



Isle of Wight Council
Adult and Community Services Directorate

Library Position Statement 2004

September 2004

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Foreward by Councillor Gordon Kendall

Portfolio holder for Adult and Community Services Directorate

Our libraries are at the heart of the communities they serve. We are proud that the Library Service is the most used Council Service by choice. A major change to the management of the service has been undertaken in the last year to ensure that libraries will be able to respond to the changing needs of their users. We were delighted to see that our visitor numbers increased by 6.9% over the last year.

The Council has welcomed Framework for the Future and is pleased with the progress it is making towards the objective of developing a more customer focused Library Service. The Library Service fully supports the Council's Corporate Objectives and is actively working towards the Council's modernising agenda.

The service is working with other areas of the council and external partners to provide a better service to existing and potential customers. The collaborative work with the local college, Basic Skills, Learn Direct and the development of services to children and young people has shown the ways in which libraries improve Islander's lives. This is also shown through the impact of reader development activities which include reading groups and organised activities to promote books and reading.

We are striving to be an excellent library service in 3 – 4 years time. Strategies are being put in place to enable this to become a reality, but recognise that investment in the service will be required in order to achieve this. The service is using the European Foundation for Quality Management model to evaluate the service and make recommendations for future development.

The service is celebrating its centenary this year and over that period has seen many changes. Recent developments have ensured that Island libraries are now well placed to move forward and deliver improved services in the years to come.

Section 1.1 - Vision and ambition for the Public Library Service

The Isle of Wight's ambition and vision

The objectives and plans of the Library Service exist within the critical context of the 'Island Futures: Community Strategy' which itself is substantially underpinned by the Isle of Wight Council's corporate objectives. The Council's vision "Improving Island Life" is taken forward through the identification of six main objectives.

- *Improving health, housing and the quality of life for all*
- *Encouraging job creation and economic prosperity*
- *Raising educational standards and promoting lifelong learning*
- *Encouraging job creation and economic prosperity*
- *Creating safe and crime-free communities*
- *Protecting the Island's physical environment*

The Island's Cultural Strategy, which will be available from September 2004, will provide valuable support for library developments. The Library Service has been fully involved in the development of this strategy.

The ambition and vision for the Library Service

Our vision has now been changed to 'Libraries inform, inspire and entertain'. This vision was discussed and agreed at a whole Service training day in October 2003. Staff were delighted with the new vision statement as it supported all areas of their work, not just learning and information.

We aim to be an excellent library service, but recognise that it will take several years to achieve this. This process is already underway and again was highlighted during our third review of the service using the European Foundation for Quality Management model which we used to prepare our Best Value review. We are putting in place a range of measures to improve the service following the example of other excellent authorities.

The Library Service has undergone major changes in the past year to prepare the service for future challenges. As part of the changes to the Council's Community Development department, Astrid Davies was appointed to the new post of Libraries, Museums and Archives Manager in January 2004. Rob Jones was appointed to the new post of Libraries Officer in May 2004, and a complete restructuring of all branch library staff has been undertaken, which was completed in July 2004. Library and Information Co-ordinators are now in post in all of our 11 libraries as branch managers to deliver front line services to their communities. All staff have attended training sessions which focussed on 'Framework for the Future' (Framework).

Branch Development Plans are being formulated which focus on the themes from the 'Framework' alongside 'Rate Your Library', a local evaluation tool for staff looking closely at how the library presents itself to the public. We hope to use a version of 'Rate Your Library' with customers to enhance our consultation process during next year. New performance management procedures have been put in place across the Service. This has already resulted in library staff being involved in developing plans for their own libraries and being actively involved in setting and meeting branch targets. This process has been supported by a new meetings structure which focuses on library development and meeting local targets. All of this is supported by four training days each year which can provide training sessions on specific issues for small groups or themed days devoted to major 'Framework' issues such as reader development.

Our new Library Headquarters is also in the process of being restructured. The role of the support team at HQ has been reviewed. A change of staff has enabled the team to fully reflect the changing needs of the Service. The professional team is currently being reviewed by the Libraries Officer in order to complete a full review of the whole service and to enable us to respond to changing customer demands.

In October 2004 the whole of Community Development will be moving from the Children's Services Directorate to Adult and Community Services. We will be working with a new portfolio holder who is highly committed to putting libraries at the heart of the communities they serve. This new direction, along with the changes already put in place, provides us with exciting opportunities to look at providing our services in different ways.

The Library Service has made significant strides in providing access to its services electronically. Great Access to Great Services (GAGS) is one of the Council's major agendas to significantly improve access to Council services by improving customer care and e-government initiatives. The Library Service has been working closely with this team to provide a better service to Island residents. We aim to have completed our business process re-engineering by October 2004, have a Customer Relationship Management (CRM) pilot in place in one of our libraries by the end of September and complete the process by the end of December 2004. This will enable enquires to be dealt with more efficiently, release staff from telephone enquiries and enable them to focus more closely on providing better services.

The Library Service contribution to the corporate objectives

Improving health, housing and the quality of life for all - this is evidenced by:

- High level of customer satisfaction for Library services
- BVPI resident survey
- The service is perceived by stakeholders to give added value to the community
- Celebrating the Centenary of the Island's Library Service through a year long program of events to show how libraries have developed on the Island, the role they play in the community and promote current activities.
- Introduction of Branch Development Plans
- Restructuring of Library staff
- Refurbishment and refocussing of two libraries per year to support the needs of the community
- Reading groups for adults and children
- Bookstart
- Removing fines for under 5's
- Isle of Wight Book Award
- Involvement with GAGS agenda
- Using the Mobile Library Service to promote the service at large Island events and during World Book Day

Encouraging job creation and economic prosperity - this is evidenced by:

- Diverse range of partners
- People's Network access to range of electronic information services.
- Membership of HATRIS Business Information Service
- Membership of the Isle of Wight Chamber of Commerce
- 5 of our libraries are European Public Information Centres

Raising educational standards and promoting lifelong learning - this is evidenced by:

- Reading Roller Coaster – national evidence shows that literacy levels of children involved increases or stays the same, but does not decrease
- Formal partnership between the local Education Department and the Library Service
- Baby Rhyme Times
- 'Their Reading Futures' core skills now part of all job descriptions for library staff
- Developing our homework club
- Link2Learn

- Further developing links with Adult and Community Learning Service
- Courses in essential skills, computing, library and information skills for parents (all between entry level and level 2) held in libraries, including on the Mobile Library in the evening in rural areas
- All libraries are LearnDirect access points
- Running our own courses, e.g. Family History on the Internet, Silver Surfers, etc
- Book Crawl for under fives

Creating safe and crime-free communities – this is evidenced by:

- Membership of the Isle of Wight Community Legal Service Partnership
- Libraries are seen as safe and neutral spaces
- Applying for accreditation as a Community Legal Service Chartermark provider
- Safe places for children and young people
- CCTV cameras covering public areas inside and outside libraries

Improving public transport and the highways infrastructure – this is evidenced by:

- Taking services to rural communities through the network of eleven local libraries, two mobile libraries and web-based services
- Borrow Anywhere, Return Anywhere

Protecting the Island's physical environment – this is evidenced by:

- Libraries are protecting local historical sources
- Promoting environmental initiatives through the libraries, eg Wight Green and the Woodshed
- Providing display space for environmental and planning issues
- Taking part in recycling schemes

As well as meeting these objectives we aim to meet the following objectives from the Community Development Service plan.

- To promote the personal development of the individual
- To enable and provide accessible cultural and leisure opportunities in order to support the economic and social well being of the Island
- To encourage participation in cultural and leisure activities as a constructive use of leisure time
- To encourage the uptake of physically and mentally stimulating activities as a route to staying healthy and a foundation for a full and active life

Assessment of the capacity to meet the vision with evidence

The service has undergone tremendous change during the last year enabling us to further develop areas of the 'Framework'. This has been achieved despite significant financial constraints on the service. The service was successful in getting increased revenue support towards the cost of staff restructuring. This was achieved against the backdrop of the Council having to save £3million from its budget in order to achieve only a 4.9% rise in Council Tax. Last year regrettably £50,000 of the book fund was retained to counteract in year budget pressures to staff sickness.

Compared to many authorities our libraries are open longer hours and with fewer staff. Plans have been prepared to reduce the length of opening hours to 178 a week to 143, which will reduce costs, enable us to re-arrange our opening hours to enable each library to have 30% convenient opening hours.

We were successful in getting £30,000 funding last year and £10,000 this year to convert a vacated space in one of our libraries into an accessible community learning space. This funding was through a partnership with the Learning Skills Council, Isle of Wight College, Adult and Community Learning and

Essential Skills Support Unit. We also received funding from the Learning and Skills Council of £50,000 to deliver learning opportunities in libraries. Learning opportunities are now a mainstream part of our service with the support of this partnership.

The purchase of the the Galaxy Management Information System (MIS) for our library system has provided us with a wealth of data to monitor and improve service delivery. This information is shared with library teams so that they can see how well they are performing against local targets. This has resulted in staff working in more flexible ways and being more responsive to the needs of individual communities. We look forward to seeing this process develop with the new performance management procedures that have recently been implemented.

A great deal has been learned over the last year about how we need to improve. We are using the 'Framework Action Plan' to facilitate these improvements. We are working hard to improve services to children and young people and are already underway with developments outlined in 'Fulfilling Their Potential'. We are still meeting 21 of the Public Library Standards. This year we hoped to meet more; however a delay in implementing the consultation on opening hours changes has resulted in us missing the March 31st deadline. We hope to have this in place by October 2004. We devoted two of our four training days for ICT training. 75% of our permanent front line staff have completed their ECDL training. Staff have worked hard to complete their training but they have little time away from the frontline due to the length of the opening hours and limited number of staff.

From September we will be evaluating far more of the activities we undertake. We are investigating using the toolbox from "Inspiring Learning for All" to do this. Next year we will be in a better position to evaluate more areas of the service. We hoped to be able to evaluate specific collections of books in libraries but unfortunately the Galaxy facility to enable us to do undertake this has only just become available. We hope to implement this evaluation from December 2004.

There is evidence of continuous improvement in both the MORI polls and Cipfa surveys for children in 2002 and adults in 2003. We will be involved in the national pilot of the Cipfa Community Survey in November which will provide us with valuable information about people we don't currently reach. The most recent adult Cipfa surveys showed that we maintain high levels of customer satisfaction of staff helpfulness and knowledge. Consultation of our stakeholders was undertaken in 2002 as part of our Best Value Review. This provided us with a wealth of information to further develop the Service.

Our level of visits has increased by 6.9%, mainly due to the People's Network and we remain in the upper quartile in comparison with other unitary authorities. In spite of a reduction in levels of stock purchased, we exceed the standard for efficiency of reservations supply and again are in the upper quartile. We have improved the stock replenishment rate by rationalising the book stock available for lending and those in reserve. Active stock management has been encouraged with all staff, using the "less is more" principle, by reducing the numbers of unused and outdated items and actively promoting the good stock we have available. All staff have received display training in order to promote stock effectively.

Section 2 - Response to 'Framework for the Future'

Section 2.1 - Books, reading and learning

Key strengths, constraints and challenges

Strengths

- A main strength is the extensive and comprehensive book stock that provides a wide reading and learning choice to the Island's community.
- A score of **Good** in the 2000 and 2004 Stock Quality Health Check
- Supplier Selection frees more time for reader development and 1% of the book fund is allocated to the principal library supplier and used to support book promotions and encourage a more diverse reading audience.
- There is an effective automated stock circulation programme which ensures that readers have a wider variety of choice in their local libraries.
- In 2002 a Reader Development Librarian was appointed and a Reader Development Strategy has subsequently been approved and implemented. Reader development ideas inform stock presentation and library layout to create attractive reader-friendly libraries with retail quality book promotions and ample front-on stock displays.
- All Library staff have received training in Reader Development techniques at our quarterly training and development days.
- Our Reader Development Librarian is the South East representative for the Reading Agency's national project Reading Partners. This provides partnership working between libraries and publishers
- There are strong partnership activities with Ottakars Bookshop.
- Thirteen reading groups have been established in the libraries, both independently and in partnership with other agencies including prisons, Ottakars and council workers.
- 'Bookchat', our newsletter to promote reading, is produced quarterly
- There were World Book Day events including displays in all libraries and the Mobile Library was present in Newport town centre.
- In 2003 a successful Literature and Arts Festival took place at Carisbrooke Castle. This is to be developed into a Literature Festival for 2005.
- Establishment of one family 'Chatterbooks' reading group and a second one planned in public libraries Oct 2004
- There are strong links with Surestart, Bookstart and the local Education Service.
- There are specialised story sessions for babies to develop the use of bouncing and rhyming activities.
- There are a wide variety of children's activities and the Summer Reading Challenge.
- There has been a 50% increase of use at one of our prison libraries. Stephen Leather, a bestselling author gave a talk to prisoners at one of the prison libraries
- Well developed partnership with the local FE College, providing courses in essential skills, computing, library and information skills for parents (all at entry level to level 2) held in libraries, including on the Mobile Library in the evening in rural areas
- All libraries are LearnDirect access points
- Our staff run courses on local history, family history, internet and computer use
- Our children's website provides good links for children which have direct links to areas of the curriculum
- Strong links with schools are developed through our branch libraries and Young People's Library Service which includes the School Library Service.
- Our mobile libraries are used in the evenings to provide internet access and basic skills courses to village communities.
- Open College Network (OCN) 'Library and Information Skills for Parents' courses take place in our libraries.

- Involvement in the new BVPI pilot; this will provide powerful information to demonstrate to decision makers the need to improve funding on book stock or the need to make difficult decisions about future service delivery

Constraints

- The level of book fund has led to low levels of new and replacement stock purchased. Issues regarding revenue support for the People's Network stretched budgets in 2003-4. Also during this year, the purchase of books was suspended in September in order to overcome in year budget pressures and keep libraries open.
- Older libraries have little space for reader development displays and the existing shelving does not facilitate the reader development principle of face on display.
- Lack of suitable adult and community learning spaces in libraries

Challenges

- There is a need to increase the budget provision for new and replacement books in order to increase readers' choice across the Service.
- There is a need for continuous improvements to stock layout and display to encourage wider reading choices and attract new, lapsed and reluctant readers. To achieve this all library staff have received training in reader development activities and display techniques. Additionally, two libraries have major refurbishments each year.
- There is a need to improve the provision of activities to encourage socially excluded people into the libraries and develop the reading habit.

Headlines of policies and practices for adults and children

The Library Service policies conform to national and regional agendas such as 'Framework for the Future' and local learning policies such as the 'Education Development Plan', the 'Early Years Development and Childcare Plan', the 'Community Development Service Plan' the 'Adult Learning Plan' and 'The Cultural Strategy'.

The Stock Management Policy sets out stock aims and objectives in relation to services for adults and children. Its key objectives are to:

- Provide a leisure and recreational facility
- Promote and encourage reading
- Provide effective access to information
- Support and encourage lifelong learning
- Promote libraries as a major repository for the recorded history and life of the Isle of Wight

Key points of our activities to develop and evaluate our practice

A comprehensive set of specific, measurable targets linked to Public Library Standards and local targets for books, reading and learning have been developed as part of the new performance management procedures. Local targets are monitored on a monthly basis. Bi-monthly meetings with Library and Information Co-ordinators have been put in place to evaluate Branch Development Plans. Monthly performance management meetings are now in place for the whole management team. Monthly review meetings are now in place between the Libraries Officer and Library Museums and Archives Manager to monitor the development of the whole service. Increased Member engagement has been achieved through a quarterly management report that is presented to Council Members which looks at local performance indicators including telephone and web renewals, mobile library visits and visitor counts

and how we are progressing through our service plan and performance management plan. Regular meetings with the portfolio holder are a vital part of this process. A full Development Review Process is in place across the service linking individual members of staff to specific branch targets and training opportunities.

The Libraries Officer is working with the Libraries, Museums and Archives Manager to develop close partnership working across these areas and are part of a wider management team within Community Development to promote the Service within the department and across the Council and to the wider community.

The Library Service aims to improve and expand the range of stock, information and other materials and resources for all age groups and to increase public access to ICT and lifelong learning activities. These are all monitored monthly, quarterly and annually through the performance management process.

Short note on how the library service fits into/contributes to our authority's Education Development Plan

The Library Service supports the Isle of Wight Education Development Plan by providing:

- Books and other materials for all ages
- Encouraging reading for pleasure
- Improving the literacy of the Island's school children through the summer reading activities. National evidence is showing that children's literacy levels increase or are maintained but do not decrease by taking part in the Summer Reading Challenge
- Free computer access including computer training sessions to support formal and informal learning
- Activities that support the 'Early Years Development and Childcare Plan' though 'Surestart' and 'Bookstart'
- Rhyming and bouncing activities for babies
- Two 'Chatterbooks' groups, one in a public library and one in a school
- School visits, talks and study support sessions for school children and parents
- Training sessions for teachers, teaching assistants and school librarians
- Providing a responsive School Library Service
- A range of learning opportunities for adults run by Adult Learning Services and library staff , including ICT and basic skills
- Free use of the mobile library as an ICT and training resource for isolated communities
- A range of out-of-school reading activities
- Work experience in libraries for secondary school children.
- Support for teachers in their personal and curriculum development
- Development of formal links between the Library Service and the Education Department to ensure continuation of support and development of additional strategies through meetings every half-term to maintain close cooperation when the Service changes directorate

Priorities and targets with timescale

| Priority | Target | Timescale |
|--|--|--|
| Improve access to management information to measure effectiveness of the service | Further development of performance management procedures | Monitored monthly quarterly and annually |
| Improve stock layout and presentation in all libraries | Refurbishment of Bembridge and Cowes libraries | March 2005 |
| Raise the profile of reading in the community | Secure external funding for a Literature Festival to take place in June 2005 | December 04 |
| | Introduction of an Adult Book Award | December 04 |

| | | |
|--|---|-------------|
| | Outdoor performance by a performance storyteller in Newport | August 04 |
| Increase use of libraries as venues for learning | LearnDirect access in all libraries | March 04 |
| | Introduce homework hours in all libraries | December 04 |
| | 3,500 learner hours in libraries | March 05 |
| Improving access to local and family history | Rolling programme of genealogy and local history courses with County Record Office in place | December 04 |
| Creation of adult and community learning spaces | Conversion of 1 st floor of Sandown library | October 04 |

Section 2.2 - Digital Citizenship

Key strengths, constraints and challenges

Strengths

- There is political and senior management support for the provision of digital services. Three members of the Library Management Team are directly working on the Council's e-government rollout programme in order to develop the Library Service and to promote the role of libraries across the Council
- Preparation for Great Access to Great Services (GAGS) is well underway
- Galaxy the library management system is installed in all static libraries, the rural mobile library, the school's mobile and prison libraries
- The People's Network has been implemented and all libraries have free public access to ICT, including evening access on the rural mobile
- The Library Service section of the Isle of Wight Website (www.iwight.com/thelibrary) includes interactive access to the library catalogue, renewals and reservation of library materials and booking of other library facilities such as microfiche readers for genealogical research
- Online database of Island clubs and societies
- Co-South partnership for shared catalogue and inter library loans
- Co-South cooperative purchase of electronic databases
- The ITEVA automated library renewal line
- Pilot of Powerpoint displays in Freshwater Library to promote local events and activities and library services
- NHS Direct kiosk in Newport Library
- Within the new library staffing structure, Ryde and Newport libraries each have a member of staff who is responsible for supporting members of the public with the use of ICT within the library.

Constraints

- The lack of dedicated staffing within the Library Service to deliver digital citizenship initiatives.

Challenges

- The identification of budget provision for the sustainability of the People's Network, including investigating future charging policies
- The introduction of a professional video-conferencing suite

Headline of policies and practices for adults and children

The Council is committed to using ICT to transform the way it delivers services to customers and is investing in solutions to make this possible. The Library Service response to this is to develop services to support local and national initiatives for the implementation of e-Government by 2005. This will also promote social inclusion by making services accessible to all communities on the Isle of Wight.

The Library Service is dedicated to user education in ICT. In partnership with the Isle of Wight College, we provide training opportunities in ICT in rural communities via a satellite link on the mobile library two evenings a week. Other training opportunities are provided through Basic Skills classes in three libraries and the use of the ICT Training Suite for other formal and informal training.

The children's section of the Library website has been enhanced to include not only information about library services and recommended links for homework sites, but also to provide a forum for children to discuss their reading habits and favourite books. This area of the website will be further developed over the next few months.

Library services for which users may undertake electronic transactions in libraries and remotely.

Services available both via the Council website and remotely include access to the Library catalogue, the ability to place a reservation, renew a book, review loan reservation charges, the local organisation database, access to electronic databases and feedback on services forms.

Within library buildings, in addition to the above, users can use specialist software to enlarge text and change text to speech and convert text to Braille.

Involvement in implementing e-Government Strategy

The Council's e-Government Strategy includes specific targets for the Library Service. These include the implementation of the People's Network across the Island's eleven static libraries, the provision of a satellite-linked mobile library service to deliver ICT training to rural communities and the provision of catalogue access and online transactions via the Council website.

| ODPM Required Outcome | Isle of Wight Libraries Response |
|---|--|
| Community Information (R2) | Support and maintain an online database of the Island's clubs and societies |
| Payments (R10) | Investigations are underway to enable electronic payments for Council services in libraries |
| Libraries, Sports and Leisure (R12) | The library website (www.iwight.com/thelibrary) allows for <ul style="list-style-type: none"> • Searching of the library catalogue • Reserving library materials • Renewing library materials • Joining the Library |
| Supporting new ways of working (R20) | All library staff have access to the internet and email |
| Accessibility of services (R23) | Online access to library services through the library website. Library website produced and maintained through a content management system |
| Making it easy for citizens to do business with the council (R27) | Investigations are underway to use the CRM database as a common database across the Island and investigate developing the use of Wight Leisure's 'One Card' |

Key points of activities to develop and evaluate practices

The Library Service is currently using and developing a variety of methods to evaluate e-services. These include:

- Analysis of visits to the Library section of the Council website
- Analysis of usage of the People's Network computers using the Esprit management information package
- Readers' comments
- Analysis of user and non-user consultation

Priorities and targets with timescale

| Priority | Target | Timescale |
|---|---|--------------|
| Improve interactive access | Develop a readers' website to include Reading Group information, book reviews and links to useful websites | December 04 |
| Improve online access to community information | Develop a Halls for Hire database on the Council website using the online clubs and societies database as a model | March 05 |
| Improve access to family and local history resources | Develop a genealogy links webpage on the Library Website | December 04 |
| | Work with the Archives Unit on the Whippingham digitisation project - TrEACL funded | Ongoing |
| | Feasibility study for digitisation project of local studies material | March 05 |
| Improve electronic access to Council information | Pilot CRM in Lord Louis Library | September 04 |
| Improve electronic communication to library users | Introduce text messaging and email for library reservations, overdues, etc. | September 05 |
| Improve the ability to pay for Council Services (R20) | Introduction of electronic payment methods in libraries | December 04 |
| Improve telephone access to services | Library telephone calls to be taken into the Call Centre, allowing frontline staff to do more development work with library users | May 05 |

Section 2.3 - Community and Civic Values

Analysis of key strengths, key constraints and key challenges

Strengths

- The library Service is seen as the public face of the Isle of Wight Council evidenced through Mori Surveys
- Preparation for Great Access to Great Services (GAGS) well underway
- Commitment to the Council's e-government agenda and rollout programme
- The production of the online database of Island clubs and societies
- The Library Service reaches all parts of the Island's communities through its eleven static libraries, two mobile libraries, three prison libraries and Schools' Library Service
- Over half the library staff have received diversity training
- 'Their Reading Future's' core skills statement is included in all new job descriptions
- Library and Information Co-ordinators (Branch Managers) are encouraged and supported to go into their local community to promote Library services and to be seen as a local point of contact.
- The Library Service has started a programme of library makeovers, with Freshwater library extended and refurbished
- Public involvement in library makeovers through 'Rate Your Library' and 'Libraries By Design'
- Two library managers attended a 'Libraries by Design' course at CILIP
- Management support of Library staff during and after library refurbishments
- The Library Service has a high number of opening hours per thousand population exceeding the standard by over 40%
- Strong partnership with the Isle of Wight College to deliver courses in libraries and in mobile libraries

- The introduction of 'Borrow Anywhere, Return Anywhere' in response to users' comments
- High level of user satisfaction for the services provided evidenced through Cipfa Adult and Children's surveys
- A perception that the Library Service is seen to give added value to the community
- The use of libraries by other agencies for advice and education purposes
- Established the Island History Forum, a meeting point for representatives of over 30 local and family history groups
- The 'Big Day Out' a young people's consultation event held at Blackgang Chine, a local theme park, provided valuable information about our service

Constraints

- Securing capital funding to continue the programme of library makeovers

Challenges

- The need to review library opening hours in order to meet PLS 3.ii
- The need to raise the profile of the Library Service within the Adult and Community Services Directorate
- The need for greater public consultation and involvement through focus groups, teenage consultation, 'Rate Your Library' and 'Libraries By Design'

Headlines of policies and practices for adults and children

The policy is to provide and develop services which conform to the principles set out in the 'Framework'. This includes the promotion of reading, support for formal and informal learning, planning and developing services for digital citizenship, improving library facilities and encouraging non and lapsed users to use the library facilities. We are currently working on targets for services to people with disabilities, people from ethnic minority communities and socially excluded people to ensure that the representation of these groups among library users matches their representation in the community.

Headlines to develop citizenship and encourage community identity

In order to develop citizenship and encourage community identity the Library Service engages in a number of activities, including:

- Promoting family and local history resources
- Production of the online database of clubs and societies on the Island
- Providing community and exhibition spaces within our libraries
- Running a series of courses through the Island History Forum
- Reading Groups
- Providing venues for family and adult learning
- Providing venues for councillors' surgeries

Links to the Authority's plans

The Library Service links into the Council's 'Island Futures', the 'Community Strategy', the 'Community Development Plan', the 'Education Development Plan' the 'Early Years Development Plan' and 'The Cultural Strategy'. Performance in the Library Service is a key part of the Libraries and Leisure section of the Authority's Continuous Performance Assessment (CPA) for 2003.

Key points to evaluate your practice

The Library Service evaluates community involvement through a variety of methods. These include:

- MORI surveys
- EFQM Review
- CIPFA PLUS surveys
- Children's CIPFA PLUS surveys
- Questionnaires such as "Your Views Count" and "We Want You Back" targeting current, lapsed and potential library users
- Public consultation on major policy issues
- Challenge Meetings as part of the Best Value process
- Comments and Complaints forms
- Feedback from the OPACs and the Council website

Priorities and targets with timescale

| Priorities | Targets | Timescales |
|---|---|-----------------------------------|
| Involve young people in the future direction of the Library Service | Establish a teenagers focus group | November 04 |
| Involve wider community in the future direction of the Library Service | Establish a Library focus group | October 04 |
| | Conduct a non-user survey | October 04 |
| Integrate the Library Service with other Council and community facilities | Relocate Brighstone Library to the village school | Negotiations concluded by June 05 |
| Develop staff skills to promote community and civic values | Social inclusion for 20 library staff | November 04 |
| Promote diversity through reader development activities | Promote Black and Asian literature | June 05 |
| | Promote Gay and Lesbian literature | February 05 |

Section 2.4 - Building capacity to deliver transformation

Analysis of key strengths, key constraints and key challenges

The Library Service has recently completed the third EFQM review of the service. This process has proved invaluable to measure not only what we do well, but has also highlighted areas for improvement. As a result of these reviews there is a five year programme to build on our strengths and to work on our areas for improvement.

Strengths

- A new post of Libraries Museums and Archives Manager has been created in order to facilitate greater co-operative working between the three sections and to raise the profile of the sections within the Council and the wider Island community
- A new vision, 'Libraries inform, inspire and entertain', has been developed for the Library Service to reflect the demands now made on the service
- A new post of Libraries Officer has been created to drive the service forward
- Restructuring of the branch library staff
- Performance management processes have been developed to enable constant monitoring of services and to drive service improvement and customer satisfaction
- The Library Service is very customer focused
- There is a high level of customer satisfaction for the services provided
- There are four training and development days each year for all library staff
- The Service has a wide and diverse range of partners

- The Service is striving for excellence and has many good practices in place
- There is good management control across the service
- The leadership of the Service is innovative and flexible

Constraints

- The ability to get greater control over the budget and prevent future overspend and gain control of income targets
- The availability of capital funds to develop our buildings
- The difficulty of releasing staff for training and development activities in work time

Challenges

- The Service needs to be marketed more proactively both externally to existing and potential users and partners, and internally across the Council
- The identification of revenue support or income streams for the sustainability of the People's Network
- Closure of libraries due to staff shortages

Actions to improve leadership, staff capacity and skills for your service

Leadership

- New leadership structure of the Service is in place
- Use of QPMR monitoring by members
- Increased use of the EFQM excellence model to formulate plans and policies and to inform the decision-making process
- The use of performance management models including local PIs and national benchmarking as a service development aid
- The development of focus groups to influence policies and procedures
- Implementation of the Communications Strategy developed by the Communications Working Group
- Libraries Officer to receive mentoring from a Library Chief Officer from a neighbouring authority
- Involvement with SCL and ASCEL
- Training of the management team and Library and Information Co-ordinators to meet changing demands of service

Staff capacity

- Improved communications through Library and Information Co-ordinators' meetings
- Quarterly training and development days for all staff
- Increased use of staff from all levels in diagonal slice working parties e.g. Communications and Reader Development
- Look at more flexible methods to provide relief staff

Skills

- All library staff receive ECDL training
- Use of diagonal slice working parties to enhance skills and utilize experience from all levels of staff and elected members

Key activities to develop and evaluate practice

- Development Review Process conducted annually with six monthly updates for all staff
- Branch Development Plans to improve services and customer satisfaction and to monitor local branch targets
- Award of IIP in 2003
- Management performance measures to evaluate and drive the service including monthly, quarterly and annual reviews of all managers, teams and libraries

Examples of Current and proposed partnerships

- Service level agreements with schools
- Service level agreements with prisons
- 'Surestart'
- Family and Adult Learning
- Learn Direct
- Health Visitors to deliver 'Bookstart'
- Carter-Small Partnership for NOF training
- Ottakars bookshop
- Link to Adult and Community Learning
- Isle of Wight College for ICT training on the mobile libraries e.g. Basic Skills course in libraries
- Link2Learn
- Basic Skills Support Unit
- CoSouth for co-operative initiatives with Hampshire, Portsmouth and Southampton Library Services
- HATRICS
- Island History Forum

Priorities and targets with timescale

| Priority | Target | Timescale |
|---|---|---|
| Refocus the service to reflect a customer approach | Implement the staffing restructure to include branch managers in all libraries | July 04 |
| Restructure the Service to reflect the new management culture | Review and restructure of the Library Management Team | February 05 |
| | Programme of management training in place | Dec 04 |
| | Programme of focused meetings to review and develop the management of the Service | August 04 |
| Increase co-operation between regional library authorities | Implementation of interoperability project with other CoSouth partners | Phase one: September 04 Phase two: December 04 |
| Increased evaluation of services | Introduction of a robust performance management system | May 04 |
| | Conduct a further EFQM Review | September 04 |

Section 3 - Public library standards: Information relating to standards

Section 3.1 - Public Library Standards 1 - 19

By 31st March 2004 we met 21 of the 30 Public Library Standards.

| Standard | Title | Target | Performance as at March 31 st 2004 | Notes |
|----------|--|--------|---|--|
| PLS1(i) | Proportion of households living within specified distance of a static library | 88% | 69% | We are unable to meet the target of households living within a mile of a static library without a significant building programme. However, if the Mobile Library routes are included, 95% of households are within 1 mile of a library and 100% of households are within 2 miles of a library |
| PLS1(ii) | Proportion of households living within specified distance of a library open within convenient hours | 88% | 69% | We are unable to meet this target at the present time. |
| PLS2(ii) | Proportion of planned time that mobile service points were not available to visitors because mobile library stops were missed or cancelled | 4.4% | 5.5% | The new mobile libraries were prone to mechanical failure in the first months of their service and this resulted in our failure to meet this target |
| PLS3(ii) | Proportion of aggregate opening hours that fall outside 9am to 5pm on weekdays | 30% | 25% | The opening hours review which should be in place by October 2004 will allow us to exceed this standard |
| PLS13(i) | Percentage of adult library users reporting success in gaining information as a result of a search or enquiry | 75% | 73% | The ongoing customer care and reference enquiry training should allow us to meet this target in future years. We are also introducing an enquiry evaluation procedure to allow for greater analysis |
| PLS17 | Annual items added through purchase per 1,000 population | 216 | 91 | In 2003-4 book purchase was stopped in September in order to overcome overspends in other budgets in the previous year. This year a higher proportion of the book fund has been protected but we will still not meet this target. Revenue bids will be made to increase the book fund over the following years in order to move towards meeting this target. |
| PLS18 | Time taken to replenish the lending stock on open access or available for loan | 6.7 | 9.6 | The programme of stock editing as part of the library refurbishments and the revenue bids to increase the book fund will allow us to meet this target in future years. |

| | | | | |
|-----------|--|------|------|--|
| PLS19(i) | Numbers of staff per 1,000 population with appropriate information management qualifications | 0.15 | 0.07 | In order to make the service more customer focused we have been concentrating on providing more frontline staff and have not been replacing some of the professional staff from Library Headquarters |
| PLS19(ii) | Numbers of staff per 1,000 population with appropriate ICT training | 0.5 | 0.22 | The opportunity to study for the ECDL at training and development days means that this target will be met in 2004. There are currently only 8 front line staff who have not yet completed their ECDL examinations. |

Section 3.2 - Public Library Standards – local targets

The local targets were set in 2003. These targets are broken down to branch library level in the Branch Development Plans to involve everyone in the service and ensure that all staff are aware of the contribution they make to its overall improvement.

The targets are monitored monthly, quarterly and annually as appropriate, using Galaxy, the DS Management Information package. These figures and others monitored through the Library Service's Performance Management Plan are used by our management team to drive the service forward. The target for video and DVD income in last year's Position Statement has been changed to video and DVD issues.

The local targets in the Position Statement are extracted from more detailed and specific local targets in the Performance Management Plan.

Services to Children

| PERFORMANCE TARGET | Target 2003-4 | Actual 2003-4 | Target 2004-5 | Target 2005-6 |
|---|---------------|--|---------------|------------------|
| Issues from the children's cultural diversity collection (collection to be monitored) | New target | This target has been held back because we were unable to collect the data from the DS Galaxy system. | | 10 issues / item |
| No of active borrowers for new "My first Library Card" | New target | 1,345 | 1,412 | 1,482 |
| Increase no of active borrowers under 16 using own library card | New target | 5,012 | 5,513 | 6,064 |
| Issue of teenage stock | 5% increase | 20,634 | 21,650 | 22,750 |

Services for People with Disabilities

| Performance Target | Target 2003 - 04 | Actual 2003 - 04 | Target 2004 - 05 | Target 2005 - 06 |
|---|------------------|--|--|--|
| Implement procedures and data collection systems using Galaxy LMS to provide information on library use by people with disabilities | New target | Galaxy not used to record disability status | Procedures and systems implemented | Procedures reviewed and refined |
| Extend Galaxy LMS to Home Library Service | New target | Galaxy not available on Home Library Service | Galaxy fully implemented on HLS | Procedures reviewed and refined |
| Extend Mobile Library Service to residents of sheltered housing | New target | 4 sheltered housing complexes served | 18 sheltered housing complexes served | 20 sheltered housing complexes served |
| Review and adjust charges and concessions | New target | Limited concessions apply | Concessions reviewed with consultation and changes implemented | Evaluation of changes to charges and effect on service |
| Hold learning event for visually impaired users | | | New target | Learning event held |
| % of library users with disabilities | 14.0 | 2.8 ⁽¹⁾ | 14.0 | 14.0 |

(1) Based on Cipfa Plus responses. Excludes Home Library Service users.

Services for Ethnic Minority Communities

Note: The number of people from ethnic minorities on the Isle of Wight is so low that a single family moving into a town may significantly influence statistics. This makes a statistical approach to target setting inappropriate. We are exploring other approaches.

| Performance Target | Target 2003 - 04 | Actual 2003 - 04 | Target 2004 - 05 | Target 2005 - 06 |
|--|------------------|-------------------------------------|------------------------------------|---------------------------------|
| Implement procedures and data collection systems using Galaxy LMS to provide information on library use by people from ethnic minority communities | New target | Galaxy not used to record ethnicity | Procedures and systems implemented | Procedures reviewed and refined |
| % of library users from ethnic minority communities | 1.2 | 1.5 | 1.2 | 1.2 |

Services for Socially Excluded People

Note: 21 of the Island's 48 wards are in the 2,000 most deprived wards according to IMD 2000. These include all the wards in the two towns which provide over 50% of library use and the majority of the wards in other towns where libraries are sited. We are therefore almost guaranteed to meet a target based on matching library use to the representation in the community of people from these wards. We are investigating ways to set statistical targets based on smaller pockets of deprivation below ward size and also intend to raise the level of service to those rural wards which are ranked in the most deprived 2000 in the Access to Services domain of IMD 2000.

| Performance Target | Target 2003 - 04 | Actual 2003 - 04 | Target 2004 - 05 | Target 2005 - 06 |
|--|-------------------------|-------------------------|-------------------------|------------------------------------|
| Implement procedures and systems using Galaxy LMS and postcode mapping software to provide information on library use by people from small areas | New target | Systems not in place | None | Procedures and systems implemented |
| % of library users from wards in 2000 most deprived (overall rank) | 43.5 | 43.4 | 43.5 | 43.5 |
| % of library users from wards in 10% most deprived (overall rank) | 4.1 | 3.3 | 4.1 | 4.1 |
| % of library users from wards in 2000 most deprived (access rank) | 12.2 | 9.3 | 12.2 | 12.2 |

Other Local Performance Indicators

| PERFORMANCE TARGET | Target 2003-4 | Actual 2003-4 | Target 2004-5 | Target 2005-6 |
|--|-----------------------------|----------------------|-------------------------|--------------------------|
| Number of Videos/DVDs issued per head of population | New Target | 0.37 (50,300) | 0.4 (5,000 increase) | 0.42 (5,000 increase) |
| Reduction of gross cost per physical visit to public libraries | 1.63 (2.52) ¹ | 2.19 | 2.14 | 2.10 |

¹ The way this has been calculated has changed. It now takes the full revenue costs of the service / the number of visits. The actual figure for 2002/3 was £2.52 using the new calculation. Number of visits has increased by 6.9%

Section 4 - Resources

Section 4.1 - Spaces

Key strengths, constraints and challenges

Strengths

The Council is committed to improving the Library Service and is looking at ways which services can be co-located in the same building. Our static and mobile libraries are being used as centres for basic skills tuition, Learn Direct and Link2Learn, supporting the statement in the 'Framework' that 'libraries are public anchors for neighbourhoods and for communities'. As part of the modernising agenda, the Council is looking at ways of putting management centres or one stop shops in the same building as the library. The Library Service is working alongside Property Services, the Policy Unit and other areas of the Council to facilitate this where possible. This is part of the Council's agenda for improving access to services and is currently under development.

- There is a library in 11 of our larger communities
- We have 11 libraries and 2 mobile libraries that serve rural communities and the housebound. The Young People's Library Service provides a service to schools through its mobile library and through its central collection and exhibition based at the Education Centre. We have a partnership agreement with our three prisons. Libraries are seen as welcoming and "safe" spaces and on the Island this is reflected in improved performance and increased use.
- In December 2002 Freshwater Library was extended and refurbished to provide a modern library in a 1930's building. This library will provide the benchmark for future developments.
- Our Reference Library within Newport Library in the centre of town is a vital part of the library service and provides an essential backup facility for the whole service. This facility has been redesigned to make more efficient use of space. Many positive comments have been received from members of the public.
- Library Headquarters has moved premises and is now fully operational
- Secured £18,700 for Health and Safety improvements in branch libraries
- £40,000 secured for accessible learning space in Sandown Library
- All libraries more reader focussed evidenced by front facing displays, themed book collections and changes to library layout
- Two managers attended course on 'Libraries by Design'
- Installation of air conditioning at Newport Library
- 'Rate Your Library' evaluation in place in all libraries
- Branch Development Plans in place and used as part of performance management
- Two library refurbishments planned each year – improved layout using reader focused principles, users consulted, stock weeded, staff supported in advocacy of service in local community. This year Cowes and Bembridge libraries have been identified as these are the two libraries that are performing below expectations. The ability to refurbish existing equipment will greatly reduce costs.

Constraints

- Many of our libraries are outdated, inadequate and in serious need of upgrading
- Libraries in wrong locations within towns

Challenges

- Users have identified that our libraries being outdated as one of the reasons they stop using the service
- Opposition to change
- Refurbishments with major injection of cash are not always possible – need to improve facilities on low budget

Priorities and targets with timescale

| Priority | Target | Timescale |
|----------------------------|---|--|
| Improve library facilities | Capital bid submitted to improve signage and guiding in all libraries and to all libraries | May 05 |
| | Negotiations to move Ventnor library to more central location or develop existing building | July 05 |
| | Continue the programme of library refurbishment, upgrading and modernisation (2 libraries a year) | March 05 for current 2 refurbishments Ongoing for other libraries |
| Improve library usage | Extend use of libraries as a community resource | March 05 for current 2 refurbishments Ongoing for other libraries |
| | Develop libraries along the reader centred approach | March 05 for current 2 refurbishments Ongoing for other libraries |

Section - 4.2 Stock

Key strengths, constraints and challenges

Strengths

- Our main strength is our materials collection and staff knowledge
- **Good** score in Stock Quality Health Check 2004
- We have a Local Studies Collection, a special maritime collection and a music collection which is used nationally.
- All of our stock in the branches appears on the OPAC in both our libraries and on the internet.
- We are developing a regional project, 'Co-South', to develop inter-authority cooperation including Inter Library Loan and improve accessibility to stock. Users will be able to search the catalogue of four library services, not just that of the Island's collection.
- Readers are able to access our catalogue remotely, place reservations and renew items.
- We applied Best Value principles to our book selection processes. Our adult stock is now acquired through supplier selection providing improved acquisitions. This process is monitored and adjusted accordingly.
- Our automated stock circulation has improved the range of materials available to the public.
- Readers can gain access to a book whether or not it is in print.
- All staff are trained, responsible and accountable for stock in their libraries as part of the restructure of branch staff, maintaining good condition of stock across the service
- Ongoing stock editing in adult, children's and reference stock
- Good front facing display in a number of our libraries. Variety of themed book collections eg First Novels, True Crime

Constraints

- The need to provide adequate display space in libraries not designed for that purpose
- Balancing the need for book stock against the increased demand for space with ICT

Challenges

- Maintaining the quality and range of stock available
- Continuing the promotion of special collections
- Reduction in video loans and income
- Competition for book fund

Priorities and targets with timescale

| Priority | Target | Timescale |
|---------------------------------------|--|---|
| Improve reader development activities | Developing reader development skills with more staff | 2 nd Reader Development working group in place Sept 04 |
| Increase choice for library users | Increase stock fund through a revenue bid | April 05 |
| | Evaluate the effectiveness of special collections | Facility available from Galaxy Oct 2004 Monthly and annual from Dec 04 |

Section - 4.3 Staffing

Key strengths, constraints and challenges

Strengths

One of the key strengths of our service is its staff. This was again highlighted in our 3rd EFQM review of the library service, reflected in our Best Value consultation and in Cipfa surveys. We were delighted when the library service gained IIP accreditation as part of the Education and Community Development Directorate. The majority of our staff are engaged in front line delivery of the service. The few staff at Library HQ are focused to support front line service. The recent review of the Service has meant that library managers are spending even more time working in libraries or in the community. The restructure of branch staffing has ensured that each library has someone responsible for service delivery in the community it serves. They will work alongside the Library management team to promote services in their area and to gain greater community involvement.

- Our staff are ambassadors for the library service and the Council
- We have knowledgeable and flexible staff, many with long experience within the Service
- Staff are committed to providing customer service which is essential to improve our EFQM scores
- Completion of branch restructuring
- 'Their Reading Futures' core skills in all Job Descriptions for all branch staff
- Service has been accredited with Investors in People
- Our Modern Apprentices trained to NVQ 3

- All staff will have achieved ECDL by Dec 04
- High level of satisfaction with staff PLS 14 + 15
- Management team provide specialist services to the community
- Development of strong partnerships to deliver 'Surestart', 'Bookstart', family and adult learning
- Many staff involved in diagonal slice working groups to develop the Service – children, communication, EFQM, AV, Reader Development, reservations
- Staff encouraged and supported to develop areas of the service Homework Club, Family and adult learning
- Restructuring of branch staff is now in place to establish consistency and equality of service in every service point
- Four training and development days for all staff each year
- Streamlining and rationalising of library and administration procedures to enable staff to be more customer focused
- Removing the divisions between management and other staff

Constraints

- Changing and extending opening hours
- Staffing levels in branches and on mobiles is low therefore sickness levels can lead to unplanned library closures
- Vacancy levels which can lead to unplanned library closures

Challenges

- Completion of ECDL training
- Raised customer expectations with the People's Network
- Balancing the need to develop new projects alongside continuing existing work

Priorities and targets with timescale

| Priority | Target | Timescale |
|---|--|---------------|
| Increase access to libraries | Revise library opening hours to achieve PLS 3 (ii) | Dec 04 |
| Increase staff effectiveness | Encourage front line staff at Bembridge and Cowes to be more actively involved in their communities as part of refurbishment | March 2005 |
| | Complete ECDL training for all frontline library staff | Dec 2004 |
| Investigate alternative methods of service delivery | Develop policy for use of volunteers in libraries | November 2004 |

Section 4.4 - Resources ICT

Analysis of key strengths, constraints and challenges

Key strengths

The Service has a record of developing ICT systems. We have installed the DS Galaxy Library Management System (LMS) in all of our libraries, providing access to our catalogue inside our libraries and remotely. The People's Network has been fully embedded into our service, providing much greater access for our users; we now have over 6000 users of which 1500 are children. Provision of the internet on all library counters has proved a valuable resource to answer enquiries. We are in partnership with three other local authorities (CoSouth) to extend our catalogues to improve inter-library

loans. This partnership enables us to work closely together on joint projects and brings benefits of reduced costs to services, electronic databases. CoSouth will provide closer working with Museums and Archives both on the Island and regionally.

- Library catalogue and interactive services available on the internet.
- All sites are UK Online centres.
- DS Galaxy available live on two of the three mobile libraries.
- Provision of visual and physical impairment facilities in all libraries
- Development of Children's website to support reading and learning
- ICT support for the People's Network
- Internet access, basic skills and ICT courses on our mobile libraries in the evening

Constraint

- Lack of technical expertise within team to provide network support
- Conflicting demands on limited budgets

Challenge

- Developing ICT online resources

Priorities and targets with timescales

| Priority | Action | Timescale |
|--|---|-----------|
| Support the People's Network | Service Level Agreement with ICT | Sept 04 |
| Improve customer management | CRM in all libraries | Dec 04 |
| Improved access to regional resources | CRX project in place | Dec 04 |
| ICT to promote book stock and services | Powerpoint presentations available in 2 main libraries and libraries undergoing refurbishment | Nov 04 |

Glossary

| | |
|---------|---|
| CILIP | Chartered Institute of Library and Information Professionals |
| Cipfa | Chartered Institute of Public Finance Accountancy |
| CPA | Continuous Performance Assessment |
| CoSouth | Cooperative partnership between the Isle of Wight, Portsmouth, Southampton and Hampshire Library Services |
| CRM | Customer Relationship Management |
| CRX | Crossnet Project – linking of Co-South catalogues |
| DCMS | Department of Culture, Media & Sport |
| DRP | Development Review Process |
| DS | the company which provides the Galaxy library management system |
| ECDL | European Computer Driving Licence |
| EDP | Education Development Plan |
| EFQM | European Foundation for Quality Management |
| GAGS | Great Access to Great Services |
| GALAXY | Library management system |
| HATRICS | Southern Information Network |
| ICT | Information and Communications Technology |
| IIP | Investors in People |
| ITEVA | A company providing automated telephone renewals software |
| LMS | Library Management System |
| MIS | Management Information System |
| MORI | Market and Opinion Research International |
| NGfL | National Grid for Learning |
| NOF | New Opportunities Fund |
| NVQ | National Vocational Qualification |
| OCN | Open College Network |
| OPAC | On Line Public Access Catalogue |
| ODPM | Office of the Deputy Prime Minister |
| PI | Performance Indicator |
| PLS | Public Library Standards |
| PLUS | Public Library User Survey (CIPFA) |
| QPMR | Quarterly Performance Management Report |
| TrEACL | Technology to Enhance Community and Adult Learning |