

## Shetland Library Service 2016-17 Service Plan



Supporting the Children's Services Department vision:

**“Building a Brighter Future Together”**

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## **Introduction**

Every year, each Service within the Council is required to produce a Service Plan for the following year. This Plan provides an overview of the Library Service. It is for financial year 2016/17 and contains information on major activities, aims, objectives, actions, targets, performance indicators and risks.

Service plans are approved and “signed off” at Director Level as part of the Executive Manager’s Employee Review and Development process.

## **Vision Statement**

The Library Service is committed to supporting the Children’s Services Directorate’s Vision of “Building a Brighter Future Together”.

## Drivers for Change

- The SIC Medium Term Financial Plan: sets out target savings for our Directorate and continues to require budget cuts to ensure sustainability of reserves. Government funding to local authorities is also reducing and cuts are expected until at least 2020.
- Shetland Islands Council Corporate Plan 2016-20
- Ambition and Opportunity: a Strategy for Public Libraries in Scotland 2015-2020.
- 'How Good is Your Public Library?' assessment regime (self-evaluation and peer inspection visits). Compliance is a condition of accessing Public Library Improvement Fund Grants.

## About Us

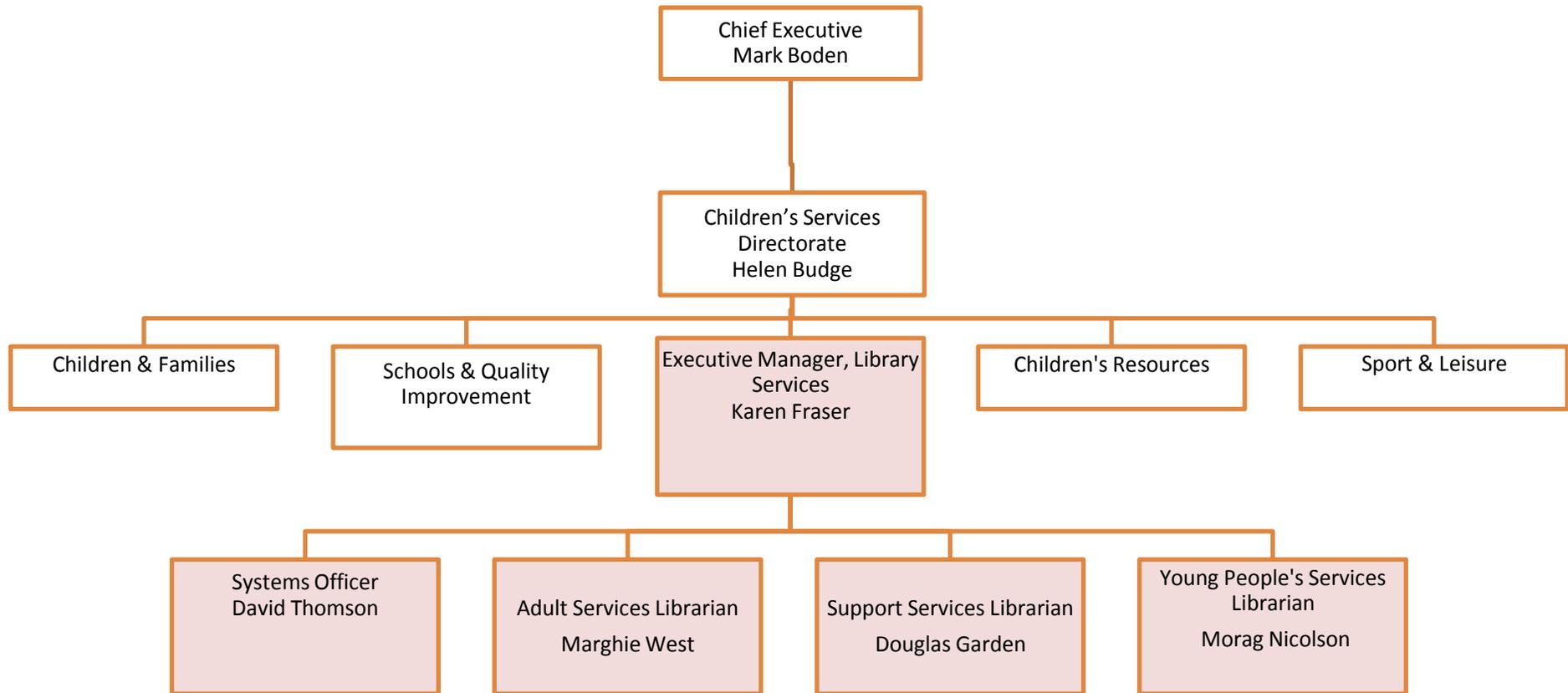
The Library service came under local authority control soon after the First World War. It has been part of various Council departments and was placed in the Children's Services department following an organisation and management restructure in 2011. The Service comprises public and school Library functions, and there is a high degree of integration between the two. As well as the 'Drivers for Change' above, our work is guided by:

- The National Digital Participation Framework for Local Action 2014
- The Scottish Reading Strategy
- The Shetland Single Outcome Agreement 2015
- Bookbug Partnership Agreement
- How Good is our School
- Curriculum for Excellence
- Scottish Government Literacy Action Plan 2010

## Who We Are

This Service is led by an Executive Manager who is line managed by the Director of Children's Services. The following Services are also in the Children's Services Department: Children & Families, Schools & Quality Improvement, Children's Resources & Sport & Leisure. Within the Library service there are various job roles including librarians, systems staff, mobile library staff, admin/reception, drivers, school library staff, senior library assistants and library assistants. Partnership work, both formal and informal is extremely important in delivering our services, so we work with many local organisations and volunteers.

**Organisational Chart**



The Library does not have any managers at Team Leader level; instead four professional staff at lower grades have line management roles as well as professional responsibility for areas of work. All library managers also cover frontline service duties at times.

### **Locations**

The Library Service is located at:

- The main public (County) Library on Lower Hillhead, Lerwick ZE1 0EL - St Ringans, Learning Centre and Old Library. This is also the base for support staff for the wider library service.
- Two Mobile Libraries, one serving South, Central and West Shetland, one the North Mainland and North Isles.
- School libraries at Anderson High School; Sandwick JHS; Aith JHS, Brae High School; Whalsay JHS; Mid Yell JHS; Baltasound JHS. (the school libraries at Brae, Mid Yell and Baltasound also open as community libraries part of the time)
- Small community collections in Skerries, Fair Isle and Foula.

### **Governance**

As part of the Children's Services Directorate, the Library Service reports to the Education and Families Committee.

The Service's performance is reported to the Directorate management team monthly and two Performance Indicators from this plan are reported to the Education and Family Committee as part of the Department's quarterly performance report.

## Regulation and Compliance

- The Scottish Library and Information Council (SLIC) is the main professional advisory body, setting quality standards and working closely with the Scottish Government.
- Information on usage, income and expenditure is supplied to Audit Scotland and The Chartered Institute of Public Finance and Accountancy (CIPFA) on an annual basis.
- A new organisation for heads of public library services in Scotland is being constituted in 2016 to ensure a co-ordinated approach to implementing the new National Strategy (Ambition and Opportunity: A Strategy for Public Libraries in Scotland 2015-2020).
- 'How Good is Your Public Library?', an assessment regime developed and administered by the Scottish Library and Information Council (SLIC) guides ongoing evaluation and improvement of our service.
- 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". More recently 'How Good is our Public Library' and the new National Strategy have affirmed the requirement for free and adequate access to library services. 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.
- Curriculum for Excellence is particularly relevant to school libraries' role in facilitating information literacy and independent research skills. There is no specific statutory requirement for school libraries, but the 1999 COSLA report 'Standards for School Library Services in Scotland' made recommendations which were accepted by local authorities. The Standards in Scotland's Schools Act 2000 is also relevant, as school libraries are integral school facilities and inspected by HMI as part of Learning Communities. More recently standards were recommended in a 2013 report 'The Impact of School Libraries on Learning' by Robert Gordon University. In 2015 the Chartered Institute of Library and Information Professionals in Scotland (CILIPs) launched an Advocacy Strategy and a wider campaign began for a national strategy to recognise the role of school libraries in Scotland. In Shetland, school libraries function as the public library for young people in our remote communities, so public library standards of adequacy also apply.

## **What We Do**

The Public Library provides:

### 1. Access to information

- Free internet and wifi
- Assistance and support in using the Internet to find information
- Help with enquiries by phone, email or in person
- Free access to online reference sites
- Free inter-library loans
- Local history – enquiries, books and online information
- Website, online catalogue and social networking

### 2. Reader development

- Books and other materials in a wide range of formats including eBooks and eMagazines
- 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. Services for young people

- Bookbug, the Government's early years literacy programme from birth to P1
- Outreach, events and partnership working to promote reading
- Space to meet and study – for all ages

### 4. Learning

- Informal, on-the-spot help with using computers
- Informal 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

#### 5. Community participation and inclusion

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

#### School Library staff:

- Collaborate with teaching colleagues to embed information literacy across the curriculum
- Support the development of literacy, including reading confidence and fluency
- Provide a wide range of materials which support the curriculum
- Encourage and enable pupils to research, browse and discover, including use of online resources
- Promote reading for pleasure
- Create clear links between the library's literacy and information skills activities and the outcomes of Curriculum for Excellence
- Provide resources to teaching staff including project materials
- In rural schools, school library staff support primary and early years classes as well as secondary
- In some rural schools, staff also offer a community library service

There is a lot of cross-over work between public and school libraries and some staff work in both areas. All Shetland library stock is shared between school and public branches, so customers can request material from any branch.

## Our Customers

Shetland Library currently (November 2015) has 9,416 members, of all ages and throughout Shetland. Visitors and residents who are not members also use the library extensively, particularly for wifi and internet but also for events, study or use of the safe community space.

Some of our customers receive a homebound delivery service, and a proportion of rural users are also served by our mobile libraries.

Customers use the library at our outreach events too, particularly early years events. The Library also reaches customers in partnership with other agencies, some of whom use library facilities, e.g. Vision Shetland; Adult Learning.

### Customer data from November 2015

1. 67.45% of current members use Lerwick Library/LC as their home branch.
2. 7.67% use mobiles as their home branch; the remaining members have school libraries as their home branches.
3. 56% of Lerwick members live in postcode areas ZE2 or ZE3 (i.e. outside the Lerwick/Scalloway area).
4. Over 52% of members are under 30 (see table below). This reflects Shetland Library' strong school and early years focus.

Age at 1/1/2016	Totals	%
Age 0-9	1,311	13.9
Age 10-19	2,432	25.8
Age 20-29	1,181	12.5
Age 30-39	792	8.4
Age 40-49	857	9.1
Age 50-59	791	8.4
Age 60-69	744	7.9
Age 70-79	468	5.0
Age 80-89	170	1.8
Age 90 +	20	0.2
Age Unknown	650	6.9
TOTAL	9,416	

### **Engagement with customers**

- The Library conducts an annual customer satisfaction survey. Other surveys are undertaken as and when needed.
- We issue an annual performance report for the public, which summarizes our survey results, what we have achieved and what we plan to do. [www.shetland-library.gov.uk/Performance.asp](http://www.shetland-library.gov.uk/Performance.asp)
- Our service is also featured in Directorate and Corporate annual performance reports.
- We communicate with customers and welcome comments via our website, Facebook, Twitter, by phone, email, letter, suggestion slips and face to face. [www.shetland-library.gov.uk/index.asp](http://www.shetland-library.gov.uk/index.asp)
- We publicize our services through local media including regular Radio Shetland slots.
- We acknowledge all enquiries promptly, and no later than within five working days.
- We always aim to communicate using plain and concise English, and to follow accessibility guidelines.
- We brand Library websites and materials with a clear library logo so that customers can easily recognize our services.
- Key documents such as performance reports, our stock policy and this service plan are posted on our website.

### Our Costs and Income

The Service has annual revenue expenditure of £994,577 in our 2016/17 budget as detailed below:

Service	Number of Staff (FTE)	Gross Expenditure	Income	Net Budget	Capital Budget
Public Library Services	18.72	871,768	8,500	863,268	Nil
School Library Services	4.11	131,309	0	131,309	Nil
<b>Library Service Total</b>		<b>1,003,077</b>	<b>8,500</b>	<b>994,577</b>	

### Funding

The Library scrutinizes every line of our budget each year to assess the spending and level of service required. In 2016/17 we have met a 2% savings target. Totals savings over the past five years of budget cuts are:

2012/13:	£99,124
2013/14:	£62,450
2014/15:	£13,400
2015/16:	£21,028
2016/17:	£22,618
<b>TOTAL</b>	<b>£218,620</b>

Pay award inflation has been added to our budget each year, so the full level of savings do not show if comparing budget totals over the years. However in real terms our Library services are now running on £218,620 per annum less than they were five years ago. This has been achieved by a wide range of savings but mainly as staffing is down by over 25% since 2011. We have also reduced opening hours, streamlined mobile schedules, cut book budgets and introduced some new or increased charges. So far we have been able, with careful prioritization, to implement savings without badly affecting frontline services. Staff have worked flexibly and focussed on efficiency and customer service.

In budgeting for 2016/17, savings were made in various areas such as vehicle maintenance and computer systems, but these cuts were generally eaten up by unavoidable increases, particularly in building costs. To meet our target budget therefore we have reduced public library staffing by a further 14 hours per week. The effect of this is likely to be closure of the Learning Centre in the evenings. Customers will have computer use in the main library during this time, therefore though the level of service will be affected to some extent, reasonable provision will continue.

**External funding:** The Library has often won grant funding and support from external agencies, and will continue to pursue all appropriate opportunities. Scottish Book Trust supports delivery of Bookbug, supplying nearly £40,000 worth of resources each year plus training, travel and general support. We have recently made successful bids for author visits and a Reader in Residence funded by Scottish Book Trust, and our most recent Public Library Improvement Fund grants funded eBooks, Training in New Technologies and First World War resources.

#### **Resources and properties**

- 29 staff (22.83 full time equivalent) from April 2016
- St Ringans (Lerwick) central library and learning centre
- Old Library Centre – 50% of building
- Two mobile libraries and one delivery van
- One double garage
- 169,551 total items of stock plus online subscriptions
- Capita Alto Library Management System
- 7 school libraries\* (3 open to the public out of school hours)

\*In school libraries, the Schools Service provides the premises, furnishing and computers. The Library Service provides the staffing, books and electronic resources, admin and systems support. In practice the Library Service has also provided ranges of equipment and shelving for some school libraries.

## Aims and Objectives

The Directorate level actions or most strategically significant operational actions to be delivered are set out in the Directorate Plan and will be monitored each quarter by the Directorate Management Team and Committee Members as part of the quarterly reviews. The key actions for this service are set out in this operational Service plan.

Corporate Plan outcomes (CP)/ Directorate Plan Aims (DP)		Library Service Action
<b>CP A.2.</b>	<b>Vulnerable children and young people's opportunities</b> Children and young people, particularly those from vulnerable backgrounds, will be getting the learning and development opportunities that allow them to best fulfil their potential.	Support early literacy by delivering Bookbug to every child in Shetland.
<b>CP A.6.</b>	<b>Physical and cultural activities</b> More children will be taking part in physical and cultural activities – developing healthy lifestyles for playing a full and active part in Shetland community life.	Actively promote leisure reading and literacy in school and public libraries, including reading and writing in Shetland dialect.
<b>CP D.5.</b>	<b>Vulnerable people's opportunities</b> Individuals, particularly those from vulnerable backgrounds, will be accessing the learning and development opportunities that allow them to best fulfil their potential.	Continue to provide adequate free library and information services, including internet access and give people support and encouragement to use digital technology.
DP1	Our public services are high quality, continually improving, efficient and responsive to local people's needs	Work with Capital Programme Service/Assets and Property to improve the efficiency of library buildings.
DP2	Our young people are successful learners, confident individuals, effective contributors and responsible citizens	Continue to offer support for the curriculum in school libraries including research skills, use of online resources and information literacy
DP3	Our children have the best start in life and are ready to succeed.	Continue to promote library use and reading from an early age

<b>Corporate Plan outcomes (CP)/ Directorate Plan Aims (DP)</b>		<b>Library Service Action</b>
DP4	We have improved the life chances for children, young people and families at risk	Monitor Bookbug Assertive Outreach programme
DP5	We live longer, healthier lives	Help Yourself to Health – joint promotion of health resources with NHS Shetland; Reading Champion project promotes wellbeing
DP6	We have tackled the significant inequalities in Scottish society	Ensure an adequate, free library service is maintained and that access is encouraged by disadvantaged people in particular

Library Service Aims/Priorities		Objectives/Actions
P.1	Promoting reading, literacy and learning [National Strategy for Libraries Aim 1]	Promote core services; ensure everyone has proper access to the reading and information they require
P.2	Promoting digital inclusion [National Strategy for Libraries Aim 2]	Continue free supported provision of IT, online services, internet and wifi
P.3	Promoting economic wellbeing [National Strategy for Libraries Aim 3]	Continue to provide online access and learning; maintain relevant partnerships e.g. Skills Development Scotland; Welfare Reform Group
P.4	Promoting social wellbeing [National Strategy for Libraries Aim 4]	Continue to offer free, welcoming community spaces and events; maintain relevant partnerships e.g. Vision Shetland; Moving On
P.5	Promoting culture and creativity [National Strategy for Libraries Aim 5]	Continue cultural/literary events and partnerships e.g. Shetland Arts; Shetland Forwards; Shetland Museum and Archives
P.6	Libraries as excellent public services [National Strategy for Libraries Aim 6]	HGIOPL assessment; Library refurbishment; meet Directorate budget targets
P.7	Support Curriculum for Excellence outcomes	Continue to provide adequate school library support for all Shetland's pupils and teachers

## Detailed Actions/Plan for Change

Previous Actions Completed in 2015/16			
Description		Delivered Early/on-time/late	Achieved original intention?
14/15	Target hard-to-reach families through outreach and partnership work, including the Assertive Outreach programme.	On time	Increased engagement with socially and geographically isolated families; valuable partnership and training
A.1	eBook, eAudio, eMagazine and e-reference promotion	On time	Increased awareness and uptake of online options
A.2	How Good is Your Public Library – assess factors 4 and 5	On time	Service areas self-evaluated in preparation for inspection and improvement plans in place
A.3	Increase engagement with primary schools	On time	Improved communication, better support network for teachers to access resources
A.4	Every Child A Library Member pilot	On time	Increase in membership among children in the pilot target groups; enhanced family engagement
A.5	Launch new Mobile Library	On time	New vehicle built to precise spec and on road. Improved accessibility, decreased vehicle maintenance bill,
A.6	Project to Install hyperlinks to all e-reference resources in online catalogue	On time	Better integrated browsing of hard copy and electronic resources. Easier access to information; digital inclusion
A.7	Buildings – work with other departments to improve efficiency and cost-effectiveness of library accommodation	On time	Refurbishment of Old Library approved by Council February 2016 and on Capital Programme.
A.8	Upgrade customer notification system	On time	More flexible and user-friendly system for generating notifications e.g. requests or overdue reminders

Ongoing Actions/Projects Started prior April 2015/16				
Title/Heading	Start	End	Output	Expected Outcome/Supported Aims/Objectives
Digitize talking newspaper	September 2015	June 2016	Recording of local publications updated to digital recording; processes and hardware upgraded.	Improved quality and flexibility of service, accessible to more visually impaired users.

New Planned Actions Due to Start in 2016/17					
	Title/Heading	Start	End	Output	Expected Outcome/Supported Aims/Objectives
1	Work with Capital Projects to plan Old Library refurbishment	April 2016	March 2017	Building layout agreed; suitable decant plans confirmed ahead of work commencing in 2017/18	Work enables service move to more efficient building in 2018. Supports: <ul style="list-style-type: none"> <li>• <b>Corporate Plan 20/20.15</b> Efficiency of built assets - 'we will have reduced the number of buildings we have staff in'</li> <li>• National Strategy Aim 6: 'Libraries as excellent public services'</li> </ul>
2	Promote reading and library membership with Reading Champion project	April 2016	December 2016	Programme of activities including drama, dialect and workplace visits delivered by Scottish Book Trust-funded reader in residence	Increased engagement with the library and positive impact on personal wellbeing among target groups. Supports: <ul style="list-style-type: none"> <li>• <b>Corporate Plan A6</b> 'Physical and cultural activities'</li> <li>• National Strategy Aims 1 'Promoting reading'; 4 'Promoting social wellbeing'; 5 'Promoting culture and creativity'</li> </ul>

### New Planned Actions Due to Start in 2016/17

	Title/Heading	Start	End	Output	Expected Outcome/Supported Aims/Objectives
3	How Good is Our Public Library [HGIOPL] – self-assessment and inspection	March 2016	December 2016	Peer-reviewed quality assessment. Positive rating qualifies library to apply for Public Library Improvement Fund grants.	Improved awareness of service evaluation and improvement planning among all staff. Supports: <ul style="list-style-type: none"> <li>• <b>Corporate Plan 20/20.09</b> ‘Excellent customer care’</li> <li>• National Strategy Aim 6: ‘Libraries as excellent public services’</li> </ul>
4	Bookbug Assertive outreach - training for partners and Library staff	August 2016	December 2016	More children and families reached by Bookbug and more staff delivering sessions	Improved engagement with early literacy, particularly among socially or geographically isolated families. Supports: <ul style="list-style-type: none"> <li>• <b>Corporate Plan A2:</b> ‘Vulnerable children and young people’s opportunities’</li> <li>• National Strategy Aim 4: ‘Promoting social wellbeing’</li> </ul>

## Risks to Delivery

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

Risk and details	Current risk profile	Current and planned control measures	Target risk profile
<p><b>Economic Climate</b>            Reduced Scottish Government settlement to SIC            Rising costs of library buildings and staff            Ongoing budget reductions till at least 2020            Risk of failure to continue adequate service.</p>	High	<ul style="list-style-type: none"> <li>• Work with Capital Programmes to improve building performance</li> <li>• Continue to find all possible efficiency savings while maintaining frontline service</li> <li>• Appropriate participation in budget setting processes</li> </ul>	Medium
<p><b>Storm, Flood, other weather related</b>            Range of library buildings - recurring leaks in St Ringans and cracked windows in old museum, where roof is also in poor condition.</p>	Medium	Insurance and diligent maintenance checks	Medium
<p><b>Health and safety</b>            Temperature and ventilation control difficult: excessive heat on warm days. No opening windows in Library, LC or old museum. Risk of disruption to work and staff and customer discomfort.</p>	Medium	Range of remedial measures: <ul style="list-style-type: none"> <li>• Air conditioning units and free standing fans</li> <li>• Arrangement to keep doors open</li> <li>• Water fountain installed</li> <li>• Flexible staff timetabling</li> <li>• Opening windows fitted where possible</li> </ul>	Low

## Contact Details

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