

WILTSHIRE COUNTY COUNCIL

2007-10 SERVICE PLAN

Libraries & Heritage

**Part 1: Context and goals
Part 2: Review and action
Part 3: Data and targets**

WILTSHIRE COUNTY COUNCIL
Service Planning 2007 (2007-10)

Part 1: Context and goals

The Cultural agenda:

Libraries & Heritage are responsible for co-ordinating work to deliver the recommendations of the Audit Commission's Cultural Services Inspection 2005 which identified the need for strategic co-ordination and leadership of the cultural sector in Wiltshire. (This sector is defined by the Department of Culture, Media and Sport as including libraries and archives; arts and arts development; tourism; parks and open spaces; museums and galleries; sports development; leisure facilities and children's play).

Cultural stakeholder organisations in Wiltshire therefore include the County Council; district, town and parish councils; voluntary and community organisations and the private sector.

Service: Libraries and Heritage

Libraries & Heritage service development is focused on achieving the Council's aims which are to:

- Provide excellent services at an affordable cost
- Achieve high public satisfaction
- Be a transparent and local County Council

Overview of service (purpose):

Libraries

To promote books, reading and lifelong learning for all, with particular focus on:

- engaging emerging readers
- contributing to the objectives of formal learning providers in Wiltshire
- providing access to informal learning opportunities, including family learning
- improving the skills of people who live and work in the County

To promote digital citizenship by:

- enabling and supporting public access to ICT
- the development of 24/7 virtual library and information services
- contributing to the delivery of the e-government agenda for Wiltshire

To promote community and civic values by:

- engaging in community planning
- providing opportunities for public consultation
- developing the role of the library service to meet local needs
- providing a wide range of volunteering opportunities
- working closely with colleagues in the newly-formed Community Services Department

To build capacity to support the modernisation programme of Wiltshire County Council by:

- delivering customer-responsive council services locally
- leading the development of customer service face to face contact in libraries
- working in partnership to deliver integrated services for third-party agencies

Heritage

To balance the growth and protection of the environment by providing excellent information on the County's heritage and archaeology and encouraging its preservation, understanding and enjoyment by all.

To protect and increase access to Wiltshire's heritage by providing the new Wiltshire and Swindon History Centre.

Arts

The purpose of arts activities grant-aided by the Council is to improve local people's access to and participation in Wiltshire's cultural activities and opportunities and to maximise the benefits of the cultural sector across a broad range of art forms.

Additionally, the Council participates in partnership working with Arts Council England South West (ACESW) and district councils to enable the broader arts development agenda in Wiltshire, and supports the development of Salisbury Galleries which represent the sole municipal art gallery provision in Wiltshire.

Key Activities:

The cultural agenda:

- The SOLACE review has recommended that a cultural partnership should be created. This recommendation has been accepted and is in line with the recommendation from the Audit Commission 2005. Officers from Libraries and Heritage will work in support of this recommendation.
- A virtual WCC Culture Officers Group has been established.

Libraries

The Wiltshire Library and Information Service provides:

- a network of 31 fully accessible libraries across Wiltshire, covering all community areas, and a mobile library service visiting over 200 villages and communities around the county.
- free access to the Internet and access to Microsoft Office software.
- an interactive 24/7 virtual library service including facilities for remote self-management of renewals, reservations, book reviews and reading lists; access to an award-winning Wiltshire Community History resource including old photographs and maps; Merlin, a listings database containing over 8,000 local clubs, groups and organisations; and a range of free online information services including national newspapers.
- access to almost one million books - best sellers and contemporary fiction; well-loved classics and information books on every subject; books in large-print; play and music performance sets; DVD, CD and video hire; audio books, language tapes and PS2 games; newspapers and magazines to read in the library
- an enquiry service at all libraries including Contactpoint facilities at selected libraries
- book-based events and activities including readers' groups at many libraries; basic skills activities; family learning events; exhibitions; performance events; talks and workshops.
- a dedicated mobile library service to residential homes.

- a range of services for children of all ages offering books for babies; fiction; information books to help with homework; activities for children, including regular rhyme time sessions at many libraries; national initiatives including Bookstart and the Summer Reading Challenge
- 'Talk it Over' collections at many libraries for parents, carers and children to help share concerns over family issues and crises such as going to hospital, divorce, etc
- photocopying and fax facilities at many libraries; meeting room hire; exhibition and display facilities.
- library services which are designed to be as accessible as possible: counter areas fitted with induction loop systems; all new leaflets and guides obtainable in large print; a 'Home Library Service' to housebound users: magnifiers and computers with Dolphin Supernova screen reading software and an extra large screen in larger libraries.
- Significant collections of books in all large libraries providing self-help information about a very wide range of disabilities and medical conditions .
- Books on Prescription: a partnership with GP practices within the Wiltshire PCT area, with doctors prescribing specific books on health-related issues for patients that are available through all local libraries in Wiltshire free of charge.
- Beating the Blues: a partnership between the PCT and the library service. This programme is aimed at people with anxiety and depression.
- Key partnerships include:
 - Consortium for United Stock Purchase (CUSP) – 10 member authorities in the south west with joint contracts to secure new stock at discounted cost
 - Home Office and DfES partnership to provide a library service for HMP Erlestoke
 - Army partnership to provide library service at Tidworth
 - Salisbury DC and Kennet DC partnerships to provide Contactpoints in Salisbury and Marlborough Libraries and Information Points at Amesbury, Downton and Mere
 - Bookstart partnership (books for babies and toddlers) with The Book Trust; local PCT; Early Years Team; Ethnic Minority Achievement Service & Travellers Education Service; Childminders Association; Family Learning and ASK 0-3 years Service
 - Enquire – co-operative of libraries nationally to provide electronic reference library enquiry service by email and in real time
 - Wiltshire PCT, Macmillan Cancer Relief – to provide Cancer Information & Support Service jointly with Warminster Library
 - Numerous agencies in partnership with local libraries to provide information, training or advice services eg. CABx; TICs; Pensions Service; Job Centre Plus; Credit Union; Steps to Learning; Salisbury College; Wiltshire College
 - Emerging partnership working with Salisbury DC and other partners in relation to a Big Lottery Fund bid for co-located library and community services at the Bemerton Heath Neighbourhood Centre
 - The Reading Agency – various joint initiatives including Summer Reading Challenge, author visits and reading partners
 - Police – emerging partnership to provide space in library premises for neighbourhood policing points and counter information services, building on pilot schemes at Corsham and Calne
 - Schools – work with schools to support literacy attainment and extended services such as Homework Clubs and Reading Clubs

Heritage

Heritage Services are delivered by Wiltshire and Swindon Archive Service, the County Local Studies Library, the Archaeology Service and the Conservation and Museums Services:

- The Archive Service collects, preserves and gives public access to the extensive and unique archives of Wiltshire and Swindon
- The County Local Studies Library acquires, preserves and gives access to Wiltshire's key publications including books, journals, audio, video and photographic resources.
- The Archaeology Service manages the definitive record of the County and Borough archaeology and provides expert advice to the public and organisations, in particular, for planning applications.
- The Conservation and Museums Service supports the public museums of Wiltshire, conserving their collections and promoting their use by the public.

Key partnerships include:

The National Archives – national policy and projects
 English Heritage – concerning land use and archaeology
 The National Trust – Archaeology and Museums
 District Councils and Ministry Of Defence – planning applications and archaeology
 Wiltshire Buildings Record – recording and advising on historic buildings

Arts:

Salisbury Galleries, within Salisbury Library, have an established reputation for the quality and significance of their exhibition programmes and for the development of the John Creasey and Edwin Young Trusts' collections of contemporary and modern art, of which the Council is the trustee. The Curator regularly draws in substantial matchfunding from national arts bodies to build the collections.

The County Council's grants to local arts organisation are managed by the Library Service. This requires evaluated and targeted funding where bids demonstrably align with the Council's goals of inclusion and participation.

Key partnerships:

- The Arts Council South West for strategic work in this area
- Wiltshire and Swindon Arts Alliance for work with stakeholder organisations

Key statistics 2006/07:

Libraries:

Registered members:	217,537
Visitors per year:	2,118,377
Issues:	2,610,980

(Feb 2007 PIMMS data)

Heritage:

(All data is for the last complete year 2006/7.)

Wiltshire and Swindon Record Office Visits: 8,979
 Wiltshire and Swindon Record Office Archives used by Visitors: 22,403
 Museums Supported: 19
 Visits to Museums: 333,928 (data for 2005/6 – all museums have not submitted returns for 2006/7)
 Recorded Archaeological Sites (Sites and Monuments Record): 20,240

Staffing

Libraries & Heritage:

	Total number	Total FTE	Staff from BME		Staff with disabilities	
			number	FTE	number	FTE
Male	65	52.54	0	0	3	2.08
Female	249	152.11	2	0.78	3	2
Total	314	204.65	2	0.78	6	4.08

Key contracts (and annual value):

Libraries:

	£
Proportion of 2006/7 stockfund contracted to be spent through regional library consortium CUSP	450,000
Home Office grant for provision of library services to HMP Erlestoke	32,000

TOTAL	482,000
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Heritage:

Key contracts (and annual value for 2006-7):

	£
Archaeology Services to Swindon BC	17,500
Monument Management for English Heritage	7,111
Conservation Services	80,673
Archive Services to Swindon BC	115,700

TOTAL	220,984
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Key goals (from Wiltshire 2009) key service outcomes:

A. Achieve improvements in efficiency and effectiveness of at least 2.5% every year

Libraries, Heritage & Arts Services

Libraries: Staff Travel

A reduction of 10% in mileage was set as a target for 2006/2007. Whilst a substantial 29% reduction was achieved (annual projection January 07 showed a reduction from 132,346 in previous year to 93,720) the actual costs rose by 2% from £43,895 to £46,243 (March 2007 data), due in part to the increased cost of rail travel. Travelling officers in 2007-2008 will continue to adopt a mix of substituting electronic working and telephone contact for certain meetings, improved coordination of travel plans and use of pool cars to address the 10% annual target. The savings achieved in 2006-2007 have been in staff travelling time that in turn has increased productive working time and 'greener' working generally.

Libraries & Heritage: Procurement Support

The appointment of a CIPS- qualified procurement support officer ensures that all contracts are monitored and appropriate efficiency savings identified; for example in 2006-2007 through a review of the photocopier leases. The officer also participates in all major procurement projects to ensure corporate processes are followed and efficiencies realised.

Libraries: Supplier Selection

Supplier selection of children's books commenced in 2006/07 and will be implemented for adult fiction books early in 2007/08. This business process re-engineering of the acquisitions process has led to certain administrative savings and freed staff from repetitive selection activity. Through a series of carefully prepared profiles, supplier selection has enabled the service to further develop its work on evidence-based stock management, thereby leading to more balanced stock responsive to local needs. This will be monitored both through informal feedback and regular standard surveys, the outcomes of which record progress against Public Library Service Standards.

Libraries: The Virtual Library Service

Continuing efficiencies are being and will be made through rebalancing hard copy reference works with electronic equivalents, thereby saving space at libraries and hugely increasing the range and depth of reference sources available 24/7 through libraries, at the office or in the home, which also reduces the need for travel.

In making further improvements to the range of self service routes currently available to customers, whether in-library or remotely (online book requests and renewals, for example), the service will introduce a remote telephone renewal service which will enable customers to renew their loans outside library opening hours and, as a later development, receive automatic notifications about requested items. This will result in a more equitable and effective remote service package for customers.

Heritage: Greater access through the web

The Wiltshire and Swindon Record Office provides direct access to the archives for the public in its public research room. The Record Office is also developing remote access for the public through an e-mail enquiry service and web services featuring digital catalogues of archives and digital images of original records and photographs. This will give greater access to archives for all. A pilot service was established in January 2007 for the Wiltshire Wills and this will be extended in 2007-8.

Heritage: Reaching Archival Standards

The old record office was ineffective and was deregistered in 1999 as it failed to meet many of the key building requirements of the national archive standard (BS 5454). The new History Centre has now been constructed and has passed its initial tests. During 2007 it will be brought into full operation. An inspection by the National Archives is scheduled for 2008.

B. Build on the Council's Beacon award for 'Getting Closer to Communities'

Libraries: Community Hubs

Nationally, libraries are perceived as being at the heart of their communities and in Wiltshire this is evidenced through the work of our specialist teams, community librarians and local library staff. Across the library network there is a pattern of interactions with schools; visits to and from baby and toddler groups; 'healthy living' work; the national Bookstart scheme; 'Ministreet' events for young people; reading groups for adults and children; poetry groups; story times; rhyme times; talks on subjects of local interest; local festival events; book talks; Internet taster sessions; family learning events; homework clubs and information sessions for migrant workers. Several inter-agency arrangements are focussed on the library – tourist and council information services operating from the library; cancer information service based in the library and several museums sharing library premises. In many cases these initiatives stem from engagement with the local Community Area Plans and participation in the governance bodies set up to deliver them. Work across all these fronts will continue into 2007/08.

Libraries: Looking Outwards

The library service aims to be inclusive and where possible this means delivering services to people who cannot reach a library building or are unlikely to journey to one. 'At Home' services delivering to people who are unable to leave their homes, reminiscence sessions in rurally isolated locations and delivering books and other resources to traveller sites are typical outreach activities. 'At Home' services are the basis for a DCMS Impact Measure ("Number of people receiving an 'At Home' library service as a % of the total number of people helped to live at home (BVPI 54)"). The service has embarked upon a 5-year action plan to raise its current performance of 8% to the standard of 19%.

Libraries: Inclusive Services

As the service's Community Librarians become aware of Black and Ethnic Minority needs they request stock purchases to help fill the requirements, or get involved with activities and events that celebrate the county's diversity – in 2006 a Mela at Chippenham, for example. The service is also very conscious of the needs of migrant worker populations in the county and ensures that this workforce is aware of the free Internet services available at libraries, as well as the collections of books in other languages held in major service points. An example of this was the 'Spark plug' project in Trowbridge Library that worked with the local Polish community.

During the course of 2006/07 the service has prepared seven Equality Impact Assessments for various elements of service and the actions emerging from these have been built into the service's Equality Action Plans for 2006/07 and beyond. From January 2007 the service has been able to collate accurate membership data on age, gender and ethnic origin, which will feed into more tailored service planning.

Free access to the internet is a key feature of the library offer and in 2007/08 the service will roll out a structured programme of Internet taster courses across 12 libraries, for adults of all ages, with sufficient numbers of Internet terminals to make the programme viable.

Experience has shown that significant numbers of older people – “silver surfers” - benefit from this learning experience.

Heritage:

An outreach programme is being developed that will use talks, tours and open days to maximise awareness of the new History Centre and prompt greater use by the Wiltshire and Swindon communities. This will be complemented by a membership scheme that will deliver the security check required for national standards but also give data on use that can be evaluated to enable further promotion and development of services.

The main outreach programme will be paralleled by an initial schools programme that will trial new services for primary schools. The experience from this initiative will be used to assess options for a larger education service.

C. Help develop a 'local area agreement' between the Wiltshire Strategic Board and government which promotes the County's interests.

Libraries: Public Library Impact Measures (PLIMs)

In 2006 the DCMS evolved a potential set of Impact Measures for public libraries based on the Shared Priorities for Local Government and a number of the key blocks that have subsequently emerged through the Local Area Agreement framework. Although not yet implemented and without a firm timetable currently, a number of these proposed PLIMs have direct relevance to the LAA:

1. Children and Young People Block: PLIMs: (a) “Bookstart packs delivered to children at stage 1, new births to 9 months”; (b) “Percentage of 4-12 year old population who start the Summer Reading Challenge”; (c) “Percentage of 4-12 year old boys who start the Summer Reading Challenge”; (d) “Percentage of starters who complete the Summer Reading Challenge”
2. Older People Block: PLIM: “Number of people receiving an “at home” service as a percentage of older people helped to live at home”

Each of the 5 PLIMs listed above carries a performance target against which the service actively tracks progress (see Part 2 Review and Action Plan).

It is likely that a number of the PLIMs will be included in the emerging national Libraries Performance Framework.

Libraries and Heritage are involved in the ‘Stronger’ part of the LAA and are leading two sub outcomes as well as contributing to other targets. The Assistant Director sits on the ‘Stronger’ block group.

3a. Support parents, families and communities to improve the outcomes for children and young people and ensure that they are all safe, healthy, enjoy life and achieve their potential

Libraries are fundamental to children’s enjoyment of reading and all Wiltshire’s libraries have bright, well-stocked children’s areas which encourage children and young people to explore and discover. The activities run through libraries reach children and young people, from babies to teenagers – pre and post natal sessions; baby rhythm and rhyme sessions; story times; reading clubs; homework support; Ministreet events and more. Two particular schemes focus on promoting reading – Bookstart, a 3-stage book promotion for babies and toddlers, which has a proven track record of improving children’s literacy and numeracy and a goal of reaching 100% of all children born in Wiltshire; and the national Summer

Reading Challenge (SRC), which in 2006/07 attracted 5464 starters (an increase of 19% on 2005/06) and resulted in an increase of 9% of finishers. Library staff are also working with colleagues who directly support looked after children and their foster families to promote and develop services including: Bookstart, the SRC and general children's library services.

The library service supports four homework clubs, two in libraries at Calne and Melksham, and two in community settings – at Berryfields Village Hall in Melksham and at the Bemerton Heath Neighbourhood Centre in Salisbury. These enterprises are supported by a variety of funding sources ranging from the Extended Services budget, the Children's Fund, local town councils, community development partnerships, charities, and local businesses.

The service also encourages young people to get involved in developing the services they use. For example, the Melksham library homework club "Infozone" is currently seeking funding from the Wiltshire Young People's Opportunity Fund, the bid to be put forward by the young people themselves; similarly, and also at Melksham, the Big Lottery Funded "Book Bar" will see young people actively involved in promoting books and reading to each other in a relaxing and appropriately designed library space, which they themselves will have had a hand in designing.

10. Enable older and disabled people to live independently at home, to have opportunities for work, and to lead full lives in their communities, so that their lives are improved and inequalities are reduced

Every library in Wiltshire has a Home Service provided by a volunteer contingent of around 40 individuals who deliver library books and audio visual materials to approximately 2,500 people registered as assisted readers, unable to visit libraries for reasons of physical impairment or frailty.

Many library staff are providing regular support sessions for older people to have taster sessions on computers, helping them to acquire email and internet skills and thus empowering them to participate in 'digital citizenship' opportunities.

16. Maximise the use of brown-field sites to accommodate the future housing employment and public services and implement plans for the

- **New Wiltshire and Swindon History Centre in Chippenham**
- **Trowbridge 'waterside' regeneration project**

New Wiltshire & Swindon History Centre

The Wiltshire and Swindon History Centre has been built on a former livestock market in Chippenham. The inclusion of the History Centre in the redevelopment of this brown field site contributes towards the attainment of planning goals by providing the employment element of the overall scheme, which also features residential development.

Trowbridge 'Waterside' regeneration project:

Plans are being progressed for a new Trowbridge Library, integrating both Lending and Reference functions which are presently housed in separate premises. It is likely that the new library will be built on the Court Street car park in Trowbridge, thereby releasing the land occupied by the current lending and reference libraries for a mixed development of housing and recreational facilities on the eastern side of the County Hall site.

21. Improve the quality of life of our residents by investing in and enabling easier access to cultural and sporting activities and the countryside

Each year the Library Management Team identifies an annual programme of events and activities designed to raise the profile of libraries and increase the numbers of members and visitors, two of the service's core performance indicators. For 2007/08 the programme includes:

Libraries

Date	Event / Initiative
Apr	Launch of "Bond with your Library" initiative – a loyalty card scheme based on 007 – James Bond
May	"Bond with the Web" – IT promotion
May 19-25	Adult Learners' Week (national initiative promoting informal learning, 'silver surfer' events, emerging readers events)
June	MiniStreet at Salisbury Library (teenagers' lifestyle choices event)
June	Bookstart – "Book Crawl Month": reading promotion for 18 month babies
June	"Shaken not Stirred" – continuing the Bond theme - book in a bag promotion
June 1-7	Volunteers Week (celebrating the support libraries, museums and archives receive which adds value to these services and promotes community and civic values)
July – August	Summer Reading Challenge – "The Big Wild Read" (national initiative helping to sustain children's term-time reading progress through the summer holidays. Contributes to Goal 3a). Supported by children's activities throughout the summer.
Sep	"Bond with your Library" – Joining promotion
Oct	Black History Month (national initiative celebrating Britain's cultural diversity: in libraries, through promotion of reading, storytelling and poetry events)
Oct	Family Learning Week
Oct	National Bookstart Day and promotion month in Wiltshire (Books for Babies DfES national initiative designed to promote reading and library membership for babies and families)
Oct	Local Democracy Week (national initiative promoting community and civic values through public surgeries / events in libraries for local politicians)

Heritage

Wiltshire & Swindon History Centre Events (Dates to be Confirmed)	Target audience and number
The WSHC and You	3 events in Swindon, Salisbury & Warminster
Preview Visits	Maximum 30 visits by local historical societies
Open Day	For all Wiltshire residents
Afternoon talks & workshops	7 for History Centre users
Evening lectures	5 for all interested people
Living History Days	2 for children
Victorian school workshops	6 in primary schools
Class visits to WSHC	4 for Key Stage 2 pupils
Workshops for teachers	2 for primary, 1 for secondary
Open Evening	Monkton Park & other local residents
Evening visits to WSHC	Non-historical local societies
Outside talks to societies	Limited number in first few months open
Visits by professional groups	From 2 January 2008

Arts

WCC arts grants have been awarded in 2007-2008 to the following groups and organisations: Arc Theatre, Chippenham Arts Festival, Pound Arts Centre and Corsham Festival Association, Rural Arts Wiltshire, Salisbury Arts Centre, Salisbury Festival, Wiltshire Music Centre, Devizes Festival, Devizes Carnival.

Part 2: Review and action plan

**To provide excellent services at an affordable cost;
To achieve high public satisfaction; and
To be a transparent and local County Council**

Review of performance against key goals and targets:

Overall conclusion:

Libraries:

Investment in ICT, strong financial management, effective procurement practice, partnership working and staff development aligned to service needs and corporate goals were critical aspects in the development of the library service in 2006-2007. Following the Audit Commission reservation of 'visits' data a new process has been implemented. This will add more rigour to the operational procedures.

Substantial progress was made in business process re-engineering of library systems during 2006-2007 to deliver better services to the public together with further efficiencies in support services.

In terms of stock acquisition the transition to supplier selection for junior and adult fiction purchasing was achieved, with implementation of the next phase in supplier selection planned for April 2007.

The new Library Management System, Open Galaxy, and its associated web self-service facilities was implemented in 2006-2007, leading to a wider range of user-friendly electronic services for the public and to increased staff efficiencies.

Opening hours were extended in six libraries with the cascade of self-service machines, and thus, in consequence, access to public ICT facilities was increased, cost-neutral to the service budget. Radio Frequency Identification System (RFID) was introduced in Chippenham, Devizes, Salisbury, Trowbridge and Warminster libraries and achieved 80% of its potential in terms of issues and stock management during 2006-2007 whilst effecting significant staff cost savings.

Customer perspective:

Key Performance Indicators: Libraries

Extrapolated annual data drawn from Interim Review of Performance Trends December 2006

	2004-2005	2005-2006	2006-2007
Visits to libraries	2,647,922	2,476,568	2,289,292
Visits – virtual	317,425	708,324	251,885
Registered members	213,279	209,980	213,441
Issues	2,976,131	2,942,439	2,897,790
Increase in opening hours per 1,000 pop.	124	127	128
% of target population reached for Bookstart stage 1 (0-12months)	Not available	80%	74%
No. of 4-12 year olds participating in Summer Reading Challenge	4,063	4,585	5,464

Visits to libraries have declined as remote virtual visits have become an established means of accessing information and managing a range of personal library services. Some 'decline' in visits data is more notional than actual, however, as the Audit Commission has revised guidance in this area.

Similarly, the inconsistent pattern of figures for virtual visits reflects software revisions implemented to meet new DCMS / CIPFA requirements. The baseline count should represent occasions of access to the website, and no longer the number of web pages examined once access to the website has been gained. It is understood that WCC's software is not yet generating consistent data for this so analysis of data trends is problematic.

Whilst issues show some decline, nevertheless Wiltshire's tapering off is slight in comparison with the national average, which may be early evidence of the impact of the extensive business process re-engineering carried out in stock acquisition and management during 2006-2007 that will continue in 2007-2008. As registered membership figures showed a 7% increase in 2006-2007 it is apparent that loans of books and other materials are now only part of the public perception of libraries' functions and there is growing demand for the wider range of modern library, information and community focused facilities. Progressively, extended opening hours, that have now made the service compliant with Public Library Service Standard (PLSS) 2, are part of this trend.

In addition to encouraging reading as a pleasurable experience in itself, children's library services are now directly aligned to supporting formal education objectives. The national Bookstart initiative targeted at babies and young children is reaching virtually all in that age group in Wiltshire now, despite some harder to reach sections of the local population (relatively transient military and traveller families, for example). The Summer Reading Challenge, a national initiative to help sustain children's reading progress over the holiday period, is continuing to make impact: feedback from parents, carers and teachers indicates that this support by the library service is of increasing significance in school achievement.

Satisfaction Surveys: Libraries

Several public surveys were carried out in 2006-2007 which build on the Council's Beacon award for 'Getting closer to communities':

- CIPFA PLUS, the national survey of Public Library User Satisfaction, was conducted in all libraries and mobile libraries in November 2006. This provided key data for the service's rating in terms of Public Library Service Standards and the CPA and informs targeted service planning. Satisfaction levels remain very high at 93%, well within the permitted 5% tolerance of the Public Library Service Standard set at 94%. Satisfaction with information provided in response to enquiries rose to exceed the Public Library Service Standard, improving on previous performance.
- A survey of user satisfaction with the Home Service in terms of choice of materials selected on behalf of clients unable to visit their local library, was conducted in December 2006. The satisfaction rate was 98%. Continuing consistent training and support for volunteers were identified as the means of maintaining this high standard.
- As part of the Tomorrow's Voice Survey in Summer 2005, 985 young people aged 11-18 were asked whether they would be interested in a special time zone in their library solely for young people. 37% expressed interest. A pilot project was planned in Calne library during 2006 and the children's librarian in partnership with the local secondary school, put in a bid to develop an "Open Nites" session for teenagers. Outcomes are awaited and will be progressed in 2007.

Financial perspective:

The budget was overspent by £3,000 despite substantial increases in utility charges during the year (40% in the price of gas, 120% in the price of electricity, with a cap of 21% increase in 2006-2007 budget allocated to meet these bills). The budget was also achieved despite the long-predicted fall in audio visual income as new media technologies and services became increasingly available from other low-priced sources. This latter fall in income has been highlighted in the Risk Register for the service.

Sound budget management was achieved principally through:

- Corporate investment in ICT, critical for current and future service needs and to support wider corporate aims, that enabled essential and radical business process re-engineering
- Continuing active vacancy management at strategic level
- Stringent absence monitoring to deal pre-emptively with emerging problems
- Regular and close scrutiny of both devolved and service-level budgets with the proactive co-operation and support of departmental accountancy colleagues
- Benefits arising from corporate procurement policy and the services of a dedicated procurement support officer, for example, in securing new photocopier leases, together with the continuing advantages of regional co-operative stock purchasing
- External funding secured to support initiatives such as Bookstart, Cancer Information Support Service and Homework Clubs

The service was unable to recruit senior managers of sufficient calibre and / or experience to certain vacancies, and whilst this resulted in unplanned saving of salaries, longer term service development is currently impeded by the lack of management capacity within the service.

In 2006-2007 the service was able to tackle a proportion of the backlog of maintenance work thanks to a successful Minor Capital Works bid. It was also able to carry out the refurbishment of Devizes Library, the first in the programme of service modernisation agreed by the Libraries Scrutiny Task Group of Members and, as reflected in numerous surveys in recent years, sought by both library users and other members of the public.

In 2007-2008 the service has secured funding to tackle the next tranche of the maintenance backlog to prevent further slippage and accumulation of repairs, and to roll forward the refurbishment programme to the second site, Melksham Library, which remains largely unmodernised since its opening in the early 1960s.

Looking forward a further capital bid will be made for the replacement of Warminster Mobile Library, the last in the current schedule, as per the standard criteria for vehicles either having exceeded 100,000 miles or ten years of service. This will be aligned to the introduction of single staffing, as per the four mobiles built in recent years (Wilton, Chippenham, Devizes and the Residential Homes mobile). Additionally capital bids will be made for the library refurbishment programme and will include bids for Malmesbury and Wilton libraries.

Efficiency and effectiveness:

Efficiency improvements (£000)	2005/6 Actual	2006/7 Estimate	2007/8 Target	2008/9 Target	2009/10 Target
Total cashable		18,700	116,000*		
Total non-cashable		2,200			

* Consumables for the new RFID system have not been deducted from this figure. Maintenance costs for the new machines will also be incurred.

BPR - unit information	Number	%	Number	%	Number	%	Number	%	Number	%
Number and % of calls to be transferred to CCU	N/A									
Number and % of transactions that are web based	N/A									

Central government and inspection

The most recent full inspection by the Audit Commission was in April 2005, which resulted in a verdict of “good with promising prospects for improvement” for Wiltshire’s cultural services block including Libraries & Heritage. The main recommendation was to develop strategic co-ordination to maximise services for the benefit of Wiltshire people. A Cultural Partnership has been agreed and officers are progressing this agenda.

District Audit inspections of library authorities during 2006 on the methodology for assessing numbers of visits, resulted in national changes to, and standardisation of the way in which this information is being gathered for the Public Library Service Standard. Whilst in the short term this will impact on the usefulness of previous trend data both within Wiltshire and elsewhere, it does mean that comparisons with the performance of similar library authorities will be on a more authoritative basis in future.

The library service’s mid-year assessment 2006-2007 of its position on BV 220, Compliance against Public Library Service Standards, was that it met 5 of 10 criteria, whilst it was within 5% of achieving a further 3.

Learning and further improvement:

LEARNING AND DEVELOPMENT PLAN 2007/08

Why and What	How	Secure?	When	Who
1. Customer Service <ul style="list-style-type: none"> • Training (to improve staff awareness of equality issues and the behaviours expected as part of the Changing Libraries programme. • To provide training on use of CRM to provide counter information service 	<ul style="list-style-type: none"> • Half day training • Locally delivered by senior managers and specialists • All frontline staff (150) 	Travel costs built in to training budget 07-08	April – May 2007	Joan Davis, Head of Customer Services 01225 757518
2. “Their Reading Futures” (to improve staff skills and empower them to deliver more effective children’s library services and child reader development in line with government policy guidance)	<ul style="list-style-type: none"> • 2 modules x 0.5 day per module • In-house training from children’s specialist librarians • Local delivery from senior and • 20 new frontline staff, as part of initial training pathway. 	As above	Apr 07 – Mar 08 Outcomes likely to be evidenced by level of customer satisfaction identified in CIPFA PLUS consultation Autumn 2009	Sarah Hillier, County Children’s Librarian 01373 865602
3. Information Skills training (to improve staff ability to answer enquiries accurately and by making referrals to specialist staff where necessary).	<ul style="list-style-type: none"> • 2 modules x 0.5 day per module • In-house training from specialist staff • 10 staff per session • Individual follow-up work • All frontline staff except Saturday and evening assistants (150) • 28 HQ staff 	As above	Mar 2008	Frank Black, Information Services Manager 01225 713725
4. “Frontline” adult reader development training (national initiative to improve staff skills in reader development work)	<ul style="list-style-type: none"> • 7 modules x 2 hrs per module • Online self-directed training with support. • 40 staff to complete. 30 new starters. 	As above	Apr 07-Mar 08	Peter Waterman, Librarian 01225 713727 or 01249 813128

5. Library display techniques training course (to secure continuous improvement in library presentation)	<ul style="list-style-type: none"> • 1 day course • 24 staff identified from appraisals • External trainer 	As above	Nov 2007	Maurice Chandler, Branch Development Co-ordinator 01380 726878
6. "Connect" Libraries & Heritage service induction training	<ul style="list-style-type: none"> • 1 day course at the History Centre • 30 new staff (average) pa 	As above	June, Nov 07, February 08 Immediate impact on service delivery	Eleanor Hargreave, Support Services Officer 01225 713704
7. WCC corporate induction training	<ul style="list-style-type: none"> • 0.5 day course in County Hall • 30 new staff (average) pa 	As above	April 2006 – March 2007 Better-informed staff with an understanding of the wider role and objectives of WCC from outset of their career	Maurice Chandler, Branch Development Co-ordinator 01380 726878
8. ECDL Level 1 (to develop basic ICT competencies necessary for effective library work including assisting public to make use of ICT facilities)	<ul style="list-style-type: none"> • 3 modules • 1 day course per module • All new permanent library and heritage staff (30) 	As above	As above	Maurice Chandler, Branch Development Co-ordinator 01380 726878
9. E-recruitment training (to enable recruiting managers to adapt to centralised HR services and specifically e-recruitment)	<ul style="list-style-type: none"> • <i>Details not yet available from HR</i> • Recruiting staff • Direct training from software supplier • Cascade training to other recruiting staff. 	As above	April 2007-July 2007 Initiative should deliver time /cost savings and attract wider range of applicants from outset	Eleanor Hargreave, Support Services Officer 01225 713704
10. Roadshow programme for library staff to involve and inform them on future service planning and developments.	<ul style="list-style-type: none"> • May-July 07 • Up to 8 half-day sessions held in districts for all staff 	As above	May-July 07 Outcomes will be better-informed and empowered staff able to contribute actively to service development in 2007.	Pauline Palmer Assistant, Director, CLS 01225 713701
11. 'Manage2Lead' Management development modular training for service managers	<ul style="list-style-type: none"> • 0.5 day modules as identified at appraisal • For all Library & Heritage managers (74) • CDC- based courses 	As above	April 2007-March 2008 Outcomes will contribute to embedding the WCC leadership culture	Maurice Chandler, Branch Development Co-ordinator 01380 726878
12. Introductory Certificate in First Line Management. [NVQ Level 2] (To train managers in supervisory management skills.)	<ul style="list-style-type: none"> • 7 days, including a project and a presentation • Chartership candidates (2) • CDC-based course 	As above	April – Oct 2007	Maurice Chandler, Branch Development Co-ordinator 01380 726878
The above training plans cover only major staff development initiatives that will deliver significant overall improvements in leadership practice, service management and efficient service delivery, stimulate the increased use of libraries and visits to libraries, and improve user satisfaction levels. Further small-scale training plans have been identified to meet specific individual appraisal needs: these have also been costed into the training budget.				

Local county council [this relates to goal B]

- We will be undertaking a children's Public Library User Survey during autumn 2007 to gauge the views of children and young people up to age 15 (and parents of the youngest children) about children's library services in Wiltshire.
- We are planning to carry out a survey of users of the People's Network, including identification of any equality or accessibility issues by December 2007.
- We are consulting with local community about new library refurbishments projects at Melksham and Trowbridge.

Manage2Lead

A series of actions are in place within Libraries and Heritage to ensure the routine embedding of good practice described by the Manage2Lead Leadership Competency Framework:

- Regular confidential one-to-one supervision and appraisal discussions result in personal action plans for managers linked to the Manage2Lead Leadership Competency Framework
- All learning and development activity uses the Manage2Lead model in its approach
- The service creates regular opportunities to reflect and review the management model during normal team / staff meetings
- Service planning at all levels engages staff within the Manage2Lead ethos

The present management of the service reflects the Manage2Lead model. There are no concerns about the further action being necessary other than to ensure the full induction of new managers within this framework when and as appointed.

Key strategic risks

Risk	Underlying Cause	Severity	Probability	Comments on Control and Mitigation Development (summarised)	Cabinet and Chief Officer Responsible
		LMH			
Aggression to staff from the public	Increase in anti-social behaviour generally	M	M	Staff have personal safety alarms. Touch phones in small libraries linked to security call centre. Zero tolerance policy at Salisbury Library in partnership with police. Surveillance cameras in large libraries. ASBO procedures in place at Calne library in conjunction with local council workers, youth groups and the police. Staff training carried out.	Joan Davis
Employee well-being	Stress within workplace and with home/personal circumstances	M	M	Discussions with line manager to find ways of ameliorating work difficulties. Line manager or self-referral to medical help.	Joan Davis
Failure to upgrade library premises and provide the range of stock that people require	Insufficient revenue budget. Planned building maintenance budget increasingly used for servicing costs of lifts, alarms etc.	H	M	Research and consultancy carried out. Refurbishment/rebranding plan for libraries. Bids to capital programme and MTFS	Joan Davis
People's Network build and infrastructure does not keep pace with fast moving e-government/e-services agenda	Secure build of People's Network machines prevents simple changes. Method of ensuring underlying infrastructure is flexible not yet in place	H	H	Machines have been purchased and specification agreed	Nick Goddard
Theft or damage to art work in Salisbury Galleries	Galleries are not staffed. Both Galleries have "blind" spots. Recent increase with problems with young people	H	L	Area is patrolled by caretaker at high risk times. Recent youth problems being dealt with firmly. All exhibitors are advised that the library does not insure an exhibition. Risk management reports completed for Creasey and Young Galleries.	Chris Harling
Failure to secure ongoing funding for Infozones	Infozones developed with NOF funding, sustainability funding difficult to secure as a local authority	H	M	Successful short-term funding has been gained for both Melksham and Calne Infozones through work with the Extended School programme and local donations. Further work to explore options for	Sarah Hillier

Risk	Underlying Cause	Severity	Probability	Comments on Control and Mitigation Development (summarised)	Cabinet and Chief Officer Responsible
		LMH			
				drawing down external funding is being explored. Bid to MTFs.	
Income targets unmet	Fines income continues to decline and this trend is likely to continue. AV income also continues to decline, with only DVDs performing strongly in 2006/07.	H	H	More realistic income targets set for 2006/07, although early (Q1) analysis shows a projected shortfall in fines income. Possible revenue streams under investigation/pilot include web book sales and a premium home delivery service, as well as a number of ideas generated through the 2006 Roadshows.	Geoff Langridge
Working Environment related injury to Heritage staff	Manual handling, lone working, site related risks (e.g. trenches)	H	L	Rigorous risk assessments procedures. Annual H & S Inspections.	Tom Craig
Loss of and damage to the portable archaeological heritage of the county	Shortage of appropriate storage space for newly excavated exhibits in Wiltshire Museums. This is acute now and will become worse through the decade due to the rate of development in the County.	M	H	Develop policies that promote onsite preservation of archaeology. Encourage the stakeholding organisations (Museums, Development, Local Authorities, National Agencies) to provide more capacity.	Melanie Pomeroy-Kellinger
Coin operation with the Paragon RFID terminals not operational.	DS have not made available a link which enables coin payment to work with Open Galaxy and cash management.	H	M	Still awaiting software development by DS: delivery date still not confirmed, although previously indicated for March 2007.	Nick Goddard

WILTSHIRE COUNTY COUNCIL Service Planning 2007-10
SERVICE: [Name]

Part 3: data and targets

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| <ul style="list-style-type: none"> - To provide excellent services at an affordable cost; - To achieve high public satisfaction; and - To be a transparent and local County Council |
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Data sheet - Service:

Excellent services - customer perspective

Satisfaction indicators

A	We will achieve improvements in efficiency and effectiveness of at least 2.5% every year	2006/7 actual	quartile	2007/8 target	quartile	2008/9 target	quartile	2009/10 target	quartile
	Public satisfaction with the Council will be in the top 25% of County Councils, measured by three yearly best value satisfaction surveys : Note: This Indicator relates to the library question from the Wiltshire Household survey	74%		76.50%		79%		81.50%	

A	We will achieve improvements in efficiency and effectiveness of at least 2.5% every year	2006/7 estimate (next survey 2008)	quartile	2007/8 target (next survey 2008)	quartile	2008/9 target	quartile	2009/10 target	quartile
	Other satisfaction surveys/information from inspections etc. Satisfaction information from National Archives Survey: Wiltshire & Swindon Record Office compared to South West Record Offices, 2004 and 2008. NB: Rankings are of nine South West authorities.								
	Website	71.90%	3rd	75%	1st	75%	1st	75%	1st
	Building and visitor facilities	65.90%	4th	70%	1st	70%	1st	70%	1st
	Staff	99%	3rd	99%	3rd	99.50%	1st	99.50%	1st

A Other satisfaction evidence - qualitative - including equality and diversity (acceptability and accessibility) - evidence of action to address dissatisfaction in response to consultation CIPFA Plus November 2006: "satisfaction with the library overall"; the Service maintained its high score for overall satisfaction, achieving a rating of 93% (of respondents who considered the service to be good or very good). Additionally, there is not a single individual library where the ratings very good or good falls below 80%.

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- 2
- 3

Other key performance indicators and service standards

	2006/7 actual	2007/8 target	2008/9 target	quartile	2009/10 target	quartile
Stronger Communities Block outcome 2 Enrich individuals' lives, strengthen communities and improve places where people live, through culture, heritage and sport. 2.1 A developed sense of place. Cultural partnership: partnership formed Cultural partnership: to be agreed. Partnership will determine its priorities in delivering targets for the LAA and the Community Strategy		07/08	08/09			

<p>Community History Website: Website refreshed. Complete a further 15 parishes, provide additional information on town schools and add extra subject content. Increase visitor numbers by 7%</p>		07/08		
<p>Community History Website: Complete a further 25 parishes, provide county and town timelines, and add material on the general history of Wiltshire. Increase visitor numbers by 10%.</p>			08/09	
<p>Community History Website: Evaluate use of material added to site in 2008/08. Complete 32 parishes and add further general Wiltshire material. Increase visitor numbers by 12%</p>				09/10
<p>Young People Involvement and Participation: Audit of projects</p>		07/08		
<p>Young People Involvement and Participation: increase number of partnerships involved</p>			08/09	
<p>Young People Involvement and Participation: to be determined</p>				09/10