

Brighton & Hove City Council

Libraries Plan 2009 – 2012



Brighton & Hove Libraries

*Libraries at the Heart of our Communities:
Broadening Horizons, Improving Lives*



**Brighton & Hove
City Council**

Foreword

Brighton & Hove is a culturally unique city, with a distinctive mix of originality and diversity in its people and places. It has an inimitable cultural heritage, and a deserved reputation for exciting and varied cultural and leisure activities. The Council believes strongly that this cultural uniqueness is the firm foundation for successful economic activity in the city that helps to attract and support people and businesses enabling the city to prosper. We are proud of the role that the Council's Cultural Services play in making Brighton & Hove prosperous and successful.

The Libraries Service has achieved some important successes that have contributed to the excellent reputation of Brighton and Hove as a culturally vibrant city. Jubilee Library has been recognised for its excellence, receiving no less than 14 awards, and has proved enormously popular with the public, becoming the fifth most popular public library in the country. Our children's services were one of only four authorities to achieve over 90% satisfaction levels in the last national Children's Public Library User survey in 2007. Our Libraries Services have been clearly shown to deliver good value for money, providing popular and well-used services, as well as being a leading authority in implementing improvements such as the introduction of self-service facilities.

The Libraries Plan sets out the Council's vision for the service, building on the recent successes, and setting out our aspirations for the next three years, in the context of the overall plans and ambitions for the city as a whole. We are committed to maximising the role of Libraries as focal points for community and personal development, and regenerating libraries as community hubs.

The Council aims to continue to deliver excellent services that are accessible and sustainable to ensure our city is a healthy and vibrant place in which to live, work and visit. Libraries actively contribute to this ambition: Libraries provide an important core service as part of our Cultural Services offer; Libraries help give our children the best start in life by supporting children's development and learning; Libraries increase opportunities through access to information and learning especially through IT; Libraries help improve the health of our residents through access to health information and support.

The Libraries Plan is based firmly on evidence and research, taking on board the views of library users and the wider community as expressed in recent consultation. The plan has also benefited from the active involvement of members of the Culture, Tourism and Enterprise Overview and Scrutiny Committee. What has emerged is a bold and ambitious vision for the future, one that has the full backing of the Council and, we believe, of the public. There is a challenging timetable and we will need to be creative and imaginative in the way that we generate the resources to put the plan into action. I am in no doubt that our Libraries will continue to deliver excellent services and have an exciting role to play in the future success of Brighton & Hove.

David Smith
Cabinet Member for Culture, Recreation and Tourism

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Executive Summary

The Libraries Plan 2009-12 sets out Brighton & Hove Council's vision and ambitions for our Libraries Services:

'Libraries at the Heart of our Communities: Broadening Horizons, Improving Lives'

This simple statement recognises the powerful role that public libraries have in supporting community and personal development that underpins economic activity and enriches people's lives. Libraries make a difference on an individual level: inspiring people; widening their view of the world and what is achievable; supporting learning, and enabling access to knowledge and information. Libraries also bring people together, providing a focus for community activity and interaction, reducing isolation and supporting social cohesion. Public libraries are at the heart of sustainable communities.

There are seven priorities identified for Libraries over the next three years:

- 1. Community libraries development:** We will develop libraries as local hubs in their communities, increasing community use, working in partnership with other agencies to provide improved access to a wide range of services at the local level. We will begin a phased programme to regenerate three community libraries, enhancing their role as community hubs, and seeking opportunities for mixed use development. We will review opening hours and make adjustments to meet local needs, and aim to increase library membership and use.
- 2. Improve value for money and performance:** We will develop our services, implement a marketing campaign and monitor use and satisfaction in order to improve our performance. High priorities are to achieve our challenging income targets and attract new external resources to support some of our projects.
- 3. Support individual and community development through reading and learning:** We will work in partnership with others to support reading and learning across the city. In particular, we will help develop and implement a City-Wide Reading Strategy to improve reading and literacy levels of children and adults. We will build on the success of our existing services to children such as Bookstart and Homework Clubs to support children's learning and development. We will implement our Learning Strategy to support lifelong learning and skills development.
- 4. Enable access to information and knowledge:** We will improve our online resources and services, and develop new partnerships to extend our ability to refer people on to other agencies for more in-depth knowledge. In response to the high percentage of library users who seek health information, we will work as part of the local Health Information Partnership to improve our provision. We will work with the local universities to improve access to collections for local residents and students. We will seek external sponsorship to support the care and promotion of our Rare Books collections.

- 5. Accessible and inclusive services:** We will implement improvement plans as a result of the recent Equal Access Services and Mobile Library Service reviews. We will implement our Equalities Action Plan to improve access to services in all six of the identified equalities areas (race, disability, gender, sexual orientation, age and faith/belief).
- 6. Modernise libraries services:** We will develop our website, introduce new online services and extend the use of self-service in libraries. We will introduce new technology and new ways of working, to improve customer service and efficiency in the use of resources. We will be using technology to find new ways of reaching our customers, especially young people.
- 7. Strengthen the libraries workforce:** We will implement effective workforce development plans to improve the skills and knowledge of our staff, and are seeking to achieve the Investors in People award in 2009.

Libraries effectively support council priorities as outlined in section 2.2, and have a number of specific objectives to achieve as set out in the **Council Plan** (section 4.4):

- Regenerate at least three community libraries enabling them to act as hubs for community services
- Work through museums and local libraries to support early years learning
- Increase and diversify participation in cultural and sporting activities
- Develop an inspiring programme of activities leading up to the 2012 London Olympics
- Deliver a range of positive activities for young people
- Improve young people's reading levels by implementing a city-wide reading strategy
- Increase public access to excellent online information and learning in public libraries
- Provide better health information in our libraries and expand the Books on Prescription scheme

Libraries already work effectively with a range of partners (section 5) and the success of the plan is based on the development and expansion of such partnerships to deliver more effective services within existing resources, and to attract external funding. The plan has made use of recent research and consultation, so that future actions are based on a firm foundation of evidence (section 6).

1. Service Profile

1.1 Service Accountability

Brighton & Hove Libraries and Information Services are within the council's Cultural Services Directorate and form part of the portfolio of the Cabinet Member for Culture, Recreation and Tourism.

1.2 Service scope

Brighton & Hove Libraries provide comprehensive public library services to all those who live, work or study in the city, and for those who are visiting the city. We provide free unbiased access to books and information, and have a wide range of recreational, historical and cultural materials in a variety of media. There are 12 community libraries, a mobile library and a central library for Hove. At the heart of this network of libraries is the award-winning Jubilee Library, which opened in 2005 to critical acclaim, and delivers around 50% of the total library services for the city. Jubilee Library is now the fifth most successful public library in the country.

In addition to these community and central libraries, we have the Equal Access Services Centre based in Coldean Library, which delivers services to residential accommodation and those who are housebound. Brighton History Centre is a joint Libraries and Museums Centre which has brought together the Brighton local history collections from both services. The Centre contains primary and secondary local history resources and is an important access point for people carrying out local and family history research.

Brighton & Hove Libraries provide books, DVDs, CDs, talking books, and toys for loan. We also have newspapers, magazines, maps, pamphlets, photographs, postcards and other ephemera for reference use. We have a unique collection of rare books and special collections of around 45,000 items, which are housed in the recommended environmental conditions in Jubilee Library rare books store. A recently completed Heritage Lottery Funded project has created an online catalogue to these rare and fascinating volumes, which we expect to launch early in 2009.

For those who are unable to visit a local library, or who simply want to access information online, we have 24/7 virtual library provision through our library website. Through the website, you can check the catalogue, reserve and renew items online, and check your account details. We offer free access to a good range of over 300 online reference books and databases, such as *The Times* Digital Archive and other local and regional newspapers, *Which?* magazine, *Oxford Dictionary of National Biography* and other subject reference works such as Grove Music Online.

We also provide access to computer facilities for library members in all our libraries with 185 People's Network computers offering internet access, 31 computers providing access to the library catalogue, and 14 City Direct computers that provide online access to council services. All our People's Network computers are free to use and can be booked in advance for a one hour session.

Brighton & Hove Libraries have excellent services for children, confirmed by the fact that in the 2007 children's public library user survey, we were one of only four authorities in the country to achieve over 90% satisfaction levels. We provide Bookstart packs to babies and toddlers in partnership with the Children's Centres across the city. We run Baby Boogie sessions in many of our libraries and other early years venues to help support children's language and social development. We provide Homework Clubs in 10 of our libraries to support 9 to 16 year olds with their learning, and have a high level of attendance from children with special educational needs. We run reading clubs such as Chatterbooks and the Summer Reading Challenge to encourage children's reading enjoyment and development. Throughout the year, our children's team arrange events and exhibitions to engage children in creative learning activities.

In addition to the core libraries services, Brighton & Hove Libraries offer a range of other facilities, including conference and learning rooms for hire in Jubilee Library, and Hangleton, Patcham and Coldean community libraries. We also have a Booklover store selling book-related goods in Jubilee Library, with smaller retail outlets in some of our community libraries. We provide exhibition space in our central libraries and have had some notable successes such as the *Bridgetown to Brighton* exhibition to mark the bicentenary of the abolition of slavery last year.

We have a number of community libraries in shared buildings, and are looking to develop more integrated service points for community access in the future. Our most integrated library is in Portslade, where we have incorporated a Children's Centre and Micro- Museum exhibits. In addition, we have Patcham Library co-located with a community centre; Mile Oak Library located in a Community College; Rottingdean Library in a shared building with a local museum; Saltdean Library co-located with a community centre and local gym; and Coldean Library, recently built as part of expanded provision of supported housing.

Brighton & Hove Libraries Services are delivered by a diverse team of 180 staff (105 full time equivalent posts), consisting of operational and strategic managers, information professionals, IT experts, learning support helpers, support staff and frontline workers. The expertise and commitment of the Libraries staff are crucial to the successful delivery of the Libraries Plan. Our staff deliver a high standard of service that has been recognised in public surveys, where they have achieved 94% satisfaction levels for helpfulness, with 92% of customers finding their help good or very good.

2. Our Vision

‘Libraries at the Heart of our Communities: Broadening Horizons, Improving Lives’

This simple statement recognises the powerful role that public libraries have in supporting community and personal development that underpins economic activity and enriches people’s lives. Libraries make a difference on an individual level: inspiring people; widening their view of the world and what is achievable; supporting learning, and enabling access to knowledge and information. Libraries also bring people together, providing a focus for community activity and interaction, reducing isolation and supporting social cohesion. Public libraries are at the heart of sustainable communities.

Brighton & Hove City Council has an award winning Libraries Service. Jubilee Library has won 14 awards, which have recognised its excellence ranging from its design, sustainability, and quality of materials, through to its regeneration of the local area, its positive impact on the community, its artwork and the partnership working that led to its success. Since Jubilee Library opened in 2005 we have refurbished Hove Central Library, a much-loved Carnegie building that celebrated its centenary in 2008. Like many libraries and other cultural buildings of the time, Hove Library was built with funding from the philanthropist Andrew Carnegie, and its distinct character has been retained with the sensitive refurbishment completed in 2007.

Our ambition is to build on the success of Jubilee and Hove Libraries, and develop our network of community libraries as hubs for community services. By 2012, we aim to have successful development plans underway for at least three of the community libraries.

Over the next three years, we aim to increase the numbers of people using our services by promoting reading and learning, improving access and making sure our libraries are welcoming, attractive and well equipped. It is our intention that every library user should be able to access a comprehensive range of services and resources. This includes a wide range of books and other media, access to information and resources through IT, support for reading and learning, and tailored services for targeted groups such as those in residential accommodation, special interest groups or particular language needs.

We will develop the unique role of libraries in encouraging reading as a valuable cultural activity that underpins people’s ability to learn, develop and work. We will actively support adults and children to improve their literacy levels as a vital life skill. We will continue to expand our partnership arrangements with other agencies and council departments to ensure that libraries are alive with activity, that library users receive a high quality service that meets their needs, and that Libraries play a full and active role in delivery of the Local Area Agreement.

Brighton & Hove is a culturally unique city. The place and the people who are drawn here have a character and style that helps the city stand out as a cultural centre, and

which underpins its economic prosperity. The Royal Pavilion, the Brighton Festival, the large gay community, the rich literary and social history: these are just some of the many aspects of people and place that give Brighton & Hove its cultural uniqueness. The combination of the city's cultural heritage, its services, facilities and opportunities is central to the city's success. It is our intention to maintain and develop the library aspects of this cultural uniqueness, including the protection and promotion of the rare books that have been collected mainly through the generosity of local benefactors over the last century.

2.1 Key Priorities for the Future

2.1.1 Community Libraries Development

Following on from the success of the Jubilee Library and the refurbishment of Hove Library, the development of our community libraries is now one of our primary objectives. The success of the new community libraries in Patcham (2003) and Coldean (2008) has demonstrated how libraries can help build local communities, and can be a focus for community activity and access to services at a local level. Our priority is to use the community engagement model developed for the new Coldean Library to support the phased redevelopment of three of our community libraries, in partnership with other service providers or organisations.

We also intend to improve the services provided through our whole network of community libraries, offering a range of services in addition to book borrowing, acting as a contact point for other agencies, supporting learning and providing access to information. Our aim is to develop community libraries as local hubs in their communities, and to increase library membership and use. We are seeking to develop partnerships with other service providers inside and outside of the council to expand the use of Libraries as access points for service delivery.

2.1.2 Improve Value for Money and Performance

Libraries were involved in two value-for-money reviews in 2007-08 (see section 6.1.9). The reviews recognised that Library Services deliver good value for money, and identified that Libraries performed well on usage and satisfaction measures. A number of recommendations emerged from the reviews, and these have been included in the Libraries Business plan.

Our priorities are to improve the performance of the community libraries through development of a number of community library sites, and to set clear targets for each individual library to achieve. Other areas for improvement include targeted recovery of outstanding debt, better use of technology, and careful monitoring of current income generating activities.

We will monitor the new Bibliographic Services contract to ensure that we achieve the increased spending power projected by the service providers, so that we can purchase even more books and other library materials every year.

Income generation is essential in order to support the services Libraries deliver, so an important priority is to achieve the income target we have set, and to actively seek additional income from other sources.

A new framework of performance monitoring has been identified, and we have set targets for improvement in performance in these key areas of activity. This includes increasing use and membership of Libraries, increasing the amount of community activity in libraries, and effectively supporting learning, especially children's learning and development.

Effective marketing is vital to reach potential library users and to improve our performance, so we will focus on delivering planned campaigns targeted on specific audiences or to support a specific objective. Our focus for 2008 was the National Year of Reading, and we intend to build on this success to expand our membership and increase our issues. We are working with the Council's Communications team to develop an effective marketing strategy for the coming year.

2.1.3 Support Individual and Community Development through Reading and Learning

The National Year of Reading has focused the spotlight on reading and its critical role in learning and skills development, and one of the legacies will be the development of a City-wide Reading Strategy, which we are developing in partnership with the Children and Young People's Trust. This will support the development of reading and literacy for children and adults across the city. Libraries will focus on the proven success of our existing programmes including: Bookstart, Summer Reading Challenge and Homework Clubs. We will work more closely with schools, nurseries and Children's Centres to support reading development for children and families. We will also develop our Vital Link work supporting adult literacy development through reading for pleasure, which underpins further skills development.

The Libraries Learning Strategy was developed in 2008, and creates the framework for our support to learning for all ages through the provision of Libraries Services and partnership working with learning providers around the city. The strategy identifies a range of partners with whom we already work to support people's learning such as adult learning tutors, local colleges and universities, careers advice agencies, and community based learning projects. We will also develop new relationships, such as with Jobcentre Plus to improve our support to skills for work development.

Books and other library materials regardless of format are the essential bedrock of Libraries services, and are vital tools to support individual and community development. We will continue to purchase new library materials every year to encourage reading and support lifelong learning, in line with our stock development and learning strategies.

2.1.4 Increase Access to Information and Knowledge

An immediate priority is the successful launch of our new website, and increasing the range and use of the free online reference books and data bases that we can provide. Libraries support learning through free access to information and learning online, and the positive impact of this was evidenced in the E-Plus Survey 2006. We will build on our successful 'Silver Surfers' provision to offer other targeted IT training, and will be extending the range of online information available to library members. These online resources are complimented by our extensive book collections, and we will be developing more targeted collections to support family based learning initiatives.

As a significant percentage of library users (48%) are seeking health information, we will build on the Health Information Partnership with the Primary Care Trust (PCT) and develop the partnership's information and referral arrangements. We will extend the Books on Prescription service that supports people with mild mental health problems, and improve the range and presentation of our health information resources.

Over the next three years, we want to develop other information partnerships to improve our services and enable more effective referral arrangements. We will work with the local Universities to extend access to their collections for local people, and to provide an improved local library service for their students. Another priority for us is to launch the Rare Books catalogue online and to promote the collections and develop an effective funding strategy to support their care and exploitation.

2.1.5 Accessible and Inclusive Services

In 2008, we have completed a review of our Equal Access Services and a review of our Mobile Library Service. A priority is to implement the improvement plans identified as a result of these reviews in order to expand and increase satisfaction with our home delivery services, and services for people with special needs. The improvement plan will include broadening the range of library materials on offer, in response to consultation.

A council priority is the achievement of the National Equalities Standard, so Libraries have carried out an Equalities Impact Assessment on the Libraries Plan (see section 10.1). We will also carry out further assessments on areas of service where we are implementing significant changes following a review, such as the reviews of our Equal Access Services and Mobile Library.

Libraries will continue to implement our Equalities Action plan to improve equalities in all six of the identified equalities areas (race, disability, gender, sexual orientation, age and faith/belief). Our priority will be to embed equalities in service delivery and development to offer more inclusive services, broaden horizons and promote understanding and respect. To achieve this, we will particularly focus on effective engagement with our diverse communities to

develop local 'ownership' of libraries so everyone may feel it is 'their library' whilst benefiting from access to a wide variety of cultural riches and experience.

An essential part of the Equalities Action plan is the provision of books and other resources that meet the needs of priority groups, and which reflect our diverse communities. We are seeking to increase the numbers of people from priority groups who use libraries and are active members.

Improving opening hours was seen as a priority in recent consultation, and Libraries have made progress with the opening of Jubilee Library seven days a week. We will review Libraries opening hours to identify ways of improving access for local people - for instance, relating opening times to neighbouring facilities, such as schools.

2.1.6 Modernise Libraries Services

We will develop new services as part of an improvement programme. Our priority is to implement some of the innovative facilities of the new libraries management system, Spydus. We will introduce automated payments on our self-service stations, and enable electronic payments online. We will introduce self-service stations into more of our community libraries, and provide Wifi access for the public, starting with Jubilee and Hove Libraries next year. We will be making changes to the layout in Jubilee Library to enable staff to work more flexibly with library users, and so improve customer service. We will be trying out new web technologies to find new ways of reaching our customers, especially young people.

2.1.7 Strengthen Libraries Workforce

In order to achieve our objectives, we recognise the need for effective staff development and training, and have developed a workforce development plan as part of the business plan. This is based on the identification of development and training needs for each of the Libraries teams and for each individual through the personal development process (PDP). In particular, we will be developing our skills in community engagement, marketing, income generation, reader development, stock promotion and supporting community learning. We also recognise the need to develop the skills of our managers following the recent changes in staffing structures and the creation of the new operational teams. Our priority is to improve our practices so that we achieve the Investors in People award in 2009.

2.2 Supporting Council Priorities

2.2.1 Council Priority: 'Protect the environment while growing the economy'

Libraries can enable or enhance local regeneration. For instance, Jubilee Library was the catalyst for the regeneration of the local area, and an initial economic impact study for the development estimated the added value to the local economy as £17-21 million per year. The redevelopment of Coldean Library,

completed in June 2008, provided six extra care flats that are being sold on a shared ownership basis and where the residents will receive care and support from New Larchwood.

Did you know?

An estimated 80% of Jubilee Library visitors will combine their visits with other activities such as shopping, eating, events, etc. (ie 700,000 out of 897,000 visits per year)

2.2.2 Council Priority: 'Reduce inequality by increasing opportunity'

Library services help increase opportunities through access to information and computer facilities, supporting learning and skills development, and broadening cultural understanding in the community.

Information and IT:

- Last year there were over 2 million virtual visits to Brighton & Hove Libraries web services, with an estimated 90% of these seeking information
- We answered nearly 152,000 enquiries in person
- 48% of library computer users have no home internet access, so the library is a vital route to online information and resources
- 20% of library computer users cited job-hunting as reason for use
- Online community information, complemented by the range of surgeries that we hold in our libraries, contributes to community cohesion

Accesses to computer facilities are particularly beneficial for local people. In the 2006 E-Plus survey (computer users survey), some respondents identified the economic benefit brought through access to library computer facilities. The fact that the facilities are free was seen as important to unemployed people and those on low incomes.

"It has helped me with my self-employed work."

"If it were not for these facilities I don't think I could carry out my volunteer work."

"I have recently been out of work and it has enabled me to find a job much easier."

"I am not able to afford to buy or run a computer with internet connection at home yet it is becoming more and more expected in society and by employers that we are contactable via email and internet. These facilities allow me to do that. I feel connected to the modern world."

Brighton & Hove computer users survey 2006

Cultural understanding:

Discussing books has a real impact on people's perceptions. Reading groups provide an opportunity to discuss writing from other cultures, and Brighton & Hove runs or supports over 40 groups across the city.

2.2.3 'Providing excellent education for all'

Libraries work with local education providers to provide access to formal and informal learning. In a survey of Brighton & Hove library computer users 2006, work or study was the highest type of use (59%). Some cited the courses available in libraries as their way into computer use and to further learning.

"My first experience of using a computer was your Silver Surfer introduction course..... I am now doing 4 computer classes a week but it was the Library Staff and the library facilities which got me started. I am grateful for this and it is much appreciated."

"Enabled me to access a variety of work to complete with a child excluded from school, saving carrying around lots of resources and paper."

"I am a home educator. I teach my son in the library because we have access to all the facilities of the library. A wonderful environment for home educating."

Brighton & Hove computer users survey 2006

2.2.4 'Giving our children the best start in life'

Library services help children:

- Be healthy – young people can find information in the library that helps them make healthy choices
- Stay safe – the library is a welcoming community space that makes children feel secure
- Enjoy and achieve – joining and using the library helps children stimulate their creativity and imagination. Learning to read and enjoying books and activities provided by libraries is one of the best starts a child can have
- Make a positive contribution – becoming a member of and using the library is one of the first ways a young person can exercise their rights as a citizen
- Achieve economic well-being – libraries provide the study space, materials and staff support that encourage both formal and informal learning

Bookstart

Research shows that Bookstart is making a significant contribution to raising standards, not only in literacy, but across the curriculum. This is crucial, as further research indicates that children who are given a good start and are ahead when they start school maintain the gap between themselves and their fellow pupils as primary education continues.

Did you know?

Bookstart children are consistently superior in all elements at pre-school, in reception baseline assessment and in Key Stage 1 SATs

Pre-school music and rhyme sessions (Baby Boogie)

In an MLA pilot regional study of generic social outcomes from libraries, 88% of parents and carers felt that participating in rhyme time had improved their children's well-being. Parents and carers said that a benefit of coming to the Rhyme Time sessions is that it 'makes them feel less isolated'.

"Amelie loves the music and songs. It allows her to mix with other children in a safe environment." Patcham parent

Homework clubs (out of school study support)***Did you know?***

Pupils participating in Study Support activities attained on average three and half grades more across all their GCSE results or one more A*-C grade, in their best 5 results.

Homework clubs offer stimulating and free professional study support for all young people. Evaluation has shown that pupils who participate in study support do better than would have been expected from baseline measures in academic attainment, attitudes to school and attendance at school. Study support appears to be especially effective for students from minority ethnic communities. Participating pupils also acquired more positive attitudes to learning and better school attendance.

"My scores have gone up loads in maths since coming." Zoe

"I'd just have nothing to do after school if it wasn't for the H-Clubs" Emily

2.2.5 'Improve the health of our residents'

Library services support health and well-being through:

- Access to health information
- Mental health treatment support
- Providing a safe, welcoming and trusted environment

Health Information

Brighton & Hove Libraries have developed links with the local health care trust and local universities to develop our health information provision and to provide support that is more cohesive across the city for patients and carers. In a health information survey of Jubilee Library users carried out by the University of Brighton in 2006, respondents regard the library as a highly trusted as a source of health information, second only to GPs and ranked above 'other health care professionals' and pharmacists.

Did you know?

48% of public library users access health-related materials, and 97% found this information useful

(PwC/ Laser Foundation Research 2005)

"[A website] tells you what books you can look at. But the books, I don't know if most health books are like it, but they're about 15 pounds and I just couldn't afford that. ... So, I looked online on the library catalogue and ordered some books from there. They've just been really helpful. That was my first thing."

(University of Brighton Health Information Survey 2006)

Books on Prescription

Books on Prescription is a project being delivered in partnership with Sussex Partnership NHS Trust. Participating GPs prescribe books on mental health issues to patients with mild mental health problems, and these books are available from the public library. In the survey of GPs involved in the pilot project, 73% described the scheme as either 'helpful' or 'very helpful' in the first year evaluation.

2.2.6 'Working together to target the most vulnerable'

Libraries work with other agencies to support the most vulnerable in our communities. We provide home delivery services to people who are in residential accommodation or who are housebound in their own homes. We have delivered community safety and protective behaviours development for children as part of our Homework Club service.

By working in partnership with others, libraries can be an important route into other services, for instance through the co-location of Portslade Children's Centre and Library, working with community learning providers, local health service workers, and advice agencies.

2.2.7 Council priority: 'Open and effective leadership'***'Creating an inclusive city'***

Libraries are at the heart of our communities. Our libraries celebrate local identity and sense of place, and provide safe and trusted public spaces. Libraries promote vibrant local communities, and help break down barriers through reading and information about different cultures. Libraries empower and engage people from all backgrounds, and help foster cohesive communities.

The library space is an open forum for discussing shared values and what it means to be part of a new or established community. Activities within libraries encourage all kinds of people to meet and interact - delivering a wide range of regular activities, meetings and special events.

'Keeping residents informed and engaged'

Libraries enable people to have a say in how their community is run, supporting democracy and citizenship. They provide a community-owned space for discussion and feedback, meetings, Councillors' and MPs' surgeries and local and regional consultations.

3. Statutory Framework

This section outlines the legislative and statutory framework within which libraries operate.

The Public Libraries and Museums Act 1964 is the statutory basis for the public library service, placing a duty on the authority to provide a comprehensive and efficient service. The Public Library Service Standards were introduced as a way of defining what a 'comprehensive and efficient' service should deliver. These have now been replaced by the National Indicator N.I. 9 which measures the percentage of local residents who have used public library services. This National Indicator replaces the Best Value Performance Indicators (BVPIs) and Public Library Service Standards (PLSS) against which libraries were previously scored. It is one of 198 new National Indicators that underpin the new performance framework, the Comprehensive Area Assessment that will be implemented from 2009.

The government's strategic plan for public libraries is the Framework for the Future. This strategy helps libraries to build on existing strengths and ensure they position themselves at the heart of the communities they serve. It identifies that public libraries are a valuable infrastructure, which have the potential to help local councils deliver their corporate agenda. Framework for the Future clarifies key priorities and provides a focus for future work across the sector. It aims to help authorities to prioritise and plan services to meet the needs of citizens, adapted to best suit local circumstance.

The Museums, Libraries and Archives Council (MLA) have just launched an action plan to support a vision for public libraries in England, in which physical and on-line services are improved and extended for all people and for communities, wherever they are. The various actions will be implemented through engagement with library authorities, local and national government, regional development agencies and with library staff and other professionals.

4. Policy Context

4.1 2020 Community Strategy

Brighton & Hove's sustainable community strategy sets out the vision and plans of the agencies, organisations and communities who work together through the 2020 Community Partnership to improve the quality of life in this city. Libraries

Business Plan has been developed in line with the priorities identified by the Partnership, in particular:

- Promoting enterprise and learning
- Improving health and well-being
- Strengthening communities and involving people

The ways Libraries support these priorities can be seen in our support to the corporate priorities (section 2.2) and the corporate plan (section 4.3).

4.2 Local Area Agreement (LAA)

A local indicator has been agreed: **L21 Community engagement in Local Libraries**. Performance will be measured against nationally benchmarked public libraries performance indicators:

- Use of libraries – visits (physical and virtual) issues, ICT use
- Satisfaction levels - children and adults through PLUS surveys
- Engagement in Library run activities
- New members
- New acquisitions

Our target is to show year on year improvement, with the goal of achieving performance in top quartile of national performance levels, where this benchmarking information is available.

In addition, we will measure performance against objectives identified in the corporate plan, currently these include:

- Develop community libraries as local hubs for delivery of local community services
- Support children's learning – measure through:
 - Take up of Bookstart packs
 - Participation in Summer Reading Challenge
 - Participation in Homework Clubs
- Provide better health information and support in libraries

4.3 Corporate Plan

The Corporate Plan identifies the key council commitments for the next three years, under the Council Priority headings. Libraries are actively supporting the delivery of the plan and have some specific and significant objectives to achieve:

Priority: Protect the Environment while Growing the Economy

Excellent cultural opportunities for all: The city's cultural offer is central to our economic and regeneration agendas. We want all people in the city to take part in the cultural activities it offers. Participating in cultural or sporting activity improves people's physical and mental health, and enables people to share in the life of the city. Understanding and appreciation of culture exists in the written

word, and access to literature and knowledge through our public libraries helps broaden people's awareness of their own and other cultures.

Libraries have core objectives to achieve in this part of the corporate plan, and will play a central role in the achievement of the other cultural service objectives:

- Regenerate at least three community libraries enabling them to act as hubs for community services
- Work through museums and local libraries to support early years learning
- Increase and diversify participation in cultural and sporting activities
- Develop an inspiring programme of activities leading up to the 2012 London Olympics

Priority: Better Use of Public Money

The review of Cultural Services 2008 and the audit of Libraries Services 2007 both recognised that Libraries deliver good value for money and perform well in terms of usage and satisfaction levels. The reviews also identified some areas for further improvement and some of the recommendations have been included in the new Libraries Plan. The commitment to regenerate our community libraries that appears in the Corporate Plan is a key transformational project that has emerged from these reviews. Libraries Services have been used as a case study to show how the council has improved against the Audit Commission's use of resources measure.

Priority: Reduce Inequality by Increasing Opportunity

Giving our children the best start in life: The Corporate Plan includes two objectives where Libraries have a direct involvement:

- Deliver a range of positive activities for young people
- Improve young people's reading levels by implementing a city-wide reading strategy

Libraries are a lead partner in the development of the city-wide reading strategy, which aims to improve young people's reading especially at key stage three, and which will support identified target groups, such as looked after children. The strategy will also encompass developing adult reading, especially building on the Vital Link programme, which recognises that reading for pleasure is the basis on which to build adult literacy skills.

Providing excellent education for all: The Corporate Plan includes a specific objective for public libraries contribution to lifelong learning:

- Increase public access to excellent online information and learning in public libraries

Our target is to make public ICT in Libraries more available and more popular. The positive impact of our free ICT provision has been evidenced in the E-Plus survey in 2007 (see section 6.1).

Improve the health of our residents: The role of public libraries in providing health information has been recognised in the Corporate Plan with a specific objective:

- Provide better health information in our libraries and expand the Books on Prescription scheme

Libraries are part of a local Health Information Partnership and have worked with the University of Brighton on research into health information provision in public libraries. Our pilot Books on Prescription scheme is being expanded this year to cover more GP surgeries in other areas of the city.

4.4 Brighton & Hove Cultural Strategy 2008 - 2018

A new Cultural Services Strategy has been developed that recognises the importance of culture in Brighton & Hove, and the aspirations of people who live and work in, or visit, the city. It reflects on the unique profile, strengths and qualities of the city, and sets out a direction for the future of the city's culture. The strategy identifies priorities for growth and improvement in services and activities through cooperation and partnership, and sets out a framework for guiding decision-making and interaction with other public, private and community partners. The role of Libraries, together with other Cultural Services in providing services and community support is acknowledged and identified in an action plan for the development of culture in the city over the next 10 years.

4.5 Directorate Business Plan

The Cultural Services Directorate objectives are to:

- To work with partners to deliver sustainable economic regeneration including business success and attractive tourism growth
- Develop and continue investment in a culturally vibrant city
- To deliver key infrastructure projects for the Authority
- Widen participation and improve access to services through community engagement
- Continuously improve service delivery and performance and develop inclusive services

Libraries actively support all of these objectives, and in particular have key actions to widen participation and improve access, and to modernise and improve service delivery and performance. The links between the Libraries Plan and the Directorate Plan are indicated in the detailed business plan in section 7.

4.6 Children and Young People's Plan

The Children and Young People's Plan (CYPP) is a single, strategic overarching plan for all local services for children and young people aged up to 19 years. The CYPP defines clear priorities for services, identifying the actions and activities needed to achieve them and to ensure delivery. These priorities aim to secure improvements in outcomes for all children and young people in Brighton & Hove built around the Government's five Every Child Matters outcomes to ensure that every child, whatever their background or their circumstances, have the support they need to be healthy; stay safe; enjoy and achieve; make a positive contribution and achieve economic well-being.

Brighton & Hove Libraries have developed a number of initiatives in response to the Every Child Matters agenda, including Bookstart, Book Ahead, Summer Reading Challenge, Chatterbooks and Homework Clubs.

4.7 New Regional Framework for Culture

Following the Hodge review into cultural agencies in the regions, there is a new responsibility on the four main cultural agencies, Museums, Libraries and Archives, English Heritage, Sport England, and the Arts Council to work together to deliver a core set of shared priorities across the culture and sport agenda, and to improve links to local government. Brighton & Hove Libraries are working closely with other authorities to ensure that we are able to influence and engage in the emerging new cultural framework for the regions.

5. Working Effectively with Partners

The library service is very active in partnership work with a variety of organisations across the city. Most of this partnership working is informal and operates through regular and close liaison work. Some partner relationships have evolved around funding stream opportunities in community-based learning. Others have arisen as a result of the Libraries Service's successful engagement with partners through the Private Finance Initiatives for Jubilee Library and Patcham Library. Below is a summary of Libraries current partnership working.

LIST OF PARTNERS	NATURE OF LIBRARIES PARTNERSHIP WORKING
Other Divisions within Cultural Services e.g. – Museum, Arts and Creative Industries	Close work with the Museum service on audience development and marketing projects e.g. 'The Word.' Identity and website development. Liaison with Arts and Creative Industries on exhibitions and events
Other services within the Council e.g. – Children and Young	Work with a variety of schools including class and staff visits, Homework Clubs, instrument loans service.

LIST OF PARTNERS	NATURE OF LIBRARIES PARTNERSHIP WORKING
People's Trust (CYPT) - Sure Start/ Early Years Development Childcare Partnership	The library service delivers the Bookstart Plus scheme in early years settings as part of the Sure Start initiative. An SLA is in place.
Wide range of pre-school groups	Delivery of a number of pre-school groups in local libraries through EYDCP and Lottery funding including story-time, music and rhyme sessions ('Baby Boogie')
Play Service	Collaboration over activities linked to use of Play Bus to meet common objectives
Community Arts	Range of landmark exhibition and events programmes at Jubilee Library such as the 'Rice Pavilion' and 'Bridgetown to Brighton' in partnership with community organisations and individuals and Arts Council
Children's Festival	Jubilee Library used as venue for creative Art project following on the success of other partnership initiatives such as 'Art for Babies' and 'Same Difference'
Brighton and Hove Learning Partnership	Member of the Learning Partnership network
Community Learning Providers including e.g. City College Brighton and Hove, Friends Centre, Workers Educational Association (WEA)	Low cost facilities are provided to community learning providers at a number of libraries offering a range of courses including Basic Skills, EFL, ESOL and ICT skills
Sussex Careers Service	Regular liaison work
Connexions	Regular liaison work and promotion of each other's services.
Deans Extended Schools Partnership	50% funded homework clubs in Woodingdean and Saltdean 2006/2007
Whitehawk after School Project (WASP)	Delivering holiday activities for children at Whitehawk Library and Whitehawk Youth Centre
Coldean Community Organisations	Working with range of groups including Coldean Residents Association and Trust for Developing Communities on Library Steering Group to develop proactive services to families and young people- a particular focus to be youth-led space, facilities and activities with excellent ict provision to help meet the needs of the Neighbourhood Action Plan to provide young people with their own positive space.
Other local community associations, e.g. Hangleton Community Association	Certain community associations have delivered basic skills courses in local library facilities as part of time-limited regeneration schemes.
Universities of Brighton and	This is an area of growing partnership working in

LIST OF PARTNERS	NATURE OF LIBRARIES PARTNERSHIP WORKING
Sussex	terms of the future potential to share facilities and research into the library service's role in providing health information.
Bookstart- National Book Trust	Funding through the National Book Trust has led to a partner arrangement with Carden Primary School to help store materials.
Private Sector Developers – Land Securities Trillium (Jubilee Library PFI)/ Jarvis (Patcham Library PFI)	Libraries have successfully been involved in two PFI projects. One to build the new Jubilee Library and the other to build Patcham library. This partnership working has led to developer contributions to 'The Word' audience development project.
Hanover Housing partnership	Built new Coldean Library opened in June 2008, with extra care flats as extension to New Larchwood project.
Private Companies – AMEX, L&G, Seeboard, Bodyshop etc	There have been a number of successful instances of the library attracting private sector funds for Homework Clubs and 'The Word.'
'Vital Link'- national literacy/basic skills initiative	Promotion of this national initiative
'Share the Vision'- improving access to libraries for visually impaired people	Promotion of this national initiative
BBC Learning	Promotion of the RAW national initiative Promotion of the Breathing Places national initiative
Sussex Partnership NHS Trust, Books on Prescription.	Delivered via local GPs and Libraries with patients with mild to moderate mental health problems being prescribed specific self help titles from a set list of books available from the library
Interreg European funded Cultural Mix programme	Following the successful Interreg III 2 year project in partnership with the Conseil General de la Somme in 2003/04. A new partnership is being developed with Amiens City Library which delivered a micro-project in June 2008 to be followed by a major Interreg IV bid with potential four way partnership including Amiens, Somme and East Sussex Libraries in 2009.
Webslink: East and West Sussex and Surrey Libraries	Active linkage to other libraries in Sussex and Surrey re: stock sharing and shared resources.
SELMS: Milton Keynes, Buckinghamshire, West Berkshire, Wokingham, Windsor and Maidenhead, Hammersmith and Fulham, Kent and Medway Libraries	Consortium developing, implementing, managing and monitoring new Library Management System.

6. Research and Consultation

6.1 Recent Research and Consultation

6.1.1 Preparation for the new Libraries Plan has included a review of the results of recent research, consultation and audit of Libraries Services. Regular and detailed research and consultation has been carried out in a range of ways including:

- Chartered Institute of Public Finance and Accountancy (CIPFA) national satisfaction surveys – the most recent being the adult users' and E-plus surveys 2006, and children's survey 2007
- Cityviews Survey 2007
- Home delivery survey 2008
- Equal access services review 2008
- Mobile Library Service Review 2008
- Libraries value for money audit 2007
- Cultural Services value for money review 2008
- Analysis of community surveys that include the views of non-users
- Focus group research with some priority communities – including young people, visually impaired people, and black and minority ethnic groups (2004-07)
- Community profiles giving detailed demographic information (latest version 2006)
- Libraries profiles and performance information 2008
- Customer comments and complaints (reviewed quarterly)

Summary of mains results of recent findings:

6.1.2 CIPFA Adult Library User's Survey 2006

Overall satisfaction with Libraries has gone up by 4.4% to 88%; satisfaction with opening hours has increased by 11.5%, and there were equally good increases in satisfaction with libraries environment. There was a small drop of 1.6% in satisfaction with stock, and 9.5% of comments expressed concern over stock provision, the largest single area of concern. However, only around 50% of people came to the library intending to borrow books, with over 30% coming to find information.

6.1.3 CIPFA E-Plus – Library Computer User's Survey 2006

The overall message from the survey is very positive, showing that free access to high quality computer services in libraries brings wide ranging benefits, covering social, economic, and educational and communication outcomes. A strong

message from current users is that they want more computers in libraries across the board and to be able to spend more time on them.

48% of users had no home internet access, but in addition, there were some comments from people who liked to use the library's facilities, as they are faster and more up-to-date. 92% of respondents rated the computer facilities as good or very good, and there was high satisfaction with staff helpfulness (98%) and staff knowledge (93%).

Work or study was the highest type of use (59%) with job-hunting specifically cited by 20% of people. The economic benefit brought through access to library computer facilities was identified by some respondents. The fact that the facilities are free was seen as important to unemployed people and those on low incomes, and access to the discounts available online was also mentioned

6.1.4 CIPFA Children's Library User's Survey 2007

There was a large and significant improvement in levels of satisfaction, with 90% of respondents rating the library as good, a very welcome 13% increase on 2004. This is a major achievement as we are one of only four library authorities that have achieved a score of 90% or higher.

The main reasons given for coming to the library were to borrow things (79%), reading (43%) and to look around (40%). Using the computers (22%) and playing with toys (21%) were also popular activities. Activity programmes, general facilities, socialising, and networking were also cited. This demonstrates the wide-ranging value of libraries to children, their families and carers.

Libraries welcoming environment elicited very positive responses with between 94% to 99% citing the library as friendly, safe, somewhere they wanted to be, easy to get to and with lots of things of interest. There was a slightly lower score around the library being open when people wanted to use it (83%) reflecting similar concerns about opening hours that came out of the adults PLUS survey in 2006. The survey results also reflected the high use of our services by younger children, and the need to improve our appeal to older children and young people.

6.1.5 Cityviews Survey 2007

The survey showed a significant improvement of 10% in satisfaction with libraries services since 2006, and a significant 27% increase in satisfaction since the survey in 2003.

6.1.6 Home Delivery Survey 2008

This survey revealed that people in residential accommodation receiving this service highly rated staff knowledge and service reliability. However, choice of materials was only rated as very good by 63.4% of respondents, emphasising the need to improve the scope, range and delivery strategies of the service. A primary need identified was to improve variety and breadth of provision with a

better balance between books in standard and large print as well as more audio-visual provision. Information gleaned from this survey complemented and fed into the Equal Access Service (EAS) Review 2008.

6.1.7 Equal Access Service (EAS) Review 2008

The review revealed that our equal access services are limited in their range and scope, and the need to identify what people in receipt of the service really want. The review recommended that we expand the remit of the service, broaden the range and type of stock and promote the service more effectively. We also need to revise our approach to the provision of talking books, as the present system is a confused mix of RNIB (Royal National Institute for the Blind) subscriptions, EAS provision, and small collections in our static libraries. We have followed up this review with further research into the library needs of people in residential homes.

6.1.8 Mobile Library Service Review 2008

The review has revealed a mixture of well-used and underused stops, and has recommended that changes are made to make better use of the vehicle. The main recommendation is to coordinate the Mobile Library service with the Equal Access Service to deliver more effective libraries services to people in residential or nursing accommodation, and those who find it difficult to use one of the static libraries. The review also recommends further use of the Mobile Library for promotional activities in a targeted way. The review recommended development of an improvement plan for both the Mobile Library Service and the Equal Access Service together, to make best use of these resources, and in response to customer needs.

6.1.9 Value for Money Reviews 2007/2008

A value for money review of Cultural Services completed in January 2008 recognised that Library Services deliver good value for money, and identified that Libraries performed well on usage and satisfaction measures. The report cited the opening Jubilee Library through a PFI project as an example of how Libraries have already improved value for money by reducing unit costs and increasing library use and user satisfaction.

An internal audit report on Value for Money in Libraries Services 2007 took into account both costs and outcomes of the service and concluded that it was low cost with many areas of good performance. The audit also identified some areas for improvement to meet established performance targets and customer expectations.

Recommendations from the reviews that are included in the Libraries Plan are:

- Redevelop three of our community libraries as local hubs
- Review the mobile library service
- Improve debt recovery
- Business process review of key libraries processes

- Set targets for individual libraries
- Monitor income strategies especially related to audio-visual hire

6.2 Future Research and Consultation

Consultation and research planned for the coming three years include:

- CIPFA E-Plus Survey – October 2008.
- Place Survey 2008
- CIPFA Adult Public Library Users Survey – October 2009
- Comprehensive Area Assessment 2009
- Consultation with local communities around the possible redevelopment of their local library 2009-2011
- CIPFA Children’s Library User Survey – October 2011

7. Achievements for 2007-08

A full report on our performance against the Libraries Plan 2007 was taken to the Cabinet Members Meeting on 10 June 2008.

Through the Libraries Plan, the Library Service has set out to achieve the recommendations made in the last Audit Commission Inspection Report. The recommendations focused on two areas: widening participation and value for money. Examples of how these recommendations have been achieved include:

7.1 Widening access and participation

- Increase in opening hours at Jubilee Library to include Sunday opening means that the central library is now open seven days a week
- Development of services and resources for priority groups eg BME (Black and Minority Ethnic) communities, particularly in collections at Jubilee Library
- Improvements in access for people with disabilities to increase level of compliance against DDA (Disability Discrimination Act), including installation of lift at Hangleton Library, and improvements in public stairs in Jubilee Library

7.2 Value for money

- Market testing of Bibliographic Services contract has produced significant improvements which should increase the buying power of Libraries by an estimated £130,000 per annum
- Reduction in subscriptions has enabled an increase in spending on fiction by £30,000 per annum

- Completion of two value for money reviews affecting libraries, with clear recommendations for improvements that will be included in the new Libraries Plan 2009-2011

7.3 Improvement against Standards and Performance Indicators

The Plan included measures to improve Libraries performance against standards and performance indicators, and there has been significant improvement in this area:

- Improvement of 10% in satisfaction with libraries services (BV119B) in Cityviews 2007, the general satisfaction survey in Brighton & Hove, and a 27% increase in satisfaction since the survey in 2003
- Improvement of 4.4% in adult public library users satisfaction levels
- Improvement of 13% in satisfaction levels of child public library user satisfaction levels
- Our children's services were one of only four library authorities in the country to achieve over 90% satisfaction levels from children and young people who use the library service

Highlights of progress under each of the four strategic aims include:

7.4 Aim 1: Promote reading and informal learning for people of all ages

- Launch of the new joint library and children's centre in Portslade Library in April 2008. The development will enable Libraries and Children's Services to deliver more effective services to local children and their families from one easily accessible location. The library has also incorporated new Micro museum exhibits that are integrated into the book collections, and which include a touch screen local history interactive display.
- Wide range of events and activities to promote reading and learning have been provided, including regular careers and Open University advice sessions, Silver Surfer IT training sessions, and a programme of adult and family learning activities.
- Focus for 2008 was around the National Year of Reading, a national campaign to increase literacy and reading levels, and to increase library membership and borrowing levels.

7.5 Aim 2: Provide a focus for the local community

- Development of a new community library and integrated Equal Access Services Centre at Coldean opened in June 2008.
- Local people have been successfully engaged in the plans for the new library at Coldean, through proactive consultation and partnership building in the local community.
- Although our bid to the Big Lottery bid for Community Libraries was unsuccessful, the process has kick-started our community engagement work, and the research carried out will contribute to the development of the

Community Libraries strategy this year. Feasibility studies are being prepared to look at the opportunities for major improvement of a number of community libraries identified in recent reviews.

7.6 Aim 3: Provide access to information, learning and leisure through IT

- A new Library Management System and online catalogue has been successfully implemented as part of SELMS (South East Library Management System) consortium of library authorities in the South East region.
- Work on the redevelopment of our websites has been delayed, but progress with the development of our e-services is included in the new Libraries Plan 2009-2011

7.7 Aim 4: Build the capacity of libraries to deliver high quality services

- The marketing of Libraries has been improved with the development of a clear and identifiable libraries' identity, together with a focus on the National Year of Reading campaign and the Hove Library Centenary.
- New fees and charges have been agreed that will enable Libraries services to invest some of the increased income on supporting valued children's services.
- Successfully achieved grant funding for the children's Micro-project that will form the basis for the submission of a more ambitious Interreg IV European funding application later this year.

8. Libraries Service – Action Plan 2009-12

Directorate Name	Cultural Services
Divisional Name	Libraries and Information Services
Responsible Manager	Sally McMahon

Corporate Priorities		Directorate Objectives	
1	Protect the environment while growing the economy	1	To work with partners to deliver sustainable economic regeneration including business success and attractive tourism growth
2	Better use of public money	2	Develop and continue investment in a culturally vibrant city
3	Reduced inequality by increasing opportunity	3	To deliver key infrastructure projects for the Authority
4	Fair enforcement of the law	4	Widen participation and improve access to services through community engagement
5	Open and effective city leadership	5	Continuously improve service delivery and performance and develop inclusive services

Service Objective 1: Develop community libraries as hubs in the community						
No.	Key Actions	Outcome	Date	Funding Source	Performance Indicator	Directorate Objective
1.1	Complete feasibility studies and options appraisals for the development of three community libraries	Feasibility studies and options appraisals completed on time	Mar 09	Revenue – transformation fund	Council plan	4
1.2	Develop business plans with identified key partners	Business plans developed and funding identified			Council plan	4
1.3	Implement phased development plans	Regeneration plans for three libraries underway	2012	External funding	Council plan	4
1.4	Develop community use of all our libraries	Achieve individual library targets especially around membership and use	Every year	Revenue budget	LAA	4
1.5	Develop partnerships with other service providers inside and outside of the council to expand the use of Libraries as access points for service delivery.	Increased use of Libraries as access points for other services	2010	Revenue budget	LAA	4

Service Objective 2: Improve value for money and performance						
No.	Key Actions	Outcome	Date	Funding Source	Performance Indicator	Directorate Objective
2.1	Improve and develop revenue income services (AV hire, functions and retail)	Achieve income targets	Every year	Revenue budget	Revenue targets	5
2.2	Attract external funding to support projects eg grant funding, sponsorship, etc	Achieve increase in external funding	2010	External income	none	5
2.3	Focus on library activities and services that will deliver improved performance against targets	Achieve LAA targets	Every year	Revenue budget	LAA	5
2.4	Monitor bibliographic services contract	Achieve increased buying power of bookfund spend	Every year	Revenue budget	LAA	5

2.5	Implement marketing strategy and targeted campaigns, eg regular membership recruitment drives	Attract new members and increase library use	2010	Revenue budget	LAA	2	5
2.6	Implement VFM action plan for Libraries	Improve value for money assessment	2012	Revenue budget and external investment	Council plan	2	5

Service Objective 3: Support individual and community development through reading and learning

No.	Key Actions	Outcome	Date	Funding Source	Performance Indicator	Council Priority	Directorate Objective
3.1	Develop and implement a city-wide reading strategy in partnership with CYPT and others	Improved reading levels to achieve specific targets for children and adults	2010	Revenue budget of partners	Corporate plan	3	4
3.2	Deliver positive activities for young people, in partnership with others e.g. Brighton Institute of Modern Music	Increased library use by young people	Every year	Revenue budget, & possibly external project funding	LAA	3	4
3.3	Support early years learning through projects and activities eg Bookstart	Increased use of libraries by under 5s and their families	Every year	Revenue budget, & external project funding	LAA	1,3	4
3.4	Deliver the Libraries Learning Strategy and seek funding from Learning and Skills Council	Increase use of Libraries for learning	2012	Revenue budget, & possibly external project funding	none	3	4
3.5	Continually improve library stock	Increase use and satisfaction levels	Every year	Revenue budget	LAA	3	4

Service Objective 4: Enable access to information and knowledge

No.	Key Actions	Outcome	Date	Funding Source	Performance Indicator	Council Priority	Directorate Objective
4.1	Improve and promote range of online resources available to library members	Increase use of online resources	2009	Revenue budget	LAA	3	4
4.2	Work with PCT to improve health information partnership provision	Increased satisfaction with health information in	2010	Revenue budget	Corporate plan	3	4

		libraries					
4.3	Expand and improve Books on Prescription	Positive impact on patients health	2010	Revenue budget	Corporate plan	3	4
4.4	Improve access to and care of rare books	Achieve designated collection status	2010	External funding / sponsorship	None	2	4
4.5	Develop partnerships with universities	Extended access to collections for residents and students	2011	Revenue budget	None	3	4

Service Objective 5: Deliver accessible and inclusive services

No.	Key Actions	Outcome	Date	Funding Source	Performance Indicator	Council Priority	Directorate Objective
5.1	Improve Equal Access Services – expand remit, broaden range and promote service	Increased satisfaction with equal access services	2010	Revenue budget	Local	3	4,5
5.2	Improve access by implementing changes following Mobile Library review	Increased use and satisfaction with service	2011	Revenue budget	None	3	4,5
5.3	Implement Equalities Action Plan	Increased use and satisfaction with services in targeted areas	Every year	Revenue budget	Corporate plan	3	4,5
5.4	Set targets for increasing membership amongst council priority targeted groups	Achieve targets set	1 grp p.a.	Revenue budget and project funding	None	3	4,5
5.5	Implement community engagement model to involve more people in libraries	Increase use and satisfaction with individual libraries	Every year	Revenue budget	None	1,3	4,5
5.6	Review libraries opening hours in relation to local community needs	Improve accessibility of libraries	2012	Revenue budget	None	3	4,5

Service Objective 6: Modernise library services

No.	Key Actions	Outcome	Date	Funding Source	Performance	Council Priority	Directorate Objective

						e Indicator	
6.1	Develop new website and implement new online services	Increase virtual visits	2009	Revenue and spend to save	LAA	3	5
6.2	Introduce self-service into more libraries linked to community library development	Increased use of self-service	1 p.a.	Linked to developments	None	1	5
6.3	Introduce WiFi into all libraries	2 libraries per year	2 p.a.	Revenue budget	None	3	5
6.4	Introduce electronic and automated payments facilities	Improved management of library accounts for members	2010/11	Revenue and spend to save	None	Org health	5
6.5	SELMS consortium working	Direct access to libraries stock in partner authorities	2010	Revenue budget	None	3	4
6.6	Introduce new technologies and new ways of working e.g. new bookings system	Improved use of resources	2011	Revenue and spend to save	None	Org. health	5

Service Objective 7: Strengthen the library workforce							
No.	Key Actions	Outcome	Date	Funding Source	Performance Indicator	Council Priority	Directorate Objective
7.1	Improve staff management and development procedures	Achieve Investors in People award	2009	Revenue budget	None	Org. health	5
7.2	Implement the workforce development plan	Staff skill levels improved to meet needs of the job	On-going	Revenue budget	None	Org. health	5
7.3	Develop marketing and income generation skills of staff	Staff skills and confidence in these areas improved	On-going	Revenue budget	None	Org. health	5
7.4	Enhance stock promotion and reader development skills of staff	Front line training delivered	On-going	Revenue budget	None	Org. health	5
7.5	Develop management skills of library managers at all levels	Management and leadership performance improved	On-going	Revenue budget	None	Org. health	5
7.6	Implement information skills training for frontline staff	Reference and IT skills improved	On-going	Revenue budget	None	Org. health	5

7.7	Deliver equalities and diversity awareness training	Improved awareness and performance around 6 equalities strands	On-going	Revenue budget	None	Org. health	5
7.8	Develop community engagement skills of key staff	Increased community engagement activity	On-going	Revenue budget	None	Org. health	5

9. Local Area Agreement Performance Indicator: L21 Community engagement in Libraries

Measure	Milestones
Develop community libraries as local hubs for delivery of local community services	<ul style="list-style-type: none"> Complete feasibility studies and options appraisals by April 2009 Achieve improvements in three community libraries by 2012
Increase the number of people participating in library run activities	Achieve target of 34,500 people taking part in activities in libraries for 2008-09
Support children's learning	<ul style="list-style-type: none"> Improve take up of Bookstart packs for those aged 1-2 years olds for 2008-09 Increase the percentage of children completing the Summer Reading Challenge to 40% for 2008 Increase the numbers of children attending Homework Clubs by 5% in 2008-09
Increase use of public libraries	<ul style="list-style-type: none"> Achieve 1.8 million visits in 2008-09 Achieve 1.44 million issues in 2008-09 Achieve 20,000 new members in 2008-09
Increase the number new library members added	<ul style="list-style-type: none"> Purchase 47,500 new items for stock in 2008-09
Increase the range and number of new items added to Libraries stock	<ul style="list-style-type: none"> Increase the percentage of take up of available ICT time in libraries to 46% Achieve 2.08 million virtual visits (website hits) in 2008-09
Improve access to information and learning through the provision of free ICT access in public libraries	<ul style="list-style-type: none"> Expand the Books on Prescription scheme by March 2009
Provide better health information and support in libraries	<ul style="list-style-type: none"> Achieve 92% satisfaction rate with computer facilities in the E-Plus CIPFA Survey in October 2008
Improve satisfaction with libraries services	

- Achieve 94% satisfaction rate with Libraries services from CIPFA survey of adult library users in October 2009

10. Impact Assessments

<p>10.1 Equalities Impact Assessments</p>	<p>Main actions needed following the initial equalities impact assessment of the Libraries Plan:</p> <ul style="list-style-type: none"> • Monitor and evaluate impact of income generation targets on disadvantaged groups and individuals • Make Libraries plan available in other format and other languages • Promote Libraries Plan and services to targeted groups <p>A full Equalities impact assessment is being carried out in line with agreed timetable for the Directorate</p>
<p>10.2 Sustainability Impacts</p>	<p>Main Sustainability impacts of the Libraries Plan are linked to the Community Libraries development objective and the modernisation programme. Regeneration of community libraries will include improvement to environmental performance of the library buildings. Use of new technology and new ways of working will include a reduction in use of paper and other consumable resources. The development of community libraries as hubs and the expansion of our community engagement activities will contribute to the development of more sustainable communities</p>
<p>10.3 Risk Management</p>	<p>Highest risks of the Libraries Plan are related to :</p> <ul style="list-style-type: none"> • Community library development: - risk that we are unable to put together business plans to make development possible • Income generation: - failure to achieve income targets would have an impact on our ability to deliver services • Website: - failure to implement new online developments would impact on our ability to deliver services • Modernisation of services: - failure to change ways of working or use technology effectively would reduce our ability to deliver effective services or make the best use resources <p>A full risk management matrix has been completed for the Libraries Plan</p>