> **Brighton & Hove Libraries Plan 2007**
> **A Three Year Plan for the Development of Public Libraries in the City 2007-2009**
> **Reviewed and Update May 2008**

1. Introduction

In January 2006 members of the Culture and Tourism Sub-Committee met to develop their vision and aims for Brighton & Hove City Libraries, and the resulting strategy was approved by members at the February meeting of the Culture & Tourism Sub-Committee. The Libraries Strategy set a clear vision for public libraries in Brighton & Hove and identified a set of four strategic aims for the service, and suggested some programmes of action that might be developed. Consultation with stakeholders and partners took place and the results show a strong overall endorsement of the Strategy, with over 70% of all respondents approving of all thirty of the proposed programmes of action, and seventeen of these achieved over 90% approval rating.

2. Libraries Service Vision and Strategic Aims

Our Vision:

We will:

- Promote the joy of reading and enable lifelong learning through free access for everyone to books and information, and with wide ranging recreational, historical and cultural materials in a variety of media
- Enrich people's lives by providing a focus for community interaction, communication and engagement though physical and online services, working in partnership with others

Our Strategic Aims

In achieving our vision we will be guided by a set of strategic aims which provide a framework for all that we do:

Aim 1: To promote reading and informal learning for people of all ages through the provision of wide ranging books and other library materials, and high quality services in partnership with others.

Aim 2: To provide a focus for community activity that is accessible and welcoming to everyone, and delivers flexible services to targeted groups, working in partnership with other agencies.

Aim 3: To provide access to information, learning and leisure through IT, to reduce the digital divide and enable all citizens to engage in the opportunities provided by information & communications technology.

Aim 4: To build the capacity of Libraries to deliver high quality services that people want through effective planning, marketing, and staff development, ensuring financial sustainability, and exploiting new partnership opportunities and sources of income.

3. **Development of a Medium Term Libraries Plan**

   In February 2007, the Culture and Tourism Sub-Committee approved the Libraries Plan 2007-2009 that set out a detailed action plan for public library development in the city over three years. The plan was based on the results of the following research, consultation and audit:
   - Workshop with members of the Culture and Tourism Sub-committee
   - Consultation with stakeholders and partners
   - Consultation with library users through the CIPFA PLUS surveys
   - Focus group work with some priority communities
   - Analysis of community surveys that include the views of non-users
   - Audit Commission Inspection report and action plan
   - Community profiles giving detailed demographic information
   - Library profiles and performance information
   - Staff input through Service Development Managers

4. **Review of Progress May 2008**

   The Libraries Plan has been updated to include a report on progress to May 2008, and this can be found in the far right column of the table. The plan includes targets set for later than May 2008, so not all actions have an update on progress. Actions that are still to be completed may be included in the next Libraries Plan.

5. **Development of the new Libraries Plan 2009-2011 and Link to New Council Priorities**

   The new Libraries Plan will be more succinct and focussed, clearly linking library service objectives to the new council priorities and the corporate plan:

   'Reducing inequality by increasing opportunity' Libraries help increase opportunity through free access to information and computer facilities, supporting learning and skills development, broadening cultural understanding and helping children and young people get the best start in life. Libraries help improve health through health information and support programmes, target the most vulnerable through home delivery services, and are a route through to other services. Libraries support '**open and effective leadership'**, helping people keep informed and engaged through their community libraries as local hubs, providing safe and trusted places for engagement and interaction, and fostering community cohesion. New library development supports local regeneration, and so help '**protect the environment while growing the economy'.**

Libraries Service Aim 1:
To promote reading and informal learning for people of all ages through the provision of wide ranging books and other library materials, and high quality services in partnership with others.

Objective 1: Improve the quality and range of library stock to meet the needs of the community

No	Action	Target	Date	Update on Progress May 2008
1.1	Develop a range of exciting and varied stock promotions linked to national and local priorities	Produce new schedule	Annually	2007/8 programme completed
1.2	Improve performance in the Stock Quality Health Check, an independent survey used to assess the range of adult fiction available in a library authority	Improve rating in one category per year	Annually	Stock Quality Health Check (SQHC) completed 2007. Awaiting results.
1.3	Increase the range of adult fiction titles in alternative formats e.g. audio-books and large print	Increased performance in this category in the Stock Quality Health Check	annually	Budget allocation increased. Awaiting SQHC result
1.4	Implement new programme of stock takes linked to the introduction of the new Library management System	Stock take 2 libraries annually	2008+	
1.5	Exploit opportunities for increased profiled selection of library materials	Complete stock selection specifications and pilot profiled selection for 60% of stock	2008	Specifications submitted and trial commenced for selected stock areas.
1.6	Monitor profiled selection and increase percentage of stock covered by these arrangements as appropriate	Increased issues per item or per head of population	2009+	
1.7	Ensure our books, services and promotions reflect the diversity of communities we serve	Increased use of library services by identified priority groups (see below)	annually	
1.7.1	• Improve range of adult stock available in other languages and for	Target 2 identified communities per year	annually	BME and LGBT stock improved

No	Action	Target	Date	Update on Progress May 2008
	BME and LGBT communities			
1.7.2	• Work with Black History Month and BME book group	Produce 2 associated promotions per year	annually	Promotions completed
1.7.3	• work with LGBT History Month and LGBT consultation group	Consult with groups at least once per year and use feedback to improve stock	annually	Liaison completed and feedback used to inform stock purchase
1.7.4	• Focus stock purchase on communities identified in Council priorities e.g. older people, faith communities, people with disabilities, etc	Review and improve provision for at least one priority area per year	annually	BME provision targeted
Objective 2: Encourage wider reading and creative writing skills through reading promotions, workshops and literacy programmes				
No	Action	Target	Date	Update on Progress May 2008
2.1	Develop and promote Essential Skills and RaW collections incorporating First Choice and Quick Reads promotions targeted at reluctant readers	Purchase 1 new collection per year	annually	New Quick Reads collection purchased
2.2	Encourage a love of reading across the city			
2.2.1	• Work with external partners to promote reading to both users and non-users across the city	Participate in national City Reads initiative every year	annually	City Reads 2007 project completed
2.2.2	• Develop support to library based and private reading groups	Establish new library based reading group every year	annually	Library based reading groups increased to 13
2.3	Embed reader-centred principles in library planning			
2.3.1	• Ensure all staff complete "Frontline" reader development training package	All staff trained	2008	Existing staff trained
2.3.2	• Ensure library refurbishments are developed incorporating reader	Target 1 library per year	annually	Reader development included in new Coldean Library layout

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No	Action	Target	Date	Update on Progress May 2008
	development ideals			
Objective 3: Ensure value for money through the stock supply chain				
No	Action	Target	Date	Update on Progress May 2008
3.1	Improve performance of third party bibliographic services provider for the supply, cataloguing and processing of library materials			
3.1.1	• Review bibliographic services supplier performance	Hold quarterly meetings and review annual report	annually	Quarterly & annual review meetings completed 2007/8
3.1.2	• Set targets for improvement	Improve performance against standards	annually	Improvement plan for 2008/9 agreed
3.2	Maximise value of library materials compared with cost price	Achieve discount levels as good or better than identified comparative suppliers eg Central Buying Consortium	annually	Advantageous discount levels demonstrated through benchmarking exercise in 2007 Bertram's Annual Report
3.3	Ensure third party provider provides the best value compared to identified alternative providers	Market test bibliographic services provision via PFI contractor every 3 years	2007 & 2010	Market testing process completed 2008 resulting in improved value for money in 2008/9
3.4	Simplify processing and cataloguing of adult stock	Achieve minimum National Acquisition Group standards	June 2008	Increase in external standardised catalogue records used. Processing requirements closer to minimum standard
Objective 4: Develop and extend services to children and young people				
No	Action	Target	Date	Update on Progress May 2008
4.1	Simplify presentation and processing of children and young people's stock	Achieve minimum National Acquisition Group standards	June 2008	Number of children's stock categories reduced by over 50%
4.2	Work with a range of external partners to support national initiatives in developing services to children and young people			

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Libraries Service Aim 1: To promote reading and informal learning for people of all ages through the provision of wide ranging books and other library materials, and high quality services in partnership with others.

4.2.1	• Promote library service through working with local NHS Trust to provide free Bookstart packs to families with under 5s	Monitor and increase library member of under 5s	annually	Over 1600 Bookstart packs distributed in partnership with NHS Trust 2007/8
4.2.2	• Encourage children's reading all year round in partnership with The Reading Agency	Offer the Summer Reading Game to all children every summer holiday	annually	2007 Summer Reading game completed and 935 children took part.
4.2.3	• Work with the Tackling Social Exclusion Network to increase membership of "looked after" children	Make joining process easier for "looked after" children	2008	
4.3	Work in partnership with Children & Young People's Trust to exploit opportunities provided by collocation of libraries and children's centre	Provide a joint library and children's centre	2008	Joint library and children's centre at Portslade launched April 2008
4.4	Develop services to the under 5s to support appreciation of and take up of opportunities for play, reading and learning			
	• Provide Baby Boogie and Pre-School Music and Rhyme sessions subject to achieving external funding	Deliver 100 sessions per year	annually	184 sessions delivered with 9,286 attendances, 2007/8
	• Support reading opportunities in local public and private nurseries	Provide pre-school loans service for nurseries	annually	80 Pre-school loans provided to nurseries 2007/8
	• Work with Play Unit to support play initiatives	Participate in national Play Day and Entertainments in the Park projects every summer	annually	External events programme completed 2007, covering 16 days of events
4.5	Increase partnership work with local schools and youth organisations in delivery of services to children and young people	Increased number of schools or youth organisations working actively with local libraries	annually	Partnership working increased by 10% on previous year.

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4.6	Purchase and integrate stock focussed on priority groups of young people	Target at least 1 specific priority group per year	annually	BME stock focus completed
4.7	Rejuvenate children's and young people's areas in all community libraries	Target 1 community library per year	annually	Children's stock in all libraries refreshed 2007/8
4.8	Develop Teenage Reading collections in all libraries	Introduce 2 new collections per year	annually	Teenage reading collections provided in all libraries 2007/8
4.9	Review location and attendance of children and young people's activities in community libraries	Produce new schedule every year	annually	Review completed 2007/8
4.10	Develop the online service through "Enquire" enabling us to expand the existing study support service.	Create localised version of "Enquire" for use in homework clubs	2009	
4.11	Ensure clear marketing of services to children and young people			
4.11.1	• enable community groups to sign up during outreach visits	Increased number of new members amongst children and young people	2007	Under 19s membership higher than library average 2007/8 - 25.3% aged 0-19, compared to 18.4% of all ages
4.11.2	• Introduce a new "children's designed" membership card following feasibility study	Children's card introduced	2008	
4.11.3	• Clearly brand all children's areas and activities in community libraries	Complete branding exercise	2008	
4.11.4	• Complete marketing campaign aimed at young people	Increase use by children & young people	2009	
4.12	Work to ensure sustainable funding to develop existing grant-funded network of Homework Clubs providing out-of-school study support to reluctant young readers and learners	Achieve funding	2009	

Objective 5: Develop library based services to encourage families to read and learn together				
No	Action	Target	Date	Update on Progress May 2008
5.1	Work with Children and Young People's Trust to develop range of family learning opportunities with external funding and linked to development of new community libraries	Achieve Big Lottery funding for Family Learning project and Community Library development	2007	Bid submitted - unsuccessful
5.2	Introduce new "Got Kids Get Reading" collections in all libraries	Collections in place	2008	Collections in place in all libraries
Objective 6: Widen participation in learning through library related opportunities in partnership with other providers				
No	Action	Target	Date	
6.1	Work in partnership with local learning providers to increase access to and exploitation of library collections			
6.1.1	• Work with City College to engage hard to reach learners	Provide four tutored courses per year in libraries for targeted groups	annually	Tutored courses provided in partnership 2007/8
6.1.2	• Provide a range of library based activities to link into national Adult Learners' Week and Family Learning Week	Participate every year	annually	Programme of activities completed to link into national Adult Learners' Week and Family Learning Week 2007
6.1.3	• Promote library services to family learning and refugee mentors	Provide 8 library talks and tours per year	annually	10 library tours and talks delivered 2007/8 to ESOL and students with learning difficulties
6.1.4	• Promote the Open University collection at Jubilee library	Provide 6 advice sessions per year	annually	6 advice sessions provided 2007/8
6.1.5	• Expand access to learning materials in academic libraries across the city	Establish co-operative membership for public and university libraries in the city	2010	
6.2	Provide information and access to learning			

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No	Action	Target	Date	Update on Progress May 2008
	opportunities to support workforce skills development and employment			
6.2.1	• Introduce Next Steps Advice drop-in sessions at Jubilee library	Advice sessions established	2007	11 Next Steps advice sessions provided 2007/8
6.2.2	• Pilot IT sessions for job hunters	Complete pilot sessions	2008	
6.3	Develop and promote "Silver Surfer" IT awareness sessions for the over 50s	Provide 50 taster sessions per year	2008 +	279 Silver Surfer sessions provided 2007/8

Objective 7:
Provide top quality information and referral services, making best use of both electronic and hard copy resources

No	Action	Target	Date	Update on Progress May 2008
7.1	Increase awareness of information services and collections across libraries	Run 6 training & awareness sessions for community library staff each year	Ongoing	8 awareness visits provided for community libraries in 2007/8
7.2	Develop system for community libraries to access information services at central libraries	Implement an enquiry referral service	2008-9	
7.3	Work with other advice and guidance agencies in the city to deliver a more effective and integrated service	Join the local Advice Network partnership	2008-9	
7.4	Monitor and review community information in libraries	eg create document for the public explaining our leaflet policy during 2007	Ongoing	Document produced 2007, monitoring is ongoing.

Objective 8: Improve inter library loans and requests procedures and supply times

No	Action	Target	Date	Update on Progress May 2008
8.1	Review current practices and implement changes	Achieve Public Library Standards for supply of reservations	March 2007	Supply time improved by implementing changes to procedures
8.2	Implement XChange inter library loans system	XChange system successfully implemented	Dec 2007	XChange system dropped as superseded by SELMS consortium inter library loans

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				arrangements.
8.3	Implement South East Library management System (SELMS) consortium inter-library loan policy with new Library Management System	New library management system successfully implemented	2007-8	New Library Management System implemented. SELMS inter library loan policy to be implemented with software upgrade in autumn 2008.
Objective 9: Increase awareness and use of Rare Books and special collections				
No	Action	Target	Date	Update on Progress May 2008
9.1	Promote Rare Books collection amongst community and to staff	Complete audience development plan	May 2007	Audience development plan completed 2008
9.2	Develop Rare Books education programme in consultation with partners	Programme in place	2008-10	
9.3	Raise income from Rare Books and Special Collections	Create income generation plan by mid-2008	2008-10	
9.4	Ensure the long-term stability of the Rare Books and Special Collections	Complete application for Designated Status	2008	
Objective 10: Improve Non-Fiction stock provision across libraries				
No	Action	Target	Date	Update on Progress May 2008
10.1	Review stock replacement programme and ensure the provision of a balance of stock for all the communities that we serve (eg ensure that non-fiction stock action points from the BME focus group are implemented)	Implement profiled selection for community libraries Non-Fiction stock during 2007	Ongoing	Specification completed and profiled selection commenced for adult non-fiction stock 2007

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Libraries Service Aim 2: To provide a focus for community activity that is accessible and welcoming to everyone, and delivers flexible services to targeted groups, working in partnership with other agencies.

Objective 1: Effectively engage with Brighton & Hove's communities to develop local ownership of libraries through active community consultation and involvement in the development and delivery of services

No	Action	Target	Date	Update on Progress May 2008
1.1	Develop a full Community Engagement Strategy in line with the requirements of the Local Government White Paper 'Strong and Prosperous Communities'	Initial strategy developed and delivered	Mar 2008	Initial strategy developed via Big Lottery bid partnership work in Coldean and Woodingdean
1.2	Profile communities by analysing range of existing research and consultation, identifying key gaps	Initial analysis complete	Mar 2007	Initial analysis achieved March 07
1.3	Implement ongoing annual 3 year consultation programme to fill gaps	Annual programme agreed	April 2007 & annually	2007 programme implemented and 2008 programme started April 08
1.4	Set up initial partnerships to inform first stage of Big Lottery Community Libraries bid	Partnerships established	April 2007	Achieved March 07
1.5	Continue with ongoing programme to build up key contacts utilising existing links and developing new partnerships	Programme agreed	Sept 2007	Achieved Sept 07 and ongoing
1.6	Focus on Coldean library as first stage of community library improvement programme	Coldean Library redeveloped	Sept 2008	New Coldean Library scheduled to open June 2008

Objective 2: Develop libraries as centres for community activity, and as an access points for other services and agencies through co-location and co-operation with other agencies

No	Action	Target	Date	Update on Progress May 2008
2.1	Increase use of library spaces by partner agencies and communities	Increase number of agencies delivering advice services or surgeries	Sept 2008	Initial increase to be achieved through opening of new Coldean Library
2.2	Work in partnership with Children & Young	Develop children's centre at	2008	Achieved- launch April 08

No	Action	Target	Date	Update on Progress May 2008
	People's Trust to exploit opportunities provided by collocation of libraries and children's centre	Portslade Library		
2.3	Maximise use of existing joint facilities and develop closer working where there are adjacent school and library facilities	Plans developed around Mile Oak, Patcham and Westdene libraries	2008	Plans to be further developed as part of Community Libraries Development Plan by Dec 2008
2.4	Research other conference facilities for best practice to compare facilities offered and charges against facilities at Jubilee Library	Service improved and income targets achieved	Annually	Review of conference facilities carried out, recommendations made and implemented, and charges increased April 08
2.5	Develop cohesive and effective approach to provision of exhibition service	Guidelines produced, and staff training completed	2008	Achieved January 08
2.6	Big Lottery bid	Bid successful and new library built	2009	Bid submitted to deadline but unsuccessful August 08
Objective 3: Extend library services to reach all parts of the community through targeted and flexible services devised and developed via continuing community partnerships				
No	Action	Target	Date	Update on Progress May 2008
3.1	Analyse range of existing research to profile communities and identify key messages about needs of non and infrequent users	Analysis complete	Sept 2007	Initial research achieved Dec 07. Ongoing
3.2	Develop user groups to inform development of accessible activities programme	Targeted activities programme delivered	Annually	Ongoing
3.3	Involve community groups and non-users in the planning and delivery of accessible activities programme	Targeted activities programme delivered	Annually	Ongoing
3.4	Monitor development and delivery of all events and activities to ensure clear purpose linked to agreed outcomes.	Monitoring system linked to outcomes in use	March 2008	Implementation commenced April 08

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Libraries Service Aim 2: To provide a focus for community activity that is accessible and welcoming to everyone, and delivers flexible services to targeted groups, working in partnership with other agencies.

Objective 4: Develop and deliver range of services to meet the requirements of all Brighton & Hove's diverse communities

No	Action	Target	Date	Update on Progress May 2008
4.1	Devise, agree and implement action plan to improve services to black and minority ethnic (BME) communities in liaison with Black and Minority Ethnic Community Partnership (BMECP)	Initial action plan implemented	April 2007	Range of partnership activities and exhibitions delivered and promoted through liaison with BMECP-ongoing
4.2	Improve access to ICT services for disabled people	Awareness improved and take up increased	April 2008	Initial research completed. To be developed through Equal Access Services Review Sept 08
4.3	Review, develop and extend services to older people that can be delivered both in libraries and into people's homes and other locations	Service extension programme completed and take up increased	April 2009	To be developed through Equal Access Services Review Sept 08
4.4	Support individuals and families at risk, connecting up with other community agencies to deliver services more effectively	Devise action plan with Corporate Community Safety	April 2008	Action Plan to be devised
4.5	Continue to develop services to the LGBT community	Deliver annual exhibition and events programme	Annually	Ongoing

Objective 5: To improve library environments, making them more welcoming and accessible using reader-centred principles

No	Action	Target	Date	Update on Progress May 2008
5.1	Implement Library refurbishment programme	Refurbish 1 Library each year	Annually	New Coldean library and Children's centre extension at Portslade priority in 2007/08, also lift installed at Hangleton Feb 08
5.2	Review and improve presentation of services and facilities in all Libraries	Install professionally produced signage and	Annually	Incorporated in planning for Coldean library

			display areas in 1 library each year		
	Identify buildings maintenance needed and allocate priority rating	Maintenance issues identified and prioritised in a 5 year plan	2012	Maintenance issues identified and prioritised. PMB allocation achieved for work in 2 libraries 2008/09
	Ensure that libraries are included in all future infrastructure developments in the city in line with regional recommendations	Achieve implementation of Public Library Tariff as a minimum	2008	Case made-awaiting ratification
	Identify options for improvement or development of each community library, and prioritise which ones to focus on in medium term	Agree priority options for further investigation	2007	Options to be further developed as part of Community Libraries Development Plan Dec /08
	Draft specifications and plans in preparation for seeking resources for development where appropriate	Specifications and plans prepared	2009	Specifications to be further developed as part of Community Libraries Development Plan Dec 08
	Develop new library in Coldean	New library built and opened	2008	New Library built, and being fitted out April 08. Due to open June 08

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Libraries Service Aim 3: To provide access to information, learning and leisure through IT, to reduce the digital divide and enable all citizens to engage in the opportunities provided by information & communications technology.

Objective 1: Update and improve library systems, taking advantage of advances in technology to increase their efficiency and effectiveness.

No	Action	Target	Date	Update on Progress May 2008
1.1	Implement new Library Management System and online catalogue as part of SELMS (South East Library Management System) consortium of library authorities in the SE region of England	Complete implementation by end of 2007	2007	New Library Management System and online catalogue implemented December 2007.
1.2	Maintain and improve customer services through close partnership working with SELMS consortium eg implement a harmonised system for email and text (SMS) reminders by end of 2008	Implement closer cross-authority working in line with SELMS consortium policies.	2007-11	Ongoing
1.3	Re-tender for Library Management System as current 5 year contract comes to an end	Complete selection of supplier for post-2011	2010-11	

Objective 2: Promote IT resources and facilities available from libraries, such as free access to the internet, online reference books and aids for people with disabilities.

No	Action	Target	Date	Update on Progress May 2008
2.1	Implement and promote accessible IT services, including to disabled people and BME communities	Run 4 public sessions in the next year	Ongoing	Software installed on public PCs late 2007 to improve accessibility. No courses yet organised.
2.2	Promote our free reference resources online	Complete an action plan for the promotion of our free reference resources online	2008	Part of current web development work.

Objective 3: Improve public ICT facilities available in libraries

No	Action	Target	Date	Update on Progress May 2008

Libraries Service Aim 3: To provide access to information, learning and leisure through IT, to reduce the digital divide and enable all citizens to engage in the opportunities provided by information & communications technology.

3.1	Introduce WiFi into Libraries	Implement WiFi in at least two libraries each year	2007-11	WiFi now implemented and tested in Hove and Jubilee Libraries. Await finalisation of policies before going public.
3.2	Investigate facilities requested by customers eg the use of USB ports and DVDs, allowing longer time slots for people using public computers, etc	Produce feasibility reports and implement changes by end of 2008	2007-8	Feasibility investigated and changes are currently being made to software to allow the introduction of longer time slots.
3.3	Information about personal safety when using ICT to be made available on website	Upload new pages of information to the libraries website by end of 2007	2007	Part of current web development plans.
3.4	Investigate Smart Cards:- Research best practice and discuss with SELMS partners and BHCC colleagues	Produce feasibility study by 2009	2009	
Objective 4: Improve and develop Royal Pavilion, Libraries and Museums websites to provide interactive access to library and museum services				
No	Action	Target	Date	Update on Progress May 2008
4.1	Work in partnership with colleagues in the Royal Pavilion, Libraries and Museums division on project for new website, with corporate web delivery team and external agents.	Re-launch Royal Pavilion Libraries and Museums websites by end of 2007	2007	Information Architecture, branding and web design completed by end of 2007. Web build now underway.
4.2	Add new e-services eg e-commerce, e-booking, etc	Develop at least one new e-service each year	2008-10	
4.3	Improve and further develop virtual library services, working in partnership with other authorities	Develop at least one new service each year	Ongoing	One new service introduced 2007. Staff attended MLA seminars investigating cross-authority working.
4.4	Tender for further redevelopment	Complete selection of supplier for post-2011	2010-11	

Libraries Service Aim 3: To provide access to information, learning and leisure through IT, to reduce the digital divide and enable all citizens to engage in the opportunities provided by information & communications technology.

Objective 5: Provide Study Support opportunities for library members online

No	Action	Target	Date	Update on Progress May 2008
5.1	Develop the online service through "Enquire" enabling us to expand the existing study support service.	Create localised version of "Enquire" for use in homework clubs	2009	
5.2	Develop support to users of IT eg by providing online helpsheets	Provide at least 3 helpsheets in the next year	2007	Helpsheets created and available in libraries.

Objective 6: Provide IT based learning opportunities via libraries

No	Action	Target	Date	Update on Progress May 2008
6.1	Continue with public training courses and learning sessions, work with colleagues and partners to deliver more eg Silver Surfer sessions for the over 50s, Family History sessions, etc.	Deliver 6 sessions each year	Ongoing	290 sessions delivered 2007/8
6.2	Exploit UK-Online to provide IT based learning	Produce feasibility report to identify potential ways forward by April 2008	2008	

Objective 7: Exploit our cultural resources through the digitisation of materials and the development of electronic learning resources, bringing together collections in a variety of media

No	Action	Target	Date	Update on Progress May 2008
7.1	Investigate the feasibility of digitising key material from the rare books and special collections to improve public access and to provide the foundation for the development of electronic learning resources, working in partnership with Museums	Complete feasibility study	2009	

Objective 8: Research and develop new electronic opportunities such as online books

No	Action	Target	Date	Update on Progress May 2008
8.1	Provide access to our stock in new formats e.g. e-books	Complete feasibility study Pilot selection of e-books	2009 2011	

Libraries Service Aim 3: To provide access to information, learning and leisure through IT, to reduce the digital divide and enable all citizens to engage in the opportunities provided by information & communications technology.

Objective 8: Research and develop new electronic opportunities such as online books			
9.1	Work with internal and external partners to deliver a more effective and integrated e-government service	eg Produce a 'portal' page on the libraries website to key local and national e-government sites	2008

Libraries Service Aim 4: To build the capacity of Libraries to deliver high quality services that people want through effective planning, marketing and staff development, ensuring financial sustainability, and exploiting new partnership opportunities and sources of income.

Libraries Service Aim 4:
To build the capacity of Libraries to deliver high quality services that people want through effective planning, marketing and staff development, ensuring financial sustainability, and exploiting new partnership opportunities and sources of income.

Objective 1:
Develop and deliver a sustainable funding strategy to maintain and develop innovative, high quality services

No	Action	Target	Date	Update on Progress May 2008
1.1	Maximise revenue income from hire charges, sales etc	Achieve income targets	annually	New fees and charges package to increase income implemented April 08
1.2	Develop invest to accumulate business case around audiovisual material hire	Funds secured	Sept 2007	Not done
1.3	Develop new sources of revenue funding to replace current time limited sources such as hire charges from audio-visual material, working in line with Divisional income review and regional research into income generation opportunities for libraries	New sources identified and implemented	April 2009	Initial research on future of audio-visual material carried out Dec 07. Ongoing
1.4	Identify implications of falling revenue incomes to inform budgets in future years	Analysis completed annually	Annually	New fees and charges package to increase income implemented April 08
1.5	Maximise external funding working closely with the Corporate Bidding Group to submit effective, joined up wide range of bids	Annual programme of bids submitted	April 2007 & annually	Work with Corporate Bidding Group achieved April 07 and ongoing
1.6	Investigate and develop bids around Family Learning to fund study support projects	Bid submitted	Sept 2007	Bid submitted- unsuccessful
1.7	Investigate and develop Interreg IV European funding stream	Partnership developed and bid submitted	April 2008	Micro project bid successful April 08. To be used as basis for full Interreg IV partnership

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Libraries Service Aim 4: To build the capacity of Libraries to deliver high quality services that people want through effective planning, marketing and staff development, ensuring financial sustainability, and exploiting new partnership opportunities and sources of income.

				bid October 08

Objective 2:
Improve the marketing of libraries, taking advantage of opportunities for publicity and developing a clear and identifiable libraries' brand

No	Action	Target	Date	Update on Progress May 2008
2.1	Plan and implement annual marketing campaign to increase use by existing members and recruit new members	Annual increase in membership and use	Annually from April 2008	Annual campaigns for 2008 agreed and being implement April 08
2.2	Analyse range of existing research to profile communities and identify key messages about needs of non and infrequent users to inform campaign	Analysis complete	April 2007	Information from non-users participating in consultation fed into marketing campaigns April 08
2.3	Finalise and implement Library brand in line with MLA 'heart of the community' national strategy	Brand in use	Sept 2007	New Libraries brand in use Dec 07

Objective 3: Implement workforce development programmes through effective staff recruitment and training, leadership development and sharing innovative solutions and best practice to achieve new ways of working

No	Action	Target	Date	Update on Progress May 2008
3.1	Coordinate and prioritise training and development needs using ILFA model	Information collated, areas for action and improvement identified, with training /development plan produced and implemented	Annually	Learning and development plan produced and implemented for 2007-08. Plan for 2008-09 under development.
3.2	Work towards IIP status	IIP status achieved	2010	On hold due to re-structure process, but priority for 2008/09
3.3	All Managers to achieve Chartership or ACLIP status	ACLIP status achieved	2009	One manager working towards Chartership April 08

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3.4	Review and update induction programmes for all staff	New induction packs produced and in use	2007	Induction packs updated and in use.
3.5	Review and update library protocols and procedures	Updated protocols and procedures produced and in use	2008	Still to be completed

Objective 4: Develop improvement plans ensuring that libraries services are tailored to community needs				
No	Action	Target	Date	Update on Progress May 2008
4.1	Review action plans from each community survey to ensure that all actions completed	All actions completed	Within year of survey	All actions completed up to 2007.
4.2	Identify areas for improvement to benchmark with comparator authorities	Improved performance indicators in relation to reservation fulfilment times, email responses etc.,	2009	Performance indicators identified have been improved, but now need to be reviewed again in light of new national indicators and benchmarking standards
4.3	Identify more efficient working practices to improve service delivery, and set targets	Targets set in line with performance indicators, and achieved	Ongoing	Working practices under review.

Objective 5: **Implement effective planning and performance monitoring systems to ensure sustained improvements of services**				
No	Action	Target	Date	Update on Progress May 2008
5.1	Complete Chartermark application	Chartermark achieved	2009	On hold due to re-structure
5.2	Improve monitoring and performance of PFI contracts.			
5.2.1	• Review Facilities Management services supplier performance	Hold monthly meetings and review annual report	annually	Monthly meetings held and annual report reviewed and agreed for 2008.
5.2.2	Ensure implementation of an effective improvement plan for Facilities Management	Improve performance against standards through	annually	Targets identified for 2007/8 have been met, and new

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	services provider	target setting in annual improvement plan		targets set for 2008/09
5.3	Create effective procedures to ensure all staff and visitors to libraries have up-to-date H&S information	Comprehensive folder of H&S information produced for all Libraries	2007	SMS folder in place in all libraries
Objective 6: Seek to achieve and exceed the Public Library Service Standards and other local and national performance measures for libraries				
No	Action	Target	Date	Update on Progress May 2008
6.1	Meet PLSS 5 for reservation supply time through improved working practices	PLSS 5 met	2007 and then ongoing	Performance improved by between 2% and 8% on targets, but still marginally short of overall target.
6.2	Improve performance against overall against Public Library Service Standards	Achieve score of 3	2007	Achieved PLSS score of 2 for 2006-07
6.3	Maintain performance against PLSS for last year of their existence in 2007-8	Achieve score of 3	2008	Achieved PLSS score of 2 for 2007-08
6.4	Meet new performance standards for libraries to be announced later in 2007	Achieve minimum standards	2007	New benchmarking measures for Libraries have been released but discussions still taking place nationally on implementation.
6.5	Achieve local targets already set and review and develop them in line with new performance standards	Achieve targets set	annually	PLSS being replaced by new national and local indicators. Final set of local indicators still to be agreed.