

## Arts Council England

### Evidencing Libraries Audience Reach

### Research findings and analysis

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## Introduction

In its capacity as the development agency for libraries in England, Arts Council England (ACE) is looking to understand the reach of public libraries, and the way in which audience research and data are accessed and used by library practitioners.

Evidence suggests that public libraries have a broad and deep reach into the communities they serve. To test this hypothesis, ACE commissioned The Audience Agency (TAA) to conduct primary research with heads of service and undertake a literature review of existing information to inform an understanding of how libraries might use the insight they have about their service users more effectively; to support and develop their role as community hubs.

This report presents the results of this research, and outlines key findings and recommendations for future development strategies based on analysis of those results.

## Research aims

- Using existing evidence, to describe as robustly as possible the diversity of library audiences nationally, and relative to other sectors.
- Through primary research, to describe the use of audience data and research in the development of library services. This includes describing commonly used approaches to data capture, analysis, applications such as segmentation, and skills-gaps and other addressable challenges.
- To inform a set of recommendations and case studies to support libraries in creating and applying a stronger evidence base on their audiences.

By combining a secondary data review with library postcode analysis, this research builds on what we already know about the diverse and representative user profile of libraries, and presents additional evidence of this diversity from a segmentation perspective.

In addition to presenting a Mosaic profile of library users, from a broadly representative group of services in England, this research uniquely offers a profile of library users within a wider arts and cultural engagement context. Using The Audience Agency's Audience Spectrum population segmentation profiling tool, this helps us to understand library reach in terms of the populations' attitudes towards culture and their interests and habits.

Through comparisons to The Audience Agency's Audience Finder programme benchmarks, this research has also been able to demonstrate the extent to which library attenders are more representative of the England population than arts and heritage sector audiences. By presenting a comparative national picture of engagement, this report highlights the

opportunities that exist for partnership working between libraries and arts and cultural organisations, and the cross engagement that this can potentially foster; to the benefit of both sectors.

While a number of published studies look at the extent of UK public libraries' value to society, there is limited research on how libraries capture data on their audiences, how this data is shared, and the commonly used approaches for demonstrating their value. Using primary research, this report identifies these practices and builds a body of case study evidence to inform and support libraries in creating and applying a stronger evidence base in relation to their audiences.

## Methodology

The research was conducted in three phases: a literature review of existing data, an e-survey sent out to service providers, and 1:1 telephone interviews with service managers to explore the findings from the first two phases in more depth.

### Literature review

The literature review included a meta-analysis of existing research and data sources relating to library usage and user profiles.

A full list of material used in the review is available in the appendices.

### Service provider e-survey

An e-survey was sent out to local authority library service providers across the country, from February-March 2016. The survey was designed to capture information about audience data collection, use and sharing practices along with contextual data about service size, complexity, and annual visitor numbers.

43 submissions were received, representing a broad range of service providers of different scales and from different areas of the country; including rural and urban based services.

The survey is included in the report appendices.

### Service manager interviews

Recruitment for the one-to-one telephone interviews was managed through the e-survey, where respondents were asked if they would be willing to participate in further research.

The interviews were conducted by telephone between 8 March and 5 April 2017, with 10 participants.

A structured question guide was used to facilitate the interviews, with questions which explored in more depth the key themes which emerged from the e-survey responses. The question guide is included in the report appendices.

## Participant profiles

The table below gives a profile of each participant alongside a pseudonym. Where direct quotes are used to illustrate the qualitative research findings, the relevant pseudonym is given to identify the source.

Pseudonym	Profile
1	North based, urban catchment, 13 service points, 76 full-time staff, 1.5m visitors
2	South East based, suburban / rural catchment, 25 service points, 96 full-time staff, 1.8m visitors
3	South East based, suburban catchment, 11 service points, 26 full-time staff, 400k visitors
4	South West based, rural catchment, 13 service points, 67 full-time staff, 900k visitors
5	Midlands based, urban catchment, 6 service points, 88 full-time staff, 1.1m visitors
6	North based, suburban / rural catchment, 24 service points, 85 full-time staff, 1.8m visitors
7	North based, urban catchment, 22 service points, 183 full time staff, 2.7m visitors
8	South East based, rural catchment, 47 service points, 200 full time staff, 3.8m visitors
9	South West based, urban / suburban catchment, 17 service points, 69 full time staff, 700k visitors
10	South East based, suburban / rural catchment, 110 service points, 440 full time staff, 5.2m visitors

## Key findings

Through the combination of secondary and primary research into libraries' audience reach, this report has found that:

### **1. Libraries reach a significant cross-section of England's population**

In 2015/16 a third of the population in England had used a library at one point during the past 12 months.

The Audience Spectrum and Mosaic profiles of library users generated through this piece of research supports the Taking Part picture of library users being largely representative of the overall population; certainly more so than the audience profile of other art and cultural attendance.

### **2. Library audiences are extremely diverse**

Compared with other types of cultural activities, libraries reach a much broader range of age groups and social backgrounds.

A higher proportion of black and minority ethnic users engage with libraries than those from white backgrounds, compared to other artforms.

Given the libraries' role within the community - as a trusted, open, free public space accessible to all - it follows that the user profile is generally more diverse than that of other cultural sectors.

### **3. (Re)Engagement potential exists for lapsed users and arts & cultural sector audiences**

In addition to the large proportion of current library users in England, there is a significant number of lapsed library users.

These are people that describe themselves as once having used libraries in the past but for a range of different reasons, often due to lack of time or because they access reading material elsewhere (online, e-books etc.), no longer use them.

It is common for lapsed users to re-engage with libraries at different stages of their lives; triggers for re-engagement with libraries include having children, taking up study, becoming unemployed, or retirement.

In addition to providing key services that meet these re-engagement needs, libraries also have the opportunity to foster triggers for re-engagement by exploring the cross-pollination potential between their users and arts and cultural audiences.

Similarly, the arts and cultural sector have much to offer libraries through such partnerships. Bringing with them the resources for larger scale, established works and



more targeted, advanced marketing, such partnerships could present libraries with the opportunity to re-engage with lapsed users, who are often time poor but responsive to new experiences.

#### 4. Libraries underutilise data

A clear finding from the research, both primary and secondary, is that libraries are sitting on a wealth of valuable, but underutilised data.

Although 95% of services surveyed say they use member data to inform service delivery and strategic development, the data collected is predominantly of a transactional nature, used for direct reporting to local authorities.

Library services lack the time and resources to turn their member data into actionable insight. Moreover, at the national level, the sector lacks a core, shared data benchmarking framework by which to inform and improve local library service delivery, as well as being a key resource to demonstrate the impact and value of libraries at the local and national level.

There are clearly opportunities for greater data sharing across different services and sectors, to inform development strategies and benchmarking. However, any approach to this should take into consideration the trusted position that libraries hold in their local communities, and that the willingness of library users to give their data is a reflection of this trust.

## Opportunities and recommendations

What follows are key areas for Arts Council England to consider, including recommendations for approaches to future strategic development and potential support for libraries, based on the evidence presented through the literature review and primary research.

Throughout the research findings, both primary and secondary, there is a great deal of consistency in the overall picture of the library sector and its reach; and also in the recommendations for support and development to broaden and strengthen existing engagement.

### Library data has the potential to open doors to engagement and organisational change

The sheer volume of data collected by libraries presents a golden opportunity to build an in-depth national picture of active library users, and identify opportunities to broaden reach.

To support the effective use of this information, a consistent and sector-informed approach to collecting and analysing data from active borrowers and ad hoc library attenders is needed.

Currently data is collected from a wide variety of sources, including membership registration, footfall counts, digital analytics, local authority impact studies, and individual project evaluations. For each service the metrics collected, and the frameworks used for doing so, are varied; and may even vary within a single service, depending on changing drivers for data collection.

In relation to the latter, the research indicates that library data is generally underutilised and frequently used only for direct reporting to local authorities on footfall and borrowing levels.

In addition, information is fragmented across a number of different agencies. This is clear from the number of published studies, including those used for this piece of research, and was evident at the recent DCMS Library Taskforce workshops looking at research in the sector. A cross-agency approach, to encourage data join-up and cross-pollination of findings, would support a more cohesive and holistic approach to valuing and using library data to evidence impact and inform engagement strategies.

The development of a sector-wide approach to information collection, including tools to support analysis and practical use, could revolutionise the way libraries are able to access and use their data - informing organisational and service change, supporting a targeted approach to public engagement, and opening doors to creative partnerships.

As evidenced in the literature review, and illustrated by the user profiling in this report, putting libraries at the heart of local, regional, and national cultural strategy will support wider engagement across the arts and cultural sectors.

Libraries have a key role to play, and supporting them in more effective use of their data to inform targeted engagement and service development strategies will enable them to step up.

### **Making more effective use of engagement data will support advocacy and development**

As the wealth of existing data suggests, libraries have well-established protocols for collecting information about people who sign up to use their services and become active borrowers. The data set collected by libraries is huge and presents significant opportunity, for both individual services and the sector as a whole, to understand the people who engage with them and identify priorities for reaching out to potential users and attenders.

The findings from interviews with heads of library service give a strong indication that libraries are keen to evidence the important role they play in engaging with their local communities, and, through the provision of key services, supporting the achievement of wider local authority goals such as improving literacy, skills building for employment, community cohesion, and reducing social isolation.

In order to support more effective use of the data they hold, and develop a consistent sector-informed approach to collecting non-member data, the primary research findings indicate that libraries are in need of training and development. The area most commonly identified as missing from their considerable, but professionally narrow, skillset was data analysis.

It became clear from the interviews with heads of service that they would dearly like to be agents of their own destiny, able to advocate effectively within the local authority governance structure and use evidence to demonstrate their value and inform strategic development. However, they feel they lack the skills to analyse the data they collect, and derive insight from it, to drive advocacy and inform practical applications.

### **Taking a curated approach to service development could engage more users & ensure long term relevance of library services**

It is clear from the research findings that libraries already take a somewhat curatorial approach to managing their stock; using information about borrowing levels for particular types of material, often at individual sites within a service, to inform effective stock management based on user needs and preferences.

To build and deepen engagement with potential and current audiences, this approach could be extended to other activities in the library, including public engagement events and activities, stock displays, marketing, and online content. This could, for example, include drawing on local or national events and histories, themes developed to meet the needs of specific groups, or using creative partnerships with relevant organisations or individuals to inform the approach.

With careful consideration of the content and potential partnerships, this approach could be used to support place-making and wider community engagement in the neighbourhoods served by libraries; offering positive messages and opportunities to participate in meaningful, community-wide activities.

Linked to this, and evidenced by the interview research, services supported by professional marketing services through the local authority, and given access to information analysis tools such as Mosaic profiling, were empowered to take an informed and targeted approach to service development based on knowledge of their current users and understanding of their local populations.

## Executive summary of results

### What does audience reach look like for libraries?

#### Demographic profile

Based on the 2016 DCMS summary data on the use of libraries, 2014/15 Taking Part survey and 2016 longitudinal study, 2015 Scottish Household survey, and 2015 Northern Ireland Continuous Household study.

- Women are more likely to be library users than men; 38% compared to 30% in England, 33% / 26% in Scotland, and 28% / 22% in Northern Ireland.
- 25-39 year olds are consistently the highest library users in terms of age; 40% fall into this age group in England.  
(Direct comparison with Scottish and Northern Ireland library users is not possible due to a difference in age categories used in surveys)
- Households with young children are more likely to use libraries
- A higher proportion of library users identify as being from Black, Asian or Ethnic minority (BAME) backgrounds than those who identify as being from a White ethnic background; 47% of the former compared to 33% of the latter, in relation to library users in England.
- Overall, libraries have a broader reach compared to other forms of cultural engagement. This is indicated by the Taking Part data through comparison of library attender profiles with those for other cultural events and activities, and is particularly evident in relation to ethnicity.
- Although the data suggests that libraries reach a higher proportion of people from upper socio-economic groups than lower socio-economic groups, it also indicates that this gap is narrowing.

Additionally, comparisons with engagement with other cultural activities indicate that there is less divergence in library usage between higher and lower socioeconomic groups.

#### Audience Spectrum and Mosaic profile

The Audience Spectrum and Mosaic profiles of library users, based on data supplied by a largely representative group of participants in the primary research for this project, supports the Taking Part picture of library users being representative of the overall population; certainly more so than the audience profile of other cultural attendance.

- 38% of the library profile is represented by the four lower engaged groups - *Up Our*

*Street, Facebook Families, Kaleidoscope Creativity, and Heydays.*

This may be compared to 18% found in the Audience Finder profiles for arts and cultural attendance, and 34% in the England population as a whole.

- 17% of the library profile is represented by the three higher engaged segments - *Metroculturals, Experience Seekers* and *Commuterland Culturebuffs*.

In comparison, the Audience Finder venues attract 39% of audiences from these segments, a much higher proportion than is found in the England population (24%).

- In the Mosaic profile for libraries the two key groups are family orientated - *Aspiring Homemakers* and *Family Basics*. The former tend to be younger families who have recently set up home, the latter group also tend to have children in the household but are living on more limited budgets.

These two groups are over indexed in comparison to the Audience Finder 2015/16 benchmark, particularly *Family Basics*, which make up only 3% of audiences, compared to 14% within the library profile.

- Amongst those representing older people, the Senior Security group and Bungalow Haven type, are dominant within the library profile; the former accounting for 9% of library users.

These are elderly singles and couples who are still living independently in comfortable homes that they own. Both are representative of the proportions appearing in the Audience Finder attender profile (9%) and the England population (9%).

### How does library use change over time?

Based on the 2016 Taking Part longitudinal study and the 2010 MLA report, *What do the public want from libraries?*

- Longitudinal research indicates that a core of library users exists (21%) who have reported consistent library use over three years.

52% of participants in this research recorded library use at least once over the same period.

- It is common for people to dip in and out of using libraries throughout their adult lives according to changing needs and lifestage.

Key lapsing factors appear to be the conclusion of studies or entering full time work and, linked to this, having less free time. In addition, an increase in buying books rather than borrowing them and an increase in e-book reader use can also lead to a lapse in library use.

- Common triggers for re-engagement with libraries are having children, taking up study, becoming unemployed, or retirement.

### How do libraries collect and use data about their users?

Based on responses to the primary research survey conducted for this project.

- All respondent libraries collect footfall data.
- 83% collect demographic data about library members.  
Of these, 95% collect date of birth; this is the most consistently collected demographic information.
- 93% of respondents regularly collect information from event attendees; this is most often qualitative feedback and attendance numbers.
- 87% have used local authority consultation channels to gather data from service users and non-users.
- All respondents use the CIPFA Public Libraries Profile statistics.
- All respondents collect postcode information from library members.
- 66% collect data in response to local authority reporting requirements.
- 70% share data internally with other council departments.
- 95% use membership data to inform service delivery and strategic development.
- 62% of respondents cite lack of time as the most significant obstacle to collecting data.

## Results in full

### Literature review

The secondary analysis of existing data sets and studies has been conducted to provide context for the primary research and explore library user profiles in comparison with those of attenders to other cultural activities and wider population statistics<sup>1</sup>.

The findings of the review are structured around four key areas

- The known user profile of libraries
- The library user profile in comparison to other sectors
- How library user data being shared by libraries
- Current agenda for public library development in England and the role of data

A full list of the material consulted for the review is available in the appendices.

### Library user profile

The key national data set on library membership and engagement has been collected since 1995 by CIPFA. Many public library authorities in the UK submit CIPFA returns each year, answering a set of pre-defined performance measures. These include counts of loans, visits, service points, expenditure. These figures, released as annual reports, have indicated that the number of people using libraries across the country has steadily fallen. Figure 1 below, which also includes the Taking Part engagement data, gives an 11 year snapshot of active borrowers as a percentage of the UK population. DCMS's Taking Part is a yearly household survey of participation in the cultural and sport sectors that provides a comprehensive picture of adult library usage in England since 2005/06.

Both sets of data show that engagement, either defined by users within a household survey (Taking Part) or membership data (CIPFA) has declined steadily since 2004/2005. Between 2005/06 and 2015/16 the percentage of Taking Part respondents that say they have visited a library within the previous 12 month has fallen from 48.2% to 38.9%, a drop of 9.3 percentage

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<sup>1</sup> The review aims to examine library reach in the broadest sense. Whilst it touches on how libraries evidence the impact of specific services, such as early years support, adult basic skills provision, and health support, where relevant, a detailed assessment of these activities is not provided.

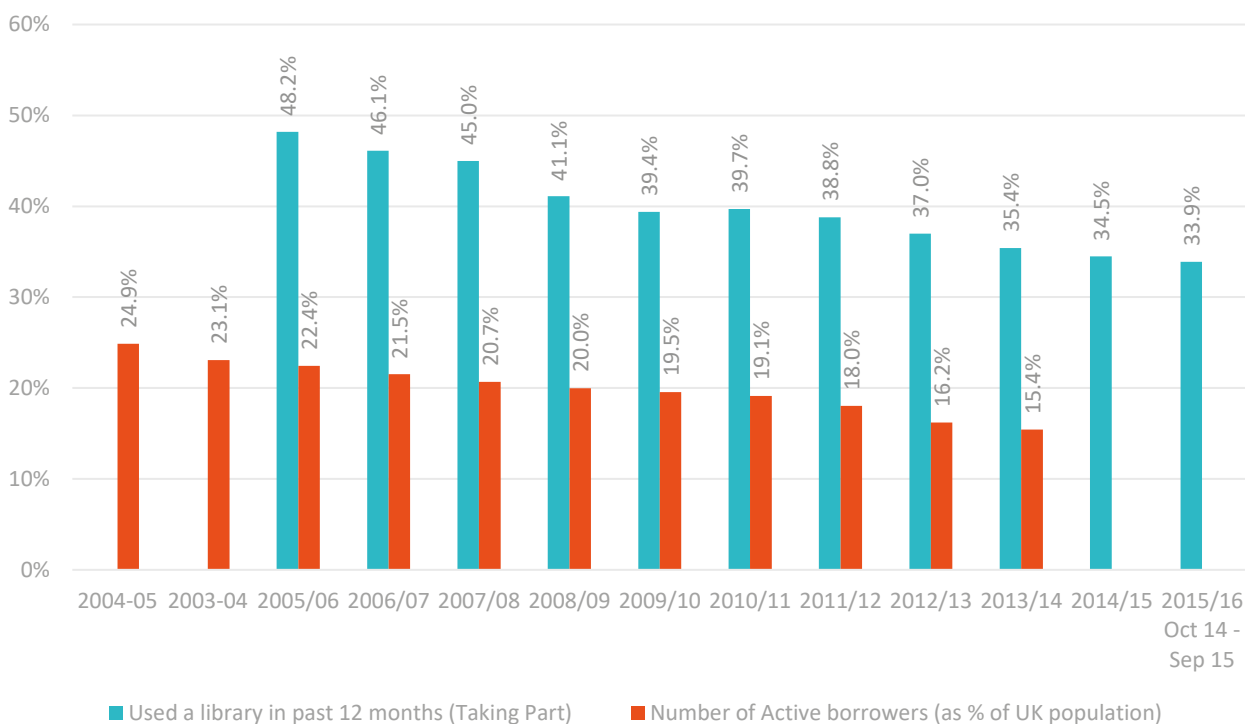
It is not within the remit of the review to detail aspects of the impact and role of libraries within the community. Aside from looking at how libraries are systematically demonstrating their intrinsic value and worth through the use of visitor data, it is not within the scope of this review to consider the extent and communication of libraries' value to society.

points. Meanwhile, between 2004/05 and 2013/14, active borrowers as a percentage of the UK population have declined from 24.9% to 15.4%, a drop of 9.5 percentage points, a similar proportion to the Taking Part figures.

The key findings from the most recently publicly available CIPFA report executive summary state that the:

- Number of UK libraries fell by 2.6% in one year, from 4,023 (2013-14) to 3,917 (2014-15)
- Total UK visits dropped 3.9%, from 276m (2013-14) to 265m (2014-15)
- Total expenditure for UK library services fell by £50m, from £0.99bn (2013-14) to £0.94bn (2014-15)
- FTE paid UK library staff fell by 3.8%, although volunteer numbers rose by 18.7%.

**Figure 1: Ten year snapshot of library use in England (Taking Part) and eleven year snapshot of the number of active UK borrowers (CIPFA)**



Source: CIPFA public library actuals & DCMS Taking Part Survey

Despite this decline in use it is important to put the breadth of library engagement into context. In 2014/15 nearly 60% of the population held a valid library card and in the same year, libraries in England received 224.6 million physical visits, which is more than the number of visits to Premier League football games, the cinema, and the top 10 UK tourist attractions combined (*Libraries Taskforce 2016*).



In terms of digital engagement visits to library websites have nearly doubled since 2005/06, rising from 64 million to 114.7 million in 2012/13. These web visits tend to be transactional (for example reserving a book), rather than designed to attract people to engage audiences to explore library activities, but demonstrates the potential for growth and deepening relationships through the libraries’ digital offer.

Wi-Fi and computer workstation provision is a key driver for visits and an essential part of libraries’ increasingly important role as community hubs. A 2011 Reading Agency report *Research into the use of digital media in libraries* published the results of a survey completed by 113 public library authorities across England, Scotland and Wales. The report found that 40% of authorities did not provide Wi-Fi access. Seeking to ensure national digital inclusion and access within English libraries, ACE and DCMS committed £2.6m to a national ‘Wi-Fi in Libraries’ programme in 2015. The aim was to provide all of England’s public libraries with “free, good quality” Wi-Fi by 2016; which, according to ACE’s 2016 publication *Making the Most of WiFi*, has now been 99% achieved. Significantly closing the gap in poor provision, this funding has enabled over 1,000 libraries to either provide Wi-Fi for the first time, or to upgrade their current provision to make it faster and more easily accessible. As a result, 99.2% of English public libraries now offer free access to Wi-Fi; an increase from 72% in March 2015.

**Figure 2: Eight year snapshot of web visits and number of workstations, CIPFA**

	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/13
Web visits (million)	64	76.2	113.5	120.4	114.1	97.7	122.4	114.7
Number of workstations	40,539	41,448	42,523	43,294	43,465	43,365	42,914	42,752

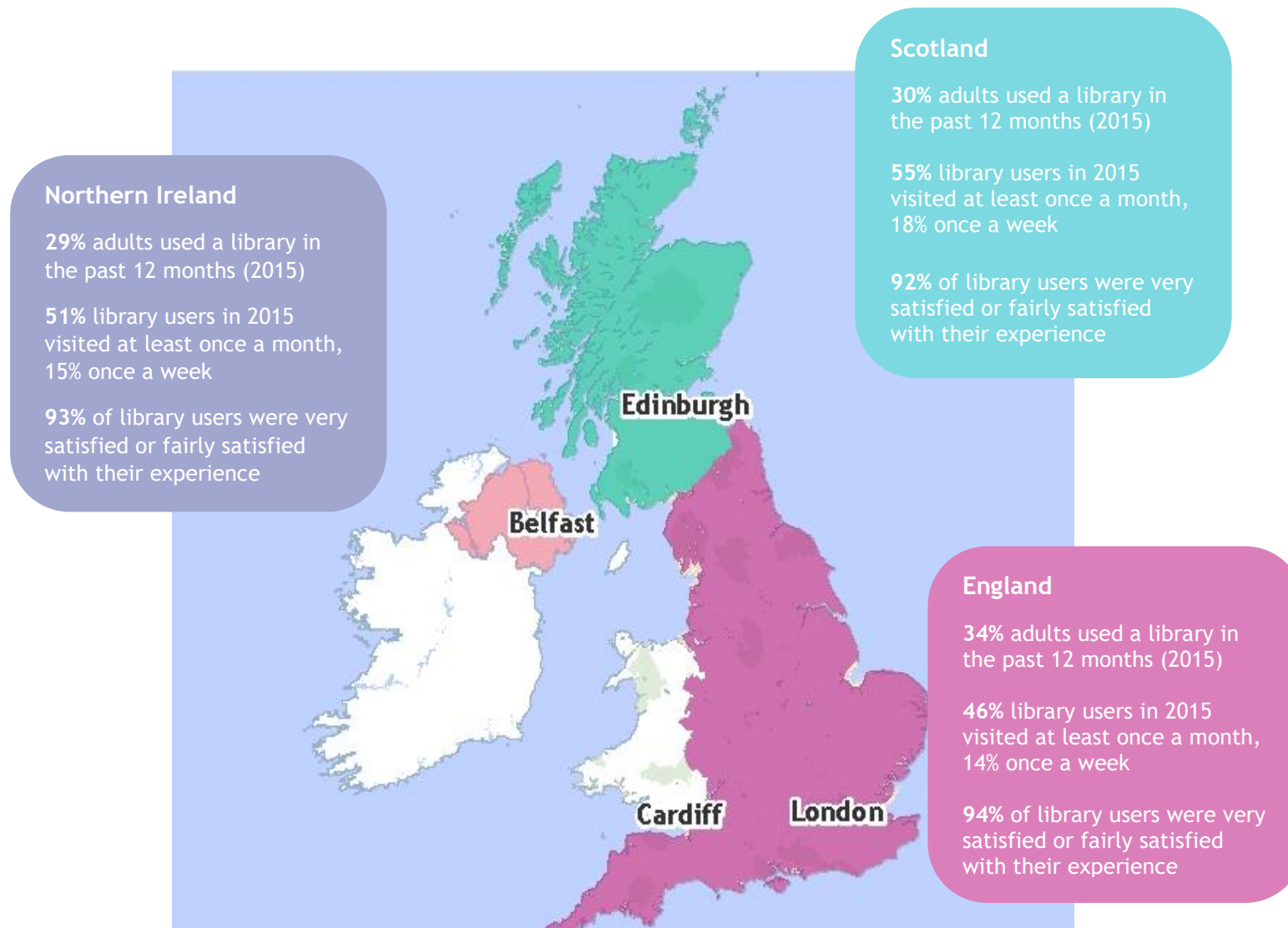
Source: CIPFA public library actuals

To evaluate the use of and attitudes towards public libraries in the UK and Ireland the recently published Carnegie UK Trust 2017 report series, *Shining a Light*, reviewed the DCMS Taking Part survey results between 2011 and 2015, together with the Scottish Household Survey and the Continuous Household Survey in Northern Ireland.

Household survey results across the three jurisdictions show that library use in 2015 amounted to around a third of adults (see figure 3). This secondary analysis contextualised Carnegie’s own 2011 and 2015 research into the use of public libraries and public attitudes towards libraries in England, Scotland, Wales, Northern Ireland and Ireland. The survey found that

around half of respondents across each jurisdiction had used a library in the past 12 months but that usage was higher amongst women and respondents that were working part time or unemployed. In terms of age groups, the research indicated that 15 to 24 year olds are the highest user groups in England, Ireland and Northern Ireland and across all jurisdictions, and over 55s are the least likely to use libraries.

Figure 3: Household survey library use UK summary



Sources: Taking Part Survey 2015 (England); Continuous Household Survey 2015 (N. Ireland); Scottish Household Survey data summary 2015

Looking more closely at England, The Taking Part 2014/15 report showed a decline in library visits across all regions and for the first time since data collection began. There has been a significant decrease in the proportion of adults who visited a library in the 12 months prior to interview across all demographics groups (age, sex; employment status; and ethnicity).

Contradicting the trend of physical visit decline, the same report found that digital engagement had increased, with 14.5% of adults visiting a library website, compared to 8.5% in 2005/6. Overall, when considering physical visits to a library and digital visits to a library website, 37.7% of adults had engaged with the library sector in some way between October 2014 and September 2015.

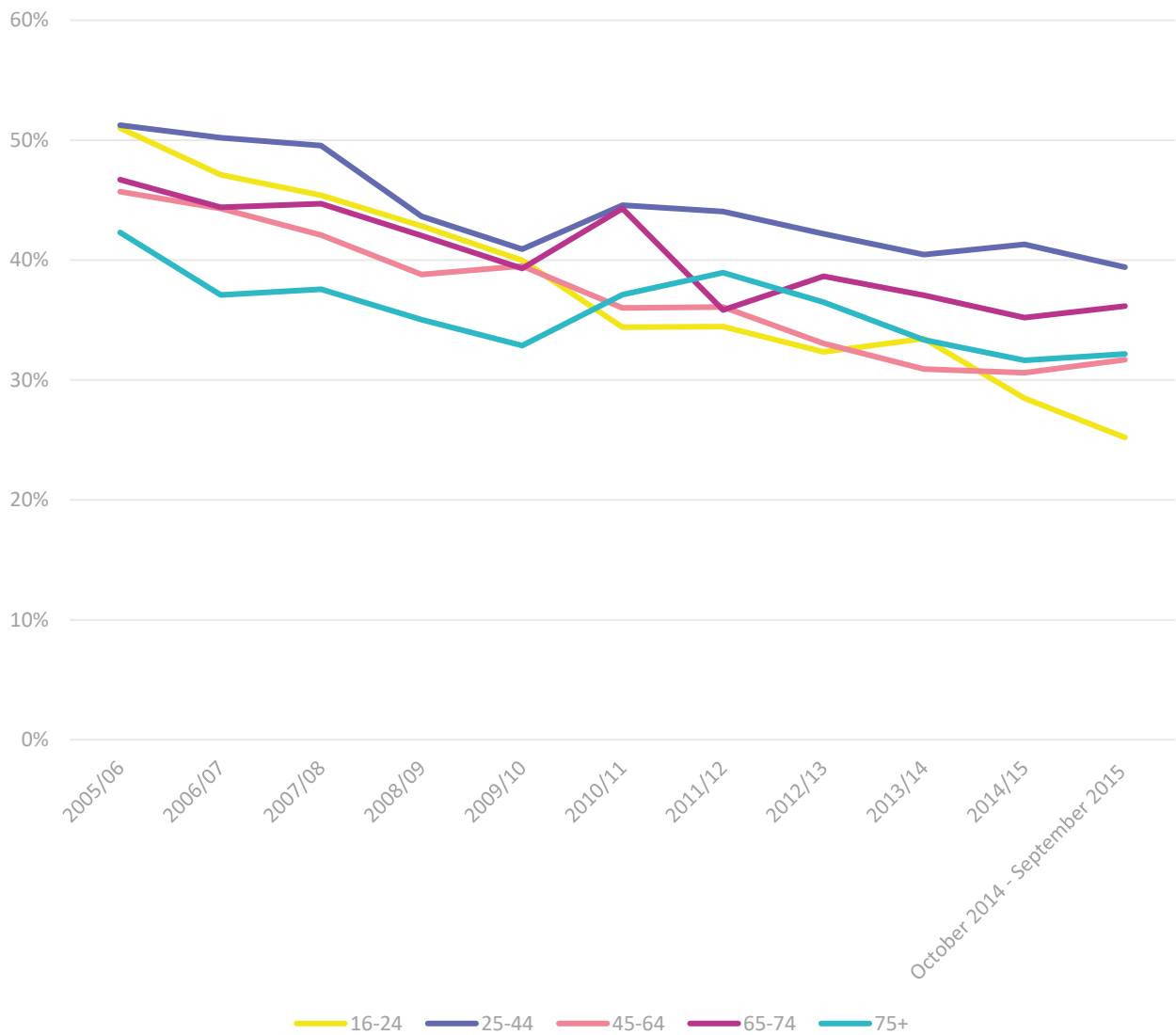
In 2016 the DCMS published two reports summarising the Taking Part survey findings on the use of libraries by adults in England: *Taking Part, focus on: Libraries* and *Taking Part: Longitudinal Report 2016*. These reports tell us that library users are more likely to be:

- from households with children
- women than men
- from upper socio-economic groups than lower socio-economic groups (though this gap is narrowing)
- non-working adults than working adults
- from black and minority ethnic groups than white ethnic groups

Comparing adult use between genders, the Taking Part 2014/15 survey found that significantly more women visited a library in the last 12 months compared to men (29.4% and 38.1%, respectively); this has consistently been the case since the introduction of the survey in 2005/06. The 2015 Scottish Household survey also showed that women were more likely than men to visit the library, although the gap between the two groups is smaller (33% compared with 26%). Again, the Northern Ireland Continuous Household study 2015 showed that women were more likely to have used the public library service within the previous year than men (28% compared with 22%).

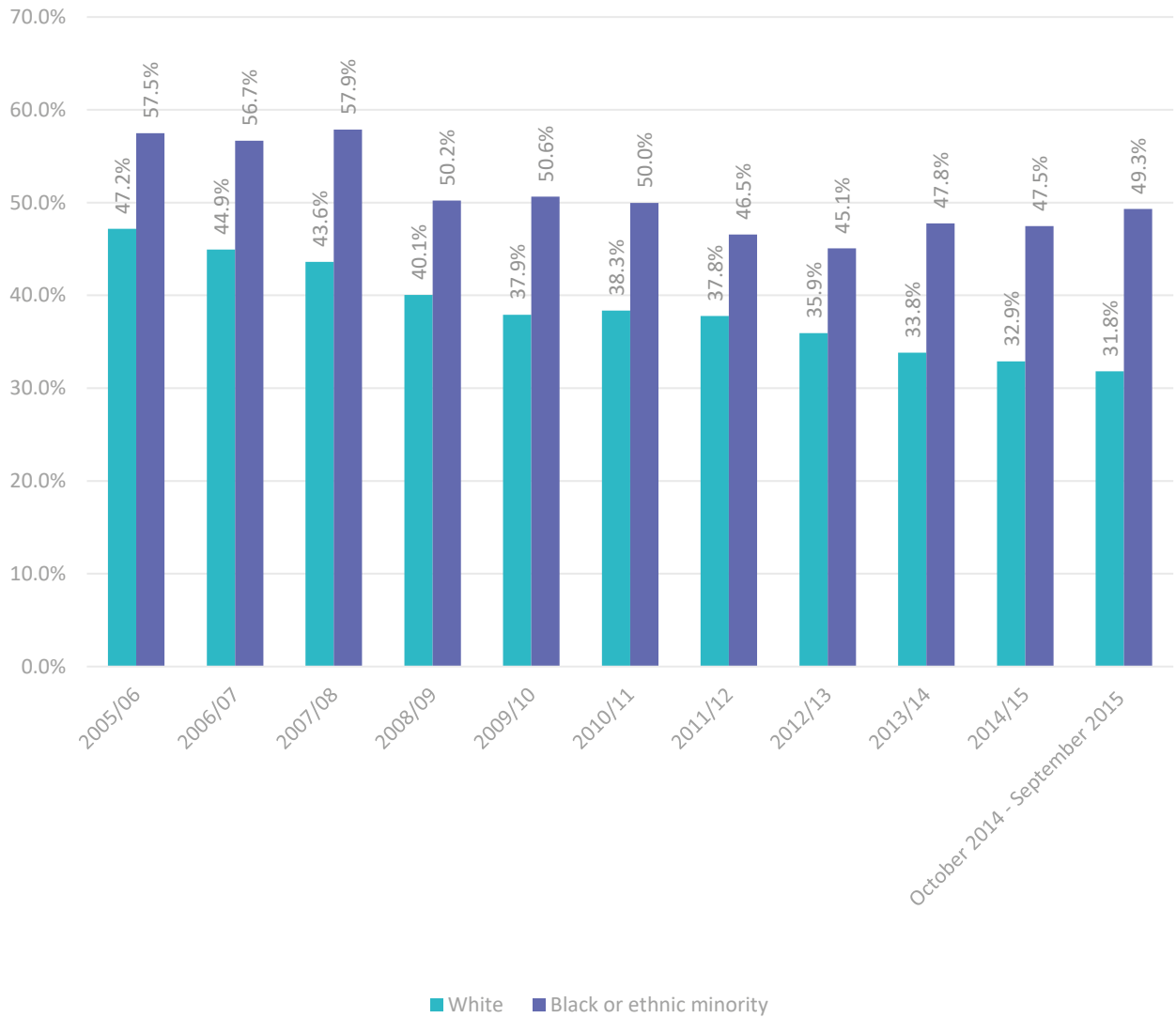
Across all adult age groups, The Taking Part 2014/15 survey found that the number of 16 to 24 year olds decreased most significantly, declining from 51.0% in 2005/06 to 25.2% between October 2014 and September 2015 (see figure 4 below). Overall, 25 to 39 year olds are consistently the highest library user group in the Taking Part survey results. A like-for-like comparison with ages of users in the Scottish and Northern Ireland household surveys is not possible, as the age categories are different; although the results are consistent with the findings that respondents with young children within the household are more likely to use libraries.

**Figure 4: Taking Part Survey data showing the proportion of adults who have visited a public library in the last year, by age group**



The Taking Part 2014/15 survey shows that a significantly higher proportion of adults from Black, Asian and Minority Ethnic (BAME) backgrounds had visited a library in the last 12 months, compared to those from the white ethnic groups (49.3%, compared to 31.8%). A significantly higher proportion of BAME adults, who used the library in the last 12 months, had used it for academic study than adults from the white ethnic groups (20.2% compared with 7.5%).

**Figure 5: Taking Part Survey data showing the proportion of adults who have visited a public library in the last year, by ethnicity**



## Library non-user profile

The Taking Part longitudinal panel survey, conducted to measure behavioural change overtime, found that, of the adults who have been re-interviewed annually over a 3 year period, a core of “Consistent users” (21%) exist; those who reported using libraries at all 3 interviews.

Just over half of respondents (52%) reported using public library services at least once over 3 interviews. Overall, there were fewer library users by the third interview than at the first interview: 9% of respondents were classified as “New visitors”, but 15% were classified as “Former visitors”.

Of the respondents that had made fewer visits to the library over a period of 3 years, the most common reason for this decrease was having less free time, cited by 25%. Additionally, shifting personal preferences in regards to accessing books and reading materials were commonly cited; ‘I started to buy books / get books from elsewhere’ (17%) and ‘I now read e-books so I don’t need to use the library anymore’ (12%).

In the Northern Ireland Continuous Household 2015 survey the most common reasons for not visiting libraries were a lack of interest or a preference to do other things with their spare time.

As part of the research conducted for the MLA commissioned 2010 report, *What do the public want from libraries? User and non-user research*, Ipsos MORI conducted qualitative focus groups and quantitative telephone interviews with both user and non-user groups. It found that the definition between the two groups was blurred and overlapping, owing to the changing role that libraries play over a typical lifetime, resulting in some services and uses (such as taking a grandchild to a library) to be thought of as passive enough to be considered non-use. Some 28% of respondents said that they ‘used to be a library user, but were not any more’. The research found that it was common for people to dip in and out of using libraries over their adult lives, and that the reasons for this vary.

Lapsing factors tended to centre on change in lifestyle, removing the ‘need’ for libraries - such as stopping studying or entering full-time work. Conversely, (re)engagement triggers tended to be changes such as taking up study, entering unemployment, having children, or retiring.

Non-user responses again indicate that non-use tends to be due to time pressure and personal preference for accessing reading materials. The two main reasons for not using public libraries are “I prefer to buy book from a shop/online” and “I’m too busy” (respectively, 25% and 24% of interviewed people).

Although it does not provide profiling or reasoning for non-use, the *Shining a Light 2017* report did ask both users and non-users about possible changes and improvements which would encourage library use. Overall, library users were more likely than non-users to say that the suggested library changes would encourage library use.

Amongst non-users in England, “Offering more events” and “Providing other council services in library buildings” were selected as the changes that would most likely encourage engagement; these were jointly cited by 42% of respondents. Amongst users the most popular improvement was “Providing better information on what services libraries offer”, selected by 68% of library users in England.

### How does the library user profile compare to other cultural sectors?

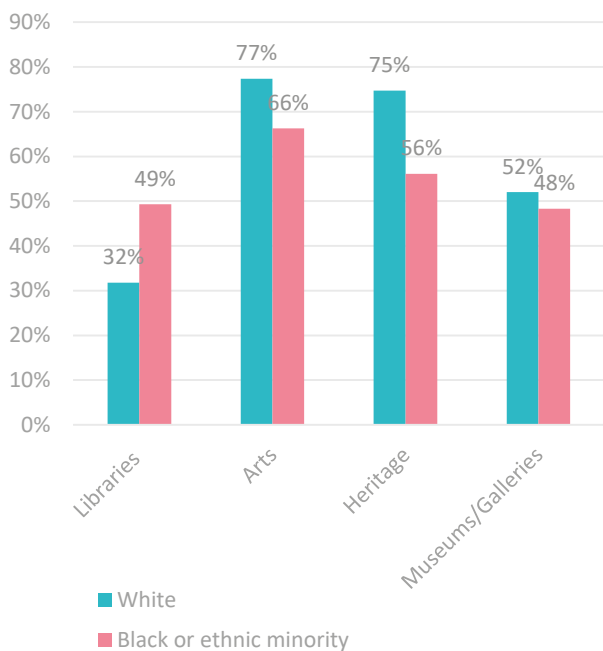
The breadth of library use should be considered within the context of other forms of leisure activity and engagement. As previously mentioned within report, in 2015/16 the number of visits to UK libraries was greater than the number of attendances to Premier League football games, the cinema, and the top 10 UK tourist attractions combined (Libraries Taskforce 2016).

Using the Taking Part data for other forms of cultural engagement we can compare the profile of audiences that engage in other cultural events and activities to that of library users. Given the libraries’ role within the community - as an open, free, public space accessible to all - it follows that the user profile is generally more diverse than that of other cultural sectors.

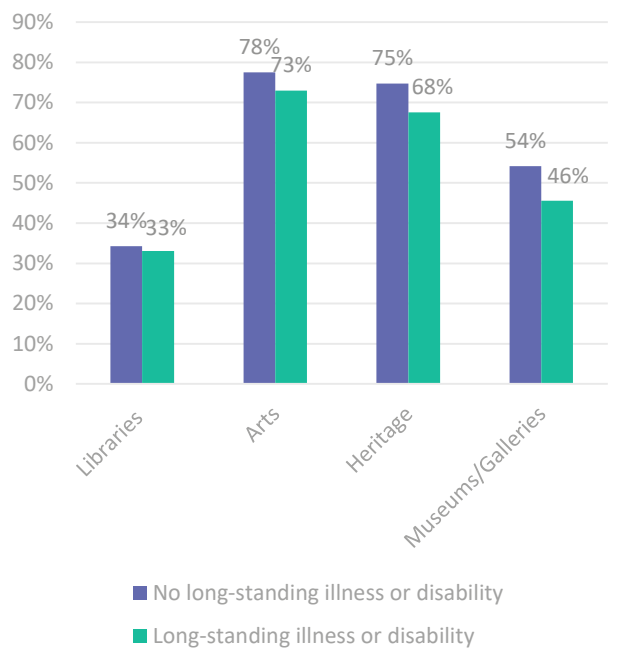
Figures 6 through to 8 below show that, compared with other types of cultural activities, libraries reach a much broader range of age groups and social backgrounds. The Taking Part 2014/15 data shows that a higher proportion of black and minority ethnic users engage with libraries than those from white backgrounds, compared to other artforms.

There is less of a divergence in library usage between higher and lower socioeconomic groups, compared to other cultural activities, which tend to be much more polarised. Similarly, the proportion of visitors with and without a long standing illness or disability is more equally represented within the profile of library users, compared to the other artforms.

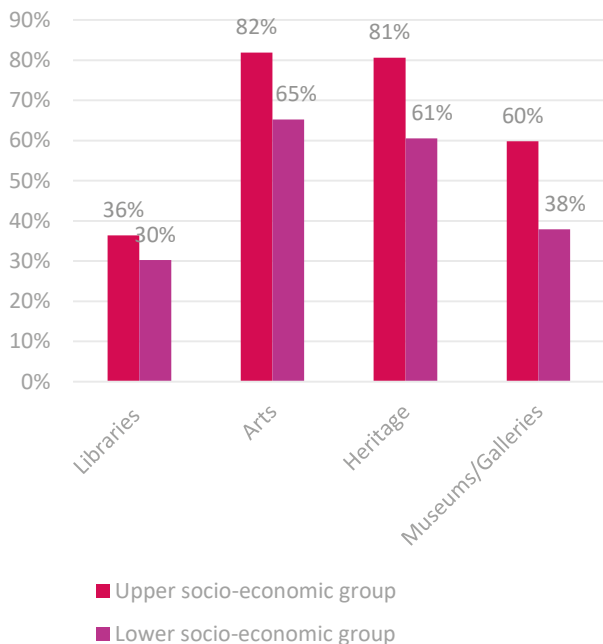




**Figure 6: Library user profile compared to other cultural engagement by ethnicity**



**Figure 7: Library user profile compared to other cultural engagement by disability**



**Figure 8: Library user profile compared to other cultural engagement by socio-economic group**

Source: Taking Part Survey 2014/15

## Segmentation profile of Library users

As part of the primary research element of this report, a survey was conducted with library services in England. In addition to completing a survey on the use of audience data and research within their libraries, participants were also asked to submit active member postcode data from the library sites within their service jurisdiction.

A total of 14 library services across England submitted member postcode data (see figure 9 below), which was profiled using The Audience Agency's population profiling tool, [Audience Spectrum](#) (see appendix i). The profiling tool provides an overall profile of the sampled libraries member data, in terms of that population's attendance, participation, and engagement with the arts, museums and heritage, as well as their behaviours, attitudes and preferences.

A total of 1,492,349 postcode records from 14 library services were profiled and compared to census England population and arts attender 2015/16 benchmarks<sup>2</sup>. The arts attender benchmark comprises of audience data gathered from arts and heritage venues<sup>3</sup> across England through The Audience Agency's national [Audience Finder](#) programme (see appendix i).

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<sup>2</sup> *The Mosaic profile represents a sample of 13 services and 853,368 postcodes*

<sup>3</sup> For a list of participating *Audience Finder* organisations, visit: <https://audiencefinder.org/clients/>

**Figure 9: Map of library services that contributed active borrower postcode data**



The Audience Spectrum profile supports the Taking Part picture of a less polarised audience profile in comparison to other arts and cultural attendance.

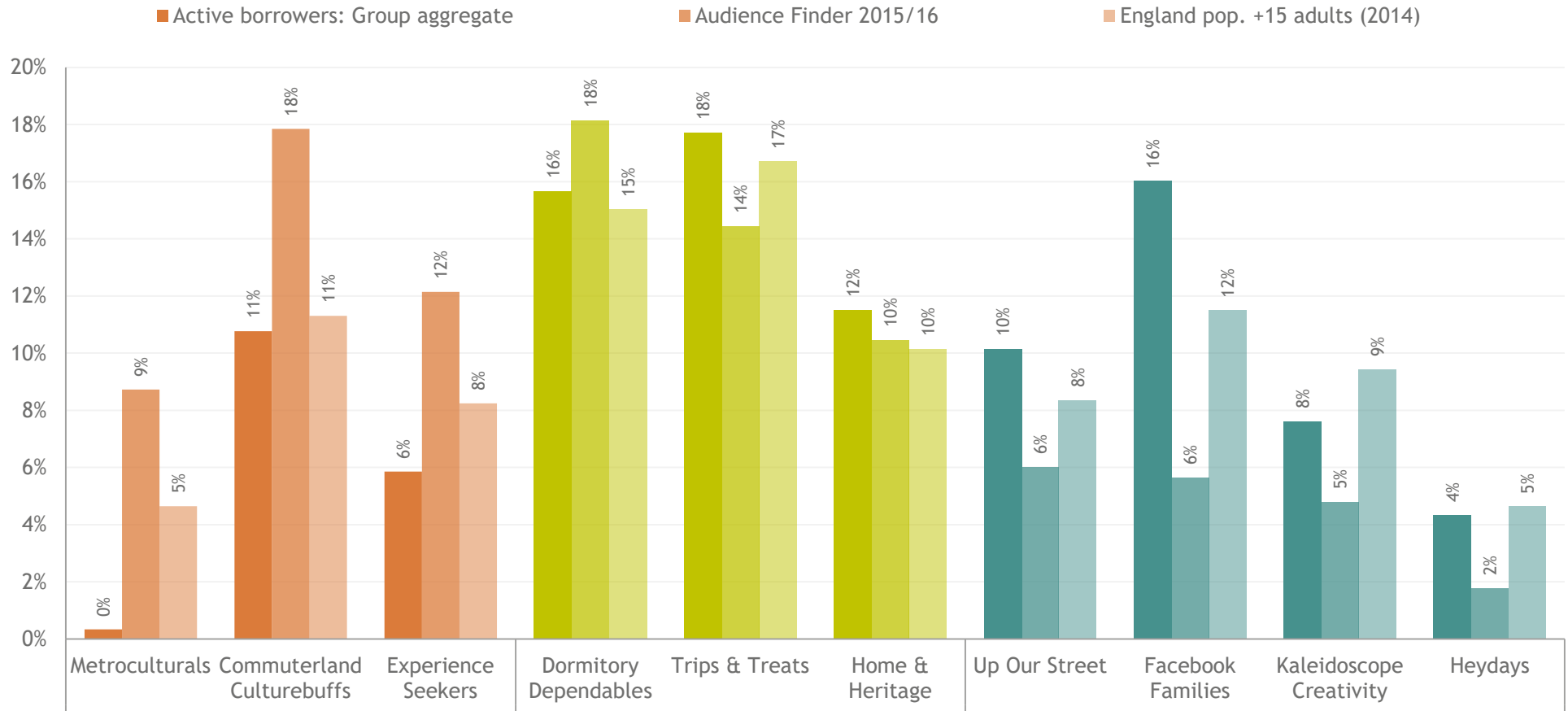
Figure 10 below shows that the sampled library services' profile generally mirrors that of the England population; particularly in comparison to the Audience Finder 2015/16 benchmark, which has an over representation of the higher engaged groups.

The libraries' profile has a very low representation of the highly engaged group [Metroculturals](#); 0% compared to 5% found in the England population. It is worth noting that this segment group is typically found in inner cities, with the highest proportion of both to be found in London. Although data was submitted by libraries services that operate in urban areas, only one London based services exists within the sample. It is likely that, if a larger sample of postcode data from city services was included in the analysis, representation from this group would increase in line with the England profile. However, given that this segment is typified by audiences that are particularly time poor and without families, a more comprehensive profile of national library postcode data is required before we can test that hypothesis.

In total, 38% of the library profile is represented by the four lower engaged groups - [Up Our Street](#), [Facebook Families](#), [Kaleidoscope Creativity](#), and [Heydays](#). This may be compared to 19% found in the Audience Finder attender profiles, and 34% in the England population as a whole.

In contrast to this, 17% of the library profile is represented by the three higher engaged segments - [Metroculturals](#), [Experience Seekers](#) and [Commuterland Culturebuffs](#). In comparison, the Audience Finder venues attract 39% of audiences from these segments, a much higher proportion than is found in the England population (24%).

Figure 10: Audience Spectrum profile of library postcode data compared to Audience Finder 2015/16 benchmarks and England population



**Table 1: Audience Spectrum profile of library postcode data compared to Audience Finder 2015/16 benchmarks and England population**

Segment Name		Active borrowers: Group aggregate		Audience Finder 2015/16	Index	England pop. +15 adults (2014)	Index
		Count	%	%		%	
Higher engagement	Metroculturals	5,037	0%	9%	4	5%	7
	Commuterland Culturebuffs	160,666	11%	18%	60	11%	95
	Experience Seekers	87,389	6%	12%	48	8%	71
Medium engagement	Dormitory Dependables	233,899	16%	18%	86	15%	104
	Trips & Treats	264,532	18%	14%	123	17%	106
	Home & Heritage	171,851	12%	10%	110	10%	114
Lower engagement	Up Our Street	151,395	10%	6%	169	8%	122
	Facebook Families	239,119	16%	6%	284	12%	139
	Kaleidoscope Creativity	113,769	8%	5%	159	9%	81
	Heydays	64,692	4%	2%	245	5%	93
<b>Base</b>		<b>1,492,349</b>		<b>70,033</b>	<b>-</b>	<b>44,174,196</b>	<b>-</b>

The libraries' core audience base is seen in the Audience Spectrum groups characterised by a middling propensity to engage in arts and cultural activities. In total, these three Audience Spectrum groups, called [Dormitory Dependables](#), [Trips & Treats](#) and [Home & Heritage](#), comprise of 45% of the libraries' profile. This is slightly higher than the total found within the Audience Finder profile, which amounts to 43%.

It is likely that, in terms of the audience crossover between libraries and arts, heritage and cultural venues, these three groups are the most likely to engage in both. These groups are reasonably culturally active but prefer more mainstream offers, although they are willing to take risks on less traditional programming if available locally, and have a strong emphasis on participation; as such they are likely to be the core audience for arts and cultural events held within a library.

Unlike the Audience Finder venues, the libraries within this sample attract a high proportion of audiences from the lower engaged groups. In total, 38% of audiences come from these four segments, *Up our Street*, *Facebook Families*, *Kaleidoscope Creativity*, and *Heydays*; whereas the Audience Finder benchmark is made up of just 19% from these groups. Moreover, *Up our Street* and *Facebook Families* are over indexed in comparison to the England population.

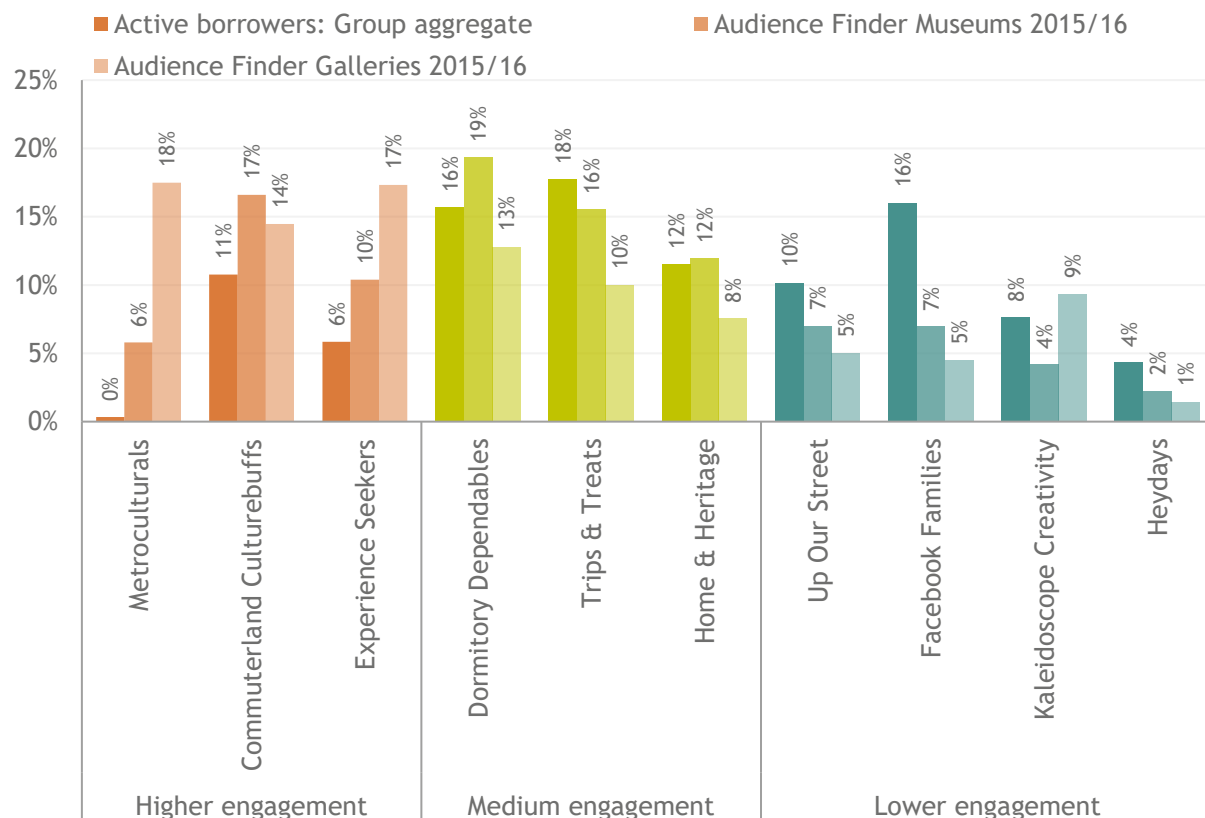
These are not easy groups to engage in arts and cultural activities. Taking *Facebook Families* as an example, these audiences are unlikely to describe themselves as arty or to have culture play a big role in their lives. When they do engage with the arts it tends to be on a very local level, often with free, community based programming. Given the accessibility and role of libraries within communities, it is logical that these groups are attracted by what libraries have to offer. The egalitarian nature of the typical library offer and the position of libraries as low risk, free, safe spaces for communities, mean that libraries can offer valuable partnership opportunities to arts and cultural organisations who want to engage these types of audiences.

Figure 11 below isolates the Audience Finder museum and gallery venue benchmarks for comparison. Of the two profiles, museum audiences are closer to those of libraries than the gallery audiences, but both types of Audience Finder venues attract larger numbers of highly engaged groups.

The library and museum profiles comprise of a similar proportion of the medium engaged group *Home and Heritage* (12%). While this is not a highly engaged group - partly because they are largely to be found in rural areas and small towns - they do engage with local

cultural activity. They are likely to look for pursuits to match their needs and interests, such as accessible day-time activities or content exploring historical events, so are likely to be well served by libraries; particularly those that have a well-developed local history and archive offer.

**Figure 11: Audience Spectrum profile of library postcode data compared to Audience Finder museum and gallery 2015/16 benchmarks**



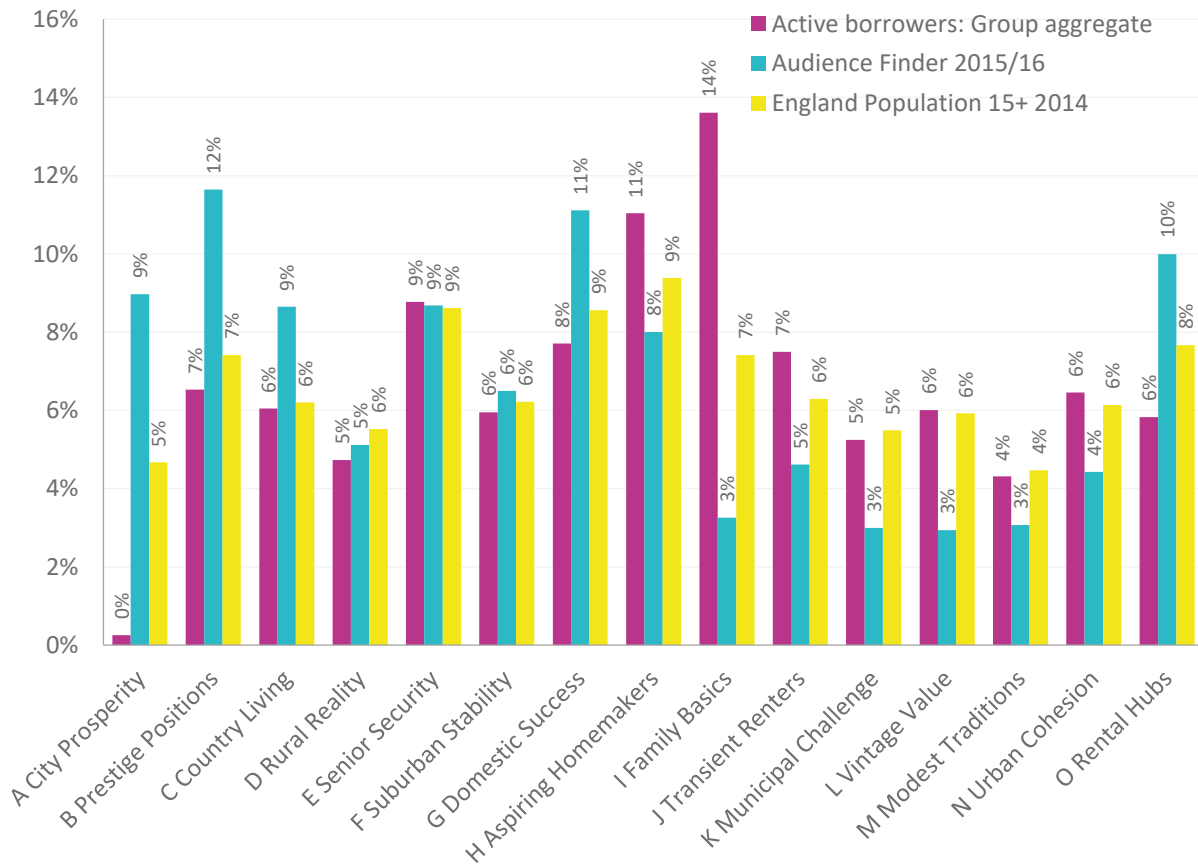
Within the libraries' Mosaic 6 profile (see Figure 12 below) the two key groups are family orientated - *Aspiring Homemakers* and *Family Basics*. The former tend to be younger households who have only recently set up home. The latter group also tend to have children in the household but have limited budgets and can struggle to make ends meet. These two groups are over indexed in comparison to the Audience Finder 2015/16 benchmark; particularly *Family Basics*, which make up only 3% of audiences compared to 14% within the library profile.

One of the key types to be found in the library profile are *Families with Needs* - this Mosaic Type is characterised by families with many children, often living in areas of high deprivation. This type is over indexed in comparison to the Audience Finder benchmark and England population.



Amongst the visitors typified by older segments of the population, the Senior Security group and Bungalow Haven types are dominant within the library profile. These are elderly singles and couples who are still living independently in comfortable homes that they own.

**Figure 12: Mosaic 6 Group profile of libraries compared to Audience Finder 2015/16 benchmark and England population**



**Table 2: Mosaic 6 Top 10 Type profile of libraries compared to Audience Finder 2015/16 benchmark and England population**

Type Name	Active borrowers: Group aggregate		Audience Finder 2015/16	Index	England Population 15+ 2014	Index
	Count	%	%		%	
H30 Primary Ambitions	33,274	4%	2%	<b>191</b>	3%	<b>163</b>
I39 Families with Needs	27,898	4%	1%	<b>438</b>	2%	<b>157</b>
E19 Bungalow Haven	24,010	3%	2%	<b>136</b>	3%	106
H31 Affordable Fringe	23,468	3%	2%	<b>127</b>	3%	108
J43 Renting a Room	22,413	3%	2%	<b>174</b>	2%	<b>144</b>
J42 Midlife Stopgap	21,566	3%	2%	<b>136</b>	2%	<b>126</b>
O64 Bus-Route Renters	21,151	3%	1%	<b>191</b>	2%	<b>145</b>
I36 Solid Economy	20,939	3%	1%	<b>344</b>	2%	112
L52 Estate Veterans	20,255	3%	1%	<b>480</b>	1%	<b>201</b>
G29 Mid-Career Convention	20,108	3%	3%	89	2%	112
<b>Base</b>	<b>761,103</b>		<b>70,578</b>	<b>0</b>	<b>44,139,137</b>	<b>-</b>

Generally speaking, the Mosaic 6 profile, like Audience Spectrum, demonstrates that the library profile mirrors that of the England population more closely than the Audience Finder 2015/16 benchmark.

Mosaic Groups *I Family Basics* through to *N Modest Traditions*, appear in greater proportions within the library population compared to arts and cultural audiences within the Audience Finder benchmark. These groups are typically low income households, located within areas that have limited employment options. Again, this picture supports the Taking Part findings of a less polarised library profile in comparison to arts and cultural audiences.

### Partnership opportunities

The segmentation analysis provided in this report is just a snapshot of a small sample of library services. The library member postcode data analysis indicates that libraries are democratic and egalitarian, supporting the notion that they are ‘all things to all people.’ Their value and impact is diminished, however, if they do not have access to the tools and means to identify core groups within their local catchments, and target different facets of their heterogeneous member base with relevant offers and services.

As neatly summarised by the MLA 2010 report

“The 'Public Library' is a trusted and well-loved brand - but poor marketing means awareness of the offer is low”

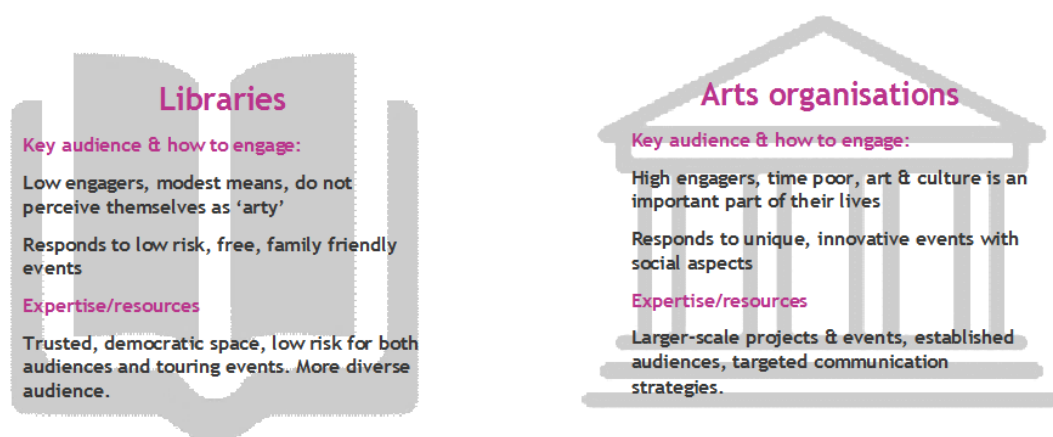
Having a greater understanding of who is engaging, and by definition, not engaging, with their services is a key source of insight for libraries. Audience profiling at a service or branch level, using Mosaic 6 or Audience Spectrum for example, would enable libraries to better understand the demographics, lifestage, and lifestyles of communities in their catchment areas and inform the development and targeting of their offer.

The national picture of engagement highlights the opportunities that exist for partnership working with arts and cultural organisations, and the cross engagement that this can potentially foster, to the benefit of both sectors.

Libraries have a lot to offer arts and cultural organisations. Earlier in the report, the lifecycle of engagement of library audiences was considered and ‘re-engagement triggers’, such as having children, were discussed as the points at which lapsed libraries audiences re-engage.

Thinking of the cross-pollination opportunities between the sectors as shared engagement ‘triggers’ we can surmise where crossover can potentially be fostered.

*Figure 13: Libraries and arts organisations' key audiences and expertise*



As outlined by the figure 13 above, low engaged groups, which are well represented in the library profile but underrepresented in the Audience Finder profile, will engage with arts and culture if the offer is presented in the right way.

However, they are risk adverse and prefer free, family friendly events that are within their local area. Engaging these groups on a deeper level requires community outreach

programmes and local activities tailored to their needs. Libraries offer a well-established space for such outreach work, which could offer opportunities for a deeper level of engagement with these audiences for arts and cultural organisations.

Similarly, the arts and cultural sector have much to offer libraries through such partnerships. Bringing with them the resources for larger scale established works and more targeted, advanced marketing, such partnerships could present libraries with an opportunity to re-engage with lapsed audiences; who are often time poor but responsive to new experiences.

### How is data being used & shared by libraries within the UK

Segmentation profiling, which only requires the postcode data already collected as standard by UK services, should be a basic but fundamental tool in a library service armoury. It not only enables understanding of the communities a service or branch library is serving, but also supports identification of the types of services to promote and audiences to target.

A number of libraries are already using such approaches in their service design and marketing. A 2015 report commissioned by ACE, *Income generation for public libraries*, outlined one such example in Poole, Dorset. The Poole library service undertook an analysis of local demographic data for each of the site libraries to inform their work in identifying relevant and appropriate income strands. Mosaic profiling was utilised to better understand audiences within their catchments. This approach helped to develop a more specific focus for service offers and targeting of promotion; for example, they used the profiling to establish the development of more family orientated services such as Birthday Party café hires, targeted at targeted families which had children aged 7-11 within their household.

Another example is the North Tyneside libraries that used segmentation data to promote the service of Chronic Obstructive Pulmonary Disease (COPD) testing, the data was used to target those most susceptible to the disease in the local catchments, i.e. over 50s.

Profiling should not just be limited to simple service response, determined by age and economic demographic factors, but may also be used to look at member behaviours and an understanding of which services are most likely to successfully engage them. Although bespoke to their own user base, Columbus Metropolitan Library in Ohio USA, is a good example of using segmentation to respond in a targeted way to core audiences. Data on audience engagement was collected using member database analysis, user surveys,

ethnographic observation and staff surveys. Following the research, the library identified 14 segments based on customer behaviour and demographic profiles. These 14 groups were prioritised into a list of three key audience types, the targeting of which now forms the basis of their strategic planning and decision making on issues from opening hours to partnership forming (Walters & Jackson 2013).

Libraries collect a huge amount of usage and transactional data, created by members as they interact with their systems and services. Large volumes of unstructured but valuable data is collected by services across the UK, but there are a number of factors that limit the effective transformation of this data into actionable insight.

A February 2017 Libraries Taskforce workshop: *A core dataset for libraries*, identified the key barriers to sharing and using data as:

- limited time, skills and infrastructure available to analyse datasets
- no standard definitions leading to data inconsistencies and limited scope to benchmark
- accessibility of data collected or held by the council or partnership services
- multiple data collection systems and methodologies
- data protection concerns

These issues are examined in further detail in the findings from the primary research, which looks at the key barriers to data sharing identified by respondents to the library staff survey; completed by heads of service.

Whilst libraries have always been at the forefront of making information open and accessible to all, they are somewhat on the back foot when it comes to taking part and deriving value from open data. The term 'open data' refers to data licensed in such a way that can be accessed and used by all.

As succinctly put in a blog post by Libraries Hacked, a project to promote library open data and the creative reuse of that data, *"a lack of library involvement in open data is a departure from a historic role in the community, not just a future opportunity."*

An example of a Library service that begun to initiate an open data culture is Newcastle Libraries. With the involvement of local North East data communities the libraries have published a range of datasets and have run a number of hackathon events to encourage the use of this data. The data was published under the an Open Government Licence (OGL) which allows anyone to re-use the content in any way they like, including for commercial purposes, as long as the source is cited. Event outputs included statistical

trend analysis, geocoding digitised historic maps, converting digitised texts into web friendly views, and creating a library usage data dashboard.

There are limitless opportunities for what can be done with data sourced from libraries participating in open data strategy. Using internal service data this can include benchmark creation, streamlining services and making efficiency gains to existing content.

Furthermore, library data can be combined with other information such as environmental or health data to understand better the characteristics of the communities being served.

However, as previously mentioned, the libraries' role as trusted spaces and sources of information, and therefore trusted holders of the data given to them by their audiences, should be taken into consideration when reviewing data sharing practice developments.

### Current agenda for public library development in England and the role of data

Published in December 2014 *The Independent Library Report for England* was commissioned by the Department for Culture, Media and Sport (DCMS) to establish a roadmap towards a revitalised future for public libraries in England. Published amidst an extremely tough financial climate, which continues to adversely affect libraries, the report states that, while public libraries are of significant value to society both as physical and virtual spaces and as service providers, they are "at a crossroads" and must adapt if they are to survive.

The report outlined three major recommendations:

1. a national digital resource for libraries, delivered in partnership with local councils
2. a taskforce led by local government in partnership with other bodies to boost national standards in England's libraries
3. for that taskforce to help local councils to improve and revitalise local library services while encouraging increased community involvement.

As recommended by the Independent Library Report, a Leadership for Libraries Taskforce was set up to take forward the Report's recommendations. Stakeholders include ACE, DCMS and the Reading Agency.

The Libraries Taskforce was established to provide leadership and help to reinvigorate the public library sector in England, as well as showcasing and promoting the excellent work already happening in libraries across the country.

In December 2016 the Libraries Taskforce published, *Libraries Deliver: Ambition for Public Libraries in England 2016-2021* which "sets out a vision of the value and impact of public

libraries", a service which it says "delivers transformation and progress for people, communities and the nation."

As part of this strategic report, the taskforce highlighted the important role that evidence based decision making has to play in demonstrating the impact of libraries and improving service delivery.

*We believe that access to timely, accurate, comparable library data is critical to enabling the library sector and users to monitor the delivery of library services and improve their quality*

*Kathy Settle, Libraries Taskforce, Basic data set - first steps blog, August 2016*

In July 2016 the Libraries Taskforce published a basic open dataset on data.gov.uk, showing the number of static libraries in England and the models under which they operate. The dataset forms the basis of a wider core dataset for public libraries in England. Building on this initial exercise, the Libraries Taskforce will look to create a central national benchmarking framework for existing standardised service input and output data (elements required for producing the service and services being delivered), as well as widening the remit to include impact studies.

The emphasis on data sharing and building a central research resource has been welcomed by Taskforce partners ACE and echoes their agenda for public library development in England set out in the Arts Council's *Envisioning the Library of the Future*.

*Envisioning the Library of the Future* was a major research project undertaken by ACE in 2012/13 to understand the future for libraries and how, as the national development agency for libraries in England, they could help to support and advocate public library development in England.

The *Envisioning the Library of the Future* research sets out the value, role and purpose of public libraries and outlines the ways that libraries can respond to change, in order to remain at the heart of the community. The report concludes that overall communication and knowledge sharing within the sector, including on critical issues such as added-value impact, is limited and the 'reaction speed' in many parts of the sector is slow; particularly in regards to changing economic contexts and digital innovations.

Earlier studies have also pointed to the lack of a comprehensive national dataset for libraries. The DCMS 2009 report *Capturing the Impact of Libraries* questions the value of the numerous one-off evaluations of time-limited programmes when long term monitoring

and research of core services is lacking. As such, the sector is poorly served in terms of baselines against which to measure change and impact.

Instead, many public library authorities rely on simple input-output information, such as book issues and footfall, to quantify usage and justify services (*CPLIS: Centre for the Public Library and Information in Society Information School, Report of workshop 28 March 2011*). Whilst this type of data collection offers a basic overview of engagement and impact, it cannot facilitate local or national understanding of libraries value to communities (*Bawden et al., 2009*).

*...quantity of use and quality of performance do not yet prove that users benefitted from their interaction with a library. Measuring impact or outcome means going a step further and trying to assess the effect of services on users and on society (Poll and Boekhorst, 2007, p. 31).*

*Rooney-Browne (2011)* describes the complex challenge of the need to prove the impact of a growing diversification of services, which exist to serve the public good and deliver both direct and indirect benefits to communities, rather than financial profits. The benefits of perceived and actual value can be subjective and as such ‘no general consensus exists within the sector as to the ideal model for measuring value’.

The *DCMS 2009* report, put this lack of consensus down to the diversification of relatively ‘new’ library activities such as early years development, adult basic skills, and health support. The report goes on to state that, because libraries are not and will never be the lead delivery agency for these activities, interaction with the public at this level will be less impactful than that of the lead agencies. Furthermore, if any impact is to be measured, evaluation is predominantly delivered using external frameworks; outside of inherited impact frameworks, even the basic engagement data for these ‘new’ areas of public library activity is often not readily available.

*The main challenge for evidencing libraries impact is that, despite the relatively modest nature of what stakeholders would be looking for libraries to demonstrate (that their activities make a measurable contribution to a range of intermediate outcomes, and that their services can reach particular target groups), the current evidence base still remains insufficient in a number of ways. (DCMS 2009)*

The *2010 MLA* report, *Public library activity in the areas of health and well-being*, found that, despite a growing role within the public health and wellbeing agendas, libraries are not yet able to articulate their contribution. Whilst libraries are evaluating their health and well-being activity, the data collection is focused on anecdotal and usage information



rather than impact evaluation. Furthermore, there is a lack of a consensus between health and library partners on a standardised evaluation methodology; confounded further by a lack of shared language between stakeholders.

The issue of a lack of shared language is not only a problem between agency stakeholders, but also between library services themselves. Even at the very basic level of lexicon there are countless terms for the people that use libraries; patron, customer, user, member, borrower and visitor, to name but a few. These terms are used between library services, and no doubt employed interchangeably to reflect libraries various identities and roles as public information service providers, community hubs, and cultural spaces.

Unsurprisingly, gaps in the evidence base are not just limited to users. As the Carnegie Trust summarises in their 2017 policy report, *Shining a Light - The future of public libraries across the UK and Ireland*, it is essential that libraries understand both their users and non-users for strategic planning. Whilst the DCMS Taking Part household survey does provide a valuable national overview into the profile of users and non-users, this type of data collection is not consistently collected at the local service level.

The DCMS 2009 report identifies three main gaps within library data collection that require improvement:

- A lack of long term robust studies and a preponderance of one-off evaluations measuring the impact of short term programmes
- A lack of baselines against which to measure change.
- A lack of in-depth qualitative research that analyses the specific nature of the interactions that take place in libraries, through more in-depth ethnographic studies.

These concerns are echoed in the *Libraries Deliver 2016 Taskforce* report, which, after drawing on the range of sources available to libraries including the Chartered Institute of Public Finance and Accountancy (CIPFA) data, concluded that current data provision, in addition to the points above, suffers from:

- Delayed publication making accessing up-to-date information to monitor impact difficult
- Poor interoperability between systems leading to 'siloes' datasets which limit the ability to compare multiple sources of information
- Poor accessibility for data which is held behind pay walls, and therefore not accessible to all
- A lack of resource to make effective use of available data

This position is supported by this report's own primary research into, among other issues, the barriers to collecting and sharing data; as identified by library heads of service who participated in the research. This is outlined in more detail in the following section.

## Heads of service e-survey

### Service profile

- 88% of respondent services are local authority run
- The respondent services represented a broad geographic spread, including rural and urban based service centres.
- The size of service ranged from 4 to 110 service points
- The number of full-time staff\* employed ranged from 20 to 440
- The number of visitors recorded in the last annual return to CIPFA ranged from 120k to 5.6m

\*Includes full-time equivalency measures

### Overall data collection and analysis

#### Data collected

All the respondents cited some level of data collection for both library members and event attendees.

- All respondent libraries collect footfall / visitor numbers
- 83% collect demographic data about library members
- 73% collect event attendee ticketing information
- 98% collect data on website usage
- Language spoken was the most cited 'other' routinely collected information

#### Collection and analysis tools used

The results indicate that services use a wide range of approaches to collect additional information about their users.

- 87% of respondents use existing council consultation channels to gather data about their service users and non-users; such as online satisfaction surveys etc.
- 79% conduct user surveys.
- 44% use focus groups and 41% user or participant observation.

- Fewer services conduct direct research with non-users, with 21% saying they use non-user surveys to collect information.
- All respondents use the CIPFA Public Libraries Profiles statistics.
- 56% use the Office of National Statistics (ONS) data sets, and 44% use the DCMS Taking Part data.

## Library membership data collection and use

### Types of data collected

- All respondents collect postcode information as part of the data required when signing up to become a member
- Almost all (95%) collect date of birth
- Almost all (93%) collect gender information
- Two thirds (66%) collect information about ethnicity
- Just over half (54%) collect information about disability

### Factors which inform the data collected

- Two thirds (66%) collect data in response to local authority requirements
- Over half (56%) collect data for equalities monitoring requirements
- Three quarters (78%) collect data to monitor the impact and reach of the service
- A third (34%) collect data to inform the development of internal benchmarking

### Direct data sharing

- 70% share data with other council departments
- 55% share data with professional bodies in the sector (e.g. CIPFA)
- 36% share data with public funding bodies (e.g. ACE)

### Internal use of data

All of the respondents are using membership data, to some extent, to inform both operational and strategic decision making. The most common uses are in relation to service delivery development.

- Nearly all (95%) respondents said they use membership data to inform service delivery and strategic development; this is the most prominent use of the data.
- 75% use the data for collection management purposes, and 73% to inform budget use and funding applications.
- 75% also use the data to measure the impact of specific services.
- Fewer libraries use their data to segment or profile members, with 28% saying they do so.

## Barriers to collecting and sharing data

- The results indicate that library service providers see a lack of time as the most significant obstacle to collecting data, with two thirds (62%) of respondents citing this as a barrier.
- Other key factors perceived by library service providers as barriers to collecting data are the lack of a suitable infrastructure, and library member resistance; 49% of respondents identified each of these as barriers.
- The most cited barrier to sharing data was concern over data protection, 74% of respondents gave this as a reason for not sharing data.
- Poor interoperability between systems and the lack of a standardised framework or methodology were also identified as key barriers to data sharing, with 50% and 47% of respondents citing these respectively.

## Library event attendee data collection and use

### Types of data collected

- 93% of respondents regularly collect some level of information from event attendees.
- Qualitative feedback is the most commonly collected information, with 60% of respondents saying that they collect event ratings / satisfaction levels from attendees.
- Name, email address, and sources of information about the event are collected by around half of the service providers; with 53%, 50% and 50% of respondents saying they collect this information, respectively.
- 40% collect postcode data from event attendees on a regular basis.
- Few service providers collect demographic data about event attenders, with 13% or less collecting information on ethnicity, gender, age, or disability, for example.

### Factors which inform the data collected

- The biggest driver to collect event attendee information is to monitor the impact and reach of events, with 81% of respondents citing this as a factor.
- 52% cited funding body reporting requirements as a reason to collect information about event attenders.

### Direct data sharing

- Levels of data sharing about event attenders are low in comparison with membership data sharing, with 46% sharing information with other council departments and the same proportion sharing attendee data with public funding bodies such as ACE.
- 36% of respondents share data with event partners or other external stakeholders.

- 32% do not share any attendee data.

### **Internal use of data**

Almost all respondents use their event attendee data to some extent, with the most common uses being to inform marketing and service delivery activities.

- Three quarters (77%) of respondents said they use event attendee data to inform service delivery and strategic development and the same proportion use it to inform marketing and messaging; these are the most prominent uses of the data.
- Two thirds (67%) of respondents use the data to inform staff and resource planning.
- As with the membership data, very few respondents use their data to segment or profile event attendees, with 10% saying they do so.

### **Barriers to collecting and sharing data**

The results indicate that the perceived barriers to collecting and sharing event attendee data are largely similar to those identified in relation to membership data.

- Library service providers see a lack of time as the most significant obstacle to collecting attendee data, with almost three quarters (74%) of respondents citing this as a barrier.
- Attendee resistance is seen as a barrier to collecting data by 66% of respondents, and the lack of a suitable infrastructure by 68%.
- The most cited barrier to sharing data was the lack of a standardised framework or methodology for doing so, with 60% of respondents giving this as a reason for not sharing event attendee data.
- 57% of respondents cited lack of time as a barrier to sharing event attendee data, which is likely to be linked with the lack of a framework for doing so.
- Concern over data protection also featured as a barrier, but to a lower extent than in relation to membership data; 49% of respondents gave this as a reason for not sharing event attendee data.

Figure 14: Dot map of respondent services

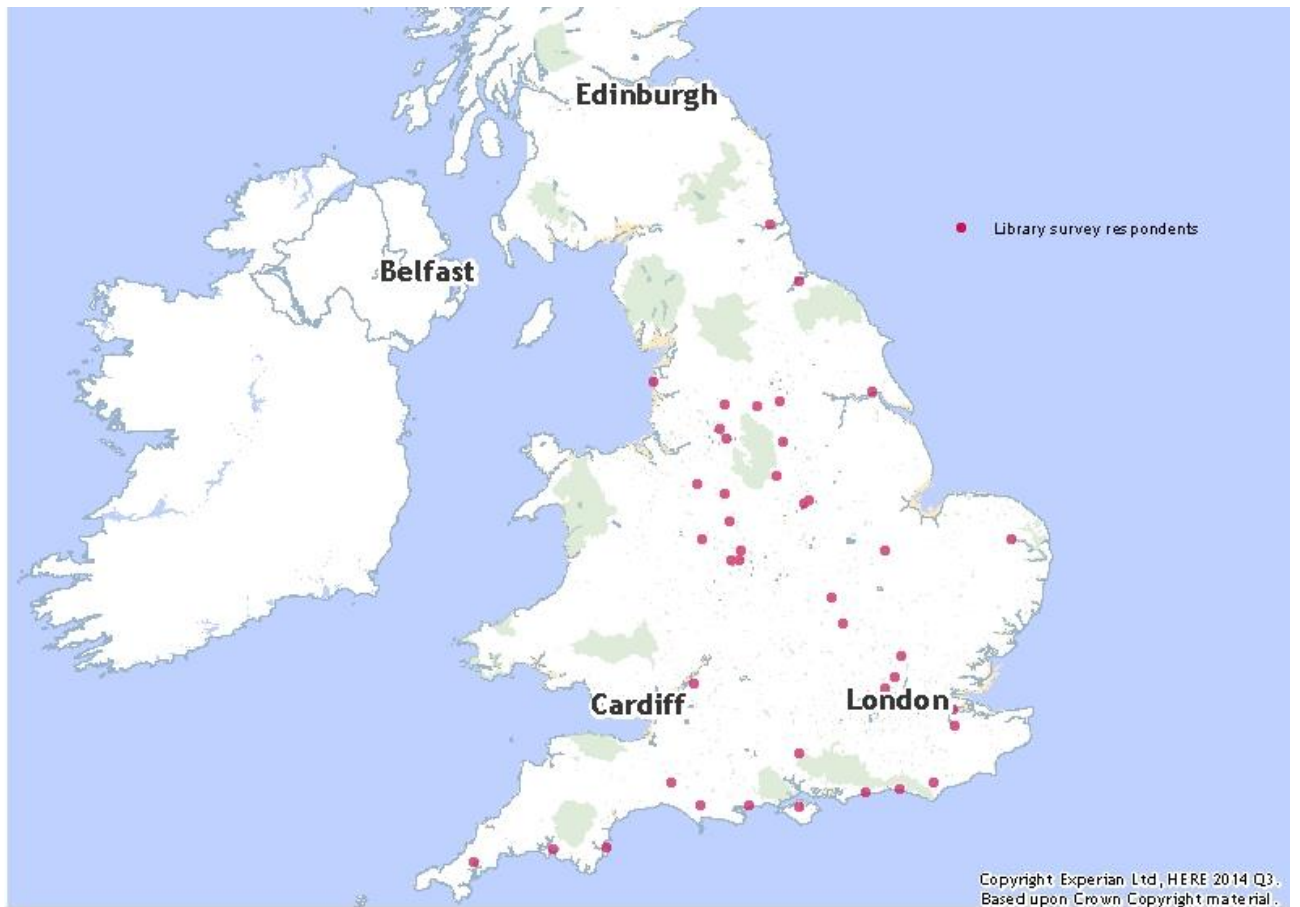
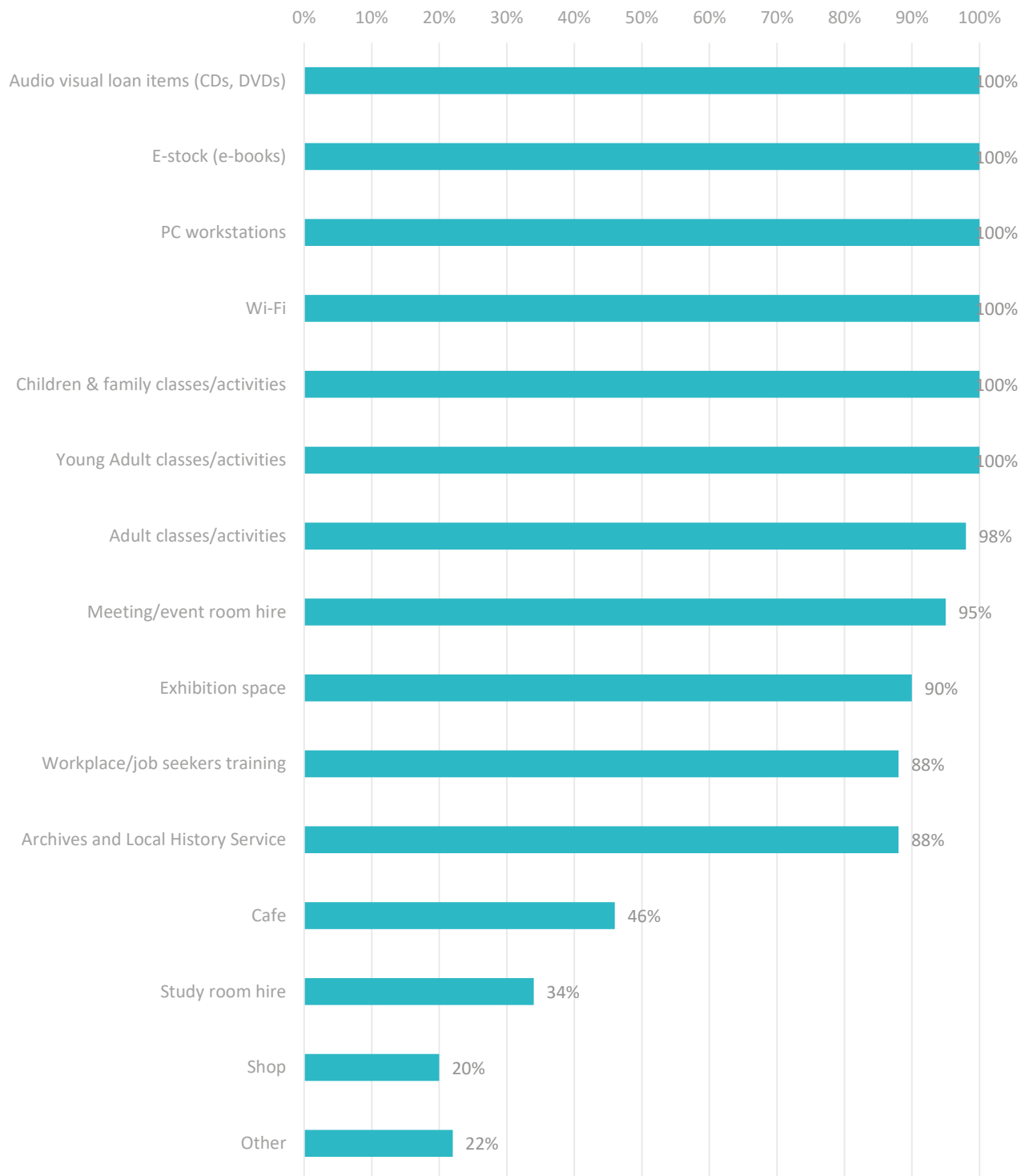
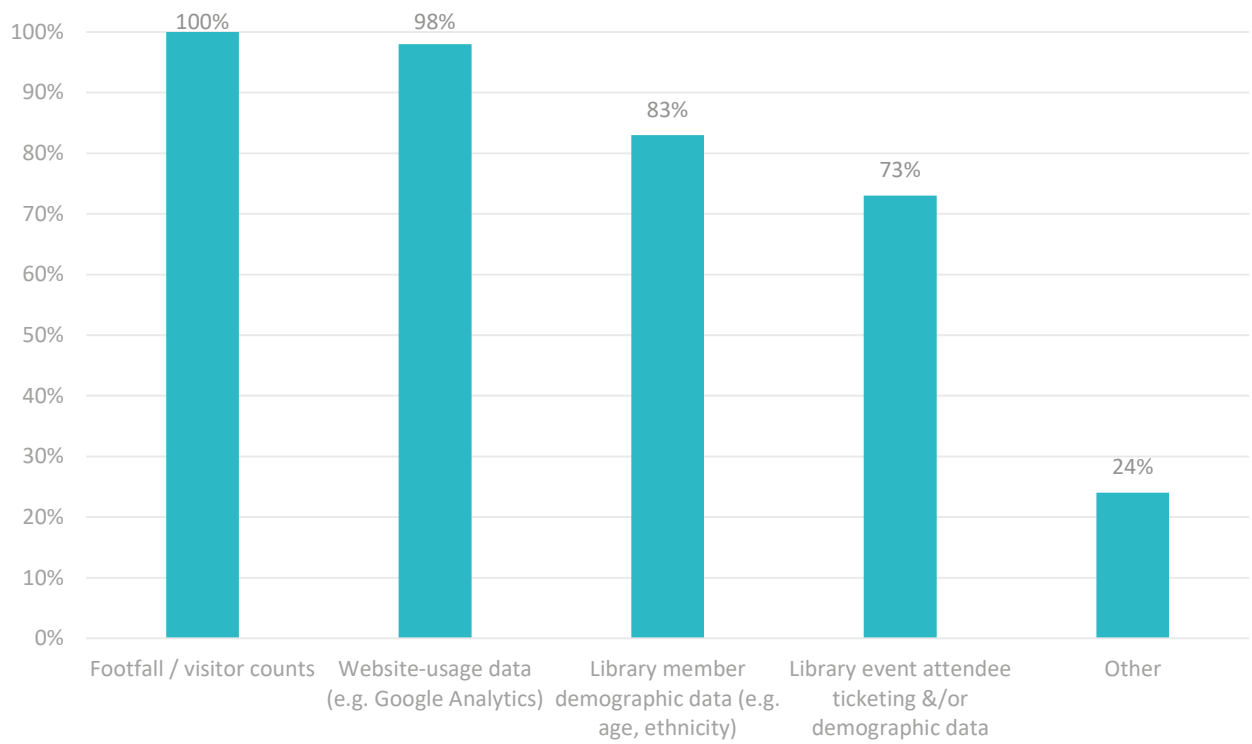


Figure 15: Services offered



Base: 41

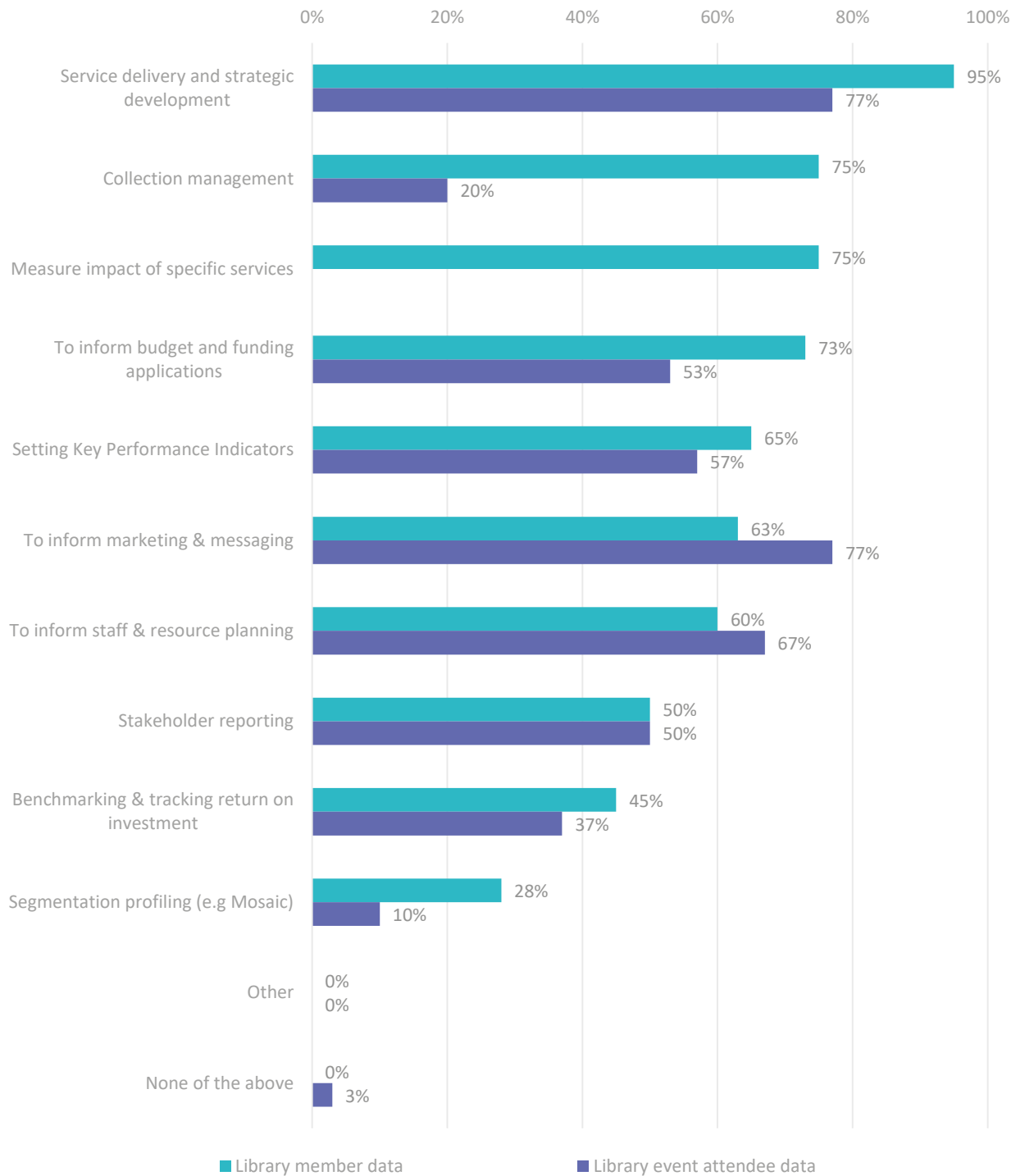
**Figure 16: Information collected related to library users**



Base: 41

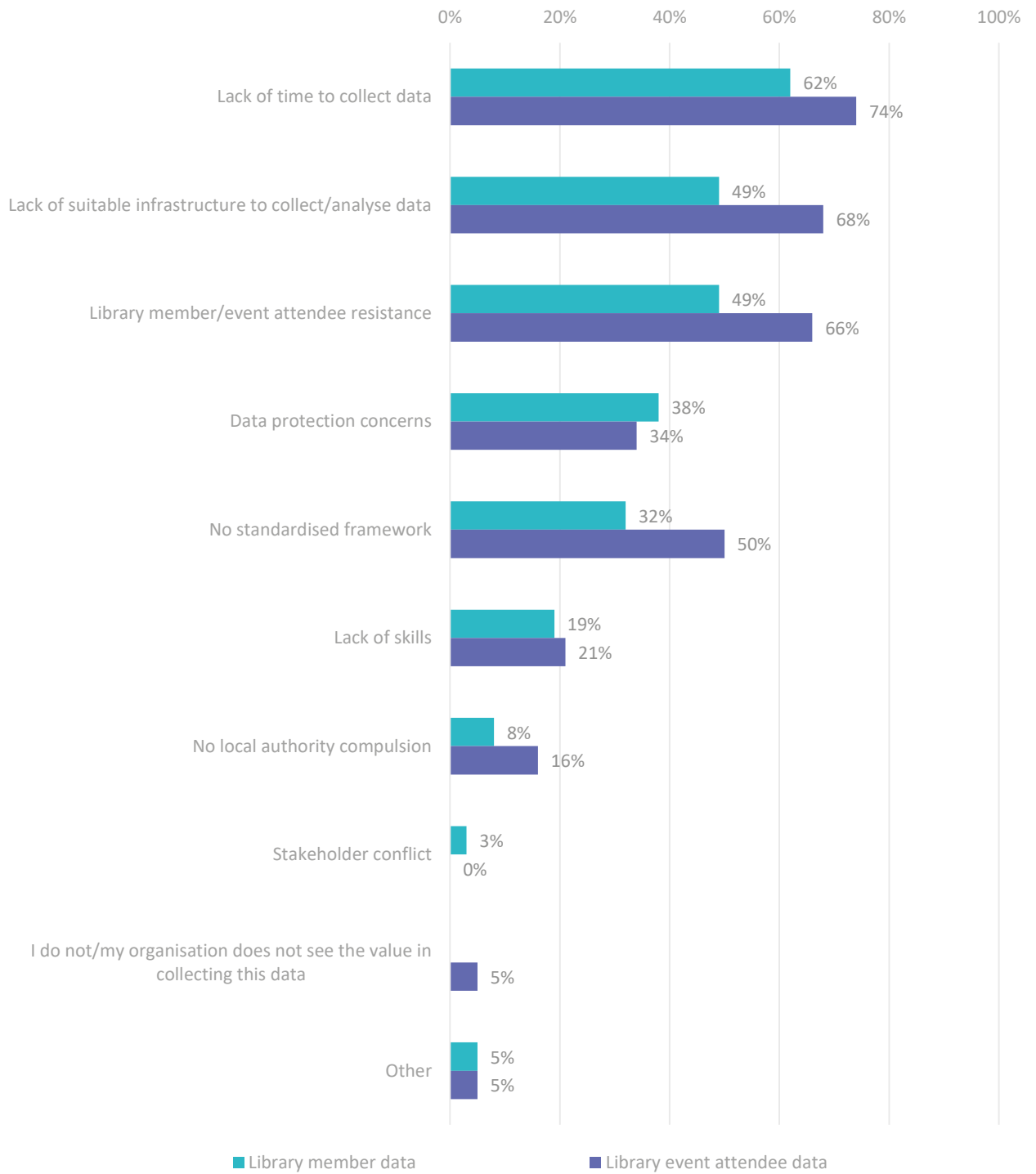


**Figure 17: Information use - members and event attenders**



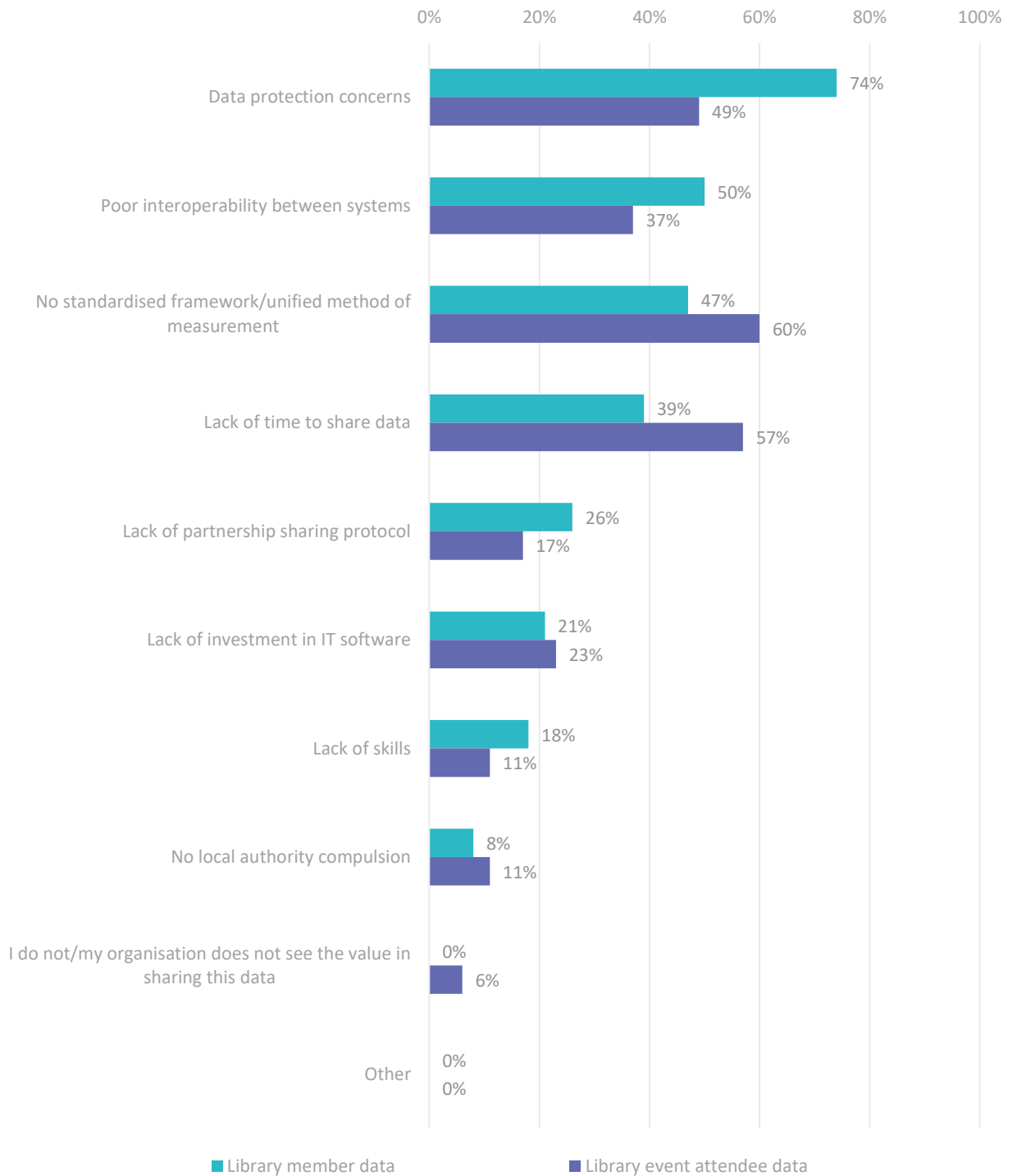
Base: 40, 31

**Figure 18: Barriers to data collection - members and event attendees**



Base: 37, 38

**Figure 19: Barriers to data collection - members and event attendees**



Base: 38, 35

## *Literal responses*

Respondents largely used the open question at the end of the survey as an opportunity to clarify their survey responses, and highlight areas of concern such as the lack of data about non-member engagement.

*Do you have any other comments about the collection and use of library member or event data that you would like to share?*

*“We try to use data to inform future events, as well as to introduce new activities and events to attendees”*

*“Registered library members are only a proportion of the public who daily use the libraries for study, Wi-Fi, attend adult and children's activities, and as a social space. Unless they have joined the library or Job Clubs etc. that require registration or filled out a customer comments card with their demographic details, then their personal data information is not collected”*

*“The biggest barrier is having sufficient time to collect and analyse data within a time frame useful to making meaningful changes”*

*“The purpose of data collection has to be very clear, especially when asking potentially personal questions which may be resisted by the library customers. It has to have clear value and not just something we do as a matter of routine”*

*“Data is all very well, but I am interested in impact and measuring impact”*

*“This is an important area that we need to get to grips with. We particularly need to be able to use data to evidence impact and ROI”*

*“Need a benchmarking tool that uses a set of meaningful data - qualitative as well as quantitative that is more focused on outcomes than outputs”*

*“We sent our active library users' data to the Audience Agency for data profiling and have found this invaluable as a way of making the case for the service and thinking differently about our audiences”*

*“To clarify the full time staff questions which was a little unclear, we have 37 full time members of staff but overall 111fte staffing. We recently started to examine the data we collect to identify that we were collecting data we could use not data that would never be required. Also to identify what data we have capacity to collect and share. This has been out on hold during the devolution process due to*

*lack of capacity. We intend to revisit this issue after devolution to ensure that any data we collect is useful”*

*“Our events are free for all to attend and at the moment we do not capture the details of those who attend. This is not to say that we would consider it in the future”*

*“We don't directly share customer information with other bodies, but may report on it. We are looking at ways of collecting some information on event attendees, e.g. e-mail, how did they find out and event satisfaction. Issue is that trying to collect a lot of information on an event which is meant to be fun is rather intrusive on the attendees. You don't attend a talk by your favourite author expecting to volunteer detailed personal information to the event organiser!”*

## Heads of service interviews

The interview participants were engaged and positive about the research; they indicated that they felt this was an important area to address, and expressed an interest in seeing the findings.

Although feelings of frustration were apparent, particularly in relation to significant and increasing resource constraints, the participant's responses indicated a high level of commitment to developing a deeper understanding of the people they engage with, and those they do not, as a means to ensure that the services they offer meet the needs of those who can draw the most benefit from them.

In addition, their responses demonstrated a clear understanding of the role and importance of collecting and using data to inform a customer-focussed approach to service development and delivery which is sustainable and makes best use of the resources available.

The interview findings correlate strongly with the results of the e-survey, which suggests that the experiences, concerns, and priorities of the participants are indicative of those of the wider library sector.

### Analysis

Thematic headings have been used to analyse and present the qualitative data gathered. Illustrative quotes have been used for some but not all points made in this analysis. Where quotes are used the participant is identified using a pseudonym; these pseudonyms may be matched with the participant profile given in the [methodology](#) section of this report.

#### Sector context and challenges / opportunities

It became clear through the qualitative research that there is no sector-standard way of referring to the people who engage with library services; both those who are registered and those who engage on a drop-in, ad-hoc, basis.

- Not having a shared language or way to talk about their audiences, a term the participants did not recognise or use, may impact on the development of any standardised frameworks for collecting information about them.

- Commonly used descriptions included members and non-members, users and non-users, readers, visitors, participants, customers, and patrons.

### Challenges

- The key challenge identified by all the participants was how to build an understanding of the people who engage with their library services but are not registered members.
- In addition to the lack of information about people who access library services but are not registered members, the participants identified inconsistencies in the more detailed demographic data they collect about their members; collection of information about ethnic background and disability, for example, is patchy and often dependent on external drivers such as local authority reporting needs.
- Staff time to analyse data and use it to inform practical applications also emerged as challenge common to many of the participants.
- Linked to staff time constraints, participants also identified conflicting priorities in terms of internal and external data needs as an issue.
- Few services have access to compatible data sources to support meaningful benchmarking of their reach. Where services have access to wider contextual information, such as council service users and local population profiles, inconsistencies in the data collected present difficulties in making direct comparisons.

### Opportunities

- There appears to be a high level of consistency in the data collected during membership sign up procedures, particularly in terms of postcode and date of birth. In addition, this information constitutes a large data set with between 20,000 and 200,000 active members registered with each of the participant services.
- A number of the participants indicated that they are undergoing, or have recently completed, full service reviews; often in response to the need for budget savings. The need to ensure that services are responsive to the needs of the people they serve, for clear communication about any changes in service, and that the process of change is transparent, has meant that wide-spread public consultation has been a part of the service review; resulting in an increase in the collection of new or more extensive data, and more detailed analysis of the data in comparison with area population profiles and other comparators.
- The participants indicated that it is increasingly important for them to demonstrate the impact of their services in order to protect them. They recognise that collecting evidence, from both registered members and non-members, is a vital part of this

process and they are actively looking for practical solutions to the challenges they face in doing this consistently.

- Linked to both this and service review activities, the participants indicated that increasing pressure on budgets means they need to ensure that resources are targeted where they will have the most impact. To do this effectively, libraries need to have access to meaningful data to inform decision making and strategic planning.
- An increasing move to self-service delivery, and the resulting improvements in digital infrastructure, may offer opportunities to support the collection of quantitative data from membership registration and attenders to drop-in events and workshops.
- Local authority KPIs often align strongly with the services that libraries offer; for example improvements in child literacy, raising employability through skills development and tackling social isolation. This creates a strong incentive to collect and use information that demonstrates how libraries are meeting and supporting these objectives.

### Informed understanding of library service engagement

Overall, services feel they have the data to support a good general understanding of who their members are - especially in terms of where they live and how old they are - but often they do not have the resources to interrogate or analyse the data in a way which helps them to really understand their membership, or view them in wider contexts of local population profiles, for example.

- A small number of services use their membership postcode data to segment people using their services through Mosaic profiling. This is generally in areas where the local authority uses Mosaic profiling as a standard framework to analyse and understand their service users.
- Services do not feel they have an understanding of non-members who access their services on a more ad-hoc, drop-in, basis but they suspect that these users represent a far broader reach than is reflected in their membership profiles.

The responses reflected an appetite for more evidence-based planning and strategic development, based on current and potential customer needs:

*“No one is asking why we do the things we do, and this is why we need to be using the data” (9)*

- On the whole, services use their membership data for reporting on usage for local authority statistics and monitoring access to services. A few services said that they



also compare membership data with local authority population data to better understand their reach, and inform decision making about where to direct resources across the service.

### **Information gaps**

- Where only limited demographic data is collected, services identified ethnicity, socio-economic status, and disability as metrics they feel it would be useful for them to know; a number of services also felt that collecting data on sexual orientation / gender identity would help them improve services for marginalised groups, particularly with regard to young people.

Many services felt that gathering this information would help them to demonstrate their reach, and the value of their service in reaching communities that other facilities do not or cannot, through developing stories about the impact they have had on individuals or groups.

- Frequency of attendance was also identified as a useful metric; for many services it would be possible to pull this from the dataset if there was time for further analysis.
- Reasons for lapsed membership also emerged as a point of interest - particularly in the context of new joiners, perhaps new to the area, who sign up but subsequently do not use the service. This is linked to understanding non-users, are there needs that are not being met?

### **Reasons for not currently collecting wider information**

- The main reasons for not currently collecting this information were: concern about lack of time to both collect and analyse the data, concerns about potential intrusion for users, plus a lack of standard question frameworks and the in-house experience /skills needed to develop them.
- For a number of services, there were no external drivers to collect this information (e.g. local authority reporting needs) and as a result they were lower in priority than the key metrics; making it difficult for service managers to justify the use of resources needed to collect them.
- Resistance to change within the library service was also identified as a barrier to collecting and using more detailed data; the idea that staff at site libraries already know what people want, but have little evidence to support that view.

## Strategic discussion and decision making

Generally, public engagement with the service and related development strategies are discussed at senior management level only. Resulting decisions and policy changes then filter down through the service delivery managers and team leaders, but branch and neighbourhood library staff are rarely, if ever, included in the decision making process.

- Within senior management teams, staff are often allocated specific service area roles and responsibilities such as IT services or membership. This focus on service area rather than customer need can result in a less holistic approach to audience development.
- Most of the services use their membership data to produce quarterly or monthly performance reports which are submitted to relevant local authority or library service management teams. Some services make these accessible to library staff through their intranet pages, but none of those interviewed track whether staff are accessing and using them.
- In some services, library staff and volunteers are asked to contribute to reporting - particularly where they have been involved in delivering specific projects for example.
- Where services have undergone strategic service reviews, audience development has been more prominent and more widely discussed at both specific review and more general meetings.

## Data use

Most of the participants indicated that only membership data is used to measure their audience reach and inform strategic approaches to service development and marketing.

Very few use non-member data as this is either not collected, or the data held is insufficient to inform decision making.

## Monitoring service impact and reach

- Membership data is most often used to measure the impact of specific initiatives, such as the Summer Reading Challenge, rather than in a consistent manner to analyse the service reach overall.
- Linked to this, a number of services cited using membership data to inform equality impact assessments as part of their standard approach to developing new projects.

- Services who cited the most extensive use of data to measure service impacts were those who had undergone, or were currently engaged in, a full service review. In these instances, the data has been used to analyse service use against costs, to inform a needs-based approach to making budget cuts in line with local authority requirements. In some cases the use of data has also helped to inform responses to public concerns, and mitigate against complaints, in relation to service changes.
- A number of services regularly collect data on IT service use and utilise this to report on levels and areas of use - for example access to the online catalogue, account management, and internet use; again this is only applicable to members, who generally have an individual login to the library systems.
- Where non-member data is collected, at events for example, this is often limited to the number of attenders plus some feedback literals. Some services use the feedback quotes to illustrate evaluation reports.
- There is little evidence of a consistent approach to using non-member data, which appears to be largely collected on a needs-based approach linked to specific reporting requirements.

#### **Informing service delivery and strategic development**

- Many of the participants indicated that they regularly use membership data to inform service delivery, largely to ensure the most efficient and effective use of resources. The key service areas most often informed using membership data are:
  - Opening hours
  - Neighbourhood and mobile library provision
  - Stock management (i.e. levels and location of different types of material)
  - Staffing levels
  - Implementation of technical infrastructure (i.e. self-service machines etc)
- Although data is not currently used to assess what might encourage non-members to use library services or become active members, there is clearly an appetite to do this; particularly where this would help to ensure that the service remains relevant to changing community needs.

#### **Strategic messaging and marketing**

Very few participants identified marketing activity as something which was regularly or consistently informed by audience data; where it was, this again related to membership data only.

- Two of the participant services use Mosaic to profile their membership data, and review this in the context of local population profiles to inform targeted marketing campaigns aimed at specific types of current and potential library users.
- The findings indicated that where libraries have marketing staff, or support from local authority teams, they are more likely to use data in this way.
- The participants indicated that digital engagement analytics, for website use and social media interactions for example, are either non-existent or inconsistent across different channels. Many cited using Google analytics, but few other tools, to look at basic website usage statistics.
- Where digital analytics are used for social media, this is largely to identify the most effective times to post content rather than to track or target audiences.

### Examples of effective data use in practice

The following are specific examples of how data has been used effectively, themed by different types of usage.

#### Use of data to target specific audience groups

*“Analysis of our membership data identified a gap in terms of older teen and young adult users - they tended to use our computer facilities but not the book stock. The loan data showed that when younger people did borrow books they tended to focus on our collections of graphic novels, so we increased our stock of graphic novels and comics and then promoted this through local comic book stores. Levels of borrowing for this area of the collection increased, and has continued to develop.*

*To build on this success and reach further young audiences, knowing that they regularly use our online facilities, we are now looking at digital subscriptions to comics and graphic novels so we can develop an online access service. We’re looking at online forums and channels to promote this new service.*

*This approach of matching specific resources to specific audiences has informed the strategic review.” (2)*

#### Data sharing through partnership working

*“In partnership with our regional university library we’ve developed a project which has created an enhanced offer for our members and university library users - it came about because our service has no big central library, all of our sites are smaller neighbourhood*

*or community libraries, but the university has a large central resource centre and an active outreach programme.*

*The project supported the use of the university library by public library users, and vice versa, using the same membership card. The barcode is swiped and data added to the university library or our library database at the point of entry.*

*The project was targeted particularly at 6th formers as this had potential mutual benefits for both us and the university - for us it means that where the public library service can't adequately resource A-level studies material we can direct members to the university library, and for the university it means they have information about potential student recruitment prospects.*

*Once the technical infrastructure was in place it's been an easy process which requires little or no front line staff time to implement and feedback from those that used the service has been great, although take-up not huge in numbers. I think embedding use will take time - a particular challenge is that the university is campus based so transport can be difficult - but it's a valued activity from both sides. We're now looking to roll out a similar service in partnership with our local FE colleges" (4)*

#### **Using data to inform funding applications**

*"Our application to the English My Way project was so successful we were given extra money on top of what was applied for! In partnership with the Good Things Foundation, this project focussed on ESL groups - specifically women isolated by lack of English language skills - and the funding provided a tutor to work with the groups on everyday activities such as shopping, with a view to supporting the participants to become more confident and the groups to become self-supporting" (6)*

#### **Data informed service development to grow membership**

*"We used data to inform our 'Open Libraries' project. The background was that our focus on age specific KPIs meant that our service delivery became primarily designed around the needs of older people and children - which resulted in an emphasis on daytime opening hours, and we were concerned that this might prevent working age people from accessing the service. From looking at our member data it seemed that young adults and the middle aged were not well represented, so a project to support evening access was developed.*

*Resource issues meant that staffing out of hours would not be possible, so we developed an innovative 'trust' project - opening up unstaffed library sites and using self-service*

*technology to open up the service to people who couldn't access them during the day. We used other data to identify the pilot sites, ensuring that it wasn't a failure from the outset by eliminating or reducing the risk factors as far as possible - looking at data about crime rates, levels of anti-social behaviour, and new housing developments in the different site neighbourhoods gave indications of likelihood of vandalism etc. and also the potential for bringing in new members.*

*Collecting data about who used the 'Open Libraries' service enabled us to track usage, and the stats showed an increase in active membership for the target groups. We then used this to build a business case to install the necessary technology in other sites to grow the provision across the service, and further increase active library membership."*

(8)

### **Using informal or observational data**

*"We know we're doing plenty of good things, but it's sometimes hard to track the journey from information source to development. For example, through a build-up of informal feedback we could see an increase in the use of tablets and smartphones to access our resources so in response we introduced taster sessions (one to one and group) to demonstrate how to make the best use of the technology and resources available. The sessions have been popular, and they were developed in direct response to feedback, but not in a quantifiable way" (1)*

## **Case studies**

### **1. An informed approach to successful funding applications in relation to targeted community engagement**

#### **Participant 6**

This service made the decision to start looking at service delivery from a user needs based perspective, using information about their membership to identify the different types of users and their needs.

Identifying whose needs they are not meeting, with a particular emphasis on deprived areas and hard to reach audiences, has become a priority for the service. Through using information about their current users, including borrower statistics and observation, in the context of data about their local populations, and an understanding of local community

issues, they were able to identify and target relevant funding opportunities related to meeting the needs of the people they wanted to reach.

One example of this was a funded project supported by Mills & Boon and The Reading Agency. Having identified that many people using the home library service were older people living alone and at risk of social isolation, they successfully bid for participation in the project. Linked with the home library service, the project funded an outreach project which involved taking valentines gifts to isolated older people in the local community. Overall, the service engaged with 50 individuals through this project, and the feedback from those involved indicated that it had a significant impact on their feelings of well-being, confidence, and inclusion.

A second project, English My Way, was so successful that the service was given additional funding; supplementary to the sum included in their funding application.

In partnership with the Good Things Foundation this project focussed on ESL groups; specifically, groups of women who were at risk of being isolated in the local community, and unable to access basic services, due to a lack of English language skills.

Having identified a potential need to support ESL groups, the service confirmed this through the use of a range of different information sources; including an analysis of enquiry information, statistics on the use of book stock in languages other than English, local population statistics, and current member profiles.

Using the library as a safe, locally accessible, space, the project funding provided a tutor to work with the groups on everyday activities; such as shopping, using public transport, and accessing council services. The long-term objective is to support the women to become more confident, and for the groups to become self-supporting; with the library providing a continuity of support, a safe space to meet or visit, and access to services.

## 2. A data informed approach to service development with a focus on customer needs

### Participant: 4

This service, based in a largely rural catchment area, has been undergoing the process of a full service review; with implementation of a new strategy scheduled to start in October 2017. This will be the culmination of two years of work to inform the strategy, which included extensive public and other stakeholder consultation.

Public consultation was conducted using a range of approaches including online surveys, face to face interviews, and collecting feedback at public events. The public consultation

was very well received, soliciting the biggest response the service had ever seen, and the results influenced a number of significant changes to the original plans.

The use of user and non-user data, both existing and collected specifically through the service review consultation process, has been crucial to ensuring that any resulting service developments continue to meet the needs of current and potential users. In addition, the data has been used to inform public messaging and communications around reasons for service changes and how decisions about resource allocation have been made.

Key changes made to the service as a result of the review included:

- Implementation of an Open Access service - this constituted a 'radical' change to service provision and means that libraries are accessible 7 days per week, 12 hours a day, through a mix of staffed and automated opening hours.  
For example, on Sundays library sites are open from 7.30am - 8pm, using library membership card swipe entry.  
This approach supports increased access to people who are working or otherwise unable to access the library service during daytime, weekday, opening hours; the need for extended opening was identified through the consultation process, and also through analysis of library membership data; which indicated limited use by people of working age.
- Existing data was used to define a range of opening hours across different sites, based on usage levels at different times, to support the best use of resources available whilst ensuring provision is available where it is most needed. This marks a change from the previous policy of having all library sites use a standard schedule of opening hours.
- Mobile libraries have been taken out of service as the data showed that, of the 600 or so members using the service, less than 100 members were sole users. The cost of running the service, £80,000 per year, to meet needs of such a small proportion of the library membership and potential users was shown to be unsustainable.
- In response to an identified need for more neighbourhood provision, particularly with the mobile service being decommissioned, smaller libraries have been set up in community centres. The stock and IT resources have been provided by the library service but the sites are staffed by volunteers. An example of this is a library established in a supported housing facility for older people. The facility has 600 residents and, in addition to operating as a public library for residents and the surrounding area, the newly established service offers opportunities for cross-



generational work such as having older people delivering story sessions for children and families.

### 3. Effective use of combined library service and contextual data to inform targeted community engagement

#### Participant 8

To better understand their users in the context of the local population, this service routinely collects full postcode data on all members and then uses this data to segment their membership using Mosaic profiling. This offers them a detailed picture of their current membership profile in terms of lifestage and lifestyle, preferred sources of information, and so on.

The service uses this data, in conjunction with the LSOA for their area, to produce heat maps which help them to identify gaps in engagement and target specific areas within the catchment where active membership is low.

For example, they use the profile reports on their current user types, along with area mapping, to identify potential development areas. Initially targeting ‘low hanging fruit’, those people most likely to engage with the service based on who they are and where they live, they are also starting to looking at harder to reach groups and what they might do to engage with them.

Due to lack of staff time and resources this approach is not yet part of everyday activity for the service, but is implemented when there is a specific need which justifies the additional time resource needed. For example, when planning service changes and at the start of project work to provide baseline data which supports measurable outcomes.

In a recent example of this approach in practice, user data from a local children’s centre was mapped against library usage data to inform targeted engagement activities in relation to active child membership. To support the delivery of this work specific library sites have been linked to each of the children’s centres, using location and user profiling to build effective and relevant partnerships.

Another example is ‘In Good Company’, a project aimed at reducing social isolation for older library members. An analysis of membership data, which identified the proportion of older people (65+) who are active library members as around 18%, also revealed that they this group were predominantly women and that they used the library on a frequent basis. Alongside this, a review of local census data indicated that there was a significant proportion of elderly people living alone.

This information was used to inform 'In Good Company' - a project involving the delivery of a range of library-based activities which are designed to engage elderly women, who are often widows, with the aim of reducing loneliness and isolation by bringing them together as a group.

#### 4. Informed and targeted approach to developing and measuring engagement with non-users

##### Participant 10

Through observation during delivery of public activities, such as Baby Bounce and Rhyme Time sessions, this service suspected that such events attracted different types of people to those who were active members. However, they had no formal mechanism for collecting data from event attenders and so were not in a position to evidence their hypothesis about who was engaging with the library through these activities.

To address this issue they ran a pilot snapshot survey to ask event attenders for postcode information, and whether they borrowed books or used other library services such as IT access. The survey was conducted through volunteers, who handed out surveys for self-completion by attenders, and generated a sample of 600 responses from event attenders.

The service worked with the local authority's Research and Intelligence unit to analyse the postcode data, using Mosaic profiling to build an understanding of the types of people who attended these events, and compared the data with local population data to identify any areas not being reached by the service.

The data indicated that there were some differences in the profile of attenders compared to library membership and, alongside membership data, this is now being used to inform service design.

In addition to the survey, the service has also run focus groups for non-users in order to better understand potential barriers to library use; what needs non-users have that the library might meet, and what services non-users are looking for that the library might develop. This information is also being used to inform a strategic approach to service development.

For example, the information gathered through the survey and the focus groups is being used to inform stock choice and service provision across different sites within the service, and also supports a targeted approach to outreach activities and event programming; aimed at attracting new users.

Pilot schemes for new activities are informed by the data to ensure that they are located appropriately, and that resources are targeted where they were most likely to meet an identified need, to give them the best chance of achieving success against their objectives for wider engagement.

## 5. Successful data sharing through open data

### Participant 1

Taking an open data approach to sharing information, this service uses the local authority's online data portal to share raw, anonymised, information on service use and costs.

Through advocating for people to analyse and respond to the data in their own way, this approach supports wider public consultation on service development and builds understanding of the impacts of budget restrictions. The service describes sharing data in this way as 'democratic' and feels that it empowers residents as stakeholders of the public service.

A practical outcome for the service is that it has reduced the amount of staff time spent on responding to freedom of information requests and related enquiries, as the information most frequently requested is now readily available online.

The service recognised that local authority support and advocacy for open data sharing gave them the confidence to take this approach, and was essential in overcoming concerns about data protection. In addition to this they also share data through CIPFA and Libraries Taskforce initiatives.

# Appendices

## i: Glossary

### The Audience Agency

The Audience Agency is a national charity with strong regional roots working with cultural organisations to grow audiences. With offices in Manchester and London and a network of Regional Directors across England, The Audience Agency provides unparalleled service built on in-depth knowledge and understanding of the cultural sector. Generating insight and evidence to inform individual organisational decision-making and to help grow a more sustainable cultural economy. [www.theaudienceagency.org](http://www.theaudienceagency.org)

### Audience Finder

*Audience Finder* is a programme delivered by The Audience Agency with the aim of supporting cultural organisations to reach more people, new audiences and greater efficiency. It is a combined data-sharing and capacity development programme. Analysis combines customer and behavioural data fed from ticketing systems, online interactions, and a primary research survey exploring motivations and opinions. Participating organisations access their reporting through a discrete dashboard, comparing metrics with others in collaborative “clusters” based on geography or sector, or as individual organisations working together. Much information is made available as open data. The ticketing data sharing platform is developed by Baker Richards in partnership with Jacobson Consulting Applications Inc. of New York. *Audience Finder* is an ambitious “Big Data” project for the arts that seeks to bring real insight and change to practice. [www.audiencefinder.org](http://www.audiencefinder.org)

### Audience Spectrum

*Audience Spectrum* has been developed as part of the *Audience Finder* programme funded by Arts Council England as part of its strategic Audience Focus fund.

The development of *Audience Spectrum* draws together some of the largest and most robust sources of information about people and how they engage with arts and culture, including:

- The *Taking Part Survey* - the long established DCMS survey into people’s leisure, culture and sport.

- Experian - lifestyle, consumer and demographic information drawn from over 850 million input sources and 400+ variables, and including Mosaic and the online analytics tool, Hitwise.
- Proximity indices - The Audience Agency's national overview of how well local populations are served by cultural provision.
- Audience Finder - the largest growing Big Data set in the cultural sector about audience behaviour, built on ticketing and primary research information.

We have used these information sources to make *Audience Spectrum* a tool that categorises people first and foremost on how they engage with arts and culture in a way that is very locally applicable.

As the *Audience Finder* big data set grows, we will learn more about each of the *Audience Spectrum* segments, adding depth, knowledge and new ways of applying these insights to grow audiences.

### Mosaic

The other profiling tool that has been used in this report is Mosaic. This combines a wide range of information from over 400 sources to create a summary of the likely characteristics of each UK household.

- Households are assigned to a 'group', of which there are 15 in Mosaic, which describes their socio-economic and cultural behaviour.
- Each group is then broken down into a total of 66 'types' so that each household has a further, more detailed categorisation.

Mosaic is used across a number of business sectors and is also an effective tool when applied to engagement with other sectors.

## ii: List of literature review source material

Arts Council England (2013) 'Envisioning the Library of the Future' Prepared by Ipsos MORI and Shared Intelligence, Commissioned by Arts Council England

Arts Council England (2015) 'A Practical Guide for Library Service Commissioners and Providers in England'. Prepared by Locality, Commissioned by Arts Council England

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Carnegie UK Trust, The (2017) 'Shining a Light - The future of public libraries across the UK and Ireland' Prepared by Ipsos MORI, Commissioned by The Carnegie UK Trust

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Chartered Institute of Public Finance and Accountancy (CIPFA) Public Library Statistics years 2004/05 to 2012/13

Continuous Household Survey of Northern Ireland (2015) Experience of the Public Library Service by Adults in Northern Ireland

Department for Culture, Media and Sport (DCMS) (2009) 'Capturing the Impact of Libraries' Prepared by BOP Consulting, Commissioned by Department for Culture, Media and Sport

Department for Culture, Media and Sport (DCMS) (2014) 'The Independent Library Report for England' published 18 December 2014

Department for Culture, Media and Sport (DCMS) (2016) Taking Part, focus on series: Libraries and Taking Part: Longitudinal Report 2016. Published 28 April 2016

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Settle, K. (2016, August 8<sup>th</sup>) 'Libraries Taskforce, Basic data set - first steps [Blog post], Retrieved from <https://librariestaskforce.blog.gov.uk/2016/08/08/library-basic-data-set/>

Hicks, D., Creaser, C., Greenwood, H., Spezi, V., White, S. and Frude, N. (2010) Museums, Libraries and Archives Council (MLA), 'Public Library Activity in the Areas of Health and Well-Being' Published May 2010

Museums, Libraries and Archives Council, The. (MLA) (2010) 'What Do the Public Want from Libraries? User and Non-User Research - full research report'. Prepared by Ipsos MORI, Commissioned by Museums, Libraries and Archives Council

Pautz, H. & Poulter, A. (2014), 'Public libraries in the "age of austerity": income generation and public library ethos' Library and Information Research, vol 38, no. 117, pp. 20-36.

Poll, R., and Boekhorst, P.T. (2007) Measuring quality performance measurement in libraries (2nd edn.), IFLA Publications vol.127, Munich: K.G. Saur.

Reading Agency, The (2011) 'Libraries and Digital: Research into the use of digital media in libraries to develop audiences for reading'. Published March 2011

Rooney-Browne, C. (2011). Methods for demonstrating the value of public libraries in the UK: a literature review. Library and Information Research, 35(109), 3-39.

Rowe, D. (2016, August 15<sup>th</sup>) 'Libraries and Open Data #librarieshacked' [Blog post]. Retrieved from <https://www.cilip.org.uk/blog/libraries-open-data-librarieshacked>

Scottish Household Survey, The (2015) Overview of the Scottish Household Survey Annual Report

Walters, S and Jackson, K. (2013) Breakthrough Branding: Positioning Your Library to Survive. Chicago, Neal-Schuman, 216 pp

### iii: E-survey

Please note - some instructional content, relevant to completion only, has been removed from the survey.

## Library practitioner survey: The collection & use of library membership and library event attendee data

### About your library service

Under which Local Authority does your service operate?

How many service points does your authority have, as reported to CIPFA?

How many full time members of staff are employed across the service?

Would you describe the service as... (Tick one only)

- Local authority run
- Local authority out sourced / commissioned to a third-party organisation; the local authority pays all costs
- Local authority out sourced / commissioned to a third-party organisation; a proportion of costs are covered by the local authority but may be time-limited
- Other

*Other - please specify*

What was the total visitor count (as reported to CIPFA) across your service in 2015/16?

How many active users (based on the the CIPFA definition) did you have in 2015/16? *If you do not have this data please write N/A below*



If known, how many active users did you have in total in 2015/16? This includes members who only used the computers. If you do not have this data please write N/A below

Which of the following services do you offer across your service? (Tick all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Audio visual loan items (CDs, DVDs)  | <input type="checkbox"/> Study room hire                    |
| <input type="checkbox"/> E-stock (e-books)                    | <input type="checkbox"/> Meeting/event room hire            |
| <input type="checkbox"/> PC workstations                      | <input type="checkbox"/> Cafe                               |
| <input type="checkbox"/> Wi-Fi                                | <input type="checkbox"/> Shop                               |
| <input type="checkbox"/> Adult classes/activities             | <input type="checkbox"/> Archives and Local History Service |
| <input type="checkbox"/> Children & family classes/activities | <input type="checkbox"/> Exhibition space                   |
| <input type="checkbox"/> Young Adult classes/activities       | <input type="checkbox"/> Other                              |
| <input type="checkbox"/> Workplace/job seekers training       |   |

Other - please specify

Which of the following sources of data do you routinely capture across the service? (Tick all that apply)

- Footfall / visitor counts
- Library member demographic data (e.g. age, ethnicity)
- Library event attendee ticketing &/or demographic data
- Website-usage data (e.g. Google Analytics)
- Other

Other - please specify

### Library membership data

The following section is about the data that you routinely capture on your library members and how this data is used and shared by your service.

**Which of the following information fields do you capture on library members, as standard? (Tick all that apply)**

- |  |  |
|--|--|
| <input type="checkbox"/> First/Last name       | <input type="checkbox"/> Marital status  |
| <input type="checkbox"/> First line of address | <input type="checkbox"/> Sexuality   |
| <input type="checkbox"/> Postcode              | <input type="checkbox"/> Religion  |
| <input type="checkbox"/> Email address         | <input type="checkbox"/> Employment status   |
| <input type="checkbox"/> Gender                | <input type="checkbox"/> Highest qualification attained  |
| <input type="checkbox"/> Date of Birth         | <input type="checkbox"/> Impact indicators (such as change in employment & development of information literacy and digital skills) |
| <input type="checkbox"/> Ethnicity             | <input type="checkbox"/> Other   |
| <input type="checkbox"/> Disability            |  |

Other - please specify

**What factors inform the library member data that you collect? (Tick all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Local Authority requirement            | <input type="checkbox"/> Funding body reporting requirement |
| <input type="checkbox"/> Equalities requirement                 | <input type="checkbox"/> Stakeholder reporting and advocacy |
| <input type="checkbox"/> Monitoring impact and reach of service | <input type="checkbox"/> Other                              |
| <input type="checkbox"/> Internal benchmarking development      |   |

Other - please specify

**With whom do you directly share library member data? (Tick all that apply)**

- |  |   |
|--|---|
| <input type="checkbox"/> Other council departments       | <input type="checkbox"/> Professional bodies (e.g CIPFA, CILIP) |
| <input type="checkbox"/> Other library services          | <input type="checkbox"/> Other                                  |
| <input type="checkbox"/> Public funding bodies (e.g ACE) |   |

Other - please specify

**How is library member data used internally? (Tick all that apply)**

- |   |  |
|---|--|
| <input type="checkbox"/> Collection management                        | <input type="checkbox"/> To inform budget and funding applications |
| <input type="checkbox"/> Service delivery and strategic development   | <input type="checkbox"/> Stakeholder reporting                     |
| <input type="checkbox"/> Setting Key Performance Indicators           | <input type="checkbox"/> Segmentation profiling (e.g Mosaic)       |
| <input type="checkbox"/> Benchmarking & tracking return on investment | <input type="checkbox"/> Measure impact of specific services       |
| <input type="checkbox"/> To inform marketing & messaging              | <input type="checkbox"/> Other                                     |

To inform staff & resource planning

None of the above

*Other - please specify*

**What are the barriers you face when collecting library member data? (Tick all that apply)**

Lack of time to collect data

Data protection concerns

Lack of skills

Library member resistance

Lack of suitable infrastructure to collect/analyse data

No local authority compulsion

No standardised framework

Stakeholder conflict

Other

*Other - please specify*

**What are the barriers you face when sharing library member data? (Tick all that apply)**

Lack of time to share data

Lack of partnership sharing protocol

Lack of skills

Data protection concerns

No standardised framework/unified method of measurement

I do not/my organisation does not see the value in sharing this data

Poor interoperability between systems

No local authority compulsion

Lack of investment in IT software

Other

*Other - please specify*

### Library event attendee data

The following section is about the data that you routinely capture on visitors that attend events held at your sites and how this data is used and shared by your service. These events might not necessarily be run by your service, and could be attended by non-members.

**Which of the following sources of information do you routinely capture on library event attendees, as standard? (Tick all that apply)**

- |  |  |
|--|--|
| <input type="checkbox"/> First/Last name       | <input type="checkbox"/> Religion  |
| <input type="checkbox"/> First line of address | <input type="checkbox"/> Employment status   |
| <input type="checkbox"/> Postcode              | <input type="checkbox"/> Highest qualification attained  |
| <input type="checkbox"/> Email address         | <input type="checkbox"/> Impact indicators (such as change in employment & development of information literacy and digital skills) |
| <input type="checkbox"/> Gender                | <input type="checkbox"/> How attendees found out about the event   |
| <input type="checkbox"/> Date of Birth         | <input type="checkbox"/> Event rating/satisfaction levels  |
| <input type="checkbox"/> Ethnicity             | <input type="checkbox"/> Other   |
| <input type="checkbox"/> Disability            | <input type="checkbox"/> None of the above   |
| <input type="checkbox"/> Marital status        |  |
| <input type="checkbox"/> Sexuality             |  |

*Other - please specify*

**What factors inform the library event attendee data that you collect? (Tick all that apply)**

- |  |   |
|--|---|
| <input type="checkbox"/> Local Authority requirement           | <input type="checkbox"/> Funding body reporting requirement |
| <input type="checkbox"/> Equalities requirement                | <input type="checkbox"/> Stakeholder reporting and advocacy |
| <input type="checkbox"/> Internal benchmarking development     | <input type="checkbox"/> Other                              |
| <input type="checkbox"/> Monitoring impact and reach of events |   |

*Other - please specify*

**With whom do you directly share library event attendee data? (Tick all that apply)**

- |  |   |
|--|---|
| <input type="checkbox"/> Other council departments                             | <input type="checkbox"/> Professional bodies (e.g CIPFA, CILIP) |
| <input type="checkbox"/> Other library services                                | <input type="checkbox"/> Other                                  |
| <input type="checkbox"/> Event partners/external stakeholders                  | <input type="checkbox"/> None of the above                      |
| <input type="checkbox"/> Public funding bodies (e.g ACE, Trusts & Foundations) |   |

*Other - please specify*

**How is library event attendee data used internally? (Tick all that apply)**

- |   |  |
|---|--|
| <input type="checkbox"/> Collection management                        | <input type="checkbox"/> To inform budget and funding applications |
| <input type="checkbox"/> Service delivery and strategic development   | <input type="checkbox"/> Stakeholder/event partner reporting       |
| <input type="checkbox"/> Setting Key Performance Indicators           | <input type="checkbox"/> Segmentation profiling (e.g Mosaic)       |
| <input type="checkbox"/> Benchmarking & tracking return on investment | <input type="checkbox"/> Other                                     |
| <input type="checkbox"/> To inform marketing & messaging              | <input type="checkbox"/> None of the above                         |
| <input type="checkbox"/> To inform staff & resource planning          |  |

*Other - please specify*

In an earlier section of the survey, you **did not** select 'library event attendee demographic data' as a type of data that you routinely collect across your service. Thinking about this form of data capture specifically...

**What are the barriers you face when collecting library event attendee data? (Tick all that apply)**

- |  |  |
|--|--|
| <input type="checkbox"/> Lack of time to collect data                            | <input type="checkbox"/> Library event attendee resistance |
| <input type="checkbox"/> Lack of skills I do not/my organisation does not see    | <input type="checkbox"/> the value in collecting this data |
| <input type="checkbox"/> Lack of suitable infrastructure to collect/analyse data | <input type="checkbox"/>                                   |
| <input type="checkbox"/> No local authority compulsion                           |  |
| <input type="checkbox"/> No standardised framework                               | <input type="checkbox"/> Stakeholder conflict              |
| <input type="checkbox"/> Data protection concerns                                | <input type="checkbox"/> Other                             |

*Other - please specify*

**What barriers do you face when sharing library event attendee data? (Tick all that apply)**

- |  |   |
|--|---|
| <input type="checkbox"/> Lack of time to share data                              | <input type="checkbox"/> Lack of partnership sharing protocol                                 |
| <input type="checkbox"/> Lack of skills  | <input type="checkbox"/> Data protection concerns   |
| <input type="checkbox"/> No standardised framework/unified method of measurement | <input type="checkbox"/> I do not/my organisation does not see the value in sharing this data |
| <input type="checkbox"/> Poor interoperability between systems                   | <input type="checkbox"/> No local authority compulsion  |
| <input type="checkbox"/> Lack of investment in IT software                       | <input type="checkbox"/> Other  |

*Other - please specify*

## Data collection & analysis tools

**In addition to the information you collect on library members and event attendees, what other data collection methods do you use? (Tick all that apply)**

- |   |  |
|---|--|
| <input type="checkbox"/> User surveys     | <input type="checkbox"/> User/participant observation  |
| <input type="checkbox"/> Focus groups     | <input type="checkbox"/> Council consultation (e.g. budgetary, public library service reviews) |
| <input type="checkbox"/> Non-user surveys | <input type="checkbox"/> Other   |

*Other - please specify*

**Which of the following external data sets do you use? (Tick all that apply)**

- |   |  |
|---|--|
| <input type="checkbox"/> The CIPFA stats: Public Libraries Profiles | <input type="checkbox"/> DCMS Taking Part data |
| <input type="checkbox"/> Office of National Statistics (ONS)        | <input type="checkbox"/> Other                 |

*Other - please specify*

**Do you have any other comments about the collection and use of library member or event data that you would like to share?**

#### Library member data sharing consent

- |  |   |
|--|---|
| <input type="radio"/> Yes, I agree to be contacted about sharing postcode data | <input type="radio"/> No, I am not interested |
|--|---|

#### Interview consent

- |   |  |
|---|--|
| <input type="radio"/> Yes, I would be interested/I am available | <input type="radio"/> No, I would not be interested/I am not available |
|---|--|

**Thank you for your help. Could you provide some personal details in order for us to contact you to arrange data sharing &/or an interview:**

Name

Email address

Phone number

That's the end of the survey - thank you very much for your help.

#### iv. Primary research telephone interview guide

**INTERVIEWEE RECORD [TO BE COMPLETED AHEAD OF THE INTERVIEW, FROM SURVEY DATA]:**

NAME	
LIBRARY SERVICE	
NUMBER OF SERVICE POINTS	
NUMBER OF FULL TIME STAFF	
TOTAL VISITOR COUNT	
SUBMITTING DATA?	

#### INTRODUCTION

BACKGROUND - THE AUDIENCE AGENCY AND RESEARCH FOR ARTS COUNCIL ENGLAND, ANY QUESTIONS?

THE INTERVIEW SHOULD TAKE AROUND 30 MINUTES - IF AT ANY TIME YOU WISH TO END THE INTERVIEW, THAT'S FINE; AND IF THERE ARE ANY QUESTIONS YOU DON'T FEEL YOU CAN, OR DON'T WANT TO, ANSWER THAT'S ALSO FINE!

THROUGHOUT THE INTERVIEW YOU WILL HEAR REFERENCE MADE TO 'AUDIENCES' - IN THE CONTEXT OF THE RESEARCH THIS IS BEING USED AS A CATCH-ALL TO DESCRIBE THE PEOPLE YOU ENGAGE WITH [I.E. LIBRARY MEMBERS, PEOPLE WHO USE YOUR SERVICES, AND PEOPLE WHO ATTEND EVENTS / WORKSHOPS ETC.]

#### ICEBREAKER / CONTEXT SETTING

BEFORE WE GET TO THE INTERVIEW QUESTIONS, COULD YOU TELL ME A LITTLE BIT ABOUT YOUR LIBRARY SERVICE AND WHAT YOU THINK ARE THE KEY CHALLENGES / OPPORTUNITIES FOR YOU IN TERMS OF ENGAGING WITH MEMBERS AND OTHER LIBRARY USERS?

#### QUESTIONS ...

IN THE CONTEXT OF THE AUDIENCE DEVELOPMENT INFORMATION YOU COLLECT AND HOW YOU USE IT [THE SURVEY FINDINGS INDICATE THAT COLLECTION OF DEMOGRAPHIC DATA IS PATCHY AND INCONSISTENT]

1. DO YOU FEEL THE DATA YOU COLLECT ENABLES YOU TO HAVE A GOOD UNDERSTANDING OF WHO ATTENDS AND USES YOUR LIBRARY SERVICE? AND WHO DOESN'T?
  - 1A. IF YES, HOW HAVE YOU BUILT THIS UNDERSTANDING, AND HOW DO YOU USE IT?

1B. IF NOT, WHAT DO YOU THINK IT WOULD BE USEFUL FOR YOU TO KNOW, AND HOW WOULD YOU USE THIS INFORMATION?

1C. WHY DON'T YOU COLLECT IT CURRENTLY?

2. HOW DO YOU TALK ABOUT AUDIENCE ENGAGEMENT WITHIN YOUR LIBRARY SERVICE? e.g. IN WHAT WAYS DO YOU DISCUSS QUESTIONS ABOUT WHO IS AND ISN'T ACCESSING THE SERVICE? [PROMPT: WHEN, WITH WHO, USING WHAT SORT OF REPORTING, IN ORDER TO DECIDE WHAT]

THINKING ABOUT HOW SATISFIED YOU ARE WITH HOW AUDIENCE DATA IS USED, HOW IT SUPPORTS YOU WITH AUDIENCE DEVELOPMENT FOR EXISTING AND NEW AUDIENCES, AND WHAT YOU MAY LIKE TO DO DIFFERENTLY....

3. IN WHAT WAYS DO YOU USE AUDIENCE DATA TO MONITOR THE IMPACT AND REACH OF YOUR SERVICE?

3A. IS THIS BOTH MEMBERS AND EVENT ATTENDERS?

3B. DO YOU HAVE ANY EXAMPLES OF WHERE YOU'VE USED IT SUCCESSFULLY? WHY DID IT WORK WELL?

4. IN WHAT WAYS DO YOU USE AUDIENCE DATA TO INFORM SERVICE DELIVERY AND STRATEGIC DEVELOPMENT?

4A. IS THIS BOTH MEMBERS AND EVENT ATTENDERS?

4B. DO YOU HAVE ANY EXAMPLES OF WHERE YOU'VE USED IT SUCCESSFULLY? WHY DID IT WORK WELL?

5. IN WHAT WAYS DO YOU USE AUDIENCE DATA TO INFORM MESSAGING AND MARKETING?

5A. IS THIS BOTH MEMBERS AND EVENT ATTENDERS?

5B. DO YOU HAVE ANY EXAMPLES OF WHERE YOU'VE USED IT SUCCESSFULLY? WHY DID IT WORK WELL?

6. IN YOUR VIEW, WHAT DO YOU THINK IS THE MOST IMPORTANT REASON TO COLLECT AUDIENCE INFORMATION?

7. DO YOU HAVE ANY EXAMPLES OF WHERE USING AUDIENCE INFORMATION HAS LED TO SUCCESSFUL DEVELOPMENTS?

THE SURVEY RESULTS INDICATE THAT THE THREE MAIN BARRIERS TO COLLECTING DATA ARE LACK OF TIME, LACK OF A SUITABLE FRAMEWORK / INFRASTRUCTURE, AND AUDIENCE RESISTANCE.

[PROMPT FOR AUDIENCE RESISTANCE - PERCEIVED / EVIDENCED? WOULD TRAINING HELP?]

8. DOES THIS REFLECT YOUR EXPERIENCE?

8A. IF YES, WHICH OF THESE IS THE MOST SIGNIFICANT BARRIER?

8B. AND IN WHAT WAYS HAVE YOU SOUGHT TO OVERCOME IT?

8C. WHAT MIGHT HELP YOU TO OVERCOME IT?



IN TERMS OF SHARING DATA, THE KEY BARRIERS APPEAR TO BE DATA PROTECTION CONCERNS AND THE LACK OF A STANDARD FRAMEWORK FOR DOING SO...

**9. IS THIS THE CASE FOR YOU?**

9A. IF NOT, WHY NOT? CAN YOU SHARE ANY EXAMPLES OF HOW YOU'VE OVERCOME THEM?

9B. IF YES - DO YOU HAVE SPECIFIC CONCERNS ABOUT SHARING DATA? WHAT CHANGE WOULD SUPPORT YOU IN OVERCOMING THIS CHALLENGE?

**10. IS THERE ANYTHING ELSE YOU'D LIKE TO SHARE IN THE CONTEXT OF COLLECTING AND USING AUDIENCE DATA?**

AND THAT'S THE END OF THE INTERVIEW - THANK YOU VERY MUCH FOR YOUR TIME, YOUR PARTICIPATION IN THIS RESEARCH IS MUCH APPRECIATED.

## Contacts

### London Office

2nd Floor, Rich Mix  
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T 020 7407 4625

### Manchester Office

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