

Service Plan 2014/15



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Photo: Pupils enjoying our library at Mid Yell Junior High School on World Book Day

Introduction

Shetland Library is part of the Children's Services directorate of Shetland Islands Council, reporting to the Education and Families Committee. It is a fully integrated public and school library service.

The Library provides library and information services to the community, delivered through a central library, mobile libraries, community collections, school libraries, online services and outreach work. This service plan sets out our core service commitments and our priorities and action plan for 2014/15.

The functions of libraries and the needs of customers change and grow. Service planning ensures continuous improvement and development of the service. We work with a wide variety of partners to help provide our services, particularly the NHS to deliver Bookbug and health improvement information. Other key partners include early years groups; Shetland Arts; Shetland Museum and Archives; Adult Learning and Shetland Forwards.

Planning is based on 'PLQIM' - the *Public Library Quality Improvement Matrix* (soon to be remodelled as *How Good is our Public Library*); *Improving Libraries for Learners*; public consultation and the legal, local and corporate framework in which the service operates.



Bards on da Street: in January 2014 we ran a dialect round of our popular poetry competition, in partnership with Living Lerwick and Shetland Forwards.

2. STATUTORY REQUIREMENTS TO PROVIDE THE SERVICE

2.1 Legislation on public libraries

The provision of a public library service is statutory under Section 163(2) of the *Local Government (Scotland) Act 1973*, which states that the Council is required “to secure the provision of adequate library facilities for all persons in their area”. The 2007 *Culture Bill* confirmed the relevance of the existing legislation and the Scottish Library and Information Council has introduced national performance indicators for public libraries (PLQIM, currently being remodelled a *How Good is our Public Library*), to help define ‘adequacy’.

2.2 School Libraries

Shetland Library is a joint school and public library service. There is no specific statutory requirement for school libraries, but the 1999 COSLA report ‘*Standards for School Library Services in Scotland: A Framework for Developing Services*’ made recommendations which were accepted by local authorities. The *Standards in Scotland's Schools etc Act 2000* is also relevant, as school libraries are integral school facilities, inspected by HMI as part of Learning Communities. Curriculum for Excellence is particularly relevant to school libraries' role in facilitating information literacy and independent research skills. The Scottish Library and Information Council (SLIC) has produced an ‘*Improving Libraries for Learners*’ report in 2009, giving guidelines to facilitate self-evaluation and improvement.

In Shetland, the school libraries also function as the public library for young people in our remote communities.

2.3 Computer access

Computers and internet services in libraries nationwide were initially funded by the National Lottery, on condition that free access was given to the public. This ‘people’s network’ is now a core part of an adequate library service. Digital inclusion is a government priority, and libraries have a key role in enabling access.

3. OUR CORE SERVICES

3.1 Access to information

- Free internet and assistance to use it
- Help with enquiries by phone, email or in person
- Free access to online reference sites
- Local history - books and online
- Website, online catalogue and social networking

3.2 Meeting readers' needs

- Books and other materials in a wide range of formats
- Mobile libraries, community collections and eBooks for wider access
- Book groups and events to encourage reading
- Free requests service
- Support for local writing, including dialect work

3.3 Young people

- Seven school libraries and staff who serve all of Shetland's schools
- Bookbug, the Government's early years literacy programme
- Outreach, events and partnership working to promote reading
- Space to meet and study – for all ages

3.4 Learning

- Informal, on-the-spot help with using computers
- Workshops, classes and drop-ins delivered by us or our partners
- Promotion of learning opportunities with partner organisations
- Free access to a range of computers and accessories
- Learning packs and online learning sites including driving theory

3.5 Community participation and inclusion

- Accessible formats e.g. large print, audio, ebooks
- Home delivery service
- Talking newspaper
- Materials in other languages
- Range of partnership activities and inclusive events
- Safe, welcoming community spaces

4. OUR BUDGET AND RESOURCES

- 4.1 In 2014/15 our controllable budget is £926,000, and we have 31 staff (23 full time equivalent).
- 4.2 We are a fully integrated public and school library service and this budget covers all public, school, mobile and online services. We share stock between all our libraries, which allows maximum choice and availability for customers.
- 4.3 We have reduced our budget by approximately 15% in the past two years. Most of the cuts have come from staffing, which has been reduced by over 20%. In the main, cuts have been managed through efficiencies and flexible staffing.
- 4.4 The main service changes caused by the spending cuts are: reduced opening hours in some school libraries; opening an hour later each morning at the public library in Lerwick; the introduction of charges for film hire.
- 4.5 Our main library, the public library at Lower Hillhead in Lerwick, operates out of three buildings: the St Ringan's former church, the Learning Centre next to it, and the Old Library just across the road. We run two mobile libraries, and our seven school libraries are all contained within school buildings, some with community access.
- 4.6 We have 157,787 book in stock and 8,101 audiovisual or electronic items (figure at 31 March 2013)



We promoted our eBook service in 2013/14 with drop-in and online help, and launched a new eMagazine service.

5. LINKS TO CORPORATE AND DIRECTORATE PRIORITIES

- 5.1 The Library is part of the Children's Services department and shares the vision and priorities of the Directorate, which are:

Vision: "Building a Brighter Future for Shetland"

Priorities:

- To get it right for every child.
- To develop partnership working within the Council, and across agencies, where it secures improved outcomes for all.
- To demonstrate effective leadership and clear direction for staff and services.
- To achieve improvement within reduced budgets.

Shetland Library's key objectives for the year, shared in the Directorate Plan, are:

- Shetland Library will promote use of the Internet, by encouraging and enabling use of the Library's e-services and giving one-to-one help to customers.
- Shetland Library will target hard-to reach families through outreach and partnership work, while continuing to lead delivery of the Bookbug programme.

Specific actions to achieve these objectives are listed in the action plan at the end of this service plan.

- 5.2 The Shetland Islands Council Corporate Plan 2013/17 priorities are: providing vital services for children and adults and the transport services we all need; helping build a healthy economy; encouraging strong communities; being mindful of how change could affect vulnerable and disadvantaged people; working with all our partners to achieve the best results possible

The Library contributes directly and indirectly to these priorities, most specifically section 2 – 'The best possible start for every child', which states that by the end of the plan we will have:

- Supported people of all ages to get the most out of Shetland Library including through early years literacy, IT skill development and one to one support.

Also particularly relevant is section 7 – 'Vulnerable and disadvantaged people', which addresses digital access, a key Library objective:

- [By the end of this plan] we will have identified and addressed new forms of inequality such as not having access to the internet and online services, sometimes called digital exclusion.

6. HOW OUR WORK LINKS TO THE SINGLE OUTCOME AGREEMENT

- 6.1 The Library is specifically linked to local outcome 2:
“We take pride in a strong, fair and inclusive society; and in our culture”
 The following action is copied from the Single Outcome Agreement:

Ref	Objective	Actions	Outcome /Measures	Lead(s)
2.5	Inclusiveness, promotion of literacy, ensuring everyone has access to information and is aware of library services and their right to access them	Promote awareness of the full range of Library Services, particularly amongst hard to reach groups. Offer and publicise a broad range of events and opportunities to ensure the broadest appeal	Improved access and uptake of services, particularly among hard to reach groups	Exec Mgr Library

- 6.2 More broadly, the Library’s work addresses all the SOA strategic objectives:

Wealthier and fairer	<ul style="list-style-type: none"> • Free, supported online access • Improvement of life chances for children and young people through school libraries and early years literacy • 24 hour library on line
Learning and supportive	<ul style="list-style-type: none"> • Adaptive computers aids and accessible formats • Promotion of literacy through active development of reading for pleasure • Flexible lifelong learning opportunities
Healthy and caring	<ul style="list-style-type: none"> • ‘Help yourself to health’ information project with NHS Shetland • Bookbug outreach alongside Health Visitors • Equality and diversity is showcased by e.g. our LGBT collection, interfaith events and books in other languages
Safe	<ul style="list-style-type: none"> • Safe community spaces with supportive staff. • Safety information and partnership work on e.g. road safety
Vibrant and sustainable	<ul style="list-style-type: none"> • Recycling and energy-saving procedures • Mobile libraries serve remote areas • The Shetland environment is promoted through the local collection, displays and events • Culture and dialect are supported through events and partnerships

7. ENGAGING WITH CUSTOMERS

- 7.1** The Library conducts an annual customer satisfaction survey. Other surveys are undertaken when investigating new service needs, e.g. eAudio in 2013.
- 7.2** Comments and suggestions from customers are also welcomed on a day-to-day basis.
- 7.3** We will acknowledge all enquiries promptly, and no later than within 3 working days.
- 7.4** We always try to communicate using plain and concise English, and to produce materials which follow accessibility guidelines.
- 7.5** We issue an annual performance report for the public, which summarizes our survey results, what we have achieved and what we plan to do.
- 7.6** We communicate with customers via our website, Facebook and Twitter, by phone, email, letter and face to face. We also publicize our services through local media including regular Radio Shetland slots.
- 7.7** Key documents such as our stock policy and this service plan are posted on our website.

8. MONITORING AND EVALUATION OF PERFORMANCE

- 8.1** All staff have annual employee development reviews with their line manager to discuss general performance, successes, challenges and training needs. This process is related to service, corporate and community priorities.
- 8.2** Senior staff meet one-to-one with the Executive Manager on a quarterly basis for progress meetings. Progress on the Service Plan is specifically reviewed at these meetings.
- 8.3** We report our performance against targets quarterly to the SIC Children and Families committee.
- 8.4** We also supply annual visitor statistics to Audit Scotland (Statutory Performance Indicators) and a range of statistics to CIPFA, the Chartered Institute of Public and Finance and Accountancy: this allows benchmarking with other authorities.
- 8.5** We evaluate our service through the Scottish Library and Information Council's quality framework, which is the recognised Scottish assessment regime for public libraries. This entails self evaluation verified by an assessment visit by SLIC. We aim to undertake evaluation of all five factors every three years.

9. PRIORITIES AND TARGETS FOR 2014/15

9.1 Our priorities for 2014/15 are digital inclusion and increasing uptake of library services, particularly among hard-to-reach groups. Our key objectives are:

- To promote use of the Internet, by encouraging and enabling use of the Library's e-services and giving one-to-one help to customers.
- To target hard-to reach families through outreach and partnership work, while continuing to lead delivery of the Bookbug programme.

The action plan in section 10 describes specific actions we will take to achieve these outcomes.

9.2 We have selected 7 'vital statistics' for quarterly reporting to elected members. These reflect important facets of library performance:

LB1 Number of items issued: book lending is still a core library function, allied to literacy and reader development. Reading habits are changing but borrowing levels are still an important indicator of how well-used the service is.

LB2 Number of visits to libraries: this statistic is important as it is one of Audit Scotland's statutory performance indicators. It demonstrates how often people use library premises for all purposes, not just book borrowing. This figure is also used to measure 'Cost per library visit', used by SOLACE (the Society of Local Authority Chief Executives) as a benchmarking figure across local authorities.

LB3 Number of events held: we aim to make sure people, particularly 'hard to reach' groups, know about our services. One way we do this is through a varied selection of events, aimed at all ages.

LB4 Number of hours of outreach delivered: we have learned that we have to bring the library to the community, not wait for people to come to us. Outreach, particularly in our early years partnership work, is a vital part of how we engage with the public.

LB5 Customer satisfaction rate: we collate a percentage figure from our annual customer survey which can be compared year by year. The figure since 2007 has always been between 86% and 92%, which is in line with the figures from the Government's 3-yearly Scottish Household Survey used by SOLACE for national indicators.

LB6 Number of people attending our events

LB7 Number of people contacted through outreach events.

The following table lists our performance under these statistics in 2013/14 and any improvement actions for this year.

9.3 Performance statistics and targets

	Service Indicators / measures reported quarterly to Education and Families Committee	Source / Freq	Baseline	Target	2013/14	Actions to improve or maintain performance
LB1	Number of items issued quarterly	LMS data/ quarterly	188.339 per year	185,000 per year	161,975	Our membership drive in 14/15 should boost falling issue numbers. Shetland's issues are still the second highest in Scotland. A small part of the fall is likely to be caused by refinement of our procedures e.g. elimination of multiple renewals.
LB2	Number of visits to libraries (per annum)	SPI count/ annually	8,597 per 1,000 pop.	9,000	9,042	14/15 action plan continues our commitment to inclusiveness and promotion of services
LB3	Number of events held	Library records/ quarterly	None	120 per year	153	Strong programme of regular and one-off events being planned for 2014
LB4	Outreach : Number of hours delivered	Library records/ quarterly	None	100 per year	146	More partnership outreach planned.
LB5	Customer satisfaction rates from in-house survey	Library data/ annually	86% (2007)	88%	91%	2014/15 service plan will continue to prioritize customer service.
LB6	Number of people attending our events	Library data/ quarterly	New measure	2000		Promote events through various media to encourage community engagement.
LB7	Number of people contacted through outreach events	Library data/ quarterly	New measure	2000		Promote our outreach events through our own and partners' media streams.

SOLACE national indicators	Min	Scotland	Max.	Shetland	Performance statement	Change statement	Targets
Cost per library visit £ (11-12)	1.41	3.43	7.29	4.59	The cost per library visit has been reduced as efficiencies have been implemented	The cost per library visit will be monitored and further efficiencies may be found	£4.50 per library visit
% of adults satisfied with libraries in Scottish Household Survey (10-11)	75.3	83.5	93.3	93.3	Adults in Shetland express high rates of satisfaction with the service.	Customer service will be monitored as efficiencies are implemented	93.3%

10. SERVICE ACTION PLAN 2014/15

Ref.	Objective	Action	Outcome for the Customer	Targets
10.1	Ensure everyone is aware of library services and can access them	Membership drive: outreach promotions, e.g. in supermarkets	Increased awareness of the benefits of Library membership	Over 29% of population active borrowers by end of March 2015
10.2	Development of online services, with particular regard to accessibility and user-friendliness	Introduce eAudio books	Greater convenience and accessibility of talking books; more attractive choice of resources for the visually impaired	eAudio books available online by March 2015
10.3	Encourage digital inclusion by increasing use of online services by hard-to-reach groups	Promote eMagazine service and increase awareness of eBook and eReference services	Modernized range of materials and better access for those in remote areas; increased confidence in using online services	Increase eBook lending and achieve healthy uptake of new eMagazine service, particularly among new members by 2015
10.4	Promote reading, particularly among hard-to reach groups, and increase borrowing of library materials	Improve access to stock with e.g. regular 'Basement Browsing' sessions; run a varied reader development programme, taking account of current themes e.g. Commonwealth; Great War commemoration	Awareness of and easy access to an attractive range of reading and information resources; encouragement to widen reading choices	Improved issue figures; uptake of new reading groups; good attendance at events by March 2015
10.5	Maintain a strong early years literacy programme and particularly target the socially disadvantaged	Deliver family roadshows, Play Talk Read Bus visit and other outreach partnership events	Access to reading and library services for young children and families	Maintain 2013/14 levels of Bookbug delivery and outreach events; work with health and social care partners to develop clear plan for Bookbug Assertive Outreach by 2015

Ref.	Objective	Action	Outcome for the Customer	Targets
10.6	Ensure buildings and equipment are adequate and appropriate for service delivery	Engage with the latest feasibility study into renovating the Old Library building; seek partnership opportunities to improve the accommodation for Library services	Buildings which are fit for purpose and cost-effective, providing a high standard of service in relaxed and informal environments	The needs of the Library service accommodated as plans for the Old Library advance
10.7	Maintenance of effective school and community library provision in rural areas	Support school library service during upcoming consultations on schools reconfiguration; look for opportunities to improve community access	Appropriate school library provision, which also ensures good access to leisure reading in rural areas	School libraries stock and services reviewed as consultations progress
10.8	Develop and improve support for the curriculum in school libraries	Ensure materials are available to support the senior phase of Curriculum for Excellence	Timely provision of appropriate educational materials for school pupils	School libraries stock adequate new curricular materials to support exams
10.9	Accessibility of services to vulnerable groups	Strengthen partnership work with Vision Shetland; publish new large print directory	Improved awareness of services for the visually impaired; easy access to range of help and advice round reading and ICT	Adapted PC installed for use in Old Library and staff awareness sessions delivered by June 2014; partnership work on eAudio progressed by March 2015; directory published by August 2014
10.10	Maintain reliability of book lending services to remote areas	Ensure a replacement mobile library is scheduled on the capital programme	Assurance of a continuing and reliable mobile library service	Date agreed for replacement of Mobile 2

11. RISK MANAGEMENT

Operational risks for the Library service are recorded on the SIC online risk register, and brief details are listed below. Departmental risks which affect us and the wider Children's Services directorate are listed in the Children's Services directorate plan.

Risk Profile	Risk Category	Details	Control measures
Medium	Failure of Key supplier	One main supplier for book products – risk of delay in supply and staff overtime to set up new supplier systems	Contract with reliable major supplier. Various sources identified for interim supplies
Medium	Misc- sick building syndrome	Some buildings are old, there are no opening windows in the Library or LC – risk of customer complaints and staff illness/ absence	Investigation and remedial measures eg. air quality survey; flexible timetabling of staff; portable fans and extra air-con units installed.
Medium	Storm, Flood, other weather related	Range of library buildings - recurring leaks in St Ringans and cracked windows in old museum, where roof is also in poor condition – risk of damage to property or injury to staff or public	Insurance; diligent regular checks of all areas and timely reporting to Building Services
Medium	Theft	Service is public facing and stock is freely available for browsing	CCTV; staff monitoring; mobiles garaged overnight
Medium	Travel	Library operates 3 vehicles in service delivery – risk of breakdown, injury or damage.	Vehicle maintenance; driver training and experience
Medium	Other	Temperature control difficult in St Ringan's: excessive heat on warm days – can cause staff and customer discomfort	Air-con; fans; doors open; water fountain
Medium	Budget control failure	Unexpected maintenance costs in old buildings – all extra works come from revenue budget so could reduce funds for staffing and materials.	Weekly close checks; advised by Building Services on optimum maintenance levels; old museum cracked windows boarded up 2013

TT = term-time
(Hours per week in
brackets)

Executive Manager Library Services
1 post (37)

Secretary/Administration Assistant
1 post (18)

Systems Officer
1 post (37)

ICT Administration Assistant
1 post (32)

Systems Assistant
1 post (37)

Support Services Librarian
1 post (37)

**Driver/
Mobile Library Assistants**

2 posts (37 hrs each)

Caretaker/Driver
1 post (25)

Senior Library Assistant
1 post (18)

Library Assistant
1 post (21)

Adult Services Librarian
1 post (37)

Senior Library Assistant
1 post (22.2)

Library Assistants
1 post (14.67)
1 post (26)
1 post (14.5)
1 post (37)
1 post (34)
1 post (18.35, temp)
1 post (28, temp)

3 x relief staff

Young People's Services Librarian
1 post (37)

School Librarian AHS
1 post (34, TT, temp)

AHS Library Assistant
1 post (22.5, TT, temp)

School Library Assistants

**Baltasound
Mid Yell
Whalsay**
(3 x 25.15, TT)

**Sandwick (35, TT)
Aith (37)
Brae (37)**

Senior Library Assistant
1 post (37)