Libraries, Archives and Museum Service

Pre Business Plan Review 2007/2008

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Business Unit:	Libraries, Archives and museum Service
Budget Holder:	Diana Edmonds
Directorate:	Chief Executive Services - Access

This Pre-Business Plan Review template has three main sections:

Section A:
Sets out progress against current year's objectives, performance targets and budget

Section B:
Identifies the factors that will affect the work of your business unit in the next four years

Section C:
Sets out proposals for the years ahead

There are 3 appendices which need to be completed in addition to this form:

Appendix 1
Lists business unit relevant performance indicators, floor targets, year to date and end year projected performance against targets and action to be taken to deal with under-performance. (Compiled by Improvement & Performance, completed by Business Unit)

Appendix 2
Value for Money profile – (Compiled by Audit Commission) for reference in completing section 4.

Appendix 3
a)Analysis of expenditure against budget and Grants
b)Revenue savings targets– (Compiled by Corporate Finance)

Appendix 4
Capital Programme Application Form and Explanatory & Guidance Notes – (2 additional documents compiled by Strategy Section, Corporate Finance, to be completed if relevant, in conjunction with section 12 of PBPR)

SECTION A – Where is the Business Unit now?

1. Vision

The Libraries, Archives and Museum Service aims to provide access to the whole world of information and imagination for the residents of Haringey, in order to help them improve their quality of life and develop their full potential.

In recent years, the performance of the Libraries, Archives and Museum Service has improved dramatically. All staff wish to develop our services and facilities still further, with our aim being to provide one of the best library services in London for the people of Haringey.

2. Objectives (Current Year)

In the following table set out progress against current year objectives and identify any areas of work that will need to be carried forward to the next financial year.

Objectives	**Progress so far**	**Anticipated progress at year end**	**Areas of work to carry forward**
To identify and understand the communities we serve, and to work in partnership with these communities to provide appropriate and relevant services.	• Participated in WOW! award programme with highly successful results. • Undertook a CIPFA Survey in September 2006	• Complete by the end of the year • Complete by the end of the year	

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
To provide safe, accessible and attractive buildings for use by the entire community	• Connexions Centre and Teen Library refurbished • Silent Study area in Wood Green refurbished • Consultation on Muswell Hill Library developments	• Consultation re Muswell Hill completed • Application for funding for submitted for Coombes Croft	• The provision of access for disabled people to Highgate and Alexandra Park libraries
To encourage reading, learning and the use of libraries	• Haringey is participating in the national pilot for reader development training produced by Opening the Book.	• Pilot complete by 31 August 2006. • Roll out to all staff throughout the year	• Reader development training will be available to all staff – and will be part of our routine training programme.
To ensure that all stock in libraries, including books, journals, newspapers, CD's, DVD's and videos, is in good condition, well displayed and appropriate to the needs and interests of the community	• The use of stock is monitored routinely – and adjustments are made to selection to ensure continued public satisfaction • We are evaluating a variety of display equipment to use for DVD and CD display	• We anticipate that effective improvements will have been made	• This is an ongoing task which must be part of a continuous improvement programme
To ensure that customers can access electronic resources and use ICT effectively for leisure and learning and in order to access central government services	• People's Network to be upgraded to Windows XP. Business case approval delayed progress initially • Increase wireless band width to cope with demand for WiFi facilities • Participate in national and local programmes including	• Procurement issues now resolved. Upgrade will be complete by the year end if appropriate IT personnel can be made available • Complete • Active involvement	• This is an essential ongoing task to ensure that the public have excellent opportunities to access technology and to improve computer literacy

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
	e-admissions and Choose and Book		
To develop services which will promote social inclusion, build community identity and develop citizenship	• Statistical analysis of minority language stock and issues • Development of Black History Month • "Outreach" libraries in two locations	• Improving use levels of minority ethnic stock and more effective selection • Further investigation for suitable places (in terms of demand) for "outreach" libraries	
To enhance the role of libraries in the cultural dimension	• To develop the Art brought to Book programme	• Arts Council funding gained a hanging system in the Business Lounge • Regular programme of art exhibitions now organised in the Business Lounge • Film programme organised at Hornsey Library and weekly film events at Highgate • The Local at Hornsey: concert programmes throughout November	• Programme to be developed throughout the year • To clarify the place of culture within the new structure. The move into Adult Community services will provide an opportunity for this.

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
To comply with our duty of care to preserve and make available the heritage of Haringey, including archives and artefacts	• To obtain Museum Accreditation status for Bruce Castle	• Application for accreditation has been submitted. We anticipate securing accreditation by the end of the year	

3. Performance

Please complete Appendix I.

For all indicators where performance against target or threshold **is at risk** set out: details in the table below

Ref	Description	2006/07 target / threshold	2006/07 performance Apr-Aug	2006/07 projection	Proposed remedial action to achieve target
PLSS7	Overall adult user satisfaction taken from PLUS survey	94%*	81.6% (2003)	New PLUS survey to be undertaken in September 2006	The Library Service has had significant investment in buildings, staff training and stock in the three years since the last survey. We would expect the results of the new survey to reflect this in increased levels of customer satisfaction, but we still have concerns that the figure of 94% is extremely difficult to reach in an inner city borough such as Haringey.
PLSS8	Overall children's user survey taken from PLUS survey	77%*	69.4% (2004)	New PLUS survey to be undertaken in Autumn 2007	The Library Service has had significant investment in buildings, staff training and stock in the three years since the last survey. We would expect the results of the next survey to reflect this in increased levels of customer satisfaction.
		*These targets are derived from the Public Library Standards			

4. Value for Money (Cost, Performance, Perception)

Heads of Service previously completed a Value for Money pro-forma which includes unit costs, comparative data and/or other value for money information that helps to demonstrate value for money for the service. Also refer to Appendix 2 –the Audit Commission Value for Money profile.

Please comment on your assessment and highlight value for money in a way that suits the local service

The spend per head of population for libraries is just above average compared to nearest neighbours and about average compared to London. A more representative unit cost for libraries is the cost per visit. Cost per visit in Haringey has reduced from £5.95 in 2001/02 to £2.34 in 2005/06 reflecting the increased usage of our libraries. Our 2005 residents' survey shows that more people think our libraries provide a good service, up 6% to 54% since 2004(4).

Libraries are a good 2 star service. Lending figures up by 54% since 2001/02, and visits have risen by 153%, the largest increase across the country.

We tender stock purchase and have recently awarded contracts for both adult and children's stock. Our stock is heavily discounted, and annual savings on adult and children's material will amount to £84,174, a total in excess of £250,000 over the contract period. Our stock is catalogued and processed by the supplier, and is supplied ready for shelf.

We benchmark the prices which we have secured in relation to book supply, and are aware of only one organisation receiving higher discounts, in a situation where a "loss leader" position applied.

5. Finance

5.1 Spend against Budget

Appendix 3 shows an analysis of the cost of your service. Where there are over-spends or under-spends either as at end of August or at projected year-end, please list reasons and proposed remedial action.

Projected variation of £150k reason – remedial actions being taken / proposed	At the end of period four we had a projected overspend of £150k. This reflects the cost of providing services to significantly increased numbers of people. We have already reduced our level of spending on staff through the introduction of RFID to Marcus Garvey Library, and are introducing RFID technology in the Central Library in Autumn 2006 to further reduce staff costs until the next financial year. Any reduction in our stock fund as a means of offsetting some of our projected overspend would have an impact on stock related Public Library Service Standards and Customer Satisfaction.

5.2 Impact of Previous Years' Investment (New Table)

(List investment received over past 2 years per area/service and demonstrate how this has led to improved service performance/outputs/outcomes)

Area/Service	**2004/05 £'000**	**2005/06 £'000**	**Planned impact**	**Actual impact**
Records Management Initiative		182	Improve Records management in the authority	Programme has fulfilled expectations and is developing an excellent basis for future work. We now have a corporate retention schedule which lists records held within the organisation and the period for which they should be retained. A modern records centre has been established and is storing an increasing number of records from the authority. This facility saves valuable space within our accommodation facilities.

5.3 Agreed **Cashable** efficiency savings 2006/07 to 2008/09 (Please set out progress on savings already agreed over the next 3 years in addition to Savings & Investments already agreed. Where savings have not been achieved state the reasons.)

Details of efficiency	**2006/07 over 2005/06 £'000**	**2007/08 over 2006/07 £'000**	**2008/09 over 2007/08 £'000**	**Progress**
Joint working with other library services	25			Partnership working now in process with Waltham Forest.
CEMB saving	3.2			
Efficiency savings resulting from self issue		100		By the end of 2006-07 RFID will have been installed in all three of our main libraries. We expect to achieve staff related efficiency savings following the implementation of the libraries restructure in 2007/08.
Total	28.2	100		

5.4 Agreed **Non-cashable** efficiency savings 2006/07 to 2008/09

(Please set out progress on savings already agreed over the next 3 years. Where savings have not been achieved state the reasons.)

Details of efficiency	**2006/07 over 2005/06 £'000**	**2007/08 over 2006/07 £'000**	**2008/09 over 2007/08 £'000**	**Progress**
Efficiency savings resulting from self issue		100		By the end of 2006-07 RFID will have been installed in all three of our main libraries and we expect to achieve the efficiency savings during 2007-08 as a result.
Total		100		

5.5 Pre-Agreed Revenue Investment Proposals (growth bids).

(Please comment on progress on use of investments previously agreed)

Details of Investment	**2006/07 over 2005/06 £'000**	**2007/08 over 2006/07 £'000**	**2008/09 over 2007/08 £'000**	**Progress**

6. Risk Management

6.1 You will already be monitoring risks through your risk register. Please set out any issues or key risks that might impact on your service in the coming year.

Risks	Mitigation	Further actions required
Funding is inadequate to deliver the objectives of the Libraries Service, including provision of facilities and resources	Budget planning for the Libraries Service Identification of alternative funding streams Funding applications to appropriate bodies Identification of key project milestones and early warning indicators Monitoring of project delivery Maximising use of existing funding with discounts gained through effective procurement	Maximising external funding, develop awareness of investment in neighbourhoods and join this up with external partners Review budget allocation for capital improvements
Library buildings are unfit for purpose	Strategy for building development has been approved following customer consultation	Implementation strategy in development
Stock loss; (including books, journals, CDs, DVDs and videos) at unacceptably high levels, reducing the quality of	New procedures introduced to manage stock control, including access, secure chain of custody of new stock and	Install radio frequency identification (RFID) security systems in all libraries to improve security

service provided	sample stock takes	
Major levels of theft / fraud (staff / public) impacting upon the service provided	CCTV installed in all service points	
Library Services is unable to deliver the E-Government agenda as per targets	Continued availability of the Peoples Network facilities. Free internet access of 165 PCs throughout the Libraries Training in internet use provided Ongoing review of reference subscriptions to identify electronic alternatives where appropriate and place subscriptions where necessary Useful information sources signposted on the People's Network PCs 100% attainment in BVPI 157	
Library Services fails to maintain effective working relationships with key local partners within the council and the community, resulting in lack of co-ordination in the provision of the service and encouragement to demographic groups to utilise the service provided	Links with Sure Start, NDC and Community Groups have been established Work in partnership with the Haringey Adult Learning Services Library and Museum Service and Neighbourhood Management within Access Services of the Chief Executive's Department to assist co-ordination Work with private sector	

	bodies to maximise funding availability	
Unable to recruit suitable staff for the Libraries Service to deliver objectives	Maintenance of good reputation of Library Services ensures that high quality candidates apply	

SECTION B

What will affect the work of your Business Unit in the next four years?

7. Legislative regulatory, national policy changes or other external pressures including demographic changes

The following service objectives will be affected:

To encourage reading, learning and the use of libraries
Considerable Government attention is currently focussed on the performance of the public libraries, and their services are increasingly inspected and audited. This trend is likely to continue. The government's publication *Framework of the Future* set out the key activities which all public libraries should undertake, specifically reader development and the provision of learning opportunities, the provision of ICT facilities and the development of inclusive local communities. Public Library Standards have been in place for some time, but these are being developed and made more stringent to ensure that public libraries respond to these requirements, and to other, newer concerns, such as the need for improved public health. Meeting the Public Library Standards is now an integral part of the CPA assessment and will become increasingly important in the future.

To provide safe, accessible and attractive buildings for use by the entire community
A Select Committee on Public Libraries reported in 2005, and focussed attention on public library buildings as well as the services that they provide. The concerns expressed about the state of public library buildings may be helpful in liberating funds such as heritage lottery grants that have not been readily available to public libraries. The requirements of the Disability Discrimination Act have an impact on the management of our buildings: four of our buildings are still not DDA compliant and this issue needs to be addressed urgently.

To ensure that all stock in libraries is in good condition, well displayed and appropriate to the needs and interests of the community
Public libraries are an integral part of local authorities, and Gershon efficiency requirements impact upon public libraries, as they do other sectors of local government services; particular emphasis is being placed on the cost-effective procurement of books and other items of stock, and it is important that we are seen to be providing good value for money.

To comply with our duty of care to preserve and make available the heritage of Haringey, including archives and artefacts
The Libraries, Archives and Museum Service plays a key role in the management of the Council's records, and a number of areas of legislation impact upon this activity. The Data Protection Act 1998 and the Freedom of Information Act 2000 now provide the framework within which records should be managed. The Lord Chancellor issued a Code of Practice for the effective management of records in order to comply with the Freedom of Information Act. It is this Code of Practice, together with the new international standard for Records Management (ISO 15489), against which our records management will now be assessed. The importance of doing this in order to ensure that the FOI Act can be complied with is an increasingly important part of our Information Management responsibilities.

The management of archives (records which are no longer in current use but which are worthy of permanent preservation for historical purposes) also has a higher profile now than ever before. In common with other local authorities we have our own official archives (records of the Council and its predecessor bodies), but we also have a significant collection of archives relating to groups and institutions in the local area, providing unique evidence for the history of the Borough and a vibrant cultural resource. There is an increasing awareness in Government of the contribution which archives can make to cultural policy, resulting in 2004 in the report of the Museums, Libraries and Archives Council (MLA) Archives Task Force, *Listening to the Past, Speaking to the Future*. MLA now has an archives development programme underway to put the recommendations of this report into action. In terms of ensuring that we are managing our archives to appropriate professional standards, the primary process by which we are judged is through the National Archives (TNA, which resulted from the merger in 2003 of the Public Record Office and the Historical Manuscripts Commission). In 2004 TNA produced a new Standard for Record Repositories. The National Archives Advisory Service assesses repositories against the Standard, and when they feel that a repository has met the Standard, and has in place a satisfactory long term strategy for the care of and access to the archives in its custody, they will award The National Archive Approval. We are not currently an approved repository.

To enhance the role of libraries in the cultural dimension
In April 2005, the Museums, Libraries & Archives Council (MLA) launched the new and improved National Accreditation Standards Scheme for museums in the UK. Bruce Castle Museum has been selected as one of the first 25 museums in London for this assessment, which recognises national standards of management, services to users and professional care of our important and valuable cultural collections. Achieving Accreditation status fosters confidence in the culture and heritage sector, and is viewed as especially important and favourably with funding bodies.

English Heritage and the Heritage Lottery Fund published in February 2005 a report on *Mansion Houses At Risk in Public Parks in London*. The report was commissioned to investigate why these types of buildings were not as yet in receipt of Heritage Lottery Funding. The report favourably profiled Bruce Castle Museum as a successful and positive case study, and concluded that, of the ten buildings explored, Bruce Castle Museum was the one building that had a sustainable role with a real community focus and 'public space'. They highlighted in their recommendations that Bruce Castle Museum was at the top of the list for sustaining public use of a historic building and would therefore be favourably encouraged to apply for Heritage Lottery Fund capital grants to maintain that sustainability.

8. Customer Focus

Customer type	**Current assessment of perceptions**	**Proposed actions to improve perceptions to an acceptable level**
External	The most recent Residents Survey reveals 54% of people surveyed think our libraries provide a good service, an increase of 6% on the 2004 survey.	Continuous improvement programme to gradually improve perception.

9. SMART Working

People
Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08.
	Progress has been made against the People Plan objectives and some targets have been met. The three key areas of work for 07/08 are:
	• Improve people management skills across all teams in order to improve performance. This will include:
	  ○ 4/5 tier managers to attend Leadership Programme
	  ○ All team managers will attend Introduction to management course, performance appraisal training, and capability and disciplinary courses.
	  ○ We will improve the performance of team by providing team building training.
	• Improve customer care and customer satisfaction by improving staff skills and knowledge to enable the service to become more customer focused.
	  ○ All front line staff to attend customer care courses;
	  ○ All staff to attend training for working with children and their carers;
	  ○ All front line staff to receive training in reader development to acquire knowledge and confidence and be able to advise customers
	  ○ All front line staff to attend Skills for Life awareness course to be able to support customers and act as referral agents
	• To implement the organisational restructure in order to deliver service improvements. The restructure will ensure that efficiency and effectiveness is improved by ensuring that the right people with the right skills and knowledge are in the right job.

Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed. *Impact includes any requirement for IT resource such as new or changes to existing software, any systems requiring upgrades, accommodation moves, changes to*	We will implement RFID (Self issuing and automated return system) across the borough. This technology will transform the way the library users experience the service through the following; • Freeing up staff to play a more supportive role in running activities, events and engaging with users; • A skill mixed review leading to a more effective utilisation of staff skills, enhanced with additional training and development; • Raising our market profile enabling us to recruit high calibre staff • Provide ICT training for all new staff and update ICT skills for existing staff to enable them to support customers accessing electronic resources and using the peoples

operating hours. Your IT Business Partner will work with you to assess this impact and provide budgetary estimates	network.
Workplace Identify any accommodation issues.	

SECTION C
Proposals for the year ahead

10. New objectives for the next financial year- these need to be specific and relate to service improvements.

(Please also refer to Section A, Box 2 for areas to be carried forward and section B in completing this table.)

Number	Objective	Why is this important	Key activities	Dependencies and joint working
	Develop the concept of Libraries Plus Plus Plus, building on the high use levels achieved by libraries to deliver other services of relevance to our local communities	The importance of this has been identified with our lead member for libraries, as a key strategy for the future		
	Enhance the role of libraries as cultural spaces, working closely with other parts of the authority which together form the culture block.			
	Improve access to the library world through outreach work and	To provide access to and knowledge of library facilities in		

	"outreach" libraries.	areas and communities which are currently under-represented in our customer mix.		

11. Capital Investment Proposals

Please list all capital proposals that have been submitted in the capital appraisal process.

Proposed investment (description of scheme/ programme line)	**Capital sought from Council resources**			**Council contribution as a of overall capital cost**
	2007/08 £	**2008/09 £**	**2009/10 £**	
Library Stock support	300	320	320	100%
Libraries Improvements Programme	100	110	120	100%
Working with the Tagore Centre to ensure all areas of Alexandra Park Library are accessible to disabled users	50			100%
To ensure that all areas of Highgate Library are accessible to disabled users	50			100%

12. New Revenue Investment Proposals (growth bids).

This proposal must include any additional revenue implications arising from any capital proposals in Table 11.

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) ***Key service priority investments***									
(b) ***Unavoidable cost pressure (price above inflation, demand above plans—evidence required)***									
(c) **Revenue Implications of capital bids (table 12)**									

13. New cashable efficiency savings

Insert proposed efficiency savings, giving an outline of the proposed saving, the impact that this saving will have on performance (if any), the value of the saving in 2007/08 to 20010/11, the number of staff who would be made redundant and the number of posts which would be deleted. This is additional to the already agreed efficiency savings set out in the table 5.3. The total across the four years should agree to the total target savings.

Proposed efficiency saving	Impact on performance	2007/08 over 06/07	2008/09 over 07/08	2009/10 over 08/09	2010/11 over 09/10	Staff affected	Posts affected	Dependencies/ impact
a) ***Cashable Efficiency savings***								
b) ***Service Reductions***								

14. New non-cashable savings

Non-cashable savings are achieved by (1) Higher output or increased quality (extra service, extra productivity, etc) for the same inputs or (2) Proportionately more outputs or improved quality in return for an increase in resources.
An example of a non-cashable efficiency is a review of business processes which results in more transactions being processed with the same number of staff whilst maintaining quality of service.

Proposed service improvement/ different way working or	**Impact on performance (for LBH & Partners)**	**07/08 over and above 06/07 £'000**	**08/09 over and above 07/08 £'000**	**09/10 over and above 08/09 £'000**	**10/11 over and above 09/10 £'000**	**Dependencies/ impact**
Automation of Schools Library Service	Faster transaction time for all aspects of stock management. Timely reminders to schools for outstanding project materials.	14				Will result in more flexible working practices by freeing staff time for duties elsewhere in the library service. This will require changes in the current job description which will be achieved via the staff restructure.
Total		14				

Area	Contact	Extension
Finance/ Budget information	Service Finance Manager or Kevin Bartle	3743
PBPR / Business Planning	Eve Pelekanos or Margaret Gallagher	2508 or 2553
CPA	Eve Pelekanos or Christine Piscina	2508 or 2516
Programme / Project Management	James Davis	2510
Smart Working	Philippa Morris	1088
Performance Indicators	Margaret Gallagher or Richard Hutton	2553 or 2549
Risk Management	Anne Woods	5973
Workforce Planning	Stuart Young	3174
People Plans	Philipa Morris/Stuart Young	1088/3174
Procurement	Michael Wood	2120
Equalities & Diversity	Eve Featherstone/Helen Choudhry/ Inno Amadi	2583/2580
Consultation	Janette Gedge	2914
Community Strategy	Janice Robinson	2613
IT	Sheila Mair CES Julia McClure Social Services/Finance George Liveras Children's Services Aslam Osman Housing/Finance Jill Hellier Environment	4672 4675 3417 4677 4687