

Best Value Review of Libraries Implementation Plan (July 2003) – 3rd Progress report November 2004

A. Recommendation					
Reconfigure the mobile service	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
		£100,000			
B. Key Actions		Original completion date	Revised date for completion	Progress	
1.	Single staff all vehicles.	Mar 2004	June 2004	<p>Jan 2004: Following Cabinet decision of 23/6/2003, work started on the Protocol for Organisational Change process to achieve implementation by target date.</p> <p>June 2004: Three mobile routes were single staffed from 1 April. Single staffing will be implemented on the remaining vehicles following recruitment and training of new staff.</p> <p>Nov 2004: Achieved</p>	
2.	Appoint manager to implement consultation.	Oct 2003		Jan 2004: Achieved.	
3.	Review the current location and duration of stops.	2003 -7		<p>Jan 2004: Methodology and aims and objectives in place to begin review in April 2004.</p> <p>June 2004: The review process will follow the implementation of single staffing on all vehicles.</p> <p>Nov 2004: 'Your Mobile Library' Roadshows delivered across the county in Oct/Nov 2004 to invite comments on and promote service developments which will inform changes to be implemented in 2005</p>	
4.	Establish feasibility of a themed mobile to serve Under 5s in disadvantaged areas.	Mar 2005		<p>Jan 2004: Will tie in with the review of location and duration of stops.</p> <p>June 2004: The review process will follow the implementation of single staffing on all vehicles.</p>	

Nov 2004: follows review of location/ duration of stops

C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)

Outcome Indicator	Target	By When	Result so far
More cost-effective mobile service.	Projected saving achieved without loss of service	Single staffing will be implemented between April - June 2004	To be reported Jun 2005.

A. Recommendation

Single staff appropriate service points.	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
		100,000	80,000		Security issues in the course of being completed which may impact on costs

B. Key Actions

	Original completion date	Revised date for completion	Progress
5. Appoint manager to implement consultation process.	Oct 2003		Jan 2004: Achieved. Following Cabinet decision of 23/6/2003 work started on the Protocol for Organisational Change process to achieve implementation by target date.

C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)

Outcome Indicator	Target	By When	Result so far
More cost-effective service.	Savings achieved without loss of service	Mar 2004	To be reported Jun 2005. June 2004: One library single staffed from 1 April 2004. Single staffing will operate at all fourteen static libraries as the health and safety measures agreed are completed and staff are appointed Nov 2004: 12 libraries single staffed. Recruitment in progress for remaining two Assistant Library Manager posts

A. Recommendation					
Sunday opening of libraries.	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Initial costings estimate £30,000 pa to open one library on Sundays	None			
B. Key Actions		Original completion date	Revised date for completion	Progress	
6.	Pilot Sunday opening at a main library.	April 2005		<p>Jan 2004: In progress but the exact date of the pilot is yet to be fixed due to unknown financial factors arising from single staffing.</p> <p>June 2004: The target start date for the Sunday opening pilot is April 2005.</p> <p>Nov 2004: Pilot at Watford Library starts March 2005 Recruitment for staff in progress</p>	
7.	Research options/models for implementing Sunday opening.	Sep 2003		Jan 2004: Achieved.	
8.	Implement consultation process for Sunday opening.	April 2004	Dec 2004	<p>Jan 2004: Consultation with Unison and staff in progress.</p> <p>Jun 2004: Consultation is continuing.</p> <p>Nov 2004: Consultation continuing</p>	
9.	Review Sunday opening initiative after fixed period. Continue to monitor and improve access with the aim of moving closer to meeting PLS3.			Jun 2004: To be reported in Jun 2005.	
10.	Explore options to enable extended opening hours on Saturdays.	To follow Sunday opening initiative			

C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far

A. Recommendation					
Modernise the Mobile vehicle network.	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	HCC lease maintenance fund		Within existing budgets		
B. Key Actions		Original completion date	Revised date for completion	Progress	
11. Implement the mobile vehicle replacement plan 2002 -7 through a rolling lease programme.		Mar 2007		Jan 2004: On target. Jun 2004: On target Nov 2004: On target	
12. Add mobile libraries to the network using GPRS technology.		Mar 2004		Jan 2004: System trials continuing November 2003. Jun 2004: System is now in operation and will be introduced to each mobile as its vehicle is replaced. Nov 2004: Rollout programme continuing	

C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
11. Fleet replaced with modern vehicles.	On going 2004-2007		Jan 2004: 1 Community Service Mobiles and 3 replacement trailers due December 2003. Jun 2004: <ul style="list-style-type: none"> ◆ Total in service - two Community Service Mobiles and two Mobiles (St Albans and Watford). ◆ Delivered and waiting GPRS installation - two mobiles (for Welwyn Garden City and Stevenage).

			<ul style="list-style-type: none"> The rolling programme of vehicle replacement continues to be on target <p>Nov 2004: Replacement plan on target: New vehicles in operation are: 3 Community service vehicles; 5 Mobile Libraries – St Albans, Watford, Welwyn, Stevenage, Hertford</p>
12. On line access to the library catalogue available on all mobiles. Public internet access available on some mobiles with longer stops.			<p>June 2004: On line catalogue operating on the Watford, St Albans and Hertford Mobiles. Stevenage and Welwyn Mobiles to be connected in June 2004.</p> <p>Nov 2004: On line catalogue has been introduced to all new vehicles in service</p>

A. Recommendation					
Modernise the network: explore partnership opportunities.	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Initiatives dependent on opportunities which arise eg PFI, SRB, section 106 funding		Within existing budgets		
B. Key Actions		Original completion date	Revised date for completion	Progress	
13.	replace existing inadequate libraries with exciting new developments	Ongoing 2003-2008		<p>Jan 2004: We are in exploratory discussions with potential partners in 4 communities with existing inadequate libraries. Commercial negotiations are underway for a fifth.</p> <p>Jun 2004: Commercial negotiations are underway for an additional library.</p>	
14.	Explore and expand current use of libraries as community access points	On-going		<p>Jan 2004: HertsDirect dumpbins in all libraries. Nearing the end of survey to place HCC noticeboards and leaflet racks at all libraries.</p> <p>Jan 2005:</p> <ul style="list-style-type: none"> Hertsdirect dumpbins are in place at all libraries 	

			<ul style="list-style-type: none"> ◆ HCC noticeboards will be installed in libraries by July 2004 ◆ HCC leaflet racks are waiting Design approval <p>Targets identified in District Annual Library Plans include:</p> <ul style="list-style-type: none"> ◆ In St Albans, Fleetville and Cunningham Libraries will be used as bases for IT tuition in partnership with the CafeNet project - Fleetville will be launched on 19 May 2004. ◆ In Broxbourne, Hoddesdon Library is working in partnership with the Adult and Community Learning (ACL) to develop a Community Learning Centre using an existing meetings room within the library. ACL have provided funding to improve access for people with disabilities to enhance study facilities and courses already provided there by the library service and other local organisations.
15. Identify training and resource implications as and when appropriate.	On-going		Jun 2005: Marketing training needs identified in the 2004/5 training plan.
16. Libraries as oases. Explore local potential for provision of drop in facilities for other council staff/organisations.	Ongoing 2003-2008		<p>Jan 2004: Current use of libraries as regular venues includes:</p> <ul style="list-style-type: none"> ◆ Surgeries for Members at Bushey, Buntingford, Chorleywood and Rickmansworth ◆ MP surgery at Bishop Stortford ◆ Community Strategy Action Group meetings at Sawbridgeworth ◆ Benefits Agency drop-in sessions at Hemel Hempstead, Berkhamsted and Croxley ◆ Volunteer Bureau awareness sessions at South Oxhey <p>Jun 2004:</p> <ul style="list-style-type: none"> ◆ Rickmansworth and Chorleywood libraries used as polling stations for the European election ◆ Libraries used as venues for In2Work interviews
17. Business case proposals for library buildings to be brought forward to Cabinet.	Dec 2004		Jan 2004: Achieved. Capital bids made this year for Hertford and for money to fund feasibilities for other libraries
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
Improved usage or a reduction in the decline of use of libraries where there are new initiatives.	Improved footfall, enquiries & loan figures in		Jan 2004: Half yearly comparisons Apr-Sep 2002 & 2003 The refurbishment of Berkhamsted and Hitchin libraries and the establishment of lifelong learning opportunities with partner organisations at both has led to an increase in use:

	libraries		<ul style="list-style-type: none"> ◆ Berkhamsted: a 9% increase in issues; 38% increase in enquiries; 25% increase in visits ◆ Hitchin: a 9% increase in issues and a 12% increase in enquiries; 2% decrease in visits <p>Jun 2004: The full year comparisons 2002/3 & 2003/4 still reflect an increase in use at these libraries:</p> <ul style="list-style-type: none"> ◆ Berkhamsted: 1% increase in issues; 28% increase in enquiries; 12% increase in visits ◆ Hitchin: 3% increase in issues; 6% decrease in enquiries; 1% increase in visits
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A. Recommendation					
Fees and charges	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	£20,000 (assuming an increase in reservations)	None			There is a need to assess the impact of a full year of changes in fees and charges before any revision can be made
B. Key Actions		Original completion date	Revised date for completion	Progress	
18.	<p>Selected changes implemented</p> <ul style="list-style-type: none"> ◆ remove reservation charge on children's books ◆ remove reservation charge on community language books ◆ remove charge for lost and damaged items for under 5s 	April 2004		<p>Jan 2004:</p> <ul style="list-style-type: none"> ◆ Implementation plan completed. On target. ◆ Achieved Dec 2003 ◆ Implementation plan completed. On target. <p>These measures will have a negligible cost. Further actions are to be developed in 2005/6 after the savings identified in action points 1 and 5 have been achieved.</p> <p>Jun 2004: The changes identified have all been achieved. Further changes being considered are:</p> <ul style="list-style-type: none"> ◆ Reduce reservation charges from £1.00 by up to 50p. ◆ Cap overdue charges and charges for music recordings and talking books. 	

B. Key Actions	Original completion date	Revised date for completion	Progress
		Apr 2005	<ul style="list-style-type: none"> ♦ Investigate the feasibility of a targeted fines amnesty. ♦ Identify a simplified structure of exemptions and concessions Nov 2004: Fees and charges review group – work still in progress to recommend changes for April 2005
19. Implement a simplified structure for library fines eg maximum charge, exemptions and concessions	Apr 2005		Jun 2004: These will tie in with the review of fees and charges being considered. Nov 2004: In progress
20. Abolish charges for access to resources in the Family History Centre at HALS.	April 2004	Sep 2003	Jan 2004: Achieved.
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
18 & 20. Stem decline in library visits (PLS 11), active borrowers and issues.	by 2% on previous year	April 2005	To be reported a full year after implementation - June 2005.

A. Recommendation					
Implement a marketing strategy to develop and promote services to users and non-users to redress declining use	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	50,000		2,000		
B. Key Actions	Original completion date	Revised date for completion	Progress		
21. Develop a Marketing and Development portfolio to co-ordinate and support strategy.	Ongoing 2005-2008		Jan 2004: Apart from 'just do' and 'quick wins' listed below, major projects are dependent on savings made available in 2005/06.		

			<p>Jun 2004: A District Librarian will undertake the lead role in developing a Marketing and Communications strategy from July 2004</p> <p>Nov 2004: Marketing strategy under development.</p> <p>Improvements to external library signing to be implemented by April 2005</p>
B. Key Actions	Original completion date	Revised date for completion	Progress
22. Develop projects aimed at black and ethnic minority communities eg Black History Month.	April 2004 and ongoing		<p>Jan 2004:</p> <ul style="list-style-type: none"> ◆ Staff training day held and series of public events on Black and Asian writing held October 2003. ◆ New service for obtaining community language stock launched December 2003. <p>Jun 2004:</p> <ul style="list-style-type: none"> ◆ A programme of events has been planned for 2004/05. <p>Nov 2004: Consultation on Urdu stock at Watford planned for Nov/ Dec 2004. Black Writers list updated Oct 2004 'Reading Africa ' stock promotion Oct 2004</p>
23. Work with national and regional initiatives to promote Lifelong Learning	April 2004 and ongoing		<p>Jan 2004:</p> <ul style="list-style-type: none"> ◆ Libraries in 4 Districts participating in the ESF funded LearnEast project to promote learning opportunities to groups suffering inequality in the labour market. Project extended to Nov 2004. ◆ Planning participation in an EEMLAC Skills for Life project in April/May 2004. ◆ Exploring participation in a further regional bid for ESF/EQUAL funding for lifelong learning in the next call (due Feb 2004). <p>Jun 2004:</p> <ul style="list-style-type: none"> ◆ Welwyn Garden City Library is participating in the EEMLAC Skills for Life project March -July 2004. ◆ ESF/EQUAL bid in preparation - now due Jun 2004. <p>Nov 2004: LearnEast project completed</p>
24. Develop libraries as venues for Family Learning.	April 2004 and ongoing		<p>Jan 2004: ICT Taster sessions promoted in 28 libraries for Family Learning Weekend in October 2003.</p>

			Jun 2004: Participation in Family Learning Weekend is being planned for October 2004. Nov 2004: Family Learning Weekend activities held in all Districts Oct 2004 e.g. IT tutoring sessions, People's War, Family History
25. Increase the number of school visits to promote the Summer Reading Challenge	Oct 2003		Jan 2004: Achieved. Jun 2004: The target for the 2004 Summer Reading Challenge is to visit 100 primary schools (25% of county total) Nov 2004: School visit target achieved
26. Develop a programme of targeted video/DVD promotions.	Mar 2004	October 2004	Jan 2004: Project delayed due to major changes in video industry. It is hoped to implement later in the year if and when the industry has settled and a way forward can be determined.
B. Key Actions	Original completion date	Revised date for completion	Progress
30. Review and revise printed publicity incorporating monitoring evaluation methodology.	Mar 2005		Jun 2004: To be delivered as part of the Marketing and Communications Strategy.
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
25. Increase participation in Summer Reading Challenge.	10% on previous year	Oct 2003	Jan 2004: 20% achieved County wide. Nov 2004: final figures for 2004 scheme not yet available
25. Increase the number of children joining the library to take part in SRC.	10% on previous year	Oct 2003	Jan 2004: 905 joined in 2003. The target was ambitious and results were below that achieved in 2001. Nov 2004: final figures for 2004 scheme not yet available
26. DVD/Video outcomes. Increase feature film issues by 25%; income by 10% etc			To be reported after implementation.

A. Recommendation					
Develop management information from Cyberquery to improve knowledge of and target current/lapsed users	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Within existing resources				

B. Key Actions		Original completion date	Revised date for completion	Progress	
27.	Cyberquery operational.	Mar 2004	October 2003	Jan 2004: Achieved.	
28.	Run targeted promotional fines amnesty to lapsed users.	Mar 2004	Oct 2004	Jan 2004: Implementation plan on target. Jun 2004: The revised start date for the targeted fines amnesty will allow tracking of users for reporting in Jun 2005. Nov 2004: On target for Jun 2005	
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)					
Outcome Indicator		Target	By When	Result so far	
28.	Contribute to active borrower and issues targets (PLS 11).		April 2005	To be reported after implementation.	
A. Recommendation					
Make it easier to join the library	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Within existing resources				
B. Key Actions		Original completion date	Revised date for completion	Progress	
29.	Implement the findings of the membership procedures working group.	Apr 2004		Jan 2004: Implementation plan on target. Initial staff training Dec 2003. Jun 2004: Achieved.	
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)					
Outcome Indicator		Target	By When	Result so far	
29.	Stem decline in membership and issues	By 2% on previous year	April 2005 and on going	To be reported June 2005	

A. Recommendation					
ICT developments in line with E-Government Strategy	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Within existing resources				
B. Key Actions		Original completion date	Revised date for completion	Progress	
31.	Develop electronic messaging capability to promote new and existing services	2007			
32.	Provide credit card facilities for payment on-line.	Dec 2003		Jan 2004: Delayed due to technical difficulties in providing VAT receipts, and the need for further information on cost per transaction. Jun 2004: Further delayed due to priority of SHARP.	
B. Key Actions		Original completion date	Revised date for completion	Progress	
33.	Implement Online requests in real time.	Apr 2004	Sep 2004	Jan 2004: On target. Jun 2004: Delay due to software faults. Nov 2004: Delay due to software faults.	
34.	Implement Online library membership applications.	Apr 2004		Jan 2004: To be implemented as part of the new membership procedures (see key action 29). Jun 2004: Although new membership procedures have been introduced, online library membership has been delayed due to HertsDirect redesign. Nov 2004: Implementation expected in Dec 2004	
35.	Encourage teenagers to use libraries more by providing computer games clubs.	Mar 2004	Mar 2005	Jan 2004: No suitable partnership opportunities identified to date. Jun 2004: Identified as a project to be researched by the Teenage Review Group Nov 2004: Teenage Review Group work in progress	
42.	Develop facilities for letting people use their own laptops in libraries.	Mar 2005			

43. Implement the rollout of maximum of 202 PCs from 2003-2006.	2006		Jan 2004 - On target for 130 new PCs to be installed by the end of the financial year. Jun 2004: Target of 130 new PCs achieved.
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
33. Contribute to improve web site visits by 10% (PLS 10).			To be reported Jun 2005.
34. Increased active membership	By 2% on previous year		To be reported a full year after implementation in Jun 2005.
43. Meet Public Library Standards PLS 6 (1)	6 PCs per 10000 head of pop		Jan 2004: The installation of the 130 additional PCs by May 2004 will result in the PLS target being achieved. Jun 2004: Due to an error in calculations the January estimate of meeting PLS 6(1) has not been achieved. Nov 2004: Local target of 441 public PCs achieved. PLS 6i unlikely to be achieved without major improvements to buildings

A. Recommendation

Stock	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Cost neutral or income generating				

B. Key Actions

	Original completion date	Revised date for completion	Progress
36. Pilot the viability of selling the top best-sellers.	Jul-Dec 2003	January 2004	Jan 2004: Pilot projects in place. To be evaluated early 2004. Jun 2004: - Achieved
37. Pilot 'Express' fiction/non fiction bookshop style stock areas in 1 library with strong branding.	Apr 2005		Jun 2004 - 10 pilot collections in place.
38. Prepare for and go out to tender for the book supply contract in partnership with the	Mar 2004		Jan 2004: On target. Tenders currently under evaluation.

CBC.			Jun 2004: Achieved and in place from 1 April 2004.
39. Work in partnership with Co-East on interconnectivity for provision of Inter Library Loans.	Apr 2006		
40. Implement the recommendations from the adult non-fiction working groups.	Oct 2003	Dec 2003	Jan 2004: Task group reported November 2003. Recommendations currently being considered. Jun 2004: Action plan currently being implemented. On target Nov 2004: ongoing implementation
41. Implement the recommendations from the children's non-fiction working groups.	Apr 2003		Jan 2004: Task group reported. Recommendations currently being implemented. Jun 2004: Achieved.

C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
36. Pilot evaluated and extended, if viable.		Jan 2004	Jan 2004: Awaiting evaluation. Jun 2004: The project findings were that selling best sellers in libraries has not proved cost-effective due to the severe price competition in this part of the book market.
38. Favourable contract implemented and monitored		April 2004	Jan 2004: Awaiting evaluation. Jun 2004: New contracts in place from April 2004.
40 & 41. Stem decline of non fiction adult and children's issues		April 2005	To be reported a full year after implementation

A. Recommendation					
Develop and improve access to electronic information resources.	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Within existing resources				
B. Key Actions		Original completion date	Revised date for completion	Progress	
44. Improve access to CD-ROMs and subscription websites via InfoNet (the information network).		Mar 2005		Jan 2004: Subscriptions negotiated to allow access to Oxford Reference Online and Grants Online in all libraries. Jun 2004: National newspaper and periodicals databases accessible in all libraries from April 2004.	
45. Develop 'links to other websites' facility from the library pages of HertsDirect.		Mar 2005			
46. Ensure enquiry desk staff trained to promote/exploit electronic resources.		Mar 2005		Nov 2004: Sustainability built into training plan to train all new staff to full ECDL and internet skills	
47. Implement remote access to InfoNet resources for library members.		Mar 2005			

C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
Greater numbers of people enabled to exploit electronic resources via libraries.	Increased use of electronic resources by library users eg visits to the library website		The introduction of the Netloan booking system on all public PCs by Mar 2004 will enable tracking of this use. To be reported Jun 2005

A. Recommendation					
Support and develop Social inclusion initiatives	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Within existing resources				
B. Key Actions		Original completion date	Revised date for completion	Progress	
49.	Implement and monitor libraries Equality Action Plan.	On going		Jan 2004: On target. Jun 2004: On target.	
50.	Continue to implement the DDA capital programme to ensure libraries are accessible.	2004 and on going		Jan 2004: <ul style="list-style-type: none"> ◆ Priorities for 2003/4: automatic doors, platform lifts and minor works eg surfaces and handrails. ◆ Levels of compliance reported in the Service Property Strategy (now Service Property Priorities). ◆ New SPP due for Mar 2004. Jun 2004: <ul style="list-style-type: none"> ◆ Priorities for 2004/5: complete auto door programme; improve external access. ◆ New SPP agreed Mar 2004 Nov 2004: Remaining DDA programme assessed bids submitted for additional improvements through HCC capital programme	

51. Recommend improvements to Cassettes for Blind People service to the Scrutiny Committee, benchmarking Herts with comparator authorities, consulting service users.	Oct 2004		Jan 2004: Report presented to Scrutiny Committee. Recommendations being implemented.
52. Investigate Videos for the Deaf Service in the light of technological developments.	Oct 2004		Jun 2004: Implementation continuing. Nov 2004: Implementation continuing Jan 2004: Report approved by Cabinet member. Work in progress to implement. Jun 2004: Changes being implemented to meet target completion date of December 2004. Nov 2004: Achieved
53. Utilise Cyberquery to improve targeting of the service to socially excluded groups.	Ongoing		
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)			
Outcome Indicator	Target	By When	Result so far
49. Increased take up of services by target groups.			To be reported by Jun 2005.
49. Meet HCC equality targets: <ul style="list-style-type: none"> ◆ 4.3% of Department workforce to be made up of employees from black or minority ethnic groups. ◆ 3.9% of Departmental workforce to be made up of employees with disabilities. ◆ Increase representation of black and minority groups, disabled people and women in M grades and above. 			Jan 2004: Dec 2003 results for Community Information are: <ul style="list-style-type: none"> ◆ 4.15% ◆ 2.24% ◆ CI participation in HCC Positive Action Strategy Jun 2004: The March 2004 comparisons show that: <ul style="list-style-type: none"> ◆ Black and ethnic minority groups increased to 4.2% ◆ Employees with disabilities increased to 2.52% ◆ For staff on M Grades and above (March 2004 comparisons to March 2003) there has been <ul style="list-style-type: none"> ◆ an increase in representation of black and ethnic minority groups and of women ◆ no change for people with disabilities
50. Number of Libraries DDA compliant			To be reported Jun 2005.
51. Improvements identified.			To be reported by Jun 2005.

A. Recommendation					
Staff Development: Implement training and development strategy to ensure:	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Within existing resources + NOF funding £74, 900 (03/04)				
B. Key Actions		Original completion date	Revised date for completion	Progress	
54.	Staff have the required skills to implement the BV improvement plan.	On going		Jan 2004: Training programme reviewed annually. Jun 2004: Review completed.	
55.	Hertfordshire maintains IIP status.		Jan 2004	Jan 2004: Achieved. IIP reassessment process successfully completed 14 Jan 2004. Community Information continues to be recognised as an Investor in People.	
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)					
Outcome Indicator		Target	By When	Result so far	
54.	ECDL/NOF training sustained			Jan 2004: To be reported Jun 2004. Jun 2004: ♦ NOF targets of numbers of staff to be trained were met. ♦ 2004/5 Training programme includes ICT training for new staff. Nov 2004: Sustainability built into training plan to train all new staff to full ECDL and internet skills	
54.	Staff knowledge PLS 14 (I) & (ii) (Public Library Standards).	(i) Adult 95% (ii) Childrens 100%	ongoing	Jan 2004: (i) Achieved (ii) Achieved Results from Public Library User Survey (PLUS) Oct 03.	
55.	IIP re awarded.			Jan 2004 - achieved	

A. Recommendation					
Consultation and Monitoring	Total est. cost £	Total projected savings £	Costs to date £	Savings achieved £	Any revisions to total costs / projected total savings?
	Within existing resources				
B. Key Actions		Original completion date	Revised date for completion	Progress	
56.	Implement mechanism for children and young people and socially excluded groups to be involved in the development of library services.	Mar 2004	Mar 2005	<p>Jan 2004: Will be delayed pending appointment of new Service Development Manager, YP and Community Services and rollout of Service review.</p> <p>Jun 2004: Service Development Manager, Children, Schools & Equalities appointed April 2004.</p> <p>Nov 2004: Partnerships being developed with Connexions and the Youth Service to engage in the Participation Agenda with young people</p>	
57.	Ensure that local people shape the design and content of any re-furbishments or new builds.	ongoing		Nov 2004: Follows actions in 56 above	
58.	Prepare a targeted programme to engage users/non users and lapsed users in the BV improvement programme.	2003-2008		<p>Jan 2004: Will follow specific key actions requiring consultation.</p> <p>Nov 2004: Users and non-users engaged as part of the Mobile Library Roadshows to review location and duration of mobile library stops</p>	
59.	Continue to implement and develop the consultation programme.	On going		<p>Jan 2004: The rolling programme of consultation is on target:</p> <ul style="list-style-type: none"> ♦ Public Library User Survey (adult and children) Oct 2003. ♦ Library User Panels. ♦ Focus groups for specific task groups eg adult non-fiction task group Sep/Oct 2003. <p>Jun 2004:</p> <ul style="list-style-type: none"> ♦ Three-year programme has been agreed to include Adult and Children's Public Library Surveys (PLUS), Community PLUS and e-PLUS <p>Nov 2004: e PLUS survey completed by Dec 2005</p>	

60.	Continue to conduct Quality Audits of libraries as part of the Performance Evaluation Programme.	On going		Jan 2004: New Quality Audit programme in place. Annual report in first quarter of each year.
B. Key Actions		Original completion date	Revised date for completion	Progress
61.	Continue the Best Value process, annually monitoring Hertfordshire's performance against comparator authorities, setting appropriate challenging targets to maintain and aim for the top quartile in all areas of service provision.	Annually		Jan 2004: Achieved Jun 2004: Achieved
C. Evidence of Improvement (to be reported annually or more frequently where data can be collected more frequently)				
Outcome Indicator		Target	By When	Result so far
59.	Customer Care performance maintained.			Jan 2004: To be reported following Disguised Testing programme results. Jun 2004: Disguised Testing carried out between Jan and April 2004. Results due in June 2004. Nov 2004: The 2004 programme reported a high level of satisfaction was maintained although overall performance for the whole service dropped slightly from 91% (2003) to 88% (2004)
59.	Staff helpfulness maintained Public Library Standard 15 (i) & (ii).	(i) Adult 95% (ii) Childrens 100%	On going	Jan 2004: (i) Achieved (ii) Achieved Results from Public Library User Survey (PLUS) Oct 03. Jun 2004: The Hertfordshire Residents Survey 2003 reported a significant increase in satisfaction with libraries (BVPI 119) in the last three years - up to 87% in 2003/4 from 705 in 200001.
60.	Continue to conduct Quality Audits of libraries as part of the Performance Evaluation Programme.	Service quality standards and targets met	On going	Jun 2004: Comparisons of the Quality Audit results for the same libraries tested in both 2002 and 2003 shows: ♦ 16 libraries achieved an acceptable 75% score in 2003 compared to 13 achieving this in 2002

			<ul style="list-style-type: none">◆ 3 further libraries were within 1% of an acceptable score in 2003 compared to none in 2002◆ 9 libraries scored over 80% in 2003, maintaining the same achievement of 2002
61. Setting and meeting targets to improve year on year.			Actions follow BVIP process