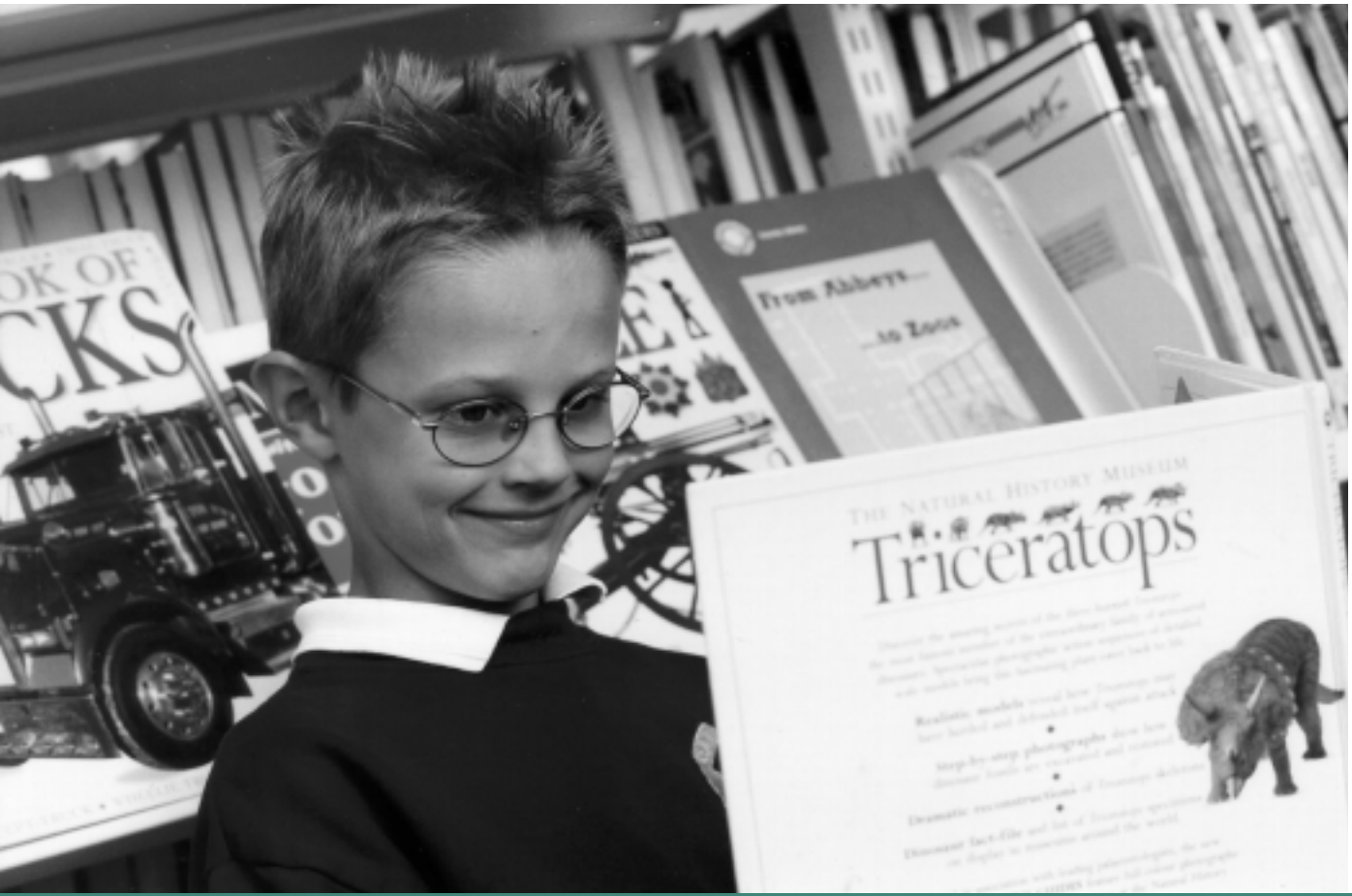

Library Plan 2001

Buckinghamshire County Council Library

BUCKINGHAMSHIRE COUNTY COUNCIL

draft

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BUCKINGHAMSHIRE COUNTY COUNCIL
CHARTER MARK
INVESTOR IN PEOPLE
Education and Culture
Culture 2000

The Library Plan 2001 sets out in detail the considerable achievements of Buckinghamshire County Library over the past two years and the developments in service provision that will be undertaken during the next twelve months.

Readers of the Library Plan will appreciate the extraordinary quantity, quality, range and diversity of the activities undertaken by the Library Service in serving the needs of our communities.

The Library Plan supports local and national priorities including:

- Delivering affordable high quality services
- Working in partnership to deliver integrated, inclusive, accessible services
- Improving the quality of life for all
- Being open and accountable, consulting and listening
- Supporting lifelong learning
- Delivering e-government

A key feature of this year's Library Plan is the impact of the Public Library Standards, which came into force in April 2001, and the performance of the Library Service against the Standards. The vision for the Public Library Service of the 21st century is the continued delivery of traditional book based activities, coupled with a tremendous growth in the provision of information and learning through IT, and the retraining of library staff to enable the public to gain full benefit from it.

The Standards have been extremely valuable in identifying the strengths and weaknesses of the Library Service. Our medium term strategy shows how the Library Service will build on its strengths and develop those areas where its performance is still striving to meet new demands.
The Library Plan 2001 gives a clear picture of the challenges and opportunities that face Buckinghamshire County Library Service in the years ahead. It will be presented to the full County Council in November.

Margaret Dewar - Cabinet Member (Community Services)
Bob Strong - Acting Head of Libraries, Information, Museum and Archives

introduction to the Annual Library Plan

1.1 Buckinghamshire : local authority characteristics

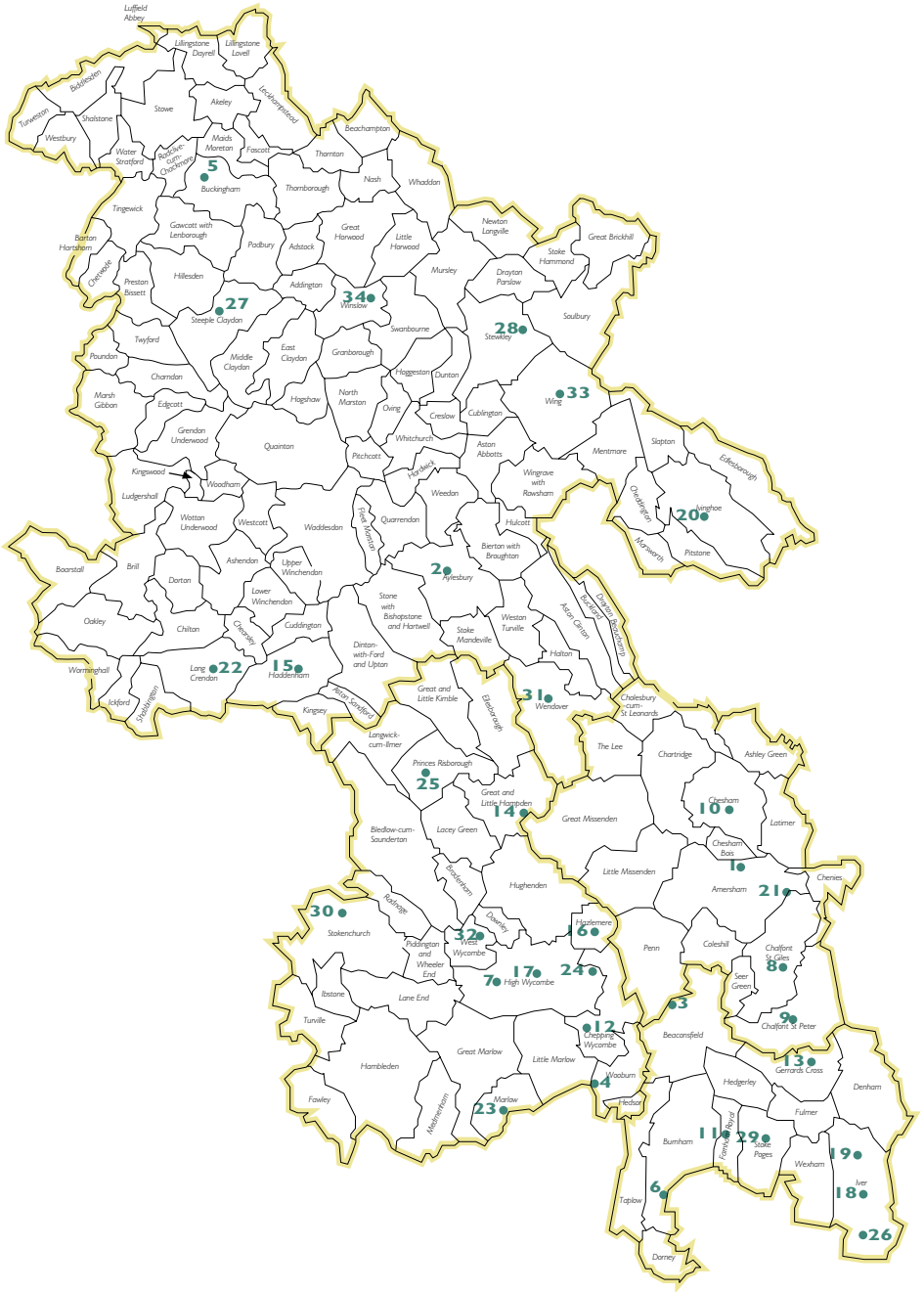
Buckinghamshire County Council covers a large rural area of 156,538 hectares and comprises four District Councils, Aylesbury Vale, Chiltern, South Bucks and Wycombe. The demographic make-up of the County has changed considerably since April 1997, with the creation of Milton Keynes as a new unitary authority.

Key socio-economic characteristics are:

- Latest population figures for Buckinghamshire, excluding Milton Keynes, are now 482,577, although recent forecasts had predicted a fall to 470,000
- Numbers of older people (65+) are set to increase, and also as a proportion of the County's population
- The County is comparatively affluent, with average household income 6.7% higher than the UK average
- There is a high level of managers, professional people and the self-employed, with the activity in entrepreneurial economy above the national average
- There is a high level of commuting by road or rail into London; because of poor cross-county public transport other commuting tends to be by car
- Day time populations tend to be the unemployed, the elderly, those with young children and workers such as au pairs
- Unemployment in Buckinghamshire is low at 1.5% overall, with Wycombe having the largest proportion 2.0%
- The County has high levels of car ownership and use

Despite the apparent affluence of the County there are particular pockets of deprivation and other forms of social exclusion, not only in the larger towns of Aylesbury and High Wycombe, but also in the leafy rural areas.

Buckinghamshire County Library Service



1	Amersham
2	Aylesbury
3	Beaconsfield
4	Bourne End
5	Buckingham
6	Burnham
7	Castlefield
8	Chalfont St Giles
9	Chalfont St Peter
10	Chesham
11	Farnham Common
12	Flackwell Heath
13	Gerrards Cross
14	Great Missenden
15	Haddenham
16	Hazlemere
17	High Wycombe
18	Iver
19	Iver Heath
20	Ivinghoe
21	Little Chalfont
22	Long Crendon
23	Marlow
24	Micklefield
25	Princes Risborough
26	Richings Park
27	Steeple Claydon
28	Stewkley
29	Stoke Poges
30	Stokenchurch
31	Wendover
32	West Wycombe
33	Wing
34	Winslow

- The regional economic strategy highlights that 14.1% of the economically active population in Buckinghamshire (including Milton Keynes) have no qualifications
- Over 1 in 20 of Buckinghamshire's residents are from non-White ethnic groups centred largely in High Wycombe, Aylesbury and Chesham
- 16% of the school population are dual language
- Isolation of the economically disadvantaged is exacerbated in the rural North and middle of the County by the poor transport connections, and in the South by traffic congestion. Access to work or training can be difficult. Categories of people both employed and unemployed in the local area who are particularly disadvantaged in terms of accessing employment and/or training are:
  - Rurally isolated: lack of transport to access services
  - People with a learning disability: there are 1,072 aged between 18-64
  - People with physical disabilities: 10% of library users consider that they have some form of disability
  - Ex- offenders: low basic skills
- Low unemployment figures overall disguise the 55% unemployment rate amongst ex-offenders, and that 45% of Wycombe's unemployed are from ethnic minority groups
- In one area of High Wycombe 26.06% of children aged 0-4 come from Income Support claiming households, reflected in all areas of deprivation in the town

Flagship project: The additional 'windfall' £200,000 book fund this year is being used to target those specific groups identified as being most in need in Buckinghamshire ie the newly retired, babies, the business community, and ethnic minorities.

1.2 Organisational relationship with other Council services and departments

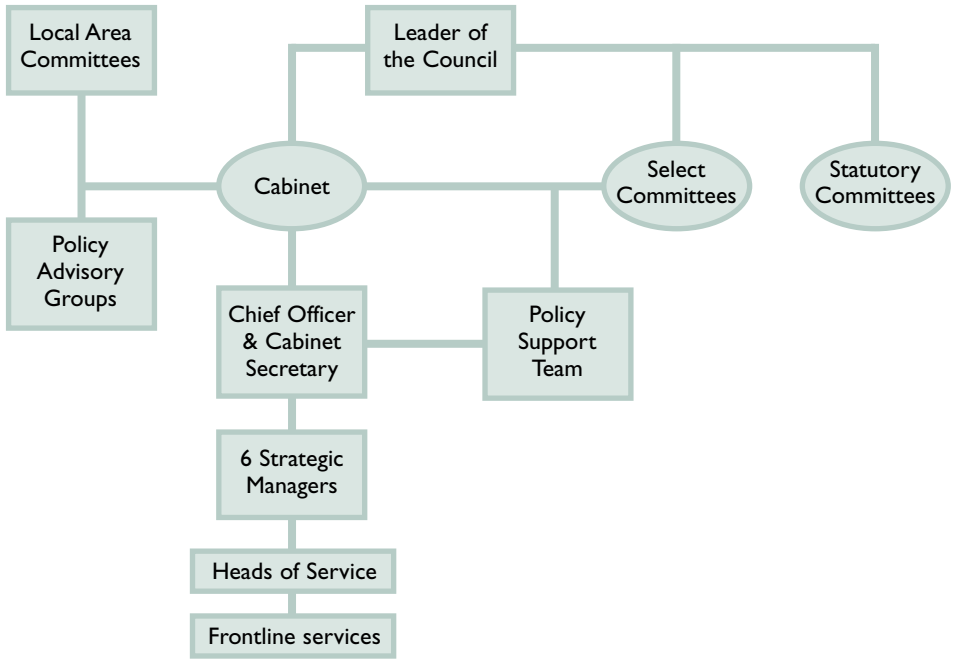
The Council's Constitution

Buckinghamshire County Council agreed, at its meeting on 24 May 2001, a new Constitution setting out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and locally accountable.

The Constitution provides a framework for decision making by the Executive, and for the discharge of responsibilities by the Council, and by the Overview and Scrutiny Committees. Members of the Cabinet are collectively responsible for Cabinet decisions and for decisions they make individually. There will be a high degree of personal visibility, ensuring that decisions taken are transparent, robust and clearly documented.

Buckinghamshire County Council is committed in the ***Council Plan***, which forms part of the ***Local Performance Plan***, to working in partnership with public and private sectors to provide the best service for the people of Buckinghamshire.

County Council



Management structure

Changes to the Senior Management arrangements to provide officer support to the new political structure are currently being developed. The framework for these changes was agreed at the County Council's meeting on 24 May 2001 as follows:

Proposed senior management structure

Political background

Following the General and County Council elections on 7 June 2001 Buckinghamshire remains a strongly Conservative county. All five Conservative Members of Parliament held their seats. The County Council is made up of 40 Conservative members, with 5 Labour and 9 Liberal Democrats.

1.3 External and local influences

The principal influences currently affecting Library Service strategy and performance in Buckinghamshire are as follows:

- Local Government Modernisation
- Regionalisation
- Best Value
- Flagship Projects and Beacon status
- Social Exclusion
- Developing Access and Services for People with Disabilities
- Agenda 21 and the Rural White Paper: ***Our countryside: the future***
- Community safety
- Supporting and empowering learners
- Information Communications Technology/e-government
- Reader Development
- Staff Training & Development
- Developing New Services & New Income Streams
- Health & Safety

The nature of these influences and the Library Service response to them are listed below.

Local Government Modernisation

Buckinghamshire County Council is currently reorganising into a Cabinet led structure, in line with the Government's Modernisation Agenda. A full account of the Council's new Constitution and Senior Management Structure is set out in Section 1.2 above. Until January 2001, the Libraries, Museum, Information and Archives (LIMA) service was part of the Lifelong Learning Division of the Education Department.
Since January an interim structure has placed LIMA in a Community Services Portfolio, with a portfolio holder who is also a member of the Buckinghamshire County Council Cabinet.

When the new structures are confirmed, LIMA will realign into Libraries and Heritage, with a new Head of Service. Libraries and Heritage is developing new opportunities for partnership and cross-sectoral working within the Community Services Portfolio, for example with Adult Continuing Education, Youth & Community, Trading Standards and Community Safety.

Additionally, closer internal synergies are being developed within Museums, Archives and Libraries. The Head of LIMA is a Library representative on the cross sectoral Working Group which is examining the options for establishing a South East Museums Archives and Libraries Council.

Regionalisation

Buckinghamshire falls within the Government Region for the South East, stretching from Kent across to Hampshire, and north to Milton Keynes. Traditionally links with London have been strong. The Library Service has worked with the London libraries for the supply of inter library loan material through LASER, but with the demise of LASER and the creation of a new Region outside London new partnerships are being forged.

Buckinghamshire is a member of the Society of Chief Librarians, South Eastern Regional Group, working to develop initiatives ranging from the cooperative purchasing of electronic publications to the establishment of an inter library loans framework to replace LASER.

The Library Service is contributing to the ***Local Cultural Strategy***, which will then feed into the ***Regional Cultural Strategy***.

Best Value

At the heart of the Council's four-year plan for improvement, known as ***The Council Plan*** are the following key aims:

- To improve the quality of life in Buckinghamshire by making the County an even better and safer place in which to live, work and travel
- To be a well managed, efficient Council that provides high quality, value for money services
- To be open, accessible, informative and accountable
- To represent the views of the people of Buckinghamshire at regional, national and European level
- To raise standards and achievements at all levels in Buckinghamshire schools
- To promote the economic well-being of the business community in Buckinghamshire
- To provide quality social services for people most in need.

The Government's Best Value initiative requires local authorities to produce an annual Performance Plan. Buckinghamshire County Council's ***Local Performance Plan*** 'Committed to Quality' sets out evidence of its past performance and targets for the future.

In Buckinghamshire, the Council's aim in implementing Best Value is to make **continuous improvement** part of the culture of the County Council, particularly with regard to **economy, efficiency** and **effectiveness** and a willingness to **challenge, consult, compare** and **compete**.

In addition to the 'four Cs' of Best Value, the Council has identified a further two: **collegiate working** and **common sense**.

- 'collegiate working' is ensuring that everyone has a chance to contribute - councillors, staff, partners - in getting to grips with the delivery of top quality services
- 'common sense' is critical, because at the heart of Buckinghamshire's approach to Best Value is a recognition of the need to get on and do it, with the aim of making a real difference in improving the quality of life in Buckinghamshire.

Best Value Reviews

Well before the arrival of the Government's Best Value proposals, the Council had introduced a challenging programme of in-depth service reviews to scrutinise every service over a 3 year period, testing and comparing their performance against the best in the public and private sectors.

During 1999 and 2000 a ***Root and Branch Review*** of the Libraries, Information, Museum and Archives Service (LIMA) was carried out under the leadership of a senior officer from the County Council's Human Resources Section (see 6.2 Best Value Reviews)

Flagship Projects and Beacon status

As part of Best Value the Cabinet has identified a number of ***flagship projects*** that address the strategic outcomes of the ***Council Plan***.

Libraries and Heritage are delivering three of these projects, which will be closely monitored by officers and members:

- Greater public access to the Internet and related learning opportunities provided through County Council facilities: the rollout of the People's Network and the upgrade to the Library Stock Control System
- The needs of specific groups of customers will be addressed and met through increased investment in library stock: additional £200,000 for the library book fund to meet the requirements of specific customer groups
- Access to the history of Buckinghamshire is promoted through the Centre for Bucks Studies, due to open in December 2001

As part of Best Value the County Council is applying for **Beacon status** on the theme of Libraries as a Community resource.

Social Exclusion

The Library Service has responded positively to the need to address social exclusion. Following an audit of existing practice and consultation with management teams, a ***Libraries and Heritage Access and Inclusion Plan*** was published in June 2001. This strategy is based on the six point plan proposed in ***"Libraries for All"***, and is linked to the ***Libraries and Heritage annual Learning Plan***.

The *Access and Inclusion Plan* identifies over 100 specific actions for 2001-2, in seeking to deliver the following six outcomes:

- Partnership working to support inclusive community development
- Consultation with local people to ensure that services are planned and delivered according to their needs
- A continued and effective contribution to raising the achievement of individuals and corporate organisations such as schools, business and lifelong learning partners
- Provision of free access to information communications technology for those people who would otherwise be excluded from the benefits it provides
- Development of services that meet the needs of non-users
- Libraries and Heritage services are fully accessible and easy for everyone to use, and fully adapted for people with disabilities

Specific actions in progress in support of these outcomes include:

- Working with Thames Valley Police to take a police presence and community safety information into rural communities, by using mobile libraries
- Developing and expanding the Home Library Service, in partnership with the Women's Royal Voluntary Service, including the appointment of a Volunteer Services Co-ordinator
- Using a one-off £200,000 bookfund enhancement to target the library and information needs of learners, ethnic minorities, post-retirement groups and pre-school children

The Library Service has also joined the Social Exclusion Action Planning Network, and a number of senior managers have attended seminars run by that organisation.

Developing Access and Services for People with Disabilities

As a service provider under the terms of the Disability Discrimination Act, 1995, the Library Service has taken the lead in making its premises and services accessible to people with disabilities.

- A full ***premises audit*** resulted in £200,000 capital funding to improve physical access throughout the library network over 2 years, beginning in 2002
- A complementary ***access audit*** relating to sensory disability is currently in progress
- A ***Visual Impairment Suite*** of adaptive technology has already been established in Aylesbury, and similar suites will be set up in High Wycombe, Chesham and Buckingham libraries during 2001, as part of the People's Network
- ***Induction loop*** systems were installed in six service points in May 2001, as well as a dedicated ***text telephone*** (Minicom) line to enable severely and profoundly hearing-impaired people to contact the library service direct
- Staff training in 2001/2 will include ***Disability Awareness Seminars*** for up to 24 managers
- The service has worked closely with local and national organisations concerned with disability and access issues, and in June 2001 received two awards from WAAFA (Wycombe Area Access for All) for its work locally on behalf of people with special mobility needs
- Regular group visits to libraries in Aylesbury and High Wycombe for those with learning disabilities
- Visits to residential care homes for the learning disabled by the Homes and Housebound mobile library

Agenda 21/ Rural white paper: *Our countryside: the future*

The County Council, as part of the New Bucks Partnership for Action, is in the process of developing a vision statement for Buckinghamshire (See Section 2.1 ***Community Plan***), based on the Government's policies for Sustainable Development. The Library Service is working to develop both static and mobile library service points as:

- a community resource in rural areas
- learning centres, through the People's Network, providing access to a full range of Internet and electronic information and training
- shared facilities with other service providers
- the point of access for local and central government information and communication
- centres of excellence in market towns such as Chesham, High Wycombe and Aylesbury
- support to local business and the rural economy by the Business Information Service in partnership with Business Link and Economic Development

Community Safety

The Library Service works with local partner agencies such as the district councils, the police and local communities to improve community safety and make the County a safe and healthy place to live in.

Supporting and Empowering Learners

The Libraries and Heritage Service produces an annual ***Learning Plan***, which supports the aims and objectives of the Buckinghamshire ***Lifelong Learning Partnership Learning Plan*** (see 2.1) and the ***Adult Learning Plan*** produced by the Continuing Education Service (see 2.1) The 2001/2 Plan is also closely linked to the ***Access and Inclusion Plan***.

The Libraries and Heritage ***Learning Plan*** seeks to deliver the following aims:

- To widen and increase participation in learning
- To support educational attainment
- To ensure that Libraries and Heritage is a learning organisation that seeks to maximise the personal and professional development of all staff
- To develop synergies within Museums, Archives and Libraries that will add value to learning support given to customers and staff

Partnership is a key theme throughout the Plan. Specific projects include:

- Working with the Early Years Children's Information Service to establish and deliver library and information services to young Asian mothers
- Working with the Buckinghamshire Continuing Education Service to extend the provision of Learndirect and other programmes through public libraries
- Participating in the NOF funded Buckinghamshire Young People's University, which targets those secondary schools with the most deprived pupils
- Maintaining Guidance Council accreditation for the provision of Information and Advice. The Library Service is a partner in IAG (Information Advice and Guidance) delivered in Buckinghamshire and Milton Keynes through the ASSIST Network. Buckinghamshire County Library was the first partner within the network, and one of the first library services nationally to achieve accreditation.

The ***Learning Plan*** recognises the importance of **staff training** and continuous professional development in the effective delivery of its objectives. Current training programmes supporting lifelong learning include:

- The NOF ICT training programme, currently delivering to 235 staff
- Performance Management Training to involve all staff in the service planning process
- Equal Opportunities/Diversity training cascaded to all staff

ICT Provision/E-government

The ***Library Service ICT Strategy*** is informed by the Buckinghamshire County Council's ***e.Strategy 2001-5***, published April 2001 (see Section 2.1), and ***IEG Statement*** (Implementing Electronic Government) published in July 2001, and supports the aims of that strategy through the aims, objectives and actions of the annual ***Libraries Information and Archive ICT Plan***.

The aims of the *LIA ICT Plan* 2001/2002 are as follows:

- Supporting synergy and connectivity through the public library network being an integral part of national and local initiatives, e.g. the National Grid for Learning, People's Network, Learndirect, Buckinghamshire County Council corporate network
- Supporting access and inclusion policies.
- Delivering public and community information.
- Creating content for the networks
- Ensuring that all staff are properly trained in ICT applications

The key actions of the *LIA ICT* Plan 2001/2002 are:

- **The People's Network**. Supported by £827,138 CALL Funding, this will provide a broad bandwidth Wide Area Network, the backbone of which will be a 55-megabit circuit linking the largest libraries. All branch libraries will have Local Area Networks, and the WAN will provide connectivity with other public service access points. Users will have access to the Internet, World Wide Web and other facilities. The three year project is currently in its first year, and installation of the Wide Area Network is expected to be completed by the end of 2001.
- **Upgrading the library stock control system** , including the catalogue, circulation and acquisitions system to Bibliomondo Concerto, which is a web-based application. This will widen access by providing an on-line catalogue facility for approximately 23 hours per day and enable self service functions such as self renewal and self reservation. The first phase upgrade is expected to be completed by December 2001, and the second phase during 2002.
- The Library Service is also participating in a range of **content digitisation** programmes including the "Thames Pilot" and is leading an EU funded Culture 2000 digitisation project - **CHILDE** - which will create a web site dedicated to Children's Book collections. Additionally the Library Service is supporting cross sectoral digitisation projects including A2A (Access to Archives) and an in-house programme working with Museums and Archives for which an Information Officer post will be joint funded by the individual services.
- These initiatives are supported by a **staff training programme** that seeks to ensure that all staff are fully motivated and properly trained in current and future applications. Year 2 of the NOF ICT training programme seeks to deliver the outcomes identified in the three year ***ICT Training Plan*** 2000 - 2003, which are:
  - 150 staff to achieve ECDL
  - 25 staff trained to Net Navigator standard
  - 3 staff trained to Information Consultant standard
  - 2 staff trained to Information Gatekeeper standard
  - 5 staff trained to Educator standard
- The Library Service is involved in the County Council's **'e.government' audit**, which uses BVPI 157 to benchmark the percentage of interactions with members of the public capable of being delivered either through the Internet or through other paperless methods. The target for 2002 is 25%, which the Library Service is expected to comfortably exceed. The Library Service Information Manager has already taken part in preliminary corporate discussions with other local authorities on introducing payment for services by a smart card.

The Library Service is a partner in the County Council led **"Invest to Save"** bid, which seeks to pilot a Buckinghamshire Citizen's Card to offer smart card access to a range of services and benefits within the County.

The Information Manager is working with County, District and Parish colleagues on the creation of a Buckinghamshire portal (Bucks Online) with the aim of providing seamless access to local government services within Buckinghamshire.

Reader Development

A continuing commitment to reader development is embedded in the ***Library Service Stock Management Policy***.
This states: "Buckinghamshire County Library is committed to actively supporting the development of literacy and literary appreciation through the promotion of books and reading".

This strategy is delivered through:

- Stock selection and management procedures designed to promote choice and diversity
- Membership of the "Branching Out" initiative supported by the Society of Chief Librarians, and providing opportunities to develop and share best practice with over 30 library authorities
- Use of the "Book Forager" database
- Involvement in national promotions, such as Black History Month
- Targeting book fund resources to specific reader groups
- A £2000 award from the Regional Arts Lottery Programme to set up and run elderly persons' reading groups in 2 day centres
- Countywide implementation of the Bookstart "Books for Babies" initiative, in conjunction with local Health Centres. In the absence of a national sponsor following the withdrawal of Sainsburys, this scheme will be underwritten locally by the Library Service.
- Development of highly successful summer reading activities for children. The "Up, Up and Away" programme in 2000 involved 5,178 children.
- Creation of 6 Booksmart reading and activity after-school clubs for older children
- A commitment in the ***2001-2 Service and Business Plans*** to expand and develop these and other reading activities

Health and Safety

Changes to legislative requirements and the implementation of the Woolf Report have led to a much higher priority being given to Health and Safety issues within the County Council.

The ***"Buckinghamshire Framework for Managing Health and Safety"***, published in 2000, places a number of responsibilities on services concerned with implementing Health and Safety Action Plans. These have had a significant impact on staff time commitments, and on service delivery. They have included:

- Establishment of the Libraries, Information, Museum and Archives Service Health and Safety Working Group
- Introduction and management of a new programme of Risk Assessments, with associated staff training
- Manual handling training delivered to all staff, with refresher training for selected staff
- Workstation self-assessments for all staff working with PCs, or undertaking computer training
- Weekly fire safety inspections in all premises
- Annual fire safety risk assessments, with associated staff training
- Replacement of the mobile shelving in the County Reserve Stock. This has involved temporary closures and short term service reductions in order to significantly improve long term accessibility

Staff Training and Development

The ***Staff Training and Development Plan*** links to the outcomes and actions identified in the ***Service and Business Plans***. Training programmes are established according to the needs identified from those plans, and are delivered both in-house and by external providers.

In addition, all staff are required to undertake an ongoing programme of induction, customer care and Health and Safety training.

During 2000-1, the principal staff training commitments were to:

- NOF ICT training to European Computer Driving Licence and JEB Advanced ICT Teachers Diploma levels (128 staff)
- Manual Handling (320 staff)
- Stock Maintenance (40 staff)
- Equal Opportunities/Diversity (51 staff)
- Telephone Techniques (40 staff)
- Spreading the Word (Literature Development) (45 staff)
- Safety First (Personal Safety Seminar) (40 staff)

Similar levels of training are continuing during 2001-2, with additional commitments to Disability Awareness Training and Performance Management Training for managers and supervisors. The overall training budget excluding NOF funding is £72,499, 1.8% of the total Payroll Budget.

Continuing Professional Development is supported through staff attendance at external training courses, seminars and conferences. There were 71 such attendances during 2000-1. Managerial skills and competencies are developed through participation in the **County Council Management Development Programme**.

New Services and New Sources of Income

The Library Service has been able to develop a number of initiatives successfully through **partnership** and/or **external funding**. Recent examples have included:

- The Culture 2000 CHILDE Project - a £100,000 European Commission funded digitisation project to create a web site for the study and promotion of early children's books, to be completed by October 2001
- The Centre for Buckinghamshire Studies - the merger, relocation and enlargement of the County Record Office and the Local Studies Library, funded by a £463,500 grant from the Heritage Lottery Fund. Work is due to commence in July 2001.
- The extension of Chesham Library and the creation of dedicated accommodation and study facilities for the Buckinghamshire Early Children's Book Collection. Funded by £124,500 from the Heritage Lottery Fund, and opened in March 2001.
- £827,138 CALL funding to deliver the People's Network of Learning Centres in all Buckinghamshire libraries. A three-year project currently in its first year.
- The three-year ICT training programme to support delivery of the People's Network, supported by £176,700 from the New Opportunities Fund, and currently in its second year.
- Learndirect centres established in 2000 at Aylesbury and Burnham libraries, in partnership with the Buckinghamshire Continuing Education Service. Aylesbury Library is now the most successful Learndirect centre in the UK.
- A five year programme to upgrade heating, lighting and ventilation in over 20 libraries, funded by Buckinghamshire County Council's Energy Efficiency Fund

The continued success of the library service in **generating income** has enabled significant improvements to be made to services. Recent examples have included:

- An additional £50,000 investment in spoken word materials during 2000-1
- Major refurbishment of Hazlemere and Chesham libraries during 2000, and of Princes Risborough and Aylesbury libraries during 2001
- Increased opening hours at Ivinghoe and Burnham libraries
- The introduction and expansion of loan collections of Play Station software
- The purchase of 65 laptop computers to support staff taking the European Computer Driving Licence and other ICT courses.

The income generated from charges for audio-visual loan services is top-sliced every year to support the Library Service budget. In 2001-2, this support comes to £450,000. In 2000-1, a further £50,000 was made available specifically to support the purchase of children's books.

The same income source also supports the staffing budget by funding posts (£20,000 p.a.) and staff overtime (£89,386 p.a.)

2.1 Corporate and library service objectives and plans

Buckinghamshire County Council is committed in the ***Council Plan***, which forms part of the Best Value ***Local Performance Plan***, to working in partnership with public and private sectors to provide the best service for the people of Buckinghamshire. The Local Performance Plan forms the contract between the County Council and the people of Buckinghamshire for the delivery of its services. Buckinghamshire County Council aims to make Buckinghamshire a modern top performing Council which delivers high quality services affordable to the taxpayer.

The Council Plan 2001/2005 has 5 overall aims:

- To be a modern top performing council which delivers high quality services, affordable to the Council Taxpayer
- To work in partnership with others to secure integrated public services which meet the needs of our individual customers
- To improve the quality of life in the County and strike the right balance between encouraging prosperity and protecting the environment
- To be open and accountable; to consult and listen
- To lead and act for the well-being of the whole community

A range of Supporting Policies supports each overall aim.

In addition to its overall aims the Council Plan lists six Service Aims, which give the policy direction to each of its service portfolios.
Libraries and Heritage are a service building block in the Community Services portfolio, the Service Aim of which is:

- To promote and facilitate the delivery of public services tailored to the needs of local communities.

The Supporting Policies of the Community Services portfolio are:

a) Promote safer communities, highlighting concerns to the Police and other responsible agencies and using our own resources to support and develop improvements
b) Encourage all aspects of learning activities within the community for all ages
c) Protect and enhance the environment and heritage of Buckinghamshire, conserving key elements of it whilst enabling greater access to and understanding of the County
d) Work with Young people in a way that builds on their contribution, motivation, skill and enjoyment and will help prepare them for adult life
e) Encourage a fair honest and safe training environment, giving particular attention to providing consumer advice, giving guidance to small businesses and tackling those issues of greater concern to the public
f) Work with other authorities to reduce the amount of waste we all produce and develop a waste disposal strategy

Library service planning

Service planning within the Library Service takes place within the County Council planning framework, which ensures that appropriate links between plans are made and articulated. Links with other County Council plans are highlighted throughout the Annual Library Plan.

The annual Libraries, Information and Archives ***Service Plan*** carries forward the aims and objectives of the Council Plan, into specific outcomes and targets including ***Flagship Projects***.
These are turned into actions via the annual ***Business Plan*** and associated plans, including the ***Access and Inclusion Plan***, the ***Learning Plan***, the ***Training Plan***, the ***ICT Strategy*** etc.

The mission of the library service is to deliver an effective and responsive service, which will provide all the people of Buckinghamshire with opportunities for learning, enjoyment, cultural enrichment and economic development. LISS (Library and Information Service for Schools) supports learning and literacy in schools.

The stated main objective of the Library Service is to provide:

- a quality, inclusive and responsive service that meets the aspirations of all communities, within the Best Value framework
- a continued and effective contribution to raising the achievement of individuals and corporate organisations such as schools, business and lifelong learning partners
- appropriately resourced and well used range of buildings to meet the needs of the whole community.

Links

Essential to the Library planning process is the link with other corporate plans:

- **Community Plan**
  Buckinghamshire County Council is working in partnership with other public agencies through the Bucks Partnership for Action to create a multi-agency Community Planning process for the County. The key aim for the Community Plan is:
  - To achieve even better services for the people of Buckinghamshire through partnership.

- **Lifelong Learning Plan**
  The County Council is a partner in the Buckinghamshire Lifelong Learning Partnership which has already established a clear vision and mission in delivering a "cradle to the grave" lifelong learning philosophy in support of its objective to develop Buckinghamshire as a Learning County.
  The vision of the Partnership is that "The Learning County will improve the quality of life by making lifelong learning attractive, accessible and relevant to everyone in Buckinghamshire".
  Its mission statement is "Aiming to provide learning opportunities for everyone throughout life".

- **Adult Learning Plan**
  The Continuing Education Service produces an annual ***Adult Learning Plan***, which demonstrates how the service supports lifelong learning within the County. Libraries and Heritage are identified as a key partner for a wide range of activities including Learndirect Centres in libraries.

- **Libraries and Heritage Learning Plan**
  The Libraries and Heritage Service produces an annual ***Learning Plan***, which demonstrates how the service will achieve the aims and objectives of "The Learning County" and respond to regional and national issues surrounding formal and informal learning.

  The 2001/2 Plan is closely linked to the ***Access and Inclusion Plan***, and seeks to deliver the following aims:

  - To widen and increase participation in learning
  - To support educational attainment
  - To ensure that Libraries and Heritage is a learning organisation that seeks to maximise the personal and professional development of all staff
  - To develop synergies within Museums, Archives and Libraries that will add value to learning support given to customers and staff

Partnership is a key theme throughout the Plan

- **The Libraries Information Museum and Archives Service Access and Inclusion Plan**
  The ***Access and Inclusion Plan*** identifies over 100 specific actions for 2001-2, in seeking to deliver the following six outcomes:

- Partnership working to support inclusive community development
- Consultation with local people to ensure that services are planned and delivered according to their needs
- A continued and effective contribution to raising the achievement of individuals and corporate organisations such as schools, business and lifelong learning partners
- Provision of free access to information communications technology for those people who would otherwise be excluded from the benefits it provides
- Development of services that meet the needs of non-users
- Libraries and Heritage services are fully accessible and easy for everyone to use, and fully adapted for people with disabilities

Corporate ICT Plan

The ***Library Information and Archive ICT Plan 2001-2002*** is informed by the Buckinghamshire County Council's ***e.Strategy 2001-5***, published April 2001. The strategic aims of the ***e. Strategy*** are as follows:

- To deliver improved service quality to the public and to business at all times
- To maintain an infrastructure that significantly improves access while ensuring appropriate security levels
- To provide the right applications that meet strategic, management and operational requirements
- To support all services in ways that best meet the needs of the public
- To change most practices and business processes to improve the efficiency and effectiveness of service
- To actively improve service performance, while reducing ownership costs and ensuring best value

E.government audit

The Library Service is involved in the County Council's ***'e.government' audit***, which uses BVPI 157 to benchmark the percentage of interactions with members of the public capable of being delivered either through the Internet or through other paperless methods. The target for 2002 is 25%, which the Library Service is expected to comfortably exceed.

The Library Service Information Manager has already taken part in preliminary corporate discussions with other local authorities on introducing payment for services by a **smart card**. This initiative is being developed as part of the County Council ***"Invest to Save"*** bid.

The Library Service is currently examining ways of introducing a Libraries and Heritage (LIMA) **contact centre** within the next twelve months. This initiative is receiving full support from the County Council IT Unit, and is likely to form a pilot for a corporate contact centre.

Plans to modernise local government are fully covered in Sections 1.2 and 1.3.

The **Buckinghamshire County Council Asset Management Plan**, currently in draft form, has as its primary purpose:

- To provide the link from the Council's policy framework and strategic aims to the use of, and investment in, assets. In other words, to ensure that the Council's assets are managed in a way which seeks to maximise their contribution to current and future service delivery.

  The Library Service is taking the Plan forward through a pilot **Library Suitability Survey** as part of the **Corporate Suitability Assessment Programme** (see 3.2).

The **Buckinghamshire County Council Local Cultural Strategy** is currently under preparation.

The Strategy will be based on four themes:

- Community engagement
- Economic development
- Social inclusion/accessibility/transportation/quality of life
- Lifelong learning

the homes & housebound mobile library visits a residential care home

family reading with dual-language books at High Wycombe Library

3.1 Access

Branch libraries

Buckinghamshire has a higher than average number of fixed service points per head of population. The network of 35 fixed service points has developed over the years in relation to both traditional centres of population and where new opportunities such as low cost development gain have occurred.

The branch library network is tiered into centres of excellence, main libraries and community libraries, according to population served and volume of use.

Although currently 86% of households live within 2 miles of a static library, satisfying PLS 1, it is our policy to work closely with the Education Department to seek dual use premises, particularly in new and developing centres of population. Recent examples include dual use libraries located in schools in Castlefield and Flackwell Heath, and a similar project is under discussion on Meadowcroft in Aylesbury.

We are currently working with Wing Parish Council on an externally funded project that will see Wing Library (currently based in very cramped accommodation in the Village Hall) move into a purpose made extension to the Hall resulting in a much larger library, extended opening hours and wider community use.

Mobile service

A dedicated mobile library service is provided to sheltered accommodation anywhere within the County, depending upon access and timetabling. A fleet of five public service mobile libraries visits communities more than one mile from a static branch, at the discretion of service managers and where there is a demonstrable and reasonable demand. A **mobile library customer charter** sets out standards of service and the circumstances under which provision of a mobile library service will be considered.

Branch hours

Branch opening hours have been designed to provide a core service in each community while providing a range of opening hours within a geographical area served by several branches. Traditionally Monday is a closed day with the exception of the authority's two largest service points, Aylesbury and High Wycombe. During the rest of the week the opening times of most libraries include one or two late nights, as well as Saturdays to a minimum of 1pm. Opening hours do not vary according to the time of year. Branches are closed on statutory Bank Holidays.

Budget reductions in 1998 necessitated a series of small cuts in opening hours across the library network, when a total of 72 hours per week were lost. A slight restoration of these hours has been implemented this year after consultation with local communities.

Consultation with customers on satisfaction with library opening hours is routinely taken as part of the rolling programme of customer surveys. A major consultation is currently underway to ascertain the expectations of the community for the planned new High Wycombe Library. Customer feedback indicates that the highest satisfaction rates with opening hours is in the largest libraries, where opening hours are longest. Highest dissatisfaction rates are in the small community libraries, which have the fewest opening hours, and which were adversely affected by reductions.

The provision of library opening hours in Buckinghamshire outside the core 9am-5pm weekdays currently stands at 12.3% of the total. Our key consideration in establishing library opening hours is that they should be adequate and appropriate for the local community, within available resources.

Customer feedback shows that village communities in particular would welcome a regular pattern of opening hours during the week to coincide with local shopping hours. At least one evening open per week has been part of the normal pattern, and where the need has been expressed, most recently at Iver Library, additional evening hours have been provided. However, where threats to security and customer and staff

safety in vulnerable locations have caused problems, such as at Burnham Library, evening opening has been reduced after consultation with library staff, the police and the local community. The resultant switch at Burnham of opening hours to Saturday afternoon has in fact resulted in an increase in library use.

Extended opening hours

There is a requirement to increase library opening hours in order to meet the Public Library Standards. Extending opening hours in larger branches, particularly on Sundays, would benefit users of the Library Service and would provide existing and potential partners such as the Early Years Partnership, Continuing Education and the Assist Network (Information Advice and Guidance) with opportunities to develop and enhance their services in line with wider local and national initiatives.

There are no centres of population in excess of 150,000; however, a phased increase in library opening hours as outlined below would raise opening hours at Aylesbury Library to 60 hours per week. Sunday opening in Aylesbury would be particularly appropriate, fitting in with patterns of local trading.

The Service now has Cabinet Member approval to extend library opening hours, subject to the identification of appropriate resources, over the next three years:

- Year 1 2001/02
  Open a Library Homework Centre at the County Museum in Aylesbury
  Implement 30% restoration of hours from 1998 cuts
  This can be done within existing resources. Opening hours at Stoke Poges, Iver Heath and Chalfont St Giles libraries will all be increased from 1 October 2001.
- Year 2 2002/03
  Implement further 70% restoration of hours from 1998 cuts
  Open larger libraries for a minimum of 45 hours per week
  Develop joint public/school library facilities at Thomas Hickman School in Aylesbury
  This will need to be fully supported from additional annual revenue budget
- Year 3 2003/04
  Open Aylesbury Library on Sundays
  Extend Saturday opening to 4pm at Buckingham Library
  This will need to be fully supported from additional annual revenue budget

Co-operation with other local authorities

Residence within Buckinghamshire is not a condition of use of the Library Service. Buckinghamshire has borders with four shire counties, 4 unitary authorities and one London borough. Services across the boundaries are freely available.

Discussions with other library services in the Thames Valley sub region are taking place as to how access to libraries within that region can be widened, and within the South East Region regarding the delivery of inter library loans following the demise of LASER.

Buckinghamshire County Council has a formal **Joint Arrangement** with Milton Keynes Council for the supply of library support services, including the library computer system, the library catalogue, stock acquisition and interlending, and the reserve stock. Cross border informal interlending also takes place, offering improved access to a wider range of stock to residents of the two authorities at no additional cost.

3.2 Buildings and Mobile Libraries

The Buckinghamshire Library Service Point Appraisal 2000 reviewed facilities and services at all libraries, and identified potential improvements. It incorporated information from the **1999 Access Audit**, which identified improvements necessary to meet the requirements of the Disability Discrimination Act 1995.

The Service Point Appraisal informed the ***Buckinghamshire Corporate Asset Management Plan***, due to be published in July 2001. This plan assesses the suitability of all premises, and considers alternative provision where appropriate. In preparing the plan, three libraries were identified for which improvements have been achieved or are in hand.

Flackwell Heath replacement library opened in November 1999 as a dual use junior school and public library. Funded by a capital receipt.

High Wycombe a £3.4 million new library as part of the County Council's Capital programme. To be located in a shopping and leisure development. Planned to open in 2004, but the current scheme is under threat due to the withdrawal of the financial backer.

Amersham public consultation is taking place on two development schemes, both of which will provide a new and larger library at no capital cost to the Authority.

Other improvements to the premises infrastructure have been prioritised from the Service Point Appraisal, and from Health and Safety Risk Assessments, and will be funded from a variety of sources.

- Replacement of mobile shelving in County Reserve Stock £150,000, capital and revenue funding, 2000 - 2002.
- Refurbishment of the ground floor at Chesham Library, and creation of a study centre for the Early Children's Book Collection. £154,000 Heritage Lottery Funding and library service income, 2000 - 2002.
- Refurbishment of Hazlemere Library, £12,000 funded from library service income, 2000 - 2001.
- Refurbishment of Princes Risborough Library, £20,000 revenue funding, 2001-2
- Recarpeting and reshelving of Aylesbury Library £23,000 funded from library service income, 2001-2.

Plans are also in hand to create a new enlarged community library at Wing, as part of an extension to the Village Hall, at no extra cost to the Authority.

At Burnham plans are being drawn up for a capital bid to construct a new access to the library which will enhance its appearance and improve security.

In June 2001 the library service was also invited to take part in a lottery-funded project to develop community facilities at Thomas Hickman School, Meadowcroft , Aylesbury. The proposals include a dual use school and public library.

Later in 2001-2 public access will be widened by the adaptation of an exhibitions space in the County Museum in Aylesbury for use as an ICT based Library Homework Centre, after school and at weekends.

Arising out of the Corporate Asset Management Plan is a Library Service project to develop a pilot **Library Suitability Survey**, forming part of the **County Council Corporate Suitability Assessment Programme**.
Libraries will be grouped within their categories of :

- Centres of Excellence
- Main libraries
- Community libraries

Within each group all libraries will be individually assessed over the next 18 months as to the space relating to each activity eg adult circulation space, staff room, car park etc. A senior local library manager will measure and match the space against the optimum specified by national guidelines. The resulting data will then be incorporated into the County Council 'suitability' file for use in prioritising building improvements.

The Buckinghamshire **Energy Efficiency Fund** provides interest free loans repayable over 5 years, to upgrade building services to more cost-effective systems.

- In 2000-01 the lighting system at Great Missenden Library was replaced, using £11,500 from this fund.
- Now, following feasibility studies, £132,000 will be spent during 2001-02 to improve lighting in 16 more libraries.
- Heating and ventilation systems will be upgraded in a further 6 libraries at a cost of £157,000, again during 2001-02

Additional **security** for staff and stock is being provided during 2001 - 2002 by the installation of CCTV systems at 9 libraries, with new stock security systems at Aylesbury and High Wycombe libraries. This is a £42,000 investment from the revenue budget.

The **1999 Library Service Disability Access Audit** resulted in a capital grant of £200,000 to improve access through the installation of ramps, automatic doors, accessible technology and other features throughout the network. This funding is for the years 2002 - 2004. A complementary **Sensory Impairment Audit** is in progress. All new buildings and adaptations to premises are designed to ensure full compliance with Part M of the Building Regulations.

The County's fleet of five public service **mobile libraries** and one dedicated **Homes and Housebound** vehicle are all leased from and maintained by an external provider. The vehicles are replaced every 8 years on a rolling programme, and design modifications are incorporated at this stage. All vehicles have external lifts suitable for wheelchair access, and have won both national and international mobile library design awards. An in-house annual award is presented for the 'Best Kept Mobile of the Year'.

3.3 Scope of the Library Service

Skills Development
Training
OnlineLearning
Learn Direct
Learning & skills support
Literacy classes
Bookstart
Careers advice & guidance

Outreach
Talks
Training
Promotions
Home library service
Prison library service
Multi cultural services

Information technology
Email
Internet
Website
Wordprocessing
Software packages
Photocopying
Videoconferencing
Scanning
Faxing
VIP adapted hardware & software

Books
Fiction
Non-fiction
Reference books
Local studies material
Foreign language books

Information
Electronic
Printed
Staff

Audio visual
Talking books
Videos
CDs
DVDs
Educational software
Games software

Journals
Newspapers
Periodicals
Magazines
Electronic journals

Educational support
Project loan collections
Stock exchanges
Artefacts
INSET training
Book talks
Writers in residence

Accommodation
Clubs
Exhibitions
Meetings

Activities
Story times
Reading groups
Booksmart clubs
Homework clubs
Literary events
Library talks

Adults
Children
Babies
Retired
Learners
Educators

Businesses
Schools
Housebound
Prisons
Residential care homes
Day centres

Other County Council Departments
School governors
Milton Keynes Council
Parish Councils
Local communities

Those with:
Disabilities
Barriers to Learning
Diverse backgrounds
Disadvantages

Buckinghamshire
Population 482,577
Age 1998
0- 19 25.6%
20-49 41.7%
50-64 17.9%
65+14.5%
Those with a disability
71,000 est
Blind/partially sighted
9,991 est
Hearing impaired
68,000 est
Ethnic origin 1991
White 94%
Asian 2.6%
AfroCaribbean 1.5%
Chinese/other 1.2%
Primary schools
192 Pupils 41,089
Secondary schools
34 Pupils 33,274
Special schools
14 Pupils 1128
HE/FE
4
Dual language pupils
16% of school population

3.4 Services for adults

Stock selection and deployment

The Buckinghamshire County Library ***Stock Management Policy***, produced for and approved by the Audit Commission, provides the framework for the way in which stock is selected and deployed throughout the county. It is based on 5 principles:

- The stock is a countywide resource
- Access is provided to the widest possible range of stock by acquisition for the Library service or via interlibrary loan
- Utilisation of the ALSi (Bibliomondo) library computer system to its full potential to ensure proactive and consistent circulation of stock between service points
- Rebinding and refurbishment of books and other stock is ongoing
- Staff are trained to manage the stock effectively from the selection and deployment stage through to eventual disposal

The **objectives** of the policy are:

- To ensure that the acquisition of material achieves maximum value on behalf of the people of Buckinghamshire. Membership of the **Central Buying Consortium** has many benefits particularly in the negotiation of advantageous discount and service terms to combat reduced budgets
- To present a bright attractive and well maintained stock in order to meet the educational, cultural, information and leisure needs of all sections of the community in Buckinghamshire
- Within reduced resources to maintain the use of our libraries for borrowing or use of books and other materials
- To increase income in the self-financing audiovisual services, vital to underpin the core library budget
- If additional financial resources become available to increase the use of stock resources
- To maximise the use of electronic information where appropriate

Stock selection

Books

In support of our **mission statement** the stock management policy states that the service will endeavour to meet the educational, cultural, informational and leisure needs of the community. The aim is therefore to provide access to the full range of published material, consistent with customer demand and available resources.

Weekly stock selection is carried out by a small team of professional librarians from approval collections of newly published hardback and paperback, adult and junior, fiction and non-fiction titles. Purchase decisions are assisted by information taken from the Alsi(Bibliomondo) library stock control system. These meetings are supplemented by bulk purchases on showroom visits to library suppliers. On these visits stock gaps, identified by branch management teams and by customer feedback in library surveys, are filled. A recent one-off book fund enhancement of £200,000 targeted the library and information needs of learners, ethnic minorities, newly retired groups and pre-school children.

Magazines

Magazines for loan are purchased from local newsagents and are selected on the basis of local demand and stock performance information. There has been a county-wide increase in the range and number of titles purchased, in the light of their very successful issue performance.

Stock for special groups

Large print

Books in large print are purchased from specialist large print publishers. This stock is circulated to provide maximum choice for the visually impaired.

Indic Language books

The Multi Cultural Principal Library Assistant, based at High Wycombe Library is responsible for the selection or provision of books and periodicals in Urdu, Bengali, Hindi, Gujarati and Punjabi for both Buckinghamshire and Milton Keynes. She attends the CILLA (Co-operative of Indic Language Library Authorities) meeting monthly at LASER Headquarters in London where specialist advice is exchanged on the selection of newly published titles in Indic languages. The titles are purchased from specialist Asian bookshops. Bookfairs and open days organised by CILLA and other suppliers are attended.

Books in English on Asian culture and religions are also bought. Popular tastes are catered for. To comply with user demand High Wycombe Library provides wider subject coverage including the history and politics of Pakistan.

Periodicals and newspapers in Urdu, Gujurati, Hindi and English are purchased for the use of the Asian community.

European Language Books

Fiction titles in the four main European languages, French, German, Italian and Spanish are supplied on standing order from a specialist supplier.

Adult Literacy

Adult literacy collections are maintained in libraries, to support local tutors and funded by the Adult Continuing Education Service.

Graphic novels are valuable in supporting literacy skills. A stock of recommended graphic novels is maintained by the Library and Information Service for Schools and collections are circulated to High Wycombe, Aylesbury, Chesham and Marlow Libraries.

Minority Interest Fiction

In order to offer our readers a full range of choice in their fiction reading titles in minority interest areas such as black literature, gay and lesbian fiction are selected from approvals collections and specialist book shops.

Issues

The decline in issues has been highlighted as a cause for concern and a more pro-active approach has been adopted for 2001 and included in the business plan. A senior professional librarian has been appointed to head a team overseeing the effective deployment of stock via the branch library network. A high percentage of stock is routed between branches to maximise its use and keep shelf stock fresh. Material from the County Reserve Stock is available to branches via circulating collections to increase the depth and breadth of subject coverage.

All libraries have a continuous programme of systematic stock weeding by category and checking of stock for physical condition on issue and return. A programme of stock blitzes has been drawn up for the year to maintain high standards throughout the network. Appropriate stock is sent for rebinding. Other stock which is in poor physical condition, has out of date content or has poor issue performance is withdrawn and offered for sale to the public. Where a title to be withdrawn is the last copy in the County it is offered to the County Reserve Stock for long-term storage.

Reference Materials

Materials purchased for the reference and information service must satisfy the information needs of actual and potential customers, including people with disabilities, and this is reflected in selection content.

In the light of developments with the People's Network hard copy may be replaced by **electronic** alternatives, taking into account licensing and network fees, hardware and software costs. Co-operative arrangements are already in place e.g. with EARL, for the purchase of some electronic databases, and further initiatives are under investigation with Re:source, the Central Buying Consortium, and with neighbouring library authorities.

Some materials are selected from the weekly approval collections. Academic bookshops are visited. Annuals and other regularly published titles are placed on standing order. These titles are reviewed at an annual standing orders meeting.

Periodicals are obtained from local newsagents, direct from the publisher or from a subscription agent. Their selection is reviewed annually by local staff and co-ordinated at an annual meeting of Senior Reference staff.
Out of date material is withdrawn and offered for sale to the public taking into account its market value.

Audio-visual materials

Audio-visual stock is a valuable resource for two main reasons. Firstly, it is socially inclusive, by attracting customers who would in the past have been reluctant to use libraries. Secondly, the audio-visual service is self-financing and the income generated enables us not only to purchase audio-visual stock but also to support other library budgets. In the year 2000-2001 £450,000 was used to supplement other areas of the service.
Audio-visual stock is selected largely on its popularity. Films, television dramas, comedy, documentary and non-fiction material are all purchased on video to meet user demand. The service also maintains comprehensive collections of music CDs, together with educational, training and leisure material on CD-ROM.

The range and depth of stock available is enriched by the Classic Video Collection and the Premier Collection of Classic Compact Discs (see Special Collections). Materials for the Asian community are selected from specialist suppliers.

Audio-visual materials are withdrawn from stock as income-generating potential declines. Income from feature films peaks during the first weeks after release. Popular titles are heavily bought to maximise income initially, and the income is regenerated as these are sold off to create space for new releases.

As an innovative authority Buckinghamshire has pioneered new products and new income sources. Loan collections of Playstation games are a notable recent introduction.

Stock conservation, including digitisation plans

Rare and valuable material has been identified and transferred to the County Record Office where it is stored to Archive standards
The ***Buckinghamshire Records and Local Studies Service Preservation Policy*** states the principles and practices to be observed in the Service.
Libraries and Heritage has a proactively developing ***digitisation programme***. The Library Service is leading a European Commission funded project to digitise part of its Historic Children's Book Collection. CHILDE (Children's Historic Literature Disseminated throughout Europe) involves a range of European partners and will enable the creation of 1,000 digitised images from collections of early children's books in Europe, which will be maintained on a specially created web site.
Additionally the service is a partner in the "Thames Pilot" and A2A "Access to Archives" digitisation programmes.

Museums, Libraries and Archives have developed individual and collective in-house projects. With the establishment of Libraries and Heritage the service will be looking to develop further projects that demonstrate the synergies within the service. The recently established post of Libraries and Heritage Information Officer with special responsibility for digitisation and web based projects will support this process.

Stock promotion and reader development

An integral part of the stock management policy is the promotion of stock in order to maximise its use and enhance the enjoyment of books and reading. This is achieved by bright and inviting stock displayed on modern purpose built shelving, themed dumpbins, displays aimed at specific sections of the community, author visits, readers groups etc.

People are encouraged to develop their reading tastes and skills by providing access to a wide range of main stream popular fiction, literary fiction, first novels, minority interest fiction, literature from all countries and cultures, gay and lesbian fiction, contemporary poetry, series to attract reluctant readers and series suitable for those learning English as a second language.

Buckinghamshire County Library is a member of the **"Branching Out"** initiative funded by the National Lottery through the Arts Council of England and supported by the Society of Chief Librarians. This scheme enables libraries to develop new ways of involving readers in contemporary literature. This has led to the setting up of reader groups in the county. These groups can request multiple copies of fiction free of charge. Other initiatives to support reader development are set out in section 1.3.

Loan periods and overdue items

The normal loan period for books is 4 weeks. In the case of newly published titles or books in demand this period is reduced to 2 weeks until waiting lists have been satisfied.
Due to their ephemeral nature magazines are loaned for one week to ensure maximum circulation.
Similarly videos, DVDs, playstation games are loaned for one week and CD-ROMs, music CDs and cassettes and spoken word cassettes for two weeks, to maximise customer choice and income. Charges are made for the loan of all AV materials but these are waived for Home Library Service users, the visually impaired and the print disabled. Extended loan periods are allowed for vocal scores and orchestral sets for which a higher charge is made to reflect the increased administrative and transportation costs involved.

Fines for overdue items are charged on a differential daily rate depending on the status of the borrower and the category of borrower. Children's fines are at a much lower rate than adult fines and some categories of borrower such as playgroups, adult basic skills tutors, prison inmates, do not incur fines.

Reservation Services
Apart from magazines all items of adult and AV stock may be reserved for a fee. There is no charge for reserving children's books. An additional charge is currently made for out of county loans to help cover additional costs incurred by the library service, but there are plans to abolish this additional fee in the light of the revised V3 online charges.

The Library Service currently fails to meet two of the national Standards in respect of request satisfaction times. This is largely attributable to the four week standard loan period, the number of requests accepted well in advance of publication, and the amount of work undertaken to ensure that all requests are satisfied. Nevertheless, reaching this standard has been identified as an outcome in this year's business plan and more rigorous procedures will be introduced to ensure that these Standards are achieved.

Co-operation and interlending

Buckinghamshire Library Service has traditionally been an active member of LASER, lending more books to other members of the scheme than it has borrowed. LASER is currently being disbanded but the corporate interlending will continue for 18 months via the V3 0n-line system owned by LIB PAK. Other sources for borrowing are the British Library, the London Library, and other regions. Other co-operative interlending schemes are being considered, such as the Thames Valley Subgroup of the Society of Chief Librarians (South East Regional Group) or via the Central Buying Consortium.

Support for research through the provision of special collections

Research is supported through many specialist collections housed at various locations in the county:

- **The County Reserve Stock**
  The County Reserve Stock is housed in the basement of County Hall, Aylesbury and is a shared reserve with Milton Keynes Council. It is open to the public, is fully automated and is currently being totally reshelved and refurbished. It consists of over 140,000 older, rare or specialised books.

- **Buckinghamshire Early Children's Book Collection**
  With a grant from the Heritage Lottery Fund this collection was launched in a purpose-built extension in March 2001 and comprises over 1100 original editions

of early children's literature, plus a further collection of more recent reprints or new editions of children's classics. Based at Chesham Library, this is only one of two collections in the country with public access. A full colour printed bibliography supports the collection and the collection will be made available on a website in late 2001 as part of the CHILDE Culture 2000 programme.

Furniture Collection

This collection is housed at High Wycombe Reference Library and was originally set up to support the highly successful furniture industry for which the town is famous. It is made up of some 1500 items, including books, journals, trade catalogues and pamphlets, and is now used mainly for research by local university college students.

Buckinghamshire Photograph Collection

This collection as been accumulated over the years by the Museum, Local Studies and Record Office and includes over 20000 photographs which have been digitised and are accessed via the Buckinghamshire County Council website.
Additional collections of local photographs are housed at High Wycombe Reference Library and Chesham Learning Resources Library

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Classic Video Collection

This collection includes over 1000 titles built up over a period of 10 years. The collection is on open access at Burnham Library and on-line and printed catalogues of the collection are available in every library. Any title may be reserved free of charge.

Premier Collection of Classic Compact Discs

Housed on open access at Amersham Library this collection brings together a range of quality recordings of works by composers from the Middle Ages to the present day. On-line and printed catalogues are available in all libraries and any CD may be reserved free of charge.

Music Service

A comprehensive music service with support from the County Music Librarian is offered via the branch library network. In addition to the large recordings collection on CD, DVDs, videos, CD-ROMs, books and magazines on music are available for loan. Most of the larger libraries have collections of sheet music which are supplemented by the large collection of sheet music in the County Reserve Stock. The county obtains orchestral sets from the County Music Service or via the inter-library loans service.

Study Facilities

There is a great demand for study places within the county. A recent survey conducted at High Wycombe Library to assist with the planning of the new library showed that 96% of people interviewed considered a quiet study area as either essential or important. Library service policy is to provide as many study places as space permits in all libraries consistent with demand. For example, in the County Reference Library there are 79 study places and 19 computer workstations, while in small community libraries at least one table is provided. Once refurbished the County Reserve Stock will have 2 study places and 2 public access terminals. ICT based study facilities will be significantly increased in almost all libraries, as part of the successful bid for the People's Network.

Reference and Information Services

A tiered system operates for the provision of reference stock in branch libraries but all libraries in Buckinghamshire have reference books, and public access ICT with CD-ROMs and the Internet. Improved access to on-line information will be available after the installation of the People's Network.

The main Reference collections are found at the County Reference Library, Aylesbury, High Wycombe Reference Library and Chesham Learning Resources Library. Specialist staff in these locations deal with enquiries (personal visit, e-mail, letter, fax, telephone, online enquiry form and referral) supporting a county wide network designed to provide an equable Reference and Information service to all users regardless of geographical location.

The Library Service is a member of many information networks, local and national, with the aim of maximising collaboration to give added value to existing services and resources. These include Ask A Librarian, Familia, EPIC (European Public Information Centres), and BBi (Beds and Bucks Information).

Business Information Service

The Business Information Service is a county-wide resource which operates from the County Reference Library with satellite business libraries in High Wycombe Reference Library and Chesham Learning Resources Library. Originally set up in partnership with Business Link Thames Valley the service is now funded by the Library Service.
A comprehensive service is offered with information on companies and products, markets and statistics, standards and regulations, Europe, law, management and human resources. The service is supported by a wide range of books, directories and journals, training directories and videos. Other facilities include Internet access, word processing, spreadsheet and database software, photocopying and fax service, mailing lists and discs, microfilm and microfiche reader/printers.

Community Information

Community Link is a database of local clubs, societies and voluntary organisations compiled and managed by the County Council Information Centre. It is available on-line at all libraries in Buckinghamshire or via the Internet, with links to the County Council and other local authority websites. Use of this database has led to a reduction in the volume of printed materials previously housed in branch libraries. The Library Service manages the distribution of Council and community information publications and leaflets to 54 locations within the County, including libraries, council offices and Tourist Information Centres.

Aylesbury Learning Link

This service is provided in partnership with Aylesbury College, Adult Continuing Education and Buckinghamshire Careers Services and provides prospectuses for local and national colleges and universities, directories and databases of courses and careers and employment information. It is also the base for the Library Information/Advice Worker funded by The Assist Partnership.

Records and Local Studies Service

This service operates from County Hall, Aylesbury and through local studies collections in branch libraries. The service collects, preserves and makes available the documentary heritage of the County. Researchers include academics, local and family historians and Buckinghamshire schoolchildren.
The Local Studies Library in the County Reference Library has a comprehensive collection of printed books, journals, pamphlets, newspapers, maps and photographs of Buckinghamshire. As much as possible of the material is on open access and duplicate copies of many titles are available for loan.
The Record Office houses the County Council's own archive and a wide variety of documents deposited by local authorities, estate offices, schools, churches and private individuals. It is an approved repository under the terms of the Public Records Act and accepts records currently in private hands which would be of value to Buckinghamshire historians.

Centre for Buckinghamshire Studies

A grant of £463,500 was obtained from the Heritage Lottery Fund to enable the establishment of a Centre for Buckinghamshire Studies. Work will start on this centre, identified as a **Flagship Project**, in July 2001 and will make possible the merger of the County Record Office and Local Studies Library with the addition of sufficient strongrooms to house our growing archives for the next fifteen years.

3.5 Services for children

Service philosophy

The basic principle underlying the county's service philosophy is that all staff are involved in work with children. At a strategic level the head of the Library and Information Service for Schools fulfills an advisory role in relation to public services for children. The postholder is a member of the Association of Children's and Education Librarians (ASCEL) and represents the County Library Service within that organisation. At an operational level, the day to day management of children's work is the responsibility of district and branch staff.

The County Library Service has a number of broad aims underpinning its approach to work with children. These are:

- to take a proactive approach to reaching and meeting the needs of the community's children. This is exemplified by services such as Bookstart, books for babies scheme; a new project aimed at young Asian mothers, and the growing number of 'Booksmart' after school reading clubs
- to increase children's membership and use of the Library Service. In common with many other library services, concern has been felt about the decline in issues of books to children over the past three years. This decline was investigated by two members of County Library Service staff. Their findings depict a complex picture with no single or simple solution, although they made a number of suggestions for action that were accepted by Heads of Service. In addition, the use of the Library Service by children and their satisfaction levels are to be monitored from 2002 through Children's Plus surveys and these results fed back into policy making. A target of a 10% increase in child membership has been included in the Library Service's current Business Plan.
- to work in partnership with other child centred organisations at local and national levels - the head of the Library and Information Service for Schools represents the Library Service at meetings of the Buckinghamshire Early Years Partnership
- to use the Library Service to promote and foster the enjoyment of reading and learning among children; to support the work of the county's schools, and to provide facilities and opportunities for use by children outside of school and school hours
- to recognise and make use of the Library Service's unique role in overcoming social exclusion among children and their families
- to promote and celebrate the cultural diversity of the county

Stock selection and deployment

The broad principles and objectives of the County Library ***Stock Management Policy*** (as outlined in section 3.4 above) encompass the approach to the selection and deployment of library stock for children. In recognition of the particular needs of children as a client group, especially the underlying requirement to support the reading process, a number of additional stock management strategies are employed:

- use is made of specialist library suppliers who have particular expertise and stock holdings of children's materials
- liaison between the stock selection meetings of the Library and Information Service for Schools and the public library service, as exemplified by the exchange of reviews written by LISS staff, ensure that specialist knowledge is shared
- LISS and public library stock are managed as an interrelated resource, which facilitates the loan and request service available to schools while enabling the public library service to draw on the specialised stock purchased for use with schools
- care is taken in the selection and deployment of non-book material, for example videos and DVDs, to ensure that these will appeal to children and to ensure that no unsuitable items are inadvertently made available to them. Circulation software and staff vigilance prevent the loan of certified material to inappropriate age groups.

Loan periods and late returns

Children are entitled to borrow up to 15 items at any one time on their own library tickets. The loan period is 4 weeks. As an encouragement to library use by children, no reservation fees are charged on children's books and fines for overdue children's books are kept at very low levels.

Encouraging children to read

As outlined above, the encouragement of children to read plays a key part in the work of the Library Service. Particular examples of the activities in this area include:

- Out of school hours '**Booksmart**' reading clubs. These are held after the close of the school day and feature special guests such as well known children's authors, competitions and games and the exchange of children's views on the books that they have been reading. Collections of books are specially purchased for these clubs and a number of local bookshops have taken part in activities and provided competition prizes. The clubs have proved very popular and their number is to increase from 5 to 10 during 2001/02.

- **Bookstart** - books for babies scheme. For the past two years the County Library Service has participated in the national scheme, run by the Book Trust and sponsored by Sainsbury's. This has proved to be a very effective and successful partnership with the county's Primary Health Care Trusts and in particular with Health Visitor teams. Prior to the involvement of a national sponsor, Buckinghamshire had operated its own scheme in a number of locations, partly with the support of the Paul Hamlyn Foundation and other sponsors. The current funding difficulties facing the national Bookstart scheme have led the County Library Service to commit £12,000 to purchasing sufficient materials to ensure its continuation for the forthcoming twelve months.
- **Summer reading activities**. All branch libraries in the county have been involved in promoting reading through a series of reading games. In 2001 the service will take part in the two schemes being promoted nationally by Launchpad in collaboration with Books for Students - the Summer Reading Carnival and Reading Challenge Plus. The County Library Service Business Plan has set a target for participation in this year's event of 5,500 children (approx 1 in 9 of the child population.)
- **Partnership projects**. The County Library Service has committed itself to participating with a number of other library services in the Stories on the Web project (a bid has been submitted by the lead partner Birmingham Libraries to the DCMS/Wolfson fund.) A decision is also awaited on an ASCEL led reading project to which the County Library Service has committed itself.
- **Collaboration with schools** - further details of this area of work are to be found in the section on ***policies relating to services to schools*** below. This includes talks in schools, the loan of special collections to schools and the use of the Library service web site to promote authors and illustrators to schools. An annual Carnegie/Greenaway Medal day brings together teachers, school librarians and members of the public library service and provides a valuable focus for the promotion of new children's fiction. During the course of the year the Library and Information Service for Schools also runs courses and other forms of literature related in-service training sessions for school staff.
- **Booklists and promotional literature** - in addition to the leaflets designed to promote the service to young children the County Library Service produces attractive, professionally designed and printed lists of recommended recent fiction and picture books for children. These lists are supplied to and promoted through schools and local libraries.

Outreach work and events programmes

Much of the work done in this area is described above. There is always a focus on activities related to particular seasonal events e.g. Christmas storytimes, Eid parties, Easter parades etc. although many libraries also maintain regular storytimes for children throughout the year. In addition, the County Library Service has participated in the successful Bucks Young Peoples University project, which has received funding from the New Opportunities Fund. This has entailed a number of educational activities held on Saturdays in three of the county's largest libraries at Aylesbury, High Wycombe and Chesham.

Study and homework facilities

There has been a steady increase in the provision and use of IT facilities by children in branch libraries. This process is due to be accelerated as the People's Network funding comes into effect in the county. In addition to generally increasing the number of PCs available for children's use, a specific facility called **StudyLink**, which combines ICT with more traditional reference materials, has been developed in the County Reference Library in Aylesbury. The County Library web site has been recently redesigned and upgraded, and will be developed as a source of study related information for children and young people. The Library and Information Service for Schools also provides support for homework clubs in schools.

During 2001 it is planned to open a Homework Library on Sundays, housed in the County Museum in Aylesbury and managed by dedicated library staff.

Policies relating to services to schools

The funding of the Library and Information Service for Schools has been fully delegated under the previous government's Fair Funding regulations. The service is now operated

as a business unit within the County Library Service and offers primary, secondary and special schools a range of service packages to which they can subscribe. The service is available to any school that wishes to subscribe, whether from the maintained or the independent sector.
The range of services available includes the loan of project/topic collections, individual requests, advisory and in-service training for teachers and school librarians. During the past year a service development has been the re-introduction of bulk stock loans to primary schools, this service having been suspended for financial reasons in 1999. The loan stock available is multimedia in nature and increasing use is being made of electronic mail as a means of communicating with client schools.

Specific support is also made available for school governors through the **School Governors Collection**, which is housed in and maintained by the County Reference Library in Aylesbury.
During the current year the **Children's Information Service**, which had previously been based in Reading, was re-located to the County Reference Library. This service provides parents and others with a wide range of information for children, including information about schools and education.

Links to education services

As outlined in Section 1.2, the Library Service is now located within the Community Services portfolio, while other aspects of children's education are to be found in either the Schools or the Children and Young People's portfolios. Liaison between staff occurs at all levels within this new structure. At an operational level, the staff of the Library and Information Service for Schools have ongoing links with the Education Advisory Service, the Literacy and Numeracy Consultants, the Early Years Partnership, including the Children's Information Service, as well as colleagues in the Youth and Community Service - notably through joint working on the Buckinghamshire Young People's University project, which is managed by the Buckinghamshire Lifelong Learning Partnership. At policy making level, the Heads of Service and Strategic Managers meet with other colleagues on a regular basis to develop areas of common interest and concern, e.g. through sub groups of the Lifelong Learning Partnership.

3.6 Services for special groups

Buckinghamshire County Library's **mission statement** affirms its commitment to serve everyone in the community. The Libraries and Heritage ***Access and Inclusion Plan*** identifies the following special needs groups who are potentially excluded from the enjoyment of library services, and for whom specific services are provided or planned.

- People who are housebound, or unable to visit libraries in person
- People from ethnic minority groups
- People with disabilities
- Prisoners
- People with low levels of literacy and numeracy
- People with English as a second language
- People with special learning needs
- Non-users

The services to these groups are described below:

Home Library Service
The Home Library Service is provided in partnership with the Women's Royal Voluntary Service. It is available to people who are housebound due to age, illness or disability. Each month WRVS volunteers known as Library Visitors choose and deliver books, videos, CDs and talking books, to meet customers' individual requirements. The service is entirely free of charge, and currently serves 280 people. Volunteers acting as District Co-ordinators are responsible for publicising the service locally, recruiting new volunteers in liaison with local volunteer bureaux, and interviewing prospective customers. Proposals are in hand to create a Volunteer Co-ordinator post during 2001 - 2002 which will take over many of the administrative aspects of this work, and provide more time to promote and expand the service.
A complementary service to residential accommodation and day centres is provided by a dedicated Homes and Housebound Mobile Library, fully equipped for access by elderly and disabled people. This currently visits 96 establishments.

The Library Service has been awarded £2000 from the Regional Arts Lottery Programme to set-up and run an Elderly Persons' Reading Project in two day centres.
Other relevant Actions identified for 2001 - 2002 on the Libraries and Heritage **Access and Inclusion Plan** include:

- Developing a project to seek external funding/sponsorship to provide housebound readers with remote catalogue access via laptops
- Assess current role of volunteers and identify opportunities for developing their role

Multi-Cultural Library Services

The Library Service aims to provide library materials that reflect the cultural diversity of local people, and to make libraries a focus of multicultural events.
The Multicultural Services Librarian is based in High Wycombe, and works closely with community organisations throughout Buckinghamshire to ensure that people from all cultures have access to a high quality service. She is also responsible for the selection of materials purchased through membership of CILLA and from specialist suppliers.
High Wycombe, Aylesbury and Chesham Libraries all provide books, magazines and other material in Asian Community languages, principally Urdu and Gujarati. Feature Films, Pakistan TV series and music are available on video and DVD. Wide-ranging collections of ethnic music and books on Islamic and Afro-Caribbean culture are also available. Small collections of books in Chinese are available in High Wycombe and Aylesbury.

Multi-cultural community events in which the Library Service was involved during 2000 - 2001 included:

July 2000	Aylesbury market day promotion
September 2000	Castlefield Carnival in High Wycombe
September 2000	Aylesbury Community Information Fair
October 2000	Black History Month - displays and events in High Wycombe and Amersham libraries

A selection of library service publicity has been produced in Asian Community languages, most recently the Urdu version of the Home Library Service leaflet. The questionnaire for the public consultation on the new High Wycombe Library was also produced in Urdu, and publicised on the local radio station's "Asian Eye" programme.

Relevant Actions identified for 2001 - 2002 in the ***Access and Inclusion Plan*** include:

- A joint bid with Slough libraries for Wolfson funding for collections of books and archives recording the origins and experiences of ethnic minorities and other post-war newcomers
- Work with the Early Years Children's Information Service to establish and deliver information services targeting young Asian mothers in Aylesbury, Chesham and High Wycombe Libraries
- Introduce new membership form to provide demographic data for community profiling, to be produced in community languages
- Cultural awareness training to be organised for all staff

In 2000-2001 Buckinghamshire County Council published its ***Diversity Policy***. The Library Service has been at the forefront of cascading the policy and its key messages to staff at all levels. Formal Diversity and Equal Opportunities awareness training has been delivered to 51 Libraries and Heritage Managers.

People with Disabilities

Information on library use by people with disabilities is monitored through the rolling programme of customer satisfaction surveys. Users are asked whether they consider themselves to have a disability, and if so, the nature of the disability.
Cumulative results for the 22 libraries surveyed during 1999 and 2000 show that one in ten users have some form of disability. Visual and hearing impairment are most commonly cited. A supplementary question asks: "If you have any problems in using this library as a result of your disability, please specify any improvements you would like to see made". Suggestions made in response to this question are responded to positively as part of the feedback process.

The Disability Working Party is chaired by a Head of Service, and was responsible for the 1999 ***Access Audit of Library Service*** premises, as well as the current ***Sensory***

Disability Audit. In addition to access improvements, the £200,000 capital funding awarded to the service for the years 2002 - 2004 will support staff training initiatives and the purchase of additional adaptive technology. Disability Awareness Training will be delivered to 30 Library Service Managers during 2001 - 2002, to be followed by awareness and communications training for all staff, including the opportunity to study for Level 1 British Sign language.

A Visually Impaired (VIP) Suite was opened in the County Reference Library, Aylesbury, in 2000 - 2001. It delivers access to the Internet, office software and other facilities through screen magnification, scanning and synthesised speech. Documents can be easily enlarged to individual requirements through a CCTV system. There is also a loan collection of RNIB audio-described videos. Similar facilities will be introduced into High Wycombe and Chesham libraries during 2001 - 2002.

A text telephone (minicom) was installed in May 2001 to enable severely and profoundly hearing – impaired people to contact the library service direct. At the same time induction loop systems were installed at 6 service points.
All services to visually impaired and print disabled users (i.e. those people unable to read books due to the nature of their illness or disability) are entirely free of charge.

It is the policy of the Library Service to actively encourage use by individuals and accompanied groups with mental health problems, and a range of loan concessions enable easier access.

The library services works closely with access groups and organisations representing people with disabilities throughout Buckinghamshire. In June 2001 it received two awards from WAAFA (Wycombe Area Access for All) for its work locally on behalf of people with special mobility needs.

Other relevant actions for 2001 - 2002 are identified in the Libraries and Heritage ***Access and Inclusion Plan***, including the production of a revised membership application form and opening times leaflet in Large Print editions.

Prison Inmates

Buckinghamshire provides a Library and Information Service to three penal institutions:

- Aylesbury Young Offenders Institute
- Grendon Prison
- Springhill Open Prison

The service is partially funded by the Home Office, and provided to Home Office standards. The Library Service has a Roles and Responsibilities Agreement with each prison. Springhill is served by a twice weekly mobile library, whilst Aylesbury and Grendon have fixed libraries with professional librarians. The librarian at Aylesbury Prison has been involved in rehabilitative and reader development work with the young offenders.

Learning Needs

Collections of **adult literacy** and **basic skills** materials are available in the majority of service points, according to local needs. A number of staff have taken part in Adult Basic Skills training programmes, and now assist tutors in delivering courses to students.
In addition to Asian language provision, books and course materials in modern European languages are provided in all libraries where a need has been identified.
Collections of tutor support materials have been supplied to selected libraries by the Adult Continuing Education Service. Their partnership with the Library Service has also led to the Learndirect centres, providing ICT skills training at Aylesbury and Burnham libraries.

£35,000 from a **flagship** bookfund enhancement of £200,000 was set aside to target the information needs of various groups of learners, including the newly retired. Information and advice on careers, training and employment is provided through the Library Service's membership of the Assist Partnership, and its accreditation by the Guidance Accreditation Board. A Library Information/Advice Worker is available to give personal assistance to users of High Wycombe, Aylesbury and Chesham libraries.

Non-Users

The Libraries and Heritage ***Access and Inclusion Plan 2001-2*** recognises the need to identify non-users of library services, and as far as possible to reduce or eliminate the barriers which are preventing or inhibiting them.

One of its key outcomes is the development of services that meet the needs of non-users. In addition to the initiatives already discussed in respect of people with disabilities and ethnic minority communities, the following actions have been identified:

- Greater involvement of non-users in consultation. The consultation on the new High Wycombe Library in April 2001, which attracted 3,700 responses, used community newspapers to attract participation from non-users. The Library and Information Service to Schools is consulting all secondary schools on their future library and information needs, including schools who do not at present use the service.
- From 2001-2, Parish Councils will be involved in customer satisfaction surveys concerning local libraries. District Librarians already visit Parish Councils to discuss library services in their communities.
- Developing a strategy to provide library services to young people in care, in consultation with Social Services and Education of Children in Public Care, and submitting a joint funding bid to the Paul Hamlyn Foundation
- Additional information on age, ethnicity and disability will be collected at the point of registration, from 1 January 2002. This information will be benchmarked against published demographic data, and the results used to target services to groups with low levels of use
- The number of Booksmart after school reading and activity groups for older children will be doubled from 5 to 10
- The number of babies registering as library service members as a result of the Bookstart scheme will be increased by 10%. The Library Service is underwriting the cost of maintaining Bookstart locally, following the withdrawal of the national sponsor.
- The number of children that join the Library Service through participation in holiday reading activities will also be increased by 10%, through improved co-ordination and marketing
- Public access to the Internet and other resources through the People's Network will become free from September 2002
- Information services will be promoted through a "challenge a librarian" street market promotion at High Wycombe in September 2001
- Membership regulations currently preventing the registration of potential users such as travellers and homeless people will be sympathetically reviewed during 2001-2
- External and street signing will be improved to ensure that all service points have prominent signs on the buildings, and from key meeting and arrival points such as shops and bus stations
- The age for independent personal library registration (without parental countersignature), will be reduced from 18 to 16 from January 2002
- Library staff from High Wycombe will attend parents' evenings at schools in deprived areas, to publicise and promote the library service.

3.7 Wider Community Use

The library service has always been proactive in encouraging the wider use of library premises for the benefit of the local community. Examples of this include:

- Adult continuing education courses at Chesham
- Meeting room at Wendover library used by the Parish Council, U3A, County Registrar and many other local groups
- Open University and 'Meet the Archivist' drop-in sessions at High Wycombe
- Ongoing programmes of displays by local interest and craft groups in many libraries
- Library Friends Groups at Ivinghoe and Chalfont St Giles
- Drop-in sessions for the Parent Partnership (for parents of children with special needs) at main libraries
- Drop-in sessions at High Wycombe, Aylesbury and Chesham, with language assistants from the Ethnic Minority and Traveller Achievement Team, to promote the Children's Information Service
- Learndirect suites in operation in Aylesbury and Burnham Libraries
- The library at Stewkley doubles as a doctor's surgery
- The libraries at Castlefield and Flackwell Heath are joint use school and community libraries.

- A pilot scheme has recently been introduced on the Marlow Mobile whereby a member of the police service goes out on the Mobile once a month to meet members of the public in rural areas, in a non-threatening environment, to give out advice on crime prevention etc. This has proved very successful and may be extended to other agencies.
- The library service is participating in the ASSIST project, the Advice Network for Learning and Work Opportunities, and has received funding to appoint a part-time information/advice worker to run support sessions in Aylesbury, Buckingham, Chesham and High Wycombe libraries.

The County Library catalogues and manages collections for other council departments, housed in the County Reference Library. These include:

- The School Governors Collection
- Human Resources Training videos which are available for loan to all county council staff
- Social Services Collection which is available for loan to social services staff

3.8 Finance

Public Library Service expenditure levels 1998-2002

	1998/99	1999/00	2000/01	2001/02
Revenue expenditure	6,335,378	7,349,458	6,569,514	6,970,972
Revenue income	1,346,082	1,962,805	1,253,262	1,414,814
Net expenditure	4,989,296	5,386,653	5,316,252	5,556,158

Public Library Service budget heads 2001 - 2002

Expenditure										
Staffing	Staff training	Premises	Transport	Supplies	Book fund	AV materials	ICT	Health & Safety	Furniture/ equipment	Total
4,029,822	18,200	421,033	239,738	218,077	1,205,960	431,464	270,824	1,837	134,017	6,970,972
Income estimate										
Book sales	Audio visual loans	Fines & fees	Photocopier	Other						Total
82,673	852,752	336,659	68,004	74,726						1,414,814

The Library Service suffered at best standstill budgets over the past four years, with audio visual income supporting approximately 25% of the core budget. Even with this support net expenditure barely increased by the rate of inflation over the past three years.
Library opening hours were reduced in 1998 in order make savings, and the **library book fund** was particularly hard hit.

	1997/1998	1998/99	1999/2000	2000/2001	2001/2002
Book fund including binding and periodicals	1,029,062 (after cut of 8.5%)	819,784	955,616	979,277	982,644 + 200,000 Flagship project

The effects of reduced book funds were felt in falling levels of book issues and an inability to meet customer demand. Buckinghamshire's former high quality book stocks started to deteriorate in quality.

However, in recognition of the Service's recent underfunding and consistent high performance, a one off 'windfall' budget allocation of £200,000 was made, 'to address and meet the needs of specific groups of customers through increased investment in library stock'. This **Flagship Project** is being monitored and the use of the stock reported on. The aim of the project is to reveal an impact on library usage, demonstrating that carefully targeted additional funds can make a significant difference to the lives of people of all ages, improving the quality of their leisure time, and access to learning opportunities.

The Chairman of Policy and Resources 2001/02 Policy Steer for the Library Service was 2% efficiency savings, plus a further 1% saving for 2001/02 only. The forecast for future years is a minimum of the 2% efficiency savings, with the possibility of greater reductions.

Capital funding
The past four years again show a history of lack of capital investment. However during the years 2001-2004, £601,000 capital money is being used to upgrade the library computer system (See Section 3.10).

£100,000 capital funding in each of the years 2002/3 and 2003/4 will ensure that library buildings meet the requirements of the Disability Discrimination Act.
£3.4m has been set aside to build a new library in High Wycombe as part of the Western Sector Development, due to begin within the next year. This project, however, is now faced with uncertainty.

Income generation
The policy of the authority towards income generation is one of maximising opportunities. The Library Service has a reputation of being effective in this area, which is supported by comparative statistics. (See Section 4.1 and 4.3).

Sources of income have been strong in traditional areas of fines and fees, photocopying, withdrawn stock sales and audio visual hire services.

A second three year contract for the supply of central support services to Milton Keynes Council not only generates income, but provides the additional benefits of economies of scale and access to the library resources of both authorities by Buckinghamshire residents. The Library and Information Service to Schools is a self supporting business unit.

£400,000 is top sliced from the income generated by audio visual loan charges, and this supports library budgets. Audio visual income has been used to offset the effects of budget reductions, and in the current year is being used to fund additional relief hours to back up those staff undertaking ECDL training and various items of furniture and equipment.

Alternative sources of financial assistance

Buckinghamshire is constantly seeking to develop new opportunities for funding and partnership.

Recent examples of financial assistance include:

- the Culture 2000 CHILDE Project - a £100,000 European Commission funded digitisation project to create a web site for the study and promotion of early children's books
- New Opportunities Funds of £827,138.40 to deliver the People's Network of Learning Centres in all Buckinghamshire libraries
- £176,700 CALL funding to train Library staff to ECDL standard in support of the People's Network
- the Centre for Buckinghamshire Studies, funded by a £463,500 Heritage Lottery Fund grant
- the extension of Chesham Library and the creation of dedicated accommodation and study facilities for the Buckinghamshire Early Children's Book Collection funded by £124,500 from the Heritage Lottery Fund

Staff training and development

The Library Service has a commitment to the training and development of all staff, and has achieved Investors in People status. Training and development needs are identified both informally and through the formal appraisal process.

The revenue budget allocated to staff training and development is £18,200., which is 0.45% of the payroll budget. The £26,800 costs identified in the Library Training Plan 2001-02 will be met from within the overall Library budget, and represent 0.66% of the payroll budget. The size of the staff training budget is not a true reflection of the commitment of the County Council and the Library Service to training and development as:

- all County Council training courses are funded by a Service Level Agreement and do not impact on the training budget
- external training courses eg for senior managers are funded according to need
- much of the staff training and development is cascaded down 'in house' and is not reflected in the training budget.

Examples of external funding for staff training in 2001-02 are :

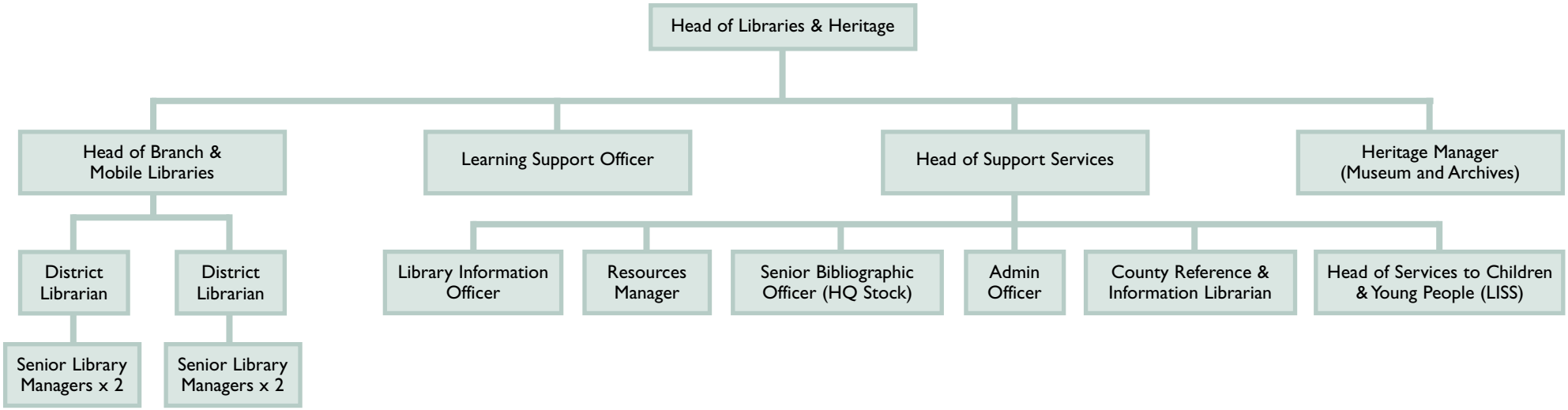
- the New Opportunities Fund - £67,880 for training of all library staff to European Computer Driving Licence level or beyond
- a contracted Central Buying Consortium book supplier to provide a training day on children's stock promotion for 6 Buckinghamshire library staff
- a contracted Central Buying Consortium library binder to provide a training day on rebinding for 8-10 Buckinghamshire library staff

3.9 Staff

The number of staff in post is 205.8 FTE, 43.0 FTE in 'professional' posts and 162.8 in other non-manual posts. Several posts in the higher wage bands have specialist skills and qualifications which are not library based eg the Information Manager (IT), the Administrative Manager, and the Projects Officer with special responsibility for income generation.

FTE staff	Bucks Pay Range	Salary band
3	10	£34,368-£40,758
3	9	£30,117-£35,412
2	8	£26,280-£30,915
7	7	£23,073-£27,045
8	6	£20,547-£23,691
14	5	£18,666-£21,027
16	4	£16,821-£19,014
22.5	3	£15,339-£17,193
130.3	1 & 2	£7,332-£15,615

- 89 members of staff have information management qualifications(including formal qualifications in librarianship, Library Assistant's certificate, Information and Library Services NVQ)
- currently over 110 members of staff have achieved ICT qualifications (European Computer Driving Licence, other IT degrees and qualifications) (For **Targets** see ***Training Plan*** below).



Library Training Plan 2001-2002

Outcome based tasks are derived directly from the Business Plan and from the training requirements identified in meeting the Public Library Standards.

Training need/ Expected outcome	Link to Business Plan/ Public Library Standard	Task	Staff to be trained	Projected completion date	Approx. projected cost
Junior staff able to find information	BP 1.2, 1.4, 1.6, 1.7 PLS 11, 12, 13	Enquiry desk training - pack/programme to be devised	40 members of staff	December 2001	Staff time
Understanding of techniques for promotion of stock and editing skills	BP 1.1, 1.2, PLS 11, 16	Extend stock management programme to 4 courses pa	40 members of staff	March 2002	Staff time
New and targeted existing staff need to know how to be helpful	BP 1.1, 1.2, 1.4, 1.5 PLS 11, 15	Customer care training programme extended to 4 courses pa	60 members of staff	March 2002	Staff time
Refresh staff telephone skills	BP 1.4 PLS 15	Telephone techniques cascade training	Existing and all new staff	June 2001	Staff time
Remedial telephone skills in specific locations	BP 1.4 PLS 15	Intensive targeted telephone technique training	As appropriate	Ongoing as required	Staff time
Staff understanding of good practice in administration of requests	BP 1.1, 1.11 PLS 9	Produce request/reservation procedures, and cascade	To all staff	December 2001	Staff time
Confidence and ability to fix some hardware and software problems	BP 1.4, 1.5 PLS 13	Hardware/software trouble shooting training for CALL funded PCs	See ICT Training Plan below	Ongoing as required	£1000

Training need/ Expected outcome	Link to Business Plan/ Public Library Standard	Task	Staff to be trained	Projected completion date	Approx. projected cost
Information finding and teaching skills using ICT	BP 2.2	Implement Year 2 of the NOF funded ICT training programme for staff (see separate plan below)	See below	March 2002	NOF funded £5000 +
Understanding of the Concerto upgraded library stock control system	BP 1.4, 1.10, 1.11 PLS 9, 12	Intensive Concerto training to be provided	All members of staff	October 2001- December 2002 and ongoing as required	Funded from Capital programme
Ability and knowledge to run Booksmart	BP 2.3	On-site training in Booksmart techniques	6 members of staff	Ongoing as required	Staff time
Story telling skills for volunteers	BP 2.5	Run 1 storytelling course for volunteers	10 volunteers	March 2002	£500
Understanding of how to minimise personal risk	BP 3.2	Cascade lone working procedures	Staff at risk, particularly in single-manned branches	October 2001	Staff time
Understanding of basic Health & Safety for new staff	BP 3.2	Mandatory County Health & Safety training and revisions to induction logbook	One day course for all new staff. Refresher manual handling for porters and drivers	March 2002	Staff time
Awareness of the needs of disabled people and ability to offer them a full service	BP 3.3	Provide disability awareness training as Phase 1 on a countywide training programme	15 members of staff who will then cascade training	December 2001	£800
Management skills at middle level	Whole BP All PLS	Targeted use of Library Association courses and County Performance Management Framework	As appropriate	Ongoing as required	£2000
Senior staff skills in developing the service	Whole BP All PLS	Professional training	As appropriate	Ongoing as required	£8000

Training need/ Expected outcome	Link to Business Plan/ Public Library Standard	Task	Staff to be trained	Projected completion date	Approx. projected cost
Induction of new staff	BP 1.4 PLS 11	County HR initiative to be supplemented with pack and revised logbook for library staff- improved monitoring of induction- route A training for 2 professional staff	All new staff	September 2001	Staff time
Understanding of admin procedures by small branch and relief staff	BP 1.9, 3.2	'Admin roadshow' travelling training	20 staff	December 2001	Staff time
New drivers induction	Whole BP All PLS	LGV training	3 members of staff and ongoing as required	Ongoing as required	£4500
First aid skills	BP 3.2	First aid training	20 staff	Ongoing as required	£1000

Budgetary Projection

Costs from above	£22,800
Travel and subsistence (excluding NOF)	£3000
Miscellaneous	£1000
Total	**£26,800**

The Buckinghamshire Libraries ICT Training Plan 2000-2003

1 Aims

The aim of the plan is to ensure that all staff are trained to a level at which they can:

- meet the ICT requirements stated in the Library Information and Archives Service Plan and the actions held within the Business Plan
- address those areas of ICT training necessary to ensure continuous staff improvement in meeting the Public Library Standards

Full-time and part-time staff working over 12 hours will be trained to the level of the NOF Expected Outcomes by April 2002, and the remainder of part-time staff to receive basic training in 2002-03.

Advanced training will take place in parallel, ensuring that key specialist information staff, who would be expected to achieve Expected Outcome level relatively quickly, have received Net Navigator training by April 2001.

2 ICT Training Needs

A Training Needs Analysis was undertaken, revealing a low level of confidence and ICT expertise among staff, requiring that many would need basic training before starting on the ECDL level programme.

3 Training methods and providers

The primary training provider is Buckinghamshire County Council Continuing Education Service, with a designated Project Manager.

Key staff who have already demonstrated confidence in ICT and an aptitude for training will be fast tracked through the ECDL and then progress to the JEB Advanced ICT Teachers Diploma or equivalent accredited qualification. These staff will provide a core of Independent Learning Advisors, who will provide mentoring and tuition to staff progressing through the programme.

The Independent Learning Advisors fulfil the Educator role outlined in 'Building the New Library Network'. Training providers and methods for Net Navigator, Information Consultant, Information Gatekeeper and Manager training are now in place for the second year of the programme.

4 Intended programme

Year 1 2000-2001

- 150 staff to be trained to the level of the Expected Outcomes, including 35 staff who will be trained to the JEB Advanced ICT Teachers Diploma or equivalent
- Priority in Expected Outcome training to be given to staff in maximum contact with the public

Year 2 2001-2002

- 150 staff to be trained to the level of the Expected Outcomes
- Net Navigator training for 75 staff
- Information Consultant training for 3 staff
- Information Gatekeeper training for 2 staff
- JEB Advanced ICT Teachers Diploma or equivalent 'Educator' training for a further 5 staff

Year 3 2002-2003

- 68 staff to be trained to the level of the Expected Outcomes
- Net Navigator training for 75 staff
- Information Consultant training for 3 staff
- Information Gatekeeper training for 3 staff
- Information Manager training for 2 staff

5 Targeting of resources

Approximately 23% of the training budget has in the past been given over to ICT training. The NOF funding supplements this budget, allowing the existing budget to be used for specialised ICT training not covered by the NOF funding and for some advanced training for roles outlined in 'Building the New Library Network' where NOF funding is not adequate.

The equivalent of two temporary posts funded from the Staffing budget and approximately £16,000 from income have been identified in order to provide relief staffing to allow training to take place in the three years of the Programme. Cost of relief staffing is included in the budgetary information as the single most important direct cost to the service of the project.

6 Monitoring and evaluation
Monitoring of individual trainees is undertaken by the Independent Learning Advisors responsible for those trainees, in consultation with the Project Manager. Monitoring of the ICT Training Plan is carried out by the designated senior library manager and the Project Manager, with Library Heads of Service.

7 Sustaining Training after the end of the Project
Funding will be allocated from the training budget to enable the **Independent Learning Advisors** to continue to fulfil the **Educator** role as envisaged in '***Building the New Library Network***'.

3.10 ICT Systems and Services

Libraries and Heritage has an annual ICT Plan which supports the strategic aims of the County Council as expressed through the ***Council's e.-strategy 2001-2005***. Our policy is to work within this framework to implement Government initiatives that support social inclusion, lifelong learning and e-government(1.3 above) and which identify the key role that public libraries have in supporting them.

Libraries and Heritage works within a corporate framework (**BCC Information Technology Policies and Procedures**) for the identification, evaluation and procurement of ICT. This corporate working is reflected in that the two main ICT developments affecting the Library Service (People's Network) and ALSi upgrade are being implemented in tandem with the upgrade and extension of the County Council's corporate network.

People's Network
Buckinghamshire Library Service has been awarded NOF funding of £827,138 to implement the People's Network. Access to the Internet, CD ROM network, word processing facilities and e mail is currently provided in all branch libraries via 100 PCs and a limited network which can be slow and unreliable.
The upgrade of the corporate network, the enhancement of hardware in all service points by the replacement/addition of 273 PCs, together with the NOF funded training for all library staff (3.9 above), will ensure that the people of Buckinghamshire have easy access to the full range of information and training opportunities through ICT. Access to these NOF funded services will be free of charge.

Further benefits will be an extension to information provision for the visually impaired, video conferencing and scanners in main libraries.
The Library Service is working in close partnership with the IT Unit to ensure the smooth delivery of the People's Network in line with corporate objectives, and to carry out the upgrade to the ALSi library computer system (see below) within the same timeframe.
The People's Network project plan has been approved, and the pilot phase is currently underway. The rollout is scheduled for completion by March 2003.

Upgrade to the ALSi library computer system
In 2000 the Library Service was awarded £601,000 Corporate ICT Capital Funding to replace/upgrade the library computer system, first installed in 1982. Developments in systems technology meant that ALSi, the system supplier, was not able to guarantee support for the old flat-file management system beyond the end of 2001.
The ALSi library computer system currently supports 3 modules, the library catalogue, circulation and acquisitions. A full tendering process, in partnership with the IT Unit, the County Council Contracts Division, Legal Services, and Milton Keynes Council, for whom the library computer system is provided under Joint Arrangements, resulted in the contract being awarded to ALSi Ltd (now BiblioMondo) in June 2001. The specification covered the software, and some specialised hardware eg book readers only.
In order to maximise the potential of the upgraded system, including self-service features such as self-reservation and self-renewal, much of the hardware will be replaced. In order to obtain best value, hardware is wherever possible industry standard and not supplier specific and is obtained via County Council procurement procedures. The corporate network was itself the subject of a tender process earlier this year.
The upgraded library computer system will improve user access through features such as 365x24 hour availability via the Internet, self-service functions, modules dedicated to inter-library loans, mobile libraries and housebound services. The Library Service is keen to enable people who are housebound or socially isolated to access the library catalogue and other functions.

Orders for library stock have been transmitted from the Acquisitions system to suppliers via Electronic Data Interchange(EDI) for several years now. Within the next 3 months the facility to transmit invoice information from the supplier into the Library Acquisitions system will be introduced, following three years of trials.

Sustainability
Concern is felt nationally at the sustainability of the People's Network after the period of NOF funding is over, and the Library Service reported fully its views in its application to NOF. There is an expectation that the Government should resource the revenue funding and we are pleased to see that Re:source: The Council for Museums, Archives and Libraries in "Building on Success: An Action Plan for Public Libraries" is to represent the concerns of public libraries over sustainability forcefully to Government.

The Library Service also has concerns about the sustainability of the upgraded library computer system, in terms of revenue funding. Traditionally the library computer system has not been well resourced, resulting in the necessity to upgrade much of the hardware via capital funding.

In implementing the People's Network in tandem with the ALSi and corporate network upgrades the Library Service has sought to maximise economies of scale and reduce the revenue consequences of ICT replacement. However, the replacement of ICT is a corporate issue, and sustainability must be built into the revenue budget. Costs have been identified, and will be addressed via the budget setting process over the next three years.

Library Website
The Buckinghamshire Libraries and Heritage website (www.buckscc.gov.uk/libraries) has been re-launched in line with the upgraded County Council website. The lively and attractive web pages contain information on library services and opening hours and events for adults and children, with links to the library catalogue and County Council services. Usage of the web site is being monitored.

Community Link Information Database
Community Link is the County Council community information database for Clubs, Societies, Voluntary Bodies and other Council and general community information. The database, recently upgraded, is available to the public via the Internet in all libraries free of charge.

Corporate ICT
LAFIS, the corporate finance system, is scheduled for replacement in 2003, and the Library Service will be included in that upgrade.

The County Council is currently upgrading its **network** to Windows 2000 and the Library Service is included in the rollout of the upgrade.

All library service points are in the process of being connected to the **County Council Intranet and Extranet** via the upgrade to the corporate network, facilitating communication and the sharing of information for all staff.

Computer software
CD ROM's, DVD's and computer software and games are loaned with considerable success from branch libraries. All are purchased via the very advantageous Central Buying Consortium purchasing contracts.

The Library Service has provided electronic information sources alongside book materials in all its libraries for some years as part of an integrated approach to information provision. Gradually the service is moving away from CDROM to Internet based sources and is taking advantage of consortia based purchasing in this area.

Digitisation
The Library Service has a proactive digitisation policy (see 3.4 above), enhanced by the use of budgets across Libraries and Heritage and the developing synergies within the service. Projects in the pipeline include A2A Access to Archives, Thames Pilot and an in-house digitisation programme.

Social inclusion and access
The provision of ICT is a key theme in Libraries and Heritage Access and Inclusion Plans, as it supports widening and increasing participation in learning and makes services more accessible. In addition to the major programmes discussed above the Library Service is seeking to extend its ICT based services to disabled people. It continues to provide free or relatively cheap access to computers in all its libraries including access to the Internet.

Performance appraisal, assessment against the standards in *Comprehensive, efficient and modern public libraries* and customer response

Key factors: Bucks	1997/98	1998/99	1999/00	2000/01	Significant variation
Hours of access per 1000 population	125.3	115.8	115.48	116.8	127.7
% of larger libraries open 45 hrs pw			40%	40%	
% of libraries open >10 hrs pw with access to online catalogues			100% (wrong CIPFA fig)	100%	
Electronic workstations per 1000 pop.			0.263	0.263	
Libraries open > 10 hrs pw providing Internet access			100%		
Normal book issue period			4 weeks	4 weeks	3 weeks
Number of books users may borrow				15	8
Requests for books supp. in 7 days	43%	37%	32%	44.3%	58%
Requests for books supp. in 15 days	72%	68%	70%	70.5%	75%
Requests for books supp. in 30 days	84%	84%	86%	80.7%	87%
Number of library visits per 1000 pop.	9862	9058	8128	7726	6458
Stock items added per 1000 population	295	226	277 incl other 389	282 incl other 385	187 incl other 215

Key factors: Bucks	1997/98	1998/99	1999/00	2000/01	Significant variation
Lending stock replenishment rate in yrs		7.6	4.8 (incl AV)	3 yrs books only	11.6
Expenditure on books and printed materials per 1000 population				2100	1643
Expenditure on other materials per 1000 population				1315	443
Total staff in post per 1000 population	0.42	0.40	0.43	0.41	0.40

Buckinghamshire's performance compared with other 'family' authorities based on estimates for 2000/1 and 2001/2

	2000/01 Buckinghamshire	2000/01 Comparator authorities	2001/02 Buckinghamshire	2001/02 Comparator authorities
Financial information				
Total expenditure £ per head of population	13.80 gross includes AV	12.26	16.02 gross includes AV	13.07
Income £ per head of population	2.63	1.46	2.97	1.79
Net expenditure £ per head of population	11.16	10.80	13.05	11.28
Cost per employee	£19,188 SE cost of living	£17,939	£18,643	£18,416
Cost per book issue(£)	1.28	1.36	N/A	N/A
Resources				
Employees per 1000 population	0.43	0.36	0.45	0.37

	2000/01 Buckinghamshire	2000/01 Comparator authorities	2001/02 Buckinghamshire	2001/02 Comparator authorities
Expenditure on books and pamphlets per head of population	1.64	1.58	2.21 (includes £200K windfall)	1.57
Expenditure on sound and video per head of population	0.93	0.26	0.90	0.28
Expenditure on binding per head of population	0.19	0.05	0.20	0.05
Book stock per 1000 population	1816	1663	N/A	N/A
Performance				
Book issues per 1000 population	10,357	8,421	N/A	N/A
Book issues per FTE employee	26,107	24,047	N/A	N/A
AV issues per 1000 population	2,020	674	N/A	N/A

Other significant indicators based on 1999/00 CIPFA actuals

	Buckinghamshire	Comparator authorities
Population in ethnic minorities	5.1%	2.7%
Population per service point	12700	14950
Books on loan per 1000 population	558	433

	Buckinghamshire	Comparator authorities
Proportion of books on loan		
Adult fiction	53.1%	41.5%
Adult non fiction	42.9%	25.8%
Children's	46.1%	34.5%
Book acquisitions per 1000 population	277	173
Book issues per head of population	9.5	7.9
Average loan duration (books)	21.5 days	20 days
Stock turn (issues/book)		
adult fiction	9.4	8.4
adult nonfiction	6.9	4.2
children's	7.8	5.9
AV & electronic acquisitions per 1000 population	113	37
AV & electronic issues per 1000 population	1899	715
Requests per 1000 population	204	135
Visits per 1000 population	8128	5767
Total issues, enquiries, requests and visits per FTE	47,494	44,482

Local targets

The Library Service Audit Commission/Best Value Performance Indicators as published in Committed to Quality: Buckinghamshire County Council Local Performance Plan

Source	Indicator	Baseline 98/99 (audited)		Actual 99/00	Target 00/01	Actual 00/01	Comment
		BCC	Top quartile of all County Councils				
AC-M1	No of items issued per head of population Books Other items	 10.36 2.02	 9.59 0.66	 9.6 1.9			(AC indicator revised becomes AC16)
AC-16	No of books and other items issued per head of population	-		-	10.5	10.8	
AC-M2 (BVPI 117)	No of physical visits per head of population to libraries	9.06	6.67	8.2	7.8	7.726	
AC-M3	No of books and recordings available in libraries per head of population	0.77	1.22	0.78			(AC indicator deleted)
AC-M4 (BCC Local)	No of public libraries: Open 45 hrs or more per week Open 10-44 hrs per week Mobile libraries	 3 30 5	 6 44 11.25	 3 30 5			(AC indicator deleted, becomes BCC local indicator
AC-M5a	Percentage of library users who found the book(s) they wanted and/or the information they needed	New indicator for 99/00					(AC indicator revised becomes BVPI 118)

Source	Indicator	Baseline 98/99 (audited)		Actual 99/00	Target 00/01	Actual 00/01	Comment
BVPI 118	Percentage of library users who found the book/information they wanted, or reserved it, and were satisfied with the outcome	-	-			Book 65% Information 80% totally plus 15% partially	Local target to be set for 2001/2002
AC-M5b	Percentage of users satisfied with library staff and opening hours	New indicator for 99/00	-	69.3		Staff knowledge and helpfulness 88%	
AC-M6 (BCC Local)	Net expenditure per head of population on libraries	£11.69	£10.98	£12.44			(AC indicator deleted, becomes BCC local indicator)
BVPI 115	Cost per visit to Bucks libraries	-	-		£1.44	£1.44	

Other core library service performance indicators published in the Library Service Plan and in the Annual Library Statistical Report

Performance indicator	1997/98	1998/99	1999/00	2000/01	Comments
Revenue income	1,545,569	1,346,082	1,962,805	1,253,262	
Net cost of service	5,430,787	4,989,296	5,386,653	5,576,443	
Book issues	5,439,815	4,957,790	4,564,424	4,149,850 (Net issues, excl LISS & prisons)	
Book stock	822,291	796,260	783,519	799,945	

Performance indicator	1997/98	1998/99	1999/00	2000/01	Comments
Book acquisitions	133,936	108,198	133,459	136,176	AV income spent on books
Audio Visual, electronic and other issues	1,187,562	1,151,942	916,443	1,063,037	
Audio Visual stock	119,232	111,147	114,474	112,400	
Audio Visual acquisitions	47,942	44,207	54,421	49,524	AV income spent on books & other items eg IT
Requests	114,898	104,383	98,660	98,012	
Information enquiries	385,060	400,400	362,440	325,884	
Database accesses:		55,922	348,466		Incomplete data, but rapid growth illustrated
ENIC (Electronic Networked Information Centre)			40,699		reflecting change in library usage
CD ROM			56,610		Estimate based on income per 1/2 hr slot
Internet in branches			52,888		
LIA web site			86,051		Estimate
Intranet (home page only)			12,218		
Community Link			100,000	289,465	
Registered borrowers	305,411	316,445	325,888	363,658	
Visitors	4,708,236	4,335,890	3,922,568	3,864,913	

4.2 Public Library Standards

Assessment of Buckinghamshire County Library against Public Library Standards

Standard number	Standard	Standard met or exceeded	BCL's measure of performance (2000/01)	Target for 2001/02 This year	Target for 2002/03	Target for 2003/04	Section where remedial action is identified
PLS 1 (i)	85% of households should live within 2 miles of a static library	✔	86%				
PLS 1 (ii)	Proportion of households living within a specified distance of a library open during convenient hours	NYA	NYA	NYA	NYA	NYA	NYA
PLS 2 (i)	Proportion of planned time that service points were not available to visitors because of emergency closure of central and branch libraries	✔	Less than 0.1%				
PLS 2 (ii)	Proportion of planned time that mobile service points were not available to visitors because mobile library visits/stops were missed or cancelled	✔	Less than 0.1%				
PLS 3 (i)	128 aggregate opening hours per 1,000 population for all libraries	X	116.8	120.47	132.2	133.1	6.3
PLS 3 (ii)	Proportion of aggregate opening hours that fall outside 9am to 5pm on weekdays		12.3%				
PLS 4	Percentage of larger libraries open at least 45 hours a week	X	40%		100%		6.3

Standard number	Standard	Standard met or exceeded	BCL's measure of performance (2000/01)	Target for 2001/02 This year	Target for 2002/03	Target for 2003/04	Section where remedial action is identified
PLS 5	Percentage of libraries open more than 10 hours of week that have access to on-line catalogues	✔	100%				
PLS 6 (i)	Total number of electronic workstations available to users per 1000 population should be 0.6	X	0.26	0.3	0.6		3.10 7.1
PLS 6 (ii)	Percentage of static service points providing public internet access	✔	100%				
PLS 7	Normal book issue period minimum of 3 weeks	✔	4 weeks				
	Issue period for material other than books:		Magazines 1 wk Spoken word cassettes 2 wks Spoken word CDs 2 wks CDs 2 wks Videos 1 wk Playstation games 1 wk Music CDs 2 wks Music cassettes 2 wks CD ROM 2 wks DVD 1 wk Sets of choral music approx 3 months depending on performance				
PLS 8	Number of books that library users are allowed to borrow at one time - 8	✔	15 items in total				

Standard number	Standard	Standard met or exceeded	BCL's measure of performance (2000/01)	Target for 2001/02 This year	Target for 2002/03	Target for 2003/04	Section where remedial action is identified
	Number of other items that library users are allowed to borrow at one time:		Any amount including books up to the total allocation of 15				
PLS 9 (i)	50% of requests for books met within 7 days	X	44.3%	45%	47%	50%	3.9 7.1
PLS 9 (ii)	70% of requests for books met within 15 days	✔	70.5%				
PLS 9 (iii)	85% of requests for books met within 30 days	X	80.7%	81%	83%	85%	3.9 7.1
PLS 10	Number of visits to the library website per 1000 population	✔	600				
PLS 11	6,600 library visits per 1000 population	✔	7,726				
PLS 12 (i)	65% of adult library users reporting success in obtaining a specific book	✔	65%				
PLS 12 (ii)	65% of child library users reporting success in obtaining a book	✔	65%				
PLS 13 (i)	85% of adult library users reporting success in gaining information as a result of a search or enquiry	✔	78% plus 17% partially found				
PLS 13 (ii)	Percentage of child library users reporting success in gaining information as a result of a search or enquiry	✔	78% plus 17% partially found				

Standard number	Standard	Standard met or exceeded	BCL's measure of performance (2000/01)	Target for 2001/02 This year	Target for 2002/03	Target for 2003/04	Section where remedial action is identified
PLS 14 (i)	95% of adult library users rating the knowledge of staff as 'good' or 'very good'	X	87%	88%	89%	91%	3.9 7.1
PLS 14 (ii)	95% of child library users rating the knowledge of staff as 'good' or 'very good' (same as PLS 15 ii)	X	87%	88%	89%	91%	3.9 7.1
PLS 15 (i)	95% of adult library users rating the helpfulness of staff as 'good' or 'very good'	X	87%	88%	89%	91%	3.9 7.1
PLS 15 (ii)	Percentage of child library users rating the helpfulness of staff as 'good' or 'very good' (same as PLS 14 ii)	X	87%	88%	89%	91%	3.9 7.1
PLS 16	Quality index for stock (to be developed in 2001/02)						
PLS 17	216 annual items added through purchase per 1000 population Adult fiction 88 Adult nonfic 57 Children's 69 Reference 11 Large print and books on tape	✔	282 books 103 audio visual items Further analysis to be carried out				7.1
PLS 18 (i)	Time taken to replenish the lending stock on open access or available for loan - max 8.5 years	✔	Book stock 3 years Audio visual stock 1.09 years				

Standard number	Standard	Standard met or exceeded	BCL's measure of performance (2000/01)	Target for 2001/02 This year	Target for 2002/03	Target for 2003/04	Section where remedial action is identified
PLS 18 (ii)	Funds for purchasing library items per 1000 populations should be: Books £2,018 Other materials £503	 ✔ ✔	 £2,100 £1,315				
PLS 19 (i)	Numbers of staff per 1000 population with appropriate information management qualifications - target to be identified		0.18 per thousand				3.9
PLS 19 (ii)	Numbers of staff per 1000 population with appropriate ICT qualifications - target to be identified		0.11 per thousand				3.9
	Resources allocated to training and development as a percentage of payroll costs - (see Section 3.8)						
Please provide an estimate of any additional revenue costs, in this and each of the subsequent years (2001/02 to 2003/04) in the plan, attributable to increasing provision to meet the national standards	**2001/02** Extending library opening hours £28,000 Additional relief staffing costs to cover staff being trained (ECDL) £30,000	**2002/03** Increasing to £165,300 £30,000	**2003/04** Increasing to £227,800				

4.3 Commentary on the trend data

Library budgets

The gross expenditure per head of population in Buckinghamshire is 12% above that of comparator authorities, but this figure includes the considerable income generated by the Library Service. In 1999/2000 Buckinghamshire income was 80% above that of its comparators, and significantly higher in 2000/2001, although latest CIPFA figures are not yet available. The buildings and staffing infrastructure mean that the Library Service has high fixed costs.

Branch library network

As discussed in Section 3.1 Buckinghamshire has a higher than average number of fixed service points per head of population. This is in part due to the rural nature of the County, with branch libraries located in most traditional population centres. Population per service point is 18% lower than the upper quartile. In recent years the service has taken advantage of opportunities to provide or enhance libraries in partnership with, for example, local schools, community organisations and Friends Groups. The role of the library as a community resource, particularly in rural areas, is supported by the estimate that 86% of Buckinghamshire households are within 2 miles of a static library. The commitment to providing quality services throughout an extensive branch library network is reflected in overall staffing levels per 1000 population.

Staffing

Staffing levels appear higher than those of comparators, partly as a result of managing an extensive branch library network (see above). However other factors include the level of work involved in sustaining the quality and popularity of income generating services, and the roles these services play in underpinning library service budgets. Staffing levels are supported by audio visual income in order to ensure speedy acquisition and efficient management of stock.

Significantly, however, since 1997/98 staffing levels have only increased by .006% per 1000 population, despite the tremendous growth in range and diversity of service provision and the creation of intensive staff development programmes to meet ICT requirements.

Although employee costs are 7% above those of comparators, they reflect the policies of the authority in respect of the additional cost of living in the South East and the difficulty of recruitment. Output indicators per staff member are significantly higher than comparators (see below Efficiency and effectiveness).

Library opening hours

The Library Service currently does not compare well with any of the Public Library Standards on opening hours, hours open per 1,000 population, the percentage of larger libraries open at least 45 hours per week, and opening outside the core week. However, there is a corporate commitment to extending library opening hours, in consultation with local communities, and a 3 year strategy to address the shortfall.
Action: Section 6.3

Expenditure on books and printed materials per 1000 population

Book funds have suffered considerable reductions over the last 5 years, at one point being cut by 30%. However, for the last two years they have again stabilised and in 2001-02 an additional windfall of £200,000 was allocated to target specific client groups. Expenditure levels on books were maintained in part during and following the 'lean' years by significant injections of audio visual income, demonstrating the authority's commitment to books and reading.

The number of books added to stock per 1000 population is 50% higher than that of comparators, reflecting the additional investment from audio visual income made in children's books over the last 2 years, which have a low unit cost. The Library Service, in partnership with the Central Buying Consortium, has also ensured that maximum benefit is obtained from library bookfunds by keen negotiation on price and other services. This is further reflected in the lending stock replenishment rate, which is significantly higher than that of comparators. There is a significant public demand for paperback books, particularly for children. However they do have a shorter shelf life, and require early replacement.

The actual number of items added to stock within the categories listed in Public Library Standard 17 will be monitored from 2001-02.
Action: Section 7.1

Expenditure on other materials
Expenditure on other materials per 1000 population is 3 times as high as that of comparators, demonstrating the strong role of audio visual materials in attracting traditional non-users into the library and generating income to support core services.

Book Stock
Buckinghamshire Libraries' book stock works harder than that of comparator authorities: 26% more are out on loan at any one time, and despite a longer loan period the number of issues per book is significantly higher in all categories.

Information & Communications Technology (ICT)
Buckinghamshire libraries have been automated for almost 20 years; all static services points provide 'live' access to the library's computer system. The ALSi library computer system is in the process of being upgraded to provide full interactive Web-based access.
Action: Section 3.10 and 7.1

Public Internet access was achieved in all libraries in 1998. The number of electronic workstations per 1000 population is comparable with other authorities, and the target is to reach the Public Library Standard in 2002-03 through the People's Network.
Action: Section 3.10 and 7.1

Supply of readers' requests
The Library Service in Buckinghamshire takes 51% more requests per 1000 population than its comparators. Actual numbers are slowly decreasing as library users become more familiar with ICT based information searching, and books become more affordable. The service policy is to give library users access to the widest range of material by obtaining items not in stock wherever possible, either through purchase or inter library loan. Requests are also accepted well in advance of publication date. This commitment to access, together with a longer than average four week loan period, has meant that Buckinghamshire has not met the Public Library Standard in respect of supply times. There is a commitment to improving performance in this area, and the issue will be addressed through staff training in request management, and improved selection and acquisition procedures.
Action: Section 3.9 and 7.1

Library usage
When benchmarked against its comparators Buckinghamshire's libraries are the busiest in the country. This is assessed by the number of library visitors, the number of book and audio visual issues, the number of requests and enquiries, and the number of electronic accesses.

However, the Library Service is committed to continuous improvement in all areas of service, and while it is accepted that some forms of usage may be replaced by others strenuous efforts are made to maximise library usage by the people of Buckinghamshire.
Action: Section 7.1

The number of library visits per head of population has decreased, reflecting growing public use of home and workplace ICT for their information needs. However, Buckinghamshire still has one of the busiest library services in the country, with the number of library visits per head of population 20% above its comparators. The number of visits to Buckinghamshire Libraries will be maintained via actions identified in the three year plan.
Action: Section 7.1

Although in common with other Library Services the trend for the number of books and other items issued per head of population has been to decrease by a small percentage per year, Buckinghamshire is committed to maintaining library book issues. Significant work has already gone into the purchasing of targeted stock, improving selection, acquisition and stock management procedures resulting already this year in an arrest in the decline.
Action: Section 7.1

The growth in accesses to electronic information is enormous, with 348,466 recorded in 1999/2000. Accurate measuring of electronic access is still being investigated by the IT Unit, but the roll out of the People's Network will result in a massive expansion of electronic usage.
Action: Section 3.10 and 7.1

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Action: Section 3.10 and 7.1

Efficiency
Although the cost of employing a member of staff in Buckinghamshire Libraries is 7% higher than in comparator authorities, each employee is considerably more productive. Book issues per Buckinghamshire FTE member of staff are 8.5% higher, audio visual issues per FTE are 300% higher, and across a wide range of library activities Buckinghamshire staff each handle almost 7% more issues, enquiries, request and visits than their counterparts in other authorities.
Overall Buckinghamshire residents obtain better value for their taxes, as it costs 6% less to issue a book in the authority.

However, customer surveys indicate that staff knowledge and helpfulness need to be improved in order to meet customer expectations and the Public Library Standards. Staff training will focus on addressing these areas, in particular enquiry techniques and ICT skills.
Action: Section 3.9 and 7.1

4.4 Public consultation

Service Aim 4 of the Council Plan 2001/2005 states that the Council should aim 'to be open and accountable; to consult and listen'. This corporate aim underpins the service planning and delivery of the Library Service.

Customer Satisfaction Surveys

Following two pilot surveys in January 1999 the Library Service adopted a rolling programme of Customer Satisfaction Surveys in all service points. The programme ensures that a statistically valid sample of users at every branch library is surveyed once every three years. The two dedicated reference libraries at Aylesbury (County Reference Library) and High Wycombe are surveyed every two years.

The surveys are based on self-completion questionnaires. The questionnaire is broadly similar to the standard CIPFA PLUS (Public Library User Surveys) form, but has been modified to provide more qualitative information, for example on disability, and greater opportunities for anecdotal comment. Independence from a standard format has given greater flexibility in modifying the form to meet changing requirements, for example in respect of nationally collected performance indicators.

The full cumulative report on the 22 libraries surveyed during 1999 and 2000 was published in June 2001. It provides a comprehensive user profile, and a clear picture of satisfaction levels, views and perceptions across the authority, based on the responses of 5,340 customers. The results are analysed by library tier (Centres of Excellence, Main Libraries and Community Libraries) and benchmarked against the CIPFA PLUS results for English counties.

Some policy initiatives have resulted from this information. For example, the comparatively high level of dissatisfaction with opening hours in community libraries has led to a comprehensive review of hours throughout the service. Similarly, concern that user satisfaction with staff knowledge and helpfulness currently falls below the DCMS National Standards has led to a commitment that all members of staff will be trained to ECDL (European Computer Driving Licence) level.

A further benefit of the survey programme is a User Panel database of over 2000 people, some of whom have already taken part in further consultation about local library services.

The outcomes of the Customer Satisfaction Surveys are most clearly seen at local level. The relationship between the library service and its users has been enhanced, and many improvements to services have been introduced as a direct result of comments received. In all cases survey findings are discussed by managers and branch staff, and a list of actions agreed. Actions have addressed a wide range of concerns - for example, opening hours have been changed at Haddenham, Ivinghoe, Buckingham, Farnham Common and Iver libraries. Changes to the balance, range and presentation of stock took place at Aylesbury, Wendover, Richings Park and many other libraries. Additional resources have occasionally been provided to deal with specific issues, for example

£5000 for new books at Bourne End library. In cases where surveys have identified low levels of satisfaction, or strong feelings on a particular issue, further consultation has been initiated by establishing focus groups of users. Currently this is taking place at Stoke Poges library. The ***Libraries and Heritage Access and Inclusion Plan*** states that in future further consultation will take place whenever satisfaction levels fall below 75%, and that wherever possible the consultation will involve local members, parish councils and non-users.

A further refinement of the consultation process will be the introduction of the CIPFA Children's Plus survey next year.

A recent specific consultation exercise concerned the new High Wycombe library, which is still in the design and development stage. Almost 3,700 local people responded to questionnaires which were distributed in all libraries within a 10 mile radius of High Wycombe, and included in a community newspaper delivered to every household within the District Council area. Children had their own questionnaire. The results of this consultation are still being analysed.

Comments, Complaints and Correspondence

The Library Service has well established protocols and practice for dealing with user feedback and complaints, which were recognised in the award of a Charter Mark to the Service in 1999.

The procedures for acknowledging, responding to and monitoring all forms of correspondence (including comments and complaints) are set out in "Correspondence Answering and Monitoring - a short guide for Managers in the Library, Information and Archives Services" first published in 1999 and most recently revised in April 2001. These procedures are designed to ensure that Service and Business Plan performance targets are met.

Since the procedures were introduced, the percentage of correspondence acknowledged and answered within 3 days has risen from 45% to 82%, and the percentage answered within 10 days from 93% to 98%. All correspondence is categorised as being either a comment, complaint, compliment or general (eg a request for information). From a total of 1,483 written communications in 2000-2001, 11% were complimentary, double the actual number received in the previous year. The percentage of complaints fell from 23.5% in 1999/2000 to 7.9% in 2000/2001.

Correspondence is also analysed by category, and concerns addressed either at local or authority level. The breakdown by subject matter was as follows.

Category	**Total**
Access	4
Audio-visual stock	50
Book stock - adult	43
Book stock - junior	6
Fines and charges	37
Furniture and equipment	12
ICT	37
Layout and presentation	18
Loan periods	4
Magazines	12
Mobile libraries	11
Opening hours	6
Premises and facilities (inc. heating, lighting and toilets)	17
Reference and Information Service	605
Request for information	363
Reservations	3
Sales	16
Staff	77
Strategic	1
Other	161

Many library customers prefer to express their opinions face to face, rather than in writing. All front-line staff are required to attend in-house Customer Care training, which includes information and coaching on the inter-personal skills required to handle comments and complaints courteously, confidentially and fairly. Any verbal comments

and complaints are recorded by staff in all service points directly onto an Informal Suggestions Log Sheet. This is used to record all minor concerns and suggestions for improvement to services. These forms are scanned regularly by local managers, and remedial action taken.

The ***Library Service Complaints Procedure*** is clearly displayed in every service point, and set out in the 'Comments, Complaints and Compliments' leaflet, which incorporates a comments form. The procedure is in line with County Council responsiveness protocols, and ensures a fair and thorough investigation of all complaints. The leaflet is also available in Urdu and Gujarati versions.

4.5 Quality assessment

Performance indicators and national benchmarking

Service quality is also analysed and improvements identified as part of the service planning process. Performance is benchmarked against the DCMS National Standards, against the indicators set out in Buckinghamshire's Local Performance Plan ***Committed to Quality***, and against national indicators from the DETR (Best Value Performance Indicators) and from the Audit Commission.

Customer Charter

The Library Service has a Customer Charter that is available in all libraries, and which is given to all new library members. It sets out the standards of service which users can expect to receive. This information is also available in community languages and in Braille.

The Charter includes the following commitments:

- That all staff will have received training in customer care, and have the skills and experience to do their jobs well. This is delivered and monitored through the annual ***Training Plan***.
- That customers will not normally have to wait longer than 3 minutes to be served at a counter or an enquiry desk. Waiting times are independently monitored every 6 months at 'busy' and 'normal' times, in a cross-section of libraries. In the November 2000 survey of 800 customers, 81.7% were served within 30 seconds, 91.2% within 1 minute and 98.9% within 3 minutes.
- That all correspondence will be answered or acknowledged within 3 days, and that where necessary a full reply will follow within 10 days. Performance is monitored through a '***Correspondence Answering and Monitoring***' procedure, and details of all correspondence entered onto an Access database. During 2000-01 82% of correspondence was answered or acknowledged within 3 days and 98% received replies within 10 days.
- That telephone calls will be dealt with promptly and efficiently. The Buckinghamshire County Library ***Telephone Answering Policy*** was published in 1999, and most recently revised in December 2000. It sets out the procedures to be followed by all staff when answering telephone calls. It provides clear guidance on response times, a standard greeting message and call ownership. Telephone performance was monitored by external consultants in 1999, following an intensive training cascade. The audit showed that 78% of calls were answered within 5 rings, and that 97% of callers were satisfied with the quality of information received. Training in telephone techniques is included in induction and customer care training provided to all staff, and a more detailed refresher training package was delivered to 40 staff during 2000-01. A further external performance audit is planned for 2001-02.
- The Library Service is currently investigating setting up a Contact Centre, which has the potential to further improve access and service quality for telephone users.

The Charter also contains promises on access and equality, which are monitored through the Libraries and Heritage Access and Inclusion Plan. Promises on consultation and accountability are delivered through the rolling programme of Customer Satisfaction Surveys, Customer Comments, and the Library Service Complaints Procedure, which is discussed more fully in 4.4 above.

Customer Satisfaction Surveys

The rolling programme of Customer Satisfaction Surveys ensures that a statistically valid sample of users is consulted at every service point, over a period of three years. The

surveys provide feedback on user perceptions of the following aspects of service provision:

- Opening hours
- Access
- Range and quality of books and materials
- Layout and appearance
- Staff helpfulness
- Staff knowledge and expertise
- Waiting times
- Children's services
- Reference and information provision
- Overall service quality

There are also opportunities for users with disabilities to comment on specific accessibility issues, and for all users to make suggestions for improvement.

During 1999 and 2000 responses were received from over 5000 customers in 22 libraries. 99% of these respondents rated the overall quality of the service as 'good' or 'very good'. Survey data is benchmarked against the CIPFA PLUS results for English counties. At a local level, library managers respond by compiling an action plan addressing issues raised. The survey results and action plan are published to library users. For example, in September 2000, 297 library users took part in the Customer Satisfaction Survey at Gerrards Cross Library. As a result of their comments, the actions taken were:

- The addition of an extra bay of audio books
- An agreement to install automatic opening doors (this will take place in 2002)
- The purchase of two upright chairs with arms
- Increase and improvement of the selection of adult books.

The Library Service is considering adopting the recently published CIPFA PLUS Adult User Survey form. However the flexibility for anecdotal comments will be retained, as this is considered to be important.

In addition, from 2002, Buckinghamshire will begin surveying children using libraries, via the revised Children's Plus Survey.

Quality of the book stock

In addition to the customer consultation and feedback processes discussed in 4.4 and above, the quality of Buckinghamshire County Library stock in constantly measured against other libraries within our family group, using indicators such as:

- book stock per head of population
- issues per head of population
- expenditure per head of population
- proportion of items on loan
- cost per issue
- time taken to satisfy readers' requests

Buckinghamshire performs consistently well against CIPFA and Audit Commission performance indicators. For example, in the 1999/2000 Actuals the proportion of adult fiction on loan was 53.1% compared with the average for the group of 41.5%, the proportion of adult non-fiction on loan was 42.9% compared with 25.8%, and the proportion of children's books on loan was 46.1% compared with 34.5 %.

Quality assurance in selection processes is achieved through the Library Service ***Stock Management Policy***, which is discussed in Section 3.4. Procedures to ensure quality in the range, deployment and use of stock for adults and children appear in Sections 3.4 and 3.5.

Research

From the recent one-off book fund enhancement of £200,000, a sum of £10,000 has been assigned to the setting up of a research project to identify the needs of young Asian mothers and their children.

Quality assessment: conclusions

Performance against the majority of published service standards has improved since the Service was awarded a Charter Mark in 1999, for example 99% of customers are now served within 3 minutes, 82% of customer correspondence is now answered within 3 days.
The established programme of Customer Satisfaction Surveys has produced numerous improvements to services at local level and identified training and development needs, which are being addressed in the ***Business and Training Plans*** for 2001-02. The wide range of indicators now monitored, and the feedback and evaluation processes now in place, should ensure that service quality is maintained, and where possible enhanced, throughout the lifetime of this Plan.

Visually Impaired Persons' suite
County Reference Library

using the Children's Historic Book
Collection at Chesham

chapter four

Review of preceding Plans, and progress for the previous financial year

The Buckinghamshire County Council Local Performance Plan '***Committed to Quality***' sets out its goals and service targets for the coming year, and reviews progress against the targets of the previous year. An assessment of the performance of the Library Service is tabled below:

5.1 Key achievements and milestones from previous Plans

Area of achievement/milestone	Partnership project	1998/99	1999/2000
Best Value			
3 yr programme of customer satisfaction surveys commenced		✔	
3 yr Joint Arrangements contract with Milton Keynes for Library & Archives renegotiated and renewed £0.25m	✔	✔	
Corporate Modern Records Management services in place	✔	✔	✔
Heritage Lottery Fund bid prepared for Centre for Buckinghamshire Studies		✔	
Heritage Lottery Fund bid approved for Centre for Buckinghamshire Studies £463,500			✔
Heritage Lottery Fund bid prepared for Early Children's Book Collection		✔	
Heritage Lottery Fund grant of £124,500 for Early Children's Book Collection			✔
Carry out Root & Branch Review of LIMA service	✔		✔
Commence application process for Charter Mark Award		✔	
Charter Mark awarded			✔

Area of achievement/milestone	Partnership project	1998/99	1999/2000
Public Libraries Planning Profile shows Bucks' high performance against family averages, despite budget reductions - implications reviewed by senior managers		✔	
2 Friends Groups established	✔		✔
Wide range of community contacts including Parish Councils established	✔		✔
Central Buying Consortium book purchasing contract expanded to value of £9m	✔		✔
Central Buying Consortium AV 3 yr contracts led by Bucks commence	✔		✔
Business Link Service Level Agreement (1 yr) renewed £23,650	✔		✔
GOSE funding (£19K) obtained to establish the North Bucks Network	✔		✔
Service planning			
First Annual Library Plan prepared and submitted to DCMS		✔	
Senior staff restructuring within reduced resources base		✔	
New Library & Information Service to Schools formed from Primary and Secondary Schools Library Services		✔	
Project Plan prepared for new High Wycombe Library			✔
Improvement to Library & Archive premises			
County Council approval for Capital funding for new library at High Wycombe		✔	
Joint use school/branch library plan developed for Flackwell Heath	✔	✔	

Area of achievement/milestone	Partnership project	1998/99	1999/2000
ICT			
Significant network improvement, most branches connected to the Internet, from within existing resources		✔	
Public access to the Internet in all branches from within existing resources			✔
E-mail extended to all branches via Hotmail		✔	
Self service terminals introduced at Aylesbury and Hazlemere		✔	
LIMA website developed		✔	
Capital bid submitted to upgrade the ALSi library stock control system			✔
All libraries have CD ROM stations			✔
Video conferencing equipment installed in four libraries			✔
LASER V3 online implemented			✔
Performance			
AV income increased by 10%(twice the target)		✔	
Although book and other loans decreased, accesses to information via IT increased		✔	
Quality Working Party established to monitor Charter Mark compliance			✔
Ratio of income to net expenditure now 36.5%			✔

Area of achievement/milestone	Partnership project	1998/99	1999/2000
Access and inclusion/Lifelong learning			
Representation on Disability and Access Groups established	✔		✔
Aylesbury Learning Link and Study Link opened	✔	✔	
Access Survey of all service points implemented and reported			✔
VIP suite opened in the County Reference Library	✔		✔
Learning Centres developed in partnership with Continuing Education in 2 libraries	✔		✔
Plans for Sunday/enhanced opening hours prepared as part of Root & Branch Review	✔		✔
Innovation			
DVD (digital virtual disc) loan service introduced		✔	
Playstation software for loan introduced			✔
Training			
NOF funding agreed for ICT training	✔		✔
Staff ICT training programme established and implemented	✔		✔
Public ICT taster sessions in libraries	✔		✔

Area of achievement/milestone	Partnership project	1998/99	1999/2000
Reader development			
Established partnership with Branching Out	✔	✔	
First Booksmart club set up at Hazlemere		✔	
Booksmart club set up at Aylesbury			✔
Children's summertime Reading Safari	✔		✔
3yr National Lottery funded Buzzwords project completed with 2 week children's book festival	✔		✔
3 adult Reading Groups established			✔
Bookstart established with national sponsors	✔	✔	

5.2 Review of the Action Plan 2000

Expected Outcome	Action	2000/01	2001/02
1. A service that is innovative modernised and well resourced meeting the aspirations of our customers within the Best Value framework	to prepare the agreed Annual Library Plan and submit it to the Lifelong Learning Subcommittee and the DCMS to implement the agreed Library Plan to complete the Root & Branch Review to implement the recommendations of the Root & Branch Review	✔ ✔ ✔	✔ Work progressing on flexible opening hours
	to respond to consultation on National Library Standards to assist in restructuring of the County Council supporting the Modernising Local Government programme to complete the Review of the Resource Collections within the Education Department	✔ ✔ Report completed and accepted. Review not implemented due to lack of resources and ongoing Modernising process	✔ Ongoing
	to secure funding for replacing the outdated ALSi stock circulation and control system to manage the replacement library stock control system project	✔	✔ Ongoing. Tender process complete and contract awarded. Replacement /upgrade project commenced.
	to submit application for People's Network	✔ and funding approved	People's Network project commenced

Expected Outcome	Action	2000/01	2001/02
	to work with the Lifelong Learning Partnership to develop CALL/CMF Learning Centres application	Progressing alone	
	to implement the ICT Plan 2000/2001		✔
	to implement the first year programme of the agreed NOF ICT training programme	✔	✔
	to edit and improve existing information on the Library Information and Archives Web site and create new sources of information	✔	✔
	to further progress the implementation of CALM 2000 through retrospective catalogue conversion in Local Studies	✔	✔
	to participate in the A2A (Access to Archives) programme for the digital conversion of family and estate catalogues	✔	✔
	to prepare a Culture 2000 digitisation bid for the Historic Children's Book Collection and implement if successful	✔ bid submitted and successful. Project complete leading to CHILDE bid (see 3.4 Buckinghamshire Early Children's Historic Book Collection)	✔ bid successful, project completion October 2001
	to plan for the implementation of the Small Business Service	✔	
	to monitor the effectiveness of income generation	✔	✔
	to refurbish services on the ground floor of Chesham Library	✔	
	to progress no cost site development opportunities at Amersham Library	✔	✔
	to review six branches for possible refurbishment (2 year programme)	✔	✔
	to monitor implementation of Data Protection Act and Freedom of Information Bill on Modern Records Service	✔	✔
	to investigate and develop corporate electronic records management procedures and practices	✔ developed and implemented. Modern Records Management now a core part of County Council activity across all departments	

Expected Outcome	Action	2000/01	2001/02
	to continue to provide efficient services to Milton Keynes, constantly monitoring effectiveness and achieving efficiency savings where possible (3 year programme)	✔	✔ Milton Keynes partners in new contract for library computer system (see above)
	to manage and monitor the Joint Arrangements contracts	✔	✔
2. A service which provides a continued and effective contribution to raising the achievement of individuals, and corporate organisations such as schools, business and lifelong learning partners	to work with Continuing Education to identify library sites for learning centres, and to promote family learning opportunities in libraries and mobiles	✔	
	to support the ESF Skills in the workplace projects	✔	
	to support the ESF Key Skills Training project	✔	
	to market and develop the new package of services to primary and secondary schools	✔	✔ 10% increase in customer base achieved
	to work with the County Museum Service to ensure Arts Strategy Business Plan is in place		Now overtaken by restructuring
	to work with the Information Advice and Guidance Partnership to provide learning information and seek accreditation from the GA Board for the Library Service	✔ Accreditation achieved	
	to plan for the development for an Arts Library in County Reference Library		Plans now evolving into an Aylesbury library complex (Lending, Reference and Learning Resources)
	to ensure regional and local cultural strategies are in place		✔ County cultural strategy in preparation

Expected Outcome	Action	2000/01	2001/02
	to develop National Reading Campaign within Bucks		✔
	to continue to develop the Bookstart scheme	✔	✔ despite lack of external funding, Bookstart continuing supported by Library budgets
	to expand Booksmart at agreed locations	✔	✔ extended to Marlow
	to support the development of reading groups in agreed locations	✔	✔
	to develop, promote and monitor the adult literacy collections at Aylesbury, Chesham, High Wycombe, Beaconsfield		✔
	to promote awareness and use of library services by ethnic groups	✔	✔
	to organise a Family History Roadshow in High Wycombe	✔	✔
3. A quality and inclusive service that is responsive to customers' views	to implement Year 3 library survey programme and extend to mobile libraries and Housebound services	✔	✔ March 2002
	to identify non users of the service and investigate the needs of excluded groupse		Autumn 2001
	to establish a Focus Group including non-library users as part of the implementation of Root & Branch Review		Not progressed by the Root & Branch Review Team
	to monitor and publish performance as required by the Library Service Customer Charter	✔	✔
	to implement a survey of Business usage in the three main reference libraries and take appropriate action	✔	Dec 2001
	to implement a survey of European information enquiries at the three main reference libraries and take appropriate action	✔	

Expected Outcome	Action	2000/01	2001/02
	■ to survey Records and Local Studies Service and report to members ■ to investigate the improved provision of membership/ethnicity information	✔	✔ ✔ improved information on reader registration form Jan 2002
	■ to prepare a fully costed and prioritised programme of service improvements for people with disabilities		✔ and funding identified to implement the programme 2002-4
	■ to organise Disability Awareness Training for all staff ■ to survey usage of the County Reference Library VIP suite and provide monitoring reports to sponsors, partners and the Disability Working Party		Phase 1 Dec 2001 ✔ in progress
	■ to continue and develop contacts with Parish councils ■ to continue and develop contacts with Friends Groups ■ to continue to consult and liaise with disability groups and promote disability issues within the services		✔ ✔ ✔
4. A service that provides appropriately resourced and well used range of buildings to meet the needs of whole community	■ to monitor, develop and action the new High Wycombe Library		New library may fail due to external factors, action will become 'to monitor develop and action improved library provision for High Wycombe'

Expected Outcome	Action	2000/01	2001/02
	to provide support to ensure supply of appropriate stock and ICT to monitor and report on the use of the premium ICT suite at High Wycombe	✔ ✔	✔
	to investigate opportunities to improve public services through better, and shared, use of existing premises and identifying alternative sites where appropriate	✔ Flackwell Heath combined school/library opened 1999 very successful	✔ Thomas Hickman combined school/library under discussion
	to implement the first year project plan for the Centre for Buckinghamshire Studies subject to obtaining funding from the Heritage Lottery Board	✔ Funding approved	✔ Project commenced July 2001
	to incorporate and promote the Children's Historic Books Collection in Chesham Library	✔ Collection housed and displayed in refurbished Library. Successful author opening	
	to implement Phase 1 of the County Reserve Stock Reshelving Plan. Phase 2 to implement 2001/02	✔ Phase 1 complete	✔ Phase 2 commenced June 2001
	to ensure the satisfactory completion of the Health & Safety training cascade and subsequent county wide risk assessment and to provide an interim report on the Health & Safety audit to Library Heads of Service	✔	

6.1 Analysis of strengths, areas for development, opportunities and threats

Area of service	Strengths	Areas for development	Opportunities	Threats
Resources: Library buildings	■ Extensive network of static libraries and mobiles reaching every community. ■ Top quartile for proportion of households % residing within 2 miles of static branch	■ Housing growth particularly in Aylesbury will require additional library provision	■ Partnership developments for new libraries in Wing and Amersham. ■ Joint Public/school library at Meadowcroft, Aylesbury under discussion. ■ Improvements at Beaconsfield library identified ■ Library suitability survey ■ Possibility of using HLF funding for library buildings	■ Partnership reliant on external funding ■ Lack of on going capital programme
Resources: Library buildings physical access and security	■ Capital funding identified for improvements to library buildings under DDA 2002/3 2003/4	■ Security for buildings and staff safety	■ Working with partners to resolve community safety issues	
	■ Disability Audit of public service points undertaken	■ Audit of accessibility for staff with disabilities required	■ Increased partnership working with Access organisations	■ Further bids will face strong competition from other services
	■ VIP service in operation ■ Induction loops installed in three Centres of Excellence ■ Textphone line available for whole service	■ VIP service only in Aylesbury at present	■ Three more service points identified within People's Network implementation plan. ■ Further develop partnership working with user groups	

Area of service	Strengths	Areas for development	Opportunities	Threats
	■ Disability Awareness training programme in place	■ More specialised training needed e.g. British Sign Language	■ Further develop training programme to offer specialist training to staff to deliver services to excluded groups	
		■ Provision of a major centre of excellence in High Wycombe, to replace the current inadequate library building. Funding identified in capital programme.	■ Funding for the new High Wycombe Library currently in the capital programme, as part of leisure/shopping complex ■ If leisure/shopping complex plans fall through, plans in preparation for alternative resiting/refurbishment of current premises	■ However overall development now well behind schedule and threatened by withdrawal of financier. ■ Danger of capital funding being lost with delays
Resources: funding	■ 2% efficiency savings identified for 2001/02 ■ Top quartile expenditure per head of population (this figure inflated by high income generation)		Looking at ways of streamlining services to maximise resources ■ eg bringing Library & Information Service to Schools into the Public Service ■ sharing of resources across Libraries & Heritage (Admin, IT, marketing)	■ Expenditure levels dependent upon high level of income generation ■ After year on year reductions Library service budgets are under constant erosion from annual 2% efficiency gains and additional reductions ■ 2002/03 budget forecast is 5% reduction
	■ Top income generating library service - income heavily supports core library budgets		■ Income generating products constantly monitored and new products e.g. DVD established ■ Opportunities for further income - generating activities with Heritage Service	■ Vulnerable to changing customer demand, and technological developments e.g. down loading from Internet

Area of service	Strengths	Areas for development	Opportunities	Threats
		■ Lack of a capital programme	■ Projects identified. Will seek to develop within new structures	■ No on going funding available due to competing pressures with Schools, Social Services, Roads etc.
Resources: staffing	■ Experienced and committed staff ■ Top quartile for staff in post per 1,000 population ■ Annual Training and Development Plan in place with Appraisals and Personal Development Plan for all staff	■ Need for succession planning and staff development at all levels ■ Knowledge and helpfulness of staff below the Public Library Standard	■ Staff development at all levels identified through Training and development Plan and appraisal ■ Staff Training and Development Plan and NOF ICT Plan addresses areas of weakness identified from customer surveys and Public Library Standards eg telephone training for targeted staff and libraries, Enquiry Desk training for junior staff	■ All senior staff in the upper age groups ■ Staff very stretched due to pressures of staff training (ECDL, Health & Safety, Disability awareness) and sickness ■ Low turnover of professional staff at all levels. ■ Difficulties in recruiting staff into the area due to high costs of living
Resources: stock	■ Top quartile for a/v and book acquisitions per 1,000 population ■ Top quartile for book stock replacement	■ Meeting the Public Library Standards for stock when published	■ Ongoing monitoring and customer feedback enables targeting of resources. eg Junior fiction, magazines	■ Dependent upon current level of revenue funding and income generation ■ Reduced book funds means emphasis on low cost replacement with shorter shelf life. May have long term effects
	■ Benefits of consortium purchasing arrangements for supply of books, audio visual materials, binding	■ Currently only one electronic product purchased through consortium	■ Consortium purchasing of electronic products to be further developed	

Area of service	Strengths	Areas for development	Opportunities	Threats
	■ Reference and Information specialists in 3 major centres ■ Reference collections in all libraries plus extensive ICT provision	■ 3rd Quartile performance for enquiries	■ Development of online enquiry form ■ Enquiry desk training pack/programme to be devised for junior staff	■ Increasing use of Internet ■ Competing space pressures reducing the amount of study space
	■ Stock Management policy in place	■ Exploring the needs of disadvantaged groups eg young Asian mothers ■ Greater emphasis on reader development work (see below)	■ New partnerships eg Ethnic Minority Achievement Service	
Access and social inclusion		■ 115.4 library opening hours per 1,000 population compared to 128 minimum standard	■ A three year improvement plan to achieve top quartile performance has been agreed with the Cabinet Member for Community Services	■ Forecast budget reductions and competing spending pressures from Schools, Social Services, Roads etc. may impact on the 3 year plan
		■ Access to most services restricted to library opening hours	■ Contact Centre options currently under investigation, including 24x7x52 renewals facility	
	■ Access and Inclusion Plan accepted by Cabinet Member and being implemented ■ Extensive partnerships in place eg Access groups	■ Need to undertake community profiling to identify benchmarking	■ Action Plan has over 100 specific actions relating to physical, sensory and intellectual access to services	

Area of service	Strengths	Areas for development	Opportunities	Threats
	■ Extensive customer consultation in place, with direct links to service improvements	■ More work on non user requirements needs to be undertaken	■ Actions identified in Access and Inclusion Plan ■ Children's Plus surveys to begin in 2002 ■ Collection of more information on membership via member re-registration from 2003	
	■ Established Web Site and online catalogue available on the Internet	■ Catalogue access limited ■ Limited staffing resources for web development	■ 24x7x52 interactive access planned through ALSi Concerto upgrade ■ Cross sectoral Libraries and Heritage post created ■ Library staff involved in upgrading Bucks CC Web site (including Accessibility options)	
Effectiveness and efficiency	■ Top quartile performance in book and audio visual issues	■ Book fund suffered severe reductions from 1996/97-2000/01 ■ Audio visual income used to subsidise book funds	■ Additional £200,000 allocated as a one-off to the book fund to target specific user groups - Flagship project	■ Ongoing revenue funding uncertain ■ Developments dependent upon income generation which may not be sustainable
	■ Top quartile for requests per 1,000 population	■ Bottom quartile for reservations supplied within 7 days, partly due to funding, partly due to 4 week loan period ■ Impact of LASER closure will need to be assessed and alternative sources of interlibrary loan material established	■ Staff training requirements identified ■ Opportunities for new regional and sub regional partnerships are being explored ■ Charges for out of county items being re-assessed	■ Compliance with the standard could mean a less proactive reservation service ie only offer to obtain what is easily and quickly available ■ Excess charge for out of county items may deter usage ■ Reducing book funds affect ability to meet request demands, particularly within PLS supply times

Area of service	Strengths	Areas for development	Opportunities	Threats
	■ Top quartile for visits per 1,000 population	■ Visitor numbers are declining	■ Increasing remote access to library services eg Web site, digitisation, self reservation, self renewal, Contact Centre developments ■ Wider use of library buildings within the community e.g Booksmart, reading clubs ■ Increasing outreach activities eg reading clubs in elderly day care centres ■ New services for customers e.g IAG, playstation software	Remote access to services, which is not counted Alternative use of leisure time
	■ Top quartile for borrowers as % of population	■ Many users e.g. of Reference facilities and ICT are not registered and do not count as live borrowers	■ People's Network implementation will allow monitoring of ICT use ■ Access and Inclusion Plan seeks to target non users	
	■ Charter Mark, IiP and IAG accreditation reflecting high standards of customer care and quality service. ■ Highest satisfaction rate of council services in recent MORI poll	■ Satisfaction levels for staff helpfulness and knowledge currently below DCMS National Standards	■ Charter Mark re-accreditation will be sought in 2002 ■ Children's Plus surveys will begin in 2002	■ Additional pressures on staff time

Area of service	Strengths	Areas for development	Opportunities	Threats
Lifelong Learning	■ Learning Plan accepted by Cabinet Member and in place ■ Extensive learning partnerships in place including Learndirect centres in two libraries		■ Learning Action Plan has wide range of specific actions for implementation	
	■ Top quartile in ICT provision in all libraries: OPAC, Internet and CDROM	■ Currently below standard for number of electronic work stations per 1,000 population	■ People's Network implementation plan will achieve by March 2003 ■ Upgrade to ALSi Concerto in tandem with People's Network rollout ■ Role for libraries in the County Council's e-strategy ■ Developing digitisation programme	■ Sustainability of revenue consequences of People's Network ■ Building the sustainability of the upgraded ALSi system into the revenue budget-historically under funded
	■ An established Library and Information Service to Schools run as a business unit		■ Widening schools base and targeting non users ■ New ways of service delivery ■ Increased role vis a vis Public Library service	■ Non take up of business by schools ■ Changing patterns of use by schools eg decline in book use and increase of ICT based information
Reader development	■ "Branching Out" member ■ Library service supports numerous local book and reading groups		■ RALP funding obtained for reading activities in old people's homes ■ Additional £200,000 bookfund targeted at specific reader groups - Flagship project	

Area of service	Strengths	Areas for development	Opportunities	Threats
	■ Extensive programme of activities aimed at children and young people including Bookstart, Booksmart and summer reading activities		■ Service underwriting cost of continuing Bookstart, in the absence of national sponsor	■ Threats to funding supporting Bookstart and similar activities
Best Value (see also 1.3 & 6.2)	■ Root and Branch "Best Value" revue completed		■ County Council will apply for Beacon status for theme of Libraries as a Community Resource	
	■ Comparison and benchmarking integral to the service (see section 4)			
	■ Consultation part of service delivery (see 4.4)		■ Non user consultation ■ Children's Plus survey	
	■ Challenge	■ External challenge		■ Best Value Review
	■ Competition	■ External competition		■ Best Value Review
	■ Joint arrangements with Milton Keynes: now in second 3 year term		■ Expansion of Joint Arrangement	■ Competition for supply of support services from authorities neighbouring Milton Keynes

6.2 Best Value reviews

During 1999 and 2000 a ***Root and Branch Review*** of the Libraries, Information, Museum and Archives Service (LIMA) was carried out under the leadership of a senior officer from the County Council's Human Resources Division.

The Initial View report of LIMA Services was considered by the Strategy Panel to be 'comprehensive, but did not challenge the shape of the service as presently delivered'. It was felt that further work should be carried out by the Review Team to explore the vision of the service. Tribute was paid to the high regard felt for the Service by the community in Buckinghamshire, and in particular its seizing of opportunity to obtain external funding and attract income, and its success in obtaining the Charter Mark award in 2000.

The Final Report was presented to the Strategy Panel on 5 September 2000 with the recommendations that the Panel support the following options for change in relation to LIMA Services to be taken forward in the next service budget planning round:

- the targets set for the next three year within the medium term strategic plan, and stated in the ***Annual Library Plan 2000***, which describe the direction of the Library Service
- the recommendation that a more flexible approach to opening hours is investigated, initially enabling opening on Sundays in Aylesbury, Amersham, and High Wycombe branches
- the recommendation in respect of the required additional revenue funding for the new Wycombe Library ie that it be taken into account in the corporate budget process for 2002/3 onwards
- that work continues with the Property Review Group and the IT Group in respect of developments relative to these groups

and that the Panel should note the initial views on the implications of the draft Public Library Standards.

The outcome of the Review was general support for the work of the Libraries, Information, Museum and Archive Service, but it was felt that a stronger steer for the Service should come from the new Community Services Portfolio Holder. The steer is discussed in 6.3 below.

The Council has now embarked upon a full five year Best Value Review Programme, in which the Libraries and Heritage Service is provisionally due to be assessed in Years 4-5 (2003/5)

6.3 Service and ICT improvements and variations

Service planning

The Library Service is currently in its second year of a **service planning** and **budget setting** process, which requires services to develop 5 year outcomes and one year targets. For 2001/2002 Service Plans were required to produce more measurable outcomes and targets and include BVPI's and other benchmarking performance. The opportunity was taken to rationalise the number of outcomes as a number of measures were duplicated and the outcomes, targets and measures for the current service plan are reproduced in 7.1

The Library Service had sought to maintain overall **output levels** in response to previous budget reductions, accepting that increasing access to electronic information could replace book issues. However the rate of decline in book issues, traditionally an area of high performance for the service was felt to be unacceptable and a range of measures put into place to remedy the situation. See Section 7.1

A one off allocation of £200,000 was added to the current budget to purchase books in recognition of the previous high performance of the service. Target groups have been identified and the impact of the allocation will be monitored and reported as one of the County Council's ***Flagship Projects***.

Exacting performance measures had been set for the growth in electronic access and these have been maintained. The Library Service has extensive **ICT provision** in all libraries and this will be considerably enhanced by the implementation of the People's Network in tandem with the upgrade of the ALSi stock circulation and control system.

This upgrade is an integral component of the rollout of the County Council corporate network into all libraries. The County Council's e-strategy identifies the role of libraries in supporting the corporate infrastructure and providing access to services - "walk in Library shops".

These projects are identified as key "drivers for change" in the County Council ***e.-strategy*** which has four guiding principles:

- Building services around consumer choices
- Making government and its services more accessible
- Making sure every one is included
- Using information better

The key objectives and actions of the ***Libraries Information and Archives ICT Plan*** are stated in Section 1.3.

The Head of Libraries, Information Museum and Archives is a member of the **E-government** Working group and the Library Service is a lead partner in the County Council's **Invest to Save** bid for a Buckinghamshire Citizen's card.

DCMS Public Library Standards

Benchmarking against the new public library standards has highlighted areas of service delivery which fall beneath the required best value performance. These are identified in Section 4.3. Key areas are opening hours (see below) and satisfaction with the knowledge and helpfulness of staff (see Training Plan Section 3.9). Targets for improvement over three years have been developed in all areas and incorporated into the medium term strategy.

Extending Library opening hours

A Report recommending the extension of library opening hours in line with the Public Library Standards was presented to the Cabinet Member for Community Services in June 2001.
The **purpose** of this paper was threefold:

1 **To benchmark current library opening hours against the Public Library Standards.**
2 **To affirm policy on Library opening hours**
3 **To offer options and recommendations for achieving the Public Library Standards**

1 Benchmarking

Current performance of Buckinghamshire Libraries demonstrates that aggregate opening hours per 1000 population are 116.8, against a target of 128, requiring a total of 5,404 hours to be added to the library network.
Larger libraries with an expected visitor count in excess of 200,000 per annum are open less than the required 45 hours per week, with the exception of Aylesbury and High Wycombe. These libraries, Amersham (40.5 hrs), Chesham (43.5 hrs), Hazlemere (39.5 hrs) and Marlow (39 hrs), all have a very high usage as demonstrated in the Trend Data (4.1) although they have populations less than 40,000.

In Buckinghamshire there are no libraries providing the service point of first choice for resident populations in excess of 150,000 persons, as there are no centres of population of this size; however, both Aylesbury and High Wycombe have in excess of 500,000 visitors per annum, so could fall within the requirement of opening at least 60 hours per week.

2 Policy for library opening hours

The Cabinet Member **affirmed** the following policy for Buckinghamshire library opening hours:

Our policy is that library opening hours should be adequate and appropriate for the local community, within available resources, and subject to local consultation.

The **pattern of library opening hours** has been built up over the years to reflect customer needs, traditionally with Monday as a closed day with the exception of Aylesbury and Wycombe, opening late on one or two nights per week, and on Saturdays to a minimum of 1pm.

Budget reductions in 1998 necessitated a series of small cuts in opening hours across the library network, when a total of 72 hours per week were lost. A slight restoration of these hours has been implemented this year.

Consultation with customers on satisfaction with library opening hours is routinely taken as part of the rolling programme of customer surveys. A major consultation including current non users is currently underway to ascertain the expectations of the community for the planned new High Wycombe Library.

Not surprisingly, **customer feedback** indicates that the highest satisfaction rates with opening hours is in the largest libraries, where opening hours are longest. Highest dissatisfaction rates are in the small community libraries, which have the least convenient hours, and suffered the most from reductions.

The provision of library opening hours in Buckinghamshire outside **the core 9am-5pm weekdays** currently stands at 12.3% of the total.

At least one evening per week has been part of the normal pattern of library opening hours. Where the need has been expressed additional evening hours have been provided.

However, recent problems of security and staff safety have necessitated the curtailment of evening opening in specific locations, in consultation with the staff, police and the local community. Customer feedback indicates that they would welcome extending opening hours to include Mondays and Saturday afternoons in particular. Extending library opening hours would not only benefit customers of the Library Service, it would also provide partners e.g. Early Years, Continuing Education and The Assist Network (Information Advice and Guidance) with the opportunity to develop and enhance their services in line with wider local and national initiatives.

Sunday opening would be appropriate in a large town centre library such as Aylesbury, fitting in with local trading.

3 Options for achieving the Public Library Standards

In order to raise library opening hours to the required standard the following options should be phased in gradually over a three year period.

Customer feedback supports the restoration of opening hours, the rationalisation of opening hours in line with local trading, and Saturday afternoon as favoured options and this view is supported by Library managers. Sunday opening of a major library should be seen as a later phase of the planned three year progression.

Additional revenue funding to enhance library opening hours should be seen as part of a planned commitment to achieving Best Value performance by April 2004.

Open 'larger' libraries for a minimum of 45 hours per week

	Additional opening hours:	
Amersham	**Monday 9.30-5.30, Saturday 1-4pm**	(51.5 hrs)
Chesham	**Monday 9.30-5.30,**	(52 hrs)
Hazlemere	**Monday 9.30-5.30, Saturday 1-4pm**	(50.5 hrs)
Marlow	**Monday 9.30-5.30, Wednesday 1-4pm**	(50 hrs)

To raise the opening hours of the above libraries to the required level would mean an additional **41** hours per week, or **2132** per annum, and raise the aggregate opening hours per 1,000 population to **121.2.**

Estimated cost	Monday opening	£57,546
	Saturday/Wednesday	£32,370
	Total	**£89,916**

Restore the cuts in opening hours implemented as part of the budget reductions in 1998 when a total of 72 hours per week were lost. Specific opening hours at individual libraries would be restored following local consultation. This would restore 3,744 hours annually to the library network and raise the aggregate opening hours per 1,000 population to 124.5

Estimated cost	**£36,000**

Further options

The Public Library Standards require evidence of **continuous improvement**. The following options should be considered as alternatives to the options above or as options for future development.

- Open Aylesbury Library on Sundays from 10am-3.30pm. This would cost **£51,500** and add **286** hours annually to the network and bring Aylesbury Library to the 60 hours per week threshold.
- Extend Saturday opening to 4pm at Buckingham Library, at an annual cost of **£10,790**, adding **156** hours to the network.
- Open a **Homework Centre** at the County Museum in Aylesbury on Saturdays and Sundays, at an annual cost of **£16,000**, adding **520** hours to the network.
  Develop joint school/public library facilities at Thomas Hickman School, currently under discussion, at an estimated annual cost of **£23,370**. This would add **1,040** hours to the network.

The Cabinet Member agreed the following recommendations, subject to the identification of appropriate resources:

- **Year 1 2001/2002**
  Open a Homework Centre at the County Museum in Aylesbury Implement 30% restoration of hours from 1998 cuts.
  This can be done within existing resources. Opening hours at Stoke Poges, Iver Heath and Chalfont St Giles libraries will all be increased from October 2001.
  Total cost £28,000

- **Year 2 2002/2003**
  Implement further 70% restoration of hours from 1998 cuts.
  Open larger libraries for a minimum of 45 hours per week.
  Develop joint school public library facilities at Thomas Hickman School
  This will need to be fully supported from additional annual revenue.
  Total cost £137,286

- **Year 3 2003/2004**
  Open Aylesbury Library on Sundays.
  Extend Saturday opening to 4pm at Buckingham Library.
  This will need to be fully supported from additional annual revenue.
  Total cost £62,290

The **Root and Branch Review** of the Library Service was completed and after considerable discussion passed to the Cabinet Member for Community Services for a "policy steer". The "steer" has supported the plans for improvement against the standards and a wish for the service to engage external challenge. The County Council intends to apply for **Beacon Status** for the theme of Libraries as a Community Resource. It is expected that this process will supply a rigorous and constructive challenge to the way that Buckinghamshire County Library delivers its services.

Diversity and social exclusion

The County Council produced a new ***Council Plan 2001/2005***. Overall aims and supporting policies are geared to reinforce the County Council's role as **community leader** "to lead and act for the well being of the whole community". It has additionally implemented ***Diversity Policy***, which includes the following responsibilities for the County Council:

- Providing equal access to all service users and potential service users according to need
- Offering all those who use or might use the council services the opportunity to influence the way their needs are met

There are additionally a number of actions seeking to ensure that the County Council as an employer is a champion of equal opportunity and diversity recognising the value of different identities and cultures.

In response to this Libraries and Heritage have formulated and implemented an ***Access and Inclusion Plan 2001/2002*** and a ***Learning Plan 2001/2002***, the outcomes and actions of which support the agreed service and business plans. In this way social inclusion and learning support have been mainstreamed into the service. (See 7.1)

learning through the People's Network

Bookstart babies

learning resources library Chesham

7.1 Action plan for the current and immediately following year and Performance Targets (7.3)

The Action Plan focuses on delivering the outcomes of the ***Library & Information Service Plan***, the ***Library & Information Service Business Plan*** and the ***Libraries and Heritage Access and Inclusion Plan***, set within the framework of ***Best Value*** and ***Public Library Standards***.

Outcome and target	Cost	Performance indicator	Responsibility	Target 2001-02	Target 2002-03
A quality inclusive and responsive service that meets the aspirations of all communities, within the Best Value framework					
To halt the rate of decline in the number of books and other items issued per head of population and maintain at 10 per head	Windfall £200,000	AC-16	WW MB PM JV	10 per head	10 per head
Maintain the number of physical visits to libraries at 7.8 per head of population		BVPI 117 PLS 11	WW MB PM JV JM	7.8 per head	7.8 per head
Keep the cost per visit to Buckinghamshire libraries at current levels (£1.44)		BVPI 115	WW MB PM JM JH MR JV	£1.44	£1.44
Increase the percentage of users satisfied with library staff Knowledge 87% Helpfulness 87% (pending clarification from DCMS)	In house training	PLS 14, 15	MB PM JM	Knowledge 89% Helpfulness 89%	Knowledge 89% Helpfulness 89%
Increase the usage of electronic database accesses per head of population			SH JH JM MB PM MR	3.0 per head	3.5 per head
Maintain the number of information enquiries per head of population at 0.8 per head of population			LA MB PM JM	0.8 per head	0.8 per head

Outcome and target	Cost	Performance indicator	Responsibility	Target 2001-02	Target 2002-03
Increase revenue income by 7% per head of population			WW MR MB PM JM JV	£4.72 per head	£5.05 per head
Maintain annual items added to library stock through purchase per 1000 population within top quartile of public libraries	Book fund £1,182,644	PLS 17	JV WW		
Improve response rate to customer correspondence so that: ■ 90% of letters are acknowledged or receive replies within 3 working days ■ 100% receive replies within 10 working days. This will be the benchmark to assess performance in future years			MB PM JH JM JV	90% acknowledged within 3 working days 100% receive replies within 10 working days	90% acknowledged within 3 working days 100% receive replies within 10 working days
Increase the percentage of customers who are served within 3 minutes to 95%. This will be the benchmark to assess performance in future years			MB PM WW	95% served within 3 minutes	95% served within 3 minutes
Improve request service so that ■ 50% of requested items are supplied within 7 days (unless requested prior to publication/release) ■ 70% of requested items are supplied within 15 days (unless requested prior to publication/release) ■ 85% of requested items are supplied within 30 days (unless requested prior to publication/release)		PLS 9	MT MB PM WW	45% 70.5% 81%	47% 70.5% 83%
Increase the number of visitors to the Centre for Buckinghamshire Studies by 20%.		PLS 11	JH	5% increase	5% increase
Participate in the County Council's Invest to Save bid for a Buckinghamshire Citizen Card	£5,000		RS		

Outcome and target	Cost	Performance indicator	Responsibility	Target 2001-02	Target 2002-03
Progress the bid for Beacon Status for the County Library Service	£1,000		RS	Submit bid	
A service which provides a continued and effective contribution to raising the achievement of individuals, and corporate organisations such as schools, business and lifelong learning partners					
Establish People's Network Learning Centres in all 35 libraries in line with the People's Network Implementation Plan	£400,000 Yr 1		JV SH	Phase 1 complete	Complete
Implement Years 2 and 3 of the NOF ICT 3 yr Training Programme for all staff (see full Training Programme Section 3.9)	Yr 2 £67,880		MB LA	Year 2 complete	Year 3 complete
Introduce free ICT taster sessions in rural libraries in North Bucks in partnership with Continuing Education	£2,000		MB	Stewkley & Buckingham	
Increase by 10% the number of Bookstart babies that are registered for the Library Service. The 1999/2000 figure was 400.	£10,000		MR Shy MB PM	440	484
Increase by 10% the number of children that join the Library Service through participation in summer reading activities. The 1999/2000 figure was 5,178	£10,000		MR SH MB PM	5,695	6,265
Increase the number of children attending Library story times by 5% per annum. Statistics will be collected 2001/02 and used for benchmarking to assess future performance.	£3,000		MR SH MB PM		
A service that provides appropriately resourced and well used range of buildings to meet the needs of the whole community					

Outcome and target	Cost	Performance indicator	Responsibility	Target 2001-02	Target 2002-03
Increase the percentage of users satisfied with library opening hours to 75%	£165,286		MB PM JM WW		75%
Ensure library buildings are safe and secure environments for staff and customers by: ■ reducing the number of preventable accidents by 10% through implementing a planned programme of Health & Safety training and Risk Assessment ■ reduce incidences of vandalism on library property through a programme of community activities and security measures. Pending guidance from the County Council Risk Management Group.	£50,000		RS WW LA		
Ensure that Library Information & Archive Services are accessible to the whole community by: ■ providing Meet the Archivist sessions to 160 individuals in locations throughout the County. This figure will be monitored during 2001/02 and used for future benchmarking ■ increasing the use of services to Visually Impaired Persons. Statistics will be collected 2001/02 and will be used for future benchmarking ■ increasing the number of loans from, and the number of visitors to, the County Reserve Stock. Benchmark figures will be set following refurbishment this year. ■ Provide Disability Awareness training as Phase 1 of a countywide training programme ■ Increase by 1% the percentage of visitors to Library Information & Archives Services who consider they have a disability. The 1999/2000 figure was 13% for Libraries and 18% for Archives. ■ Implementing Year 1 of the Disability Audit Capital Programme	£2,000 via NOF funding £80,000 refurbish-ment costs £2,000 £1,000 £100,000		JH PM RS WW JM JV MB	15 staff 14% libraries 19% Archives	15 staff 15% libraries 20 Archives Complete Year 1
Manage the Modern Records Service within current physical capacity by improving the ratio of boxes destroyed to boxes received to 1:4			JH	1:4	1:4

The ***Libraries and Heritage Access and Inclusion Plan 2001-02*** underpins the whole library service planning ethos. Listed below are over 60 individual actions from the Access and Inclusion Plan which support all the outcomes and targets above. It is worthwhile to include them because they represent the tremendous range and variety of initiatives currently being undertaken in order to deliver a truly inclusive and accessible library service in Buckinghamshire.

Access and inclusion Outcome and target	**Responsibility**	**Target 2001/02**	**Target 2002/03**
Partnership working to support inclusive community development			
Continue consultation with Parish Councils on branch and mobile library services	MB	March	
Develop a Friends of High Wycombe Library Group	PM	March	
Continue annual rolling programme of Customer Satisfaction Surveys to national PLUS Standard and feedback to customers. Where local surveys indicate levels of satisfaction below 75% implement a detailed review with local groups and non-users	PM/LA	March	
Liaise with local access groups, Access Officers and disability interest groups with regard to improving services to people with disabilities	PM	March	
Meet Home Office Standards in services provided to 3 Buckinghamshire prisons	MB	March	
Continue to work with Human Resources in developing active strategies to recruit more staff from ethnic minority and other under-represented groups	WW JV JH	Ongoing	Ongoing
Develop work experience opportunities for Return to Work participants		WW	March
Develop and expand the Home Library Service partnership with WRVS	PM	March	
Maintain involvement in joint agency community safety projects in Bourne End and Burnham	PM	March	

Access and inclusion **Outcome and target**	**Responsibility**	**Target 2001/02**	**Target 2002/03**
Develop and expand the pilot with Thames Valley Police, taking police officers and community safety information to rural communities using mobile libraries	MB	March	
In partnership with Slough Libraries progress a bid to the Wolfson Foundation to fund collections of books and archives, recording the origins of ethnic minorities and other 'newcomers' and their experience since settling locally	JH		September
Develop links with ethnic communities through continued participation in Black History Month	RN	March	
Develop a strategy to provide library services to young people in care working with Social Services and the ECPC team. Submit a bid with Social Services and the ECPC team to the Paul Hamlyn Foundation (Access to books and reading projects for young people in public care)	SHy	March	
Work with the Early Years Children's Information Service to establish and deliver information services targeting young Asian mothers in Aylesbury Chesham and High Wycombe libraries	SHy PM	March	
Assess the current role of volunteers across Libraries and Heritage and identify opportunities for developing their role	RS	December	
Consultation with local people to ensure that services are planned and delivered according to their needs			
Implement community consultation, including non-users on new High Wycombe Library	PM	June	
Continue consultation with ethnic community groups over stock purchase	RN	Ongoing	Ongoing
Implement Children's Plus surveys for library users 0-16	PM LA	March	
Implement a 'Comments, complaints and compliments' form for children	PM	December	
Consult Local and Family History Societies and the Friends and Patrons of the County Museum on the development of the Centre for Buckinghamshire Studies and the County Museum	JH	March	

Access and inclusion Outcome and target	Responsibility	Target 2001/02	Target 2002/03
Undertake a major survey of secondary school customers of Library & Information Service to Schools, with a view to possible repackaging of the service to customers	SHy	December	
Research the library needs of young Asian mothers and their children within the community	JV	March	
A continued and effective contribution to raising the achievement of individuals and corporate organisations such as schools business and lifelong learning partners			
Target customer groups including pre-school children, learners, ethnic minorities, post retirement groups and students through appropriate stock funded from £200,000 extra book fund. Monitor use and assess impact on quality of life	JV WW	December	
Participate in the Stories from the Web project in those libraries currently running Booksmart Clubs	MR	March	
Increase number of Booksmart after school reading and activity clubs from 6 to 10	MR	March	
Increase by 10% the number of Bookstart babies that are registered for the Library Service through publicity relaunch and promotion in libraries and health centres	MR	March	
Increase by 10% the number of children that join the Library Service through participation in summer reading activities through: - implementing summer reading activities programme - participation in national summer reading games - promotion of library membership/games participation through schools - development of related activities, events, author visits in libraries - developing existing library children's competitions to run more during school holidays and to secure more external sponsorship for them	MR SHy	March	
Devise and implement a programme of promotion to Playgroups	MB	March	

Access and inclusion Outcome and target	Responsibility	Target 2001/02	Target 2002/03
Continue to support the learning needs of pupils and teachers in schools (LISS currently serves 152 schools and 58,361 pupils) by the provision of the following services through the Library & Information Service to Schools: ■ loan of multimedia resources to support the National Curriculum and the 16+ curriculum within schools ■ provision of information, advice and support to schools in the form of book talks, advisory publications, training courses	SHy	March	
Continue involvement with the Buckinghamshire Young People's University, targeting secondary schools with the most deprived pupils	SHy	March	
Extend and develop the advisory and information service for schools via the LISS section of the Web Site	SHy	March	
Maintain Guidance Council accreditation standards for the provision of Information, Advice and Guidance through: ■ a client satisfaction survey ■ completion of a staff training programme ■ obtaining accreditation for Buckingham Library ■ a Working Group to monitor GAB compliance for existing libraries	MR	March	
Ensure that all staff training and development needs are identified, actioned and monitored through the Appraisal process, and that all staff receive Appraiser/Appraisee training	MB	March	
Participate in 'Their Reading Future' project, which will provide advocacy, materials and training events for library staff to support children's reader development work	SHy	March	
Develop a project to seek external funding/sponsorship to provide house bound readers with remote catalogue access etc via laptops	JV PM		March
<u>Provision of free access to ICT for those people who would otherwise be excluded from the benefits it provides</u>			
Expand VIP services to Buckingham, Chesham and High Wycombe libraries through implementation of the People's Network	JV WW SH		March

Access and inclusion **Outcome and target**	**Responsibility**	**Target 2001/02**	**Target 2002/03**
Provide free access to networked resources through the People's Network	JV WW SH		September
Continue to provide free access to CD ROMs used within the library at all branches	WW		September
Development of Libraries and Heritage Services that meet the needs of non-users			
Introduce new membership form to provide demographic data for community profiling	JV	January	
Deliver Street Market Information Service promotion in High Wycombe	HG		September
Establish Libraries and Heritage post of Marketing and Development Officer who will aim to increase usage by: ▪ developing an integrated Marketing Plan for the service ▪ seeking external funding to assist partnership projects supporting activities in the Marketing Plan ▪ developing the Arts as a means of access to Libraries & Heritage services in partnerships with other organisation ▪ developing a cross sectoral programme of activities that support Arts and Learning	RS	March	
Libraries & Heritage Services and buildings are fully accessible and easy for everyone to use, and fully adapted for people with disabilities			
Investigate LIMA charges and assess their impact as a barrier to use by specific groups	PM	December	
Investigate opportunities for widening access to Museums Archives and Libraries within the Thames Valley and the South East Region through: ▪ establishing alternative delivery arrangements for the supply of Inter Library loans following the demise of LASER ▪ continue discussions with Chief Librarians as to how access to public libraries within the Region can be widened ▪ work with Re:source on the establishment of a South East Libraries Archives and Museums Council	RS JH JV	March	
Assess and review library opening hours and develop an improvement plan for Members' approval	RS JV	July	

Access and inclusion **Outcome and target**	**Responsibility**	**Target 2001/02**	**Target 2002/03**
Lower adult registration age to 16	RS	January	
Produce a revised membership application form in large print and community languages	PM	March	
Library opening times leaflet to be produced in large print format	PM	March	
Ensure all service points have prominent external signing	WW	March	
Ensure signage for all refurbished libraries meets VIP criteria	WW	March	
Deliver Equal Opportunities/Diversity/Disability Awareness training as per the Training Plan	PM	December	
Continue Customer Care training as per the Training Plan	MB	March	
Deliver First Year Programme of Cultural Awareness seminars	MB	March	
Audit Sensory Impairment in all service points	PM	June	
Install induction loops in 3 libraries, and in the Centre for Buckinghamshire Studies	PM LA JH	December	
Install text telephone in the County Council Information Centre	SH LA	September	
Provide CCTV magnifier in the Centre for Buckinghamshire Studies	JH		September
Progress the feasibility study for a Contact Centre, to include extended hours Call Centre approach to enquiries, renewals etc and installation of answerphones	SH PM	November	

7.2 Action plan - 2003/2004

The Action Plan for 2003/04 will reflect the five-year outcomes agreed by members as part of the 20001/2002 service planning process. Specific priorities and actions will be agreed by Members through future service and budget planning rounds, which may require reprioritisation of service outcomes with consequent reallocation of resources.

The revenue budget for the service is expected to be in the region of £7,000,000 and will be subject to the Policy Steer of the Chairman of Policy and Resources ie 2% efficiency savings per annum.

Income must increase in order to meet service expectations, in particular to offset additional staffing costs as a result of NOF ICT training, the partial revenue consequences of the proposed new High Wycombe Library, and increasing library opening hours to meet Public Library Standards.
The budget will be used to develop core services that maximise the use of our libraries. These services specifically include the provision of books and support of reading, the provision of information through books and electronic media, and the loan of audio visual materials not only to generate income but to encourage access by the non library user.

The Action Plan takes into account the problem of sustainability for the significant investment in ICT - the rollout of the People's Network, the upgrade to the ALSi library stock control system, and the NOF ICT training programme for library staff.

Other areas of activity will centre around:

- e-government
- implementation of the Disability Audit in all libraries
- development of a new library for High Wycombe
- Regional Agenda
- Library buildings
- Staffing

Specific initiatives will include:

Initiative	Action	Cost
ICT	identification of revenue funding for the annual replacement of equipment for the ALSi library stock control system	£50,000
	identification of revenue/other funding for the annual replacement of People's Network equipment	£50,000
	identification of revenue/other funding for People's Network annual line charges	
	refresher/initial ICT training for all members of staff	
Library assets	new High Wycombe Library completion of building project	£1,302,000
	identification of funding for stocking of new High Wycombe Library	£100,000
	identification of additional revenue funding for new High Wycombe Library, including annual book fund	£200,000
Access and inclusion	extending library opening hours in line with Public Library Standards(see 6.3)	£62,290
	improvements to libraries to address DDA requirements	£100,000 corporate funding

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