



Leicester
City Council

**WARDS AFFECTED:
ALL WARDS (CORPORATE ISSUE)**

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

CABINET

21ST MAY 2001

**BEST VALUE REVIEW - YEAR TWO
LIBRARIES AND INFORMATION SERVICES
FUNDAMENTAL CHALLENGE, FINAL SCOPE
AND ROUTING FOR THE REVIEW**

**REPORT OF THE PRINCIPAL ASSISTANT DIRECTOR –
ARTS, LIBRARIES & MUSEUMS**

1 BACKGROUND AND PURPOSE OF REPORT

1.1 PURPOSE OF REPORT

To seek Cabinet approval to the outcome of the fundamental challenge stage of the review process, the recommended future routing of the review and the final review scope for Libraries, in accordance with the Best Value Review Process.

1.2 BACKGROUND

The background to this report is common to all other reviews and is addressed in the covering report of the Assistant Chief Executive.

The scope for Libraries and Information services approved by Cabinet is unchanged and the final recommended scope is attached in appendix 1 to this report.

2 RECOMMENDATIONS

Members are recommended to:

- (i) Review the outcome of the fundamental challenge stage of the review and assure themselves that the process of Best Value has been met.
- (ii) Consider the following recommendations resulting from the review:

- That the Public Library Network, has been subject to review along Best Value principles and the resulting Review report, Achieving Inclusion, (appendix 3) and Improvement Plan (appendix 4) are attached.
 - The following services have not been subject to consultation, challenge, competition or comparison:
 - Library Services to Education
 - Records Office
 - Prison Library service
 - LAILLAR – links with higher education libraries
- (iii) Agree that no other aspects of the service should be included or excluded from the Review
- (iv) Agree that the Review routing should be :

Public Library Network – Performance Management

- noting the Service Improvement Plan (Appendix 4) has been produced and will be monitored by Members by a quarterly return, from April 2001 with the first Report from the end of June 2001, and on a monthly basis within the Department
- noting that the funding of the TALIS replacement (Library Management and Issue System) is a problem due to the lack of Capital funding, and is being addressed by the Arts and Leisure Department
- noting that ICT management will be subject to competition, particularly in view of significant development in relation to public access ICT
- noting that during 2001-02 the concept of a 21st century Central library for Leicester City will be explored in the context of:
 - demographic change
 - cultural, education and leisure needs
 - revitalising neighbourhoods
 - ICT

Library Services to Education – Service Assessment

Records Office – Service Assessment

Prison Library service – Service Assessment

LAILLAR – Service Assessment

3 **REPORT**

3.1 Fundamental Challenge

3.1.1 Analysis of the Services

The following table of services summarises detailed information, based upon answers to the questions posed in the Assistant Chief Executive's covering report, obtained from Library and Information service which was determined to be the only business unit within the scope. The Policy and Performance Unit hold the detailed information centrally and will make it available to Members as required.

Service	Type of service			Level of Service			Justification (Nature of Commitment e.g. ref. to Act.)
	Statutory	Core Discretionary	Other Discretionary	No Change	Reduce	Decommission	
Service area 1 Public library network Statutory services: Book loan Reservations service Public access to ICT Access to information Reference service Reader development Core discretionary services: Sound recordings loan Video hire Retail shops	X	X		X			Public Libraries and Museums Act 1964 Public Library Standards 2001 Local Government Act 1999 DDA 1995 Community Plan : Diversity, Education, Regeneration Cultural Strategy-draft version Quality Protects Demand for the service over the next 5-10 years will grow as a result of Libraries' contribution to the modernising agenda including: <ul style="list-style-type: none"> • E Government • Raising educational standards • Lifelong learning for all citizens <ul style="list-style-type: none"> • Democratic renewal • Expansion of the People's Network 2001-02

Service area 2 Library services to Education		X					<p>This service is provided to support raising educational attainment for school age children and young people. Community Plan :Education</p> <p>Full service assessment is necessary to meet Best Value principles</p>
Service area 3 Records Office		X					<p>This service is provided to store and provide access to Leicester City's archive material and records. Community Plan: Regeneration, Education.</p> <p>Full service assessment is necessary to meet Best Value principles</p>
Service area 4 Services to Prisons		X					<p>The service provides a book and learning materials loan service to inmates of Leicester Prison. Community Plan: Education</p> <p>Full service assessment is necessary to meet Best Value principles</p>
Service area 5 Arrangements with University and College libraries			X				<p>The service is provided to ensure ease of access to collections of learning resources in public libraries and higher education institutions within the city. Community Plan: Education</p> <p>A full service assessment is necessary to meet Best Value principles</p>

Service area 1 Public Library Network

Statutory services

In the last four years the government has provided much needed clarification on the statutory responsibilities of Library Authorities to deliver “a comprehensive and efficient service”. Laid down by the 1964 Public Libraries and Museums Act. The clarification has been achieved through the requirement for each library authority to produce an Annual Library Plan (ALP) and the introduction of Standards for Public Library Services. The ALP and the Standards have defined and prioritised the role of public libraries and set a framework for libraries to target socially excluded communities and individuals. This function is reinforced further by key government strategies which include the People’s Network, Libraries and Social Inclusion, raising educational attainment, e-government and supporting lifelong learning. Libraries must also respond to the DDA. In addition the recommendations of the Macpherson report ensure that Libraries fulfil their statutory duty to deliver “a comprehensive and efficient service “ to all citizens.

Leicester City Council, through Leicester City Libraries, is a direct service provider of library services via a network of 21 static library sites and two children’s mobile Bookbuses. Libraries also deliver services to frail, elderly and housebound people either directly to their homes or by transporting people to libraries so that they may access the full range of library services.

Core discretionary services

Leicester City Libraries, in common with many other library authorities, is a direct service provider for additional services above those outlined in the Standards. These additional services - sound recordings loan; video hire and retail outlets - offer a rounded cultural experience appropriate to the demography of the city, link directly to the goals of the Community Plan – Diversity, Education - and provide access to services to those who may not otherwise access this type of provision.

Sound recordings and videos are a charged for service which enables Libraries to part fund these services from the hire charges.

Sound recordings	Amount spent in 2000-01	£36,395
	Amount generated in charges 2000-01	£51,500
	Income Target	£76,900
	66% of target income achieved	
Videos	Amount spent in 2000-01	£23,517
	Amount generated in charges 2000-01	£43,083
	Income Target	£54,900
	78% of target income achieved	
Retail Shops (new service)	Amount spent in 2000-01 (includes £3,500 for equipment)	£19,453
	Amount generated in charges 2000-01	£15,023
	Income Target	£16,200
	93% of target income achieved	

3.1.2 Decommissioning

No services recommended for decommissioning

3.2 Final Scope and Strategic Direction

The scope will include further competition on ICT management , public access ICT and further assessment of future provision of the library issue and management system.

3.3 Routing of BV Review

Service	How Commissioned	Performance Management				Route PM/SA
		Framework In place Y/N	Range PI's %cover	No. PI's	% met	
Public Library network	Local authority direct service delivery	Y	Cost 3.84% Service delivery outcome 42.3% Quality 15.38% Fair access 15.38% Strategic 23.07%	1 11 4 4 6	100% 45% 75% 25% 17%	PM
Services to Education	Four way joint arrangement	N				SA
Record Office	Joint arrangement	N				SA
Prison Library Service	Joint arrangement	N				SA
LAILLAR	Agreement between public, university and college libraries in Leicester	N				SA

Libraries have an established Performance Management framework in place. For the past three years it has been a statutory requirement from DCMS to produce an Annual Library Plan in which each library authority must collect and analyse performance statistics and benchmark performance. Strategies for improvement are built into subsequent plans. Leicester City Libraries Annual Library Plan for 2001-02 was judged by DCMS as a “well conceived and good plan.”

In addition, the recently announced Library Standards, establish targets for levels of service that a library authority must provide. The Annual Library Plan and the Standards together ensure rigorous external monitoring of services with an emphasis on continuous improvement. An analysis of Leicester City's performance against the Library Standards is available (appendix 2)

Summary in terms of the duty to deliver Best Value i.e. evidence of 4C's

This report will cover the 4C's in relation to Service area 1, Public Library Network first, and then raise issues in relation to the 4C's for Service areas 2-5 which need to be addressed in the Service Reviews.

Service area 1 Public Library Network

Challenge

The starting point for the Libraries Review 2000 was the fundamental question as to why Libraries provide a lending, information and ICT network. Also during the Review, the management and delivery of the service was challenged against the national agenda for public libraries, Leicester's Community Plan and the low levels of use which indicated Libraries were not achieving the inclusive service required by central government and the priorities of the Community Plan. The service also used the staff, stakeholder and public consultation process to challenge the existing service and to whom the service should be provided.

The Review 2000 challenged fundamentally and in detail all aspects of the Public Library Network. It examined stock policies, staff roles and functions, how and when services were delivered, how the Council's priorities were being supported and how people who were not using the service and were from disadvantaged neighbourhoods could be reached and included.

The Review identified a number of issues around the central libraries including:-

- a large percentage of total libraries budget was spent on central resources
- service delivery through 3 separate buildings was inefficient use of staff and resources
- central libraries had not effectively responded to demographic change or the needs of excluded communities in the City

Subsequent decisions on a new central library will be in the context of the Council's priorities in the Capital Strategy, where this is currently identified in 2005/6.

The resulting report, "Achieving Inclusion", (appendix 3) has been the basis for a three year Service Improvement Plan (appendix 4) which will redistribute resources, staffing and bookfund throughout the whole library network. The plan sets improvement targets, monitors progress and demonstrates direct links to the Community Plan and other key strategies. The Improvement Plan will be an integral part of the Annual Library Plan 2001-02 which will be scrutinised by DCMS to ensure Leicester City Libraries have robust plans to meet the Library Standards by 2004.

The improvement plan ensures:

- The maintenance of the network of building based libraries located in neighbourhoods and ways to encourage library use.
- The management of diversity to ensure Libraries' services deliver equality and are appropriate to the demography of the city
- Support for children's learning by increased contact with schools, provision of out of school learning opportunities within libraries, increased library provision for underfives and their parents and carers.
- Free public access to ICT and support in its use
- Appropriate leisure, recreational and cultural activities to reflect the city's demography
- Access to information in appropriate formats
- Resources including books and ICT to support both informal and formal independent learning.

It has involved a whole service staffing review with revised structures, roles and functions aimed at achieving the Improvement Plan.

Service area 1 Public Library network

Compare

A summary of the most recent available returns from CIPFA (1998/99) comparing Leicester City with the average of comparator authorities (Dept of Culture, Media & Sport (DCMS) recommended family, Public Libraries Planning Profile May 2000) shows:

Leicester City has :

- fewer people per library catchment area than average – top quartile
- better library opening hours than average – top quartile
- better bookstock per 1000 population than average – lower top quartile
- lower spend than average on library resources – books, newspapers and sound recordings – bottom quartile
- lower than average book issues – second lowest quartile
- below average % of library borrowers – lowest quartile
- takes below average no of requests – second lowest quartile
- a lower than average take-up of the request service and response time to satisfying reservations - lowest quartile
- below average for libraries with computerised issue systems –lowest quartile.

A full analysis is available (appendix 5).

The importance of the comparison is its potential to highlight areas of concern, namely that although Leicester City has more extensive opening hours and spends more on library materials than comparator authorities, libraries in Leicester have fewer active borrowers, less issues, fewer enquiries and take fewer requests. The Libraries Review 2000 identified this authority's performance against comparators on these key issues and actions to redress

the low performance are contained within the Service Improvement Plan (Appendix 4). The progress of the Improvement Plan will be monitored against the targets indicated within the Plan by a quarterly return beginning April 2001 with the first report due end June 2001.

An additional concern highlighted by the benchmarking is the lack of investment in Libraries ICT infrastructure, in particular a replacement for the redundant TALIS library issue and management information system. Leicester City already falls significantly behind comparator authorities:

- Online public access catalogues in 11 libraries – 37.5% compared to 55.4% in comparator group –second lowest quartile
- Computerised issue system at 13 libraries – 54.2% compared to 75.3% for comparators – lowest quartile

The lack of ICT investment at almost half the city libraries has a considerable impact on the quality of service delivery at these sites including lack of access to the online catalogue, slower response rate to reservations and incomplete management information.

In addition the Library Standards require all libraries open for 10 hours a week or more to have access to online catalogues by April 2004. Library authorities must demonstrate within their Annual Library Plan how they will achieve this Standard. Without a replacement issue system, Leicester City Libraries will fall short of this Standard. Whilst the need for additional funding to implement the replacement system has been identified within the Review 2000 report and approved by members, additional funding has still to be identified to replace the system, meet the Standards and ensure the continuous improvement required by the Best Value process.

Audit Commission performance indicators 1997-2000

Performance indicator	97/98 actual	98/99 actual	99/00 actual	DCMS comparator authorities average 99/00
No of books issued per head of pop	6.67	6.19	5.72	5.95
No of other items issued per head of pop	0.47	0.49	0.54	0.46
No of visits per head of pop	6.93	7.63	6.46	4.60
No of books and recordings available per head of pop	1.24	1.16	1.24	1.17
No of libraries open over 45 hrs per week	8	8	8	2.86
No of libraries open between 10 and 44 hrs per week	13	13	13	13.64
No of mobile libraries	3	3	2	1.68
%of users who found the books they wanted or the information they needed	Not required	Not required	65.5%	63%
% of users satisfied with library staff and opening hours	Not required	Not required	89.17%	73%
Amount spent per head of pop on books and other materials	£2.38	£2.34	Not required	
Net expenditure per Head of pop on libraries	£11.56	£12.59	£12.13	£13.31

Consult

Service area 1 Public Library network

To inform the Libraries Review 2000, Libraries consulted with staff, partner organisations, stakeholders, users and non-users. Meetings with all staff to discuss the future delivery of library services were held, and managers and community library staff worked together to produce library profiles for each library in the city. Minutes of the meetings and the library profiles are available. During September 2000, 22 consultation meetings were held in 20 libraries in the city, Translators were made available and a total of 291 people attended the meetings. The meetings were structured to channel public views on the strategic issues that central and local government have identified as priorities for Libraries, namely discussion about:

- The need for community based library services, preferably in buildings rather than mobile services
- The role of Central Libraries
- Management of library stocks

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- Services to children and young people
- Services to the elderly
- ICT services including public access to ICT
- The management of equality and diversity for all areas of service and in particular the staffing structure to support the delivery of library services to meet the diverse needs of Leicester.

The public meetings provided a supportive, but very critical response to the delivery of library services. Suggestions for improvement from the public identified problems with availability of stock, opening hours with many people preferring libraries to be open on Saturday afternoons, and services to children.

Minutes of each of the meetings are available.

In addition the public were invited to comment on library services via comments cards available at libraries and other Arts and Leisure facilities across the city. The consultation was covered widely by the media including the Leicester Mercury and Link and a FREEPOST address was offered. The comments cards were translated into four Indic languages. 749 comments cards, many containing multiple comments were received.

The public consultation demonstrated overwhelming support for the maintenance and further development of the library network including a clear preference for building based services. Respondents were particularly concerned to target services to children and young people and services to the elderly.

The Achieving Inclusion report was also informed by the 1999 non-user survey which canvassed the opinions of 500 people and ascertained that library opening hours and charges were major barriers to library use.

Following the publication of Achieving Inclusion report, there was overwhelming welcome from elected members, local media, lobby groups, the Arts Minister and agencies central to promoting social inclusion such as ...
Copies of the report have been deposited in all libraries.

A schedule for consultation and survey work during 2001 has been produced as part of the ongoing process, including a further non-user survey in October 2001.

Compete

The consultation process challenged the provision of library services. At present national research has demonstrated there are no serious alternative providers to the complete range of public library services, *Contracting –out in Public Libraries (DNH/KMPG,1995)*. However during the Review 2000

Libraries have considered new approaches and alternative ways of delivering elements of the service as follows:

- Bibliographic services: prior to the Review 2000 delivered through a joint arrangement. Many of the traditional bibliographic services functions are now offered by library suppliers and Libraries ensured that provision of these specific services, such as processing and cataloguing, were subject to competition as part of the bookfund tendering process carried out in 2000.

Areas have been identified where existing suppliers over a number of years, have failed to provide an efficient and cost effective service . One such area is the provision and processing of stock in Indic languages. Libraries are re-examining their membership of a joint purchasing co-operative (CILLA), as the range, price and currency of stock in Indic languages offered is limited. Another area not catered for adequately by existing suppliers is difficult to access resources. These services will be undertaken in-house ensuring VFM (savings of £30,000 which are re-invested in the network) and a more efficient service tailored to meet the needs of the unique demography of Leicester City.

- Bookfund: subject to competitive tender in 2000 Libraries considered consortium arrangements and library supplier selection. The contract is a three-way consortium agreement, which offers VFM. The contract with the supplier is monitored closely.
- Transport services: delivered through a joint arrangement until 2000. As part of the ending of the joint arrangement, Libraries were required to take responsibility for a disaggregated member of staff. The alternative service now provided in-house , includes the employment of the member of staff from the previous agreement and also provides VFM and efficiency savings as shown below.

Transport costs 1999/2000 plus additional driver hire	£45,990
Transport costs 2000/2001	£17,438

- ICT. A review of the ICT network and staffing to support the network was carried out. Two new posts, funded by redirection of existing resources, have been created, which will support the public in using the ICT network. In view of the major developments in public access ICT outlined below, it is proposed to subject ICT management to further competition as part of the Improvement Plan (see appendix 4 , point 3.1).

The People's Network is a major Government initiative which will secure access to Information and Communications Technologies for all citizens by funding the installation of public access pcs with free Internet and e mail access in every public library. This extensive ICT network will support directly other key Government strategies including e government, raising educational attainment and lifelong learning.

Leicester City Libraries will be installing 160 new public access computers, an increase of 300% of present capacity, in the next 2 years, as part of the People's Network. In addition, Saturday afternoon opening at all libraries, pilot Sunday opening at three sites, and increased after-school sessions across the City will place a significant new set of demands on network maintenance and management which include the need for reliable out of hours network support both for Libraries staff and users of the network. Testing the market for the best service is needed.

- Services to housebound library users. During the Review, the existing partnership with the WRVS was challenged and a decision made to deliver the service in-house providing a wider, higher quality service to more users and to better involve voluntary organisations and volunteers.

The partnership with the WRVS, the cost of which would have risen to £19,000 in 2001-02, provided a service to 160 people yet on the basis of current demographic data it has been estimated that a minimum of 2000 people are entitled to this service. The in-house solution, funded by the redirection of resources from other parts of the network, will provide a consistent, city-wide service, which will support readers in all communities, meet the requirements of the DDA and support the recommendations of the Review 2000.

- Alternative management arrangements, including Trust management are being considered as part of the Departmental analysis of management options in part as a result of the Best Value reviews for Arts and Entertainment and Sports in 2000.
- Staffing. The current staffing costs for Libraries in Leicester are low compared with similar authorities:
 - lower than average for employee costs per 1000 pop - £0.45 Leicester, £0.47 average
 - employee costs per employee - £16,050 Leicester, £17,787 average
 - employee costs per head - £7.28 Leicester, £8.29 average.

As a result of the Review, Libraries challenged further the staffing structure and have introduced a new structure to support the Review recommendations and deliver the Improvement Plan.

Service areas 2-5

Challenge

Each of the following services are currently delivered by Libraries to meet specific demand and were not examined as part of the Libraries Review 2000, nor have they been subject to competition, detailed monitoring or review during the period of the joint arrangements. This is a timely opportunity. The present methods of delivery may not be the best and Libraries need to explore

performance, VFM and alternative methods of delivery using the Best Value service assessment procedure.

2 Services to Education: joint arrangement to provide library services to schools in Leicester City

The service is provided by Libraries to support schools in their efforts to raise educational attainment.

Questions for the full service assessment will include :

- What are the full costs of each participant in this joint arrangement?
- What are the financial and other benefits to Leicester schools?
- Are there alternative ways of delivering the same or better service, which include VFM?
- Should the arrangement be renegotiated or discontinued?

3 Record office: joint arrangement for the storage of records and archive material for Leicester City

Libraries provide this service so that archive material for the City may be stored and so that citizens may access historical data relating to Leicester.

Questions for the full service assessment will include:

- What are the full costs and benefits to each participant in the joint arrangement ?
- Are there alternative ways of providing this service providing VFM?
- Should the joint arrangements be renegotiated or discontinued?

4 Prison Library service: joint arrangement for a book and learning resources loan service to inmates at Leicester Prison

The service is provided so that inmates may access books and library resources for leisure and educational support.

Questions for the full service assessment will include:

- What are the full costs and benefits to each participant?
- Are there alternative ways of providing this service providing VFM?
- Should the joint arrangements be renegotiated or discontinued?

5 LAILLAR: agreement between higher education providers in Leicester, Leicestershire and Rutland and the public libraries to allow access to each other's resources to support lifelong learning

The agreement is designed to facilitate access to library resources of the partners for all people who live and work in Leicester.

Questions for the full service assessment will include:

- What are the full costs and benefits to each participant?
- Is the public library service bearing a reasonable share of the costs, taking into account the responsibilities of the other institutions and if not, how can the balance be redressed?

4 FINANCIAL AND LEGAL IMPLICATIONS

In the Review 2000 there was a major shift of resources and some savings, approved by members, to achieve the Improvement Plan.

This included :

- Reduction from Goldsmith move
- yr 1 2001-02 £50,000 1.4% savings of total budget
- yr 2 2002-03 £120,000 3.4% savings of total budget.

These savings have been made to support the Departmental budget strategy.

In addition savings of £30,000 from the challenged and changed management of bibliographic services has been re-invested in recruitment of Saturday staff so that all libraries may open on Saturday afternoons.

Further options for savings from the additional Service Assessments will be developed. These will need to be identified from the £277,430 in service areas 2-5. A 2% saving would be £5,548 and proposals will be developed during the Assessments. All of these service areas are partnership arrangements, and we will be seeking efficiency savings within these arrangements.

The TALIS computer system replacement is £350,000 (with no contingency) for which there is no capital programme provision. This is a major financial and service issue for which a solution has yet to be identified, and which is being considered in detail by the Arts and Leisure Department.

Service	Type of service			Total Budget
	Statutory Minimum Cost	Core Discretionary Cost	Other Discretionary Cost	
Public Library network: Statutory services Book loan Reservations service Information service Access to ICT Reference service Literature and reader development Core discretionary services Sound recordings hire Video hire Retail outlets	£3,235,305			£3,442,100
Library Services to Education		£72,680		£72,680
Records Office		£199,100		£199,100
Prison Library Service		£5,650		£5,650
LAILLAR			No specific budget identified	No specific budget identified

5 EQUALITIES

Managing diversity and delivery equality were central themes of the Libraries Review. All services in the public library network were challenged in terms of their ability to deliver a socially inclusive service to all communities and citizens of Leicester regardless of culture ethnicity, disability age gender and economic circumstance.

Fundamental questions were asked about principles and practice within the library service and institutional racism was found to exist in three key areas:

1. **Staffing:** The review challenged the ability of the staffing structure to deliver effectively a socially inclusive service. It also challenged the traditional assumptions of the skills knowledge and expertise required by professional librarians to provide a contemporary library service to meet the needs of the people of Leicester. Consultation with staff found that the staffing structure did not support the current role and priorities of the library service and marginalised black and Asian staff from mainstream work such as stock selection.

The review recommended a new staffing structure and the introduction of a career grade for community librarians using a more comprehensive and meaningful range of competencies for all mainstream librarian posts. This was considered essential in order both to acknowledge the high levels of skills and abilities of staff in culturally specific posts and also to attract candidates with the essential skills required for Leicester libraries by providing a competency and experience route to librarianship posts.

2. **Service provision:** The review looked specifically at the provision of home library services for black and Asian elders and people with disabilities. It was found that the services provided by the WRVS excluded them and the review recommended that the Home library service be managed within the library service in order to address these inadequacies.

Women only session: Belgrave and Highfields Libraries operate weekly womens only sessions so that women, who for cultural reasons do not use libraries during mainstream opening hours, may access the whole range of library resources.

Asylum seekers and refugees. It has been found that charges and joining procedures are a barrier to the use of libraries by asylum seekers and refugees. Free internet access has been introduced and joining procedures simplified.

3. **Library stock:** The Libraries Review found that in spite of trying for a number of years to meet the need of ethnic minority communities in the city, this had achieved only limited success.. Stock provided includes Indic languages materials, dual language texts and a Black studies

collection. However Bibliographical services (provided under a joint arrangement with the county) and selection procedures were still delivered from the perspective of a dominant white culture with the marginalisation of stock for cultural and ethnic minority communities.

The review recommended ending the joint arrangement with the County for Bibliographical services and changing stock selection processes and budget allocation to provide a more inclusive approach to stock.

Disability Discrimination Act

The Libraries Review analysed the requirements of the DDA to identify the implications for Library services. Some provision was already well established, for example Large print books, audio tapes Kurzweil machines. Services to housebound readers and a minibus service which transports frail and elderly people to libraries. The review looked at access to buildings and services and resources, profiling the access to every public library building identifying work and equipment required to meet the DDA requirements. The three year improvement plan includes a programme of improvements including CCTV for magnification, Induction loops and minicom systems. The planned building work included the provision of automatic doors for the central lending library.

The report also identified the failure of the WRVS housebound library service to meet the needs of older and disabled citizens in Leicester and some additional problems with services to residential homes and with the minibus service. The recommendations proposed the setting up of an inhouse Library Services at Home and changes to service delivery and provision to residential homes and minibus services.

Consultation was carried out with staff, users and non users in particular with disability groups and groups with special needs. The focus group set up for this purpose will continue after the Review as a means of addressing their detailed concerns about library resources and the use of library services.

6 SUSTAINABLE AND ENVIRONMENTAL IMPLICATIONS

The continuation of small libraries in local neighbourhoods has been a key outcome of Libraries Review 2000 and is consistent with the government strategy for Neighbourhood Renewal and the City Council's approach to revitalising neighbourhoods.

Libraries are key points through which local communities can improve their quality of life as well as improve skills, education and find a gateway to other services. In the new development of Braunstone Avenue specifically, excellence in energy efficiency will be a key design requirement amongst other quality specifications.

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**BEST VALUE REVIEW
LEICESTER CITY LIBRARIES AND INFORMATION SERVICE
EXTRACT FROM SCOPING REPORT – APPROVED BY CABINET ON 9TH
APRIL,
COVERING THE SCOPE OF THE REVIEW**

The final recommended scope for Libraries Best Value Review is outlined below:

Service Area 1:-

Public Library Network

Following the Review of Libraries, services are provided through a network consisting of the following:-

21 service points across the city. There are 18 dedicated buildings, including the Central Reference and Information Services Library and the Central Lending Library. Three branch libraries are located in community centres and one library is operated in partnership with Age Concern, based at Age Concern's City Centre Headquarters.

Two Children's "Bookbuses" provide a mobile library service – one for under fives and their parents/carers and one for older children. These vehicles are for services to children who find it difficult to access a static library service.

To support the Library needs of adults who cannot travel to and use, a static library service there is a home delivery service. For users with some mobility a library minibus is used to transport them to libraries so that they may access the full range of services.

Local authorities have a statutory responsibility under the 1964 Public Libraries and Museums Act to provide a "comprehensive and efficient library service". The library standards introduced in 2001 provide the means by which Public Library Services will be judged to be comprehensive and efficient.

Libraries are also required to deliver services which comply with the Disability Discrimination Act.

There is some voluntary sector involvement, through Age Concern and the WRVS.

Budget: £3,442,100

Service Area 2:

Library Services for Education (Schools Library Service) - a four-way joint arrangement with City Libraries and Education Department, and County Libraries and Education Department.

Since Local Government reorganisation in 1997 a joint arrangement has existed with Leicestershire County Council to provide library services to schools in Leicester City.

Under the Fair Funding arrangements, the budget was delegated to schools. City schools use the budget delegated to them to buy into the service for the loan of learning resources, advice to teachers to support National Curriculum and the wider curriculum and training. Current use by City schools is: Primary and Special Schools 99 (41%) and Secondary Schools 21 (95%).

In addition to the delegated budget Leicester City Libraries also pay £72,680 directly to LSE.

Budget (in addition to schools delegated budget): £72,680

Service Area 3:

Records Office - a joint arrangement with the County Council. Leicestershire, Leicester City and Rutland Record Office is based in Wigston. A joint arrangement between the authorities provides for the storage of records and archive material, access to these resources and support from Record Office staff.

Our budget: £199,100

Service Area 4:

Prison Library Service - a joint arrangement with the County Council and Prison Service.

The joint arrangement with Leicestershire Libraries provides for a loan service of books and learning resources and a book reservation service for the inmates at Leicester Prison. In addition the arrangement provides for the delivery of library services training for prison officers.

Our budget: £5,650
(plus contribution from bookstock)

Service Area 5:

Arrangements with the City's university and college libraries – to consider the effectiveness of access to university libraries by the public.

Access arrangement between public and university libraries

An agreement (LAILLAR) between public libraries and university libraries in Leicester, Leicestershire and Rutland which commits each authority to provide access to information and to develop lifelong learning opportunities for all. In addition the agreement sets out the intention to jointly obtain value for money in library services to users and compatibility in ICT in order to maximise access to each others services.

No specific budget identified

The total budget for services scoped in the review is £3,902,100

APPENDIX 2

Summary of Library Standards and national performance indicators

Leicester City Libraries current performance 2000-01

Ref	Description	Standard	Leicester City Libraries' performance
Objective: Library authorities must enable convenient and suitable access for users of libraries (PLS1-2)			
PLS 1	Proportion of households living within a fixed distance of a static library	88% for Unitary authorities – to be calculated using data not yet collected	Information not available
PLS 2	Proportion of the planned time that service points were not available to visitors	Top quartile for all library authorities – to be calculated using survey data yet to be collected	Information not available
Objective: Library authorities must provide adequate opening hours of libraries for users (PLS3-4)			
PLS 3	Aggregate opening hours per 1,000 pop for all libraries	Top quartile for all library authorities = 128 hrs per 1000 pop	130.05
PLS 4	Percentage of larger libraries open at least 45 hrs per week	Top quartile for all library authorities – to be calculated using survey data yet to be collected	Currently Leicester has 8, equivalent to 36%
Objective: Library authorities must enable electronic access for library users (PLS5-9)			
PLS 5	Percentage of libraries open more than 10 hrs per week that have access to online catalogues	All static service points open more than 10 hrs per week by 2004	Currently Leicester has 54.5% of libraries open for 10hrs or more with access to an online catalogue
PLS 6	Total no of electronic workstations available to users per 1000 pop	6 per 10,000 pop by 2004 All static service points to provide public Internet access by 2002	2.85 per 10,000 pop Internet access available at 12 sites
PLS 7	Library authority's normal issue period in weeks	3 weeks	3weeks
PLS 8	Maximum no of books that library users are allowed to borrow at one time	8	6
PLS 9	Percentage of requests for	Top quartile	

Ref	Description	Standard	Leicester City Libraries' performance
	books met within: (i) 7 days (ii) 15 days (iii) 30 days	(i) 50% (ii) 70% (iii) 85%	(i) 46% (ii) 71% (iii) 84%
Objective: Library authorities must encourage the use made of public library service (PLS10-11)			
PLS 10	Number of visits to library website per 1000 pop	Top quartile for all library authorities to be calculated using survey data yet to be collected	Info not collected
PLS 11	No of library visits per 1000 pop	Unitary authorities 6,300	6111
BVPI 117	No of physical visits per head of pop to public libraries		
Objective: Library authorities must ensure user satisfaction with the services provided (PLS12-15)			
PLS 12	Percentage of users reporting success in obtaining a specific book: (i) adults (ii) children	(i) 65% (ii) 65%	(i) 63% (ii) info not collected
PLS 13	Percentage of library users reporting success in gaining information as a result of a search or enquiry.	75%	69%
BVPI 118	Percentage of library users who found the book or information they wanted, or reserved it and were satisfied with the outcome.		
PLS 14	Percentage of library users rating the knowledge of staff as "good" or "very good"	95%	91.9%
PLS 15	Users rating the helpfulness of staff as "good" or "very good" (i) adults (ii) children	95%	(i) 94.5% (ii) info not collected
Objective: Library authorities must provide choice in books and materials made available more available to users (PLS 16-19)			
PLS 16	Quality index of library stock	These indices will be developed during	Information not yet available

Ref	Description	Standard	Leicester City Libraries' performance
		2001-02	
PLS 17	Annual items added through purchase per 1000 pop	Top quartile – 216 per 1000 pop	194
PLS 18	Time taken to replenish stock	Top quartile – 8.5 yrs	11.1yrs
PLS 19	Nos of staff per 1000 pop (i) with appropriate information management qualifications (ii) with appropriate ICT qualifications	At present insufficient information to base target nos of staff, but will include NVQ, degrees and professional qualifications in information management and ICT	Cannot yet report
BVPI 115	Cost per visit to public libraries		£1.88

RECOMMENDATIONS

This combination of customer, staff, librarians and management perspectives which have informed this review and its recommendations represent a major step forward for the planning of future library services in Leicester City. The contribution made by members of the public, library staff and of elected members has been invaluable and is very much appreciated.

Subject to the views of members the following recommendations will form the Annual Library Plan's 3-year strategy for 2001-2004.

	TIMESCALE	BUDGET
<p>Recommendation 1.</p> <ul style="list-style-type: none"> • To maintain network of 21 community libraries across the city. • To implement a three year strategy and action plan 2001-2004 to improve the quality of services and stock and increase membership and use • Outcomes to be reviewed in 2003-2004 	2001-2004	<p>Within existing budget of £3,869,500</p> <p>less savings from relocation of Goldsmith Collection 2001/2 of £50,000</p> <p>less savings from relocation of Goldsmith collection 2002/3 of £120,000</p> <p>plus inflation</p>
<p>Recommendation 2.</p> <p>To introduce double staffing as part of a new staffing structure at 12 libraries where 147 hours are currently covered by one member of staff</p>	2001-2002	<p>Within proposed new staffing structure refocusing staff resources on frontline service delivery</p>
<p>Recommendation 3.</p> <p>To increase awareness and visibility of local libraries through a programme of external library and street signs over 3 years</p>	2001-2002	<p>Within existing budget. Marketing £2300 p.a.</p>
<p>Recommendation 4.</p> <p>To implement city-wide promotional post public consultation and post review campaign, to demonstrate how the library service has changed</p>	2001-2002	<p>Within existing budget. Marketing £7,000</p>
<p>Recommendation 5.</p>	2001-2002	£30,000 redirection

To extend opening hours in order that all libraries will open on Saturday afternoons using Saturday assistants		of savings made as a result of the termination of Joint Bibliographic Services arrangements with the County
Recommendation 6. To implement a 3-year programme of out of school learning sessions scheduled at least 2 times per week in 10 libraries supported by Out of School Hours Learning sessional staff.	2001-2004	NOF external funding Out Of School Hours Learning sessional staff £28,000 p.a.
Recommendation 7. To target libraries not receiving NOF funded Out Of Schools Learning support and provide additional staffing support on at least two afternoons a week to provide after school opportunities for homework and recreational reading. Libraries involved: St Matthews, Thurnby Lodge, Humberstone, Netherhall, Stocking Farm, Aylestone	2001	Dependent upon redirection of staff resources as part of proposed staffing review
Recommendation 8. To improve security in 7 libraries to enable the installation of New Opportunities funded People's Network	2001-2002	Total estimated cost £21,100. 50% funded by bid to corporate Risk Assessment. Remaining 50% from Libraries Repairs and Maintenance budget, for one year only – 2001/2002.
Recommendation 9. To ensure that the library service complies with legal responsibility under the Disability and Discrimination Act: High Priority :-	2000-2002	£76,000 Central Lending year 2000, Reference & Info year 2001, Southfields year 2001. Bid to Corporate Disability Access

Recommendation 13. To review opening times of the central libraries and community libraries against the Library Standards	2003	Extra 7.5 hours per week for Central Lending Library to meet Library Standard of 60 hours per week additional £10,000 p.a. required.
Recommendation 14. To develop a pilot project for Sunday opening at the following community libraries: Beaumont Leys St Barnabas Highfields	2002/2003	£5,500 per library site p.a. additional budget required.
Recommendation 15. To consider Sunday opening Hamilton new Library.	2004	£5,500 p.a. additional budget
Recommendation 16. To ensure Libraries bookfund meets minimum Library Standard by 2004	2001-2004	£48,000 increase p.a. required.
Recommendation 17. To develop a more efficient customer focused bibliographic services function within a Readers Services Section on the cessation of joint arrangements with the County at the end of March 2001	2001	£130,000 of existing Bibliographic Services budget of £160,000
Recommendation 18. To implement improved strategy for management of stock.	2001	More effective management of existing resources.
Recommendation 19. To provide an increased level and diversity of stock which reflects the cultures, religions and histories of ethnic minority groups	2001-2004	Within existing budget – Improved stock management and practice.
Recommendation 20. To provide access to materials which celebrate diversity and challenge racism	2001-2004	“ “
Recommendation 21. To provide dedicated core stock in every library with an identifiable bookfund allocation per site	2001	“ “
Recommendation 22. To introduce 1 week loan period for books in demand for study	2001	“ “

Recommendation 23. To introduce top ten best sellers in every library on a one week loan period with no reservation charge for local copy	2001	“ “
Recommendation 24. To buy increased proportion of paper back titles	2001	“ “
Recommendation 25. To introduce decreased reservation charge of 25p (to cover postage costs of notification) to city residents. Any potential loss of income to be covered by an increased charge for inter-library loans of £1.50 and substantial increase in use of the service	2001	Achievement of income target – currently not fully met because of low level of take up.
Recommendation 26. To establish a People’s Network Librarian	2001	Within existing staffing budget, dependent upon redirection of resources as a result of new staffing structure. £22,000 - £25,000
Recommendation 27. To establish a People’s Network Technician	2001-2002	Within existing staffing budget, dependent upon redirection of resources as a result of new staffing structure. £18,000 - £25,000
Recommendation 28. To replace the current TALIS system, to cover all libraries and provide better management information to support performance management	2001-2003	Capital £335,000 dependent upon prioritisation within Departmental Capital Programme. Within existing budget Revenue £150,000. Monies provided by use of Talis Joint Arrangement funds. Joint arrangement ends 2002 -
Recommendation 29. To provide On -line Public Access (OPAC) to	2001-2002	External funding NOF £580,000

the catalogue in every library through public access computers which will be delivered by NOF funded by People's Network		
Recommendation 30. To introduce ICT based customer consultation through public access computers which will be delivered by NOF funded by People's Network	2001-2002	External funding NOF £580,000
Recommendation 31. To introduce community language ICT and package information sources of particular relevance to members of ethnic minority communities	2001-2003	External funding NOF £580,000
Recommendation 32. To introduce ICT access for people with disabilities as part of the People's Network	2001-2003	External funding NOF £580,000
Recommendation 33. To develop a high quality interactive website commencing 2000	2000-2002	Corporate funding
Recommendation 34. To develop support for community websites	2000-onwards	Within existing budget. Approx cost £100 per website.
Recommendation 35. To develop projects to increase citizen participation in democracy particularly for young people to exploit the People's Network	2002-2003	Within existing budget for marketing resources.
Recommendation 36. To maintain a network of community based libraries with staff and resources to support independent learning opportunities	2001-2004	Within existing budget, see Recommendation 1
Recommendation 37. To develop and maintain a programme of Family Learning activities	2001-2004	External funding £2,500 pa. LEA Standards Fund
Recommendation 38. Develop a city-wide strategy for Family Learning incorporating an under fives strategy which will encompass Recommendations 39-44	2001-2002	No budget implications
Recommendation 39. Develop a city-wide Books for Babies Basics project to 4000 babies a year	2001-2002	Within existing bookfund budget. Marketing £2,000

<p>Recommendation 40. Provide regular under 5's sessions in every library at intervals appropriate for that community.</p> <p>Weekly sessions at 10 sites.</p> <p>Fortnightly sessions at 8 sites.</p>	2001	<p>Within existing budget. Rescheduling of staff time</p>
<p>Recommendation 41. An annual two week under 5's promotion to increase library membership</p>	2001	<p>Within existing budget. Marketing £1,000</p>
<p>Recommendation 42. Introduction and promotion of a special childminder's ticket giving: loan of an increased number of books if required no charges for overdue books or damaged books</p>	2001	<p>Within existing budget. Marketing £200</p>
<p>Recommendation 43. Dedication of one Bookbus to under fives every weekday from 9-5 and Saturdays from 10.00-1.00</p>	2001	<p>Within existing budget. Management of staff resources.</p>
<p>Recommendation 44. Develop a set of performance indicators to demonstrate Libraries have increased membership and book issues in this category</p>	2000	<p>No resource implications</p>
<p>Recommendation 45. Simplify joining procedures and write to all schools offering class visits for children to borrow books on individual tickets</p>	2001	<p>No resource implications</p>
<p>Recommendation 46. Ensure improved provision of culturally specific books in English for Black and Asian children</p>	2001	<p>Within existing budget – management of resources fund</p>
<p>Recommendation 47. Ensure improved provision of dual language books</p>	2001	<p>Within existing budget – management of resources fund</p>
<p>Recommendation 48. Ensure improved provision of mother tongue books</p>	2001	<p>Within existing budget – management of resources fund</p>

Recommendation 49. Implement targeted use of the Bookbus after school and at weekends in regeneration areas with low levels of membership	2001-2002	Within existing budget
Recommendation 50. Revise library procedures to provide safe access for under 14's to ICT and the Internet without the need for parental permission	2001	No resource implications
Recommendation 51. Implement targeted promotion to parents and carers about library support for children's learning and homework	2001	Within existing budget. Marketing £500
Recommendation 52. Develop and deliver reader development and literature development programmes in secondary schools in order to increase interest and enthusiasm in reading for pleasure.	2001-2002	Within existing budget
Recommendation 53. Increase level of stock to support young people's learning and introduce one-week loan period for books in heavy demand.	2001	Within existing budget – more effective management of existing bookfund within proposed new stock management strategy.
Recommendation 54. Development of direct involvement by young people in book stock provision by setting up user groups or panels and by specific more in-depth projects. These to be promoted within schools and colleges.	2001	Within existing budget – management of Bookfund
Recommendation 55. Emphasise and promote the key role of the central libraries in providing access to a wide range of resources for young people by :- <ul style="list-style-type: none"> • creating access to multi-media resources in the central lending library in a dedicating space for young people, including installing listening post for music, books and magazines • provide study facilities in the reference library with GCSE and A level support 	2001/02	Within existing budget Furniture & Equipment budget £1,000 Management of

<p>library with GCSE and A level support collections</p> <ul style="list-style-type: none"> implement a promotional campaign across the city through schools, colleges, youth clubs and the media 		<p>bookfund: £10,000</p> <p>Marketing £500</p>
<p>Recommendation 56. To establish a formal service level agreement between the library service and Age Concern</p>	2001	Within existing budget
<p>Recommendation 57. Implement programmes of publicity to effectively promote the library mini bus service</p>	2001	Within existing budget. Marketing budget £500
<p>Recommendation 58. Investigate funding opportunities for replacement of the leased Library Minibus with a vehicle fit for purpose.</p>	2002/2003	Resource implications not known at this stage.
<p>Recommendation 59. Establish improved stocks of large print and talking books at those libraries visited by the library minibus</p>	2001	Within existing budget – management of Bookfund. Redirection of resources.
<p>Recommendation 60. Changes to be made internal layout of libraries to accommodate wheelchair and less mobile users</p>	2001	Within existing resources
<p>Recommendation 61. Provision of tables and chairs, which are at a suitable height around areas of large print and talking books.</p>	2001-2003	Within existing budget. Furniture & Equipment budget £1,000 p.a.
<p>Recommendation 62. To establish within the revised staffing structure for libraries a post of Home Library Service Manager with responsibilities for promoting and developing the service and ensuring a consistent approach to service delivery city wide. The service is to set a target to reach 500 readers at home in 2001-2002 whilst new arrangements for volunteers are put into place, and then new targets set to reach 2000 people by 2003.</p>	2001	Within existing budget, redirection of current costs of WRVS Service
<p>Recommendation 63.</p>	2001	

To work with the WRVS on an exit strategy to end the current working service agreement.		
Recommendation 64. To welcome any existing volunteers who want to continue working with the library service.	2001-2002	Within existing budget. Payment of volunteer expenses
Recommendation 65. The new Home Library Service Manager to set up an innovative volunteer system to attract readers and library users.	2001-2002	Within existing budget. Marketing £500, Training £1,000
Recommendation 66. Improve management of the service to residential homes by designating responsibility for managing the delivery of the service to one member of staff.	2001-2002	Within existing budget – dependent upon staffing review.
Recommendation 67. Move the Goldsmith Collection from its current location to Central Lending library. This will require major changes to the layout of Central Lending library resulting in better use of space. See recommendations 70, 71 and 72	2000-2001	Rent and building cost savings of: 2001/2002 - £50,000 2002/2003 - £120,000
Recommendation 68. Increase the size of the Central Lending children's library to accommodate a better range of stock to support children's needs.	2000-2001	Within existing budget
Recommendation 69. Provide better signs and guiding to help people who are unfamiliar with the library and to reduce the number of enquiries which result lack of support for self help.	2000-2001	Within existing budget. Marketing £800
Recommendation 70. Radically change the layout of the stock to meet the needs of the revised approach to stock presentation utilising such areas as the alcoves on the ground floor.	2000-2001	Within existing budget. Furniture & Equipment £2,000
Recommendation 71. Re-examine the function, position, and layout of the issue counters and readers advisory desk, in order to facilitate the changed location of the Goldsmith collection.	2000-2001	Within existing resources
Recommendation 72.	2000-2001	Within existing

To fully utilise the entrance foyer areas as a promotional space needed as a result of relocation of the Goldsmith Collection into the Lending Library.		resources
Recommendation 73. Set up easily accessible, quick choice collections	2000-2001	Within existing resources. Management of bookfund
Recommendation 74. Provide better access to and promotion of genre fiction	2000-2001	Within existing resources. Management of bookfund
Recommendation 75. Implement a continuous programme of up front stock promotion	2000-2001	Within existing resources. Marketing £1,000
Recommendation 76. Set up a touring programme of ‘taster collections’ with other libraries	2000-2001	Within existing bookfund approx £10,000
Recommendation 77. Implement a literature development programme of events, promotions author visits etc.	2000-2001	Within existing resources. Literature Development budget £2,500
Recommendation 78. More emphasis upon use of Central Libraries by children, by means of computer based services and targeted events and activities	2000-2001	Within existing resources. Refocusing of resources and staff time.
Recommendation 79. Provide a range of material to support the national curriculum and children’s homework needs.	2000-2001	Within existing resources. Bookfund £10,000
Recommendation 80. Ensure more effective packaging, presentation and promotion of stock for teenagers including fiction and material to support GCSE and A level, (but not textbooks)	2000-2001	Within existing resources. Marketing £500
Recommendation 81. Introduce range of material for under fives and parents and carers.	2000-2001	Within existing resources. Management of bookfund.

<p>Recommendation 82. Ensure that all aspects of stock selection and promotion consider the needs of children from culturally and ethnically diverse communities.</p>	2000-2001	Within existing resources. Management of bookfund.
<p>Recommendation 83. Provide greater and clearly identified study support both formal and informal including more clearly assembled and identifiable study collections for children and adults across the city. E.g. National curriculum support, GCSE. A level, Access courses.</p>	2000-2001	Within existing resources. Bookfund £10,000
<p>Recommendation 84. More options to borrow materials for study by transferring some stock from the reference library to make available for loan.</p>	2000-2001	No resource implications
<p>Recommendation 85. Provide a comprehensive range of stock, which meets the needs of the ethnic minority communities in Leicester for material in Indic languages and in English and ensuring its effective presentation and promotion.</p>	2000-2001	Within existing resources. Management of bookfund.
<p>Recommendation 86. Move the collections of Indic languages to a more visible and accessible site within the library.</p>	2000-2001	Within existing resources
<p>Recommendation 87. Consult with ethnic minority communities and organisations to ensure a relevant and appropriate range of resources is provided.</p>	2000-2001	Within existing resources. Corporate consultation.
<p>Recommendation 88. The collection of Black Studies material to be improved and enhanced by the inclusion of additional material in English about the Indian sub continent and other subjects of interest to community groups. The collection to be moved to a more visible location.</p> <p>Material of potential interest to all readers of English to be duplicated to be both in the Black studies collection and in other sequences.</p>	2000-2001	Within existing resources. Management of bookfund.
<p>Recommendation 89. To clarify current confusion in function between the reference and lending libraries by</p>	2000-2001	No budget implications.

integrating the Language and Literature collections across the two central library sites.		
Recommendation 90. Examine other areas of stock duplication e.g. computer books, travel.	2000-2001	No budget implications
Recommendation 91. To enter into negotiations with the Record Office to improve access to relevant material particularly for children and older people.	2001-	Current funding to the Record Office £193,600 p.a. currently
Recommendation 92. To continue to increase the accessibility of information and material in local studies and to increase use by children and groups by a marketing and promotions programme.	2001-2002	Within existing resources - £500 marketing budget
Recommendation 93. To move Living History into the Reference Library with specific focus of work in regeneration areas and ethnically and culturally diverse communities.	2001	Within existing budget, changes dependent upon proposed new staffing structure.
Recommendation 94. To expand and improve Business Information and support with particular emphasis on solo businesses, Asian businesses and the needs of regeneration areas.	2001-2002	Within existing budget. Redirection of bookfund £5,000
Recommendation 95. To create information kiosks in the entrance area of the Reference and Information Library to provide community, health and job related information.	2001-2002	No funding available within existing resources. Explore possibility of partnership working and funding. £1,000-1,500 per kiosk.
Recommendation 96. To review stock management from a user perspective rather than with a materials focus. This will take into account reference books, periodicals, books and on line information sources.	2001-2002	Within existing resources
Recommendation 97 To ensure accessibility of books, ICT and other library services to all individuals including refugees, asylum seekers and homeless people. To work with other council		Within existing resources

departments and community outreach workers as well as refugee communities themselves to establish their library and information needs		
<p>Recommendation 98</p> <p>To change staffing structure based on the following principles: -</p> <ol style="list-style-type: none"> 1. To reduce the distance between decision making and front line 2. To clarify and support effective communications 3. To ensure effective delivery of service priorities includes ICT support and development for the People's Network 4. To change area structure to a city wide one. 5. To acknowledge the range of skills and abilities of staff in specialist culturally specific posts by the introduction of a career grade to provide opportunities for progression, give recognition to qualifications which are relevant to the work of libraries and which are different but equal to those of qualified librarians. 6. To introduce posts with management role and responsibilities for professional librarians. 7. To create a pool of existing staff who can be called upon to prepare books for use by the public and who will have competency in the following languages: Gujurati, Hindi, Punjabi, Urdu, Bengali, and other languages if required. 	2001	Within existing budget
<p>Recommendation 99</p> <p>To implement in libraries the departmental response to the Macpherson Report and to ensure that all library strategies, procedures and practices meet with the CRE Standards</p>	2000 ongoing	Within existing budget
<p>Recommendation 100</p> <p>To review all working and professional practices to eliminate those which can be considered to be institutionally racist and which have become barriers to achieving equality and diversity in both the workforce and service provision.</p>	2000 ongoing	Within existing budget

Libraries service improvement plan 2001-2003

1. Access: to improve access to all libraries within the network by all citizens of Leicester

<u>1 Task</u>	Justification to include linkage to Community Plan, Achieving Inclusion, ALP, Library Standards.	Dependencies and resources.	Targets and performance indicators	Evaluation and milestones	Completion date
Access					
1.1 To maintain the network and increase usage of 21 libraries based in communities	Community Plan: Regeneration, Education, Diversity <i>Achieving Inclusion</i> Recs 1,3-4, 11 <i>ALP 2, 3, 5,</i>	Within existing budget	Target: to increase the number of active library members from 22% to 30% within 3 years To initiate 20 community group outreach activities each yr per library site PI: no of new members No of visitors to libraries no of community outreach activities	Six monthly report to Members. First report due October 2001. Quarterly performance management report beginning end June 2001.	October 2001 and every 6 months until end 2003.

			BVPI117 no of physical visits per head of pop to libraries		
1.2 To extend opening hours to ensure all libraries are open on Saturday afternoons	<p>Community Plan: Regeneration, Education</p> <p>Achieve Inc Rec 5</p> <p>ALP 5</p>	£30,000 per annum.	<p>Target: to increase the number of active library members from 22% to 30% within 3 years</p> <p>PI: no of new members No of visitors to libraries No of visitors to libraries on Saturday afternoons</p> <p>BVPI 117 no of physical visits per head of pop</p>	<p>To begin July 2001</p> <p>Quarterly performance management report</p>	First report due end Sept 2001
1.3 To consider alternative buildings where there are identified shortcomings:	<p>Community Plan: Regeneration</p> <p>Achieving Inclusion Rec 12</p>		<p>Target: to increase the no of active library borrowers</p>	Capital	Annual

	ALP 2,3		from 22% to 30% within 3 years PI: no of new members No of visitors to Libraries	programme yr 12 2012	review
Braunstone Ave		£1 million NDC			Annual review
St Matthews		SRB		Bid proposal accepted March 2001	End December 2001
Stocking Farm		SRB		Building alterations 2001	End December 2001
Thurnby Lodge		Costs unknown		Project management to begin Summer 2001	Annual review
1.4 To develop a pilot project for Sunday opening at 3 community libraries	Community Plan: Education Achieving Inclusion Rec 14 ALP 5	£5,500 per library site per annum	Target: to attract 50 library users per hr PI: no of visits to libraries per hr on Sundays	Quarterly performance management report	Sept 2001- March 2002
1.5 To explore the concept of a 21st century library for Leicester City	Community Plan: Diversity Achieving Inclusion: Rec 12	Corporate funding	Target: completed action plan 2002	Working party established June 2001 Six weekly	End March 2002

	ALP 60			meetings	
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2. Stock: to improve the range and choice of stock at all libraries in the network

2 Stock	Justification to include linkage to Community Plan, ALP, Achieving Inclusion, Library standards and key strategies	Dependencies and resources	Targets and performance indicators	Evaluation and milestones	Completion date
<p>2.1 To introduce improved stock management strategies which include:</p> <p>2.12 A customer focused Reader Development function</p>	<p>Community Plan: Diversity</p> <p>Achieving Inclusion Rec 17</p>	<p>£130,000 yr 1 2001</p>	<p>Target:90% resources available in Libraries within 6 weeks of order date</p> <p>PI: %of library resources available within 6 weeks of order</p>	<p>Reader Services unit established April 2001.</p> <p>Reader Development Officer appointed</p> <p>Quarterly performance management report</p>	<p>End May 2001</p> <p>First report due end Sept</p>
<p>2.12 To improve speed of supply times for reservations</p>	<p>Community Plan: Education</p> <p>Achieving Inclusion Recs 22, 25</p> <p>Library standards PLS</p>	<p>Within existing budget</p>	<p>Target: 70% AF and 40% ANF bought pre-pub.</p> <p>Target: to reach the Library</p>	<p>Annual request survey, normally February</p>	<p>End February each year</p>

<p>2.13 Improve range of stock at all library sites</p>	<p>9 ALP 13,14 Community Plan: Education, Diversity Achieving Inclusion Recs 18-25 Library Standard PLS 12-13 ALP 6,8</p>	<p>Redistribution of bookfund</p>	<p>Standard PLS by 2002 PI: speed of supply of requests Target: To improve book issues across the city by 1% during 2001, and by 1% each yr to 2003 PI: no of book issues BVPI 118 % of library users who found the book/info they want</p>	<p>Quarterly performance management report</p>	<p>First report due end June 2001</p>
<p>2.2 To improve the range and presentation of stock to meet the needs of minority ethnic communities</p>	<p>Community Plan: Diversity, Education Achieving Inclusion Recs 85-88 ALP 6</p>	<p>Within existing resources</p>	<p>Target: to improve book issues across the city by 1% during 2001, and by 1% each yr to 2003 PI: no of book</p>	<p>Quarterly performance management report</p>	<p>First report due end June 2001</p>

			issues BVPI 118 % of library users who found the book/info they wanted		
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3. ICT: to improve access to ICT at all libraries within the network

3 ICT	Justification	Dependencies and resources	Target and performance indicators	Evaluation and milestones	Completion
<p>3.1 To review the management of ICT services within Libraries to ensure VFM , efficiency and the best service for a public access network.</p> <p>3.1.1. To implement the People's Network throughout Leicester City Libraries.</p> <p>3.1.2 To provide online public access to the library catalogue and computerised library issue system at every site (TALIS replacement).</p>	<p>Best Value competition</p> <p>Community Plan: Education</p> <p>Achieving Inclusion Rec 29</p> <p>Library Standards PLS5</p> <p>ALP 10,11</p> <p>Community Plan: Education, Regeneration, Diversity.</p> <p>Library Standards PLS 5</p>	<p>Within existing budget</p> <p>External funding NOF People's Network £580,000</p> <p>£350,000 Capital Funding as yet unconfirmed</p>	<p>Target: to achieve a 24/7 responsive service</p> <p>PI: no of hrs response time to network interruptions</p> <p>Target: To provide online access at every library site to at least the PLS of 6 per 10,000 pop</p> <p>PI: no of</p>	<p>Service reviewed as part of Best Value review process, May 2001.</p> <p>People's Network bid submitted</p> <p>Outcome of bid</p> <p>Installation of the network to begin September 2001</p> <p>Sources of funding identified</p> <p>Tendering process for installation of the system.</p> <p>TALIS replacement</p>	<p>End July 2001</p> <p>March 2001</p> <p>June 2001</p> <p>End March 2002</p> <p>2001</p> <p>May 2001</p> <p>By end March 2002</p>

			public access terminals available	system installed at all sites	
3.2 To provide staff trained to at least ECDL level and the NOF Expected Outcomes at every library site in order to support users	Community Plan: Education, Regeneration ALP 41	External funding NOF People's Network £78,000	Target: all staff trained PI: no of trained staff	Yr 1 2001 26 staff Yr 2 2002 80 staff Yr 3 2003 50 staff Yr 4 2004 17 staff	2004
3.3 To provide user education sessions at each library with access to the ICT network	Community Plan: Education, Regeneration Library Standards PLS 6	Within existing resources. Develop and maintain existing partnership with Adult Education College, forge new relationships with other providers	Target: to increase accesses to ICT by 3% in 2001, 5% in 2002 and 5% in 2003 PI: no of accesses to ICT network	Quarterly performance management report to begin end June 2001	Annual review

4. Support for children's learning: to support the raising of educational attainment for children and young people in Leicester

4 Support for children's learning	Justification	Dependencies and resources	Targets and performance indicators	Evaluation and milestones	Completion date
4.1 To provide out of school learning opportunities at 16 libraries	Community Plan: Education Achieving Inclusion Rec 6-7 ALP 33	NOF funding £28,000 per annum £6,000 additional staffing costs per annum	Target: At least two Out of School learning sessions at 16 libraries each week during term time To attract at 10 children to each session PI: no of Out of School Learning sessions in libraries No of children attending	Monthly report Quarterly performance management report to begin end June 2001	Review of provision when current funding expires-2003
4.2 Work with under fives : 4.21 Books for Babies project	Community Plan: Education Achieving Inclusion Recs 39-44 As above	Within existing budget Within existing	Target 1 000 babies yr 1 receiving packs PI no of under fives joining libraries	Monthly report Quarterly performance management report to begin end June 2001	Annual review

4.22 Underfives storytelling sessions at every library		budget Within existing budget	Target: at least two sessions a month for each library. 15 underfives at each session. PI: no of underfives attending sessions	Begins June 2001	Annual review
4.23 Annual 2 week under fives promotion March 2002		Within existing budget	Target: to hold 4 promotional sessions in every library and in the community during the annual promotion PI: no of underfives attending sessions, no of underfives joining the library	Performance management report	September 2001
4.24 Provision of an under fives Bookbus		Within existing budget	Target: 1000	New service begins July 2001	Annual review

			<p>underfives using the Bookbus yr 1</p> <p>PI: no of children using the Bookbus</p>		
<p>4.3 To work in partnership with schools and Education Department. Work to include:</p> <p>4.31 Regular school class visits to libraries</p>	<p>Community Plan: Education</p> <p>Achieving Inclusion: Rec 45</p>	No resource implications	<p>Target: 70% of schools within a library catchment</p> <p>PI: no of class visits to libraries</p> <p>Target: 3 family learning activities per yr</p> <p>PI: 15 children, parents and carers at each activity</p>	<p>Performance management report</p> <p>Introductory letter written June 2001</p>	September 2001
4.32 Visits to schools by Community	Community Plan: Education	No resource implications		Introductory letter written June 2001	

Librarian	Achieving Inclusion: Rec 45				
4.33 To implement a programme of family learning activities at each library site		No resource implications			September 2001
4.4 Implement targeted use of the second Bookbus in regeneration areas and areas of low library membership	Community Plan: Education, Regeneration Achieving Inclusion Rec 49	Within existing budget	Target: to increase membership of the Bookbus by 5% yr 1 PI: no of Bookbus members No of issues from Bookbus	New service introduced July 2001. Quarterly performance management report	Annual review

5. Services to older people: to improve access to library services for elderly and vulnerable people

5 Services to older and vulnerable people	Justification	Dependencies and resources	Target and performance indicators	Evaluation and milestones	Completion
5.1 To implement a Library Service at Home	Community Plan: Education, Regeneration Achieving Inclusion Recs 62-65 ALP 44	Within existing budget	Target: to reach 500 readers 2001-02, 2000 readers by 2003. To attract 30 volunteers yr 1 100 by 2003 PI: no of readers using Library Service at Home No of volunteers recruited	Library Service at Home officer appointed April 2001 Volunteer recruitment drive from Sept 2001	Ongoing
5.2 To ensure elderly, frail and vulnerable people who find it difficult to access Libraries independently, may use the Library Minibus service.	Community Plan: Education, Regeneration Achieving Inclusion Recs 57-59	Within existing budget	Target: to reach a minimum of 200 Library Minibus users by 2002 PI: no of minibus users	Awareness raising of the service across the network, from May 2001 Quarterly performance management report to begin	Annual review

				end June 2001	
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6. Support for lifelong learning: to improve learning opportunities, using the community library network, for people in Leicester

6 Support for lifelong learning	Justification	Resources and dependencies	Target and performance indicators	Evaluation and milestones	Completion date
6.1 To develop links with Education providers in the community excluding schools	Community Plan: Education, Regeneration	Within existing resources	Target: 5 library user education sessions in community libraries yr 1	Performance management report From end June 2001	Annual review
6.2 To provide literature and reader development activities in community libraries	Community Plan: Education, Regeneration, Diversity ALP 20, 22, ,23	Reader Development budget £10,000	Target: monthly reader development displays in libraries 2 literature development activities in libraries per yr PI: no of reader development displays No attending reader development activities No of book issues	Performance management report from end June 2001	Annual review

7. Managing diversity and delivering equality : to ensure equality of access to library resources and to promote diversity

7 Managing diversity and delivering equality	Justification	Resources and dependencies	Target and performance indicators	Evaluation and milestones	Completion
7.1 To change Libraries staffing to ensure effective delivery of service priorities and to acknowledge the need for a range of specialist skills, including community knowledge, within the organisation	Community Plan: Education, Diversity, Regeneration Achieving Inclusion Recs 2, 5, 64, 98	Within existing budget	Target: to recruit at least one member of staff from the community to each library in regeneration areas To support 5 members of staff each yr from 2002-2004 to gain NVQ level 4 PI: no of staff undergoing NVQ No of staff recruited from regeneration areas	Recruitment for new staffing structure. New structure implemented	End April 2001
7.2 To promote cultural diversity in all libraries to include: 7.21 Black History month promotion in all libraries					

<p>7.22 Celebration of culturally specific festivals to include Eid, Diwali, Christmas</p> <p>7.23 To implement a citywide promotion of diversity to include disability, gender, culture, age and ethnicity issues.</p>		<p>Within existing resources</p>	<p>Target: display and collection of related books in every library Average of 70% of display books borrowed 95% of staff receiving awareness training</p> <p>PI: no of books borrowed from display % of staff receiving awareness training</p>	<p>Begin September 2001, rolling programme to cover all libraries during the yr</p>	<p>Annual review</p>
<p>7.3 To ensure Library services and staff provide equality of access for all citizens as</p>	<p>Community Plan: Diversity Achieving Inclusion</p>	<p>Audit within existing budget Cost</p>	<p>Target: audit of all libraries to meet access requirements</p>	<p>Audit undertaken</p>	<p>Completed March 2001</p>

required by the DDA.	Rec 99-100	implications for building and equipment alterations. Funding yet to be identified – Access Fund.	of DDA by March 2001 10% of the ICT network providing adaptive hardware and software for people with disabilities PI no of libraries audited % of PCs with adaptive hardware and software	Installation of the People’s Network Sept 2001-2002.	To be completed by end march 2002.
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CIPFA Socio-economic indicators 1999/2000

Leicester compared with comparator authorities. 'Nearest neighbours' as per DCMS Public Library Planning Profile May 2000

	No. of books issued per head of population	No of other items issued	No. of visits	No. of books and recordings available	Libraries open 45 hours or more per week	Libraries open 10-44 per week	Mobile libraries	Percentage finding book or information they require	Percentage satisfied with library staff and opening hours	Net expenditure per head of pop
	M1a	M1b	M2	M3	M4a	M4b	M4c	M5a	M5b	M6
Stoke-on-Trent	4.75	0.46	3.22	0.69	1	8	3	65%	78%	10.08
Leeds	6.24	0.22	4.71	0.71	7	46	7	57%	88%	10.51
Oldham	6.23	0.35	3.86	1.74	1	13	1	77%	87%	10.69
Dudley	7.28	0.52	4.76	1.61	6	12	0			10.94
Derby	5.81	0.31	4.37	0.55	0	10	1	60%	59%	11.37
Leicester	5.72	0.54	6.46	1.24	8	13	2	66%	89%	12.13
Rochdale	6.86	0.31	4.46	1.15	1	17	1			12.36
Coventry	5.95	0.45	5.9	0.95	8	5	1	69%	93%	12.77
Sheffield	5.41	0.82	3.96	0.82	0	28	5	63%	61%	12.81
Sandwell	5.67	0.38	4.12	1.41	3	16	2	69%	82%	12.83
Bolton	7.33	0.61	5.12	1.03	1	14	1			13.59
Ealing	4.86	0.29	3.74	1.2	0	12	1	66%	47%	14.04
Walsall	8.1	0.63	5.9	1.8	1	19	2	63%	77%	14.23
Wolverhampton	8.87	0.59	5.74	1.32	7	14	0	88%		14.23
Luton	6.95	0.61	4.81	0.97	2	6	2	67%	86%	14.36
Kingston-upon-Hull	5.24	0.3	3.73	1.32	1	16	0	73%	84%	14.74
Southampton	9.26	0.32	6.31	1.73	1	10	2	66%	92%	16.26
Newham	6.33	0.97	6.21	1.64	4	6	1			17.31
Lambeth	2.52	0.24	2.97	0.8	0	11	2	63%	60%	17.48
Newcastle-upon-Tyne	6.85	0.95	6.97	1.31	5	18	1	61%	87%	18.69
Tower Hamlets	4.62	0.35	3.8	1.69	6	6	2			21.42
Average	5.95	0.46	4.60	1.17	2.86	13.64	1.68	63%	73%	13.31
Leicester's position with comparator authorities	14th	8th	2nd	11th	1st	10th	4th	7th	3rd	6th

Other indicators 1998/1999 Actuals

Leicester compared with comparator authorities. 'Nearest neighbours' as per DCMS Public Library Planning Profile May 2000

	Population per service point	Borrowers as percentage of pop	Requests taken per 1,000 pop	Requests supplied within 15 days	Service points with computerised issue system
Leicester	12.263	22.7	29	51	54.2
Average	15.126	29.3	84	62	75.3