

HAMPSHIRE COUNTY COUNCIL**Report**

Committee:	Culture and Communities Select Committee
Date:	22 March 2016
Title:	Library Service Transformation – Strategy to 2020
Reference:	7408
Report From:	Director of Culture, Communities and Business Services

Contact name: Sara Teers – Head of Library and Registration Service
Paula Crompton – Business Change Manager

Tel: 01962 847730
01962 845454

Email: sara.teers@hants.gov.uk
paula.crompton@hants.gov.uk

1. Executive Summary

- 1.1 In November 2015, Hampshire County Council's Library Service published a draft Strategy to 2020 for public consultation. The purpose of this report is to provide a summary of the public consultation responses and show how the draft Strategy has been revised to reflect the views of individuals and organisations. The Strategy outlines a Transformation Programme to provide a comprehensive, high quality and affordable Library Service which is sustainable for the 21st Century.
- 1.2 This report seeks approval of the revised Library Service Strategy to 2020. A key recommendation is that the Mobile Library Service closes at the end of June 2016. This will be replaced by:
- a Home Library Service delivered by volunteers for those customers who are unable to access a static library
 - free online learning sessions for communities that are losing their mobile library stop, promoting access to a broad range of online library resources
- 1.3 The Library Service will also explore the potential of working with the voluntary sector, which provides community transport, to help rural communities that are losing their mobile stop to access their local library.
- 1.4 Hampshire County Council is facing a most challenging period of prolonged national austerity measures, which has seen huge reduction in its Central Government funding in recent years. This has affected budgets for all services including the Library Service and will continue to do so.

2. Contextual information

2.1 Hampshire's Library Service is currently delivered through a network of:

- 48 Libraries (including 3 Discovery Centres)
- 5 Community Libraries
- 4 Mobile Library Service serving 2,230 customers at 250 stops
- 1 Prison Library
- Online Library Service - a range of online e.g. eBooks, eResources.
- Home Library Service
- Schools Library Service
- Specialist Library Services – a range of services for individuals and groups eg interlibrary loans, book sets for reading groups and music scores for choral and orchestral groups

2.2 The annual revenue budget for the Library Service in 2015/16 is £12.4 million and the Service generates a further £1.5 million of income. Approximately 525 staff (325 full time equivalents) work in the Library Service alongside 40,000 hours of support a year from volunteers who help deliver public Library Services.

2.3 Under Section 7 of the Public Libraries and Museums Act 1964¹, each upper tier or Unitary Local Authority has a statutory duty to provide a '*comprehensive and efficient*' Library Service for local people; although it does not define what is meant by 'comprehensive and efficient', leaving it open to local interpretation. In addition, the County Council must comply with the Equality Act 2010 and Localism Act 2011.

3. Summary of the Draft Strategy to 2020

3.1 The draft Strategy, published in November 2015, set out the challenges, considerations and direction of travel to 2020 that would ensure the Library Service is run efficiently and positioned to meet the changing demands placed on it.

3.2 The main proposals in the draft Strategy can be summarised as follows:

- Replace the Mobile Library Service with a Home Library Service delivered by volunteers
- Invest £500,000 every year for four years from the £2 million Book Fund to make libraries modern and vibrant, with new technology and digital systems

¹ <http://www.legislation.gov.uk/ukpga/1964/75>

- Permanently reduce the £2 million Book Fund by £500,000 from 2020 onwards
 - Place libraries into four different tiers to provide a standardised approach to services
 - Review the future viability of static libraries, using an agreed set of criteria
 - Rebrand the busiest libraries as Discovery Centres
 - Share Library buildings with complementary partner organisations for several services to be accessed in one visit
 - Develop Library staff in line with the transformation priorities
 - Increase the use of trained volunteers to support the work of paid Library staff
 - Phase a withdrawal of poorly used Library collections (e.g. CDs, games, and DVDs) and transfer specialist collections to other providers
- 3.3 The ambition is to provide comprehensive, high quality but affordable library services that are suitable for the 21st century through innovation, modern thinking and business leadership.
- 3.4 The revised draft Strategy reflects comments from the public consultation and is attached to this report as Appendix 1. All the changes are marked in red for ease of reference.

4. Public Consultation Methodology

- 4.1 In October 2015² the Executive Member for Culture, Recreation and Countryside agreed an 11 week public consultation on the Draft Strategy to 2020. The consultation questionnaire was available online and hard copies were available in all Hampshire libraries and mobile library vehicles. In addition 603 telephone surveys were conducted with a random sample of Hampshire residents who were largely library non-users. The consultation and analysis was carried out by a specialist market research company.
- 4.2 Publicity included the Hampshire media (via press releases to newspapers, radio and television), direct contact with more than 250 local parish and town councils throughout the county, an email to over 150,000 library customers, as well as through regular posts to the County Council's 40,000 social media followers and to 37,000 County Council staff. In addition, the Senior Library Leadership Team undertook eight staff roadshows at libraries around Hampshire and had a separate meeting with Trade Union representatives.

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http://www3.hants.gov.uk/councilmeetings/advsearchmeetings/meetingsitemdocuments.htm?sta=&pref=Y&item_ID=7020&tab=2&co=&confidential=

5. Public Consultation Findings

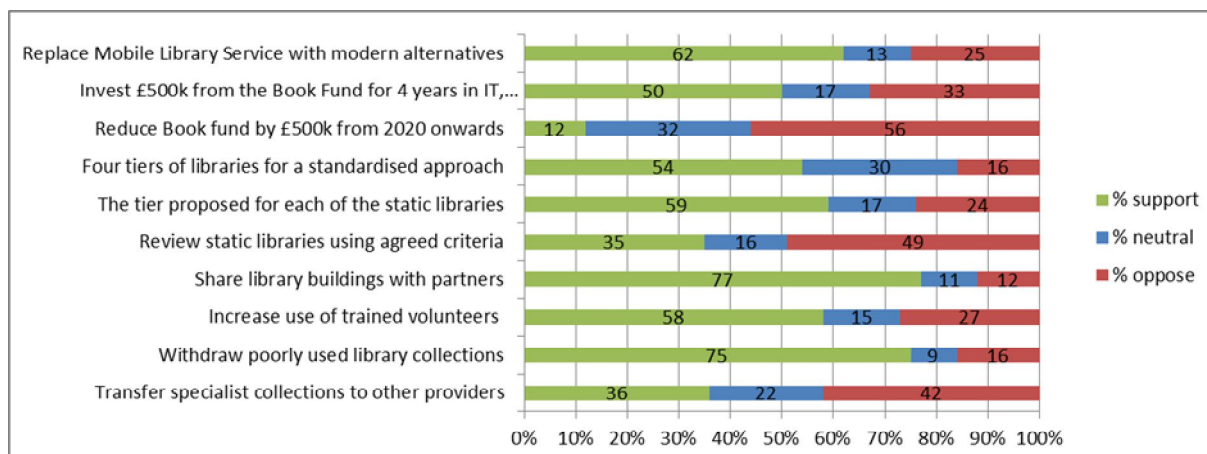
- 5.1 A full report on the public consultation findings can be found in Appendix 2. In summary, feedback from the public and a wide range of stakeholders endorsed the vision of a modern, vibrant and sustainable Library Service adapting to change. For the purposes of this report, respondent means the people that chose to participate in the open public consultation by completing the questionnaire, 96% of whom are library users. Those who were contacted for the telephone survey are referred to in this report as residents, 60% of whom are library users.
- 5.2 In addition to the open consultation and telephone survey, 70 individuals and organisations took the opportunity to send in comments by email or letter direct to the County Council. Some of these people also completed the open consultation questionnaire. The majority of responses received direct to the County Council were related to the future of Tier 3 libraries. One of the letters related to the community managed libraries. Many of the messages also expressed support for the Library Service and feedback about quality of staff and services. In addition, petitions relating to the perceived closure of Tier 3 libraries of Blackfield, Fair Oak and West End Libraries were received with up to 150 signatures on each. See Appendix 3 for list of organisations which responded to the consultation.
- 5.3 More than 9,500 people and organisations responded to the draft Library Strategy consultation online, by post and by telephone - see Table 1 below.

Table 1 Summary of the public consultation responses received:

Consultation Methodology	Number of responses
Open Consultation – Individuals (including Library staff and volunteers)	8,914
Open Consultation - Organisations	58
Telephone Interviews	603
Email and letters direct to Hampshire County Council – individuals	48
Emails and letters direct to Hampshire County Council – from MPs and organisations	22
Petitions	3

- 5.4 Over 60% of both respondents (from the open consultation) and residents (from the telephone survey) agreed that modernisation is needed to meet the changing demands and financial constraints placed on the Library Service. Two thirds of respondents and three quarters of residents agreed that the County Council should seek to make savings to ensure that the Library Service is financially sustainable.
- 5.5 Figure 1 overleaf summarises the open consultation views from individuals regarding the key proposals.

Figure 1: Consultation Responses from Respondents



5.6 Figure 1 shows that 62% of respondents and three quarters of residents agreed with the closure of the Mobile Library Service. Half of respondents and just over three quarters of residents supported the proposal to invest £500,000 of the Book Fund for four years into library buildings and IT. Only a tenth (12%) of respondents supported the permanent reduction of the Book Fund by £500,000 from 2020 onwards compared to a quarter (26%) of residents.

5.7 The consultation with respondents demonstrated support for the following:

- Four tiers of libraries for a standardised approach (54%)
- The tier proposed for each of the static libraries (59%)
- Sharing of library buildings with partners (77%)
- Increased use of trained volunteers (58%).
- Withdrawal of poorly used library collections (75%).

5.8 Just over a third of respondents (35%) supported a review of static libraries using agreed criteria compared to over half (52%) of residents responding to the telephone survey. Also around a third (36%) of respondents agreed with the proposal to transfer specialist collections to other providers. The full details of the open consultation findings are found in Appendix 2.

6. Further detailed comments on the draft Library Strategy

6.1 There was an opportunity at the end of both the open consultation and telephone survey for respondents and residents to express any further comments about the proposed changes to the Library Service. In the open consultation questionnaire, 22% of those providing further comments expressed that 'libraries are essential/that the library service should be kept 'as is'/that current library provision should be maintained'. A further 17% put forward the view that 'libraries are important features of local communities, acting as a meeting place for smaller communities which give people a sense of community'.

- 6.2 In the telephone survey, 15% of residents who answered this question, used the opportunity to express that libraries are vital for children's educational needs/children's social interaction/encouraging children to read from a young age. A further 15% who answered this question, expressed that 'libraries are important features of local communities/act as meeting places for smaller communities/give people a sense of community/provides social interaction/ community groups'.
- 6.3 Further information about the free text responses received through the questionnaires and directly by letter or email are set out in Appendix 4.
- 6.4 Both the open consultation and telephone survey provided the opportunity for respondents or residents to make suggestions about alternative proposals for Library Services or other ways to make savings. The open consultation received more than a hundred alternative suggestions – these can be found in the public consultation report, Appendix 2 to this report and a summary is provided in Appendix 5. The most popular suggestions are summarised below:-
- Increase opening hours to improve static library usage
 - Make better use of school libraries ie provide public access
 - Work with local community partners to recruit volunteers to support delivery of services at Tier 3 and 4 libraries
 - Postal Library Service or similar ideas to collect and return books
 - Provide community transport to help vulnerable residents access their nearest static library
 - Income generating ideas e.g. room hire, joining fees, fund raising etc
 - Provide free information sessions on how to use eBooks and eResources
- 6.5 Some of these proposals are being investigated and some are already in progress. Further details are provided in Appendix 5 to this report.

7. Changes to static libraries

- 7.1 As stated in Section 5 there was support from more than 50% of respondents to place Hampshire Libraries into 4 tiers to provide a standardised approach to services. The majority of respondents agreed with the tier for their local Library. The consultation showed the importance of Tier 3 libraries (smaller libraries run by Hampshire County Council) as community facilities and the strength of feeling to keep these open and run by the County Council. Over 60 emails/letters were received directly by the County Council supporting continued provision.
- 7.2 Whilst most respondents supported the proposal for the Library Service to make savings to be affordable and sustainable, many people expressed considerable concern about the proposed review of the Tier 3 libraries using an agreed set of criteria. This resulted in considerable media interest in the future of Tier 3 libraries, thinking that the decision had already been made to

close them. The County Council received three petitions as a direct result of this misunderstanding.

- 7.3 Respondents were asked to rate the following criteria on a scale of 0 to 10 to inform future decisions about the viability of Tier 3 libraries:
- **Usage** – the number of library users and patterns of usage
 - **Community Need** - taking account educational, ethnic, social and economic backgrounds
 - **Access** – whether there are other static libraries nearby
 - **Building** – quality and location of the library building
 - **Value for money** – running costs compared to similar libraries
- 7.4 Average scores were calculated for each criterion and then these were ranked according to the importance to respondents. Community need was the most important and the Library building was the least important. It is proposed that weighting will be applied to the criteria to inform decisions about Tier 3 libraries. No decisions will be taken on the future of Tier 3 libraries until the end of 2017. If changes are proposed to any Tier 3 library there will be separate consultations with the relevant local communities and organisations.
- 7.5 There was limited support to ‘rebrand our busiest libraries as Discovery Centres’ with residents claiming that the rebranding would cost money. In view of the public feedback, Discovery Centre concepts will be actively developed for Tier 1 libraries, but without specific re-branding.
- 7.6 During the consultation period, the Library Service started to investigate the idea of utilising digital technology to extend library opening hours without the associated staffing costs, known as Open Libraries. This concept has been developed elsewhere in the country and responds to some of the comments made in the consultation about extending library opening hours. More work needs to be completed to prove if this concept can be applied to Hampshire’s libraries.

8. The Future of the Mobile Library Service

- 8.1 The draft Library Strategy proposed closing the Mobile Library Service (MLS) and replacing it with the Home Library Service. Many views were gathered from mobile library and static library customers. The MLS is operated by 5 vehicles over 250 stops mainly serving Hampshire’s rural communities. All vehicles are nearing the end of their ten year leases and are increasingly unreliable with high operating costs. The 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 0.1% of Hampshire residents). Over a quarter of MLS customers also access a static Library. Demand continues to decline with over 100 of the 250 mobile stops having fewer than four customers.
- 8.2 Three fifths (62%) of respondents agreed with the proposed closure of the MLS and three quarters (75%) of residents in the telephone survey also

agreed. Those people who expressed disagreement with the proposal to close the MLS from summer 2016 were asked to explain their views. Over a quarter of respondents who disagreed with the proposal to close the MLS, said that the service was essential for older people who may not be able to visit their nearest static library. Just under a fifth of respondents felt that the MLS was important for people living in rural areas to provide equality of access. A fifth of respondents also said that people with disabilities may be unable to visit their nearest static library. In the telephone survey, nearly a third (29%) disagreed because they felt that the proposal would negatively impact or isolate elderly people.

- 8.3 Approximately 500 mobile library customers took part in the open consultation which represented 6% of the responses received and equates to a fifth of all mobile library customers. Three quarters (76%) of respondents (364 customers) who are users of the MLS were against the closure of the service.
- 8.4 Hampshire County Council has prepared a specific Equality Impact Assessment to consider the impacts to mobile library customers should the service close. This is considered in more detail in Section 10 of this report.
- 8.5 In view of the inefficiency of the MLS, and the overall support by respondents and Hampshire residents during the consultation, **it is recommended that a decision is taken to close the MLS from the end of June 2016.** A number of modern alternatives to the MLS are considered below in Section 9 of this report.

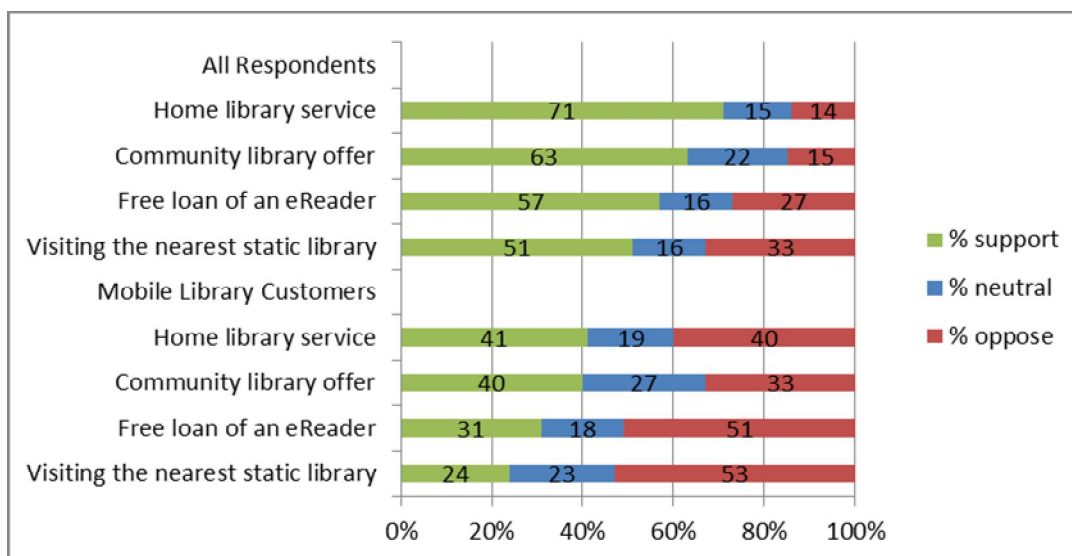
9 Alternatives to the Mobile Library Service

- 9.1 The draft Strategy proposed replacing the MLS with:
 - Home Library Service
 - Community Library Offer
 - Free loan of eReader
 - Visiting nearest static library
- 9.2 Over two thirds (71%) of respondents agreed that the Home Library Service could provide an effective alternative to the MLS. A community library offer was also widely considered as an effective alternative, with over three fifths (63%) of respondents agreeing. Over half of respondents (56%) agreed with the free loan of an eReader as an effective alternative and a further 51% agreed that visiting the nearest static library could pose an effective alternative to the MLS.
- 9.3 The responses from mobile library customers were filtered to analyse their views on the proposal to close the MLS and the alternatives. Support for all of these alternatives was lower for mobile library service customers; however, the rank order of the alternative proposals remained the same. Just over two fifths (41%) of mobile library customers agreed that the Home Library Service could provide an effective alternative to the MLS. Two fifths

of mobile library customers (40%) agreed with a community library offer, less than a third (31%) agreed with the free loan of an eReader, and just less than a quarter (24%) agreed that visiting the nearest static library was a suitable alternative.

- 9.4 Figure 2 below summarises the responses to the questions from the open consultation respondents and is compared to the results from mobile library customers.

Figure 2 – Mobile Library Service views from respondents and customers



- 9.5 If the recommendation to close the MLS is supported, then it is proposed to offer the Home Library Service to mobile library customers who are unable to access their nearest static library. It is hoped that some mobile library customers may be able to help other residents that do not have their own transport through the Library Service’s Good Neighbour Scheme. The free loan of an eReader is not being pursued as more than half of mobile library customers said that this was not suitable for them.
- 9.6 The community library offer received some support from mobile library customers, and it is proposed to provide free online learning sessions delivered in local venues for communities that are losing their mobile library stop. This will show residents how to download eBooks, audio books, and eResources to their own mobile devices.
- 9.7 One of the popular suggestions from respondents was to link in with community transport providers to help rural communities that are losing their mobile stop to access their nearest local library. This is being investigated.

10. Equalities

- 10.1 Equalities Impact Assessments have been drafted for the potential changes to the Mobile Library Service and for the draft Library Strategy to 2020.

They consider people with protected characteristics including age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, race, religion or belief and sexual orientation. The Equality Impact Assessments have been reviewed and updated as a result of the public consultation feedback and will inform the decision to be taken by the Executive Member for Culture, Recreation and Countryside. Copies are published on the County Council's website³.

- 10.2 Over a quarter of respondents (29%) to the open consultation indicated that there were positive or negative impacts for customers that the County Council should consider when making decisions about the Library Service. The following people were highlighted for consideration including older persons, those with disabilities, those that cannot use a computer, children and young people, families and adults on low incomes and people living in rural areas with poor public transport.
- 10.3 Over two thirds of mobile library customers are female, however the proposal to withdraw the service will impact equally on both men and women. There is an equality impact on age because 64% of mobile library customers are aged 60 and over compared to Hampshire libraries as a whole where 27% of customers are 60 and over. As older people tend to have more health and mobility problems than other age groups which can make it more difficult for them to travel, particularly if they do not drive, they will be more affected than other age groups if the Mobile Library Service is withdrawn. Children and young people will be less affected as only 13% of mobile library customers are children compared with 32% for Hampshire libraries.
- 10.4 In order to mitigate the impact of the closure of the Mobile Library Service it is recommended that it is replaced by
- a Home Library Service delivered by volunteers for up to 75% of customers who said that they would be unable to access a static library. This suggests that many mobile library customers could meet the criteria for the Home Library Service.
 - free online learning sessions for communities that are losing their mobile library stop, promoting access to a broad range of online library resources.
- 10.5 The Library Service will also explore the potential of working with the voluntary sector, which provides community transport, to help rural communities that are losing their mobile stop to access their local library.

³ <http://www3.hants.gov.uk/rh-equalities.htm>

11. Financial Considerations

11.1 At the time of preparing the draft Library Strategy to 2020, it was anticipated that the Library Service would need to make an additional 14% (£1.7m) reduction to its budget between 2017 and 2020. The Strategy to 2020 sets out the plans to achieve the 14% anticipated savings through the following projects and activities:

Project or Activity	Anticipated saving £
Library Staff Restructure – completed in 2015	300,000
More efficient transport of Library stock – completed in 2016	50,000
Cease expenditure on DVDs and CDs	150,000
Ending the Mobile Library Service	360,000
Sub total	860,000

11.2 Plans to achieve the balance of the known 14% (currently £840,000) could include the following:

- Further reductions to library running costs from improvements to buildings and IT
- Savings from unstaffed libraries (known as the Open Library Strategy) and use of trained volunteers working alongside paid Library staff.

11.3 The public were not in favour of the following two actions but, in the absence of further alternatives, they may need to be explored:

- Permanent reduction of £500,000 to the Book Fund from 2020.
- Changes to Tier 3 Libraries including transfer to the community or closure using weighted criteria to confirm library need and importance. (This would be subject to separate public consultation with the relevant local communities impacted by proposed change.)

11.4 Hampshire County Council is facing the most challenging period of prolonged national austerity measures, which has already seen its funding from central Government cut by more than half. The Council has already delivered £240 million of savings since 2008, and is on track to deliver a further £98 million by April 2017. In December 2015, the Government announced larger than expected cuts to the local authority funding formula, which means another £140 million of savings will need to be found by 2019/20. This will affect a wide range of services across the County Council including the Library Service.

11.5 Recent announcements relating to Local Government funding suggest that the savings required to 2020 for the Library Service will exceed 14%. The

Strategy proposals are sufficiently flexible to support additional plans or projects to reduce operating costs, although these will become increasingly challenging and will ultimately impact service delivery. When the savings target to 2019 is confirmed, the Library Service's efficiency plans will be revised and communicated to residents and staff through an Executive Member report planned in summer 2017.

12. Library Investment Programme

12.1 The draft Strategy proposes using £500,000 of the £2 million Book Fund each year for four years to invest in library buildings and in new technology to reduce costs and improve the customer experience.

12.2 The following IT improvements are planned over the next four years:

- Investigate Open Library concept in Tier 2 and 3 libraries
- Implement self service in all 53 libraries
- Upgrade the Library Management System
- Enhance public printing and copying service to enable cashless customer payment
- Improve Public IT in Libraries. (A comprehensive Wi-Fi upgrade was completed in early 2016.)
- Improve the Online Library Service with a library 'app' for quick access to customer library account for reservations, renewals etc.

12.3. Many respondents from rural communities said that they would like to make greater use of their local Tier 3 Library but are prevented by the limited opening hours. The Open Library programme (Section 7.6 of this report) provides the technology to extend library opening hours to attract greater usage from existing customers and also encouraging new customers to use their local library at times when the library is unstaffed.

12.4 In addition an improvement plan has been developed for Hampshire's library buildings as set out below:

- Refurbishment of Fleet Library (to fit with improvements/changes to the Harlington Centre) and Fareham Library
- Feasibility work to relocate Andover, Bordon, Eastleigh, Emsworth, Havant, Lockswold and New Milton libraries
- Building improvements to libraries in preparation for the Open Library Programme

12.5 It can take several years to find a suitable new location for a library, however opportunities are being actively pursued based on the priorities set out above.

13. Conclusions

- 13.1 The 11 week public consultation into the draft Library Strategy 2020 resulted in one of the largest responses ever received by the County Council. Analysis of the 9,500 responses, has led to many changes being made to the draft Strategy to 2020.
- 13.2 This report seeks approval of the draft Library Strategy to 2020 and the closure of the Mobile Library Service at the end of June 2016. There was strong agreement for much of the draft Strategy enabling the Service to meet the changing needs of customers, invest in digital technology and to make the Service financially sustainable. The consultation showed lower levels of support in some areas including:
- Review the viability of smaller Tier 3 Libraries
 - Permanently reduce the Book Fund by £500,000 from 2020 onwards
 - Transfer specialist collections to other providers to improve access
- 13.3 Over the next couple of years, the majority of decisions about changes to the Library Service will be delegated to the Director of Culture, Community and Business Services. Major decisions, such as possible changes to Tier 3 libraries, will be subject to Executive Member approval.

14. Recommendations

That the Culture and Communities Select Committee recommend to the Executive Member for Culture, Recreation and Countryside that he:

- i) Approves the revised draft Library Strategy to 2020.
- ii) Approves the closure of the Mobile Library Service at the end of June 2016 and replaces it with the Home Library Service for those customers unable to access their nearest static library. This will be supplemented by offering free online Library learning sessions delivered in community venues for communities that are losing their mobile library stop. Where possible the Library Service will develop links with voluntary sector groups which provide community transport to help rural communities that are losing their mobile stop access their local library.
- iii) Notes the public consultation responses on the transformation of the Library Service.
- iv) Notes the plans to achieve the anticipated savings to 2020 and potential for additional savings to be achieved.
- v) Delegates authority to the Director of Culture, Communities and Business Services to devise and implement the necessary changes required to implement the Library Service Strategy to 2020.

- vi) Agrees the plans to improve access to Library services through investment in IT and buildings.
- vii) Requires an update to be provided in 2017 to confirm achievement of savings and plans to achieve the financial target to 2020 when confirmed.

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

Hampshire safer and more secure for all:	yes
Maximising well-being:	yes
Enhancing our quality of place:	yes

Other Significant Links

Links to previous Member decisions:		
<u>Title</u> Library Service Transformation – Draft Strategy to 2020	<u>Reference</u> 7020	<u>Date</u> 30 October 2015
Direct links to specific legislation or Government Directives		
<u>Title</u> Section 7 of the Public Libraries and Museums Act 1964		<u>Date</u> 1964

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.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equality Duty

- 1.1 The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

Equalities Impact Assessment:

- 1.2 Equalities Impact Assessments have been published for the potential closure of the Mobile Library Service and the impact of the Draft Library Strategy to 2020. They have been reviewed and updated as a result of the extensive public consultation and used to inform the recommendations to the Executive Member for Culture, Recreation and Countryside.

<http://www3.hants.gov.uk/rh-equalities>

2. Impact on Crime and Disorder:

There is no impact on crime and disorder.

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption? No impact.
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts? No impact.