

Swindon Borough Council

**Library Strategy 2011:
Providing Access for All**

1. Current Service Provision

Introduction

- 1.1. In recent years, through significant capital investment in new and improved libraries, outreach, and partnership working, we have had considerable success in bucking the national trend by increasing library usage, but we know there is more that can be done.
- 1.2. The current economic climate and recent consultations with users and, importantly non-users have highlighted the need to find new ways of blending traditional services with new ways of working and new services that bring new people and partnership working into our libraries. This strategy addresses a number of challenges and aims to improve Swindon's library service, putting the Community at the heart of the Service. The approach enables communities to take more control of the running of their libraries, and shaping them to meet the needs of their locality.

Current Service Provision

- 1.3. The current service is informed and guided by the Libraries Vision: *'Swindon's library service provides opportunities and access for learning, enjoyment, and discovery by actively working with the community and other service providers'*.
- 1.4. A list of services the Swindon library service provides is shown at Appendix 1. It delivers these services through the following:
 - A Central library that delivers a fully staffed core hours service for 58 hours a week, over three public floors and a further 24 hours express zone service, using half the ground floor space. Service is 7 days a week. This library opened in October 2008, serves all of Swindon with a wide ranging, in depth stock (including DVDs and CDs), and provides an information and local studies service.
 - Three large full time libraries at West Swindon, North Swindon, and Highworth open for between 41 and 45 hours. They provide a wide range of stock (including DVDs and CDs). *They are open* for part days and two are closed all day on a Monday.
 - Four medium libraries at Moredon and Rodbourne Cheney, Upper Stratton, Wroughton, and Park open for between 33 and 37 hours. They provide a range of stock, but fewer information books than the three full time libraries (also includes DVDs). These libraries are closed all day on a Wednesday.
 - Seven community libraries at Liden, Penhill, Pinehurst, Walcot, Even Swindon, Covingham, and Old Town open for between 10 and 40 hours with smaller collections of stock. They have fewer information books and no DVDs. Hours in these libraries have been extended in the last year by opening at lunchtime (through single staffing) and the move of Old Town into the Arts Centre has seen the hours increase with no extra staff hours from 18 hours to 40 hours.
 - A mobile library service serving rural and urban areas of Swindon Borough. Stops are either weekly or fortnightly and the mobile operates for 28 hours a week, plus travelling time.

- A deposit collection service to residential homes and sheltered accommodation, with stock changed on a regular basis.
 - A home library service to residents unable to visit libraries, delivered in partnership with the Women's Royal Voluntary Service (WRVS) volunteers.
- 1.5 The library service will continue to offer the current services and work in partnership to strengthen the services we offer to all of the community, delivering against the One Swindon priorities, plus national initiatives and priority.

2. The Strategy – Priorities for Development

2.1. This section presents a proposed strategy for library service provision in Swindon.

The content of the proposed strategy has been informed by:

- Consultation with users and non-users of the library service carried out from July – September 2010
- Focus group discussions with Friends of Libraries groups 2010
- Future libraries programme 2010
- Museums, Libraries, and Archives (MLA) research, evidence, and advice
- Consultation with communities in Swindon in 2009, carried out with regards to library closures
- Overview and Scrutiny recommendations September 2009
- The Cabinet report dated 22nd July 2009
- The report provided by ERS Research and Consultancy to Swindon Borough Council in 2009

Based on feedback from the consultation, the following section looks at a vision for the library service in Swindon.

Proposed Service

The survey of non-users showed us that lack of time was a major reason for non-use of libraries. As the majority of library users are satisfied with the service provision, this strategy addresses how we can extend the time the library service is available to people in Swindon without increasing the cost. This can be achieved by extending hours at the most used libraries through reallocating staff hours from the enquiry service in North and West Swindon, and by further single staffing in neighbourhood libraries when self-service terminals are installed.

The library service will continue to offer a comprehensive range of services with information available in traditional and non-traditional formats. The lending of books and audio books will be extended by the provision of downloadable audio books and e-books. Free provision of access to IT in each library will be maintained and the provision of learning will be extended through partnership working. The provision of online resources will be strengthened and promoted. Virtual visits are an additional way of extending access to library services.

The library service currently works with Swindon Borough Council and other partner organisations to deliver services to children and adults in Swindon. Partnerships need to be strengthened, and benefits for residents can be achieved through work with Children's services, Adult Social Care, the Health Service, Community services, and community groups. Aligning the Library service with other strategies in Swindon will lead to an improved service provision at reduced costs for libraries and partners.

Libraries offer community spaces that can be used by everyone to enable local delivery of services, forming the centre of community hubs. Co-location with schools, health, leisure and cultural facilities, community centres and other

community services will ensure that revenue costs are reduced for the library service and partner organisations whilst ensuring a one-stop provision for local services for extended hours.

Friends of Libraries groups are currently established in some libraries. Friends groups have proved to be an asset in working with the community and increasing use of libraries. In the future, each library will have a Friends Group and a Swindon wide forum will be established for Friends Groups. The Forum would enable Friends to be consulted more readily about service proposals and enable the library service to engage with communities more easily.

Swindon currently leads Wiltshire Libraries in Co-operation (WILCO). This organisation fosters co-operation between all archive and information providers locally. We will look at the future role of WILCO, as the membership of WILCO has changed over the years. We will look at extending the networking opportunity WILCO provides to other organisations and council departments, as partnership working can help organisations in their provision of information to the community.

- 2.2. Swindon libraries will have a tiered structure, providing a comprehensive and efficient library service across Swindon. This acknowledges that a one-size library does not fit all. Libraries will be developed as community hubs, delivering a wide range of council and partner services, working with local communities to develop a strong community focus on their needs. This approach will enable local people to take more control and have more say in the running of their library and other services, whilst retaining networked services that are so valued.
- 2.3. Any necessary future decisions about the reprovision of library services will use this strategy as guiding principles. The tiers are
- 2.4. **A Central library** with its premier Town Centre location, delivers the best in public current thinking about library provision in a well-designed building with clearly defined spaces for different functions. It will continue to deliver a full range of services with the current level of opening hours. There has been an increase of 53% in visits from 2007 to 2010, which resulted in a 75% increase in issues for the same time period. There will be a centralised enquiry service for all of Swindon. It will deliver other Council services that provide information and can add value to the offer, e.g. by incorporating the Visitor Information Centre and enhancing the culture offering through exhibitions and displays in the former reference library area.
- 2.5. **Area Libraries at Highworth, North, West Swindon, Moredon, Park, Wroughton and Upper Stratton** will continue to offer the full range of book lending stock plus sound and vision stock for hire. The three larger libraries at West Swindon North Swindon and Highworth will open for 6 or 7 full days a week, with no half-day closing during the week, as currently happens at West Swindon and Highworth Library. Sunday opening will be introduced at Highworth and West Swindon, if there is local demand. This will be done within current library budget by adjusting staffing levels and opening hours. By providing a centralised enquiry service at the Central Library, enquiry officer hours at North and West Swindon libraries will be converted to library assistant hours in those libraries, enabling them to be open for longer. Exploring the potential for express zones within these libraries can provide further opening hours. Capital investment

would be needed for building work and updated self-service terminals. Working with community groups, such as the Highworth Community Partnership could further extend hours through joint working.

The four smaller **Libraries at Moredon and Rodbourne Cheney, Upper Stratton, Park, and Wroughton** will open for 6 days a week. They will not open in the evening if not supported and used by the community. This will be achieved within current library budgets by adjusting staffing levels and opening hours within the library network. Further opening hours can be provided by working with other partners using the buildings, enabling the library to open for library use at the same time. This has started already at Park Library where the community engagement team have opened the library for community drop in sessions on a previously closed morning and the library is available for everyone to use.

2.6. **Neighbourhood libraries at Pinehurst, Penhill, Walcot, Liden, Covingham, Even Swindon and Old Town** are a resource that can be used by the whole community and offer services delivered by Council and non-council partners. They will offer a defined range of lending stock (not sound and vision). Each library will remain open with a core of staffed hours each week. Extra hours will be provided by partnership working, and co-location of services, etc. This will be achieved as follows:

- Install self-service machines in all community libraries. This is currently in place at Old Town and Walcot library. This enables single staffing of libraries and extended use of libraries outside staffed hours.
- **Walcot library** – currently working with Walcot community shop, whose volunteers staff the building whilst the library service provide stock and support services. Ten core staffed hours will be provided to extend opportunities for users by providing help in use of IT, literacy development, and promotion of reading for enjoyment. Some staffed hours will be during current opening hours and the balance of staffed hours will extend the current opening hours of the library, to enable use by school children providing possible homework support and promoting reading for enjoyment for everyone.
- **Pinehurst library** – to be re-located in Pinetrees Community Centre, extending the hours open by use of self-service during community centre's opening hours. Community engagement at an early stage will ensure the community gets the library service that is needed and the core staff hours when they are most needed.
- **Liden library** – when the office space in the library, currently used by the library stock acquisitions unit is available, the space will be available for a community or Council partner. The space will be offered in return for the partner extending the opening hours over and above the core staff hours. This would be enabled by the installation of self-service.
- **Penhill library** – work with Community Learning in Penhill (CLIP) to extend library opening outside the core staffed hours by the installation of self-service.
- **Covingham library** – work with the Church, Friends group and other community groups to discuss extending the opening hours outside the core staffed hours, by the installation of self-service.
- **Even Swindon library** – continue with the current staffed hours and seek support from Even Swindon Community Centre to extend opening of the

library, through the installation of self-service, to enable use of the library whenever the community centre is open.

- **Old Town library** – relocation to the Arts Centre has enabled 40 hours minimum opening with 18 core library-staffed hours. We are working with Farleigh College and Discovering Autistic Spectrum Happiness (DASH) to identify opportunities for their volunteers to supplement the core staffed hours.

- 2.7. The experience of using volunteers and working with partners at Old Town library and Walcot library has proved a great success and underpins the development of this strategy. Evidence shows that staff and volunteers/work experience students have benefitted from the joint working through improving work experience and employment prospects.

Mobile library, Library Access Points and library service to older people's homes

- 2.8. The existing mobile service provides access to the library service for people who are unable to use it in any other way, in particular older people, and people living in rural areas. However, the number of people using the mobile library is decreasing, and we would like to offer our service in a more effective way, improving access to the service for people in areas receiving a mobile library service. This would involve working towards the possibility of introducing library access points in community locations where there is a known demand for a library service. This would improve the number of hours the book stock can be used by library users and ensures everyone in the community has access to the library service for longer hours. The location, choice of stock and how library access points are funded would be agreed after consultation with the local community through Clusters and Parish Councils. The service could range from a minimum of a collection point for reservations to a full self-service library space.
- 2.9. A policy will be developed for the library service to older people's homes and sheltered accommodation, establishing guidelines for deposit collections that takes into account local demands, location of nearest library and establishes levels of service provided to users.

2.10. Home Library service

Continue to offer Home Library service through use of WRVS volunteers to housebound readers. This service is cost effective and not only delivers a library service to housebound readers but ensures housebound people have personal contact with a friendly face. Other services could be offered at the same time and the library service needs to explore this with Adult social care and health providers.

2.11. Future plans and Section 106

A further strategy needs to be developed by working with the planning department on the use of section 106 agreements for Libraries. It will define how developers' capital investment can be used in each of the established libraries and in any new libraries as follows:

- a. The refurbishment and renewal of already established libraries. Library buildings need to be attractive, accessible and fit for purpose to attract users

to libraries. The space needs to be able to support a wide range of partnership activity with a high quality book stock that is of a range and size that meets the needs of users. Libraries are competing with retail environments that are regularly refreshed and changed. Library catchments need to be defined to ensure developers capital is invested in the right library if appropriate or money will be invested service wide, where benefits are demonstrable to the whole community through service wide provision, e.g., Central library services or IT developments. This will enable investment on updating current technology and provide new services, extending access to library services.

- b. New libraries will only be provided where there is a substantial population change, e.g., growth areas such as Wichelstowe and the Eastern Development Area. Co-location of other Council and Partner services must be explored at an early stage of the development to minimise revenue cost and increase levels of use, e.g., schools, community services, leisure, health and retail buildings.
- c. Where the size of a community does not justify a new library then Section 106 money will be used to improve other libraries in Swindon or provide services that enable the promotion of library use to those communities.

2.12. The library service is part of an options appraisal, taking place in 2011 to determine the most viable option for the future management of Swindon's library service. This appraisal will be reported to Cabinet in 2011.

New Technology

- 2.13. The library service will continue to be heavily dependent on ICT to deliver its traditional services, and will look at deploying new technologies to further automate and streamline routine processes. With the use of Broadband and WiFi access, we will be able to offer access to a range of Council and partner services. Local communities will be able to use libraries to learn, make council transactions, obtain the best source of information, and access employment opportunities.
- 2.14. The opportunities for Libraries subscribing to further online resources, digital audio downloads and e-books will be considered as part of the annual review process for the allocation of the stock fund, as potentially access to information is extended to a greater proportion of Swindon's population by looking at new technologies.

Regional working

- 2.15. Work has commenced with the South West Association of Chief Librarians to investigate a federated approach to Library provision and cross border working. There is the potential for working across local authority boundaries, enabling library users in Swindon to access stock from other authorities and reduce costs. In assessing this new model, we will take into account local accountability, but look to release capacity to transform the services in order to invest in new developments that fit with the emerging 'One Swindon' strategy.

Changing Roles for Staff

- 2.16. The streamlining of management and back office roles and the wider implication of automated services, in particular the self-service provision will facilitate redeployment of staff from routine activities to meet new service demands. Changes in staffing structures are needed to place greater emphasis on the development of services, providing new services with partners, and a move away from only traditional library use. There will also be ongoing staff development needs arising from the changing nature of the library service.
- 2.17. A start has already been made on working with learning and development to look at NVQs in customer care and management, enabling staff to develop their current skills and improve the service provided to customers.
- 2.18. Library information skills' training is provided in house and by attending external courses. Library Information skills qualifications are not currently provided locally and staff wishing to attain library information qualifications are working with qualified library staff to attain formal accreditation through CILIP.

There has been a restructure of the libraries strategy team from four staff to two staff. The two roles are line managed by the Head of Libraries and are designed to improve the future quality of the library service. The ERS report recommended that job descriptions be reviewed to look at the balance between back office and front line work. The new structure has created three Lead Librarian roles reporting to the Library Service Strategic Manager – Development, and these posts are very much frontline, rather than back office.

a. Library service strategic manager - Development

This role line manages librarians and the stock manager in the development of partnerships and outreach to communities. The three lead librarians, in addition to providing frontline information services, will ensure quality services are delivered through stock provision and outreach activities in the areas of Adult and Learning services, Children and Young People's Services, Information and Local studies services. A percentage of the stock budget will be allocated to the libraries in the cluster areas and will be spent after engaging with the local community.

b. Library service strategic manager - Delivery

This role will line manage the four library managers. IT systems officer and premises manager to ensure a consistency of quality customer service in the libraries and develop audience action plans, working with cluster leads and community groups. The Library managers and assistant library managers' structure has been redefined to reflect the Connecting People, Connecting Places cluster boundaries.

- Staffing levels for each tier of libraries will be defined to achieve a consistent level of service delivery.
- The information service will be provided at Central library only – the enquiry staff hours at North and West Swindon will be reallocated, as library assistant hours, to increase opening hours in these libraries

- Capital bid for investment in self-service technology to free up staff in the community libraries enabling them to provide quality customer service and enable use of the libraries by volunteers.
- Any volunteers recruited to extend library services will receive on-going training and support from Library staff
- Transfer staff from the library stock acquisitions unit to other libraries to enable direct delivery of stock to North and West Swindon libraries and enable increase in opening hours in district libraries. This is dependent on development work taking place with the library suppliers and the provider of our library management system.
- A post currently based in the library stock acquisition unit deals with regional and national inter-library loans and has relocated to Central library.

3. Contextual Data

3.1 Usage of Swindon libraries

Table 1 below shows the usage of Swindon's libraries has increased year on year and this is due to significant capital investment in libraries at North Swindon, Highworth, Park, and Central. This is against a national trend of decrease in use of libraries. Investment in libraries ensures libraries are fit for purpose and provide a welcoming environment.

The ongoing investment in stock is also essential to attract customers into libraries and Swindon needs to ensure a significant proportion of the libraries budget is spent on stock.

Table 1

Swindon Libraries	Loans	Visits
2009-10	1,266,246	1,139,530
2008-9	1,165,240	1,052,229
2007-8	1,071,038	1,008,071
2006-7	1,104,915	1,050,288

3.2. Costs

The total library budget is £3.4M. In 2011/12, the budget will be reduced, as there has been a reduction in management staff costs.

3.3. The average cost per loan for static libraries is £1.56 and for mobile libraries is £1.80 in 2010/2011

3.4. The average cost per visit for static libraries is £1.71 and for mobile libraries is £2.55 in 2010/2011

3.5. Assets

- Stock
- 15 buildings, 13 owned by SBC (Covingham and Highworth are leased) plus furniture and fittings
- Mobile library
- Delivery van for transport between libraries and deposit collections to elderly peoples homes and sheltered accommodation
- Equipment, including self-service terminals and staff computers
- Computers for public use

3.6. External pressures

- Library service is a statutory service – has to be comprehensive and efficient and free of charge.
- Economic constraints – national and locally - increased pressure to reduce budgets and improve the quality of services

- Scrutiny of cost effectiveness of library services
- Planned and expected changes in the Borough
- Population change – increasing each year
- Age profile change in the Borough and in local communities
- Geographical change - housing growth locations putting pressure on established libraries and increased demand on service provision.
- Change in publishing trends, growth in provision of comparatively expensive on-line subscription services and e-books
- Short print runs of books

3.7. Internal pressures

- No current agreed level of service provision in libraries – the library strategy defines the library service provided in the libraries
- Investment needed for some library buildings – so buildings are ‘fit for purpose’, providing a welcoming environment
- Uneven staffing levels providing an inconsistency of service
- Partial installation of self-service machines.
- Change in peoples use of libraries, decrease in use of smaller community libraries for traditional book borrowing and increase in use of larger libraries for traditional book borrowing
- Increase in all libraries in use of computers
- Increasing perception of libraries as a community hub, delivering a wide range of services and providing a community space
- Falling income levels due to decrease in fines income as customers renew books online
- Changing technology, enabling direct delivery of stock to libraries and increasing demand for new services, e.g. e-books and downloadable audio books
- Excess of Borough facilities in some communities
- Inconsistency in number and pattern of opening hours at libraries

3.8. Population per Library

The average population per library (open 10 plus hours) for all English Unitaries is 14,758. [Swindon has the 4th highest number of libraries for its population with 11,347 residents per library.](#) [North Lincs has the highest number of libraries for its population with 9,429 residents per library.](#) [Slough with 24,240 residents per library has the fewest libraries for its population.](#) The historical development of Swindon and its libraries has meant that the residents and ward members see the retention of smaller libraries as critical for those communities. Ways to retain and improve the quality of the offer in these libraries with a diminishing budget are addressed in this strategy.

4. Consultation

4.1. The Museum Libraries and Archives Council (MLA) and Swindon Borough jointly commissioned ERS Consultancy to undertake consultation with the following users and non-users of Swindon's Libraries.

- 791 users responded to the Users survey. This was available online and in hard copy. A sample size of 400 was set for non-users with targets set for age group, gender, and employment status.
- This survey was completed by face-to-face interview.
- 333 young people were also consulted.
- 5 focus groups with Friends of Libraries were also held.

4.2. Users survey

- The top five reasons for using a library are
88% convenient location
71% welcoming library
67% knowledgeable staff
65% clean and tidy
63% good atmosphere
- The top five services used are:
85% borrowing books
29% Internet access
28% DVD hire
27% reference and information services
21% reading books, newspapers, and magazines in the library
- The top five activities and events users were interested in attending were:
44% training and learning
43% art exhibitions
41% community meetings/events
34% theatre/drama events
32% activities for older people
- 80% of users were very satisfied with the service provided by their local library and 18% were fairly satisfied.
- There were very few people who were dissatisfied with the service (6 people – 0.8%) but would like to see:
 - Stock improvements at specific libraries
 - Improvements to the reminders system
 - Improving the self-service machines

4.3. The main areas for improvement that were suggested are:

- Books – diversity and levels, more recent, provide audio and e books
- Longer opening hours including weekends and evenings
- Improve search facility on catalogue and install more computers in libraries
- Increase range and availability of DVDs
- Increase range of activities for everyone and improve the promotion of them

4.4 Non-user consultation

- Almost 42% said they do not use the library because they bought their own books
- 35% said they had no time to use the library
- 15% had no interest in using the library
- 19% had never used a library
- 18% had stopped using a library in the last year
- 23% had not used a library in over 10 years
- 21% did not read books
- 6% were unaware of what libraries offered
- 6% had no transport or found it difficult to get to any libraries

4.5. Potential demand for library services

- Least known services were the FastBack collections, local studies and family history, young peoples groups and adult reading groups
- Non-users would be interested in attending activities at libraries, with music events, activities for children and families, training/learning and drama events being the most popular

4.6. Young people's consultation

Based on young inspects and work with

Young people liked:

- Activities
- Peaceful, quiet relaxing environment
- IT
- Learning zone
- Hiring DVDs and CDs
- Helpful staff including homework
- Range and selection of stock
- Comfy chairs and beanbags
- Café

Some young people found

- Libraries dull, old-looking, too quiet, and sleepy with bad smells
- Rude and moody staff
- Limited selection of stock
- Libraries old fashioned and pointless

4.7. Friends of Libraries Consultation

Focus groups held with Friends groups and Highworth community partnership were held and it was clear that the libraries are valued for not only the library functions, but also for their value to the community as a safe space for meetings and a way of sharing local information.

Services the Current Library Service Provides

- Free access to information through the provision of books and 24/7 online subscriptions to information sources plus an enquiry service delivered through librarians and enquiry officers.
- Literacy development through provision of the Children's summer holiday reading game, Bookstart and Treasure Chest for young children and the Six-book challenge for Adults.
- Reading development through author events, provision of, and support to book groups and stock for reading for enjoyment plus partnerships with Artswords and Swindon Festival of Literature.
- Children's story times and nursery rhyme sessions to inspire parents and carers with the joy of reading with children and ensure children are encouraged to read.
- Headspace groups for young people providing opportunities for them to participate in the planning of their library service, initiate projects, take up volunteering roles, gain accreditations in Youth Achievement Awards scheme, and Arts award.
- Learning opportunities through teaching sessions on computer use, genealogy courses, and online job CVs that increase the skills of residents, increases their opportunities for employment, and increases their life skills.
- The Swindon collection, providing family and local history material. Service has developed innovative ways to showcase the photographic collection online through the use of Flickr and Facebook.
- Access to Wiltshire and Swindon Archive service with regular monthly visits from the Service to provide 1 to1 support and help to library customers plus monthly talks on a variety of archive related topics. Swindon invested significant capital in the new Wiltshire and Swindon History Centre at Chippenham, enabling Swindon residents to visit a first class archive close to their home.

How will this be achieved – Action plan

Objective	Actions	Target date	Resources	Risk	Who responsible
Develop audience action plans to inform local library provision	Develop community profiles for each library through engagement with local community groups, clusters, local forums, Friends of Libraries groups etc. Ensure this is a rolling programme over 3 years – starting with community libraries	2011/2012	Staff time	Library opening times and stock not relevant to local community and usage declines	Library service strategic Manager – Delivery and Library managers Cluster leads
Diversity Impact assessment - revise	DIA for strategy completed to ensure strategy is inclusive	2011	Staff time	Exclusion of groups from libraries	Head of Libraries and Libraries Service strategic manager - development
Ensure Central library continues to meet Borough wide needs as a Central library and needs of local residents	Revisit Audience action plan from 2008	2011/2012	Staff time	Central library not fulfil requirements of a Central library and local residents stop using the library	Library service strategic Manager – Delivery and Central Library Manager
Maximise use of express zone at Central library	Monitor visitor and loan statistics to enable decision re change in hours	ongoing	Staff time	Usage declines	Central library managers

Objective	Actions	Target date	Resources	Risk	Who responsible
Increase use of stock in all libraries by ensuring stock is relevant to local communities	Use audience action plans and usage information to define range and levels of stock. Local community involvement in choice of stock.	2011/2012	Staff time	Loans and visits decrease – community feel that library does not offer what they want.	Libraries Service strategic manager - development and Lead adult and lead children's librarians
Increase community use of library spaces	Libraries to become community hubs by providing space for community activities and services in partnership with Council and partner services, e.g. Community cafes, advice points	2011/2012	Libraries	Libraries use decreases as libraries become isolated with a limited offer to local residents.	Library service strategic Manager – Delivery and Library managers
Increase and regularise hours in libraries and ensure community involved in recommending opening hours to reflect community needs	Library strategy approved and staff hours reworked to ensure staffing levels correct. Work with cluster forums and communities to establish opening hours	2011/2012	Library managers time and HR advice Cluster/locality lead and chair	Decrease in use of libraries through inconsistency of hours	Head of Libraries and Library service strategic Manager – Delivery and Library managers
Establish libraries forum	Work with current Friends groups to establish a framework for local friends groups and how a Swindon wide forum could operate.	2011/2012	Library managers and community engagement team	Engagement with local community is low and libraries not reflect local community needs	Head of Libraries and Library service strategic Manager – Delivery and Library managers

Objective	Actions	Target date	Resources	Risk	Who responsible
Establish partnerships to allow for increased opening time in community libraries and provide responsive support to local priorities	Identify and actively engage with relevant local partner organisations and groups	2011/2012	Staff time	Community libraries open for limited hours and libraries not responsive to local needs	Head of Libraries and Libraries Service strategic manager - development
Develop and agree volunteer policy	Work with current volunteers to develop policy and define roles of volunteers	2011/2012	Staff time	Lack of clarity over role of volunteers and opportunities for joint working missed.	Libraries Service strategic manager – development and Library service strategic Manager – Delivery
Raise Library service profile internally and externally	Engage with strategic partners and identify shared priorities and opportunities for joint working	2011/2012	Staff time	Libraries overlooked and strategic role of library service is overlooked, meaning opportunities are missed	Head of Libraries
Actively seek co-location and delivery of library services with other providers	Work in partnership with property services and other organisations to initiate and take advantage of opportunities	2011/2012	Staff time	Libraries overlooked as partners in co-location and co-delivery and opportunities for decrease in revenue costs missed	Head of Libraries and Libraries Service strategic manager – development
Clear levels and use of Section 106 funding that reflect library strategy	Work with planning department to establish levels of Section 106 funding for libraries and how they can be used	2011/2012	Staff time	Work done several times as no clear usage established,	Head of Libraries

Objective	Actions	Target date	Resources	Risk	Who responsible
Alternative models for service delivery evaluated	Work with Leisure and Culture on Options appraisal work with consultants to look at best way of taking library service forward.	2011	Staff time	Service cost reductions will start to affect front line service opening hours and staffing levels	Head of Libraries
Staff workforce trained and developed to ensure staff have appropriate skills and opportunities	Review training and development	2011/2012	Staff time and financial resources	Staff not skilled to deliver service in new ways of working and quality of service declines	Libraries Service strategic manager – development and Library service strategic Manager – Delivery