Income Generation Plan
Strategy and Roadmap

Purpose/Vision

- Increase usage of libraries and library services
- Optimising the use of libraries as a unique and precious community asset.
- To have stable income streams that enable the library service to thrive and meet the needs of all Cambridgeshire communities.

Strategic Drivers

- **Think Communities** - The Council's approach: going from a 'council-centric' approach, to one where the Council is part of a team of service providers, including public, private and community groups, with the shared aim of making Cambridgeshire people feel safe, healthy, connected and empowered.
- **Service Recovery after Covid -** the service adapted brilliantly to the challenge of Covid but now needs to build back post Covid by re-engaging old customers and reaching out to new audiences.
- **Income Challenge** - Covid restrictions decimated the service's primary income source, room hire, so a renewed focus on income is needed - reviving old income streams and identifying new ones which will help address the budget pressure.

Enablers (Key actions)

Big Picture

- Prioritise - Identify initiatives that aren't working and divert resources elsewhere. unclear
- Focus on increasing users and widening reach especially in areas where the service is currently less well used.
- Build on the existing partnership with Public Health
- Consider a Tourist Information function for libraries
- Work with the Commercial Team – explore opportunities to host banks and other service providers in libraries to meet community needs
- Consider removing library fines.
- Develop a case for removing library income targets

Systems and Processes: Getting the basics right

- Make it easier to give the council money. Prioritise enabling online and card payments across the service

- o Investigate Library Management System (the system which holds customer and stock records) (functionality and challenge providers to offer product developments to make payments easier

- o Make sure the donations functions are prominent on self-service machines, alternatively have clearly marked donations boxes on prominent display

- Introduce a simple, online room booking and payment function for the whole service. Options include:
  - o Investigate any existing Library Management System (LMS) function or add-ons
  - o Purchase an off the shelf package

Marketing

- Focus on raising awareness of:
  - o Libraries' potential to be commissioned to deliver services for others.
  - o Space for hire.
- Build an evidence-base to prove the worth and value of the library service to potential partners
- Develop a list of key messages
- Remember the importance of retaining the trusted library brand
- Do a pilot market analysis on one library with quality space – understand the local market and the competition
- Work with the Commercial Team to extend the commercial potential of the mobile libraries through advertising and sponsorship.

Facilities and spaces

- Clarify the commercial/community hire criteria and charging structure and make sure it is consistent across the service.
- Review any uncharged lettings and, if they are to be continued, put a time-limited Service Level Agreement in place.
- Review terms and conditions for room hire, e.g., allow alcohol licences for parties and receptions, building in cost of security
- As uptake in meeting room hire increases, assess market demand for an expansion of meeting space, taking into account competition and prevailing charging rates in the local area and produce a business case for conversion.
- Where appropriate and cost effective, improve Wi-Fi connections in meeting rooms.
- Review the website to ensure that all information on booking rooms is accurate
- Investigate advertising within the libraries and on mobiles

Partnerships

- Work with the Commercial Team to establish county wide partnerships with commercial partners. Consider banks/building societies and supermarkets

- Consider a partnership with commercial providers of flexible office space [1]

- Focus on health, build on existing work. Get to know the strategic commissioners

- Initiate discussions with Friends Groups about raising money for the service and how they could develop this. Consider a development trust.

---

[1] The Workary, Welling (wimbletech.com)