# Libraries & Archives Shared Services Business Plan 2017/2018

| 1. | OVERVIEW |
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| **Service area** | Libraries and Archives Shared Services |
| **Services covered** | Libraries, Culture and Archives |
| **Executive Directors** | Sue Harris, Director for Cleaner, Greener and Cultural Services (LBHF)<br>Tony Redpath, Director of Strategy and Service Improvement (RBKC)<br>Stuart Love, Strategic Director of City Management and Communities (WCC) |
| **Cabinet Members** | Councillor Wesley Harcourt, Environment, Transport and Residents Services (LBHF)<br>Councillor Emma Will, Education and Libraries (RBKC)<br>Councillor David Harvey, Sport and Community Services (WCC) |
| **Lead Officers** | Mike Clarke, Tri-borough Director of Libraries and Archives. |

| 2. | SERVICE MANDATE: OUR VISION FOR THE SERVICE |
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Each Council's Cabinet member has agreed a Mandate. These set out at a borough level the approach we will take and our priorities for improving outcomes within the context of the demographic and financial challenges we face. The three Councils have agreed to integrate the management and operations of their library services in order to save money and improve services. They have agreed a common vision as set out below.



- **READ:** Reading is a core foundation skill on which success - in education and employment as well as participation in the wider community and overall life chances - is founded. Libraries support children and adults to become proficient readers for life and to enjoy reading rather seeing it as a chore or bore. The service will enable and encourage people of all ages to read more: for learning, research, pleasure. It will actively seek to improve literacy levels within our communities and contribute to improving school attainment.
- **LEARN:** Libraries nurture lifelong learning to all to enable individuals to fulfil their potential. Libraries will provide a wide range of learning opportunities for all ages including IT and digital, reading/literacy, numeracy, health education and citizenship. Libraries will also facilitate access to study resources in appropriate formats, information on literacy sessions, and space to learn and study
- **CONNECT:** Libraries will be at the heart of local communities, providing access to services and facilities in a convenient, safe and friendly space. To be able to this sustainably they will need to be as efficient, commercially savvy and entrepreneurial and accessible as possible. They will also form an important contact point for others to connect - neighbour with neighbour, communities of interest and locality and provider to user.

The Table below lists the strategic priorities for the service for the next three years. The outcomes are what we hope to have achieved by the end of the three years and the KPI's will measure our progress against these outcomes.

| | Priority | Outcome | Outcome KPI | Targets/Milestones | | |
| --- | --- | --- | --- | --- | --- | --- |
| | | | | Year 1 (2017/18) | Year 2 (2018/19) | Year 3 (2019/20) |
| **Library Service** Read | **We will encourage and develop reading for all as a fundamental life skill essential to achievement, enjoyment and wellbeing.** | *Customers have access to reading materials that reflect their changing needs in a variety of formats* | 40% increase in e-issues: 68,900 | 54,100 e-issues(+10%) | 61,500 e-issues (+15%) | 68,900 e-issues (+15%) |
| | | *We provide activities that encourage people to read and give advice and help with reading choices* | 30% increase in the number of people that attend reading activities | 10% increase in the number of people that attend reading activities | 10% increase in the number of people that attend reading activities | 10% increase in the number of people that attend reading activities |
| | | | 6% increase in childrens issues | 2% increase in childrens issues | 2% increase in childrens issues | 2% increase in childrens issues |
| **Library Service** Read | **We will promote this with comprehensive resources, content and promotion so that reading is readily available on a lifelong basis.** | *Our social media presence enables us to promote our content and resources to a wider audience* | 40% increase in the number of people engaged with us through social media (eg Twitter, Facebook, Blogs) | 10% increase in the number of people engaged with us through social media | 15% increase in the number of people engaged with us through social media | 15% increase in the number of people engaged with us through social media |
| | | *We will help and support anyone who wishes to improve their reading skills* | 20% increase in the number of people attending adult literacy sessions | Establish baseline | 10% increase in the number of people attending adult literacy sessions | 10% increase in the number of people attending adult literacy sessions |
| **Library Service** Learn | **We will support continuous learning, self development and personal responsibility** | *We provide opportunities for learning including resources (digital and print), technology and hardware to access them, classes and study space* | 30% increase in the use of online resources (eg Ancestry, Times Archive) | 10% increase in the use of online resources (eg Ancestry, Times Archive) | 10% increase in the use of online resources (eg Ancestry, Times Archive) | 10% increase in the use of online resources (eg Ancestry, Times Archive) |
| | | *We offer a wide range of services and information resources to improve economic, emotional and physical wellbeing of communities* | 10% increase in people attending health events and activities | 2% increase in people attending health events and activities | 4% increase in people attending health events and activities | 4% increase in people attending health events and activities |
| | | | 10% increase in people attending business events and activities | 2% increase in people attending business events and activities | 4% increase in people attending business events and activities | 4% increase in people attending business events and activities |
| **Library Service** Learn | **We will provide resources, facilities and access and develop our people (staff and volunteers) so that they can promote and develop this in our communities.** | *We provide access to digital resources, and help people to bridge the digital divide through support and training* | 30% increase in volunteer led digital training | 10% increase in volunteer led digital training | 10% increase in volunteer led digital training | 10% increase in volunteer led digital training |
| | | *We curate and interpret information and knowledge and help customers to do so for themselves* | Overall satisfaction is rated "very satisfied" by % of mystery shoppers | Establish baseline | Target will be set once baseline established. | Target will be set once baseline established. |
| **Library Service** Connect | **We will position our libraries at the heart of our communities- relevant, easy to use and cherished** | *We provide accessible and safe spaces in the heart of local communities and meeting places for local people and organisations* | 3% increase in the number of visits to the library | 1% increase in the number of visits to the library | 1% increase in the number of visits to the library | 1% increase in the number of visits to the library |
| | | | Increase in the number of volunteer hours | WCC +35%, LBHF +27%, RBKC +20% | tbc | tbc |
| | | *We are destination or venue for cultural events and activities* | 30% increase in people attending cultural events and activities | 10% increase in people attending cultural events and activities | 10% increase in people attending cultural events and activities | 10% increase in people attending cultural events and activities |
| **Library Service** Connect | **We will empower library customers to connect with each other and online, safely and confidently.** | *We will promote and support residents' access to digital Council services, helping the Councils to deliver channel shift and better value for money.* | Number of people attending IT sessions | Establish baseline | tbc | tbc |

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| | | *We use technology to enable people to participate or enjoy library activities remotely* | 20% increase in the number of people not physically in a library who participate in library activities | Establish baseline | 10% increase in the number of people not physically in a library who participate in library activities | 10% increase in the number of people not physically in a library who participate in library activities |
| **WCC Only**<br>Connect | **Launch a new independent libraries advisory board to build the positive case for the future of local authority libraries, leading the way by setting out plans for a new permanent library at Seymour Leisure Centre** | *Report with clear recommendations to inform development of a broad-based strategy for libraries, including investment and funding decisions* | Advisory Board delivers comprehensive report with recommendations<br>Report recommendations accepted and agreed by Leader and Cabinet | n/a | n/a | n/a |
| **WCC Only**<br>Connect | **Bring forward our one front door programme that will train 100 social workers, librarians and city inspectors to be our eyes and our ears, spotting where vulnerable people may need additional support and taking proactive action. We will work across council services, making sure vulnerable people get the help they need.** | *Library staff can signpost vulnerable people to appropriate services* | Number of staff trained to Basic Level 1 in Making Every Contact Count | 25 | | |
| **RBKC Only**<br>Connect | **New North Kensington Library project** | *The new library offers a significant area increase, a 43% gain over the existing library building, with three rooms of distinct characters: a grand double height space for reading and study; an informal reading area; and a children's library. Construction is expected to start in the summer and residents can look forward to the new bigger, better library and youth centre opening by 2020.* | New library opens | APRIL 2017:Contractor's proposals submitted for review to the Royal Borough of Kensington and Chelsea.<br>MAY - JULY 2017: Council follows due governance process and decides on proposals.<br>Contractor mobilised and sets up on site.<br>Construction works start on site.<br>AUGUST - DECEMBER 2017<br>Site clearance and demolition.<br>Ground works, piling and foundation works commence. | JANUARY 2018 - SPRING 2019<br>Construction works. | |
| **LBHF Only**<br>Connect | **Open up the Archive collections by getting a new archives & local studies catalogue online** | *Digital images from the Archive collection are available online* | 400 images available online | 400 digital images online by March 2018 | n/a | n/a |
| **Public Health**<br>Read Learn Connect | **By 2025 all three councils will be places where everyone starts life well, lives well and ages well** | *People start life well: Children and young people attend cultural and well-being activities in libraries* | 20% increase in the number of children and young people attending well being activities in libraries | Establish baseline | 10% increase in the number of children and young people attending well being activities in libraries | 10% increase in the number of children and young people attending well being activities in libraries |
| | | *People live well: Choose digital and health information points are available in all libraries* | 20% increase in use of online health information | Establish baseline | 10% increase in use of online health information | 10% increase in use of online health information |
| | | *People age well: Elderly long term sick and disabled users are supported to keep them independent in their homes for longer* | 10% increase in the number of older people attending chair exercise classes | Chair exercises introduced to at least one library in each borough | 5% increase in the number of older people attending chair exercise classes | 5% increase in the number of older people attending chair exercise classes |