

**LONDON
BOROUGH
OF BRENT

LIBRARY SERVICE

PUBLIC LIBRARY
POSITION STATEMENT
2003**



CONTENTS

<i>Headings</i>	<i>Page</i>
1. Corporate Vision	3
1.1 Vision and ambition for the library service	3
2. Response to '<i>Framework for the Future</i>'	4
2.1 Books, learning and reading	4
2.2 Digital citizenship	8
2.3 Community and civic values	11
2.4 Building capacity to deliver transformation	15
3. Public Library Standards: Information relating to performance to March 2003	18
3.1 Public Library Standards 1-19	18
3.2 Local targets	19
4. Resources	19
4.1 Spaces	19
4.2 Stock	20
4.3 Staffing	20
4.4 ICT	21
5. Lead Member Signature	22

1. CORPORATE VISION

1.1 Vision and ambition for the library service

The Council's vision and ambition for the service within the corporate context are expressed through the Corporate Strategy and the outcomes of Best Value Reviews

1.1.1 Corporate Strategy

Brent's Corporate Strategy identifies five key themes for the period 2002-6. The action plan for the Corporate Strategy outlines specific actions for service areas under an appropriate key theme but service areas are expected to address as many of the key themes as are relevant in service planning. The themes are as follows:

- a. Supporting Children and Young People**
 - Although not specifically mentioned as part of the action plan on the key theme, the library service provides and promotes a wide range of services to children and young people; from Bookstart book bags for babies to the Play & Learn bus funded by Surestart Central Brent, from children's areas in libraries to reading activities throughout the year.
- b. Promoting Quality of Life and the Green Agenda**
 - A key issue addressed via the Corporate Strategy action plan under this theme is **"To increase the opening hours of local libraries and provide additional resources for new stock"**.
- c. Regeneration and priority neighbourhoods**
 - As part of the Wembley Stadium regeneration opportunities, Brent Council has published its 'Vision for Wembley' which includes the provision of a new state of the art Central Library linked to other cultural services, forming part of a new Civic Centre for Brent.
- d. Tackling Crime and Community Safety**
 - Although not specifically mentioned as part of the action on this key theme, BRAIN community information database (previously in the Community Development Department and now part of the library service) is undertaking a key project in conjunction with the Metropolitan Police to enable residents to report crimes online via the website.
- e. Achieving service excellence**
 - The library service has a number of key initiatives to improve the quality of services (see below)

1.1.2 Best Value Reviews

- a) The Best Value Review of Customer Services identified the need for libraries to become 'First Stop Shops' for council information/services and requires a plan to identify the process by which this can be progressed.
- b) The Best Value Review of Lifelong Learning (May 2002) identified the Library Service as one of the key partners for the delivery of lifelong learning in the borough and the implementation plan identified a number of actions for the library service which include:
 - Creation of a post in the library service dedicated to lifelong learning
 - A study strategy for the service
 - Working in partnership with other providers such as College of North West London and Brent Adult and Community Education
- c) The Best Value Review of Libraries, Museum and Archive (March 2003) has taken place and the recommendations of the panel are currently being considered by senior officers before presentation to members. Recommendations include
 - A review of the number and location of library buildings to look at the possibilities for improving access for customers to services
 - A review of the staffing structure to include the inclusion of key service delivery posts and address underpayment issues.

1.1.3 Ability to deliver

- Brent Council has committed to increasing the Library Service revenue budget for a five-year period (from 2001/2) to meet the Public Library Standards. Library opening hours increased by 17% in December 2002 and will increase by a further 11% in September 2003. The library stockfund was increased from £330,000 in 2001/2 to £450,000 in 2002/3 and to £465,000 in 2003/4. Further increases in both opening hours and stockfund are planned for 2004/5 if agreed growth in revenue budgets goes ahead.
- Additional revenue growth bids have been submitted for consideration for 2004/5 to enable the library service to act on the recommendations of the Best Value Review Libraries, Museum and Archive
- Any final proposals on the number and location of library buildings will depend on the feasible options available and will be subject to member level agreement and public consultation.
- The relocation and refurbishment of library buildings will require significant capital funding either from Brent Council or through partnership working, or a combination of both, in order to bring all libraries up to the level as indicated in 'Framework to the Future'.
- The relocation of the Grange Museum to Willesden Green Library Centre (funded by Heritage Lottery fund and Brent Council) will enable a small-scale refurbishment of the centre and the library.
- The Wembley Stadium regeneration area offers an opportunity to build a new central library for Brent in Wembley and this is the stated vision of both members and senior officers in Brent, as part of a new civic centre
- BRAIN community information database has made a successful bid to the ODPM for £217,000 to undertake a major online community crime reporting facility in conjunction with the Metropolitan Police.
- Specific posts for Lifelong Learning and Children's and Young People Services are currently being recruited to. These posts will have a coordinating function and will develop strategies in conjunction with the management team.
- A detailed report on the resource implications for libraries as 'First Stop Shops' is being prepared and will be considered corporately. The library service is represented on the corporate Customer Services Steering Group.
- The Library Service, as part of Education, Arts and Libraries Department currently has LiP accreditation and will be reassessed in November 2003.
- The Library Service was awarded a Charter Mark for its excellence in customer services in December 2003 and an action plan has been drawn up from the assessor's report. The newly re-formed Customer Services Team is currently working on the actions for the service and improvements have already been undertaken.
- Senior managers in the library service have recently received corporate training in the EFQM excellence model with a view to conducting a self assessment and action plan towards the end of the year
- The Library Service is one of the pilot services in Brent's Race Equality Scheme – senior managers are receiving training on this.

2. RESPONSE TO 'FRAMEWORK FOR THE FUTURE'

2.1 Books, reading and learning

2.1.1 Key Strengths, constraints and challenges

Key Strengths

- Brent Council's commitment to improving the opening hours and stock of its libraries with year on year growth in revenue budget identified to 2006/7
- Library Service in Lifelong Learning and Cultural services division of Education, Arts and Libraries Department offering close working links with Youth Service, Adult Education, Museum and Archive and schools
- Year on year increase in visitors and issues of library materials
- Good track record of delivering innovative reader development initiatives such as ImaginAsian (Asian literature project)
- Reader Development Coordinator in post leading cross borough reader development team

- Stock Policy in place and being updated
- Member of WELLSTOC stock purchasing consortium ensuring value for money purchasing
- Good record of partnership working and success in attaining funding to improve and deliver services

Constraints

- Capacity to deliver projects and initiatives, both in staff numbers, resources, and skills
- Opening hours need to be extended again to offer better access to library resources
- Small management team, each member of which has multiple responsibilities
- Size/layout/condition of buildings not always adequate for events/activities for learning/reading development
- Lifelong Learning Coordinator and Children's and Young People Coordinator posts not yet filled
- No written policies or strategies for children's services, lifelong learning, reader development

Challenges

- Still in bottom quartile for performance on visitors and issues
- Implementing recommendations of Best Value Reviews
- Under-investment in past on bookstock means collections are of poor quality and require significant year on year growth to ensure good quality and comprehensivity
- Ability to meet Public Library Standards on stock particularly PLS 18 (Time taken to replenish stock on open access or available for loan)
- Number and location of buildings means that resources are stretched or that service points are not easily accessible
- Staffing structure needs major review to ensure that key posts are identified to deliver learning and other initiatives and to feed into strategies

2.1.2 Policies and practices for adults and young children

General

- Library membership open to all with proof of address, signature of parent/guardian where applicable
- Library members can borrow up to 8 books, four CDs and a total of six DVDs or videos at one time
- Reservation facility for books and other items not available locally
- Concessions on lost library card, overdue and reservation charges for children under 14 and senior citizens
- Stock policy covers level, range and condition of stock and defines collections according to branch size
- Customer Promise outlines levels of service delivery customers can expect
- One of pilot London authorities for 'Welcome to your library' project to introduce library service and remove barriers to asylum seekers and refugees
- Provision of books, CDs, videos, DVDs, newspapers, magazines in relevant languages other than English
- Provision of materials for customers with disabilities e.g. books in large print, on tape etc.

Adults

- Provision of range of stock including books, DVDs, CDs, videos, newspapers, magazines, information materials
- Provision of study areas/facilities
- Provision of programme of literature events and activities throughout the year e.g. Black History Month, Read Routes initiatives
- Provision of reading groups and writers' workshops including those specifically targeted at ethnic communities
- Provision of Family Learning events and activities to promote literacy and the love of reading through parents learning with children
- Provision of Learning Collections of basic skills materials including ESOL, CV writing, reading skills, basic maths for adults
- Working in partnership with private and educational organisations to provide a range of learning opportunities in libraries, including classes for ESOL and Basic Skills, ICT training via LearnDirect centres

Children

- Provision of range of stock including books, DVDs, CDs, videos, newspapers, magazines, information materials suitable for age range
- Specific children's areas in each library including area for under fives
- Space to do homework

London Borough of Brent Library Service Position Statement 2003

- Storytelling for under fives in every library
- Programme of class visits to libraries for schoolchildren
- Chatterbox reading clubs for age up to 10
- Bookstart packs for babies delivered via health centres
- Summer reading scheme to encourage children's reading
- Events and activities during school holidays or for cultural festivals to encourage use of libraries and reading

2.1.3 Priorities/targets/activities

Priority	Target	Activity	Timescale	Evaluation
To ensure borough wide service planning and strategy for stock quality	<p>Ensure that library stock relevant, current, comprehensive and well maintained.</p> <p>To increase number of items borrowed</p> <p>To increase number of visitors</p> <p>Improved success rate in users obtaining specific book and in reserve supply rates.</p>	<p>a) Revise Stock policy to include stock maintenance procedures</p> <p>b) Implement staff training in stock policy and maintenance</p> <p>c) Implement borough wide stock maintenance programme</p> <p>d) Produce stock profiles and annual stock plans for each service area</p> <p>e) Review special collections policy</p>	<p>a) December 2003</p> <p>b) Now</p> <p>c) September 2003</p> <p>d) Now</p> <p>e) September 2003</p>	Annual through stock planning profiles, training courses, management information
Maximise resources available for stock	<p>To ensure value for money for stockfund</p> <p>To increase purchasing power</p> <p>To attract extra external funding</p>	<p>a) Increase stockfund from April 2004</p> <p>b) Develop collaboration initiatives with WELLSTOC consortium to look at shared collections or purchasing</p> <p>c) Look at other income generating stock areas</p> <p>d) Seek external funding to extend stock provision e.g. Learning Collections</p> <p>e) Work with WELIC group of West London Libraries to seek partnership funding e.g. ImaginAsian</p>	<p>a) April 2004</p> <p>b) Ongoing</p> <p>c) Ongoing</p> <p>d) April 2004</p> <p>e) Ongoing</p>	Management information on numbers of items added to stock, time taken to replenish stock, income generated
Ensure Reader and audience development key in library service actions	<p>To ensure Brent Library Service continues to be innovative leader in reader and audience development</p> <p>To increase visitor and issue figures</p>	<p>a) Develop written Reader Development Strategy for borough</p> <p>b) Increase staffing to participate in Reader and Audience Development</p> <p>c) Conduct training and awareness days for staff in RD skills</p>	<p>a) April 2004</p> <p>b) April 2004</p> <p>c) Ongoing</p>	Monitor number of events, participants, customer satisfaction, numbers of staff trained
To ensure library service contributes to raising educational standards for all ages in the borough	To work with partners to improve delivery of lifelong learning in library service	<p>a) Implement recommendations and actions of Lifelong Learning BVR</p> <p>b) Revise staffing to ensure designated officer with responsibility for Lifelong Learning</p> <p>c) Produce Lifelong Learning Strategy</p> <p>d) Seek UK Online funding for ICT centres to provide modernised facilities at three libraries with tutor support</p> <p>e) Work with BACES colleagues and WELIC to seek further funding from London West Learning and Skills Council to extend Learning Collections to all libraries in the borough</p> <p>f) Work with BACES and CNWL to extend learning</p>	<p>a) April 2004</p> <p>b) November 2003</p> <p>c) April 2004</p> <p>d) Ongoing</p> <p>e) Ongoing</p> <p>f) Ongoing</p> <p>g) Ongoing – already started at one library</p> <p>h) September</p>	Monitor number of study facilities in place, use of learning collections, number of students in LearnDirect centres. Evaluate number of

		provision in libraries and improve access to joint resources g) Plan and implement Silver Surfers clubs for older people to access ICT h) Plan and implement study facilities strategy to ensure adequate study provision around the borough. i) Work with BACES colleagues to provide IAG guidance for lifelong learning in libraries j) Develop and promote the BRAIN Learning Zone	2004 i) Ongoing – staff already trained at one library j) Ongoing	learning opportunities available through library services
To encourage the effective use of libraries by children to encourage reading habits from an early age	To increase use of libraries by children and young people To ensure library service key deliverer of literacy and other opportunities for children and young people	a) Review staffing at strategic level for Children's and Young People's services b) Produce and implement Children's Services Strategy c) Plan and implement Summer Reading Challenges for children d) Extend Chatterbooks reading clubs scheme e) Plan and implement a range of reading projects eg Imagination time f) Review and relaunch services to young people to include Teen Reading/Creative writing clubs/music	a) Already achieved, recruitment in process b) June 2004 c) Ongoing d) March 2004 e) Ongoing	Improve management information to include detailed info on take-up of services by relevant age groups Consult with children and young people on services, involve them directly in services eg stock selection Children's PLUS 2004

2.1.4 Link to Education Development Plan

The Library Service contributes to the actions and targets in the Education, Arts and Libraries Service Development Plan which in turn feeds into the Education Development Plan. The service provides actions and targets for the key Education objectives on widening participation and levels of achievement in lifelong learning and to provide opportunities for participation in cultural, creative and community activity.

2.2 Digital Citizenship

2.2.1 Key strengths, constraints and challenges

Key Strengths

- Major contributor to Brent Council's e-government services, and featured significantly in the Councils Implementing Electronic Government (IEG) Statement, submitted to the ODPM in October 2002.
- BRAIN, the council's community website was previously developed in the Community Development Department. It is now managed by library service, with high Council profile, delivering initiatives on crime and community safety, lifelong learning, Grantfinder and linking to Cultural Services for arts website.
- Online services such as the library catalogue, self-reservations and renewals, and library service web pages. The Library Service is currently leading on the development of the Brent Information Gateway of over 2000 websites.
- FM contract with Dynix, which includes a development element (for training, new services, consultancy), and a Help Desk

Constraints

- No specific e-government designated posts, and development of e-services is limited to too few officers.
- Staff concentrated on front line routine operations, with minimal scope for supporting customer online learning and information needs.

Challenges

- Interactive and online development, such as online enquiry services, electronic forms, online payments, and reader development and lifelong learning web rich content.
- The introduction of electronic forms.
- The development of Learning Centres in libraries, with tutorial support, and planned Silver Surfer and other ICT training support for refugees and other socially excluded groups.
- The introduction of online enquiry and email alert services.

2.2.2 Policies and practices for adults and children

- The Library Service Acceptable Use Policy is the "ICT Conditions of Use & Guidance". There are currently no Internet services in children's libraries, though these will be introduced pending the appointment of a Children & Young Person's Co-ordinator.

2.2.3 Electronic library services

- Online library services such as catalogue, reservations, book renewals, links to other sites via OPACS in libraries or on Internet
- The People's Network (PN) was implemented in Brent in July 2002 with 170 public terminals in twelve libraries offering a range of online services such as Internet, and accessible ICT services in each library, including Zoomtext magnification and speech software, Kurzweill 1000 scanning and speech software, large format keyboard and large tracker ball mouse, Variable height workstations to accommodate wheelchair users
- Multicultural learning centre at Ealing Road library funded by People's Network Excellence Fund. Opened in April 2003 with email transliteration software, and word processing facilities in the 10 most widely spoken languages in Brent; and online learning resources aimed as English Speakers of Other Languages (ESOL) students.
- There are three other learning centres in libraries – two Learn Direct Centres in Kilburn and Willesden Green libraries, managed by Internet Exchange, and one in Harlesden library managed by NW London Online.

2.2.4 Implementation of e-government strategy

- The Library service supports the Council's e-services with Internet access in all libraries – currently on 70 of the public terminals, but due to increase to 90 this year. Access is free in libraries, charged in two ICT centres.
- Customers can use the online library catalogue, renew items on loan and place reservations on the Internet, and download membership and comments forms. The forms will become electronic ones later this year.
- There were 50,000 visits to the Library Service website in 2002/3, and this number has increased dramatically this year.
- Libraries will be branded as first stop shops to council information, providing hard copy and online access to services in line with the recommendations of the Customer Service Best Value Review
- BRAIN database allows community groups to amend/update own pages

Priority	Target	Activity	Timescale	Evaluation	
	To meet e-government targets	<p>To introduce online enquiry services.</p> <p>To replace online forms with electronic ones.</p> <p>To introduce email alert services</p> <p>To phase in automated bookings across all 12 libraries</p> <p>Develop the Library Service web pages to become more interactive and transactional</p>	<p>a) Do a work study on the time of Librarians, develop the procedures, and promote the new service</p> <p>b) Gain training in producing electronic forms, and upgrade the web pages</p> <p>c) Introduce an upgraded iPac online catalogue, and configure with web links relating to new additions of stock in various categories.</p> <p>d) Add new categories to the corporate email alert option</p> <p>e) Develop a rollout programme</p> <p>f) Introduce online computer bookings</p> <p>g) Create reader development, children and young people and lifelong learning (rich) content</p> <p>h) Introduce online book reviews</p>	<p>March 2004</p> <p>November 03</p> <p>November 03</p> <p>March 2004</p> <p>December 03</p> <p>June 2004</p>	<p>Annual my shopping c enquiries v West Lond partners</p> <p>E-Plus customer satisfaction survey 200</p>
	To develop IT Learning Centres in libraries	To develop the Ealing Road library Multicultural ICT 'Language and Learning Zone' as a resource for adult learners, refugees and other excluded people.	Seek funding to provide tutorial support in these specialist areas.	January 2004	Number of training sessions available, t up of servi
	Introduce internet and other IT services for children	<p>Develop a children and young people's IT policy</p> <p>Enable internet services in children's libraries</p>	<p>a) IT User group to develop existing AUP, or write new children's one</p> <p>b) IT User Group, and Children and Young People's Development Team to develop internet policy, and a walled garden of specialist websites</p>	March 2004	Number of children us Internet, si visited etc
	To develop IT services as information and learning gateways	<p>Discontinue networked CD ROM services</p> <p>Market test online information services</p> <p>Develop IT training for all staff</p> <p>Develop FAQs</p> <p>Review the Reference Stock Standards, and compare book holdings with online ones, in terms of cost and currency</p>	<p>a) Negotiate with Dynix for a contract variation, based on no CD ROM service</p> <p>b) Information Team to lead on an evaluation programme</p> <p>c) Continue the advanced IT training, focussing on enquiry handling, reader development and children & young people's services.</p> <p>d) Continue an ongoing IT training programme aimed at developing competence in using IT to support learning and information services</p> <p>e) Create more FAQs and answers on the web pages to facilitate quicker access to information</p> <p>f) Information Team to audit availability of resources and make recommendations about holdings, format and</p>	March 2004	e-Plus Sur 2004

London Borough of Brent Library Service Position Statement 2003

Priority	Target	Activity	Timescale	Evaluation
To integrate BRAIN into the work of the Lifelong learning & Cultural Services division of education, Arts and Libraries	To identify a vision for BRAIN To deliver an upgraded interactive crimezone To seek a funding base for core BRAIN activities To develop lifelong learning content To improve the content and currency of information about community organisations To promote use by community organisations	a) BRAIN Strategy Working Group to develop b) CrimeZone reloaded Board to support the work of the BRAIN tem c) BRAIN team to continue to consult the Lifelong Learning Forum d) Libraries to promote the community role of BRAIN, on PCs and through a continuing awareness campaign e) Produce BRAINWAVES, and develop a BRAIN user group	October 2003 March 2004 Ongoing March 2004 ongoing	Strategy working group to continue to monitor and develop BRAIN Management information on number of visits to websites, number of community groups in contact etc
To research specification for new IT contract (due in July 2005)	Benchmark Dynix with other suppliers Examine network options Research and introduce new services	a) Benchmarking visits to other authorities b) Examine other network configuration options, such as NGfL, the corporate network. c) Introduce remote patron authentication (RPA), and make existing and future internet based reference tools available to Brent Library service customers remotely. d) Obtain costs for Telecirc 11, and research the viability of introducing renewals to a central telephone service	July 2004 October 2004 January 2004	Tender process for new contract, regular monitoring meetings for existing contract ongoing
Launch a unified library, museum, archive and digitised images catalogue	Develop the interfaces and icons Devise publicity Launch service	a) Work with Museum and Archive staff, Dynix and Adlib to customise the new iPac interface b) Design posters and leaflets promoting what will be the first unified catalogue in the UK c) Organise a launch event	September 03 October 2003 October/November 2003	Management information on hits to website E-Plus survey being conducted in 2004

		cost	
--	--	------	--

2.2.5 Priorities/targets/activities/evaluation

2.3 Community and Civic Values

2.3.1 Key strengths, constraints and challenges

Key Strengths

- Library service awarded Charter Mark for excellence in customer service in December 2002
- 99% of the population within one mile of the twelve static libraries and mobile library stops at sites 1 mile from local library
- Two libraries will be open on Sundays from September 2003 and other opening hours across the borough will be extended
- Home Library Service for people who are homebound and for those in residential care
- Play and Learn Bus provides family learning opportunities in Sure Start area
- Willesden Library Centre includes One Stop Shop, cinema, bookshop, cafeteria and local arts group
- Refurbishment of Ealing Road Library; and Kilburn and Kingsbury children's libraries
- Learn Direct centres in three libraries
- One of pilot London authorities for 'Welcome to your Library' project to introduce library service and to remove barriers to asylum seekers and refugees
- Disability access improvements such as automatic doors, hearing induction loops and adaptive technology for PCs in all libraries
- Ethnicity of staff reflects diverse community
- 'Welcome to Your Library' library service leaflet available in 6 community languages
- Library presence at community festivals
- Good track record of partnership working with other council departments, Sure Start, local educational providers, careers service, and local community organisations

Constraints

- Not all libraries situated at focal points for local community
- A number of libraries in need of major refurbishment
- Part time opening of local community libraries
- Size/layout/condition of buildings/opening hours not always conducive to partnership working
- The Library Service has no written Social Inclusion Policy

Challenges

- Providing relevant and accessible library services in areas of high deprivation
- Delivering library services of high quality suitable for Brent population's highly varied ethnic composition
- A rapidly diversifying ethnic community. The number of refugees currently estimated at 15,000
- An unemployment rate of 6.7% in 2000 which is higher than the Greater London average and the National average
- Ensuring all libraries are accessible to all members of the community in Brent
- Lack of appropriate stock resources to meet needs of new communities
- Under-investment on stock in the past and low current stock fund impacts on comprehensiveness of stock and ability to respond to needs of new communities
- Ensuring staff resources are able to meet needs of partnership working and the needs of the new communities or groups such as young adults who are not traditional library users
- Implementing libraries as 'First Stop Shops'

2.3.2 Policies and practices for adults and young children

General

- Customer Promise (June 2003) outlines service provision undertakings; available also in large print format, and translation on request
- Library membership open to all with proof of address, signature of parent/guardian where applicable
- Staff trained in customer care and disability awareness to ensure all are welcome and friendly interaction with the customer
- Provision of books, CDs, videos, DVDs, newspapers, magazines and information in relevant languages other than English
- Language software and adaptive computer technology
- Provision of materials for customers with disabilities eg large print and audio books

Adult

- Programme of reader development initiatives such as Black History Month, Respect Week, Read Routes, World Book Day, The Big Read, Black Inc and ImaginAsian to foster and promote a love of reading across the whole community
- Provision of reading groups and writer's workshops including those specifically targeted at ethnic communities eg ImaginAsian, Black Inc
- Supporting basic skills needs via LearnDirect Centres in libraries, 'Learning Collections', and partnership working with BACES and other educational institutions
- Introductory talks on Library Service provision to ESOL classes, Basic Skills classes, refugee asylum seeker organisations and other community groups
- Supporting employment initiatives such as Job Search classes in libraries, work experience placements, employment advice sessions
- Library Service seeking IAG accreditation

Children

- Programme of class visits to libraries for schoolchildren and talks in assemblies by librarians
- Bookstart packs for babies delivered to health centres
- Blast Off programmes at two libraries to introduce 2-4 year olds and their parents/carers to libraries and family learning
- Summer Reading Scheme to encourage children's reading and to encourage children to join libraries
- Events and activities during school holidays and for religious and cultural festivals to encourage the use of libraries and reading
- Partnership with three Sure Start areas to promote reading and libraries and to help develop children's learning skills

2.3.3 Developing citizenship and community identity

- One of pilot authorities for pan London 'Welcome to your library project' for refugees/asylum seekers
- Library service publicity available in community languages, large print format
- Wide range of customer consultation takes place including involving customers in design of refurbished library
- Library service leads on Black History Month programme for borough each year
- Reading and writing groups aimed at Asian or black communities
- Vacancies advertised in community press where appropriate
- Staff reflect ethnic background of customer base
- Software provided in ten community languages
- Links with SureStart to focus services on children with specific needs
- Family learning initiatives across the borough
- Libraries offering online access to Council services through public terminals, including access to democratic processes such as surveys,
- BRAIN offering online services such as crime reporting and health discussion forums on BRAIN (others e.g. lifelong learning in development)

2.3.4 Links to improvement and development of customer services

- Customer Services Team reformed as larger group to look at regular monitoring of services against set criteria and to action Charter Mark assessment recommendations
- Programme of annual quality inspections of specific services to be undertaken
- Membership of the Social Exclusion Planning Network for library services
- Progressing online accessibility to library services for customers
- Monitoring of take-up of services by age and ethnic background
- Annual Public Library Survey (CIPFA) of adult and children customers
- Consultation with appropriate groups of customers on service development
- The library service is working towards greater involvement in regeneration and neighbourhood renewal opportunities e.g.
 - Sure Start Central Brent Playbus
 - Sure Start South Kilburn Family Reading at Kilburn Library
 - Wembley Stadium regeneration opportunities
 - Neighbourhood Renewal Funding at Harlesden library

2.3.5 Priorities, targets, activities, evaluation

Priority	Target	Activity	Timescale	Evaluation
To ensure borough wide service planning and strategy for stock quality	Ensure that library stock relevant to needs of new communities	<ul style="list-style-type: none"> a) Purchase new collections resulting from work of Welcome to your library project b) Improve and extend Asian language materials, signage and guiding 	Mar 2004	Through London wide project meetings, reports, management information on borrowers, items issued
To ensure library service contributes to raising educational standards for all ages in the borough	To work with partners to improve delivery of lifelong learning in library service	<ul style="list-style-type: none"> a) Partnership working with BACES, CNWL, NW London On Line to provide classes in ESOL, Basic skills in libraries b) Extend Family Reading activities borough-wide 	Ongoing	Range of classes offered, take-up of services
To explore and extend the range of services to disadvantaged groups in the community	<p>Increase in number of community organisations in contact with or served by the library service by 5%</p> <p>Increase in customers of home library service of ethnic background by 10%</p> <p>Improve take-up of services to socially excluded groups</p>	<ul style="list-style-type: none"> a) Promote Library Service at community festivals and events. b) Establish relationship and work with community groups and other relevant council service providers c) Monitor customers of home library service 	<p>Ongoing</p> <p>Ongoing</p>	<p>Evaluation forms at events,</p> <p>Borough wide list of community groups with annual evaluation of contact</p> <p>Management information</p>
To explore and extend the range of services to disadvantaged groups in the community	<p>Ensure that library service delivers services relevant to whole community of Brent</p> <p>Increase use of Brent libraries by socially excluded groups</p> <p>Broaden programme of events to reflect new communities, eg Somali</p>	<ul style="list-style-type: none"> a) Plan and implement Social Inclusion Strategy b) Implement 'Welcome to your library ' pilot services to refugees and asylum seekers c) Refocus and redefine Outreach Service to widen community organisation contact d) Prepare bid to all three Sure Start areas for joint funding to replace Play bus with Children's mobile serving Sure Start areas. e) Translate library publicity into relevant formats and 		Through London wide project meetings, reports, management information on service take-up

London Borough of Brent Library Service Position Statement 2003

	Establish contact with refugee and asylum seeker organisations. Review service provision.	<ul style="list-style-type: none"> f) languages Work with BACES to develop cross-sector family reading strategy and extend 'Reading Families' projects across the borough g) Develop BRAIN community information website 		
To explore and take advantage of funding opportunities for neighbourhood renewal and regeneration to address social exclusion	<p>To revise and improve library buildings</p> <p>To seize opportunities such as the Wembley redevelopment to replace library buildings with state of the art new facilities</p> <p>Refurbishment of Harlesden Library</p>	<ul style="list-style-type: none"> a) Ensure Library Service represented at Area Consultative Forums b) Investigate opportunities for co- or re-location of services to maximise use of library buildings and access funding opportunities c) Seek funding from Surestart Roundwood and Surestart Kilburn for children's projects d) Ensure BLS represented at Wembley Strategy Forum 	Ongoing	Consultation with customers/non-customers and stakeholders on location of buildings, refurbishments etc. Post refurb evaluation surveys

2.4 Building capacity to deliver transformation

2.4.1 Key strengths, constraints and challenges

Key strengths

- Best Value Review panel report recognised service strengths, in particular 'the expertise of a highly competent management team'
- Growth in revenue budget in 2002/3 and further growth for 2003/4.
- 'Improving Brent' corporate programme supports learning and development with seminars, training courses, support for quality awards, etc
- Library service has LiP accreditation as part of Education, Arts and Libraries department
- Library Service cross-borough training and development team identifies training needs, allocates and monitors training budget for the service
- Training and development strategy for the service in place
- Employee performance and development scheme in place
- Committed and experienced staff at all levels.
- Well-developed cross-sectoral links within the Education, Arts & Libraries department
- Key library service staff on corporate working parties eg Customer Services Steering Group, ICT Development Group, Adult Learning Forum
- Current high corporate profile.

Constraints

- Current staffing structure does not contain key posts needed to deliver learning and other initiatives.
- Management capacity in terms of numbers and multiple responsibilities
- Number and location of service points means that resources are stretched or sites not easily accessible

Challenges

- Implementing recommendations of Best Value Review including a major staffing review.
- Meeting the Public Library Standards and improving performance with current levels of staff and resources.
- Improving representation of ethnic minorities at senior management levels

2.4.2 Actions to improve leadership, staff capacity and skills

- Corporate Management Development programme for existing and aspiring managers
- Senior managers trained in EFQM self-assessment model and will cascade training to other managers
- Leadership will be the focus of this year's staff awaydays and seminars
- Undertaking re-accreditation for LiP as part of corporate assessment in November 2003
- Regular monthly Libraries Management team meetings for Head of Service and Principal Librarians and quarterly Libraries Senior Managers Team meetings for staff down to Senior Librarian level
- Support provided currently for three staff to obtain professional qualifications through a trainee librarian programme.
- 2/3 of staff have received ICT training through Peoples Network New Opportunities Fund and further training being undertaken.
- Support provided currently for 8 staff studying for NVQs.
- Regular programme of team briefing, staff seminars and away days.
- Training strategy now being updated and amended
- Programme of in-house training on stock, reader development, customer care as well as external courses currently underway
- Best Value review Panel report recommends staff review and restructuring to increase capacity, address low pay issues and appoint to key posts

2.4.3 Partnerships

- Brent Adult and Community Education service to provide learning opportunities such as family learning across the borough
- Dynix Ltd to provide ICT system, facilities management, training of staff etc
- ICT provision - New Opportunities Fund and Bill & Melinda Gates Foundation

- Local schools – in Black History Month, class visits, displays in libraries
- Arts Council to provide library literary magazine 'readallaboutit'
- Black Inc African-Caribbean reading & writing initiative part funded by DCMS
- West London Lines (Westwords) Reader development initiative across West London funded by Arts Council and in partnership with LB Hillingdon, Ealing, Hammersmith & Fulham and Harrow
- Surestart – e.g. Play & Learn Bus, Library Outreach worker to improve services to under 4's in the area
- Bookstart to provide starter packs for babies to introduce them to library services
- College of North West London – providing Basic Skills tuition in libraries
- Lifetime Careers providing career guidance and IAG in conjunction with library service
- North West London Online and Internet Exchange providing LearnDirect Centres
- Part of the WELLSTOC joint stock purchasing consortium maximises our purchasing power.
- Work in partnership with the London Libraries Development agency to deliver the Read Routes reader development project.
- Lead on the ImaginAsian reader development project with input from Harrow, Hillingdon and Leicester City Library Services and local groups such as Gujarati Literary Academy
- Age Concern, Brent share library premises and provide advice sessions in libraries
- Wide range of community contacts to provide displays, information sessions, activities and events in libraries
- Learning Collections of basic skills materials, funded by LSC and in partnership with LB Hillingdon and BACES
- Working Links – provide advice sessions and work experience placements to libraries – several placements now permanent members of library staff
- Active member of SKILLS West London libraries training consortium – sources and provides training courses, seminars, discussion forums for professional and non-professional library staff

2.4.4 Priorities, targets, activities, evaluation

Priority	Target	Activity	Timescale	Evaluation
To implement recommendations of BV review.	To ensure that we provide an appropriate number of service points in accessible locations.	Review library buildings and explore options for relocation, etc.	April 2004	Annual
	To ensure that key specialists are in post to deliver learning and other initiatives.	Appoint to specialist posts identified as key.	November 2003	Ongoing
	To ensure that the structure of Library Service is appropriate to deliver transformation.	Review and restructure Library service.	April 2004	Ongoing evaluation of effectiveness of structure
To improve buildings.	To ensure all service points are welcoming in appearance and fully accessible.	Replace current stock security systems in all libraries with more modern, less obtrusive equipment. Upgrade study area at Willesden Green Library. Install a lift and upgrade heating at Harlesden Library. Install automatic doors at Barham Park Library. Extend Preston Library to create an enlarged children's area.	March 2004 March 2004 December 2003 March 2004 March 2004	Consultation with customers on what they would like, post refurb evaluations
To implement Charter Mark Action Plan.	To ensure continually improving customer-focused service is delivered.	Monitor on a regular basis compliance with Library Service Customer Promise. Improve telephone performance. Revise membership application form and comments and suggestions form to ensure easier for customers to complete.	From January 2004 January 2004 January 2004	Adult PLUS customer satisfaction survey annually Monitoring of management information
To examine closely our current management practice.	To ensure that leadership skills are in place and recognised as key by all staff in management or supervisory roles	Pilot the EFQM performance management system by assessing the performance of WGLC against the EFQM excellence model.	November 2003	EFQM self assessment report conducted in 2004

3. PUBLIC LIBRARY STANDARDS: information relating to standards met or not met in the financial year to 31st March 2003

3.1 Public Library Standards 1 to 19

Brent has improved its position towards meeting the Public Library Standards since the Annual Library Plan of 2002. Improvements in opening hours, staffing, stock fund and stock supply has led to Brent meeting 10 of the standards fully and another 5 partially.

Standards met:

Brent currently meets PLS 1 on proportion of households living within 1 mile of library (99%); PLS 2 proportion of planned time that libraries were not available due to emergency closures (0.1%); PLS 4 Percentage of larger libraries open at least 45 hours per week (100% of Brent's larger libraries are open at least 45 hours); PLS 5 % of libraries open more than 10 hours a week with on-line catalogues (100%); PLS 6 total number of PCs available per users and percentage of libraries providing internet access; PLS 7 & 8 Book issue period and number of books customers can borrow at one time; PLS 9 % of items requested supplied within specified time frame; PLS 10 Number of visits to library website; PLS 17 Items added to stock annually.

Standards not yet met:

- **PLS 3 Aggregate annual opening hours per 1,000 population**
(Target 128 hours, Brent performance 91 hours)

The reduction of opening hours in 2000 left Brent at only 73 aggregate annual hours. Opening hours were increased in 2001/2 and again by 17% in December 2002, giving a total of 91 aggregate hours. They will be increased again in September 2003 by a further 11% to a total of 100 aggregate hours. Further growth in revenue budgets indicated for 2004/5 and 2005/6 will enable further additions to opening hours which it is planned will ensure that Brent at least compares to averages in similar authorities. In addition, a staffing structure review planned for March 2004 should enable more flexible working arrangements and therefore enhanced ability to extend opening hours.

- **PLS 11 Number of visits per 1,000 population**
(Target 8,600, Brent performance 6,512)

Again, Brent has made steady progress with year on year increases in the number of visitors. In 2002/3, visitors increased by 12% across the borough – although an accompanying increase in Brent's population has obviously affected the results for the standards and we have not hit our target for 2002/3. Brent figures are close to the class average figure. Enhanced opening hours and improved marketing of services will hopefully continue this trend and figures for the first quarter of this year demonstrate continued improvement. The refurbishment of Ealing Road Library led to an increase of 100% in visitor figures in May 2003 and June and July also show significant increases on previous year.

- **PLS 12i) % of adults reporting success in obtaining a specific book**
(Target 65%, Brent performance 53%)

Brent is some way from meeting the target through two factors:

- a) The quality of the stock has not yet recovered from lack of resources in previous years
- b) The catalogue database contains many errors and therefore provides an inaccurate record of stock holdings

The increases in stockfund and the borough-wide stock check currently being conducted should improve this performance although it is unlikely that we will meet the standard by 2004

- **PLS 13i) % of adults reporting success in gaining information as a result of a search or enquiry**
(Target 75%, Brent performance 58%)

The lack of staff, particularly librarians, in post at the time of the Public Library Survey (from which the statistic is derived) contributed to the result. New appointments, including four new librarians and a borough wide training programme currently underway in enquiry answering skills, as well as significant improvements to electronic information resources should improve this statistic.

- **PLS 14i) % of adults rating the knowledge of staff as good or very good**
(Target 95%, Brent performance 83%)

The factors outlined above (PLS 13i) will improve Brent's performance in this standard. In addition to training and the annual survey, we also monitor performance through a West London libraries joint initiative.

- **PLS 15i) % of adult users rating the helpfulness of staff as good or very good**
(Target 95%, Brent performance 90%)

The actions outlined above for PLS13i) will have a positive impact on our ability to meet this target as will a new programme of customer care training and regular monitoring of customer services.

(Brent meets or exceeds PLS 13-15 in respect of children as customers).

- **PLS16 – (this target has not yet been announced so no performance measurement)**
- **PLS 17 Time taken to replenish stock on open access or available for loan**
(Target 6.7 years, Brent performance 7.4 years)

Brent's performance has improved steadily since 2000/01 (performance then 12.6 years) and increases in stockfund, as well as more accurate database records will continue this pattern of improvement.

- **PLS 19 Numbers of staff per 1,000 population with appropriate information management or ICT qualifications**

There are no set targets for this standard but we will be able to achieve our own targets of 0.15 and 0.5 respectively by March 2004 through the recruitment and training currently under way.

3.2 Public Library Standards – local targets

3.2.1 Services for people with disabilities

- Induction loops and automatic doors installed at all libraries by March 2003. (except one library where installation planned)
- Library service publicity to be available in other formats by March 2004. Customer Promise leaflet produced in large print (and community languages already)
- Lift to first floor of Harlesden Library being installed (delayed due to contractors). Completion March 2004

3.2.2 Services for ethnic minority communities

- Increase in customers of homebound service of ethnic background by 10% - figure will be available in March 2004 as baseline set in March 2003
- Produce evaluation criteria for events /activities to monitor take-up by ethnic minority groups – completed and ongoing
- Produce borough wide list of community group'/organisation library service in contact with

3.2.3 Services for socially excluded people

- Increased number of study spaces by 10%. Not achieved due to lack of resources and suitable space in 2002/3. New Lifelong Learning Coordinator post will have responsibility for this area of service.

3.2.4 Services for children

- Increased use of libraries by children by 10%. 2003 draft Summer Reading Scheme figures indicate 30% increase in number of children registering. Children aged 0-14 years now make up 25% of registered customers compared to 22% in March 2003.
- Increased numbers of schools with class visits to libraries by 15%

4. RESOURCES

4.1 Spaces

Key Strengths

- Willesden Green Library Centre (opened in 1989) incorporates cinema, bookshop, one stop shop, gallery space, meeting spaces as well as library
- Ealing Road Library imaginatively refurbished in April 2003 with community involvement – to reflect ethnic communities in vibrant shopping area
- Refurbished children's libraries at Kilburn and Kingsbury libraries
- DDA accessibility in all libraries and mobile library
- 99% of the population within one mile of the twelve static libraries and mobile library stops at sites 1 mile from local library

Constraints

- Most library buildings in need of enhancement ranging from redecoration to more extensive modernisation
- Size/layout/condition of buildings/patterns of opening hours not always appropriate for modern usage or conducive to partnership working
- Resource implications of maintenance of under-performing libraries

Challenges

- Undertaking review of locations of library buildings as part of Best Value Review recognising that decisions will be subject to major sensitivities with members and the public of libraries
- Refurbishing libraries to modern standards with only minimal capital funding

Actions/Timescale

- a) Conduct review of library locations. Timescale dependent on formal approval of Best Value Review recommendations by committee in October 2003.
- b) Investigate potential to extend Preston Library to provide separate Children's Library – March 2004
- c) Pursue NRF funding possibilities for Harlesden Library. Meeting October 2003, possible completion date March 2004
- d) Create teenage areas at Harlesden and Willesden Green Libraries – March 2004
- e) Partially refurbish Willesden Green library as part of move of Grange Museum – 2005
- f) Pursue possibilities for new central library in Wembley – 2005/6

4.2 Stock

Key Strengths

- Member of WELLSTOC stock purchasing consortium ensuring value for money purchasing
- Borough wide centralised ordering and receipting, standing orders, circulating stocks ensuring faster delivery to customer
- Increase in stockfund from £330,000 in 2001/02 to £465,000 in 2003/4
- Cross-borough stock selection teams for adult, children's, information work

Constraints

- Stockfund still low in comparison to other authorities, particularly for 12 service points and mobile/outreach services
- Numbers of professional staff to maintain stock across the borough
- Lack of stock checks/controls in past means library database inaccurate
- No central reference facility and lack of resources for information materials

Challenges

- Improving the quality and range of stock in each library to acceptable standards
- Implementing faster ordering systems eg EDI
- Resource implications for conducting comprehensive stock check at all libraries and thereafter annual stock count

Actions/Timescale

- a) Conduct complete stock check of all libraries. Work already completed at Harlesden, all libraries by March 2004
- b) Library catalogue database amended as result of stock check March 2004
- c) Annual stock count from April 2004
- d) Adult PLUS survey November 2003 and Children's PLUS May 2004 to monitor customer satisfaction on stock
- e) Increase in number of librarians across the borough, currently recruiting and as part of restructure proposals by April 2004
- f) Further increase in stockfund pending agreed revenue growth- April 2004
- g) Increase spending on information resources as part of stockfund increase - April 2004
- h) Central reference facility pending Wembley redevelopment – 2005/6

4.3 Staffing

Key Strengths

- Highly competent and dedicated team of managers producing good results
- Commitment of frontline staff to service quality and improvement
- Frontline staff reflect ethnic makeup of community
- Reader Development Coordinator in post and leading cross-borough team

Constraints

- Key posts such as for lifelong learning or children's services not yet recruited to
- Other key posts such as information/e-government development not identified in structure
- Small team of managers with multiple responsibilities rather than specialists
- Numbers of professional staff to develop services across the borough

- Ability of frontline staff to provide information, handle enquiries

Challenges

- Reviewing and restructuring staffing to address low pay comparative to other Brent employees, lack of key posts, enable more local management of libraries
- Maintaining staff empowerment as part of restructure
- Retaining staff expertise, particularly given age profile of staff
- Appointing staff better reflecting ethnic make-up of borough to managerial levels
- Continuing programme of ICT training for all staff to support lifelong learning and e-government initiatives such Customer Relationship Management system currently in operation in Brent One Stop Shops

Actions/Timescale

- a) Recruit to Lifelong Learning and Children's and Young People posts – November 2003
- b) Review and restructure staffing – April 2004
- c) Create/reorganise posts for ICT/e-government as part of restructure – April 2004
- d) Retrain staff in enquiry handling – ongoing by March 2004
- e) All staff to have completed NOF ICT training – December 2003
- f) Adult PLUS survey November 2003 and Children's PLUS May 2004 to monitor customer satisfaction on staff
- g) Increase in number of librarians across the borough, currently recruiting and as part of restructure proposals by April 2004
- h) Ensure training schemes to attract members of local community into professional/managerial posts – ongoing
- i) Revise training strategy – November 2003

4.4 ICT

Key Strengths

- Facilities management contract with Dynix ensuring faster service, upgrades, training etc.
- Library service website (www.brent.gov.uk/libraryservice) offering information, online services, links to relevant sites
- Subscribe to range of online information sources e.g. Xrefer Plus
- BRAIN community information database now part of library service

Constraints

- No ICT services specifically for children yet except at one library
- Link up to London Grid for Learning problematic with current system
- Lack of specifically designated posts at strategic level for ICT/e-government services
- Lack of funding for BRAIN staff to develop the system

Challenges

- Increasing and sustaining ICT services in libraries
- Supporting customers in ICT learning with current staffing structures
- Continual upgrading of staff learning and development in ICT

Actions/Timescale

- a) Create/reorganise posts for ICT/e-government as part of restructure – April 2004
- b) All staff to have completed NOF ICT training – December 2003
- c) Revenue growth bid for BRAIN – April 2004
- d) E-PLUS survey 2004 to monitor customer satisfaction on ICT services
- e) Introduce Internet services for children – April 2004
- f) Look at ICT funding as part of revenue growth – April 2004, to increase number of public terminals
- g) Continue discussions with Dynix re potential link to London Grid for Learning – ongoing and April 2004

4.5 Resources issues

Brent Council has recognised the need for the library service to meet the public library standards, particularly in regard to opening hours, staffing and stockfund. Year on year growth in revenue budgets for the service since 2001/2 have seen improvements in all of these areas but 2002/3 CIPFA estimates show the following:

- Brent Library Service 31st out of 32 London boroughs for number of professional staff in post

- Brent Library Service 25th out of 33 London boroughs for total expenditure on library service

These estimates will have changed slightly with the appointment of extra librarians during 2002/3 and 2003/4 and with increased revenue budget in 2003/4.

Further indicative growth in 2004/5 (£280,000), 2005/6 (£190,000), 2006/7 (£190,000) will be used to increase opening hours, review staffing structure and appoint to key posts in line with the recommendations of the Best Value Review as well as to work towards achieving the Public Library Standards and also developing arts and cultural provision within the borough.

The major challenge will be the modernising and refurbishing of the library buildings. Capital funding is primarily used for disability access, health and safety work and for repairs and maintenance extra to the existing revenue budget. In 2004/5, capital funding will be largely used for the move of the Grange Museum to Willesden Green Library Centre, which means little scope for other modernising. Brent Library Service is successful at bidding for external funding and is already working with the Neighbourhood Renewal Fund in one area to access funds to renovate Harlesden Library. In addition, Brent Council's plans for a new civic centre as part of the Wembley redevelopment incorporate a new central library, if funding allows. A radical review of library locations, cost-effectiveness would allow for better quality, better sited facilities across the borough and this review will be undertaken in the next few months.

Executive Meeting 22nd September 2003

Signature of Lead Member for Education, Arts & Libraries, London Borough of Brent:

Councillor Michael Lyon