Appendix 1

Shropshire Library Services Strategy, 2018 to 2023

Some key facts about our library services….

In 2016/17: -

Just over **1 million** visits to libraries

Over **892,000** things borrowed

38,226 attendances at library events and activities

Over **13,000** hours of volunteer support given

Library computers used for over **74,000** hours

Over **2,000** people using library Wi-Fi every month

In excess of **326,000** enquiries dealt with

What our users say………

"I am so **grateful** for the help I received today from a very competent and patient member of staff. A credit to Shropshire Council."

"The online catalogue is **brilliant** now, it's so easy to find books!"

"The library has given me so much **joy** over the years"

"Imagine my **delight** - my query was immediately answered more than fully and a series of interesting leads followed. Amazing!"

Contents

Executive Summary

Shropshire Council is proud of its library services. This Strategy reflects our ambition and commitment to continue to unlock the huge potential that library services have to impact positively on individuals' lives while at the same time delivering local priorities. Whilst acknowledging that this is a particularly challenging time for library services, it is also clear that they are highly valued by local communities and stakeholders alike. The next five years are crucial for the long-term sustainability and success of public library services in Shropshire.

Our **Vision** is to make libraries in Shropshire the heart of their communities.

Our **Mission** is to work in partnership with others to empower everyone to live healthy, resilient and fulfilling lives, and to provide library services that inspire people's learning and enjoyment.

We will achieve this by implementing the following **Strategic Objectives**:
- Improving literacy and encouraging reading
- Improving and sustaining the health and well-being of Shropshire communities
- Encouraging communities to be inclusive and prosperous
- Ensuring that libraries become more enterprising and self-sustaining

The Strategy sets out a **hierarchy of library services provision** and describes how the Council can meet its statutory requirements to provide a "comprehensive and efficient library service for all persons" by providing:

- Static library provision within six Tier 1 locations – Library Hubs – and seven Tier 2 locations – Community Libraries.
- 277 Mobile Library stops, principally responding to challenges of an ageing population and access to services in a rural context.
- Digital library services including 24-hour access to a range of lending and information resources

The hierarchy of library services provision is intended to inform decisions on future investment and revenue support. The Strategy does not set out to close any existing library services, but it does recognise that the Council will need to prioritise where it provides financial support.

100% of Shropshire residents will be able to access static libraries within one of these thirteen locations or a mobile library stop within a 20-minute drive time. In setting this out we recognise that the way that people access library services is much more complicated than this simple analysis suggests, for example, not everyone has access to a car, and that public and community transport options in rural areas are more limited.

The Strategy also reaffirms the Council's commitment to investing in **digital services** and to supporting a range of "**core and targeted library services**".

The Council will work with a broad range of interested parties to develop a co-ordinated and jointly owned detailed five-year implementation plan within the context set out in the Strategy and the Council's financial position. The action plan will detail how our strategic objectives align with the Libraries Taskforce seven outcomes and the six Universal Offers.

1.0   Introduction

Library services in Shropshire – book loans, e-books, computer use, on-line reference material, activities, gateway to council services, etc. - operate through a network of static libraries, mobile libraries and other services which together provide access to library services in every market town and in all parts of a very rural and sparsely populated county. In more detail library services in Shropshire include (at June 2017):

6 Principal market town libraries run by Shropshire Council (urban centres & larger market towns)	Shrewsbury, Oswestry, Bridgnorth, Ludlow, Whitchurch, Market Drayton
7 Local market town community libraries run by Shropshire Council	Gobowen, Church Stretton, Bayston Hill, Wem, Library at the Lantern, Pontesbury, Much Wenlock
8 Local market town community libraries run by local community group / town councils, etc.	Albrighton, Bishop's Castle, Broseley, Craven Arms, Highley, Shifnal, Cleobury Mortimer, Ellesmere
4 Mobile libraries run by Shropshire Council	Cover approximately 354 stops ranging from 10 minutes to 2.5 hours on a fortnightly rota
Stoke Heath Prison Library	Operated under contract from Her Majesty's Prisons

But library services are changing reflecting the shifting habits and priorities of society. Nationally and locally there is a change in the traditional focus on book issues and library visits. Speed, convenience, 24-hour availability, learning spaces and easy access are what most people want. Shropshire Council library services will need to continue to evolve to meet future challenges, trends and needs; coupled with this, public libraries need to prepare

for advances in technology as well as people's changing behaviours and needs in a digital age.

Shropshire Council is projected to have a funding gap of £36.6 million by the end of 2019/20.

This Strategy reflects our ambition and commitment to continue to unlock the huge potential that library services have to impact positively on individuals' lives while at the same time delivering local priorities. Whilst acknowledging that this is a particularly challenging time for library services, it is also clear that they are highly valued by local communities and stakeholders alike. The next five years are crucial for the long term sustainability and success of public library services in Shropshire.

In summary the key objectives of this Strategy are to:
- Analyse the supply and demand for library services and design innovative services that are fit for the future.
- Ensure that the delivery of library services is undertaken with full reference to relevant strategic and local priorities including well-being considerations and financial constraints.
- Clarify the role of the Council as commissioner, provider, partner and/or enabler of library services.
- Confirm an approach for Council support for the future provision of library services.
- Maximise engagement with existing and potential customers and key stakeholders.

2.0   Shropshire Council's statutory responsibilities

Local authorities have a statutory duty under the Public Libraries and Museums Act 1964 'to provide a comprehensive and efficient library service for all persons' in the area that want to make use of it (section 7). In considering how best to deliver the statutory duty each library authority is responsible for determining, through consultation, the local needs the delivery of a modern and efficient library service that meets the requirements of their communities within available resources.

In providing this service, local authorities must, among other things:
- have regard to encouraging both adults and children to make full use of the library service (section 7(2)(b))
- lend books and other printed material free of charge for those who live, work or study in the area (section 8(3)(b)) Note that there are exceptions for example for the notification of the availability of reserved items and library overdue charges, and for the lending of audio visual material.

The Council also has statutory duties under the Equality Act 2010 and section 149: Public Sector Equality Duty in having policies and practices which address equality and diversity effectively, and place these matters at the heart of all decision making processes. Equal opportunities form a core element of good policy making concerning healthy, resilient and prosperous communities. This partly recognises that greater economic activity by all groups in society contributes to and boosts the local economy, as well as aiding individual prosperity and wellbeing. A society in which everyone feels valued, and where their skills and talents are used to the full, is a productive and resourceful society. It is also about social inclusion. A society in which everyone feels they have a part to play, and in which people respect the views of other people, is a resilient and caring society.

3.0 Libraries, our Vision, Mission and Strategic Objectives for the delivery of Library Services in Shropshire

Shropshire libraries are the Council's long term investment in relationships with local communities. Libraries are more than a place to borrow books; they are neutral local spaces with an appealing offer for everyone. People will have the option of connecting with knowledge, information, support and entertainment. They will also have the opportunity to connect with each other. Public libraries are greatly liked by Shropshire people, as a brand, they have enormous potential as channels to meet the diverse needs of local communities.

Shropshire Council will create the context that enables the library services to impact positively on the lives of the people of Shropshire. But it is local communities and people that make libraries come alive.

Our Vision is to make libraries in Shropshire the heart of their communities.

Our Mission is to work in partnership with others to empower everyone to live healthy, resilient and fulfilling lives, and to provide library services that inspire people's learning and enjoyment.

We will achieve this by implementing the following Strategic Objectives[1]:
- Improving literacy and encouraging reading
- Improving and sustaining the health and well-being of Shropshire communities
- Encouraging communities to be inclusive and prosperous
- Ensuring that libraries become more enterprising and self-sustaining

Library services will continue to provide a "universal offer" in physical library spaces and across the full range of digital and virtual platforms. Libraries will serve all sections of the community, while concentrating resources to where they are most needed and can be most beneficial including:
- Both ends of the age spectrum – children and older people. Libraries will continue to play a key role in "signposting" older people to a range of community based "preventative" services, and in promoting literacy and providing activities that support children, young people and families
- Disadvantaged communities and people. Libraries will, for example, continue to support people who lack computer and internet skills and who need help to find work.

A core set of principles will underpin the future delivery of public library services:
- The provision of information and reading will remain fundamental to public library provision, but will take account of the shifts in society and the opportunities provided by technological developments.

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[1] The delivery of these strategic objectives are designed to reflect:
The Universal Offers – Reading; Information; Digital; Health; Learning; and Culture - developed by the Society for Chief Librarians in 2013 for library services.

The seven Outcomes – Culture & creative enrichment; Increased reading & literacy; Improved digital access & literacy; helping everyone to achieve their full potential; Heather and happier lives; Greater prosperity; and Stronger, more resilient communities - described by the Library Taskforce in their vision for libraries in the 21st century.

Visit:https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/573911/Libraries_Deliver_-_Ambition_for_Public_Libraries_in_England_2016_to_2021.pdf

- The importance of libraries as a community spaces, as a hub for people, for creativity, for the delivery of other services and for providing a wide range of support to local communities and people.
- The opportunity to work with individuals and organisations as co-creators and co-deliverers of libraries and the services delivered within them so that they best reflect the needs of local communities.

4.0 Designing sustainable library services that meet the future library needs of residents in Shropshire

Appendix 1, Library Needs Assessment, provides an assessment of local needs in relation to the future development of library services, and in the context of the Council's statutory duty to provide a comprehensive and efficient library service for all its residents. It considers the Council's specific requirement to provide library services to children and adults under section 7(2)(a) of the Public Libraries and Museums Act 1964, as well as the specific needs of individual groups: older and younger people, Black and Minority Ethnic (BME) communities, people with disabilities, and workless adults.

In developing this needs assessment Shropshire Council has taken account of guidance issued by the department for Culture Media and Sport (December 2015). The Council has also carefully considered its duties in respect of Section 7 of the Public Libraries and Museums Act 1964 and the Equality Act 2010.

This analysis suggests that the future design of library services should be based on four key considerations:
1. Accessibility
2. Usage of the facilities
3. Population including population density and its demographic make up
4. Deprivation

(1) Accessibility
In designing future static library provision we ideally want to provide residents with:
- Access to "local" libraries within a 20-minute drive time of where they live
- Access to "destination" libraries, places that offer additional services and opportunities within a 25-minute drive time of where they live

The drive times are chosen to enable the greatest amount of access to static libraries to Shropshire residents as possible, within the context of a rural county, the retention of a mobile library service, and investment in home library and digital services.

In applying this approach, we recognise that peoples actual pattern of usage of library services is much more complicated than this simple analysis suggests. For example:
- Not everyone has access to their own transport.
- Public transport options are more limited in rural areas. Shropshire does, however, have a relatively well developed "door to door" community transport scheme which extends to much of the county.
- Some people will combine library usage with other activities e.g. shopping, work, etc.
- Some residents will access libraries in neighbouring authority areas, e.g. 94% of active library users of Shifnal Library live within 20 minutes of Telford Southwater Library.

(2)   Library usage, trends and transactional costs

The analysis shows the importance of Church Stretton, Shrewsbury, Market Drayton and Ludlow and Albrighton libraries in meeting the existing (and potential) needs of library users.

The analysis also shows the importance of Ludlow, Whitchurch and Market Drayton libraries in meeting the existing (and potential) needs of library users living outside Shropshire (note that this does not take account of Welsh library users).

Libraries in Cleobury Mortimer, Craven Arms and Much Wenlock are amongst the least used in Shropshire, with libraries at Cleobury Mortimer and Craven Arms also showing an above average decline in the number of active library users.

The mobile library service had 1,706 active users in 2016/17, 3.7% of the total active users of libraries. However, unlike static libraries mobile library usage has generally shown a small increase in recent years. The mobile library service costed approximately £162,550 to run in 2016/17. The average direct cost of £2.20 per loan compares to a direct cost per loan for static libraries of £1.40.

(3)   Population
(a)   Location of Active Library Users

The majority of active library users[2] matched to a postcode lived within Shropshire Unitary Authority area (93%). Small numbers of active library users lived in other administrative areas including Powys Unitary Authority (2.0%), Telford and Wrekin Unitary Authority (0.9%), Herefordshire Unitary Authority (0.9%), Wrexham Unitary Authority (0.8%), Newcastle-under-Lyme District (0.5%), Cheshire West and Chester Unitary Authority (0.5%) and Cheshire East Unitary Authority (0.5%).

Analysis of active library users by a rural – urban classification of where they live indicated a relatively even split with 53.0% living within rural areas.

Church Stretton Library and Market Drayton Library are within or close to areas with high numbers of active library users. In addition, all of the proposed library hubs and Ellesmere, The Lantern, Bayston Hill, Pontesbury, Bishop's Castle, Highley, Much Wenlock and Albrighton libraries are also within or close to areas with large numbers of active library users.

As previously referenced library services will continue to provide a Universal Offer to all sections of the community, while concentrating resources to both ends of the age spectrum and to disadvantaged communities and people; this is considered further in the following sections.

(b)   Population of 0-4 and 5-14 year olds

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[2] **Active Library User** figures indicate the number of people registered at a particular library who have used any Shropshire library over the previous 12 months (data obtained between 1st April 2016 to 1st April 2017). 'Use' is defined as borrowing/returning an item of library stock or using library computers.
Postcodes of active library user data have been mapped using the Ordnance Survey Codepoint file. This matches postcodes to postcode centroids and not exact locations, locations can refer to more than one address (usually a cluster of 15 addresses). The coordinated position will always be within the notional geographical extent of the postcode.

In general, libraries within the main market towns of Oswestry, Market Drayton, Shrewsbury, Bridgnorth, Whitchurch and Ludlow have the potential to meet the needs of the largest numbers of 0 to 4 year olds and 5 to 14 year olds.

Particularly large numbers of 0 to 4 year olds live near Albrighton library and large numbers of 5 to 14 year olds live near to Bayston Hill library.

(c)   Population of over 55s and 65s
In general, libraries within the main market towns of Oswestry, Market Drayton, Shrewsbury, Bridgnorth, Whitchurch and Ludlow have the potential to meet the needs of the largest numbers of 55 plus year olds and 65 plus year olds.

Large numbers of people aged 55 plus also live in close proximity to Church Stretton library, Bishop's Castle library, Highley library, Cleobury Mortimer library, Albrighton library, Bayston Hill library, Much Wenlock library and Pontesbury library.

(4)   Deprivation
(a)   Overall deprivation
Five of the six main libraries (Oswestry, Market Drayton, Whitchurch, Ludlow and Shrewsbury) are located in areas that contain up to the 50% of the most deprived areas in England. In particular, the libraries in Oswestry and Market Drayton are located in areas within the top 20% most deprived areas in England.

The Library at the Lantern in north Shrewsbury, although 12 minutes from the Shrewsbury library, is also within one of the top 20% most deprived areas in England. Already part of a multi-faceted hub offering a range of services within a PFI building it is proposed to retain this library within future minimum provision.

(b)   Rural deprivation
Transport distances and issues with respect to accessing library provision are significant in Shropshire. The Council will continue to provide a Mobile Library Service in rural and isolated communities where the need is greatest. In order to provide a service for those who need it most future provision has been assessed against the following criteria:
- Stops will not normally be within a 20-minute drive time of a static library
- Stops will be considered with the context of available public transport to local static libraries
- Stops will be concentrated on village centres with one stop per village wherever possible
- Stops should not normally be within one mile of each other by road
- Stops will coincide with other village activities where possible
- The length of stop will be determined by the level of use at that location but should not ordinarily exceed one hour in duration
- New stops will only be started for a minimum of 2 people, but stops with 1 frail or housebound member will be considered
- Reasonable exceptions will be made at the discretion of the library service[3]

Additionally, drivers' have used their detailed knowledge of their routes and customers to identify:
- Current stops with housebound readers
- Current users who are able to travel to an alternative nearby stop

[3] Adapted from a report to Cabinet - Delivery of mobile library services in Shropshire, Shropshire Council Cabinet, 19 January 2011

- Customers who have mobility problems that will make using an alternative stop difficult
- Stops that are no longer used or with very low usage
- Stops that have too much/little time allocated to them

Where stops are withdrawn and customers are physically unable to access a library or have no one who can visit on their behalf they will be offered the Home Library Service as an alternative.

5.0   Library Services, our plans for the next five years

We have applied the approach described above to the design of a hierarchy of library services provision. This hierarchy is intended to inform decisions on future investment and revenue support. It does not set out to close any existing library services, but it does recognise that the Council will need to prioritise where it provides financial support.

Proposed hierarchy of library services provision

Library Services Provision	Details
Tier 1 Library Hubs (urban centres & larger market towns)	Shrewsbury, Oswestry, Bridgnorth, Ludlow, Whitchurch, Market Drayton
	- Broad opening times to reflect the wide catchment areas served - Staffed libraries - Conveniently located within "Community Hubs" - multifunctional spaces, gateways to a range of services, co-location of partners, etc. - Part of the Library Network retaining access to stock, requests service, reading groups, digital services etc. - Presumption for on-going management by Shropshire Council within arrangements that provide value for money within the provision of a "comprehensive" library service - Revenue support for the provision of library services; opportunity for partner organisations to "add value" to provision via partner funding "Back office support" provided by Shropshire Council Libraries Team - Proactive approach to on-going investment in support of improved facilities - Proactive approach to the development of innovative approaches to the use of library spaces and to raising income
Tier 2 Community Libraries (smaller market towns)	Library at the Lantern, Cleobury Mortimer, Church Stretton, Bishop's Castle, Ellesmere, Pontesbury and Albrighton

	- Flexible opening times to reflect local need - Staffed libraries supported by volunteers - Conveniently located within "Community Hubs" - multifunctional spaces, gateways to a range of services, co-location of partners, etc. - Part of the Library Network retaining access to stock, requests service, reading groups, digital services etc. - Hosted and managed by local community organisations within contract arrangements with Shropshire Council that provide value for money within the provision of a "comprehensive" library service - Maximum of five year time limited tapered revenue support linked to a plan to achieve sustainable and cost neutral provision (to the Council) by the end of 2022/23 "Back office support" provided by Shropshire Council Libraries Team - Proactive approach to investment in support of improved facilities - Proactive approach to the development of innovative approaches to the use of library spaces and to raising income
Tier 3 Community Libraries (smaller market towns)	Broseley, Shifnal, Wem, Highley, Craven Arms, Much Wenlock, Gobowen, Bayston Hill
	- Flexible opening hours - Volunteer management, supported by staff where part of the Library Network - Managed by local community organisations within contract arrangements with Shropshire Council - Maximum of one year time limited tapered revenue support linked to a plan to achieve sustainable cost neutral provision (to the Council) by the end of 2018/19 - On-going "back office support" provided by Shropshire Council Libraries Team, where sustainable revenue funding requirements are met - Potential "one-off" investment in support of improved and sustainable facilities
Stoke Heath Prison Library	Operated under contract from Her Majesty's Prisons – supported by Shropshire Libraries
Mobile Libraries: Approximately 277 stops	- Limited to rural areas - Likely to be managed by Shropshire Council Libraries Team

	- Fortnightly rota - Part of the Library Network - Offering a broad range of information and advisory support to potentially vulnerable and isolated individuals
Digital Library Services	- 24-hour access - e-lending - e-resources - Community Directory

All library services supported by Shropshire Council will provide a number of core and targeted services.

Core and targeted library services

Core library services	- Books loans for adults, children and teenagers - Specialist Book collections for Parents and Carers, Special Situations, Books on Prescription - e-books, e-magazine, e-newspapers - Music & Drama lending Service - Free WIFI - Free computer use - Online reference resources - Home library service - Rhyme & Story Times for pre-schoolers - Reading Groups - Gateway to a range of Council, other public and partner services
Targeted library services	Initiatives that support the **Strategic Objectives** for Shropshire library services - Improving literacy and encouraging reading - Improving and sustaining the health and well-being of Shropshire communities - Encouraging communities to be inclusive and prosperous - Ensuring that libraries become more enterprising and self-sustaining
Shropshire Council Libraries Team Support	- Administrative support including training, library IT systems and public computers and stock management - Marketing and publicity - National and local library initiatives - Reading Groups - Development of library services

Based on our assessment of need the Council considers that it can meet its statutory requirements to provide a "comprehensive and efficient library service for all persons" by providing (see also maps 1, 2 and 3):

- Static library provision within six Tier 1 locations – Library Hubs – and seven Tier 2 locations – Community Libraries.
- 277 Mobile Library stops, principally responding to challenges of an ageing population and access to services in a rural context.
- Digital library services including 24-hour access to a range of lending and information resources

The table below summarises the percentage of the Shropshire population that live within 20 minutes of a Tier 1 library hub, Tier 2 community library and mobile library stop; 20 minutes of a Tier 1 library hub and Tier 2 community library; and 25 minutes of a Tier 1 library hub.

Distance	Population estimate	Percentage of the total population
Within 20 minutes' drive time of 6 Tier 1 Library Hubs + 7 Tier 2 Community Libraries + 277 Mobile Library stops	311,400	100%
Within 20 minutes' drive time of 6 Tier 1 Library Hubs + 7 Tier 2 Community Libraries	294,141	94%
Within 25 minutes' drive time of 6 Tier 1 Library Hubs	284,286	91%

Source: Estimated figures are based on using Annual Mid-Year Population Estimates, 2015, Office for National Statistics (ONS)

It is also noteworthy in making this analysis that 37% of the Shropshire population (115,900) live within 20 minutes of a library within a neighbouring authority area.

In adopting this approach, we recognise that the provision of library service is not simply a question of proximity but also of availability and quality. Hence, providing 94% of the population with access to Tier 1, Tier 2 and mobile library provision within a 20-minute drive time is only a reasonable target if the library services themselves are open and of a reasonable quality.

Shaping the Future of Library Services[4]
This Strategy does not make any specific recommendations on alternative delivery models for libraries in Shropshire, although it is based on an assumption that the Council will want to engage with a broad range of local partners in the development of future approaches. It is noted that at the end of June 2017 eight libraries are being managed by "community

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[4] In the "Libraries Deliver: Ambition for Public Libraries in England 20116-2021" report, the Libraries Task Force set out a vision for the future of public libraries in England in which libraries are vital community hubs, bringing people together and giving them access to the services and support they need to help them live better. The report provides a focus for collaborative working and challenges national and local government to think and act differently to transform library services. Visit: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/573911/Libraries_Deliver_-_Ambition_for_Public_Libraries_in_England_2016_to_2021.pdf

organisations" within a range of contract arrangements. While many of these arrangement are in their early days it is possible to draw some early conclusions:

- Positive engagement with town and parish councils and local community organisations
- Increased confidence from local organisations to work with the Council in the delivery of library services
- Development of friends groups and community support
- Libraries staying open and providing a full range of services at a cheaper cost to the Council

The development of new delivery models will be focussed on the creation of relevant resilient library services that meet modern needs. In particular, new models will support the development of:

- An increased focus on the delivery of national and local outcomes
- New enterprising opportunities for income generation
- Friends Groups, fundraising, volunteering and exciting programmes

In developing modern sustainable library provision the Council will continue to work collaboratively with the DCMS, the Arts Council and others to apply best practice and to acquire external funding. Access to the Council's Capital Programme will also be pursued. Shropshire Council will consider providing one-off funds, particularly to libraries that are unlikely to be financially supported in the future, in order to increase their chances of sustainability.

The desirability, viability and feasibility of a range of alternative delivery model options available for their library services are explored within a recent Libraries Task Force / DCMS toolkit[5].

6.0   Actions to review and monitor the delivery of library services

The Council will work with a broad range of interested parties to develop a co-ordinated and jointly owned detailed five-year implementation plan within the context set out in the Strategy and the Council's financial position. The implementation plan will detail how our strategic objectives align with the Libraries Taskforce seven outcomes and the six Universal Offers.

Any proposals for significant investment and / or decommissioning will be brought back to Shropshire Council Cabinet.

The Strategy, its delivery and review, is set in the context of Shropshire Council's three high-level outcomes and Performance Management Framework:

- Healthy people
- Resilient communities
- Prosperous economy

> What will success look like?
> Shropshire Libraries will have a clear brand linked to the seven national library Universal Offers. We will help to build healthy, thriving and resilient communities. Investment in our staff, information technology and our services will place libraries at the heart of their

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[5] Libraries Shaping the Future: good practice toolkit March 2017.
Visit: https://www.gov.uk/government/publications/libraries-shaping-the-future-good-practice-toolkit/libraries-shaping-the-future-good-practice-toolkit#deliver-services

communities.

Specifically we aim to:
- invest in our staff, IT and infrastructure
- improve access through the provision of a full range of online services and targeted opening hours
- provide a quality range of well publicised services across our libraries
- improve library usage and visits using effective marketing and by exploiting digital services
- improve processes and systems for greater efficiency
- operate at lower cost
- operate as community facilities working in partnership and alongside additional services
- use trained volunteers to improve added value library services and enhance the free statutory library offer
- exploit opportunities to work with partners to develop commercial services
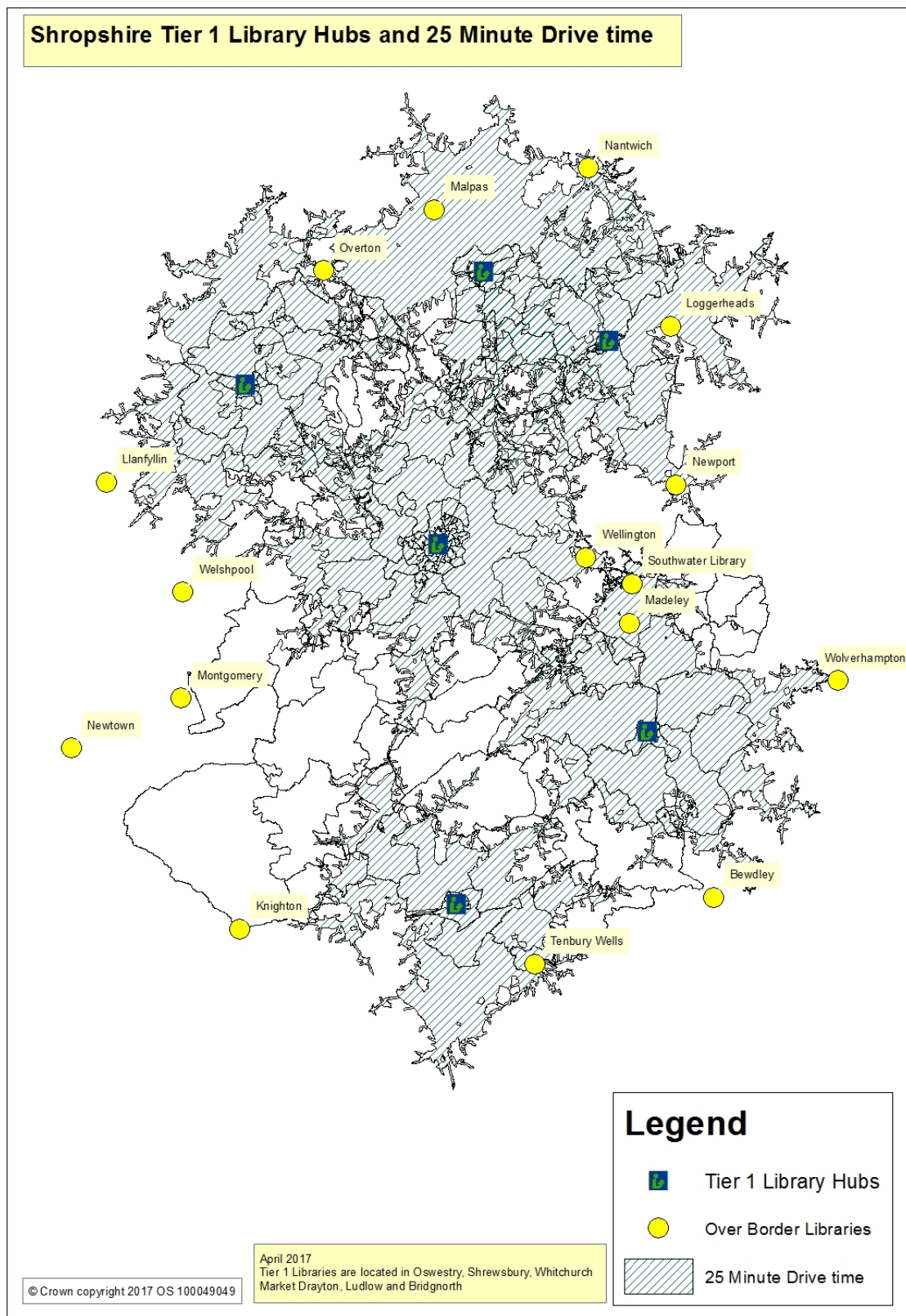- promote key health and wellbeing opportunities

Shropshire Libraries will nurture ambition, support health and well-being, challenge inequality, grow the economy and create more learning and employment possibilities to underpin continued social and economic development for Shropshire's citizens.

Usage of library service provision will be monitored and kept under review. However, the focus will change to reflect a broad range of measurements that reflect the varied usage of spaces and services and the co-creation and delivery of new management arrangements. Ongoing efforts will be made to encourage participation by users and non-users.

The potential impact of the on-going redesign of library services on will continue to be reviewed and monitored the council also has statutory duties under the Equality Act 2010 and section 149: Public Sector Equality Duty in shaping policy, in delivering services, and in relation to their own employees.

Alongside this the Council will continue to look at best practice, encourage comments and ideas from local residents and actively encourage the participation of local community groups in the development and delivery of library services.

Map 1 – Tier 1 Library Hubs showing 25 minute drive times

Shropshire Tier 1 Library Hubs and 25 Minute Drive time

Nantwich

Malpas

Overton

Loggerheads

Llanfyllin

Newport

Welshpool

Wellington

Southwater Library

Madeley

Wolverhampton

Montgomery

Newtown

Bewdley

Knighton

Tenbury Wells

Legend

Tier 1 Library Hubs

Over Border Libraries

25 Minute Drive time

April 2017
Tier 1 Libraries are located in Oswestry, Shrewsbury, Whitchurch
Market Drayton, Ludlow and Bridgnorth

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Map 2 – Tier 1 and Tier 2 Library Hubs and Community Libraries showing 20 minute drive times
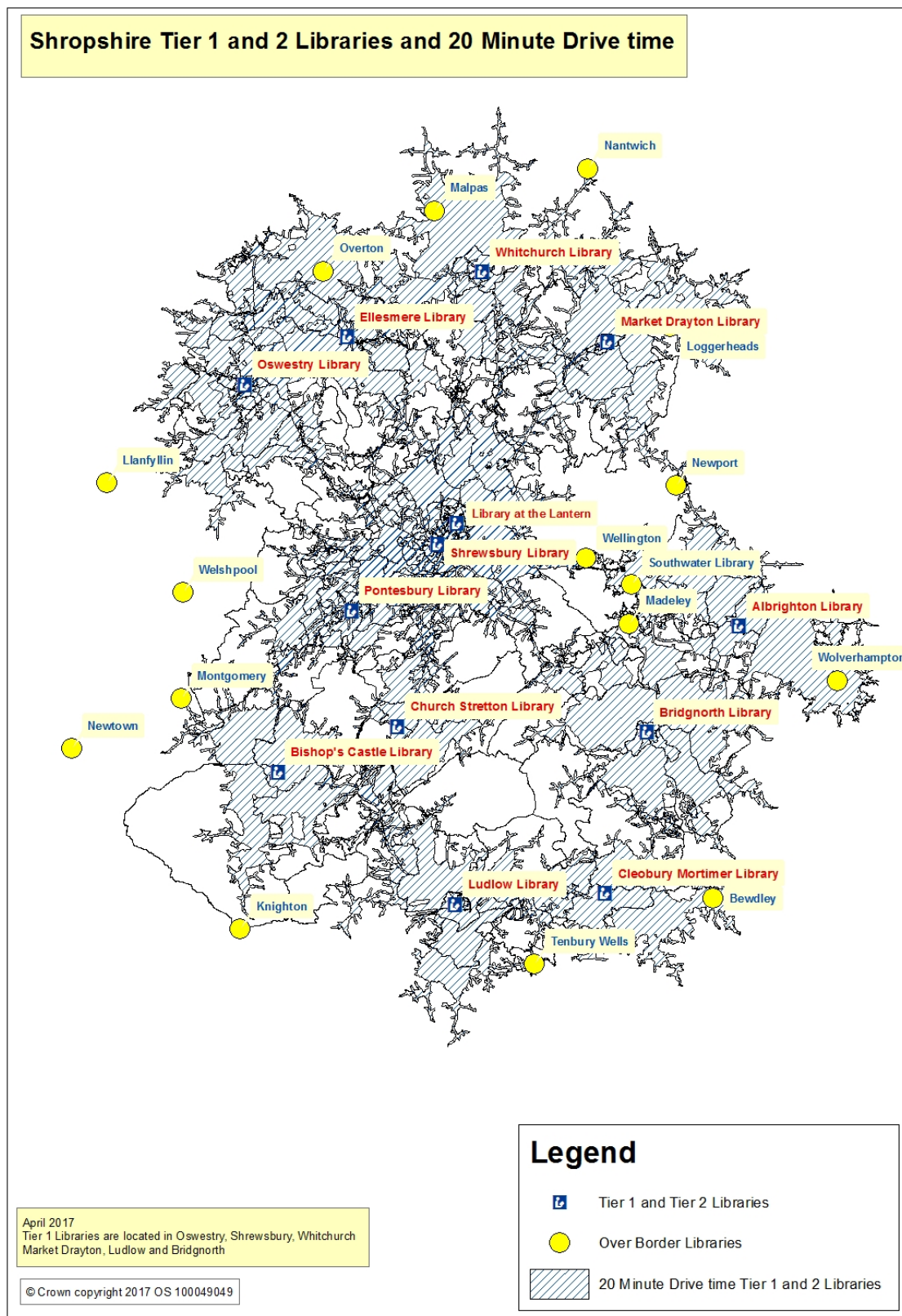
Map 3 – Tier 1 Library Hubs, Tier 2 Community Libraries, Mobile Library stops and across border libraries

Shropshire Tier 1 Library Hubs, Tier 2 Community Libraries and Mobile Library Stops

Legend:
- Mobile Library Stops June 2017
- Tier 1 and Tier 2 Libraries
- Out of County Libraries
- 20 Minute Drive time Tier 1 and 2 Libraries

Tier 1 Libraries are located in Oswestry, Shrewsbury, Whitchurch Market Drayton, Ludlow and Bridgnorth

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