LIBRARY STRATEGY

2013-2016

April 2013

Foreword

Our library service is successful because it has constantly adapted to meet need. In these times of financial constraint, we will need to be even more innovative if we are to continue to evolve the service with fewer resources in the foreseeable future.

This strategy sets clear ambitions for our library service, which seeks to continue to provide a high quality service with safe and accessible environments, well-equipped to meet the needs of our citizens.

Over recent years we have maintained our commitment to modernise our libraries despite the changed economic climate. Since 2010 almost 15% of all UK libraries have been lost. At a time when other areas have closed libraries we opened a new one in a more accessible location.

Our commitment to introduce Wi-Fi provision in all our libraries and self-service points have been delivered as promised, as was our commitment to 24/7 online access.

In the coming years our aim to further enhance services includes:

- Improving the home delivery service to our more vulnerable citizens who cannot easily visit our buildings, particularly our older citizens

- The introduction of e-book provision. This will form part of our on-going commitment to technological innovation for new and existing users.

- Our commitment to expand library membership and partnership working.

- The development of homework clubs and services to job seekers.

- The digitisation of local history records.

I am confident that the priorities and commitments set out in this, our first library strategy for Halton is responsive to local needs and will ensure that our libraries continue to innovate and develop to enrich the lives of our citizens.

Cllr Phil Harris.
Executive Board Member for Libraries.

Contents

1. Library Services Strategy

The Library Strategy defines the priorities for Halton Libraries over the next 3 years to ensure that we fulfil our statutory responsibilities whilst contributing to the corporate and strategic priorities of the Borough as set out in the Sustainable Community Strategy.

The key challenge is to continuously improve and modernise the way we deliver the service, keeping pace with changes to customer needs and with technological innovations. In order to maintain an efficient and effective service we need to be flexible and responsive to ensure that the challenges facing us over the next few years can be met.

2. Halton Libraries

Halton has a vibrant and innovative library service delivered through 4 public libraries, a mobile library, a satellite facility in Castlefields Community Centre, an outreach service for the housebound and through digital access. The libraries are key resources in their local communities providing books, information and technology which promotes lifelong learning, digital inclusion and celebrates reading. They are important community spaces which offer a welcoming, neutral environment and host a range of cultural activities, events and opportunities for all sectors of the community.

On a national level there were approximately 6 static libraries per 100,000 population in April 2012, the proportion in Halton is significantly lower than this with the 4 library buildings providing our core offer to a population of 125,700. 65% of the population lives within 1 mile of a static library, 94.3 % live within 2 miles.

Access to the Internet and quality assured online resources are available in all libraries through more than 100 public computers/laptops. All the buildings are Wi-Fi enabled providing additional flexibility for customers and also offer self service facilities for borrowing and returning materials. 24/7 access to services is available through a virtual library presence offering an enquiry service and the ability to search for, reserve and renew items remotely via the online catalogue.

The Library Service has a track record of innovation, we were the first public library service in the country to implement a non-commercial library management system which is more cost effective and provides greater flexibility for us to develop and enhance the system to improve the customer experience without significant additional costs. The system will enable us to continue to streamline the process of buying new materials.

Halton Libraries work collaboratively with many partners – we benefit from being members of the NW book purchasing consortium and NW reader development Time to Read Partnership by achieving significant discounts for new materials and a collaborative approach to book promotions, author visits and events. We also have partnership

agreements with Children's Centres, Cheshire Archives Service, Job Centre Plus and we work closely with other council services and health providers and are proactive in developing new partnership opportunities.

We have been successful in attracting external funding through lottery and other grants to refurbish buildings and to work with specific group's i.e. older people, young people and the unemployed.

The service is valued by customers the Public Library Users Survey revealed that 94% of users rated the service as good or very good.

In 2011-2012 a total of 492,003 items were borrowed, there were 141,721 computer sessions and the libraries received 555,703 visits. The number of items borrowed in 2012-2013 has followed the national trend and declined by 12.8% but visits have risen by 11.6% and computer sessions have also risen by 3.6%.

The library service has 61,147 registered members with 16,468 having borrowed items from the libraries in the last 12 months. This equates to 51% of the population who are registered as members, 26.9% who are registered have actively borrowed in the last 12 months however against the total population this reflects a low number, 14% of people borrowing in the last 12 months.

The library services net budget for 2013-14 is £2,423,000. Over the last 3-4 years the service has realised budget savings of approximately £375,000 which have been achieved through reductions in staffing, opening hours and, buildings and procurement efficiencies.

3. Purpose of strategy

Despite recent successes we recognise that the way people are using libraries has changed over the last few years. New technology has brought in a range of different users with demand for new services, whilst book borrowing has been declining. The strategy will provide a focus for the service over the next 3 years. We want to ensure that we have a strong set of priorities so that our financial resources are targeted where they are most needed and will be most effective.

4. Context

Although there has never been a clear definition of what constitutes the statutory requirement of "a comprehensive and efficient library service" as set out in the 1964 Public Libraries and Museums Act there is detailed research and evidence. As background and context to the current position these documents are detailed in Appendix 1 but the main documents which we have been referenced in the strategy are:-

- **Universal Offers** - The Society of Chief Librarians has recently announced four universal offers which have been developed with partners (Arts Council and The Reading Agency) which constitute the service areas that modern users regard as integral to public libraries. These are Health, Reading, Information and Digital.

  The implementation of the Universal Offers is the first integrated national approach to library services defining what public libraries should provide and what users should expect. They also identify where libraries can provide real value to local people and where they will be working collectively to deliver impact in difficult times.

- **Envisioning the Library of the Future** - The Arts Council's research and consultation programme has developed a strategic framework outlining the vision and role for public libraries. "Our libraries are at the heart of our civic society connecting individuals and communities to a rich mix of arts and cultural resources contributing to community"

  The final report "Envisioning the Library of the Future" will be published shortly. From the work so far the following themes have emerged as important for libraries in the 21st Century:
    o Importance of the physical and virtual library space.
    o The value of libraries to children and young people as space where they learn and gain skills and behaviour in life. Equally important libraries are viewed as places of enjoyment for children.
    o Libraries are trusted gateways to knowledge, culture and information which is curated, trusted and free from commercial interest.
    o The vital role that libraries play in supporting social opportunity and equality.
    o Tension between the desire of some for traditional library services and those wanting to be adopters of new technologies.

- **Future Libraries Programme -** a partnership between the Museum Libraries & Archives Council and the Local Government Group which involved 32 local authorities across the country piloting ten projects to develop and share good practice in delivering innovation in library services. The programme identified four models of reform for library services to help deliver improved efficiency and effectiveness.
    1. Reviewing service location and distribution
    2. New provider models
    3. Shared services across council boundaries
    4. Empowering communities to do things in their own way.

  We are committed to providing a comprehensive library service and will explore the feasibility of alternative ways of doing so in the most efficient way possible. We believe there are other ways of delivering services that can improve the quality of the service offer and provide better value for money. Halton already uses shared services and other good practice, however we will continue to explore best practice and learning from

other authorities to inform how we reshape local services in the changed economic climate. This will include continuing to explore opportunities for partnership working to improve quality, efficiency and value for money.

Alongside these documents there are a number of national and local drivers for change.

5. National and local drivers for change

- **Digital revolution** – Technology is transforming the way people interact with each other and the world around them, and libraries can offer access to technology, information and resources to help people develop confidence and skills to be able to interact online.

  The provision of computers and access to the Internet is an integral part of the library service and we need to ensure we continuously improve and develop our digital offer, and the skills of staff, to keep pace with technological developments as well as the changing needs of the local community.

  Changes to the way Government services are accessed will have a huge impact on how people apply for services and benefits. The majority of transactions will be undertaken online and libraries through free Internet access and skilled support will play an important role in helping people that are digitally excluded get online and to develop digital and information skills.
  Demand for resources which can be accessed via wireless networks through handheld and mobile devices is increasing and we need to ensure that the community can benefit from this more flexible approach by offering access to high quality online resources and information. The demand for e-books has increased alongside the ownership of tablet devices and we need to establish the best way to progress the development of this area of the service.

- **Population** – The population of Halton has increased steadily from 118,200 (2001) to its current estimate of 125,700 (2011), this rise was mainly in the working age range (16-64) whilst older people (65+) displayed the largest relative increase of 15%.
  In the long term (to 2021) Halton's population is projected to grow by 3%, with a 10% increase in children/young people (0-15yr olds), a decline of 5% in working age (16-64) with older people projected to grow a further 33%.

Year	Total	0-15	16-64	65+
2001	118,200	25,600	76,600	16,000
2011	125,700	24,900	82,300	18,500
2021	129,300	27,100	77,600	24,600

Over the next ten years there will be increases in the number of school aged children and older people. The ageing population means more people are at risk of becoming

socially isolated as the proportion of people over the age of 80 increases. The project work we have undertaken with older people in 2012-13 has highlighted the demand for our services with this age group.

The key priority will be to attract new users to the service whilst ensuring we continue to meet the needs of existing users, including changes to family dynamics and working patterns and to prepare for the increase in both children's and older people's use of the service.

- **Skills gap** – the unemployment rate in Halton (% of residents aged 16-64) claiming job seekers allowance) is currently 5.2% (February 2013). This is higher than the North West (4.4%) and the England rate (3.8%).

  Libraries support learning and have a clear role in helping develop the skills required for the future workforce. Libraries support mainstream education and provide an informal learning environment that encourages people to participate in activities that contribute to their learning and skills development.

  Information about careers and job opportunities, and support for employment through digital job hubs, work clubs, 1 to 1 support, online resources, skills for life and adult literacy resources are part of the libraries offer.

- **Global financial climate** - it is important to have a strong sense of priorities so that our financial resources are targeted where they are most needed and will be most effective. The Council, as a result of the Government led drive to cut public spending and reduce the national deficit, needs to make further reductions to its budget in future years. The Library Service has already made significant cost reductions and through the strategic objectives set out in the strategy will ensure resources are targeted at priority areas as well as exploring collaborative and partnership opportunities to secure cost benefits.

The needs and priorities of the people of Halton are articulated in the Sustainable Community Strategy and libraries have an important role to play in contributing to these priorities.

The Library Strategy has been developed based on these needs and priorities and through public and staff consultation. In 2012 consultation was undertaken to garner opinion on what this strategy should focus on. A number of priorities were highlighted and are discussed in the following section. A comprehensive Chartered Institute of Public Finance and Accountancy (CIPFA) Public Library User Survey on the current use of the service was also undertaken to ensure we could evaluate existing provision. Information has also been included from Halton 2000 and customer comments forms.

6. Key findings from consultation:

- Satisfaction with library services is high, 62% rated the library *very good* overall, 32% rated the library *good* overall – 94% in total (CIPFA Public Library Users Survey)
- Access to books is the most important service we provide, 329 out of a total of 385 respondents used the service primarily to borrow books.
- 22% of respondents stated the provision of tables and seating is average.
- 35% of respondents said they would borrow e-books but 11% of respondents did not know what e-books were.
- 38% of respondents had heard of the Home Delivery Service with 13% of these having used it.
- 57% of respondents said the Home Delivery Service should be promoted more to customers and volunteers
- Customer service expectations are very high and staff support was rated as the second most important service provided, it will therefore be an important element and a core requirement of any future library provision.
- Access to computer facilities is a fundamental part of the library offer and valued by customers, it was rated as the third most important service provided.
- Library services are viewed as valuable, particularly in providing community meeting and quiet spaces for study, but the extent of the resources and provision available through libraries is not widely understood.

The data gathered from Halton residents about libraries inform us on one level what the needs and expectations are for the service.

- *The current level of satisfaction is high and this needs to be maintained through targeted services.*
- *We need to maintain the core service providing access to books and reading to our existing customers and increase these numbers through outreach. We need to develop new services to encourage readers and improve access to electronic books and online resources.*
- *Workforce development is essential, having the right staff with the right skills, delivering the right services in all libraries.*
- *There is a requirement to maintain library access to the Internet and to offer support for customers new to technology or developing new skills.*
- *Traditional services are the most highlighted in responses but key partnerships and project work needs to be better advocated and the profile of the service as a whole needs to be raised*

The core purpose of the library service is to provide a comprehensive and efficient service that meets the needs of the people who live work and study in Halton, this statutory responsibility together with national and local priorities and influences has led to our vision for the service which is supported by the five strategic objectives which have emerged for the development of the service.

7. Our Vision:

We aim to achieve the best outcomes for the people of Halton and to ensure that the libraries are focal points for the community providing access to free information and resources tailored to local needs, within available resources. We will promote reading, learning and support people to develop their skills and fulfil their potential, and encourage participation in the cultural and community life of the borough.

The vision is underpinned by five strategic priorities
- Inspiring a community of readers and learners
- Employment, enterprise and developing online skills
- Extending access through innovation and new technology
- Providing a relevant and responsive library service
- Workforce development

8. Overview of the strategic priorities:

Inspiring a community of readers and learners – Libraries core purpose is to provide and promote access to books, reading, information and online resources to people of all ages. This strategic priority will ensure that we develop and support reading as a key life skill and provide access to quality resources and a learning support programme to meet the needs of those engaged in developing new skills.

We will increase tailored provision to meet the needs of those groups identified for significant population growth. We will provide access to collections for those who may have special requirements such as materials in alternative formats, in different languages, those struggling with reading or where English is not their first language and those who may be socially isolated.

We will identify sections of the community with low membership or who are hard to reach and will through outreach and targeted provision encourage and develop take up of the service. We will continue to work closely with schools and early years settings to ensure children and young people can benefit from accessing early intervention services, resource materials and develop library and information skills.

We will enhance the health and well-being of the local community by promoting and providing access to self-help resources, health information, outreach collections, signposting

and opportunities for social and recreational reading. We will explore all relevant external funding opportunities. We will work in partnership where appropriate to deliver this strategic priority.

Employment, enterprise and developing online skills – This strategic priority will help people to gain information and communications technology (ICT) skills that will enable them to access government services, new or better jobs, social networking and information to help support study or shop online. We will provide an informal learning environment that encourages people to participate and improve their digital and information literacy skills and gain confidence in using the Internet for everyday transactions and thereby reduce digital inequality. This work will be delivered in partnership where appropriate.

Extending access through innovation and new technology - Technological change is happening at a tremendous pace, this strategic priority will ensure that we keep abreast of developments in order to attract new customers and also to remain relevant to our current customer base. Subject to resources we will introduce new and innovative solutions to enhance the customer experience and help to drive down costs.

Providing a relevant and responsive library service - This strategic priority will help provide appropriate engagement and feedback to ensure we continuously improve the service we deliver. We will identify the hard to reach and vulnerable groups/individuals which we will focus on. To ensure we reach our target audiences we need to increase membership through partnership work, outreach and alternative methods of engagement. We will meet the reading and information needs of those who are unable to visit their local library through an improved and extended Home Delivery Service. We will develop libraries as cultural and community spaces and provide a broad range of creative events including reading groups, author events, local history talks and exhibitions.
Robust methods of seeking and listening to the views of customers will ensure we focus on local needs and requirements. We will continue to develop opportunities for volunteers to engage with the service.

Workforce development – To deliver the Library Strategy we require a workforce that is able to deliver all the digital elements of provision and provide excellent customer service. This strategic priority will ensure we provide a welcoming and highly skilled workforce so that libraries are enriching experiences and provide access to resources and information that the community wants and requires. We will review the current staffing roles and structure and implement change to ensure that we can deliver the priorities of the service.

9. Strategic priorities:

Inspiring a community of readers and learners

We will engage people with books, reading and learning by providing them with inspiring collections and high quality information resources. We will create opportunities to share the enjoyment of reading and learn together, in libraries, in a relaxed and informal environment.

- Through our adoption of the Public Libraries' Universal Reading Offer we will provide a full programme of creative reading promotions and events which will offer opportunities for people to come together to share and extend their reading experiences.

- Residents of Halton will have access to an excellent range and choice of books and other materials, in and through their local library, which meet their reading and information needs.

- Information will be made available in printed and digital formats; the library workforce will act as information navigators to ensure that customers are able to make well-informed judgements about information quality and accuracy.

- Widening participation in learning through strong partnerships.

- Through our adoption of the Public Library Universal Health and Wellbeing Offer we will provide access to mood boosting collections in all our libraries.

- Libraries will be the repository of local history and will act as the collective memory of the borough by conserving, interpreting and making accessible historical documents and other published resources relating to the Halton area.

> By 2016 we aim to have:
> - Delivered a full programme of activities to commemorate the centenary of WWI.
>
> - Established homework clubs in a two of our libraries.
>
> - Delivered class visits in all of our libraries.
>
> - Established a programme of creative reading opportunities for children and adults based on the Public Libraries' Universal Reading Offer.
>
> - Implemented the new Books on Prescription scheme including the Mood Boosting Books Programme.
>
> - Grown library membership by promoting the service and its core offer to all those who live, work and study in Halton.

Supporting Halton Borough Council Corporate Plan 2011-2016 – Areas of Focus 1, 4, 5, 6, 7 & 13

Author: Paula Reilly-Cooper
Library Services Manager – April 2013

Employment, enterprise and developing online skills

We will ensure all residents of Halton can learn to access the Internet for free in libraries with appropriate support.

- We will commit to the provision of the Public Library Universal Digital Offer.

- Library members will have free access to the Internet in libraries.

- Libraries will provide support for customers, partnership agencies and their clients to develop and enhance their online skills.

- Libraries will provide access to information online, safely, through trusted sources.

- Libraries will play a key role in enhancing digital skills and digital citizenship so that Halton residents are able to access essential public services online.

By 2016 we aim to have:

- Helped Halton residents become ICT literate in line with Government policy and the Public Library Universal Digital Offer, through a programme of targeted activities including the promotion of www.gov.uk

- All library staff will be able to provide basic online support for job seekers

- Strengthened the relationship between libraries and job centre plus to promote and extend job clubs to all libraries.

Supporting Halton Borough Council Corporate Plan 2011-2016 – Areas of Focus 1, 5, 6, 7, 9 & 13

Author: Paula Reilly-Cooper
Library Services Manager – April 2013

Extending access through innovation and new technology

We will grasp the opportunities offered by new technology to widen access to the library service and attract new audiences. We will put more information resources online and create digital content so that more people are able to discover, access, share, download and re-use our collections and services.

- Libraries will provide public computers and access to the Internet.

- Technology solutions will be employed to improve the access to the library service. Library members will have 24/7 access to downloadable resources, online subscriptions and digitised collections through the virtual library portal.

- Libraries will keep pace with technological developments in publishing, information provision, social networking and mobile communications to ensure that services are responsive to the evolving needs and expectations of members.

By 2016 we aim to have:

- Developed a strategy to replace and upgrade our public access IT infrastructure subject to resources.

- Moved to a roving customer service model by identifying and securing funding to provide staff with tablets to answer customer enquiries anywhere in the library.

- Streamlined back room procedures by exploiting new technologies to provide greater value for money through direct delivery, e-invoicing and supplier selection.

- Extended the range of e-books and online subscription services available in libraries and explored the options of becoming the hub for all HBC subscriptions.

- Created a virtual library portal bringing together all electronic resources into one online location, including implementing a smart phone app for the library service.

- Enhanced the library catalogue by introducing interactive and personalised features including book reviews, ratings, discussion threads and social tagging.

- Exploited social media to engage new audiences for reading and to keep customers informed of service developments and events.

- Digitised unique resources from the local history collection to increase their availability to historians and researchers.

Supporting Halton Borough Council Corporate Plan 2011-2016 – Areas of Focus 1, 5, 6, 7, 22, & 26

Providing a relevant and responsive library service

We will deliver a library service that is valued and highly rated by customers for its effectiveness and efficiency.

- The library service will seek out and listen to the views of our customers to ensure that services are developed and improved in line with local needs and requirements.

- The library service will work with partners to access hard to reach and vulnerable groups and ensure they are engaged in using our resources.

- The library service will meet the reading and information needs of people unable to visit their local library through the Home Delivery Service.

- Libraries in Halton will be vibrant public spaces that connect people and communities, providing opportunities for people to meet together and participate in the social and cultural life of their local communities.

- The library service will deliver the aims of the strategy within available resources

- Library services will be focused on continually improving provision to customers by collecting and using key performance data to inform service developments. Data will also be used to communicate the value and impact made by the library service.

- Volunteering in the library service will be encouraged and supported. There will be a clear volunteer programme that encourages and supports residents to participate in the library service by sharing their enthusiasm, skills and interests.

By 2016 we aim to have:

- Reviewed information services and resources including re-balancing print and digital resources.

- Completed a review of our Home Delivery Service / mobile library service and implemented the recommendations of the review.

- Developed action plans and service targets in line with strategy outcomes.

- Developed a comprehensive volunteer programme.

- Completed a focus group review of the service against the standards.

- Completed CIPFA (Chartered Institute of Public Finance and Accountancy) and CIPFA Public Library User Surveys (PLUS) in all libraries and shared the results with customers and staff.

- Targeted library outreach services to those people not currently accessing library services, including hard to reach and vulnerable groups, by developing improved partnerships.

Supporting Halton Borough Council Corporate Plan 2011-2016 – Areas of Focus 22, 24, & 26

Workforce Development

We will develop and maintain an enthusiastic and dedicated workforce with customer service excellence at the heart of our delivery. The library workforce will be welcoming and highly skilled so that using libraries is an enjoyable and enriching experience for everyone.

- The experience of using libraries will be excellent with high levels of customer satisfaction. The workforce will be highly skilled and will respond to changing patterns of library use by delivering more personalised services for customers.

- We will provide access to learning and development opportunities, and offer career progression within a revised staff structure.

- We will deliver a library workforce with the skills and abilities to advocate for the service, and ensure libraries are positioned within the community and able deliver Halton Borough Council priorities.

By 2016 we aim to have:

- Achieved a recognised customer service standard through Customer Service Excellence.

- Created and launched a formal induction training programme for all staff

- Developed an in-house mentoring programme to support staff in achieving professional qualifications from CILIP (The Chartered Institute of Library and Information Professionals).

- Revised our staff structure to facilitate improved service delivery to our customers.

Supporting Halton Borough Council Corporate Plan 2011-2016 – Areas of Focus 21, 22 & 26

10. Delivering the strategy - priorities for action

Action plans for each of the strategic themes will set out the work programme on an annual basis and will contain performance measures and targets. The action plans will be reviewed and progress will be reported in the normal monitoring cycle. Draft action plans for 2013-14 are contained in Appendix 1.

Appendix 1

Draft action plans 2013-14

Inspiring a community of readers and learners	
Identify Universal Reading Offer spikes for 2013/14 & allocate officers	April 2013
Launch & market Books on Prescription / Mood Boosting Books	July 2013
Set targets for new members and review on a quarterly basis	April 2013

Employment, enterprise and developing online skills.	
Plan work club schedule 2013/14	May 2013
Identify target groups for IT skills development	April 2013
Schedule a programme of IT events / activities in partnership where appropriate	Review annually

Extending access through innovation and new technology.	
Devise project and implementation plan for transition to roving customer service model	Jan 2014
Conduct ICT hardware/software needs analysis for library service	Jan 2014
Implement back room efficiencies	April 2014
Produce social media strategy for library service & integrate with operational activities	April 2014
Develop schedule of digitisation – identifying & prioritising WWI material	April 2014
Investigate HBC subscriptions	Jan 2015
Create consolidated pages on library catalogue website for access to E-books & online subscriptions	July 2013
Develop smartphone application	Dec 2013
Launch interactive library catalogue features	May 2013
Make digitised material available through library website	July 2014
Implement changes to DVD provision	August 2013

Providing a relevant and responsive library service	
Identify potential non-user customer groups & partners for access	April 2014
Implement print / digital proposal & review annually in line with needs & financial resources	Sept 2014
Identify volunteer roles / responsibilities & market offer in line with projects	Oct 2014
Undertake Children's CIPFA Survey	Autumn 2013
Review of current home delivery service/ mobile library & implementation of revised service	June – Dec 2013

Workforce Development	
Identify customer service standard & produce customer service action plan	April 2014
Analyse outcomes of strategy consultation & identify priorities of delivery	June 2013
Devise staff structure options & undertake required processes	Sept 13 - April 14

APPENDIX 2

Statistical information

	Total number of members	
	Active members – March 2013	**Registered members - March 2013**
Halton Lea	7,765	27,813
Widnes	5,623	22,963
Ditton	1,068	4,132
Runcorn	1,541	3,973
Mobile	471	2,286
TOTAL	**16,468**	**61,147**

	Population	**Members age profile**	
Ages		**Active**	**Registered**
0-4	8400	1136	2426
5--9	7400	2565	6673
10--14	7600	1635	6992
15-19	8100	661	4944
20-24	8000	768	5452
25-29	8100	788	5120
30-34	7700	873	4484
35-39	8300	793	3796
40-44	9000	838	3717
45-49	9300	784	3252
50-54	8800	734	2815
55-59	8100	805	2601
60-64	8500	1000	2584
65-69	5800	1084	2449
70-74	4600	755	1616
75-79	3600	502	1146
80-84	2500	330	754
85-89	1300	141	343
90+	600	58	186

	Hours open per week	**Issues**		**Visits**		**Computer sessions**	
		2011-12	**2012-13**	**2011-12**	**2012-13**	**2011-12**	**2012-13**
Halton Lea	49.5	219,387	174,140	217,837	203,727	71,795	70,125
Widnes	52.5	191,450	165.058	201,880	256,009	52,875	52,689
Ditton	43.5	34,863	29,771	61,578	61,778	8,072	9,511
Runcorn	36	31,037	45,760	63,480	89,726	8,979	14,530
Mobile	22.75	15,266	14,034	10,928	9,702		
TOTAL	**204.25**	**492,003**	**428,763**	**555,703**	**620,942**	**141,721**	**146,855**

APPENDIX 3

References

- Arts Council England (2011) *Culture, knowledge and understanding: great museums and libraries for everyone* [online] Available on http://www.artscouncil.org.uk/media/uploads/pdf/culture_knowledge_and_understanding_final010312.pdf
- Arts Council England (July 2012) *Envisioning the library of the future* [online] Available on http://www.artscouncil.org.uk/what-we-do/supporting-libraries/libraries-consultation/
- Bookstart (22nd October 2012) *Theoretical Framework* [online] Available on http://fileserver.booktrust.org.uk/usr/resources/797/theoretical-framework.pdf
- Cabinet Office (November 2012) *Government Digital Strategy* [online] Available on http://publications.cabinetoffice.gov.uk/digital/strategy/government-digital-strategy.pdf
- Department for Culture, Media and Sport (March 2010) *The Modernisation Review of Public Libraries* [online] Available on http://www.official-documents.gov.uk/document/cm78/7821/7821.pdf
- Fink, S (2012) *Simple things done well* [online] Available on http://www.policyexchange.org.uk/images/publications/simple%20things%20done%20well.pdf
- Halton Borough Council (2011) *Corporate Plan 2011-2016* [online] Available on http://intranet/Documents/Corporate%20Plan%202011-16.pdf
- Halton Borough Council (2012) *Halton Health & Wellbeing Strategy* [online] Available on http://members/documents/s27320/29%2010%2012%20CYP%20PPB%20Joint%20Health%20Well%20Being%20Strategy.pdf%2029102012%20ELSC%20PPB.pdf
- Halton Borough Council (2010) *Sustainable Communities Strategy* [online] Available on http://hbc/teams/PERFIMP/Pages/Sustainable-Community-Strategy-Reports.aspx
- HMSO (31st July 1964) *Public Libraries and Museums Act* [online] Available on http://www.legislation.gov.uk/ukpga/1964/75/introduction
- Kennedy, R & Bearne, E (December 2009) *Summer reading challenge Impact Research Report* [online] Available on http://readingagency.org.uk/about/Impact%20Research%20Summary.pdf
- Labour Party (2013) *Libraries: Innovation, Co-location and Partnership* [online] Available on http://www.yourbritain.org.uk/uploads/editor/files/LIBRARIES.pdf
- Museums Libraries and Archives (November 2010) *What do the public want from libraries?* [online] Available on http://www.artscouncil.org.uk/media/uploads/mla_research_files/what_public_want_from_libraries_full_research_report_final_081110.pdf
- National Literacy Trust (15th September 2003) *Mapping the territory* [online] Available on http://www.literacytrust.org.uk/assets/0000/0869/MappingtheTerritoryreport.pdf

- Race Online (2012) *Getting On* [online] Available on http://www.go-on.co.uk/files/9113/5815/4166/Getting_ON_August_2011.pdf
- Society of Chief Librarians (31st January 2013) *Universal Offers* [online] Available on http://www.goscl.com/libraries-of-the-21st-century-scl-launches-four-national-offers-for-public-libraries/launch-of-the-universal-offers-media-pack/

Author: Paula Reilly-Cooper
Library Services Manager – April 2013