Library Service Transformation

Strategy to 2020

Approved 18 April 2016

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I: National Statistics about UK Libraries 2013-14

Published by The Chartered Institute of Public Finance and Accountancy's (CIPFA) annual library survey on 11/12/14

II: Independent Library Report December 2014

Published by Department for Culture, Media & Sport, Department for Communities and Local Government, written by Brandon Lewis MP and Ed Vaizey MP, 18 December 2014

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Introduction

We are proud of our Library Service in Hampshire and our Strategy to 2020 reflects our ambition and commitment to unlocking the huge potential that libraries have to impact positively on individuals' lives while at the same time, delivering local and national priorities.

Our Strategy is designed to adapt Hampshire's Library Service to meet the changing demands that our customers place on it and create a sustainable future for Hampshire's libraries. We propose to invest in the Service and fully engage with the opportunities a digital future has to offer.

Customers are demanding different ways of accessing and interacting with our services and, over the next four years, we will develop and improve online services, whilst making improvements to the more traditional library services. Libraries help tackle poverty, inequality and enrich people's lives; they also have a very important role in providing access and support for people to use services such as Universal Job Match and Universal Credit, which will be delivered primarily online.

We envisage embarking on a series of IT projects to make the most of emerging technologies and invest in our buildings to open up new possibilities for the Library Service to support reading, learning, access to work and to trusted sources of information.

Partnership and collaboration are critical to the development of a vibrant and sustainable Library Service and we are committed to working with partners to make this happen.

Our bold Library Strategy to 2020 lays the foundations for this, establishing the Library Service as the face of Hampshire County Council and other public sector partners; seizing the opportunity to take the lead on community engagement to support the changing role of local authorities and providing local community spaces which are accessible, safe and open to all.

Whilst acknowledging that this is a particularly challenging time for the Service, it is also clear how highly valued it is by local communities, County Councillors and staff alike. There is a personal investment in the high quality of service provision that we believe needs to be balanced with a more business like approach, ensuring the provision of a modern service which is fit for the future.

We are grateful to everyone who responded to the public consultation which took place between 2nd November 2015 and 16th January 2016 on the draft Strategy. More than 9,500 responses were received which have helped us shape the final Strategy. The Strategy was approved by the Executive Member for Culture, Recreation and Countryside, Councillor Andrew Gibson on 18 April 2016. We have taken a difficult decision to end the Mobile Library Service and offer the Home Library Service to those Mobile Library Service customers who are unable to access their nearest library. This option was supported by the response from the public consultation.

We hope that you will continue to actively support the development of our modern, vibrant and sustainable Library Service by regularly visiting your local library or the online library to borrow books and access information.

Sara Teers

Sara Teers
Head of Libraries and Registration Service

April 2016

Executive Summary

Our Library Strategy sets out the challenges, considerations and direction of travel over the next four years that will ensure the Library Service is sustainable and relevant to the diverse and changing needs of people who live, work or study in Hampshire. We need not only to respond to changing demand, but also to provide our services efficiently, develop our staff, increase access to digital resources and ensure that the buildings we use are fit for purpose.

This Strategy demonstrates a commitment to the delivery of a broad range of modern, affordable library services to meet people's needs in reading, accessing information, learning, literacy, health and wellbeing, business and leisure.

Based on our Strategy, we believe that there is a need to make changes to the Library Service, and we will take the following steps to be implemented over the course of the next four years:

• Place our libraries into four different tiers to provide a standardised approach to services

• Invest £500,000 every year for four years from the £2 million Book Fund to make our libraries modern and vibrant, making best use of new technology and digital systems

• Review the future viability of static libraries, using an agreed set of criteria

• Increase the use of trained volunteers to support the work of paid library staff

• Develop our library staff in line with our transformation priorities

• Share library buildings with partner organisations for several services to be accessed in one visit

• Phase a withdrawal of poorly used library collections (e.g. CDs, games, and DVDs)

We made a difficult decision to end the Mobile Library Service in June 2016 and therefore this service does not feature in this final Strategy.

The following proposals did not receive wide public support but may still need to be implemented once other efficiency measures are exhausted:

• Permanently reduce the £2million Book Fund by £500,000 from 2020 onwards

• If the opportunity arises, transfer specialist collections to other providers to improve public access

• Make changes to some Tier 3 Libraries, subject to further review and consultation

Our ambition is to demonstrate innovation, modern thinking and business leadership to provide comprehensive, high quality but affordable library services that are suitable for the 21st century and sustainable for the future.

Our Service Standards and Core Values

The Library Service will:

• Engage with customers, making them the focus of relevant and high quality services

• Contribute to the health and wellbeing of our communities by:
  – providing a safe community space which is trusted, free and open to all
  – inspiring people to read, learn and access trusted sources of information

• Provide equal access for everyone and embrace digital technologies

• Improve our services by developing our staff to achieve their full potential, (in line with business need) and through collaboration with our partners

• Respect the personal data of our customers, complying with legislation and good practice

• Achieve financial resilience and sustainability by seizing opportunities to reduce costs and increase income

Our core values underpin everything that we do:

Equality
Provide service access to those unable to attend a library in person. Provide an equal and inclusive service to all our customers.

Integrity & Trust
Preserve the trusted brand of the Library Service.

Performance
Maintain a culture of performance management to ensure the development of our staff and improvement of our services.

Digital
Develop services in a way that embraces digital technologies, where possible being at the forefront of digital innovation and aspiring to meet the evolving needs of our customers.

Sustainability
Provide and promote services that people want to use, ensuring value for money, maximising income generating opportunities and partnership working and attracting investment when it is appropriate to do so.

Feedback
Listen to our customers, staff and partners to inform our decision making and plans for the future.

Background and Context

Hampshire Library Services

Hampshire is one of the largest library services in the country, employing 525 staff (325 full time equivalent posts) and providing a broad range of services. The budget for the Service was £12.4 million in 2015/16 which enables us to deliver:

Public Library Service – delivered through a network of 53 static libraries (including three Discovery Centres and five volunteer led Community Libraries) plus the online library which includes book and magazine lending, other lending eg CDs, DVDs, music and drama sets, audio books, and reference materials. Static libraries also deliver child/adult learning, leisure activities, events, special collections (Naval in Gosport; Military in Aldershot; Aviation in Farnborough; Railway in Winchester and Jane Austen in Alton) and local studies. All static libraries have free public IT, including internet ready computers and free public Wi-Fi. The Library Service also supports five community libraries, managed by volunteer community organisations, with books and IT, including Wi-Fi, provided by the Library Service.

Hampshire's Tier 1 Libraries (including Discovery Centres) provide a wide variety of services in one place. Existing library services are at the core of Discovery Centres which also offer museum/art exhibitions, IT facilities, cafés and events programmes. Currently there are Discovery Centres in Basingstoke, Gosport and Winchester.

School Library Service – subscription-based service to Hampshire and other out of county schools to support child learning and education. 92% of Hampshire schools buy into the service.

Home Library Service – offered to vulnerable and isolated customers who are unable to visit a library in person. The service is co-ordinated by paid staff and delivered by volunteers.

Online Library Service – Customers can download a wide range of free resources including eBooks, eMagazines, eAudio Books and eResources onto their eReader, desktop, laptop or mobile device. A quarter of Library customers renew books online.

Prison Library Service – Under contract to provide a library at Winchester Prison.
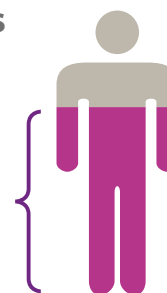
Learning in Libraries – Annual grant funding (£160,000) to support adult learning.

In 2014/15, around a fifth of Hampshire's population used library services: there were 6 million visits and 6.9 million books and other items were borrowed; visitors also spent over 360,000 hours using the free internet-ready computers. See Figures 1 & 2 for facts and details about library services. Self Service technology has been installed in half our libraries to allow users to issue and return books themselves.

Figure 1: Key facts about Hampshire Library Services in 2015

Over 50 static libraries
Employing more than 525 paid staff
325 full time equivalent
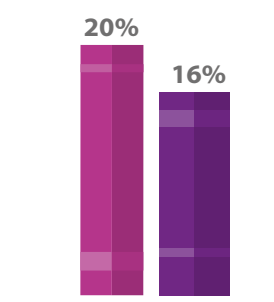
20% of Hampshire Residents use Hampshire Libraries
16% use the traditional book lending services

6 million physical visits a year
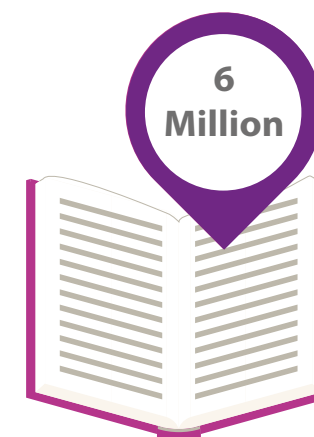
6 Million

About 6.9 million items loaned every year
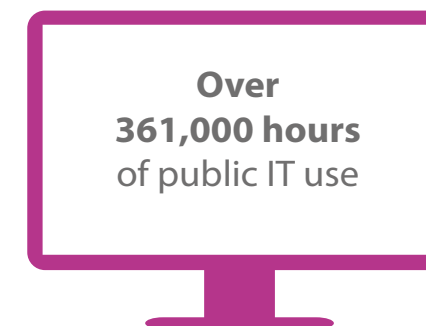
Over **361,000 hours** of public IT use

£12 million
It costs over **£12 million** a year to deliver the Hampshire Library Service

160,000 eBooks downloaded for free by over 7,000 customers

Over **40,000 hours** of volunteer support

92% of Hampshire Schools subscribe to the Schools Library Service

1.25 million virtual visits a year (and increasing)

Over **163,000 hours** of learning activities and events every year

Free public Wi-Fi in every static library

£1.5m
The service generates **£1.5m** income each year to invest in library services

Figure 2: Services and facilities delivered by Hampshire Libraries

- Quiet space to read or study
- Other lending eg Audiobooks, eBooks
- Reference materials and information (physical and eResources)
- Newspapers and magazines (physical and eResources)
- Local studies collections
- Office and room hire
- Child & adult learning eg IT, learn to play a musical instrument, craft, languages
- Free public computer facilities and free public Wi-Fi
- Book sets for reading groups
- Choral and orchestral sets for music groups
- Employment support (helping job seekers)
- Special collections eg Military, naval, aeronautical, railway and Jane Austen
- Children and family activities eg baby rhyme time, make and take
- Refreshments and café at the larger libraries
- Book lending including interlibrary loans and reservations facility
- A comfortable and safe place to meet with others
- Events eg meet the author, comedy, plays

Financial Considerations

The total Library budget for 2015-16 from the County Council was £12.4 million and the Service generates a further £1.5 million in income. A breakdown of how the money is spent is set out below.
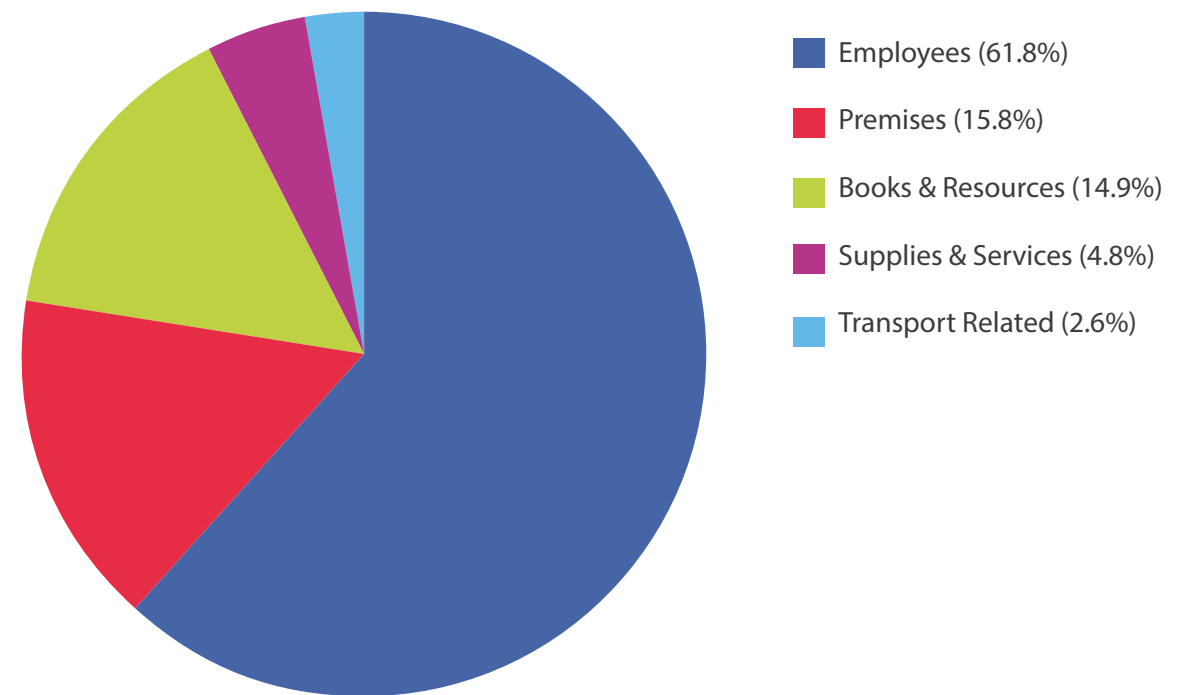

- Employees (61.8%)
- Premises (15.8%)
- Books & Resources (14.9%)
- Supplies & Services (4.8%)
- Transport Related (2.6%)

As part of the wider Government reduction in funding for Local Authorities, it is estimated that the Library Service will need to make at least a 14% reduction in its budget by 2020, equivalent to £1.7 million. The Strategy sets out ways in which this will be achieved and is sufficiently flexible to support additional plans and projects if the savings target exceeds 14%.

Table 1 below summarises the costs from 2014-15 for delivering the different library services. (IT, Finance, Legal and other County Council support costs are not included in these figures).

Table 1

Performance indicator	Static	Community	Mobile	Home
Annual cost of service	£12,000,000	£50,000	£360,000	£117,000
No of active members	203,409	2,392	2,230	992
Cost per issue	£2.23	£1.35	£3.95	£1.47
Cost per visit	£2.02	N/A	£11.44	N/A
Cost per active member	£58	£25	£161	£118

An active member is someone who has used the library to borrow something in a 12 month period

Library Customer Trends and Needs

The demand for library services is changing. Nationally there is declining demand in book issues and library visits. This trend is visible across the Hampshire Library Service, albeit to a lesser degree than in many other areas (see Reference I - National Statistics about UK Libraries). When developing proposals for the Library Strategy, the following were taken in to account as part of a detailed Library Needs Assessment - see Appendix I.

• Library usage (number of users) and operating costs

• Demographic information about Hampshire communities, including future growth

• Location of static libraries and mobile library stops

• Patterns of library use by customers

• Size of library catchments including travel distances

• Levels of deprivation in library catchment areas

• Educational attainment by children

• Car ownership

• Needs of people who have protected characteristics under the Equalities Act

In 2015 the Library Service commissioned Anne Millman Associates to undertake market research of Library users and non users to help inform the development of this Strategy (see Appendix II). The research identified the priorities for customers as:

• comprehensive book stock

• knowledgeable and helpful staff

• up to date IT functions

Both users and non-users recommended that the Library Service should improve its marketing and communication about the wide range of services on offer.

National Context

Nationally, messages about libraries have tended to focus on withdrawal of funding, reduction in services, cuts and closures. Hampshire has been successful in avoiding some of the more drastic measures taken by other local authorities. Against this backdrop, the widely anticipated Independent Library Report (Reference II) was published in December 2014. The report made the following recommendations for delivery of library services:

• With central Government, jointly establish a Library Taskforce to provide leadership, implement the recommendations and to help reinvigorate the public library service in England.

• Through the Taskforce, develop a vigorous culture of mutual support among local authorities through the sharing of good practice/resources and seize the opportunities for even greater collaboration.

• Through the Taskforce, consider all available options for the delivery of library services.

• Through the Taskforce, encourage more community involvement in the management of libraries through a variety of models.

The 'National Universal Offer' is the framework recommended by the Society of Chief Librarians for all public library services to ensure they remain relevant and accessible. In essence, the five offers represent the core services which our customers and stakeholders see as being integral to a 21st century library service:

| Reading | Digital | Health & Wellbeing | Information | Learning |

Our strategic aims incorporate the key principles of each offer, as represented by the icons above.

Our Strategic Aims to 2020

The law requires the County Council to provide a 'comprehensive and efficient' library service for local people, although it does not define what is meant by 'comprehensive and efficient', leaving it open to local interpretation.

We have identified five strategic aims for the Library Service which all sit under the umbrella of delivering modern, comprehensive and efficient library services to achieve improved local and national outcomes (see Figure 3)

Figure 3 – A strategic approach to the Library Service in Hampshire

Delivering modern, comprehensive and efficient library services

Strategic Aim 1
Support and encourage reading and literacy

Strategic Aim 2
Improve digital services and inclusion

Strategic Aim 3
Contribute to the health and well being of local communities

Strategic Aim 4
Provide access to trusted sources of information

Strategic Aim 5
Facilitate and provide learning

Library Outcomes
Developing and supporting stronger, safer communities for all

Deliver Modern, Comprehensive and Efficient Library Services

Based on the analysis of the Library Needs Assessment and Market Research we believe that we should look at the following proposals in order to deliver a modern, comprehensive and efficient Library Service.

Service Modernisation and Efficiency

Our Strategy is founded on service modernisation and efficiency for the benefit of Hampshire residents. We will provide vibrant, modern and relevant library services guided by clear governance and underpinned by strong leadership and clear standards of service delivery. Our free universal services will be preserved to include book lending, study spaces, public IT/Wi-Fi and free activities. Front line Library staff will deliver improvements through the development of new roles which focus on customer and digital services. Over the next four years, to achieve greater improvement and cost reduction, Hampshire will explore the potential to join up with other councils delivering library services across local authority boundaries. In addition, in order to consider all potential options, in the longer term we will also investigate the benefits of transferring the Library Service to a charitable trust or a mutual organisation.

Building Rationalisation and Improvement

Hampshire County Council investment over the past ten years has demonstrated that modern vibrant library spaces attract local residents to use library services. Examples include Winchester Discovery Centre, Farnborough, Petersfield and Waterlooville Libraries. We are developing a Library Building Investment Plan to 2020 that will create bright, welcoming flexible IT-enabled library spaces that are conveniently located in the heart of the community and suitable for the provision of our modern library services. We know that there is a direct link between building suitability, including its location, and usage. Our priority is to relocate the libraries in Andover, Bordon, Eastleigh, Emsworth, Havant, Lockswood and New Milton and find more suitable, affordable accommodation to share with partners in the heart of these communities. We will consult with the community before making any significant changes to library locations.

Fleet and Fareham libraries are our top priorities in terms of refurbishment and other libraries will be refurbished, where appropriate, to make them as bright and welcoming as possible, reducing utility costs where we can through measures such as installing photovoltaic panels etc.

We will explore opportunities to co-locate with other County Council teams to deliver a mix of targeted and universal services that are relevant to the communities they serve. This is not just about achieving efficiencies, but improving outcomes for service users through better co-ordination, earlier intervention and prevention. It is also about closer collaboration across county and district services, community and voluntary sector organisations and central government. By 2020, we expect many Hampshire libraries to be the frontline face of the County Council and other public sector organisations.

Hampshire Library Tier Model

A four tier model for Hampshire libraries has been developed to provide a more standardised approach to services which meet the needs of each community. Figure 4 provides a summary of the tiers showing how the Static Library, Online and Home Library Services compare. Figure 5 sets out Hampshire Static Libraries by tier and location which is based on the Library Needs Assessment for 2014-15 (see Appendix II for further details).

Tier 1 libraries are the largest and busiest libraries, providing the widest range of services. They are found in the largest towns and are open for the longest, usually 6 days a week including some evenings. Tier 2 libraries are found in medium sized towns and are open for 5 days each week.

Tier 3 libraries are located in smaller towns and villages and are open fewer days each week. Typically, they are small spaces (when compared to Tier 1 or 2 libraries) in a community building often with partners co-located. Our Tier 3 libraries have a catchment population of 10,000 – 25,000 people compared to a Tier 2 library which has a catchment of 30,000 to 55,000 people. Tier 1 libraries have the largest catchment population of over 60,000 and tend to be a destination for shopping and leisure visits with excellent public access.

We will review the libraries in each tier using the Library Needs Assessment which will be updated annually. This means that libraries may move between the tiers if changes are made to buildings and the range of services they provide.

Table 2 – Four tiers of Hampshire Libraries compared to Online and Home Library Services

	Tier 1	Tier 2	Tier 3	Tier 4	Online	Home
Council management and support (HCC)	Managed by HCC	Managed by HCC	Managed by HCC with community support	Managed by Community in partnership with HCC	Managed by HCC	Managed by HCC and delivered by volunteers
Library location	Centrally located in largest towns (highly populated areas)	Centrally located in medium to small towns (well populated areas)	Conveniently located in small town/large villages (smaller communities)	Conveniently located library in smaller villages (550 households)	N/A	N/A Targeted service delivered to home address
Library building	Large building usually managed by HCC with partners co-located	Medium sized building usually managed by HCC with partners co-located	Small space often in a community building with partners co-located	Small space in a community building with partners co-located	N/A	
Minimum opening hours (standardised resourcing)	Open 6 days per week inc. Saturday and some evenings	Open 5 days each week between Mon to Sat 9am to 5pm	Open at least 3 days per week 9am to 5pm	Opening hours decided by the Community	24 hours a day and 7 days per week	Available 7 days a week agreed by volunteer & customer
Access to library system (Spydus) to issue, return and request	✔	✔	✔	✔	✔	✖
Able to collect reservations and inter library loans	✔	✔	✔	Only reservations	Collect from library	✔
Able to collect reading or performance sets	✔	✔	✔	✖	✖	✖
Library stock provided for browsing	✔	✔	✔	Limited	Online	✖
Face-to-face support for library customers	✔	✔	✔	Volunteers	✖	Volunteers
Library information and eResources	✔	✔	✔	✔	✔	✖
Free public IT and Wi-Fi	✔	✔	✔	✔	✖	✖
Summer Reading Challenge	✔	✔	✔	✔	✖	✖
Free universal activities e.g. rhymetime, knit and natter	✔	✔	✔	Decided by community	✖	✖
Learning in Libraries	✔	✔	Limited	✖	✖	✖
Library events – free/ ticket	✔	✔	Limited	Decided by community	✖	✖
Study space and room hire	✔	✔	Limited	Decided by community	✖	✖

Table 3 – Hampshire Static Libraries by Tier and Location

Tier 1	Tier 2	Tier 3	Tier 4
Andover	Aldershot	Alresford	Bursledon Community Library
Basingstoke	Alton	Bishops Waltham	Kingsclere Community Library
Chandler's Ford	Bordon	Blackfield	Milford-on-Sea Community Library
Fareham	Chineham	Bridgemary	North Baddesley Community Library
Farnborough	Eastleigh	Elson	Stanmore Community Library
Fleet	Havant	Emsworth	**5**
Gosport	Hayling Island	Fair Oak	
Lymington	Hedge End	Fordingbridge	
Petersfield	Hythe	Horndean	
Waterlooville	Lockswood	Lee-on-Solent	
Winchester	New Milton	Leigh Park	
11	Portchester	Liphook	
	Ringwood	Lyndhurst	
	Romsey	Netley	
	Stubbington	Odiham	
	Tadley	Overton	
	Totton	South Ham	
	17	West End	
		Whitchurch	
		Yateley	
		20	

Review of Tier 3 Libraries

Tier 3 libraries are located in smaller towns and villages and typically open fewer days each week compared to Tier 2 libraries. It costs between £25,000 to £50,000 per annum for the County Council to operate each Tier 3 library, depending on the opening hours, building costs and income available from room hire or events. This compares to about £10,000 of funding from the County Council for every volunteer led Community Library.

Starting in 2017, we will review the viability of Tier 3 libraries, making recommendations based on the following criteria (the results of the public consultation have been used to weight the importance of the criteria). In order of importance:

Community Need: taking account of educational, ethnic, social and economic backgrounds

Usage: the number of active users at the library and patterns of usage

Access: whether there are any other libraries nearby

Value for Money: running costs compared to similar libraries

Building: the quality, location and suitability of buildings

In future, some Tier 3 libraries may become Tier 4 libraries that are run by community groups . We will review Tier 3 Libraries to see if they are correctly categorised and at the same time review their usage and support within the community. If changes are proposed to any Tier 3 library, we will actively engage and consult with local communities and organisations to seek views and explore ideas to maintain library services using volunteers.

Hampshire Community Libraries – Tier 4

Tier 4 Community Libraries play an important role in this Strategy, being managed by Community Partner Organisations and run by volunteers. Hampshire County Council supports each community library with a regular visit by a paid member of Library staff, alongside the provision of the books, self service terminals, and public access computers and free public Wi-Fi.

Provision of unstaffed static libraries (Open Library Programme)

We are also investigating the idea of utilising appropriate digital technology to extend library opening hours without the associated staffing costs. This would allow our customers to issue or return books using the self service systems, or to use other services eg printing, photocopying study. Customers that require library support will still be able to choose to visit at times when there will be paid staff on duty.

Home Library Service

The Home Library Service ensures that vulnerable and isolated customers who are unable to visit the local library in person because of disability, age, ill health or caring responsibilities are still able to access library services. The County Council currently employs library staff to recruit and train around 400 volunteers who deliver books to around 1,000 housebound individuals each year. This personalised library service also contributes to the wellbeing of customers. In addition, the Good Neighbour Scheme allows friends to select books for a housebound adult who is unable to visit the library themselves. Appendix I provides some facts about the Home Library Service. We are investigating new operating models for the service to see if operating costs can be reduced, whilst preserving the importance of this essential service to our most vulnerable customers. During 2016, the Home Library Service will expand to provide book lending to former mobile library customers who are unable to visit a static library.

Income Generation

In order to sustain current levels of income, we are adopting a simplified but inclusive approach to library fines, charges, room hire rates and events. Charges for specialist library services such as interlibrary loans and the loan of music sets will be increased to cover our costs. The public consultation supported a phased withdrawal of poorly used library collections eg CDs, DVDs, games. As a result we will stop purchasing CDs and DVDs from April 2017 which will provide a saving of £150,000 over two years until this stock is withdrawn.

We will explore the potential to work with commercial partners in our Tier 1 libraries to deliver café and retail services to increase footfall (and provide new income). We will also consider community cafés to support our local communities. This fits with our ambition for libraries to become a community destination for the delivery of public and local services and was endorsed by the public consultation feedback.

Through the public consultation questionnaire, multiple suggestions were made on how to raise income through fundraising to help support running costs. These ideas are being investigated as part of the Delivery Plan to this Strategy.

Our libraries will be promoted using an exciting modern marketing strategy to explain and raise awareness of the range of services available to increase use by people who live, study and work in Hampshire.

Increased Community Engagement

Irrespective of the library tier, all libraries need to work with their communities to provide local services and information. We hope to increase partnerships and co-location with the voluntary sector as well as other public services. Strong community engagement will help to invigorate poorly performing libraries and increase usage.

We already use trained volunteers to work alongside our staff to deliver library services such as the Summer Reading Challenge, which helps sustain the usual range of library services. Volunteers also play an important role in delivering home and community library services .

Strategic Aim 1:
Support and Encourage Reading and Literacy

Introduction

We work with individuals and communities to develop reading skills and a love of reading for creativity, imagination and enjoyment. Library events and activities are designed to explore our culture of words – written, spoken and in song – and encourage reading for individuals and groups of all ages, along with opportunities to discuss literature. Programmed events from author talks to book or poetry festivals, space for reading groups to meet and the delivery of the School Library Service are some examples of ways in which the Library Service supports adult and child literacy. National events such as National Libraries Day, World Book Day and World Book Night will also be used to promote our services.

Hampshire Library Service has a £2 million Book Fund to purchase sufficient numbers of new releases in a variety of different formats including print, audio, large print and foreign languages, as well as maintaining the County Collection in good condition and repair. While it is essential to retain a large Book Fund to deliver a comprehensive library service, we will divert £500,000 from the Book Fund for the next four years to invest in our buildings, technology and digital including skills development for our staff to support new ways of working. The Public Consultation supported this approach.

Pre-school Literacy and Learning

Since the start of 2016, we have offered Library membership for all babies and their siblings at the point of birth registration, together with signposting activities and Children's Services in the local area. Our Libraries will help Hampshire families by offering support at the earliest stage in their child's life. Additionally, the Bookstart scheme provides an opportunity to promote Hampshire Library Services to new parents and their children. Bookstart is a national programme that encourages parents and carers to enjoy books with their children from as early an age as possible.

Summer Reading Challenge

The aim of the Challenge (the UK's biggest reading event for children aged between 4 and 11 years) is to get school age children to read six books from their Library during the summer holidays. We aim to improve future take up of the Summer Reading Challenge by making more effective use of volunteers, improving marketing and working more with Hampshire schools through the School Library Service.

Support for Reading Groups

Reading groups are a great way of meeting local people and sharing views about books that many may never have chosen to read. The Library Service currently supports around 450 reading groups with sets of books provided in the required formats, and this will continue.

Strategic Aim 2:
Improve Digital Services and Inclusion

Library Service Digital Strategy to 2020

By 2020 we expect to be a service that is ambitious in its use of technology and digital formats. A series of IT projects are planned to deploy emerging technologies which will open up new possibilities for our libraries. This will begin with an upgrade of our library management system to the latest technology, followed by digital improvement for customers to access our services, working alongside the County Council's Superfast Broadband Programme for Hampshire homes and businesses.

The Library Service will help customers use tablets, iPads, eReaders and digital communications eg SKYPE to transform the way that they access public services eg short term loan of eReaders to Library customers for a small charge on a 'try before you buy' basis. We will create 'maker spaces' in a number of Tier 1 libraries where people can go and explore new technologies such as 3D printing, sound and image editing and develop programming (coding) skills in a safe and supportive environment. We will roll out self-service facilities with online payments across all static libraries in Hampshire and explore swipe card technology to open up access to static libraries or install 'book return' facilities so that customers can return books out of hours. Our public IT, printing and Wi-Fi will be improved for faster internet access and with new operating systems. These digital projects will require significant investment from flexible use of the Book Fund.

Digital Inclusion

The Library Service has a key role to play in promoting the take up of digital services and assisting residents to become 'digitally enabled', including supporting the changes to Universal Credit and other digitally provided Government and public services. We already offer coding clubs so that people can learn to write computer programmes such as applications or games. We need Library staff to develop the digital skills to provide support for digital services. Trained volunteers will work alongside paid staff.

Online Library services

We already provide a high quality online library service which is available 24/7 to library customers. This includes access to information using online reference resources, downloading eBooks and eMagazines, ordering items from the library catalogue and access to enquiry services.

Our planned improvements to the online library service includes facilities to book events online, to bring eBooks, eMagazines and some eResources into the main Library Catalogue so that customers can search for resources and books in one place and pay for Library Services online. The range of eBooks available for public lending is currently very limited by publisher controls and licenses but we expect this to change by 2020 so that more books are available digitally. This could have a significant impact on the use of our libraries by 2020.

Promoting Library Services

From 2016, a targeted and modern marketing strategy will promote our library services, harnessing digital technology and social media to retain existing customers and attract new ones. Our libraries will be promoted at minimal cost as modern, vibrant, 21st century services that are affordable for the future.

Strategic Aim 3:
Contribute to the Health and Wellbeing of Local Communities

Libraries promoting Health and Wellbeing

Libraries support people to take control of their wellbeing, with information about health conditions, treatments and medication access to specific reading material such as Books on Prescription and Dementia friendly resources. Tier 1 and 2 libraries provide a range of fitness and craft activities for leisure and enjoyment. Our classes are adapted to be inclusive or suit special needs, such as the iPad course for people recovering from a stroke or the signing of baby rhyme time activities. We operate with partners to tackle the problems of social isolation, inequality, disadvantage, community cohesion and ill heath. Our library buildings provide an important local community space which is trusted, safe and open to all. The Library Service will continue to work in close partnership with the Public Health team to use Hampshire Libraries to promote health and wellbeing information and advice.

Meeting Spaces

All libraries offer somewhere to meet with others, are open to all and are both free and welcoming. Implementation of our Strategy will ensure that more libraries will have facilities for refreshments, toilets and comfortable seating in order to encourage people to spend longer periods of time in their library.

Music Sets

We have one of the largest performance services in the UK, lending music scores to local music, choral and orchestral groups in Hampshire and beyond. There is significant research to confirm that music and singing activity increases the wellbeing of participants through social interaction and that it can bring communities together - operating across boundaries, through language, culture, age, disability and religion.

Strategic Aim 4:
Provide Access to Trusted Sources of Information

Libraries as Information Providers

We will support local businesses by providing workspace for use or hire. Job clubs for the unemployed will be held in larger libraries to provide help in looking for work, preparing a c.v. or writing a job application. In addition, job seekers can use their library to access information and practical resources and to meet others who are looking for work. All our libraries have facilities for printing or photocopying and researching prospective employment opportunities.

A new partnership with Adult Services will use libraries to hold surgeries or assessment meetings about adult social care arrangements in the local area and eligibility for financial support.

We already provide information about local communities and County Council Services.

Special Collections

We offer special collections including Naval in Gosport, Military in Aldershot, Aviation in Farnborough, Railway in Winchester and Jane Austen in Alton. We are reviewing the use of these collections. There may be value in combining these resources with other organisations in Hampshire who hold similar collections so that customers need only visit a single location. Feedback from the public consultation shows that customers have concerns over amalgamating the collections into one place. We will retain collections in each local community, taking advantage of opportunities only if they arise.

Health Information

Many people wish to improve their understanding of medical conditions following diagnosis and become better informed of possible treatments. Our libraries can provide printed and online information or access to the internet using public IT or free Wi-Fi. This example illustrates the overlap between digital, health and information services. Opportunities will be explored to work more closely with Public Health and promote health and wellbeing through Library Services.

Partnership with the Voluntary Sector

The Citizens Advice Bureau (CAB) recruits and trains volunteers to provide free, independent, confidential and impartial advice on rights and responsibilities. The Basingstoke, Fareham and Waterlooville CAB are located in libraries. By 2020 all Tier 1 libraries will provide space (offered on the basis of cost recovery) for voluntary organisations which may include CAB, Age Concern, Macmillan and British Heart Foundation, and other complementary organisations.

Strategic Aim 5:
Facilitate and Provide Learning

Development of Library Staff and Volunteers

Our Library staff are equipped with the skills, knowledge and expertise to meet customer needs and there is a programme to develop these skills to meet changing needs and requirements. Knowledgeable and trained library volunteers have an increasingly important role in sustaining home and local library services, working alongside paid Library staff.

We also intend to employ more young people through paid internships, apprenticeships and traineeships to provide a wider range of ages, skills and backgrounds in our workforce.

Learning, Activities and Events for Hampshire Residents

Every school holiday there are fun and creative events for school age children in most libraries. For younger children, popular rhyme time and story time sessions run weekly in many libraries. Library events will continue to be offered and enhanced, including author talks, health promotions and local history talks; many activities are free of charge. Our Refurbishment Programme to 2020 will provide vibrant places where everyone can enjoy a range of activities and events. Use of libraries by all ages within a community will help to support social cohesion and inclusion.

A Place to Read or Study

As well as being places to meet and read, libraries are an important resource for people to research information or provide a quiet place without distractions to study. Through our new Youth Strategy we hope to connect with young people offering study spaces, and both paid and voluntary employment opportunities.

School Library Service

The School Library Service provides a subscription-based service to Hampshire schools and others to:

- encourage children and young people to develop reading for pleasure
- raise educational attainment by using reading to develop learning and life skills
- provide an extensive range of high quality resources as a cost-effective way to deliver the curriculum
- provide professional advice and training on the management and organisation of school libraries for the benefit of children and teachers

The School Library Service is a market leader in the sector. New business opportunities are being investigated such as developing library services for preschool groups and child minders. A closer working relationship will be developed between the School Library Service and the public Library Service for school aged children, providing an opportunity to share expertise and add value, particularly to the annual Summer Reading Challenge.

What Success Will Look Like

By 2020, we will:

- have a clear brand which is aligned to the five national library universal offers
- have completed a planned programme of investment in staff, IT and buildings
- have improved physical access to static libraries through better locations and longer opening hours
- provide a consistent range of well publicised services across four tiers of static libraries matched to community needs
- have maintained or improved library usage and visits using effective marketing and by exploiting digital technology to expand Library opening hours through the Open Library Programme
- operate at lower cost having made the necessary budget reductions
- operate as community hubs working alongside and in partnership with other council and complimentary voluntary services
- have increased the number of trained library volunteers and the number of hours volunteered
- have improved added value library services for a charge to support and enhance the free statutory library offer
- have exploited opportunities to work with partners to develop new income generating services
- have extended the customer base for the School Library Service
- have reviewed the options for an alternative delivery model for the future of the Home Library Service
- have researched and reported on the viability of alternative operating models for the Library Service
- have adopted a new Youth Investment Strategy to encourage more young people to connect with the Library Service through employment opportunities, study spaces and other initiatives.

Appendix IV summarises the Delivery Plan to 2020, assuming all the necessary approvals are in place for implementation from the summer of 2016.

We believe that we can make the estimated £1.7 million saving from our budget by 2020 through the following projects and activities:

Table 4 – Planned Savings to 2020

Project/Activity	£	Notes
Staff restructure	300,000	Completed during 2015
More efficient transport of stock	50,000	Completed in March 2016
Cease expenditure on DVDs, and CDs	150,000	
Ending the Mobile Library Service	360,000	
Total	£860,000	

The final £840,000 will be found through a combination of the following:

- New partners moving into libraries and sharing building running costs
- Moving some libraries into shared public buildings – community hub approach
- Refurbishing library buildings to reduce their utility costs
- Moving out of leasehold premises where possible into cheaper premises
- Increasing the use of trained volunteers alongside the work of paid library staff
- Using new technology to deliver services in a different way such as self service in all libraries, and Open Library Programme to enable access to library buildings so they can be used out of hours
- Income generation such as room hire and charges reviewed annually

The final three actions will be considered if required:

- Permanent reduction in the Book Fund (beyond 2020)
- Make changes to some smaller Tier 3 libraries (by closing them or transferring them to be run by local community groups) subject to a separate public consultation
- Transfer specialist collections to other providers to improve access if opportunity arises

Appendix II – Library Needs Assessment 2014-15

The Hampshire Library Needs Assessment provides data on different aspects of the Library Service, helping us to understand the performance of the libraries and mobile libraries during 2014/15 and the needs of the communities they serve.

Static Library Data

A map of Hampshire shows the location of the 53 static libraries. The data contains information on key indices for each static library, broken down into four sections:

• Usage covers use and cost of each library. The data is sourced from the library management system (number of issues, active members), from data recorded in branches (visits, leisure events, learner hours), from the Hampshire County Council Finance Team (costs)and the Office of National Statistics (population). The catchment areas for each library were determined using the postcodes of customers for each library. Unless stated otherwise, the data is for the period April 2014 to March 2015.

• Demographic data, sourced from the Department for Communities and Local Government (Indices of Deprivation) and the 2011 Census.

• Usage and travel distance, calculated by using customer data taken from the library management system to determine how many libraries each unique customer has used, and travel time software.

• Library buildings, location and condition information provided by Library Service Managers and Hampshire County Council Property Services

Library Service Summary Tables

Table 5 provides a comparison of the use and the costs of the four methods of delivering a Hampshire Library Service in terms of lending physical books to customers. The costs of the Mobile Library Service and static Library Service cover the running of the buildings/vehicles including staff. With community libraries the community pays for the building and they are run by volunteers, therefore the costs to the Library Service is only for the member of staff visiting weekly for stock work, joining new customers etc. The Home Library Service is delivered by volunteers who can claim travel expenses. The main cost is that of the co-ordinators who manage the service, recruit volunteers etc.

Table 5 – Hampshire Library Service Comparison Table 2014-15

The table below summarises the costs from 2014-15 for delivering the different library services in Hampshire (IT, HR, Finance, Legal and other County Council support costs are not included in these figures).

Indices	Static Library	Community Library	Mobile Library	Home Library
Indices	Static Library	Community Library	Mobile Library	Home Library
Annual cost of service*	£12,000,000	£50,000	£360,000	£117,000
Active Members	203,409	2,392	2,230	992
Cost per active member	£58	£25	£161	£118
Total Issues	5,402,906	49,296	90,961	79,488
Cost per issue	£2.23	£1.35	£3.95	£1.47
Total Visits	5,915,834	N/A	31,410	N/A
Cost per visit	£2.02	N/A	£11.44	N/A

Data from 2014-15

Table 6 – Comparison of cost by Library Authority 2014-15

Table 6 shows how Hampshire Library Service compares with other similar sized Library Authorities, using information for 2014-15, published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

County	Visits	Cost per Visit	Issues	Cost per Issue	Active Members	Cost per Active Member
Hampshire	5.95m	£2.42	6.86m	£2.10	203,409	£70.85
Essex	6.40m	£2.94	5.54m	£3.39	274,545	£68.49
Kent	5.64m	£3.92	5.21m	£4.24	176,785	£125.08
Lancashire	5.10m	£2.96	5.29m	£2.85	160,275	£94.16
Surrey	3.68m	£4.84	5.99m	£2.97	174,830	£101.78

Data from Chartered Institute Public Finance and Accountancy Public Library Service Statistics for 2014-15
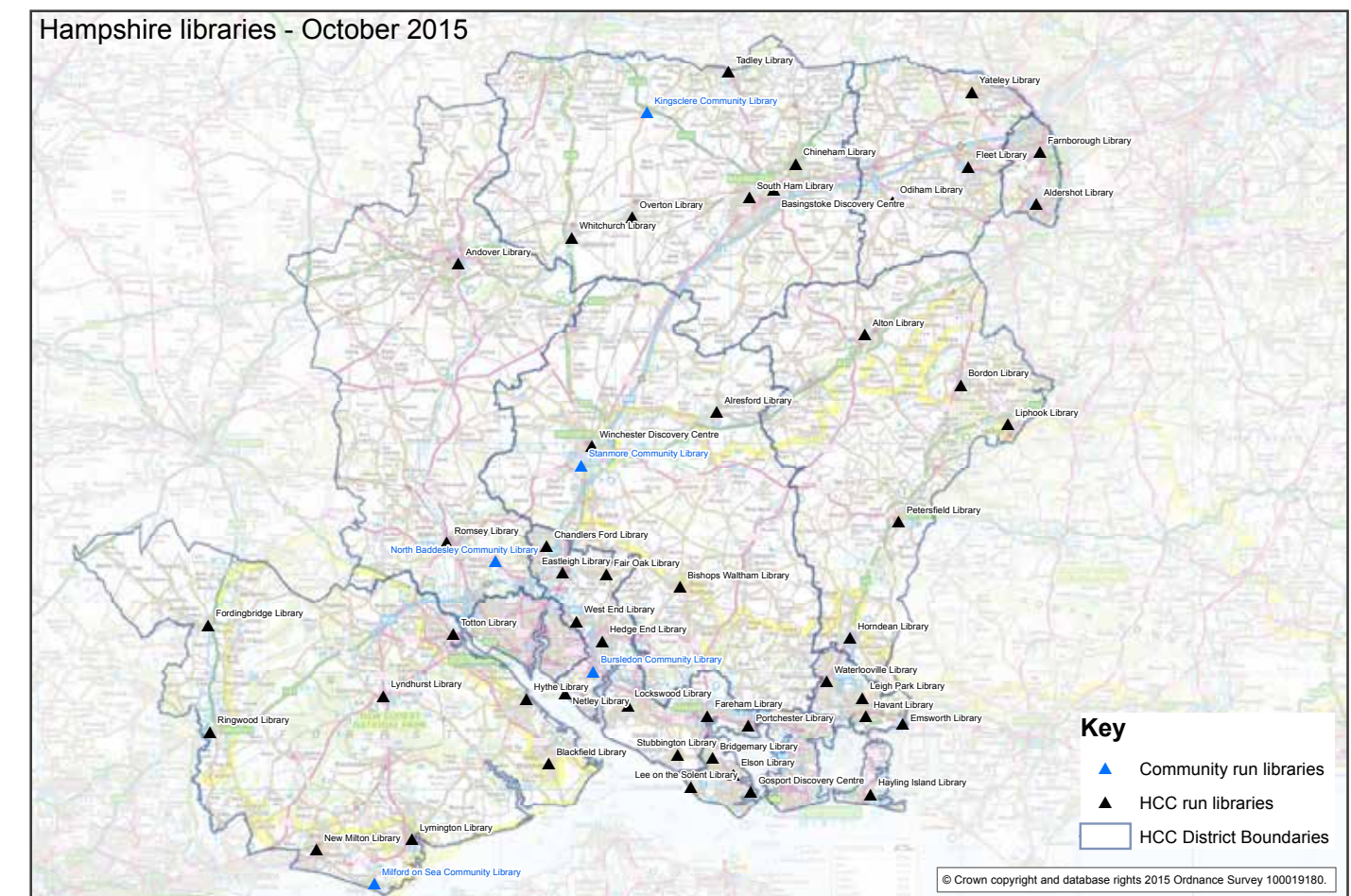
Map showing the Location of Static Libraries

Hampshire libraries - October 2015

Table 7 – Static Library Needs Assessment 2014-15

Library or Discovery Centre	Tier	Issues 2014–15	Issues per Open Hour	Visits 2014–15	Active members 2014-15	% of catchment area population that are active members	Use of Public Computers (Total hours use per annum)	Cost per issue	Total number of learner hours for learning in libraries and library lead learning	Total number of leisure events at each library	Library catchment area population	IMD score (2015) Average for England & Wales is 5. 1 is most deprived. 10 is least deprived	Percentage of the catchment area population who live in the 20% most deprived areas when compared with the whole of England & Wales. (IMD score 1 & 2)	IMD (2015) component 4. Educational attainment	Proportion of households with no cars in each catchment area (2011 Census)	Proportion aged 0-17 in catchment area (2011 Census)	Proportion aged over 60 in each catchment Area (2011 Census)	Percentage of active members which use only this branch	Travel distance to next most used Library	Location suitability	Building suitability	Building condition
Aldershot	2	91,634	33.89	140,706	4,629	6%	23,658	£3.25	5,082	49	58,825	6.7	2%	5.2	6.4%	22.6%	18.2%	83%	7.5 mins to Farnborough	Poor	Good	Adequate
Alresford	3	50,400	46.15	33,695	2,041	13%	343	£1.70	241	23	12,882	8.1	0%	8.9	3.7%	21.8%	29.7%	65%	16.3 mins to Winchester	Good	Poor	Adequate
Alton	2	145,247	62.07	137,999	6,058	14%	7,961	£2.04	2,378	41	38,359	8.4	0%	8.4	4.4%	20.8%	26.0%	83%	36 mins to Winchester	Adequate	Adequate	Good
Andover	1	188,421	69.68	232,651	8,202	10%	15,573	£2.21	3,330	1	77,387	7.4	2%	6.2	6.1%	21.3%	22.7%	90%	31.4 mins to Winchester	Poor	Poor	Adequate
Basingstoke	1	269,992	89.52	299,532	15,153	9%	45,607	£3.07	17,969	660	138,062	7.5	0%	6.2	6.5%	22.5%	19.1%	69%	8.1 mins to Chineham	Adequate	Good	Good
Bishops Waltham	3	58,846	50.30	28,728	2,063	10%	501	£1.56	346	26	18,143	8.7	0%	8.1	3.6%	21.2%	27.5%	64%	16.5 mins to Fareham	Adequate	Good	Good
Blackfield	3	14,190	15.59	14,584	746	6%	366	£2.51	356	0	11,211	5.4	15%	3.7	5.6%	20.3%	28.9%	46%	15 mins to Hythe	Good	Adequate	Adequate
Bordon	2	60,657	34.31	63,377	3,032	9%	4,819	£2.36	2,791	71	28,080	8.1	0%	6.2	3.8%	22.2%	22.4%	78%	18.9 mins to Petersfield	poor	Good	Good
Bridgemary	2	28,022	24.49	23,258	1,176	5%	1,388	£3.03	1,871	178	20,272	4.6	7%	2.6	9.6%	22.8%	24.6%	54%	8.7 mins to Gosport	Good	Good	Poor
Chandler's Ford	1	221,365	83.47	275,598	8,351	14%	7,017	£1.80	4,241	84	47,666	9.3	0%	8.6	3.9%	21.6%	26.0%	70%	8.1 mins to Eastleigh	Good	Good	Good
Chineham	2	103,639	51.77	166,795	5,264	7%	4,045	£2.27	3,653	53	55,379	8.0	0%	6.8	4.9%	22.3%	17.2%	51%	11 mins to Basingstoke	Good	Good	Good
Eastleigh	2	143,226	62.60	175,974	7,546	7%	13,874	£2.82	6,336	178	82,172	8.2	0.4%	6.5	5.3%	22.0%	21.9%	61%	8.2 mins to Chandlers Ford	Poor	Poor	Poor
Elson	3	38,960	23.79	43,158	1,669	7%	2,675	£2.74	3,741	116	18,068	5.7	12%	3.8	8.7%	22.8%	20.1%	54%	6.5 mins to Gosport	Good	Good	Good
Emsworth	3	62,056	34.10	73,893	2,424	11%	1,685	£2.11	398	0	18,704	8.1	0%	7.5	5.7%	17.7%	33.9%	65%	5.7 mins to Havant	Good	Poor	Adequate
Fair Oak	3	30,861	32.08	61,999	1,574	7%	168	£1.99	0	138	18,513	9.5	0%	7.0	3.3%	22.2%	23.4%	59%	7.2 mins to Eastleigh	Adequate	Poor	Good
Fareham	1	246,218	87.68	333,705	13,546	8%	21,455	£2.36	9,587	170	124,345	8.1	0%	6.8	5.6%	20.0%	26.8%	57%	14.1 mins to Gosport	Good	Good	Good
Farnborough	1	208,231	77.01	195,736	8,698	10%	20,373	£2.29	7,832	70	67,713	7.5	2%	5.5	5.5%	22.2%	18.9%	85%	9.9 mins to Fleet	Good	Good	Good
Fleet	1	219,074	84.26	200,417	9,155	13%	8,646	£1.96	13,203	49	61,085	9.5	0%	8.8	3.2%	22.3%	22.3%	84%	9.6 mins to Farnborough	Adequate	Adequate	Poor
Fordingbridge	3	56,667	41.91	60,581	2,249	14%	1,298	£2.12	1,041	22	14,427	7.5	0%	7.1	4.0%	19.6%	31.4%	86%	12.9 mins to Ringwood	Good	Adequate	Adequate
Gosport	1	194,983	64.65	389,907	9,488	10%	30,402	£4.63	10,926	477	87,257	5.6	15%	4.3	9.5%	21.7%	24.2%	70%	14.7 mins to Fareham	Good	Good	Good
Havant	2	106,469	47.62	187,087	6,095	7%	14,606	£2.46	5,320	303	74,886	5.6	23%	4.8	9.0%	20.4%	28.1%	59%	9.3 mins to Waterlooville	Poor	Poor	Adequate
Hayling Island	2	76,823	41.62	67,672	2,777	14%	3,796	£1.90	2,658	99	18,032	6.1	9%	5.1	6.6%	15.0%	38.1%	79%	10.7 mins to Havant	Adequate	Adequate	Good
Hedge End	2	108,632	48.02	58,107	4,285	9%	3,032	£1.67	1,743	84	37,749	8.6	0%	6.7	3.5%	21.6%	22.2%	71%	11.2 mins to Eastleigh	Good	Good	Good
Horndean	3	22,250	25.17	15,716	960	4%	286	£2.03	264	37	19,560	8.8	2%	8.0	3.2%	19.4%	28.5%	54%	5.8 mins to Waterlooville	Poor	Poor	Good
Hythe	2	185,314	74.24	154,825	6,421	13%	8,452	£1.92	5,628	72	42,471	6.7	7%	5.3	5.6%	20.3%	27.8%	83%	14.8 mins to Blackfield	Good	Good	Good
Lee-on-the-Solent	3	45,455	34.28	43,575	1,912	11%	1,188	£1.26	1,998	130	12,449	8.1	0%	6.4	5.9%	20.5%	30.2%	51%	9.9 mins to Gosport	Adequate	Adequate	Good
Leigh Park	3	67,784	36.72	55,567	2,486	6%	4,806	£2.10	1,711	51	33,922	2.9	56%	2.0	12.7%	25.3%	20.6%	63%	4.9 mins to Havant	Good	Good	Good
Liphook	3	31,576	32.82	22,647	1,305	10%	934	£1.82	261	0	10,627	8.9	0%	8.4	4.3%	21.5%	27.4%	70%	18.5 mins to Petersfield	Adequate	Good	Good
Lockswood	2	138,980	75.29	150,987	5,810	11%	2,450	£1.40	186	14	46,517	9.1	1%	8.2	3.1%	21.6%	21.2%	68%	14.4 mins to Fareham	Good	Poor	Adequate
Lymington	1	208,173	76.99	199,882	7,262	15%	9,592	£1.86	1,807	8	41,046	8.1	0%	7.8	5.8%	16.6%	38.6%	77%	13.2 mins to New Milton	Good	Good	Good
Lyndhurst	3	16,697	18.35	16,530	763	11%	1,423	£1.72	251	24	5,098	7.8	0%	7.9	5.0%	15.9%	34.7%	61%	11.7 mins to Totton	Good	Good	Good
Netley	3	37,332	44.87	24,303	988	7%	237	£1.59	110	9	12,267	7.1	2%	5.1	6.1%	20.2%	24.6%	78%	11.2 mins to Hedge End	Good	Poor	Good
New Milton	2	142,817	72.28	95,366	4,811	10%	5,675	£1.77	671	56	43,567	7.9	0%	6.9	6.6%	15.5%	42.8%	76%	12.8 mins to Lymington	Poor	Poor	Poor
Odiham	3	15,453	16.51	16,600	1,057	7%	429	£1.59	57	0	8,134	8.3	0%	8.3	2.6%	24.3%	22.7%	44%	18.3 mins to Basingstoke	Good	Adequate	Good
Overton	3	16,307	23.23	17,548	740	9%	348	£2.29	0	44	6,470	9.2	0%	8.1	5.1%	20.2%	28.2%	64%	23.2 mins to Basingstoke	Good	Good	Poor
Petersfield	1	181,671	67.19	239,048	7,209	14%	10,410	£2.01	5,949	103	42,621	8.1	0%	8.1	4.7%	20.9%	28.1%	79%	19.5 mins to Waterlooville	Good	Good	Good
Portchester	2	76,784	41.59	82,889	3,659	13%	3,414	£2.18	1,876	173	22,822	7.5	9%	5.2	6.9%	18.7%	29.5%	68%	6 mins to Fareham	Good	Good	Good
Ringwood	2	120,182	60.82	92,367	4,122	11%	3,796	£1.82	1,386	113	30,739	7.6	0%	7.0	4.4%	18.3%	34.8%	87%	14 mins to Fordingbridge	Adequate	Poor	Adequate
Romsey	2	186,162	87.32	110,183	6,445	13%	5,609	£1.73	3,397	42	43,855	8.1	0%	7.7	4.5%	19.0%	30.5%	80%	21.1 mins to Winchester	Adequate	Adequate	Good
South Ham	3	58,959	43.61	49,705	2,197	4%	2,230	£2.04	3,222	55	44,333	7.4	0%	5.8	6.8%	23.2%	21.4%	50%	10.4 mins to Basingstoke	Adequate	Adequate	Good
Stubbington	2	110,139	56.48	108,486	4,752	13%	2,722	£1.72	2,601	171	26,876	9.1	0%	7.7	5.0%	18.0%	34.3%	56%	10.8 mins to Fareham	Good	Good	Good
Tadley	2	104,360	47.78	126,993	4,225	10%	6,004	£2.14	0	0	34,124	8.7	0%	7.4	3.6%	22.0%	23.5%	79%	20.3 mins to Basingstoke	Good	Adequate	Poor
Totton	2	143,041	67.09	112,612	5,488	10%	5,306	£1.75	2,833	49	44,724	7.0	1%	5.4	5.2%	20.0%	25.6%	84%	19 mins to Hythe	Good	Poor	Good
Waterlooville	1	226,970	83.94	193,080	9,509	10%	12,889	£2.12	7,575	215	78,601	7.5	10%	6.2	5.7%	20.0%	26.8%	78%	9.1 mins to Havant	Good	Good	Good
West End	3	36,687	30.67	43,547	1,547	8%	488	£2.55	854	49	12,418	8.3	0%	6.8	4.8%	18.7%	25.8%	65%	5.7 mins to Hedge End	Good	Good	Good
Whitchurch	3	31,174	29.97	25,342	1,153	13%	816	£2.29	0	173	7,433	8.8	0%	8.3	5.1%	20.8%	25.4%	65%	17.1 mins to Andover	Adequate	Adequate	Good
Winchester	1	345,688	107.22	546,699	17,062	15%	31,628	£2.64	13,777	1650	85,864	8.3	0%	8.2	6.4%	20.6%	24.8%	75%	16.2 mins to Chandlers Ford	Good	Good	Adequate
Yateley	3	79,042	46.06	106,178	3,135	11%	2,337	£1.86	2,282	87	24,803	9.3	0%	7.4	2.7%	22.2%	24.0%	89%	15.8 mins to Fleet	Poor	Good	Good

Community Libraries

Library or Discovery Centre	Tier	Issues 2014–15	Issues per Open Hour	Visits 2014–15	Active members 2014-15	% of catchment area population that are active members	Use of Public Computers (Total hours use per annum)	Cost per issue	Total number of learner hours for learning in libraries and library lead learning	Total number of leisure events at each library	Library catchment area population	IMD score (2015) Average for England & Wales is 5. 1 is most deprived. 10 is least deprived	Percentage of the catchment area population who live in the 20% most deprived areas when compared with the whole of England & Wales. (IMD score 1 & 2)	IMD (2015) component 4. Educational attainment	Proportion of households with no cars in each catchment area (2011 Census)	Proportion aged 0-17 in catchment area (2011 Census)	Proportion aged over 60 in each catchment Area (2011 Census)	Percentage of active members which use only this branch	Travel distance to next most used Library	Location suitability	Building suitability	Building condition
Bursledon	4	13,171	9.93	No Data	849	5%	212	£0.76	No Data	No Data	9,387	7.0	17%	5.3	4.8%	22.2%	22.0%	72%	5 mins to Hedge End	Not Available	Not Available	Not Available
Carroll Centre	4	3,222	2.48	No Data	221	1%	32	£3.08	No Data	No Data	12,271	7.6	0%	6.7	8.0%	19.9%	18.8%	38%	9 mins to Winchester	Not Available	Not Available	Not Available
Kingsclere	4	14,344	20.43	No Data	460	7%	223	£0.70	123	0	4,273	8.1	0%	7.4	5.2%	21.2%	25.8%	68%	12 mins to Tadley	Not Available	Not Available	Not Available
Milford-on-Sea	4	8,698	16.73	No Data	383	9%	37	£1.18	38	42	4,966	8.9	0%	8.7	6.0%	11.0%	54.7%	39%	9 mins to Lymington	Not Available	Not Available	Not Available
North Baddesley	4	9,861	8.43	No Data	444	6%	186	£1.02	No Data	No Data	7,189	7.9	0%	7.0	4.7%	19.8%	31.1%	64%	8 mins to Romsey	Not Available	Not Available	Not Available

Usage data is from April 2014 to March 2015
Demographic data is from the 2015 Indices of Multiple Deprivation and from the 2011 Census.

Table 8 below summarises the Delivery Plan to 2020 assuming all necessary approvals are in place for implementation from summer 2016:

Table 8

Principles	Projects and Activities
Service modernisation and efficiency	Adopt a consistent approach to our 'Customer Offer' by Library tier. Modernise stock management processes. Set up online payment of fines and charges. Withdraw little used and/or outdated collections eg CDs, DVDs, games, language packs. (This will not affect audio books). Enhance the use of volunteers and new operating models to support new initiatives to help sustain static library services. Enhance the use of digital technologies: e.g. Library App, on-line payments and 24/7 access to e-resources (e-books/magazines, event booking); access to tablets, eReaders etc. Reinvest in IT and e-resources for the future, including supporting the change to Universal Credit and other digitally-provided Government initiatives. Set up the external hosting of the Library Management System and upgrade to the latest technology. Embed Library Customer Service Assistant roles with a generic skill set. Achieve required budget savings, in excess of £1.7 million by 2020.
Consistency of operating model	Define the 'offer' per library tier including delivery of the National Universal Offer. Harness digital opportunities to improve customer access, working alongside the County Council's programme to introduce superfast broadband across Hampshire's homes and businesses. Roll out self-service technology across all libraries and explore swipe card technology to open up access to static libraries.
Building Improvement Plan	Relocate Andover; Bordon, Eastleigh, Emsworth, Havant, Lockswood and New Milton libraries to find more suitable, affordable accommodation. Share library buildings with other organisations or services to share building costs with partners and enable the local community to access a number of services in one visit. Make changes to some smaller Tier 3 libraries by transferring them to be run by local community groups using volunteers. Also to review Tier 3 Libraries to ensure they are correctly categorised. If changes are proposed, we will actively engage and consult with local communities Refurbish Fleet and Fareham libraries as a priority to make them bright and welcoming and reduce operating costs.

Principles	Projects and Activities
Income generation and supporting the local economy	Standardise and simplify the approach to fines, charges, room hire and events. Introduce cafés and retail opportunities in all Tier 1 libraries Implement a targeted marketing strategy. Increase market share of the School Library Service and develop closer working relationship with public Library Service providing support to Summer Reading Challenge and activities for school age children. Introduce job clubs in larger libraries for unemployed people to help them look for work, write CVs etc. Investigate and develop fundraising activities in all libraries.
Re-provision of services	Expand the Home Library Service provision for those people who are unable to access the service by any other means, including former Mobile Library customers. Explore new operating model for the Home Library Service to see if operating costs can be reduced. Implement partially unstaffed open libraries in Tier 2 and 3 libraries. By 2019, explore alternative operating models for the Library Service including the potential for a Trust or Mutual model.
Increased community engagement and opportunity to share costs	Work with local communities to reinvigorate poorly performing libraries. Provide coding clubs and set up Maker Spaces (small-scale not for profit community led workshops where anybody can invent or make just about anything). Enhance partnership arrangements with other County Council services and the voluntary sector such as Public Health, Early Years, Job Centre Plus and Adult Services. Develop a Youth Investment Strategy to include paid internships, apprenticeships and traineeships.