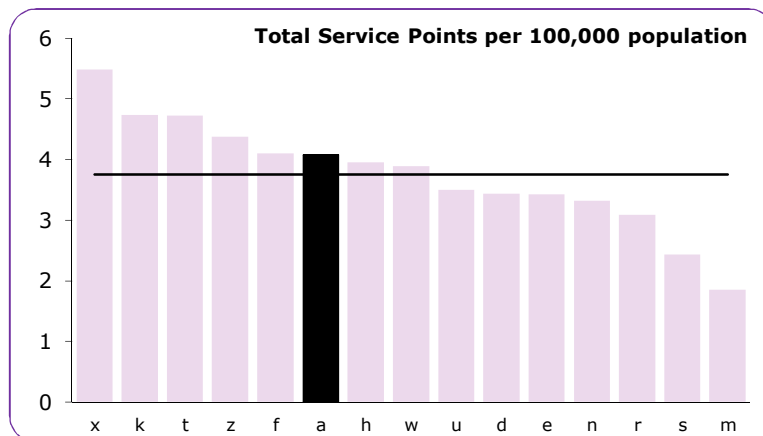
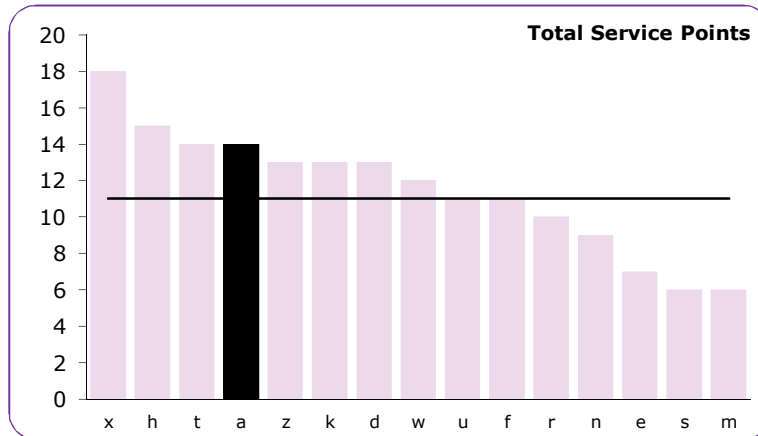
Section Contents	
<b>Page 8</b>	<b>A1: Service Points</b> Number of service points Busiest service points
<b>Page 10</b>	<b>A2: Population Density</b> Comparisons for static & mobile libraries % authorities without mobile libraries
<b>Page 11</b>	<b>A3: Opening Hours</b> Distribution of opening hours Opening hours at busiest service points
<b>Page 12</b>	<b>A4: Library Users</b> Number of active borrows Number of housebound readers Number of visits Electronic counters Visits to website
<b>Page 14</b>	<b>A5: Electronic Workstations</b> Number of terminals Number of hours available & recorded Public wi-fi access

# A1: Service Points

at 31 March 2016

	Number	/ 100k pop	Average
Mobile Libraries	0	0.0	0.1
Static Service Points	14	4.1	3.7
<b>Total Service Points</b>	<b>14</b>	<b>4.1</b>	<b>3.8</b>

	Authority	Average
Population	343,100	304,173



Source: CIPFA Public Library Statistics 2016 - Cells 1 to 45, ONS Population Estimates Mid 2016

## Busiest Service Points

2015-16 Actuals

Busiest Service Point (Issues):

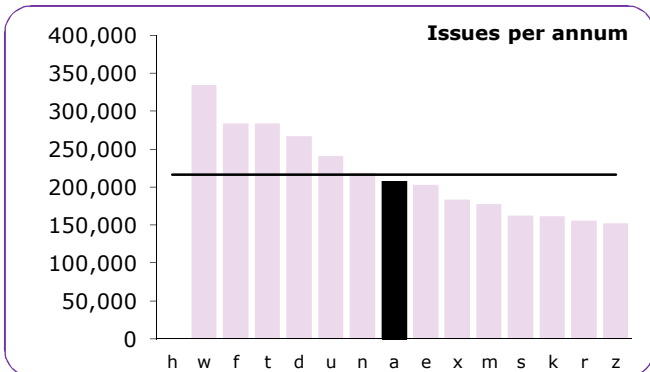
**Ealing Central**

	Authority	Average
Issues per annum	207,735	216,265

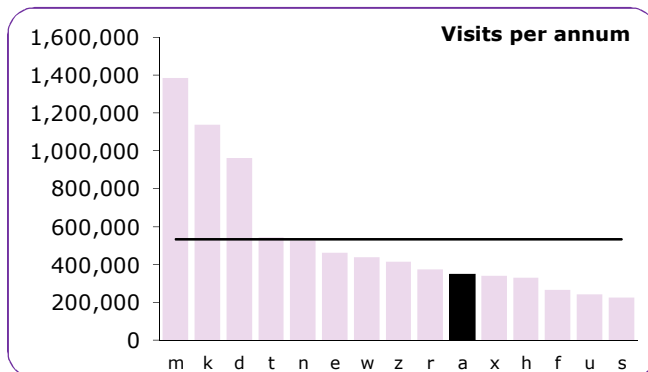
Busiest Service Point (Visits):

**Ealing Central**

	Authority	Average
Visits per annum	349,852	531,605



Source: CIPFA Public Library Statistics 2016 - Cells 48 & 49



Source: CIPFA Public Library Statistics 2016 - Cells 50 & 51

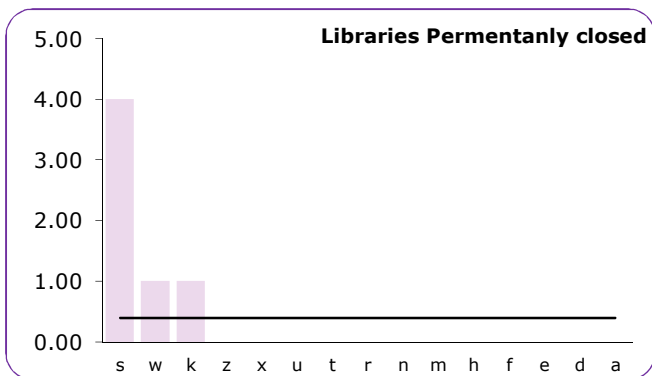


# A1: Service Points (continued)

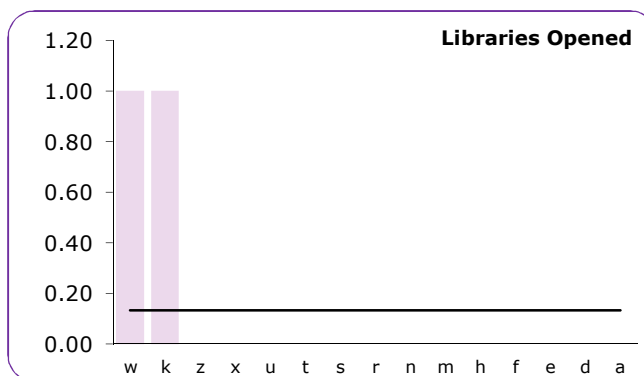
2015-16 Actuals

## Library Opening/Closures

	Authority	/100,000 pop	Avg
Libraries closed	0	0.0	0.40
Libraries Opened	0	0.0	0.13
<b>Net Library openings</b>	0	0.0	<b>-0.27</b>



Source: CIPFA Public Library Statistics 2016 - Cell 46



Source: CIPFA Public Library Statistics 2016 - Cell 47



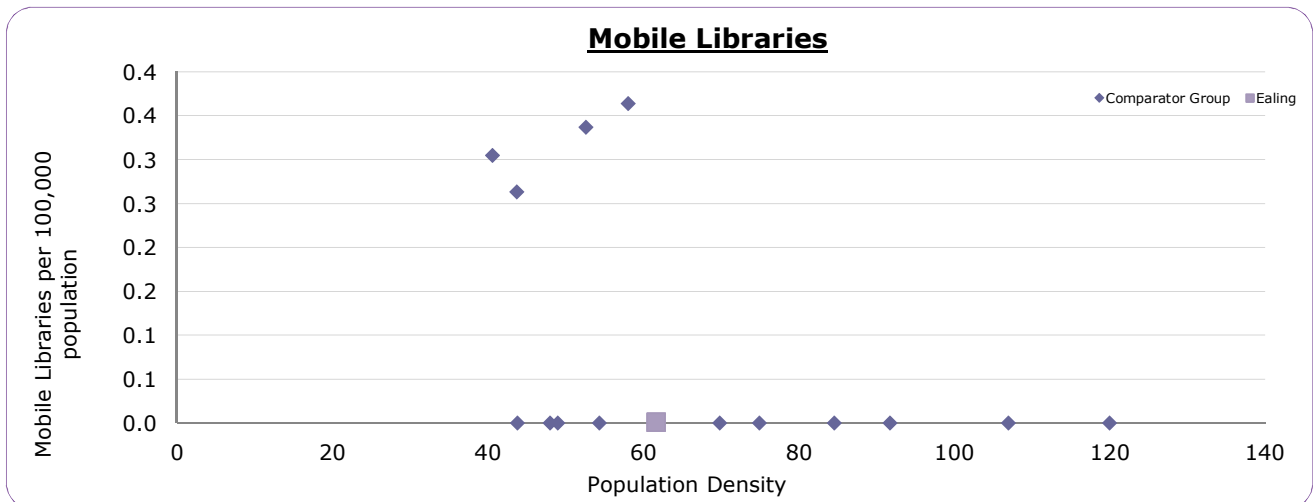
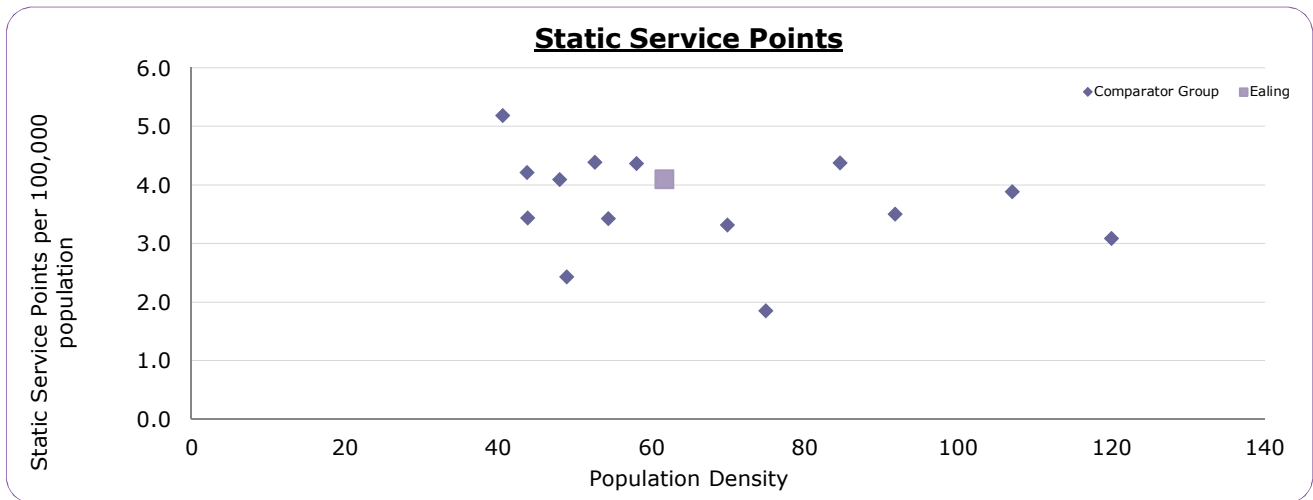
## A2: Population Density

2015-16 Actuals

### Population Density and Number of Service Points

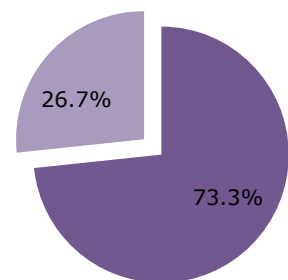
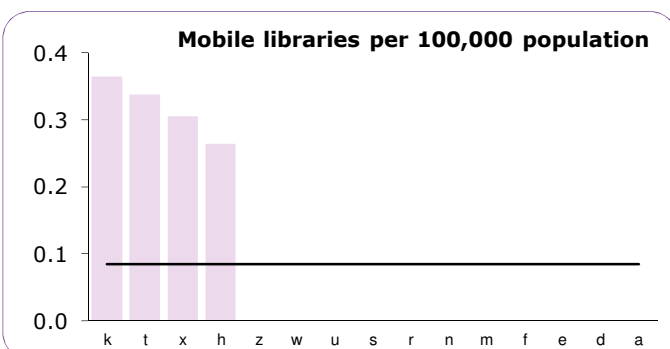
- In urban areas of high population density a small number of service points will be able to provide service to a large population. In rural areas more service points will be required to enable the population to have easy access.
- The scatter plots below compare these two factors. For all UK library authorities it can be seen that as population density increases (on the horizontal axis), the number of libraries per 100,000 population tends to be lower.
- As these charts are strongly effected by outliers, values for population density are capped at 120 and service points per 100,000 population capped at 18.0 and 3.0 for static service points and mobile libraries respectively.

	Authority	Median
Population Density	61.8	58.1



### Mobile Libraries

	Number	/ 100k pop	Average
Mobile Libraries	0	0.0	0.1

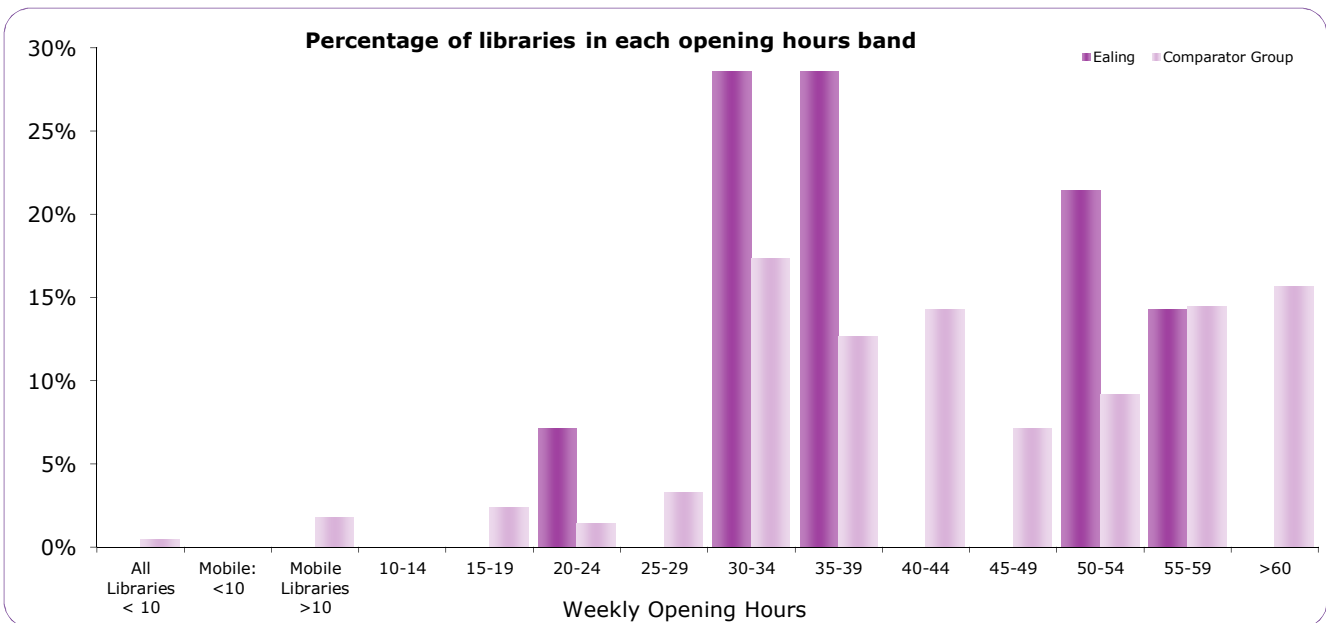


- % Authorities with no mobile libraries
- % Authorities with mobile libraries

### A3: Opening Hours

2015-16 Actuals

Hours Open	Statutory		Service Points Non-Statutory		Total		/ 100,000 population		% in Each Band	
	Authority	Average	Authority	Average	Authority	Average	Authority	Average	Authority	Average
All Libraries: < 10	0	0	0	0	0	0	0.0	0.0	0.0%	0.5%
Mobile: <10	0	0	0	0	0	0	0.0	0.0	0.0%	0.0%
Mobile: >10	0	0	0	0	0	0	0.0	0.1	0.0%	1.8%
Static: 10-14	0	0	0	0	0	0	0.0	0.0	0.0%	0.0%
Static: 15-19	0	0	0	0	0	0	0.0	0.0	0.0%	2.4%
Static: 20-24	1	0	0	0	1	0	0.3	0.1	7.1%	1.4%
Static: 25-29	0	0	0	0	0	0	0.0	0.1	0.0%	3.3%
Static: 30-34	4	2	0	0	4	2	1.2	0.7	28.6%	17.4%
Static: 35-39	4	2	0	0	4	2	1.2	0.5	28.6%	12.6%
Static: 40-44	0	2	0	0	0	2	0.0	0.5	0.0%	14.3%
Static: 45-49	0	1	0	0	0	1	0.0	0.3	0.0%	7.1%
Static: 50-54	3	1	0	0	3	1	0.9	0.4	21.4%	9.2%
Static: 55-59	2	2	0	0	2	2	0.6	0.5	14.3%	14.5%
Static: >60	0	2	0	0	0	2	0.0	0.5	0.0%	15.6%
<b>Total</b>	<b>14</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>12</b>	<b>4.1</b>	<b>3.6</b>		

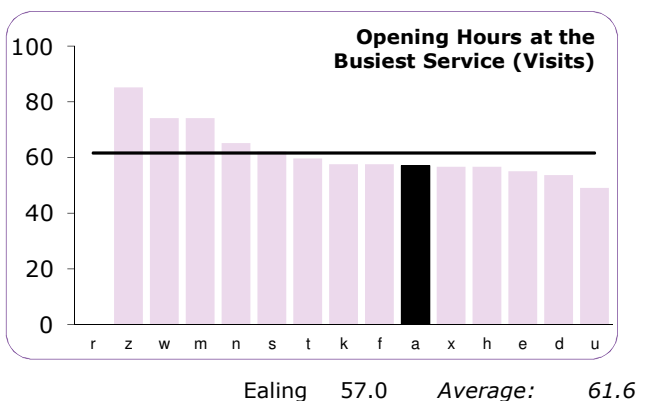
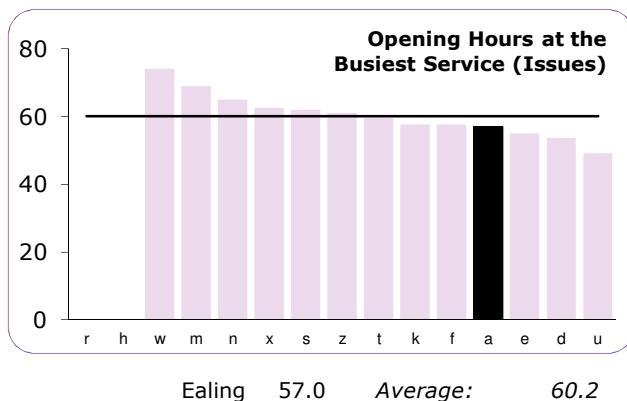


Source: CIPFA Public Library Statistics 2016 - Cells 1 to 45

#### Opening Hours - Busiest Service Points

Busiest Service Point (Issues): **Ealing Central**

Busiest Service Point (Visits): **Ealing Central**

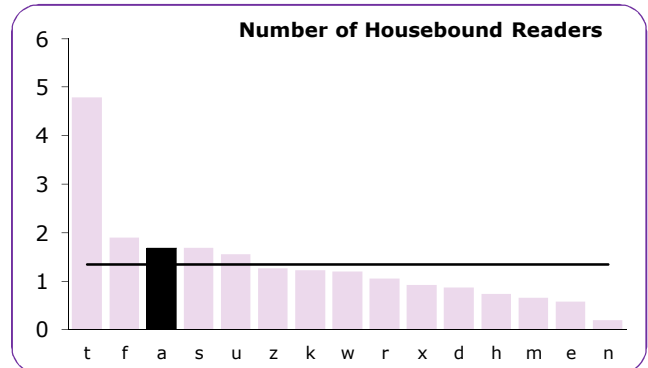
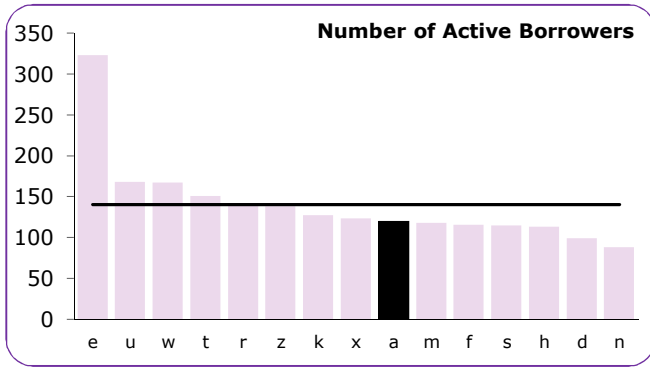


Source: CIPFA Public Library Statistics 2016 - Cells 48 to 51

## A4: Library Users

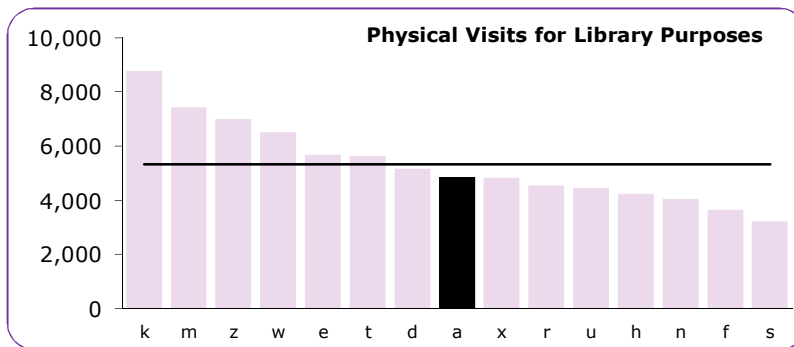
2015-16 Actuals

	Number	/1,000 pop	Average
<b>Active Borrowers</b>	41,198	120	140
Housebound Readers	578	1.7	1.3

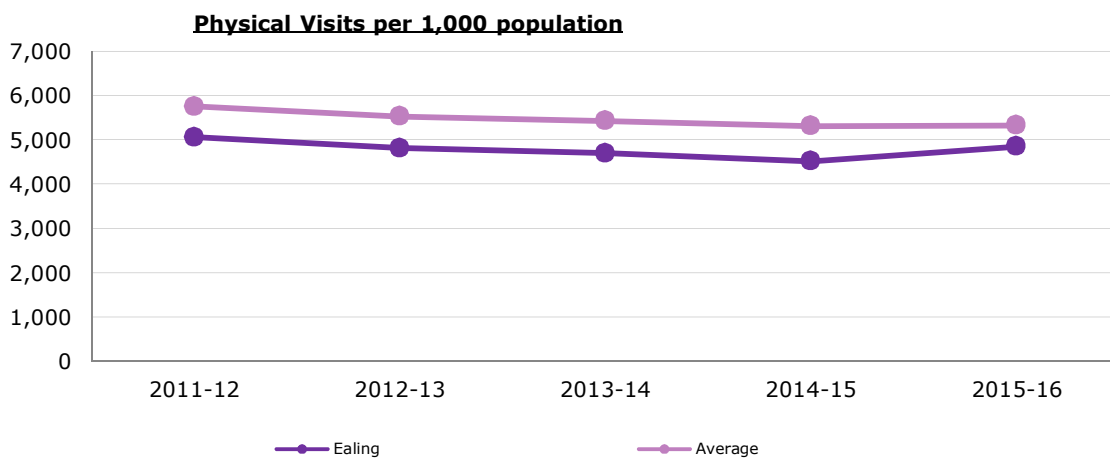


Source: CIPFA Public Library Statistics 2016 - Cells 122 & 123

### Physical Visits for Library Purposes



Physical Visits	Number	per 1,000 pop	Average
2011-12	1,730,093	5,057	5,750
2012-13	1,632,119	4,810	5,530
2013-14	1,599,673	4,695	5,422
2014-15	1,545,569	4,513	5,308
<b>2015-16</b>	<b>1,663,168</b>	<b>4,847</b>	<b>5,324</b>

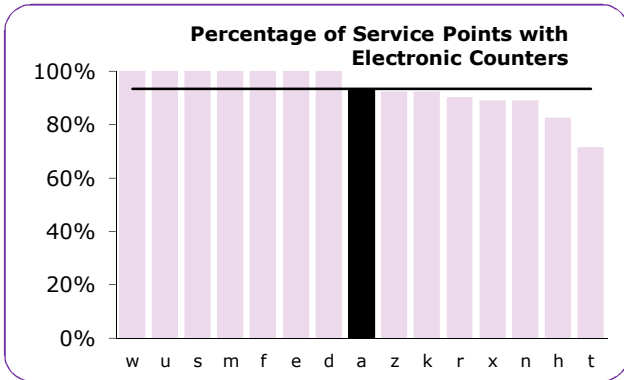


Source: CIPFA Public Library Statistics 2016 - Cell 124

## A4: Library Users (continued)

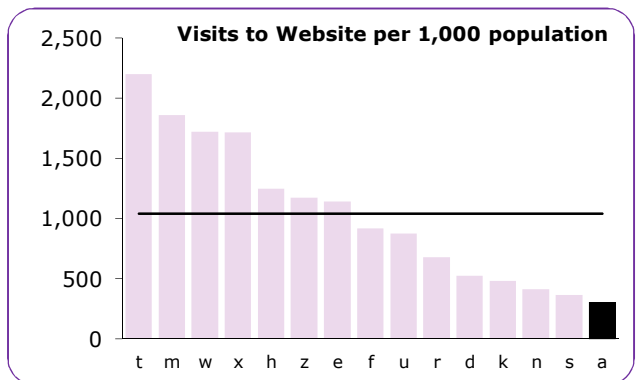
2015-16 Actuals

	Authority	Average
S.P. with Electronic Counters	93%	93%



Source: CIPFA Public Library Statistics 2016 - Cell 127

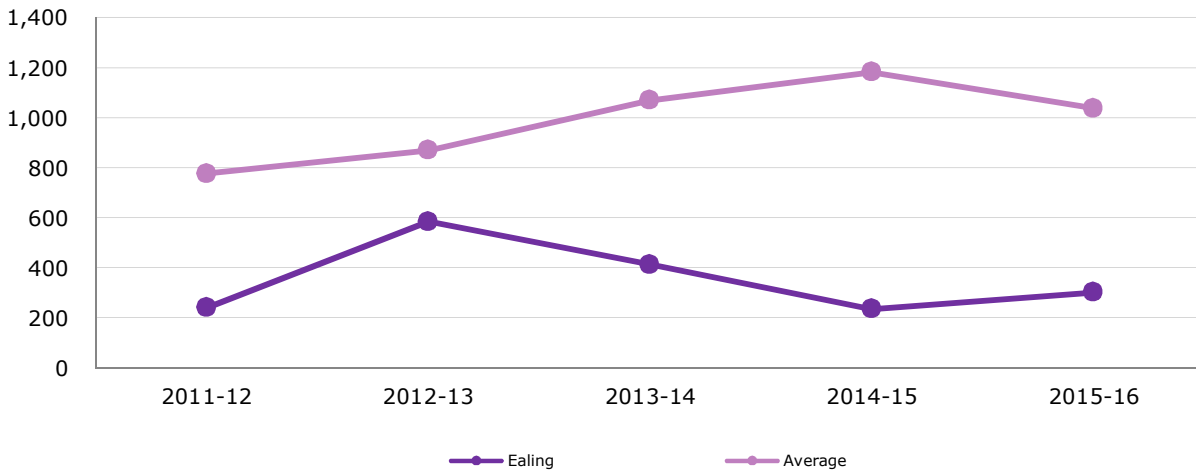
	Number	per 1,000 pop	Average
Visits to Website	103,450	302	1,037



Source: CIPFA Public Library Statistics 2016 - Cell 128

Website Visits	Number	per 1,000 pop	Average
2011-12	81,950	240	777
2012-13	198,113	584	869
2013-14	140,343	412	1,069
2014-15	80,171	234	1,181
<b>2015-16</b>	<b>103,450</b>	<b>302</b>	<b>1,037</b>

**Website Visits per 1,000 population**

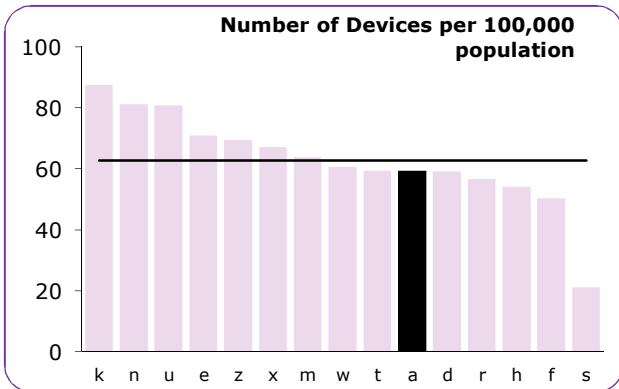


Source: CIPFA Public Library Statistics 2016 - Cell 128 and equivalent for previous years

## A5: Electronic Workstations

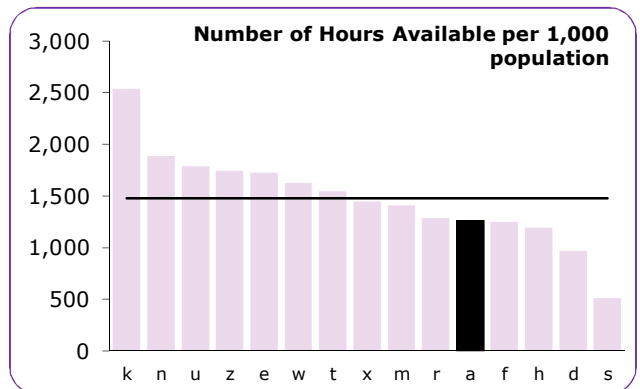
2015-16 Actuals

	Number	per 100,000 pop	Average
Terminals	203	59.2	62.6



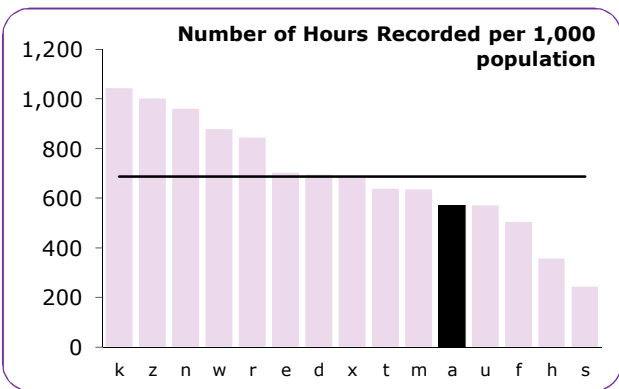
Source: CIPFA Public Library Statistics 2016 - Cell 52

	Number	per 1,000 pop	Average
Hours Available	433,366	1,263	1,475



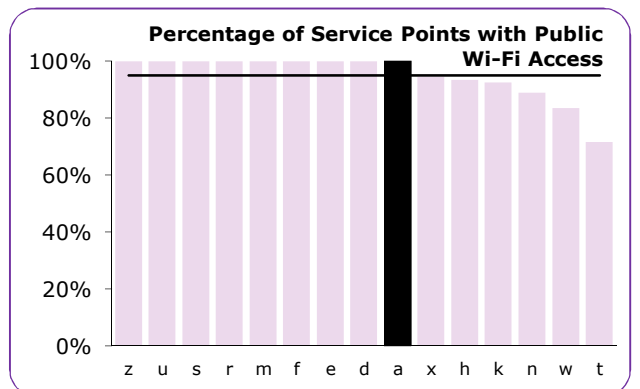
Source: CIPFA Public Library Statistics 2016 - Cell 53

	Number	per 1,000 pop	Average
Hrs Recorded	195,549	570	687



Source: CIPFA Public Library Statistics 2016 - Cell 54

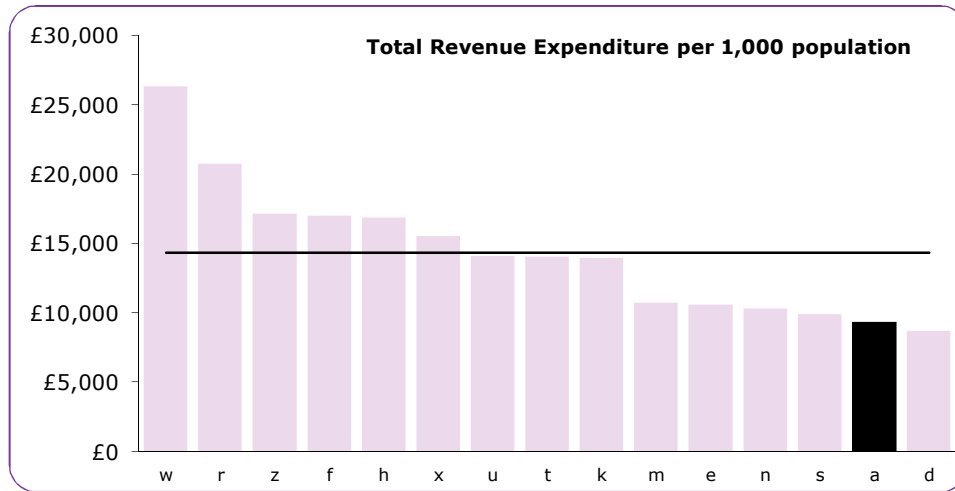
	Authority	Average
Service Points with Wi-Fi Access	100%	95%



Source: CIPFA Public Library Statistics 2016 - Cell 55

## SECTION B: RESOURCING

- This section examines levels of expenditure, staffing and the use of volunteers.

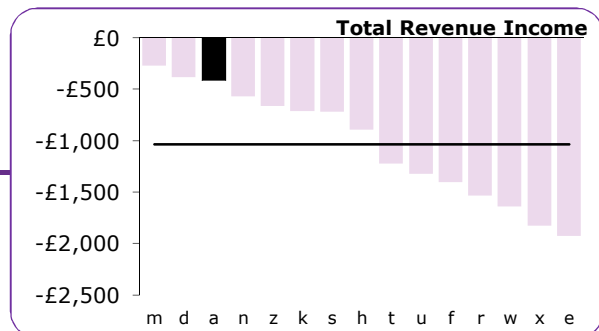
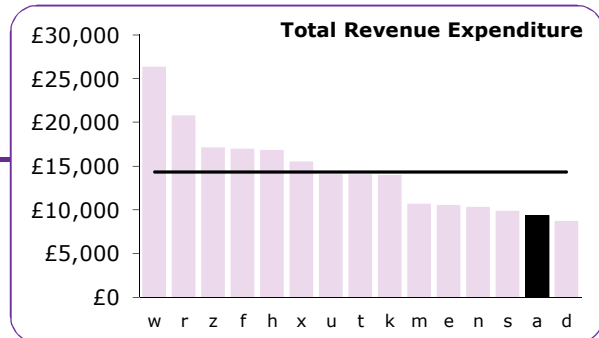
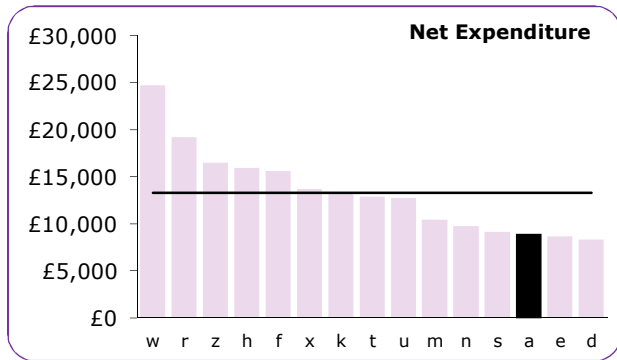


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<b>Page 20</b>	<b>B2: Cost Indicators</b> Various cost indicators
<b>Page 21</b>	<b>B3: Financial Information (Estimates)</b> Net expenditure, revenue expenditure & income % expenditure on staff and materials
<b>Page 22</b>	<b>B4: Staffing</b> Staff per 100k population Professional & other paid staff Staff costs per employee
<b>Page 24</b>	<b>B5: Volunteers</b> Analysis of numbers and hours

## B1: Financial Information (Actuals)

2015-16 Actuals	£	per 1,000 pop	Average
Revenue Expenditure	3,198,548	9,322	14,325
Revenue Income	143,605	419	1,037
<b>Net Expenditure</b>	<b>3,054,943</b>	<b>8,904</b>	<b>13,288</b>

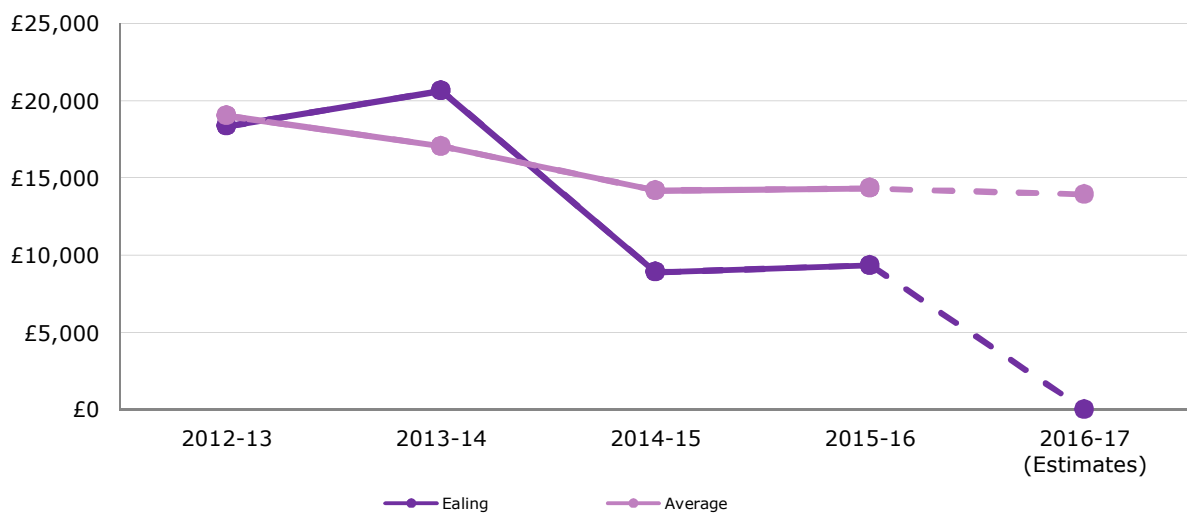
graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cells 157, 167 & 168

Revenue Expenditure	£	per 1,000 pop	Average
2012-13	6,224,288	18,344	19,009
2013-14	7,026,851	20,625	17,035
2014-15	3,046,126	8,894	14,169
2015-16	3,198,548	9,322	14,325
2016-17 (Estimates)	na	..	13,927

**Revenue Expenditure per 1,000 population: Time Series**

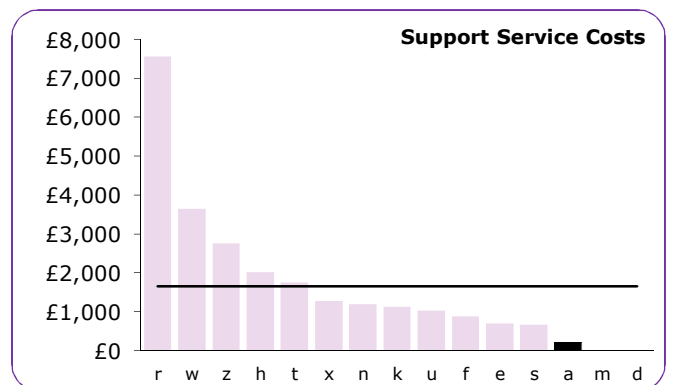
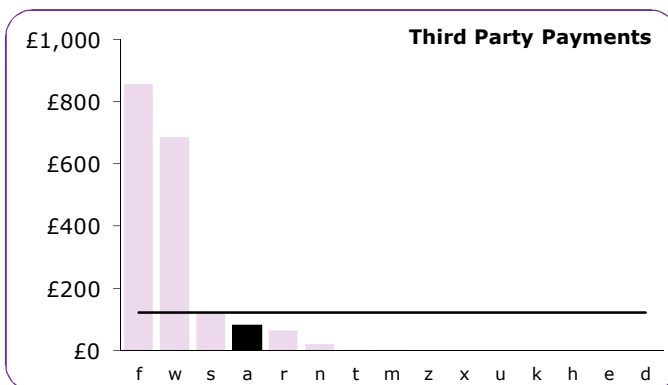
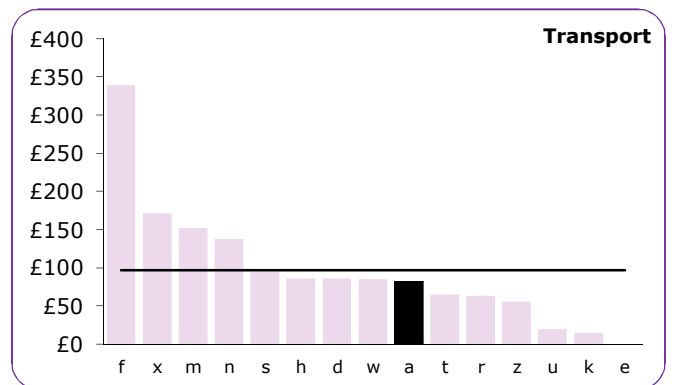
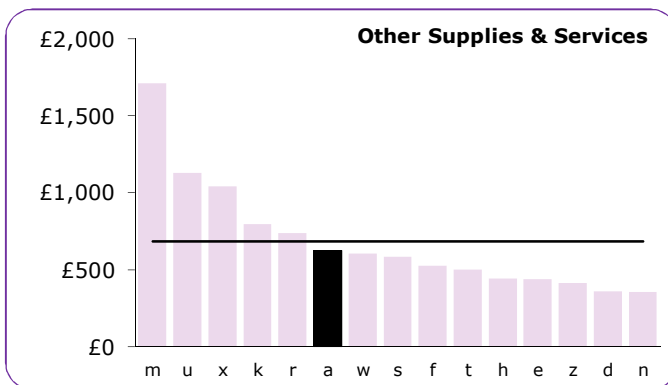
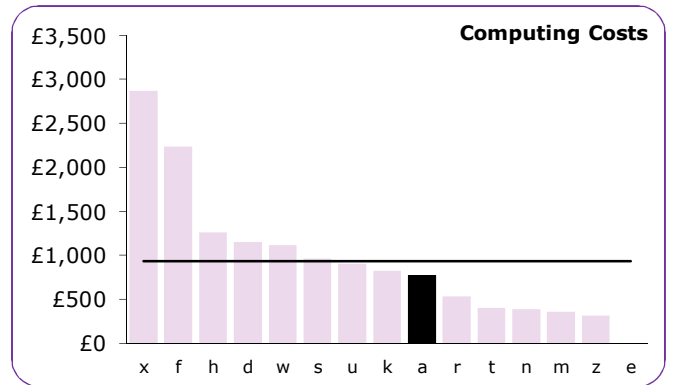
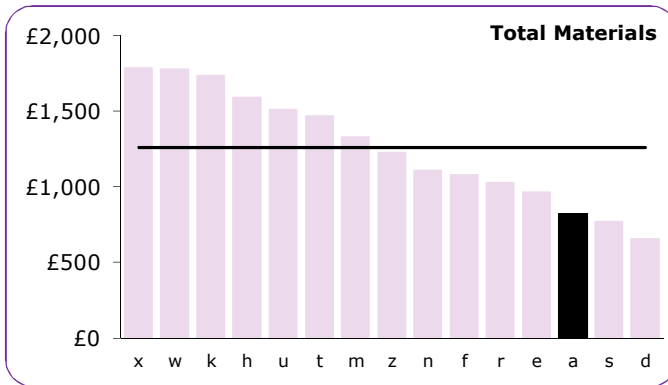
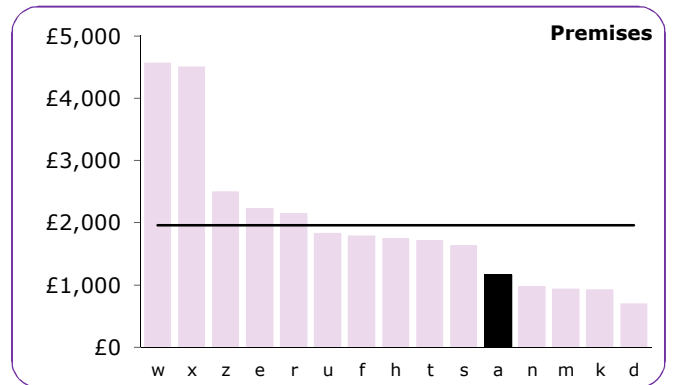
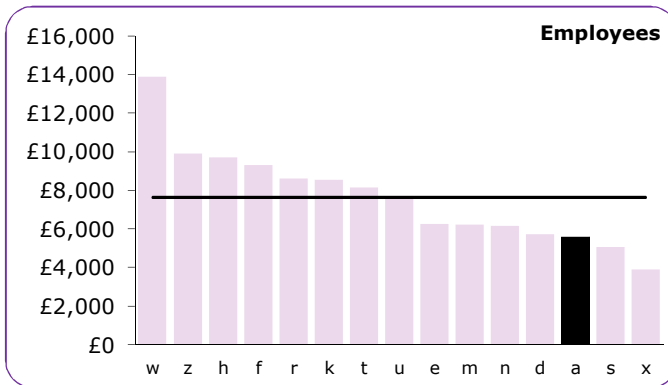


Source: CIPFA Public Library Statistics 2016 - Cell 157 and equivalent for previous years



Revenue Expenditure (2015-16 Actuals)	£	per 1,000 pop	Average
Employees	1,910,464	5,568	7,625
Premises	397,720	1,159	1,956
Total Materials	282,816	824	1,259
Computing Costs	263,271	767	936
Other Supplies & Services	213,206	621	682
Transport	28,104	82	96
Third Party Payments	28,455	83	122
Support Service Costs	74,511	217	1,648
<b>Total Revenue Expenditure</b>	<b>3,198,548</b>	<b>9,322</b>	<b>14,325</b>

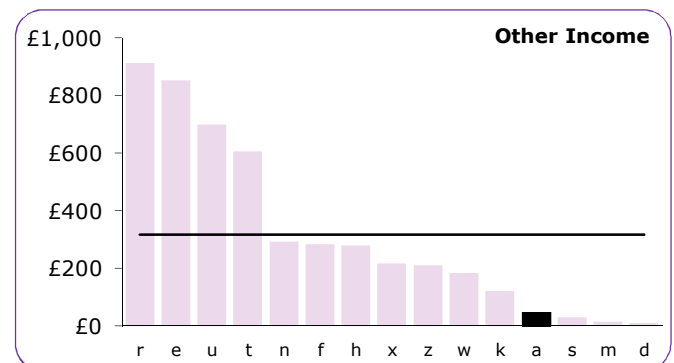
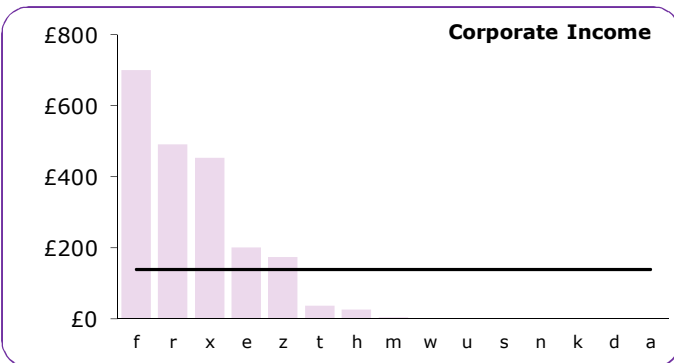
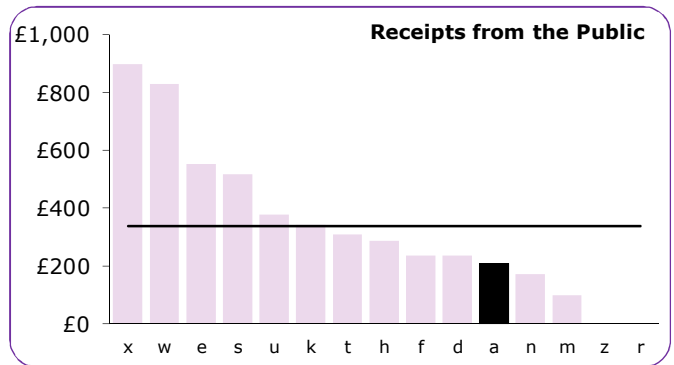
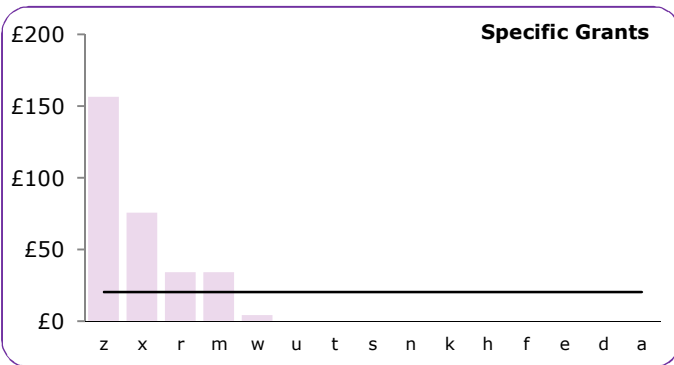
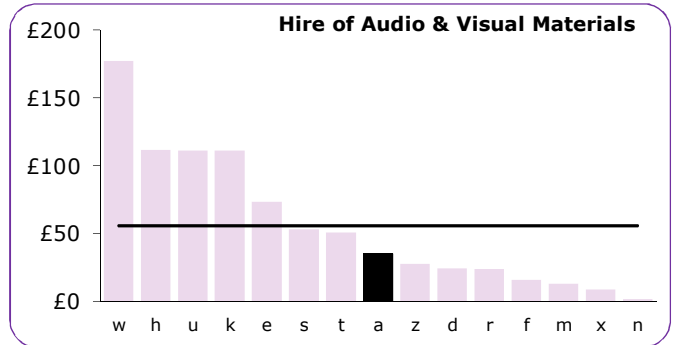
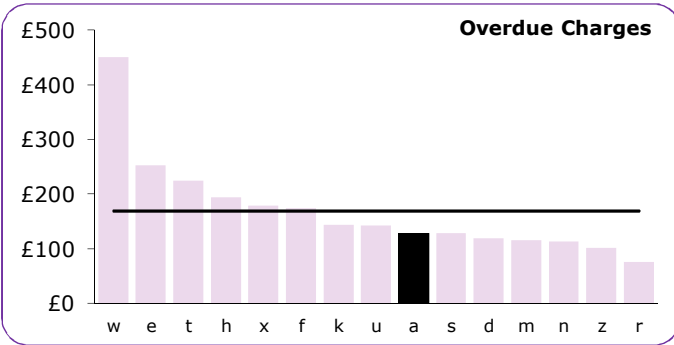
graphs show expenditure per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cells 131 to 157

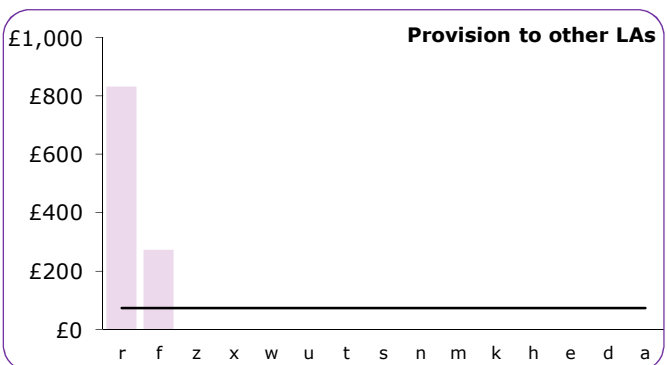
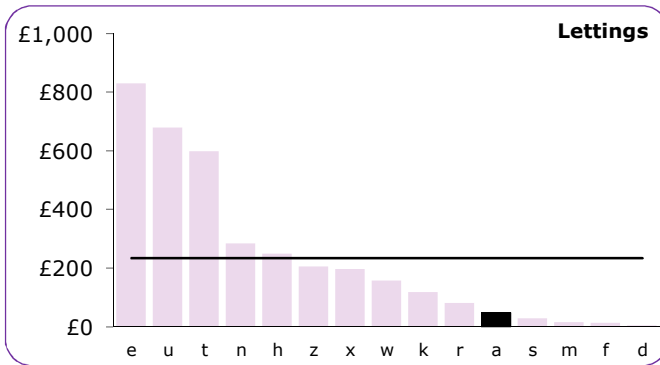
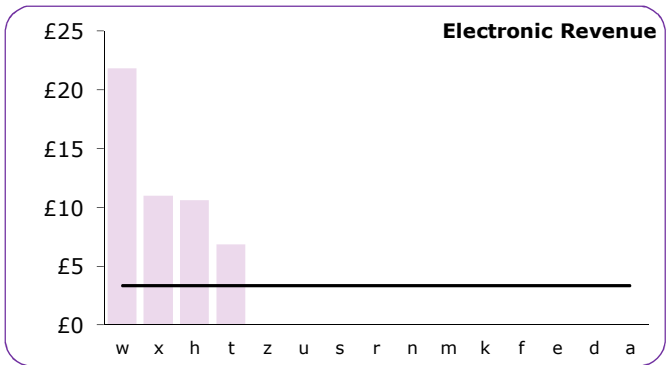
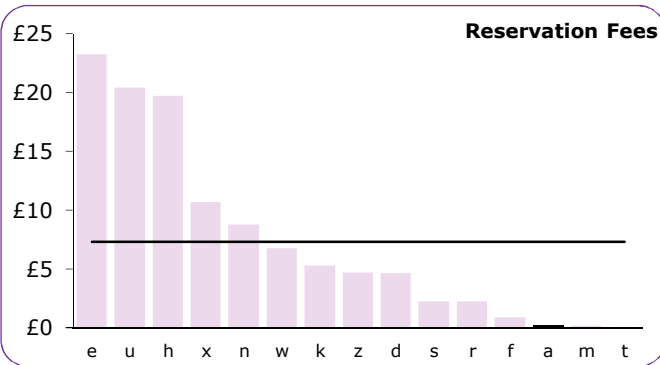
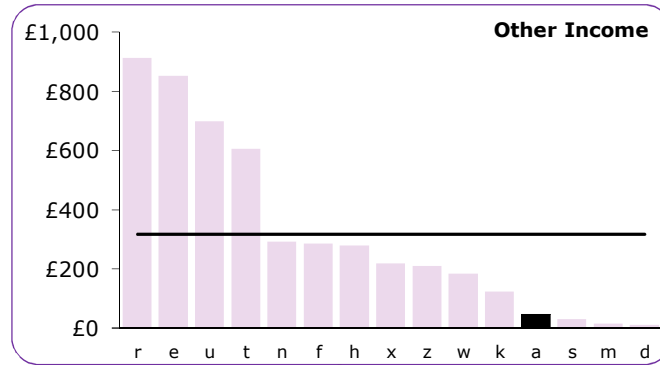
Revenue Income (2015-16 Actuals)	£	per 1,000 pop	Average
Overdue Charges	44,007	128	169
Hire of Audio & Visual Materials	12,120	35	56
Specific Grants	0	0	20
Receipts from the Public	71,358	208	337
Corporate Income	0	0	139
Other Income	16,120	47	317
Reservation Fees	62	0	7
Lettings	16,058	47	233
Electronic Revenue	0	0	3
Provision to other LAs	0	0	73
<b>Total Revenue Income</b>	<b>143,605</b>	<b>419</b>	<b>1,037</b>

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cells 158 to 167

<b>Total Other Income (2015-16 Actuals)</b>	<b>£</b>	<b>per 1,000 pop</b>	<b>Average</b>
Reservation Fees	62	0	7
Lettings	16,058	47	233
Electronic Revenue	0	0	3
Provision to other LAs	0	0	73
<b>Total Other Income</b>	<b>16,120</b>	<b>47</b>	<b>317</b>

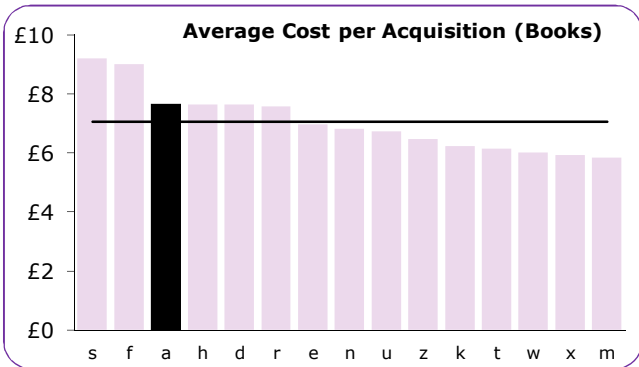


Source: CIPFA Public Library Statistics 2016 - Cells 159, 160, 162 & 164

## B2: Cost Indicators

	£ p	Average
Average Cost per Book	£7.65	£7.05

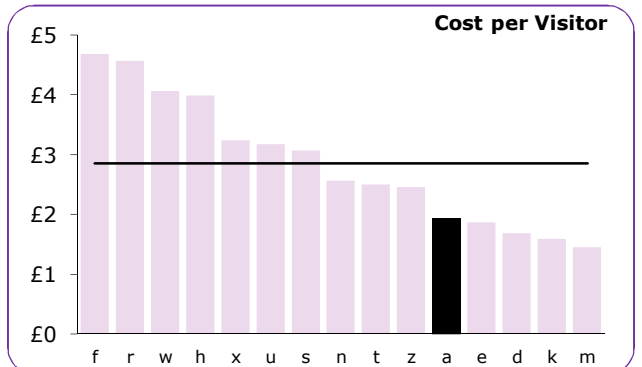
- Average cost per book acquisition.



Source: CIPFA Public Library Statistics 2016 -  
Sum of Cells 133 to 137 divided by Cell 71

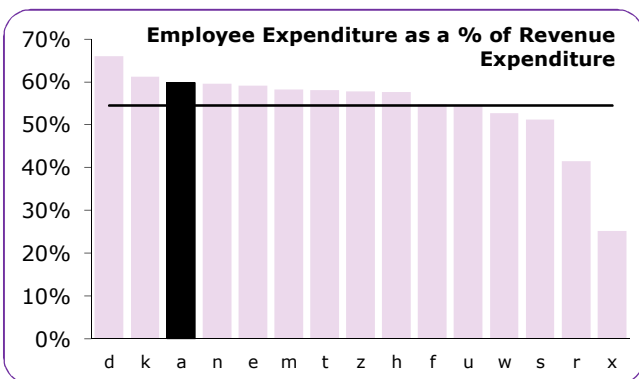
	£ p	Average
Cost per Visitor	£1.92	£2.85

- Revenue expenditure divided by visitor number.



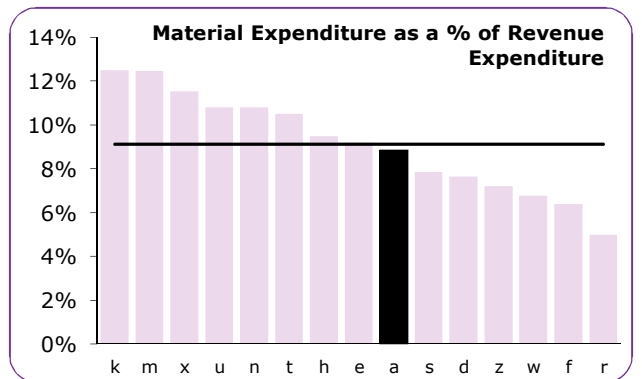
Source: CIPFA Public Library Statistics 2016 -  
Cell 157 divided by Cell 124

	%	Average
% Employee Expenditure	60%	54%



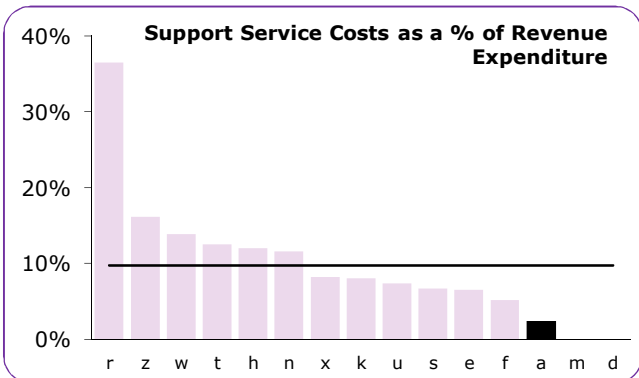
Source: CIPFA Public Library Statistics 2016 -  
Cell 131 as a percentage of Cell 157

	%	Average
% Material Expenditure	9%	9%



Source: CIPFA Public Library Statistics 2016 -  
Cell 151 as a percentage of Cell 157

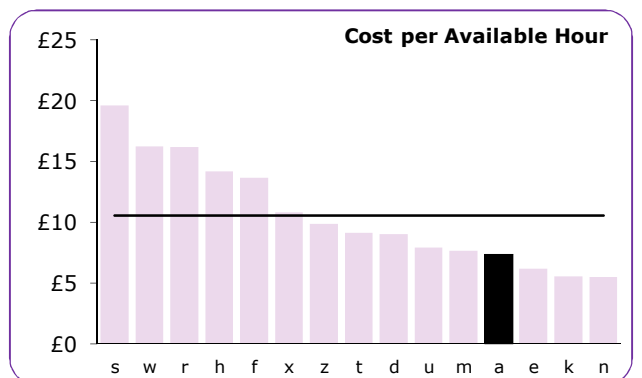
	%	Average
% Support Services	2%	10%



Source: CIPFA Public Library Statistics 2016 -  
Cell 156 as a percentage of Cell 157

	£ p	Average
Cost per Available Hour	£7.38	£10.55

- Cost per Available Hour

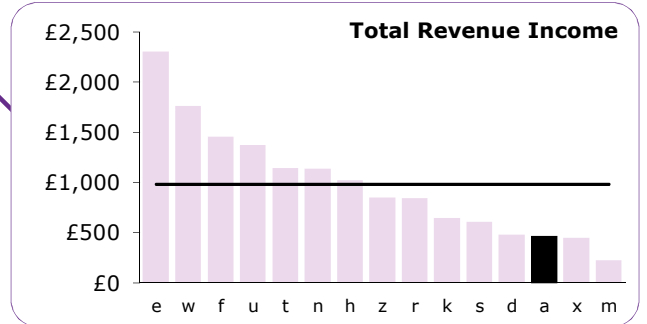
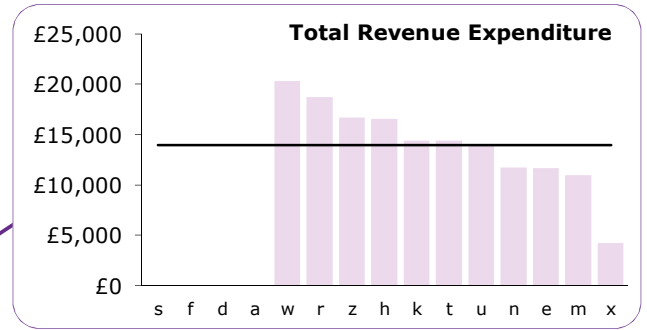
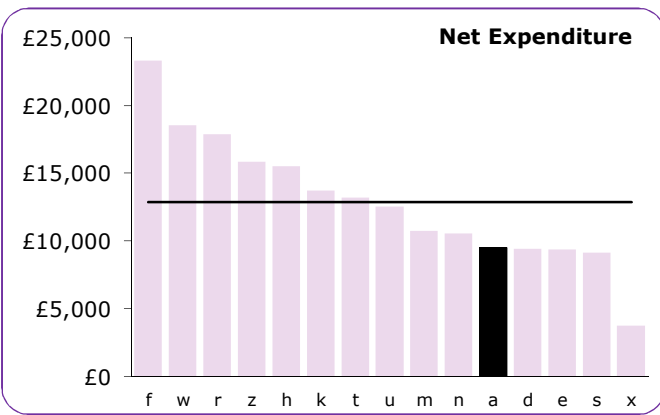


Source: CIPFA Public Library Statistics 2016 -  
Cell 157 divided by Cell 53

### B3: Financial Information (2016-17 Estimates)

graphs shown per 1,000 population

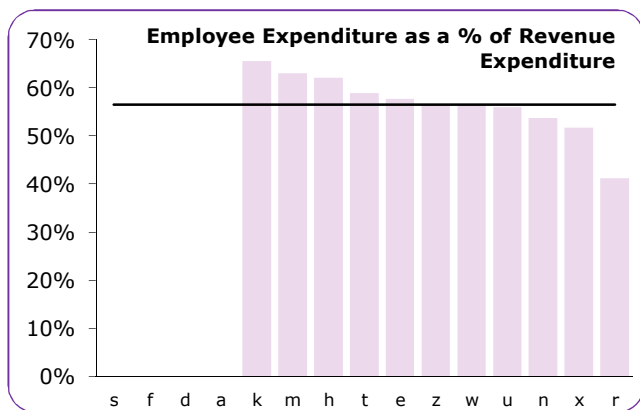
Net Expenditure	£	per 1,000 pop	Average
Employees	1,967,778	5,735	7,511
Premises	409,652	1,194	1,561
Supplies & Services - Materials	na	..	1,314
Other Expenditure	30,000	87	2,621
Revenue Expenditure	2,407,430	..	13,927
Revenue Income	(160,000)	(466)	(981)
<b>Net Expenditure</b>	<b>2,247,430</b>	<b>na</b>	<b>12,946</b>



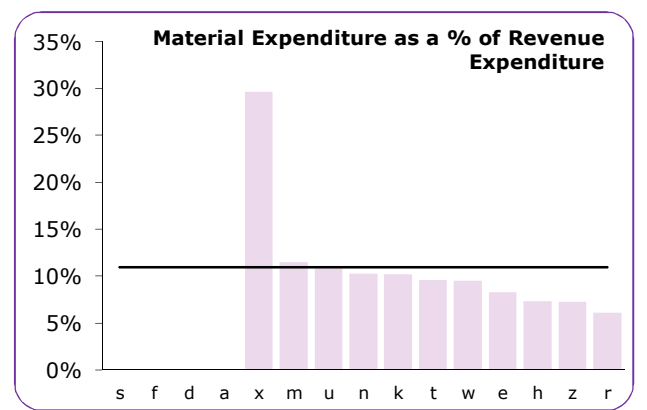
Source: CIPFA Public Library Statistics 2016 - Cell 170 to 174

2016-17 Estimates	%	Average
% Employee Expenditure	na	56%

2016-17 Estimates	%	Average
% Material Expenditure	na	11%



Source: CIPFA Public Library Statistics 2016 - Cell 170 as a percentage of Cell 174

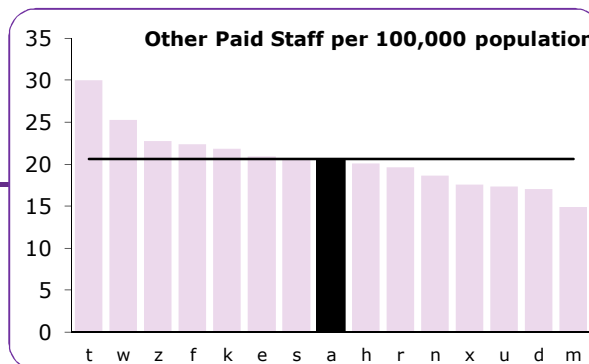
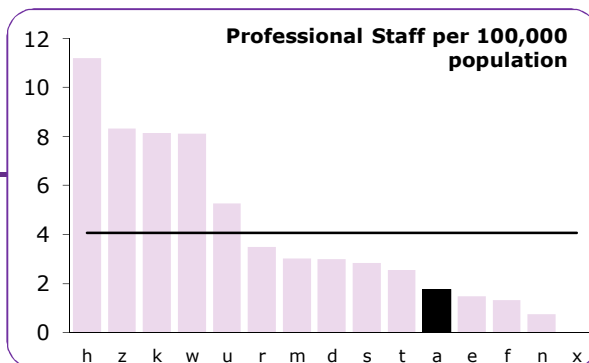
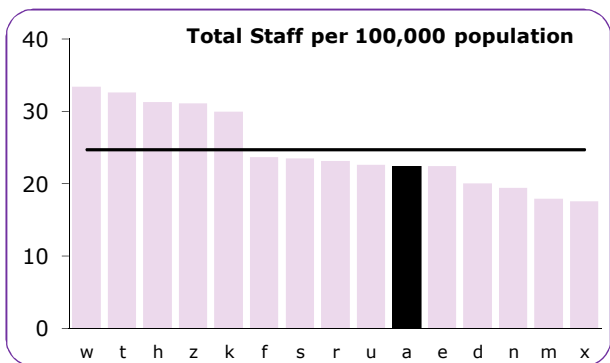


Source: CIPFA Public Library Statistics 2016 - Cell 172 as a percentage of Cell 174

## B4: Staffing

at 31 March 2016

	FTE	per 100,000 pop	Average
Professional Staff	6.0	1.7	4.1
All Other Staff	70.8	20.6	20.6
<b>Total Staff</b>	<b>76.8</b>	<b>22.4</b>	<b>24.7</b>



Source: CIPFA Public Library Statistics 2016 - Cells 95 to 97

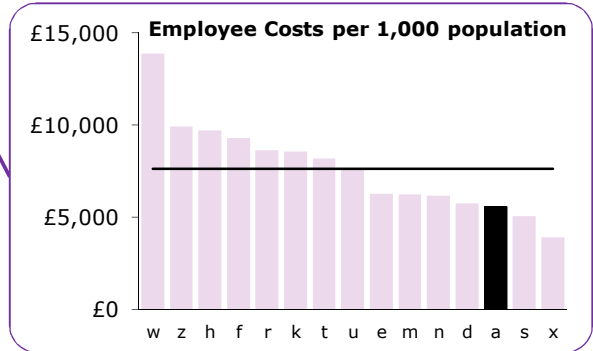
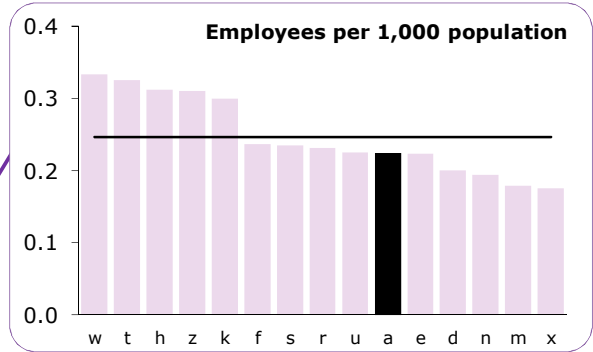
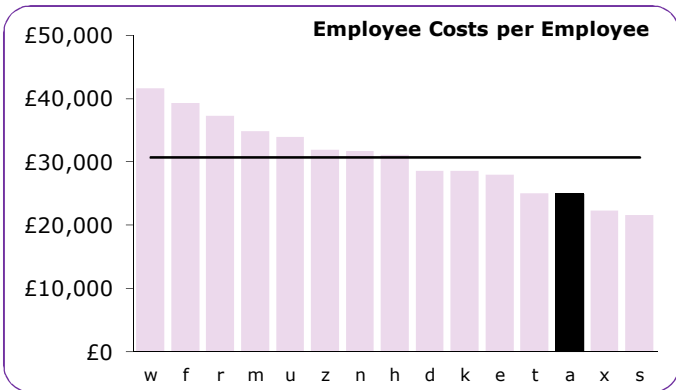
This tree diagram analyses professional and other staff as a percentage of total staff. Your authority's value is followed by the average value in italics.

```

graph LR
    TotalStaff[Total Staff] --- ProfessionalStaff[Professional Staff]
    TotalStaff --- AllOtherPaidStaff[All Other Paid Staff]
    ProfessionalStaff --- P1[7.8%]
    ProfessionalStaff --- P2[16.5%]
    AllOtherPaidStaff --- A1[92.2%]
    AllOtherPaidStaff --- A2[83.5%]
  
```

## B4: Staffing (continued)

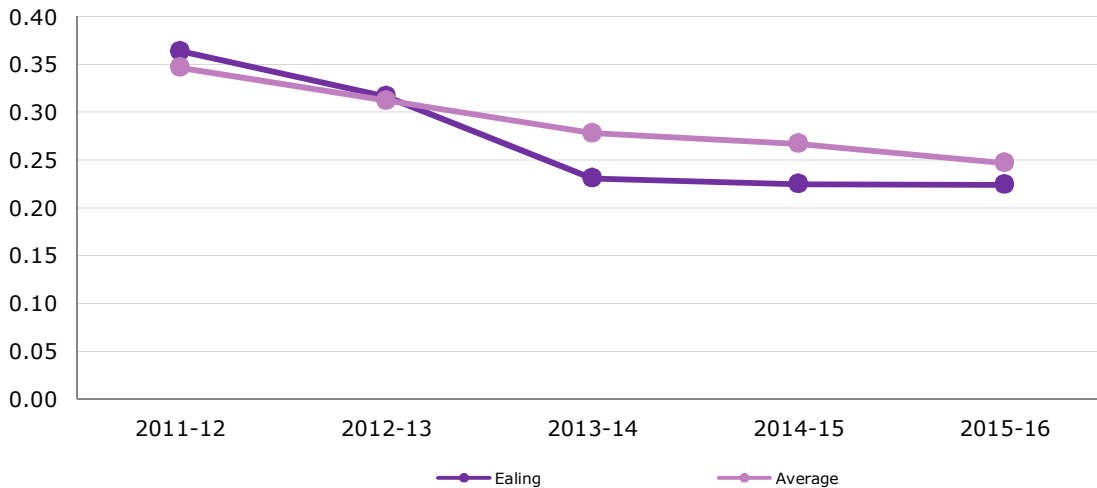
	£	Average
Employee Costs per Employee	24,876	30,661
Employees per 1,000 population	0.22	0.25
Employee Costs per 1,000 population	5,568	7,625



Source: CIPFA Public Library Statistics 2016 - Cell 131 divided by Cell 97

All Staff	FTE	per 1,000 pop	Average
2011-12	123.4	0.36	0.35
2012-13	107.8	0.32	0.31
2013-14	79.0	0.23	0.28
2014-15	76.8	0.22	0.27
2015-16	76.8	0.22	0.25

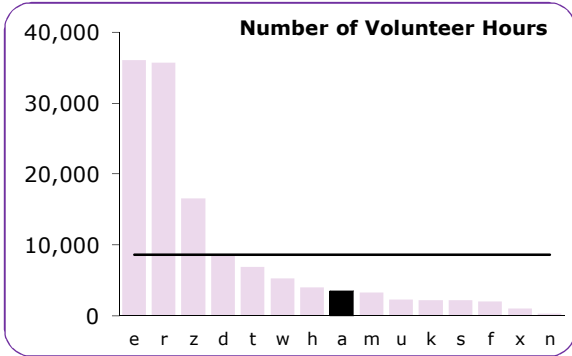
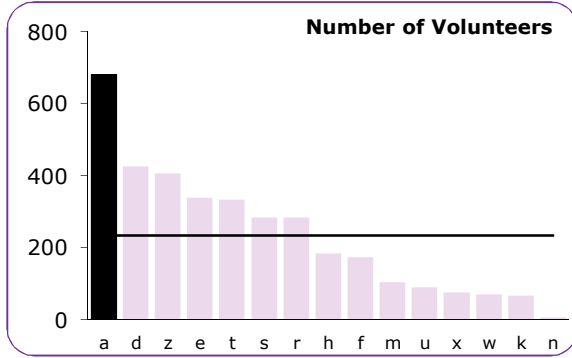
**Employees per 1,000 population: Time Series**



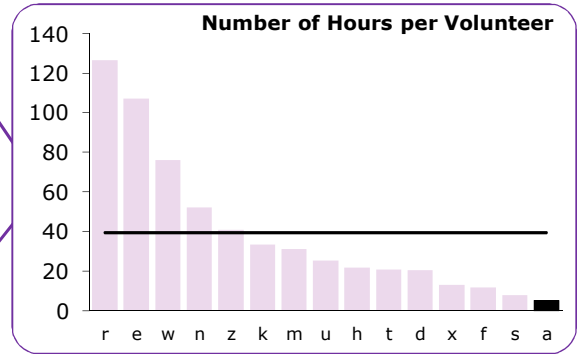
Source: CIPFA Public Library Statistics 2016 - Cell 97 and equivalent for previous years

## B5: Volunteers

2015-16 Actuals



	Number	Average
Volunteers	679	234
Volunteer Hours	3,541	8,624
Average Hours per Volunteer	5.2	39.4

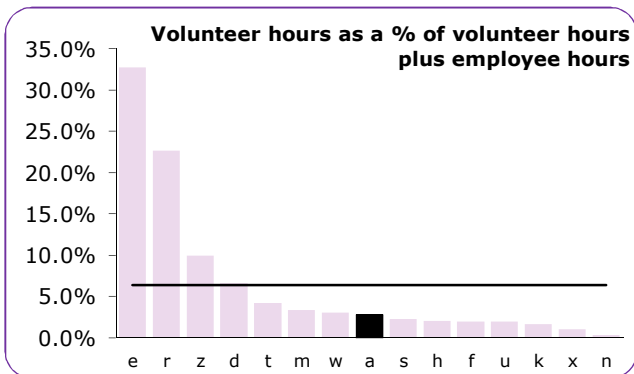


Source: CIPFA Public Library Statistics 2016 - Cells 98 & 99

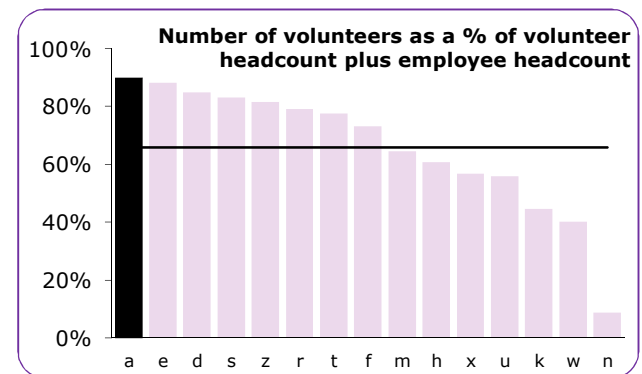
- The section below uses 1,625 hours as the annual hours worked by a full-time member of staff.
- We use this to compare hours provided by paid staff and volunteers.
- The two charts below compare the volunteers to the total of paid staff and volunteers.

	FTE	Average
% Hours worked by volunteers	2.8%	6.4%

	%	Average
Volunteers as % headcount	89.8%	65.8%



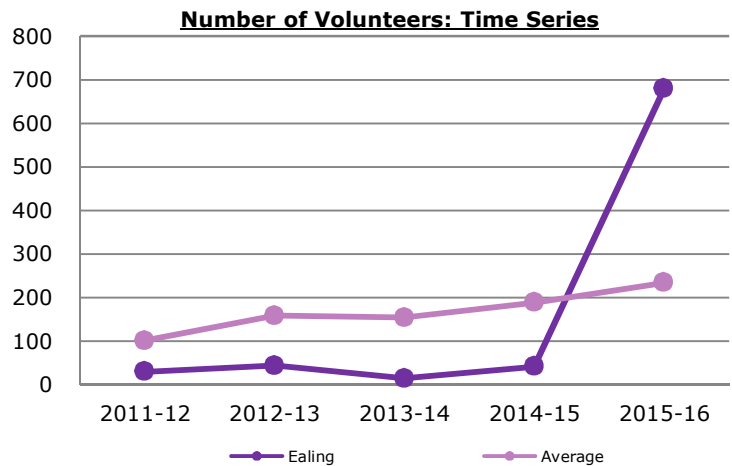
Source: CIPFA Public Library Statistics 2016 - Cells 98 & 99



Source: CIPFA Public Library Statistics 2016 - Cells 98 & 99

Volunteers	Number	Average
2011-12	29	100
2012-13	43	158
2013-14	14	153
2014-15	41	188
2015-16	679	234

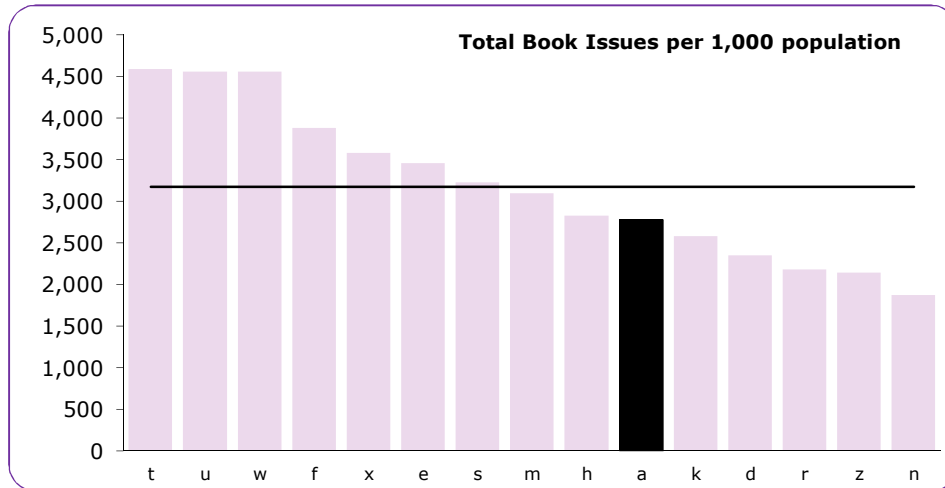
Source: CIPFA Public Library Statistics 2016 - Cell 98 and equivalent for previous years





## SECTION C: WORKLOAD

- This section examines issues and stock turn for books and other items along with requests, enquiries and loans.



(See page 26 for details)

### Section Contents

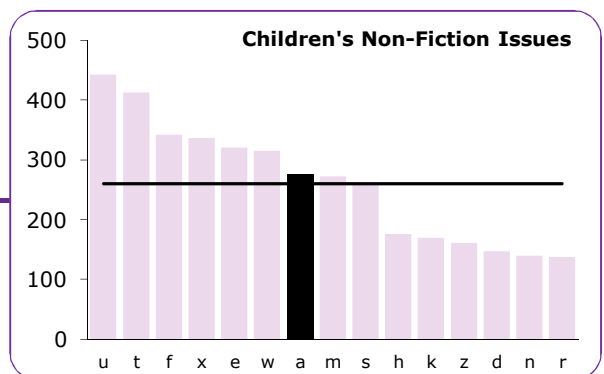
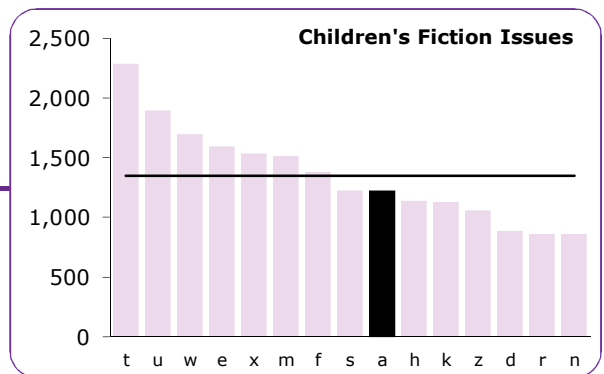
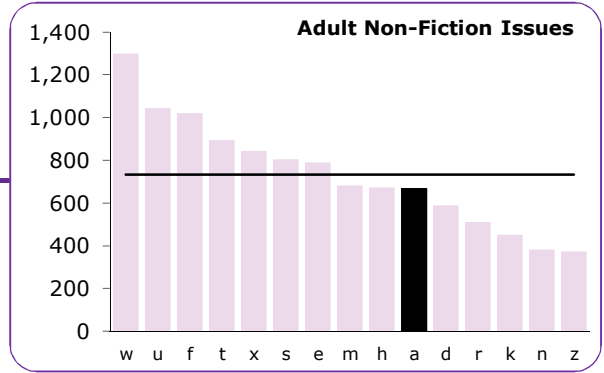
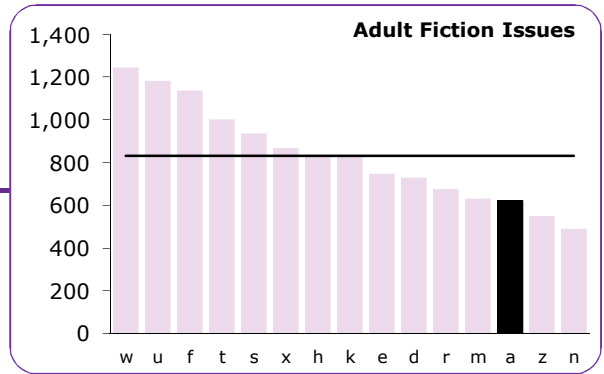
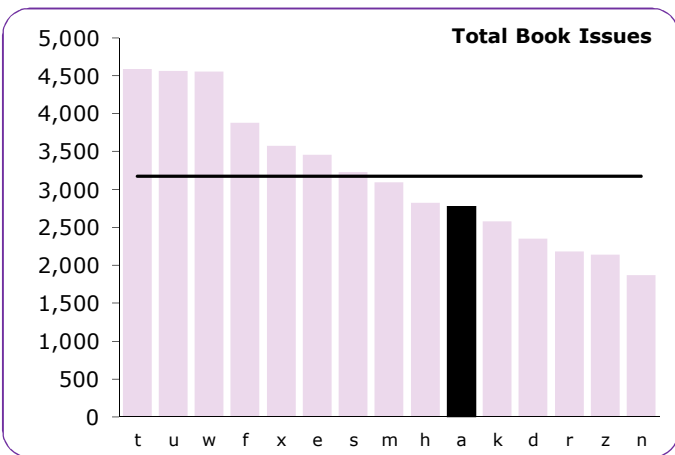
<b>Page 26</b>	<b>C1: Book Issues</b> Split by children/adult and fiction/non-fiction
<b>Page 27</b>	<b>C2: Stock Turn</b> Split by children/adult and fiction/non-fiction
<b>Page 28</b>	<b>C3: Audio, Visual, Electronic &amp; Other Issues</b> Split by various categories
<b>Page 30</b>	<b>C4: Request Service</b> Total and online
<b>Page 30</b>	<b>C5: Enquiries</b> Total and online
<b>Page 30</b>	<b>C6: Inter-Library Loans</b> Supplied and received

# C1: Book Issues

2015-16 Actuals

	Number	/1,000 pop	Average
Adult Fiction	212,425	619	<i>831</i>
Adult Non-Fiction	227,945	664	<i>733</i>
Children's Fiction	418,921	1,221	<i>1,350</i>
Children's Non-Fiction	94,263	275	<i>260</i>
<b>Total Book Issues</b>	<b>953,554</b>	<b>2,779</b>	<b><i>3,174</i></b>

graphs shown per 1,000 population



Breakdown of issues (percentage). Your authority's value is followed by the average value in italics.

Book Issues	Authority	Percentage	Average
Book Issues	Adult Fiction	22.3%	<i>26.2%</i>
	Adult Non-Fiction	23.9%	<i>23.1%</i>
	Children's Fiction	43.9%	<i>42.5%</i>
	Children's Non-Fiction	9.9%	<i>8.2%</i>

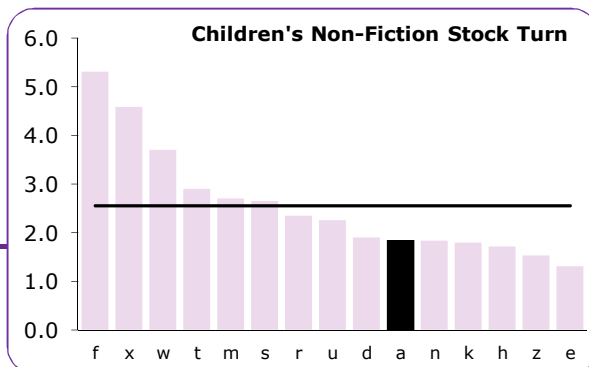
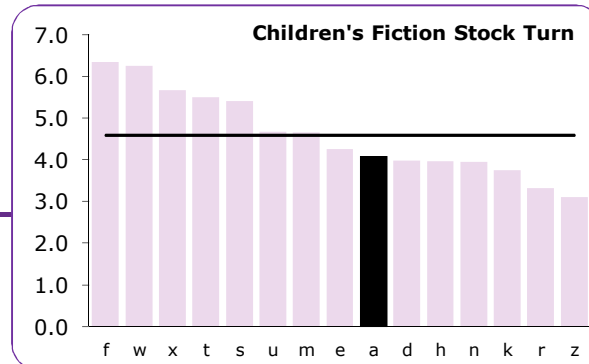
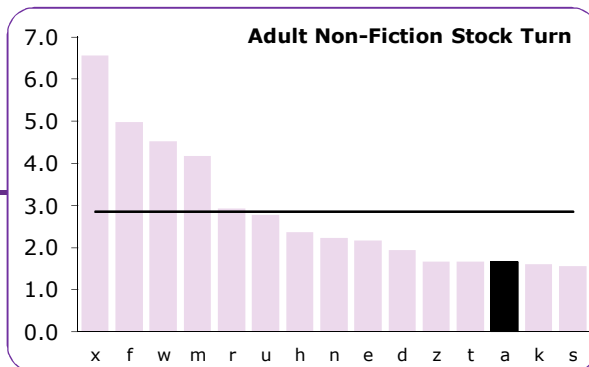
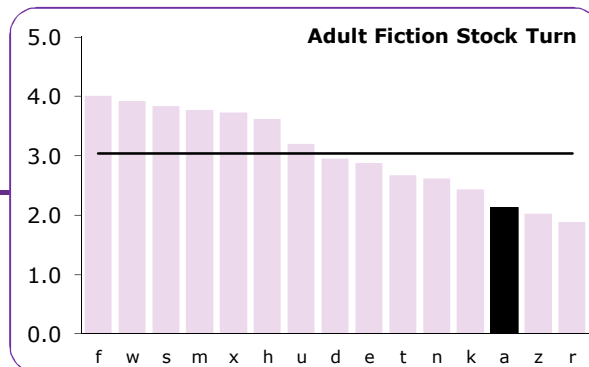
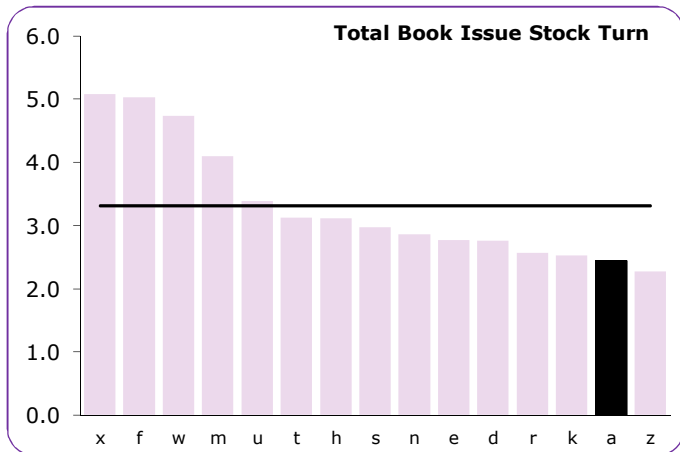
Source: CIPFA Public Library Statistics 2016 - Cells 100 to 103

## C2: Stock Turn

2015-16 Actuals

	Number	Average
Adult Fiction	2.1	3.0
Adult Non-Fiction	1.7	2.8
Children's Fiction	4.1	4.6
Children's Non-Fiction	1.8	2.5
<b>Total Book Issues</b>	<b>2.4</b>	<b>3.3</b>

- Number of books issued divided by the book stock (i.e. the average number of times each book was issued during the year).



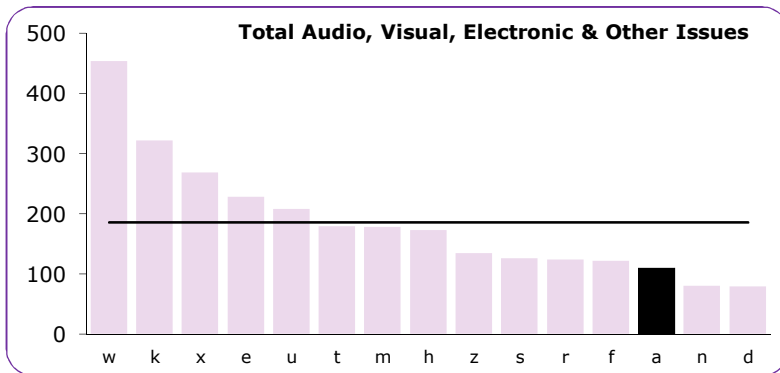
Source: CIPFA Public Library Statistics 2016 - Cells 100 to 104 divided by Cells 58 to 62 respectively

### C3: Audio, Visual, Electronic & Other Issues

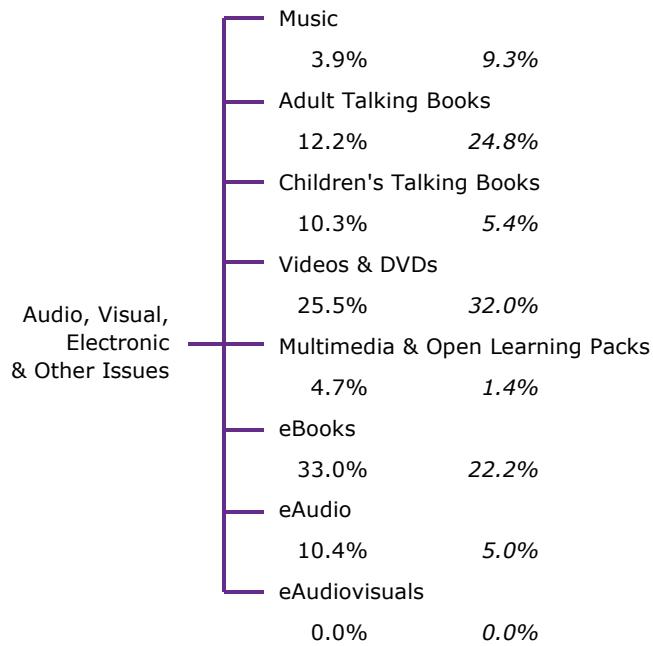
2015-16 Actuals

	Number	/1,000 pop	Avg
<b>Sound Recordings</b>			
Music	1,471	4.3	<i>17.2</i>
Adult Talking Books	4,574	13.3	<i>45.8</i>
Children's Talking Books	3,856	11.2	<i>10.0</i>
Video & DVDs	9,559	27.9	<i>59.1</i>
Multimedia & Open Learning Packs	1,764	5.1	<i>2.5</i>
<b>Electronic Products</b>			
eBooks	12,401	36.1	<i>41.0</i>
eAudio	3,905	11.4	<i>9.3</i>
eAudiovisuals	0	0.0	<i>0.0</i>
<b>Total Audio Visual Issues</b>	<b>37,530</b>	<b>109.4</b>	<b><i>185.0</i></b>

graph shown per 1,000 population



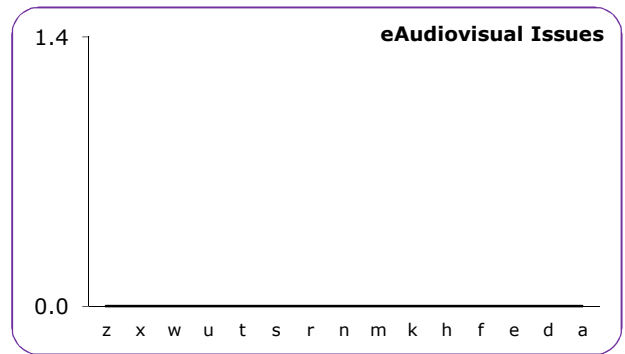
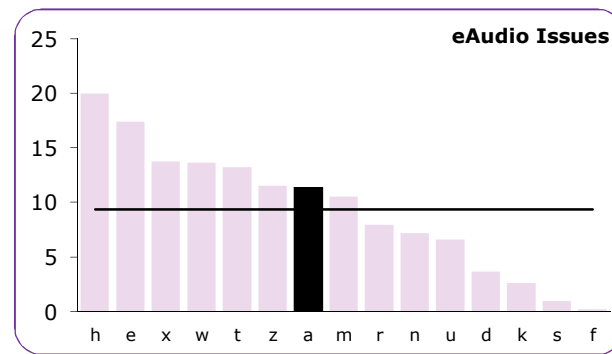
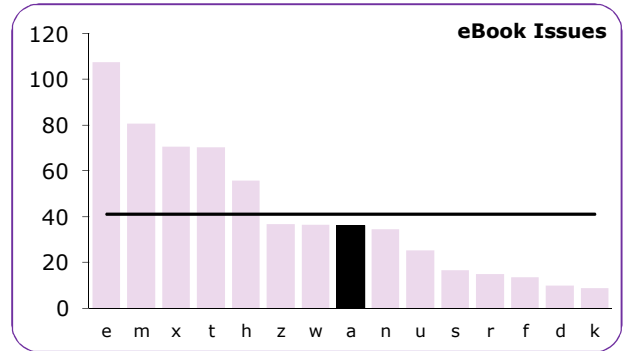
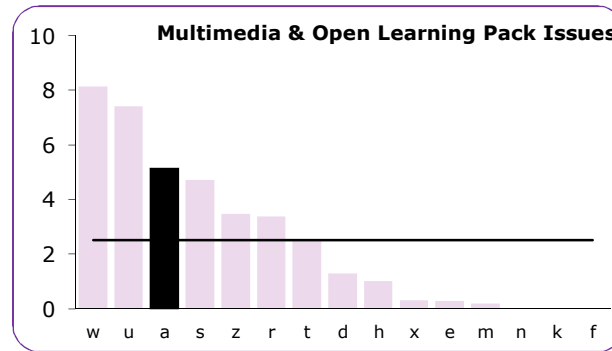
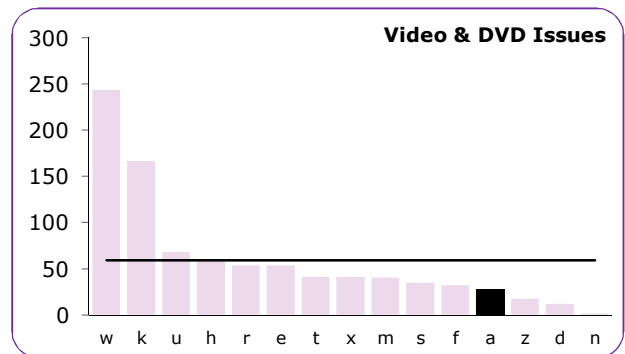
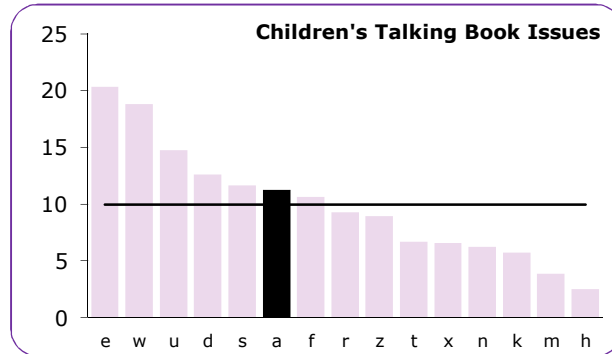
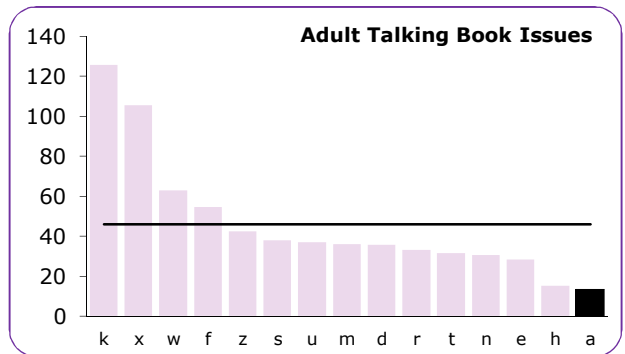
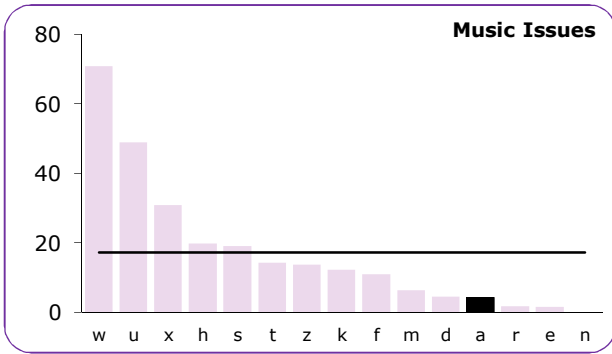
This tree diagram analyses Audio, Visual, Electronic & Other Issues.  
Your authority's value is followed by the average value in italics.



Source: CIPFA Public Library Statistics 2016 - Cells 105 to 113

### C3: Audio, Visual, Electronic & Other Issues (continued)

graphs shown per 1,000 population



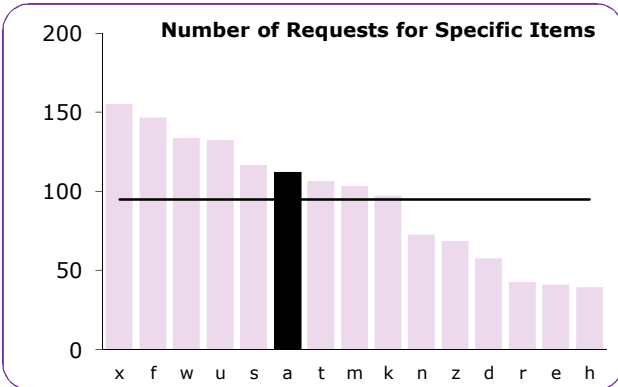
Source: CIPFA Public Library Statistics 2016 - Cells 105 to 113

## C4: Request Service

2015-16 Actuals

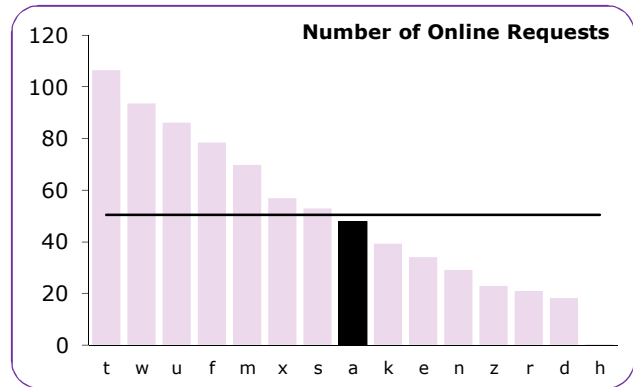
	Number	per 1,000 pop	Average
Requests	38,393	112	95

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cell 114

	Number	per 1,000 pop	Average
Online Requests	16,391	48	50



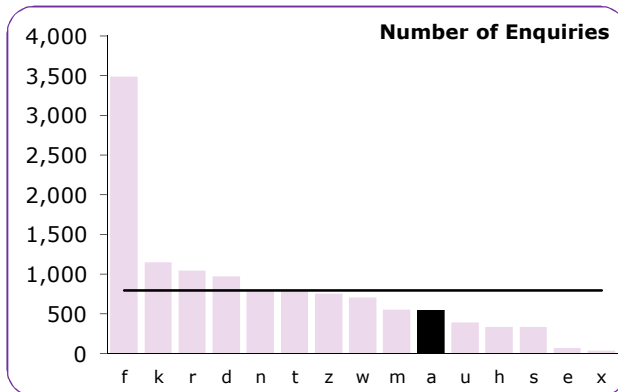
Source: CIPFA Public Library Statistics 2016 - Cell 115

## C5: Enquiries

2015-16 Actuals

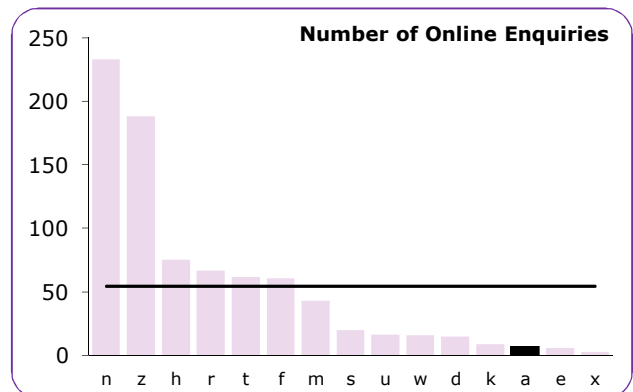
	Number	per 1,000 pop	Average
Enquiries	184,395	537	793

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cell 119

	Number	per 1,000 pop	Average
Online Enquiries	2,340	6.8	54.4



Source: CIPFA Public Library Statistics 2016 - Cell 120

## C6: Inter-Library Loans

2015-16 Actuals

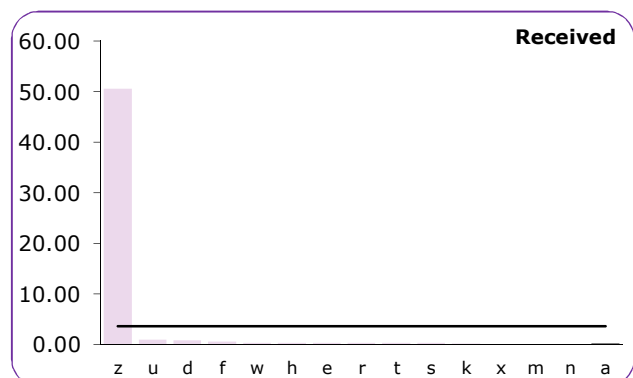
	Number	per 1,000 pop	Average
Loans Supplied	178	0.5	5.4

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cell 129

	Number	per 1,000 pop	Average
Loans Received	6	0.02	3.65



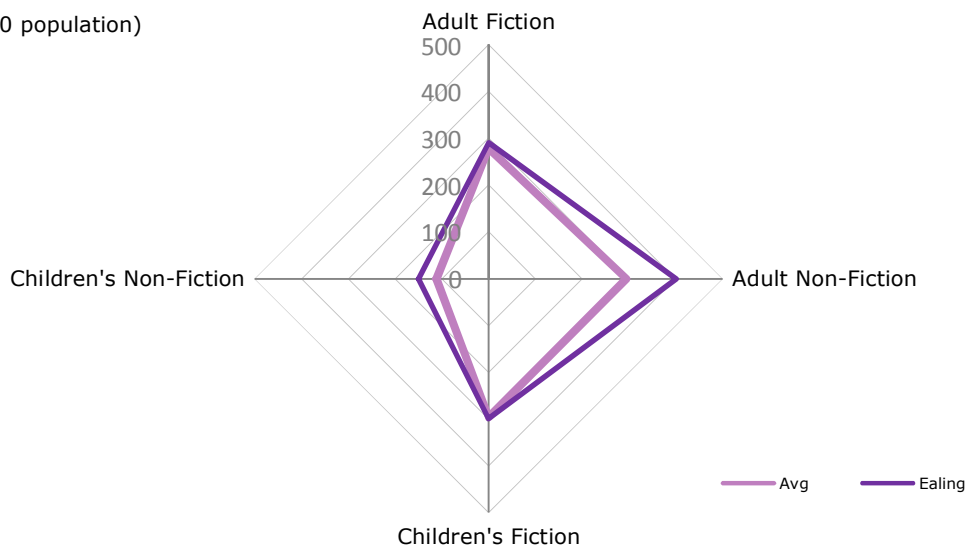
Source: CIPFA Public Library Statistics 2016 - Cell 130

## SECTION D: STOCK

- This section examines issues and stock turn for books and other items along with requests, enquiries and loans.

### **Book Stock at 31 March 2016**

(Stock per 1,000 population)



(See page 32 for details)

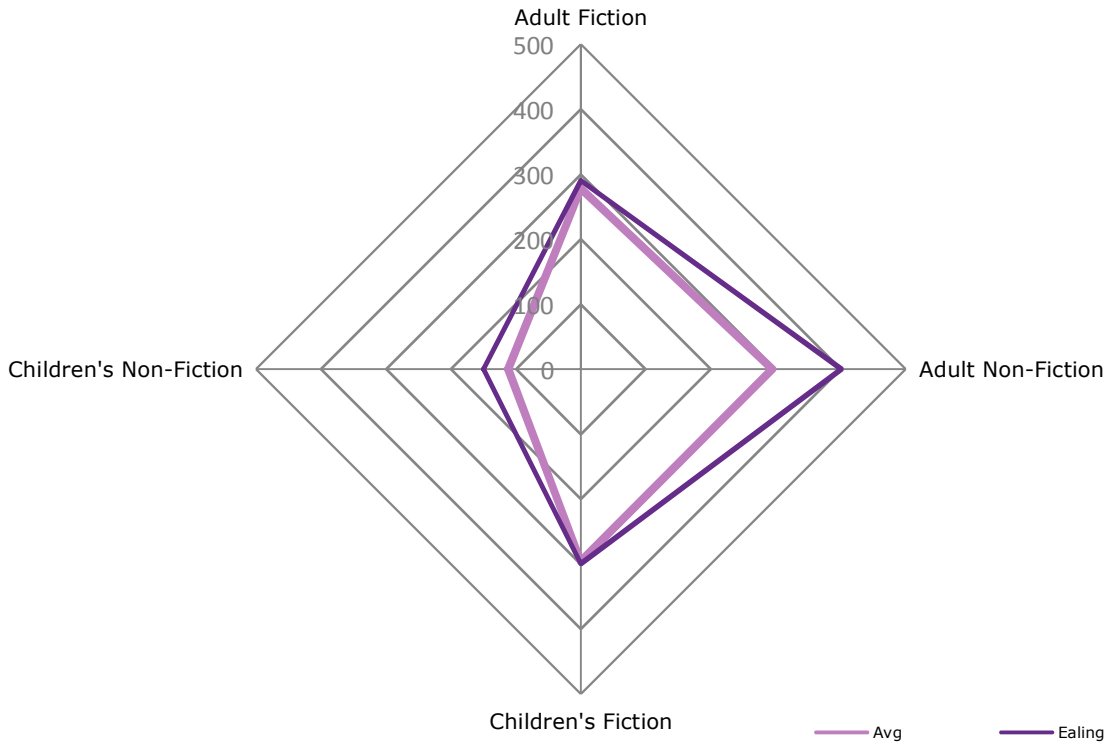
### Section Contents

<b>Page 32</b>	<b>D1: Book Stock</b> Split by children/adult and fiction/non-fiction
<b>Page 34</b>	<b>D2: Audio, Visual, Electronic &amp; Other Stock</b> Split by various categories
<b>Page 37</b>	<b>D3: Book Acquisitions</b> Split by children/adult and fiction/non-fiction
<b>Page 38</b>	<b>D4: Audio, Visual, Electronic &amp; Other Acquisitions</b> Split by various categories
<b>Page 39</b>	<b>D5: All Acquisitions (Books &amp; Audio Visual)</b> Trendline
<b>Page 40</b>	<b>D6: Lending Stock Replenishment Rate</b> Overall replenishment rate

# D1: Book Stock

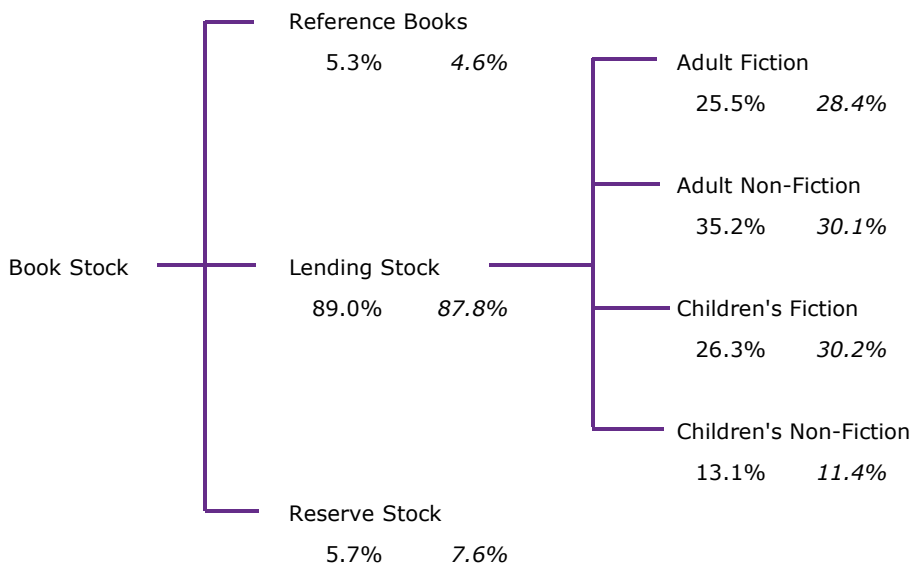
## Summary

### Book Stock at 31 March 2016



- Books per 1,000 population, see next page for detail.

This tree diagram analyses each type of stock as a percentage of total book stock. Your authority's value is followed by the average value in italics.



Source: CIPFA Public Library Statistics 2016 - Cells 57 to 64

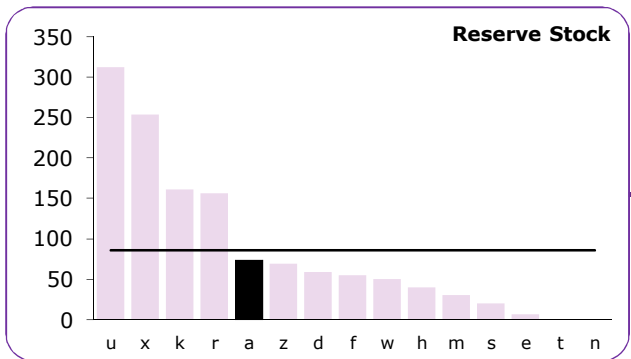
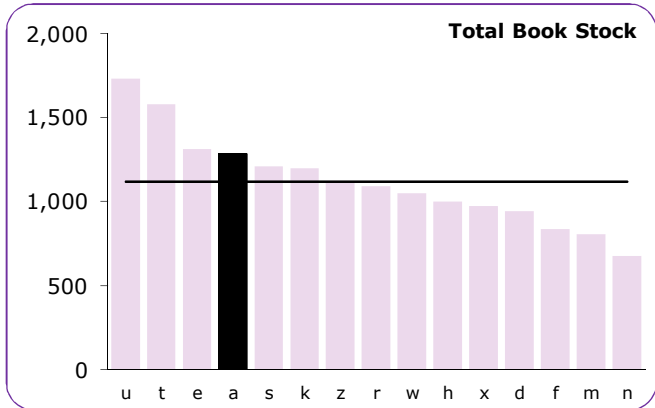
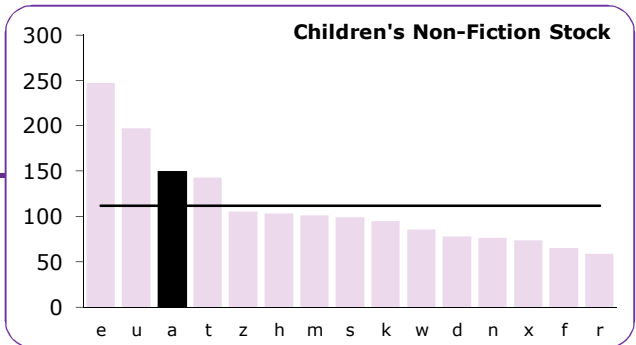
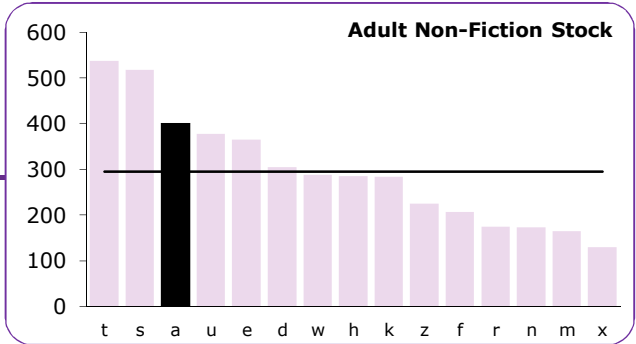
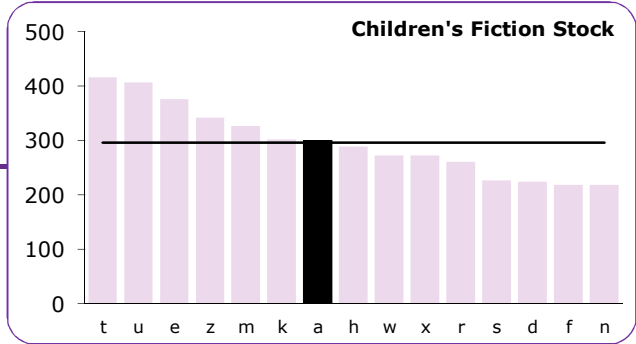
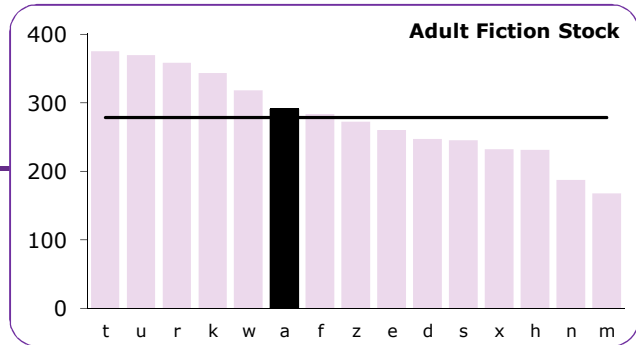
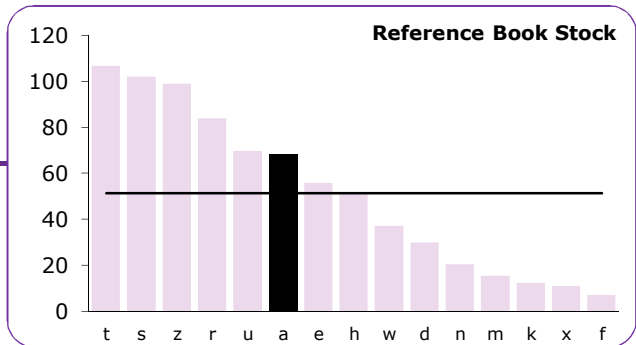


# D1: Book Stock (continued)

at 31 March 2016

	No.	/1,000 pop	Avg
Reference Books	23,353	68	51
<b>Lending Stock</b>			
Adult Fiction	99,612	290	278
Adult Non-Fiction	137,514	401	295
Children's Fiction	102,723	299	296
Children's Non-Fiction	51,335	150	112
Reserve Stock	25,098	73	85
<b>Total Book Stock</b>	<b>439,635</b>	<b>1,281</b>	<b>1,117</b>

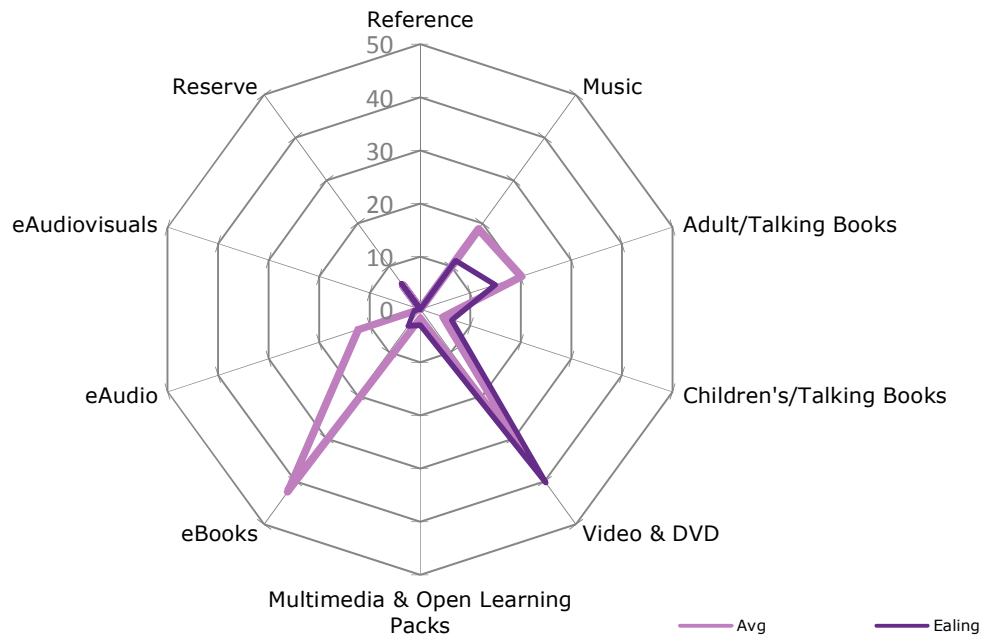
graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cells 57 to 64

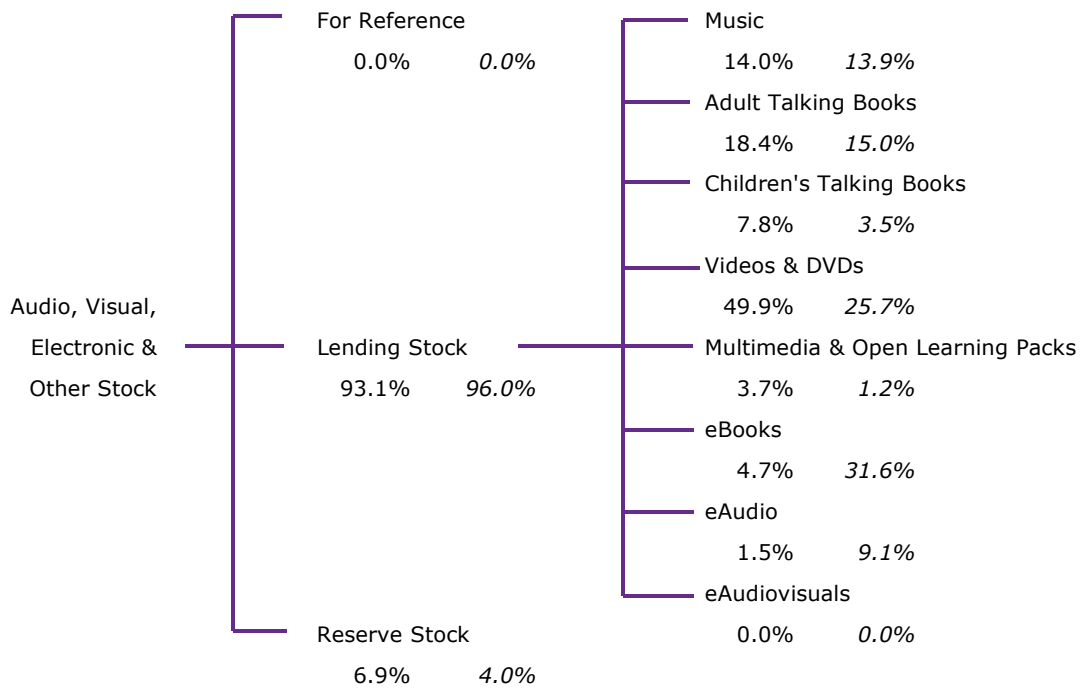
## D2: Audio, Visual, Electronic & Other Stock

**Stock at 31 March 2016**



- Stock per 1,000 population, see next page for detail.

This tree diagram analyses each type of stock as a percentage of total audio visual stock. Your authority's value is followed by the average value in italics.



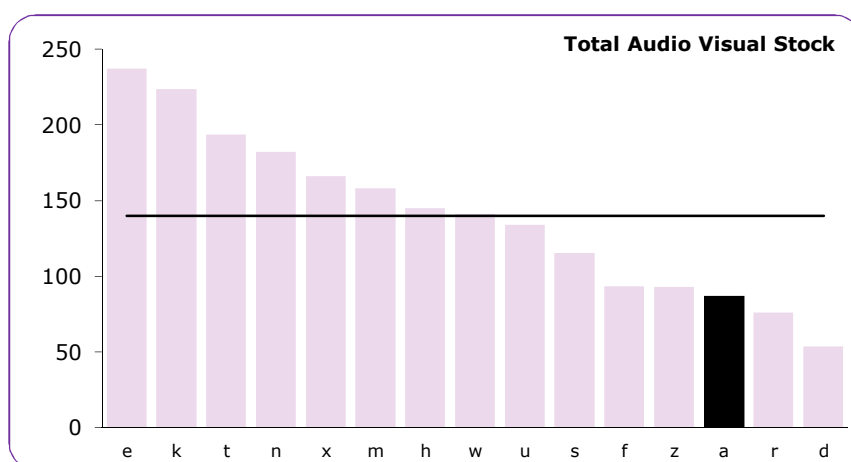
Source: CIPFA Public Library Statistics 2016 - Cells 72 to 83

## D2: Audio, Visual, Electronic & Other Stock (continued)

at 31 March 2016

	Number	per 1,000 pop	Avg
For Reference	0	0.0	0.0
<b>Lending Stock</b>			
Sound - Music	3,893	11.3	18.7
Sound - Adult Talking Books	5,110	14.9	20.1
Sound - Children's Talking Books	2,161	6.3	4.7
Video & DVDs	13,839	40.3	34.5
Multimedia & Open Learning Packs	1,024	3.0	1.6
Electronic - eBooks	1,315	3.8	42.4
Electronic - eAudio	409	1.2	12.2
Electronic - eAudiovisuals	0	0.0	0.0
Reserve Stock	2,044	6.0	5.5
<b>Total Audio Visual Stock</b>	<b>29,795</b>	<b>86.8</b>	<b>139.7</b>

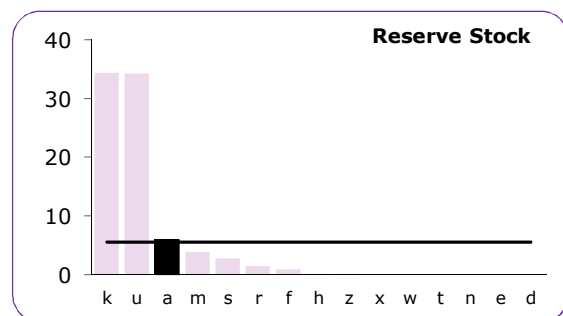
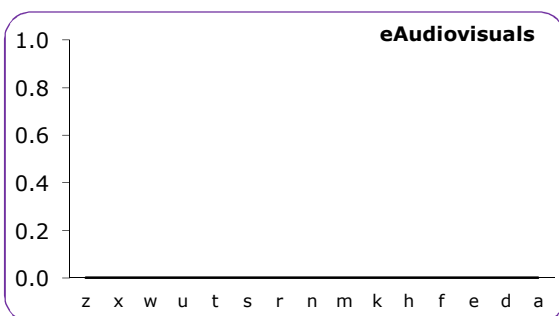
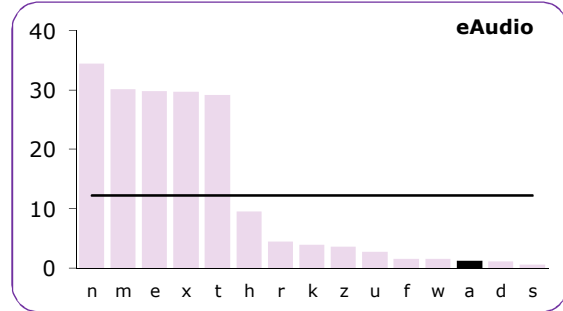
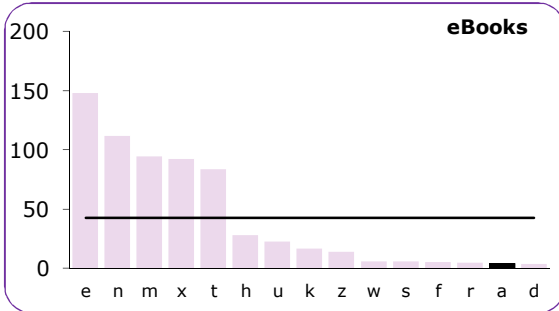
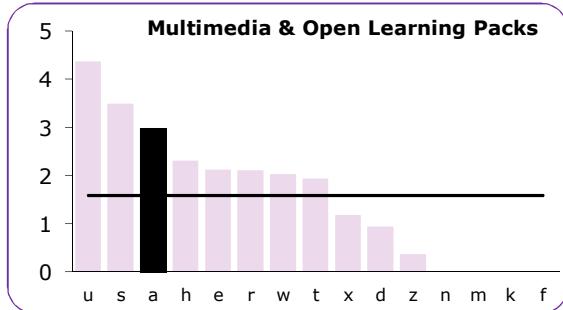
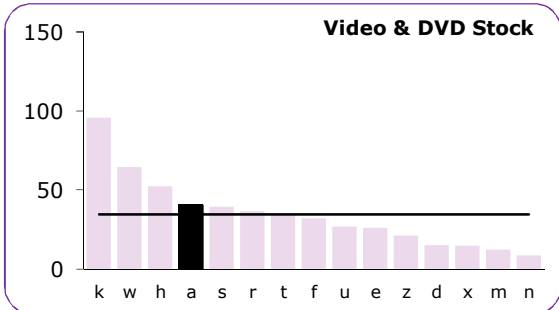
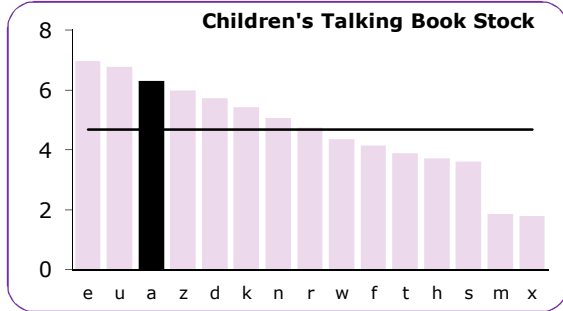
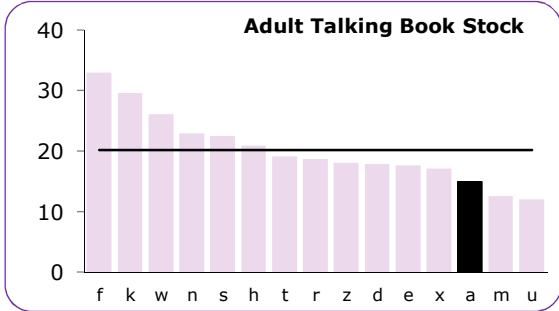
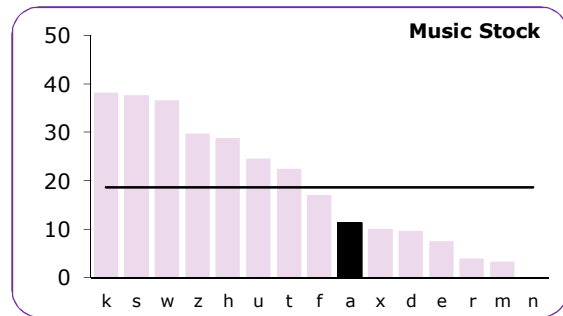
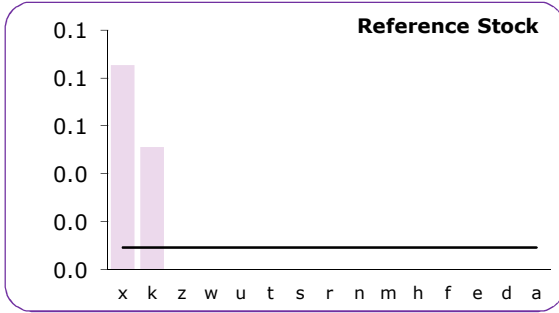
graph shown per 1,000 population



Source: CIPFA Public Library Statistics 2016 - Cells 72 to 83

## D2: Audio, Visual, Electronic & Other Stock (continued)

graphs shown per 1,000 population



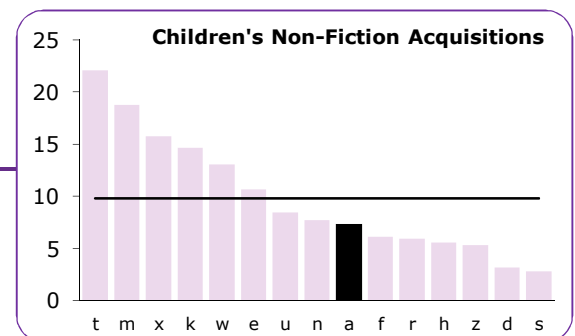
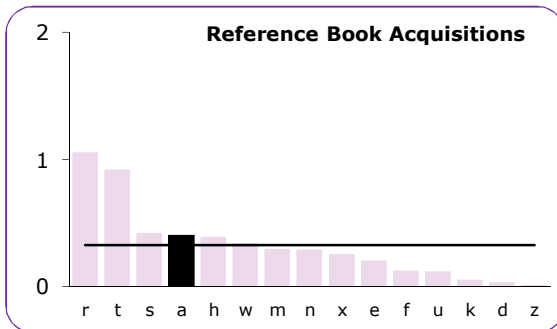
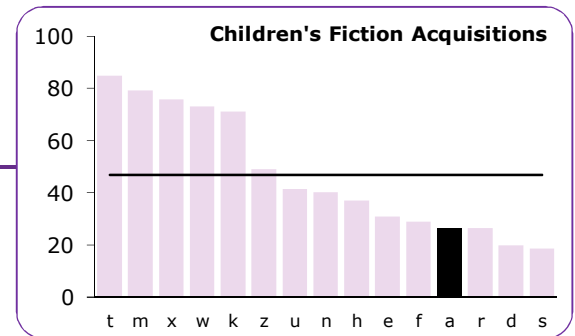
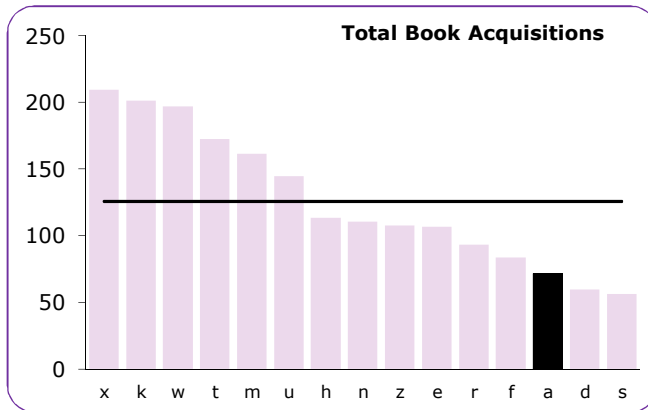
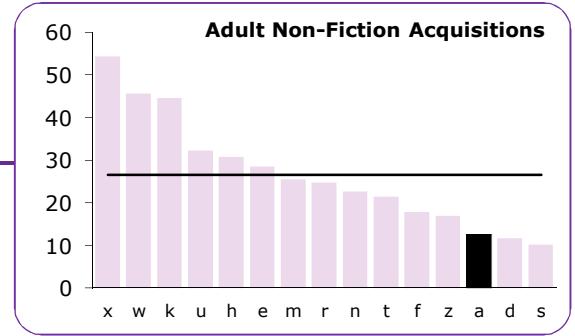
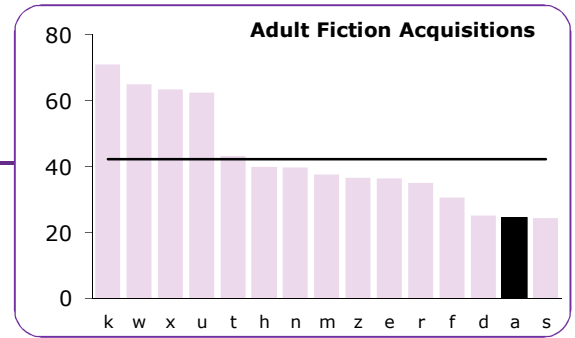
Source: CIPFA Public Library Statistics 2016 - Cells 72 to 83

### D3: Book Acquisitions

2015-16 Actuals

graphs shown per 1,000 population

	Number	per 1,000 pop	<i>Average</i>
Reference Books	138	0.4	<i>0.3</i>
<b>Lending Stock</b>			
Adult Fiction	8,391	24.5	<i>42.2</i>
Adult Non-Fiction	4,295	12.5	<i>26.6</i>
Children's Fiction	9,082	26.5	<i>46.7</i>
Children's Non-Fiction	2,517	7.3	<i>9.8</i>
<b>Total Book Acquisitions</b>	<b>24,423</b>	<b>71.2</b>	<b><i>125.6</i></b>



This tree diagram analyses each type of stock as a percentage of total book acquisitions. Your authority's value is followed by the average value in italics.

Book Acquisitions	Reference Books	0.6%	<i>0.3%</i>
	Lending Stock	99.4%	<i>99.7%</i>
	Adult Fiction	34.6%	<i>33.7%</i>
	Adult Non-Fiction	17.7%	<i>21.2%</i>
	Children's Fiction	37.4%	<i>37.3%</i>
	Children's Non-Fiction	10.4%	<i>7.8%</i>

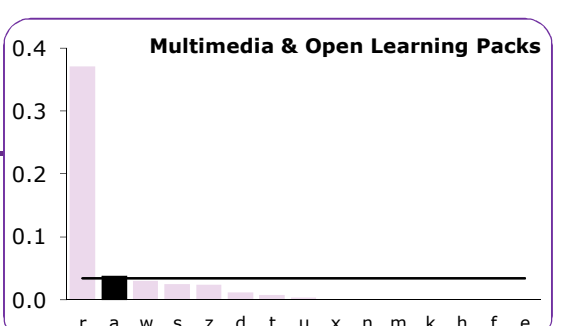
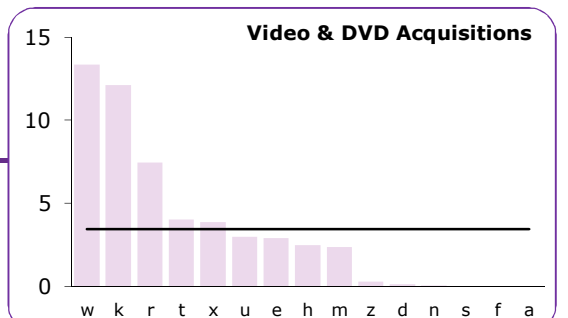
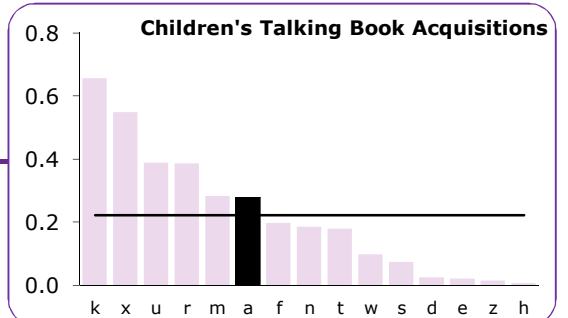
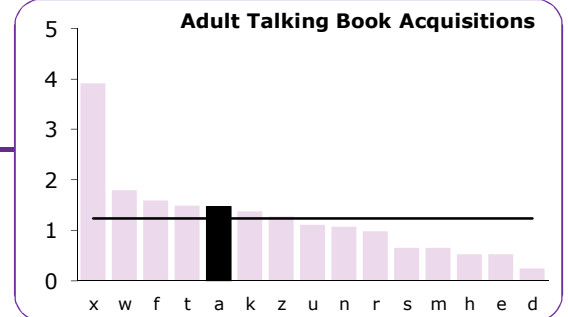
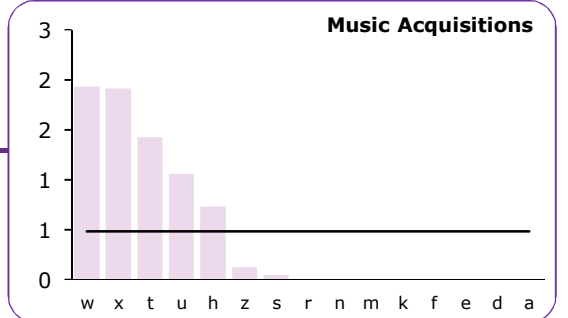
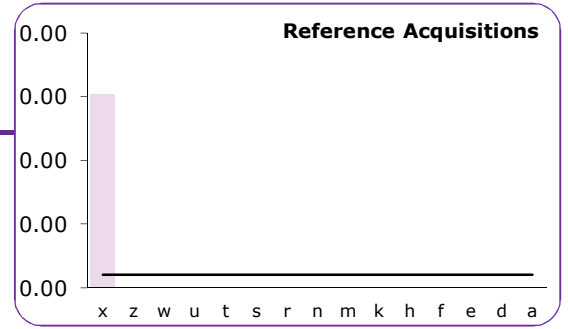
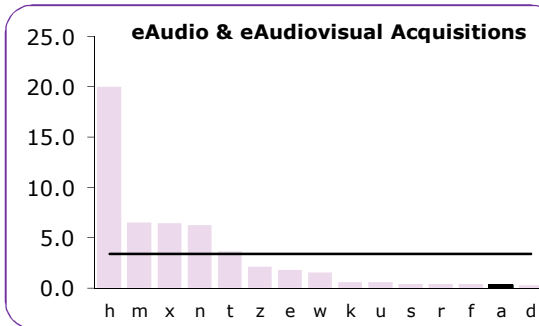
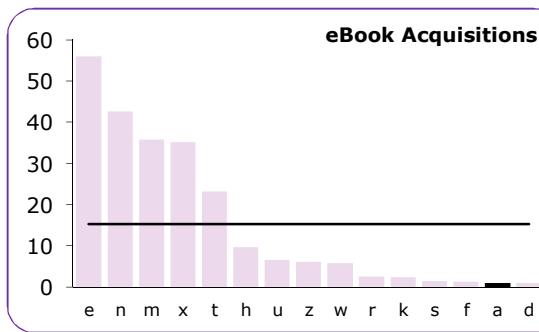
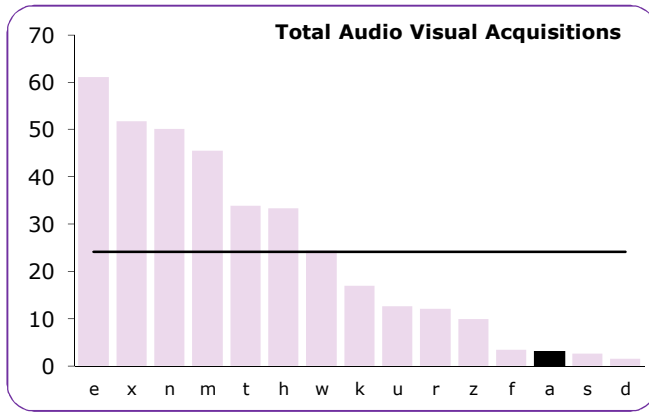
Source: CIPFA Public Library Statistics 2016 - Cells 65 to 71

## D4: Audio, Visual, Electronic & Other Acquisitions

2015-16 Actuals

graphs shown per 1,000 population

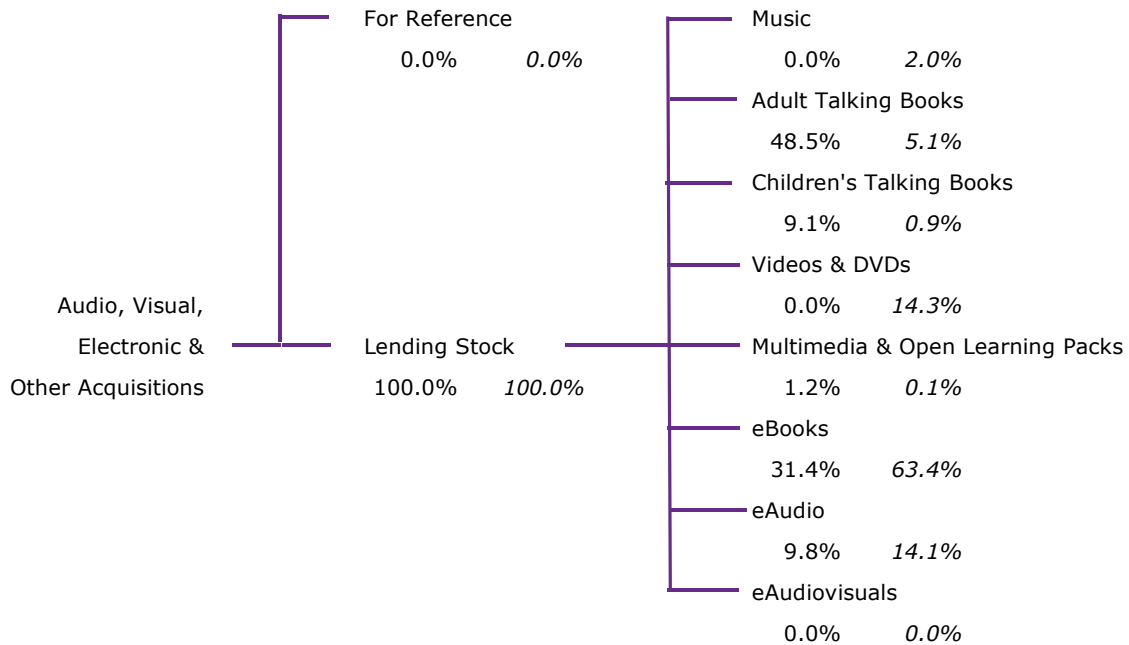
	Number	per 1,000 pop	Avg
For Reference	0	0.0	0.0
<b>Lending Stock</b>			
Sound - Music	0	0.0	0.5
Sound - Adult Talking Books	506	1.5	1.2
Sound - Children's Talking Books	95	0.3	0.2
Video & DVDs	0	0.0	3.4
Multimedia & Open Learning Packs	13	0.0	0.0
eBooks	327	1.0	15.3
eAudio	102	0.3	3.4
eAudiovisuals	0	0.0	0.0
<b>Total Audio Visual Acquisitions</b>	<b>1,043</b>	<b>3.0</b>	<b>24.1</b>



Source: CIPFA Public Library Statistics 2016 - Cells 84 to 94

## D4: Audio, Visual, Electronic & Other Acquisitions (continued)

This tree diagram analyses each type of stock as a percentage of total audio visual acquisitions. Your authority's value is followed by the average value in *italics*.

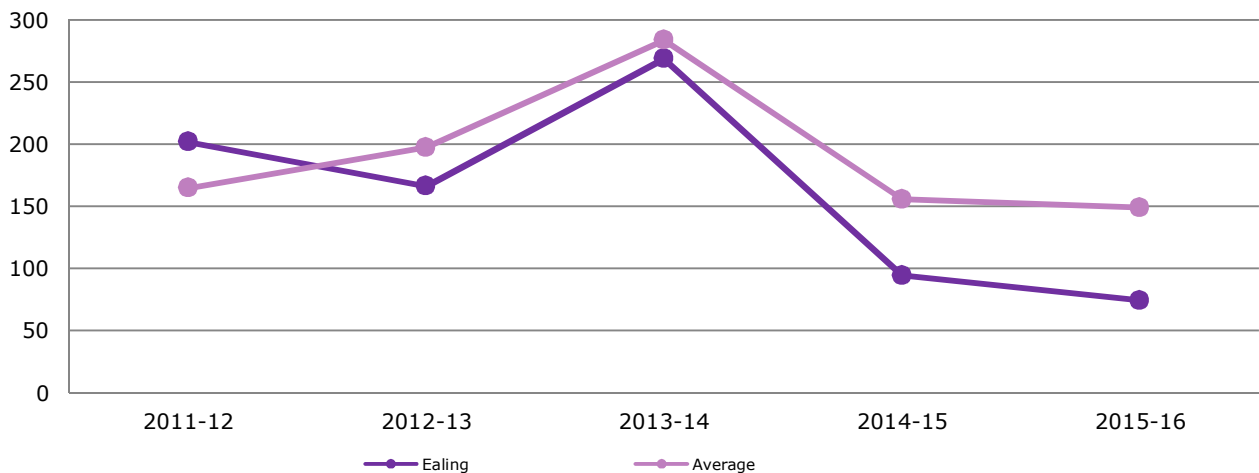


Source: CIPFA Public Library Statistics 2016 - Cells 84 to 93

## D5: All Acquisitions (Books and Audio Visual)

Acquisitions	Number	per 1,000 pop	Average
2011-12	68,397	202	165
2012-13	56,615	166	197
2013-14	91,995	269	284
2014-15	32,261	94	156
2015-16	25,466	74	149

**Acquisitions per 1,000 population: Time Series**

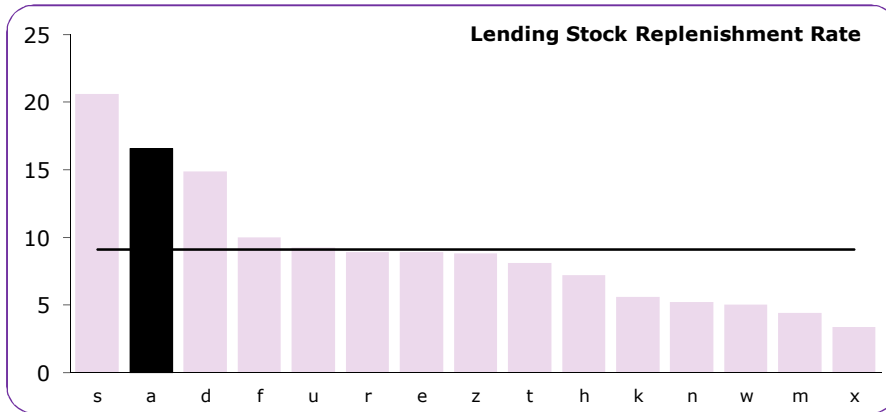


Source: CIPFA Public Library Statistics 2016 - Cells 71 & 94

## D6: Lending Stock Replenishment Rate

Lending Stock	Years	Average
Replenishment Rate	16.5	9.1

- Time taken in years to replenish the lending stock on open access or available on loan at 2015-16 rate.

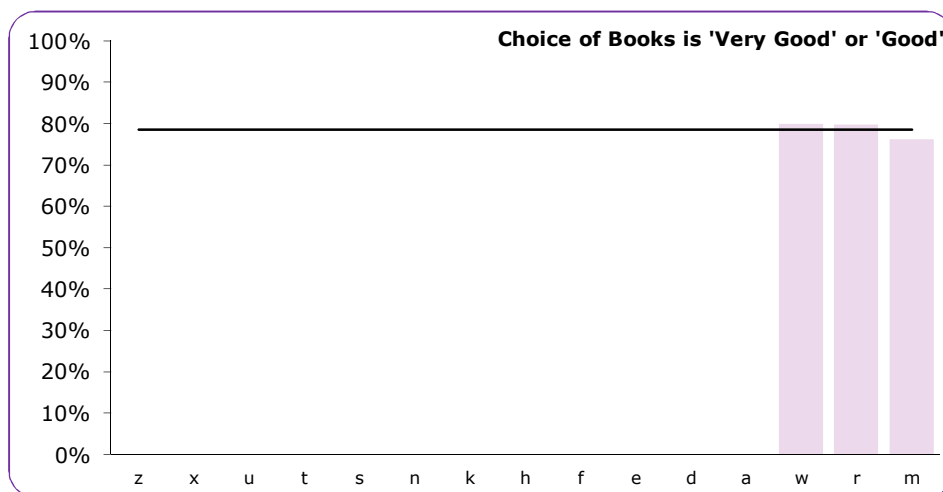


Source: CIPFA Public Library Statistics 2016 - (Cell 62 + Cell 81) / (Cell 70 + Cell 93)



## SECTION E: PERFORMANCE

- The CIPFAstats Public Library Statistics primarily collect cost and quantity figures. Here we analyse the performance data included, in particular the results of the latest PLUS surveys\*.



(See page 43 for details)

Section Contents	
<b>Page 42</b>	<b>E1: Requests</b> % supplied in 7, 15 and 30 days
<b>Page 43</b>	<b>E2: Adults Public Library Users Survey (PLUS)</b> Satisfaction Measures
<b>Page 44</b>	<b>E3: Childrens Public Library Users Survey (PLUS)</b> Satisfaction Measures Outcome Measures

\*Public Library Users Survey (PLUS)

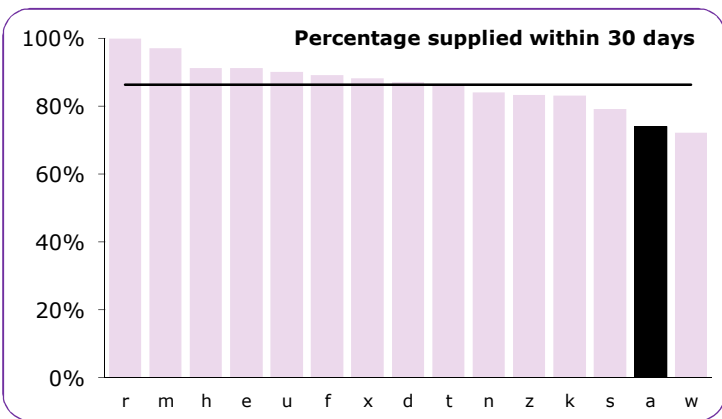
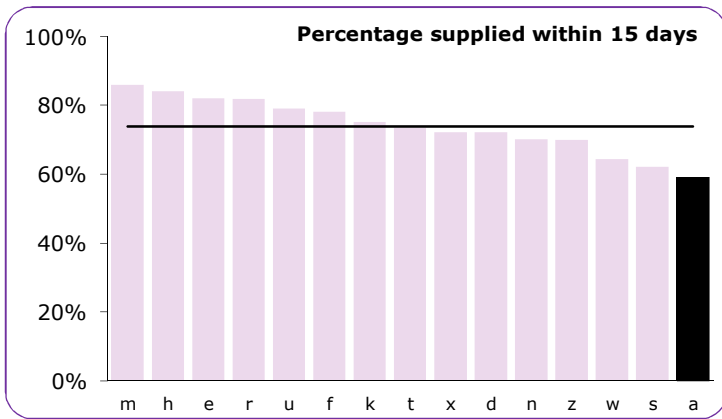
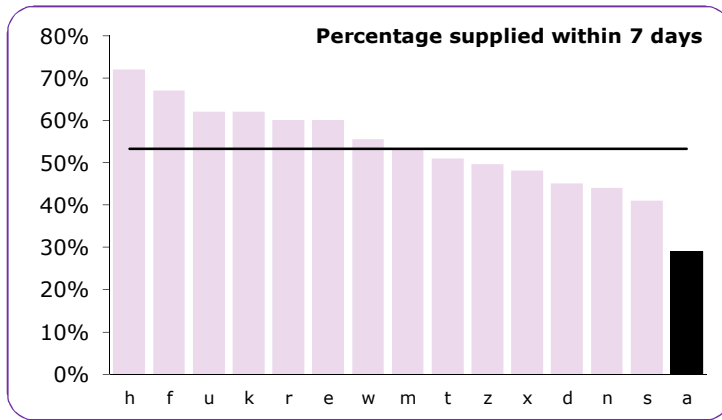
This PLUS data is the feedback from the individuals who makes use of library services. It contains the views of children, young people and adults from diverse neighbourhoods who have been surveyed on a variety of topics including books, homework and computers. Examples of the way the PLUS data is used includes, for example, demographic profiling to determine demand amongst key groups for services.

If you would like to learn more about PLUS please contact [research@cipfa.org](mailto:research@cipfa.org)

# E1: Requests

2015-16 Actuals

Percentage Supplied	Authority	Average
within 7 days	29%	53%
within 15 days	59%	74%
within 30 days	74%	86%

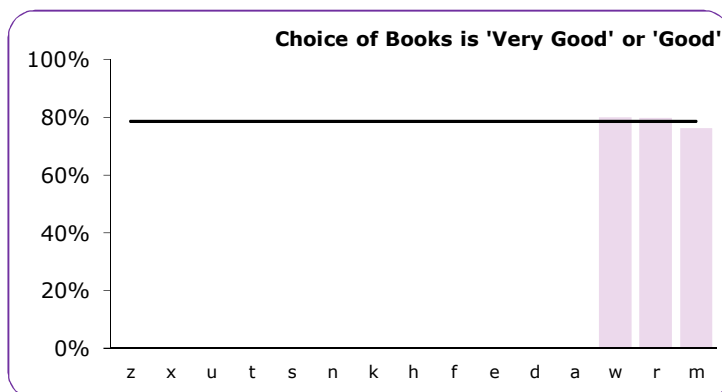
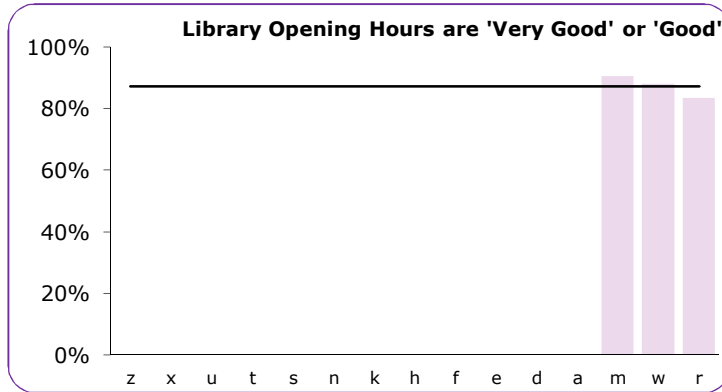


Source: CIPFA Public Library Statistics 2016 - Cells 116 to 118

## E2: Public Library User Survey (PLUS)

Over 16

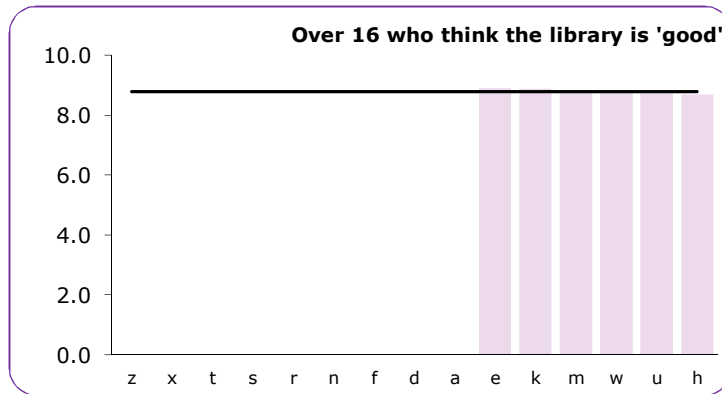
Survey Year:	2015-16	Authority	Average
Proportion who view their library opening hours as 'very good' or 'good'		na	87%
Proportion who view their library as 'very good' or 'good'		na	89%
Proportion who find the choice of books as 'very good' or 'good'		na	79%



### E3: Public Library User Survey (PLUS)

Under 16

Survey Year:	2013-14	Authority	Average
Who think the library is 'good' (average score out of 10)		..	8.8



# APPENDICES

- Information to help you get the most out of the report.

## APPENDIX 1 - Comparative Bar Charts

Page 46

The report makes a great deal of use of one simple type of chart that is used by many organisations including the consultants McKinsey & Co. to display data simply and effectively. This section provides a detailed overview of the chart and instructions on how to read the charts to get the most out of them.

## APPENDIX 2 - Background Information

Page 49

This appendix provides comparisons for educational achievement, deprivation, area, population and population density as all these can have an impact on libraries planning.

## APPENDIX 3 - Financial Information

Page 51

This appendix provides more detailed tables of the financial data analysed in section B.

## APPENDIX 4 - Other CIPFA Libraries Services

Page 53

Links to other services that CIPFA provides for library authorities.

## APPENDIX 5 - Contact Us!

Page 53

Let us know what you think and how we can make the profile more useful.

# APPENDIX 1 - Comparative Bar Charts

## Comparative bar charts

This type of chart is the backbone of our report. It enables us to display the data for the entire group efficiently, displays clearly to readers where their authority sits compared to the group and provides key information about the range of values being compared.

While we hope these charts will be intuitive to many readers, some readers will benefit from a little more information. In this appendix we clarify how these charts work and present techniques for getting the most out of the them.

### Example 1: Anatomy of a comparative bar chart

This chart displays fictional user satisfaction data for 25 authorities. Each bar represents an individual authority and the bar for the reader's authority highlights in black.

The values for the authorities are displayed in order starting at the highest value at the left of the chart and dropping to the lowest at the right of the chart.

In this example, the black bar highlights on the left of the chart, showing that the authority is performing strongly (has a high value) for this indicator when compared to the other 24 authorities.

The horizontal black line is the average value for the group. In this example it can literally 'be seen' that the authorities user satisfaction is clearly above average as the black bar is taller than the height of the average line.

The y-axis shows the scale and enables readers to judge the values of individual authorities and the average. While readers naturally cannot read exact values off the chart, your authority's own value and the group average will be displayed near the chart, often with the associated raw data.



### Example 2: Comparative bar charts for reports with small numbers of authorities

This example displays fictional income data for 12 authorities.

Authorities can request copies of this report using any grouping of authorities that they wish (e.g. small regional groupings, nearest neighbours or family groupings, core cities up to the whole of Britain).

For small groupings of authorities (19 or less) we display letters under the charts and provide a key in the report to enable readers to identify each of their comparator authorities individually.



### Example 3: Zero values and unavailable data

Zero values: In some cases the value for any authority might be zero, in this case the value 'displays' as a bar of zero height (i.e. no bar) on the right of the distribution (which follows the pattern of lowest values to the right of the chart).

Unavailable data: In other cases there may not be data available, either because the data were not supplied, or because the data supplied have been rejected. These are displayed by missing bars on the left of the chart.

Averages: Zero values are included in the average as they are genuine values for authorities. The average however excludes unavailable data.

This chart shows fictional agency staff costs for 12 authorities. The four missing bars can potentially cause confusion, however it will quickly become second nature to readers.

In this chart, authorities q, f and a have no spend on agency staff, i.e. they have not used agency staff and therefore their values are genuinely zero. However the use by authority h is unknown and has been excluded from the analysis (represented by the gap on the left of the chart). The chart average is based on only 11 authorities as authority h is excluded.



### Example 4: Comparisons with large numbers of authorities

When a large number of authorities are displayed the individual bars get so small that they start to merge. The value for your authority should still be clearly visible as the black bar. While individual bars cannot be seen, this does not detract from the readers ability to compare their value to the group, or learn about overall range of values.

This chart shows fictional overhead costs for 150 authorities. By looking at the shape of the graph and position of the black bar and average line the following information can be observed.

- The black bar authority has a very low figure, being less than a third of the group average.
- Data were not available for around 10% of the authorities (gap on left of the chart).
- 5% of the authorities report either zero or miniscule costs (gap on right of the chart).
- There is great variation in these costs, as the distribution slopes smoothly from left to right showing that there is no 'typical' value for this cost.



## Examples 5-8: Example distributions and help in interpreting them

The distributions of values shown on the charts can vary greatly. Here we show some examples to help readers understand how the distributions can vary. In each case we will keep the black bar authority's value the same and the group average the same, however the shape of the graph and distribution of the groups values are varied to give quite different pictures of the example authority's costs.



- This chart shows a very common distribution (which a statistician would appropriately call the 'normal' distribution).
- While there is a wide range of values (20-100) the majority of authorities are in a much tighter range (about half are between 50 and 70).
- In this particular case the highlighted authority has one of the highest costs.



- This chart shows a straight sloping distribution.
- There is no consistency between authorities and no such thing as a typical value.
- In this particular case the highlighted authority is above average, but not significantly so.



- This chart shows little variation between authorities.
- In this particular case the highlighted authority is clearly the most expensive per 1,000 population.



- This distribution is quite rare, the chart clearly displays two distinct groupings of authorities.
- In this case interpreting the highlighted authorities value is difficult and it is important to investigate the reasons behind this variation.

## Quartiles

We finish this introduction with a quick note about quartiles. Quartiles are a popular simple way to examine distributions of cost or performance data.

Quartiles are produced by splitting the distribution into four quarters, as presented on the right.

Mathematically the word quartile refers to the boundaries between the quarters (called the lower quartile, median and upper quartile).

In business & management the word quartile is more often used to refer to the quarters themselves. "Top quartile" is used to describe the best quarter (e.g. highest performance) while "bottom quartile" refers to the worse (e.g. high cost or low performance).

It is common approach to view "being in the top quartile" as a benchmark to be achieved, and "being in the bottom quartile" as a sign of problems.

We do not show quartiles in this report, as this approach can be viewed as simplistic, and it does not fit in with the purpose of the report, which is to inform rather than judge. The reader should however compare the top and bottom charts and note how easy it is to quarter the distribution with the mind's eye.

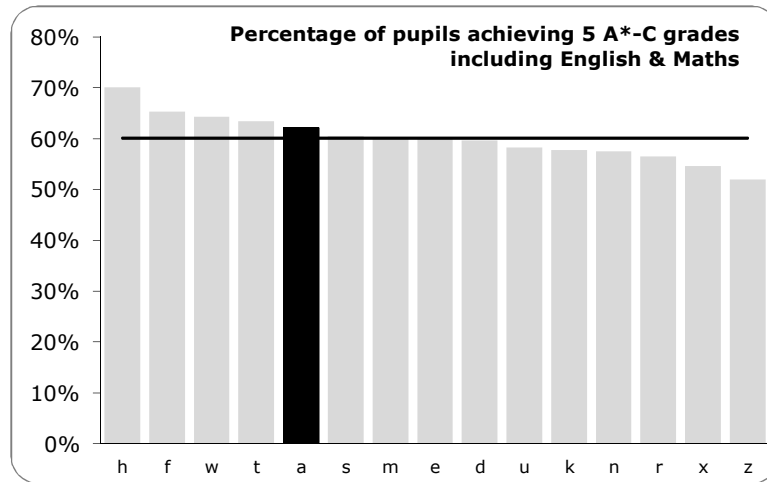




# APPENDIX 2 - Background Information

## Educational Attainment

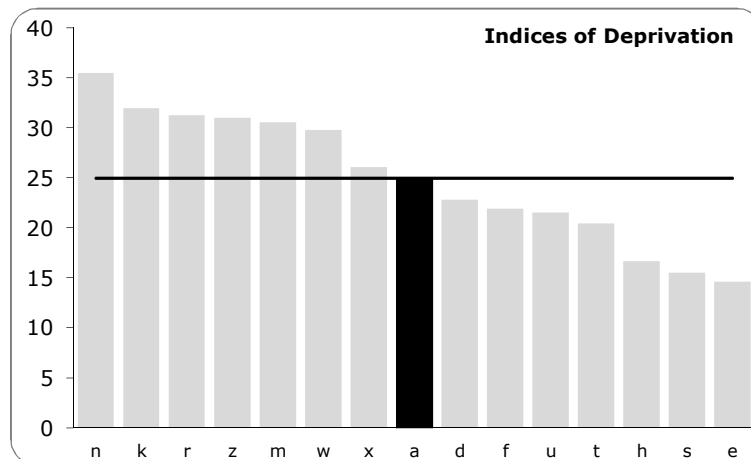
		Average
Educational Attainment	62.1%	60.1%



Source: CIPFA Children's Services Actuals Statistics 2013-14 - Column 316

## Deprivation

		Average
Index of Deprivation	25.0	24.9

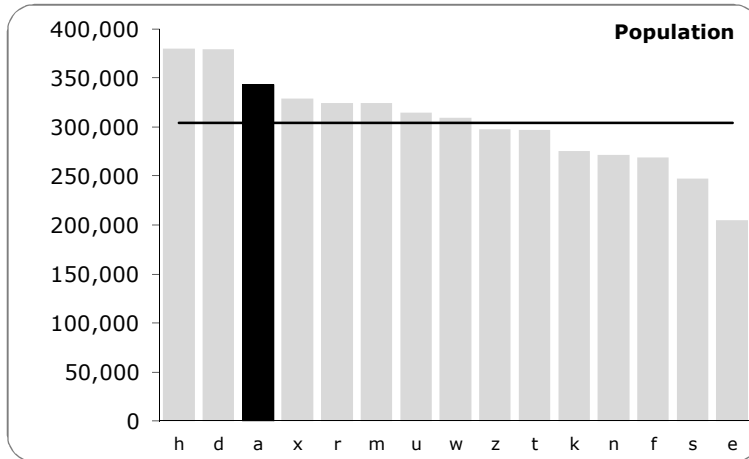


- The higher the index, the more deprived the authority is.

Source: CLG Indices of Deprivation 2010

## Population

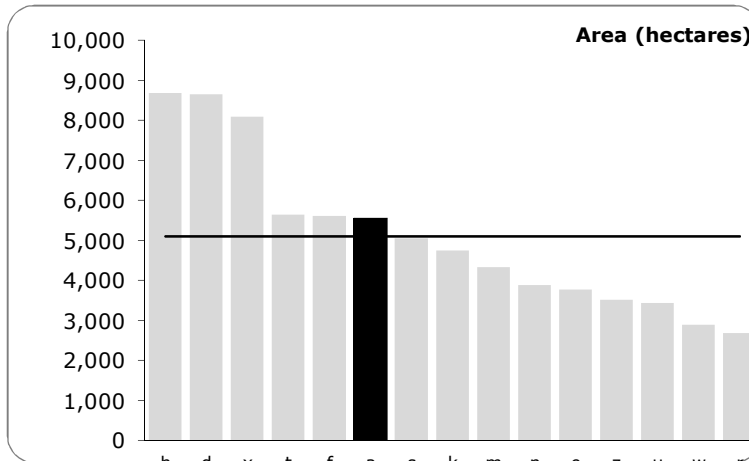
		Average
Population	343,100	304,173



Source: ONS Mid 2015 Population Estimates

## Area

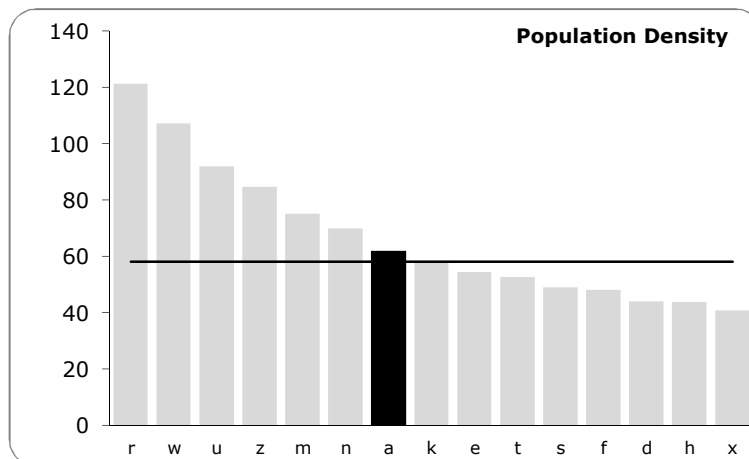
		Average
Area (hectares)	5,554	5,097



Source: ONS Area 2015

## Population Density

		Median
Population Density	61.8	58.1



## APPENDIX 3 - Financial Information

### For London Borough of Ealing Financial Information 2015-16 (Actuals)

Revenue Expenditure	£	per 1,000 pop	Average
<b>Employees</b>	1,910,464	5,568	7,625
<b>Premises</b>	397,720	1,159	1,956
<b>Supplies &amp; Services</b>			
Books & Pamphlets			
- Reference	5,570	16	26
- Adult Fiction	73,047	213	300
- Adult Non-Fiction	46,802	136	238
- Children's Fiction	43,678	127	220
- Children's Non-Fiction	17,698	52	60
Newspapers, Periodicals & Magazines	32,756	95	92
Sound Recordings <sup>1</sup>	5,000	15	54
DVDs, CD-ROMs, Software & Multimedia <sup>2</sup>	196	1	49
Electronic & Online Products <sup>3</sup>	58,069	169	189
Other Acquisitions	0	0	31
Bookbinding	0	0	0
<b>Total Materials</b>	282,816	824	1,259
Computing Costs	263,271	767	936
Other Supplies & Services	213,206	621	682
<b>Transport</b>	28,104	82	96
<b>Third Party Payments</b>	28,455	83	122
<b>Support Service Costs</b>	74,511	217	1,648
<b>Total Revenue Expenditure</b>	3,198,548	9,322	14,325

Revenue Income	£	per 1,000 pop	Average
Overdue Charges	(44,007)	(128)	(169)
Reservation Fees	(62)	(0)	(7)
Lettings	(16,058)	(47)	(233)
Hire of Audio & Visual Materials	(12,120)	(35)	(56)
Electronic Revenue	0	0	(3)
Specific Grants	0	0	(20)
Provision of Library Services to other Local Authorities	0	0	(73)
Miscellaneous - receipts from the public	(71,358)	(208)	(337)
Miscellaneous - corporate income	0	0	(139)
<b>Total Revenue Income</b>	(143,605)	(419)	(1,037)

Net Expenditure (excluding Capital Charges)	3,054,943	8,904	13,288
Capital Charges	894,024	2,606	1,484
<b>Total Net Expenditure (including Capital Charges)</b>	3,948,966	11,510	14,772

<b>Total Capital Expenditure</b>	0	0	1,077
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<sup>1</sup> Includes Music, Adult Talking Books and Children's Talking Books (Cells 139 to 141)

<sup>2</sup> Includes DVDs, Multimedia & Open Learning Packs and CD-ROMs & Software (Cells 142 & 143)

<sup>3</sup> Includes eBooks, eAudio, eAudiovisual, Subscriptions and Online / Electronic Products (Cells 144 to Cell 148)

## Financial Information 2016-17 (Estimates)

<b>Revenue Expenditure</b>	<b>£</b>	<b>per 1,000 pop</b>	<b>Average</b>
Employees	1,967,778	5,735	7,511
Premises	409,652	1,194	1,561
Supplies & Services - Materials	na	..	1,314
Other Expenditure	30,000	87	2,621
<b>Total Revenue Expenditure</b>	<b>2,407,430</b>	<b>7,017</b>	<b>13,007</b>
<b>Revenue Income</b>	<b>(160,000)</b>	<b>(466)</b>	<b>(981)</b>
Net Expenditure (excluding Capital Charges)	2,247,430	6,550	12,026
Capital Charges	513,804	1,498	1,641
<b>Total Net Expenditure (including Capital Charges)</b>	<b>2,761,234</b>	<b>8,048</b>	<b>13,667</b>

## APPENDIX 4 - Other CIPFA Libraries Services

### ● CIPFA Public Library Statistics

CIPFA are the leading independent source of data about local government services, undertaking more than 30 surveys annually. We have been collecting data relating to public libraries for more than fifty years. The data collected represents the most comprehensive source of information relating to measuring the performance of public library authorities in the UK.

A working group of local authority practitioners and central government representatives meet bi-annually to help shape the direction of the questionnaire and data that is collected to ensure that it is continually adapted to remain relevant in an ever-changing environment.

Datasets provide financial and non-financial information for local government managers engaged in comparative analysis and performance measurement. Subscribers to [www.cipfastats.net](http://www.cipfastats.net) have access to our historical archive of downloadable data in addition to a range of interactive and visual tools to help with further analysis.

[www.cipfastats.net/leisure/publiclibrary](http://www.cipfastats.net/leisure/publiclibrary)

### ● CIPFA Public Library User Survey (PLUS)

CIPFA have been developing and supporting a range of library survey tools, enabling authorities to collect feedback from users of their services, since 1995. This began with the launch of PLUS in 1995, which was followed by Children's PLUS in 1997, ePLUS in 2001 and the Home Delivery Survey in 2005.

Indicators from PLUS were adopted by the Audit Commission and the Department for Transport, Local Government and the Regions (DTLR now DCLG) for the collection of a number of Best Value Performance Indicators (BVPIs). It was also adopted by the Department for Culture, Media and Sport (DCMS) for their Public Library Service Standards (PLSS) and Public Library Impact Measures (PLIMs).

New from July 2012: The 2012 Adult PLUS survey has now been updated and includes new questions on transport, use of computers and living arrangements. The questionnaire and manual of guidance can be accessed by subscribers from [www.cipfasocialresearch.net/subscribersarea](http://www.cipfasocialresearch.net/subscribersarea), which will also include details on how CIPFA can help you to deliver your survey and make best use of the results.

[www.cipfasocialresearch.net](http://www.cipfasocialresearch.net)

## APPENDIX 5 - Contact Us!

We hope you have found the profile interesting and informative.

This is the sixth year of the profile and we aim for this to be a user-led product that improves year-on-year.

Please help us improve the next round by contacting us with your thoughts and suggestions!

[libraries@cipfa.org](mailto:libraries@cipfa.org)

We will also be happy to answer any queries you have regarding the profiles.