

Peterborough's Library Strategy



CUSTOMER SERVICE EXCELLENCE

The city's libraries are places of opportunity, opening doors for personal growth, raising aspirations, improving quality of life and empowering people

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Introduction

Peterborough is changing and the time has come to take stock of where our library service is and to ask the question “What sort of Library Service do we want in Peterborough?” We are standing at a cross roads; one direction involves investment, growth and modernisation and the other is a slowly degrading path that maintains the status quo and ultimately peters out. The city’s underlying driver “Growing the right way for a bigger better Peterborough” has resulted in the need to plan strategically for a service that will serve and assist Peterborough and its residents during this period of growth and beyond.

This strategy looks towards modernisation, growth and development, building on current strong foundations such as excellence in customer service and the positive role libraries play in local communities.

Work undertaken to develop this strategy included thorough research into existing public library provision, and the examination of best practice nationally. We have also considered how public library services relate and contribute towards to the priorities for the City, particularly as expressed through the Cultural Vision, the Sustainable Community Strategy, the Local Area Agreement [LAA], and the Children and Young People Plan, amongst others. The priorities set out in the LAA and associated National Indicators are important drivers for the strategy to ensure that emerging actions deliver against regional and local objectives for Peterborough. The strategy will be owned and delivered through the Greater Peterborough Partnership, with the bulk of the work being undertaken by Peterborough City Council’s Library Service.

The strategy focuses on five key areas; our offer, staff, space, service development and continual improvement and performance management. We look at where we are, where we want to be and what is needed to get us there.



Statutory Framework

Peterborough City Council has a statutory duty to provide a public library service as laid down by the **Public Libraries and Museums Act 1964**, which states that library authorities must provide: "...a comprehensive and efficient service to all those who wish to make use thereof." In 2001, Department for Culture, Media and Sport (DCMS) defined modern public library services with the publication of "**Comprehensive and Efficient and Modern Public Libraries: Standards and Assessment**". The initial 33 standards outlined in this document were revised to 10 Public Library Service Standards (PLSS) which all library authorities were expected to meet.

Standard	Definition of standard	Peterborough Performance 2006/7	Peterborough Performance 2007/8
PLSS 1	88% of households should live within 1 mile of a static library	73.49	79.3
PLSS 2	Libraries should provide a total of 128 opening hours aggregated per 1,000 population	120:49	125:10
PLSS 3	100% of libraries open more than 10 hours a week must offer public access to the Internet	100%	100%
PLSS 4	Libraries should provide 6 electronic workstations per 10,000 residents; with for the public access to the Internet and the library online catalogue	7.2	7.39
PLSS 5	Percentage of requests for books met within 7 days (50%), 15 days (70%) and 30 days (85%)	7 days – 71% 15 days – 80% 30 days – 95%	7 days – 69% 15 days – 81% 30 days – 96%
PLSS 6	Unitary must receive 6,300 library visits per 1,000 population per year	7,187	5904.05
PLSS 7	94% of customers aged 16 + must rate the library service as 'good' or 'very good' in the annual Public Library User Satisfaction Survey	90.9%	90.9%
PLSS 8	77% of customers under the age of 16 must rate the library service as 'good' or 'very good' in the annual Public Library User Satisfaction Survey	80.2%	80.2%
PLSS 9	There must be 216 additions to library stock annually per 1,000 population	207	258.39
PLSS10	The lending stock must be replenished every 6.7 years	5.9 years	4.89 years

The Secretary of State for Culture, Media and Sport has default powers under the existing legislation, exercisable where there has been a complaint or where he/she has reason to believe that a library authority may be failing to carry out its duties.

The wider context

The current network of libraries, with library buildings located in historic centres of population, was inherited from the County Council in 1998. Since then Peterborough has grown considerably and recent predictions anticipate a further rise in population from the present 163,300 to 240,000 by 2025.

At the same time the nature and focus of public library services, and the key role that they can play across a wide agenda, has been developing both nationally and locally.

The first public libraries as we know them were opened more than 150 years ago, but it is during the last 20 to 30 years that the environment in which the public library operates has changed more rapidly than at any other time in its history. Some of the key factors impacting on the wider context in which library services operate are set out below.

There has been significant social change which can be captured as follows;

- changing user demands and expectations, including greater sophistication in delivery of retail and other services
- growth in the range of leisure and recreational activities available
- change in work patterns, working practices and career expectations
- general growth in affluence but with it a greater need to address the needs of those who are socially excluded for financial or other reasons
- change in the cultural mix of communities
- explosive growth of ICT and other technologies

This social shift has been set against the changing context in which local government operates in particular:

- broad shift from the traditional model of the local authority as service provider towards a role as a community leader procuring and enabling service provision
- requirement for efficiency savings
- much greater focus on performance and performance measurement

During the past eight years there has been a significant increase in attention to public libraries from central government with initiatives including *Framework for the Future* and the *People's Network*, along with other key policy documents from the Audit Commission and various research institutions. Work in other areas that also impacts on library services include *Skills for Life*, *Fulfilling their Potential*, *Every Child Matters* and *Youth Matters*.

Following a steady and very significant increase throughout the 1950's, 1960's and early 1970's we have been witnessing a general decline in traditional book-borrowing from libraries combined with an increase in other types of use. This has led to the ongoing debate about whether libraries are essentially about books and reading, information, learning, supporting wider agendas, or indeed about all of these, but in what measure?

Until the early 1990's the policy context for public library services was relatively simple, comprising largely the 1964 Public Libraries and Museums Act (which superseded earlier legislation) and the pattern of custom and practice developed over many years

and in particular during the 'big growth' decades of the 1960's and 1970's. By the early 1990's this fairly loose framework was no longer really adequate for services operating in the more complex environment outlined above.

Framework for the Future was published in 2003 by the Department for Culture, Media and Sport and is the government's ten-year vision for public libraries. It recognises that libraries have four key strengths:

- Space: They offer neutral welcoming community space and support active citizenship
- Offer - Stock: They hold a large range of materials beyond books to include DVDs, CDs and computer software
- Offer - Services: Public access to the internet, community centres of formal and informal learning, promoting reading across the age range and access to information and advice
- Staff: Run by committed and trained staff

This was updated in 2007 by the Museum Libraries and Archives publication of "A Blueprint for Excellence" and which set out the core services that children, young people, families and communities should expect:

- an accessible local library – as a place of resource and expertise at the centre of community life
- a library service working in partnership to engage with communities and enable people to access resources and expertise, information and knowledge
- a global, interactive information, resources and communications service, 24/7, for learning, knowledge and inspiration

If we are to reach this goal we face a number key issues, not least of which is to ensure our libraries have:

- the right level and quality of resources, services and facilities
- the flexibility of responding to and leading on community expectations and need as well as to the city's growth agenda
- effective and efficient skilled staff, leadership and management
- ongoing improvement
- recognition of the vital importance of public libraries to personal, family and community development, and how they contribute to the priorities of the city

Therefore, if the City's library services are to continue to be well used and relevant to local people it is essential to have in place a strategy to provide a framework for their growth and development. The future direction for Peterborough's Library Service needs to take into account this wider framework, identifying and defining the distinctive role and contribution that public libraries can make to the growth of this city.

The Offer

Libraries are places of opportunity, opening doors for personal growth, raising aspirations, improving quality of life and empowering people, and this is achieved through the spaces they provide and the services and activities offered both in our buildings, in community venues and schools.

For the purposes of this strategy we are looking at what happens in and from our public libraries, this is not intended to diminish the services offered through specialist libraries, schools and further education institutions.

All libraries across the city offer free membership, a safe and informal environment, a children's area, a range of books and audio visual material, computer, printing and fax facilities.

Peterborough's Offer can be categorised into the following areas:

- **Reading** for inspiration, pleasure, knowledge, and personal growth
Peterborough's ten libraries and two mobiles provide access to over 200,000 books in formats ranging from paperback, to large print, to extra large print, to cassette, to compact Disc and now even in an MP3 format. These cover a wide range of subjects and in a number of languages that are continually reviewed to match the changing community profile. Reading is supported by a wide range of activities and trained staff to help the customer make the most of the resources we offer.



- **Learning** through informal and stimulating activities for individuals, families and communities. Raising confidence, skills and aspirations to create a lifelong love of learning.

Peterborough libraries offer people friendly environments that encourage life long learning. We work with a number of partners to create a hook into learning and to provide stimulating family learning activities. We look to provide pathways to further education, while supporting literacy initiatives throughout the city.



- **Information Communication Technology (ICT)** for access to the information highway as well as for developing skills to play a full role as an e-citizen

Peterborough Libraries provide access to vastly more information than ever before through the internet, such as access to specialist online resources. They enable all citizens to have access to information and services that play a vital role in the delivery of electronic government. As UK Online centres we work with the community to help develop skills so they can make the best use of the technology on offer. Customer choices and demands change over time. Not so very long ago, public library resources for leisure, information and learning were hardcopy print based - this is no longer the case. Developments in technology have been instrumental in bringing about changes in society; access to computers and to the Internet is now a core library service and a major reason for visits.



- **Quality information** and the expertise to find and use it well, especially that related to Peterborough

Our libraries are often the first place people come to for information and we have trained staff to help sign post customers to the services that may be best placed to help them. The availability of on line resources and television coverage of family history research has encouraged many more people to undertake their own genealogical research, to uncover their own family tree.

We have merged our local studies provision in with our Archives Service and have created a new reading and research room to improve access to local information. We have also invested in software to ensure the residents of the city know what is available.

- **Community spaces** that are welcoming, safe and non-judgmental for all sections of the community and reflect the unique cultural diversity of Peterborough

Over the last couple of years we have made minor refurbishments to improve the look and feel of our libraries. Our libraries are used on a regular basis by other services for surgeries for the public, ranging from Councillors, to pensions, to community support officers and the police. Social contact provided through libraries is often as valuable as the services themselves.



- **Housebound Service** which visits individual users unable to access static or mobile service points. It is predominantly delivered by volunteers.

Library Link is Peterborough Libraries' home-delivery service for people who are having significant difficulty getting to a library themselves because of health or mobility problems or because of caring responsibilities.

The Library Link Co-ordinator makes an initial visit to find out what the reader needs and then matches him/her with a volunteer. The volunteer goes to the local library once a month to choose books for the reader and then visits him/her at home to change his /her books or tapes.

Current Library Link readers say that the service makes a great difference to their quality of life, giving them not only a regular supply of fresh reading matter but also a friendly visit to look forward to.

- **Archives Service** was established in Peterborough in 2004. It is located within the Central Library. The Peterborough Archives Service acquires, preserves and provides access to archive materials relating to Peterborough for the use of present and future generations. Collections that are available have been catalogued according to the General International Standard Archival Description (2000) and are kept in storage conditions that meet British Standard 5454: Recommendations for the storage and exhibition of archival documents. A separate strategy will address the vision and future aspirations for this service.

While the primary focus of the library service continues to be on the promotion and support of reading for pleasure and learning, the activities we undertake are designed to support and advance the strategic objectives of the council.

The offer can be described using the key priority areas as set out in the Cultural Vision, the most relevant ones being Personal and Community Wellbeing and Health, Community Cohesion and Engagement and Celebration of Diversity, Skills/Life Long Learning, Building Pride in Peterborough and Developing Opportunities in the Library Service to allow it to be enjoyed for its own sake.

This strategy seeks to focus on these key priority areas and to look at where we are, where we want to be and how we can get there.



Our Offer.....

Key Priority Areas	Where we are now	Where we want to be-	Actions to get us there	Timelines
Personal and Community Wellbeing and Health	<ul style="list-style-type: none"> • Wide range of health information • Access to Patients Choice • Partnership with MIND helping deliver cognitive behaviour therapy • Reading for relaxation and stress management • Working with Paediatric Consultant on the impact of reading on children's development • Working with Health Visitors on Book Start 	<p>To be working more with a wider range of partners on promoting and improving the health of people in Peterborough</p>	<ul style="list-style-type: none"> • Build on existing links with health such as with Health Visitors • Pilot Books on Prescription with up to two Health Centres • Joint working with Health and Sports in the new Joint Service Centre at Hampton 	<p>2008 onwards</p> <p>2009</p> <p>2011</p>
Community Cohesion and Engagement and Celebration of Diversity	<ul style="list-style-type: none"> • We act as places where major consultation documents of a local and citywide nature are made available to the public as our libraries are seen as being in the heart of some neighbourhood areas • Reading groups across a wide range of ages and interest • People's Network used by new arrivals to keep in touch, find jobs and get to know the history of Peterborough and the UK 	<p>To have the community more actively involved in service development and delivery</p>	<ul style="list-style-type: none"> • Closer working with Neighbourhood Investment Team and local partnerships/action groups • More focus groups • Programme of community consultation on service developments 	<p>2008 onwards</p> <p>2009</p> <p>2009 onwards</p>

	<ul style="list-style-type: none"> • Venues for community groups to meet • Participation in Neighbourhood Action Planning 			
<p>Skills/Life Long Learning</p>	<ul style="list-style-type: none"> • UK Online basic computer taster sessions and guidance for progression to formal learning for adults • Young children introduced to the joy of books and rhymes • Encouraging and sustaining reading skills for young people through the Summer Reading Challenge • Support the national curriculum through class visits and events such as the annual inter school book quiz • Homework clubs • Reading groups for both adults and children • Family and local history sessions • Support for early years settings in reading and book selection • Story times to help develop social skills to pre-school children • Information literacy skills for all ages 	<ul style="list-style-type: none"> • To be offering an expanded quality taster offer • To have closer working and better links with further education establishments to ensure good learning progression • To have all staff skilled and confident to deliver a range of informal learning related events both in and out of libraries • To achieve a balance of schools visiting libraries as well as libraries actively reaching out into schools to continue to try to engage new audiences. 	<ul style="list-style-type: none"> • Better working with UK Online and other learning providers • Staff training • More co-ordinated working with schools and children's services 	<p>2009 onwards</p> <p>2008 onwards</p> <p>2008 onwards</p>

<p>Building Pride in Peterborough</p>	<ul style="list-style-type: none"> • Through the archives and local history service, we encourage residents to find out more about the city • Make photographic images and information relating to the city available 24/7 through our website • Run the competition to appoint the city's Poet Laureate, whose role throughout the year is to promote poetry and Peterborough • Participate in the annual Peterborough Festival to promote the value of reading and literature across the many cultures in the city 	<ul style="list-style-type: none"> • To have more local history and archive events delivered by a combined Local studies and Archives service • to provide greater access to archival materials • to develop a unique library experience that makes the best of local heritage and arts • To create vibrant literate communities across Peterborough 	<ul style="list-style-type: none"> • Train a wider range of staff to deliver events • Apply for funding in order to digitise more archival material • Acquire an online module to provide greater access to the Archives catalogue • Use the planned joint use centre at Hampton as the model for the unique library experience 	<p>2009</p> <p>2008-2009</p> <p>2008-2009</p> <p>2008-2012</p>
<p>Developing Opportunities in the Library Service to allow it to be enjoyed for its own sake</p>	<ul style="list-style-type: none"> • Provide a wide range of material that parts of the population would not be able to access otherwise • People who are housebound can continue to enjoy access to reading and library services • Support 30 reading groups • Provide links between readers and writers through author visits • Provide a non threatening, non judgemental environment 	<ul style="list-style-type: none"> • To increase use of the libraries especially by those who do not currently use the service. • To have the community more involved and engaged in the development and running of services to ensure libraries' continued relevance • To have more relevant opening hours that enable a wide range of people to enjoy the services 	<ul style="list-style-type: none"> • Programme of customer consultation • Explore alternative forms of media for the enjoyment of reading e.g. e-books • Recruit more volunteers to deliver services • Review use of the mobile libraries to ensure greatest impact 	<p>2009/2010</p> <p>2008 onwards</p> <p>2009 onwards</p> <p>2009</p>

The Staff

We recognise that our staff are amongst our greatest assets. The library service currently has a workforce of 96, covering a total of 330.5 opening hours per week.

The staff demonstrate a mixed range of skills and have a continued commitment to achieving the highest standard of customer service as proven by our achieving the Charter mark standard for Excellence in Customer Service. Following a number of visits to services regarded as demonstrating "best practice" we have concluded that the staff structure in Peterborough is relatively flat and no longer represents the best solution for the changing demands of the service.

We have undertaken a skills audit to identify the development issues facing our staff and over the past year have undertaken a series of workshops to address some of the needs identified..

As the way the service is delivered changes and the offer grows and develops to meet the needs of the community, we need to ensure that the Libraries' workforce has the right mix of leadership, skills, knowledge and commitment, enabling them to provide a high quality service.

Where we are now	Where we want to be	Actions to get us there	Timelines
Flat structure with no real progression opportunities and so high turn over	To have a structure that is flexible and offers progression opportunities with better levels of staff retention whilst meeting efficiency requirements	A new staffing structure will be implemented following formal consultation	2008/09
Committed staff, lacking some skills and with mixed reaction to fast changing environment	To have a skilled and motivated workforce able to meet constantly changing environment and customer needs	Involve staff in service development through topic specific working groups such as event programming and planning Continue with the development of our existing tailor made training programme	2009 onwards 2009 onwards
Varied use of different skills but all job descriptions the same	To have a structure where staff are rewarded for the use of different skills and actively seeking self development	Ensure that the new structure has posts requiring a range of skills and abilities with appropriate grading	2008/09

<p>We sometimes struggle to meet the quickly changing needs of customers</p>	<p>To have staff skilled and confident in engaging with and involving customers in service development and delivery</p>	<p>Continue with our tailored training programme and increase the number of staff attending local neighbourhood partnership meetings and activities</p>	<p>2008 onwards</p>
		<p>Assess the requirements for the new Customer Service Excellence Charter Mark and if still a relevant quality mark will work to achieve the new standard</p>	<p>2009/10</p>



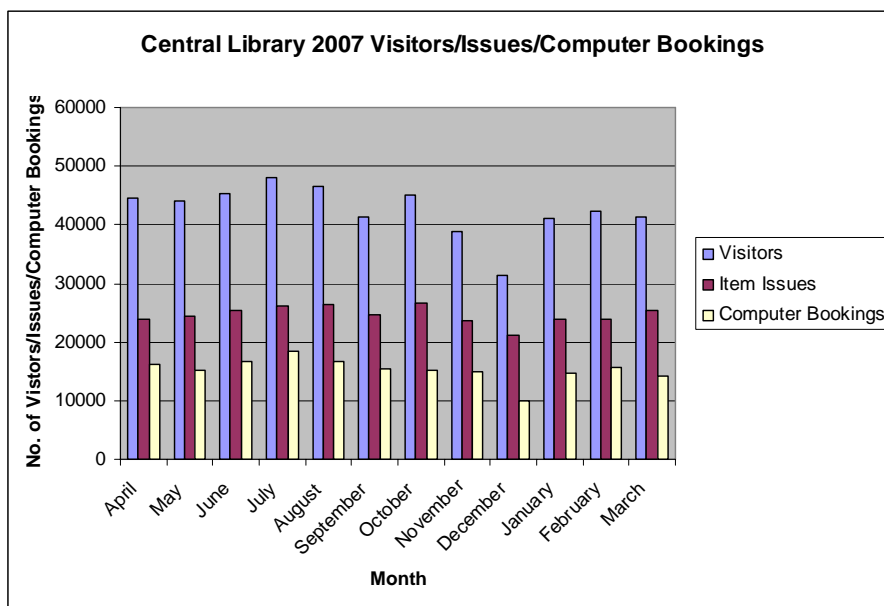
The Space

Peterborough's ten static public libraries are spread throughout the city and are in buildings of all shapes, sizes and ages from the listed building housing Thorney Library to the one year old library within the Serpentine Green Shopping Centre.

The areas south of the river are well served with four libraries - Orton, Stanground, Woodston and Hampton. Moving into the centre and towards the east there are another four; the Central library, Dogsthorpe, Eye and Thorney. The north-east and west have two located in Bretton and Werrington.

Public Libraries are changing and new services, changing community needs and customer expectations mean that many public library buildings across the country are no longer fit for delivering services to 21st Century- customers. Libraries in Peterborough are no exception.

The **Central Library**, which is located within easy walking distance of the city centre, is the largest in the city, being open 6 days a week for a total of 52.5 hours. It is the main library for the city and includes a Youth Access Point opened in May 2008. It is also the community library for the residents living near the city centre. The community profile for the area demonstrates that it serves a very diverse population. Our Archives Service is also located within the Central Library and in June 2008 moved into a new Reading Room on the ground floor.



Bretton Library, situated within the Cresset Centre which is a Multi-purpose theatre, Conference and community venue, was opened in May 1977. Currently it is the second busiest library, open 6 days a week for a total of 44.5 hours. Situated over three floors, the design of this building poses challenges in terms of access and staffing issues. The library has not had much in the way of refurbishment and needs to be refreshed.

Two of our libraries are dual-use, serving as the school library and resource centre.

Werrington, which was opened in 1982, has recently been refurbished as part of the work done within a Private Finance Initiative project for the expansion of the school. Like Bretton Library it is open Monday to Saturday.

Orton is the other dual-use library, situated within Bushfield Community College. It was opened two years after the one at Bretton and like Bretton has not undergone any refurbishment since then apart from improvements to the lighting and a few layout changes.

The three libraries serving the eastern side of the city have all been refurbished within the last four years. **Dogsthorpe** is the largest of these, open Monday to Saturday for a total of 34.5 hours a week. It is the busiest of the smaller libraries, located in a small parade of shops with flats above and opposite an Infant and Primary school. Despite having been opened in 1950, the interior has been changed to create a flexible, bright modern looking library.



Eye Library, located on the edge of the village in the old school buildings which it shares with a youth centre, was the first of the libraries in the east to be refurbished. It is one of the smallest libraries open five days a week for a total of 21 hours.

The library furthest from the city centre is **Thorney**, located in a listed building on the opposite end of the village to the local primary school. It is the least busy of the libraries in the city, open for 20 hours per week over five days. The refurbishment in 2005 made the most of the features of the listed building while creating a modern bright look.



Woodston Library is the oldest of the remaining libraries, opened in 1950. Like Stanground it is situated in the heart of the residential area, within easy walking distance of a primary school. The library has recently had a small facelift, with the replacement of the carpet and some of the old heavy shelving, making it appear more spacious and brighter.

The library at **Stanground** was the first of the libraries to be refurbished since the city Council took on the running of the library service in 1998. Like most of the libraries in the city it was filled with solid dark shelving dating back to when it was opened in July 1963, so we made some changes to the building and updated the shelving in 2003.

The newest library in the city was opened at **Hampton** in July 2007. The current library is only intended to be a temporary solution until the project for a joint service centre is completed. The library is located within the large Serpentine Green Shopping Centre within the health centre and has given us an opportunity to explore ways of joint working.

The outlying areas of the city, such as Wittering, Helpston, and Barnack as well as some of the areas not within easy reach of a library within the city, are served by one of our two Mobile Libraries. The **Public Mobile** operates a weekly timetable and regularly rotates the books to ensure there is a good selection to meet the needs of the various communities. The current vehicle has been leased for the last seven years. We also have a **Special Mobile** which provides a service to residential homes. The material on this vehicle, which is in the process of being replaced, is predominantly large print and talking books.



Peterborough Libraries have been commissioned by KALYX to provide library services within HMP Peterborough. There are two libraries within the prison to serve the needs of the male and female sections. These have been modelled on a branch library and they are roughly the same size as the library at Eye.

The Library service needs to be prepared to meet the needs of the growing city and take advantage of opportunities that arise to ensure that our service is delivered in locations that meet the needs of the customer and the services on offer. Feedback through both formal and informal consultation with users and non users has shown that residents would like their libraries to be located alongside other services. Views regarding dual use facilities with schools, such as those at Werrington and Orton vary. Some customers feel that dual use facilities are a cost effective way of providing a joint service to two distinct user groups where as other customers feel that dual use facilities often benefit one user group more than the other. However, Hampton has proved popular and there are some real opportunities for joint working with services such as health and sport in a Joint Service Centre. Our commitment will be to ensure full advantage is taken of opportunities to be located with other services in areas that meet the needs of the customers and the offer.

The Space



The present dual-use library at **Werrington** is the only library which serves the north of the City.



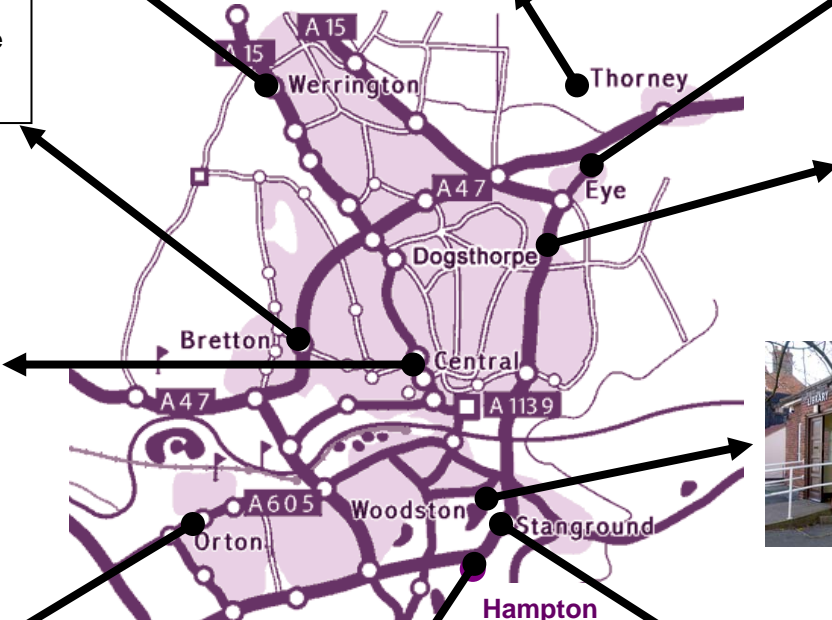
Thorney Library is located 6 miles outside Peterborough within the village of Thorney. The library is situated down a side street opposite Thorney Abbey.



Eye Library is located in the village of Eye on the outskirts of Peterborough. It is housed in a shared community centre building, close to the main street containing shops and a post office



Bretton Library is situated within the Bretton Centre and is located just inside the Cresset Leisure Complex;



Dogsthorpe Library is a real community library with the majority of its users coming from the immediate surrounding community of Dogsthorpe and Welland.



The **Central Library** serves as a community library for a distinct community living in the City Centre as well as serving as a Central Library for the City. Since it was built we have added an Archives Service and a store at the rear of the library



Woodston Library is one of the older libraries within the library network and is just two miles away from the city centre.



Orton Library is a dual use library housed within Bushfield School at the Orton Centre.



Hampton Library is currently located with the Health Centre within the Serpentine Green Shopping Centre alongside a major superstore and other high street shops.



Stanground Library is located within the residential area of Stanground Central Ward, opposite a parade of shops and on a bus route

The Space...

Where we are now	Where we want to be	Actions to get us there	Timelines
<p>City Centre The Central Library serves as a community library for a distinct community living in the City Centre as well as serving as a Central Library for the City. It is the busiest library due to the extra services it provides and is open 66 hours per week including Sundays. Since it was built we have added an Archives Service and store.</p>	<p>To have a flagship Central Library that meets the needs of the very diverse local community as well as the needs of a growing city. To have a layout that allows for flexibility to support increased self service, learning and reading promotion activities.</p>	<p>Use current funding to revise the layout of the ground floor to improve ease of access, flexibility and customer and staff interactions. Seek funding to improve layout of the upper floor.</p>	<p>2008 2010</p>
<p>North Usage has decreased at the Werrington Library since the work was completed at the school, which resulted in the library being behind a large fence and gate, leaving the community with the impression that it is just a school facility. There is a gap in static library provision in the Gunthorpe, Paston and Walton area of the City although this is currently addressed by some mobile library provision.</p>	<p>To have improved community access to Werrington library with opening hours that suits the needs of the community To identify and take advantage of opportunities to meet the needs of the communities at Paston, Gunthorpe and Walton.</p>	<p>Work with colleagues in Sports services to improve signage Work with community groups to promote the fact that the library is a shared facility. Work with the school to ensure the community feels welcome and has ownership of the service and facilities offered in Werrington library. Review mobile library provision. Seek opportunities to pilot different ways of meeting the needs of these communities by making use of existing community provision.</p>	<p>2008/09 2008 onwards 2009/2010</p>

<p>East Growth area reports show that Eye is likely to be linked to the eastern side of the city by future development. This would mean that the present Eye Library would not be sufficient to serve this growing community. Eye and Thorney libraries serve distinct communities. Eye is located quite near the local school but Thorney is quite a distance away from the one in the village.</p>	<p>To seek opportunities for co-location with other key services.</p> <p>To have opening hours that meet the needs of the community.</p>	<p>Work with the Council's Neighbourhood Investment and Growth teams to ensure that library services are included in any joint service provision.</p>	<p>2008 onwards</p>
<p>South The south of the City has more libraries per head of population than any other area of the City.</p> <p>Orton Centre is currently being regenerated but is unlikely to overtake Hampton as the main focus for shopping in the south. Orton library is dual use and is situated in Bushfield Community School.</p> <p>Stanground library has a similar community to Dogsthorpe but doesn't perform as well, possibly due to its location.</p> <p>Woodston is located within the heart of a residential area with only a small proportion of people using this library as their only service point.</p>	<p>To seek opportunities for co-location with other key services.</p> <p>To have opening hours which meet the needs of the community.</p>	<p>Work as part of the second phase of the secondary school review to ensure good joint use facilities within Orton.</p> <p>Use the joint service centre for Hampton as the model for future library provision.</p>	<p>2011</p> <p>2008 onwards</p>

<p>West Bretton Library is the only static service point within the western sector of the City and is the second busiest library largely due to its location within a busy regenerated shopping area and close to health facilities. This suits community needs. The closure of Bretton Woods school has meant that Bretton Library will be a key location for access to learning. The current library is on three levels and this is not ideal for disabled access. The remainder of the western area, consisting of rural villages, is served by a weekly mobile library service.</p>	<p>To seek opportunities for co-location with other key services.</p> <p>To have opening hours that meet the needs of the community.</p>	<p>Work with the Council's Neighbourhood Investment team to take advantage of community re-provision in the Bretton Area.</p>	<p>2008 onwards</p>
<p>Mobile Services The public mobile library makes regular scheduled stops at key points throughout the City which are not readily served by a static library. The special mobile library serves sheltered accommodation and nursing homes as well as some public stops at schools. The mobile library service is expensive to run.</p>	<p>To have a more cost effective service that meets the needs of a growing elderly population.</p>	<p>Review current mobile provision.</p> <p>Seek opportunities to pilot different ways of meeting the needs of these communities by making use of existing community provision.</p>	<p>2009/10</p> <p>2009/10</p>

Service Developments and Improvements

Our libraries are popular with and well loved by their customer base. The service has a highly skilled and dedicated workforce, which delivers a wide range of services to the city's communities. However, there are many residents in Peterborough who do not use libraries and who have no idea of what public libraries can offer to help support their life choices. We face the challenge of how to modernise our public libraries offer for customers, whilst at the same time preserving the core service of lending books, developing a love of reading and providing information.

Technology is changing at a rapid rate and these developments offer opportunities to the library service from books in different formats to better stock control to being able to take the service out more beyond library walls.

Currently the service takes on new ways of working and new services as the opportunities arise. This strategy recognises the need to take a more structured approach.

Areas for Development	Where we want to be	Actions to get us there	Timescales
<p>Library Management system (LMS) Our current system is Horizon, with a contract with Sirsi Dynix which is due to end in 2010. Although we could renew our contract for our current system beyond this date we would not see any improvements/changes as it is no longer being developed.</p>	<p>To have a system that allows for full Electronic Data Interchange(EDI), automated individual item stock rotation, SMS messaging, online payments, PC management, SMS payments and takes advantage of WEB 2.0</p>	<p>Identify funding for a new system.</p> <p>Tender for a new system..</p>	<p>2009</p> <p>2009/10</p>
<p>Stock Control/Management Currently stock control is done through a manual count and stock management still requires a fair amount of staff intervention.</p>	<p>To be able to make use of Radio-Frequency Identification(RFID).</p>	<p>Pilot at new Hampton Library.</p>	<p>2012</p>
<p>People's Network (PN) We have 118 computers all with Microsoft Office software. We currently offer library members one hour's free use and make a charge thereafter. This service is currently well</p>	<p>To make wider use of WIFI, and to have better links and control via LMS.</p> <p>To provide a cost effective service that</p>	<p>We will identify suitable providers of WIFI.</p>	<p>2009/10</p>

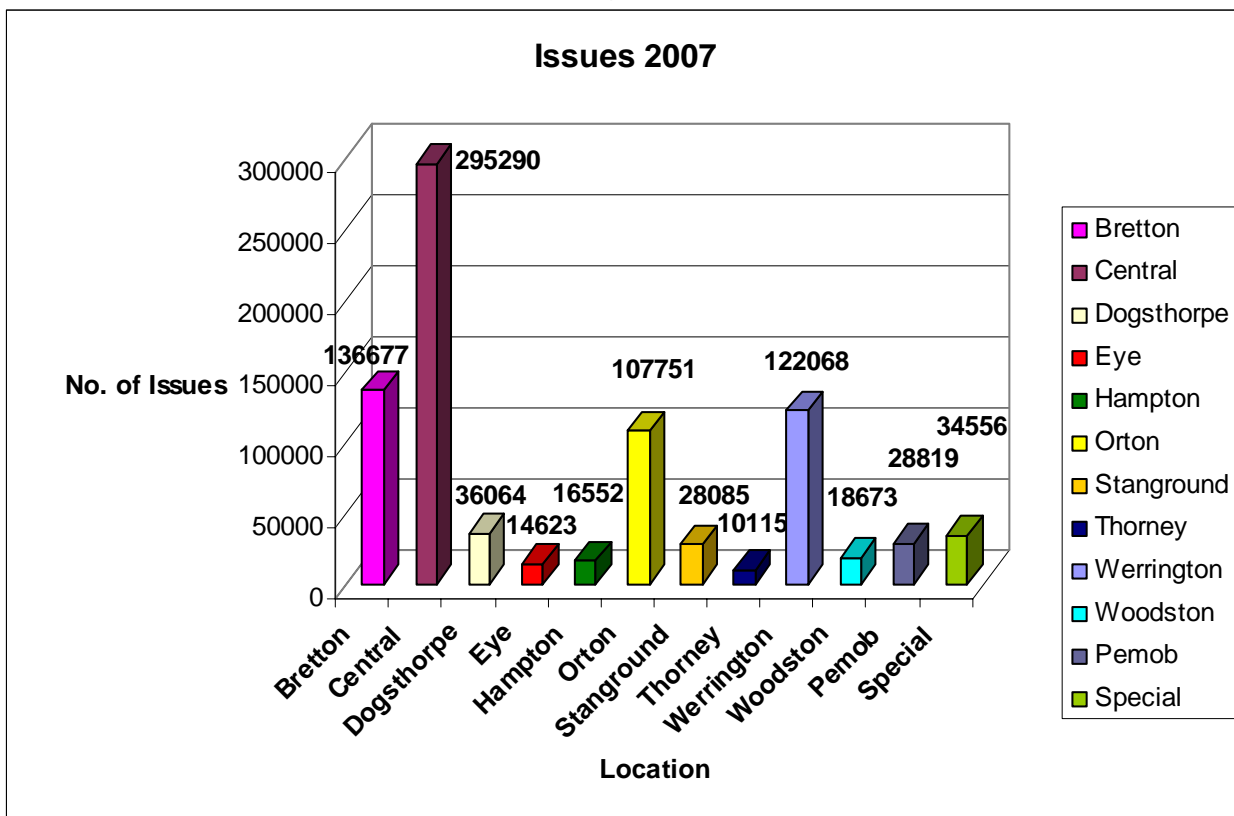
used but usage is decreasing.	allows customers to access PCs.	Explore options for the introduction of wider charges for PC use.	
WiFi We received a grant for two years to provide free WIFI in Bretton and Central libraries. The take up at Bretton has been minimal.	To use WIFI in more libraries and use for PN to allow more flexible layout and better use of space in libraries.	We will identify suitable providers of WIFI.	2009 onwards
Self Service We currently have self issue machines in Central, Bretton, Werrington and Orton Libraries. Use varies.	To be able to offer full self service including self return in all libraries except those that are single manned.	Full self service will be possible with the introduction of RFID.	2012
Offer Please see the section above relating to the wide ranging offer provided by the library service.	To be working with partners in health to offer "Books on prescription"	Work collaboratively with Health Services.	2009 onwards
	To offer a "Personal Shopper" service to those who do not have time or need help to select their reading material.	Pilot service at Central Library and then roll out if successful.	2009/10
	To offer books in non traditional formats such as E Books.	Pilot service at Central Library and then roll out if successful.	2008 onwards
Delivery options We currently provide a library service through 10 static service points, 2 mobile libraries and a housebound delivery service. We would like to explore additional and new ways of delivering our service to a wider audience.	To trial having deposit collections in more venues.	Seek opportunities to pilot different venues for deposit collections and vending machines.	2009 onwards
	To investigate the possibility of having Library books in vending machines.	Work with community groups to recruit more volunteers ensuring high quality training and support from within the library service.	2008 onwards
	To be attracting more and making greater use of volunteers.		

Performance Management

Library Services nationally have had a number of statutory performance indicators that they are required to collect and report on and these are used to measure performance. The data is submitted annually to the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Audit Commission. To date, the Library Service has also been part of the Comprehensive Performance Assessment (CPA) Culture Block. Performance against key indicators such as performance against the Public Library Standards did affect the overall score on the Culture Block, and hence the Council's overall Comprehensive Performance Assessment.

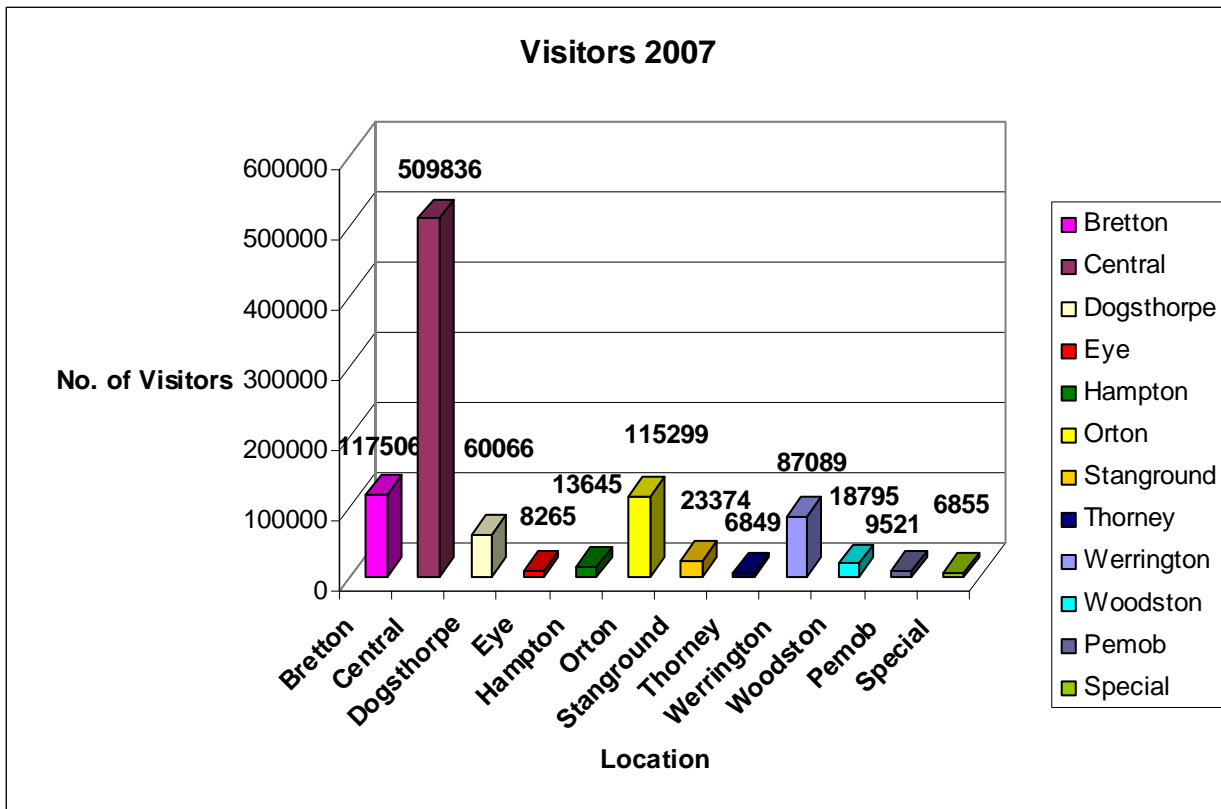
These Public Library Standards have now been replaced by a single National Indicator which will measure the percentage of the population making use of Library Services. The Museum Libraries and Archives Council (MLA) have created a package of indicators which local authorities may wish to use to monitor library service performance, and which, if used consistently, may provide a basis for comparative performance analysis.

Peterborough Libraries established a performance framework as part of an Improvement Plan which resulted from the Best Value Review undertaken in 2005 which gave the service a score of "Fair Service with uncertain prospects for improvement". Each library measures performance against a number of key indicators: Book and audio visual items issued, number of new members across three age ranges, visitors, some of attendees at events/activities and number of computer sessions. Action plans to address dips in performance are produced on a quarterly basis and are owned and managed by the staff in the branch.

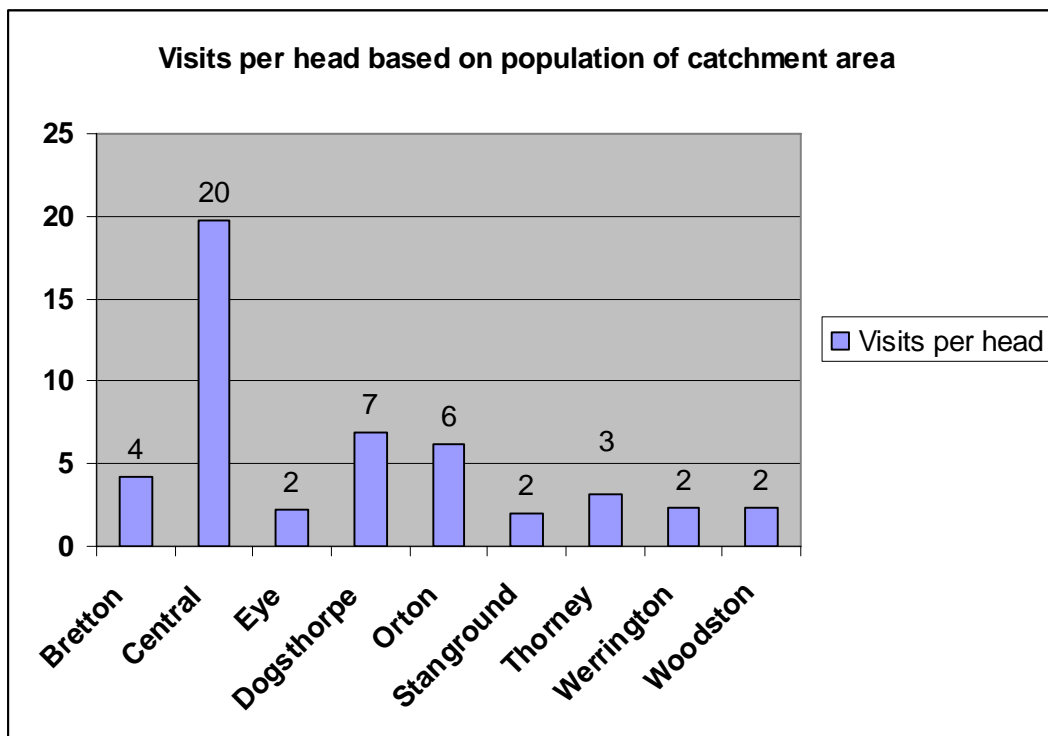


Number of books and audio visual items borrowed broken down library by library are shown in the graph above. It should be noted that the community libraries such as Eye, Thorney and Woodston serve smaller communities than the others which may make them appear underused.

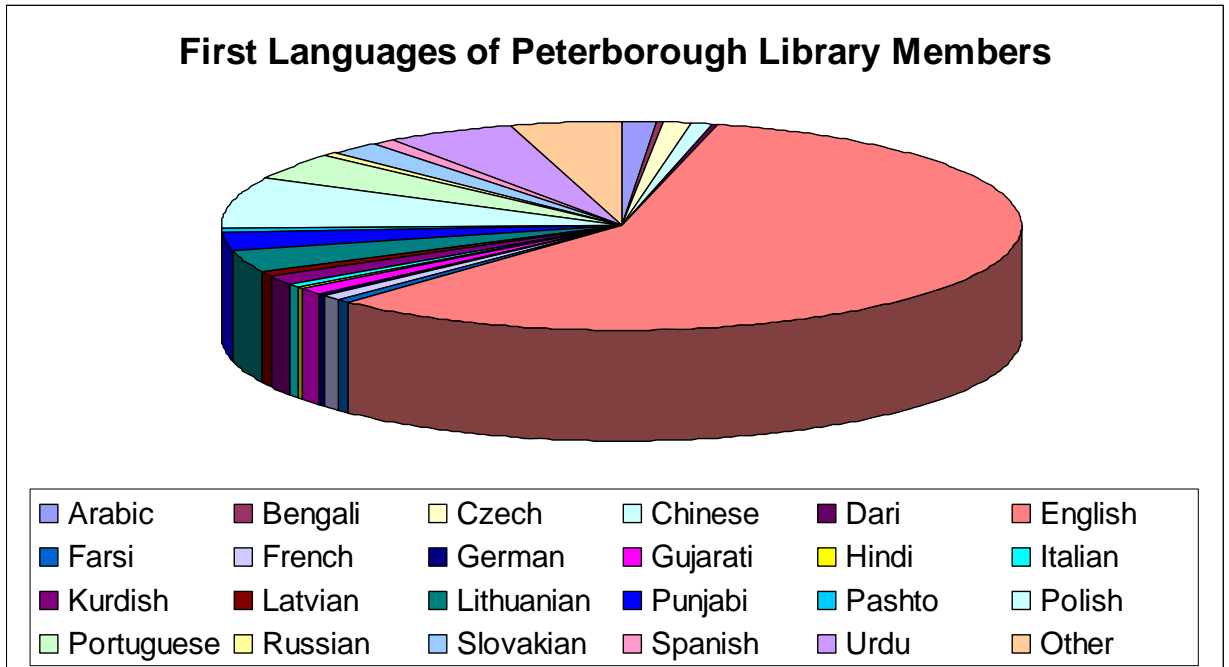
The graph below illustrates the number of visits each of the libraries received in 2007.



Libraries no longer offer just books so each library monitors the use of their computers. To give some idea of the use the graph below illustrates the use per head based on census figures for each library.



Each year the library service produces an annual report which focuses on an overview of the year, what we are planning, how we are doing, what feedback we have had and how much the service costs. We will use the Annual Report to report progress on the delivery of the actions outlined in the strategy.



The table above reflects the languages Peterborough Libraries customers reported as being the main language that they read in. Data such as that above is an example of the performance management information we use to develop the service and to identify areas for improvement.



CUSTOMER SERVICE EXCELLENCE

Conclusions

Our commitment to the development of services that contribute to a better quality of life for the residents of Peterborough remains strong. The task for the next 5 years will be to improve our performance, work with communities to develop and deliver a service that is relevant and meets their needs, increase book issues and maintain high levels of user satisfaction, whilst managing the competing priorities of budgets and the inevitable effect of inflation on core services.

Existing planned budgets can deliver a number of our aims and we will continue to work positively and creatively with our partners to secure external and additional funding for individual projects and targeted work with communities. However, libraries will need to make a strong case for strategic investment based on their ability to deliver positive outcomes for local people across the city.

