

Get **more** out of libraries



# Library Service Transformation

## Draft Strategy to 2020



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## Appendices:

I: Hampshire Library Needs Assessment (attached)

II: Market Research (Millman) report  
(Available at [www.hants.gov.uk/library](http://www.hants.gov.uk/library))

III: Delivery Plan to 2020 (attached)

## References:

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

## 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 business which is fit for the future.

We are about to start a major consultation exercise with Hampshire residents and organisations about our draft Strategy. A separate consultation questionnaire is available online at [www.hants.gov.uk/library](http://www.hants.gov.uk/library) or in local libraries and mobile library vehicles. The consultation finishes on 16th January 2016. A summary of the responses to this consultation and the analysis will be made available on Hampshire County Council's website before any decisions are made in April 2016.

*Sara Teers*

Sara Teers

Head of Libraries and Registration Service

## 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, 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 propose 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.
- Permanently reduce the Book Fund by £500,000 from 2020 onwards
- Replace the expensive mobile library service with modern alternatives
- 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
- Rebrand our busiest libraries as Discovery Centres
- Develop our library staff
- 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) and transfer other specialist collections to other providers

**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.**

## 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 to enhance our diverse range of services
- 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 Service's budget is £12.4 million in 2015/16 which includes:

**Public Library Service** – delivered through a network of 53 static libraries (including three Discovery Centres and five volunteer 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 Discovery Centres provide a wide variety of services in one place. Existing library services are at the core of Discovery Centres and other services, such as museum/art exhibitions, IT facilities, a café, events programme and so on, are developed according to local circumstances, including providing opportunities for continuing adult education. 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.

**Mobile Library Service** – A basic book lending service which operates with five vehicles over 250 stops, many serving rural communities.

**Prison Library Service** – Under contract to provide a library at Winchester Prison.

**Learning in Libraries** – Annual grant funding (£160,000) to support adult learning.

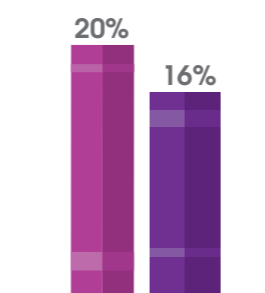
Last year, around a fifth of Hampshire's population used library services: there were 6 million visits and 6.9 million books and other items were borrowed; visitors also spent over 360,000 hours using the free internet-ready computers. See Figures 1 & 2 for facts and details about library services. Self 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 public 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

Over 250 mobile library stops  
16 weekly, 6 two weekly & 230 four weekly stops



Over 40,000 hours of volunteer support

92%

92% of Hampshire Schools subscribe to the Schools Library Service

1.25 million virtual visits a year (and increasing)



Over 163,000 hours

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

Free public Wi-Fi in every static library



£1.5m

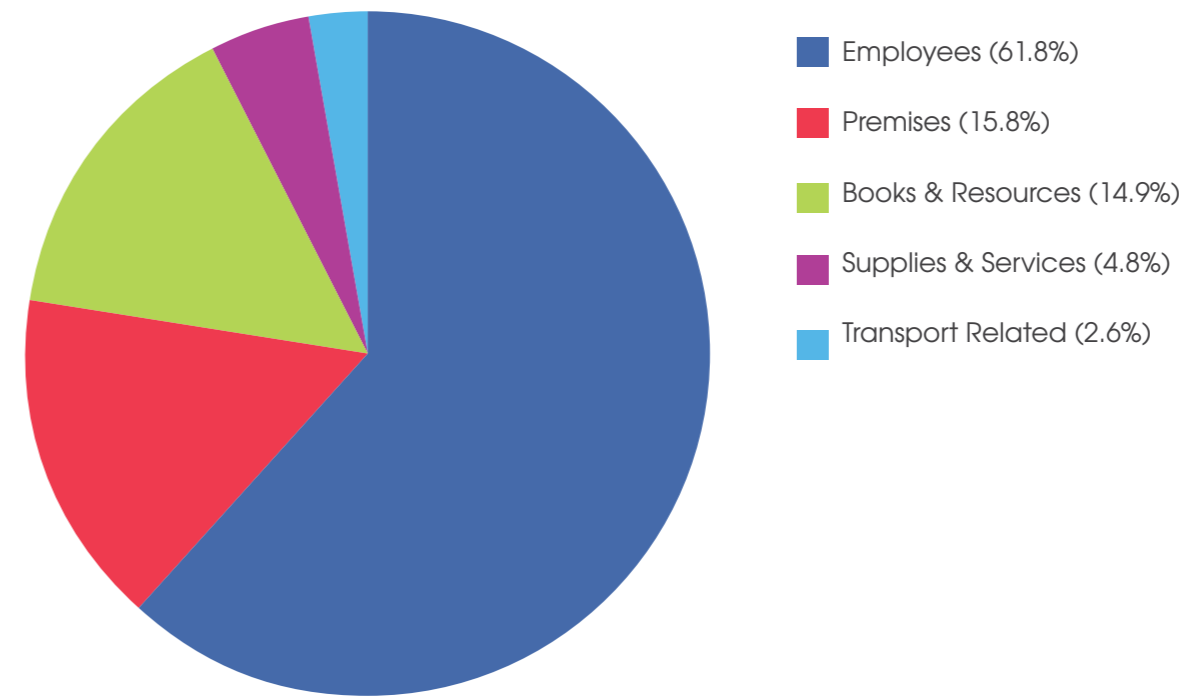
The service generates £1.5m income each year to invest in library services

**Figure 2: Services and facilities delivered by Hampshire Libraries**



**Financial Considerations**

The total Library budget for 2015-16 from the County Council is £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.



As part of the wider Government reduction in funding for Local Authorities, it is estimated that the Library Service will need to make a further 14% reduction in its budget by 2020, that is about £1.7 million. The Strategy sets out ways in which this could be achieved.

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

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	828
Cost per ississue	£2.23	£1.35	£3.95	£1.47
Cost per visit	£2.02	N/A	£11.44	N/A
Cost per hour	£112	£11	£103	N/A
Cost per active member	£58	£25	£161	£141

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

Additionally 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. (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 nonusers 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.
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- 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 Offer

Digital Offer

Health & Wellbeing Offer

Information Offer

Learning Offer

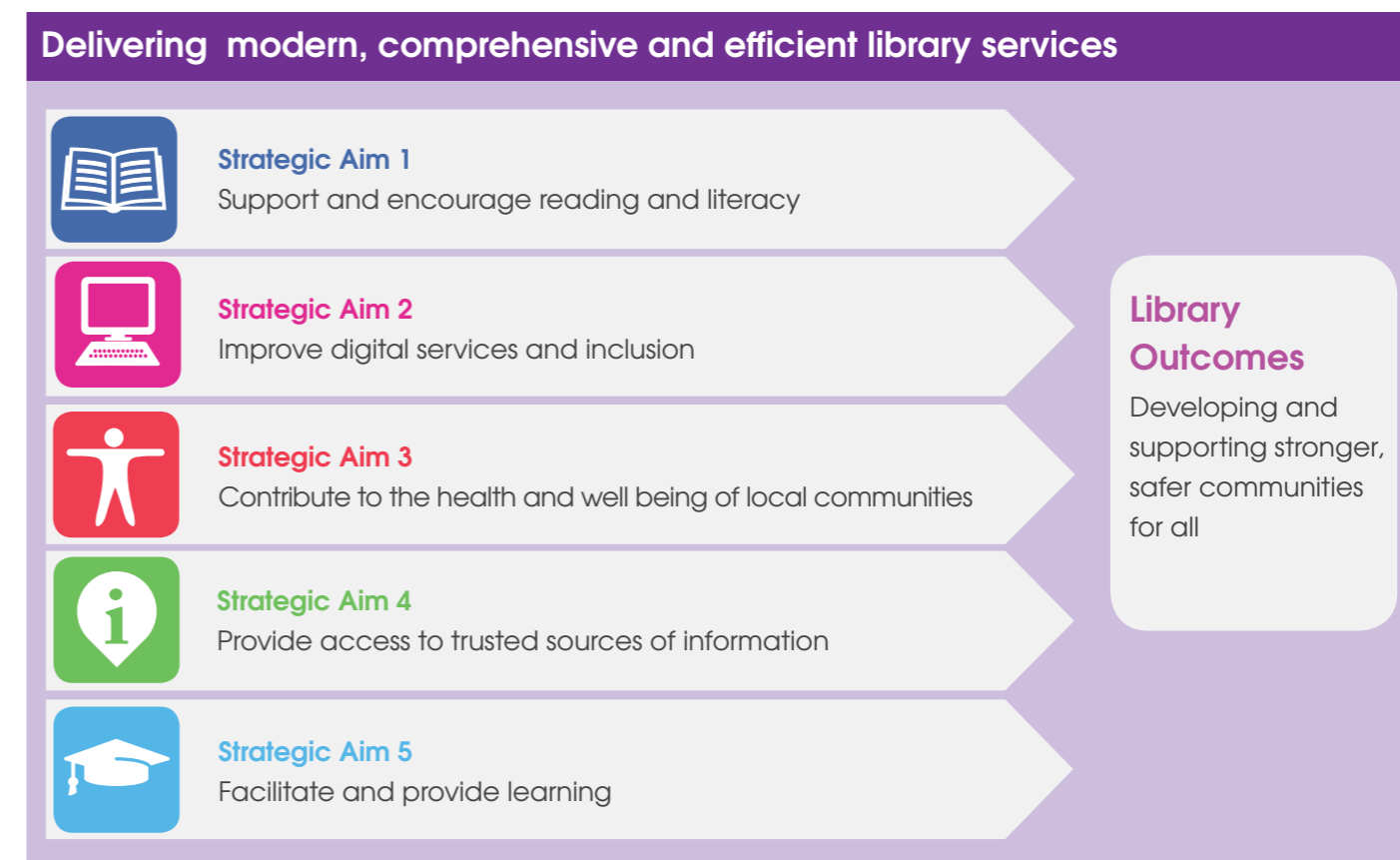
Our strategic aims incorporate the key principles of each offer, as represented by the icons above.

## Our Strategic Aims to 2020

The law requires the County Council to provide a 'comprehensive and efficient'<sup>1</sup> 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



<sup>1</sup>Public Libraries and Museum Act 1964.

## 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 an Asset Management 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, Lockswold 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 services or locations.

Fleet library is our top priority 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 within other County Council teams to deliver a mix of targeted and universal services that are relevant to the communities they serve. This will extend existing and planned pilots in Havant, Gosport and Fareham. 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.

### Library Operating Models

We are proposing that Hampshire Library Services will be branded and promoted using a four tier model with the tiers providing a more standardised approach to services which suit the needs of their communities. Figure 4 provides a summary of the library tiers compared to Mobile, online and Home Library services. Figure 5 sets out Hampshire static libraries and their proposed tier based on a Library Needs Assessment (see Appendix I for details) for 2014/15.

Our Tier 1 libraries are our biggest libraries with the busiest public and community spaces and the widest range of services. Three of them have already been rebranded as Discovery Centres and, over the next four years, we propose to rebrand all our Tier 1 libraries as Discovery Centres when they meet the definition of a Discovery Centre.

Figure 4 – Four tiers of Hampshire Libraries compared to mobile, online and home library services

	Tier 1	Tier 2	Tier 3	Tier 4	Mobile	Online	Home
<b>Council management and support (HCC)</b>	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	Managed by HCC and delivered by volunteers
<b>Library location</b>	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)	Mobile library stops for rural community (2 miles from static library)	N/A	N/A Targeted service delivered to home address
<b>Library building</b>	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	Space dictated by vehicle size	N/A	
<b>Minimum opening hours (standardised resourcing)</b>	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	2 hours or 30 minutes	24 hours a day and 7 days per week	Available 7 days a week agreed by volunteer & customer
<b>Access to library system (Spydus) to issue, return and request</b>	✓	✓	✓	✓	✗	✓	✗
<b>Able to collect reservations and inter library loans</b>	✓	✓	✓	Only reservations	✓	Collect from library	✓
<b>Able to collect reading or performance sets</b>	✓	✓	✓	✗	Reading & drama sets	✗	✗
<b>Library stock provided for browsing</b>	✓	✓	✓	Limited	Limited	Online	✗
<b>Face-to-face support for library customers</b>	✓	✓	✓	Volunteers	✓	✗	Volunteers
<b>Library information and eResources</b>	✓	✓	✓	✓	✗	✓	✗
<b>Free public IT and Wi-Fi</b>	✓	✓	✓	✓	✗	✗	✗
<b>Summer Reading Challenge</b>	✓	✓	✓	✓	✓	✗	✗
<b>Free universal activities e.g. rhyme time, knit and natter</b>	✓	✓	✓	Decided by community	✗	✗	✗
<b>Learning in Libraries</b>	✓	✓	✓	✗	✗	✗	✗
<b>Library events – free/ ticket</b>	✓	✓	✓	Decided by community	✗	✗	✗
<b>Study space and room hire</b>	✓	✓	✓	Decided by community	✗	✗	✗

**Figure 5 – Hampshire Static Libraries by Tier and location**

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

### Reprovide the Mobile Library Service

This is operated by five vehicles over 250 stops, mainly serving Hampshire's rural communities. The mobile library vehicles are nearing the end of their ten year leases and are increasingly unreliable. We have to decide whether, in the face of declining demand, it is best use of resources to replace the vehicles. New vehicles would cost more to lease than the current ones and it would cost about £100,000 to buy a new vehicle.

The Mobile Library Service costs £360,000 a year to run; but it is only used by around 2,230 people (less than 1% of Hampshire's library customers) and demand continues to decline with over 100 of the mobile stops having fewer than four customers. See Appendix I for details. This works out at £161 per customer and £3.95 per book issued and these average costs will increase if demand continues to fall. It is the most expensive part of the Library Service.

**We have identified a number of alternative options to provide residents with access to the materials they need by:**

- Visiting the nearest static library (we know over a quarter of mobile library customers already do this).
- Free loan of an eReader, plus free training to download eBooks. eReaders are light to carry and would make a much larger selection of books available than could be carried on a library vehicle.
- A Home Library Service visit by a trained volunteer. Taking books to residents in a one-to-one visit can be more efficient and more personal than operating a mobile library vehicle.
- Establish a new community library exchange service, managed by community organisations in smaller village communities (around 500 households) with support provided by the Library Service. A business case would need to be agreed between the County Council and an appropriate community organisation.

We believe that these options would provide residents that currently use the Mobile Library Service with a more efficient and flexible way to receive the written materials they want. We therefore are proposing that the Mobile Library Service is closed from summer 2016 and these options are introduced in its place.

### Reprovide underutilised static libraries

We will continue to support well used community library facilities delivered by volunteers as part of the Hampshire library network. However, we are proposing to reduce the number of Tier 3 static libraries that we run. Some may close while others could transfer to be run by local community groups and this could save from around £25,000 to more than £50,000 a year per library. We will consult about specific proposals before making any changes.

**Decisions about individual libraries would be based on the following criteria;**

- **USAGE:** the number of users at the library and patterns of library services used
- **COMMUNITY NEEDS:** taking account of educational, ethnic, social and economic backgrounds
- **ACCESS:** whether there are any other libraries nearby
- **BUILDING:** the quality and location of buildings
- **VALUE FOR MONEY:** running costs compared to similar libraries

We will be using the results of the public consultation (2nd November 2015 to 16th January 2016) to develop the above criteria which will be used to review static libraries in the future.

### Provision of unstaffed static libraries

In some Tier 3 libraries that are single staffed we are looking to pilot an 'open library' approach. These libraries would be unstaffed for periods of time but would remain open to allow our customers to issue or return books using the self service systems, or to use other services eg printing and photocopying. Customers that require library support could still choose to visit at times when there will be paid staff on duty.

### Review future models of provision for the 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 800 housebound individuals. 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 services to our most vulnerable customers.

### Income Generation

In order to maintain income, we are adopting a standardised and 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..

We hope to work with commercial partners in our Tier 1 libraries to deliver café and retail services to increase footfall (and provide new income). This fits with our ambition for libraries to become a community destination for the delivery of public and local services.

Our libraries will be rebranded using an exciting modern marketing strategy to explain and better promote the services available in order to increase their 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 sustaining 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 sung – 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, the Strategy proposes that 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.

After investing £0.5 million a year from the Book Fund for four years into the Library Service, we propose to permanently reduce the Book Fund by £0.5 million to help achieve the budget savings we estimate we will need to make by 2020.

### Pre-school Literacy and Learning

From 2016, we will offer 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 the 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 SKYPE communications to transform the way that customers 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 which would be found 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 are setting up coding clubs so that people can learn to write computer programmes such as applications or games. We need Library staff to have the digital skills to facilitate coding clubs and other digital services and we will include use of trained volunteers to work alongside paid staff to deliver these services.

### 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 e-Books and e-Magazines, ordering items from the library catalogue, access to enquiry services, communication through social media, and booking of library events. 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

A targeted and modern marketing strategy will be developed to promote our library services, harnessing digital technology and social media to retain existing customers and attract new ones. Our libraries will be rebranded and promoted as modern, vibrant, 21st century services that are fit 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 as well as treatments and medication. Services such as Books on Prescription and dementia friendly resources provide targeted reading materials. 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 health. Our library buildings provide an important local community space which is trusted, safe and open to all.

### 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 activities 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.

Work is underway to develop a new partnership with Adult Services to 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. The value and use of these collections is being reviewed. Currently other organisations in Hampshire hold similar collections and we would be looking to combine these resources so customers only need to visit a single location.

### 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, as well as sharing spaces with other public services.



## 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 community 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 free 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. 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.

## 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 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.

## What Success Will Look Like

**By 2020, we will:**

- have a clear brand which is aligned to the five national universal offers
- have completed a planned programme of investment in stock, 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 through effective marketing
- 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 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

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

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

Project/Activity	£	Notes
Staff restructure	300,000	Completed during 2015
More efficient transport of stock from Library HQ to and from our libraries	50,000	This costs £200,000 at the moment
Ending the Mobile Library Service	360,000	Subject to consultation and final approval in April 2016
Permanent reduction in the Book Fund	500,000	
<b>Total</b>	<b>£1.21 million</b>	

The final £0.49 million 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
- Closing some smaller libraries or transferring them to be run by local community groups

## Appendix I – Library Needs Assessment

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

### Mobile Library Data

A map of Hampshire shows the location of the mobile library stops. The data covers the use of each mobile library stop from 1st January 2015 which is the date when the current routes and timetables commenced. Three different measures of use are shown as there is greater potential for error when recording use of mobile libraries. Although the drivers have laptops there is no online connectivity to the library management system therefore the data used for issues and active members has to be downloaded each day. Visit numbers are recorded manually by the drivers.

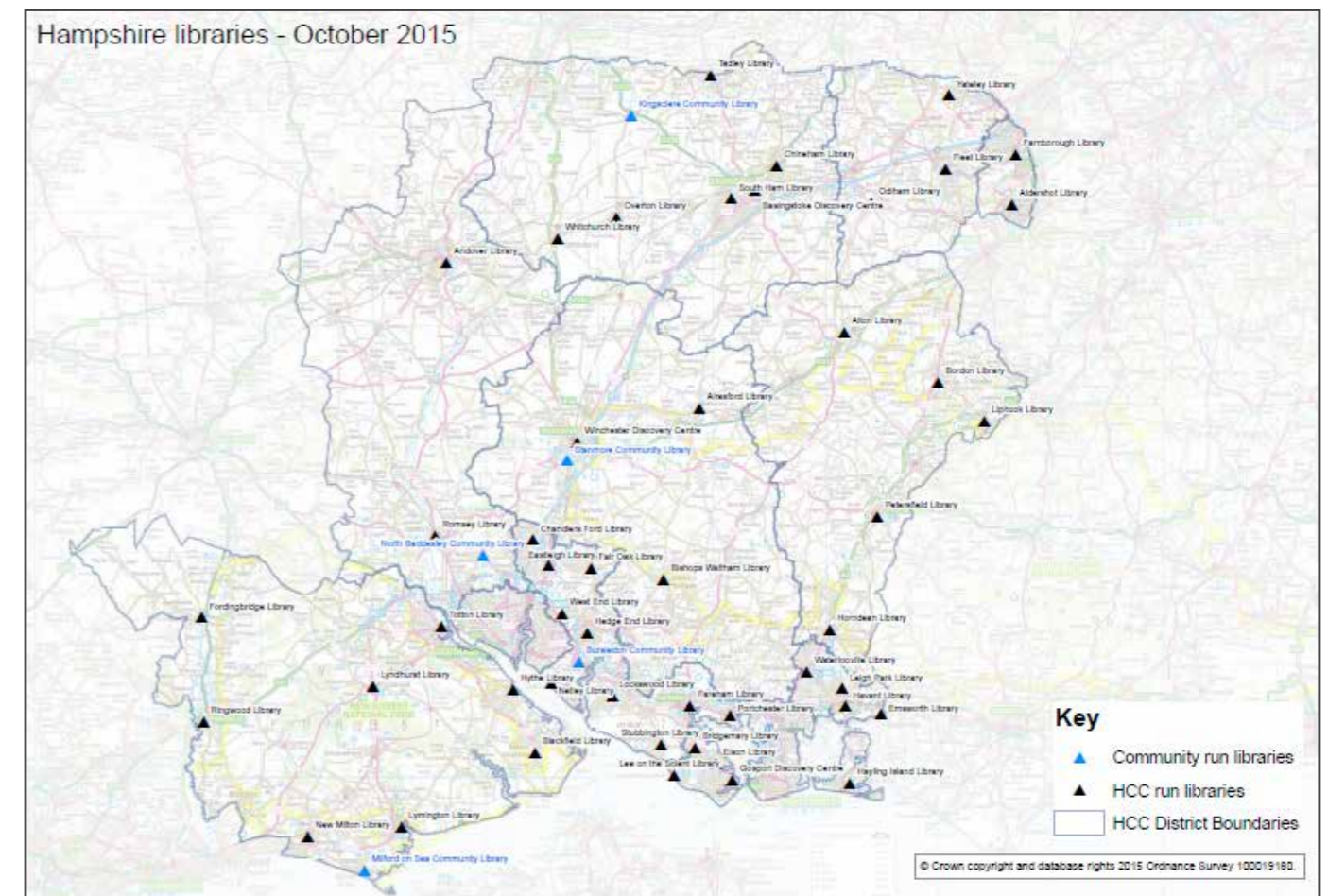
Some mobile library stops provide library services to nurseries and children's centres where one adult holds a library card for all the books borrowed but the children may go onto the vehicle to help choose the books. E.g. Aldershot 16.6 issues per visit on average, but 10 visitors per visit and only one active library member.

### Library Service Summary Tables

The first table 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 and management. 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.

A second table shows how Hampshire Library Service compares with other similar sized Library Authorities, using information for 2013-14, published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

### Map showing the Location of Static Libraries



### Map showing the location of Mobile Library Stops



Library		Usage										Demographic data						Usage and Travel Distance		Library Buildings and Location			
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 each 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	Good
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	Good
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
Bridgemarky	3	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	Poor
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	Poor
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	Poor	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	5.4%	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	Adequate
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	Good
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	Good	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	Good	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
Lockswold	2	138,980	75.29	150,987	5,810	11%	2,450	£1.40	186	0	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	8.8		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	259	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

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.

Issues, visits and active borrowers to mobile library stops 1 January 2015 to 31 May 2015

Community	stop name	Stop Frequency	Average issues per visit	Average visitors per visit	Active members: used stop at least once in 5 months
ABBOTTS ANN	Eagle	Four weekly	28.7	3.4	5
ALDRSHOT	Park Children's Centre	Four weekly	16.6	10.2	1
ALTON	Trelaors College	Four weekly	21.0	10.0	6
AMPFIELD	Crampmoor Lane	Four weekly	10.3	1.0	2
AMPORT	The Green	Four weekly	19.8	1.0	8
ANDOVER	Ashlawn Gardens	Four weekly	19.8	6.5	6
ANDOVER DLO	Monxton Road	Four weekly	7.8	0.8	2
ANNA VALLEY	Highbury Road	Four weekly	15.0	5.0	5
ANTHILL	School Lane	Four weekly	32.4	6.0	6
APPLESHAW	Village Hall	Four weekly	4.6	2.2	3
ASHFORD HILL	Primary School	Four weekly	20.3	10.0	2
ASHURST	Dene Way	Four weekly	11.4	n/a	5
BARTON	Pearce Smith Close	Four weekly	13.4	2.0	3
BARTON	West Car Park	Four weekly	43.8	7.0	12
BARTON STACEY	Kings Elms	Four weekly	21.4	10.0	8
BARTON STACEY	Roman Way	Four weekly	5.4	0.0	5
BASHLEY	Glendene Park	Four weekly	4.0	n/a	3
BASINGSTOKE	Hillstead Court	Four weekly	8.2	4.0	7
BASINGSTOKE	Magnolia Court	Four weekly	26.5	6.8	11
BEECH	Village Hall	Four weekly	25.2	2.0	2
BENTLEY	Memorial Hall	Four weekly	31.6	7.3	4
BIGHTON	Village Hall	Four weekly	6.3	1.8	2
BINSTEAD	River Hill	Four weekly	16.4	5.3	6
BISHOPS GREEN	The Square Beech Road	Four weekly	7.8	4.4	6
BISHOPSTOKE	Fair Oak Road	Two Weekly stop	9.8	2.5	10
BISHOPSTOKE	Stoke Park Road	Two Weekly stop	14.1	3.8	12
BOORLEY GREEN	Oatlands Road	Four weekly	13.3	2.0	7
BOTLEY	Alexandra Way	Weekly stop	13.5	6.0	18
BOTLEY	Bailey Close	Four weekly	6.3	2.3	2
BOTLEY	Centre	Weekly stop	13.7	3.3	24
BOTLEY	Church Lane	Four weekly	14.5	4.7	6
BRADLEY	Village Pond	Four weekly	5.0	2.2	2
BRAMDEAN	Woodlane Close	Four weekly	6.3	2.0	3
BRAMLEY GREEN	Campbell Road	Four weekly	7.8	2.0	2
BRANSGORE	Car Park	Weekly stop	75.1	29.0	82
BREAMORE	School	Four weekly	0.8	0.0	1
BROCKENHURST	Chestnut Road	Weekly stop	29.8	12.5	29
BROUGHTON	Village Hall	Two Weekly stop	26.1	5.0	11
BROWN CANDOVER	Village Hall	Four weekly	9.6	3.0	3
BURGHCLERE	Sports Hall	Four weekly	16.8	11.3	9
BURITON	Glebe Road	Four weekly	12.2	3.0	3
BURLEY	Meadow	Four weekly	1.4	1.0	2
BURRIDGE	Burrige Road	Four weekly	13.8	4.0	9
BURSLEDON	Old Post Office	Four weekly	4.2	2.0	2
BURSLEDON	St Pauls Lowford	Two Weekly stop	17.4	6.5	10
BUTLOCKS HEATH	Hound Parish Hall	Four weekly	11.2	n/a	4
CADNAM	Southampton Road Shops	Four weekly	31.8	4.0	9
CALMORE	Charnwood Close	Four weekly	27.8	4.0	6
CANADA	Rock Arms	Four weekly	15.8	5.0	3
CATISFIELD	Memorial Hall	Four weekly	16.2	4.5	4
CHALTON VILLAGE	Carters Meadow	Four weekly	20.4	7.7	10
CHERITON	behind Village Green	Four weekly	11.0	4.0	7
CHILBOLTON	Village Hall	Four weekly	23.6	6.0	7
CHILWORTH	The Close	Four weekly	21.2	3.0	3
CHURCH CROOKHAM	Woodlands Day Nursery	Four weekly	33.2	22.4	1
CLANFIELD	Community Centre	Four weekly	9.0	4.0	3
CLANFIELD	Lith View Car Park	Four weekly	20.6	10.0	10
COLDEN COMMON	Community Centre	Four weekly	15.6	4.0	9
COLDEN COMMON	Spring House Close	Four weekly	36.2	8.5	9
COMPTON	Attwoods	Four weekly	45.8	3.5	7
COWPLAIN	Herriot House, Padwell Road	Four weekly	26.6	5.0	13
CRAWLEY	Village Hall	Four weekly	11.2	5.0	6
CRONDALL	Village Hall	Four weekly	7.2	3.7	8
CROOKHAM	Grange Estate	Four weekly	6.6	3.3	4
CROOKHAM	The Verne	Four weekly	13.0	3.0	7
CURDRIDGE	St Peters Close	Four weekly	28.2	6.0	7
DAMERHAM	Village Hall	Four weekly	26.5	5.0	10
DEAN	Wykemmark	Four weekly	19.3	3.0	8
DENMEAD	Church Car Park	Weekly stop	53.8	14.1	89
DITCHAM	Sunwood Farm	Four weekly	8.2	2.5	4
DOGMERSFIELD	School	Four weekly	14.0	14.5	2
DROXFORD	The Square	Four weekly	67.6	7.5	13
DUMMER	Village Hall	Four weekly	10.0	2.5	3
DURLEY	White Gates	Four weekly	30.3	7.0	8

EAST MEON	Chapel Street by School	Four weekly	10.0	4.0	6
EAST STRATTON	North Brook Arms	Four weekly	13.0	3.0	5
EAST WELLOW	Hamdown Crescent	Four weekly	12.0	5.0	7
EAST WOODHAY	Village Hall	Four weekly	17.0	6.6	8
EASTON	The Cricketers	Four weekly	9.2	3.4	3
ECCHINSWELL	Primary School	Four weekly	19.2	3.2	4
ELLISFIELD	Cross Roads	Four weekly	32.6	5.3	7
ELVETHAM	Calthorpe Bungalows	Four weekly	4.0	2.0	2
ELVETHAM HEATH	Community Centre	Four weekly	8.0	2.5	4
EVERSLEY	Pauls Field	Four weekly	11.8	1.6	2
EVERTON	Buckstone Close	Four weekly	22.6	2.0	6
EWSHOT	Village Hall	Four weekly	15.0	3.2	4
EXTON	Shoe Inn	Four weekly	6.6	3.5	5
FACCOMBE	Manor Cottages	Four weekly	0.6	0.4	0
FAREHAM	Buckingham Court	Four weekly	81.8	7.5	11
FARNBOROUGH	Fox Lane Shops	Four weekly	5.6	2.8	3
FARNBOROUGH	Pinewood Park	Four weekly	11.0	3.8	4
FAWLEY	Copthorne Lane	Four weekly	3.2	1.0	1
FINCHDEAN	The George	Four weekly	23.4	6.0	9
FOUR MARKS	Village Hall	Weekly stop	18.6	6.3	20
FRITHAM	Quintons	Four weekly	24.7	5.0	7
FROXFIELD	Alexander Lane	Four weekly	5.0	1.2	2
GODSHILL	Sandy Balls Estate	Four weekly	20.2	4.0	4
GOODWORTH CLATFORD	Royal Oak	Four weekly	32.4	11.0	17
GRATELEY	Plough Inn	Four weekly	22.6	5.7	16
GRAYSHOTT	Village Hall	Weekly stop	83.0	43.4	141
GREAT WOODLEY	Anstey Road	Four weekly	10.3	8.0	3
GREATHAM	Village Hall	Four weekly	6.8	15.5	6
GREYWELL	Village Hall	Four weekly	11.2	8.2	8
GUNBLETON	opp Hill Farm	Four weekly	11.2	2.6	3
HALE	Hatchett Close	Four weekly	8.5	2.0	5
HAMBLE	Social Club	Weekly stop	34.1	10.3	46
HAMBLE HEIGHTS	Botley Road	Four weekly	14.0	8.5	1
HANNINGTON	Village Green	Four weekly	16.0	6.4	8
HANNINGTON	White Lane Crossroads	Four weekly	3.2	3.4	4
HARESTOCK	Priors Dean Road	Four weekly	30.2	9.0	8
HARTLEY WINTNEY	Car Park	Weekly stop	52.3	27.2	88
HARTLEY WINTLEY	Maple Lodge Pegasus Court	Four weekly	8.8	7.5	7
HATHERDEN	The Close	Four weekly	3.6	0.8	2
HAWKLEY	The Church	Four weekly	6.6	3.4	3
HAWLEY	The School	Four weekly	8.2	32.6	13
HAWLEY ESTATE	Hawley Arms / Cody's Tree	Four weekly	0.0	0.0	0
HAYLING ISLAND	Eaststoke Nutbourne Road	Four weekly	21.6	3.0	3
HAZELY LEA	Edge of Green	Four weekly	5.6	1.3	2
HENSTING	Elm Farm	Four weekly	11.6	3.5	3
HIGHCLERE	Tubbs Lane	Four weekly	7.8	4.0	3
HIGHCLERE CASTLE	Stable Yard	Four weekly	8.4	1.6	9
HOOK	Car Park	Weekly stop	71.2	28.8	83
HOOK	Berry Court	Four weekly	34.0	11.8	14
HOOK	Geffery's House	Four weekly	18.2	6.8	6
HORDLE	Pegasus Avenue (may include Stopples Lane issue data)	Four weekly	33.2	n/a	9
HORDLE	Stopples Lane	Four weekly	No stop location on Spydus	3.0	9
HORNDEAN	Dimension Child Care	Four weekly	0.0	0.0	n/a
HURSTBOURNE PRIORS	Village Hall	Four weekly	26.2	5.2	6
HURSTBOURNE TARRANT	Dines Close	Four weekly	3.0	3.2	3
HURSTBOURNE TARRANT	The Dene	Four weekly	17.4	1.0	7
IBTHORPE	Bank Tree	Four weekly	22.4	4.6	7
ITCHEN ABBAS	Old Station Road	Four weekly	25.2	8.4	12
KEMPSHOTT	Shops	Weekly stop	21.9	10.5	24
KILMESTON	Westwood View	Four weekly	3.8	2.0	1
KINGS SOMBORNE	Church Road	Two Weekly stop	25.9	17.0	30
KINGS SOMBORNE	Eldon Road	Two Weekly stop	33.4	6.0	9
KINGS WORTHY	Springvale Road	Four weekly	23.8	28.5	1
KINGS WORTHY	Willis Way	Four weekly	21.2	1.0	2
LANGRISH	Village Green	Four weekly	4.6	1.5	2
LINFORD	Royal Exchange	Four weekly	1.4	0.3	1
LINKENHOLT	Post Office	Four weekly	0	0.6	0

LISS	Main Car Park	Weekly stop	49.6	30.3	72
LISS	The Oaks	Four weekly	10.6	4.2	4
LISS FOREST	Temple	Four weekly	13.0	4.6	4
LITCHFIELD		Four weekly	18.8	4.8	5
LITTLETON	South Drive	Four weekly	11.5	2.0	3
LOCKERLEY	Butlers Close	Four weekly	18.5	5.0	10
LOCKERLEY	Village Shop	Four weekly	23.8	9.0	10
LONGPARISH	Acre Stores	Four weekly	22.0	5.4	7
LONGPARISH	School	Four weekly	88.0	72.0	9
LONGSTOCK	Hazeldown Farm	Four weekly	9.0	3.0	5
LOWER UPHAM	Hoyle Close	Four weekly	31.4	3.5	8
MARCHWOOD	Old Magazine Close	Four weekly	28.8	4.0	8
MATTINGLEY	Church	Four weekly	13.8	3.6	8
MEDSTEAD	Greenstile	Four weekly	38.2	8.2	9
MEONSTOKE	Bucks Head	Four weekly	17.2	2.5	12
MEONSTOKE	Chapel Road by School	Four weekly	6.8	7.5	2
MICHELDEVER	Duke Street	Four weekly	22.2	4.0	6
MICHELDEVER	Northbrook	Four weekly	15.8	5.0	8
MIDDLE WALLOP	Army Camp Chestnut Square	Four weekly	21.4	15.2	13
MINSTEAD	Seamans Corner	Four weekly	22.6	4.0	6
MINSTEAD	Trusty Servant	Four weekly	10.4	n/a	5
MOCKBEGGAR	New Road Cattle Grid	Four weekly	19.6	4.0	6
MONXTON	Black Swan	Four weekly	10.8	1.7	2
NAISH	Estate	Four weekly	1.0	0.0	1
NETHER WALLOP	Village Hall	Four weekly	10.4	3.0	4
NETLEY MARSH	Community Hall	Four weekly	14.6	1.0	1
NEWNHAM	Village Green	Four weekly	16.2	5.2	7
NEWTON VALENCE	Barnfield Cottages	Four weekly	15.6	2.2	17
NEWTOWN	Rookesbury Hall	Four weekly	32.4	7.0	11
NORTH BOARHUNT	Birch Hall	Four weekly	37.2	7.0	10
NORTH WALTHAM	Village Pond	Four weekly	27.2	9.4	14
NURSLING	Grove Place	Four weekly	29.2	12.0	21
NURSLING	Testlands Avenue	Four weekly	17.2	5.0	5
OAKLEY	Kennet Way	Weekly stop	48.7	19.6	67
OAKLEY	Petersfield	Four weekly	22.2	5.4	11
ODIHAM	RAF Centre	Four weekly	0.4	0.6	2
OLD BASING	Linden Avenue	Four weekly	31.8	6.4	6
OLIVERS BATTERY	Olivers Battery Road	Four weekly	13.8	6.0	7
OTTERBOURNE	Coles Mead	Four weekly	26.6	5.0	7
OTTERBOURNE	Grange	Four weekly	0	0.0	0
OVER WALLOP	War Memorial	Four weekly	3.0	n/a	3
OVER WALLOP	Pound Road	Four weekly	41.4	5.7	10
PENTON MEWSEY	White Hart	Four weekly	22.0	5.3	8
PENWOOD	The Heights	Four weekly	17.0	5.6	6
PHOENIX GREEN	Weir Road	Four weekly	8.6	2.7	6
POOKS GREEN	Park Lane	Four weekly	16.0	n/a	6
PRESTON CANDOVER	Stenbury Drive	Four weekly	12.6	3.3	6
PRIVETT	Bailey Green, Fawley Lane	Four weekly	4.8	0.5	1
RAMSDALL	Old School	Four weekly	14.2	2.2	5
RINGWOOD	Barrack Lane	Four weekly	10.2	2.0	3
ROOKSDOWN	Community Centre	Four weekly	0	0.0	0
ROPLEY	Parkstone Road	Four weekly	16.8	4.4	5
ROTHERWICK	Village Hall	Four weekly	24.4	6.8	6
ROWLANDS CASTLE	Links Lane	Four weekly	16.6	2.0	3
ROWLANDS CASTLE	The Green	Four weekly	0.2	0.5	1
SHALDEN	Village Hall	Four weekly	29.0	18.0	7
SHAWFORD	Grove Road	Four weekly	17.0	5.0	3
SHAWFORD	Pearsons Lane	Four weekly	0	0.0	0
SHEDFIELD	Sloan Park	Four weekly	11.2	3.0	3
SHERBOURNE ST JOHN	Spring Close	Four weekly	12.8	3.2	6
SHERFIELD ENGLISH	Craemar Lane	Four weekly	7.2	0.0	2
SHIPTON BELLINGER	Village Centre	Four weekly	33.4	10.9	16
SHIRRELL HEATH	Prince of Wales	Four weekly	9.8	2.3	3
SILCHESTER	Village Hall	Four weekly	23.7	5.4	4
SOBERTON	Valley View	Four weekly	13.0	7.0	8
SOBERTON HEATH	Chapel Road	Four weekly	13.2	2.0	9
SOPLEY	Meadow Close	Four weekly	8.4	4.0	2
SOUTH WARNBOROUGH	Poacher's Field	Four weekly	7.2	2.2	5
SOUTH WONSTON	Near School	Four weekly	43.2	10.0	16

SOUTHWICK	The Church	Four weekly	35.4	6.0	6
SPARSHOLT	Woodman Close	Four weekly	1.0	0.0	2
ST MARY BOURNE	Village Shop	Four weekly	20.4	5.8	11
STEEP MARSH	T-junction	Four weekly	15.2	4.4	5
STEVENTON	Village Hall	Four weekly	27.0	8.8	8
STOCKBRIDGE	Town Hall	Weekly stop	20.1	6.3	29
STOKE CHARITY	Phone Box	Four weekly	16.8	4.0	8
STOKE GATE	Stoke Lane	Four weekly	7.6	4.4	6
SUTTON SCOTNEY	Grafton Close	Four weekly	21.8	5.0	7
SWAY	Middle Road	Four weekly	25.2	6.0	6
SWAY	Station Approach	Four weekly	42.0	n/a	14
SYDMONTON	Cottages Day Nursery	Four weekly	14.4	4.6	8
THRUXTON	Village Hall	Four weekly	16.2	6.6	8
TIPTOE	Young Farmers Club	Four weekly	3.8	n/a	4
TUNWORTH	Bus Shelter	Four weekly	21.4	5.8	7
TWYFORD	Northfields, Franklin Road	Four weekly	26.4	5.0	6
TWYFORD	Village Hall	Four weekly	23.6	25.0	9
UP SOMBORNE	Lovells Farm Strawberry Lane	Four weekly	21.3	8.0	6
UPTON GREY	Village Pond	Four weekly	5.8	4.3	6
VERNHAM DENE	Village Hall	Four weekly	19.8	5.0	5
WALTHAM CHASE	Village Hall	Four weekly	35.7	8.0	9
WARNFORD	The George	Four weekly	10.8	1.5	4
WARSASH	Silver Fern	Four weekly	40.8	10.0	22
WATER END	Water End Park	Four weekly	2.2	1.0	1
WATERLOOVILLE	Eagle Avenue	Four weekly	36.8	11.0	11
WEST GREEN	Playgroup	Four weekly	18.4	21.0	1
WEST MEON	Thomas Lord	Four weekly	21.2	2.5	4
WEST TYTHERLEY	Black Horse	Four weekly	18.0	7.0	8
WEST WELLOW	Gurnays Mead	Four weekly	5.6	10.0	2
WEST WELLOW	Village Hall	Four weekly	46.6	1.0	15
WESTON PATRICK	Corner House	Four weekly	8.4	3.5	3
WEYHILL	Amesbury Road	Four weekly	4.8	4.2	5
WEYHILL	Magic Tower	Four weekly	28.8	7.2	4
WEYHILL FAYRE	Rectory Place	Four weekly	23.4	5.8	7
WHITCHURCH	Harewarren Farm	Four weekly	13.0	8.2	10
WHITELEY	Tesco Bus Stop	Weekly stop	30.3	10.8	58
WICKHAM	The Square	Weekly stop	39.4	15.3	60
WIDLEY	Applewood Grove	Four weekly	14.4	4.5	4
WILDHERN	WILDHERN	Four weekly	0.4	1.4	3
WOODGREEN	Horse and Groom	Four weekly	19.8	3.0	4
WOODLANDS	Copse Bourne Lane	Four weekly	23.4	4.0	5
WOTTON HILL	Copnor Close	Four weekly	42.8	9.2	15
WOTTON ST LAWRENCE	Post Office	Four weekly	8.4	2.4	4

253 Mobile Library stops as of January 2015. Weekly stops are marked in green and two weekly stops in brown. All other stops are 4 weekly.

## Library Service Comparison Table

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	828
Cost per active member	£58	£25	£161	£141
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
Cost per hour	£112	£26	£103	N/A

Data from 2014-15

County	Visits	Cost per Visit	Total Issues	Cost per Issue	Active Members	Cost per Active Member
Hampshire	6074608	£2.51	7067346	£2.16	216861	£70.44
Kent	6101186	£2.79	5676825	£3.00	193484	£88.02
Lancashire	5603972	£2.58	6077063	£2.38	168029	£85.92
Surrey	3858348	£4.51	5955995	£2.92	186843	£93.04

Data from Chartered Institute Public Finance and Accountancy Public Library Service Statistics for 2013-14

## Appendix III

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

Principles	Projects and Activities
<b>Service modernisation and efficiency</b>	<p>Adopt a consistent approach to our 'Customer Offer' by Library tier.</p> <p>Modernise stock management processes.</p> <p>Set up online payment of fines and charges.</p> <p>Withdraw little used and/or outdated collections eg CDs, DVDs, language packs and transfer some special collections to other providers.</p> <p>Enhance the use of volunteers and new operating models to support new initiatives to help sustain home and community library services.</p> <p>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.</p> <p>Reinvest in IT and e-resources for the future, including supporting the change to Universal Credit and other digitally-provided Government initiatives.</p> <p>Set up the external hosting of the Library Management System and upgrade to the latest technology.</p> <p>Embed Library Service Assistant roles with a generic skill set.</p> <p>Achieve budget savings, likely to total about £1.7 million.</p>
<b>Consistency of operating model</b>	<p>Define the 'offer' per library tier including delivery of the National Universal Offer.</p> <p>Harness digital opportunities to improve customer access, working alongside the County Council's programme to introduce superfast broadband across Hampshire's homes and businesses.</p> <p>Roll out self-service technology across all libraries and explore swipe card technology to open up access to static libraries.</p>
<b>Building Rationalisation and Improvement</b>	<p>Relocate/invest in: Andover; Bordon, Eastleigh, Emsworth, Fleet, Havant, Lockswood and New Milton libraries.</p> <p>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.</p> <p>Reduce the number of Tier 3 poor performing static libraries to reflect decline in use set against operating costs and poor quality of buildings/overall environment, subject to public consultation.</p>

Principles	Projects and Activities
<b>Income generation and supporting the local economy</b>	<p>Standardise and simplify the approach to fines, charges, room hire and events.</p> <p>Introduce cafés and retail opportunities in all Tier 1 libraries</p> <p>Implement a targeted marketing strategy.</p> <p>Increase market share of the School Library Service and develop closer working relationship with public Library Service for school age children.</p> <p>Introduce job clubs in larger libraries for unemployed people to help them look for work, write CVs etc.</p>
<b>Re-provision of services</b>	<p>By July 2016, replace the Mobile Library Service with modern alternatives.</p> <p>Retain Home Library Service provision for those people who are unable to access the service by any other means.</p> <p>Implement unstaffed 'open' libraries in Tier 3 libraries.</p> <p>In the longer term, explore alternative operating models for the Library Service including the potential for a Trust or Mutual model.</p>
<b>Increased community engagement and opportunity to share costs</b>	<p>Work with local communities to reinvigorate poorly performing libraries.</p> <p>Develop coding clubs and set up Maker Spaces (small-scale not for profit community led workshops where anybody can invent or make just about anything).</p> <p>Enhance partnership arrangements with other County council services and the voluntary sector such as Public Health, Early Years, Job Centre Plus and Adult Services.</p> <p>Develop a Youth Investment Strategy to include paid internships, apprenticeships and traineeships.</p>

