1. Corporate ambition and vision for the Library and Information Service

LANCASHIRE - A PLACE WHERE EVERYONE MATTERS

The corporate vision is to make Lancashire a place where everyone matters. As a front line service with more face-to-face contact with the public than any other, the Lancashire Library and Information Service has a vital role in fulfilling that vision.

How others will see us:

Local

- Libraries which are accessible, welcoming, safe and exciting in a convenient location with a range of facilities suitable for modern library services.
- Stock which is attractive, up to date, relevant and comprehensive and in different formats to meet customer needs.
- Services that are accessible, customer focused, well marketed, and modern.
- Staff who are committed, well trained, friendly, adaptable and valued.

Corporate contribution

- We will play a key role in corporate initiatives and the delivery of a wide range of corporate services.
- We will give direct access to the full range of County Council and District Council Services.
- We will be a major contributor to Corporate strategies for learning and development, cultural environments, support for vulnerable individuals and families and community cohesion.

National context

- We will aspire to the 12-point vision for libraries in 2013 set out by the Government in its publication Framework for the Future: Libraries Learning and Information in the Next Decade.
- We will be recognised as a leading authority for the continuous development and improvement of library and information services.

Our capacity to meet the vision;

The County Council is confident it has the capacity to meet this vision. It already provides a comprehensive range of public library and information services and specialist services to schools and prisons through 106 static service points, 15 mobile and 2 trailer libraries. Services are also provided direct to homes for elderly people and to individuals who are housebound.

Over 700 staff provide these services. Over 90% of them have daily contact with customers and a small team of management, administration and specialist staff supports them.

This solid foundation of service outlets and dedicated staff are the key elements which provide the capacity for the service to meet its vision. This is supported by policies and strategies to develop staff and the service in line with corporate objectives and local needs.
The CPA inspection report published in August 2002 provides the base evidence to show Lancashire can meet its vision:-

- We have assessed the Council as providing a ‘good’, two-star service with excellent prospects for improvement.
- A range of innovative reader development programmes including ‘Smile Centres’ working with children and young people with special needs, and ‘Lads and Dads’ a programme that encourages fathers to learn with their sons.
- The Council has established clear and challenging aims for the Service and it is meeting these aims. It contributes to lifelong learning, social inclusion and other strategic objectives of the Council.
- The Library Service integrates information communication technology successfully into service delivery and has developed innovative projects to widen access to information technology.

- We believe the service has excellent prospects for improvement because:
  - The service has a clear vision and strategic direction and these have clear linkages to regional and national agendas particularly in relation to social inclusion, lifelong learning and e-government.
  - There is a programme of culture change which includes actions to develop performance management and staff development.
  - The Council recognises the changing role of libraries and is developing the Library Service in line with the new role it has to adopt.
  - There is a culture of continuous improvement at all levels of staff throughout the service.
  - There is clear strategic leadership from Councillors with cross party support and a Councillor led task group to address the national library standards.
  - Staff understand what their corporate priorities are and how their contribution fits in and there is good support to managers and front line staff. This has led to high morale amongst the staff.

This position statement builds on the CPA findings. It shows that the Service has the capacity to continue to be innovative in developing new ways to deliver existing services and it is expanding the range of services available to the public. Examples include:

- £185,000 additional revenue funding for opening hours and bookfund in 2002/03.
- Provision of £427,000 from 2003/04 to sustain the People’s Network in Lancashire.
- Creation of a new Library and Information Service in April 2003 merging the Library Service and the 14 County Information Services (CPA recommendation).
- Creation of 15 People’s Centres for adults with special needs (DCMS/Wolfson fund £65,000).
- Completion of year one of the Evidence Based Management Decision Making project (Lancashire/ Loughborough University and Resource partnership) (£110,000 over 3 years).
- A project to develop a national model for learndirect in local authorities (£60,000).
- RNIB Talking Book Service transferred to the Service from Social Services (Best Value Review) (£61,000).
Public Servant of the Year Award for Social Inclusion (Smile Centre Project Manager)
Bookstart scheme sustained with partnership funding from Children First (£52,000)
A second vehicle to expand Library Link services to Homes for the Elderly (£73,000)
Professional video produced to market the Service (£5,000)
Divisional staff involved in locality agenda meetings and local strategic plans
Implementation of corporate staff appraisal
Key role in the production of the Corporate Cultural Strategy
Key role in the development of the County Information Management Strategy

Our key priorities for 2003 – 2006 are set in the context of the Corporate and Directorate objectives and in the Government’s modern mission for libraries set out in its Framework for the Future. They include:

To promote learning
- Provide learning opportunities and courses in libraries.
- Develop models for learndirect delivery in libraries
- Develop a joint Adult and Continuing Education Service (ACES) and Library Management Board

Encourage young people to use library and information services.
- Develop homework clubs and create ‘adult free zones’
- Deliver services to young people in line with ‘Start with the Child’ guidelines
- Maintain and develop young people’s reading activities

Encourage wider use of and access to digital services for information, learning, communication and on-line transactions for daily life.
- Sustain and develop the People’s Network
- Participate in Corporate E-government Strategy
- Explore potential for on-line voting with relevant agencies.

To promote reading and encourage the reading habit
- Provide programmes of reading activities in all branches.
- Promote reading groups in libraries
- Review, develop and monitor the reading development strategy implementation
- Maintain stock and collection management policies to meet identified reader needs
- Maintain stock to national standards

Improve access to the range and quality of information available
- Integrate Library and Information Centre services
- Investigate partnership arrangements with District Councils for the delivery of tourism, transport and local authority service information
- Develop a strategy for the delivery of information and reference services in libraries
- Assist in the development of the Corporate Contact Centre
2. Our response to "Framework for the Future"

2.1 Books, reading and learning

Policies, strategies and practices

The Service maintains a full range of strategies and plans for developing the service including: Collection Development Policy; Reader Development Strategy; Adult Learning Strategy and Young People’s Strategy. A general Service Information Directory (SID), which is available on the County Intranet, supports all these strategies. It contains statements of policy and practice for the full range of services provided. SID is a working tool for staff to assist in the consistent delivery of quality services. It contains the policies for joining, borrowing limits for adults, children and societies. It also includes comprehensive information on services to people with disabilities, their carers and families.

The CPA report acknowledged the Service contributed to many corporate development plans. These include the Education and the Early Years Development Plans specifically on Bookstart, Surestart and family learning initiatives. There are contributions also to Lancashire’s Cultural Strategy in delivering and promoting arts, culture and heritage to local communities.

Books

Strengths

- The Service has over two million books. The range and quality of stock is a considerable strength in meeting the needs of its own users and also in playing a significant role in the regional and national scheme of inter-lending. The CPA inspection found the service was performing well against the stock indicators they investigated.
- The Service maintains contracts for the supply of a full range of books and other library materials and updates the contracts regularly through open and competitive tendering.
- The contract to supply inter library loan services to Libraries in the North West was recently won by Lancashire.

Constraints

- The limited funds available to purchase new material and the need to subscribe to electronic databases for material previously available in printed format continues to put pressure on resource funds which can barely meet the minimum standards for stock turnover and new additions.

Challenges

- The assessment, evaluation and digitisation of large reserve stocks and special collections

The Stock Management Group, champions, monitors and evaluates key activities for 2003-04. They are guided by both the Reader Development and Collection Development policies and strategies. The key activities include:

- Improved selection mechanisms to speed up the supply of new books to library shelves. The target is that newly published titles should be available within 2 weeks of publication date.
- Evaluate, assess and exploit the range of special collections by employing consultants and in partnership with Museums and Archives Services. A budget of £42,000 has been set aside for this development.
The Stock Management, Reader Development and Young People’s Groups champion, monitor and evaluate the key activities for 2003-04. They include:

- A programme of reading activities in all branches by March 2004.
- Establish reading groups in 21 (25%) libraries by March 2004
- Web-cast the final judging panel of Lancashire’s Children’s Book of the Year Award.
- Evaluation mechanisms developed to measure the effectiveness of initiatives and attention given to more prominent marketing and promotion of these initiatives.

### SELECTION OF LOCAL TARGETS 2003-2004

<table>
<thead>
<tr>
<th>2002-03</th>
<th>2003/04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reader Development</strong></td>
<td></td>
</tr>
<tr>
<td>Libraries involved in the Summer Reading Challenge</td>
<td>100%</td>
</tr>
<tr>
<td>Increase in participation by young people</td>
<td>10%</td>
</tr>
<tr>
<td>Completion by young people against 2001/02</td>
<td>(27%)</td>
</tr>
<tr>
<td>Libraries with reader-centred promotions</td>
<td>50%</td>
</tr>
<tr>
<td>Libraries with reading groups</td>
<td>25%</td>
</tr>
</tbody>
</table>
Learning

Strengths
• The County has a clear Adult Learning Strategy and libraries play a key role. It sets out clear targets for attracting new learners and new learner contacts by developing learning opportunities in formal and informal groups in libraries and other community venues. It has the approval of the Learning and Skills Council and involves partnerships with local Further Education Institutions.
• There are excellent local partnerships with Adult and Continuing Education Services and other providers.
• An innovative project with learndirect to produce a model for delivering learndirect with local authorities.
• Learning Centres established in Lancashire Libraries since 1998
• The People’s Network in all libraries.
• Market Research in 2002 identified learner needs within a two mile radius of 84 libraries in Lancashire.
• The Strategy for Young People clearly sets out policies and developments for learning support to young people up to 16 years and is commensurate with the Directorate’s Early Year’s Strategy and the Education Development Plan.

Constraints
• Budgets to provide learning support and facilitators in small and medium size libraries
• Adaptability of buildings
• The disparate nature of Surestart Management schemes across the County

Challenges
• Develop effective partnerships with learning providers to meet local demand
• Deliver a learndirect model

The Learning Centres Management Board champions, monitors and evaluates the key activities for adult learning. These will include:
• Information and learning opportunities building on benefits of the People’s Network.
• Initiatives in line with Lancashire’s three year Development Plan for Adult learners 2003-2006. This plan has detailed objective, actions, targets and milestones. The main strategic areas for development are: Basic skills, learndirect, Family learning, Support for people with special needs and their carers, Learning opportunities in libraries, Information, advice and guidance, Initiatives targeting the most deprived wards, the BBC Mobile Zone partnership delivering ICT and learning in local communities.
• The Resource Framework ‘Inspiring Learning for All’ will be used in the development of learning opportunities.

<table>
<thead>
<tr>
<th>SELECTION OF LOCAL TARGETS 2003-2004</th>
<th>2002-03 (achieved)</th>
<th>2003/04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning opportunities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Libraries with learning programmes in place</td>
<td>20 (50)</td>
<td>60</td>
</tr>
<tr>
<td>Learning opportunities provided (enrolments)</td>
<td>4,000 (2,398)</td>
<td>3,000</td>
</tr>
<tr>
<td>Learner hours delivered</td>
<td>80,000 (19,378)</td>
<td>22,000</td>
</tr>
<tr>
<td>Individual bookings for PC’s</td>
<td>240,000 (302,000)</td>
<td>350,000</td>
</tr>
</tbody>
</table>

The targets relating to ‘Learning opportunities provided’ and ‘Learner hours delivered’ were agreed in the Accessing Audit Learning Strategy devised in August 2001. These were visionary targets for the newly formed Adult & Continuing Education (ACES) and Library department partnership that, owing to a subsequent restructuring of the ACES service and out participation in the learndirect initiative, we were unable to achieve in 2002/3. The appointment of a number of people to the ACES staff and the introduction of an electronic booking system will assist in the achievement of targets and enable more exact and robust statistical collection in 2003/4.
2.2 Digital citizenship

Strengths

- The People’s Network providing 957 computers through a network of 85 libraries. This gives digital access at a very local level with 94% of the population within two miles of one of these service points.
- Over 700 staff trained in the use of ICT to support the public.
- Ideally positioned to support the Corporate E-government Strategy offering our own services electronically and through our website, and able to offer access to other Council services.

Constraints

- Limited capacity to sustain and develop People’s Network

Challenges

- Develop a People’s Network on-line booking system in all libraries, and install library management systems on mobile libraries
- Encourage wider use of and access to digital services for information, learning, communication and on-line transactions for daily life.
- Provide access to Local Authority services electronically.

Policies, strategies and practices;

- A Corporate Strategy to deliver electronic government incorporates the role of the Service. The People’s Network is a key element in the Corporate Strategy and the County Council has provided £427,000 to sustain the People’s Network in Lancashire.

- There is a clear policy of acceptable use for adults and children using the library computers. This use is free and three levels of access are provided: catalogue and email only, Express machines for general use up to 15 minutes and Explorer machines, bookable in advance, for up to two hours.

- People’s Network computers are available in adult and children’s areas and where space is available there is a mix of machines for group learning and individual use.

- Users may undertake a range of transactions electronically in the library or remotely. These include: catalogue searches; renewals; general correspondence; comments, compliments and complaints; checking opening hours, location of libraries and mobile library routes and times. Making enquiries about events in libraries; remote access to other library catalogues; basic reference enquiry information; community information on societies and events.

- A survey of reference and information work in Lancashire in 2003 showed that over 50% of people using the People’s Network also had Internet access at home.

- The rapid development and success of the Library Web site has also been instrumental in demonstrating the level of remote access required by people in the community.
The ICT Development and the People’s Network Sustainability and Development Groups champion, monitor and evaluate key activities for digital citizenship. These include:

- Web-site development to improve access to collections.
- Self-service developments
- Improved access to on-line sources
- Increased range of electronic transactions

<table>
<thead>
<tr>
<th>SELECTION OF LOCAL TARGETS 2003-2004</th>
<th>2002-03 (achieved)</th>
<th>2003/04</th>
</tr>
</thead>
<tbody>
<tr>
<td>New databases for special collections</td>
<td>0 (0)</td>
<td>2</td>
</tr>
<tr>
<td>Install Talis Prism to enable search across multiple databases</td>
<td>Nov 2003</td>
<td></td>
</tr>
<tr>
<td>Strategic review of Library and Information Service incorporating County Information Centres and Impact of the People’s Network.</td>
<td>July 2004</td>
<td></td>
</tr>
<tr>
<td>On-line reservation service</td>
<td>Sept 2004</td>
<td></td>
</tr>
<tr>
<td>Self service for borrowing and returning materials Preston Pilot</td>
<td>Mar 2004</td>
<td></td>
</tr>
</tbody>
</table>

2.3 Community and civic values

**Strengths**

- Community profiles for each branch are regularly monitored and updated.
- The CPA inspection found the location of libraries appropriate for the local population with 94% within two miles of a static library. These profiles and results from Public Library User, Children’s and Reference and Information Surveys in Lancashire show a wide range and spectrum of users.
- An Asset Management Plan programme has been vigorously pursued to improve access to buildings and to modernise and refurbish the interiors to make them more attractive and accessible.
- CPA highlights:
  - the libraries acted as the gateway to a range of other Council services and other statutory services. It also provided good example of these other services being offered in libraries.
  - Eight Education Officer posts based in libraries, providing advice on admissions truancy and exclusions, assistance for free school meals, adult and further education opportunities, and outreach services to schools, Citizens Advice Bureaux and Health Centres.

**Constraints**

- The lack of a resourced capital programme to replace and relocate older library buildings to provide a modern service in the right location for local communities.
- MPs, MEPs and local Councillors regularly hold surgeries in some library premises, as do Inland Revenue and Welfare Rights.
- Bookstart, Surestart, Education Information Officers, Housebound, Service to homes for the elderly, links with the BBC mobile Zone and Adult Education Services also provide a range of outreach work in local communities with heavy library involvement. In addition the inspection found that libraries were active in local black and ethnic minority cultural events and communities.

**Challenges**

- To attract non users, especially young people age 14 – 25.
- Replacement libraries for Preston and Heysham.
- Increasing Library opening hours to meet public library standards and to improve the range of convenient hours, including Sunday opening.
Policies, strategies and practices;

• Library buildings are reviewed annually for condition, accessibility and suitability for purpose (Corporate Asset Management Plan). The Service has instigated a regular audit of premises by the DDA Officer and there is a programme of improving access to and within many libraries.

• There is a Charter for Young People, a written Young People’s Strategy developed in line with Start with the Child and a detailed action plan for the delivery and development of services to young people over the next three years.

• The aim is to deliver services into all sections of the community in Lancashire and policies and practices exist to ensure these are achieved through, for example: the School Library Service, Education Information Officers, services to those who are housebound and in homes for elderly people, services to playgroups and childminders, SMILE and People’s Centre developments.

Headline actions to assist library users and non-users to develop citizenship and to encourage a community identity;

• The use of library buildings for community based activities and cultural events is promoted through a lettings policy and an active arts programme. Use is also encouraged within and outside normal opening hours with learning providers and local organisations to increase the use of libraries as a community resource.

• Extensive ECDL and other training for staff to support users with enquiries enables those users to develop.

• Encouraging free Internet access and public use of PCs in libraries and access to services offered through the Web site. Provide ICT learning courses in libraries to the community as a whole.

• The County Council is developing a corporate contact centre in partnership with District Councils. The proposal is based on a range of ways the public can contact the Council including telephone, face-to-face and through the Web site. The merger of County Information Centres with the Library Service will be a key element in this strategy.

The Operations, Access to Services, and Young Peoples Groups champion, monitor and evaluate key activities for community and civic values. These include:

• Plan and cost an implementation programme to create refreshment and toilet facilities in libraries.

• Merge Library and County Information Services. Increase and improve partnership arrangements with District Councils to deliver tourism, transport and local authority service information.

• Maintain and develop family learning, Bookstart and Surestart schemes across the County

• Design and commission a second Library Link vehicle to extend the service to homes for elderly people

• Engage in Local Strategic Plans through District Liaison Officers and other local stakeholders.

• Develop libraries as a focal point for community information and activities

• Sunday opening in Preston Library with SRB and City Council partnership funding.
2.4 Building the capacity to deliver transformation

**Strengths**

- The CPA inspection found:
  - Councillors have a clear view of the role of the Library Service in providing information and an opportunity for people to access ICT and learning opportunities. The commitment from Councillors is cross party.
  - All staff had been trained in customer care and both the atmosphere and staff in libraries visited were friendly and welcoming. There are extensive training programmes in disability and race awareness.
  - The service has a culture of consultation and trying to identify needs. The service draws on knowledge of an area and carries out consultation when it is considering any changes to service.
  - Service priorities and plans are cascaded into specific actions and targets for individuals. Individuals understand what is expected of them and are appropriately qualified to deliver them.
  - The Council has developed a corporate performance management framework which links divisional service point plans to corporate objectives.
  - The Library Service has a culture of performance management and evaluation.
  - Clear corporate policies and strategies exist for Asset Management, Health and Safety, Equal Opportunities and Culture Change programmes and the Service demonstrates real commitment to these through its service delivery.

**Constraints**

- The lack of capacity in staff time to deliver and receive retrospective training essential for all staff to maintain skills and awareness in line with the pace of change.

**Challenges**

- Delivering the Corporate Culture Change Programme and Appraisal Scheme
- Developing broader outcome and impact measures for the Service

**Employee Development Policy**

- LCC has an employee development policy. Key elements are:-
  - A Management Development Programme – based on LCC Management Competency Frameworks for all managers, including those aspiring to be managers in the future
  - Senior and middle managers as coaches and mentors
  - Corporate Induction programme to be introduced in 2003/04
  - Performance and Development Appraisal (PDA) is being implemented.
  - The Service complements corporate initiatives with NVQ programmes for Library and Information Skills, supervisory and management qualifications, a service specific induction programme and extensive specialist development programmes.
A three year programme of Evidence Based Management Decision Making. This is a partnership with Resource, and Loughborough University Library Information Statistics Unit. The project plan has deliverables and targets for training. LISU provides an annual independent evaluation of the performance of the Service.

- Revised job descriptions based on skills and competencies for library staff reflecting changing roles in a modern service.
- Rolling out the County appraisal scheme to all staff over three years.
- A management development programme. All senior managers will have management qualifications within ten years. Two senior and two middle managers each year will undertake Leadership training for middle and senior managers.
- A training and development programme based on an assessment of individuals and needs of the service. All staff to be trained in ICT skills to at least ECDL level by 2004 and advanced ICT training will be delivered for selected posts.
- A Programmes for 20 staff to undertake NVQ - ILS and Management courses for 2003-04 building on the 15 places provided in 2002-03. This will provide 10 Level 2 ILS, 5 Level 3 ILS and 5 Level 3/4 management courses. This is supported by a team of library staff trained as NVQ assessors.

**Partnerships grants and challenge funds**

- The CPA found that the Library Service has extensive partnerships with the voluntary sector through local groups which use the libraries and to whom they promote the Library Service. Examples evidenced included the Pendle Pakistani Welfare Association, Age Concern and music societies.
- Other partnerships and funding:-
  - £67,000 from the Children First to develop Homework Clubs in 2002/03. A further £50,000 to sustain these clubs in 2003/04.
  - £65,000 from the People’s Network Excellence fund to develop 15 People’s Centres.
  - £30,000 for learrndirect pilots in two rural libraries. £60,000 from learrndirect to produce a model for delivering learrndirect in local authorities in partnership with the Learning and Skills Council and Adult and Continuing Education.
  - £40,000 from Children First to sustain Bookstart schemes.
  - £75,000 over three years for a Lifelong Learning Officer at Colne Library with Pendle Borough Council (Neighbourhood Renewal Fund)
  - A Service Level Agreement with WRVS for the delivery of housebound reader services.
  - Service Level Agreement with all six prisons in Lancashire.

**Key service and or staff structure proposals.**

A post of Performance Manager has been created for 2003/04 to monitor effectiveness of systems, liaise with Directorate, Corporate, Local and National Agencies, and to co-ordinate delivery of the Vision and Service Plan targets.

The integration of the County Information Centres and the creation of the new Library and Information Service will have an impact on the structure of the service and establishment over the next twelve months.

A senior project manager posts will be created temporarily to lead the learrndirect project.
3. Public Library Standards: Performance against the standards to March 2003

Meeting the Public Library Standards

The County Council has a cross-party Task Group of elected members to investigate and advise on the strategies for meeting the Public Library Standards by 2004. They agreed a long-term vision for Library opening hours in Lancashire to meet the standard and ensure the County is among the top performers in this area if further funding is secured. An additional revenue budget of £185,000 provided from 2002/03 has enabled the authority to meet the standards PLS(i) for aggregate opening hour and PLS 17 and 18, items added to stock and replenishment rate respectively.

The Service does not meet PLS2(ii) on missed mobile library time and PLS3(ii) the proportion of aggregate hours that fall outside 9-5 weekdays. These will not be met without further injections of revenue funding. Consultations with the users and local communities do not show these as key concerns and priorities.

PLS12(i) and 12(ii) and PLS 14 all relate to satisfaction levels from survey exercises. The authority is confident that the satisfaction levels will meet the standards in the survey being conducted in November 2003.

The Library Task Group will however consider the policy and strategies to improve performance in Public Library Standards.

Task Group Strategy and recommendations

The Task Group has set out targets for its future work which:

- Address anomalies in hours of opening in each of the seven levels of libraries.
- Provide a context for informed decision making on the priorities for change.
- Identify budget implications for any further improvements.

3.2 Public library standards - Local targets

An Access to Services Group champions, monitors, and evaluates activities for people who are disadvantaged, socially excluded and from minority ethnic communities (MECs).

Services for people with disabilities;

- A policy and strategy sets out action to improve access to services and facilities for disabled people.
- This is supported by more specific policies and strategies on services to visually and hearing impaired people. The County has analysed its service against the RNIB ‘Closed Book’ report and supported the ‘Right to Read’ campaign.
Local targets are focused on improving access, extending services to housebound and elderly people, and developing specialist support services.

<table>
<thead>
<tr>
<th>Local Target</th>
<th>2002-03</th>
<th>(Achieved)</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building modifications automatic doors, ramps, etc</td>
<td></td>
<td>(8)</td>
<td>10</td>
</tr>
<tr>
<td>Induction loops installed</td>
<td></td>
<td>(0)</td>
<td>5</td>
</tr>
<tr>
<td>Percentage of stock in alternative formats</td>
<td></td>
<td>(4%)</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Extension</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional homes for the elderly served through Library Link</td>
<td>20%</td>
<td>(20%)</td>
<td>(30%)</td>
</tr>
<tr>
<td>Housebound readers introduced to the People’s Network (People’s Centres Project)</td>
<td>100</td>
<td>(100)</td>
<td>80</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People’s Centres launched (New for 2003)</td>
<td>15</td>
<td>(15)</td>
<td>15</td>
</tr>
<tr>
<td>Smile Centres launched (New for 2002)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reader Development activities</td>
<td>200</td>
<td>(200)</td>
<td>300</td>
</tr>
<tr>
<td>Literacy skills certificates achieved in the group</td>
<td>40%</td>
<td>(40%)</td>
<td>50%</td>
</tr>
<tr>
<td>New members from the target group</td>
<td>2000</td>
<td>(1000)</td>
<td>2,000</td>
</tr>
</tbody>
</table>

Services for minority ethnic communities (MEC);

A policy and strategy on library services to people from the MEC sets out action which is being taken to improve access to services.

- The County Council is committed to the Equality Standard.
- Local targets are focused on increasing consultation, raising cultural awareness, encouraging use of the People’s Network and events for Asian women only.

<table>
<thead>
<tr>
<th>Local Targets</th>
<th>2002-03</th>
<th>(Achieved)</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community groups consulted</td>
<td>20</td>
<td>(20)</td>
<td>30</td>
</tr>
<tr>
<td>Number of MEC, arts, awareness and promotional events</td>
<td>15</td>
<td>(15)</td>
<td>20</td>
</tr>
<tr>
<td>Percentage of people from MEC using People’s Network</td>
<td>5%</td>
<td>(11.3%)</td>
<td>(12%)</td>
</tr>
<tr>
<td>ICT classes for Asian women only</td>
<td></td>
<td>(2)</td>
<td>4</td>
</tr>
</tbody>
</table>

Services for socially excluded people;

- Refugees
- Asylum seekers
- Travellers
- Homeless people
- Looked after children
- Six prisons

Local targets

This was the first year of developing services in Lancashire to refugees, asylum seekers, Travellers, homeless people. Work has concentrated on developing the network and partnerships to identify service needs and possibilities. Local targets for these groups will be identified for 2004/5 as part of this development.
<table>
<thead>
<tr>
<th>PERFORMANCE TARGETS</th>
<th>2002-03</th>
<th>(Achieved)</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bookstart and Surestart</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of coverage across Lancashire</td>
<td>100%</td>
<td>(100%)</td>
<td>100%</td>
</tr>
<tr>
<td>Level of parental uptake</td>
<td>90%</td>
<td>(89%)</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage joining the library</td>
<td>18%</td>
<td>(16.12%)</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Family learning</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dads and Lads Schemes (Dads partici-</td>
<td>600</td>
<td>(1510)</td>
<td>1700</td>
</tr>
<tr>
<td>pation)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passport to Learning Promotion: number</td>
<td>50</td>
<td>(50)</td>
<td>55</td>
</tr>
<tr>
<td>of events in libraries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keeping up with Children: number of</td>
<td>450</td>
<td>(716)</td>
<td>500</td>
</tr>
<tr>
<td>parents participating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop 15 SMILE Centres</td>
<td>NEW 03/04</td>
<td>N/A</td>
<td>15</td>
</tr>
<tr>
<td>Develop 15 People’s Centres</td>
<td>NEW 03/04</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Prison Service</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of inmates using the lib-</td>
<td>65%</td>
<td>(88%)</td>
<td>70%</td>
</tr>
<tr>
<td>rary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stock turnover in line with SLA</td>
<td>25%</td>
<td>(13%)</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Services for children**

A service strategy has been developed by the Services to young people group to reflect the key recommendations of the national ‘Start with the Child’ report. Each of the 12 sections in the strategy has clear objectives and targets, some of which are covered in the earlier sections of this Position Statement. Additional activities include:

- Consult with pupils from two schools to revamp the reading club in North Division May – Dec 03
- Act on evaluation of Children’s PLUS 2002 including improvements in magazine provision, dual language titles and Audio visual materials Jan – Dec 03
- Engage non-user groups May 03 – Oct 03
  - Premier League Reading champions group
  - School Library Service project with Traveller Education Service Apr 02 – Mar 04
  - Pilot project working with Looked after children in 3 residential units June 03 – Dec 03
  - School Library Service Pendle Renewal project to improve boys’ reading, 12 parents and 12 library assistants trained May 03 – Dec 03
- Develop quality core stock index to establish minimum standards June 02 – Mar 04
  - 0 - 5 year olds Dec 03
  - 5 - 8 year olds Feb 04
  - 8 - 11 year olds Mar 04
4. **Resources**

4.1 **Spaces**

**Strengths**
- 94% of households in Lancashire are within 2 miles of a static service point exceeding the DCMS standard of 85%.
- The quality and standard of buildings was found to be generally good by the CPA inspection.

**Constraints**
- The lack of capital available to replace those libraries where the centre of population has shifted,
- Cost of adapting libraries in listed buildings.

**Challenges**
- New libraries in Preston and Heysham.
- New Heysham library in partnership with Primary Care Trust, Lancaster City Council for a new health centre, library and sports facility.

- A building maintenance budget averaging over £400,000 per year enables the service to maintain reasonable standards of existing buildings.
- The North West Development Agency has provided £1.75 million towards the site for a new Preston Library. A project team will be formed in 2003/04 to identify the options for the remaining capital funds necessary to secure a new library.

- The County Council will also consider funding options for the Heysham scheme during 2003/04.
- The community facility extension at Upholland Library will be developed with £175,000 provided through West Lancashire District Council. The County will meet revenue consequence from existing budgets - Operational March 2004.

4.2 **Stock**

**Strengths**
- The CPA found that Lancashire performed well against the range of stock indicators they considered. 2.7 million items and a requests and reservation system that has improved its performance against national standards significantly in the last three years.
- All users may borrow any mix of books and audiovisual materials up to a maximum of 20 items.

**Constraints**
- Space to display and exploit stock to its full extent.

**Challenges**
- Reader development training to exploit stock and develop readers of all ages.

- A 'Return Anywhere' policy that allows books borrowed from one Lancashire Library to be returned to any other.

A base resources fund of £2.88 million is provided to maintain the quality and range of stock. Elements of this budget have been allocated to ensure all libraries have some promotional material and equipment by May 2004. Places have been provided for staff on 11 courses in 2003/04 with budget provision of £3,300.
4.3 Finance

**Strengths**

- The Authority has maintained resource levels for the Service despite significant financial pressures on local government finance and services. The final outturn for total expenditure (less capital charges) on the Library Service per head of population in 2002/2003 is £15.37. The budget for 2003/2004 raises this to £16.07. This places Lancashire in the top 10% for total net expenditure.

- The CPA inspection found that the service was generally cost effective in the sections of stock, and access to and take up of services.

- £185,000 of additional revenue for the Library Service from 2002/03 to meet the Public Library Standards. The total growth funding for the Education and Service Directorate was only £300,000.

- A scheme of devolved financial management allows the five Divisional Librarians to make decisions to improve services and display resources to meet identified local needs.

**Constraints**

- The budget forecast is unlikely to produce significant revenue growth opportunities for the Library Service in the next two years. County Council priorities will be focussed on issues surrounding care homes and education.

**Challenges**

- Meeting the Public Library Standards

- Delivering service improvements within existing revenue budgets.

- Securing partnerships and challenge funding for changes and innovation.

The Authority has adopted a process of Priority Led Budgeting focussed on Service change options. Decision Conferencing allows Members to decide options for growth and reductions within existing global budgets against criteria based on Corporate objectives and values. The Service has submitted 32 options for service change, 16 growth and 16 savings which will be considered against options from other services for 2004/05.

Partnership and challenge funding detailed on page 12 illustrates the success of the Service in securing resources for innovation and development projects. When schemes have proved successful sustainability has been secured by the Authority as already evidenced in the Position Statement for e.g:- People’s Network, Bookstart, Performance Review Manager, Homework Clubs.

Other schemes detailed on pages 2 and 7 and reflect a combination of challenge funding and redeployment of existing revenue.

The Libraries Task Group of Elected Members will continue to identify the Service performance against the Public Library Standards and will make recommendations by January 2004 on any further changes which may be needed.
## 4.4 ICT

### Strengths
- All static and both trailer libraries are linked to the Talis Library Management system. All libraries now have staff access to the Internet, Intranet and the Microsoft Office 2000 platform.
- All static libraries are linked to the People’s Network offering free public use.
- A very successful Library Web Site commended in the CPA Report.
- The People’s Network Training programme for library staff. This has received praise from the NOF managers for its achievements and advanced training programme.
- The use of ICT in all Service development, examples are: Learning Centres; SMILE centres; interactive web pages for Children’s Book of the Year and adult book review pages; Lancashire Pioneers local studies project.

### Constraints
- High maintenance and development costs of the ICT networks

### Challenges
- All mobile libraries to be linked to the Talis system in 2003.
- Development of 15 People’s Centres.
- On-line booking system for People’s Network computers.

The Authorities IT Services Department is continually exploring options for reducing network revenue costs by sharing bandwidths across Authority services. Competitive tendering processes and joint use of existing network systems has produced economies and these will be continuously reviewed.

£35,000 has been allocated for the implementation of the Talis system on all mobiles by December 2003.

£65,000 for the People’s Centre development has been secured from DCMS/Wolfson and the Authority has provided £49,000 from its modernisation fund for the development of the on-line booking system which will be in place by March 2004.

The position statement reflects an Authority which is determined to build on the CPA assessment of the library service being good with excellent prospects for improvement. The continued commitment of elected members, staff and partner organisations will ensure service improvements continue to be made which reflect the needs of the communities in Lancashire.

**David Lightfoot**  
County Library Manager