libraries ni

ANNUAL BUSINESS PLAN

2018/19

(*Approved by Department for Communities
11 October 2018*)

CONTENTS

Foreword

Foreword by Chairperson and Chief Executive

We are pleased to present the annual Business Plan which sets out the direction of travel for Libraries NI for 2018/19 and outlines the ambition to deliver outcomes within the strategic framework, corporate goals and associated high level objectives for the period 2016 – 2020, provided by the Corporate Plan. Both the Business and Corporate Plans are closely linked to wider government priorities with the aim of making a lasting and sustainable contribution to the wellbeing of individuals and communities.

This plan has been developed in a climate of financial and political uncertainty which means that it will be important to keep the plan under review throughout the year.

What is certain, however, is that libraries constitute an extensive network of shared public spaces, free at the point of access with dedicated and professional staff who are committed to providing help and support to people in our communities, no matter what their background or circumstances and to assist them in accessing knowledge, information and ideas, thereby opening up a world of opportunities for everyone. Libraries encourage a love of reading as the basis for developing literacy skills, which are the foundation for success in education and employment, provide an important gateway to health and wellbeing, to personal development, and to social, economic and political participation.

This means that libraries are well placed to deliver on priority agendas that make a real difference to the lives of individuals and communities. In a time of increased financial stringency we must focus our efforts where we can have the greatest impact, while being mindful also of our statutory obligation to provide a comprehensive service for everyone who lives, works or studies in Northern Ireland. Our services must be efficient and provide value for money.

Libraries are a valued and trusted resource at the heart of communities, providing space and opportunities to learn and to connect and they are held in high regard by the public. It is our view that Libraries NI can make a significant contribution to the work of the Department for Communities as a local access point to many of the services being delivered both by it and other Departments, thus helping to facilitate joined-up approaches to service delivery in all communities.

Bernard Cullen   Jim O'Hagan
Chairperson   Chief Executive

1. Who We Are

1.1 The primary duty of the Northern Ireland Library Authority (known as Libraries NI), as set down in the Libraries Act (Northern Ireland) 2008, is to provide a comprehensive and efficient public library service for persons living, working or studying in Northern Ireland. In doing so we are required to:

- secure that facilities are available for the borrowing of, or reference to library materials sufficient in number, range and quality to meet the general requirements of adults and children (whether by keeping adequate stocks, by arrangements with other bodies concerned with library services or by any other means); and

- have regard to the desirability of:
  - encouraging both adults and children to make full use of the library service
  - providing advice as to the use of the library service and making available such bibliographical and other information as may be required by persons using the service
  - promoting literacy and lifelong learning
  - maintaining a collection of library materials relevant to the cultural heritage of Northern Ireland
  - making library premises available for cultural and community activities
  - meeting any special requirements of adults and children by any appropriate means.

1.2 The Board of Libraries NI, when fully constituted, comprises a Chairperson and eighteen Members, the majority of whom are councillors within the meaning of the Local Government Act (Northern Ireland) 1972. The Board is appointed by the Minister for Communities.

1.3 **Our Vision**

A visible, accessible and inclusive library service at the heart of communities, changing lives and valued by all.

1.4 **Our Mission**

Connecting people with information, ideas and experiences to foster lifelong learning, inspire curiosity, provide enjoyment and strengthen communities.

1.5 Our Values

Caring - we care about our customers, the community, each other and what we do. We will provide a safe and welcoming environment where people can connect and explore. We will show respect for users of our service and for each other and will strive to provide positive experiences for both external and internal customers.

Accountable – we take responsibility, as individuals and as an organisation, for effective stewardship of the resources allocated to us and for delivering on our commitments. We will act with integrity, maintaining high standards of governance, responsible leadership and efficient operations.

Responsive – we are a learning organisation that is open to new ideas and constantly seeks better ways to serve individuals and communities. We will continue to explore innovative ways of working to ensure that services are vibrant, effective and relevant to the changing needs of customers.

1.6 Our Key Principles

- We will plan regionally and deliver services locally
- We will strive for equity of provision with targeted interventions to meet particular needs in local communities
- We will encourage and share best practice
- We will develop mutually beneficial strategic partnerships to widen access and optimise the use of scarce resources
- We will engage with communities to ensure that the services being delivered are meeting local needs.

1.7 Our Network

Our services are delivered through a network of 96 libraries, two heritage libraries, 16 mobile libraries and 10 homecall vehicles, which provide a wide range of free services including:

- books and other material such as audio books, newspapers, periodicals and magazines
- downloadable eBooks, audio books and eMagazines and other online resources, many of which can also be accessed from home
- computers for use by the general public with free internet access for library members

- support for the development of ICT skills
- free Wi-Fi, enabling library members to use their own devices
- learning opportunities
- school class visits
- family history, heritage and local studies material
- access to information from a range of sources and organisations
- access to cultural and creative experiences
- storytimes, rhythm and rhyme sessions and other activities for children
- reading groups for children, teenagers and adults
- study, meeting and shared social space.

2.   The Planning Context

2.1   In developing this Business Plan consideration has been given to the impact on libraries and library use of the economic, public policy, social and technological environment as well as key governmental priorities and the outcome of various reviews previously undertaken by Libraries NI.

Economic Environment

2.2   Business planning is taking place against a backdrop of financial uncertainty. In the absence of an Executive and Assembly the Permanent Secretary of the Department for Communities has allocated £25.581 million of resource funding to Libraries NI for 2018/19, 4% less than the initial 2017/18 baseline budget position. Consequently, a Spending Plan was prepared on the basis of a 4% reduction and a series of planning assumptions about cost increases and additional pressures. This allocation results in a reduction of £1.066 million compared with the initial budget for 2017/18 and of approximately £3.207 million compared with the final budget for 2017/18. A series of in year allocations in 2017/18 provided a welcome boost to the stock and property maintenance budgets, and facilitated some voluntary severances. Further information about finance appears in Section 5.

2.3   It is not possible to maintain previous levels of service provision with this level of funding. Libraries NI will, nevertheless, seek to manage the challenges

presented by reduced funding in ways that minimise impacts on both the level and quality of services we provide.

Public Policy Environment

2.4 In the context of implementing public policy the outcomes identified in the 2016/17 draft Programme for Government (PfG) remain relevant and are set out below:

- we prosper through a strong, competitive regionally balanced economy
- we live and work sustainably – protecting the environment
- we have a more equal society
- we enjoy long, healthy, active lives
- we are an innovative, creative, society, where people can fulfil their potential
- we have more people working in better jobs
- we have a safe community where we respect the law, and each other
- we care for others and we help those in need
- we are a shared society that respects diversity
- we are a confident, welcoming, outward-looking society
- we have high quality public services
- we have created a place where people want to live and work, to visit and invest
- we connect people and opportunities through our infrastructure
- we give our children and young people the best start in life.

The Libraries NI Business Plan is also guided by the 2018-19 Outcomes Delivery Plan which further confirms the framework of outcomes of societal wellbeing developed by the former Executive.

2.5 Libraries NI identified areas that were specifically relevant to our work and these included cultural participation, education, poverty and self-efficacy, child development, people with disabilities, active ageing, online channels, employment, health, mental health, respect and reconciliation. In addition, as a statutory partner, we have engaged with local councils across Northern

Ireland as part of the Community Planning process. Work in these areas will continue during 2018/19.

2.6 This Business Plan has been informed by the draft PfG and the contribution that Libraries NI can make to achieving the outcomes included in it.

2.7 During 2013 the former Department of Culture Arts and Leisure (DCAL) carried out a review of Delivering Tomorrow's Libraries, the Department's policy framework for the public library service in Northern Ireland, which was originally published in 2006, and concluded that the policy remained relevant. It was determined, however, that the associated Public Library Standards should be revised. As a result, a revised set of Public Library Standards[1], relating to tackling poverty and social exclusion, participation, customer satisfaction, access, stock and access to ICT, was published covering the period 2014 – 2019. Account has been taken of these Public Library Standards in developing this Business Plan.

2.8 In meeting public policy obligations Libraries NI works closely with the Department for Communities and in particular the Engaged Communities Group within the Department. The Department's strategic priorities that have a particular resonance include:

- a more confident people living their lives to the full
- more engaged communities
- lower levels of economic inactivity and unemployment
- improved communities and better housing
- effective and accountable local government
- effective engagement with people, stakeholders, and delivery partners
- responsive and effective service delivery.

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[1] The Public Library Standards can be accessed at the following link: https://www.communities-ni.gov.uk/publications/delivering-tomorrows-libraries-public-library-standards-2014-2019.

This Business Plan takes account of the contribution that Libraries NI can make to these priorities and associated objectives and seeks to build on the progress made to date in this regard.

2.9   Government has made significant investments in the library network and infrastructure over the last few years, including through the refurbishment and modernisation of many library buildings and the procurement of new mobile libraries as well as through the information and communications technology platform which provides fast broadband as well as free Wi-Fi in every library. It is important that the benefits of these investments are fully realised and given that 89% of the population live within two miles of a branch library or mobile library stop, there is tremendous potential for libraries to provide access to and support for a range of citizen-focused services located at the very centre of local communities.

Social Change

2.10   In an increasingly diverse and multi-cultural society the promotion of social inclusion towards a shared and better future for all citizens remains a high priority. We live in a society where much inequality still exists and where not everybody has an equal opportunity to develop their talents to the full. This is recognised in the draft Programme for Government.

2.11   Public libraries are widely recognised as welcoming, accessible, trusted and shared spaces, embedded in communities and used by people of all ages, cultures and backgrounds to pursue leisure and learning and to have access to high quality information resources. This business plan reflects Libraries NI's commitment to delivering its services in welcoming and accessible environments, which are available to all sections of the community. In doing so Libraries NI contributes to the Together: Building a United Community (T:BUC) strategy.

Technological Development

2.12   Over the last few years the pace and scale of technological change has been exponential and will continue to be so into the future. Digital technologies play a central role in the lives of citizens in the 21st century, profoundly affecting

how we live and how society functions. As the use and impact of new technologies increases and government agendas shift to focus on "digital first", the impact of the digital divide becomes even starker. In such circumstances, access to ICT, and to the skills necessary to make effective use of it, are essential prerequisites.

2.13   Digital inclusion is essential for the social, economic and educational advantages of life in the modern world. We will continue to provide free access for library users to the internet, including free Wi-Fi, in every library and in this way contribute to the digital agenda and the development of our knowledge based economy.

2.14   Technology offers significant potential for the development of new approaches to the delivery of effective and efficient library services to meet the changing expectations of customers. This plan seeks to optimise the benefits of 'e2', our current IT system, within the constraints of available resources whilst planning for its replacement.

Customers

2.15   Libraries NI has undertaken a number of strategic reviews in recent years, involving widespread public consultation. These reviews were important in terms of ensuring a network of sustainable libraries and an effective and efficient mobile library service and an approach to opening hours. A significant amount of information has been gathered also, particularly in relation to the expectations and requirements that library users and the general public have of the services that we provide and should be providing.

2.16   Our customers have told us that:

- libraries are an important resource for many people who cannot afford to buy books or have a personal computer with internet access
- libraries play a key role in supporting people who are unemployed and seeking work and who use the library and, in particular, the free access to the internet, to look for jobs and build their skills

- they value the resources, support and encouragement available in libraries for learners of all ages, some of whom have had negative experiences of formal education

- older people, in particular, view libraries as places of social interaction

- libraries are community hubs and this is particularly important in rural areas where there is often a lack of other public buildings

- libraries and library staff make an important contribution to the development of early learning skills through, for example, their work with pre-school children and their parents or carers

- the role of libraries in supporting and extending literacy skills through work with schools and school age children should not be underestimated

- the library is a recognised shared space - in some areas the only shared community facility - and that it contributes to community cohesion and social inclusion and

- the library is an important and trusted source of information, including information about services available from other organisations.

2.17 Research[2] carried out by the former DCAL confirms that the value placed on public library services by both users and non-users is high. Non-users recognised that the public library was an important community resource and that it benefited in particular children, older people and those who did not have Internet access at home

Staff

2.18 The last few years have been characterised by organisation-wide change, with associated high levels of uncertainty created by the potential and actual closure of libraries, reductions in opening hours, the implementation of new IT systems, voluntary redundancies and restructuring. Despite all the changes that have taken place, staff members have continued to provide a high quality service and, during public consultations, our users told us that they value highly the knowledge, skills and support provided by our staff.

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[2] Willingness to Pay Study into the Value Placed on Public Libraries in NI (RSM McClure Watters on behalf of the Department of Culture, Arts and Leisure, November 2012)

2.19   Given the current uncertainties it is inevitable that further change will be experienced as ad hoc measures are implemented to achieve short term savings. We recognise the need to continue to engage with staff throughout this change process and provide them with opportunities to develop their knowledge and skills so that they can continue to deliver high quality and customer-focused services.

3.   Our Corporate Goals

3.1   In developing our Corporate Goals for the period 2016 – 2020, we took into account the planning context and the need to ensure that our work aligns with key government priorities as well as building on the existing strengths of the public library service.

Corporate Goal: Supporting literacy and promoting a love of reading

3.2   The value of reading lies in the benefits it brings to individuals, to communities and to society as a whole. It is an essential life skill, a source of enjoyment, inspiration and wellbeing and a gateway to learning and information. Reading and the development and enhancement of literacy skills are central to creating a learning culture and to addressing social exclusion, building community identity and developing responsible citizenship. Readers are active participants in the world around them which is critical to individual and social wellbeing.

3.3   The development of a love of reading and of literacy skills is a key early intervention and an important element in equipping children and young people with skills for life. Research clearly shows that reading well is essential to tackling the effects of poverty on children.[3] Free access to books, other reading material and information, whether in hard copy or online, together with opportunities to develop a love of reading from an early age engages children and young people in positive and enjoyable activities, improves literacy skills and facilitates lifelong learning, which in turn contributes to breaking the cycle of deprivation and educational under-achievement.

3.4   We will support literacy and promote a love of reading by:

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[3]   Read On Get On How reading can help children escape poverty (Save the Children, 2014)

- providing books and other printed and online materials in a way that delivers access to a wide range of quality resources to meet the needs of the entire community

- developing, delivering, facilitating and supporting programmes and activities for children and young people which foster a love of reading and enhance literacy skills and

- developing, delivering, facilitating and supporting programmes for adults which encourage wider reading, develop the confidence of individual readers within a supportive environment and provide opportunities to share reading experiences.

Corporate Goal: Contributing to social and community wellbeing

3.5   As community hubs, libraries are free, inclusive, shared, accessible, and trusted spaces, embedded in communities and used by people of all ages, cultures and background. They enable people to access a wide variety of learning, information and social resources that can make a difference to their quality of life, including their health and well-being, in both the short and long term.

3.6   All libraries serve a wide range of customers including those who are at risk of social exclusion. A number of libraries are situated at the heart of urban communities which suffer high levels of deprivation and these libraries have a key role to play in supporting those who are disadvantaged or excluded. In rural areas also, where deprivation often manifests itself differently from urban areas, the extensive network of libraries is recognised as making a significant contribution to tackling social isolation, inequality and disadvantage.

3.7   Public libraries in Northern Ireland have a long tradition of collecting and preserving material which relates to our cultural heritage. Heritage collections include resources of interest to all communities in Northern Ireland and beyond. Access to cultural heritage enriches society through nurturing creativity, imagination, a sense of place and a sense of pride and is of central importance in supporting and enriching the community's understanding, not only of its local identity but also of the past and its role in shaping the present.

3.8 In an increasingly diverse and multi-cultural society the promotion of social inclusion towards a shared and better future for all citizens remains a high priority. Libraries are spaces where cultural traditions, both local and in the wider national and world context, can be encountered, experienced, examined and celebrated in a neutral environment, increasing understanding of similarities and differences and contributing to greater community cohesion. In particular our plans to redevelop the Belfast Central Library will serve, in the long-term, to improve accessibility to a wide range of collections and materials.

3.9 We will contribute to social and community wellbeing by:
- proactively seeking to reduce barriers to use, especially in areas of social need and in rural areas and among groups who are at risk of being socially excluded
- continuing to develop and promote libraries as community hubs which facilitate local access to a wide range of services, including through mutually beneficial partnerships with other organisations
- providing information, programmes and services that contribute to health and wellbeing
- developing, delivering, facilitating and supporting programmes and activities which celebrate cultural diversity and contribute to community cohesion and
- continuing to build Libraries NI's extensive and unique collections of heritage material and utilising them to stimulate discussion and debate and increase understanding of our shared cultural heritage.

Corporate Goal: Promoting economic wellbeing

3.10 We live in a society in which knowledge, skills and access to information are becoming increasingly important to people's lives, economically, socially and as citizens. The internet has transformed every aspect of public, private and work life. Using e-Services can improve people's lives, whether through cutting household bills, finding a job, carrying out transactions online or maintaining contact with distant family and friends. However many people still lack the basic digital skills and capabilities to realise the benefits of the digital environment. Digital and information literacy are of central importance in

enabling people to learn, participate, improve their economic position and communicate with others.

3.11   Investing in skills and employability is a vital part of economic success, helping people to enter employment or improve their skills, thereby delivering greater social inclusion. Public libraries provide a learning network that runs parallel with formal education but also extends far beyond it. They complement and reinforce formal learning, providing a supportive and unthreatening environment where people from all backgrounds, including those with poor experiences of formal education and few, if any qualifications, can receive encouragement, advice and support to get back on the ladder of learning.

3.12   We will promote economic wellbeing by:

- supporting digital inclusion through the provision of programmes, IT equipment and connectivity
- providing access to a range of information sources and opportunities to enhance information literacy skills
- offering services and creating opportunities that improve the life skills of children, young people, adults and families to assist them to achieve their creative and learning potential and
- providing supported access to programmes and services that develop people's financial capability and enhance their employability.

Corporate Goal: Supporting and developing our people

3.13   Libraries NI's most important asset is its people. Our staff are dedicated, committed and professional in their approach. They have a wide range of skills and abilities; they know their communities; and they are trusted and valued by the public.

3.14   The nine years since Libraries NI was established have been characterised by organisation-wide and environmental change, with associated high levels of uncertainty for staff. It is inevitable that further changes will take place over the period of the Corporate Plan with reduced levels of public sector funding and changes to the environment we operate in alongside the evolving needs

and expectations of our customers. We recognise the need to continue to engage with staff and their representatives throughout this period as we work to ensure that Libraries NI has the people and structures to meet the challenges that lie ahead and to ensure effective two-way communication.

3.15 In this changing environment and as digital technologies continue to develop at an exponential rate, it is essential that we develop staff's skills so that they can provide a responsive, effective, user-focused public service that is part of community life in the 21st century. We want to invest in the wellbeing of our people helping them to be resilient in the face of change and to create a culture where staff are encouraged to be creative and innovative and are motivated to perform to the best of their abilities.

3.16 We will support and develop our people by:
- creating an organisational framework that embeds a culture of economic and efficient service delivery and supports future developments
- equipping staff with the knowledge and skills to lead, develop and deliver responsive and customer-focused services
- empowering staff to make decisions appropriate to their role, recognising their experience and expertise and encouraging creativity and innovation in support of service delivery and development and
- engaging staff through effective communication and providing them with accurate and timely information and encouraging feedback.

Corporate Goal: Delivering high quality services

3.17 Libraries NI is committed to ensuring the highest standards of governance and accountability, underpinned by openness and transparency, to ensure that stakeholders can have confidence in the organisation's decision-making processes and actions and in the management of its activities.

3.18 Over the period of this Corporate Plan more must be achieved with less across the public sector. We will use our allocated resources to deliver identified priorities, taking account of the wider Programme for Government and feedback from customers and other stakeholders. Challenging

performance targets will be set and regularly monitored to ensure that services are effective and deliver value for money.

3.19   We will deliver high quality services by:

- embedding good governance throughout the organisation, recognising the importance of performance measurement and accountability
- making the best use of available resources now and into the future to address identified priorities and deliver value for money
- implementing reliable information management practices that are compliant with statutory obligations and which support planning and decision-making and enable accurate monitoring of performance and
- communicating with customers and stakeholders to raise awareness and increase understanding of our services and to welcome feedback.

4.   Measuring Results

4.1   Effective planning, performance management and reporting are vital in ensuring that the needs of service users are met, that the organisation continues to improve and that we are open and transparent about progress and risks. The performance management framework in Libraries NI consists of:

- the Corporate Plan which sets out the Corporate Goals and high level objectives linked to the PfG and DfC strategies for library services
- an annual Business Plan which sets out the actions we need to be take and the targets that we need to achieve in year
- Key Performance Indicators, which are used to report regularly at Board level and to DfC on progress in relation to the annual Business Plan
- Service Plans which translate the Business Plan into actions and targets to be taken forward by various teams within the organisation
- the Staff Appraisal process which includes the setting of personalised targets and goals for individual members of staff to enable them to fulfil their respective roles in meeting the actions and targets set out in the Service Plans
- the Risk Management and associated assurance processes which are embedded in the routines and activities of the organisation and provide a

structured and coherent approach to identifying, assessing and managing the risk to achievement of objectives and

- the Annual Report and Accounts which provide detailed information on our work during the year.

4.2 Our Corporate Plan 2016-20 states that subject to the availability of resources, we are striving to achieve the following high level outcomes over the four-year period:

- achievement of the Public Library Standards 2014 – 2019[4]

- activities for children and young people to assist in fostering a love of reading and enhancing literacy skills will be available in all libraries and online

- support for learning and the development of life skills, information literacy, financial capability, digital inclusion and employability will be available in all libraries and online

- opportunities to access cultural heritage will be available in all libraries and through online resources

- staff will be equipped with the knowledge and skills to lead and deliver customer-focused services

- public libraries will be recognised as important community assets, delivering on Programme for Government priorities and where citizens can access a range of services provided by Libraries NI, its partners and other organisations

- an annual level of internal audit assurance of at least satisfactory will be achieved each year as well as an annual Report to those Charged with Governance identifying no priority one recommendations

- annual resource and capital expenditure will be within 1% underspend on total budget annually.

4.3 The most significant risk to the achievement of these outcomes is the uncertainty regarding funding levels going forward.

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[4] The Public Library Standards can be accessed at the following link:
https://www.communities-ni.gov.uk/publications/delivering-tomorrows-libraries-public-library-standards-2014-2019

4.4   The Key Performance Indicators for the 2018/19 Business Plan are set out
       below.

Corporate Goal	Key Performance Indicators 2018/19
Supporting literacy and promoting a love of reading	90% of branch libraries will deliver regular Rhythm and Rhyme sessions for pre-school children.
	70% of branch libraries will deliver a class visits programme for primary age children.
	900 adult reader group sessions will be delivered by March 2019.
Contributing to social and community wellbeing	Achieve the following levels of participation in branch libraries loans/renewals (including eBooks and eMagazines) (4,950,000). active members (290,000) PAT/Wi-Fi use (1,000,000) sessions. Number of participants in core and regular programmes. (380,000).
	Achieve mobile library usage of 370,000 loans/renewals
Supporting and developing our people	Reduce sickness absence overall by 3% compared to the 2017 calendar year
Delivering high quality services	Annual net spend (resource and capital) will be within budget. Underspend will be minimised
	Capital and minor works programmes will be implemented in accordance with the agreed timetable and budget
	95% of e2 contract standards for 2018/19 will be met
	100% of invoices will be paid within 30 working days
	90% of invoices will be paid within 10 working days
	90% of planned internal audits will be completed by March 2019
	All Priority 1 audit recommendations will be addressed within 4 months of the agreed implementation date
	Increase social media likes and follows by 5%

5. Financing Our Services

5.1 As stated above, in the absence of an Executive and Assembly the Permanent Secretary of the Department for Communities has allocated £25.581 million of resource funding to Libraries NI for 2018/19, 4% less than the initial 2017/18 baseline budget position.

5.2 A Spending Plan was prepared on the basis of the 4% reduction and a series of planning assumptions about cost increases and additional pressures. This results in a reduction of £1.066 million compared with the initial budget for 2017/18 and of approximately £3.207 million compared with the final budget position for 2017/18.

5.3 Savings Delivery Plans have been prepared setting out the actions required in order to deliver the Spending Plan in relation to stock, staff, planned maintenance and miscellaneous areas of expenditure. These will have a significant impact on service delivery.

5.4 We plan to spend the resource budget in 2018/19 as follows:

Category of Spend	£000's
Staff	16,337
Stock	900
Premises	4,251
Supplies and services	4,832
Vehicle	212
Sub-total	26,532
Income	-951
Total	**25,581**

Table 1: Category of Spend

5.5 In addition Libraries NI has received a capital funding allocation of £2.264m. This will enable approved capital refurbishment projects at Coleraine and Irvinestown libraries to be completed as well as essential investment in information technology and information systems.

6. 2018/19 Activities and Targets

6.1 The following section sets out, in detail, the draft targets for 2018/19, together with the link to draft PfG outcomes.

6.2 Business Plan 2018/19

Corporate Goal	Ref	Strategic Objective	PfG Indicator /Outcome		Targets 2018/19
Support literacy and promote a love of reading.	1.	Provide books and other printed and online materials in a way that delivers access to a wide range of quality resources to meet the needs of the entire community.	Indicator 27	1.1	In line with the relevant Public Library Standard, spend £2.25 per capita on stock in all formats.
			Indicator 27	1.2	Increase use of eBooks and eMagazines by 10% compared to the 2017/18 baseline by 31 March 2019.
			Indicator 27	1.3	Satisfy requests within agreed targets i.e.: • 50% of requests satisfied within 7 days; • 70% of requests satisfied within 15 days; • 85% of requests satisfied within 30 days.
	2.	Develop, deliver, facilitate and support programmes and activities for children and young people which foster a love of reading and enhance literacy skills.	Indicators 11, 12, 15	2.1	90% of libraries will deliver regular Rhythm and Rhyme sessions for pre-school children.
			Indicators 11, 12	2.2	70% of libraries will deliver a class visits programme for primary-age children.
			Indicators 11, 12	2.3	38,000 children will take part in the Big Summer Read by September 2018.
	3.	Develop, deliver, facilitate and support programmes for adults which encourage wider reading, develop the confidence of individual readers within a supportive environment and provide opportunities to share reading experiences.	Indicator 27	3.1	Deliver 900 adult reader group sessions by 31 March 2019.
				3.2	Deliver a One Book Project which achieves 3,000 loans by 31 March 2019.
			Indicator 27	3.3	Support a minimum of three BBC partnership activities by 31 March 2019.

Corporate Goal	Ref	Strategic Objective	PfG Indicator /Outcome		Targets 2018/19
Contribute to social and community wellbeing.	4.	Proactively seek to reduce barriers to use especially in areas of social need and in rural areas and among groups who are at risk of being socially excluded.	Indicators 6,11,12,15,27,28	4.1	Achieve the following levels of participation: • 4,950,000 loans/renewals (including eBooks and eMagazines); • 290,000 active members; • 1,000,000 PAT/Wi-Fi use sessions; • 380,000 participants in core and regular programmes.
			Indicators 11,12,27	4.2	Achieve mobile library usage of 370,000 loans/renewals.
			Indicators 11,12,15,19,27	4.3	Libraries in identified areas of social need and/or serving urban villages will achieve 50,000 instances of participation in core activities that reflect local needs by 31 March 2019.
			Indicators 19,27,28	4.4	80% of libraries will deliver at least one activity which targets groups or areas at risk of social exclusion.
			Indicator 27	4.5	Complete implementation of three activities in partnership with rural organisations.
				4.6	Implement the 'Out of Hours Library' approach in six rural libraries by 30 September 2018 and complete a project evaluation.
			Indicators 27,28	4.7	Develop an action plan for active aging by 30 June 2018 and implement.
	5.	Continue to develop and promote libraries as community hubs which facilitate local access to a wide range of services, including through mutually beneficial partnerships with	Indicators 6,27	5.1	During 2018/19, all libraries will deliver a range of social activities to promote libraries as community hubs.
				5.2	During 2018/19 engage across the Department for Communities, other Government Departments and organisations in the community and/or voluntary and statutory sectors to explore the potential for partnership working to deliver citizen-focused services.

Corporate Goal	Ref	Strategic Objective	PfG Indicator /Outcome		Targets 2018/19
		other organisations.	Indicator 27	5.3	During 2018/19 contribute to the implementation of Community Plans through active continued engagement with local councils and partners in the community planning process.
	6.	Provide information, programmes and services that contribute to health and wellbeing.	Indicators 2,3,4,6,7,27	6.1	During 2018/19, all libraries will deliver Health and Wellbeing activities and provide health information.
			Indicators 2,3,4,6,7,27	6.2	Review and develop the health and well-being offer.
	7.	Develop, deliver, facilitate and support programmes and activities which respect and celebrate cultural diversity and contribute to community cohesion.	Indicators 27,31,35	7.1	Contribute a programme of events to Community Relations and Cultural Awareness Week.
			Indicators 27,31,35	7.2	Create and circulate ten collections of material on the theme of cultural diversity and/or community cohesion by 31 March 2019.
	8.	Continue to build Libraries NI's extensive and unique collections of heritage material and utilise them to stimulate discussion and debate and increase understanding of our shared cultural heritage.	Indicators27, 31,35	8.1	Deliver or host 150 cultural heritage events that promote heritage resources, including talks, workshops and exhibitions, and that support broader initiatives e.g. Decade of Commemorations and European Heritage Open Days.
			Indicators 27,35	8.2	Continue to develop Cultural Heritage collections through acquisition and cataloguing.
				8.3	Implement actions to further align cultural heritage services with T:BUC and the draft Programme for Government.
Promote economic wellbeing.	9.	Support digital inclusion through the provision of programmes, IT equipment and connectivity.	Indicators 19,27,28,46	9.1	During 2018/19 90% of libraries will deliver/facilitate one to one assistance and/or organised events to support digital inclusion.
			Indicators 19,27,28,46	9.2	Develop and deliver programmes to support data privacy and online safety.

Corporate Goal	Ref	Strategic Objective	PfG Indicator /Outcome		Targets 2018/19
	10.	Provide access to a range of information sources and opportunities to enhance information literacy skills.	Indicator 46	10.1	During 2018/19, work with the Department of Finance to support delivery of the Digital Transformation Plan.
	11.	Offer services and create opportunities that improve the life skills of children, young people, adults and families to assist them to achieve their creative and learning potential.	Indicators 15,19	11.1	Provide information and assist parents and carers to support their children's reading choices and practice.
			Indicator 27	11.2	Deliver or host 100 cultural events and exhibitions by 31 March 2019.
	12.	Provide supported access to information, programmes and services that develop people's financial capability and enhance their employability.	Indicators 17,27	12.1	Develop an employability action plan by 30 June 2018 and implement in line with timescales therein.
			Indicators 19,27,28	12.2	Support financial capability by providing specific IT skills and access to advice in libraries, working in partnership with other organisations.
			Indicators 19,27,28	12.3	Review business-related services by 31 December 2018.
Support and develop our people.	13.	Create an organisational framework that embeds a culture of economic and efficient service delivery and supports future developments.	Outcome 11 We have high quality public services	13.1	Commence a review of organisational structures and staffing options taking account of business need and future resourcing profiles.
				13.2	Reduce overall sickness absence by 3% on 2016/17 performance. Increase zero incidences of sickness by 3% on 2017/18 performance.

Corporate Goal	Ref	Strategic Objective	PfG Indicator /Outcome		Targets 2018/19
	14.	Equip staff with the knowledge and skills to lead, develop and deliver responsive and customer focused services.	Outcome 11 We have high quality public services	14.1	Implement senior leadership development plan and review progress by 31 March 2019.
				14.2	Prepare a staff development plan and develop an associated implementation programme by 31 August 2018.
	15.	Empower staff to make decisions appropriate to their role, recognise their experience and expertise and encourage creativity and innovation in support of service delivery and development.		15.1	Implement a mentoring framework by 31 July 2018.
	16.	Engage staff through effective communication, providing them with accurate and timely information and encourage feedback.	Outcome 11 We have high quality public services	16.1	Increase use of staff internal news platform.
				16.2	Update and implement action plan to avail of opportunities created by the draft Programme for Government.
				16.3	Implement Outcome-Based Accountability (OBA) approach for the two areas of activity piloted in 2017/18 and investigate other opportunities for OBA during 2018/19.
				16.4	Continue to engage in the Public Sector Shared Services programme and other opportunities for shared services or service provision to other organisations.
				16.5	Ensure effective use of library space to support Libraries NI priorities.
				16.6	Continue to develop service strategies for Belfast Central Library.

Corporate Goal	Ref	Strategic Objective	PfG Indicator /Outcome		Targets 2018/19
Deliver high quality services	17.	Embed good governance throughout the organisation, recognising the importance of performance measurement and accountability.	Outcome 11 We have high quality public services	17.1	Establish agreed Key Performance Indicators by 30 June 2018 and report quarterly to the Board on progress.
				17.2	Agree Service Plans by 30 April 2018 and report bi-annually on progress to the relevant committees.
				17.3	Review the Corporate Risk Register quarterly at Audit and Risk Assurance Committee and the Board, and review Service and Project Risk Registers bi-annually at relevant committees.
				17.4	Present bi-annual assurance statement for scrutiny by Audit and Risk Assurance Committee and approval by Board in line with agreed timetable.
				17.5	Report to the Board on Accountability meetings with DfC in line with agreed timetable (3 per year).
				17.6	Draft Annual Report and Accounts 2017/18 and submit for audit by 30 June 2018.
				17.7	Achieve certification by NIAO of Final Annual Report and Accounts 2017/18 by 31 October 2018.
				17.8	Agree the Internal Audit Strategy and Plan by 30 April 2018.
				17.9	Complete 90% of planned internal audits by 31 March 2019.
				17.10	Address all Priority One internal audit recommendations within four months of the agreed implementation date.
				17.11	Implement 2017/18 Board Effectiveness Review Action Plan by 30 September 2018.
				17.12	Complete 2018/19 Board Effectiveness Review.
	18.	Make the best use of available resources now and into the future to address identified priorities and	Outcome 11 We have high quality public services	18.1	Develop, agree and implement Savings Delivery Plans by 31 March 2019.
				18.2	Deliver annual resource and capital expenditure within 1% underspend of respective total budgets.

Corporate Goal	Ref	Strategic Objective	PfG Indicator /Outcome		Targets 2018/19
		deliver value for money.		18.3	Pay 100% of invoices within 30 days.
				18.4	Pay 90% of invoices within 10 working days.
				18.5	Implement the contract extension for e2 to ensure continuity of essential business support systems and services by 30 April 2018
				18.6	Complete an outline business case for e3 and submit it to DfC for approval by 30 September 2018.
				18.7	Determine the project governance structures, resources and plan necessary to deliver the e3 project by 31 August 2018.
				18.8	Engage with the Department for Communities and seek agreement to initiate the design stage of the Belfast Central Library Project by 30 June 2018.
				18.9	Implement major and minor capital works and maintenance programmes in line with the timetable in the Revised Assets Management Plan by 31 March 2019.
	19.	Implement reliable information management practices that are compliant with statutory obligations and which support planning and decision-making and enable accurate monitoring of performance.	Outcome 11 We have high quality public services	19.1	Publish official statistics for 2017/18 by 31 August 2018.
				19.2	Put mechanisms in place to ensure compliance when GDPR takes effect on 25 May 2018.
				19.3	Produce Management Information Reports on a monthly basis to support performance monitoring.
				19.4	During 2018/19, respond to all requests for information in line with legislative requirements and agreed protocols.
				19.5	Ensure compliance with the Rural Needs Act.
	20.	Communicate with customers and stakeholders to raise awareness and increase understanding of our services and to welcome feedback.	Indicator 27	20.1	Use customer feedback process to improve service delivery.
				20.2	Develop social media further and achieve a 5% increase in likes and follows.
				20.3	Implement Stakeholder Action Plan by March 2019.

Libraries NI Board Members

Professor Bernard Cullen   Chairperson

Councillor Garath Keating   Vice Chairperson

Alderman Thomas Burns

Alderman Tom Campbell

Councillor Dr Janet Gray

Mrs Deirdre Kenny

Alderman William Leathem

Councillor Donal Lyons

Councillor Cathal Mallaghan

Alderman Stephen Martin

Ms Angela Matthews

Mr Alastair McDowell

Councillor Séan McGuigan

Councillor Stephen McIlveen

Mr Harry Reid

Alderman Marion Smith

Dr Margaret Ward

Councillor Billy Web

Ms Jane Williams

Organisation Structure

	Chief Executive **Jim O'Hagan**	Chief Executive's Unit

- Head of Internal Audit **Brian Doherty**
- PA to Chief Executive **Mary McGrady**

PA to Director of Library Services **Diane McGlynn**	Director of Library Services **Helen Osborn**	Director of Business Support **Desi Miskelly**	PA to Director of Business Support **Clare Bell**

- Branch and Mobile Libraries Area A
- Digital Inclusion
- Organisational Development

Assistant Director **Trisha Ward**

- Branch and Mobile Libraries Area B
- Stock , Reading and Reader Development
- Children's Services
- Health

Assistant Director **Mandy Bryson**

- Branch and Mobile Libraries Area C
- TBUC
- Cultural Heritage
- Equality and Good Relations

Assistant Director **Adrienne Adair**

- Marketing
- Public Relations
- Communications

Head of Strategic Marketing and Communications **Glenn Beattie**

Assets Manager **Tim Neeson**

- Estates Management
- Capital Planning and Development
- Contracts Management
- Vehicle Management

Finance Manager **Rita McNamee**

- Financial planning, control and reporting
- Accounts Payable / receivable
- Procurement
- Payroll

HR Manager **Mary Walker**

- Recruitment and Selection
- Terms and conditions of employment
- Employee and Industrial Relations
- Equal Opportunities
- Staff Development

Head of ICU / ICT Manager **Desi Curry**

- ICT and Information Management Services
- e2
- FOI/Official Statistics