DRAFT
Library and Information Services
Position Statement 2004

East Sussex
County Council

ENDORSEMENT BY LEAD MEMBER FOR LIBRARY SERVICES

East Sussex County Council is committed to improving its library service.

There have been significant improvements to our libraries over the past two years – against the background of a challenging budget, the County Council has significantly increased the book fund, increased opening hours, allocated funding for new libraries and refurbishment, and upgraded the ICT infrastructure in libraries to improve services for the residents of East Sussex. We now meet 20 of the 26 Public Library Standards – an increase of 6 since March 2003.

The restructuring of the council and the creation of the new Education and Libraries Department has provided a synergy between the two services and this improved liaison, enabling libraries to develop their strengths as providers of formal and informal learning opportunities in welcoming community facilities. Libraries contribute to the Education Development Plan. In particular we are looking at developing services for Looked After Children.

Close working with ICT Services and funding from the corporate E-Government Steering Group is enabling exciting development of the People's Network. The development will include adaptive technology, which will help people with disabilities to use ICT equipment, to be introduced after consultation with users and potential users. Also, libraries are currently being repositioned in their communities by being part of the County Council's Access Strategy. With the support of the East Sussex Partnership we will set up community help points in two libraries, and self service information kiosks throughout the library network. These will provide first stop access to public services.

In the last year we appointed a new Assistant Director – Libraries and Community Learning, and developed a new vision for libraries which we are poised to implement. The vision focuses on improving access to services by developing a thoroughly professional approach to our customers, offering a welcoming environment; meeting the needs of our citizens through consultation and improving performance management. Following consultation, we will also introduce new strategies for services to the rural community and also to older people. Piloting the National Peer Review for libraries in the past year has enabled us to undertake a moderated self evaluation process which will provide a firm basis for improvement planning.

Meg Stroude.

Councillor Meg Stroude
Lead Cabinet Member for Children and Young People, and Libraries

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Section 1. Corporate vision and ambition

1.1 Introduction

1.1.1 East Sussex County Council's overall aim continues to be to deliver high quality core services as cost effectively as possible. The Council is committed to the development of library and information services and demonstrates this through the Council Plan, which is the high level business plan for the authority. East Sussex County Council is aiming for excellence and libraries feature prominently in council priorities – one example is the new Lewes Library which is due to open in 2005. The service is also at the forefront of other corporate plans and policies: it is an integral part of the Council's Access Strategy, recognising the role of libraries at the heart of communities and is key to implementing e-government in East Sussex in terms of public access to ICT and electronic access to services.

1.1.2 In 2003, the council structure was reviewed and Library and Information Services joined the new Education and Libraries Department. The Lead Member for Libraries became Lead Member for Children and Young People and Libraries, strengthening the links between libraries, formal education and lifelong learning. The creation of this new department recognises the important contribution to learning made by the library service in terms of both informal and formal education. It encourages innovative and valuable joint working, leading to better services.

1.2 Vision for Library and Information Services

1.2.1 The service is poised to evolve. Following the appointment of a new Head of Service, a new vision has been developed. The vision takes the service forward, building on recent success and review, as well as responding to local need as identified in consultation. The vision seeks to redefine the core service and to adapt to today's needs. Particular attention will be paid to engaging non users. The vision reflects County Council aims and priorities and gives the service strategic direction in line with current national guidance such as Framework for the Future and 21st Century Libraries.

1.2.2 The vision

- East Sussex Library and Information Service will deliver a professional, modern, efficient and relevant service to its community to reflect the needs of a twenty first century society.

- It will reposition itself so that each library provides a focus for its community and offers access to public services: especially those of the County Council and access to literacy; learning; information; knowledge; and to the enjoyment of reading.

- It will achieve this by providing a modern ICT infrastructure; welcoming and well maintained buildings and equipment; and the experience of well trained and committed staff.

- By striving to meet national standards and to deliver the ethos of *Framework for the Future* East Sussex Library and Information Service will work towards becoming one of the first quartile library services in the country.

1.3 Achievement of the vision

1.3.1 The following are the main aims of the vision. Actions to deliver the aims will be defined by the end of October, into short term (six months), medium term (one/two years) and long tem (two/three years) aims and these will form the basis of the business plans and strategic planning for the next three years, in line with corporate planning timetables that reconcile policy with resource allocation.

(i) To provide access to books, learning and reading
- Consult: the service needs to establish requirements of a new audience and how service can be improved for the existing one
- Develop reading clubs, virtual book reviews and revisit the way the book stock is shelved, so that both the browser and the purposive reader can find what they are looking for
- Restructure Information Services to deliver a framework which allows accurate, expert access to the mass of information and sources now available
- Develop strategies for rural access, the needs of elderly people and people with special needs. These will be informed through wide consultation with various stakeholders and the people of East Sussex

- Work with education colleagues; develop a closer working relationship with schools so that pupils and students can benefit from a more streamlined support network for their learning development
- Develop the marketing strategy to ensure that the library service and its initiatives are kept constantly in the public arena.

(ii)   To develop digital citizenship
- Develop an ICT Strategy to bring together all the initiatives to improve customer services via the ICT infrastructure including development of the People's Network and upgrading the library management system (DS Galaxy)
- Work with East Sussex Partnership, (East Sussex County Council, district and borough councils, health, police and fire authorities) to develop a Community Help Point Network and investigate other technology supported access services such as kiosks, video access, and community mobiles
- Develop the telephone answering service as part of the corporate e-government strategy

(iii)   To develop community and civic values
- Refurbish libraries in 2004/05, ensure libraries have a high priority in the Buildings Maintenance Programme and plan budget for ICT replacement
- Explore all opportunities for partnership working to build new libraries
- Investigate fund raising schemes, which would bring people in to the libraries and which will be able to contribute to the cost of the improvements outlined above.

(iv)   To have a trained and expert staff
- Develop staff training to ensure staff have an ethos of never turning anyone away, of always being helpful and of presenting a positive and helpful attitude
- Standardise practices and routines to ensure consistent, efficient methods of working
- Review the job descriptions of key managers
- Investigate a realignment of the current structure to strengthen all roles and to address gaps in service provision
- Utilise departmental expertise in developing a set of targets and Key Performance Indicators for the library service
- Develop a comprehensive data set of management information to monitor progress and performance

1.4   Commitment
1.4.1 Against the background of a challenging budget, the Council has committed significant resources to enable Library and Information Services to respond effectively to the Council's drive for excellence, Framework for the Future and to meet the Public Library Standards. Libraries are a priority for funding, which has been demonstrated by additional funding and protection of the base budget provision.

1.4.2 The council targets resources to priorities through a process called "Reconciling Policy and Resources". This process ensures that the Council focuses on a clear and coherent view of the core services and political priorities, to be delivered in the most cost effective way. The Council Plan is linked to a medium term financial plan which makes sure that the priorities for improvement can be supported. It is underpinned by Departmental and Service Plans and by the targets agreed between managers and their staff.

Recent improvement:
- Significant increases in the base book-fund over the last three years
- New libraries to be opened in Lewes and Rye in 2005
- Opening hours increased with extra funding (£50,000 added to base budget in both 2003/04 and 2004/05)
- Refurbishment programme for libraries underway with extra funding - £250,000 in 2004/05; £25,000 in 2003/04
- Funding for the refresh of all staff ICT in libraries 2004/05 - £355,000
- Funding for development of the People's Network   2004/05 - £125,000
- Funding for a project to develop access for BME groups 2004/05 - £50,000

- At March 2004, 20 public library standards were met, showing considerable progress (12 met in 2001)

1.4.3 Corporate commitment to Library and Information Services has been externally verified by the Museums, Libraries and Archives Council (MLA) in a peer review carried out in June 2004. The review included a wide range of activities including discussions with politicians and senior managers of the council (including the Leader and Chief Executive), workshops for frontline staff and managers of the service, visits to libraries and meetings with internal and external partners, the voluntary sector and service users.

1.4.4 The review concluded:
"East Sussex County Council demonstrates a clear commitment to the development of its library service, which is seen as having a key role to play in improving the quality of life of local people. Significant investment has already been made and more is planned, including the creation of some new libraries and the refurbishment of others, an increase in opening hours, the provision of information technology for use by the general public and an increase in the book fund".   MLA Peer Review 2004.

1.5   Review
1.5.1 In August 2002, Library and Information Services was judged to be a fair service with uncertain prospects for improvement. As a result efforts have been made to examine closely the service provided and to identify areas of improvement and put into place plans for the service's development.

1.5.2 Best Value Review
East Sussex County Council aims to provide efficient and effective services to residents. To make sure this always happens, services are regularly reviewed through Best Value Reviews and Scrutiny activities. Library and Information Services had a Best Value Review in 2002 and used the information to develop an action plan to take the service forward. All recommendations were carried out by March 2004, including a comprehensive review of mobile library services (resulting in more rural stops and improved access for disabled users) and a Best Value Review of Equal Access Services. Recommendations from the Equal Access Review will be implemented in 2004/05.

1.5.3 Museum, Libraries and Archives Council Peer Review
As mentioned above, in July Library and information Services participated in a Peer Review, funded by the Museums, Libraries and Archives Council. East Sussex was keen to be an early volunteer and indeed was the first pilot for the project/programme. The review is seen as a very useful external assessment of the service providing a focus for the areas we may wish to develop and build into planning. The review focused on three key organisational themes of leadership, democratic accountability and community engagement, and managing performance. It recognised the improvements since the Best Value Review and also highlighted the challenges still to be faced.

1.5.4 The panel judged that
- The investments that have already been made have led to performance improvement in some areas e.g. improvement in quality of book stock reflected in standards now met
- The recent appointment of a new head of service and the move last year of the library service to the education directorate have provided opportunities to build on the investment that has been made and fulfil the ambitions that exist for the service.
- Achieving the ambitions that exist for the service will require significant change in the way it operates. Engagement with the local community needs to improve, an external focus is required both in relation to customer focus and learning from other organisations and a clear vision for the future of the service needs to be communicated to all staff. A performance management culture needs to be brought about and a robust challenge of existing ways of working is required to maximise the use of existing resources. The successful implementation of the required changes and fulfilment of the ambitions for the service will have a large dependency on there being sufficient capacity within the senior management team.

1.5.5 Key Recommendations are that:
> the library service ensures it maximises its use of wider directorate support

> a clear vision for the library service be communicated as soon as possible to all library staff

> the roles and responsibilities required of the senior management team going forward be identified and mapped against the skills base that currently exists, with any gaps being urgently addressed

> the library service ensures it bases the transformation of the service on demographic information and outcomes from consultation with local people, including current, lapsed and non-users.

1.5.6 East Sussex County Council and the MLA will agree an action plan in the next few months to take recommendations forward. The capacity of the service to develop will be increased by funding from the MLA (approx £50 000)

1.6 Public Consultation

1.6.1 In the past year there have been major consultations with stakeholders which have already informed policy and practice and which will continue to inform planning.

1.6.2 These include:
- Public consultation on increased opening hours in 11 libraries –informed the decision about when new and revised opening hours would be allocated
- Consultation with stakeholders on new Lewes Library – focus groups, Friends of Lewes Library etc were consulted about facilities they wished to have in the new building
- Consultation with stakeholders on new Rye Library
- Friends Groups consulted on library refurbishments
- Consultation with the public, as well as town and parish councils during the review of the mobile library service
- Consultation with stakeholders for Best Value Review of Equal Access Services
- CPA consultation
- Customer comments and complaints collated, analysed and action taken where appropriate
- Children's PLUS survey carried out in 50% libraries in February (remaining 50% to be surveyed in the autumn)
- Electronic consultation – increased opportunities via the new County Council web-site and online library catalogue
- The Adult Plus survey was carried out in all static and mobile libraries last autumn.
- The results of the consultation showed some improvements in most areas but we are aware of the need to improve and consult further as this consultation confirms the direction we need to develop

1.6.3 Headline results of consultation
- Library staff judged to be helpful, rated highly in customer comments 2003/2004 (90% replies judged staff helpfulness as very good or good) and in Adult Plus survey 92% of respondents found staff knowledge and expertise to be good or very good.
- In a general user survey carried out in 2003 for BVPI submission 59% of those surveyed were satisfied with the library service.
- 26% of Adult Plus respondents judged inside condition of libraries to be adequate or worse.
- 32% Adult Plus respondents judged opening hours to be adequate or worse – majority of users want six day opening.
- 30% of Adult Plus respondents judged books and other materials to be adequate or worse.
- All groups wanted a bright welcoming interior in new libraries with quiet areas for study.

1.6.4 East Sussex County Council has already begun to implement change in response to public consultation.
- Major refurbishment programme planned 04/05 - £250 000 extra funding from County Council.
- Increased opening hours 04/05.
- Review of stock policy planned 04/05

1.6.5 Consultation was also highlighted as an area for development by the Peer Review and resources will be allocated within the next six months to launch a major consultation of the local population to address their needs from a library service. Whilst existing borrowers will be consulted, the programme will emphasise the needs of lapsed users and non-users.

Summary
  ➢ **Corporate commitment evidenced in priority of libraries in plans and priorities and significant allocation of additional funding to improve services**
  ➢ **External verification of corporate commitment from MLA**
  ➢ **Corporate ambition evidenced in the vision developed for Library and Information Services**
  ➢ **Major consultations have been held in the past year, including Plus for both adults and children**
  ➢ **Consultation continues to be integral to the planning process**
  ➢ **Best Value Review - recommendations implemented by March 2004**

Section 2.   Response to Framework for the Future

The **vision** described above will form the basis of medium term planning. In addition, the Library and Information Services Business Plan is produced annually, with key strategies spanning 2-3 years. The structure of the Business Plan reflects the structure of Framework for the Future. It includes key objectives from the Council Plan and the Education and Libraries Departmental Plan, relating the themes of FFTF to local situation and need. Each objective has targets which are resourced, timed and monitored.

Library and Information Services Business Plan:
AIM 1: To provide access to books, learning and reading.
AIM 2: To develop digital citizenship.
AIM 3: To develop community and civic values.
AIM 4: To have a trained and expert staff.

Education and Libraries Departmental Business Plan: Priorities for libraries
• Improve access to libraries.
• Improve racial equality practice in libraries.

In addition, Library and Information Services contribute to:
• Improve attainment of Looked after Children.

Council Plan: Key objective for Library and Information Services
• To develop a high quality library service which promotes lifelong learning, access to information and services in the community.

Council Plan: Key Service Targets for Library and Information Services
• Increase access to the library network by improving library buildings and increasing opening hours.
• Improve services and support the e-government strategy by using ICT effectively.
• Improve educational standards by working with Education.
• Develop libraries in their communities to ensure that they deliver the specific services that their community needs.

Activities to develop and evaluate practice
These are common to the three main areas identified in "Framework for the Future"

All Library and Information Services' staff have individual targets which are directly linked to the Business Plan. Staff have a minimum of quarterly supervision meetings and an annual appraisal with their manager to manage performance against their targets, in line with the corporate Performance Management Strategy. Generic targets for each job have been developed as a base for measuring performance.

Monitoring of plans is carried out on a quarterly basis. The vision includes a project to reassess and standardise all policies and procedures and to benchmark more good practice elsewhere.

A main focus of the action plan resulting from the Peer Review is performance management. An audit of existing practice, gaps identified and a set of comprehensive performance measures will be

developed. As well as staff appraisal, a training needs analysis from the leadership and management perspective will be undertaken and a programme of training developed to meet their identified needs.

2.1 Books, Reading and Learning
2.1.1 Background:

- Education and Libraries Department created in 2003, has strengthened links with education, facilitates the provision of learning opportunities in libraries.
- Director of Education and Libraries is a champion for the service, as is the Lead Member for Children and Young People, and Libraries.
- New post of Assistant Director: Libraries and Community Learning has raised the profile of Library and Information Services considerably and is ensuring the service moves forward in a focussed pro-active way, engaging with all aspects of community learning.
- Capacity for medium term budget planning – library budget secure for 2005/06 demonstrating corporate commitment to Library and Information Services
- Stock purchasing utilises the most current e-commerce practices, web-based selection tools, EDI and quotes messaging.

2.1.2 Key Strengths
1. Membership of the Central Buying Consortium provides excellent value for money in terms of stock purchase.
2. Clearly defined Stock policy –reflects community needs.
3. Continuing investment by the County Council to ensure improving quality of stock – evident in additional book fund in 2002/03, 2003/04, 2004/05.
4. Additional funding for stock for new libraries – e.g. £157,000 added to the budget for stock for the new Lewes Library.
5. Better access to stock through successful co-operation with WEBSlink partners (Brighton & Hove, West Sussex and Surrey). Inter-lending arrangements, sharing of catalogues and coordinated stock initiatives such as rationalising reserve stores contribute to better access for customers.
6. Programme of successful stock circulation – circulating collections to improve access and promote stock –approx 25,000 items circulated.
7. Reader development – 30 reading groups established, Readers and Writers Day held; dedicated Literature Development Officer.
8. Promotional activities such as Black History Month and Autumn Leaves.
9. Sharing of resources and joint working in promotional activities e.g. adult and children's summer promotion "Rollercoaster".
10. Revised music service with expansion of score sets, increase in CD loans, and established user group.
11. Remote access to elibrary for reservations, renewals and catalogue searches provides better access to stock.
12. Bookstart is well established and has been delivered across the county for three years in partnership with health visitors.
13. Rhymetimes and storytimes are held in libraries to support speech and language development and a lifelong love of reading.
14. Good links with Surestart areas – library staff support events in the six Surestart areas across the county and encourage library membership.

2.1.3 Pupils and Students
15. The Schools Library Service trades with schools and provides cost-effective resources to support the curriculum as well as advice on the management of school libraries. This service is well regarded and had a favourable best value review in 2002.
16. Working closely with the School Improvement Service, in particular the literacy consultants, has added value to the work of the Schools Library Service by targeting resources where most benefit will be accrued.
17. Schools Library Service staff work closely with public library children's staff to share expertise, knowledge and good practice.
18. Public library staff and Schools Library Service staff work together to promote and run the Summer Reading Challenge.
19. Summer activities for children are being held across the county and include author events, craft activities and a signed performance of a fairy tale at a local theatre.

20. Homework dubs are run in three libraries – one of these has a steering group which includes pupils from a nearby school and has been cited as an example of good practice.
21. Good links with family learning co-ordinators are established – good examples of joint working e.g. Lego K'nex model-making sessions to be run in libraries over the summer.
22. Close liaison between reference and information staff and children's staff on provision of reference resources for children, including on-line provision.

2.1.4 Older Learners

23. A state of the art learning centre, "the font", has been opened in Hastings Library, principally to provide Learndirect courses in an area known to have issues of deprivation. Funded by SEEDA (South East Economic Development Agency) in partnership with UFi, the centre is run by Library and Information Services. The centre is welcoming and provides access to 25 computers. Learners are supported by three experienced staff. In 2003/04 over 500 courses were delivered and the target 2004/05 is 800.
24. ICT courses are provided in libraries by training providers such as Sussex Careers and Sussex Downs College. These courses are very popular and allow people to learn in a neutral environment where they feel comfortable. Courses may focus on hobbies or interests to encourage informal learning.
25. ICT courses are also delivered by library staff to members of the public wishing to use the People's Network. Staff have worked with a training provider to devise a package tailored to customer needs and also have training themselves in course delivery.
26. Targeted ICT training sessions for users with disabilities and special needs.
27. Work with the Reading Agency e.g. Basic Skills – increased allocation of book fund to support this area has been identified.
28. Local Studies Strategy being developed by dedicated project manager. This will result in a partnership bid with the Records and Archives Section to digitise local studies material.
29. Online reference resources – additional funding has been allocated to this area to improve remote access to resources.
30. Recent introduction of ICT to provide access to learning packages in the library at Lewes Prison. Also good links with the Prison Education Service.

2.1.5 Key Constraints:

31. Buildings – Although there are examples of good accommodation such as Peacehaven Library, some libraries are too small or unsuitable for holding homework clubs, reading groups, ICT training etc. Display and presentation of stock may be inhibited by the size/layout of the library.
32. Staff time is an issue, particularly in terms of professional staff.
33. Opening hours restrict access to stock.

2.1.6 Key Challenges:

34. Need to develop management information, in particular there is a need to find out more about members and non users so that services can be targeted or promoted to them directly - this is an area also identified by the Peer Review and funding has been allocated to it.
35. Need to make better use of departmental resources e.g. performance management – a commitment to this has been made.
36. Staff training – willingness to take on new roles, and taking part in national Branching Out training as a Branching Out authority.
37. Need to review working practices to reflect new vision and focus of service.
38. Need to attract new users/ entice lapsed users back through improved marketing.
39. Need to develop provision for teenagers, in consultation with the Youth Parliament where appropriate– a recent East Sussex conference "Straight to the Top" gave young people the chance to meet with politicians and strategists to express their views on services – identified need for information and ease of access for teenagers.
40. Need to improve services for people with disabilities.

2.1.7 Books, Reading and Learning: Policies and practices

Policies	Policy Headlines
Stock policy – framework for all aspects of stock acquisition, circulation and disposal EDP Children's stock policy Marketing strategy	Support and develop reading groups Improve stock turnover Improve display/presentation of stock Staff training

2.1.8 Books, Reading and Learning: Priorities, Targets and Timescales

	PRIORITY	TARGET	TIMESCALE
	To provide high quality stock in libraries		
Strength 1	Implement the new CBC contract to ensure cost effective purchasing.	• Contract implemented	October 2004
Strength 2	Review the Stock Policy.	• Stock days held • Draft policy produced for consultation. • Policy approved and implemented.	December 2004 March 2005
Strength 4	Roll out new formats to libraries.	• DVD available in all branches • CD music available in Peacehaven and one other library. • CD Audio books available in Battle, Hailsham, Heathfield, Lewes and Rye.	March 2005
Strength 5	Develop Webstock/ WEBSlink.	• Develop one Store initiative • Plan a path for future stock development (CRX etc).	Draft plan by November 2004
	To promote reader development		
Strength 7	Consolidate services to Reading Groups	• Consultation carried out. • Database updated. • Contract and loan arrangements produced. • Staff procedures established.	July 2004 Sept 2004
Strength 9, 18, 19	Run a series of summer events for adults and children – "Rollercoaster" promotion	• Publicity produced and distributed. • Fun book produced and distributed. • Events held. • Evaluation.	June 2004 July 2004 July/August 2004 September 2004

	PRIORITY	TARGET	TIMESCALE
Strength 7, 30	Promote reading to inmates of HMP Lewes.	• Author event held. • Writers' workshop held. • Feasibility of reading group assessed.	March 2005
	To promote pre-school learning by encouraging use of libraries by pre-school children and their parents/carers.		
Strength 12	Run Bookstart scheme in partnership with health visitors and EYDCP.	• All children in East Sussex receive a Bookstart pack at their 9 month check.	March 2004
Strength 14	Support Surestart areas across the county.	• Staff promote and take part in Surestart events. • Literacy worker employed by Eastbourne Surestart managed by Library and Info Services.	Ongoing From appointment
	To support literacy and improve educational standards by working with school age children		
Strength 15, 16, 17	Ensure that Library and Information Services and in particular the Schools Library Service contribute to the Education Development Plan (EDP).	• Business plans reflects EDP priorities in particular to raise attainment for Looked After Children	June 2004
Strength 9, 18, 19	Run Summer Reading Challenge	• Promote the scheme in schools and increase the number of children taking part by 10%	September 2004
Strength 20 Constraint 31, 33 Challenge 39	Develop homework provision in libraries	• Audit existing provision • Develop strategy for improvement	December 2004 March 2005
Strength 16	SLS to work with literacy advisers to promote use of service through cluster groups and conferences	• Cluster groups attended • Joint activities undertaken – Boys and Reading conference, booklists etc. • Promotion of Reading Challenge	March 2005
Strength 15,16,17	Work with Home Tuition Support Service to improve	• Develop pilot • Pilot runs Sept – Dec • Evaluate pilot by end of Dec	December 2005

	provision for children excluded from school	• Provision extended if appropriate from Jan 05	
Strength 15, 16,17	Improve provision for Looked After Children and promote library membership to children and carers	• Support and attend conference • Purchase Peters' booklist 'Books for Caring' and display collection.	June 2005

	PRIORITY	TARGET	TIMESCALE
Strength 7	Increase the number of Chatterbooks reading groups using Their Reading Futures web-based resources and staff training day.	• Attend TRF regional training day • Arrange training day for LLC staff with external trainer	March 2005
Strength 15	Complete cataloguing of primary schools' stock on computerised management system and revise procedures for issuing topics to primary schools	• 50% of topics being issued to primary schools on computerized system	March 2005
Strength 15	Work with East Sussex Music Service to catalogue material and prepare their collection for circulation to schools	• All vocal scores categorized and catalogued on Alice Library Management System	December 2004
	To improve services for teenagers		
Challenge 39	Work with Youth Service and Youth Parliament to inform provision	• Strategy developed for improved provision • Produce a policy for teenage stock provision	March 2005
Challenge 39	Provide access to the Connexions service in libraries.	• 3 Access points set up.	December 2004
	To improve services in libraries for adults with low literacy levels		
Strength 27 Challenge 38	Participate in Making Links project - working with partners to deliver skills for life courses in Eastbourne area. Take part in the Reading Agency's Vital Link initiative.	• 15 adults engaged in courses run by SLS.	March 2004 March 2004

	To provide access to learning through learndirect courses		
Strength 23	To promote and develop Learndirect Centre (The Font) Hastings to increase access to learning.	• 800 courses delivered.	March 2005
	To develop a strategy for working in partnership other LEA providers of Learndirect.	• Strategy developed.	September 2004
	To improve services for people with disabilities		
Challenge 40	Consider recommendations of Equal Access Review and implement as appropriate.	• Recommendations implemented.	March 2005

2.1.9 Activities to encourage participation in informal learning
- Family learning events
- Programme of summer events for adults and children, linking to Summer Reading Challenge
- Reader development programme including Black History Month
- Training sessions about the People's Network, internet and e-mail
- Increased book fund to improve stock quality
- Bookstart
- Working with Surestart areas
- Work with Looked after Children to increase their educational attainment
- Project to improve access for BME groups/individuals

2.2 Digital Citizenship

2.2.1 Key Strengths
1. Recognition at corporate level of the key role played by libraries in e-government and access to services – libraries are fully engaged and a priority in the Access strategy and the new Head of Service, having an e-government background, has been invited to sit on the E-government Steering Group which sets corporate strategy – East Sussex Partnership (which involves East Sussex County Council, Brighton and Hove Council, Eastbourne Borough Council, Hastings Borough Council, Lewes District Council, Rother District Council, Wealden District Council, Sussex Police, Sussex Fire Authority and local representation from the National Health Service.) is funding two community help points in libraries, delivering first stop access to services of all partners.
2. People's Network is operating very successfully and has substantial corporate support. Provision has been made corporately for the refresh of People's Network and for a development programme to address current development needs such as access to CD ROMs. The programme will include work with users and non-users to inform future development.
3. Free access to the People's Network contributes to social inclusion.
4. Continuing investment in ICT infrastructure in libraries – over the next few months there is a major programme of corporate investment. All ICT in libraries (except People's Network, see above) will be replaced and the WAN will be upgraded.
5. Development of ICT skills in communities e.g. sessions run by our staff, Sussex Careers and Learndirect.
6. Learndirect – "the font" at Hastings Library is a state of the art learning centre, providing access to learning in a welcoming, neutral environment

7. Development of the County Council web-site. Over the past year the council web-site (www.eastsussex.gov.uk) has been entirely upgraded and has been awarded the Plain English Campaign's Crystal Mark for its clear presentation, putting it in the top 4% of all council web-sites

8. Development of the council intranet means staff are better informed and have ease of access to information – development in 03/04 concentrated on infrastructure, 04/05 concentrates on content - a new post has been created which is dedicated to improving libraries' content on the council web-site.

9. Galaxy upgrade planned – better, easier access for customers.

10. E-library – renewals, reservations and catalogue searches all available online. We already offer Ask a Local Studies Librarian and this is to be expanded to offer access to all core services, including reference enquiries, joining and account management.

11. Experience and knowledge within Library and Information Services - Assistant Director of Libraries and Community Learning has led on egovernment in a neighbouring county council.

2.2.2 Key Constraints

12. Buildings – some libraries too small to accommodate more ICT provision. – see Community and Civic Values: Priorities, Targets and Timescales

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2.2.3 Key Challenges

2.1 Providing equality of access to ICT e.g. for people with disabilities, BME groups.

2.2 Improving access and conservation of local studies material

2.3 Ensuring the People's Network allows access to e-learning materials such as learndirect whilst also meeting corporate security standards.

2.4 Persuading some staff that ICT is integral to their role – the majority have already recognised this and are being very pro-active working with customers.

2.5 Moving towards new ways of communicating with users e.g. contact centre, text messaging, e-mail.

2.6 Expanding learndirect provision – risk of over commitment to this project.

2.7 Setting up a call centre/single contact point for enquiries.

2.8 Improving the presentation of E-Library to improve accessibility to remote services.

2.9 Supporting the programme of ECDL for all staff

2.2.4 Digital Citizenship: Priorities, Targets and Timescales

	Priority	TARGET	BY
Strength 1	Contribute to access strategy, investigating use of libraries as help points etc.	• 3 help points to be set up in libraries.	March 2005
Strength 2,3 Challenge 15, 17, 18	Develop the People's Network to provide users with services they require.(funding from IEG Steering Group)	• Phase One implemented: Booking system improved, further adaptive technology introduced after consultation with users and non users • Consult and prepare for Phases 2 /3.	March 2005
Strength 4, 9 Challenge 20	Improve library management systems, hardware and infrastructure and improve security.	• Galaxy upgraded/replaced. • ICT replaced/upgraded to improve business efficiency and security. • All staff use new ICT effectively.	December 2004
Strength 7 Challenge 16	Develop Library and Information Services content for ESCC website	• Content produced for reader development, children's services, ref/information services and local studies • E-library reviewed • Forms available on site as appropriate	December 2004
Challenge 20	Develop a clear vision for ICT development and planned refresh of equipment – ICT strategy.	• Strategy developed. • Budget planning for refresh in place	March 2005
Challenge 19	Set up telephone contact centre for libraries	• Business analysis carried out	March 2005

	PRIORITY	TARGET	BY
Challenge 16	Work with record office on digitisation project of local studies material	• Feasibility review carried out. • Bid to Heritage Fund if appropriate.	September 2004
Challenge 27	Provide informal training to library users.	• Training package developed. • Training cascaded to staff on use of the training materials in libraries - 20? training sessions delivered to the public.	December 2004
Challenge 26, 29	Provide accredited learning opportunities in libraries.	• Trial Learndirect provision in 2 libraries (Ore and Hollington). • See also 1.7.	September 2004

2.2.5

Policies:	Policy Headlines:
• ICT strategy • Acceptable use policy for the People's Network • Stock policy (balance of stock hard copy and electronic provision) • County Council and Education and Libraries Service Equalities Statement/ Guidance	• Free ICT access via the People's Network at all libraries • Equality of access - permanent address not required to use ICT in libraries. • Filtered access for children. • Provide content for library pages on County Council web-site. • Working towards all staff holding ECDL • Piloting self-issue. • Commitment to equalities and widening participation

2.2.6 Services available electronically and remotely

The link to the libraries home page is www.eastsussex.gov.uk/libraries

Services Provided:

Find a library http://www.eastsussex.gov.uk/libraries/find/default.htm

Where is it, when it is open and what facilities are available. We also have two mobile libraries that visit towns and villages throughout the county.

Using your library
http://www.eastsussex.gov.uk/libraries/usingyourlibrary/default.htm

What you can borrow and for how long, our information and enquiry services, how to join, and details of our plans, policies, fees and charges.

E-library http://www.eastsussex.gov.uk/libraries/elibrary/default.htm

Our online catalogue, the e-library, allows you to reserve items and check or renew what you already have on loan. It has details of all the titles in stock in East Sussex libraries, and whether they are available to borrow. This includes music, videos, DVDs, maps and story tapes as well as books. Our downloadable periodicals list of past and present stock includes those kept at East Sussex Record Office.

Children's services
http://www.eastsussex.gov.uk/libraries/childrensservices/default.htm

All libraries have children's areas with story books and books of information to help with homework and hobbies. Many libraries run regular storytimes and other activities for children.

Local studies in libraries
http://www.eastsussex.gov.uk/libraries/internetandcomputeraccess/default.htm

All libraries have a collection of items relating to their own area and the county in general. Major collections are available at Hastings, Eastbourne, Lewes and Bexhill. Use our online Local Studies enquiry form to send us your questions.

Computers and Internet facilities
http://www.eastsussex.gov.uk/libraries/localstudies/default.htm

Free Internet access, email, word processing and spread sheet packages are available in all your libraries. You can take computing courses at some libraries.

Music services http://www.eastsussex.gov.uk/libraries/music.htm

We have a wide range of CDs, books and information about music. You can borrow full and miniature scores, and sets of vocal scores.

Our policies and plans for the library service
http://www.eastsussex.gov.uk/libraries/Policies/default.htm

A collection of downloadable documents from library byelaws to our Libraries Action Plan and our Cultural Strategy.

Online resources
- E-library, online catalogue, reservations and renewals
  www.eastsussex.gov.uk/elibrary
- East Sussex Community Information Service (ESCIS)
  www.escis.org.uk

We also offer the following forms:
- General comments form, with option to send comments to libraries
  www.eastsussex.gov.uk/yourcouncil/contactus/feedback/feedback.aspx
- Local studies enquiry form
  www.eastsussex.gov.uk/libraries/localstudies/onlineenquiry/onlineenquiry.aspx

2.2.7 e-Government Strategy
The Implementing e-government Strategy has three strands to it
- To provide access to services for local people at a time and in a manner that is convenient for them – Library catalogue is available online, East Sussex Community Information Service provides a wealth of community information online, there are plans for three community help points to be set up in libraries.
- To ensure ESCC embraces ICT to drive our further efficiencies – Libraries are part of corporate initiative to improve Core Back Office Systems with e-enabled technology.
- To enable the delivery of front line services as effectively as possible – Libraries are upgrading their library management system to improve customer service, also investigating call centre approach to telephone enquiries.

2.3   Community and Civic Values
2.3.1 Key Strengths:
1. Libraries are at the heart of communities – 2 libraries are based in shopping centres, one in a village hall and one in a primary school
2. New libraries to be opened in 2005 in Lewes and Rye
3. Corporate commitment to improving library buildings through Access Strategy
4. Refurbishment programme –last year Ore, Seaford and Crowborough. Programme for 04/05 allows for refurbishment of 11 libraries, improving community facilities
5. Significant involvement in community projects e.g. Hailsham Regeneration, Hastings and Rother Task Force
6. East Sussex Community Information Service (ESCIS) – an online database managed by East Sussex in partnership with Brighton & Hove. Opportunity to expand the role of ESCIS by encouraging community groups to develop their own web-sites
7. Partnership working with a range of partners including South East England Economic Development Agency (SEEDA), UFi, Learndirect, Sussex Careers, Women's Royal Voluntary Service (WRVS), Local Studies groups, Rye Partnership, Hastings and Bexhill Task Group and the Red Cross
8. Ten Friends Groups – local people supporting and promoting their libraries to the community
9. Established Music Library Action Group (MULAG)
10. Comprehensive collection of local studies material and considerable staff expertise in this area
11. Anti-Bullying Strategy being developed as a community strategy, with libraries seen as playing a key role in developing communities
12. KITES – a childcare provision information service is based in Eastbourne Library
13. Recent Best Value Review of Equal Access Services provides a basis for development of these services
14. Dedicated volunteers delivering services to housebound people
15. Libraries are used for public consultation on a range of county council services
16. From 2004, all libraries are members of the Consumer Support Network
17. SEMLAC funding for a joint project with HATRICS/SASLIC (Business Information Co-operatives) to reassess the business information needs of local companies, with special emphasis on the needs of small B & ME enterprise.

2.3.2 Key Constraints:
17. Access to buildings.
18. Meeting the DDA requirements in some library buildings.
19. Size of some libraries makes service development difficult.

2.3.3 Key Challenges:
20. Extend opening hours to improve community access
21. Provide new libraries in key large communities – Hastings, Bexhill, Newhaven
22. To engage new users of PN to access other library services.
23. To increase library membership through lapsed-user and non user survey and user consultation – to be funded by MLA.

2.3.4 Community and Civic Values: Priorities, Targets and Timescales

	PRIORITY	TARGET	BY
To provide new libraries			
Strengths 2	Provide a new library in Lewes.	Progress achieved in line with project plan.	
Strengths 2	Provide a new library in Rye, subject to external funding.	Progress achieved in line with project plan.	
Challenges 21	To actively pursue a new library in Hastings subject to external partnership funding being available either as part of the University Plan and/or through regeneration funding.	Regeneration funding secured for new station plaza site. Project plan written.	

Strengths 4	Identified libraries to be refurbished.	• Refurbishments carried out as planned.	March 2005
To improve access to library buildings			
Challenges 20	Extend opening hours	• Opening hours for Eastbourne Library extended by 5.5 hours per week, and Crowborough Library by 7.5 hours per week (subject to consultation with the public)	June 2004 And Sept 2004

2.3.5 Headlines of policies and practices

Policies:	**Policy Headlines:**
• Local strategic partnership plans • Council Plan • Community Leadership • Education Development Plan • Capital Works Programme • Asset Management Plan • Marketing Strategy • ICT Strategy • Equalities Policy	• Building development • DDA access • Increased access and engagement at community level • Targets for social inclusion

2.3.6 Headlines of actions which assist residents to develop citizenship, encourage community identity, other facilities available in libraries

- Network of Friends Groups
- Consumer network – all libraries part of this
- Kites childcare service operates in Eastbourne Library
- Tomorrow's People offering careers advice in Hastings Library
- IAG
- Underground theatre in Eastbourne Library
- Volunteer network
- Reading groups
- Local history groups

2.3.7 Linkage to corporate customer service plans
- East Sussex Partnership for Community Help Points
- South East Museums Libraries and Archives Council (SEMLAC) and HATRICS for improved support to the business community
- Corporate Access Strategy; e-government Strategy

2.4 Building capacity to deliver transformation

2.4.1 Key Strengths:
1. Staff are committed to providing quality services and are ready for transformation.
2. Detailed training plan produced annually.
3. Training - 46 staff have completed ECDL – demonstrates their commitment to personal and professional development.
4. Professional qualification – two staff are being sponsored to acquire professional qualifications in librarianship via distance learning.
5. Training hour is now established and effective.
6. Performance review mechanisms introduced
7. Effective partnership working, e.g. a parish council funds additional opening hours at a village library, EYDCP have funded Bookstart for whole of East Sussex, Friends Groups.
8. Corporate commitment and investment

2.4.2 Key Constraints:
8. Existing structure – lack of progression routes for staff.

2.4.3 Key Challenges:
9.   Realignment of structure to reflect changing priorities of the service.
10.   Review working practices to ensure most effective use of staff time.
11.   Difficulties of recruitment – at professional levels, also difficulty recruiting Head of Service in 03/04, impeded progress.
12.   Need to develop leadership skills/ strategic thinking.

2.4.4. Building capacity to deliver transformation: Priorities, targets and timescales

	PRIORITY	TARGET	BY
	Ensure staff have the knowledge and expertise to deliver high quality services		
Strength 3	Provide opportunities for staff to achieve ECDL.	• 30 staff to gain ECDL.	March 2005
Strength 2	Training hour	• Training hour used effectively to improve customer service.	March 2005
	Provide opportunities for staff development		
Challenge 10	Set up a scheme for staff to gain professional qualifications.	• 2 staff to undertake study for professional qualification.	March 2005
	Ensure staff are aware of their contribution to the aims and objectives of the service		
Strength 2	Hold Service days to inform and consult with staff.	• 4 service days held. • Good evaluation.	Spring and Autumn
	Have sound performance management processes		
Challenge 9	Ensure managers set targets for all staff and carry out supervision meetings.	• All staff have personal targets • All staff have supervision meetings with their manager.	June 2004
Strength 6	Ensure all staff have annual performance review.	• All staff have APMR.	June 2005
Strength 6	Ensure all managers have competency assessed.	• All managers have management competency. Reviews.	June 2004

2.4.5

Policies:
Training Plan
Customer Care Policy
Staff Welfare Policy
Corporate Performance Management

2.4.6 Actions to improve leadership, staff capacity and skills
• Creation of Department of Education and Libraries
• Recruitment of new Assistant Director: Libraries and Community Learning
• Realignment of senior management team structure– planned September
• Realignment of key roles and responsibilities – planned April 2005
• Review of administrative roles, particularly finance and personnel functions – planned April 2005 following introduction of new corporate back office systems (CBOSS)
• Training plan – including 2 new professional trainees

2.4.7 Partnerships
- Learndirect – staff are able to enrol on learndirect courses to improve their skills and gain accreditation.
- East Sussex Partnership – community help points
- Friends of Lewes Library - raised over £50 000 towards new library
- Parish councils - fund extended opening hours in 2 libraries
- Family learning – offering family learning opportunities in libraries
- SASLIC/ HATRICS – funding to improve information support to East Sussex (and sub-regional) businesses
- Rye Partnership – offering space in a multi-service development for a new library on a prime site
- Surestart Partnerships

2.4.8 Main points of restructuring
- Realignment necessary to allow development of service, will impact positively
- Increase senior management team capacity
- Fill gaps in existing structure e.g. local studies responsibility, increase reference and information capacity and special services librarian to bring together and improve equal access provision
- Allow staff to respond to the changing needs of the service and the new vision for Library and Information Services

Section 3.   Public Library Standards: Information relating to standards met or not met in the financial year to 31 March, 2004

3.1   Achievements
- 20 of the 26 Public Library Standards have been met in 2003/04 in comparison to 14 in 2002/03 and 12 in 2001/02.
- 21 standards were met by end August 2004.
- There has been improvement in 5 of the standards that were met last year.
- There has been improvement in 3 of the 6 standards still to be met.

3.2 STANDARDS TO BE MET	Commentary
PLS3 (i) Aggregate opening hours per 1000 population **Standard 128 per 1000** **2001/02 - 96 hours per 1000** **2002/03 - 85 hours per 1000 (4 libraries closed)** **2003/04 - 93 hours per 1000** **2004/05 - 94 hours per 1000 (est.)**	- An additional £50,000 allocated to opening hours in 2003/04 resulted in an improvement in aggregate opening hours per 1000 population. - Due to the rural nature of the County and the number of libraries it will be difficult to meet this standard. - However progress against the standard will improve in 2004/05 due to an additional £50,000. This will increase opening hours to 94 hours per 1000 population.
PLS3 (ii) Proportion of aggregate opening hours outside 9am to 5pm weekdays **Standard 30%** **2001/02 – 25%** **2002/03 – 27%** **2003/04 – 22%** **2004/05 – 22.2% (estimate)**	- The increase in opening hours in 2003/04, was between 9-5 to meet public needs (in response to public consultation). This therefore meant that there was a percentage decline although the number of hours outside 9am - 5pm remained the same. - The PLS will improve only by 0.2% in 2004/05 even though the opening hours will increase by 13.5 per week. Only 2 of these will be outside 9am - 5pm (following public consultation).

PLS 6 (ii) Percentage of static service points providing public internet access **Standard 100%** **2001/02 - 92%** **2002/03 - 94%** **2003/04 - 96%** **2004/05 - 100%**	• This target was not met by March 2004 owing to technical difficulties with installing the line to one library. The service was made available in August 2004 so the standard has now been met.
PLS 11 Number of library visits per 1000 population **Standard 6600 per 1000 population** **2001/02 - 6086 per 1000 population** **2002/03 - 6085 per 1000 population** **(4 libraries closed)** **2003/04 - 6384 per 1000 population** **2004/05 - 6400 per 1000 population (est.)** **2005/06 - 6600 per 1000 population (est.)**	• Progress has been made towards meeting this standard with an increase in the number of visits in 2003/04. This increase would have been significantly higher if the planned closures for major refurbishment and DDA work had not taken place (290 hours planned closures). • The first quarterly visitor figures for 2004/05 show a 1% increase in visitors compared with the same quarter in 2003/04. • There is a commitment to increase visitor numbers over the next few years with a marketing campaign starting in September and the increase in opening hours at 2 libraries in 2004/05. However it is unlikely that the statistics will reflect this in 2004/05 as 3 libraries will be closed for a number of weeks for major refurbishment work; a further 2 for DDA work and service restricted in 2 where planned building maintenance will take place. Temporary accommodation or alternative services will be available where possible but this will certainly impact on the number of visitors.
PLS 12 (i) Percentage of adult library users reporting success in obtaining a specific book **(data from 2003 PLUS)** **Standard 65%** **2001/02 - 54%** **2002/03 - N/A** **2003/04 - 58%** **2004/05 - N/A**	• The percentage of those reporting success has increased by 4% since the last PLUS survey reflecting the increase in book fund over the past 3 years. • Since the survey shelf guiding has been replaced and improved in 8 libraries and shelf tidying has been given a higher priority. • Comments from PLUS on the range of stock held at some libraries has been acted on. • Stock suggestion books will be on display in all libraries by the end of the year so stock selection will be more targeted. • We are aiming to ensure the standard will be met when the next survey is undertaken.
PLS13 (i) Percentage of adult library users reporting success in gaining information **Standard 75%** **2001/02 - 73% (exc. weighting)** **2002/03 - N/A** **2003/04 - 69% (76% exc. weighting)** **2004/05 - N/A**	• This is the one standard where performance has declined since the last survey. This is extremely disappointing and measures have been put in place to improve. • A programme of refresher training to help staff in answering enquiries has commenced with all staff to be trained by the end of the year. • Shelf guiding has improved see PLS12 (ii). There are links to key websites on all public computers and other helpful websites have been displayed by the terminals. • Community Help Points will be set up in 3 libraries in 2004/05. • See the last 2 bullet points in PLS12 (ii).

3.3 STANDARDS WHERE NO TARGET SET	Commentary
PLS 10 Number of visits to the library website	• The number of visits has increased to 215 per 1000 population and the estimated number of visits in 2004/05 is 650 exceeding the target once set for this standard.
PLS 19 (i) Number of staff per 1,000 population with appropriate information qualification	• The department is committed to staff training and development. It has gained IIP accreditation and has a well established system for identifying training needs. • A training plan is produced every year reflecting the County Council priorities, the departmental business plan and staff needs. • £24k was spent directly on staff training in 2003/04 with an even higher amount spent indirectly within the training hour held at x libraries and 2 service days attended by 160 staff. • 2 staff commenced the BSc Econ Information and Library Studies course in June supported by the department: paying their fees; releasing them from duties for 18.35 hours per week each and providing a 4 year in house training and development programme to compliment the formal training • 4 staff have completed NVQ 3 with a further 4 starting September 2004
PLS19 (ii) Number of staff per 1000 population with appropriate ICT qualifications	• See PLS19 (i) above re budget, policy and training plan. • 46 staff have completed the ECDL with a further 30 staff either taking or due to take by end March 2005. • It is corporate policy that all staff who use a computer receive basic Internet and Microsoft Outlook training. • Advanced training has been given to those staff where a need has been identified.

3.4   Public Library Standards – Local Targets 2003/04

Services for people with disabilities		
Target	Met	Commentary
➢ 2 ICT taster sessions to be held for users with disabilities at the Equal Access Library in 2003/04 (actual 2)	Yes	2 sessions held
➢ Increase use of spoken word material by 3% (actual 3%)	Yes	3% increase achieved
➢ A review of the equal access service to be conducted with recommendations made by Mar 2004	Yes	Review findings presented February 2004
➢ Audit of access to library buildings to be complete by Mar 2004	Yes	Completed on schedule
➢ Programme of training for all staff to raise awareness of services offered by Equal Access Library (actual 6)	No	The training was scheduled for the latter part of the year. The manager of the library left in October, and was replaced by 2 people job sharing. Their induction and training took priority. This target has been rolled over to this year and sessions have already commenced.

Services for ethnic minority communities

Target	Met	Commentary
➢ Hold 5 events in Black History Month (actual 5)	Yes	5 events held
➢ Percentage of non white population completing PLUS survey to reflect 30% of the non white population	Yes	Exceeded target. Percentage completing survey reflected 50% of non white population
➢ Provide homework support for traveller project at Hailsham East Community Centre	Yes	Homework club run on a fortnightly basis?
➢ Increase purchase of foreign fiction by 3%	Yes	Increased by just over 3%

Services for socially excluded people

Target	Met	Commentary
➢ Completely revision of library web pages to meet clear English guidelines and DDA by 2003/04	Yes	Completed on schedule.
➢ Improve take up of remote services through a 300% increase in the number of reservations and renewals placed on the website.	Yes	Reservations 900 (2002/03) increased to 3785 (2003/04), renewals 1000 (2002/03) increased to 6775 (2003/04).
➢ Supply 50 nursing and sheltered homes with material from the Equal Access Library	No	47 homes - 45 homes served in 2002/03 and although 4 new homes joined in 2003/04, 2 withdrew from the scheme.
➢ Open Learndirect centre to provide courses for a cross section of the community especially the unemployed)	Yes	Centre opened May 2003 - over 500 courses completed by learners
➢ Improve resources at Prison Library	Yes	Successful bid achieved £40k: 4 computers added; £8k spoken word CD's purchased; graphic novels and basic literacy material purchased and a collection of language CD's and books to meet needs of the prisoners)
➢ Revise mobile library routes by 11.03 to ensure needs of community met and to increase use by 03/04	Yes	Review completed 11/03, increased use 14%)

Services for children

Target	Met	Commentary
➢ 10% Increase in issues of children's books	Yes	23% increase achieved
➢ Provide library services to 130 schools by 2003/04	Yes	131 schools bought services
➢ Increase Bookstart membership for 0-3's by 2.5%	Yes	10% increase
➢ Increase number of children joining Summer reading game to 900	Yes	1037 children participated
➢ Support literacy and encourage library use in Eastbourne Surestart area by creating post	No	Negotiations with Surestart have taken longer than anticipated. A Service Level agreement has been drawn up and awaits ratification. Target will be met by December 04 with person in post
➢ Set up 5 reading groups by 2003/04 (actual 3 groups)	No	1 professional vacancy and need for further staff training has resulted in the target not being met. New target has been sent to implement by autumn 04

Section 4.   Resources

4.1   Spaces
4.1.1. Key Strengths
- 16 of the 25 libraries are in extremely good locations
- There is a corporate and departmental Asset Management Plan which is reviewed annually and used to inform the buildings maintenance programme
- £228k spent on building maintenance in 2003/04 plus a further £50k spent on refurbishing 1 library
- £245k allocated to building maintenance in 2004/05 plus a further £250k allocated to completely refurbish 3 libraries and upgrade a further 8 in 2004/05
- 3 libraries refurbished in 2003/04
- x spent on DDA work in 2003/04
- x allocated to DDA work in 2004/05
- 2 new libraries commissioned and scheduled to open in 2005/06
- 1 replacement mobile library commissioned and due to start service in 2005/06
- New Learndirect Centre opened in Hastings in 03/04, funded by SEEDA
- Attracting funding for 3 - 4 Community Help Points which can be used to improve the facilities and enhance services

4.1.2 Key Constraints
- Space constraints in some libraries restricting the expansion of the service
- Limited funding for DDA work
- Age and condition of some libraries

4.1.3 Key Challenges
- The majority of buildings are leased not owned so incur annual rent charges
- Identifying funding for replacing buildings as there is limited capital funding within the County Council
- Housing development schemes across the county. Assistance to be sought through planning gain

4.1.4 Response/Timescales
- Bid submitted to County Council's capital works programme for 2 new libraries
- Actively seeking new premise in 05/06 for Newhaven Library
- Working with community colleges to investigate joint community facilities, incorporating libraries
- Working with SEEDA and other partners to provide a new library in Hastings on proposed University site in 2006/07
- New furniture and equipment purchased this year will help to alleviate space constraints in 11 libraries

4.2   Stock
4.2.1 Key Strengths
- Exceed PLS17 by 24 additions of stock per 1000 population
- Exceed PLS18 by 0.3 years to replenish lending stock
- x additional funding to base budget in … years for stock
- £157k added to budget in 04/05 for stock for the new Lewes Library
- Capacity for medium term budget planning as budget to increase by inflation in 2005/06
- Member of Central Buying Consortium ensuring excellent value for money
- Clearly defined stock policy
- Effective centralised stock selection for certain categories of material
- Member of local lending initiative with Surrey, West Sussex and Brighton and Hove

4.2.2. Key Constraints
- Lack of display space and poor layout in some libraries.
- Lack of good quality management information

4.2.3 Key Challenges
- Increase issues and readers
- To engage with BME groups (Black History Month £2000, promote reading and libraries to BMEs and BME writers to our borrowers).
- Review Stock Management in the light of Stock Quality Health Check, Peer Group Review, new WEB based selection (Stock Day)

- Use of ICT to offer more choice, remote services and access to book information,
- Development of WEBSlink

4.2.4 Response/Timescales
- £250 000 extra funding in 04/05 to refurbish libraries
- Peer review funding to improve management information
- Non & lapsed user surveys - funding from peer review
- Black and Minority Ethnic Project – extra funding of £50 000 in 04/05
- Improve marketing
- Viewpoint server 2 to be installed to improve customer access – by March 2005
- Use improved technology (CRX) to expand Co-operation with other authorities via Webslink

4.3   Staffing
4.3.1 Key Strengths
- Exceed Public Library Standard (PLS) for staff helpfulness and meet PLS for knowledge
- Knowledgeable and well motivated staff
- Training plan produced annually with £24k committed from libraries budget
- Additional funding from Education & Libraries directorate for professional qualifications (inc NVQ) and ECDL
- 14 libraries hold a training hour every week
- 4 Library Service Days held every year – all staff attend a minimum of 1 per year
- Opportunity for career development through secondments and managing projects
- Effective communications: all libraries have their own email address; library staff bulletins and newsletters produced regularly; monthly County Council Team Brief; regular meetings for all staff
- Newly introduced Performance Management and Personal Development Plan for all managers
- All staff have a minimum of 4 appraisal meetings a year where individual targets are set and monitored

4.3.2 Key Constraints
- Number of professional staff
- Lack of local studies and equal access librarians

4.3.3 Key Challenges
- Realignment of Management Team to ensure capacity at Senior Management level and address gaps in service provision
- Recruitment of professional staff
- Single Status and potential impact

4.3.4 Response/Timescales
- Funding being identified through realignment of service to create local studies and equal access librarians from April 05
- 2 staff being sponsored to achieve professional qualifications in librarianship. This should help to alleviate recruitment problems in the future. A further member of staff to start course in April 05, subject to agreement from the prison service
- Single Status negotiations panel will decide in October 04 on the next round of funding.

4.4   ICT
4.4.1. Key Strengths
- Meet all 3 Public Library Standards for ICT
- 222 free public access internet terminals
- Over 40 staff have achieved ECDL accreditation with a further 30 staff due to complete this year - providing good support for users
- People's Network fully implemented and operating successfully
- All ICT in libraries (apart from the People's Network) is being refreshed (due to be completed April 05). This is a major project which again had extra funding from the E-Government Steering Group (£207 000)
- Corporate resource allocation in place for refresh of People's Network equipment

4.4.2 Key Challenges
- To ensure equality of access to the People's Network
- To ensure staff are trained to provide good user support
- To ensure sustainability of the People's Network
- To upgrade our library management system to provide better customer access

4.4.3 Key Constraints
- Limited space in libraries to increase ICT provision
- Ensuring future financial provision for refresh of ICT equipment

4.4.3 Response/Timescales
- People's Network development – 6 month project about to start to introduce adaptive technology and to promote use, in consultation with targeted groups - funding from E-Government Steering Group of £125,000.
- Budget provision to be in place from April 2005 for future replacement.