



live Argyll



Libraries, Archives
and Museums

BUSINESS PLAN

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Introduction to LiveArgyll

This business plan identifies the strategic direction and operational requirements for LiveArgyll libraries between 2017/18 and 2020/21. This is built on a foundation of strong service delivery, value for money and customer satisfaction.

LiveArgyll is responsible for the ongoing operations and management of the council's Leisure and Library services, halls, community centres and sports development service. It will deliver Argyll and Bute Council's commitment to enhancing health, fitness, culture and personal wellbeing of, and for, the residents of Argyll and Bute.

LiveArgyll has facilities ranging from sports centres, libraries, gyms to community centres and halls in a number of the large towns across Argyll as well as outlying areas. These large towns include Helensburgh, Campbeltown, Dunoon, Oban, Lochgilphead and Rothesay where the population ranges from over 2,500 to 15,000 people.

About LiveArgyll

LiveArgyll is a company limited by guarantee with charitable status. As well as being regulated by the Companies Act (2006), the company is also subject to OSCR (Office of Scottish Charity Regulator), the charities regulator in Scotland.

Live Argyll is an independent, arms - length organisation, established by Argyll and Bute Council in 2017. The organisation has been created with two key themes of independent control and democratic oversight at the heart of its corporate governance arrangements. This is demonstrated by the majority of independent directors and the presence of elected members on the board. The company went live on 2nd October 2017.

Vision, Outcomes and priorities for LiveArgyll

Our communities and visitors live richer and more active lives.

Leisure, culture, education, community engagement, health and wellbeing are recognised as cornerstones of LiveArgyll's commitment to the people of Argyll and Bute. All services aspire to be welcoming, inclusive and ambitious, increasing the opportunities for people to engage with physical, sporting, cultural and community activities.

Our objectives reflect our charitable purposes and are based on a firm commitment to encourage and facilitate active participation, involvement and engagement through the provision of our range of services:

- To enhance and contribute to health, fitness, personal development and well-being of the People who live, work and visit Argyll and Bute.
- To enhance residents' social and economic contribution to society by promoting lifelong learning, including literacy, numeracy, digital and enterprise skills.
- To help individuals and communities benefit from social engagement and volunteering.
- To ensure our facilities and services are accessible and affordable for everyone.
- To demonstrate the on-going improvement in the quality, performance and impact of the services and opportunities we provide.
- To encourage creativity and nurture well-being through the provision of cultural activities.

Strategic outcomes and priorities

Our key strategic outcomes and priorities are outlined below:

SO 1 Participation

The company will promote, advance and further its charitable purposes and activities through the provision of services which enhance and contribute to the health and fitness and personal development and well-being of the residents of Argyll and Bute (and beyond) including public participation in sport, education and the arts and heritage.

Priorities:

- To promote equality
- To reduce inequality
- To improve links between Education and Leisure
- To promote partnership working and encourage volunteering
- To develop strategies which encourage participation from all demographics

SO 2 Quality

To be a highly regarded trust which has a positive reputation for delivering and providing high quality services, programmes, events and facilities.

Priorities:

- To work towards recognised quality accreditation
- To have a highly trained and motivated workforce
- To develop a set of customer service standards and LiveArgyll customer charter.
- To engage and consult with service users and stakeholders
- To install a need to improve continually in everything we do

SO 3 Growth

To grow the business in line with our charitable objectives with a focus on creating a sustainable business model which is less reliant on Council financial support.

Priorities:

- To increase the number and range of services
- To increase the number and range of events
- To maximise funding and income generating opportunities
- To deliver efficient value for money services
- To promote and market LiveArgyll

National and local context

Scotland, and indeed LiveArgyll, is rightly proud of its strong tradition of public library provision, opening up opportunities for ideas, knowledge and learning within communities. Within Argyll, the library service provides free access to a wide range of services including lending materials, ICT facilities and lifelong learning to support the educational, cultural informational and recreational needs of the citizens in Argyll and Bute.

Developing a new Libraries, Archives and Museum Business Plan will ensure that there is a comprehensive, efficient, modern and sustainable service in Argyll fit for the 21st century. Sustainability is essential in the context of severe financial pressures on council and trust budgets, and significant changes to the way local services are delivered.

Underpinning the National Strategy for Public Libraries in Scotland is a desire to articulate clearly the activities, aims and impacts of our libraries in a way that draws

in and engages a wider set of partners, advocates and stakeholders.

LiveArgyll plans to strengthen the role of libraries in our local communities, while at the same time encouraging stronger partnerships, stimulating innovative practice and promoting shared learning.

As with the rest of Scotland and the UK, public libraries are undergoing a period of transition. Digital technology has led to a sea-change in how information and knowledge is created and shared, there is a decline in book-lending, the needs and aspirations of communities are shifting.

As a modern library service we will remain focused on a positive future for the service - a future where libraries broaden from safeguarding and lending information to actively helping citizens of all ages engage with information to improve their wellbeing, aspirations and potential.





We firmly believe that our LiveArgyll libraries are vital community assets for the following reasons:

- Improved reading skills can lead to a happy, productive and successful life.
- Not all members of the community can afford broadband and computers/ ipads.
- Access to information to support business growth, improved health and jobs.
- Libraries offer a unique dedicated space to discover and learn, think and reflect.

Public libraries in Scotland constitute a valued and trusted resource at the heart of local communities. Our communities can and should play a central role in the design and delivery of our library programmes and services, exploring the new ways in which our libraries can interact with their local communities in the digital age.

Underpinning the National Strategy for Public Libraries in Scotland is a desire to articulate clearly the activities, aims and impacts of our public libraries in a way that draws in and engages a wider set of partners, advocates and stakeholders.

A STRATEGIC APPROACH TO PUBLIC LIBRARIES IN SCOTLAND



A Strategy for Public Libraries in Scotland 2015-2020

Local Service Delivery

Libraries

Under the terms of the Public Libraries Consolidation (Scotland) Act of 1887, local authorities have a statutory obligation to provide an adequate and free public library service. In the 17-18 financial year LiveArgyll is investing £1.25 million. Argyll and Bute Libraries provide a free and comprehensive service to people of all ages and social backgrounds. Services include, but are not limited to, access to a wide range of lending materials; promoting Reader Development programmes to encourage reading and promote literacy; supporting those in education or undertaking research and providing free internet and wireless access in all libraries. Library facilities are increasingly being used as a community hub by a wide range of local groups.

We provide a book lending service to rural/island communities via our voluntary-run Centres. Collections are selected by staff at Headquarters in Dunoon and despatched to various locations, administered by volunteers, on a quarterly basis. Currently we have five centres in operation.

The Library Service aims to:

- Contribute to, and support, literacy initiatives and reader development programmes.
- Improve public access to information.
- Contribute to, and support, economic regeneration and development of lifelong learning.
- Support the healthy living agenda.
- Provide quality services and work with internal and external partners, to ensure Best Value.
- Promote and engage with local history and heritage.

Archives

The Archives Service acts as the custodian of Argyll and Bute's written heritage. Under Local Government & (Scotland) Act 1994,

sections 53 and 54, the council must make proper arrangements for records that have been created or acquired in the exercise of its functions. While its main purpose is to hold and preserve the archives of Argyll and Bute Council and its predecessor authorities, it also provides accommodation for a wide range of archives originating from private individuals, estates, solicitors, businesses, clubs and organisations within the geographical area of Argyll and Bute.

Archives are records, in any media or form, created or received and accumulated by a person or organisation in the transaction of business or the conduct of affairs, that have been selected for permanent preservation because of what they can tell us about the functions and activities of their creator or because they contain information about people, places, trends and events that is likely to be of interest to a researcher.

Museums

Campbeltown Museum, LiveArgyll's only directly run museum, aims to curate, interpret and display the archaeology, social and industrial history, decorative and fine art and natural science material in Argyll and Bute Council's collections and to collect appropriate material for the enjoyment and education of the local community and visitors alike.

The Museum service aims to:

- Maintain Accredited Museum status.
- Preserve and interpret the collections.
- Provide a range of services for local people and tourists.
- Encourage community participation in, and engagement with, the Museum.



Staffing structure

LiveArgyll Libraries comprise 11 libraries spread across Argyll and Bute from Oban in the north to Campbeltown in the south; Cardross in the east to Tiree in the west. Three libraries are island based; Rothesay Library on Bute, Tobermory Library on Mull and Tiree Library (there is also a mobile library service on Islay). The libraries can be divided into those that are full-time and

have 3 or more staff, and those that are part-time and are single-staffed.

The full-time libraries are situated in the main towns and population centres of Argyll and Bute (Campbeltown, Dunoon, Helensburgh, Lochgilphead, Oban and Rothesay). Helensburgh Library has the largest number of FTE posts (3.1) with Lochgilphead Library the lowest (1.4).

Table 1

POST	NO. OF POSTS	HOURS WORKED	FTE HOURS PER POST	FTE
CAMPBELTOWN LIBRARY				
Library Supervisor	1	35	35	1
Library Assistant	3	65.5	35	2.0
sub-total	4	100.5		3.0
DUNOON LIBRARY				
Library Supervisor	1	35	35	1
Library Assistant	3	59	35	1.7
sub-total	4	94		2.7
HELENSBURGH LIBRARY				
Library Supervisor	1	35	35	1
Library Assistant	4	73	35	2.1
sub-total	5	108		3.1
LOCHGILPHEAD LIBRARY				
Library Supervisor	1	20	35	0.6
Library Assistant	2	30	35	0.9
sub-total	3	50		1.4
OBAN LIBRARY				
Library Supervisor	1	35	35	1
Library Assistant	3	50	35	1.4
sub-total	4	85		2.4
ROTHESAY LIBRARY				
Library Supervisor	1	35	35	1
Library Assistant	2	59	35	1.7
sub-total	3	94		2.7
TOTALS	23	531.5		15.3



The part-time, single-staffed, libraries consist of three village facilities in Cardross, Rosneath and Tarbert, each with a 0.4 FTE post and open between 12 and 13.5 hours per week. There are two island-based libraries on Mull (Tobermory) and Tiree. These libraries are staffed by a full-time Library Assistant-in-Charge (see Table below). Tobermory Library is available 18 hours per week to the school, during school hours, and 17 hours per week to the general

public out with school hours. The split in hours is down to the fact that the library is based inside the school building (in the former school library space). Tiree library, which only opened in November 2017, is different in that it occupies a building separate but adjacent to the school. This means that there are no access issues for the general public who have access to the library the full 35 hours per week.

Table 2

POST	NO. OF POSTS	HOURS WORKED	FTE HOURS PER POST	FTE
CARDROSS LIBRARY				
Library Assistant-in-Charge	1	15	35	0.4
ROSNEATH LIBRARY				
Library Assistant-in-Charge	1	15	35	0.4
TARBERT LIBRARY				
Library Assistant-in-Charge	1	13.5	35	0.4
TIREE LIBRARY				
Library Assistant-in-Charge	1	35	35	1.0
TOBERMORY LIBRARY				
Library Assistant-in-Charge	1	35	35	1.0
ISLAY MOBILE LIBRARY				
Library Assistant-in-Charge	1	26.5	35	0.7
TOTALS	6	140		3.9

Table 3

LIBRARY	OPENING HOURS PER WEEK	DAYS OPEN PER WEEK	AVERAGE DAILY OPENING HOURS	FTE STAFF	NO. OF WEEKLY HOURS PER FTE STAFF
Campbeltown	36	5	7.2	3	12
Dunoon	34	5	6.8	2.7	12.6
Helensburgh	37.5	5	6.3	3.1	12.6
Lochgilphead	19	5	6.3	1.4	13.6
Oban	32	5	6.4	2.4	13.3
Rothesay	34	5	6.8	2.7	12.6
TOTALS	192.5	29	39.8	15.3	76.2
averages	32.1	4.8	6.6	2.6	12.7

Although there is no statutory limit around staffing numbers in libraries, to keep libraries open during morning, afternoon and evening shifts it is essential that a minimum of two staff are on duty during each shift. Although book borrowing is on the decline nationally, libraries are used

by the public for a variety of other reasons (using computers, attending training, visiting exhibitions etc.) and LiveArgyll Libraries are no different. Visitor numbers demonstrate that libraries are valued community hubs (see Table opposite).



Table 4

LIBRARY	OPENING HOURS PER WEEK	DAYS OPEN PER WEEK	FTE STAFF	ANNUAL VISITS IN PERSON (2016/17)	APPROX. NO. OF WEEKLY VISITS (2016/17)	NO. OF WEEKLY VISITS PER FTE STAFF	NO. OF DAILY VISITS PER FTE STAFF
Campbeltown	36	5	3	32,506	625.1	208.4	41.7
Dunoon	34	5	2.7	34,007	654.0	242.2	48.4
Helensburgh	37.5	5	3.1	54,602	1050.0	338.7	56.5
Lochgilthead	19	3	1.4	16,003	307.8	219.8	73.3
Oban	32	5	2.4	48,601	934.6	389.4	77.9
Rothesay	34	5	2.7	50,842	977.7	362.1	72.4
TOTALS	192.5	28	15.3	15.3	39.8	15.3	76.2
averages	32.1	4.7	2.6	39,426.8	758.2	293.4	61.7

In addition to the staffing team based within our libraries, LiveArgyll employs the following staff within the service:

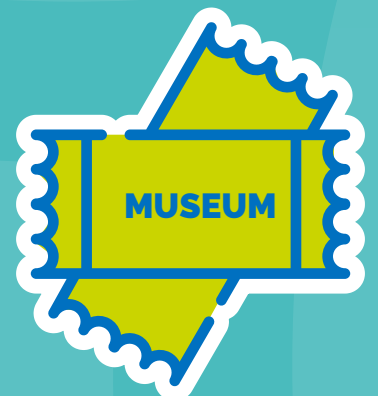
- 1 full time Bibliographic and Local Studies Librarian
- 1 full time Archives Officer and 1 full time Archives Clerical Assistant
- 1 part time Curator Campbeltown Museum (in partnership with Kilmartin Museum)
- 1 full time Heritage and Culture Support Officer
- 5 voluntary sector run centres



Key facts at a glance in 2016-2017



PEOPLE'S
NETWORK
SESSIONS



Performance Reporting

We use a number of measures which contribute to LiveArgyll's objectives and which link to our funding partner Argyll and Bute Council's Community Plan and Outcome Improvement plan. These measures are reported to LiveArgyll's SMT / the board as follows:

Libraries

1.1 Libraries monthly reports:

- Active borrowers (those who have borrowed during the last 12 months) as a percentage of the population.
- Number of visits to libraries per 1,000 population.
- Number of times libraries are used by external organisations.
- Number of lending items borrowed.
- Percentage of published library opening hours achieved.
- Percentage of requested items satisfied within 30 days.
- Percentage of library users satisfied with the service.

1.2 Libraries reports for external agencies:

- CIPFA Annual Public Library Questionnaire – Chartered Institute of Public Finance and Accountancy.
- How Good Is Our Public Library Service – Scottish Library & Information Council.
- Customer Service Excellence Standard – G4S Assessment Services.

Archives

1.3 Archives quarterly reports:

- Number of enquiries.
- Percentage of archive users satisfied with the service.

1.4 Archives reports for external agencies:

- CIPFA Annual Archives Statistics - Chartered Institute of Public Finance and Accountancy.
- Annual Accessions to repositories Survey – National Archives.
- Customer Service Excellence Standard – G4S Assessment Services.






















Museums

Performance reporting for Campbeltown Museum is through the annual review process as part of the Service level Agreement with Kilmartin Museum.



Customer satisfaction

We consult with customers on a regular basis in a number of ways. This helps shape service delivery and make improvements where required. As highlighted below there is a high level of satisfaction within the service and high quality customer service remains a priority.

PERFORMANCE MEASURE	TARGET	FYQ 1 (APR-JUN)	FYQ 2 (JUL-SEP)	FYQ 3 (OCT-DEC)	FYQ4 (JAN-MAR)	ANNUAL AVERAGE OR TOTAL
% OF PUBLISHED OPENING HOURS ACHIEVED	90%	100% 	100% 	100% 	100% 	100% 
% OF REQUESTS SATISFIED WITHIN 30 DAYS	82%	91% 	91% 	93% 	91% 	92% 
% OF LIBRARY USERS SATISFIED WITH THE SERVICE AND/OR EVENTS	92%	96% 	99% 	98% 	98% 	98% 
NUMBER OF BOOKS AND OTHER LENDING ITEMS ISSUED		55,187	42,324 	50,796 	53,755 	202,062
NUMBER OF VISITS IN PERSON TO LIBRARIES		64,682	68,740 	61,705 	57,039 	252,166

Partnership working

There are many examples of strong partnership activity on which LiveArgyll can build to enable even better use of libraries for local community benefit. It also demonstrates how external funding can be achieved by working with partners and the communities themselves to deliver the services, activities and events that local people want.

Snapshot of partnerships and funding 2017:

LIBRARIES		
MACMILLAN CANCER SUPPORT	Rollout and management of the Macmillan Cancer Information and Support Service to all libraries (2013/14 – 2017/18).	£476,000 for duration of project
SANDBANK COMMUNITY DEVELOPMENT TRUST/ HERITAGE LOTTERY FUND	Cowal Call to Arms: World War 1 project (exhibition, conference and school engagement).	£10,000 for duration of project
MUSEUMS		
MUSEUMS GALLERIES SCOTLAND	Campbeltown Museum: improvements to access and exhibition area.	£40,000 for duration of project
ARCHIVES		
HERITAGE LOTTERY FUND	Partnership contribution – Written in the Landscape Project.	£100,000 for duration of project
ARGYLL ESTATES	Partnership contribution – Written in the Landscape Project.	£40,000 for duration of project
NATIONAL MANUSCRIPTS CONSERVATION TRUST	Partnership contribution – Written in the Landscape Project.	£15,000 for duration of project
TIREE COMMUNITY WINDFALL TRUST	Partnership contribution – Written in the Landscape Project.	£15,000 for duration of project
CLAN CAMPBELL EDUCATION FOUNDATION	Partnership contribution – Written in the Landscape Project.	£10,000 for duration of project
INVERARAY CONSERVATION AREA REGENERATION SCHEME (CARS)	Partnership contribution – Written in the Landscape Project.	£6,000 for duration of project
TIREE HERITAGE CENTRE (AN IODHLANN)	Partnership contribution – Written in the Landscape Project.	£5,000 for duration of project
PRIVATE DONATIONS	Partnership contribution – Written in the Landscape Project.	£20,000 for duration of project

Priorities for change

Priorities identified for future service delivery and change

Why change?

- To reinvest in the library service estate to ensure sustainability for the future.
- Commitment to providing attractive and modern buildings in key areas across Argyll to ensure people have a facility that they can be proud of.
- To reflect the changing needs of our users.
- Traditional book lending has reduced significantly over the last decade. The public expects library buildings to offer more - a flexible community space with a wide range of services including digital resource, advice and information, health and wellbeing.
- To improve the reach of our services to a wider audience.
- We need to engage with communities to raise awareness of our offer (more than just books). Reaching out and understanding community needs will help us to define an offer specific to their needs (not a one-size fits all).
- To make the most of evolving technology and the digital world.
- Enhance our online offer appreciating that users don't need to visit a physical building to make the most of library services.
- To work with partner agencies to support health and wellbeing and advice and information.
- Accessing a range of services and partner agencies within the community setting.
- To ensure sustainability in light of unprecedented budgetary challenges.
- Delivering a new approach for providing essential and accessible community facilities, hosting a range of modern services that inspire learning and improve health and wellbeing.

The following priorities for the Library, Archives and Museum Service have been identified as a result of a needs analysis process using feedback and information from staff and customers. It also reflects national debate and developments as outlined in the Strategy for Public Libraries in Scotland 2015-2020.



Proposals for change

- Review opening hours and usage, maximise use of new technologies, engage more effectively with local communities by introducing new ways of delivering library services.
- Review book purchasing to maximise efficiency, stock and issue management to ensure best value and access for customers.
- Develop libraries as community hubs, particularly the role of libraries as social and cultural centres, learning hubs and economic enablers.
- Develop libraries' role in meeting the needs of Argyll residents, in particular in supporting education, employment, health and well-being, skill development, information and advice.
- Develop strong and effective partnerships, to help deliver the services needed by local communities and also to attract external funding.
- Maintain and develop safe creative community spaces for the benefit of local people, especially those in most need of support.
- Improve satisfaction levels of services to specifically identified equalities groups, namely carers, people with a disability or long term illness, rural and remote communities, particularly given the often 'invisible' nature of their use of libraries.
- Improve access of services to children and young people, taking account of their interest in books and reading.
- Provide good digital technology including access to eBooks, online reference and creative media to enable opportunities for learning, development, employment and creative activity, especially for those without good access at home.
- Re-shape the library network to increase co-location and joint working with partners, enabling access to a range of services in library locations.
- Recognise the different priorities for use in different libraries, informed by the community profiles for each catchment area.
- Establish a library and outreach development group to drive forward a clear offer of events and programmes for children, teenagers and adults. Ensure all programmes are effectively marketed and maximise the use of digital platforms to promote the work of the service.
- Develop a volunteer recruitment programme across the trust which will help build capacity for library events and programmes as well as develop skills and confidence of volunteers.
- Develop income generating activities within the service to sustain and re-invest in the business long term.
- Make building improvements to Campbeltown Museum to allow improved access including a new entrance and undertake further improvements to the gallery space and display of artefacts.
- Improve access to the archive service through a digitisation programme and open up collections to a wider audience including researchers.

Next steps

PRIORITY	DEADLINE
Board approval of Libraries, Archives and Museum sector plan	January 2018
Development of individual business unit plans across all libraries, archives service and Campbeltown Museum	February - April 2018
Annual review of business plans	End of each financial year

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