

**HAMPSHIRE COUNTY COUNCIL****Report**

<b>Committee:</b>	Culture and Communities Select Committee
<b>Date:</b>	2 September 2014
<b>Title:</b>	Update on the Library Task and Finish Group and the Library and Information Service's Transformation Programme to 2020
<b>Reference:</b>	6065
<b>Report From:</b>	Director of Culture, Communities and Business Services

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**1. Executive Summary**

1.1. This paper updates the Select Committee on the work of the Library Task and Finish Group and provides some background information about the current Library and Information Service and the proposed Transformation Programme that is being developed. The aim is to ensure that Hampshire continues to have a strong, excellent and sustainable Library and Information Service by 2020 and beyond.

**2. Contextual information**

2.1. Hampshire Library and Information Service (LIS) has always been about providing free, open access to information for everyone in a safe neutral environment and the Vision to 2015 is:

*"A creative service at the heart of Hampshire's communities which prides itself on meeting their evolving needs for reading, information learning and enjoyment"*.

2.2. In challenging financial circumstances, the Service has worked hard to put its customers first and adopt a flexible approach to services through its well trained staff, and by working with partners, using volunteers and installing new technology. Appendix 1 sets out the changes made to the Service during the current Strategy to improve efficiency and respond to budget reductions since 2009:

2.3. The following values of the Service are as follows:

- a trusted contemporary brand due to quality of service
- integrity
- community focused
- equality of access (all are welcome)

2.4. The current Vision and Strategy for the LIS covers the years 2009 to 2014. The Transformation Programme will help shape the new Vision and Strategy, setting out the priorities for the next 5 years and beyond to ensure that Hampshire has a strong, excellent and sustainable service by 2020.

### **3. Changes to the Library and Information Service**

3.1. The table in Appendix 1 of this report confirms that there has been a decline in use of LIS during the last 5 years from 2009 shown by a reduction in visits to a physical library building or mobile and a reduction in the number of book and other issues too. However, during the same 5 years, there has been an increase in the number of children's book issues and the development of e-book technology with an increase in e-book issues. The new Strategy will find out why residents are not using LIS and set out a plan to address the decline in use, making sure that future services are providing the right offer with library buildings in the right places to maximise public access to LIS.

3.2. The Council needs to make £98 million of revenue savings by 2017 with further reductions anticipated by 2020. This equates to a likely budget reduction of 14% by 2017. The new Strategy will need to satisfy the ambition to maintain the quality of service while delivering significant efficiencies.

### **4. Summary of the Transformation programme**

4.1. The new LIS Strategy will be developed during the course of 2014 and in the early part of 2015 so that an in principle decision can be taken to implement the new Strategy, subject to the outcome of a public consultation exercise that will take place during summer 2015.

4.2. This is called a Transformation Programme because it is a major piece of work it will take the best part of a year to develop the new Strategy, working through options for the Service to cover governance and organisational structure, new delivery models, new partnerships, back office, IT and stock management systems and an asset rationalisation strand. All aspects of LIS will be reviewed along with the data about the Service and the communities it serves to identify the shape and scope of the future LIS to 2020. Intelligence from other library authorities, both in the UK and in other countries, will be gathered to identify best practice that may work in Hampshire. A Programme Team has been set up to develop the different facets of work, led by the Assistant Directors for Community and Transformation.

4.3. The key milestones for the transformation programme are as follows:

By Autumn 2014	Agree new Vision for LIS to 2020 and gather data about the service and information from elsewhere.
By Winter 2014	Assess options for transforming the LIS against Vision
By Spring 2015	Propose Strategy to 2020 based on preferred options
By Summer 2015	Executive Member decision to progress public consultation about draft Strategy
By Autumn 2015	Public consultation about draft Strategy completed
By Winter 2015	Executive Member approval to LIS Strategy and associated implementation of changes to the services

4.4 A cross party member Task and Finish Group has been set up to shape the Strategy to 2020 and provide challenge to the ideas for change presented by the Programme Board. The membership of the Group along with the dates of meetings is set out in Appendix 2. The Group has met twice on Friday 6 June and Monday 21 July and has bimonthly meetings set up until December 2014, with more to be arranged for 2015.

4.5 Through a comprehensive programme of discussions, visits, information, the Task and Finish Group will bring a valuable strategic and independent view of the draft LIS Strategy to help the Council take some important decisions on future library services.. Members provide a highly valuable perspective to the strategy due to their links across other services in the public sector.

4.6 Staff, including volunteers, and the Trade Unions will be closely involved in the development of the new Strategy. Regular communications are planned with all staff and trade unions representatives to ensure they are informed of progress and have ample opportunity to feed in their ideas and comments too. A staff working group is to be set up to explore some of the options in greater detail with the Programme Team.

## 5. Conclusions

5.1. Hampshire County Council is committed to providing a comprehensive and efficient LIS for Hampshire residents which takes account of the different ways in which people expect to use libraries, both now and in the future. However, like all Hampshire County Council services, and other library authorities across the country, LIS needs to make significant savings in the next 5 years as a result of ongoing revenue budget reductions.

5.2. In order to establish a sustainable LIS that can meet the needs of future generations, the Council is embarking on a bold and ambitious programme

of transformation. This will look at the future shape and scale of library and information services in Hampshire with an active approach to making buildings work to their capacity, seize opportunities for income generation and partnership working and maximise the potential of digital and virtual library services to increase the customer base. The aim is define a new Strategy to 2020 which will provide a LIS to the people of Hampshire that is fit for future purpose. The Library Task and Finish Group will play an important role in developing this work.

**6. Recommendation(s)**

It is recommended that the Select Committee endorse the work of the Library Task and Finish Group and the Transformation Programme methodology to develop a Strategy to 2020 for Hampshire's Library and Information Service.

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	no
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

Document

Location

None

## **IMPACT ASSESSMENTS:**

### **1. Equalities Impact Assessment:**

- 1.1 A suite of Equalities Impact Assessments are being prepared to fit with the possible outcomes and changes to the Library Service over the next 5 years. The possible outcomes associated with the strategy are as follows:
  - 1.1.1 To move a library from one location to another in the same community to improve public access to the service and reduce future revenue costs.
  - 1.1.2 To reduce the floor space used for storing books in an existing library building to free up space in the building for LIS to deliver community events and learning
  - 1.1.3 To reduce the floor space used for storing books in an existing library building to free up space to accommodate a partner which is delivering services to the local community where there are positive benefits to LIS, the partner and the local community.
  - 1.1.4 To improve the range of library services offered on-line to all communities in Hampshire.
  - 1.1.5 To stop delivering a service from a library building where it is shown that these have poor take up by the community or if they are discretionary services (ie non –statutory) which have a net cost to the service.
  - 1.1.6 To close a public library building and replace with another library offer. This could be a virtual library service, a Community or Volunteer library or a mobile library stop.
  - 1.1.7 To withdraw a mobile stop to a local community and replace with another library offer. This could be a virtual library service, alternative mobile library service or a Home Library Service delivery service.
- 1.2 As the Strategy is developed and the specific impact to communities and each library are known, the generic EIAs will be reviewed and a specific EIA produced for all outcomes and attached to any key decisions to be made about the service. Any changes to LIS will be subject to a public consultation prior to making any key decisions.

### **2. Impact on Crime and Disorder:**

- 2.1. The County Council has a legal obligation under section 17 of the crime & Disorder Act 1998 to consider the impact of all the decisions it makes on the prevention of crime. The proposals in this report have no impact on crime and disorder.

### **3. Climate Change:**

- 3.1 Climate change will be a consideration within the Transformation Programme and the need to reduce the carbon footprint and energy consumption for the Library and Information Service.

**Appendix 1 – Summary of changes made to the service during the current strategy to improve efficiency and respond to Central Government targets in the 5 years since 2009**

	2009/10	2013/14	% change	Comments
Net expenditure	£19.1 m	£15.3 m	-20.0%	Includes support services costs to centre
Net expenditure	£18.7 m	£14.1 m	-24.6%	Support services costs to centre not included
Staff fte	478.4	384.6	-19.6%	Difference is 93.8 FTE
Volunteer hours	9,455	41,586	+340%	Difference is 32,131 hours
Issues	7,556,249	7,074,264	-6.4%	Decline in total issues but 22.4% increase in children's book issues. eBooks service started 2011, currently growing by 50% year on year (124,000 downloads 2013/14)
Visits	6,687,301	6,074,608	-9.2%	Decline in number of visits to library buildings or mobiles
Opening hours (without community libraries)	1812	1786	-1.4%	There was a reduction of opening hours of -6% in April 2012 (budget savings) but opening hours in several branches have been increased since then.
Opening hours (with community libraries)	1812	1912	+5.5%	Reduction of opening hours of -6% in April 2012 due to budget savings but opening hours in several branches has been increased since then.
Number of libraries	53	51	-3.8%	54 libraries as of March 2014 if community libraries are included (1.8% increase)
Number of mobiles	18	5	-72%	Family Link Library included in both figures

## Appendix 2 – Cross party member Task and Finish Group

The membership of the Group is as follows:

Name	Representing	
Cllr McNair Scott (Chair)	Loddon, Basingstoke & Deane	Conservative
Cllr Stallard	Winchester Southern parishes	Conservative
Cllr Rice	Milford & Hordle, New Forest	Conservative
Cllr Chegwyn	Hardway, Gosport	Liberal Democrats
Cllr Wood	Crofton, Fareham	UKIP
Cllr Connor	Basingstoke Central	Labour

In addition to the above Members, Trade Union representations will be invited to part of the meetings to share their views with members: Steve Squibbs, UNISON Steward (& Library Assistant) and Catherine Edwards, UNITE Steward

### Task and Finish Group Objectives:

- To produce a draft Vision and Strategy from 2015 to 2020 by early 2015 for decision by the Executive Member for Culture, Recreation & Countryside.
- To identify factors that are key to good performance including governance, library performance, library location and access.
- To ensure an excellent and sustainable LIS beyond 2020
- Nothing to be ruled out at this scoping stage

**A programme of meetings have been arranged to December 2014:**

<b>Date</b>	<b>Main focus</b>	<b>Ideas for content</b>
06/06/14	Introduction and Terms of Reference	<ul style="list-style-type: none"> <li>• Current description of Library and Information Service</li> <li>• Previous research and feedback from public</li> <li>• Learning elsewhere – case studies</li> <li>• Current ideas for transformation programme – drivers, timescales process, how it fits with current restructure etc</li> <li>• Terms of reference of group and engagement with programme plus outline content of future meetings</li> </ul>
Mid July 14  To be held at Eastleigh Library	Vision and principles	<ul style="list-style-type: none"> <li>• Feedback and thoughts on visits to libraries</li> <li>• Library map including nearby libraries to County boundaries</li> <li>• Update on Denmead and Wickham community partnerships</li> <li>• School Library Service</li> <li>• Developers protocols and Neighbourhood Plan - potential to include library services</li> <li>• Input to refined vision</li> <li>• Key principles about outcomes eg move out of leasehold properties</li> <li>• Activities completed and planned</li> </ul>
02/09/14 @ 10am	Select Committee	Recommendations to Exec Member about the future of the 3 small libs, mobile service etc. A good opportunity to share the Vision and Strategy transformation work with the Select Committee.
23 Sept 14 To be held at Fareham Library	Emerging ideas	<ul style="list-style-type: none"> <li>• Emerging Ideas about options: <ul style="list-style-type: none"> <li>◦ Mobile Library Service</li> <li>◦ Plans to vacate Library HQ, at Winnall, Winchester</li> </ul> </li> <li>• Activities completed and planned</li> </ul>
21 Oct 2014  Location TBC	Discovery Centre (DC)brand/ Flagship Libraries	<ul style="list-style-type: none"> <li>• DC business planning</li> <li>• DC brand and emerging ideas</li> <li>• Activities completed and planned and timeline to decision</li> <li>• Options under consideration - discussion</li> </ul>
10 Dec 2014  Location TBC	Option appraisal	<ul style="list-style-type: none"> <li>• Detailed work on options and appraisal – findings to date</li> <li>• Outline implementation plan</li> <li>• Timeline to decision</li> </ul>
Early Feb 15 Location TBC	Draft decision/ Informal scrutiny	<ul style="list-style-type: none"> <li>• Input to draft decision and views on the draft business case/strategy</li> <li>• Timeline to decision</li> </ul>
March 2015		Select Committee Scrutiny and EM Decision