

## Appendix 4

This is a representative sample of ideas generated by the Group:

### Member Review Libraries Income Generation Group – Action Planning Ideas – Working Document for Discussion

Priority – 1 being the highest, 5 being the lowest

	Idea	Comment / Considerations	Priority 1 - 5
1	Develop a Fab Lab / Makespace facility with 3D printing and laser cutting technology etc	Exeter Library invested £170k <a href="https://www.fablabdevon.org/">https://www.fablabdevon.org/</a> Initial visit with <a href="http://makespace.org/">http://makespace.org/</a> (Cambridge) to consider partnership	
2	Develop an Enterprise Hub	In-house provision. Suffolk Hub – newly opened with comparable range of charges to Central meeting rooms <a href="http://suffolklibraries.co.uk/hub">http://suffolklibraries.co.uk/hub</a> Verbal update on Northamptonshire Hatchery at Wellingborough will be available at the Group meeting. <a href="http://www.talentmatchnorthants.org/wp-content/uploads/2014/12/Hatchery-at-Wellingborough-Library.pdf">http://www.talentmatchnorthants.org/wp-content/uploads/2014/12/Hatchery-at-Wellingborough-Library.pdf</a>	
3	Themed parties for children –	Safeguarding, facilities and resource; cleaning, catering. e.g. Poole charges: Up to 12 children: £250 for 12 children, then additional £17.50 per child (30 children max) including food and drink. <a href="http://www.poole.gov.uk/leisure-and-culture/libraries/hire-a-space/childrens-parties/">http://www.poole.gov.uk/leisure-and-culture/libraries/hire-a-space/childrens-parties/</a>	
4	Tender for café provider	A detailed deed of variation with a number of stipulations including sharing rent with the Landlord and a requirement that the Landlord needs to agree the position of the café. Any provider (other than CCC itself) should be a current tenant of the centre, unless none wish to take on the operation of the library café.	
5	Improve income from the café – including	New management working with the library service to seek	

	redesigning the area making it more relaxing and introducing children's toys	improvements	
<b>6</b>	Extend advertising <ul style="list-style-type: none"> <li>- Use back of till and self-service receipts</li> <li>- Rent out wall spaces</li> <li>- Use plasma screens to full effect</li> <li>- Stickers on books advertising rooms for hire</li> <li>- On library cards</li> <li>- Extend 'premier poster' option to all libraries and charge fee for all posters displayed</li> <li>- Use the back of toilet doors</li> </ul>	Mobile libraries successfully advertising public services. Council developing policy for advertising standards and relationships. Query – where income would be positioned? Did consider partnership with Shepreth Zoo at one stage for 'sponsored' library cards / reduced entry to attraction. Also working with City on Cultural Card. Premier poster service very successful (staff initiative).	
<b>7</b>	Extend charges to include <ul style="list-style-type: none"> <li>- Reservation fees</li> <li>- Internet access beyond 2 or 1 hours</li> <li>-</li> </ul>	Equitable access to stock for all. Internet is the main source of information, job applications, digital first for council and government services.	
<b>8</b>	Social media campaign highlighting the cause of libraries		
<b>9</b>	Co-location of libraries with gyms and other providers	Seeking appropriate and willing partners – what would be the financial arrangements? Co-location of public services = community hub agenda.	
<b>10</b>	Develop greater involvement with Literary Festival <ul style="list-style-type: none"> <li>- Literati in the Library</li> <li>-</li> </ul>		
<b>11</b>	Run holiday clubs for children in libraries –	Safeguarding, facilities, staff resource and expertise / partner provider, income potential versus costs? lots of examples including <a href="http://east.madscience.org/cambsoctobercienceholidaycamps.aspx">http://east.madscience.org/cambsoctobercienceholidaycamps.aspx</a> Cost to parent: up to £36 per day (10am to 3pm) and £170 per week.	
<b>12</b>	Lend computer games	Other authorities do this – Cambridgeshire trialled it some years ago and there was a high loss rate. Issues of which format,	

		keeping up to date and competition with online streaming / downloads. e.g Enfield <a href="http://www.enfield.gov.uk/info/449/children_and_039s_library_services/247/library_services_for_children_and_young_people/2">http://www.enfield.gov.uk/info/449/children_and_039s_library_services/247/library_services_for_children_and_young_people/2</a>	
13	Donations – increase opportunity and publicise what it is spent on; also ask for donations of books with a theme e.g. ‘buy a book for Christmas – give it to the library for life’	Donations a growing income stream with boxes in all libraries. Online payments due early 2016 to make it easier to donate. Issue of retaining funds for library services rather than Council-wide funds. Cambridgeshire Libraries Friends Group possible? Managing book donations has slight issue of manual processing by staff and / or volunteers but not insurmountable	
14	Sponsorship – particularly targeting corporate responsibility – M&S mentioned – direct approaches to universities and large multi-nationals with local base e.g. ARM, Astra Zeneca	‘Head-hunter’ approach required – voluntary services of significantly skilled personnel to raise funds. Considering ARM as sponsors of code clubs at the moment. Are there contacts in this Group?	
15	Charge Language Schools who use Central Library	How would we target and manage this? Many people use libraries for home-tutoring.	
16	Charge for locker space that library users and visitors to the centre could use for a fee – considered sponsorship on the lockers to cover cost of installation	Lockers already available within the centre (cycle area). Use of valuable floor space; illustrative costs: <a href="https://www.csstorage.co.uk/coin-operated-lockers/probe-quarto-coin-locker.html">https://www.csstorage.co.uk/coin-operated-lockers/probe-quarto-coin-locker.html</a> ; cashing up money is manual task for staff; security issues?	
17	‘shell’ company or traded services set up to manage funds for libraries	Investment in resource and time scales to achieve this	
18	‘Cambridge Live’ event partnering with City Council		
19	Charitable status for libraries e.g. Purse School	Needs to be external to CCC	
20	‘Down your street’ and annual archive event – maximising unique resources of the Cambridgeshire Collection; also blue plaque idea to sell	Selling items – need to produce in suitable quantities, assess the market and make a surplus. Suggested that Friends could create blue plaques for sale.	
21	Extend stationery sales, bags and library shop	Previous experience has shown that investment of about £80k may deliver a surplus of c.£6-£8k – requires staff time, audit, display and delivery of items. Small trial of pen sales starting at Central in addition to jute bags and peer spectacles.	

22	Extend relationship with Tourist Information Centre in Cambridge	Financial benefit?	
23	'Give a penny' for every visit	Careful with statutory duty for free access to everyone who wishes to use the service	
24	Appoint a business manager to maximise venue hire and income from facilities	This post existed prior to 2012, was deleted as part of the restructure, fortunately venue hire has continued to rise – occupancy levels are very good at Central.	
25	Appoint an event organiser/education manager to create a cultural focal point outside the university in Cambridge. Suggested this is a self-funded post that creates new events and applies for grants.	This is currently the responsibility of a team of professionals delivering community engagement events and raising income – the Central Library already acts as a major focal point for cultural activities and learning	
26	Increase room hire charges	Fees are benchmarked both nationally and locally and reviewed annually	
27	Increase event charges e.g. author talks and extend sale of books with publishers and book shops – extracting a fee for the library	Equity and accessibility to be considered – staff have heard of voucher schemes where some can be given for free for those on low incomes. Book sales often part of author talks – do need to consider increasing income for library service in this respect	
28	Increase book sale charges	Variable success of this e.g. ex-QP charged at £1.50 in Wisbech and very little sells compared to 20p 'bargain' sales. Could trial at Central?	
29	Change the name of Cambridge Central Library to Cambridgeshire Central Library to reinforce county role and extend fund raising opportunities	Technically, it is called 'Central Library, Cambridge'	
30	Potential for seeking grants	Grants currently account for £117k worth of income – good experience and expertise on which to build	
31	Extend evening classes around Cambridgeshire Collection		
32	Operate a gallery fund raising event – expertise offered from within the Group contacts – artwork displayed and sold	Needs to properly organised and managed to ensure reputation and sufficient income stream	
33	Post Office provision within Central Library	Bar Hill has a Post Office in the building – rent goes to Property services rather than Library Service – this would likely be the	

		case at Central – benefit to Council funds. Also issues of security with Post Offices.	
34	Develop activity sheets for a charge and improve the exploration of the library	This kind of activity has been done for free – good examples of improving the discovery journey at libraries such as Birmingham which includes artefacts and art works.	
35	Encourage Legacy giving	Develop how this would work, holding pot to retain monies for libraries etc	
36	Sell services to schools – including charging for reviews and indications of children's fiction choices; topic boxes etc – such as Norfolk <a href="http://www.norfolk.gov.uk/Leisure_and_culture/Libraries/Library_services/Schools/index.htm">http://www.norfolk.gov.uk/Leisure_and_culture/Libraries/Library_services/Schools/index.htm</a>	Children's team do provide package of advice for school libraries that is charged for; schools library service was assessed within recent years and disbanded. Re-instating would need careful consideration. Possible to maximise income of what is currently offered and extend?	
37	Collaborate with other authorities to make savings	SPINE is currently pursuing and active programme, CCC are also part of Local Government Shared Services	
38	Collaborate further with Districts – in particular the mail delivery service	Library vans deliver to schools, considering delivering Cambs Music to schools as well. Issues of commercial mail services to consider.	
39	Install photo-voltaic roof panels to create income	Council are doing this at March and Huntingdon Libraries (by agreement with landlords) – income will go to Council as a whole rather than library services	
40	Install Kodak kiosks in libraries. <a href="http://www.kodak.com/global/en/consumer/kiosk/kioskMain.jhtml?pq-path=2301153">http://www.kodak.com/global/en/consumer/kiosk/kioskMain.jhtml?pq-path=2301153</a>	Available space?	
41	Community pay for one library staff session per week	Examples of some staffed hours supported by Parish / Town Councils in Cambridgeshire and elsewhere – also LAPs supported by volunteers	
42	Collect+ or Amazon parcel collection	This was investigated and limits on space in libraries started to prove problematic – also opening hours were not appropriate at some sites	
43	Use volunteers to list valuable donated items on eBay, Abebooks or similar online sales sites	Believe this is done in some library authorities	

44	Collection of unpaid fees and charges	Actively seeking to develop a 'debt recovery' campaign on the back of introducing online payments in 2016 to make it easier for people to pay and encourage their return to use of library services	
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