



# Annual Library Plan

# 2002

*First Draft, July 2002*



## **Foreword**

*The Foreword, which will be written with the Executive Member for Learning and Culture, will be added at a later stage, following Executive and Scrutiny Committee consideration of the Plan.*

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# CHAPTER 1 INTRODUCTION

## 1.0 Introductory note

*This note will be written immediately before submission of the Annual Library Plan to DCMS at the end of September in order to present up to date information on both the process (e.g. the consideration of the draft Plan by the Executive and by the Learning and Culture Scrutiny Committee) and the context within which the entire Plan should be seen (e.g. report by the Best Value Inspectorate on the Best Value Review and the outcomes of the ReCESS review).*

## 1.1 Local authority characteristics

### 1.1.1 Brief description of the county

Oxfordshire has changed in the last thirty years from a sparsely populated agricultural county, known mainly for the university city of Oxford, to a key industrial county in the South East of England. As part of the Thames Valley, the county shares the richest and most dynamic economy in the UK outside London. Oxfordshire covers an area of 258,261 hectares (1,007 square miles), has a fast-growing population of 632,000 and retains two-tier local government, with five District Councils (Cherwell, South Oxfordshire, West Oxfordshire and the Vale of White Horse District Councils, and Oxford City Council) - see Map 1.

The county's major geographical feature is the river Thames, which links many of its market towns. It contains three Areas of Outstanding Natural Beauty - the Cotswolds, Chilterns and Wessex Downs – which comprise over a quarter of its total land area. Its attractive countryside and easy accessibility to major transport routes such as the M40 continue to give it great appeal as a place to live, work and visit, and most of its residents enjoy a good quality of life. However housing costs are high, and there are people and communities suffering poverty, disadvantage and social exclusion. The topography of the county is shown in Map 2.

### 1.1.2 Demographic information

#### 1.1.2.1 Population

The population of Oxfordshire is growing at over twice the national rate, the growth being mostly attributable to net in-migration: the estimated increase in population between the 1991 Census and 2002 is 8.7%.

|                |         |
|----------------|---------|
| 1991 Census    | 580,900 |
| 1999 Estimate+ | 626,200 |
| 2000 Forecast* | 623,000 |
| 2001 Forecast* | 627,500 |
| 2002 Forecast* | 631,700 |

(\* Sources : + Oxfordshire County Council,  
\* Office of National Statistics)

The authority expects this growth to continue. The Government, in its regional planning guidance, has advised Oxfordshire County Council that it should make provision for 36,459 houses to be built in the county in the period 2001 to 2016. This

significant increase in population is putting pressure on existing services, and this pressure is likely to increase over the next decade.

### 1.1.2.2 Population by age group

|         | <i>Oxfordshire+</i> | <i>England and Wales*</i> |
|---------|---------------------|---------------------------|
| 0 - 4   | 5.9%                | 6.0%                      |
| 5 - 14  | 13.3%               | 12.9%                     |
| 15 - 24 | 13.8%               | 12.0%                     |
| 25 - 59 | 48.9%               | 48.6%                     |
| 60 - 64 | 4.4%                | 4.8%                      |
| 65 - 74 | 7.2%                | 8.2%                      |
| 75 - 84 | 4.7%                | 5.5%                      |
| 85+     | 1.8%                | 2.0%                      |

(Sources: + *Oxfordshire County Council, 2000,*

\* *Office of National Statistics, 2000)*

Comparing the figures for Oxfordshire with those for England and Wales indicates that Oxfordshire has a younger population than the norm. The proportion of those aged under 25 is slightly above the national average (33% compared with an average for England and Wales of 31%). Coupled with the overall rate of population growth in the county, this has led to an increase of 17% between 1991 and 1999 in the number of children of primary school age, compared to 7% for England. The number of young people aged 11-15 increased by 16%, compared to an increase of 11% for England in the same period. These figures have particular implications for services to children, which are therefore given a high priority by the Library Service, and teenagers and school children have been identified as priority target groups in the Best Value Review report. Council in setting the 2002/03 budget for Cultural Services agreed to the creation of a new post designated Cultural Entitlement Officer, whose role it will be to improve links between schools and libraries and museum services. In addition, Oxford is a temporary home to a large number of students, many of them from other countries, who place particular demands on the library facilities in the city.

The proportion of those aged 60 and over is a little below the national figure, at 18% (compared to 21% for England and Wales), but again the overall rate of population growth resulted in an 8% increase in numbers of this age group between 1991 and 1999, compared to 2% for England as a whole. Since older people tend to be the most regular library users, and often the least mobile, this has implications for the delivery of local services, particularly in rural areas.

The daytime population of the county is not significantly different from the figures above because although some workers do commute to Reading, London and elsewhere, there are roughly equivalent numbers who commute into the county from neighbouring local authority areas. However there is significant cross-border use of libraries in towns close to the county boundaries such as Banbury, Bicester, Faringdon and Henley, and library services in these towns are planned to meet the demands of catchment areas extending into neighbouring authorities. There are reciprocal arrangements with these authorities for cross-border use of libraries.

Map 1



Map 2





### 1.1.2.3 Population by ethnic make-up

#### Main ethnic groups

|                 |       |
|-----------------|-------|
| White           | 96.7% |
| Black Caribbean | 0.4%  |
| Black African   | 0.2%  |
| Black other     | 0.4%  |
| Indian          | 0.5%  |
| Pakistani       | 0.5%  |
| Bangladeshi     | 0.1%  |
| Chinese         | 0.3%  |

(Source: 1991 Census, Oxfordshire)

The population profile by ethnicity shows an ethnic minority population of 3.3%, which is significantly less than the national average of 5.5%. It is concentrated in Oxford, which is home to about 75% of the non-white population of the county, and in Banbury. The largest groupings are Pakistani (25% of the ethnic minority population), Indian (24.4%) and Black Caribbean (21.5%), with the remainder being very diverse in their origins and cultures. In the specific case of asylum seekers this diversity is particularly marked, and this issue is being addressed in the context of the proposed Accommodation Centre for Asylum Seekers at Bicester.

### 1.1.2.4 Population by settlement

|          | 1998    | 2001    | % increase |
|----------|---------|---------|------------|
| Oxford   | 138,600 | 145,000 | 5%         |
| Abingdon | 32,600  | 32,700  | 0.5%       |
| Banbury  | 42,000  | 44,200  | 5%         |
| Bicester | 26,800  | 29,200  | 9%         |
| Didcot   | 22,100  | 24,300  | 10%        |
| Witney   | 20,800  | 22,100  | 6%         |

(source: Oxfordshire County Council, *Interim Population and Household Forecasts, 1999*)

Oxford, situated in approximately the centre of the county, has the largest population, and the 5 other main population centres are spread across the four District Authorities. The growth in population is not spread evenly across the county but is concentrated in Banbury, Bicester, Didcot and Witney, the four preferred locations for development designated in the *Oxfordshire Structure Plan 2011* (Oxfordshire County Council, August 1998). Elsewhere, the County Council's policy is to protect the rural environment and the character of the market towns, so that outside these growth points Oxfordshire remains a largely rural county of widely dispersed communities.

The authority faces the dual challenge of meeting the growing needs of four rapidly expanding towns whilst delivering services in an effective and efficient way to very rural and scattered communities. The service implications are addressed in a number of places in this *Plan*, notably 3.2 *Buildings and Mobile Libraries*.

## 1.1.3 Socio-economic analysis

### 1.1.3.1 Economy and employment

Oxfordshire has one of the most successful and productive economies in the UK, with several centres of international excellence. It has a highly qualified workforce and in 1991 41.9% of the population were engaged in managerial, professional or



technical occupations. Unemployment rates in the county are low and currently stand at 1% compared with a national average of 3.3% (June 2002).

In recent years the 'M40 corridor' has brought economic benefits to Banbury, Bicester and the north of the county, with distribution, hotels and restaurants being particularly strongly represented. Car manufacture, public administration, hospitals and academic institutions are large employers in Oxford, whilst defence and research establishments dominate in the south of the county. Nevertheless, the local economy is largely based on small firms. In 1996, firms employing fewer than 25 people accounted for 94% of all firms in the county. Oxfordshire has:

- the highest concentration of research and development jobs in the UK outside London
- the highest percentage of graduates in the workforce
- the largest concentration of motor sport and performance car research, development, testing and manufacturing companies in the world
- the largest concentration of printing and publishing companies in the UK outside London, and the greatest concentration of medical publishers
- world class universities.

Oxford city is at the centre of a large travel to work area, bounded for the most part by the towns of Burford, Chipping Norton, Thame, Wallingford, and Wantage. In 1991 more than one in three jobs in the county were in Oxford and 48% of the holders of those jobs lived outside the city boundary. Oxford Central Library serves a large number of office and other workers, many of whom are also members of their local libraries. The Action Plan gives attention to the Central Library as a centre of excellence in the county.

### **1.1.3.2 Community profile**

Oxfordshire is a diverse county, which poses particular challenges for the delivery of services. As a centre of academic excellence the city of Oxford is almost unrivalled. There are many academic and specialist libraries within the city, mostly associated with the University of Oxford, and many of our users are associated with the academic community and have high expectations of the service in general and of the Central Library in particular. There is also heavy usage of the Central Library by foreign language students (on both short and long-term courses). This places extra demands and pressure on the stock, facilities and staff of that library.

Henley-on-Thames and the south-east of the county have much in common with the commuter belt to the west of London, and Wantage too has a predominantly prosperous clientele.

However, the library service also has to make itself relevant to a less well educated and less affluent population. This includes agricultural workers (particularly in the north and west of the county), to manual workers in industries such as the automotive trades in Cowley, distribution in Didcot and food processing in Banbury, and to low paid employees in catering and other service industries throughout the county.

Despite the prosperity of the county, poverty and deprivation is a reality for a significant proportion of its population. In order to identify who is living in poverty and where they live, the County Council commissioned a mapping exercise from the University of Oxford (*Mapping Poverty in Oxfordshire*, October 2000). The maps indicate that 11% of the population is poor according to the Government's criteria,

and of the 144 wards in the county, 10 showed up as having multiple deprivation, 6 of them in Oxford, 2 in Banbury, one in Abingdon and one in Berinsfield. Unemployment rates, although low by national standards, are significantly higher in certain wards, and for Oxford as a whole the current rate is 1.6% compared with 1% for the county average.

Similarly, the high educational standards typical of Oxfordshire's population can mask important pockets of low levels of literacy and numeracy. For example, 44% of the residents of Blackbird Leys ward in Oxford aged 16 to 60 have poor numeracy skills compared with a national average of 24%, and 38% of them have poor literacy skills compared with a national average of 24% (*Benchmark information on the scale of need*, Basic Skills Agency, 2001).

Low incomes, multiple deprivation and poor educational attainments can mean poor take up of services and social exclusion for many people in Oxfordshire. In response to these needs, the County Council and the Library Service have drawn up strong policies to promote social inclusion, and the Best Value Review targets six areas as priorities :

**a) People who are rurally isolated.**

Whilst four towns are expanding rapidly, most of the county is very rural and communities are generally small and scattered. Some 49% of Oxfordshire's population live in rural areas, and, for many, rural life can mean social exclusion and a lack of access to services because of low incomes and inadequate public transport. The Library Service has maintained a network of village libraries and mobile services to meet their needs, and consultation with these communities has helped to ensure that the smaller libraries do not miss out on the improvements to services and reading promotions enjoyed by their larger neighbours. Delivering effective and efficient services to small communities brings particular challenges for the authority.

**b) Older people**

Older people, and particularly those with poor mobility, can suffer social isolation, and poverty and isolation for pensioners is found significantly more in rural areas than in the towns. Those in residential homes have particular needs which the library service is seeking to address, for example through deposit collections of books and visits by mobile libraries.

**c) People from minority ethnic communities**

As noted in 1.1.2.3, most of the county's ethnic minority population is concentrated in certain wards in Oxford and in Banbury. Meeting the needs of these minority cultures has been identified as a service priority, but the diversity of their origins makes the planning of stock provision and outreach work far from straightforward.

**d) People with disabilities**

The 1991 Census numbers some 54,000 people with disabilities, Oxford city having the greatest concentration. The library service has undertaken a programme to meet their special needs and the requirements of the Disability Discrimination Act, both through modifications to buildings and mobile libraries, and through staff training.

**e) School children**

Many children grow up in households where reading is not the norm, and where low standards of numeracy and literacy are frequent. The Library Service works

closely with schools, for example through organised class visits, homework collections, running promotional activities and visits by the library 'Reading Bus' (see below), to foster a love of reading outside the school curriculum and to encourage regular library use.

**f) Young people in their teens**

Young people are often low library users, and, if disaffected, can become involved in crime and drugs misuse. The Library Services wishes to attract more of this age group into its libraries through creating branded teenage sections with appropriate multi-media stock, and through working with schools, the County Youth Service and other agencies to provide information relevant to their needs.

## CHAPTER 2 STATEMENT OF OBJECTIVES

### 2.1 Corporate and Library Service objectives and plans

#### 2.1.1 The long term objectives of the Library Service

The long term objectives of the Library Service are expressed as a mission statement and a series of aims, underpinned by a set of values.

##### **2.1.1.1 Mission Statement**

To improve the quality of life of all people in Oxfordshire by providing a library service which meets their needs for information, recreation, culture and lifelong learning.

##### **2.1.1.2 Aims**

By providing unbiased access to books, information, knowledge and works of creative imagination, the Library Service will:

- encourage active participation in cultural, democratic and economic activities;
- further the personal development of people of all ages and abilities;
- help people make positive use of their leisure time;
- foster literacy and promote the enjoyment of reading;
- enable people to develop their information skills, particularly through the use of information technology.

##### **2.1.1.3 Values**

In fulfilling these aims, the Library Service will:

- ensure its services meet the needs of all people, particularly those who are socially excluded;
- develop effective partnerships to help deliver its aims and objectives;
- improve and develop its services to meet changing needs;
- be friendly and customer focused:
- provide a high quality and efficient service representing good value for money;
- be at the heart of the community, carrying out effective consultation with both users and non-users to help shape how services are delivered;
- fully utilise developments in Information and Communications Technology in order to deliver a more effective service.

## **2.1.2 The overall objectives of the authority**

The Council's new Executive states that it is determined to give strong leadership, to set clear political priorities and to be accountable for their delivery. The first Oxfordshire Plan under the new administration (*Oxfordshire Plan 2002-2007*) identifies their values and priority objectives, and provides a set of testing targets for improvement. The purpose and values of the County Council are set out as:

- Helping people to fulfil their potential
- Protecting our environment
- Safeguarding our communities
- Sustaining our prosperity
- Raising our performance

### **2.1.2.1 Best Value performance plan**

The *Oxfordshire Plan 2002-2007* sets out the strategic direction of the authority and forms its Best Value Performance Plan; a summary of the plan was delivered to all households in the county. Although the library service will in practice contribute to all the five priorities listed above, the service's main contributions are to *Helping people to fulfil their potential* and *Sustaining our prosperity*. Libraries will play a key part in *Helping people to fulfil their potential* through the provision of improved access to library buildings for lifelong learning, and by developing e-learning facilities and making them available to all learners, institutions and learning centres. *Sustaining our prosperity* includes the development of the Oxfordshire Community (Broadband) Network, a major partnership project which incorporates the People's Network and the National Grid for Learning. The People's Network project is synchronised with the rollout of New Opportunities Fund ICT training for all library staff. These projects are followed through into *Raising our performance*, which includes, for example, improving electronic access to all Council services, including ordering library books on-line. Targets for implementation are specified, for example the completion of the People's Network installation by March 2003. The *Cultural Services Performance Plan 2002/03-2004/05* (2.1.2.5 below) ties departmental objectives to the *Oxfordshire Plan* priorities.

The County Council has established a five-year rolling programme of Best Value reviews, and details of reviews undertaken are included in the *Oxfordshire Plan 2002-2007*. However, following the Government's review of Best Value, both District Audit and the Best Value Inspectorate have encouraged the Council to amend the programme for 2002/03 to take account of local priorities. A new programme of reviews has therefore been developed based on the five strategic goals of the authority: Raising educational achievement, Promoting independence in vulnerable people, Property services, Developing our staff and Fire Service training.

### **2.1.2.2 Community Plan**

Oxfordshire's Community Strategy to foster community well-being in both rural and urban areas is progressing well, and *Opportunities for Oxfordshire: the Vision* was published in May 2002. This consultative document is about the future for Oxfordshire and is the first step in creating a long-term vision for the social, economic and environmental well-being of the county. A number of organisations in the county contributed to the draft and a Local Strategic Partnership was established in January 2002 to prepare and deliver the vision. It is envisaged that the Community Strategy will be published in 2003.

### **2.1.2.3 Local Cultural Strategy for Oxfordshire**

Oxfordshire County Council's *A Local Cultural Strategy for Oxfordshire* was compiled by Cultural Services and published in November 2001, following a discussion draft circulated in June of that year. The Strategy is the result of a wide range of public consultation exercises, including with a newly formed Citizens' Panel, liaison with local District Councils' leisure officers and members, and voluntary and private organisations. Liaison has been particularly close with Oxford City, Cherwell and the Vale of White Horse District Councils to ensure that the process synchronised with the development of these Councils' own Cultural Strategies. An action plan is currently being compiled based upon the stated intentions of the County Council, District Councils and other organisations, which clarifies how the objectives of the Local Cultural Strategy will be met, including lead roles, timescales, resource implications, and appropriate milestones and performance measures. A process is being established to monitor this action plan and to review the Cultural Strategy annually in order to meet the requirements of the Best Value Performance Indicator in accordance with the guidance from DCMS.

The Strategy sets out nine strategic themes to achieve the benefits of cultural activity in ways best suited to Oxfordshire's particular circumstances, and under each of these are listed a number of 'high level' objectives. The strategic themes are to:

- Contribute to the well-being of people in Oxfordshire by helping them enjoy a rich, healthy and creative cultural life
- Support individuals in their lifelong development through participation in a wide range of learning experiences
- Celebrate and develop local cultural identities and activities
- Ensure a sustainable future for Oxfordshire's culture
- Take positive action to overcome exclusion from cultural activity
- Foster pride in and respect for all cultures
- Work collaboratively to develop the cultural activities of the county
- Provide choices and access to information about cultural opportunities
- Recognise the economic benefits for the county from cultural activity

A Cultural Strategy Officer has now been appointed from within the department to help ensure consistency between this Strategy, the Oxfordshire Community Plan, the County Council's Best Value Performance Plan and other strategic documents / plans, efficient use of resources, and coherence in matters such as consultation and communication with partners. The Library Service will play a major role in delivering all these strategies through books, information, reader development initiatives, lifelong learning, the local studies service, outreach projects and promoting culture and a love of reading throughout.

### **2.1.2.4 Asset Management Plan**

*Section in course of revision*

### **2.1.2.5 Strategic Plan of Cultural Services**

The *Cultural Services Performance Plan 2002/03–2004/05* defines the purpose of the department as follows:

All people in Oxfordshire are entitled to enjoy a choice of high quality cultural opportunities which encourage creativity, learning for life, healthy lifestyles and participation, and which celebrate cultural diversity.

*Cultural Services promotes such access to choice by caring for the county's cultural resources, by providing information, by offering services directly and in partnership, and by leading the county's cultural development.*

*Cultural Services aims to be socially inclusive, appropriate, effective and accessible to everyone in the county.*

In pursuit of this purpose, the department contributes to the County Council's strategic priorities as set out in the *Oxfordshire Plan 2002-2007*:

| <b><u>Oxfordshire County Council Strategic Goal</u></b>  | <b><u>Cultural Services Objective</u></b>   |
|--|---|
| <p style="text-align: center;"><b>Helping People Fulfil their Potential</b></p> <p style="text-align: center;"><b>Sustaining our Prosperity</b></p> <p style="text-align: center;"><b>Safeguarding our communities</b></p> | <ul style="list-style-type: none"> <li>• promoting social inclusion through outreach and audience development</li> <li>• encouraging a culture of learning for life</li> <li>• providing information, the gateway to everything else</li> <li>• fostering participation in the community and responding to specific local needs</li> <li>• encouraging healthy lives</li> </ul> |
| <p style="text-align: center;"><b>Protecting Our Environment</b></p>   | <ul style="list-style-type: none"> <li>• caring for and managing the county's cultural resources, making them relevant through presentation and interpretation</li> </ul>   |
| <p style="text-align: center;"><b>Raising Our Performance</b></p>  | <ul style="list-style-type: none"> <li>• consulting people</li> <li>• marketing our services</li> <li>• developing Cultural Services by investing in our staff</li> <li>• through improving the performance of our services</li> </ul>  |

Service objectives are listed under each of these headings, thus making it possible to see the correlation of library service objectives, departmental objectives and the County Council's strategic priorities.

Library service objectives, performance measures and target dates are related to each of these departmental objectives, and they tie into the *Annual Library Plan* action plan (7.1, 7.2).



### **2.1.2.6 Plans for e-government**

*Section in course of revision*

### **2.1.2.7 Plans for regeneration**

Oxfordshire County Council does not have a corporate Regeneration Plan. However, the *Economic Development Strategy for Oxfordshire 2001 to 2005*, drafted on behalf of the County Council by the Oxfordshire Economic Partnership, represents a powerful agenda for Oxfordshire. The OEP is a network of local authorities and key business support organisations, and was set up in 1998 to align the plans of public and private sector partners with the aim of promoting the economic success of the county. Its strategy document includes several objectives that relate specifically to regeneration and social inclusion, including to *Promote enterprise development within disadvantaged areas* and to *Invest in learning especially early years and adult basic skills*. The County Council is supporting several projects under these objectives, such as SRB (Social Regeneration Budget) schemes in East Oxford, Blackbird Leys and Barton in Oxford, and *Sure Start* reading initiatives for children in Rosehill (Oxford) and Abingdon.

The library service is playing an important role in supporting the county's *Economic Development Strategy* and in tackling deprivation and social exclusion. It provides information for local businesses through its Business Information Point in Oxford Central Library, it works closely with organisations promoting family literacy and reading in East Oxford (for example the PEEP project for pre-school children), and its Learning Centres being planned for the Central Library and Blackbird Leys will target those with poor academic attainments. The Centres will run *Learndirect* and Adult Basic Skills courses to increase life skills and employability, thus contributing to the regeneration of communities.

### **2.1.2.8 Plans to improve the health of your population**

The County Council's *Oxfordshire Plan 2002-2007* sets out the authority's role in improving the health and well-being of its population. For example, under the priority *Helping people to fulfil their potential*, it states its objective of helping older and disabled people to maintain their independence, and under *Safeguarding our communities* it aims to reduce accidents and support vulnerable people.

More detail is given in the *Social Services Plan for Oxfordshire 2001-2004*, including the authority's participation in the *Health Improvement Programme* partnerships with the NHS and other organisations. There is an emphasis throughout the Plan on working with partners to improve health and independence, to ensure that NHS patients are able to leave hospital and access alternative care provision as soon as possible, and to provide information to help patients to help themselves and make informed choices.

The Library Service is contributing to the County Council strategy through its role in making available up to date information on care services, medical matters and healthy lifestyles. It does this not only through books and reference materials, but also through its public Internet *Information Links* to databases such as NHS Direct Online and Patient UK, and to the websites of other Council Departments and care services. Libraries are heavily used by older people who increasingly wish to make their own decisions about health care. The Service is also a member of partnerships which contribute to health in its broadest sense, such as the DAAT (Drugs and

Alcohol Action Team) chaired by the Education Department (County Youth Service), which helps young people to access information, advice and counselling to enable them to deal with problems of substance misuse.

The Library Service gives a high priority to disseminating information about healthy leisure activities produced by the Countryside and Rights of Way sections of Cultural Services.

#### **2.1.2.9 Lifelong Learning plan**

Oxfordshire's Lifelong Learning Development Plan for 2000 to 2003 was published in December 1999 as *Learning Forever*. As indicated elsewhere in the *Annual Library Plan*, the Library Service has been working increasingly closely with the Lifelong Learning Branch of the Education Department and this is reflected in *Learning Forever*.

The Adult and Community Learning Service, a section of the Lifelong Learning Branch, published its *Adult Learning Plan 2002-3* in March 2002. The Plan outlines a strategy which places particular emphasis on working in partnership with other organisations to offer learning opportunities, including adult basic skills, which complement those of formal Higher Education institutions. The Library Service has an important role to play in delivering the vision and is currently working with its staff in a number of fields, including Adult Basic Skills provision, Family Learning, information and guidance (IAG), and establishing Learning Centres in the Central and Blackbird Leys libraries. It also works with Adult and Community Learning in locally based planning groups, such as the District Widening Participation Partnerships which bring together a wide spectrum of providers of education and guidance for adults.

## **CHAPTER 3 SERVICE DELIVERY POLICIES AND RESOURCES**

*The whole of this descriptive chapter is under revision. Its contents will comprise:*

- 3.1 Access**
- 3.2 Buildings and mobile libraries**
- 3.3 Services for adults, young people and children**
- 3.4 Services for special groups**
- 3.5 Wider community use**
- 3.6 Staff**
- 3.7 ICT systems and services**
- 3.8 Finance**

## CHAPTER 4 PERFORMANCE APPRAISAL, ASSESSMENT AGAINST STANDARDS, MARKETING AND CUSTOMER RESPONSE

### 4.1 Public Library Standards and trend data

Oxfordshire's performance against standards is shown in the table from Appendix 3 of the *Guidelines*. This table is included as an Appendix to the *Plan*.

The table below gives the key indicators relating to Oxfordshire's Library Service over the last four financial years. For Local Standards the table restates local targets from the previous *Annual Library Plan*, and shows trends in meeting the targets: **the figures in brackets** refer to revised targets from the Best Value Review. In order to make this section as up to date as possible, Oxfordshire's own data for 2001/02 is also included, and is commented on in section 4.2, even though inter authority comparisons for that year are not yet possible. Areas in which the Library Service has not met local targets are highlighted in **bold** type, and are considered in section 4.2. Some Oxfordshire figures for 2000/01 are slightly lower than those provided in the *Annual Library Plan* 2001; this is due to a slightly higher population figure being used in the CIPFA actuals. The heading to each table refers where appropriate to the Public Library Standard (PLS), Best Value Performance Indicator (BVPI) or Local Target (Local).

| 1. Total hours of access per 1,000 population (PLS3i) |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire   | 110.3   | 99.6    | 98.1    | 99.7    | 110     |
| <b>Class Upper Quartile</b>                           | 126.3   | 125.5   | 127.7   | 125.2   |         |

| 2a. Requests for books supplied within 7 days (PLS9i & Local) |         |         |         |         |           |
|---|---------|---------|---------|---------|-----------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02   |
| Oxfordshire   | 15%     | 17%     | 19%     | 21%     | 27% (25%) |
| <b>Class Upper Quartile</b>                                   | 49%     | 55%     | 58%     | 61%     |           |
| <b>Selected Authorities</b>                                   | 48%     | 52%     | 58%     | 62%     |           |

| 2b. Requests for books supplied within 15 days (PLS9ii & Local) |         |         |         |         |           |
|---|---------|---------|---------|---------|-----------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02   |
| Oxfordshire   | 43%     | 50%     | 53%     | 52%     | 66% (57%) |
| <b>Class Upper Quartile</b>                                     | 72%     | 72%     | 75%     | 77%     |           |
| <b>Selected Authorities</b>                                     | 70%     | 72%     | 76%     | 77%     |           |

| 2c. Requests for books supplied within 30 days (PLS9iii & Local) |         |         |         |         |           |
|--|---------|---------|---------|---------|-----------|
| Year   | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02   |
| Oxfordshire  | 64%     | 77%     | 77%     | 78%     | 86% (80%) |
| <b>Class Upper Quartile</b>                                      | 86%     | 86%     | 87%     | 87%     |           |
| <b>Selected Authorities</b>                                      | 84%     | 85%     | 87%     | 86%     |           |

| 2d. Requests per 1,000 population |         |         |         |         |         |
|-----------------------------------|---------|---------|---------|---------|---------|
| Year                              | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                       | 87      | 74      | 63      | 61      | 58      |
| <b>Selected Authorities</b>       | 140     | 127     | 129     | 136     |         |

| 3a. Expenditure on books/printed materials per 1,000 population |  |  |  |  |  |
|---|--|--|--|--|--|
|---|--|--|--|--|--|

| Year                 | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
|----------------------|---------|---------|---------|---------|---------|
| Oxfordshire          | £1,055  | £1,579  | £1,415  | £1,542  | NYA     |
| Class Upper Quartile | £1,845  | £1,841  | £1,643  | £1,768  |         |
| Selected Authorities | n/a     | £1,667  | £1,586  | £1,708  |         |

| 3b. Expenditure on other materials per 1,000 population |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire   | £509    | £485    | £422    | £452    | NYA     |
| Class Upper Quartile                                    | £504    | £463    | £443    | £478    |         |
| Selected Authorities                                    | n/a     | £432    | £454    | £478    |         |

| 4a. Books added per 1,000 population |         |         |         |         |         |
|--------------------------------------|---------|---------|---------|---------|---------|
| Year                                 | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                          | 101     | 164     | 155     | 154     | 147     |
| Class Upper Quartile                 | 191     | 202     | 187     |         |         |
| Selected Authorities                 | 177     | 195     | 184     | 191     |         |

| 4b. Other items added per 1,000 population |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| Year                                       | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                                |         |         | 29      | 34      | 40      |
| Class Upper Quartile                       |         |         | 31      |         |         |
| Selected Authorities                       |         |         | 39      | 40      |         |

| 4c. Stock items added per 1,000 population (PLS17) |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| Year   | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire  |         |         | 184     | 188     | 187     |
| Class Upper Quartile                               |         |         | 215     | 226     |         |
| Selected Authorities                               |         |         | 223     | 231     |         |

| 4d. Lending stock replenishment rate (years) (PLS 18) |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire   |         |         | 7.0     | 6.5     | 6.0     |
| Class Upper Quartile                                  |         |         |         | 8.9     |         |

| 5a. Total staff in post per 1,000 population |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| Year   | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                                  | 0.30    | 0.30    | 0.32    | 0.32    | NYA     |
| Class Upper Quartile                         | 0.39    | 0.39    | 0.40    | 0.39    |         |
| Selected Authorities                         | 0.37    | 0.35    | 0.35    | 0.35    |         |

| 5b. Professional staff percentage of all staff |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| Year   | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                                    | 23%     | 23%     | 21%     | 19%     | NYA     |
| Selected Authorities                           | 23%     | 24%     | 24%     | 23%     |         |

| 6. Bookstock per 1,000 population |         |         |         |         |         |
|-----------------------------------|---------|---------|---------|---------|---------|
| Year                              | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                       | 1755    | 1727    | 1595    | 1539    | 1400    |
| Selected Authorities              | 1758    | 1760    | 1701    | 1670    |         |

| <b>7a. Book issues per head (Local)</b> |         |         |         |         |           |
|---|---------|---------|---------|---------|-----------|
| Year                                    | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02   |
| Oxfordshire                             | 7.5     | 6.8     | 6.4     | 5.9     | 5.6 (6.2) |
| Selected Authorities                    | 9.2     | 8.6     | 8.0     | 7.5     |           |

| <b>7b. AV issues per head (Local)</b> |         |         |         |         |             |
|---------------------------------------|---------|---------|---------|---------|-------------|
| Year                                  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02     |
| Oxfordshire                           | 0.88    | 0.82    | 0.79    | 0.78    | 0.78 (0.70) |
| Selected Authorities                  | 0.78    | 0.73    | 0.70    | 0.72    |             |

| <b>8. Enquiries per 1,000 population</b> |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| Year                                     | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                              | 911     | 896     | 764     | 699     | NYA     |
| Selected Authorities                     | 1047    | 1052    | 1035    | 979     |         |

| <b>9a. Visits per 1,000 population (PLS 11, BVPI &amp; Local)</b> |         |         |         |         |             |
|---|---------|---------|---------|---------|-------------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02     |
| Oxfordshire   | 6255    | 5666    | 6034    | 5756    | 6013 (6000) |
| Class Upper Quartile  | 6984    | 6612    | 6458    | 6384    |             |
| Selected Authorities  | 6509    | 6180    | 5824    | 5818    |             |

| <b>9b. Net expenditure per visitor (BVPI)</b> |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                                   | £1.38   | £1.66   | £1.56   | £1.63   | NYA     |
| Selected Authorities                          | £1.55   | £1.61   | £1.82   | £1.88   |         |

| <b>10a. Net expenditure per head</b> |         |         |         |         |         |
|--------------------------------------|---------|---------|---------|---------|---------|
| Year                                 | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire                          | £8.74   | £9.43   | £9.41   | £9.40   | NYA     |
| Selected Authorities                 | £10.40  | £9.96   | £10.59  | £10.95  |         |

| <b>10b. Income as a percentage of gross service expenditure</b> |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| Year  | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
| Oxfordshire   | 17.31%  | 15.90%  | 17.10%  | 15.3%   | NYA     |
| Selected Authorities  | n/a     | 13.80%  | 14.00%  | 14.3%   |         |

| <b>11. Electronic workstations for public use per 1,000 population (PLS6i &amp; Local)</b> |         |         |         |         |           |
|--|---------|---------|---------|---------|-----------|
| Year   | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02   |
| Oxfordshire  | 0.06    | 0.08    | 0.11    | 0.12    | NYA (0.3) |
| Selected Authorities   | n/a     | 0.18    | 0.23    | 0.25    |           |

## 4.2 Commentary on approach to meeting the standards and local targets.

*Section in course of revision*

## 4.3 Public consultation and marketing

*Section in course of revision*

#### **4.4 Quality assessment**

*Section in course of revision*



## CHAPTER 5 REVIEW OF PRECEDING PLANS, AND PROGRESS FOR THE PREVIOUS FINANCIAL YEAR

### 5.1 Achievement of the Action Plan for 2001/02

*This table does not include those key tasks and actions in the Action Plan for 2001/02 that have been achieved (forming the great majority of the targets originally listed), except in the case of tasks containing more than one specified action, not all of which have been achieved, in which case those actions which have been achieved are annotated accordingly.*

\* N.B. The reference in the end column is to the appropriate entry in 7.1 Action Plan for 2002/03 and 2003/04.

#### OBJECTIVE 1

To promote social inclusion through outreach and audience development

| Key tasks and actions   | Targets and performance measures / Timescale   | Comment  | Reference* (if carried forward) |
|---|--|--|---------------------------------|
| 1.5 Implement 'return anywhere' policy  | Policy implemented Sept 2001<br>Promoted following initial low-key launch & subsequent review Feb 2002 | Implemented.<br>Review and promotion delayed due to pressures of BVR. Carried forward. | 3.4                             |
| 1.6 Review price concessions for categories of users / potential users in the light of the Audit Commission's report, <i>The Price is Right</i> :<br>To be considered under Best Value Review | Review completed Dec 2001  | Still awaiting outcome of corporate BVR.   |                                 |
| 1.9 Review all leaflets, stationery and other   | Review completed Feb 2002  | Not achieved due to pressures of BVR.  |                                 |

| Key tasks and actions  | Targets and performance measures / Timescale  | Comment  | Reference* (if carried forward) |
|--|---|--|---------------------------------|
| <b>library information and documents in terms of language and presentation, working in partnership with neighbouring authorities to produce leaflets in appropriate languages and benefiting from economies of scale</b> | First leaflet                      June 2002  | Will be subsumed within responsibilities of identified posts in new management structure.  |                                 |
| <b>1.12 Set up 'Thames at War' oral history project in partnership with Museum Service and Community Education to improve literacy and IT skills in rural SE of county (funding sought)</b>                              | Project funded                      Sept 2001<br>Completed                              Sept 2002   | Not pursued: funding not obtained; partners withdrew.  |                                 |
| <b>1.13 Participate in 'Custody to Work' programme at Bullingdon Prison to facilitate rehabilitation of offenders into the community, promoting their development of lifeskills</b>                                      | Planning meeting with Governor                      July 2001<br>First ex-offenders registered at their local library                      April 2002 | Meeting held.<br><br>Delayed: timetable dependent on prison authorities, but in progress.  |                                 |
| <b>1.14 Establish small collections of books and other useful materials appropriate for asylum seekers, to be used in conjunction with Social Services staff</b>   | System set up                              March 2002   | Pilot collection of children's books in Albanian established, but wider implementation dependent on allocation of dedicated staff as outcome of BVR. |                                 |
| <b>1.15 Develop service to housebound readers through training of staff and WRVS volunteers</b>  | Countywide training day held                              April 2002  | Deferred to autumn 2002 due to workload pressures.   |                                 |
| <b>1.17 Improve stock provision for ethnic minority communities</b>  | Introduce Arabic newspaper into Central Library                      Nov 2001<br>Consultation undertaken                              Dec 2001        | Done.<br><br>Work with ethnic minorities to be   |                                 |

| Key tasks and actions | Targets and performance measures / Timescale          | Comment  | Reference* (if carried forward) |
|-----------------------|---|--|---------------------------------|
|                       | Revised policies and standards in place<br>April 2002 | included in work of dedicated staff as one of outcomes of BVR. |                                 |

## OBJECTIVE NO 2

To encourage a culture of learning for life

| Key tasks and actions  | Targets and performance measures / Timescale   | Comment   | Reference* (if carried forward) |
|--|--|---|---------------------------------|
| <b>2.1 Develop libraries as local learning centres:</b>  |  |   |                                 |
| <b>(b) Work with Lifelong Learning Development Officer to produce guidelines further to support partnership arrangements between local libraries and Community Education Centres</b> | Guidelines produced April 2002<br>Implemented Oct 2002   | Deferred due to workload pressures (e.g. establishment of Learning Centre).<br>Carried forward.                                 | 4.9                             |
| <b>(c) Work with Lifelong Learning Development Officer to produce a specification for local libraries as informal learning centres</b>   | Specification produced April 2002<br>Pilot libraries selected June 2002<br>Implemented in pilot libraries Oct 2002 | Deferred: to follow completion of Central Library Learning Centre, and joint development at Blackbird Leys.<br>Carried forward. | 4.10                            |
| <b>2.2 Support formal education through:</b>   |  |   |                                 |
| <b>(d) Homework Clubs:<br/>Work with Education Department to introduce homework clubs in three pilot urban and rural</b>   | Libraries selected (Blackbird Leys, Littlemore Peers, Hook Norton)<br>July 2001                                    | Selection made.<br>Change of focus: at Littlemore Peers, Homework Club included in proposals                                    |                                 |

| Key tasks and actions  | Targets and performance measures / Timescale  | Comment  | Reference* (if carried forward) |
|--|---|--|---------------------------------|
| <b>libraries</b><br><br><b>2.3 Continue development of homework collections: children's reference stock re-evaluated and provision updated in all libraries; programme of staff training</b> | Implementation plan produced Sept 2001<br>Clubs launched Oct 2001<br><br>Educational achievement targets assisted Ongoing<br>Ongoing evaluation completed Oct 2001<br>Revised standards implemented Sept 2001 | for new strategy for this joint-use library; at Blackbird Leys, subsumed within joint development project with Lifelong Learning. Carried forward.<br><br>Evaluation completed and priority subject areas identified. Implementation hampered by lack of appropriate titles being published. Electronic alternatives being investigated. Incorporated in ongoing stock work. | 3.6                             |

### OBJECTIVE NO 3

To provide information, the gateway to everything else

| Key tasks and actions   | Targets and performance measures / Timescale   | Comment  | Reference* (if carried forward) |
|---|--|--|---------------------------------|
| <b>3.6 Increase provision of staff enquiry Internet terminals to cover all libraries in Bands 1-4. Consider further installations as appropriate.</b> | 5 Terminals installed as first phase April 2002<br>Programme for further rollout agreed and funding identified June 2002 | Achieved.<br><br>Deferred: requirements to be assessed after implementation of People's Network and extension of Library Management System to all libraries. |                                 |
| <b>3.7 Reinstate provision of newspapers and periodicals in libraries from budget</b>   | Newspapers reinstated June 2001<br>Provision of periodicals increased  | Achieved.<br>Achieved.   |                                 |

| Key tasks and actions                                 | Targets and performance measures / Timescale         | Comment   | Reference* (if carried forward) |
|---|--|---|---------------------------------|
| additions (service previously reduced in budget cuts) | Oct 2001<br>Publish new list of holdings<br>Dec 2001 | Deferred due to pressures of BVR Information Services working group. Carried forward. | 4.12                            |

#### OBJECTIVE NO 4

To foster participation in community and voluntary groups

| Key tasks and actions | Targets and performance measures / Timescale | Comment                             | Reference* (if carried forward) |
|-----------------------|--|-------------------------------------|---------------------------------|
|                       |  | All key tasks and actions achieved. |                                 |

#### OBJECTIVE NO 5

Maximise resources

| Key tasks and actions   | Targets and performance measures / Timescale | Comment   | Reference* (if carried forward) |
|---|--|---|---------------------------------|
| 5.5 Further lapsed user survey: Wantage Library: to establish reasons for non-use | 10% return April 2002                        | Not achieved: alternative means of consultation with non-users undertaken as part of BVR. |                                 |

**OBJECTIVE NO 6****To respond to specific local needs**

| <b>Key tasks and actions</b>  | <b>Targets and performance measures / Timescale</b> | <b>Comment</b>   | <b>Reference* (if carried forward)</b> |
|---|---|--|--|
| <b>6.3 Produce annual service plan for every library to reflect both local needs and Annual Library Plan objectives</b> | Service plans produced<br>Dec 2001 and annually     | Pressures of BVR prevented completion in all libraries (though done in most). Carried forward. | 6.7                                    |

**OBJECTIVE NO 7****To market our services**

| <b>Key tasks and actions</b>  | <b>Targets and performance measures / Timescale</b>  | <b>Comment</b>   | <b>Reference* (if carried forward)</b> |
|---|--|--|--|
| <b>7.1 Adopt branding for ICT / Lifelong Learning services, and implement marketing strategy for the brand, with specific reference to the People's Network</b> | Branding available for launch of People's Network & Ufl / learndirect centres April 2002<br>Comprehensive marketing strategy completed June 2002<br>Strategy implemented Oct 2002 on | Will be available for opening of Learning Centre in autumn 2002 and for launch of People's Network in 2003 (implementation delayed from Spring: original timescale over-optimistic on date for rollout of broadband) | 1.5                                    |





| <b>Key tasks and actions</b>    | <b>Targets and performance measures / Timescale</b> | <b>Comment</b>   | <b>Reference* (if carried forward)</b> |
|---------------------------------|---|--|--|
| <b>exhibitions in libraries</b> | Visitor satisfaction and comments are positive.     | Dropped as a result of logistical problems with transporting museum objects (specialist containers / transport not available). |  |

### **OBJECTIVE NO 10**

**To develop Oxfordshire Library Service by investing in our staff**

| <b>Key tasks and actions</b> | <b>Targets and performance measures / Timescale</b> | <b>Comment</b>                      | <b>Reference* (if carried forward)</b> |
|------------------------------|---|-------------------------------------|--|
|                              |   | All key tasks and actions achieved. |  |

### **OBJECTIVE NO 11**

**To contribute to the achievement of other Cultural Services Medium Term Plan, Oxfordshire Plan and Oxfordshire Community Plan objectives, and to respond to other corporate demands and initiatives**

| <b>Key tasks and actions</b> | <b>Targets and performance measures / Timescale</b> | <b>Comment</b>                      | <b>Reference* (if carried forward)</b> |
|------------------------------|---|-------------------------------------|--|
|                              |   | All key tasks and actions achieved. |  |

## CHAPTER 6 ROLLING THREE YEAR MEDIUM TERM STRATEGY

### 6.1 Analysis of strengths, areas for development, opportunities and threats

*Section in course of revision*

### 6.2 Best Value Reviews

*Section in course of revision to cover the recent Best Value Review of the Library Service. It will note that the Best Value Improvement Plan is incorporated in the Action Plans (sections 7.1, 7.2) of this Annual Library Plan.*

### 6.3 Service improvements and variations

The Medium Term Strategy for improving the Library Service is encompassed by the five year strategy produced by the Best Value Review carried out during the last year (see 6.2 above), which in turn analysed the Service's strengths, development areas, opportunities and threats. The six key areas for service improvement are listed below.

| <b>Key Service improvements</b> |   |
|---------------------------------|---|
| <b>1</b>                        | <b>ICT</b> <ul style="list-style-type: none"><li>• Have a fully computerised book issue system in all libraries, providing excellent management information on usage and allowing the public access to the library catalogue via the internet to browse, reserve and renew items on loan.</li><li>• Provide free access to the latest information technology, together with help and guidance in its use.</li></ul> |
| <b>2</b>                        | <b>Stock of books</b> <ul style="list-style-type: none"><li>• Improve the lending stock of books, including the purchase of more books each year, more copies of the most popular titles, and an</li></ul>  |

|          |  |
|----------|--|
|          | <p>enhanced range of titles overall.</p> <ul style="list-style-type: none"> <li>• Significantly increase the level of book issues.</li> </ul>  |
| <b>3</b> | <p><b>Access and Social Inclusion</b></p> <ul style="list-style-type: none"> <li>• Be open at times that best suit the public, and deliver improved services to those that do not have easy access to a branch library or are not able to visit any kind of library.</li> <li>• Significantly increase the number of visits to libraries.</li> <li>• Provide for the needs of all the people of Oxfordshire, and respond quickly to changes in those needs.</li> </ul> |
| <b>4</b> | <p><b>Information Service</b></p> <ul style="list-style-type: none"> <li>• Be the natural choice for people wanting to find out information of any kind, via any library, with the Central Library regarded as a 'Centre of Excellence' for Oxfordshire.</li> <li>• Significantly increase the number of enquiries and the public's success in finding out the information they require.</li> </ul>  |
| <b>5</b> | <p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>• Provide a more welcoming, comfortable atmosphere where the public are encouraged to stay for long periods.</li> <li>• Provide higher standards of customer service and attain high levels of public satisfaction.</li> </ul>   |
| <b>6</b> | <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>• Provide a cost-effective and well-managed service, offering excellent value to the people of Oxfordshire.</li> </ul>   |

## CHAPTER 7 ROLLING ACTION PLANS AND TARGETS

### 7.1 Action Plan for 2002/03 and 2003/04

### 7.2 Action Plan for 2004/05

*In response to the five-year strategy of the Best Value Implementation Plan, which underlies this chapter, and in order to avoid repetition, the tables below cover the entire period from 2002/03 to 2004/05, amalgamating sections 7.1 and 7.2.*

|                              |   |
|------------------------------|---|
| <b>Service improvement 1</b> | <b>Information and Communications Technology</b>  |
| <b>Objective</b>             | <ul style="list-style-type: none"> <li>• Have a fully computerised book issue system in all libraries, providing excellent management information on usage and allowing the public access to the library catalogue via the internet to browse, reserve and renew items on loan.</li> <li>• Provide free access to the latest information technology, together with help and guidance in its use.</li> </ul> |

| Action   | LSMT member responsible | Officer responsible | Target Date |
|--|-------------------------|---------------------|-------------|
| <b>1.1 Achieve completion of library management system replacement and roll-out to all libraries by April 2004</b> | CP                      |                     |             |
| - finalise project plan  | CP                      | Project Manager     | Jun 2002    |
| - award contract   | CP                      | Project Manager     | Oct 2002    |
| - replace existing system in 13 libraries and Holton   | CP                      | Project Manager     | Oct 2003    |
| - introduce web-based catalogue  | CP                      | Project Manager     | Jul 2003    |

| Action  | LSMT member responsible | Officer responsible | Target Date |
|---|-------------------------|---------------------|-------------|
| - roll-out system to remaining 37 libraries   | CP                      | Project Manager     | Apr 2004    |
| <b>1.2 Complete People's Network project, by installing Oxfordshire Community (Broadband) Network in all libraries, together with 207 additional public access PCs, together with scanners, printers and flat-screen monitors</b> | CP                      | -                   | Mar 2003    |
| <b>1.3 Complete NOF-funded ICT training of all staff</b>  | CP                      | KS                  | Mar 2004    |
| <b>1.4 Secure funding to ensure long-term sustainability of the People's Network (after NOF funding ceases)</b>   | AMC/CP                  | -                   | Apr 2003    |
| <b>1.5 Adopt branding for ICT / Lifelong Learning services, and implement marketing strategy for the brand, with specific reference to the People's Network</b>   | CP                      |                     |             |
| - complete comprehensive marketing strategy   | CP                      | -                   | Apr 2003    |
| - fully implement strategy  | CP                      | -                   | Oct 2003    |

|          | Targets  | Completed by |
|----------|--|--------------|
| <b>1</b> | Meet DCMS standard of 100% of libraries having access to an on-line catalogue (PLS5)         | July 2003    |
| <b>2</b> | Free high-speed internet access available to the public in all libraries                     | March 2003   |
| <b>3</b> | Total number of workstations available to the public to reach 0.5 per 1000 population (PLS6) | March 2003   |

|                              |  |
|------------------------------|--|
| <b>Service improvement 2</b> | <b>Stock of books</b>  |
| <b>Objective</b>             | <ul style="list-style-type: none"> <li>• Improve the lending stock of books, including the purchase of more books each year, more copies of the most popular titles, and an enhanced range of titles overall.</li> <li>• Significantly increase the level of book issues.</li> </ul> |

| <b>Action</b>   | <b>LSMT member responsible</b> | <b>Officer Responsible</b>         | <b>Target Date</b>              |
|---|--------------------------------|------------------------------------|---------------------------------|
| <b>2.1 In 2002/03 and 2003/04 book fund plans, reallocate priorities and increase purchase of paperbacks in order to purchase 25% more lending volumes.</b>           | RH                             | Selection Panels, etc.             | 2002/03 Plan agreed by May 2002 |
| <b>2.2 All libraries to have at least one copy of top 15 bestselling adult paperbacks within 7 – 10 days of entry into list (68 copies between 50 libraries)</b>      | RH                             |                                    | June 2002                       |
| <b>2.3 Prepare clear stock policies and guidelines to inform the selection process</b>  | RH                             | County specialists and Panel leads | Dec 2002                        |
| <b>2.4 Widen the range of titles bought for children and young people to include popular and topical titles not usually selected or purchased in small quantities</b> | RH                             | County Children's Librarian        | Ongoing                         |
| <b>2.5 Improve the speed of book supply</b>   | RH/YM                          | Support Services Manager           | Ongoing                         |
| - by ensuring that key titles are selected promptly   | RH                             | Selection Panels                   | Ongoing                         |
| - by closely monitoring the supply chain contracts and performance  | YM                             | Support Services                   | Ongoing                         |

| Action  | LSMT member responsible | Officer Responsible                 | Target Date |
|---|-------------------------|-------------------------------------|-------------|
| - by ensuring that key titles are dealt with promptly by Support Services   | YM                      | Manager<br>Support Services Manager | Ongoing     |
| <b>2.6 Increase the involvement of library managers in book selection</b>   | RH                      |                                     |             |
| - as part of review of selection panel membership, include one library manager on each panel on a rota basis  | All                     | RH                                  | Sept 2002   |
| - allocate some book fund budget to each library manger to enable them to respond more effectively to local demands   | RH                      | -                                   | Oct 2002    |
| <b>2.7 Introduce stock suggestion scheme into all libraries, including feedback to individuals and to users generally to encourage further suggestions</b>                    | RH                      | -                                   | Oct 2002    |
| <b>2.8 Enable stock suggestions to be made on-line</b>  | CP/RH                   | -                                   | Mar 2003    |
| <b>2.9 Following outcome of pilot exercises in early 2002, develop local stock plans for each library, to feed into selection processes and service planning</b>              | RH                      | Principal & Senior Librarians       | Dec 2002    |
| <b>2.10 Develop an effective chain of communication between all managers and librarians and stock panels, with clear guidelines for effective two-way flow of information</b> | RH                      | -                                   | Dec 2002    |
| <b>2.11 Complete programme of work in main County and Central Library stacks, enabling improved stock management</b>  | RH                      | -                                   | Mar 2003    |

|   | Targets  | Completed by |
|---|--|--------------|
| 1 | Number of adult books purchased for lending per month to increase by 25% | May 2002     |

|   |  |            |
|---|--|------------|
| 2 | Meet DCMS standard of 65% of adult users reporting success in finding a specific book (PLS12(i)) | March 2004 |
| 3 | Annual items added through purchase to exceed DCMS standard of 216 items (PLS17)                 | March 2005 |
| 4 | Annual book purchases per 1000 population to exceed top quartile performance of 202              | March 2005 |
| 5 | Books on loan per 1000 population to increase by 28%   | March 2006 |
| 6 | Book issues per head of population to reach top quartile performance of 9.1                      | March 2007 |

|                              |   |
|------------------------------|---|
| <b>Service improvement 3</b> | <b>Access and Social Inclusion</b>  |
| <b>Objective</b>             | <ul style="list-style-type: none"> <li>• Be open at times that best suit the public, and deliver improved services to those that do not have easy access to a branch library or are not able to visit any kind of library</li> <li>• Significantly increase the number of visits to libraries.</li> <li>• Provide for the needs of all the people of Oxfordshire, and respond quickly to changes in those needs.</li> </ul> |

| Action   | LSMT member responsible | Officer responsible | Target Date |
|--|-------------------------|---------------------|-------------|
| <b>3.1 Increase the number of opening hours and make them more attractive to the public</b>  | All                     |                     |             |
| - increase Witney library opening hours by 0.5 hours per week to meet Standard PLS4  | YM                      | ?                   | Nov 2002    |
| - pilot post 7.00 pm opening in a sample of libraries, publicize, monitor, etc.  | YM                      | ?                   | Nov 2002    |
| - prepare report for Executive highlighting options for meeting the DCMS Standards PLS3i and 3ii and their funding implications, to include: | All                     | YM/RH               | Oct 2002    |



| Action   | LSMT member responsible | Officer responsible             | Target Date |
|--|-------------------------|---------------------------------|-------------|
| a) all day opening on Saturdays in the 12 largest libraries  | -                       | -                               | 2003-04     |
| b) no mid-week closures in the 8 main town libraries   | -                       | -                               | 2003-04     |
| c) likely impact of Mobile Library review  | -                       | -                               |             |
| d) potential impact of new facilities proposed in 10 communities of 2000+ identified in BV Review  | -                       | -                               |             |
| e) increase in weekend (including potential for Sundays) and evening opening   | -                       | -                               | 2003-04     |
| <b>3.2 Carry out a review of mobile library services</b>   | YM                      |                                 |             |
| - Appoint a countywide manager of the mobile service   | All                     | YM                              | Sept 2002   |
| - Prepare terms or reference for a review of the mobile service  | All                     | YM                              | Sept 2002   |
| - Complete first phase of above review, including redesignation of one vehicle to deliver services countywide to homes for older people  | YM                      | Mobile Library Services Manager | Feb 2003    |
| <b>3.3 Establish and implement policies for Social Inclusion</b>   | RH                      | -                               | -           |
| - As part of restructuring of the Library Service, ensure roles are identified, with designated time clearly defined, to develop policies and services to meet needs of socially excluded people | All                     | RH                              | Sept 2002   |
| - Prepare work plans for above individuals, concentrating initially on the following key target groups:  | RH                      |                                 |             |
| - people from minority ethnic communities  | RH                      | HW/LG                           | Sept 2002   |
| - people with visual impairment  | RH                      | HW/LG                           | Sept 2002   |
| - people with hearing impairment   | RH                      | HW/LG                           | Sept 2002   |
| - people with other disabilities   | RH                      | HW/LG                           | Sept 2002   |
| - housebound people and carers   | RH                      | HW/LG                           | Sept 2002   |
| - older people   | RH                      | HW/LG                           | Sept 2002   |
| - young people in their teens  | RH                      | HW/LG                           | Sept 2002   |

| Action   | LSMT member responsible | Officer responsible | Target Date |
|--|-------------------------|---------------------|-------------|
| - school children  | RH                      | HW/LG               | Sept 2002   |
| - people who are rurally isolated  | RH                      | HW/LG               | Sept 2002   |
| - Following consultation draw up Social Inclusion Policy for Service as a whole and for each of above groups   | RH                      | HW/LG               | Mar 2003    |
| - Complete first phase of service improvements to above groups   | RH                      | HW/LG               | Mar 2003    |
| - Assuming corporate charging policies are in place, as part of annual review of charges, make recommendations on revised charges/concessions                                  | All                     | RH                  | Nov 2002    |
| <b>3.4 Promote 'Return Anywhere' policy, following low-key launch and subsequent review</b>  | YM                      | -                   | Dec 2002    |
| <b>3.5 Contribute to partnership project in Vale Area to improve IT skills and family literacy</b>   | RH/CP                   | -                   | Mar 2003    |
| <b>3.6 Homework Clubs: Work with Education Department to introduce homework clubs in three pilot urban and rural libraries (Blackbird leys, Hook Norton, Littlemore Peers)</b> | RH                      |                     |             |
| - produce implementation plan  | RH                      | -                   | Apr 2003    |
| - launch clubs   | RH                      | -                   | Sept 2003   |
| <b>3.7 Implement identified premises improvements to provide better access for people with disabilities</b>  | AMC/YM                  | EF                  | April 2004  |
| <b>3.8 Implement the programme to improve physical access to mobile library vehicles</b>   | YM                      | KES                 | April 2004  |

|   | Targets   | Completed by |
|---|---|--------------|
| 1 | Meet DCMS standard of 100% of larger libraries open at least 45 hours per week (PLS4) | Nov 2002     |

|   |   |                          |
|---|---|--------------------------|
| 2 | 12 largest county libraries to be open all day on Saturdays<br>8 main town libraries to have no mid-week closures | March 2004<br>March 2004 |
| 3 | Meet DCMS standard for number of library visits per 1000 population (PLS11)                                       | March 2004               |
| 4 | Increase aggregate opening hours per 1000 population to meet DCMS Standard of 128 (PLS3i)                         | March 2005               |
| 5 | Meet DCMS Standard of 30% of hours being non-weekday 9-5.00 (PLS3ii)  | March 2004               |
| 6 | Proportion of households living within 2 miles of a static library to increase by 6% to 82% (PLS1(i))             | March 2006               |
| 7 | Comply with provisions of Disability Discrimination Act at all branch and mobile libraries                        | April 2004               |

|                              |   |
|------------------------------|---|
| <b>Service improvement 4</b> | <b>Information Service</b>  |
| <b>Objective</b>             | <ul style="list-style-type: none"> <li>• Be the natural choice for people wanting to find out information of any kind, via any library, with the Central Library regarded as a 'Centre of Excellence' for Oxfordshire.</li> <li>• Increase the number of enquiries and the public's success in finding out the information they require.</li> </ul> |

| <b>Action</b>  | <b>LSMT member responsible</b> | <b>Officer responsible</b> | <b>Target Date</b> |
|--|--------------------------------|----------------------------|--------------------|
| <b>4.1 Continue shift from printed materials to electronic-based information sources</b>   | CP                             | KMS                        | Ongoing            |
| <b>4.2 Develop Central Library as the centre of excellence for the information service, acting as the referral centre for all libraries (to be addressed as part of review of Central Library)</b> | CP/RH                          | KMS                        | Mar 2003           |
| <b>4.3 Strengthen specialist staffing in Abingdon, Banbury, Henley and Witney libraries</b>  | All                            | CP                         | Mar 2004           |

| Action   | LSMT member responsible | Officer responsible | Target Date |
|--|-------------------------|---------------------|-------------|
| <b>4.4 Enable users to make enquiries via email</b>  | CP                      | KMS                 | Mar 2003    |
| <b>4.5 Provide increased support to enable the County Reference and Information Librarian to develop and fulfil the strategic agenda</b>   | All                     | CP                  | Dec 2002    |
| <b>4.6 Improve the information handling skills, awareness of the county's resources and referral skills of all front-line staff</b>  | CP                      | KMS                 |             |
| - Draw up training and development programme (to tie in with ICT and customer care training)   | CP                      | KMS                 | Dec 2002    |
| - Complete prioritised programme for existing staff  | CP                      | KMS                 | Mar 2004    |
| - Ensure new members of staff receive training   | CP                      | KMS                 | ongoing     |
| <b>4.7 Help deliver OCC's e-government objectives and plug into new initiatives as appropriate</b>   | CP                      | KMS                 | ongoing     |
| <b>4.8 Develop systems to monitor virtual enquires (email, fax, telephone) and visits to library web pages, to meet new DCMS Standard PLS10</b>                                      | CP                      | KMS                 | ASAP        |
| <b>4.9 Work with Lifelong Learning Development Officer to produce guidelines further to support partnership arrangements between local libraries and Community Education Centres</b> | CP                      |                     |             |
| - Produce guidelines   | CP                      | ?                   | Apr 2003    |
| - Implement guidelines   | CP                      | ?                   | Oct 2003    |
| <b>4.10 Work with Lifelong Learning Development Officer to produce a specification for local libraries as informal learning centres</b>  | CP                      | -                   | Apr 2003    |
| <b>4.11 Publish list of holdings of newspapers and periodicals following reinstatement of titles previously cut</b>  | CP                      | KMS                 | Dec 2002    |

|   | <b>Targets</b>  | <b>Completed by</b> |
|---|---|---------------------|
| 1 | Meet DCMS standard of 95% of adult users rating the knowledge of staff as “good” or “very good” (PLS14(i))  | March 2003          |
| 2 | All front line staff to have received training in handling, assessing and, where appropriate, referring information enquiries.                              | March 2004          |
| 3 | Percentage of adults reporting success in gaining information as a result of a search or enquiry to exceed DCMS standard of 75% by a further 10% (PLS13(i)) | March 2006          |
| 4 | Enquiries (in person) per 1000 population to increase by 27% to 900   | March 2006          |

| <b>Service improvement 5</b> | <b>Customer Service</b>  |
|------------------------------|--|
| <b>Objective</b>             | <ul style="list-style-type: none"> <li>• Provide a more welcoming, comfortable atmosphere where the public are encouraged to stay for long periods</li> <li>• Provide higher standards of customer service and attain high levels of public satisfaction.</li> </ul> |

| <b>Action</b>   | <b>LSMT member responsible</b> | <b>Officer responsible</b> | <b>Target Date</b>   |
|---|--------------------------------|----------------------------|----------------------|
| <b>5.1 Library Premises Review to continue to seek further improvements in the location and size of identified branch libraries, exploring opportunities for developer funding, Private Finance Initiatives, Public Private Partnerships and other funding models</b> | AMC                            |                            |                      |
| - Abingdon: investigate Old Gaol option with Vale of White Horse District Council and consultants (long-term possible solution); in short term extend current premises to accommodate People’s Network terminals using developer funding                              | AMC/YM<br>AMC/YM               | -<br>KE                    | Ongoing<br>June 2003 |

| <b>Action</b>  | <b>LSMT member responsible</b> | <b>Officer responsible</b> | <b>Target Date</b> |
|--|--------------------------------|----------------------------|--------------------|
| - Banbury: pursue site option identified in draft local plan; explore PFI/PPP  | AMC/YM                         | -                          | Ongoing            |
| - Bicester: pursue site option identified in draft local plan; explore PPP   | AMC/YM                         | -                          | Ongoing            |
| - Blackbird Leys: implement joint project with Lifelong Learning to accommodate adult and community learning areas in library  | CP/YM                          | ?                          | Apr 2003           |
| - Burford: follow up results of feasibility study to increase library to 100 sq. metres  | AMC/YM                         | -                          | Ongoing            |
| - Central Library: monitor Westgate Centre development plans, seeking opportunities to enhance library   | AMC/YM                         | -                          | Ongoing            |
| - Charlbury: pursue discussions with Thomas Gifford trustees and Charlbury Town Council, in joint approach with Lifelong Learning, for new community centre to include library | AMC/YM                         | -                          | Ongoing            |
| - Chipping Norton: continue negotiations for replacement library with Developer, at no cost to Service; plus alternative option with British Legion                            | AMC/YM                         | -                          | Ongoing            |
| - Didcot: pursue development of existing site (dependent on Developer Contributions) as Didcot's expansion continues   | AMC/YM                         | -                          | Ongoing            |
| - Headington: continue exploration of options  | AMC/YM                         | -                          | Ongoing            |
| - Hook Norton: continue exploration of youth centre option to enhance library facilities   | AMC/YM                         | -                          | Ongoing            |
| - Kidlington: replacement of library in joint scheme with Social Services and Highways, doubling the size of the library at no cost to the Service                             | AMC/YM                         | PDF                        | Aug 2003           |
| - Littlemore Peers: implement change of focus for this library, taking into account results of public consultation   | AMC/RH                         | RH                         | Mar 2003           |
| - Thame: continue exploration of site and funding options for upgrading library provision  | AMC/YM                         | -                          | Ongoing            |
| - Watlington: conclude agreement with Co-op Housing Association for development of first floor flat, and collaboration with Friends of Library for                             | AMC/YM                         | ?                          | 2003/04            |

| Action  | LSMT member responsible | Officer responsible      | Target Date |
|---|-------------------------|--------------------------|-------------|
| extension of library to 100 sq. metres  |                         |                          |             |
| <b>5.2 Develop a programme to improve the layout, comfort, décor, lighting and stock presentation of all libraries</b>            | All                     | ?                        | Mar 2003    |
| <b>5.3 Review existing and future provision of toilet facilities, separate children's areas and/or separate quiet/study areas</b> | All                     | ?                        | Mar 2003    |
| <b>5.4 Central Library Review, including</b>  | AMC/RH                  |                          |             |
| - options for major refurbishment in the medium term  | AMC/RH                  | RH                       | Mar 2003    |
| - improvements to layout, presentation, etc in short term   | RH                      | Principal Librarian      | Mar 2003    |
| - review of its functions and systems of delivery, including development as centre of excellence for information                  | RH/CP                   | Principal Librarian/KMS  | Mar 2003    |
| <b>5.5 Introduce revised staff development programme</b>  | All                     | RH?                      | -           |
| - to include customer care training for all staff (to tie in with ICT and information training)                                   | -                       | -                        | -           |
| - complete prioritised programme for existing staff   | -                       | -                        | Mar 2004    |
| - ensure new members of staff receive training  | -                       | -                        | Ongoing     |
| <b>5.6 Implement rolling 3-year Reader Development Plan</b>   | RH                      | KB                       | Ongoing     |
| <b>5.7 Improve request service</b>  | RH                      | Support Services Manager | Ongoing     |
| - improve speed of supply of request service by implementing conclusions of Best Value working group on requests                  | RH                      | Support Services Manager | Ongoing     |
| - make recommendations to Executive for early reduction in request charges, prior to eventual abolition for back list titles      | RH                      | RH                       | Nov 2002    |
| <b>5.8 Continue consultation and mystery shopping exercises to help</b>   | All                     | ?                        | Ongoing     |

| Action  | LSMT member responsible | Officer responsible | Target Date |
|---|-------------------------|---------------------|-------------|
| <b>shape service delivery and evaluate performance</b>                                      |                         |                     |             |
| <b>5.9 Prepare customer charter showing what standards of service the public can expect</b> | All                     | ?                   | Mar 2003    |
| <b>5.10 Promotion of services</b>   | All                     |                     |             |
| - improved promotion of services from 2002/03   | All                     | CP                  | Ongoing     |
| - major marketing initiative, using dedicated staff   | All                     | CP                  | 2004/05     |

|          | Targets  | Completed by |
|----------|--|--------------|
| <b>1</b> | Meet DCMS standards for the percentage of requests for books met within 15 days and 30 days (PLS9(ii) &(iii))                        | March 2004   |
| <b>2</b> | Exceed the DCMS standard for percentage of adult library users rating the helpfulness of staff as "good" or "very good" by 1% to 96% | March 2004   |
| <b>3</b> | Meet DCMS standard for the percentage of requests for books met within 7 days (PLS9(i))  | March 2005   |
| <b>4</b> | 100% increase in the number of requests per 1000 population (from 61 to 120)   | March 2006   |



|                              |   |
|------------------------------|---|
| <b>Service improvement 6</b> | <b>Performance Management</b>   |
| <b>Objective</b>             | <ul style="list-style-type: none"> <li>Provide a cost-effective and well-managed service, offering excellent value to the people of Oxfordshire.</li> </ul> |

| <b>Action</b>   | <b>LSMT member responsible</b> | <b>Officer responsible</b> | <b>Target Date</b>  |
|---|--------------------------------|----------------------------|---------------------|
| <b>6.1 Revised Library Strategic Management Team in place</b>   | AMC                            |                            | May 2002            |
| <b>6.2 Plan and introduce new structure and revised roles for remainder of Service</b>                                  | All                            |                            | Oct 2002            |
| - including Operations Manager post for Support Services  | All                            | YM                         | Oct 2002            |
| <b>6.3 Ensure Service priorities are properly resourced</b>   | All                            | -                          | Ongoing             |
| <b>6.4 Continue to maximise income</b>  | All                            | RH                         | Ongoing             |
| <b>6.5 Introduce a more effective performance management structure, including</b>                                       | All                            | RH                         |                     |
| - agreeing targets for improved performance at each library   | All                            | RH                         | Dec 2002            |
| - assessing libraries against above critical success factors  | All                            | RH                         | Apr 2004            |
| - preparing action plans for individual libraries to address shortfalls   | All                            | RH                         | Jun 2004            |
| - providing performance data to all libraries and managers on at least a quarterly basis                                | RH                             | ?                          | July 2002           |
| - developing improved service planning and staff appraisal processes  | All                            | RH/CP                      | Dec 2002            |
| <b>6.6 Test usefulness and relevance of Essex's revised staffing formula</b>  | AMC                            | RH                         | Oct 2002            |
| <b>6.7 Produce annual service plan for every library to reflect both local needs and Annual Library Plan objectives</b> | YM                             | -                          | Dec 2002 & annually |

| <b>Targets</b> |   |  |
|----------------|---|--|
| <b>1</b>       | Achieve targets for Public Library Standards set out in section 4.1 of this Annual Library Plan | March 2003<br>March 2004<br>March 2005 |
| <b>2</b>       | Achieve local performance targets set out in section 7.3 of this Annual Library Plan            | March 2003<br>March 2004<br>March 2005 |
| <b>3</b>       | Implement Best Value Implementation Plan  | March 2003<br>March 2004<br>March 2005 |

### 7.3 Local Performance Targets

The majority of the local targets that were used in *Annual Library Plans* prior to 2001 have been subsumed within the national standards, and as such are considered in sections 4.1 to 4.2 above. This section includes those local targets that have not been so subsumed and also some new local targets.

#### **Local targets**

|                                     | 2002/03 | 2003/04 | 2004/05 |
|-------------------------------------|---------|---------|---------|
| Book Issues per Head                | 6.55    | 7.0     | ?       |
| AV Issues per Head                  | 0.80    | 0.80    | ?       |
| All Formats Issues per Head         | 7.35    | 7.8     | ?       |
| Enquiries per 1,000 population      | 760     | 800     | ?       |
| Establish new Reading Groups        | 2       | 2       | 2       |
| Schools offered class visit at KS1* | 99%     | 100%    | 100%    |

\* Applies to all local authority primary / first schools in Oxfordshire.