Bracknell Forest Borough Council

DRAFT
ANNUAL LIBRARY PLAN
2002/2003

**BRACKNELL FOREST
BOROUGH COUNCIL**

ANNUAL LIBRARY PLAN 2002 - 2003
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1. Introduction

This is the Annual Library Plan for the Library and Information Service of Bracknell Forest Borough Council. It is due for approval by the Executive on 10th September 2002, for consultation purposes, with the Select Committee of Life Long Learning and for full approval subject to any amendments, by Full Council on 30th October 2002

1. Key Facts

During 2001/02

- 739,480 items were issued. This represents a 5.4% decrease on 2000/01
- 508,736 visits were made. This represents a 4.5% increase on 2000/01
- Total stock was 200,004. This represents a 0.4% increase on 2000/01
- 108,839 enquiries were made. This represents a 7.6% increase on 2000/01
- Total revenue expenditure was £2,003,140

2. Resource Issues

2.1   Introduction

The Medium Term Strategy within the Annual Library Plan is informed by the Council's Corporate Objectives, Library Service Plan and Leisure Services Best Value Review. It is interpreted in detail to develop the Library and Information Service in line with national initiatives.

3.2   IT Resources

People's Network

The Authority will be implementing the roll out of the network in Bracknell Forest with a combination of funding from the New Opportunities Fund and matched funding from Bracknell Forest Borough Council. The funding from the New Opportunity Fund amounts to £283,000 and the required 10% matched funding from the Borough Council amounts to £30,000. This totals £313,000 to be spent on providing a public access network in libraries, an increase in the number of PCs from 35 to 65 and a digital information network giving easier access to a range of electronic resources. Free internet and e-mail access and self-learning packages have been available in libraries since December 1999.
Smart cards

The pilot project in Binfield Library now provides access to the library catalogue and customer account information using a smartcard. Extension to these facilities now include an e-purse facility and greater links with the Connexions project. The project is due to be rolled out to all libraries from Autumn 2002 at a capital cost of £120,000 with new revenue resources of £40,000 per annum.

3.3   Stock Resources

Greater use is being made of the library management system to assess how well the stock is performing.   Reports are being used to highlight stock that is no longer popular.   Reports to identify heavy usage will be developed to target where funds need to be spent.

The Library and Information Service is always keen to introduce new formats to its customers and keep abreast with technology.   To that end, DVD collections were introduced in Bracknell, Whitegrove and Binfield libraries after a successful pilot at Bracknell. Talking books on CD-ROMs have recently been introduced at Bracknell library.

Reader development work has been undertaken with themed displays, to encourage readers to extend their reading, circulating around the libraries. Promoting reading habits has also been extended further with the introduction of Reading clubs, initially at Bracknell and Binfield Libraries. Next year we will be purchasing more best seller titles to increase the use of stock.

The resources for stock are currently set at the level prescribed by the DCMS and was previously set at the higher level advised by the then Library Association. The saving of £20,000 contributed to the Corporate savings required from Leisure Services but this was felt to be acceptable given the previous £44,000 increase to match the previous Standards. The planned increase in opening hours will mean that stock management will need to be reviewed, but adequate levels of stock fund are available.

3.4   Staff Resources

Training

Our joint bid for funding with colleagues in Wokingham Unitary was approved by the New Opportunities Fund and a full programme of training to meet the New Opportunities Fund expected outcomes to achieve European Computer Driving Licence Accreditation (ECDL) for all staff began in September 2001. In addition the training also includes library and information management specific topics. Funding of £30,000 to support the training has been made available from Bracknell Forest Leisure Services.

Training Plan

The Training Policy and Strategy for the Library & Information Service affirms that an annual training plan will be developed to support the continuing development of services, staff and resources to achieve long term aims and targets.   The strategy identifies the main issues to be addressed through training as:

- The needs of the customers (ICT, enquiries, subject guidance, reader development, services for children, social inclusion, display, presentation/public speaking).
- The requirements of the service (customer care, disability awareness, health and safety awareness, first aid, equal opportunities).

- Staff needs (continuing professional development, chartership, professional courses, ICT, induction, interview skills, staff management skills, NVQs, etc. personal development).

The Strategy includes details of the staff appraisal scheme and how the training strategy will be administered. A Training Record and Skills Audit for each member of staff is held on a database and regularly updated, enabling staff to take pride in their capabilities and to look at their training and skills record as a whole when considering what future training they would like to receive and to support their continuing development.

3.5   Premises

Further refurbishments to Bracknell library were completed in June 2002. This comprised of improvements to the lighting in public areas and preparation for a learning centre on the reference floor. The undertaking of disability audits was extended to all libraries and completed by July 2002. The most high profile inadequacy is the lack of a lift in the main library headquarters, Bracknell Library, and a feasibility study will be undertaken during the year to assess this further.

In addition to improvements in the physical access to buildings, the Library Service has investigated ways in which Bracknell Library can be open on Wednesdays. This is in line with public expectations and the Public Libraries standards, issued in April 2001 by the Department for Culture, Media and Sport. These specify that a major library in each library authority should open for 45 hours. The Best Value inspection also identified opening hours for libraries as the major weakness for the Service and Department and was a view confirmed by the Best Value inspectors. Due to using money raised from DVD income, a re-negotiated IT contract and re-working staff rotas, Bracknell library will be open on Wednesdays from Autumn 2002. The opening hours lost by the planned closure of the container library at Owlsmoor have provided the opportunity to open Sandhurst library longer on a Tuesday and Whitegrove library on a Friday

Since 1998, with the opening of the new library in Binfield, improvements to disability access, ICT infrastructure improvements and refurbishments in all libraries, the Library & Information Service has received £1,016,900 in capital investment and is able to bid for additional capital funds on an annual basis. A minimum of £60,000 is expected.

4   Medium Term Strategy

4.1   Access to Services

To meet the Public Library standard of 45 hours a week for opening of a major library in the authority by extending opening on Wednesdays in Bracknell Library by Autumn 2002.

To strive towards meeting the Public Library Standard of total aggregate opening hours of 128 per thousand population per annum by reviewing opening hours in other libraries during 2002 and 2003, taking into account the Council's developing customer contact initiative.

To strive towards meeting the needs of all customers by implementing the Library and Information Service Fair Access for All Action Plan, including consideration of physical access issues in Bracknell Library.

To increase the use of libraries through a Local Public Service Agreement, in particular visits, use of resources and use by 15-19 year olds.

4.2   Staff development and training

To train all library staff in European Computer Driving Licence and Library specific IT issues by 2004 using funds made available from the New Opportunities Fund for the national implementation of the People's Network.

4.3   Maximising the use of ICT

To implement a public library network, digital information network and increase in the number of PCs in libraries by April 2003 using funds made available from the New Opportunities Fund for the national roll out of the People's Network.

4.4   Community involvement and outreach

To consolidate and develop the home and mobile library service during 2002–2003 following the review undertaken during 2001.

To introduce and develop a Friends of Libraries Group in line with the Best Value Improvement Plan.

4.5   Supporting lifelong learning opportunities

To create an online new town archive in order to give access to preserved materials, support research and lifelong learning opportunities as part of the rollout of the People's Network by 2004.

To create literature development opportunities in a partnership with South Hill Park Arts Centre.

To review the existing homework clubs and identify how these might be improved and expanded to all libraries.

To develop a learning centre in Bracknell library and maximise its potential through work with the Council's Life Long Learning Officer.

1.1 Local Authority Characteristics

1.11 Bracknell Forest Borough stretches from the parishes of Binfield, Warfield and Winkfield in the north, through the new town of Bracknell to Sandhurst and Crowthorne in the south. It is one of the fastest growing areas in the UK, and is materially advantaged in comparison with many other parts of Great Britain. Bracknell Forest Borough's economy is buoyant, with an unemployment rate of 1.2%, and with an economic growth rate of 3.5% per year. This is mainly in the service sector, dominated by information technology, communications and the financial services' industries.

This reliance on relatively narrow employment sectors has reduced the range of job opportunities available to the local workforce. There is a very high movement of families in and out of the area, particularly of families with school age children. The general trend demonstrates a decline in the numbers of economically active as more women enter the job market. Four-fifths of the part-time workforce are women, and 50% of job growth over the last five years has been in part-time employment.

12% of the Borough's residents have no formal qualifications, and have not undertaken any additional training or study since leaving school. In parts of Bracknell town, the proportion of adults with low literacy and numeracy skills is well above the national average. There is also a high proportion of single parent families.

1.12 Resident Population

Total: 111,806

Demographic	1999/2000	2000/2001	2001/2002
0-14	23,281 (20.9%)	23,493 (21.1%)	23,329 (20.9%)
15-24	12,564 (11.3%)	13,400 (12%)	12,441 (11.1%)
25-44	39,052 (35.1%)	37,352 (33.5%)	40,733 (36.4%)
45-64	23,381 (21.1%)	23,912 (21.4%)	22,777 (20.4%)
65+	12,923 (11.6%)	13,359 (12%)	12,526 (11.2%)
Total	111,174	111,516	111,806

1.13   Economically Active Population

Economically Active By Age & Gender	1999/2000	2000/2001	2001/2002
16-24	8,285	8,484	7,780
25-44	33,894	33,195	34,373
45-64	18,496	18,888	17,835
65+	1020	1052	818
Males	34,024	33,897	34,192
Females	27,671	27,722	26,614
Total	61,695 (55.4%)	61,619 (55.2%)	60,806 (54.4%)

1.14   Unemployment Rate

Unemployed	1999	2000	2001	2002 (Predictions)
Males	7,075	5,434	5,386	7,044
Females	2,309	1,852	1,860	2,652
Total	9,384	7,286	7,246	9,696
Percentage of Population	1.2%	0.9%	0.9%	1.2%

1.15   Daytime Population

The enhanced population is 112, 141, and is estimated as being 100.3% of the resident population.

1.16   Ethnic Minority Population

Total: 2.7%

Ethnic Origin	Percentage of Representation
White	97.2%
Black	0.7%
Indian Sub-Continent	0.8%
Chinese	0.3%
Asian	0.4%
Other	0.6%

1.17   Households

	1999/2000	2000/2001	2001/2002
Total Households	41,537	41,792	41,345
Total Dwellings	43,087	43,351	43,179
Average Household Size	2.63	2.62	2.66

1.18   Parish Projections for Households in 2006

Ward	Average Household Size 2002	Average Household Size 2006
Binfield	2.68	2.60

Bracknell	2.55	2.49
Crowthorne	2.75	2.67
Sandhurst	2.77	2.68
Warfield	2.70	2.63
Winkfield	2.56	2.47

1.19   Implications for the Library and Information Service

Clearly, the Library and Information Service has an important role to play in supporting adult literacy, and links have been developed with Bracknell and Wokingham College for this purpose. A new, attractive collection of adult literacy materials has also been added to stock.

Demographically, there is a steady annual increase in the 25-44 age group. This is undoubtedly due to the Bracknell Forest's buoyant economy, as the same age group also forms the largest economically active group in the Borough. An increase in disposable income may account for the fall in issues, as more people are able to purchase books and multimedia materials. Nevertheless, the 25-44 age group are also the largest category of Library users (20.7%) according to the PLUS Survey 2001. This suggests that many users visit the Library and Information Service for purposes other than borrowing books, such as for research purposes, and to use the I.T. facilities.

Although the ethnic population of the Borough is small (2.7%), it is important for the Library and Information Service to develop services for the diverse ethnic communities. Links are being developed with local community groups, and a review of the collections in other languages is scheduled within the next few years.

Sources of Information

1.11   Bracknell Forest Lifelong Learning Partnership: learning plan for 1999-2002 (2000)
Basic Skills Agency Statistics available from: Http://www.basic-skills.co.uk/datasite/ [Accessed 1st June 2002]
1.12   Population in Berkshire: 2000 Review (2001)
1.13   Population in Berkshire: 2000 Review (2001)
1.14   Office for National Statistics: Benefits Agency Statistics (2002)
1.16   1991 Census
1.17   Population in Berkshire: 2000 Review (2001)
1.18   Population in Berkshire: 1999 Review (2000)

2.1 Mission Statement

The Library and Information Service will inform, educate, inspire and give pleasure to the community in Bracknell Forest.

Bracknell Forest Library and Information Service works as part of the Leisure Services Department of Bracknell Forest Borough Council to provide a comprehensive library service for everyone who lives, works or studies in Bracknell Forest.
The Library and Information Service will provide open access to knowledge, cultural works and information that will,

- Promote reading as a pleasurable activity
- Support all those undergoing education including life long learners, school children and students
- Promote higher standards of reading and literacy skills
- Encourage involvement in the democratic and social life of the community
- Encourage the positive use of leisure time
- Create a resource to stimulate cultural and intellectual thought in the arts, humanities and sciences and encourage active participation in these fields
- Make available and preserve information about Bracknell Forest

In order to present these services to the highest standard the Library and Information Service will:

- Maintain the high quality of the service provided by constantly reviewing its operations
- Make the most effective and efficient use of the resources provided for the operation of its services
- Support its staff in the form of training, organisation and resources to help them carry out their work to the best of their ability
- Be innovative in the development of new services to meet future demands and to present current services in new and better ways

Respond positively to customer comments and suggestions to improve the level of service provided for all

Corporate and Library Service Objectives and Plans

Bracknell Forest Borough Council's Vision: To make Bracknell Forest a place where people can thrive; living, learning and working in a clean, safe and healthy environment

1. Local Authority Objectives

The Authority's overall objectives are as follows:

- To promote Health and Well Being
- Enhance Community Safety
- Promote Lifelong Learning and Educational Achievement
- Protect and Enhance the Environment
- Develop the Local Economy

We will do this by:

Securing Best Value and improving service standards
Protecting assets and making optimum use of facilities
Modernising the way we do things

The Library and Information Service is part of the Leisure Services Department which includes the following Services:

- Recreation and Amenities
- Countryside, Open Spaces and Heritage
- Youth and Community
- Libraries, Arts and Information

2. Leisure Services Medium Term objectives are similar to the Council as a whole other than the specific of community development.

3. A complete breakdown of how the Library and Information Service contributes to the Local Authority's overall objectives and Leisure Services in particular is as follows:

To promote learning and educational achievement by:

- Supporting schools in developing the skills and resources to encourage greater participation in healthy leisure activities by young people
- Improving educational and training resources in libraries
- Increasing access to information through information and technology and additional outlets
- Supporting the provision of extra curricular activities which encourage additional learning
- Maximising the use of information communication technology and develop an accessible Community Grid for Learning
- Promoting and facilitating an appreciation of the arts
- Maximise the impact of the Connexions Service

To contribute to the health and well-being of the people of Bracknell Forest by:

- Increasing participation rates in leisure activities
- Ensuring the provision of a wide range of accessible leisure opportunities
- Increasing health awareness in the community
- Providing a more comprehensive selection of literature and information particularly on line
- Informing and supporting the work of the Health Panel
- Continuously improving health and safety management

Carry out health and safety training, risk assessment and safety auditing
Protecting and Enhancing the Environment:

- Reducing the dependency on cars by providing local leisure outlets
- Reducing energy consumption in leisure facilities

Developing the Local Economy:

- To contribute to the economic prosperity of the Borough by:
- Ensuring the provision of a wide range of good quality leisure facilities and activities
- Supporting the Town Centre development plans
- Enhancing the Tourist information services
- Utilising information technology to promote the Borough

Securing Best Value and Improving Service Standards
To contribute to the achievement of Best Value and continue to seek ways of improving service standards and value for money by:

- Undertaking fundamental reviews identified in the annual corporate programme within the Best Value framework
- Identifying and securing continued improvements to the service by developing monitoring systems to measure and assess these improvements
- Contributing to the preparation of the annual Best Value Performance Plan
- Developing effective consultation and communication systems with customers
- Applying Best Value processes to all new contracts
- Positively using the opportunities created by the Edge smartcard initiative

Reviewing Customer Care standards and implementing improvements
- Optimising the Use of Facilities
- Optimise the utilisation of the Council's assets by:
- Ensuring the provision of a wide range of good quality leisure facilities and activities
- Working in partnership with the private sector and others to increase investment in the area
- Ensuring adequate investment into existing facilities
Reviewing current service delivery patterns and considering alternatives to increase the accessibility and range of services available to the public

Community Plan

The Community Plan is about the future of Bracknell Forest. It provides an opportunity for individuals and organisations, working and living in the borough, to look to the future and focus on improving the overall quality of life. It will help those involved to think and plan together and to challenge each other so that services are continuously improved.

The following partners are some of those who have influenced the Plan and who form the membership of the emerging Local Strategic Partnership. Bracknell Forest Borough Council, Thames Valley Police, local Health Service providers, town and parish councils, voluntary sector organisations, community associations and groups and local business, residents.

The key ambitions in the draft Community Plan are set out below:

Ambition one – Develop sustainable communities
Ambition two – Improve access to services and opportunities in life.

Ambition three – Give Bracknell Forest a sense of place and identity
Ambition four – Support key workers and meet accommodation needs
Ambition five – Improve transport systems

Some of the ways in which the Library and Information Service contributes to the Community Plan are:

- Provision of a local leisure service within easy access of people's homes including the housebound and those in residential care
- Provision of information on health and well being
- Training the public in the use of ICT
- Digitisation of material which creates a sense of place as part of the Cultural Strategy
- Cultural and community involvement opportunities provided by a planned new library in Bracknell
- Access to learning resources
- Access to a national digital information network via the People's Network
- Committed staff operating on a local community basis

Policy and Performance Plan

The Council's Policy and Performance Plan includes policy objectives, performance results and targets, clearly identified under each of the six core themes or local authority objectives an annual basis. This enables the community to monitor progress of the Council and clearly measure the performance of the Council. The preparation of the Revenue Budget is integrated with the development of policy objectives and is agreed at the same time as the Policy and Performance Plan.   This ensures that the Performance Plan matches the resources needed to meet any new priorities or revised priorities identified within the objectives.
Copies of the Policy and Performance Plans are made available via Council Information Points and the Borough Council's web site (www.bracknell-forest.gov.uk) available in all libraries

Lifelong Learning Plan

The Bracknell Forest Lifelong Learning Partnership comprises representatives from employers, voluntary organisations and the public sector across Bracknell Forest. It aims to bring these people together to improve and enhance the learning opportunities for all who live and work in the Borough and thereby to improve the skills available to the diverse range of employers.
The Partnership meets five times a year and has four Action Groups who meet to drive forward specific initiatives. Bracknell Forest Borough Council acts as the lead partner. The Director of Leisure Services is a member of the Partnership Board which is also attended by the Head of Libraries, Arts and Information.   The Director is also Chairman of the Information, Advice and Guidance with the Head of Service a key part of the sub group.
The Library and Information Service is represented on the Providers Advisory Group by the Head of Libraries, Arts and Information. The Library Service contributes to the plan through participation in adult learning activities, promotion of Internet awareness sessions in libraries and achieving accreditation in Information, Advice and Guidance for Adults in February 2002. Additionally it promotes literature work with South Hill Park,

makes home work clubs available, offers opportunities to learn how to make best use of the internet.

Local and Regional Cultural Strategies

The Borough's Cultural Strategy was adopted in April 2002. Its development was led by the Director of Leisure Services and the development team included the Head of Service and the Library Stock Manager.   Its key themes are:

- Health and Well Being
- Community Safety
- Lifelong Learning
- Environmental Sustainability
- Economy/Regeneration
- Community Participation and Engagement.

The accompanying action plans will be driven forward by a "Creative Partnership" involving regional and local agencies. In developing the Local Cultural Strategy, the 6 challenges defined in the Regional Cultural Corner Stone were used as the drivers to inform local action plans.

The focus for the Library and Information Service within the Cultural Strategy will be establishing a new library in Bracknell Town Centre as part of a vibrant cultural hub.

Corporate ICT Plan

The Borough Council has a Corporate ICT Plan and Medium Term Strategy.   The Corporate ICT Plan has 6 strategic themes:

1. To provide fast and efficient communications leading to an "e-enabled Borough" enabling electronic services delivery
2. To establish joined up electronic communications with other organisations and partners, embracing the use of e-commerce
3. Provide easy access to information and services via the Internet using interactive web/multi-channel services
4. Extending, improving and encouraging lifelong learners and training opportunities
5. Investing in systems which place the customer at the centre of the organisation
6. Ensuring that the Council's ICT infrastructure and systems are up to date, cost effective, fully integrated and secure

The Library and Information Service contributes to all of these through the following:
- Increase in bandwidth infrastructure to libraries achieved during 2000 with further improvements in 2002
- Involvement in the corporate smart card pilot at Binfield Library and subsequent roll out.
- Providing access to the Internet, email and self paced learning packages
- Working with Wokingham District Council Library Service to provide training to library staff in ICT via the People's Network
Implementation of a digital information network based in Bracknell Library and available in other libraries and service points plugged into the public library network which will

provide transparent searching of information whether web based, available in CD ROM or DVD ROM

Plans for e-government

The Local Authority has produced an Implementing Electronic Government Statement in July 2001. The vision for 2005 and beyond will see service delivery that is:

- Available 24 hours a day, 7 days a week where possible, accessible through the most effective channels demanded by our communities
- Provided in a traditional means (where demand exists) alongside modern service channels to ensure that no-one in our community is excluded
- Co-ordinated with other service providers and local partners to avoid duplication and provide economies of scale
- Integrated with regional and national levels of Government to ensure that citizens can transparently access information, update records and make payments without complexity or duplication

The Borough Council has recently launched several online services via its web site. This includes access to the library catalogue and customer accounts. Future plans for e-government in libraries, include e-purse facilities through the Edge smartcard and investigation of the library services role in customer relationship management. We are also investigating on line payments and on line ordering. Internet and email access has been free in all libraries from June 2000.

Plans for Regeneration

Bracknell town centre is the subject of a regeneration master plan. Part of this plan will include new civic and cultural facilities of which a new library will be part. Library staff have been involved in the planning and have produced a revised specification for the new library.

Asset Management Plan

As part of the process of striving towards achieving the community based objectives of the Council a number of plans have been developed around the infra-structure it holds. The main ones affecting the library service are:

- Capital strategy and

- The Corporate Management Asset Plan

The plan is intended to bring the work of making effective use of the Councils other property assets an Officer corporate asset management group meets regularly to co-ordinate activities and information.

As part of the corporate asset management plan there are, in development, individual property plans. This provides a clear frame work for developing effective management of the Councils property portfolio. The asset management group have compiled an initial list of 118 properties (or groups of properties) for these plans to be produced. Properties

with no linkages to each other have been grouped together and the initial target year identified was cross referenced to the year in which any service area Best Value review was planned so that property data can be made available as part of the Review Process. A common plan format has been established embracing all relevant data for the property from title through to running costs and sustainability for purpose through to service aspirations together with planning constraints and property potential.

Plans to improve the health of the Borough's population

The Borough has a Health Improvement Modernisation Programme. The co-terminosity of Bracknell Primary Care Group with the Bracknell Forest unitary authority helps to facilitate the development of Bracknell wide initiatives to improve health. The Director of Leisure is a key member of the Health and Social Care Partnership Board. A recent alliance with the Bracknell Primary Care Trust has secured funding for a Community Development Worker (Health). There are important opportunities here for the Library and Information Service and these will be developed further when that person is in post.

3.1 Access

3.1.1 The policy relating to location of libraries, both static or mobile, in Bracknell Forest according to the Borough's `Limiting the Impact of Development' document, April 2001 is :

No of dwellings	Service provision
Less than 550	Mobile library service or extension to existing facilities
Between 550-1500	Provision of a library of 180m2
Greater than 1500	Full time local library of > 180m2

Where new development adds pressure to existing library provision, contributions towards new and improved facilities are expected. Contributions will be towards providing a new building (or vehicle in the case of mobile provision); or, an extension to an existing library; or, including the cost of the initial book stock, furniture and fittings.

3.1.2 The policy on opening hours is that these should be in line with the needs of the local community. It is recognised that currently the needs of the community regarding library opening hours are not being met by the Library and Information Service. The Service does not meet PLS 3 (I) and it is apparent from the number of customer comments on the subject that the opening hours need to be reviewed. They have remained the same since the opening of Binfield Library in November 1998, when the service at Binfield was increased from 8 to 25 hours a week. Bracknell library will open all day on a Wednesday (an additional 7.5 hours) from the autumn 2002. Sunday opening at Whitegrove library is being investigated. Opening the branches additional hours is also being investigated which will take place following a public consultation. This policy is designed to develop social inclusion, ensuring appropriate access for all, to library services. The provision of access outside the normal range of office hours will be reviewed as part of this process including investigation of 24 hour access to certain areas of service points through smart card authentication.

The Library and Information Service is committed to public consultation. A Friends of Libraries Group is being developed which will help to mould our services.

3.1.3 The Home and Mobile Library Service is managed through a joint arrangement with Slough Borough Council. Slough Borough Council is the lead authority.

3.1.4 The policy in relation to closures for public holidays is that all Borough libraries are closed on all Bank holidays and Easter Saturday

3.2 Buildings and mobile libraries

The buildings used by the Library and Information Service are 9 static library buildings the total value of which are £2,001,000 according to the Borough's Asset Management Plan. The Home and Mobile Library Service is operated under joint arrangement by Slough Borough Council. Two mobile library vans deliver the service in the 2 Boroughs. The provision of buildings and mobile libraries ties in with the Borough's access policy stated in section 3.1.1.

Following the renewal of the service level agreement with Slough Borough Council to operate the Home and Mobile Library Service and the Royal Borough of Windsor and Maidenhead's withdrawal from the agreement, the Head of Libraries, Arts and Information and the Library and Information Manager are working with Slough Borough Council to ensure that the stops for the public mobile library service are still appropriate to the needs of customers. A new timetable is expected to be available from August 2002. Prior to the renewal of the service level agreement, a review of the Home and Mobile Library Service took place. The report of the review was agreed by the members of both borough councils and recommended an innovative way of operating the service for the future. This is through the purchase of a mini bus, which will be used to bus more mobile users into their nearest library, rather than using the more limited service provided by the elderly and housebound mobile library.

In line with the Borough's Asset Management Plan, an annual condition survey is carried out on each library. On completion of the surveys, the maintenance needs are summarised and prioritised. This is matched against revenue allocations available for planned maintenance and an assessment is then made of the different levels of capital funding support needed to ensure the properties can continue to function effectively and in good order. These different levels of capitalised maintenance requirements are fed in to the capital budget process where the differing pressures facing the Council are matched against available resources. By compiling a matrix of need against condition, the Council are able to make conscious decisions on investment in maintenance equitably across service areas in the knowledge of how need is being addressed. The matrix ranges from the minimum required to deal with urgent work up to a realistically achievable desirable level within the forthcoming year.

In general, the Borough library buildings are too small to cater for modern service requirements, the total number of electronic workstations available to users per 1,000 population. Capital funding has been provisionally allocated for building extensions for Whitegrove and Crowthorne libraries. A detailed analysis of this will be conducted during the year.
A new library is planned to replace the existing central library in Bracknell town centre. Originally, this was being planned to form part of the regeneration scheme of Bracknell town centre, however the two schemes submitted by the Borough for the regeneration were rejected by the DETR. New revised schemes are being submitted, but the new, far larger central library will be delayed. However, we attempt to continue to modernise the building.

The present town centre library is felt to be inadequate to meet user needs regarding size, but also fails to fully meet the requirements of the Disabled

Discrimination Act. The public area of the library is based on two floors, but there is no disabled access from the ground floor to the first floor as there is no lift provision in the 1970s built library. A disabled access audit was carried out at Bracknell library during 2001, which recommended that £68,910 needs to be spent to bring the building up to standard.

A disabled access audit was also carried out at Crowthorne and Harmans Water libraries during 2001. The audit at Crowthorne library recommended that £16,350 is needed to bring the building up to standard. The audit at Harmans Water library recommended that £21,220 is needed to bring the building up to standard.

Further audits have been carried out at all Borough libraries during 2002, but the reports from these have not yet been received.

Capital funding has been made available to the Borough's Access Officer to action the findings from the reports in a priority order established by her.

There is a programme of refurbishment for the Borough's libraries in addition to general maintenance. All libraries have been re-decorated since 1998, when the Borough took over as the library authority. Major re-furbishments have taken place at Crowthorne and Sandhurst libraries. Crowthorne has been refurnished (new shelving, tables, chairs and counter) and re-carpeted in a project costing £17,000. A new IT learning suite has been added as part of the refurbishment, which has proved very popular. The refurbishment was completed in May 2000. The £32,000 spent on the Sandhurst re-furbishment was spent on new furniture, new vastly improved lighting and new carpeting. An IT learning suite was added as part of the project. The Sandhurst refurbishment was completed in May 2001. The re-furbishments have been popular with users in both cases.

A refurbishment for Bracknell library, including new furniture (shelving, tables, chairs and a counter) was planned for 2001 using capital funding, and refurbishment to the second floor was achieved. Priorities for 2001 to be paid for from revenue funding were identified as a new counter for Ascot Heath library and new chairs for Bracknell library. These were both health and safety issues and have been implemented. The ground floor refurbishment of Bracknell library will be implemented during 2002.

If any new housing developments are planned in the Borough, the needs of the Library and Information Service are always considered and we are invited to bid for funding from the developers if considered appropriate.

The Borough's Asset Management Plan aims to 'Audit the Council's land and property interests, collate information about its use and seek to rationalise property holdings to maximise usage and to minimise fixed costs in line with this and social exclusion, it was planned to move the service provision at Owlsmoor from a container sited in a car park, to the adjacent community centre building. This would make use of existing council buildings and greatly improve access, both physical and provide an opportunity to extend opening hours, beyond the 8 hours per week the container library was currently open, possibly through the use of volunteers. This plan had to be shelved during 2002 as there were security issues around the use of the community centre for this purpose. Until these

issues have been resolved, the container has been removed due to its dilapidated state and a mobile library stop has been introduced at Owlsmoor instead. The mobile library calls on a 3 weekly basis for 1 hour. It is planned to introduce other mobile library stops in the area at the earliest opportunity. The opening hours left over from the closure of the container library will be used to open the nearby Sandhurst library an additional morning per week (Tuesday morning). Many favourable comments have been received from customers about the newly introduced mobile library service.

3.3 Services for Adults, Young People and Children

Service	Philosophy	Key Points of Policy
Stock selection, deployment & withdrawal • Formats provided – books in ordinary and large print, newspapers and periodicals, music and spoken word cassettes, language cassettes, music CDs, CD-ROMs (both for reference and loan), PlayStation games, videos and DVDs • Reference and loan collections are available in all libraries • Children's fiction – picture books (including board books). Picture books for older readers, easy reads (6-8 years), general, teen (12-13 years). • Children's non fiction up to KS 3 • Book Start available • All stock is added to the Dynix library management system. The catalogue can be accessed in all service points. All lending stock is available for requests • Multiple copies are not purchased • At least 30% of adult stock to be circulated • Displays to promote less popular stock • No 'active' stock is kept on the shelves if it has not moved for 6 months. It will be withdrawn or re-circulated • Unattractive stock that cannot be re-bound or repaired is withdrawn • Out of date stock is removed and replaced	Anyone who lives or studies in the Borough can use these services To encourage an active participation in cultural, democratic and economic activities To promote lifelong learning To assist in the positive use of leisure time To encourage the use of information To promote reading and literacy skills To help people understand their own and others' cultural heritage Children's services- To encourage an interest in reading to give them pleasure and stimulate their imagination To support the National Curriculum To encourage a lifelong interest in information and reading To help them to contribute to society and the community when they are adults Develop their knowledge of ICT To encourage knowledge of the wider world To promote understanding of other people, their behaviour and cultures To develop confidence and independence To improve literacy To ensure maximum use of the stock fund	Mission statement Resource Management Policy March 2001– whole policy is relevant to the selection and deployment of stock

with more current information		

3.4 Services for Special Groups

Service	Philosophy	Key Points of Policy
Ethnic Minorities • Through a service level agreement with Slough Library and Information Services, we supply Asian language books through a joint subscription to CILLA (Co-Operative of Indic Language Library Authorities) • These books are available in Bracknell Library • The books are changed every 6 months. • Collections consist of – 30 Gujerati books, 30 Panjabi, 30 Hindi, 30 Urdu	To ensure books are available in the mother tongue	Mission statement – the Library and Information Service will inform, educate, inspire and give pleasure to the community in Bracknell Forest Resource Management Policy • stock should reflect community needs stock is purchased to reflect the diversity of cultures in Britain

3.5   Wider Community Use

Policy relating to wider community use

Community and similar groups are permitted to use library premises for activities providing space, security and health and safety requirements are met.

Use by broader council services

Staff from Public and Environmental services use local libraries to work from when they are in the local vicinity.   These include environmental health workers and trading standards officers who are able to use the ICT facilities available in staff areas to check and send email, access the corporate intranet and web site.
This enables staff to cut down on journeys to their main offices in Bracknell and maximises the investment in ICT in libraries over the last few years. It also enables staff to be closer to the community they serve.

The Council is developing a Customer Contact Strategy as part of a wider customer contact initiative. As there are libraries throughout the Borough, including one in each Parish and with the number of households in the Borough reasonably close to libraries it is anticipated that the Service will make a significant contribution to customer contact.

In addition free Internet access is available in all libraries thus enabling residents to access information about Council services via the Borough Council's web-site and to make use of growing on-line service provision e.g. payments and access to other e-government initiatives.

There are Council information points in all libraries which give access to Council services and Committee agendas and minutes. These will be upgraded during 2002.

Council departments display information about services in libraries and lodge consultation documents for members of the public to review and comment.

3.6 Staff

3.6.1 The staff of the Library and Information Service are paid in a salary range from band K - C (£9,267 - £41,127). See the table below. Library Assistants are paid at band J and Librarians are paid at I or H depending on chartership. Library Supervisors are paid at band I/H. The Senior Management Team are paid on band H, G or F. The Head of Service is paid on band C

Salary band	Salary	Number of staff
C	£37,590 - £41,127	1
F	£24,750 - £28,422	2
F	£24,750 - £26,310	1
G	£21,078 - £24,072	2
H	£16,734- £20,433	11
I	£13,500 - £16,203	11
J	£11,817 - £13,188	49
K	£9,267 – £11,100	1

The number of staff employed by the Library and information Service is 41.25 FTE
The number of staff with an information management qualification is 12 and includes all the Librarians and Head of Service. The target will be to meet the standard when it is available. All 78 library staff will be trained in ICT to the standard of NOF expected outcomes 1-8 by 2004. Following a review of web services, the post of Web Site Officer has been deleted from the Library and Information Service structure and added to the ICT Services structure

3.6.2 Areas where staff numbers and skills are not adequate to carry out service delivery policies are as follows:

- **Opening hours.** As part of the Best Value Improvement Plan, Bracknell library will be extending its weekly opening hours by 7.5 hours, by opening all day on a Wednesday. Extra staffing resources have been identified to achieve this.
- **Services for adults, young people and children.** The Library and Information Service does have a team of Librarians specialising in services to children, however there is currently no post at a senior level dealing with children's services. This is being examined as part of a potential re-structuring of the service. The possibility of converting the present vacant post of Information Services Co-ordinator to a senior children's post is being considered

  Digitisation plans are being discussed in partnership with the Borough's Countryside and Heritage department. It is likely that a bid for external funding will be made to fund the project including a bid for a consultant, due to lack of either expertise or staffing numbers to undertake the project

  Some outreach work is being undertaken currently being undertaken, but it is envisaged that the proposed re-structuring will free up staff to carry out further outreach. The new Community Development Worker (Health) soon to be employed by Leisure Services will facilitate this work.

  Services for business are not a priority for the Borough's Library and Information Service, as we do not provide the necessary staff skills to provide this service

3.7   ICT Systems and Services

3.7(a) Policies relating to the provision of ICT Systems and Services

• **Library house keeping system**	All libraries are connected to the Epixtech Library Management System for circulation, acquisitions and cataloguing. The system holds records for approximately 45,000 registered borrowers and 180,000 items of stock. The system is managed on a Facilities Managed basis by Epixtech Library Systems. Plans to investigate the replacement of the LMS are on hold pending the completion of work on the People's Network project
• **Provision of electronic information sources**	All branch libraries have free access to the internet and the library catalogue. The Digital Information Network project, funded by NOF, will extend the range of electronic information sources to include CD Roms, digitised images and other on-line databases and information. We are currently working with colleagues in the Berkshire Record Office, based in Reading, on a project to digitise Bracknell Library's extensive collection of photographs covering the development of the New Town, and it is intended to make this resource available electronically, both in local libraries and via the web site. Provision of community information electronically is managed by the Library and Information Service
• **Facilities for e-government**	The library service remains a key player in the Borough's development of e-government services and has played a major role in the development and deployment of the Borough Council's Edge smart card. Following a successful pilot at Binfield Library, planning is now underway to roll out the Edge card across the Borough, using the library's database of registered borrowers as the platform. Work is beginning on the integration of the LMS data with the smart card management system. The Library Systems Officer recently was a speaker at a Resource event on smart card development. The library's existing Java based web server is being replaced with Epixtech's new iPAC server. This is an HTML based web application that offers greater ease of access to users trapped behind Java proof firewalls and allows considerably more features and functionality than the existing service. iPAC will provide direct links to other web sites, such as neighbouring authorities' catalogues, Amazon.com for purchases (the library service draws commission on sales made this way), and will in future allow us to include illustrations and content lists on catalogue searches.

• **Personal computing services for the public**	Bracknell Library currently has access to MS Office on PCs in the children's library and the reference library. By December 2002, all libraries will have at least one PC with access to MS Office, document scanning, image editing software and either colour or black and white printing. Bracknell and Sandhurst libraries will also offer video conferencing facilities. Depending on demand, this service may be extended to other branch libraries.

3.7 (b) ICT Systems & Services – People's Network

Strategic Context from ICT Corporate Plan.
1. **Providing fast and efficient communications leading to an "e-enabled Borough to enable electronic service delivery**
2. **Establishing "joined up" electronic communications with other organisations and partners, embracing the use of e-commerce**
3. **Providing easy access to information and services via the Internet using interactive web/multi-channel services**
4. **Extending, improving and encouraging lifelong learning and training opportunities**
5. **Investing in systems which place the customer at the centre of the organisation**
6. **Ensuring that the Council's ICT infrastructure and systems are up-to-date, cost effective, fully integrated and secure.**

The People's Network, including the development of a digital information network and the smartcard pilot at Binfield Library are projects identifed in the Corporate ICT Plan

Action	Outstanding Issues	Future Plans
• Infrastructure Bracknell Central Library is connected via a 10mb link to the BFBC Corporate WAN. Branch libraries are connected to the Corporate WAN via either DSL connections or 2mb E1 (Megastream) lines provided by BT. At present this network carries both corporate and public traffic, including free access to the internet and other networked resources, such as the library catalogue, at all static service points. Corporate and public traffic is currently segregated using intelligent switches and local firewalls housed in each library.	After much discussion with representatives from NOF and Resource, our bid to the New Opportunities Fund for funding for the Peoples Network project was finally accepted. However, recent technological developments and greater flexibility in charging for bandwidth have meant that, following further discussion with NOF and Resource, Bracknell Libraries will benefit from the introduction of a LES 10 fibre optic network, allowing 10 Mb access at all the Borough's libraries, rather than the 2 Mb DSL solution originally proposed. This work is now well under way and should be completed	The introduction of a fibre-optic network will offer the library service a future-proof and highly resilient public network capable of handling bandwidth hungry applications and allowing the scope for future developments such as video conferencing, streaming video etc. We also believe that such a network will be more sustainable in the long term, and will soon produce revenue savings, in that exisiting back-up isdn lines will no longer be required. The network will allow the speedy download of digital images to PCs in public libraries and will

Action	<u>Outstanding Issues</u>	**Future Plans**
	by early October 2002.	allow high speed access to electronic informtion stored on servers in Bracknell Library. This network will also support the expected growth in the machine population over the coming years. Although the original bid to NOF suggested a maximum of 65 public terminals, the possible expansion of libraries at Whitegrove and Crowthorne, plus growing demand in other libraries means that this figure will doubtless be exceeded. We will have a network capable of supporting that growth.
• Policies It is currently the policy of BFBC to provide free access to the internet and to other applications, such as MS Office for all those who live, work or study in the Borough. In practice, this extends to all those who live in the former Berkshire County Council area. Users are asked to register as library members, as timed access to the various services on the public computers is managed by the LMS. The Library Service has an acceptable use policy for the use of the public internet terminals. This is kept next to the public terminals and printed copies are available on request. The concept underlying all services available to **Action**	New policies and guidelines for the use of public access computers will be required once the roll-out of the NOF PN2 strand is completed in December 2002. By then a booking system will have been introduced for a proportion of machines in each library and the acceptable use policy will be re-written covering the use of each kind of machine. Staff training in, for example, the use of anti-virus software for checking user's own floppy disks has begun. **Outstanding Issues**	The booking of library resources via the Borough's website is being actively investigated with our system supplier and should be available by the time the new system goes live this autumn. **Future Plans**

the public is that access will be free, although consumables, such as printing, floppy disks etc will be charged for.		

3.8 Finance

3.8.1. Overall expenditure for the preceding 3 years

	1999-2000	2000-01	2001-02	2002-03
	£	£	£	£
Revenue				
Employees	577,610	633,780	672,060	849,690*
Premises	129,600	134,770	137,840	158,840
Stock fund	265,550	301,070	301,070	283,060
Other supplies and services, including computing costs	82,909	182,780	196,460	179,490
Transport	5,230	2,230	2,230	8,650
Third party payments	185,160	78,660	81,050	82,340
Departmental Recharges				44,610
Central Support Recharges		337,660	345,240	295,640*
Capital charges	218,910	338,320	407,320	345,850
Total revenue expenditure	**1,464,150**	**2,009,270**	**2,143,270**	**2,248,170**
Total income	**134,820**	**140,110**	**140,130**	**153,650**
Net expenditure	**1,329,330**	**1,869,160**	**2,003,140**	**2,094,520**
Capital (BFBC only)				
ICT training				15,000
ICT infrastructure			30,000	
Redevelopment of community information resource			9,000	
Smartcard library roll out				120,000
Bracknell Library lighting improvement			20,000	45,000
Improvement to library management system	400,000			
Refurbishment of Crowthorne Library		17,000		
Refurbishment of Sandhurst Library		32,000		
Beam counters		5,000		
Total	**400,000**	**54,000**	**59,000**	**180,000**

- Technical change in the accounting for Library Management, Administration support costs with no net difference

3.8.2. Expenditure trends

The stock fund has been maintained at the level suggested by the DCMS, although the adjustment necessitated a reduction of £20,000 (NB this adjustment is consistent with a former positive adjustment of £44,000 to meet the former standards of the Library Association).

The Service remains within the upper quartile for stock fund, replacement of stock and number of volumes added.

The Library Service received financial assistance from NOF to add computer hardware and train all staff.   This will need to be sustained from existing resources

3.8.3. Expenditure 2002-03

See chart above

3.8.4. Future trends for the following 2 years 2003-4, 2004-5

The Council is consistently reviewing its financial strategy as a consequence of various central Government initiatives. It is likely that all departments will be asked to make savings and although to date, the Library Service has seen a net growth in revenue expenditure, it is possible that savings may be required as the details are finalised in the Spring. The timing of the Annual Library Plan makes further detail impossible.

3.8.5. Training resources

Training budget £2,100
0.003% of the staffing budget
An additional £30,000 has been found for 2002-03 and 2003-04 (£15,000 each year) from capital funding to support staff being trained in ICT through the NOF ICT training

3.8.6. Income generation

Income targets are increased each year, in line with inflation.   All audio-visual material is selected to ensure maximum income is collected.   The library service continually looks for new ways to increase income. Stories on CD will be added to stock in 2002. All new income generated is applied to the Library and Information Service.   However, the Service also takes the view that any income generating service should require as little staff in-put as possible.   As a result the sale of cards has been scaled down to one main supplier, ensuring less staff time is spent ordering goods.

3.8.7 PLS

Wednesday opening has been achieved through amendments to library revenue budget as detailed in 2.3.5 Premises (above)

Additional opening hours to meet the aggregate total standard will be made available as part of the LPSA bid.

4.1 Public Library Standards and Trend Data

Name of your Local Authority:	Bracknell Forest Borough Council		LA Code:	**E0301**	
Person completing this form:	Ruth Burgess		Tel No:	01344 354103	
Date upon which the form was appended to the plan:	12/8/02				

Annual Library Plan 2002 - PUBLIC LIBRARY STANDARDS

Please assess your authority's performance in relation to each of the following standards. Put a "Y" in column 3 against all entries where the current value of the performance indicator meets or exceeds the standard. Otherwise, please enter "N" in column 3 where at present you do not meet the standard. Note the estimated performance indicator value for your authority for 2001/02 in column 4 and show the target values you plan to achieve in 2002/03 and the following 2 years (columns 5-7). Leave cells marked "NYA" blank, although you may wish to show your own performance figures in the adjacent lightly shaded cells. Please provide figures in all other cells.

In column 8, note the section reference(s) in your plan where you state the action you intend to take to meet any standards not yet met.

[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]
Standard number	Standard	Standard met or exceeded in 2001/02 **'Y' or 'N'**	Authority's measure of performance (2001/02)	Target for 2002/03 (This Year)	Target for 2003/04	Target for 2004/05	Show the section(s) in your plan which identify remedial action
PLS1(i) §	Proportion of households living within specified distance of a static library	Y	95% 1 MILE/99% 2 MILES	SAME	SAME	SAME	N/A

[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	
PLS 1 (ii)	Proportion of households living within a specified distance of the library open during convenient hours	Y	As above	Same	Same	Same		
[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	
Standard number	Standard	Standard met or exceeded in 2001/02 **'Y' or 'N'**	Authority's measure of performance (2001/02)	Target for 2002/03 (This Year)	Target for 2003/04	Target for 2004/05	Show the section(s) in your plan which identify remedial action	
PLS2(I)	Proportion of planned time that service points were not available to visitors because of emergency closure of central and branch libraries	Y	0%	Remain within standard	Remain within standard	Remain within standard		
PLS2(ii) #	Proportion of planned time that mobile service points were not available to visitors because mobile library visits/stops were missed or cancelled.	N	9.7%	4.4%	4.4%	4.4%	1.4.4 3.2 7.1	

[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	
PLS 3 (i)	Aggregate opening hours per 1,000 population for all libraries	N	113	116	116	128	3.1.2 6.3 7.1 7.2	
PLS 3 (ii)	Proportion of aggregate opening hours that fall outside 9am to 5pm on weekdays	N	28.3%	SAME	SAME	Dependent upon opening hours review which will include public consultation	3.1.2 6.3 7.1 7.2	
PLS 4 #	Percentage of larger libraries open at least 45 hours a week	N	0%	100%	100%	100%	3.1.2 6.3	
PLS 5	Percentage of libraries open more than 10 hours a week that have access to on-line catalogues	Y	100%	100%	100%	100%	N/A	
[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	
Standard number	Standard	Standard met or exceeded in 2001/02 'Y' or 'N'	Authority's measure of performance (2001/02)	Target for 2002/03 (This Year)	Target for 2003/04	Target for 2004/05	Show the section(s) in your plan which identify remedial action	
PLS 6 (i)	Total number of electronic workstations available to users per 1,000 population	N	0.37	0.6	0.65	0.65	3.7 4.2 6.3 7.1	

[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	
PLS 6 (ii)	Percentage of static service points providing public internet access	Y	100%	100%	100%	100%		
PLS 7	Normal book issue period **(weeks)**	Y	3	3	3	3	N/A	
PLS 8	Number of books that library users are allowed to borrow at one time	Y	10	10	10	10	N/A	
PLS 9 (i)	Percentage of requests for books met within 7 days	Y	65%	67%	67%	67%	N/A	
PLS 9 (ii)	Percentage of requests for books met within 15 days	Y	77%	80%	80%	80%	N/A	
PLS 9 (iii)	Percentage of requests for books met within 30 days	Y	88%	90%	90%	90%	N/A	
[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	

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Standard number	Standard	Standard met or exceeded in 2001/02 **'Y' or 'N'**	Authority's measure of performance (2001/02)	Target for 2002/03 (This Year)	Target for 2003/04	Target for 2004/05	Show the section(s) in your plan which identify remedial action	
PLS 10 #	Number of visits to the library website per 1,000 population	N	148	151	154	157	2.1 3.7 7.1	
PLS 11	Number of library visits per 1,000 population	N	4625	4,679	4,772	4,868	3.1 4.2 6.3 7.1 7.2	
Standard number	Standard	Standard met or exceeded in 2001/02 **'Y' or 'N'**	Authority's measure of performance (2001/02)	Target for 2002/03 (This Year)	Target for 2003/04	Target for 2004/05	Show the section(s) in your plan which identify remedial action	
PLS 12 (i)	Percentage of adult library users reporting success in obtaining a specific book	N	48%	50%	60%	65%	1.3.3 3.3 7.1	
PLS 12 (ii)	Percentage of child library users reporting success in obtaining a book	N	NOT AVAILABLE		65%	65%	6.3	
PLS 13 (i)	Percentage of adult library users reporting success in gaining information as a result of a search or enquiry	Y	84%	86%	88%	90%	N/A	

[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	
Standard number	Standard	Standard met or exceeded in 2001/02 'Y' or 'N'	Authority's measure of performance (2001/02)	Target for 2002/03 (This Year)	Target for 2003/04	Target for 2004/05	Show the section(s) in your plan which identify remedial action	
PLS 13 (ii)	Percentage of child library users reporting success in gaining information as a result of a search or enquiry	N	NOT AVAILABLE		75%	80%	6.3 7.1	
PLS 14 (i)	Percentage of adult library users rating the knowledge of staff as "good" or "very good"	N	94%	95%	95%	95%	6.3	
PLS 14 (ii)	Percentage of child library users rating the knowledge of staff as "good" or "very good" (same as PLS 15ii)	N	NOT AVAILABLE		95%	95%	6.3 7.1	
PLS 15 (i)	Percentage of adult library users rating the helpfulness of staff as "good" or "very good"	Y	96%	97%	97%	97%	N/A	
PLS 15 (ii)	Percentage of child library users rating the helpfulness of staff as "good" or "very good" (same as PLS 14ii)	N	NOT AVAILABLE		95%	97%	6.3	

		[3]	[4]	[5]	[6]	[7]	[8]	
[1]	[2]							
Standard number	Standard	Standard met or exceeded in 2001/02 **'Y' or 'N'**	Authority's measure of performance (2001/02)	Target for 2002/03 (This Year)	Target for 2003/04	Target for 2004/05	Show the section(s) in your plan which identify remedial action	**Please enter 'Y' or 'N' in Column 3**
PLS 17	Annual items added through purchase per 1,000 population ?	Y	235	235	235	235	N/A	
PLS 18	Time taken to replenish the lending stock on open access or available for loan	Y	5.7	Remain within the standard of 6.7	Remain within the standard Of 6.7	Remain within the standard of 6.7		
PLS 19 (i)	Numbers of staff per 1,000 population with appropriate information management qualifications						N/A. No standard available yet. Further work to be undertaken by the professional	**Please enter 'Y' or 'N' in Column 3**

					association	
PLS 19 (ii)	Numbers of staff per 1,000 population with appropriate ICT qualifications				N/A . No standard available yet. Further work to be undertaken by the professional association	**Please enter 'Y' or 'N' in Column 3**
Please provide an estimate of any additional revenue costs, in this and each of the subsequent years (2002/03 to 2004/05) in your plan, attributable to increasing provision to meet the national standards		£23	£000's	£62		

Trend Data

Indicator	Bracknell Forest 1999/2000	Bracknell Forest 2000 / 2001	Bracknell Forest 2001/2002 (based on estimates)	Comparator Group Average 2000/2001	Class Upper Quartile 2000/2001
Deployment of the Service					
Computer terminals for public use per 1,000 population	0.26	0.32	0.32	0.26	0.29 4th quartile
Net floor space per 1,000 population	15	15	15	18	2nd quartile
Staff in post per 1,000	0.34	0.35	0.36	0.35	0.44 3rd quartile
Book issues per head	6.3	6.3	5.9	6.9	2nd quartile
Average Opening Hours	31	30	30	40	1st quartile
Bookstock per 1,000 population	1,362	1,637	1,653	1,429	3rd quartile
Responsiveness of the Service					
Proportion of requests supplied within 30 days	84%	87%	87%	83%	85% 4th quartile
Enquiries per 1,000	875	906	914	992	3rd quartile

Indicator	Bracknell Forest 1999/2000	Bracknell Forest 2000 / 2001	Bracknell Forest 2001/2002 (based on estimates)	Comparator Group Average 2000/2001	Class Upper Quartile 2000/2001
Use of the Service					
Visits per 1,000	4,101	4,121	4,161	4,915	5,373 2nd quartile
Active borrowers as a % of population	28.4%	22.5%	22.7	29.0%	1st quartile
Resources Employed					
Books acquisitions per 1,000	173	256	259	153	4th quartile
Total acquisitions per 1,000	205	293	296	176	219 4th quartile
Expenditure on books, printed materials per 1,000	£1,948	£2,171	£1,899	£1,361	1,954 4th quartile
Expenditure on other materials per 1,000	£403	£503	£420	£465	527 4th quartile
Best Value Indicators					
Cost per visit to libraries (BVPI 115)	New indicator	£3.53		***	
Number of visits per head of population to libraries (BVPI 117)	4.13	4.12	4.16	***	

Percentage of library users who found the book they wanted	65.3%	63%	63% (book)	***	
Percentage of library users who found the information they wanted		76%	76.1%	***	

Indicator	Bracknell Forest 1999/2000	Bracknell Forest 2000 / 2001	Bracknell Forest 2001/2002 (based on estimates)	Comparator Group Average 2000/2001	Class Upper Quartile 2000/2001
Local Indicators					
Total floor space	2,763m²	2,763m²	2,763m²	***	
Total opening hours	238.5	238.5	238.5	***	
Visitors per annum	457,275	457,275	457,873	***	
Lending bookstock	139,508	130,764	140,832	***	
Total stock	158,701	168,652	199,137	***	
Bookstock issues	750,244	704,873	657,846	***	
Total issues	830,397	782,069	739,480	***	
Average number of visitors per hour	39			***	
Average issues per item of bookstock	5.38	5.98	5.25	***	
Average issues per visitor	1.82	1.70	1.62	***	

*** = no comparator data
Comparator authorities – Swindon, Milton Keynes, West Berkshire, Windsor & Maidenhead, South Gloucestershire, Wokingham, Peterborough (See section 4.3 for comparator data)

2000/2001 statistics based on CIPFA Actuals.   2001/2002 statistics based on CIPFA Estimates

Quartile 1st is lowest, 4th highest

Local targets identified in the previous Annual Library Plan

Performance indicator	Target 2001/02	Actual 2001/02	2002/03 target	2003/04 target
Visits	467,030	508,736	518,910	534,447
Issues	797,710	782,069	797,710	821,641
Virtual visits	5,080	16,318	16,644	16,976
ICT training	27	27	23	25
PCs per 1,000 population	0.31	0.37	0.60	

4.2 Commentary on the performance of Bracknell Forest Library and Information Service Against the Public Library Standards

PLS 1 (I) Proportion of households living within a specified distance of a static library
The standard for unitary authorities is 88% of household within 1 mile or 100% within 2 miles. In Bracknell Forest Borough 95% of households live within 1 mile of a static library and 99% within 2 miles. This exceeds the standard and it is envisaged that we will keep to this standard

PLS 1 (ii) Proportion of households living within a specified distance of the library open during convenient hours
The standard for unitary authorities is 88% within 1 mile or 100% within 2 miles. Nationally we are within the Standard, but the hours are inconvenient locally as established from Public Library User Surveys, our Best Value Review and the Audit Commission inspection

PLS 2 (I) Proportion of time that service points were not available to visitors because of emergency closure of central and branch libraries
The standard is 0.3%. We meet this standard and would expect to remain within it.

PLS 2 (ii) Proportion of planned time that mobile service points were not available to visitors because mobile library visits/stops were missed or cancelled
The standard is 4.4%. Slough Borough Council who operate the service on our behalf through a joint arrangement have reported that mobile library visits/stops were missed or cancelled for 9.7% of planned time. Planned consolidation of the new service will facilitate an improvement in future years.

PLS3 (I) Aggregate opening hours per 1,000 population for all libraries
The standard is 128 annual opening hours per 1,000 population. The Library and Information Service does not meet this standard. Library opening hours have also been identified as needing review from the PLUS Survey. Customer dissatisfaction has been identified in the fact that there are no Borough Libraries open on a Wednesday.
Bracknell library will be open on a Wednesday in Autumn 2002 giving 116 hours. Sunday opening is being investigated for Whitegrove library and additional opening hours for the other branches are also being investigated.

An LPSA bid has been submitted for the Library and Information Service which aims to increase the use of libraries by 15 to 19 year olds, the age group that makes the lowest use of services. If successful, the funding will be used in part, to extend opening hours to include more evening and Sunday access.

PLS3 (ii) Proportion of aggregate opening hours that fall outside 9 am to 5 pm on weekdays
The standard is 30%. The Library and Information service achieves 28.3% An opening hours review to be carried out between 2002 and 2004. Achieving this standard is part of the LPSA bid outlined above.

PLS 4 Percentage of larger libraries that open at least 45 hours a week
The standard is 100%. From Autumn 2002 we will exceed this standard by opening Bracknell library on Wednesdays from 9.30am – 5.00pm.

PLS 5 Percentage of libraries open more than 10 hours a week that have access to on-line catalogues
The standard is 100%. The Library and Information Service meets this standard in full.

PLS 6 (I) Total number of electronic workstations available to users per 1,000 population
The standard is 6 electronic work stations per 10,000 population. By March 2003 we will have exceeded this standard through the implementation of the Digital Information Network including additional PCs secured by the NOF infrastructure funding

PLS 6 (ii) Percentage of static service points providing public internet access
The standard is 100% of static service points. The Library and Information Service meets this standard in full. Since December 1999, all static service points provide free public internet access

PLS 7 Normal book issue period
The standard is a minimum of 3 weeks. The Library and Information Service meets this standard in full

PLS 8 Number of books that library users are allowed to borrow at one time
The standard is 8 books as a minimum. The Library and Information Service meets this standard in full. The allowance for both adults and children is 10

PLS 9 (I) Percentage of requests for books met within 7 days
The standard is 50%. The Library and Information Service exceeds this standard. 65% of requests for books are met within 7 days. We intend to continue with this level during the years, 2002/03 and 2003/04.

PLS 9 (ii) Percentage of requests for books met within 15 days
The standard is 70%. The Library and Information Service exceeds this standard. 77% of requests for books are met within 15 days. We intend to continue with improvements to this level during the years, 2002/03 and 2003/04.

PLS 9 (iii) Percentage of requests for books met within 30 days
The standard is 85%. The Library and Information Service exceeds this standard. 88% of requests for books are met within 30 days. We intend to continue with improvements to this level during the years 2001/02, 2002/03 and 2003/04.

PLS 10 Number of visits to the library web site per 1,000 population
The standard is 606. We do not meet this standard. Currently it is 148. Whilst we are seeking to improve this through plans for e-government, at present we do not anticipate reaching the standard by 2004/05.

PLS 11 Number of library visits per 1,000 population
The standard for unitary authorities is 6,300. The Library and Information Service does not meet this standard. A review of the Library opening hours is planned for 2002 – 2004 which should help towards achieving the standard. Further work will be done on marketing the service. A non user survey is being investigated via the Public Library User Survey process. This is also being investigated as a target for a Local Public Service agreement

PLS 12 (I) Percentage of adult library users reporting success in obtaining a specific book
The standard is 65%. The Library and Information Service does not meet the standard at 48%. We will strive to attain the standard by increasing the number of best sellers that are purchased, and a pilot stock categorisation in a branch library enabling users to more easily find what they want.

PLS 12 (ii) Percentage of child library users reporting success in obtaining a book
The standard is 65%. The information on whether the Library and Information Service meets this standard is not available as the service has not carried out a Children's Plus survey. The Library and Information Service aims to have attained the standard by 2002/03, having carried out the appropriate survey, which is planned for Autumn 2002.

PLS 13 (I) Percentage of adult library users reporting success in gaining information as a result of a search or enquiry
The standard is 75%. The Library and Information Service exceeds the standard at 84%. The target for 2002/03 and 2003/04 is to make further improvements to our performance.

PLS 13 (ii) Percentage of child library users reporting success in gaining information as a result of a search or enquiry
The standard is 75%. The information on whether the Library and Information Service meets this standard is not available as the service has not carried out a Children's Plus survey. The Library and Information Service aims to have attained the standard by 2002/03, having carried out the appropriate survey, planned for Autumn 2002

PLS 14 (I) Percentage of adult library users rating the knowledge of staff as " good" or "very good"
The standard is 95%. The Library and Information Service does not meet the standard by 1%. The aim is to meet the target this year through staff training and to maintain the 95% rating for the years 2003/04 2004/05

PLS 14 (ii) Percentage of child library users rating the knowledge of staff as " good" or "very good"
The standard is 95%. The information on whether the Library and Information Service meets this standard is not available as the service has not carried out a Children's Plus survey. The Library and Information Service aims to have attained the standard by 2002/03, having carried out the appropriate survey which is planned for Autumn 2002

PLS 15 (I) Percentage of adult library users rating the helpfulness of staff as " good" or "very good"
The standard is 95%. The Library and Information Service exceeds the standard by 1%. We are aiming to regain our previous standard of 97% for the years 2003/04 and 2004/05

PLS 15 (ii) Percentage of child library users rating the helpfulness of staff as " good" or "very good"
The standard is 95%. The information on whether the Library and information Service meets this standard is not available as the service has not carried out a Children's Plus survey. The Library and Information Service aims to have attained the standard by 2002/03, having carried out the appropriate survey, which is planned for Autumn 2002.

PLS 16 Quality index for stock. Standard yet to be developed. Not applicable

PLS 17 Annual items added through purchase per 1,000 population
The standard is 216 per 1,000 population. The Library and Information Service exceeds the standard. We aim to maintain our standard of 235 for the years 2002/03, 2003/04.

PLS 18 Time taken to replenish the lending stock on open access or available for loan
The standard is 6.7 years. The Library and Information Service exceeds the standard. We aim to maintain our standard of 5.7 for the years 2002/03, 2003/04.

PLS 19 (I) Numbers of staff per 1,000 population with appropriate information management qualifications
No standard available yet.

PLS 19 (ii) Numbers of staff per 1,000 population with appropriate ICT qualifications
No standard available yet. Our targets will be achieved by staff going through the NOF ICT training programme, for which we have funding

Benchmarking

The Library and Information Service has recently joined the IPF Public Library Benchmarking Club. The activities we will be taking part in this year are:
- Activity 1: Mainly metric benchmarking of Staff, buildings, stock, mobile libraries
- Activity 2: Best practice in stock management

Work has also been carried out on benchmarking against our comparator group who are Swindon, Milton Keynes, West Berkshire, Royal Borough of Windsor and Maidenhead, South Gloucestershire, Wokingham, Peterborough

Comparison with nearest neighbours

(Standard/Upper quartile)	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Stock								
Bookstock per 1,000 population	1,637	1,471	1,589	1,182	1,546	965	1,670	1,648
Expenditure on books per 1,000 population (UQ £1,954)	£2,171	£1,555	£1,370	£1,415	£1,799	£783	£1,349	£1,024
Expenditure on other items per 1,000 population (UQ £527)	£503	£527	£728	£592	£480	£252	£410	£274
Stock added per 1,000 – reference (UQ 11)	14	5	6	9	6	3	8	4
Stock added per 1,000 – adult fiction (UQ 79)	115	56	55	36	70	70	47	26
Stock added per 1,000 – adult non	59	31	42	37	70	36	37	20

fiction (UQ 51)								
Stock added per 1,000 – children's (UQ 67)	68	37	67	30	57	41	68	27
Stock added per 1,000 – other items (UQ 29)	37	16	37	14	23	20	-	16
(Standard/Upper quartile)	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Total stock added per 1,000 (216/219)	293	145	208	125	226	170	-	91
Lending stock (i.e. all items) replenishment rate (years) (8.5/9.9)	4.9	9.2	6.8	10.6	6.2	6.1	8.4	9.1
Bookshop replenishment (years)	5.3	11.4	9.6	9.3	6.7	6.2	10.1	22.3
Request	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Requests satisfied in 7 days (50%/57%)	73%	50%	36%	31%	57%	37%	38%	54%
Requests satisfied in 15 days (70%/74%)	76%	76%	62%	40$	77%	68%	57%	79%
Request satisfied in 30 days (85%/85%)	87%	87%	81%	73%	93%	86%	79%	82%
Issues	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough

	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Book issue period (standard 3 weeks)	3	3	4	3	3	3	3	3
Books allowed on loan per borrower (standard 8)	10	8	15	10	12	8	12	12
Average loan duration (days)	17.4	17.1	26.4	19.7	17.2	20.7	23.6	15.7
Books issued per head of population	6.3	7.8	8.8	6.2	6.4	6.2	7.9	7.8
(Standard/Upper quartile)	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Books on loan per 1,000 population	302	332	585	348	301	348	467	318
Proportion of adult fiction on loan per 1,000 population	24.6%	33.1%	58.3	39.8%	27.1%	47.2	35.2%	33.8%
Proportion of adult non fiction on loan per 1,000 population	21.6%	23.1%	46.7%	22.8%	19.8%	28.4%	58.1%	23.3%
Proportion of children's items on loan per 1,000 population	25%	25.8%	46.7%	33.8%	26.2%	35.9%	23.3%	23.2%
A/V issues per 1,000 population	695	675	1,483	877	701	518	628	749
Stock turnover (issues/book) – adult fiction	5.8	8.3	9.2	8.3	6.7	8.9	8.9	9.1
Stock turnover – adult non fiction	4.0	4.2	6.5	3.8	3.5	4.5	4.5	5.1
Stock turnover – children's	5.0	4.7	6.5	5.8	5.2	6.0	4.8	4.6
Average turnover of all books	5.0	5.9	7.1	5.9	5.1	6.8	5.7	6.2

Use of Service	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Active borrowers as % of the population	22.5%	43.3%	25.5%	48.0%	22.0%	23.1%	24.7%	23.6%
Visits per 1,000 population (6,300/5,373)	4,121	5,377	6,141	3,558	4,303	3,947	3,792	7,688
Enquiries per 1,000 population	906	1,421	1,329	808	1,122	198	572	1,804
Total enquiries, issues, requests and visits per FTE	34,226	35,618	47,702	36,228	27,310	44,485	40,414	43,792
Access	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Percentage of larger libraries open more than 45 hours UQ 100%	0	100%	50%	0	100%	0	0	33.3%
Proportion of households within 1 mile of a library (Standard 88%)	95%	91%	41%	68%	82%	74%	67%	76%
Proportion of households within 2 miles of a library (100 Standard)	99%	99%	92%	85%	97%	91%	90%	95%
Average opening hours	30	40	48	32	43	37	37	41
Total hours of access per 1,000 population (128/123.5)	132.2	128.2	77.3	94.7	90.6	88.4	72.8	96.0
Satisfaction	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough

Percentage of library users rating the knowledge of staff as good or very good (Standard 95%)	93%	93%	-	96%	90%	93%	94%	91%
Percentage of library users rating the helpfulness of staff as good or very good (Standard 95%)	97%	96%	-	98%	95%	96%	96%	93%
Percentage of users reporting success in obtaining specific book (Standard 65%)	63% yes 5% requested	62% 5%	68% 8%	51% 8%	54% 6	52% 10%	65% 0%	67% 5%
Percentage of users reporting success in gaining information as a result of a search or enquiry (Standard 75%)	76% yes 9% partial	71% 14%	79% 8%	74% 13%	72% 13%	69% 16%	57% 22%	70% 12%
ICT	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Percentage of libraries open more than 10 hours with OPACs (100%/100%)	100%	50%	87.5%	100%	100%	100%	100%	100%
Electronic work stations for public use per 1,000 population (0.6 by 2003/0.287)	0.315	0.094	0.224	0.381	0.273	0.210	0.308	0.299
Percentage of libraries open > 10 hours p.w. providing Internet access (Standard 100% by 2003/100%)	100%	6.3%	100%	100%	100%	100%	100%	100%

Cost	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Net expenditure per head of population	£13.42	£13.88	£11.69	£12.27	£13.98	£7.97	£12.45	£12.51
Net expenditure per visitor	£3.26	£2.58	£1.90	£3.45	£3.25	£2.02	£3.28	£1.63
Net expenditure per service point access hour	£101	£108	£151	£130	£154	£90	£171	£130
Average cost of book acquisition	£8.16	£10.94	£7.22	£12.00	£8.47	£5.05	£7.95	£11.77
Materials as % of gross service expenditure	17.9%	14.1%	14.9%	15.0%	14.3%	11.8%	13.0%	8.7%
Staff in post per 1,000 population (UQ 0.44)	0.35	0.41	0.36	0.33	0.46	0.25	0.30	0.41
Employees as % of gross service expenditure	47.5%	50.1%	49.6%	53.9%	39.0%	56.4%	40.1%	53.0%
Professional staff % of all staff	36%	22%	24%	33%	21%	23%	28%	26%
Employee costs per employee	£19,951	£16,348	£19,970	£22,192	£13,497	£19,334	£19,725	£18,702
Income as % of gross service expenditure	9.9%	6.3&	17.2%	8.5%	12.4%	9.0%	8.3%	15.9%

Statistics as identified in the planning profiles provided by the DCMS. Based on CIPFA Actuals 2000-2001.

The conclusions we have drawn from this exercise are that whilst expenditure and therefore stock added are sound, performance on stock issues are comparatively low when compared with other authorities. The actions we are taking to improve are:
- Increase library opening hours
- Target stock fund towards purchase of more best seller titles
- Pilot stock categorisation at a branch library, enabling customers to find items more easily on the shelves.
- Further promotion of stock including increased circulation around the branches

The Service operates a good request service, with 73% of requests satisfied in 7 days

It is anticipated that the number active borrowers as a percentage of the population will be increased through increasing library opening hours and the Local Public Service Agreement bid.

The population per service point is relatively low due to a good distribution of service points across the Borough within reasonable access of each household. 95% of households live within 1 mile of a library.

Average opening hours are low, but these will be increased from Autumn 2002.

Customers are satisfied with the service including staff helpfulness (97%) and knowledge (93%). This was also one of the findings of the Audit Commission in the Best Value Inspection focus groups.

With regard to access to ICT, we score highest among comparator authorities for the percentage of libraries open more than 10 hours with OPACs; the percentage of libraries open more than ten hours per week providing internet access and electronic work stations for public per thousand population. This represents the Borough's commitment to and investment in ICT. This provides easy access to electronic information and learning resources as well access to online services provided by Bracknell Forest Borough council.

Commentary on Local targets as reported in last year's Annual Library Plan.

Visits
These show an increase as we have been able to record them more accurately than in previous years due to the installation of beam counters in all borough libraries

Issues
The target for issues was not met. There was a shortfall of 15,641. The additional opening hours from Autumn 2002 will address this.

Virtual visits
The target has been exceeded by 10,561. On line access to the library catalogue and customer account information has contributed towards the increase.

ICT training
During the year, we modified the way we monitored the target. The target for undertaking training has been met

PCs per 1,000 population
The target was exceeded due to NOF infrastructure funding.

4.2.2   Local Targets

Commentary on trend data

Deployment of the service

- **Population per service point**

This figure remains constant at around 12,376 per service point and reflects the Borough's commitment to ease of access to library facilities for Borough residents

- **Computer terminals for public use per 1,000 population**

There has been a steady increase from 0.26 to 0.32 reflecting the Borough's commitment to e-government. The implementation of the People's Network with the receipt of the NOF infrastructure funding will increase the numbers of computer terminals for public use per 1,000 population even further

- **Net floor space per 1,000 population**

Although the Library and Information Service meets the PLS 1 as 95% of the population live within 1 mile of a static library, the library buildings are small at 15 m2 per 1,000 population. This was recognised in the report of the Leisure Services Best Value Review where it was reported that 'good use is made of limited space available. There are attractive book and information displays in all libraries and the books and other materials available are in good condition, offering a breadth and range that is impressive for small collections.'

- **Staff in post per 1,000**

Although below the class upper quartile, this figure remains constant at around 0.35

- **Book issues per head**

This will be improved from 6.3 by the increase in library opening hours, when Bracknell library opens on a Wednesday from Autumn 2002. The LPSA bid that the Library and Information Service has made to increase use of the library by 15 – 19 year olds will also have an impact if successful. A pilot categorisation project in a branch library, altering arrangement of stock, may help customers to find what they want

- **Average opening hours**

These will improve from an average of 30 hours per week by the opening of Bracknell library on Wednesday from 9.30 – 5.00 from Autumn 2002

- **Bookstock per 1,000 population**

An increase in the stock fund has resulted in an increase in stock held

Responsiveness of the service

- **Proportion of requests supplied within 30 days**

87% of requests are supplied within 30 days reflecting the efficient request service operated by the Library and Information Service

- **Enquiries per 1,000**

This number will probably decrease from 906 due to the increase in ICT available for public use. Customers can search the library catalogue, request items and check their details in all libraries, enabling more customer self service

Use of the service

- **Visits per 1,000**

These statistics are now kept in a more accurate fashion with the introduction of beam counters in all Borough libraries. The figures will be further improved with the increase in library opening hours and the LPSA bid to encourage use of the library by the 15-19 age group if successful.

- **Active borrowers as a % of the population**

The figures will be improved with the increase in library opening hours and the LPSA bid to encourage use of the library by the 15-19 age group if successful.

Resources employed

- **Book acquisitions per 1,000**

The increase is due to an increase in the stock fund

- **Total acquisitions per 1,000**

Increasing as different formats are added to stock including DVDs and spoken word CDs

- **Expenditure on books and printed materials per 1,000**

Increase in the stock fund

- **Expenditure on other materials per 1,000**

Additional collections in alternative formats being added to stock

Best value indicators

- **Cost per visit to libraries (BVPI 115)**

This is likely to increase from £3.53 due to the increase in library opening hours from Autumn 2002

- **Number of visits per head of population to libraries (BVPI 117)**

This figure is now being more accurately measured due the installation of beam counters in all Borough libraries. The figure is likely to increase from 4.16 with the increase in library opening hours from Autumn 2002.

- **Percentage of library users who found the book they wanted and/or information needed**

We are aiming to increase the percentage of users who found the book they wanted by increasing the number of best sellers purchased. The pilot categorisation project in a branch library, changing the arrangement of material, aims to enable users to find what they want more easily

Local indicators

- **Total floor space**

This remains static at 2,763 m²

- **Total opening hours**

These will be increased with the opening of Bracknell library on a Wednesday from Autumn 2002

- **Visitors per annum**

The actual for 2001/02 was 508,736 representing an improvement on the estimated figure of 457,873, due to the installation of beam counters in all borough libraries, enabling us to collect accurate figures. The statistics will be further improved by the increase in library opening hours with the opening of Bracknell library on a Wednesday from Autumn 2002

- **Lending book stock**

The decrease in 2000/01 was due to a purge of the catalogue following an upgrade to the library management system

- **Total stock**
- The steady increase reflects an increase in the stock fund.
- **Bookstock issues**

It is planned to halt the decline through planned reader development and outreach activities. The increase in the library opening hours and the LPSA bid targeting 15-19 year olds will also boost issues. The categorisation pilot at a branch library, investigating arrangement of stock, enabling users to find what they want more easily, will also have an impact.

- **Total issues**

It is planned to halt the decline through planned reader development and outreach activities. The increase in the library opening hours and the LPSA bid targeting 15-19 year olds will also boost issues. The categorisation pilot at a branch library, investigating arrangement of stock, enabling users to find what they want more easily, will also have an impact.

Average issues per item of book stock
The figure of 5.25 reflects a rapid turn over of stock

Benchmarking

Comparison with nearest neighbours

(Standard/Upper quartile)	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Stock								
Bookstock per 1,000 population	1,637	1,471	1,589	1,182	1,546	965	1,670	1,648
Expenditure on books per 1,000 population (UQ £1,954)	£2,171	£1,555	£1,370	£1,415	£1,799	£783	£1,349	£1,024
Expenditure on other items per 1,000 population (UQ £527)	£503	£527	£728	£592	£480	£252	£410	£274
Stock added per 1,000 – reference (UQ 11)	14	5	6	9	6	3	8	4
Stock added per 1,000 – adult fiction (UQ 79)	115	56	55	36	70	70	47	26
Stock added per 1,000 – adult non fiction (UQ 51)	59	31	42	37	70	36	37	20
Stock added per 1,000 – children's (UQ 67)	68	37	67	30	57	41	68	27
Stock added per 1,000 – other items (UQ 29)	37	16	37	14	23	20	-	16
Total stock added per 1,000 (216/219)	293	145	208	125	226	170	-	91
Lending stock (i.e. all items) replenishment rate (years) (8.5/9.9)	4.9	9.2	6.8	10.6	6.2	6.1	8.4	9.1

Bookstock replenishment (years)	5.3	11.4	9.6	9.3	6.7	6.2	10.1	22.3
Requests	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Requests satisfied in 7 days (50%/57%)	73%	50%	36%	31%	57%	37%	38%	54%
Requests satisfied in 15 days (70%/74%)	76%	76%	62%	40%	77%	68%	57%	79%
Request satisfied in 30 days (85%/85%)	87%	87%	81%	73%	93%	86%	79%	82%
Issues	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Book issue period (Standard 3 weeks)	3	3	4	3	3	3	3	3
Books allowed on loan per borrower (Standard 8)	10	8	15	10	12	8	12	12
Average loan duration (days)	17.4	17.1	26.4	19.7	17.2	20.7	23.6	15.7
Books issued per head of population	6.3	7.8	8.8	6.2	6.4	6.2	7.9	7.8
Books on loan per 1,000 population	302	332	585	348	301	348	467	318
Proportion of adult fiction on loan per 1,000 population	24.6%	33.1%	58.3	39.8%	27.1%	47.2	35.2%	33.8%
Proportion of adult non fiction on loan per 1,000 population	21.6%	23.1%	46.7%	22.8%	19.8%	28.4%	58.1%	23.3%
Proportion of children's items on loan per 1,000 population	25%	25.8%	46.7%	33.8%	26.2%	35.9%	23.3%	23.2%
A/V issues per 1,000 population	695	675	1,483	877	701	518	628	749

Stock turnover (issues/book) – adult fiction	5.8	8.3	9.2	8.3	6.7	8.9	8.9	9.1
Stock turnover – adult non fiction	4.0	4.2	6.5	3.8	3.5	4.5	4.5	5.1
Stock turnover – children's	5.0	4.7	6.5	5.8	5.2	6.0	4.8	4.6
Average turnover of all books	5.0	5.9	7.1	5.9	5.1	6.8	5.7	6.2
Use of service	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Active borrowers as % of the population	22.5%	43.3%	25.5%	48.0%	22.0%	23.1%	24.7%	23.6%
Visits per 1,000 population (6,300/5,373)	4,121	5,377	6,141	3,558	4,303	3,947	3,792	7,688
Enquiries per 1,000 population	906	1,421	1,329	808	1,122	198	572	1,804
Total enquiries, issues, requests and visits per FTE	34,226	35,618	47,702	36,228	27,310	44,485	40,414	43,792
Access	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Population per service point	8,051	10,083	23,311	11,100	11,500	19,069	14,600	17,389
Percentage of larger libraries open more than 45 hours UQ 100%)	0	100%	50%	0	100%	0	0	33.3%
Proportion of households within 1 mile of a library (Standard 88%)	95%	91%	41%	68%	82%	74%	67%	76%
Proportion of households within 2 miles of a library (100 standard)	99%	99%	92%	85%	97%	91%	90%	95%
Average opening hours	30	40	48	32	43	37	37	41

Total hours of access per 1,000 population (128/123.5)	132.2	128.2	77.3	94.7	90.6	88.4	72.8	96.0
Satisfaction	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Percentage of library users rating the knowledge of staff as good or very good (Standard 95%)	93%	93%	-	96%	90%	93%	94%	91%
Percentage of library users rating the helpfulness of staff as good or very good (Standard 95%)	97%	96%	-	98%	95%	96%	96%	93%
Percentage of users reporting success in obtaining specific book (Standard 65%)	63% yes 5% requested	62% 5%	68% 8%	51% 8%	54% 6%	52% 10%	65% 0%	67% 5%
Percentage of users reporting success in gaining information as a result of a search or enquiry (Standard 75%)	76% yes 9% partial	71% 14%	79% 8%	74% 13%	72% 13%	69% 16%	57% 22%	70% 12%
ICT	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Percentage of libraries open more than 10 hours with OPACs (100%/100%)	100%	50%	87.5%	100%	100%	100%	100%	100%
Electronic work stations for public use per 1,000 population (0.6 by 2003/0.287)	0.315	0.094	0.224	0.381	0.273	0.210	0.308	0.299

Percentage of libraries open > 10 hours p.w. providing Internet access (Standard 100% by 2003/100%)	100%	6.3%	100%	100%	100%	100%	100%	100%
Cost	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Net expenditure per head of population	£13.42	£13.88	£11.69	£12.27	£13.98	£7.97	£12.45	£12.51
Net expenditure per visitor	£3.26	£2.58	£1.90	£3.45	£3.25	£2.02	£3.28	£1.63
Net expenditure per service point access hour	£101	£108	£151	£130	£154	£90	£171	£130
Average cost of book acquisition	£8.16	£10.94	£7.22	£12.00	£8.47	£5.05	£7.95	£11.77
Materials as % of gross service expenditure	17.9%	14.1%	14.9%	15.0%	14.3%	11.8%	13.0%	8.7%
Cost	Bracknell	Swindon	Milton Keynes	West Berkshire	RBWM	South Gloucestershire	Wokingham	Peterborough
Staff in post per 1,000 population(UQ 0.44)	0.35	0.41	0.36	0.33	0.46	0.25	0.30	0.41
Employees as % of gross service expenditure	47.5%	50.1%	49.6%	53.9%	39.0%	56.4%	40.1%	53.0%
Professional staff % of all staff	36%	22%	24%	33%	21%	23%	28%	26%
Employee costs per employee	£19,951	£16,348	£19,970	£22,192	£13,497	£19,334	£19,725	£18,702
Income as % of gross service expenditure	9.9%	6.3%	17.2%	8.5%	12.4%	9.0%	8.3%	15.9%

Statistics as identified in the planning profiles provided by the DCMS.   Based on CIPFA Actuals 2000-2001

4.3   Public Consultation and Marketing

4.3.1   User Surveys

Three Public Library User Surveys have been carried out in 1999, 2000 and 2001. In 1999 10 of the Borough's Libraries were surveyed. In 2000 and 2001, 4 different were surveyed. The surveys provide data enabling the Library and Information Service to identify the sectors of the population that are members, and also the facilities and services of which they are making use. In addition, a complete Best Value Review of Leisure Services has been carried out this year, with a Residents' Panel and forum Groups contributing to the results. The Children's PLUS Survey will be carried out in all branches in October 2002. A Community PLUS Survey and E-PLUS are being planned for the future. The results of the PLUS Surveys are outlined below:

The Customers	Percentage in 1999	Percentage in 2000	Percentage in 2001
Number of female users	64.3%	61.5%	59/3%
Largest proportion of users is in 34-44 age group	25.3%	19.9%	20.7%
Lowest proportion of users is in 15-19 age group	1.7%	2.4%	1.9%
Percentage of users in employment	47.5%	49.7%	49.3%
Percentage of retired users	31.3%	32.3%	34.4%
Percentage of white ethnicity	96%	92.9%	95.5%
Percentage of disabled users	3.4%	3%	2.7%

Library Usage	Percentage in 1999	Percentage in 2000	Percentage in 2001
Percentage who use the Library to borrow or return books	75.8%	75.9%	70.5%
Percentage who borrow videos	16.1%	9.7%	14.3%
Percentage who borrow 5+ items per visit	26.9%	24.5%	19.2%
Percentage who obtained a specific book	58.9%	63.1%	47.7%
Percentage seeking information	19.4%	19.1%	20.3%
Percentage who obtained the information they required	8.93%	91.5%	83.8%
Percentage who visit the Library purely to use the Internet	1.9%	6.6%	7.9%
Percentage who visit the Library once a	43.6%	41.3%	47.3%

week or more			

Customer Satisfaction	Percentage in 1999	Percentage in 2000	Percentage in 2001
Percentage who rate opening hours as very good or good	68.9%	71.4%	58%
Percentage praising staff helpfulness	96.6%	97%	96.3%
Percentage rating staff expertise as very good or good	94.1%	93.3%	93.9%
Percentage rating stock as very good or good	71.5%	64.3%	76.2%
Percentage rating service for children as very good or good	89%	83%	82.8%

In addition, customers were invited to make additional comments about the Library and Information Service on the PLUS questionnaires. All additional comments were answered through the Library Newsletter, and action was taken to improve areas of stock that had been criticised. The comments received have been analysed as follows:

Additional Comments	1999 Survey	2000 Survey	2001 Survey
Comments praising staff helpfulness	118	43	135
Comments about the stock	323	134	95
Requests for longer opening hours	118	59	61
Comments about services for children	71	5	10
Complaints about fines and charges	16	4	4
Comments about the range of items for sale	3	7	5
Complaints about the demise of Berkshire County Libraries	18	7	1
Request for additional PC's for Internet, MS Office and OPAC access	30	19	24
Complaints about access for the disabled	5	8	14
Requests for toilet facilities	4	6	8

4.32   Public Consultation Exercises

- Best Value Review of Leisure Services took place in March 2002. Customers were invited to take part in Focus Group sessions led by the Inspectors, and a Residents' Panel was also consulted.
- Stock suggestion forms are available in all libraries for customers to fill in and available on the library pages of the Borough Council's web site.

4.33   Market Research and Marketing

The Library and Information Service has a marketing budget of £2,500. This is principally used to finance the advertising of services that are currently under-used, as identified in the findings of the Public Library User Surveys. A comprehensive Community Profile is currently under development, and this will be used to formulate the basis of a Marketing and Business Plan.

4.34   Complaints and Commendations

The Borough's Corporate Complaints Policy has been established to ensure that staff resolve complaints effectively and consistently. It sets out the following guidelines:

- How to identify a legitimate complaint
- Staff should deal with complainants in a courteous manner, taking details of all relevant information, and referring the customer to a more senior member of staff
- Complaints should be resolved at the appropriate departmental level where possible, with the complainant receiving a formal written response to the issues raised
- If helpful, the complainant should be invited to a meeting to discuss his/her grievance
- If the complaint is justifiable, the issues raised must be remedied by either a formal apology, a service review, or, if appropriate, a compensation payment
- Responses to complaints must be followed up to ensure that promised action has been carried out
- Where complaints cannot be resolved, the complainant has recourse to the Corporate Complaints procedure
- The Corporate Complaints procedure is in three stages, with the complaint being referred through more senior staff to a central complaints' panel if the issue remains unresolved
- All complaints should be acknowledged within three days, and a formal response issued within twenty days
- Records of complaints and of the action taken should be retained and monitored

In addition, the Library and Information Service invites customers to make suggestions or register complaints on in-house Customer Comments' forms. These are then passed to the Senior Librarian who responds to the customer in writing within three working days. All comments are analysed and discussed amongst the Senior Management Team, with decisions for action being made. 72 Customer Comments' forms were received in 1999, 74 forms in 2000 and 77 forms were received in 2001.

The complaints and suggestions received are summarised in the following table:

Complaints & Suggestions Received	Number of Customer Comments' Forms in 1999	Number of Customer Comments' Forms in 2000	Number of Customer Comments' Form 2001
Requests for areas of stock to be improved upon	24	27	29
Complaints about opening hours	6	12	3
Complaints about charges	24	5	11
Request for bookdrop facility	0	2	1
Complaints about the lack of PCs available for Internet access	2	19	21
Request for toilet facilities	0	3	1
Complaints about noise	1	3	3
Requests for additional services for children	2	2	3
Complaints about the demise of Berkshire County Libraries	2	0	0
Complains about the weight of entrance door at Crowthorne Library	0	1	1

4.4 Quality Assessment

	Process	**Principal Conclusions**
Stock		
• Lending, reference and information	The library service has a resource management policy (See section 3.4) that covers stock assessment. All staff are expected to take responsibility for assessing stock. Management reports are used to identify stock that has not moved. This is taken off the shelves for librarians to assess. Reports are being developed to identify popular stock that needs replacing. All libraries have stock suggestion forms for customers to use if they perceive any gaps. Supervisors fill out monthly stock gap forms. The Stock Manager is to audit all libraries' stock during this year. To cover adult, children's and reference	Having had a generous stock fund in the past, we are able to meet the library standard for replacement of stock. The standard target set is 8-7 years for 2001-2002. (PLS 18) This ensures adequate subject coverage within a library or across the Borough depending on the nature of the subject This is to provide a 'snapshot' of what the customer sees when visiting any library in the Borough
• Customer Care	All libraries have customer comments forms. Each comment is replied to. A record of the type of comment is filed each quarter. Every March a 'mystery shopper' exercise is	The quarter record highlights any recurring themes which are then addressed by asking for funding or with alternative solutions being sought.

Stock	Process	Principal Conclusions
	carried out within the Leisure Department by Insight Leisure Management. Bracknell Library is the selected venue for libraries.	Since 1999, when the survey first took place Bracknell Library's overall score has increased from 2.8 to 1.7 (where 1 is excellent, 2 good, 3 fair, 4 poor, 5 bad, 6 very bad). Action required from this year's survey – poor directional road
		Signs, Recommend staff give their names on answering telephone enquiries, poor disabled and buggy access to reference library On the positive side, the library scored well on telephone efficiency and good telephone handling, good layout, good promotional material, good reception skills, very good library facilities and services, good complaints handling. Staff were particularly commended for a well-managed facility operating in difficult circumstances due to a refurbishment The information is cascaded to all staff.
• Consultation	The PLUS survey is carried out every year. A full survey was completed in 1999. Surveys are now being completed for a three year rolling plan with three different libraries	Enables us to establish how well the service performs in satisfying its customers. Findings from PLUS 2001 • 70.0% of customers who visited the Library with a specific book in mind successfully obtained it. • 61.2% obtained the information that they required either partially or in full. • 21.3% of customers rate the opening hours

Stock	Process	Principal Conclusions
		as very good, 36.7% as good, 31.4% as adequate, 7.7% as poor, and 2.8% as very poor • Staff helpfulness is praised by 96.3% of customers. • 93.9% rate staff knowledge and expertise as being very good or good. • 76.2% of customers rate the stock as good to very good, 22.9% as adequate or poor. • 82.8% felt that services for children were very good or good.
		Customer Comments • 414 additional comments were written on the questionnaires, and have been analysed. The recurrent comments are listed below. • 18.8% of comments received were criticisms of the stock. • 15.2% of customers requested longer opening hours, and, in particular, Wednesday opening. • 7.2% of customers requested more I.T. facilities. • 1.4% of customers requested toilet facilities. • 3.1% of customers requested better means of access to libraries.

• Library Environment	One of the library service objectives is to develop libraries as community assets and focus points through refurbishment. Head of Service, Library and Information Manager and Senior Support Officer all visit the libraries through out the year. They are assessed against the Physical presentation and appearance of Service standards Mystery Shopper Exercise (See above)	Since 1998 refurbishment has taken place in Bracknell Library's foyer and children's library; Sandhurst Library and Crowthorne Library. All other libraries have been redecorated. A bid to refurbish Bracknell library with capital funding will be made Branch Supervisors will act on advice from the senior staff

5.1 Achievement of the Action Plan for 2001/02
Over half of the objectives set out in the action plan for last year have been successfully achieved.   It is worth mentioning a few – the successful refurbishment of Sandhurst library and accreditation to the IAG.   The successful completion of the Smart Card pilot project at Binfield ensures that in the coming year this initiative will be 'rolled out' to all customers.   Staff have embarked on the first phase of the NOF ICT training which is the one major cause for some of last year's objectives being given a lower priority.

Action	Target and timescale	Reason for incompletion	Subsequent action
1. Developing links with the Community Centre through investigation of moving the service at Owlsmoor, currently offered from a container, in to the Community Centre, ensuring timescales link with the development of the Youth and Community IT Highway	Increase use at Owlsmoor. Autumn 2001	Security within the Centre was an issue which could not be resolved. A service is now provided from a mobile library, every 3rd Friday as part of the review of the joint arrangement for home and mobile library services	The use of the stop will be monitored, further stops in Owlsmoor will be investigated as part of a review of mobile stops
2. Apply for Beacon status for the Library and Information Service	To attain Beacon Status under " Libraries as Community assets". 2001	Bid unsuccessful	To identify other ways the quality of the LIS can be recognised and enhanced e.g Local Public Service Agreement
3. To undertake outreach activities to take the service out to the community	To carry out outreach activities in residential homes. March 2002	Pressure on staff time to complete the NOF ICT training. The staffing re-structure should help achieve this objective. Lists of residential homes have been supplied for the Homes Library Service review. Initial contact has been made with Social Services	To be carried forward until September 2002

Action	Target and timescale	Reason for incompletion	Subsequent action
4. Implementation of marketing strategy	To market the Library and Information Service. To increase issues/visits. March 2002	Limitation of budget meant little impact made. The Audit Commission suggested in their inspection that Leisure Services concentrates on marketing its services	To be carried forward. Director of Leisure Services reviewing all marketing initiatives to determine whether a different structure can be implemented
5. Investigate closer integration of the Library Service with other community and Leisure Services as part of the Peacock Farm new housing development	Better use to be made of library buildings and support to Healthy Living activities. March 2002	Corporate planning concerning services to support the housing development ongoing	To be carried forward
6. CD-ROM network for Bracknell library	A CD-ROM network to be installed at Bracknell library as part of the digital information network. February 2002	Timescale slipped due to resubmission of NOF Infrasturucture bid to which this initiative was linked. Completion expected mid 2002	To be carried forward
7. Pages designed for children to be made available on the library web site	December 2001	Initiative modified to include wider provision of children's information electronically	To be carried forward
Working with other Berkhsire unitary authorities and Epixtech to develop a module for inter-library loans	Access to other authorities stock. December 2001	Epixtech have not yet provided a reliable module for resource sharing. Currently investigating public/staff access to V3 Web	To be carried forward
8. Review LIS structure	To community and front line support. December 2001	Delayed after initial draft rejected due to costs	To be carried forward

Action	Target and timescale	Reason for incompletion	Subsequent action
9. Undertake consultation with customers through borough-wide surveys and use information gathered for the future planning of services	Library and Information Service to be tailored to the needs of the local community. Children's PLUS Spring 2002	Too staff intensive not enough resources. Investigating funding for following year	To be carried forward
10. Mailshot to customers who have not borrowed an item in the last year	To increase library visits/issues. December 2001	Other pressures on staff and budget	To be carried forward as part of the smartcard roll out to libraries
11. Staff trained to assist customers in the choice and use of all resources	Enquiry techniques and information sources training for support staff	Delayed by staff vacancies	To be carried forward
12. Staff training sessions on the use of the internet	20 sessions to be held. To be completed by Dec 2001	Deferred in preference to NOF ICT training	
13. Develop learning centres at Sandhurst library and Bracknell library	Bracknell library – December 2001	Delayed to coincide with library refurbishment. (Sandhurst completed May 2001)	To be completed December 2002
14. To investigate implementation of Dewey 21	Pilot to introduce Dewey 21 to one subject area of stock. March 2002	NOF ICT training a priority meant little spare time. May be deferred in preference to a pilot stock categorisation project at Great Hollands	To be carried forward
16. Library staff investigating digitisation of data in libraries	Investigation of partnership opportunities Investigation of material to be digitised. December 2001 Begin implementation January	Delayed due to vacancy of Information Services Co-ordinator. Agreement has now been agreed with copyright holder. Project plan and bid is being drawn up in	To be carried forward

Action	Target and timescale	Reason for incompletion	Subsequent action
	2002	partnership with Countryside, Open spaces and Heritage and the Berkshire Record Office	
17. Working with Youth and Community	To encourage reading among young people. March 2002	Delayed due to staff shortage. Initial meetings have taken place with youth group leaders regarding placing collections of books in the Centres. An LPSA bid has been submitted which aims to increase the use of services by 15-19 year olds	To be carried forward

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

	Strengths	Areas for development	Opportunities	Threats
1 Stock provision and deployment, including quality of stock	• Generous stock fund • The Leisure Services Best Value Report, June 2002 states that 'there are attractive book and information displays in all libraries, and the books and other materials available are in good condition, offering a breadth and range that is impressive for small collections. • Working with printouts from the Dynix LMS to ensure that static stock does not remain on the shelves	• Approach to stock work in the new structure • More systematic approach to stock work using information from the Dynix LMS • Access to the stock sharing module on Dynix will give us access to the stock of other library authorities • Approach to stock work adopted after staff re-structure • Planned access to V3 Direct will give customers access to a large bibliographical database	• New structure for the LIS • Use of the Dynix stock circulation module means that stock moves round the branches • Plan to abandon request charges for items in stock in the Borough, will lead to increased issues, if agreed. Investigation being undertaken on this issue • Resource sharing with other library authorities using the Dynix RSS module • Investigation of belonging to a stock purchasing consortium	• Future financial constraints • Space in libraries • Charges for items borrowed • Request charges

	Strengths	**Areas for development**	**Opportunities**	**Threats**
	• Access to the stock circulation module on the Dynix library system. Stock can be easily circulated so it does not become stale • other participating library authorities • Knowledgeable staff • Stock available in many different formats • New formats being added to stock e.g. playstations • Roll out of other formats of stock e.g. additional DVD/video collections • The Audit Commission Best Value Report for Leisure Services 2002 has identified the			

	Strengths	Areas for development	Opportunities	Threats
	libraries stock as being in good condition, offering a breadth and range that is impressive for small collections			
2 Reader and audience development	• Committed staff • Trained staff • Working with the Youth and Community Service • Closer work with the local arts centre, South Hill Park, including reminiscence sessions and story telling sessions in libraries • Readers' groups take place twice monthly at Bracknell library and at Binfield library • Working in partnership with other authorities (day at Reading)	• Working in partnership with Slough Borough Council on the Home Library Service, including services to the elderly • More ICT • Community profiles • Working with South hill Park Arts Centre	• Participation in national initiatives • Increase in number of issues and visits • Increase in literacy levels	• Lack of staffing resources to do all we could be doing • Disruption to Book Start service
3 Meeting the Public Library Standards	• The service meets or exceeds 13 of the 18 standards for which information is currently	• Opening hours. It is planned to open Bracknell Library on a Wednesday from	• Additional opening hours will result in increase in the number of issues and visits to	• Difficulty recruiting and retaining staff • Financial constraints

		Autumn 2002.	Borough libraries • The closure of the container library at Owlsmoor means that we have 8 hours per week to target at libraries where there will be more impact ie Sandhurst and Whitegrove	
	available • Council commitment to meeting the standards especially opening hours			
	<u>Strengths</u>	**Areas for development**	**Opportunities**	**Threats**
4 Social exclusion	• Free internet access in all Borough libraries • 9 branches in the Borough • E-services. It is not necessary to come in to the library • The LIS is part of the Borough's Lifelong learning partnership • Reader development programme • Participation in Book start scheme • Introductory internet (Net for Novices) courses held in all libraries	• Disabled service provision • Multicultural provision ♦ Special membership provision for homeless people being developed ♦ Staff training and awareness ♦ Extension of ICT Services to other sites e.g. schools and clubs and community centres ♦ Library opening hours are not meeting the needs of the community	• Working with Youth and Community • Membership of the Network. Tackling social exclusion in libraries, museums, archives and galleries • Smart card to offer targeted concessions	• Increases in charges

	• Basic IT courses for customers taking place • Disabled access audits have been carried out at all libraries. The reports are not yet available			
	Strengths	Areas for development	Opportunities	Threats
5 Lifelong learners	• Regular programme of Net for Novices courses which are well attended • Participation in the Borough's Lifelong learning partnership • Achieving accreditation in the IAG scheme for Bracknell library this year • Access to webwise in all Borough libraries • Free internet access in all Borough libraries • Access to the national library network for requesting items which are not in stock in the Borough • Success in gaining NOF funding for the ICT	• Staff training in ICT to help customers • Additional ICT	• Digital Information Network project (NOF funded) • Digitisation project to digitise some of our unique archive of the development of a new town	• Lack of staffing resources • Lack of space. All Borough libraries are very small • Library opening hours are not meeting the needs of the community

	infrastructure • 64% of adult library users rated the range of materials available as good or very good in the PLUS survey • Basic IT courses for customers are taking place • Homework clubs • Book start			
	<u>Strengths</u>	**Areas for development**	**Opportunities**	**Threats**
6 Customer response	• The PLUS survey has identified that 88% of library customers are satisfied with them • During a customer focus group held as part of the Best Value process, a customer was quoted in the report as saying 'I can always find something to read. It's my daily pleasure to come here' Another customer is quoted as saying 'Bracknell Forest	• Ensuring library open hours are relevant for customers • Targeting non users • Marketing the library service	• Increase in customer satisfaction rates due to longer opening hours from Autumn 2002	

	libraries and their staff have saved my life. No – they've given me a life'			

	Strengths	Areas for development	Opportunities	Threats
7 Resource issues	• The Borough is committed to the Library and Information service. Additional funding has been made available for stock • Extra posts have been added to the staffing structure since Bracknell Forest Borough became the library authority in 1998 • ICT is important in the Borough	• Need to ensure that the best use is being made of limited staffing resources • A new structure needs to be developed ensuring support in facilities management, Health and safety, support to the branches and research and development • Additional staff needed to carry out all the work we want to do	• Successful NOF infrastructure bid • The proposed Trust status for Leisure Services	• Difficulties in recruitment and retention of staff

6.2 Best Value Reviews

Bracknell Forest Borough Council Best Value Review Policy
Best Value is the tool by which the Council can turn the aspirations identified in the Community Plan into effective action.   Best Value is about continuously improving the Council's services.   A Policy and Performance Plan is produced annually to inform the public on the performance of the Council and future action.   The future review programme of services will be dependent upon the outcome of the Comprehensive Performance Assessment.   The CPA is due to be carried out during July.

Best Value Review of Leisure Services
The Library and Information Service was reviewed as part of the Leisure Service this year and completed in February 2002.
The actions in the Improvement Plan are incorporated in Section 7 of the Annual Library Plan.

Summary of the findings ie. Those with relevance to the Library and Information Service

- In summary, the Best Value Review establishes that those services which operate in competitive markets are offering excellent value and competition should not be pursued. Establishing a Not for Profit organisation for Leisure Services should be actively pursued since this has the potential to offer even better value

- Research indicated that the public value the services that are provided and large numbers choose to use them. Quality of services was not raised as a significant issue.   Staff were committed to, and enjoyed, providing a public service, but discontent was evident concerning terms and conditions of employment which may have sustainability issues in the medium term.

- Specific areas for improvement were identified and prioritised for all the services. These improvements were generated through consultation and also learning from other authorities visited during the review process. However, in general, the public was not prepared to pay for improvement with the only 'significant' (15%+) commitment to pay involving Open Spaces, Parks, Countryside & Heritage, Libraries and South Hill Park (programme).

- In general, the spending on Leisure Services was felt to be about right, and there was a majority view that the Council Tax should not increase to provide additional services.   Additional community support for the voluntary sector and local communities through general support, art and sports development was also felt to be important.

- Access issues were consistently identified with transport and support for the disadvantaged being highlighted. Cost was not identified widely as a barrier to participation. Inadequate opening hours for libraries was, by a large margin, the single most significant point of concern.

- Staff were committed to and enjoyed providing a public service although there were some consistently voiced concerns. There was strong discontent about terms and conditions in the Library Service and the former Leisure DSO. Staff also highlighted several opportunities to improve the service.

- The financial and qualitative performances of the services compared well, and in the case of Recreation & Amenities very well, with national indicators. The Library Service's performance could be described as average in the most significant indicators but with a strong link to inadequate opening hours.

- At one level, the services can be shown to be providing good value for the community in financial, qualitative and quantitative terms and are in a position to improve. Where performance is not within the upper quartile, actions will be put in place in an attempt to move towards this.

- Leisure Services are deemed to be an important provision by the community. Libraries, Sports & Leisure Centres and Parks and Recreation grounds recorded over 90% as either very or extremely important provision. On the same basis, countryside areas achieved an 84% response, community centres 61%, arts centres 52%, sports development 45% and events only 23.6%. The value of Leisure Services was also very strongly recognised by stakeholders and consultees involved in the preparation of the cultural strategy.

- For all services listed, the great majority of all groups were of the opinion that provision was important. 'Libraries' was perceived to be the most important leisure service, 93.3% of the total sample being of the opinion that it was either 'extremely' (66.6%) or 'very' (26.7%) important that this service continues to be provided.

- Six of the Council's leisure services had been used by more than half of all the sample during the past year: 'Local libraries' (73% users), 'Local parks/recreation centres' (72%), 'The Look Out Forest' (63%), 'Public Rights of Way' (59%), 'Bracknell Sports & Leisure Centre) (59%), and South Hill Park Arts Centre (56%).

- Longer opening hours' was seen as the greatest priority for the 'Libraries' service – referred to by 30.6% of the sample as a 1st priority, and by 60.8% as 1st, 2nd or 3rd priority.   However only 6.4% of the sample were willing to pay for 'longer opening hours'.   In respect of improvements to the Libraries, most respondents (17.6%) were willing to pay for 'more educational materials'

- The issue of library opening hours is the most significant development opportunity highlighted in the review. The Improvement Plan makes a commitment to improving these by utilising the 'book fund' which is now in excess of DCMS targets and is therefore a legitimate re-prioritisation. However, since the interim report, the plan has had to be delayed due to the need to meet the Council's budget target. However, this is still a key objective and all Leisure Services budgets will be reviewed to see if other choices can be made

- Sport & Recreation, Open Spaces, Countryside & Heritage and Community Centres perform well in comparative terms and this must be built upon. Although the library service is performing adequately in most areas, and exceptionally in IT investment and the provision of mobile services, action must be taken to move its performance nearer and ultimately into the upper quartile.

- The improvement plan builds upon many of the views gathered through the review and should position the Service for continuous improvement if required partnerships and capital investments can be identified. Some improvements require that different approaches be adopted. It is anticipated that the Library Service can fully align itself with DCMS standards within available resources and that partnerships can be created to exceed these with particular reference to opening hours.

Implementation Plan (as relevant to the Library and Information Service)
LEISURE SERVICES BEST VALUE REVIEW

IMPROVEMENT PLAN

All Services

Recommendation 1:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Improve non-car access to sites. Improve attractiveness of accessing sites by walking/cycle. Also try to facilitate improved access by some form of publicly accessible motorised transport.	Mid 2003	HOS/DLS	Work with P and T to target existing funds. Utilise capital budgets available. Adapt existing BFBC funded public transport schemes.	• Look for year on year increase % of non-car users, assessed through customer research.	

Recommendation 2:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Improve access for disabled people to sites, by implementing in priority order, the findings of the Access Audits.	Staged and dependent on each years capital funding.	HOS/DLS	Funded from capital budget as prioritization allows.	• £ spent on access improvements/ number of recommendations from Audits completed	

Recommendation 3:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Develop and agree medium term capital investment package (all Services)	April 2003	HOS/DLS	Capital costs will be dependant on assessed need and what can be committed by BFBC relative to overall corporate priorities.	• £ committed • £ actually spent	

Recommendation 4:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Improve staff communication by implementing Council information cascade systems	Dec 2001	HOS	None	• Staff meetings • Performance appraisal	

Libraries Arts & Information

Recommendation 21:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Extend Bracknell Library's opening hours by opening on Wednesdays to meet Public Library Standard 4 and increase hours open by 7.5	June 2002	HOS	Reviewing working rotas to use existing staff resources. Utilise Stock fund for additional cost.	• Increase in hours open • Increase in customer satisfaction • Increase in visits • Increase in issues	July 2002

Recommendation 22:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Open a library on Sunday to strive towards meeting PLS3 - aggregate number of opening hours.	December 2002	HOS	Part transfer of funds from the stock budget (which currently exceeds standard set by DCMS relating to PLS 18) Potential for private sector sponsorship	• Increase in hours open • Increase in customer satisfaction • Increase in visits	

Recommendation 23:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Complete review of library structure	Dec 2001	HOS	Within existing resources as far as is possible	• New structure in place.	

Recommendation 24:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Bring all Library staff onto assessed Bracknell Forest grades	April 2003	DLS/HOP	Check	• Staff in BFBC graded structure	

Recommendation 25:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Introduce a Friends of Libraries Scheme	June 2002	HOS	None	• Friends scheme in place	

Recommendation 26:

ACTIONS	BY WHEN	BY WHOM	RESOURCE/ COST IMPLICATIONS	HOW MEASURED/ TARGET	Actioned/ Completed
Implement Digital Implementation Network	April 2003	HOS	£313,000 £283,000 NOF Grant	• 35 new PC's installed • Wide range of digital information.	

Best Value Inspection of the Review of Leisure Services

Summary, scoring and recommendations (as relevant to the Library and Information Services)

Summary

1   The best value review of Leisure Services covered libraries, arts, sports and leisure centres, sports development, countryside and open spaces, heritage and community centres. The Service is estimated to cost approximately £8 million for 2001/02.

Scoring the Service

2   We have assessed the Council as providing a **'good',** two-star service that has **'promising'** prospects for improvement. Our judgements are based on the evidence obtained during the inspection and are outlined below

Scoring chart[1]
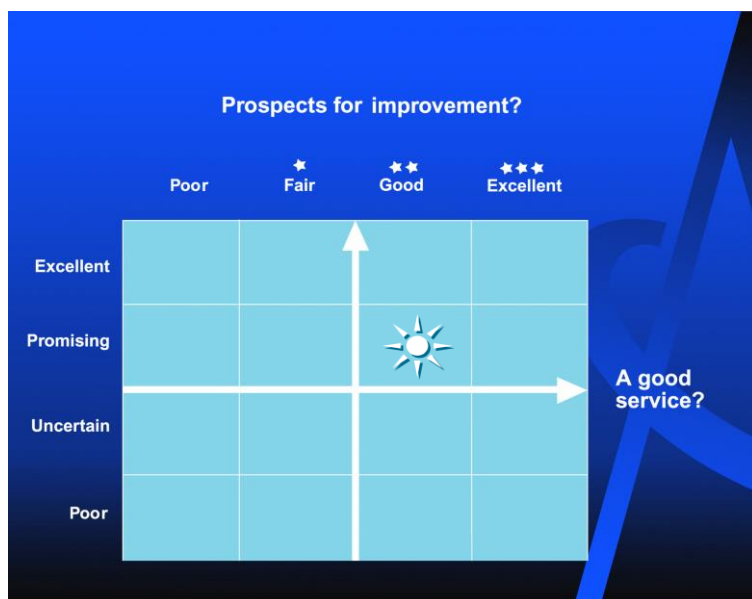
'a good service that has promising prospects for improvement'

3   We think this is a good service because:

   ◆   there is a corporate and service vision expressed through the leisure objectives;

   ◆   there is an extensive range of high quality leisure facilities and services delivered that are well used;

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[1]   The scoring chart displays performance in two dimensions. The horizontal axis shows how good the Service or function is now, on a scale ranging from no stars for a service that is poor (at the left-hand end) to three stars for an excellent service (right-hand end). The vertical axis shows the improvement prospects of the service, also on a four-point scale.

- local people are generally very satisfied with the range and quality of services;

- staff are knowledgeable, friendly and helpful;

- there are numerous examples of the Service putting policies into practice, resulting in initiatives focused on the needs of local people;

- the Service works in partnership to deliver more than it could working alone; and

- the Service compares well with other councils across a range of indicators.

4   However, there are some areas that need improvement. These include:

- there are no specific outcomes and targets for what the Service is trying to achieve for local people;

- a lack of overall service standards, which means customers are unclear about the level of service they can expect;

- no strategic and consistent approach to marketing;

- there are gaps in the Service's understanding of the needs of its existing and potential customers;

- several buildings are in need of improvement; and

- library opening hours do not meet national library standards and are not meeting the needs of local people.

5   We believe the prospects for service improvement are promising, because:

- there is a clear vision for what leisure services will look like as a result of delivering the improvement plan;

- several improvements have already resulted from the review;

- there is a strong commitment from councillors and staff for the Leisure Service;

- to secure continuous and long-term service improvement, the development of a 'not for profit' organisation is being investigated as a preferred model of future service delivery; and

- the SmartCard[2] initiative should bring benefits to local people.

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[2]   SmartCards are plastic cards that are issued to customers so they can buy certain council services such as entrance to leisure centres, or to borrow books from libraries. The Council can target discounts through the card for people who require support to help them pay.

6   However, there are areas the Council needs to address, and these include:

- ◆ ensuring that any not-for-profit organisation which is set up enables maximum benefit to be drawn from such a model of delivery and seeks sustainability for local high quality services;

- ◆ ensuring that if a not-for-profit organisation is not set up, decisions surrounding future service delivery balance financial considerations with the potential implications for the Council of not achieving its current leisure aims; and

- ◆ opportunities that were missed in the best value review to consider fully alternative models of service delivery, such as joint commissioning of services and extending partnership working, and to involve all partners.

Recommendations

7   To rise to the challenge of continuous improvement, councils need inspection reports that offer practical pointers for improvement. In this context, the inspection team feels that the Council should now take action to resolve a number of general, political, managerial and partnership issues.

8   We recommend that the Council should:

- ◆ improve its knowledge of customers and non-users, so ensuring that services are developed to meet the needs of existing and potential customers, by:

  - ◆ taking a comprehensive and consistent approach to marketing;

  - ◆ identifying customers' needs and views through service user groups;

  - ◆ developing a range of mechanisms for staff and partner consultation and involvement, particularly on service development and performance issues;

- ◆ increase the use of leisure services and encourage take-up by all sections of the community, by:

  - ◆ identifying the reasons for declining and changing use;

  - ◆ evaluating the impact of partnership working and community initiatives in order to influence future service development;

  - ◆ prioritising resources and taking action to meet the community needs and address the decline in use;

- ◆   improve access to leisure services, by:

- developing strategies with partners to maximise use of the Council's buildings and facilities;

- providing better signs to and at local facilities, and improving the co-ordination and availability of leaflets and other information on services and facilities;

- continuing to address the needs of people with disabilities to enable equal use of facilities;

- ensure that services are sustainable and are able to respond to potential future needs, by:

  - developing a long-term service provision plan based on corporate priorities and estimated future finances;

  - continuing to identify and overcome obstacles to delivering improved services based on local need;

  - linking this with population forecasts and Council planning;

- improve performance review and management, by:

  - developing local targets so that the Service is clear about when it has achieved what it set out to do;

  - monitoring the achievement of these targets and the best value improvement plan, through service plans and the quarterly operational reports; and

  - setting service standards so that customers are clear about what level of service to expect, and so that staff are clear about what is expected of them.

Performance Data, Information and Targets from the Best Value Performance Plan 2001-2002

Performance Indicator	2000-01	2001-2002	Target 2002-2003	Further information	Reference
Does the Council have a local Cultural Strategy	No	No	Yes	The Council has finalised the Strategy which was formally approved in April 2002	BVPI 114
Cost per visit to public libraries	£3.53	£3.15	£3.30	Increased visits has brought the cost down	BVPI 115
Number of visits per head of population to public libraries*	4.2	4.6	4.7	All England average is 5.5	BVPI 117
Percentage of library users who found the books they wanted and/or information	-	-	-	Information next required 2003-04	BVPI 118
Percentage of residents by targeted group satisfied with libraries All respondents (out of a total 1,226) Users of the service within the last year (out of a total 0f 736) Non-users of the service within the last year (out of a total 490)	 68.5% (69%) 88.4% (84%) 39.3% (43%)			Information next required 2003-04. All England average shown in brackets.	BVPI 119
Number of visits to libraries	457,873	508,736	518,910		Local indicator

Source: BFBC Policy and Performance Plan 2002-03
* Changed from per head to per 1,000 population - change to target figure for 2002-03 would be 4,700

6.3 Service improvements and variations

Service improvement/variation	Implementation/Timescale	Resource implication inc staffing	Priority/effect on service
• **Stock provision and deployment, including the quality of the stock**			
Increase electronic provision of information	Review and assessment and development of electronic resources in line with Library and Information strategy. December 2004	Electronic resources Staff Promotion IT infra structure and support	Top priority. Makes full use of the investment of infra structure and training of library staff
Improve co-operative arrangements for stock provision	Investigate alternative arrangements for stock purchase including consortium approach. March 2003	Staff – Library management, stock services staff, technical staff Budgetary to be advised Staff – Library management, stock services staff, technical staff, procurement staff, staff from other library authorities	Medium priority. Maintaining service levels to service users Medium priority. Ensuring best value and ensuring service levels to users

• **Reader and audience development**			
To increase Reader development working with young people	Developing work with young people and with colleagues in the Youth Service. December 2002	Staffing. Stock Manager; Youth Services Manager; Librarians; Youth Workers	Medium priority. Service more relevant to young people. Increasing access, awareness and enjoyment in recreational reading
• **Meeting the public library standards**			
• To achieve Wednesday opening at Bracknell library Autumn 2002	Review staffing resources, support, implement publicity , monitor performance and staffing requirements from Autumn 2002	Staffing to be accommodated by using new income streams and reworking of staff rotas IT support Cleaning the building Personnel advice on implementation	Top priority. Meets the expectations of users. Increased use of service and access to improvements in stock and ICT provision
• To investigate Sunday opening pilot at branch library.	Investigation of external funding. November 2002	Staffing - £28,000 minimum IT support Cleaning the building Emergency support Personnel advice on implementation and consultation with the Union	Medium priority. Increases opportunities for family learning and use of libraries
• To undertake public consultation exercise on opening hours in the other branches	Consultation exercise. April 2003	Staffing	Medium priority
• We will be able to increase our ICT provision to 6.5 by December 2002, as we were		• Cost • Staff • Building • IT support	Low priority. Funding has been secured. High impact on service and facilitates easier information provision and access to e-government

successful in our bid for NOF infrastructure.			
• **To increase library visits per 1,000 population.**	• On going. We will increase these through:- • Increase in library opening hours • PSA bid to target services at 15-19 year olds being developed • Marketing strategy being revised • Investigating on line payments • Roll out of smart cards	• Cost • Staffing • Stock	High priority
• To implement fair access for all policy	Investigate lift provision in Bracknell library. September 2003 Access improvements to Harmans Water library	£50,000 lift installation £11,000	Low priority depending on capital resources. The service can be provided in an alternative way.
• **Social inclusion**			
To improve Multicultural provision	Ensuring appropriate stock provision through links with the community. June 2004	Staffing - £8,000 Stock – To be investigated	Medium priority
• **Lifelong learners**			
To increase Staff training (ICT/IAG)	All library staff to be trained by 2004 (ICT) Accreditation (IAG) February 2002 Development of the service June 2003	Staff Training Space in libraries including display Use of IT Promotion IAG accreditation being paid for by Life Long Learning Partnership -	Top priority. Ensuring access to support for adults provided locally Staff able to assist lifelong learners

		£300	
To implement Digitisation of materials to support learning	Investigation of options – December 2001 Implementation and completion – December 2003	Staff including Heritage staff Technical support	Top priority. Everyone able to access our unique resources over the internet
• **Customer response**			
• To implement modifications to PLUS Survey. Children's PLUS and E PLUS to be added to the schedule. The results are made available to the public through The Library Newsletter available in all libraries	Children's PLUS October 2002 PLUS. October 2003 E PLUS October 2004	£1,000	Medium priority. Informs future planning of the service
• Set up Friends of Libraries Group	December 2002	Staff time Publicity	High priority. Part of Best Value Improvement Plan
• **Resource issues**			
• Access to services. Improve opening hours. Strive to meet DCMS standards	April 2004	Staffing	High priority. Increases use. Optimises the use of locally provided community facilities which have received generous investment since unitary status
• Staffing. Implement and consolidate new structure	April 2003	Staffing	High priority. Structure supportive of front line services including outreach
• ICT. Learning centres in place in all libraries	April 2003	Staff time ICT support Hard ware Software	High priority. Increases use. Provides information and learning opportunities to local residents

7.1 Action Plan for the current year – 2002/03 and 2003/04

Introduction

The Leisure Services Medium Term objectives are:

1.   Improving health and well being
2.   Enhancing community safety
3.   Promoting learning and educational achievement
4.   Protecting and enhancing the environment
5.   Developing the local economy
6.   Securing best value and improving standards
7.   Optimising the use of facilities
8.   Community development

These objectives inform the Library and Information Services tasks as described below.   Unfortunately, overshadowing the development plans for the next two years is the impact that significant reductions in Central Government funding for BFBC may have on the Library Service.   Although the Council is moving quickly towards establishing a prioritised action plan to deal with the shortfall in funding to phase the implementation of the Plan, it seems difficult to envisage that the Library Service will not be affected.   In order to ensure developments and sustainability, the Council is currently considering establishing a not for profit vehicle to deliver services. Should the Council proceed down this route, the savings on NNDR and VAT across Leisure Services will allow investment into the Service

Abbreviations used:

BS   Branch Supervisor
CL   Children's Librarian
HoS   Head of Service
ISC   Information Services Co-ordinator
Libn(s) Librarian(s)
LIM   Library and Information Manager
LO   Leisure Service Objectives
LSO   Library Systems Officer
PCG   Promotions Co-Ordinating Group
SM   Stock Manager
SMT   Senior Management Team
SSO   Support Services Officer
WO   Web Site Officer

Action	Target	Timescale	Responsibilty/Liaison	Cost
Developing libraries as community assets and focus points through: LO 1 – 8		2001		
Working in partnership with Slough Borough Council to review the Homes and Mobile Library Service in the two Boroughs: review of first year of operation of new service	Review completed. Mobile stops evaluated. Increase in usage of the service	May 2003	HOS; LIM; Slough Borough Council staff	£76,000 cost of SLA Mobile review – staff time
Start to plan for new Bracknell library as part of the town centre development	Improved service offered from Bracknell Library. Increased IT; enhanced facilities. Improved access	Ongoing	HOS; LIM; SMT	To be investigated as part of project development

Action	Target	Timescale	Responsibilty/Liaison	Cost
The roll out of the smart card programme to all libraries after the successful pilot at Binfield library	Roll out complete April 2003	To start September 2002	HOS; LSO; LIM; BS	Capital £120,000 New revenue £40,000
Implementation of recommendations arising from a Disabled Access Audit of all libraries including lift installation at Bracknell library	• Platform lift and automatic doors at Harmans Water library • To undertake feasibility study for a viable lift option for Bracknell Library	March 2003	LIM; SL; Access Officer Borough Access Officer; HOS;LIM; Borough Surveyor	Harmans Water refurbishments £11,000 Bracknell lift - £50,000
Undertake outreach activities within the local community	• To carry out 5 reader development activities in residential homes. • to introduce a Friends of Libraries Group at Bracknell library	Activities in residential homes – September 2003 Friends of Libraries Groups – December 2002	SL; Libns	Revenue budget £250
Implementation of marketing strategy	• Develop community profiles for each library • To increase issues/visits	June 2003	SL; Libns	Revenue budget - £2,500
Alternative ways of delivering services to be investigated	• Taking services out to the community • Ensuring DDA compliance • Investigating the use of volunteers • Investigate ways to deliver a service 24	2003/04	HOS; LIM; SMT	Revenue budget – Staff time

	hours per day • Continue co-operative investigation with regard to services to Peacock Farm housing development			
To implement working with cared for children	To encourage reading and access to relevant information sources amongst 20 young people	July 2003	SL; Libns working with Social Services & Education	Revenue budget Staff time
To assess the service needs of the Asian community, seeking advice from appropriate agencies	To promote the service to the Asian community and other Ethnic minorities	February 2003	SL; Libns	Revenue budget £1,000
To target services towards teenage mothers	To promote the service to the target audience starting at Great Hollands Library	September 2002	SL; Libns working with Social Services & Education	Revenue budget Staff time
Development of the information service (LO 3,5)				
To implement the information Services Strategy	• Digital information network in place and promoted to customers. 70 titles available on the CD ROM network in Bracknell library	April 2003	ISC; LSO working with Corporate IT Services and Borough Access Officer	Capital budget £30,000
	• Assess presentation of information for disabled customers • Review presentation of Council information in all libraries			Revenue budget Staff time

Action	Target	Timescale	Responsibilty/ Liaison	Cost
Staff assessing electronic information tools	To optimise the use of ICT for information provision • Continue to develop web based information provision on the library pages internet/intranet	On going	Reference team	Base stock fund £10,000
Meeting with other information providers across the County	Berkshire Library and Information Plan meetings arranged	On going	Reference team	Revenue budget £50
Provision of legal information	Involvement with the Community Legal Service to update public access and provision in all libraries	On going	Reference Team working with Corporate Legal Services staff	Revenue budget £50
Corporate links		On going	HOS; LIM	Revenue budget, staff time
Action	**Target**	**Timescale**	**Responsibilty/ Liaison**	**Cost**
CD-ROM network for for Bracknell library	A CD-ROM network to be installed at Bracknell library as part of the digital information network	December 2002	LSO; ISC working with Corporate IT Project Manager	Capital budget £30,000
Optimise the use of ICT for	Software in place to enable	January 2003	LSO	Revenue budget

Action	Target	Timescale	Responsibilty/ Liaison	Cost
information provision for disabled customers	ease of use for the disabled installed at Bracknell, Whitegrove and Binfield libraries			£1,000
Development of the children's service (LO 2)				
Pages designed for children to be made available on the library web site		December 2002	CL; Library Web Site Assistant	Revenue budget - £500
Participation in Reading Relay	500 children to take part in Reading Relay scheme	On going	SM; CL; BS	Base stock fund - £550
Holiday library activity events organised		On going	PCG; CL; BS	Revenue budget (promotions)
Action	**Target**	**Timescale**	**Responsibilty/ Liaison**	**Cost**
Stock: Strive towards increasing the range and quality of stock (LO 1,3,5,6)				
Working with other Berkshire unitary authorities and Epixtech to develop a module for inter-library loans	Access to other authorities' stock	March 2003	LSO; SM	Revenue budget £2,000

Action points from the Reader Development Strategy regarding working with young people. Implement collections of reading material in youth centres Provide notice boards for reviews by members of the public in each library	To increase issues by 2%	December 2002	Libns, SM; Youth Services Manager; Youth Workers	Base stock fund £2,000
		December 2002		Base equipment budget £2,500
			SM	
Maintenance and development of staffing for branch libraries LO 1-8				
Review opening hours	• Opening hours meet the needs of the community • Increase in number of visits/issues • Open Bracknell Library on Wednesday to meet PLS and review.	Autumn 2002 (Wednesday opening) November 2002 (Sunday opening)	LIM; SMT; BS working with support services – Personnel, IT	Some capacity for opening longer by reworking staff rotas has been achieved. Total cost for opening is £23,000. This will be funded from a re-allocation of resources within the Library and Information
Action	**Target**	**Timescale**	**Responsibilty/ Liaison**	**Cost**
	Sunday opening at a Branch Library			Service
	Bracknell library open 50 hours per week in line with PLS of 45 hours minimum • Re-location of hours from Owlsmoor Container to Sandhurst	January 2003		

	library			
Review Library structure	Community and front line support	September 2002	HoS; LIM; Director; Personnel	To be assessed as part of review
Undertake consultation with customers through borough-wide surveys and use information gathered for the future planning of services (LO 6)	Library and Information Service to be tailored to the needs of the local community, particularly in relation to opening hours	Rolling PUBLIC LIBRARY USER SURVEY survey – Children's PUBLIC LIBRARY USER SURVEY – October 2002 Inter authority PUBLIC LIBRARY USER SURVEY for all libraries October 2003 Consultation on opening hours for branch libraries. April 2003	SL HOS; SMT	£2,500; Cost of children's PUBLIC LIBRARY USER SURVEY £1,000
Increase active library borrowers LO 3,68				
Mailshot to customers who have not borrowed an item in the last year as part of the roll out of the smartcard	To increase library visits/issues	December 2002	LSO; LIM	Revenue budget £150
Staff trained to assist customers in choice and use of all resources (LO 1,3,5)				
26 staff to be trained to assist customers in the use of library IT. Working in partnership with	26 staff to be trained to meet NOF expected outcomes 1-8	Training for year 2 to start Autumn 2002	LIM; LSO; SMT working with Wokingham DC library staff, Chartered	NOF £10,000 BFBC revenue budget £6,000

Wokingham District Council			Institute of Library and Information Professional and Reading College	NOF - £19,500
Staff trained to assist customers in the choice and use of all resources	10 Training sessions on enquiry techniques and reference enquiry techniques to be held	• All support staff trained by March 2003	Libns;	Revenue budget Staff time
Implementation of the training strategy	• All library staff trained in manual handling • Planning for Display Screen Equipment completed	March 2003 February 2003	LIM; SSO; Personnel and Training staff; Health and Safety staff	Revenue budget - £1,500 training budget
To support the work of the Bracknell Lifelong Learning Partnership of which the Director of Leisure Services and the Head of Service are partners (LO 3,5)				
IAG Accreditation	• Meeting the IAG standards • Further feasibility work on rollout to be undertaken	Accreditation February 2002 March 2003	ISC; SMT; IAG Co-ordinator for Bracknell Forest Lifelong Learning Partnership	Contract - £5,000
Develop learning centres in all libraries	• UK On line branding achieved in all libraries	Bracknell library – December 2002	LSO; LIM	NOF infra structure funding
Programmes of basic internet and basic ICT training sessions held for customers	5 Training sessions to held quarterly at locations throughout the Borough	On-going	Libn;ICT	Revenue budget £300

Increase self service by customers LO 6				
Introduction of Smart card technology as part of the corporate initiative	Customers able to pay for chargeable library services using a smart card	Roll out of smart card to all libraries following the successful pilot at Binfield library. To start September 2002	HoS; LIM; LSO; BS; Corporate Smartcard Project Team	Capital £120,000 New Revenue £40,000
Review of library stock management LO 6		2001		
To investigate alternative stock arrangement	Pilot to categorise stock at Great Hollands Library	March 2003	SM, SSL;BS;LSO	Revenue budget Staff time
To investigate possible membership of a stock purchasing consortium	Stock contracts reviewed Revised contractual arrangements in place	March 2003 October 2004	LIM; SM, Suppliers, other Library Authorities, Borough Contract staff	Revenue budget Staff time
To review Library Management System	Investigate options for upgrade or replacement	February 2004	HOS; LIM; SM;LSO; Frontline library staff Borough Procurement Staff; ICT	
Co-operate with other Library Authorities and partners in the development of digitised resources and the training of staff in ICT LO 3, 6				
Complete bid to Heritage Lottery Fund for funding to support digitisation project	Provide digitised archive of material relating to the development of Bracknell New Town	September 2002: complete bid.	LIM; Libn;Heritage and Berkshire Record Office staff, ICT and Library web site assistant	External funding up to £50,000; Stock fund; funds to be identified

Working with Wokingham District Council to arrange staff training in ICT	75 staff able to assist customers in their choice and use of resources	2001-2004	LIM; LSO	£32,000 – NOF funding Revenue budget BFBC
Implementation of a Cultural Strategy (LO 1,5,3)				
Implementation of the Reader Development Strategy	To develop readers' interest in a wider range of literature through a celebration of World Book Day Family Learning Weekend initiative	On going	SM; Libns; BS	Revenue budget. £2,000
Planning for a new library at Bracknell (See above under Community Assets)				
Working with Youth and Community	To encourage reading among young people	March 2002	SM; Libns	Revenue budget Staff time
Library and Information Service to be promoted through attendance at events/conferences		Ongoing		
Attendance at the Environmental Fair. Ties in with the Leisure objective to improve health and well being (LO 1)	To improve health and well being among the community	Ongoing	Libn; BS; Library Promotions Co-ordinating Group	Revenue budget £200

7.2 Action plan – third year (2004/05)

Medium term strategic direction	Service initiatives	Costs
Alternative ways of delivering the service	• Preparation for Trust Status for the Library and Information Service, if this option is agreed as a way forward for Leisure Services	Implemtation costs met from central budgets. Anticipated net financial benefit for the Library, Arts and Information budgets.
Improve accessibility	• Implement lift installation at Bracknell library • Implement improvements to library opening hours	£50,000 £62,000 (LPSA bid)
Library Management System	Following review, implementation of recommendations	Sum to be agreed

7.3 Performance targets

Performance indicator	2002/2003	2003/2004	2004/2005
Visits	518,910 (+2%)	534,447 (+3%)	550,511 (+3%)
Issues	797,710 (+2%)	821,641 (+3%)	846,290 (+3%)
Virtual visits	16,644 (+2%)	16,976 (+2%)	17,315 (+2%)
NOF funded ICT training	23	25	-
Attendance at library events	300	330 (+10%)	363 (+10%)

Performance targets include LPSA.