



# Library Service Transformation Strategy to 2020

## Library Service Transformation - Strategy to 2020 Culture & Communities Select Committee

22nd March 2016





# Library Service Transformation Strategy to 2020

## Library Service Task and Finish Group

**Participants** – Cllr McNair Scott (Chairman), Cllr Rice, Cllr Brooks, *Cllr Stallard*, Cllr Chegwyn, Cllr Connor, Cllr Wood

### Terms of Reference:

- To produce a draft Strategy to 2020 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 Library Service beyond 2020



# Library Service Transformation Strategy to 2020

## Twelve meetings mostly held at libraries

- Eastleigh
- Fareham
- Basingstoke DC
- Waterlooville
- Gosport DC
- Petersfield
- Bursledon Community Library
- Winchester DC
- Farnborough
- Fleet



# Library Service Transformation Strategy to 2020

## Hampshire's Library Service

45 Libraries  
3 Discovery Centres  
5 Community Libraries  
HMP Winchester  
Online/Virtual Library  
Home Library Service  
4 Mobile Library Routes  
5 Special Collections  
Schools Library Service

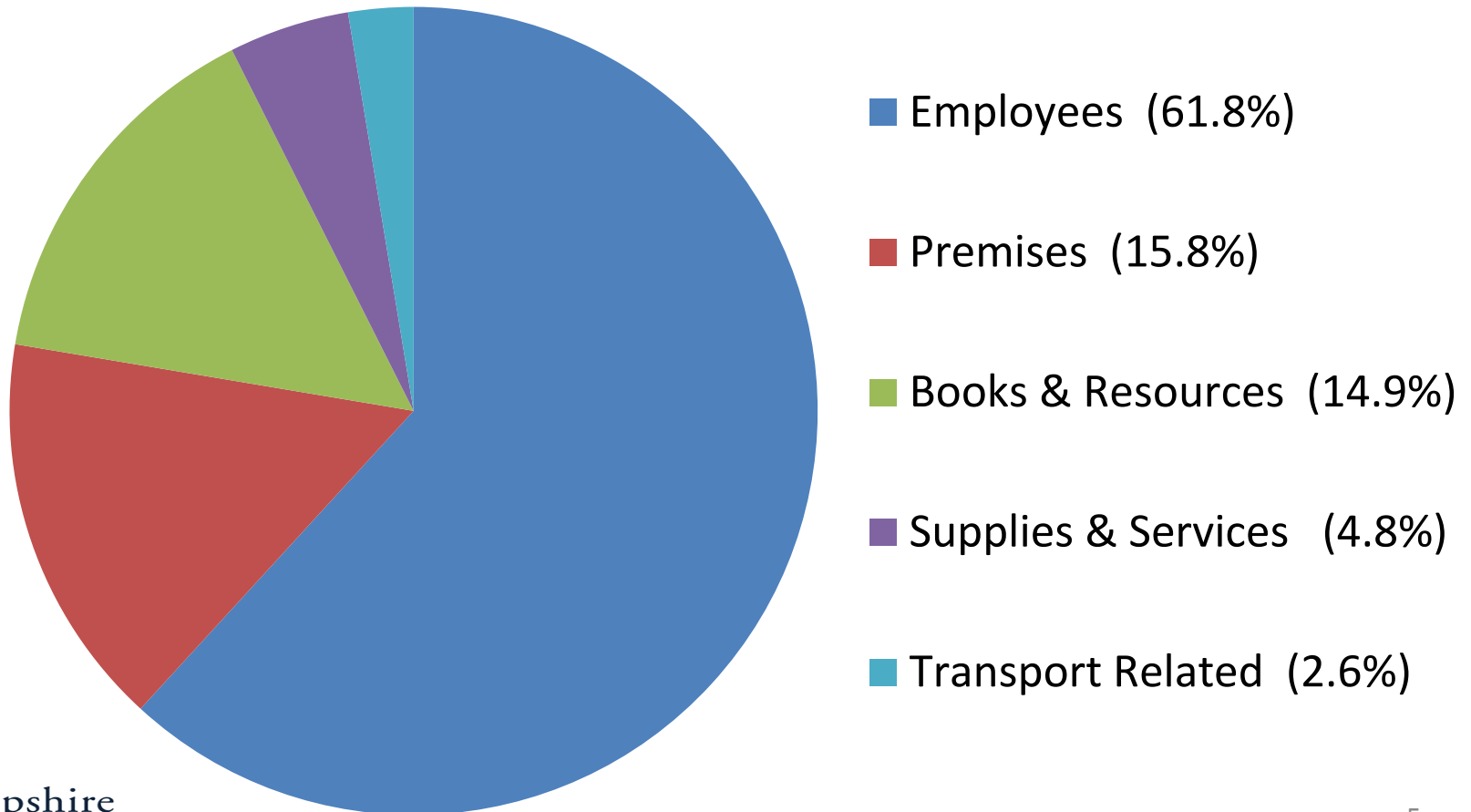


**Employing about 525 staff (325 FTE) & 1000 volunteers in 2014/15**



# Library Service Transformation Strategy to 2020

## Library Service Budget 2015/16





# Library Service Transformation Strategy to 2020

## Cost of different Library Services 2014-15

Performance indicator	Static	Community	Mobile	Home
Annual cost of service	£12 m	£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	<b>£58</b>	<b>£25</b>	<b>£161</b>	<b>£118</b>



# Library Service Transformation Strategy to 2020

## Library Needs Assessment 2014 - 15

- **Library usage & costs**
- **Library buildings** - condition, suitability & location
- **Community Need** – demographic information, deprivation, educational attainment, car ownership, people with protected characteristics
- **Patterns of library usage** by customers
- **Library catchments & travel distances**



# Library Service Transformation Strategy to 2020

To provide a  
comprehensive, high  
quality and affordable  
Library Service which is  
sustainable for the 21<sup>st</sup>  
Century



# Library Service Transformation Strategy to 2020

## Summary of Draft Library Strategy proposals

***To deliver a £1.7 million (14%) saving;***

- Replace Mobile Library Service with suitable alternative
- Invest £500k every year for 4 years from the £2m Book Fund providing investment in our buildings, IT and staff
- Permanently reduce the Book Fund from 2020 onwards
- Four library tiers to provide a standardised approach
- Review static libraries using agreed set of criteria



# Library Service Transformation Strategy to 2020

## Proposed Static Library Tiers and Locations

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



# Library Service Transformation Strategy to 2020

## Summary of Draft Library Strategy proposals

- Increase use of trained volunteers
- Develop Library staff in line with service need
- Rebrand busiest libraries as Discovery Centres
- Share library buildings with partners
- Withdraw poorly used library collections eg CD/ DVDs
- Transfer specialist collections to other providers



# Library Service Transformation Strategy to 2020

## Public consultation and decision timeline

Activity	Date
Start of Public Consultation	2 <sup>nd</sup> Nov 2015
End of the Public Consultation	16 <sup>th</sup> Jan 2016
Detailed analysis of consultation responses	Jan – Feb 2016
Revision to Draft Strategy to 2020	During Mar 2016
Select Committee Meeting	22 <sup>nd</sup> March 2016
Executive Member Decision	18 <sup>th</sup> April 2016
Implementation Strategy to 2020	From April 2016



# Library Service Transformation Strategy to 2020

## Public Consultation Approach

### Open Consultation

- People decided whether to participate – mostly library users
- Two formats – online and paper
- Individuals and organisations

### Telephone Survey

- Provides a representative sample of Hampshire residents including non-users. Selected at random.
- Results are kept separate as methodology different but questions were mostly the same
- Validation of open consultation findings



# Library Service Transformation Strategy to 2020

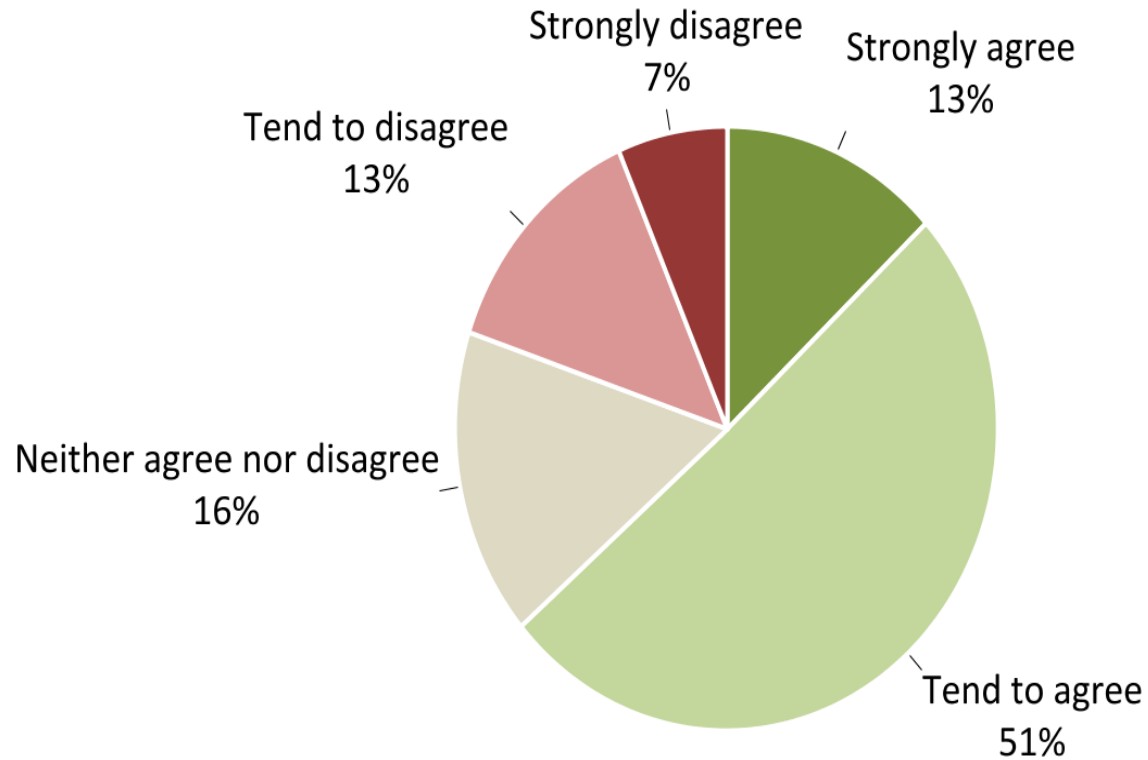
## Public Consultation Summary

- Over 9,500 individuals responded (8,914 open, 603 phone) and 58 organisations (*inc Parish & town councils*)
- Balanced media coverage on mobile library proposals but not on Tier 3 libraries
- 22 email/letters from MPs, **Parish, Town** and District Councils, and other organisations
- 48 email/letters from individuals – *no letters about mobile library service*
- 3 petitions (Tier 3 libraries: Blackfield, Fair Oak & West End)
- **Good support for Strategy outcomes by customers & non users**



# Library Service Transformation Strategy to 2020

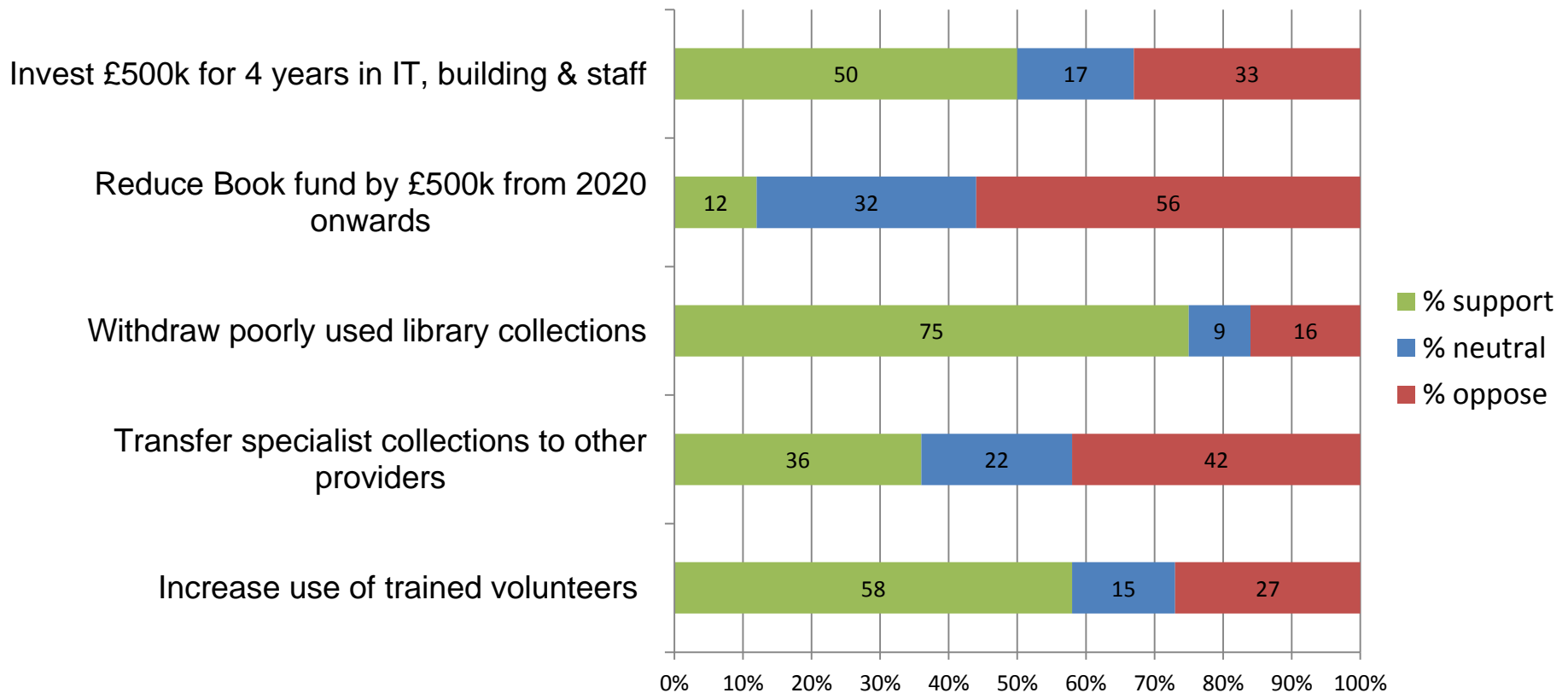
## Views on whether the Library Service needs to change





# Library Service Transformation Strategy to 2020

## Views on Strategy Key Proposals





# Library Service Transformation Strategy to 2020

## Strategy Key Proposals – customer feedback

- Libraries are essential – don't make any changes
- Don't close Tier 3 libraries – essential community space – access/needs of older persons
- Reading/ learning needs of children & adults would be negatively impacted
- Prefer paper books – don't replace with eBooks
- Trained staff essential for libraries
- Concern that audio books will be withdrawn



# Library Service Transformation Strategy to 2020

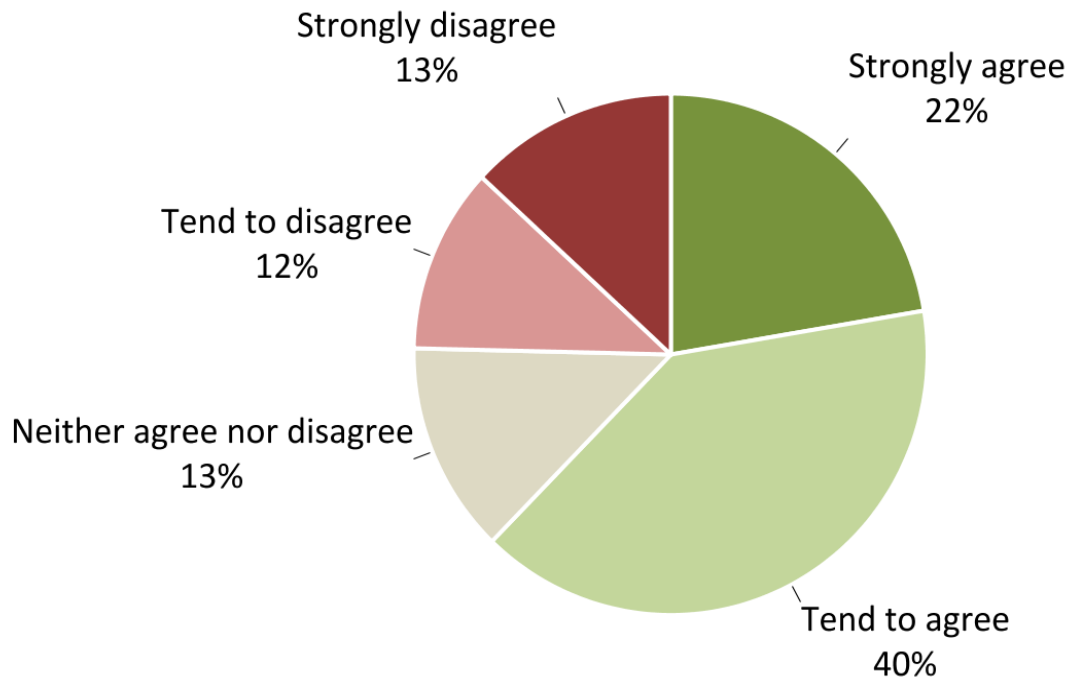
## Recommendations on Strategy Key Proposals

- Start planning for use of the £500k investment for four years from Book Fund into staff, IT and buildings
- CCBS Cost of Change bid to enhance investment
- Postpone decision until Summer 2017 on permanent reduction to Book Fund from 2020
- Investigate use of volunteers to work alongside paid staff
- Withdraw CD, Games & DVD collections from libraries over the next 2 years - stop buying new stock from April '16
- No changes to special collections unless opportunities arise
- Close Mobile Library Service from end June 2016



# Library Service Transformation Strategy to 2020

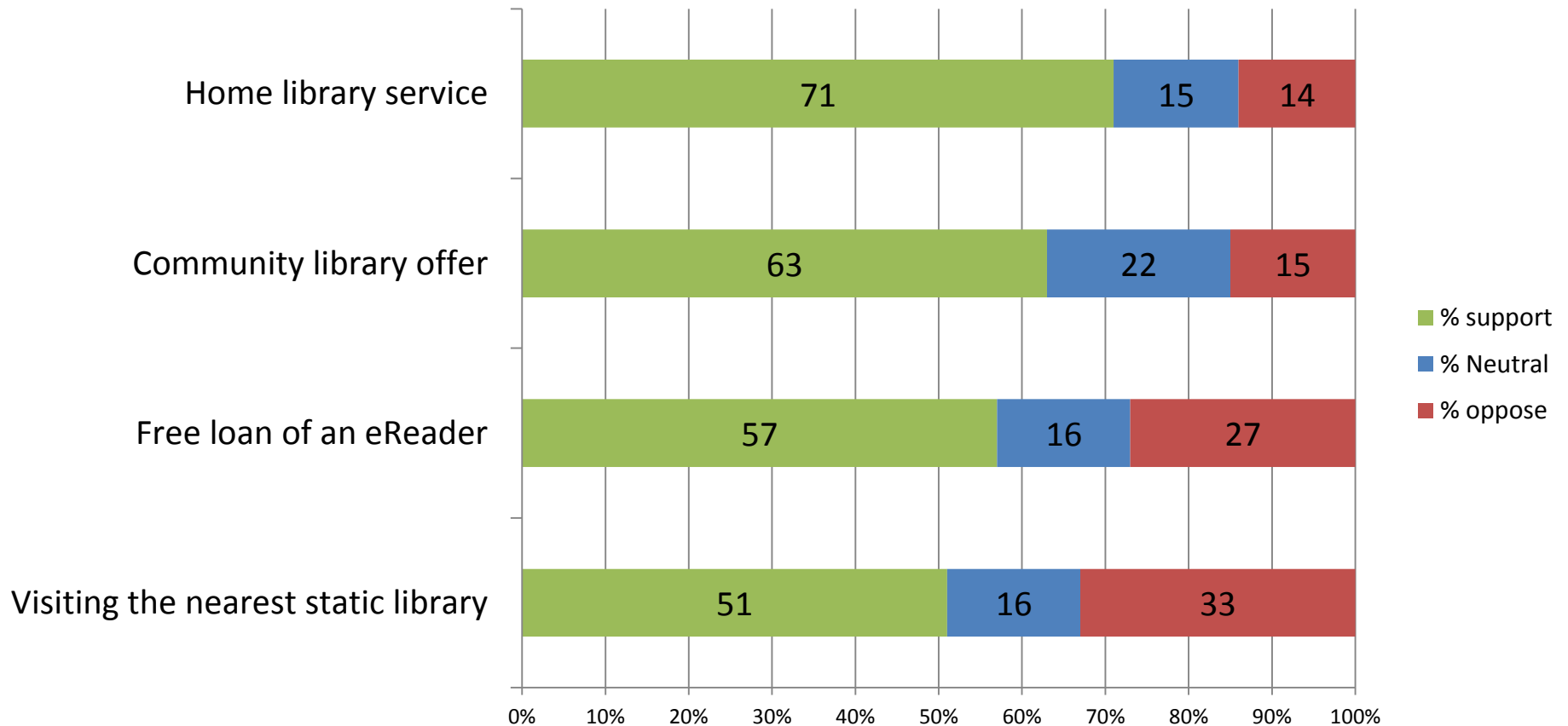
## Mobile Library Service to close end June 2016





# Library Service Transformation Strategy to 2020

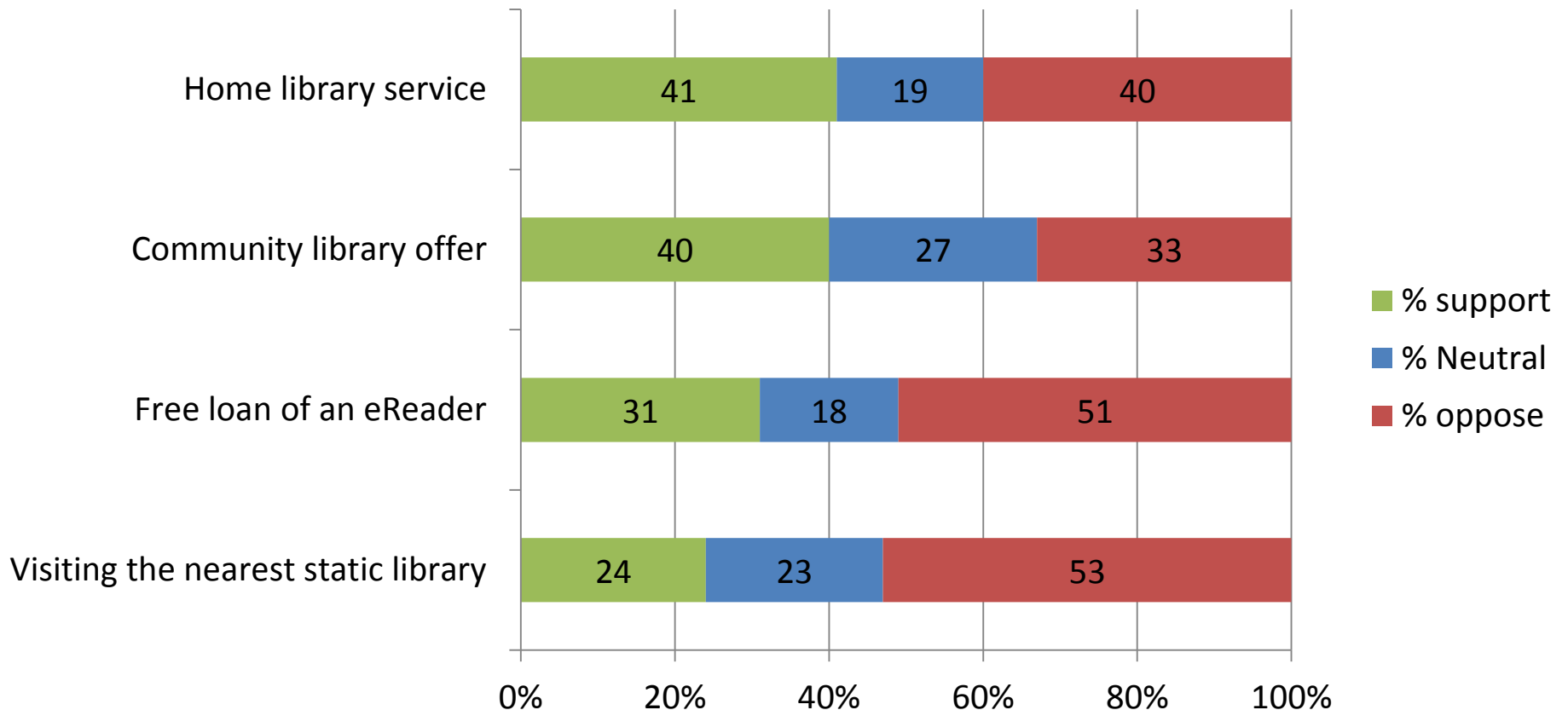
## Views on Mobile Library proposals – all respondents





# Library Service Transformation Strategy to 2020

## Views on Mobile Library proposals - ML customers





# Library Service Transformation Strategy to 2020

## Mobile Library proposals – customer concerns

- Impact on people with protected characteristics eg elderly, disabled, poverty, rurality
- Can't travel to nearest static library
- eReaders are not a suitable alternative
- Customers prefer physical books
- Vehicles provide meeting spaces & social interaction for rural communities



# Library Service Transformation Strategy to 2020

## Mobile Library Recommendations

**To close the Mobile Library Service at end of June 2016**  
(62% agree or strongly agree - 75% from telephone survey)

- Replace with the Home Library Service (for customers who are unable to access their nearest static library)
- Free online Library learning sessions for communities that are losing their mobile library stop
- Explore potential for community transport providers to provide access to static libraries for MLS customers



# Library Service Transformation Strategy to 2020

## Static Library Contextual Information

- Four tiers to provide a more standardised approach
- Tier 1 Libraries – the busiest libraries in largest towns with long opening hours and widest range of services
- Account taken into population size and growth, library use and demographic information
- Libraries can move between tiers



# Library Service Transformation Strategy to 2020

## Proposed Static Library Tiers and Locations

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# Library Service Transformation Strategy to 2020

## Criteria for review of static libraries

Criteria	Summary	Score
Community Needs	Educational, ethnic, social and economic backgrounds	8.5
Library usage	Number of library users & usage patterns	7.9
Access	Other libraries nearby	7.7
Value for money	Running cost compared to similar libraries	6.2
Building	Quality and location of buildings	6.1



# Library Service Transformation Strategy to 2020

## Comments raised about tier 3 libraries assuming closure

- Loss of community space for social interaction
- Keep all tier 3 libraries open
- Penalise rural areas eg smaller towns & villages
- Too far to travel to tier 1 or 2 libraries
- Negative impact on older/children/people with disability
- Longer opening hours would improve usage and access
- Specific libraries mentioned eg Yateley



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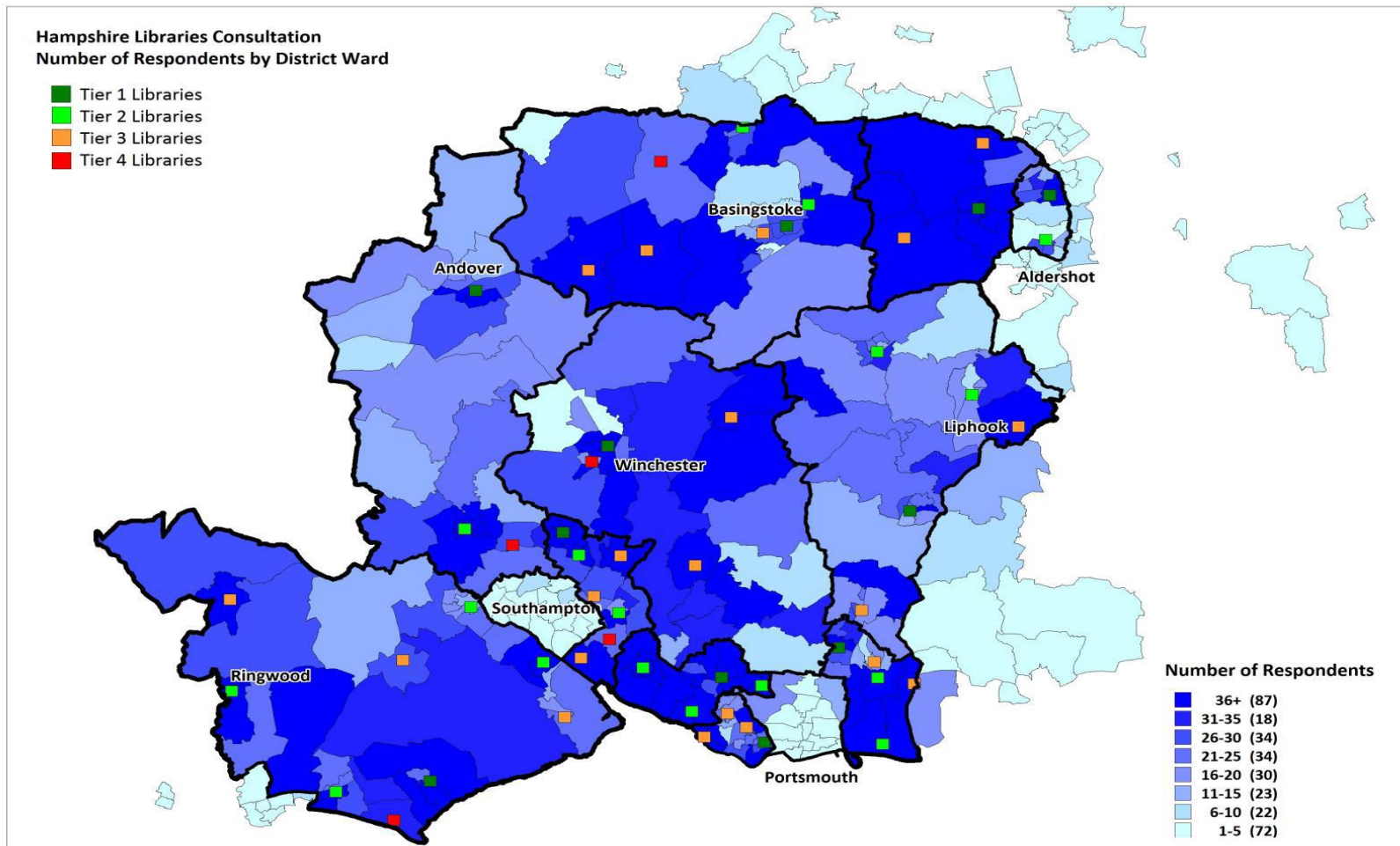
## Static Library Recommendations

- No changes to static libraries at this stage but all Tier 3 libraries will be reviewed using agreed criteria with report back to Exec Member in Summer 2017
- No changes proposed to definition of tiers
- Libraries may move between tiers
- Fleet and Fareham priority for refurbishment
- Starting to look at improved locations for some libraries



# Library Service Transformation Strategy to 2020

## Geographical spread of respondents





# Library Service Transformation Strategy to 2020

## Ideas put forward by respondents

- Increase opening hours to improve static library usage
- School libraries utilised more ie open to the public
- Several organisations offered to recruit volunteers
- Postal Library Service or similar ideas to collect or return
- Provide community transport to access static libraries
- Income generation eg room hire, membership/joining fee
- Provide free information sessions on how to use eBook and eResources



# Library Service Transformation Strategy to 2020

## Summary - Changes to the Strategy

- *Only offer the Home Library Service option to Mobile Library Customers (MLS) who are unable to access their nearest static library. Remove reference to Mobile Library Service in Strategy.*
- Required saving target at least a further 14% by 2020
- Postpone decision until 2017 relating to a permanent reduction in Book Fund
- No changes to Tier 3 Libraries without consultation and Executive Member decision



# Library Service Transformation Strategy to 2020

## Summary - Changes to the Strategy

- Apply weightings to criteria used to review viability of static libraries based on public feedback:  
*Community Need & Library Usage – most important*
- Defer changes to Special Collections to 2017 onward
- No rebranding of Tier 1 libraries to Discovery Centres



# Library Service Transformation Strategy to 2020

## Delivery of £1.7 million (14%) savings

Project or Activity	Saving £
Library Staff Restructure – completed in 2015	300,000
More efficient transport of library stock	50,000
Cease expenditure on CDs and DVDs	150,000
Closing the Mobile Library Service	360,000
Building and IT improvements	860,000
Increased use of trained volunteers	
Permanent reduction to the Book Fund	
Changes to Tier 3 Libraries	
<b>Total</b>	<b>1,700,000</b>



# Library Service Transformation Strategy to 2020

## Key Milestones for Library Transformation

Date	Activity
June 2016	End the Mobile Library Service
Summer 2016	Publish the Libraries IT Improvement Programme to set out priority IT projects and benefits
Summer 2016	Publish the Library Building Improvement Programme to set out priority work and timescales
Spring 2017	Review static libraries viability & community need
Spring 2017	Withdraw the CD collection
Summer 2017	Key decision on savings proposals to 2020



# Library Service Transformation Strategy to 2020

Questions and comments