

Executive

On 3rd SEPTEMBER 2002

Report title: ANNUAL LIBRARY PLAN 2002

Report of: DAVID WARWICK – CHIEF EXECUTIVE

1. Purpose

1.1 To present the Annual Library Plan for 2002

2. Recommendations

2.1 Members are recommended to approve the Annual Library Plan for 2002 for submission to the Council on 9th September 2002

Report authorised by:

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3. Executive Summary

3.1 The 2002 Annual Library Plan has to be presented to the Department for Culture, Media and Sport, by 30th September. The Plan sets out a comprehensive overview of the progress made in improving the Council's library service and the priorities for future action. The service has made great strides in responding to identified weaknesses and is now in a confident position to make further improvements, increasing opening hours, numbers of library users and investing in resources

4. Introduction

- 4.1 Following an unfavourable Best Value Review in February 2001, the Council took action to raise the standard of the library service. Instant Library Limited were contracted to manage the service on an interim basis from July 2001, until December 2002. This Annual Library Plan, compiled by Instant Library Limited, reflects the rapid and positive changes made to the service.

5. Service Improvement Summary

The Plan shows the Service to be in a significantly more favourable position than in 2001, in comparison both with similar authorities and with its own situation, and provides Members and other audiences with details of improvements achieved:

5.1 Investment in buildings

A large capital sum was made available for building refurbishment during the year and repairs and redecoration have been carried out in Wood Green Central, Stroud Green, Muswell Hill, Highgate, Hornsey and Bruce Castle Museum. These works included repairs to the fabric of the building and redecoration to make the libraries more attractive and welcoming. In addition, libraries in the east of the Borough have benefitted from regeneration monies. This will allow four libraries in the regeneration area to be enhanced, mainly by the addition of ICT-based learning facilities, and rebranded as Library and Learning Centres.

5.2 Investment in library stock

£200,000 was made available from the Capital budget in 2001-02 and a similar amount in 2002/03. This has brought the Stock Fund up to the mean of Haringey's comparator group and allowed significant progress in the renewal of stock. Also, contracts were let for the supply of stock, which resulted in more favourable terms for the Borough. Video/DVD collections have been made available in all those libraries which did not have one, which, as well as providing a much appreciated extra service, will bring a welcome addition to Service income.

5.3 Investment in ICT

£283,000 has been secured to implement the People's Network, which will see public access pc's installed in all libraries during the Autumn of 2002. This has been boosted by £80,000 from capital funds.

5.4 Opening hours

Opening hours have been increased from 81.43 per 1000 population in 2001 to 113.5 per 1000 population in 2002. Plans are in hand to meet the relevant Public Library Standard by March 2003.

5.5 Library Users

These investments have resulted in increased usage of the libraries. Visitors and issues have been steadily increasing at a time when most library authorities are experiencing a decline.

5.6 Comparison with similar local authorities

The DCMS Planning Profile shows the Service to have improved its position substantially in comparison with similar authorities since the last Plan. Gross expenditure is now slightly higher than average, but a dramatic increase in income, derived mainly from lettings and the newly introduced video collections, means that net expenditure is slightly below average. The stock budget is almost at the average and employee costs per employee are now only slightly below average, reflecting the recruitment that has taken place at Library Assistant level to implement the increased opening hours.

5.7 Best Value reinspection

The promised Best Value reinspection took place in February 2002. The inspectors acknowledged the improvements that had taken place over the past year and rated the Service's prospects for improvement as promising. However, they did not feel that sufficient improvement had been made to raise the Service's rating to Fair.

6. Future Action

The key priority areas for future action are:

- Contributing to the achievement of corporate objectives, especially in the fields of Lifelong Learning, Social Inclusion and Regeneration
- Increasing use of the library by those groups who have not traditionally been library users
- Achieving compliance with the Public Library Standards
- Implementing further enhancements to the library computer management system, including a community information system
- Improving the quantity, quality and display of library stock
- Completing the library refurbishment programme

7. Legal Comments

The Acting Head of Legal Services has been consulted and has no specific comments.

8. Equalities Comments

Sent to Equalities for comment 23/08/02

9. Finance Comments

Sent to Finance for comment 23/08/02

ANNUAL LIBRARY PLAN

2002

**HARINGEY LIBRARIES, ARCHIVES & MUSEUM
SERVICE**

DRAFT



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Note to scale

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- 1 Wood Green Central Library
- 2 Marcus Garvey Library
- 3 Horsey Library
- 4 Alexandra Park Library
- 5 Coombes Croft Library
- 6 Highgate Library
- 7 Muswell Hill Library
- 8 St Ann's Library
- 9 Stroud Green Library

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1. INTRODUCTION

The Annual Library Plan for 2002 has been completed in accordance with the *Guidelines for the Preparation of Plans in 2002* issued by The Department for Culture, Media and Sport. It was approved by the full council in September 2002.

Following an unfavourable Best Value Review in February 2001, Haringey Borough Council took measures to raise the standard of the library service. The Chief Executive took line responsibility for the service, and in July 2001, Instant Library Limited was contracted to manage its service on an interim basis. The contract was initially to run for six months, but has been extended until December 2002. The Library, Archives & Museum Service falls under the jurisdiction of the Executive Committee and proposals for service development are submitted to Policy and Strategy Committee as appropriate. There is a lead Member with responsibility for libraries and a select group of Members meets every two months to review issues relating to libraries.

Since its appointment in July 2001, Instant Library Limited has set about formulating and executing plans to address the weaknesses identified by the Best Value review. This Annual Library Plan, which has been compiled by Instant Library Limited, reflects the rapid changes in the planning of the service.

There was a re-inspection of the Library Service in March 2002. That inspection concluded that there were good prospects for improvement but, as many of the planned improvements had not then been fully implemented, the service had not risen above a "poor" rating. Among the Inspectors' recommendations were:

- That an objective approach should be developed to outsourcing the management of the Service should it prove impossible to recruit suitable staff;
- To renew and simplify the objectives of the Service for the next stage of development;
- To create more formal links with the Education Directorate;
- Stock management guidelines be drawn up focussing on how and when to circulate materials;
- Services for black and ethnic minorities to be reviewed in consultation with representative groups;
- To clarify the position of future revenue funding in relation to performance achieved;
- To establish branch and section plans.



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1.1 Local Authority Characteristics

Haringey is home to a multi-cultural community of 225,100 people, in an area of 11.5 square miles of North London. Inner city traits and trends characterise parts of the Borough, which has led to its receiving regeneration funding from central government and the European Union.

Haringey was formed in 1965 from the old boroughs of Hornsey, Tottenham and Wood Green. The Borough has two Parliamentary constituencies and is part of the London North constituency of the European Parliament.

At the busy heart of Haringey is Wood Green, a cluster of major High Street stores, supermarkets, market traders and the Shopping City indoor complex, whilst at the same time, open spaces, such as Finsbury Park and Highgate Wood are only a bus ride away. Muswell Hill has a thriving local and business community.

Attractions include historic Alexandra Palace, the birthplace of television and now a national exhibition centre, which provides panoramic views across London, and Bruce Castle Museum, home of Haringey's local history collections and archives. The museum has exhibitions about Haringey's history and the fascinating history of Bruce Castle itself.

Sporting interest is provided by Tottenham Hotspur football club, which has a 36,000 all-seater stadium situated in White Hart Lane, while just down the road, some of Britain's top Olympic athletes train at the New River Sports Centre.

Large tracts of Haringey are residential but the Borough is developing rapidly as a hi-tech industrial area, notably at the Lea Valley Technopark. Flourishing service and cultural industries have replaced the Borough's manufacturing industry, although clothing and textiles are growing sectors.

Bus and rail networks link Haringey's distinctive localities and connect the Borough with the rest of London. The Borough is served by the Piccadilly, Victoria and Northern Underground lines. A fast link to Stansted Airport and Liverpool Street connects with the Victoria Line at Tottenham Hale overground station.

Haringey has 92 primary, secondary and specialist schools. Bounds Green and Tottenham are two of the major campuses of Middlesex University, and Haringey is also home to the College of North East London.

1.1.1 Demographic Information Summary

Haringey is an outer London borough with a population estimated at 225,100 (June 2000 - Borough's preferred estimate), of whom 43% are from a wide range of black and ethnic minorities. Over 180 languages are estimated to be spoken in the Borough. To meet this challenge, Haringey Libraries provide several collections and services for ethnic and language minority groups. Services to these groups are considered in Section 3.4.



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According to one measure of the DETR 2000 Indices of Deprivation, Haringey is the 6th most deprived borough in London and the 20th most deprived in England. Large areas of deprivation in the East of the Borough contrast with high-income areas in the West. The parliamentary constituency of Tottenham has had one of the highest rates of unemployment in the UK for the last 10 years, standing at 9.8% in May 2002. In 2000, 20% of the total population were aged under 16 and 13% were over pensionable age.

1.1.2 Age profile Breakdown of 2000 ONS mid-year estimate

Ages	Frequency
0-14	43,800
15-25	30,900
25-55	110,200
55-65	17,500
65+	22,700

This population distribution is unusual in the low proportion of older people within the community, and high proportion of children and young people. This requires the library service to target its services heavily towards this younger population. Services to children and young people are discussed in Section 3.3. The need for effective marketing is reinforced by the fact that many older people are first generation residents of Britain, and are not therefore always aware of the facilities of services like the public library. Thus their children may also be less aware than the indigenous population and consequently benefit less from those services.

1.1.3 Ethnic Profile Census 1991 and GLA projections 2001

Ethnic origin	Population	Percentage
White	114,900	56.8
Black Caribbean	18,862	9.3
Black African	11,085	5.5
Black other	4,613	2.3
South Asian	11,801	5.8
Chinese	2,270	1.1
Other Asian	4,571	2.3
Other non-white	5,465	2.7
Cypriot	11,593	5.7
Turkish	3,890	1.9

The presence of a large and diverse ethnic minority population means that the Service must make strenuous efforts to identify the location of the various community groups. Although people from ethnic minorities can be, and often are, active users, some of their needs are different from those of the indigenous population and vigorous marketing techniques must be employed to meet those needs and attract them to use the libraries.



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1.1.4 Daytime Population

Daytime population is 86.2% of resident population. In 1991, 66% of employed residents worked outside the Borough.

1.1.5 Demographic Trends

Projected changes in total population

The population of Haringey has grown steadily over the last three years, as the following table shows.

Registrar General's estimate				Authority's estimate
June 1998	% increase	June 1999	% increase	June 2000
221,600	0.82	223,700	0.94	225,100

Over the next nine years, however, the total population is expected to grow significantly as shown below:

Year	2001	% increase	2006	% increase	2011
Projected population	227,800	1.2	239,100	5.0	249,100

Projected changes in age profile GLA 2001 Round Profile Projections

While the proportion of young people is expected to remain stable, the percentage of elderly people in the Borough is expected to fall slightly over the next ten years.

Year	2001	2006	2011
0-14 as % of population	19.6	19.4	19.5
15-64 as % of population	70.6	71.5	71.7
65 plus as % of population	9.8	9.1	8.8

Projected changes in ethnicity profile

The percentage of residents from minority ethnic communities is expected to increase by 27% by 2011.

1.1.6 Socio-Economic Analysis

Haringey is characterised by the diversity of its population and by unevenness between the east and west of the Borough in relation to unemployment, levels of qualifications, wealth and deprivation.



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The LRC report "Contrasting London Incomes" shows Haringey to be one of six London boroughs with a high proportion of both income inequality and low income households. In the west of the Borough there is little unemployment. The residents of these wards are generally highly qualified and enjoy relative affluence. Residents of the wards in the east of the Borough suffer some of the highest levels of deprivation and enduring unemployment in the country.

Unemployment stands at 9.6% for males (5,580) and 4.5% for females (2,090). This is higher than the London average and disproportionately affects the young and those from black or minority ethnic communities. Almost a quarter of Tottenham's registered unemployed are aged under 25 and a 2001 Labour Force survey showed that under half the Borough's black male population is in employment.

The actual level of unemployment is understated by the official rate of unemployment which does not include those who do not register but who are never the less available for and would like to work (the ILO unemployment rate for Haringey was 12.7% (2000-2001). Amongst those disproportionately affected in this group are the 80% of the Borough's refugees who are believed to be unemployed.

1.1.7 Qualifications and Exclusion

Across the Borough there are wide variations in adults' academic qualifications. The percentages of adults per ward with degree or diploma level qualifications range from 5% to 51%.

School examination results consistently place Haringey towards the bottom in LEA league tables, with schools in the west of the Borough achieving significantly better results than those in the East.

A factor impacting on results is exclusion from school. Two out of every three pupils who are permanently excluded from school never return to full time mainstream education. African and African Caribbean pupils are much more likely to be excluded than white pupils of the same sex. Consequently, substantial numbers of young people are leaving education with no qualifications. The Educational Development Plan cites pupil mobility as the major problem facing Haringey's school performance.

1.1.8 Deprivation Index

Deprivation measure	Number	Rank
Employment deprived	21,789	25
Income deprived	79,492	26
Average of ward scores	42.3	20
Average of ward ranks	6,805.47	37
Extent scores	39.84	28
Local concentration	8,289	27

All of these socio-economic factors emphasise the need to engage with the social inclusion role of the public library to a much greater degree than already exists.



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1.1.9 Implications for the Library Service

Given the demographic composition of the borough and the inclusion of much of the east of the borough in regeneration funding areas, Haringey Council's overall policy objectives relate to neighbourhood renewal, social inclusion and community capacity building in a context of partnership with a range of community and cultural groups and other agencies and services. The Library Service is a leading resource for the Council in pursuing these policies. This has led to a re-design of library services in the east of the Borough and a staff restructuring to deliver increased access.

The increased variety of the potential user population will demand greater attention to the provision of books and other resources reflecting a range of languages and cultures. As some of these do not have a strong tradition of library use, increased effort will be required to reach some sections of the community and demonstrate the benefits of library use. This will be particularly so if the Borough continues to be the destination of large numbers of asylum seekers whose first language is not English.

The high deprivation factor and low level of academic attainment must also be addressed with an active outreach programme and services geared towards literacy and learning.



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2. STATEMENT OF OBJECTIVES

2.1 Corporate and Library Service Objectives and Plans

- Strategies and policy documents marked in this way are available for inspection on demand

2.1.1 The Council's Vision Statement

The Council's Vision Statement is set out in the Community Plan as follows:

The Performance Council

We will become a high performance organisation providing the leadership to make Haringey one of the best places to live and work in London.

We will do this by:

- Ensuring that our schools deliver high quality education
- Regenerating neighbourhoods and communities and delivering a cleaner environment
- Improving service performance
- Embracing the opportunities of electronic service delivery

By 2005 we will have made significant improvement against each of these objectives, ensuring Haringey is a flourishing borough, which its diverse communities can be proud of.

The aims and objectives of the Library Service contribute to the fulfillment of this vision.

2.1.2 The Library Service Mission Statement

Draft Mission Statement and Objectives for Haringey Libraries

"Haringey Library Service aims to open the whole world of published information and imagination to everyone in the Borough of Haringey as individuals and in their communities, in order to help them to develop their full potential"

By doing this we will offer to the Haringey citizens of all ages the following benefits:

Developing Imagination

- Providing inspiration, stimulation, imaginative and recreational reading, and activities to develop imagination
- Providing pleasure via "a good read"



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Learning

- Providing opportunities for self-directed learning
- Supporting students in their formal learning
- Supporting literacy

Information

Providing access to information to;

- Assist in everyday living
- Support studies, hobbies, cultural and other interests
- Support career development and self-employment

People's Heritage

- Caring for and sharing the documentary heritage of Haringey, its localities and its people
- Providing access to the Nation's treasures via the People's Network and the National Grid for Learning

Supporting Communities

- Providing information and facilities to support local community life and organisations
- Promoting racial harmony through information about Haringey's various communities and cultures
- Providing materials for racial and cultural minorities

Extending Democracy

- Providing easy access to information about local regional and national government
- Providing access to services (via local libraries) via computers and other means
- Encouraging participation in e-democracy

Social Inclusion

- Promoting social inclusion and equality for all by ensuring that all facilities are available in ways and at prices which brings them within reach of all.
- Developing outreach and promotion in order to bring more people, particularly the socially excluded into the benefits of libraries.

In order to achieve these aims we will:



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Performance

- Provide and maintain adequate and attractive libraries accessible to all in terms of location, layout, services and opening hours
- Provide and maintain good levels of books and other stocks to provide for users a plentiful choice
- Provide a well-motivated, capable and well-trained staff in sufficient numbers to assist and guide people in their use of the library
- Provide and maintain plentiful and free access to the People's Network for both skills and information purposes
- Work in partnership with other organisations and individuals working to further similar objectives to those of the library service
- Consult both service users and non-users in order to ensure the service is responsive to the local community
- Pursue a programme of continuous improvement to reach national standards

2.1.3 Community Plan

The Borough's Community Plan, which covers 1999 – 2002, is entitled *Haringey the opportunity borough*. Its priorities are:

- Improving education;
- Helping create jobs;
- Making Haringey safer;
- A healthy and caring Borough.

Some relevant objectives are:

- To develop effective partnership arrangements to improve the quality and accessibility of services
- To deliver the Libraries Best Value Action Plan
- To encourage joint planning with corporate services
- To make a full contribution to regeneration schemes available in some neighbourhoods.

Haringey Libraries, Archives & Museum Service contributes to the achievement of all these priorities and objectives. The Service seeks to foster co-operation and to develop partnerships wherever these will further progress towards achieving service and corporate objectives.

Libraries in the east of the borough have been re-designated as Library and Learning Centres with funding from NRF and NDC. The service also attracts spending from Sure Start and Childrens Fund sources.

- *Haringey the opportunity borough*, Haringey Community Plan 1999 – 2002



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2.1.4 Best Value Performance Plan

Haringey Libraries, Archives & Museum Service is included in the Best Value Performance Plan. The 2002-03 Plan sets out key objectives for the library service under the following headings:

- Ensure effective management and administration;
- Ensure that library buildings are attractive, welcoming and attractive;
- Lend books, videos, DVD's and other materials;
- Provide information for personal or remote users from hard copy or electronic sources;
- Contribute to priorities identified in the Community Plan;
- Enable interaction with the service to be increasingly electronic.

Objectives particularly relevant to the Community Plan include:

- Review security in all libraries;
- Review disabled access at all libraries;
- Underake a risk assessment at all libraries;
- Introduce electronic information sources to the Reference service;
- Set up Business Communications Centres in major libraries;
- Provide a link to the National Electronic Library for Health;
- Participate in the Heartlands project to provide a new library for the Wood Green area.

- Best Value Performance Plan 2002-03

2.1.5 Adult Learning Plan

The Adult Learning Plan is intended to deliver the Adult Learning Strategy, which aims to promote learning opportunities to a wide range of adults by a number of means, including the development of open learning facilities in libraries. The draft Adult Learning Plan for 2002-03 states "learning resource centres in priority neighbourhood renewal areas will host courses within most programme areas." It is expected that many students completing these courses will progress to others elsewhere.

To this end, 12 p.c.'s have been installed in one library in the east of the Borough. This library has been refurbished and rebranded as *St Ann's Library and Learning Centre*. Classes are delivered by Haringey Adult Learning Service. Three further libraries in the east of the Borough are also to be similarly transformed during 2002. Funding is being provided by New Deal for Communities for eight years and the Neighbourhood Renewal Fund until 2004, but if the centres prove successful, it is anticipated that mainstream funding will be made available.

- Adult Learning Plan



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2.1.6 Haringey Regeneration Strategy

Haringey Libraries, Archives & Museum Service contributes to the regeneration of the community in several ways, principally by:

- Supporting educational achievement through the provision of study materials and study space, which is particularly important in areas of high deprivation;
- Providing access to ICT, to which poor people generally have a lower level of personal access;
- Providing access to information on services, thus helping people to influence decisions and services
- Providing meeting space, a scarce resource, especially in deprived areas.

As an authority with a high level of deprivation in some places, Haringey is in receipt of funding from a variety of national and European sources. Those from which the Library service benefits are:

- New Deal for Communities - £50 million will be received over 10 years to regenerate the Seven Sisters neighbourhood. The Library service has benefited from the enhancement of St. Ann's Library into a Library and Learning Centre.
- Neighbourhood Renewal Fund – funds were received to enable a number of projects to be started in eight wards in the Tottenham area. Funding has now been extended to March 2004. The projects involve extension to library opening hours, provision of staff to run a series of activities and educational classes, financial support for a Children's Librarian to run toy libraries, outreach work, and literacy and numeracy initiatives, and the enhancement of local history provision. Three libraries in the area will be upgraded to Library and Learning Centres during 2002-03. NDC funding is available until April 2004, after which time it is anticipated that funding will be incorporated into the Borough's mainstream budget.
- Single Regeneration Budget - The Haringey Heartlands project is a proposed mixed development in the Wood Green. It will include housing, retail outlets, small business units and cultural facilities. The largest component of the last of these will be a new library, a state of the art facility to replace the existing Wood Green Library.
- Sure Start - the West Green area of the Borough was the site for an early manifestation of the scheme. There is a great emphasis on literacy, numeracy, parenting skills and the identification of childrens' needs. Library services play a crucial part in these through the book and toy bus, which serves all parts of the area.
- Children's Fund - a regeneration fund administered by the Education Department to fund joint project initiatives in partnership with other agencies.

A fuller account of the regeneration initiatives in which the Service is involved can be found in the Service's



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- Social Inclusion Policy
- Haringey Regeneration Strategy

Partnerships

The Service's contribution to the regeneration of Haringey involves partnerships with a wide range of partners from within and outside the Borough. These include:

- Other council departments and programmes
- Health agencies
- Safer Communities Partnership.
- Other authorities, such as the Finsbury Park Partnership
- Sure Start
- Haringey Adult Learning Service
- Haringey Social Services, particularly in developing services for cared for children and older people.
- Groups working with newly arrived communities
- Connexions, for services to young people
- The agencies managing the Phoenix Fund, especially relating to services to small business
- Government Office for London, re the Community Empowerment Fund and Community Chests.

Regional development

The rapid development of the London Libraries Development Agency is resulting in a number of regional initiatives, in which the Service is pleased to participate. *London's Library Network* will bring together public libraries through ALCL, higher and further education libraries and the British Library to produce benefits for service delivery to the public. It is anticipated that health and business libraries will join the network at a later stage.

In common with other public libraries, Haringey is working with the LLDA to contribute to Re:source's agenda. Initiatives include:

- Influencing the shape and role of the emerging single regional agency to ensure that outcomes impact favourably on library users;
- The production of a business plan that resulted in £1,024 million to be spent on cross-domain work in 2002-03. To date, this has produced an ICT strategy for libraries which feeds into a wider strategy including museums and archives. A similar business plan will be produced for 2003-04.
- In the spring of this year, staff in Haringey Libraries, Archives & Museum Service attended a series of seminars, entitled *All Together Now*, aimed at increasing understanding and awareness of the possibilities for cross-domain working.

2.1.7 Electronic Government

The Council Strategy *Implementing Electronic Government for Haringey* clearly defines a vision for electronic government and the delivery of e-services. This



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recognises the role of libraries in the delivery of the People's Network, and plans the centralised co-ordination of ICT provision to deliver the benefits of e-government and e-service delivery across the Council

The People's Network will give the Library Service an opportunity to develop the high profile it should have in these areas. In the first instance this will be by the simple mechanisms of making the current OPAC available on the World Wide Web and enabling users to undertake such functions as reservations and renewals directly. The reinstated local organisations file will also be made available on the Web, and there are plans to create a library guided network access to web information sources. There will also be public access to Harinet, the Borough's Web site, via People's Network terminals in libraries. This gives information about council services and contact details for council officers and elected members.

Plans for the implementation of the People's Network are well advanced and will be rolled out from September.

- *Implementing Electronic Government for Haringey*

2.1.10 Local and Regional Cultural Strategies

Haringey Libraries, Archives & Museum Service has been a key player in a working group charged with writing a Cultural Strategy. The Department is clearly a significant player in this strategy, both in its own right as a provider of direct library and museum services, but also as a major public access and support point through mechanisms such as the distribution of information, outreach activities, and the support of local cultural workers and organisations.

A draft strategy has been produced for consultation.

- Haringey draft cultural strategy

On Haringey's behalf, the LLDA works with the Cultural strategy Group for London, London Cultural Partners and the Association of London Government's Culture and Tourism Panel to ensure libraries' influence in regional cultural policy.

2.1.11 Asset Management Plan

The Library Service's buildings, including the two Grade II listed Hornsey and Muswell Hill, were surveyed in 2001 as part of the Borough's Asset Management Plan. The Plan sets out how property assets will be managed in order to deliver the Council's objectives.

The plan highlighted considerable investment needs in terms of repair and maintenance with Hornsey Library giving most cause for concern, and proposed a five year programme to address this.

- Asset Management Plan 2001-2006



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2.1.12 Improving the health of the community

Haringey has 21,000 pensioner households and just over half of pensioners live alone. About 41% of older people in the Borough suffer from some form of long-term illness.

The Borough's Community Plan aims to keep the population informed of health and care services available to them. Libraries can make a significant contribution to this through the mobile and housebound services, by providing books, leaflets and other material, and by providing access to the National Library for Health.



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3. SERVICE DELIVERY POLICIES AND RESOURCES

- Strategies and policy documents marked in this way are available for inspection on demand

3.1 Access

3.1.1 Opening Hours

There are 9 static libraries in Haringey located across the whole Borough. In 2001, the Service opened a new Local History Library located within Bruce Castle Museum, with the support of Regeneration funds. Three of the static libraries, Wood Green, Hornsey and Marcus Garvey, are large libraries offering a full range of facilities, while the other six serve the more immediate needs of their communities. Most residential areas in the Borough are within half a mile of a library and none further than a mile.

A community collection has also been sited within the Broadwater Farm Centre. A Mobile & Housebound Service is available to those unable to access buildings personally. A Schools Library Service serves the Borough's primary and special schools.

Currently libraries are open for a total of 407 hours per week (last year 320 per week) and there are plans in place to increase this to 489 per week by the end of the year. Progress is steadily being made towards the Public Library Standard for opening hours, which is confidently expected to be met by March 2003. Opening hours per 1000 population are currently 113.5, compared with 81.43 in 2001-02. Further increases in opening hours will be implemented as soon as staff can be recruited and funds are available to reach the standard of 128 hours per 1000 population by March 2003.

NDC and NRF funding have enabled extended opening hours in four libraries in the east of the Borough, but the service is confident that this will be incorporated into mainstream funding after March 2004.

A new Opening Hours Policy will shortly be in place.

This states that all libraries will open at convenient times, providing a mix of daytime, evening and Saturday opening, even where the library is not open full time. All libraries will be open on Saturdays and on at least two evenings until 7.00 pm. Larger libraries will open for up to five evenings until 7.00 pm. At present, libraries do not open on Sundays. Sunday opening is supported by the Council and will be kept under review.

Libraries are closed for public holidays and on the Saturday between Good Friday and Easter Monday.

- Opening Hours Policy



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3.1.2 Unscheduled Closures

Unscheduled closures caused by staffing shortages occurred frequently during 2000 and the first half of 2001. The staffing structure introduced in September 2001 has brought more flexibility and has virtually eliminated unscheduled closures from staffing shortages.

3.1.3 Regional developments

Haringey is co-operating in LLDA lead initiatives to produce a pan-London membership card which would allow access to all public libraries in the capital. This could be developed further to include a Smartcard facility.

Haringey library users also benefit from the Libraries and Learners in London scheme, managed by LLDA, which allows access to the British Library and facilities in institutes of higher education. It is anticipated that this will be extended to cover further education libraries.

3.2 Buildings and Mobile Libraries

Libraries are well located generally in the Borough and meet the Public Library Standard for location.

The Borough Council's Asset Management Plan, discussed in 2.1.11, seeks to ensure that the Council's building stock is rationalised, and that retained properties are maintained in good condition.

Good progress has been made with repairing and refurbishing the libraries and with providing disabled access at most of them. However, some, particularly Muswell Hill, continue to pose problems in this respect. Space has been created to accommodate People's Network terminals and Learning Centres and most of the libraries are now pleasant, welcoming buildings. However, the need remains for an assessment of the long term suitability of the premises.

3.2.1 Schedule of Buildings and Mobile Libraries

Existing libraries are:

Alexandra Park Library

Alexandra Park Library is an open plan 1960's building with disabled access. As well as offering a range of library services tailored to the needs of its community, Alexandra Park also has a community room and a hall currently occupied by the Tagore Centre.

A new secondary school opened three years ago and links with the school have been made. Opening hours have been revised to encourage after-school use. The Library is relatively near Wood Green and Muswell Hill Libraries which have larger



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collections of stock. Alexandra Park Library is well used and is well loved by the local community and has a strong local Support Group which organises programmes of events held in the Library.

The library has been re-carpeted and re-decorated. Although some further repair and refurbishment are desirable, there are no major structural problems and it is anticipated that the building will remain fit for its purpose in at least the medium term. The library is being considered for listed status.

Wood Green Central Library

The Central Library at Wood Green is a 1970's building, adjacent to shops, buses and the tube station. The building occupies four floors with lifts and disabled access, including an automatic front door. There is lift access to all floors.

The library occupies the two lower floors and includes a well used gallery for displaying art by local groups and individuals. Haringey Adult Learning service occupies the second floor. On the third floor are the offices used by the Management Team and the Support Services Team. Most of the third floor is now let to other Council departments, producing a valuable income stream.

The library has been recently re-decorated, with new carpets, the stock has been re-evaluated and is now more attractively displayed. However, the building has some structural problems, manifesting themselves in cracks to internal walls and tiles falling from the fascia.

Although if repaired, the building would remain suitable for purpose for the foreseeable future, consideration is currently being given to a replacement Central Library housed within the Heartlands Development Area, a short distance from the existing building. Such a development would put the library at the heart of the cultural life of the Borough and would undoubtedly result in increased use.

Coombes Croft Library

Coombes Croft Library is a small branch Library built in the 1950's, at the foot of a block of flats in Tottenham High Road. Its situation opposite Spurs Football Ground necessitates its closure on match days. The library is in a part of the Borough with limited library facilities and is well used by the local community, especially by elderly people and children. ICT facilities are soon to be enhanced and the building will be rebranded as a Library and Learning Centre.

The library has been re-decorated and re-carpeted and has been externally improved with SRB funding and has a new disabled ramp and a re-landscaped forecourt, including artistic sculptures and ironwork gates. However, the library suffers from damp in places and funds are being sought to address this.

Again, it is anticipated that the library will remain fit for purpose at least in the medium term.



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Highgate Library

Highgate Library is a very attractive building, sited on the prestigious Shepherd's Hill and backing on to Highgate Woods, near Highgate station. It is held in high regard by the local residents and has a strong local support group which organises a programme of events held in the library.

The library has been re-decorated and refurbished and the children's library moved to a larger area at the front of the building. Opening hours have been extended and the library is now open 5 days a week. There is disabled access to the ground floor. The top floor has recently been let to a commercial tenant and there is a bookable Community Room.

Although the refurbishment has produced dramatic improvements in the environment, in the longer term, some repairs are required to the fabric of the building. There is also an annexe to the rear, which houses staff facilities and work space. This is in a poor state of repair and needs replacing. There is no immediate source of funding to address these issues.

Although attractive and inspiring great affection amongst its users, Highgate Library has insufficient space to accommodate the facilities a modern library can offer. It would be possible to review the use of the whole site, rather than just the existing building, to create sufficient space, but there are at present no plans to carry out such a review.

Hornsey Library

Hornsey Library is one of the three main libraries and offers a comprehensive range of services. Built in the 1960's as the central library for the Borough of Hornsey it is situated close to the town hall and shopping area, and has a small car park. Inside this listed building are an attractive open marble staircases and a window featuring a glass engraving of Hornsey Parish.

The library has an active Support Group, which organises activities and contributes to the arts programme.

Effort has been made over the last year to maximise the use of space in the building by community groups and to bring in valuable income. The local Connexions service occupies a large space on the ground floor with its own entrance. A playgroup uses the gallery on the first floor on a regular basis.

Repairs to the exterior fabric of Hornsey Library are being carried out, funded with money from the Heritage Lottery Fund. The building has enough space and flexibility to ensure it can offer a modern library service for the foreseeable future.

Marcus Garvey Library

Marcus Garvey Library, one of the three main libraries, is housed in the Tottenham Green Leisure Centre. The Centre is next door to the College of North East London and is well used by students.



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The entrance to the Library is inside the Leisure Centre. It is a modern building with disabled access. The library has received NDC funding to upgrade its open learning facilities and will shortly become a Library and Open learning centre. A feature of the Library is the Marcus Garvey and Black Triangle collection - books chosen to meet the needs of the large African-Caribbean population living in the area.

Being part of the leisure centre, maintenance of the building is out of the control of the library service, but it is at present in good repair. Consideration is being given to an alteration in the space occupied by the library, with the first floor being exchanged for space on the ground floor. Although the total area occupied by the library would be smaller, the service would be more accessible, more cohesive and more efficient.

Muswell Hill Library

Muswell Hill Library is a listed building, built in the 1930's. A stepped ramp to aid disabled access has recently been built, although this is not altogether satisfactory. There is no lift to the first floor. Redecoration and recarpeting have recently been carried out but structural repairs are still required. Sources of funding for these are being investigated.

Although small and with limited access to some areas, Muswell Hill is very well used, being the fourth highest issuing library. A Toy Library also operates on the first floor and is used for Councillors' surgeries. There is a strong local support group.

Stroud Green Library

Built in the 1900's, Stroud Green is Haringey's oldest library, but is not accessible to disabled users, having steps up to the front door.

The library is small but light and welcoming and is enthusiastically championed by its local Support Group. It has been re-decorated and re-carpeted and new shelving installed. The top floor of the Library is a flat and has been refurbished by a local Housing Association on a seven-year lease.

The Library together with other buildings in the Street - is suffering from subsidence and will need considerable work (estimated at £70,000) carried out on it in the near future to underpin the structure. Sources of funding are being sought. There is no obvious means of providing disabled access.

The future of Stroud Green Library is probably the least assured of the Borough's libraries. There may need to be some co-ordination with neighbouring Islington in reviewing the future of this library.

St Ann's Library

St. Ann's Library is a light, spacious, single storey, 1930's building, well liked by local residents and well used by children and local schools.

As well as offering library services to meet the needs of the local community, St. Ann's houses a toy library run by a voluntary organisation, and an open learning centre equipped with 12 pc's. The recent upgrade to this facility has been made



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possible with NDC funding and the Centre is run in partnership with Haringey adult Learning services.

Dangerous asbestos has recently been removed and some outstanding repair issues addressed. Some internal refurbishment has taken place and more extensive action is in hand.

St Ann's is well used and the planned capital expenditure will ensure that it remains a useable facility in at least the medium term. Changing community needs may necessitate a re-examination of library provision in the area in the long term.

Mobile Library

The Mobile Library van, built in 1998, is based at Hornsey library. It operates across the Borough visiting mostly sheltered accommodation. There are some street sites in areas in which people would otherwise have difficulty in accessing services. It is in good repair and is expected to remain in service for at least another ten years.

3.2.2 Bruce Castle Museum and Archives Centre

The museum is a Grade I listed building and the main issue is the cost of repairs and maintenance. Although various repairs have been carried out further works are required including urgent work to the roof. The cost of this work is estimated to be in the region of £100,000. The Council's £50,000 contribution will be matched by English Heritage. A Heritage Lottery bid will be made in the near future to cover areas of repair and maintenance to the fabric of the building.

3.2.3 Local History Library

A local history library has recently been established in Bruce Castle Museum.

3.2.4 Repairs & Maintenance

While the most pressing issues have been addressed over the last year, a large amount of work remains to bring the libraries and their facilities up to a modern standard.

The Disability Discrimination Act poses real challenges for some of the library buildings in Haringey. Many are small and have limited access due to space or listed building constraints. The Service will work with the Council to identify corporately acceptable solutions to these problems.

Funding has been received from the NDC, NRF, HLF and SRB, and substantial capital has been made available from the Borough's own budget. The Service will continue to pursue grant funding. It may be possible to fund smaller projects from lettings income.



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3.3. Services for adults, young people and children

3.3.1 Service Philosophy and key points of Policies

The Library Service is a key agent in delivering the regeneration strategy of the Council. This involves contributing to the learning, inclusion and capacity building agendas of the council and its regeneration partners.

The Library Service holds the key to the wealth of information and imagination and helps people develop their full potential. Libraries develop, support and encourage people's learning from a very early age, by introducing them to the world of books, imagination, information, life-long learning, inspiration, entertainment and cultural stimulation to enrich their lives.

The service aims to:

- Encourage the use of libraries to everyone, including disadvantaged groups, children and young people;
- Be the focal point for the whole community of Haringey
- Improve life long learning opportunities;
- Encourage reading and foster the love of books for both children and adults;
- Increase the ICT provision, including the use of computers, Internet and CD-ROMS;
- Improve access to reading and other library materials;
- Improve access to services by reviewing access to buildings and joining procedures and eliminating discriminatory practices.

3.3.2 Stock selection, deployment and withdrawal

Following critical comments from the Audit Commission in respect of the Best Value Review, a new stock selection policy has been devised and put into place. The policy covers provision, selection, editing and stock rotation. It also sketches out a tiered approach, with stock selected according to the role of each library. The stock is geared to fulfilling the council policies for the various local communities. These moves are intended to bring about a current, dynamic, relevant and attractive stock within a very few years.

A wide range of recreational, reference and educational materials is to be found in all libraries for both adult and children, including books, homework collections, periodicals videos, CD's, story tapes, language tapes, talking books, computer CD-ROM and internet access.

The Service's Social Inclusion Policy influences the range of materials provided and enables further targeting of resources to those communities identified as being in particular need.



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3.3.2.1 Supply Times

Tenders were invited for the supply of stock and contracts issued. As well as resulting in more favourable terms, the ability of the major supplier to accept orders and supply catalogue records electronically has dramatically reduced supply time. Suppliers are asked to supply stock as close as possible to shelf ready to reduce to a minimum the interval between receipt and arrival on library shelves. The Service will make the fullest possible use of the facilities of the library management system to streamline processes and speed supply. Supply time targets are in place with suppliers and these are regularly monitored.

3.3.2.2 Loans and Overdues

The loan period for most materials is three weeks, the major exceptions being videos and DVD's. Adults and children may borrow up to 12 items. As with most library authorities, the level of fines and exemptions attempts to balance the enforcement of book return with the deprivation of those library users to whom significant charges can be a real disincentive to using the service.

Policy on the recovery of stock requires overdues to be sent out promptly. The first overdue letter is sent out after 3 weeks, with a second after six weeks, followed by suspension of borrowing privileges if items are not return within a further 3 weeks. Fines are not charged for late returns by people over sixty and children. A hire charge is paid for late returns of videos.

3.3.2.3 Withdrawals

The Stock Policy requires the systematic withdrawal of stock. It includes the withdrawal of dead, out of date and damaged stock. The policy makes provision for the transfer to Reserve Stock of material no longer required in a library but of potential use in the long term.

- Stock Policy

3.3.2.4 Stock Items

Over 83,000 items were added to stock last year (this figure includes children, adult lending, reference and audio items). Although this figure is exceptional and results from the clearance of a backlog of items bought in the previous year, the prospects for the current year are good, with £563,000 being made available to the materials fund. Of this figure, £300,000 is included in the base budget with the remainder being made available from capital. If funding is maintained at this level in future years, the Service will be able to meet Public Library Standards for additions to stock and replenishment rate.

3.3.3 Stock Conservation and digitisation plans

Some funding has been made available for the digitisation of local studies and archive material. Plans are in hand for further digitisation. Some archive material has also been copied on to microfilm. The works needed at Bruce Castle to provide adequate storage have been discussed in 3.2.2 above.



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3.3.4 Reader and audience Development

Haringey has recognised the need to address the numerous issues around reader Development, which is seen as central to service to adults and children. This is recognised in the imminent restructure, in which a new post of Principal Librarian: Inclusion, Regeneration and Reader Development has been created. The post holder will be assisted by a Senior Librarian: Reader Development, who will build on the work already started in this field. An important element of this will be to develop partnerships with local groups and organisations, other council departments and with other London Boroughs and agencies.

The Service is keen to participate in LLDA initiatives and has already been part of the highly successful Read Routes, Young Cultural Creators, Books & Business and Vital Link. Books & Business is a scheme run in collaboration with The Reading Partnership and Arts & Business London, as well as the LLDA and it fosters links with businesses through reader development.

Young Cultural Creators enables children and young people to explore the relationship between books, art and their own experience.

In the new structure the post of Principal Librarian: Learning services, Children and Sure Start, will be working together with the SL: Reader Development to develop services that will encourage children to read, and to increase and strengthen partnerships with other departments, agencies and organisations.

The Service provides on-going projects that help and encourage children to read, including Bookstart, the Sure Start Book and Toy Bus, which encourages reading and learning through play, and the Baby Book Bus project which encourages reading and sharing books with family members. The annual Reading Challenge encourages children between 5 and 12 years to read and fosters the love of reading and books. Reading groups for both adult and children are available at most libraries, including family reading groups.

The Service will review the effectiveness of its reader development initiatives, both in terms of numbers reached and in the impact it has had on participants. Qualitative, as well as quantitative, evidence will be sought.

The Adult and Children's Services Policies and the Social Inclusion Policy aims to encourage reading and learning and develop and expand projects for all age groups and for all groups and communities.

Activities designed to further these objectives are detailed in the Action Plans.

- Adult Services Policy
- Children's Services Policy
- Social Inclusion Policy



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3.3.5 Outreach Work and events programmes

The Adult and Children's Services Policies and Social Inclusion Policy, require staff to be involved in outreach work in order to develop new services and reach the local community and organisations in order to increase usage, promote library services and make the library service the real focus of the community it serves.

The new structure will appoint two social inclusion librarians to work with local communities to promote and provide library services. Kurdish and Somali outreach workers have recently been appointed from NRF funds to help work with these communities.

A rich programme of events and activities is planned every year for both adults and children. It includes the summer programme of children's events, an annual literature festival, Black History Month and the Haringey Open Exhibition.

Outreach work with schools is paramount to the work of the children's staff. Staff have developed a programme of school class visits throughout the school year at all libraries. Talks and information sessions are organised for all new classes on how to use the library. During the year author talks and other activities are organised for some of the class visits. The Baby Book Bus librarian undertakes outreach work with under 5's groups, playgroups nurseries, drop-ins and parents groups.

An active programme of events and activities takes place in all children's libraries, such as weekly story telling sessions, Under 5's drop in, craft work sessions such as "messy mornings" for under 5's, sessions on how to produce your own book, Book Reading Trails, quizzes and competitions. Author talks are also organised throughout the year, especially in the summer holidays. All events and activities, including the summer events programme, are provided free of charge. Demand for these activities is very high and they are usually over subscribed.

3.3.6 Study and homework facilities

Study and homework facilities, including study space, are provided in all libraries. The imminent implementation of the People's Network will enable access to a range of software and information sources.

3.3.7 Reservations services

Items may be reserved on payment of a fee. Concessionary rates apply to elderly people, children, disabled and unemployed people. There is no extra charge for inter-library loans. The Service also operates a free telephone request service where staff will contact other libraries in the Borough for items listed as available.

3.3.8 Support for research through the provision of special collections

The Service has a number of significant collections, including Local History and Archives collections at Bruce Castle and Hornsey, and the EU Public Information relay, housed at Wood Green. The Service's reserve collection is particularly strong in fine art and biography.



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The Service is an active supporter of, and participant in, Libraries and Learners in London, a co-operative agreement aimed at securing access to specialist collections held within the grouping for any library user.

3.3.8 Services for Business

The Service's Reference and Information collections contain materials of value to businesses and in recent years Marcus Garvey Library, particularly, has built up a collection of books aimed at this group. A number of services are also relevant to business:

- The Learning Centre at Marcus Garvey Library provides help with business skills, computer facilities for correspondence, accounts, administration etc.
- ADAPT - a transnational advice and training project;
- Haringey Adult Learning Service (HALS);
- Internet access.

These resources are drawn to the attention of business through active links with Haringey Chamber of Commerce and Haringey Business Development Association.

The Service aims to introduce facilities for businesses at Wood Green Central library.

3.3.9 Community Information

Basic collections of local and community information are kept at each library. Talis Inquire, a community information module incorporated within the Service's computer management system, is shortly to be implemented.

3.3.10 Library service related to local history

Recent funding from the Neighbourhood Renewal Fund has made it possible to open a new local history library based at Bruce Castle Museum, which operates four evenings a week. Discussions are in progress with the Hornsey Historical Society, with a view to upgrading the facilities at Hornsey library.

3.3.11 Co-operation and inter-Lending

Haringey Libraries will draw on outside sources for readers' requests that cannot be satisfied from existing stock and are unavailable for purchase. Principally, inter-library loans are obtained from BLDCS and the former members of LASER, although membership of alternative interlending organisations will be kept under review. Apart from books, material obtained via inter-library loan includes extracts from periodicals and microfiche requested from BLDCS via V3. Audio items are both borrowed and lent to other authorities through the Greater London Audio Specialisation Scheme.

3.3.12 Services to schools

The Schools Library Service provides library services to schools and the librarian works in schools to update their libraries. The schools librarian has established links with the education services including the school improvement and social inclusion unit and Early Years Partnership. A schools library service policy has been drafted



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and will shortly be in place. The Children's Services Policy requires children's librarians to make links with schools in the Borough and encourage school visits to the library for book exchange, story-time, author events and talks on how to use the library.

- Schools Library Service Policy

3.3.13 Specialist staff for services to children and young people

The service provides staff responsible for services to children and young people. These include three senior librarians, four librarians, and six library assistants who work primarily in the children's libraries at Wood Green Central, Hornsey and Marcus Garvey but provide services to all libraries. The team is managed by the Principal Librarian responsible for Learning and Children's Services.

The children's team is responsible for developing and delivering children's services in the borough and for providing support and advice to staff throughout the authority on children's work.

3.3.14 Lifelong learning

Support to Lifelong Learning is a principal strategic objective of the Service. Strong links have been forged with Haringey Adult Learning Services, which is based in Wood Green Central Library, and libraries in the east of the Borough incorporate learning centres. The Service will also take advantage of initiatives established by LLDA, and participates in Libraries and Learners in London. Co-operation with Learning and Skills Councils, also facilitated by LLDA, is being pursued at a sub-regional level. Cross domain co-operation in supporting learners and staff supporting learners will be promoted by the Learning and development Team of the regional cultural agency. The Service also intends to approach Ufl to see if some libraries can be designated as local centres.

3.4 Services for special groups

- Social Inclusion Policy

3.4.1 Service Philosophy

The Library Service aims to ensure equal access to services by all citizens on the basis of need and to provide services in a manner sensitive to individuals whatever their background. We are committed to removing barriers to effective and convenient service provision.

We recognise that different groups have different needs and face different barriers. We accept our responsibility to identify those needs and barriers and our responsibility to determine how best to deal with them so as to ensure that our services are both appropriate and accessible.

We are committed to involving all groups in our consultation processes, not only to identify their needs but also to measure the effectiveness of the services we provide.



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The target groups listed below reflect the Council's social inclusion and equal opportunities policies and have been identified in conjunction with relevant sections within the Council.

3.4.2 Services to Black and ethnic minority communities

We will provide:

- material needed, requested or produced by the Black and minority ethnic communities
- material about Black and minority ethnic cultures, which will help to raise cultural awareness in the wider community and to promote racial harmony
- material in the main languages spoken in the local community (see 3.4.3 below)
- events, exhibitions and displays to celebrate the cultural diversity of the borough

Material includes fiction and non-fiction books, reference and information materials, music cassettes and CDs, videos and DVDs, and newspapers and periodicals

3.4.3 Services to those whose first language is not English

We will provide:

- material (as above) in the main languages spoken in the borough (French, Greek, Turkish, Urdu, Bengali, Gujarati and Punjabi, with smaller collections in Tamil, Chinese (Mandarin), Kurdish, Somali, Arabic and Irish)
- material for people who want to learn English, including cassette-based language courses, easy reading books, cassettes with books, grammars, dictionaries and listening facilities
- induction sessions for groups of new users, providing information about how to join the library, how the libraries are organised and how to get the best out of them
- computer courses organised by the relevant communities to help people acquire basic PC skills and improve their English

In order to keep abreast of population changes we will keep under review the languages we cater for. The importance of social inclusion has been recognised in the staffing structure about to be implemented, in which designated staff have responsibility for making contact with the communities to ascertain their needs.



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3.4.4 Services to asylum seekers and newly arrived communities

In addition to the services described in 3.4.2 and 3.4.3 above, we will:

- work with local refugee groups, with relevant sections of the Council and with other library authorities to identify the particular needs of refugees and asylum seekers and develop services to meet those needs
- seek funding for refugee projects wherever funding is available

Haringey is an area attractive to newly arrived people. This population is constantly changing and it is an ongoing challenge for the Service to establish and maintain relationships with these groups.

3.4.5 Services to people with disabilities or special needs

We will provide:

- facilities for visually impaired people in the form of books on cassette, information in Braille, large print books and other appropriate formats
- improved access facilities for people with mobility problems, in the form of ramps, automatic doors, lifts (where necessary), and disabled parking spaces (where possible). A disability survey has been carried out of the library buildings and its findings incorporated into the service's business plan.
- induction sessions for groups of people with learning difficulties, providing information about how to join, how the libraries are organised and how to get the best out of them
- aids for hearing-impaired people in the form of induction loops and minicom

3.4.6 Services to those unable to visit libraries

We will provide mobile services for people who have difficulty travelling to library buildings. These will be free and will include fiction and non-fiction books, large print books, cassette books, music cassettes, videos, jigsaw puzzles, information and reference material and material in Greek, Turkish and Asian languages. We will provide mobile services in a variety of ways:

- The Housebound Service is a free delivery service for people who, for reasons of infirmity or disability, cannot travel to a library themselves.
- The Homes Library Service provides deposit collections to institutions, including day centres, sheltered housing units and residential homes.
- The Mobile Library Vehicle visits sheltered housing units, nursing homes and day centres and allows elderly people to choose their own library material.
- The Baby Book Bus and the Book and Toy Bus have been mentioned in section 3.3 above.



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We will develop our website to enable people to access some library services from home.

3.4.7 Services to lesbians and gay men

We recognise that the level of prejudice experienced by lesbians and gay men prevents all but a small minority from coming out, and we accept that the identification of need, the delivery of service and the measurement of impact must therefore be undertaken with sensitivity.

We will provide:

- Material needed, requested or produced by lesbians and gay men. In deciding how this material should be displayed - whether shelved separately or in the main sequences - we will be guided by lesbians and gay men local to each library.
- Material about lesbians and gay men, which will help to raise cultural awareness in the wider community
- Reading groups, events and other activities for lesbians and gay men

Material includes fiction and non-fiction books, reference and information materials, music cassettes and CDs, videos and DVDs, and newspapers and periodicals

3.4.8 Services to women

We will provide:

- Material needed, requested or produced by women, including fiction and non-fiction books, reference and information materials, music cassettes and CDs, videos and DVDs, and newspapers and periodicals
- Improved access facilities for women with prams and buggies, in the form of ramps, automatic doors, and lifts (where necessary)
- Facilities for nappy changing
- Reading groups, events and other activities for women

3.4.9 Services to the unemployed

We will provide:

- Material to help people seeking jobs or training, in the form of books, reference material (hard copy and electronic), newspapers and periodicals
- Advice by, or referrals to Haringey Adult Guidance Service
- Open learning facilities for people to acquire computer skills and job-seeking skills



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3.5 Wider community use of library premises

We see libraries as centres of community activity. Library premises are ideally placed, in terms of location, opening hours and facilities, to be used as a resource for community groups and to help other services reach the wider community.

3.5.1 Use by community groups

Our policy is to encourage the use of library premises by community groups and any community services trying to reach a wider audience. We are currently developing a programme to improve infrastructure and systems to facilitate this.

We will encourage groups to use library premises by making available to them:

- Computer facilities for group training sessions (e.g. Haringey University of the Third Age at Marcus Garvey Library, the Alhijra Somali Community at St Ann's Library)
- Rooms which can be booked at special community rates for meetings and other activities. Meeting rooms have traditionally been available in Wood Green and Hornsey libraries. Meeting room space has this year been made available to community groups in Highgate and Alexandra Park libraries.
- Galleries which can be booked for exhibitions (Hornsey Library and Wood Green Central). The galleries have been poorly used for a number of years. During 2001-02 Haringey Libraries has established close links with Haringey Arts Council and indeed provided grants to HAC. HAC has assisted in planning the redecoration of these galleries and in the development of an arts programme in these two major libraries.
- Free display space for publicity posters and leaflets in all libraries
- Community notice boards for small ads in all libraries

3.5.2 Access to broader council and government services

It is our policy to work with partners to facilitate access to council and government services.

We will make available:

- space for polling stations, councillors surgeries and council meetings
- computer facilities to enable Haringey Adult Learning Services (HALS) to deliver its adult education programmes
- space for HALS and others to deliver their advice and guidance programmes
- facilities for study support and homework clubs



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- facilities for primary schools to introduce children to libraries
- space for work with the Council's Early Years and Play Service in the form of toy libraries and family learning initiatives
- display and information services for council and government services to disseminate their message to the wider community

3.6 Staff

3.6.1 Establishment and structure

The structure which was devised by the previous management and implemented in September 2001 has in general worked well. However, it became apparent that the structure would not enable progress towards meeting the Public Library Standard for opening hours. A new structure was drawn up which would release more staff for direct service to the public. Recruitment to posts in the new structure has begun. One of the senior manager PO4 posts has been filled and the process is expected to be complete by September. In the meantime, some extensions to opening hours have been made possible by the recruitment of temporary staff. The following table sets out the current staffing establishment, the number of staff in post and the establishment of the structure which is about to be implemented.

Comparison of staffing resources, current and proposed*

Grade	Current establishment (FTE's)	Posts filled (FTE's)	Proposed establishment (FTE's)
PO6			2
PO4			3
PO3	4	4	
PO2			2
PO1	2		2
SO2	12	10	12
SO1	7	6	7
Scale 6	16	15.5	} 32.5
Scale 5	13	11.5	
Scale 4	27.5	22	
Scale 3 /4			40.5 (13 new @ Sc3)
Scale 2	285 hours	267	459 hours

* Excludes Caretakers and all Archives & Museum staff

The number of vacant posts reflects two things - firstly, the difficulty encountered in recruiting staff of adequate calibre to the Service, and secondly, the impending



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restructure. In order to operate the Service, agency staff have been recruited to posts at various levels. Senior management is being provided by Instant Library Limited as interim managers.

3.6.1 Skills, qualifications, training and development

Historically, Haringey Libraries have not required a library qualification in order to work as a Librarian. The structure which is shortly to be introduced requires a library or information qualification for all librarian posts at Senior Officer Grade and above. The Service is actively encouraging unqualified staff in Librarian posts to undertake courses leading to qualification, to ensure the best possible service to the public and to enable post holders to progress in their careers. Two members of staff have recently received their Charter under Route B of the CILIP registration process. The Service is able to assist a limited number of students with fees and study leave each year.

All staff are currently undertaking ECDL training to enable them to help the public to make the best use of the People's Network and other ICT facilities. Advanced ECDL training will begin shortly.

Individual training needs are identified through the staff appraisal system. The main areas of need revealed so far are:

A requirement has been identified for customer care training throughout the Service and this will be addressed later this year. A programme of development for middle and junior managers is also planned.

Opportunities are anticipated for senior staff to work with Elected Members and managers from other London boroughs to discuss future options for library services.

3.7 ICT Policy

□ ICT Policy

Haringey Libraries, Archives & Museum Service will take keep abreast of and advantage of all ICT developments likely to be of benefit to the public and to the efficient and effective running of the Service.

The principal aims of the policy are to:

- Extend the availability of the library services both to identified reader groups (reader development, disability, social inclusion, and education) and through increased availability of services outside library opening hours.
- Act as a focus for community information.
- Seek out partnerships and synergies with other council departments, regional, governmental and non-governmental agencies and client groups so improving co-ordination of related activities and providing seamless access for our clients. Seek to participate in broader initiatives in recognising the growing importance



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being placed on such schemes both at government policy level and by funding streams.

- Play a full part in the development and implementation of the council e-government strategy in improving local access to services, building services to suit individual needs through proper consultation with relevant individuals and groups, improve social inclusion, and maximise efficiency.
- Ensure all ICT development planning includes due consideration of sustainability issues into the medium and long term through proper financial control and appropriate and ongoing staff training.
- Continually seek to open up access to ICT services and online information resource to all client groups. Maintain a strong awareness of current developments within the ICT field with particular interest in those with a potential impact on library service provision.
- Ensure that all public service points are available to standards at least as stringent as those operating for internal use.
- Exploit to the full the ongoing developments in Library Management Systems as driven by the LMS provider.
- Play a full part in the implementation and promotion of e-government in the Borough.

Haringey Libraries, Archives & Museum Service recognises the important role the Internet has in the future provision of core library services. A strong Internet presence is required within the framework of the council web strategy and the Service will strive to establish and maintain such a presence.

The Service will take advantage of regional developments and hopes to be able to offer seamless searching across the catalogues of all London borough library services, as a result of an initiative by the LLDA. This may develop into a London-wide virtual enquiry service. These developments depend on the existence of a pan London ICT strategy, in which LLDA is leading development.



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3.8 Finance

3.8.1 Budget 1999/2000 – 2001/02

Prior to 2001-02, the budget had been consistently low over a number of years – 17% below the class average for 1999-2000, with the materials fund being £1.69 per head against the class median of £2.53. The budget for 1999-2000 was £15.90 per head against £19.64 average.

Following the Best Value inspection of February 2001 and the appointment of Instant Library Limited as interim managers in July 2001, an examination was made of accounting procedures to ensure a complete understanding of income and expenditure, and a zero-based budget was prepared. Negotiations with the Chief Executive resulted in extra funds' being made available during 2001-02 to address some of the major issues highlighted in the Inspectors' report. An extra £200,000 was made available for the purchase of library stock and £300,000 for library refurbishment. This brought the Service's gross expenditure per head to £22.06.

The CIPFA 2001/2 *Estimates* show Haringey's overall expenditure to be in a rather better position relative to the selection average than in previous years, that is, 14.5% lower compared with 17% in 1999-2000 and 2000-2001. (£18.48 per head, compared with £21.62 per head). Expenditure on two major budget heads, Salaries and Central Support, is significantly lower than the selection average.

Although employee costs per head are 14% lower (£10.89 per head cf £12.68), the cost per employee is 3.7% higher at £23,831 than the selection average of £22,957). This reflects both a high vacancy level and the fact that many staff have long service with the authority and have reached the top of their grade.

At £1.35 per head, Central Support costs in the year reviewed were 37% lower than the selection average.

The Service's premises costs are very high. At £3.20 per head they are 39% higher than the selection average of £2.31. This reflects high charges for cleaning and the fact that two of the bigger libraries had large amounts of space available for letting for which no tenant had been found. Both these issues have been addressed and the 2001-02 *Actuals* are expected to show a more favourable position.

After many years of low expenditure, the budget for library materials is, at £2.35 per head compared with selection average of £2.39, only 1.7% below average. However, the time the estimate was prepared, the budget was provisional and the size of the stock fund was uncertain. In the event, the final budget was smaller, and the expenditure per head was £2.20.

The Service's income target was revised to £1.68 per head in 2001-02. This is £1.07 higher than the published estimate and £0.11 higher than the selection average. The low estimate of £0.61 per head was partly the consequence of an understatement resulting from a number of anomalies, including the miscoding of income. The Service's income may have been understated for years.



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In September 2001, overdue reminders were reinstated after a gap of more than four years. This resulted in extra income from the return of long overdue items. However, as overdue notices are now sent as a matter of routine, this bonus will not recur. However, the introduction of more video/DVD collections and a substantial increase in lettings will ensure a higher income in 2001-02 and beyond. Substantial regeneration funds were secured in 2001-02, but these will not be available indefinitely.

3.8.2 Budget 2002-03

The gross Service budget for 2002-03 is £6,474,185, 29% higher than in 2001-02. Budgeted income, at £1,043,890, is 173% higher than last year. Net expenditure is 17% higher than in 2001-02, at £5,430,295. Much of this increase is one off resourcing from capital and regeneration funds. The Service faces a challenge to maintain the improved level of service provision and accessibility within the budget set by the Council. Over the next year the Service will need to demonstrate value for money to the Council in terms of increased use and impact.

The major budget heads are discussed below.

Salaries and Wages – The budget for these is £2,920,716. As well as catering for increments and salary increases, this 25% increase is to accommodate the extra staff required to enable opening hours to meet the public library standards. Account has been taken in the current year of the delay in appointing to the new structure. In a full year the staffing budget will require a further increase.

Library Stock – The enhanced level of expenditure on stock achieved in 2001-02 has been continued this year. At £563,705, the stock fund is 12.7% up on last year's budget. This will allow the poor state of the library stock to be addressed. The per capita expenditure on stock will be £2.48, which should place the Service above the mean for its class. £263,000 of this increase is from the capital fund for 12 months. The base budget figure is £300,000.

The other side of the equation requires the Service to raise stock related income of £160,079, an increase of 47% over 2001-02. This should be readily achievable as a result of measures taken since July 2001. Between October 2001 and May 2002, video and DVD collections were introduced into all those libraries that did not have one. This move will ensure an increased and reliable income stream for the future. Furthermore, the ring fence that prevented video income from being spent on anything else, has been removed, enabling a portion of the video income to be spent on other library materials.

The People's Network - £282,968 is budgeted for the implementation. This is matched by funds awarded by DCMS. There is an additional £80,000 for the current year funded from capital for IT library expenditure.

Building Maintenance – The budget for this has doubled to £144,946. Work to tackle the backlog of repairs and refurbishment to the library buildings is continuing this year. Further refurbishment work will be made possible from lettings income, which is anticipated to increase substantially. After an assessment of use, space has been identified in several libraries as suitable for letting, and tenants have been secured. Rentals and lettings will bring an estimated £157,713 in 2002-03 and is



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expected to continue indefinitely. £50,000 is available from capital in the current year. This substantially increased income may bring the Service's net expenditure even further below the selection average, but for positive reasons.

3.8.2.1 Estimated expenditure 2002/03

The increased expenditure secured for the current year and reported in the CIPFA *Estimates*, shows Haringey to compare favourably with its comparator group.

Employees per 1000 population are now marginally above average. This reflects the extra staff recruited to implement increased opening hours. Employee costs per employee and per head of population have now fallen below the selection average. This is because most of the extra staff have been recruited at Library Assistant level.

Acquisitions spending now matches the selection average. The slightly lower expenditure on books is compensated for by higher expenditure on other materials and reflects the demographic make up of the community.

The measures taken to secure extra funding from grants, lettings and video/DVD collections have resulted in an anticipated income level 38% higher than the selection average. Not only does this improve the prospect of long term security for the Service, but it enables the financing of a slightly higher than average gross expenditure to be achieved with a net expenditure 2.8% below the average.

3.8.3 Budget prospects for 2003-04 and 2004-05

Discussions with the Chief Executive and the Libraries Panel suggest that the need for long term additional funds to address building and stock issues is recognised. Budget prospects for the following years will be closely tied to the improved performance of the public library service, especially its ability to meet wider Council agendas. Coupled with this, there will need to be a challenging look at the productivity of the Service, both in terms of staff performance and the use of buildings and plant.

If, as anticipated, the stock fund remains at its current enhanced level and the staffing budget is boosted as discussed above, the Service anticipates no difficulty in meeting the Public Library Standards.

3.8.4 Income generation policy

The Service is also examining business services, sale of goods and other income generating activities, and will introduce these as appropriate. In general, with tighter management, video collections in all libraries, proactive lettings policies and improved cash handling procedures the service is already experiencing an increase in income.

Matching funding and in-kind support is used to draw down funds from regeneration sources, including NRF, NDC, SureStart and the Children's Fund. Funding applications to all of these sources indicate the level of contribution which comes from the library service's mainstream budget.



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4. PERFORMANCE APPRAISAL AND STANDARDS

This section sets out the Service's performance against the Public Library Standards.

During 2001-02, the priority was to draw up and implement an action plan to enable the Service to meet the Public Library Standards by March 2004 and no additional local targets were set. However, demanding local targets have been set for 2002-03 and these are set out in Section 4.1.2.12. The Action Plan for 2002-03 and 2003-04 (Section 7.1 of this document) also reflects the Service's determination to increase and expand the use of the Service.



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4.1.1 Performance against Public Library Standards 2002

Name of your Local Authority:	Haringey	LA Code:	E5038
Person completing this form:	Erica Worth	Tel No:	020 8489 2764

Date upon which the form was appended to the plan:

Annual Library Plan 2002 - PUBLIC LIBRARY STANDARDS

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

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

[1] Standard number	[2] Standard	[3] Standard met or exceeded in 2001/02 'Y' or 'N'	[4] Authority's measure of performance (2001/02)	[5] Target for 2002/03 (This Year)	[6] Target for 2003/04	[7] Target for 2004/05	[8] Show the section(s) in your plan which identify remedial action



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PLS1(i) \$	Proportion of households living within specified distance of a static library	Y	100%	100%	100%	100%	
PLS1 (ii) #	Proportion of households living within a specified distance of a library open during convenient hours	Y	100%	100%	100%	100%	
PLS 2 (i) #	Proportion of planned time that service points were not available to visitors because of emergency closure of central and branch libraries	N	100%				
PLS2(ii) #	Proportion of planned time that mobile service points were not available to visitors because mobile library visits/stops were missed or cancelled.	N	11.45%				
PLS 3 (i)	Aggregate opening hours per 1,000 population for all libraries	N	81.43	113.5			



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PLS 3 (ii)	Proportion of aggregate opening hours that fall outside 9am to 5pm on weekdays	Y	32%	30%				
PLS 4 #	Percentage of larger libraries open at least 45 hours a week	N	50%	100%				
PLS 5	Percentage of libraries open more than 10 hours a week that have access to on-line catalogues	Y	100%	100%	100%			
PLS 6 (i)	Total number of electronic workstations available to users per 1,000 population	N	0.08	0.73				
PLS6 (ii)	Percentage of static service points providing public internet access	N	11%	100%	100%			
PLS 7	Normal book issue period (weeks)	Y	3					



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PLS 8	Number of books that library users are allowed to borrow at one time	Y	8					
PLS 9 (i)	Percentage of requests for books met within 7 days	Y	66%					
PLS 9 (ii)	Percentage of requests for books met within 15 days	Y	73%					
PLS 9 (iii)	Percentage of requests for books met within 30 days	N	81%	85%				
PLS 10 #	Number of visits to the library website per 1,000 population	N	data not available					
PLS 11	Number of library visits per 1,000 population	N	4077	5,000	6,500	8,600		
PLS 12 (i)	Percentage of adult library users reporting success in obtaining a specific book	N	64%					



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PLS 12 (ii)	Percentage of child library users reporting success in obtaining a book	N	data not available			
PLS 13 (i)	Percentage of adult library users reporting success in gaining enquiry	Y	86%			
PLS 13 (ii)	Percentage of child library users reporting success in gaining information as a result of a search or enquiry	N	data not available			
PLS 14 (i)	Percentage of adult library users rating the knowledge of staff as "good" or "very good"	N	80%			
PLS 14 (ii)	Percentage of child library users rating the knowledge of staff as "good" or "very good" (same as PLS 15ii)	N	data not available			
PLS 15 (i)	Percentage of adult library users rating the helpfulness of staff as "good" or "very good"	N	84%			



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	Percentage of child library users rating the helpfulness of staff as "good" or "very good" (same as PLS 14ii)	N	data not available		Please enter 'Y' or 'N' in Column 3
PLS 16	Quality index for stock (to be developed in 2001/02)				
PLS 17	Annual items added through purchase per 1,000 population	Y	371		
PLS 18	Time taken to replenish the lending stock on open access or available for loan	Y	5.97		
PLS 19 (i)	Numbers of staff per 1,000 population with appropriate information management qualifications	N	0.09		
PLS 19 (ii)	Numbers of staff per 1,000 population with appropriate ICT qualifications	Y	0.14	0.28	0.5
Please provide an estimate of any additional revenue costs, in this and each of the subsequent years (2002/03 to 2004/05) in your plan,				£000's	£000's
				£000's	See Commentary at 4.3 ???
					NOTE:

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attributable to		
increasing provision to meet the national		
standards		



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4.1.2 Variations between Haringey and comparator authorities

This section sets out Haringey's performance where this differs significantly from those of its comparator group. While Haringey's actual performance for 2001-02 is shown, the data for the group are for 2000-01. Haringey's performance against the Public Library Standards and its comparison with its group are discussed in Section 4.2 below.

4.1.2.1 Proportion of planned time service points (PLS 2i) and Mobiles (PLS 2ii) were not available to the public

	% of planned time service points unavailable	
	PLS 2(i) Static emergency closure	PLS 2(ii) Mobile visits/stops missed or cancelled
Haringey 2001-02	4%	6%
Haringey 2000-01	5.3%	4.6%
Class Lower Quartile 2000-01	0.0%	0.8%
Standard (minimum)	0.3%	4.4%

4.1.2.2 Total hours of access per 1000 population (PLS 3i)

Year	1999-2000	2000-2001	2001-2002
Haringey	NK	67.7	81.43
Class upper quartile	119.1	117.5	NK
Standard (minimum)		128.0	128.0

4.1.2.3 Percentage of larger libraries open at least 45 hours per week (PLS 4)

Year	2000-2001	2001-2002
Haringey	50%	50%
Class upper quartile	100%	NK
Standard (minimum)	100%	100%

4.1.2.4 Number of electronic workstations available to users per 1000 population (PLS 6i)

Year	2000-2001	2001-2002
Haringey	0.084	0.084
Class upper quartile	0.315	NK
Standard (minimum)	0.600	0.600



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4.1.2.5 Percentage of static service points providing public Internet access (PLS 6ii)

Year	2000-2001	2001-2002
Haringey	11%	11%
Class upper quartile	100%	NK
Standard (minimum)	100%	100%

4.1.2.6 Percentage of requests for books met within 7 days (PLS 9i)

Year	1999-2000	2000-2001	2001-2002
Haringey	10%	22%	66%
Class upper quartile	55%	59%	NK
Standard (minimum)		50%	50%

4.1.2.7 Percentage of requests for books met within 15 days (PLS 9ii)

Year	1999-2000	2000-2001	2001-2002
Haringey	29%	49%	73%
Class upper quartile	68%	71%	NK
Standard (minimum)		70%	70%

4.1.2.8 Percentage of requests for books met within 30 days (PLS 9iii)

Year	1999-2000	2000-2001	2001-2002
Haringey	53%	56%	81%
Class upper quartile	82%	85%	NK
Standard (minimum)		85%	85%

4.1.2.9 Number of library visits per 1000 population (PLS11)

Year	1999-2000	2000-2001	2001-2002
Haringey	4,427	4,103	4,077
Class upper quartile	7,750	7,694	NK
Standard (minimum)		8,600	8,600

4.1.2.10 Stock items added per 1000 population (PLS 17)

Year	1999-2000	2000-2001	2001-2002
Haringey	88	134	371
Class upper quartile	270	267	NK
Standard (minimum)		216	216



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4.1.2.11 Lending replenishment rate in years (PLS 18)

Year	1999-2000	2000-2001	2001-2002
Haringey	31.4	NK	5.97
Class upper quartile	12.7	11.0	NK
Standard (minimum)		8.5	6.7

4.1.2.12 Local targets

Local targets for issues were put into place in April 2002. These task static libraries with increasing issues by 15% over the year and the Mobile, Book Bus and Housebound services with achieving an increase of 7%. Monthly reports are produced showing whether these targets are being reached. An example is set out below.

Issue Target Report

	01/02 Issues	15% increase	Monthly target	June Issue Total	Total to date	Total V (%)
Central	205,123	235,890	19,660	17,965	56,036	
Alexandra Park	44,750	51,460	4,290	3,808	12,393	
Stroud Green	18,479	21,250	1,770	1,670	4,725	
Marcus Garvey	107,581	123,720	10,310	9,401	31,145	
St Ann's	37,890	43,570	3,630	3,502	11,873	
Coombes Croft	18,335	21,090	1,760	1,906	5,890	
Hornsey	238,245	273,980	22,830	18,490	63,292	
Muswell Hill	82,477	94,850	7,900	7,809	23,075	
Highgate	28,823	32,800	2,730	1,468	6,663	
		7% Increase				
Mobile	28,259	30,240	2,520	2,219	7,617	
Housebound	48,613	52,020	4,330	12,202	21,538	
Book Bus	4,970	5,320	445	210	1270	
Total	863,545	986,190	82,175	80,650	245,517	

Targets for visitor numbers are being developed.



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4.2 Commentary on the Service's approach to meeting the standards

The pro-form in Section 4.1 shows the Service to have made some progress towards meeting the Public Library Standards in 2001-02, with 12 standards met, compared with six in 2000-01.

4.2.1 Standards newly achieved in 2001-02

Changes to the way readers' requests are handled has enabled a substantial improvement in supply times, with the standards for supply within 7 and 15 days (PLS 9i and 9ii) now being met. The standard for requests supplied within 30 days (PLS 9iii) has still not quite been met. Many of those requests which take longer to supply are satisfied through inter-library loan. A review of how these are handled is to begin shortly and the Service is confident that the standard will be met in 2002-03.

There was a dramatic increase in items added to stock in 2001-02, with the result that the standard (PLS 17) has not only been met, but exceeded by over 70%. This results not only from a substantial increase in the stock fund, but also from the extra effort put into adding purchased items to stock. A large backlog of items existed in the Spring and early Summer of 2001 which had been purchased in 2000-01 but had not been added to the catalogue. Thus the number of items acquired in 2000-01 was understated, while the same measure is overstated in 2001-02. All cataloguing backlogs were cleared by the end of Summer 2001 and acquisitions are now added to stock promptly. Thus 2002-03's additions will accurately reflect purchasing. It is clear, then, that 2001-02's additions figure of 371 will not be repeated. However, with the increase in the stock fund, the Service is confident that the Public Library Standard for additions to stock will still be achieved in 2002-03.

The extraordinary number of additions in 2001-02 means that the standard for stock replenishment (PLS 18) has also been massively exceeded and this figure should be treated with caution. However, at the anticipated level of acquisition and the completion during the year of the stock editing programme, it can be predicted with reasonable confidence that the target of bookstock replenishment in 8.5 years will be met.

4.2.2 Targets not met in 2001-02

4.2.2.1 Unplanned closures (PLS 2i and 2ii)

Although the standard for unplanned closures was not met for either static or mobile libraries, great progress was made during the year in reducing unplanned closures. The major reason why the standards are not met is because of planned closure on public holidays. If emergency closures only were taken into account, then static libraries would have been closed for only 0.33% of planned opening hours. If the planned increased opening hours can be achieved with no more emergency closures, then this figure will be reduced further.

The mobile library schedule was revised during 2001-02. More sites were included at the expense of stopping time at each site. Thus when the vehicle is off the road for any reason, more stops are missed. Again, planned and unplanned closures have been included in the calculation. If public holidays and vehicle servicing are excluded, missed stops are 10.5%



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4.2.2.2 Total hours of access per 1000 population (PLS 3i)

Only small increases in opening hours were possible in 2001-02. However, further increases have been implemented or are planned for 2002-03. These will bring the total hours to within 12% of the standard. Funds are being sought to open longer in 2003-04, especially in the larger libraries.

4.2.2.3 Electronic work stations available to the public (PLS 6i)

The People's Network will be implemented from September 2002. This will result in 0.73 workstations per 1000 population, exceeding the target figure of 0.6.

4.2.2.4 Library visits per 1000 population (PLS 11)

These are disappointingly below the standard of 8600. While the increased opening hours and improved replenishment rate of stock will do much to address this, the need to attract more people who do not currently use the library is recognised. This is reflected in the action plan for 2002-03 and 2003-04.

4.2.2.5 Number of staff with information management qualifications (PLS 19i) and ICT qualifications (PLS 19ii)

The revised structure requires librarians in Senior Officer posts or above to hold a qualification in information management. However, some existing post holders do not do so. These are being encouraged to undertake suitable courses, as are less senior staff. However, as this depends on the individuals concerned, no target has been set.

The present rate of ECDL training will allow the standard to be reached by 2004-05. Funds are being sought to enable the target to be met by March 2004.

4.2.2.6 Achievement of local targets

The success of service points in meeting the issue targets has been mixed, with those in the east of the Borough faring better than those in the west. Extended opening hours have been possible at St. Ann's and these have been repaid in terms of a substantial overachievement in issues. The introduction of a video collection at Coombes Croft is also producing increased issues. The Service was hit by a number of closures during June, mainly because of industrial action. This factor is no doubt largely responsible for the failure of the libraries in the Central and Hornsey areas to meet their targets. Highgate was also closed for refurbishment during the first half of the month and it is creditable that it achieved the issues it did in the days available to it. The only static library which appears to be falling short of its target when closed days are taken into account is Stroud Green.

Because of their depressed issues over the last five years, libraries in the east found it easier to achieve large percentage increases, whereas libraries in the west had already reached a high level of issues. This argues for differential targets which will be considered in the light of experience gained in the coming months.



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The Mobile and Housebound services are overachieving while the Book Bus is not yet quite reaching its target.

4.2.2.7 Benchmarking

The Service has developed a sophisticated process for benchmarking performance and target achievement over time. Monthly print-outs are produced which track the main performance indicators relating to visitors and issues in each location and summarised at authority level. As part of the Council's performance management process demanding targets have been set for each service point relating to visitor numbers and issues.

Haringey pays close attention to published performance information relating to other authorities. In addition, it has played an active role as a member of the Bewhich benchmarking consortium.

4.3 Public consultation and Marketing

- Haringey Libraries, Archives & Museum Service. Marketing policy.

The last large scale review of library users was the CIPFA *PLUS* survey carried out in 2000. Only adult users were surveyed. 2471 questionnaires were returned, a response rate of 75.9%.

This showed that the Service has a hard core of regular users, with 85.4% visiting at least monthly and 51.7% visiting once a week or more. However, it is encouraging that 6.9% of respondents were visiting for the first time.

As in many authorities, the majority of users (55%) were women. However, the user population tends to be younger than usual, with only 18.6% of respondents being over aged 55 and only 14% retired. This may reflect the ethnic make up of the Borough. Amongst some communities, library use is less well established.

Generally, though, the ethnic breakdown of respondents, while not exactly matching the structure of the population, is reasonably representative, with 10.7% of respondents being Black African, 7.2% Black Caribbean, 4.4% Indian and 15.3% others of non-white ethnic origin. This tends to confirm research carried out elsewhere that people from ethnic minorities are active library users, even if they are less likely to borrow books.

Only 7.2% of respondents were unemployed, in spite of a higher unemployment rate. This is clearly a client group which Haringey Libraries could and should be serving.

The need to market the Service more actively to elderly people from ethnic minorities, and to men, is reflected in the Action Plan for 2002-03.

The Service recognizes that much has changed in the two years since the *PLUS* survey and intends to carry out a similar exercise, extending this to children, in the Autumn of this year. A marketing plan will be drawn up from the results.



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Other, small scale, surveys are planned to ascertain user requirements of, for instance, the audio-visual service, and such exercises are very helpful in shaping provision of specific services.

Haringey Libraries is fortunate in having a number of active Friends groups. It is extremely useful to be able to consult these groups when a major project, such as a refurbishment, is planned, and also to ascertain matters of concern. Instant Library regularly attends meetings of Friends groups. Their major concerns have been threats to the Service (although this has receded as the Service appears more secure), opening hours, the poor state of buildings and the quality of the library stock. All of these are being addressed and some progress is seen to have been made.

The Borough is drawing up a consultation strategy, of which a draft is due later this year.

Haringey Libraries, Archives & Museum Service encourages users to make comments on any aspect of the service and many take advantage of the comments forms displayed in libraries to do this. A personal reply is sent by the Area Librarian where requested. It was the practice until several years ago for the comments to be analysed into major categories, such as stock, staff and library procedures. This practice has fallen into abeyance in recent years, with the result that an opportunity to demonstrate the Service's responsiveness is being missed. The Service intends to reintroduce an analysis of comments and where appropriate, to publicise what action has been taken in response to suggestions and comments.

While current consultation activity is helpful in assessing the needs and opinions of library users, it does little to attract those who do not currently use the library. Certainly, non-users can be identified by implication, but a much more rigorous approach is required to community profiling and comparing this with current usership. This will become practicable when the analysis of the 2001 Census becomes available shortly.

In the meantime, the Service takes advantage of every opportunity to gain favourable publicity. The Service's web site has been redesigned and high quality leaflets, outlining services to a range of groups, have been produced. Positive press releases are given to local newspapers as often as possible and the service becomes involved in high profile events, such as the Tottenham Carnival and Haringey in Bloom.

A marketing policy has recently been produced.



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4.4 Quality assessment

In 2001, Haringey Libraries, Archives & Museum Service met only six of the Public Library Standards. In 2002, this has doubled to 12 and plans are in place to ensure that they are all met by 2004. The CIPFA *Public Library Actuals* and the planning profile supplied as part of the Annual Library Plan process enable comparisons with other authorities. This is important, as the Service cannot exist in a vacuum, nor should it attempt to do so. The CIPFA *PLUS* survey carried out in 2000 found that although the public clearly valued the Service, they were dissatisfied with the stock and opening hours. User comments and feedback from Friends' groups are also valuable means of judging quality.

While these means are important indicators of the quality of the Service, they do not by themselves guarantee quality. This requires a commitment by management and staff to deliver the best service possible to as many people as possible. Haringey Libraries, Archives & Museum Service has far to go but a start has been made. First of all, the aims and objectives of the Service have been made explicit and a staffing structure created to deliver them. Secondly, a plan has been drawn up and funded to achieve the Public Library Standards by March 2004.

To promote consistency of provision and practice, a comprehensive set of policies and strategies has been drawn up (some are still at the draft stage) and these will be a valuable tool for staff. In order to manage effectively, the Service needs to know what information it requires to support its decision making. A working party to examine these is about to be convened.

The staff appraisal programme is a valuable tool in ensuring quality. Staff strengths and weaknesses can be identified and training programmes drawn up to address these.

CIPFA *PLUS* revealed that only 58.8% of users found the book they were looking for, which falls rather short of the Public Library Standard of 65%. Potential borrowers of recorded music fared worse, with 52.8% finding the desired CD and only 47.8% finding a cassette.

The Best Value inspection of 2001 was particularly critical of the library stock, finding it old, out of date, unattractive, poorly displayed, in poor condition and packed tightly on to the shelves. Since then, a comprehensive editing programme has begun and attention has been paid to the display of stock. In addition, backlogs in making new stock available have been eliminated and new contractual arrangements have increased discounts, with the result that more stock can be purchased with the stock fund. This has itself been substantially increased, as discussed in Section 3.8. Stock is now ordered and supplied regularly and the stock is beginning to improve. This may not be noticeable to the user, however, as the new stock is borrowed as soon as it reaches the shelves. It is true to say that the quality of the stock is still poor. However, it is improving and the current level of funding will enable the stock to be replenished within the Public Library Standard of 8.5 years. Within the next year, the large input of new stock should make itself apparent. The stock standards that are being developed will assist staff in the selection, management and editing processes.

4.3 Public consultation and Marketing

- Haringey Libraries, Archives & Museum Service. Marketing policy.

The last large scale review of library users was the CIPFA *PLUS* survey carried out in 2000. Only adult users were surveyed. 2471 questionnaires were returned, a response rate of 75.9%.

This showed that the Service has a hard core of regular users, with 85.4% visiting at least monthly and 51.7% visiting once a week or more. However, it is encouraging that 6.9% of respondents were visiting for the first time.

As in many authorities, the majority of users (55%) were women. However, the user population tends to be younger than usual, with only 18.6% of respondents being over aged 55 and only 14% retired. This may reflect the ethnic make up of the Borough. Amongst some communities, library use is less well established.

Generally, though, the ethnic breakdown of respondents, while not exactly matching the structure of the population, is reasonably representative, with 10.7% of respondents being Black African, 7.2% Black Caribbean, 4.4% Indian and 15.3% others of non-white ethnic origin. This tends to confirm research carried out elsewhere that people from ethnic minorities are active library users, even if they are less likely to borrow books.

Only 7.2% of respondents were unemployed, in spite of a higher unemployment rate. This is clearly a client group which Haringey Libraries could and should be serving.

The need to market the Service more actively to elderly people from ethnic minorities, and to men, is reflected in the Action Plan for 2002-03.

The Service recognizes that much has changed in the two years since the *PLUS* survey and intends to carry out a similar exercise, extending this to children, in the Autumn of this year. A marketing plan will be drawn up from the results.

Other, small scale, surveys are planned to ascertain user requirements of, for instance, the audio-visual service, and such exercises are very helpful in shaping provision of specific services.

Haringey Libraries is fortunate in having a number of active Friends groups. It is extremely useful to be able to consult these groups when a major project, such as a refurbishment, is planned, and also to ascertain matters of concern. Instant Library regularly attends meetings of Friends groups. Their major concerns have been threats to the Service (although this has receded as the Service appears more secure), opening hours, the poor state of buildings and the quality of the library stock. All of these are being addressed and some progress is seen to have been made.

The Borough is drawing up a consultation strategy, of which a draft is due later this year.

Haringey Libraries, Archives & Museum Service encourages users to make comments on any aspect of the service and many take advantage of the comments forms displayed in libraries to do this. A personal reply is sent by the Area Librarian where requested. It was the practice until several years ago for the comments to be analysed into major

categories, such as stock, staff and library procedures. This practice has fallen into abeyance in recent years, with the result that an opportunity to demonstrate the Service's responsiveness is being missed. The Service intends to reintroduce an analysis of comments and where appropriate, to publicise what action has been taken in response to suggestions and comments.

While current consultation activity is helpful in assessing the needs and opinions of library users, it does little to attract those who do not currently use the library. Certainly, non-users can be identified by implication, but a much more rigorous approach is required to community profiling and comparing this with current usership. This will become practicable when the analysis of the 2001 Census becomes available shortly.

In the meantime, the Service takes advantage of every opportunity to gain favourable publicity. The Service's web site has been redesigned and high quality leaflets, outlining services to a range of groups, have been produced. Positive press releases are given to local newspapers as often as possible and the service becomes involved in high profile events, such as the Tottenham Carnival and Haringey in Bloom.

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Targets from 2001-02 action Plan which were not achieved and which have been carried forward into the plan for 2002-03



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7.1.1 Management Priorities

Service Improvement – Vision for Libraries	Performance Indicator	Milestones/ Target Date	Resource Implications	Staff
Establish meaningful and sustained consultation with users	- CIPFA Childrens Plus	October 2001		MT
Comment: CIPFA recommend that this survey is carried out in Autumn 2002				

7.1.2. Additional Activities to Ensure Best Value is Achieved

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Draw up plans for changes in opening hours to meet public demand.	Opening hours making progress towards meeting national standard by April 2004.	65 hrs pw by Sept. 01 82 hrs pw by Mar 2003	Staff time for review 5 days. £240,000 for increased staffing	PL SL SO
Comment: Increased opening hours achieved at one library in February 2002.				



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7.1.3. Regeneration- Supporting Communities

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Extend use of library premises	1 new meeting room to be available in Highgate	Dec 01	Staff time - 1 week. Health & Safety and maintenance costs will be recovered from rent.	PL SL
Comment: Negotiations with tenant in progress				

7.1.5 Stock Policy

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Develop Stock Standards for: i) Adult Lending; ii) Reference; iii) Children's; iv) Audio-Visual and v) Community Language stock	Stock Standards produced	March 02 March 02 March 02 March 02 March 02	Staff time - 3 weeks	MT SL CL
Comment: Work in progress. Completion deferred pending restructure.				



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Introduce videos and DVD's at all libraries	Collections in place at all libraries	Videos in 6 libraries by September 2001 Remaining 3 by Dec. 2001 DVD's piloted in 1 library Sept 01 Further collections Sept. 02	Funded through current income generated by existing services	SL
Comment: Eight libraries had video collections by Mar 2002.				

7.1.6 Lifelong Learning

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Enable implementation of recommendations in report <i>Empowering the learning community</i>	Policy in place Action plan produced	Dec 01 April 2002	Staff time – 2 weeks for assessment, consultation, and final production of documents	PL SL



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7.1.8 Establishing and Maintaining Effective Planning

Service Improvement	Performance Indicator	Milestones/Target date	Resource Implications	Staff
Start preparation of Annual Library Plan 2002	Production of first draft. Implementation. Submission.	First draft January 2002. Implementation April 2002. Submission September 2002.	Staff time – 5/6 weeks	IL
Comment: Guidelines received May 2002. Draft produced July 2002.				
Develop outstanding service policies as listed in section 4.5	Policies produced, agreed and implemented.	Various dates - see list	3 days per policy average	MT
Comment: Most policies completed. Rest in progress.				



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7.1.9 Effective Public Consultation

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Carry out CIPFA PLUS survey in all libraries	3 libraries surveyed each year	Nov 01 Nov 02	Survey costs; Staff time - 2 weeks (Quality & Performance Officer); Staff costs - 2 Counter Assts for 2 weeks	Q&P
Comment: Deferred pending revised guidelines, expected 2003				
Children's Plus Survey carried out at all children's libraries	3 libraries surveyed each year	Nov 01 Nov 02	Survey costs; Staff time - 2 weeks (Q&P Officer + Children's staff)	Q&P
Comment: Not carried out in 2001. Still planned for Nov. 2002.				



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7.1.11 Arts & Culture

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
1. Reader development	i. Appoint Reader Development Librarian ii. Produce a Reader Development Strategy	Sept 01 (with new structure) - DONE Jan 02	New post identified and funded	SL
Comment: Strategy deferred pending further restructure				

7.1.14 The People's Network & ICT Development

Service Improvement	Performance Indicators	Milestones/Target Date	Resource Implications	Staff
People's Network development – installation of c.150 public access PC's	a) Submission and agreement to specification a) Completion of PN installation	Bid submitted Sept. 01 by Instant Library Limited Implementation Feb. 02	a) £282,000 for ICT infrastructure development from NOF. b) Staff time	SM
Comment: Funding obtained. Implementation scheduled for September 2002.				
People's Network development – staff training programme	ECDL training scheme is monitored through logbooks and will be carried out on behalf of	To be completed by Jan 2002	All staff will require 6 days of classroom training away from public duty	MT/ TO/ TS

Chapter 5th August, 2002



Instant Library Limited

	the service by the training supplier		
Comment: First tranche completed. To be fully completed by March 2003.			
Replace staff text-based computer terminals	Completion of replacement programme	a) March 2002 b) March 2003 c) March 2004	a) Year one c. £40,000 b) Year two c. £40,000 c) Year three c£40,000 SM
Comment: Implementation awaits confirmation of availability of funds			
Bring the Housebound Service on-line	Completion of project	December 2001	Set-up time 1 day SM
Comment: Awaiting successful testing of software			

KEY TO STAFF DESIGNATIONS CL - Community Librarians, HL - Head of Libraries, IL - Instant Library, MC - Museum Curator, MT - Management Team, PL - Principal Librarian, Q&P - Quality & Performance Officer, SL - Senior Librarian, SM - Systems Manager



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Targets from 2001-02 action Plan which were not achieved and which have not been carried forward into the plan for 2002-03

7.1.2 Additional Activities to Ensure Best Value is Achieved

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
1. Review the services provided in each library to ensure they are appropriate to the community.	Review completed.	Tottenham area reviewed by May 2002	Staff time -5 days to identify and commission consultants	HL
Comment: Abandoned				
Examine self-issue to release staff to open additional hours	Terminal installed. Additional hours of access for the public	Investigate Dec 01 Implement April 02 Review Sept. 02	Need to save. Investment required to make subsequent savings	IL
Investigation completed. Implementation deferred.				

7.1.7 Social inclusion

Relaunch Drug Awareness Collection	Publicity programme completed	June 02	Staff time - 3 days + £250 for publicity	SL
Comment: Abandoned				



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7.1.9 Effective public consultation

Analyse results of CIPFA PLUS Survey for Nov 01	Results analysed and fed into planning cycle	Completion Sept 02	Staff time - 1 week	Q & P
Comment: No PLUS Survey carried out in 2001				

7.1.11 Arts & Culture

Books & Business 2	Guidelines produced	March 02	Staff time - Reader Development Librarian - 1 week	SL
To inform public and community groups about sources of funding			£75,000 secured for whole project from Wolfson/DCMS	
Comment: Subsumed into activities of NDC, Women's Forum, etc.				

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Targets from 2001-02 action Plan which were scheduled for completion in 2002-03

7.1.1 Management Priorities

Service Improvement – Vision for Libraries	Performance Indicator	Milestones/ Target Date	Resource Implications	Staff
Recruit Head of Service urgently	Deferred until June 2002.			C/Ex
Comment: Instant Library Limited appointed as interim manager until Dec 2001. Contract extended to Dec 2002.	Development of management team planned throughout 2001/2002	Review progress in April 2002.		MT
Comment: Instant Library Limited appointed as interim manager until Dec 2001. Contract extended to Dec 2002.				



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7.1.2 Additional activities to ensure Best Value is achieved

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Draw up plans for changes in opening hours to meet public demand.	Opening hours making progress towards meeting national standard by April 2004.	65 hrs pw by Sept. 01 82 hrs pw by Mar 2003	Staff time for review 5 days. £240,000 for increased staffing	PL SL SO
Comment: Increased opening hours achieved at one library in February 2002. Further increases being achieved from April 2002.				
Install People's Network, implement public access	Computer terminal installed. Public use of computers	NOF funding available April 02 Complete by Sep.02 Establish partnerships to provide learning opportunities – 1 2 additional centres by March 2003	£NOF Training grant, staff time, match money, ongoing costs until 2004, All identified	MT
Comment: Funding secured. Implementation from September 2002.				



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7.1.3 Regeneration - Supporting communities

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Work in partnership to support regeneration projects	Continuation of Surestart participation in two initiatives	Ongoing March 2003	Staff time	MT SL
Review NRF project (7.1.6.2)	Report on completed project	Sept. 2002	Staff time - 1 week. Health & Safety and maintenance costs will be recovered from rent.	PL SL
Comment: Funding renewed until March 2003				



Instant Library Limited

7.1.5 Stock Policy

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Review Stock Policy	Policy assessed and revised as required	Dec 02	Staff time - 2 days	PL
Introduce videos and DVD's at all libraries	Collections in place at all libraries	Videos in 6 libraries by September 2001 Remaining 3 by Dec. 2001 DVD's piloted in 1 library Sept 01 Further collections Sept. 02	Funded through current income generated by existing services	SL
Comment: Eight libraries had video collections by Mar 2002.				
Stock promotion	Programme of promotional activities produced	June 02	Staff time - 1 week plus library staff as required	MT
Comment: Completed				
Improve supply time for requested items to achieve national standard by March 2004	Review request handling and supply procedure Implement improvements identified by review	Feb 02 April 02	Staff time Contained within existing resources	MT
Comment: A limited review has been completed and improvements implemented. A more extensive review to take full advantage of Talis is planned.				



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7.1.6 Lifelong Learning

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Enable implementation of recommendations in report <i>Empowering the learning community</i>	Policy in place Action plan produced	Dec 01 April 2002	Staff time – 2 weeks for assessment, consultation, and final production of documents	PL SL

7.1.7 Social Inclusion

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Enable implementation of recommendations in reports <i>Libraries for All: Social Inclusion in Public Libraries and Open to All?</i>	Policy in place Action plan produced	Dec 01 April 02	Staff time – 2 weeks for assessment, consultation, and final production of document	PL SL
Comment: Policy in place. Action Plan deferred until October 2002.				
Review changed role of Community Librarians	Effectiveness of changes assessed	April 2002	Staff time - 2 days	PL CL
Comment: Revised staffing structure imminent				
Enable access to library services for refugees and asylum seekers	Feasibility of "fast track" membership assessed	Dec 02	Staff time - 3 days + £250 for publicity	SL



Instant Library Limited

7.1.8 Establishing and Maintaining Effective Planning

Service Improvement	Performance Indicator	Milestones/Target date	Resource Implications	Staff
Start preparation of Annual Library Plan 2002	Production of first draft. Implementation. Submission.	First draft January 2002. Implementation April 2002. Submission September 2002.	Staff time – 5/6 weeks	IL
Comment: Guidelines received May 2002. Draft produced July 2002.				



Instant Library Limited

7.1.9 Effective Public Consultation

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Carry out CIPFA PLUS survey in all libraries	3 libraries surveyed each year	Nov 01 Nov 02	Survey costs; Staff time - 2 weeks (Quality & Performance Officer); Staff costs - 2 Counter Assts for 2 weeks	Q&P
Comment: Deferred pending revised guidelines, expected 2003				
Children's Plus Survey carried out at all children's libraries	3 libraries surveyed each year	Nov 01 Nov 02	Survey costs; Staff time - 2 weeks (Q&P Officer + Children's staff)	Q&P
Comment: Not carried out in 2001. Still planned for Nov. 2002.				
Attract visitors and gain information about what would make libraries useful to non-users	3 open days held	March 03	Staff time - 2 days per Open Day	SL + staff as reqd.



Instant Library Limited

7.1.10 Staff training and appraisal

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Identify those training needs which it is appropriate for the service to address, together with funds to satisfy them	Budget identified	May 2002	£6000	MT
Comment: Funding in 2002-03 budget				

7.1.11 Arts & Culture

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Read Routes Reading Scheme (in co-operation with LLDA & all other London Boroughs)	Three adult reading challenges carried out	Oct 02	Staff time - Reader Development Librarian - 5 days £293,855 secured for whole project from Wolfson/DCMS	SL
Comment: In progress				
Reading Groups	Set up 2 new Reading Groups	Sept 02	Staff time - 1 week	SL
Comment: Completed				



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Participation in drawing up corporate cultural strategy	Strategy produced	April 02	Staff time – 2 days	HL SL
Comment: Draft strategy produced				
Travel Literature Festival	Completion of event	June 02	Partnership with HAC + staff time - 1 week Budget implications unknown at this stage	SL
Comment: Completed				
Raise profile of service by attendance at Community Festivals	3 Community Festivals attended	Sept 02	Staff time - 3 days	SL
Extend Local Author Collection	10 new local authors attracted	Sept 02	Staff time - 1 day	SL
Set up an evaluation system for events in libraries	System in place	March 03	Staff time - 1 week	SL



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7.1.12 Museum Service

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Appoint Archivist to develop archive and record management service	Options investigated Implemented	Dec 01 Mar 03		IL
Digitisation of local studies material.	i) Pilot project complete ii) Heritage Fund bid for long term project	Mar 02 April 02	Staff time - 3 weeks Staff time - 4 weeks + partnership funding Budget implications unknown at this stage	MC MC
Comment: Pilot project completed.				

7.1.13 National Standards

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
To respond to final version of Public Library Standards by improving services to reach standard level	Programme leading to progressive Achievement of standards developed Programme & costs to be done	April 2002	Extra funding will be sought for resource implications	IL HL
Comment: See Appendix 3				



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7.1.14 The People's Network & ICT Development

Service Improvement	Performance Indicators	Milestones/Target Date	Resource Implications	Staff
People's Network development – installation of c.150 public access PC's	<ul style="list-style-type: none"> a) Submission and agreement to specification b) Completion of PN installation 	<ul style="list-style-type: none"> Bid submitted by Instant Library Limited Sept. 01 Implementation Feb. 02 	<ul style="list-style-type: none"> c) £282,000 for ICT infrastructure development from NOF. d) Staff time 	SM
Comment: Funding secured. Implementation Sept 02				
Replace staff text-based computer terminals	Completion of replacement programme	<ul style="list-style-type: none"> a) March 2002 b) March 2003 c) March 2004 	<ul style="list-style-type: none"> d) Year one c. £40,000 e) Year two c. £40,000 f) Year three c£40,000 	SM
Comment: Implementation awaits confirmation of availability of funds				

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6. Rolling 3 year Medium Term Strategy

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

6.1.1 Stock provision and deployment

Strengths	Areas for development	Opportunities	Threats
Healthy Stock Fund	Stock selection and management methods not yet fully embedded	More attention to display will raise awareness of new stock	Uncertainty about sustainability of funding
New supply contracts have achieved better value	Further development of stock policy needed	Improved bay and shelf guiding planned	
New stock being received regularly and supplied to libraries promptly	Editing programme still in progress	Improved stock quality should increase issues	
Stock replenishment rate improving	Overall age of stock still high		
Video/DVD collections in all libraries	Shelving unsatisfactory in some libraries		
Extensive, relevant and accessible reserve stock			
Healthy audio-visual income to support wider stock purchase			



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6.1.2 Reader and audience development

Strengths	Areas for development	Opportunities	Threats
Active reader development programme in place with range of events covering all sections of community	Use by elderly people from ethnic communities low	New structure places great emphasis on reader development	Uncertainty about sustainability of funding
Reading groups in most libraries		Outreach workers appointed to develop links with Kurdish and Somali communities	
Active involvement in partnerships, e.g. Readroutes, Haringey Arts Council			
Bookstart and Surestart schemes in operation			
Outside funding attracted			



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6.1.3 Meeting the Public Library Standards

Strengths	Areas for development	Opportunities	Threats
Standards for location (PLS 1), access to on-line catalogues (PLS 5), issue period (PLS 7), borrowing entitlements (PLS 8) met	Increased opening hours do not yet meet standard, but are planned to do so by March 2003 (PLS 3, PLS 4)	More fundamental review of reservations/ILL system and greater use of Talis will improve supply times further (PLS 9)	Uncertainty about sustainability of funding
Opening hours have been increased (PLS 3, PLS 4)	Historic lack of requirement for professional qualification, but staff being encouraged to qualify (PLS 18)	Some staff undertaking courses leading to professional qualification (PLS 18)	
People's Network implementation will enable PLS 6 to be met	ECDL training has not yet covered all staff (PLS 19)	ECDL training programme will be completed in 2003 (PLS 19)	
Emergency closures virtually eliminated (PLS 2)			
Request supply time improving (PLS 9)			
Annual additions increasing, with consequent improvement in replenishment rate (PLS 17, PLS 18)			



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6.1.4 Social inclusion

Strengths	Areas for development	Opportunities	Threats
Mobile and housebound service, collections in nurseries, drop-in centres, parent and toddler groups, residential homes, reach isolated people	Don't reach looked after children and those with special needs	Plans to develop project with Connexions to increase use by young adults	Uncertainty over sustainability
Bookstart and Surestart schemes in operation	Low use by elderly people from ethnic minorities		
Multi-media ESOL collections being developed, including equipment with facilities for group working	Few facilities, such as touch screens, trackballs, induction loops, Minicom, low seating, in place for disabled		
NDC and NRF funding being received	Disabled access inadequate in some libraries		
New structure includes posts to develop use by hard to reach communities			
Outreach workers appointed to work with Kurdish and Somali communities			
Concessions in place for children and those on low incomes			
Community rooms available in some libraries			



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6.1.5 Lifelong learning

Strengths	Areas for development	Opportunities	Threats
NDC funding has enhanced provision in one library to create a Library and Learning Centre		People's Network imminent	
Open Learning Centre in two libraries		NDC funding available to develop three further libraries into Library and Learning Centres	
Close connections with U3A			
Schools Library Service reaches >80% of primary and special needs schools			
Active programme of class visits to libraries			
Homework clubs being set up in several libraries			
Comprehensive range of material for lending and reference			
Study space available in large libraries			
Member of Libraries and Learning in London			



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6.1.6 Customer response

Strengths	Areas for development	Opportunities	Threats
Good and active relations with Friends' groups	Little consultation in place with users and non-users		
Comments/suggestions system in place			

6.1.7 Resource issues

Strengths	Areas for development	Opportunities	Threats
Increased funding achieved for current year	Some buildings still need extensive renovation	Staff encouraged and supported to take courses leading to qualification	Uncertainty about sustainability
Stock budget expected to reach or exceed selection mean this year	Staff knowledge/expertise needs further development	Imminent restructure an opportunity for staff to broaden experience	Sickness and absence levels still high
Some refurbishment of libraries achieved	Staff need to become more customer focussed	Training needs emerging from appraisal process	Low staff turnover limits input of new ideas and has adverse consequences for staffing budget
Staff appraisal scheme in operation	Customer care training needed		More funds needed for staff training
External funding and partnerships bringing opportunities	Extensive staff development programme needed		Two libraries are listed buildings, limiting scope for development and access



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6.1.8 Marketing

Strengths	Areas for development	Opportunities	Threats
Professional promotional material produced	Need to challenge and redesign service delivery from scratch	Involvement in E-government will enhance role and profile	Reluctance to embrace new ideas and practices
High level of positive coverage in with local press	Need for holistic approach to role, layout and appearance of libraries		
	Need to anticipate change, rather than react to it		

6.1.9 Corporate profile

Strengths	Areas for development	Opportunities	Threats
Improving perception within Council as a dynamic and worthwhile organisation	Need to develop further contacts and closer relations with other council departments, local business, organisations and community	Involvement in E-government will enhance role and profile	Uncertainty about future place in corporate structure
Higher and more positive public profile being achieved			



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6.2 Best Value Reviews

The library service carried out a Best Value Review during 1999 and 2000. Following inspection by the Audit commission the Review was assessed as providing a poor service that will not improve. Moreover the Audit Commission expressed dissatisfaction with the conduct of the review and its failure to follow through the objectives set for the review. The summary of the Audit Commission response is given below, and was reported to Haringey Council in July 2001.

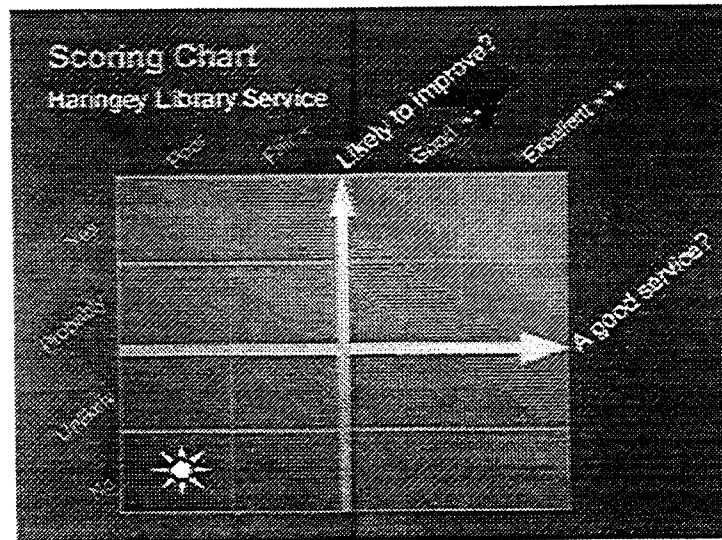
6.2.1 Summary of Audit Commission Response to the Best Value Review of the London Borough of Haringey Library Service

The Audit Commission reported that the Library Service was located within the Learning for Life Division of the Education Department. The revised service budget for 2000/01 was £4.14 million, having 82.6 full-time equivalent staff. The service is provided through 3 main libraries and 6 branch libraries. There is also a housebound and homes service and a mobile library and there is a schools library service. In July 2000 the service was expanded to include management of the museum and local history collection at Bruce Castle.

6.2.2 Scoring

The Inspectors commented "We have assessed the council as providing a no star service that will not improve. The scoring chart displays performance in two dimensions. The horizontal axis shows how good the service or function is now, on a scale ranging from no stars for a service that is poor (at the lefthand end) to three stars for an excellent service (right-hand end). The vertical axis shows the improvement prospects of the service, also on a four-point scale.

We have assessed the service as being poor because users we met expressed deep dissatisfaction with the quality of services that they are receiving. The service has one of the lowest total library opening hours in London, which is exacerbated by a high rate of unplanned closures of libraries and service points within libraries. Net expenditure is below average for the Borough's comparator group. We found that the resources available to managers were not being utilised to maximum benefit for customers. In particular there is poor stock management, which results in poorly planned stock purchase, long delays in new books reaching shelves, and negligible stock control. Issues and visits are well below average for London".



Services to customers displayed some positive features, including good lifelong learning initiatives targeted at highly deprived communities and stock in the first languages of some local communities. We met some library staff who are enthusiastic and effective in their commitment to the public library service.

User satisfaction has not been surveyed prior to 2000 (and the 2000 survey results were not available at the time of inspection). While some users we spoke to were satisfied with the services they received, others expressed deep dissatisfaction.

We consider that the council's current plans will not improve the service. Members do not have a clear vision for the service or a coherent set of priorities for allocating resources. Leadership has been absent. Performance management has been weak. Staff have been left largely unmanaged. There have been high levels of staff absenteeism and vacancies. Senior officers and managers at the outset of the review acknowledged the need for significant change. Yet crucial questions were not asked or answered and the evidence that was available was ignored. For example, some good user and non-user consultation was undertaken for the review but the results were not acted upon. The best value action plan did not address the right things and was not focussed on customers. We did not find evidence of a track record of managing change or performance in the service. We did not find evidence in the council of sufficient commitment from key stakeholders to make us confident that improvements would be made.

We have made recommendations that we think should be considered in order for the council to improve. These are set out below.

6.2.3 Recommendations

The Council should:

- Set a vision and defined role for the libraries as a public service delivering Council



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- priorities and Government requirements.
- Recruit Head of Service urgently.
 - Senior managers should provide leadership and management of service delivery to provide Best Value within the library service. They should:
 - Ensure all services open at advertised hours;
 - Plan and manage stock purchasing;
 - Establish meaningful and sustained consultation with users;
 - Set objectives for service delivery;
 - Put in place a clearer line management structure to include reporting to members;
 - Operate a financial management system to exercise financial control;
 - Manage performance and ensure staff performance appraisals take place;
 - Commission externalisation options appraisal for all or parts of the service.

6.2.4 Follow-up inspection

The inspectors stated their intention of carrying out a follow-up inspection after one year.

6.2.5 Haringey Borough Council's Response

The Borough Council took immediate and radical action to correct this position in accordance with the recommendations of the Audit Commission.

- 1) The Library service was moved into the control of the Chief Executive's Department and the Chief Executive took personal responsibility for the direction of the library service.
- 2) Instant Library Limited was commissioned to provide interim management, initially on a six month basis. This was later extended to December 2002.

6.2.6 Follow-up inspection

As promised, the inspectors returned in March 2002. Whilst acknowledging the progress that had been made in the previous nine months in addressing acute and chronic failings, the inspectors did not feel that the Service was yet improved sufficiently to lift it from the "poor" category. However, they did believe that it now had promising prospects for doing so.

The summary and scoring sections of the follow-up report are reproduced below.



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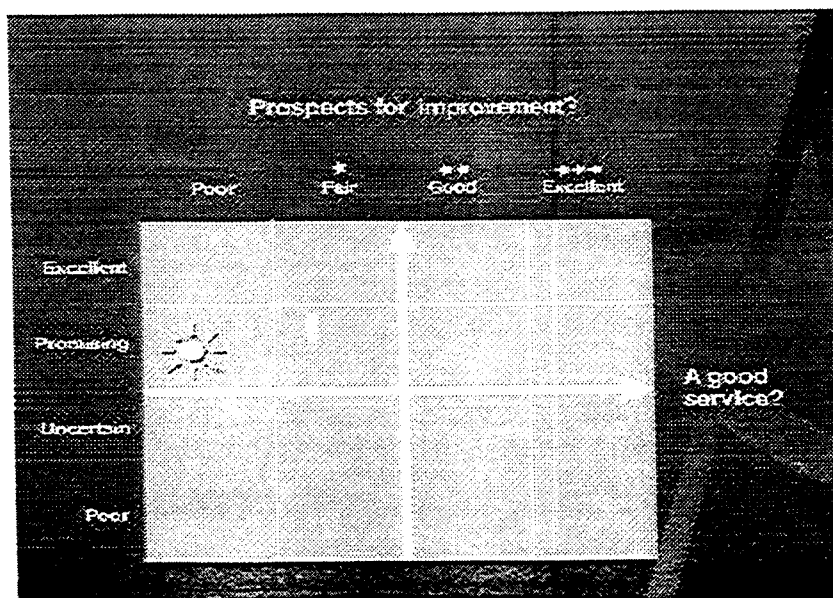
6.2.7 Summary

1. Haringey is an authority in North London. The population is 225,000 of which nearly 37 per cent are from ethnic minority communities.
2. The Council is Labour led with 54 of the 59 seats. Three are held by the Liberal Democrats and two by the Conservatives.
3. The Council employs 8,238 staff across all services.
4. The Council carried out a best value review of the Library Service in 2000. This was followed by an inspection, which judged the Service to be 'a poor, no star service that will not improve'.
5. A contract for the interim management of the Service was awarded to Instant Library Ltd and commenced in July 2001. The contract with the company was originally for six months but has been renewed and is currently due to expire in December 2002. The net expenditure budget for the Service for 2001/02 is £4,636,000.
6. This report details the findings of the follow up inspection, which took place in March 2002.

6.2.8 Scoring the Service

7. We have assessed the Council as providing a 'poor', no star service that has promising prospects for improvement. Our judgements are based on the evidence obtained during the inspection and are outlined below.

Scoring chart: LB Haringey – Library Service



'a poor service that has promising prospects for improvement'



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8. The Service is poor because:

- Although there have been some improvements since the last inspection and the immediate priorities arising from the report have been addressed, this has merely halted the decline of the Service and allowed it to function at a basic level. The changes have yet to make a significant impact on the Service experienced by users.
- The Service is not yet contributing to the corporate agenda, except, to some extent, in relation to regeneration.
- Despite carrying out some repairs and painting, buildings are still in a poor condition and in need of extensive redecoration and refurbishment. Standards of presentation are poor and the layout of libraries is generally uninviting and unattractive.
- The stock, despite increased spending, faster acquisition of new books and some weeding is still extremely poor. Shelves in most libraries are overfull with books which are out of date and in a bad condition and which have not been borrowed for some years. Stock is not displayed attractively.
- The library management system has been upgraded and is now more reliable. However, there is still a low level of IT available to the public. The few terminals available for users to access the on-line catalogue are dirty and disintegrating. There is little internet access available and a limited range of CD-ROMs for homework use.
- Opening hours have increased, but are still well below national standards and there are no plans for Sunday opening at present.

9. The Service has promising prospects for improvement because:

- Plans for the Service are clear, practical and address the right issues.
- Leading Councillors and the Chief Executive demonstrate a strong commitment to improving the Service.
- The budget for next year has been agreed, with significant extra funding for the Service to provide a platform for continuing improvement.
- Instant Library have demonstrated a management capacity which can generate positive change and the continuation of their contract until December 2002 is likely to result in further improvement.
- Whilst short and medium-term plans for improvement are in place, the longer-term future is, as yet, uncertain.



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6.2.9 Recommendations

The inspectors accepted that plans were in hand to make further improvements across a range of issues. Their recommendations, which are set out below, were concerned principally with securing the Service's future in the medium and longer term:

- To rise to the challenge of continuous improvement councils need inspection reports that offer practical pointers for improvement. In this context, the inspection team feels that the Council should now take action to resolve a number of general, political, managerial and partnership issues.
- We recommend that:
- A long-term strategy be developed and published as a matter of urgency. This should focus particularly on an analysis of options available should it prove impossible to recruit a Head of Service and other senior managers. Corporate officers responsible for procurement should be involved in order that a clear and objective approach can be taken to options for outsourcing the management of the Service.
- The objectives underpinning the mission statement for the Service are reviewed in consultation with staff, to produce a new, smaller set of objectives which are specifically focused on the next stage of development and which give staff a clear direction that they can understand and follow.
- More formal links are established with the Education directorate, in order to ensure that the role of libraries in lifelong learning continues to be recognised, regardless of where the Library Service sits in the management structure of the Council. These might include formal representation on the Education Management Team until a decision is made on whether or not the responsibility for libraries will return to Education in due course.
- The Libraries Panel engage with staff, in particular those working in the front-line, and more frequently with user groups, in order to promote confidence in their commitment to the Service.
- Stock management guidelines be drawn up, particularly focusing on when and how to withdraw and circulate materials, and that staff be trained to carry out this work locally.
- Services for black and ethnic minority (BME) communities be reviewed in consultation with representative groups in order to develop a strategy for providing the Services they require and promoting these in an appropriate way.
- The position regarding future revenue funding and the performance targets which will trigger an increase be clarified and agreed, to allow for the achievements of the Service to be measured and for more specific and focused plans for future developments to be put in place.



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- Branch and section plans be established, with clear performance targets for local managers relating to increased usage and income generation. These plans should then be used as the basis for setting targets for individuals in performance development interviews.

6.2.10 Links to the Best Value implementation plan

The issues raised in the Inspectors' reports are addressed at various points in the Annual Library Plan, particularly in the Action Plan 2002/03 and 2003/04, which incorporates the service-wide elements of the Borough's Best Value Performance Plan. Sections 7.1.1, 7.1.3, 7.1.7 and 7.1.8 are particularly pertinent.

The Best Value principles have been addressed throughout the last year.

Challenge - A Service vision has been created, setting out what the Service seeks to achieve. This is based on the needs of the community, as evidenced by demographic data, expressed demand and discussions with user representatives. The Action Plan includes several objectives that aim to ensure that the service is relevant and accessible to a range of groups who currently make little use of it.

Consult – The Service regularly consults Friends' groups about their needs and about service developments. The Action Plan includes a commitment to carry out the CIPFA PLUS Survey with both children and adults in November 2002. It also sets out the Service's intention to hold open days to attract visitors and gain information about their needs. There is also an objective of identifying the scope of a more extensive consultation exercise and the means by which this could be carried out.

Compare – The Service makes use of published sources, such as the Public Library Statistics and the Planning Profile prepared by the Audit Commission for use in compiling this plan. Qualitative, as well as quantitative, data are recognised as important. The Action Plan has an objective of identifying the Service's management information needs, which will include comparative data.

Compete – The Borough embraced the competitive principle when it appointed Instant Library Limited as interim managers. The objective of testing the market to see if a head of service can be appointed represents a continuation of this principle.

6.3 Service improvements and variations

The medium term strategy is designed to enable the Service to meet the Public Library Standards and to prepare itself for a Best Value review in 2004/05. It addresses the recommendations of the Best Value inspectors and builds on the strengths identified in the SWOT analysis presented in 6.1 above and takes advantage of the opportunities. The service philosophies urged in *Building better library services* have also been taken into account. Targets have been set to ensure developments in areas requiring them. The Service will also take steps to protect itself as far as possible from the perceived threats.



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Although progress has been made in a number of fields, it is recognised that revised procedures and improvements need to be consolidated and built upon. Buildings have been repaired and redecorated, but further action is required to bring them up to modern standards and to provide access for disabled people. An action plan will be drawn up, although it is unlikely that this will be fully achieved in the medium term. As well as physical access, plans are in hand to extend opening hours to meet the national standard. Sunday opening will be introduced as soon as it is feasible to do so. All means of making the Service accessible electronically will be explored. If the Service is to be successful, it must be attractive to all sections of the community and outreach is of great importance. This is reflected in the Action Plan for the next two years.

The Service currently enjoys a healthy stock fund and has negotiated supply contracts on much more advantageous terms. This has produced the opportunity of vastly improving the stock, which, although of prime importance to the users, has been neglected over recent years. To ensure that this happens, the stock policy will be enhanced to cover stock management – regarding stock as a Borough-wide resource, rather than as the property of any one library, introducing stock rotation and implementing stock editing guidelines. There is also the opportunity to increase use by attractive display and this will receive early attention.

If it is to satisfy the needs of an increasingly sophisticated and demanding public, Haringey Libraries must greatly enhance the knowledge and expertise of its staff. There are at present, some unqualified people occupying librarian posts and these individuals are being encouraged to enrol on courses leading to qualification. Management development opportunities are planned to enable staff to contribute to the effective running of the Service and to further their careers. The staff appraisal process is identifying a range of training needs and a training strategy will be drawn up.

Through its involvement in corporate initiatives and its contributions to corporate objectives, the Service has a great opportunity, not only to contribute to the quality of life of the community, but also to raise its profile with colleagues in other council departments. This is likely to contribute to the security of the Service in the longer term.

Although the financial position of the Service is favourable at present, a substantial part of its funding comes from the capital budget and the base budget remains low. While a well managed, high profile service is much more likely to be looked upon favourably, the Service feels it prudent to secure its own sources of finance as far as possible. The Service has been successful in attracting funds from outside bodies, especially for the regeneration areas in the east of the Borough, and will continue to seek funds from these sources. These monies enabled repairs to libraries and the enhancement of their facilities. A great deal has been achieved in finding tenants for surplus accommodation and other sources of income are being actively investigated.



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7. Rolling Action Plan and Targets

Priorities for 2002/03

This year's action plan will concentrate on the following areas:

- Embedding the revised structures and procedures that have been introduced during 2001/02;
- Taking action to ensure the Service meets the Public Library Standards;
- Pursuing opportunities for funding and partnership to enable further reaching projects to be tackled;
- Ensuring that the priorities of the Borough's Community Plan are supported, particularly in respect of Lifelong Learning and regeneration;
- Seeking further improvements in policies and practices;
- Identifying means of measuring quality;
- Attaining a measure of funding security for the Service.



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7.1 Action Plan 2002/03 and 2003/04

7.1.1 Management Priorities

Service Improvement	Performance Indicator	Milestones/ Target Date	Resource Implications	Staff
Recruit Head of Service urgently	Deferred until June 2002.			C/Ex
Senior management to provide leadership and management of service delivery to provide Best Value within the library service	Development plan for management team drawn up Implementation to be agreed when plan available	September 2002		MT
Implement new staffing structure and appoint to posts	Structure agreed Staff in post	June 2002 completed September 2002	Budget identified in 2003-03 budget Staff time for interviews - 5 days	IL MT
Review effectiveness of new structure	Level of effectiveness established	March 03	Staff time - 5 days for consultation and evaluation	IL MT
Put financial monitoring systems into place and link with SAP	SAP implemented	November 2002	Staff time - 8 days	IL Finance Officer
Implement records management system to ensure efficient management,	System drawn up System	October 2002 December 2002	Staff time - est 10 days	IL



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retention and disposal of documents	Service's management information requirements and put system into place to make sure these are satisfied	Information needs identified System in place	September 2002 December 2002	Staff time	IL Q & P SL and others
Draw up plans for changes in opening hours to meet public demand.	Opening hours progressively increased	Opening hours progressively increased	??82 hrs pw by Mar 2003 ?? hrs by Mar 2004	£240,000 increased staffing	PL SL SO
Draw up a schedule of building improvements	Schedule drawn up	Schedule drawn up	May 2002	Staff time	IL
Undertake renovations as identified in individual library plans	Renovations carried out	Renovations carried out	March 2003	Budget within existing resources ???	IL



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7.1.2 Regeneration- Supporting Communities

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Work in partnership to support Regeneration projects	Continuation of SureStart Participation in two initiatives	Ongoing March 2003	Staff time	MT SL
Participate in Heartlands project to provide a new library in the wood Green area	Work with Heartlands Development Team to produce specification	November 2002	Staff time Capital funding outside Libraries budget	IL
Set up Business Communications Centres in major libraries	Needs established through consultation Centres established	November 2002 March 2003	Staff time - 5 days Staff time 10 days Budget requirement not yet defined	IL MT MT



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7.1.3 Stock Policy and management

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Fully embed stock policy and revised stock management practice	Stock selected and managed in accordance with policy Initial stock edit completed and editing carried out as matter of routine	September 2002 December 2002	Staff time Staff time	IL SL IL SL
Develop Stock Standards for all types of stock	Standards produced	October 02	Staff time - 3 weeks	MT SL CL
Review Stock Policy	Policy assessed and revised as required	Dec 02	Staff time - 2 days	IL PL
Review effectiveness of supply contracts	Quality and economy assessed Continuation agreed or alternative identified	April 2003	Staff time - 5 days	IL PL SL
Review stock standards	Standards reviewed and revised as necessary	December 2003	Staff time - 3 days	MT
Introduce videos and DVD's at all libraries	Collections in place at all libraries	Video collections in all libraries April 2002 - completed DVD collections in three libraries 0902	Funding identified in 2002-03 budget	SL



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Stock promotion	Programme of promotional activities produced	June 02 - completed	Staff time - 1 week plus library staff as reqd	SL
Improve supply time for requested items to achieve national standard by March 2004	Review request handling and supply procedure, making full use of Talis Implement improvements identified by review	September 2002 November 2002	Staff time Contained within existing resources	MT
Review use, appropriateness and effectiveness of audio-visual collections	Review completed	October 2002	Staff time	SL
Upgrade shelving and display of stock	Shelving requirements identified New shelving acquired	May 2002 November 2002	Staff time - 5 days Budget requirement not yet identified	IL
Upgrade signage in all libraries	Requirements identified House style agreed Signage installed	September 2002 October 2002 December 2002	Staff time - 5 days Budget requirement not yet identified	IL
Introduce electronic information sources to the Reference service	Suitable sources identified Sources purchased and installed	August 2002 September 2002	Staff time - 5 days Budget to be contained within existing resources	IL PL
Digitise selected local studies material	Appropriate material identified and digitised	October 2002	Staff time - 3 days Budget contained within NDC? NRF? Funding	IL Museum



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7.1.4 Lifelong Learning

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Enable implementation of recommendations in report <i>Empowering the learning community</i>	Policy in place Action plan produced Implemented	September 2002 November 2002 June 2003	Staff time – 2 weeks for assessment, consultation, and final production of documents	PL SL
Implement Library and Learning Centres in the east of the Borough	Centres operational	St. Ann's - July 2002 - in operation Marcus Garvey, Coombes Croft, Stroud Green by December 2002	Staff time not yet quantified Budget contained within NDC? NRF? Funding	IL PL
Set up reading groups in all libraries	Groups established	December 2002	Staff time	PL SL
Set up homework clubs in all libraries	Clubs established	December 2002	Staff time	PL SL



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7.1.5 Social inclusion

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Enable implementation of recommendations in reports <i>Libraries for All: Social Inclusion in Public Libraries and Open to All?</i>	Action plan produced to implement policy	October 2002	Staff time – 2 weeks for assessment, consultation, and final production of document	PL SL
Provide a link to the National Electronic Library for Health	Available through Library Web site	September 2002	Staff time	IL
Draw up and carry out an arts programme to increase library use and community involvement	Programme of events drawn up Programme carried out	August 2002 March 2003	Staff time	SL
Increase use of library service by men	Reading scheme devised to involve fathers and children Scheme carried out	August 2002 March 2003	Staff time	SL
Review security in all libraries	CCTV cameras installed in three largest libraries and Museum	October 2002	Funding from ???	IL
Review disabled access at all libraries	Review carried out and action plan drawn up	August 2002	Staff time	IL
Undertake risk assessment at all libraries	Review carried out and action plan drawn up	July 2002	Staff time	IL



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Conduct space audit to identify the potential for further community use of library facilities	Audit completed	August 2002	Staff time	IL PL
Provide induction loop system in all libraries	Schedule of work drawn up Works costed Funding identified	September 2002 December 2002 April 2003	Staff time	IL
Review changed Community Librarians Role	Effectiveness of changes assessed	March 2003	Staff time - 2 days	PL CL
Enable access to library services for asylum seekers and newly arrived communities	Feasibility of "fast track" membership assessed	Dec 02	Staff time - 1 week	SL
Increase use by elderly people from ethnic communities	Contact made with Kurdish and Somali communities	October 2002	Staff time - requirement not yet clear	PL SL



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7.1.6 Establishing and Maintaining Effective Planning

Service Improvement	Performance Indicator	Milestones/Target date	Resource Implications	Staff
Start preparation of Annual Library Plan 2002	Production of first draft. Implementation. Submission.	First draft July 2002 Implementation August 2002 Submission September 2002	Staff time – 3/4 weeks	IL MT SL Q & P
Develop outstanding service policies as listed in section 4.5	Policies produced, agreed and implemented.	Various dates - see list	3 days per policy average	MT
Analyse 2001 Census data and assess implications for service	Data assessed	June 2003	Staff time	MT
Begin preparations for Best Value review 2004/05	Ensure all documentation up to date Draw up action plan for public consultation	Dec 2003 Mar 2004	Staff time 1 day per month	MT



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7.1.7 Effective Public Consultation

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Carry out CIPFA PLUS survey in all libraries	All libraries surveyed	Nov 02	Survey costs; Staff time - 2 weeks Q & P Staff costs - 2 Counter Assts for 2 weeks	Q&P
Children's Plus Survey carried out at all children's libraries	All libraries surveyed	Nov 02	Survey costs; Staff time - 2 weeks (Q&P Officer + Children's staff)	Q&P
Analyse results of CIPFA PLUS and Children's PLUS Surveys for Nov 02	Results analysed and fed into planning cycle	Completion Jan 03	Staff time - 1 week	Q&P
Identify scope and means of more extensive consultation	Scope and means identified Action plan drawn up	March 2003 August 2003	Staff time - 5 days Staff time - 2 days	IL MT Q & P
Attract visitors and gain information about what would make libraries useful to non-users	3 open days held	March 03	Staff time - 2 days per Open Day	SL + staff as reqd.



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7.1.8 Staff training and Appraisal

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Identify those training needs which it is appropriate the service to address, together with funds to satisfy them	Budget identified	May 2002 - Funding identified in 2002-03 budget	Staff time – 2 weeks £6000	MT

7.1.9 Arts & Culture

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Reader development	Produce a Reader Development Strategy	December 2002	Staff time - 10 days	SL
Read Routes Reading Scheme (in co-operation with LLDA & all other London Boroughs)	Three adult reading challenges carried out	October 2002 - in progress	Staff time - Reader Development Librarian - 5 days £293,855 secured for whole project from Wolfson/DCMS	SL
Reading Groups	Set up 2 new Reading Groups	Sept 02	Staff time - 1 week	SL
Black History Month	Programme of events in place.	Oct 02	Staff time - 3 months	SL
Participate in drawing up	Strategy produced	April 02 - draft	Staff time – 2 days	IL



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corporate cultural strategy and implement	Implemented	strategy available March 2003	SL MT
Travel Literature Festival	Completion of event	June 02 - completed	SL
Raise profile of service by attendance at Community Festivals	3 Community Festivals attended	Sept 02	SL
Extend Local Author Collection	10 new local authors attracted	Sept 02	SL
Set up an evaluation system for events in libraries	System in place	March 03	SL
		Partnership with HAC + staff time - 1 week Budget implications unknown at this stage	
		Staff time - 3 days	
		Staff time - 1 day	
		Staff time - 1 week	



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7.1.10 Museum Service

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
Appoint Archivist to develop archive and record management service	Archivist in post	Mar 03		IL
Digitisation of local studies material.	Pilot project complete Heritage Fund bid for long term project	Mar 02 - completed April 02	Staff time - 3 weeks Staff time - 4 weeks + partnership funding Budget implications unknown at this stage	MC MC

7.1.11 National Standards

Service Improvement	Performance Indicator	Milestones/Target Date	Resource Implications	Staff
To respond to final version of Public Library Standards by improving services to reach standard level	Costed programme leading to progressive achievement of standards All practicable standards reached	April 2002 March 2004	Extra funding will be sought for resource implications	IL MT



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7.1.12 The People's Network & ICT Development

Service Improvement	Performance Indicators	Milestones/Target Date	Resource Implications	Staff
People's Network development – installation of c.150 public access PC's	Completion of PN installation	Roll out from September 2002	£282,000 for ICT infrastructure development secured Staff time - 10 days	IL SM
People's Network development –staff training programme	ECDL training extended to all staff	To be completed by March 2003	All staff will require 6 days of classroom training away from public duty	MT Training Officer
Replace staff text-based computer terminals	Completion of replacement programme	67% - March 2003 33% -) March 2004	Year one c. £80,000 Year two c. £40,000	SM
Bring the Housebound Service on-line	Completion of project	December 2002	Set-up time 1 day	SM
Implement electronic trading with major book supplier	Talis Acquisitions Talis Cataloguing Service Talis EDI Quotes	June 2002 - in place August 2002 September 2002	Staff time Subscription contained within existing budget	SM PL
Develop and implement Library Portal and Web strategy	Web strategy drawn up Portal launched	August 2002 October 2002	Staff time	SM



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Make library catalogue available via the Internet	Catalogue available	October 2002	Staff time	SM
Introduce automated telephone loan renewals system	Talis implemented Message implemented	August 2002	Staff time Cost contained within existing resources	SM

KEY TO STAFF DESIGNATIONS CL - Community Librarians, IL - Instant Library Limited, MC - Museum Curator, MT - Management Team, PL - Principal Librarian, Q&P - Quality & Performance Officer, SL - Senior Librarian, SM - Systems Manager



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7.2 Action Plan - Third Year 2004/05

This section identifies in broad outline the service developments expected to take place in 2003/04. The detail will be dependent on the Improvement Plan from the Audit Commission Best Value Inspection and on the changing local and national government agenda.

Service Improvement	Resource Implications
Management Priorities	
Complete library renovation programme	
Best Value	
Best Value - Complete preparation for Service Best Value Review 2004/05	Staff time - .5 days per month
Re-generation	
Re-generation - continued participation in New Deal for Communities (The Bridge) area including bid for new library	Staff time - .5 days per month
Public Library standards	
Ensure all standards met if practicable	Staff time - 1 week
Lifelong Learning	
Review effectiveness of Lifelong Learning Policy	Staff time - 2 days
Social inclusion	
Review effectiveness of Social Inclusion Policy	Staff time - 2 days
Public Consultation	
Introduce further public consultation	Staff time -- 5 days
People's Network & ICT	
Review impact of People's Network	Staff time - 3 days
Review extent of e-government activity to see if further development possible	Staff time - 3 days
Arts & Culture	
Continue programme of arts & literary events	Staff time (various)
Make further contact with ethnic communities	Staff time - 1 week per group



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National Standards	
Assess continuing impact of requirements	Staff time - 1 week



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7.3 Local performance targets

Local targets for issues have been discussed in 4.1.2.12 and 4.2.2.6 above. Further targets, including visitors, will be developed during 2002-03. All targets will be developed with the intention of meeting and exceeding the Public Library Standards. Instant Library's ambition for the Service is to drive improvement to the highest quartile of performance through extending challenging local targets.

For the first year, local action plans have been agreed with the managers of local service points. The aim of these is to develop improved service responses, move forward the inclusion agenda and improve the physical environment of public library buildings and material.

7.4 Regional and cross border patterns of use

Current data on cross border use are not available at present. However, these should be available when the CIPFA *PLUS* surveys are carried out in the Autumn of this year.