



Fazakerley Community Library. Courtesy of Liverpool Libraries and Information Services.

6.7 In 1999, DCMS published *Libraries for All*. This set out guidelines for local authorities on how to deliver an inclusive public library service. One route to reach non-users is through closer collaboration with other public services, for example, by co-locating libraries. Libraries deliver on their potential as community catalysts when they actively and imaginatively seek out the views of users and crucially, non-users, and translate those views into new services. Successful library services invariably work in a network of alliances and partnerships with schools, social services, the police, museums and leisure services. Walsall's eight libraries, for example, are co-located with two museums, a theatre, housing services, two schools and community centres. Other authorities have established links with clinics and health centres.

6.8 All libraries need to work to establish programmes that will engage groups and individuals that are hard to reach by identifying them and establishing what are their particular needs and then by redesigning services when necessary so that there are no barriers to inclusion. Those libraries, which are already successful in this important work,

frequently involve the communities themselves in the design and implementation of services.

6.9 The Government requires local authorities to prepare community strategies for promoting the economic, environmental and social well-being of their areas and so contribute to the achievement of sustainable development in the country. Authorities have been given broad powers to improve and promote local well-being as a means of helping them to implement these strategies. In future Local Cultural Strategies will be subsumed within community strategies. It is important that the library planning process should be linked to community planning so that the contribution of libraries to the broader priorities of local communities is identified and integrated with other service provision.

6.10 Community strategies should be prepared in collaboration with the Local Strategic Partnership, which brings together those who deliver different services to decide where common priorities for the improvement of public services lie. LSPs are encouraged to develop 'ownership' of the community strategy for each local area and it is vital that the public library service has effective links with them.

The London Borough of Barnet Library Service includes as a key objective the need to promote social inclusion and celebrate the cultural diversity of the local community. A successful project with the Chinese community has enabled the library service to have a much greater understanding of the needs of the borough's Chinese residents. An open day was held at Grahame Park Library to introduce residents to the library and to encourage them to enrol as library members. New collections of stock and information leaflets in Chinese were launched and the event was provided in partnership with the local Chinese Community Association and Oriental City (a retail complex based in the area).

Conclusions

6.11 Libraries have a vital role as anchor institutions in our communities: they are among the most basic membership institutions in civil society. For libraries to continue to play this stabilising role in civic life they have to remain relevant to the needs of all within the community and the buildings they operate in should be fit for purpose.

6.12 Those needs cannot be assumed or taken for granted. Libraries must be adept at seeking, understanding and serving the needs of non-users, some of whom may be ill at ease in a library setting.

6.13 Library authorities need to survey and review the needs of the communities they serve, focusing particularly on the needs of people who do not currently use libraries but might be attracted to do so and might benefit disproportionately from the services on offer. This should form part of the local authority community strategy.

Libraries have a vital role as anchor institutions in our communities: they are among the most basic membership institutions in civil society.



Cookham Library. Courtesy of Royal Borough of Windsor and Maidenhead Library and Information Service.

7 Delivering Change

- 7.1 It is not enough for libraries to have a compelling vision of their role in modern society. That vision has to be matched by a credible plan for delivering tangible improvements in services across the public library network as a whole.
- 7.2 Library services are operated by a highly decentralised, distributed system in which 149 library authorities in England operate more than 3,000 libraries. The great strength of libraries is their sense of local connection: their relationship with the communities they serve and the part they play in delivering the wider local corporate agenda. The basis for that relationship is that libraries are funded by and accountable to local government.
- 7.3 However in any organisational structure, strengths can also produce weaknesses. One drawback to such a highly decentralised network is that it can lead to fragmentation and a lack of strategic direction for the service as a whole. The danger in fragmentation is that the shared needs of the library network as a whole, for example leadership development and information technology standards, become more difficult to identify and tackle. Opportunities for libraries to share resources as a result are sometimes missed.
- 7.4 The goal of this framework is to develop ways for central government, local government and library authorities jointly to identify the priorities for public libraries. DCMS will ensure that this approach is compatible with local accountability for services that are tailored to the needs of distinctive localities.
- 7.5 The following provide the key to delivering this new strategic framework:
- A greater recognition by central and local government of the role of public library services as a delivery agent across a range of services and objectives
 - Stronger sectoral leadership at national and regional level
 - Development of the library element of the local authority performance management framework in order to drive continuous improvement in public library services
 - A new relationship with the business community.
- 7.6 DCMS will lead action in all these areas with the help of a task force consisting of key stakeholders including library professionals, representatives from local government more broadly, the private sector and other interests.

Greater recognition by central government

- 7.7 It is one of the major conclusions of this analysis that libraries have an enormous amount to contribute to the achievement of central government's key social and educational objectives. In order to deliver these benefits, it proposes a simple change to the way in which libraries operate – that the library service should focus its efforts in the key areas identified in this framework and, as far as possible, that the same national offers should be available in every library. The combined strength of the library service working together is already apparent through programmes such as The People's Network and the summer reading programme. We need now to apply it elsewhere.

7.8 This framework is the first step in identifying what some of these offers might be.

It proposes a number of areas where there is a gap in delivery – such as the need to complement and reinforce formal education with informal learning – which the library service can fill because of its unique characteristics and strengths, and suggests what measures might meet the need. Examples might include national programmes to support adult basic skills; to provide services for cared for children and young offenders and a national network of homework clubs either physical or virtual. All these things happen now but if we develop a national approach, then we ensure access for all, deliver economies of scale and ease negotiations with other funding partners.

7.9 All of these possible measures have been developed in consultation with the relevant departments. DCMS and Resource need now to engage with partners in Whitehall to develop joint strategies to develop and prioritise among them and consider other ways in which the untapped potential of libraries can be exploited to deliver the Government's priorities. When these programmes have been identified and developed, it will provide a stronger case for other central government departments to consider funding them, in the light of their priorities at the time.

7.10 These national offers must however be tailored to local circumstances. The aim is that library authorities should look rigorously at the needs of their local communities and prioritise accordingly, for example, in an area where adult literacy is a particular problem the library service will need to give greater priority to adult basic skills.

7.11 The role of central government is to:

- Help identify libraries' key contribution to national and local priorities
- Set out a small number of national expectations for the public library service to deliver
- Clarify the links with the shared priorities for local government
- Encourage continuous improvement through performance management.

7.12 The way in which the national expectations are met, and the way in which libraries are identified within Community Strategies should be entirely a matter for local authorities and their partner organisations. This empowers library authorities to operate flexibly and imaginatively in meeting the needs of their communities.

Greater recognition by local government

7.13 It is striking how much variation there is in the standard of library services in different parts of the country. The best services are found where their local authority managers have done the exercise described above – considered how their library services can help them deliver their key corporate objectives, developed strategies for using them, and resourced and managed them according to a clear set of priorities.

London Borough of Camden's 1998 Best Value Action Plan provided a radical agenda to bring libraries to the fore of many key policy areas. Library opening hours have been extended by 20% by developing partnerships with post-16 learning establishments, the youth service, Sure Start and Capital Careers. The libraries are learning hubs for online learning and satellite 'spokes' have been established in twenty community centres. A significant investment programme has been established with capital challenge funding meeting the costs of several libraries. A new combined library, learning and youth resource centre is being built through a private sector partnership. Libraries now feature strongly in the community strategy.

7.14 It is therefore a key task for DCMS and Resource working with local government to ensure that local authority managers are fully aware of the ways in which they can use their libraries. DCMS needs to build stronger relationships with local government across the full range of its service sectors and develop integrated approaches to the identification of good practice and encouragement of continuous improvement. This needs to be done as part of a holistic DCMS strategy to respond to the Local Government White Paper, involving Resource and other strategic NDPBs.

7.15 Within DCMS, policy lead for the public library service will sit in a new directorate, which also deals with local government issues related to its sectors and for cross-cutting work on developing cohesive communities. This will ensure that policy for public libraries is taken forward in the context of the wider local government agenda.

7.16 To make a real contribution to these agendas, however, libraries need to become a much more effective delivery mechanism, and this is where better sectoral leadership can help.

Better sectoral leadership at national and local level

7.17 Many of the most successful and dynamic library services in the world have at their core a small, focused agency, which helps to drive change. One outstanding example is Singapore's National Library Board. In Holland and Sweden recent efforts to revitalise and renew libraries have turned on the creation of new central capacity to drive change and encourage collaboration.

7.18 Resource is the strategic body empowered to advise government and the library sector on the long-term development of museums, archives and libraries. Resource will now develop:

- A clearer central focus on public libraries within its overall organisation
- Greater capacity to move from advice to implementation and action to drive change.

7.19 DCMS has outlined the following remit for Resource in support of the public library service:

- With DCMS, provide strategic vision and direction for the library network as a whole
- With DCMS, act as a national interlocutor for public libraries in dealings with national agencies and departments to promote libraries as a policy delivery vehicle to national policy makers
- With DCMS, assist local and library authorities to recognise ways in which library services can contribute to the wider corporate agenda
- With DCMS, act as a national advocate for libraries
- Devise workforce development and leadership plans for the library service nationally
- Encourage partnerships with foundations and private sponsors to fund innovation
- Broker common ICT standards and national content agreements
- Provide support, foster innovation and spread good practice
- Create regional capacity for shared resources and learning.

7.20 The Advisory Council on Libraries will have new terms of reference and its membership will be a small expert team of library advisers. ACL will work closely with DCMS and Resource in delivering the vision set out in this document. DCMS and Resource will also continue to work closely with CILIP and the SCL in taking the strategy forward.

7.21 Leadership at the local level is vital to delivery of this vision. A key element of Resource's future work will be to address workforce

development and in particular how to ensure the library service develops leaders for the future. This will require a detailed analysis of skills needs and training and recruitment practices borrowing from good practice already under way in other sectors such as health and education where similar problems exist. The aim must be to make entry to the library service more fluid embracing a wider skills mix and to enable continuous professional development including leadership training to become the norm.

A new library development plan

7.22 DCMS has asked Resource to prepare a new three-year plan for public library development, which would include:

- The creation of a national leadership programme
- The creation of a wider workforce development plan
- Developing further Resource's links with government departments and agencies with a responsibility for learning, online and community related services
- Plans for the future development of The People's Network
- Agreeing common ICT standards for technology and services
- Creating a fundraising and business development capacity to explore opportunities for raising external funds from foundations and private sponsors
- A research and evaluation programme to demonstrate the impact made by public library services
- Supporting DCMS in delivering the new performance management and advisory system.

Regional capacity

7.23 In tandem with stronger, focused capacity at the centre to help drive change, libraries need a stronger regional network to:

- Share resources and reduce costs, for example on the purchase of books and ICT
- Identify and spread best practice in service development
- Promote and advise on joint bidding for resources from national and European agencies
- Create schemes for staff development
- Encourage joint working and partnerships with other related services
- Promote libraries to the regional bodies being created in England, such as the Regional Development Agencies and Learning and Skills Councils.

7.24 These measures together will create a strong regional focus for the public library service.

7.25 Resource is in the process of creating regional agencies in each of the nine English regions to co-ordinate and develop museums, archives and libraries. Additional funding was made available to transform existing area museum councils into regional agencies that would represent museums, archives and libraries in the regions. NEMLAC in the North East of England is one such model, which has been built on a strong regional infrastructure. SEMLAC in the South East of England is developing a new infrastructure for a newly created Regional Development Agency area.

7.26 The regional agencies in the nine English regions will promote collaboration between libraries and other agencies and help provide

a sense of strategy for the region as a whole. As the agencies develop, that strategic vision will need to be matched by a capacity to focus on the specific needs of libraries.

Renaissance in the Regions, the recent Resource report on regional museums, proposed the creation of regional museum hubs. Resource will explore how to provide a similar regional focus for libraries. There are already a number of successful models for collaborative improvement. Resource will work with library authorities to determine the most effective approach. Other examples of existing arrangements include:

- The London Library Development Agency. Each of London's thirty-three library authorities has bought into the agency, through membership subscription. That has allowed a small organisation to be developed to articulate the value of libraries to London, bid successfully for funding and help spread and share best practice
- Beacon library authorities and other similar innovatory library services. The Beacons are charged with disseminating the good practice and expertise for which they have been recognised. Resource will explore the potential for developing the role of these library services.

7.27 As part of this work Resource is collaborating with the British Library and CILIP. Led by a regional development officer for libraries in England, representatives of all nine regions are working with the national bodies to spread good practice and ensure that issues concerning the library and information community are embedded in each of the regional agencies.

Challenge and improvement

- 7.28 Libraries have a central role to play in supporting the delivery of local and national priorities across a wide range of areas. The better performing library services are well integrated with the wider agenda of their local authority, and, as is shown in this document, are outward looking and innovating in terms of their practice and services. This reflects what the best performing local authorities are delivering for their communities as a whole.
- 7.29 As part of its wider programme to help councils make real improvements in local services for the communities they serve, the Government has announced an important package of measures, which give councils more freedom to shape their spending and their services. This package includes a significant reduction in the plan requirements of central government.
- 7.30 Library services are part of this wider picture. We want to empower the best performing councils to continue to improve their library services, and to help and support those councils who have some way to go to delivering services that match the best.
- 7.31 Annual Library Plans were introduced in 1998 and Public Library Standards were implemented in 2001. They have provided a focus for managers to gather information and manage services. We now believe the time is right to move away from this mechanism towards arrangements for the planning and delivery of library services which match the spirit of the Government's new partnership with local government.
- 7.32 Instead of requiring an Annual Library Plan from each library authority, from 2003/04 we will no longer require any return from any authority which is rated 'excellent' overall in their Comprehensive Performance Assessment (CPA). Nor will we require a return from those councils whose library service is considered 'excellent', but whose overall assessment is 'good'. We believe it is important that those authorities who have demonstrated they can perform to the highest standards should be free of this requirement from next year so that they can get on with the important business of continuing to deliver excellent services to their communities.
- 7.33 For other authorities, we believe time and support are needed to develop their approach to this strategy and to modernise and improve their library services. However, we intend radically to streamline the arrangements that will apply to them from 2003/04.
- 7.34 They will no longer be required to submit an Annual Library Plan in the old format. Instead, we will require them to submit a much simpler 'position statement', which will be significantly shorter, and sharply focused on seeking information to demonstrate how they intend to shape and deliver their services in line with this strategy and its three broad themes:
- Promotion of reading and informal learning
 - Access to digital skills and services (including e-government)
 - Tackling social exclusion, building community identity and developing citizenship.
- 7.35 We will look carefully at these new position statements and, if performance and engagement with delivering the strategy are satisfactory in 2003/04, we will remove the requirement to submit a further position statement.

- 7.36 Only authorities we are not convinced are ready to deliver will be required to submit a further position statement for 2004/05. And thereafter, the requirement will be removed altogether.
- 7.37 In this way, over the next two financial years we intend to reduce and sharpen our requirements in line with the lighter touch approach applying across government, and to focus down increasingly on those authorities that still have a way to go in developing their capacity to deliver.
- 7.38 In addition to these new arrangements, we will be working on a number of other fronts to strengthen the arrangements for gathering information in line with the new library strategy agenda.
- 7.39 DCMS will work with the Office of the Deputy Prime Minister to identify and develop the key Best Value Performance Indicators for the library service focusing on those that will provide central and local government with the essential information they need about the quality of local library services.
- 7.40 The Government acknowledges that over time Comprehensive Performance Assessment needs to pick up more qualitative data on library services. DCMS, with the support of the Office of the Deputy Prime Minister, will continue the helpful discussions we have already had with the Audit Commission about how, within the context of a co-ordinated and proportionate model of local government inspection informed by CPA outcomes, inspection arrangements can best address the library service. We see as the key issues the prioritising of services most in need of improvement and including a proper recognition of the contribution libraries can make to the assessments of a range of other important services, and the delivery of wider shared priorities.
- 7.41 We will also take full account of the role of libraries and other cultural services in the development and implementation of community strategies. And these services will feature significantly in forthcoming research that will analyse the way in which various local services connect with the community strategy process.
- 7.42 In developing and taking forward these new arrangements we will work closely with Resource, the Advisory Council on Libraries, the Local Government Association, and other public libraries stakeholders including the Chartered Institute of Library and Information Professionals (CILIP) and the Society of Chief Librarians.

Developing a new relationship with the business community

- 7.43 We believe there is scope for public libraries to develop mutually beneficial partnerships with those businesses that recognise the importance of corporate social responsibility. Libraries provide an excellent means for such companies to implement CSR programmes aimed at supporting local communities, lifelong learning and combating social exclusion.
- 7.44 Innovative libraries, often supported by The Reading Agency, have had some considerable success over recent years in attracting private sponsorship to their activities. The case study examples demonstrate some of the opportunities which exist for libraries to work with publishers, booksellers, authors and private sponsors to support reading promotion. Such partnership and sponsorship arrangements deliver much more than the

immediate goal of the project. Workplace based projects can help libraries reach new audiences. Business partnerships can bring with them development opportunities for library staff where, for example, librarians have been invited into business mentoring and skills enhancement programmes where a sharing of public and private sector expertise can be beneficial. These closer links also enable the library community to develop advocates within the business community.

7.45 Much is being done and more of this could be done. Links between private sponsors and literature are not as strong in other sectors of the arts world. The DCMS/Wolfson funded Books and Business programme is beginning to build a portfolio of business partnerships and The Reading Agency had included the

need to build reading inspired business partnerships as one of its key work strands.

7.46 By developing a new relationship with the business community, libraries will also benefit from access to vital skills, such as marketing, access to new audiences through workplace based initiatives and access to new sources of funding for projects. Businesses will be able to profit from a raised profile, an enhanced corporate reputation and opportunities for staff development.

7.47 Building successful partnerships with the business community takes time and expertise. As part of their new remit, working with other experts in the field, Resource will look at ways to support public libraries to connect with the business community.

During 2002 **West Sussex Library Service** installed ICT equipment offering free public internet access in its thirty-five libraries as part of The People's Network. The library service was able to publicise the launch of the new service to users and put in place a long-term marketing strategy to make non-library users aware of the service by drawing on the expertise of a marketing manager from a locally based firm. Networking body Arts and Business South East was able to broker the arrangement through the use of their skills bank database.

The **County Big Book** scheme was a partnership between Cumberland Building Society and **Cumbria County Council Education & Libraries**. As part of their commitment to corporate social responsibility, the Cumberland Building Society wanted to support local initiatives that might not otherwise receive funding and so make a useful contribution to the local community. The Society also hoped that by demonstrating its commitment to regional activities it would be able to raise its public profile and present itself as a caring and ethical organisation.

Working initially through the County Council's Education Department, the Society began to support the region's Arts in Education programme, which benefited schools, arts venues and libraries. One particularly successful initiative was the "County Big Book" project, a scheme involving primary schools in Cumbria and the Young People's Library Service. Schools were invited to compile their own "Big Book" of stories and contributions made by school children. These were submitted to a panel of judges who selected three winning books to be published and distributed around the county. As a result of the benefits it has enjoyed, the Society has now committed an ongoing donation from its annual profits to secure a continued involvement in local affairs.

Libraries in 2013

The examples at the beginning of this document illustrate some of the services on offer in libraries in 2003. The following could be our vision for 2013:

- Anyone seeking a book can be guaranteed to get access to it through the library whether or not it is still in print
- All babies and new parents are invited to become library members within the first year of the baby's life as well as being exposed to the opportunities for early years reading
- All school age children can join a homework club, engage in summer activities or join reading groups
- All families in Sure Start areas are given intensive help in promoting reading
- Any adult struggling with adult basic skills can turn to a library for personalised intensive help
- Any member of a public library can also access materials held in libraries in higher and further education
- Anyone seeking opportunities for learning and training can be guided to a course through a library
- Any community group can turn to the library for help in creating, hosting and managing community content online
- Any citizen can engage with government services, debate and consultation online through a library
- Anyone can ask a library for information through a national online service
- All of these services will be offered in premises fit for purpose either within the library building or through outreach.

And libraries will still be places where anyone can learn, discover, reflect or imagine without being questioned, asked to show a membership card, or required to book an appointment.

Appendix A – Glossary

Advisory Council on Libraries (ACL) is the statutory body set up under the Public Libraries and Museums Act 1964 to advise the Secretary of State for Culture, Media and Sport on public libraries.

Annual Library Plans (ALPs) Annual Library Plans were introduced by DCMS in 1998. English library authorities, through their ALPs, provide DCMS with an overview of their service, details of forward attainment and assessment on the meeting of previously set targets. The planning system will change and ALPs will be streamlined from 2003 onwards.

Beacon Libraries The ODPM's Beacon Scheme is intended to encourage good practice amongst local authorities and to disseminate that practice across all authorities. One of the themes in the 2002/03 Beacon "round" was *"Libraries as a Community Resource"*. After a rigorous assessment process, eight authorities emerged as Library Beacons.

Booktrust is the national charity for books and reading in the UK. **Bookstart** is a national scheme, run by Booktrust, offering free books to every new child and advice to every parent.

The Chartered Institute of Library and Information Professionals (CILIP) is the leading professional body for librarians and information managers in the UK, with members in all sectors private, voluntary and public, including public libraries. CILIP was formed by a merger of the Library Association and the Institute of Information Scientists in April 2002.

Culture Online Culture Online is a DCMS funded initiative with the aim to increase access to the arts and culture by creating a 'digital bridge' between learners and the resources of the arts and cultural sectors. COL will be delivered through 20-40 exciting new online or interactive projects created in partnership with a range of

cultural and commercial organisations, between 2002 and 2004.

The Department for Culture, Media and Sport (DCMS) DCMS has the statutory responsibility to superintend the delivery of the English public library service by local library authorities and promote its development. The **Secretary of State** for Culture, Media and Sport has a statutory duty under the Public Libraries and Museums Act 1964 to ensure that public library authorities in England provide a 'comprehensive and efficient' library service. The Scottish Office, the Welsh Office and Department of Culture, Arts and Leisure Northern Ireland Executive are responsible for policies affecting the library services in Scotland, Wales and Northern Ireland, respectively.

DCMS/Wolfson Public Libraries Challenge Fund The DCMS/Wolfson Public Libraries Challenge Fund was a partnership between DCMS and The Wolfson Foundation to enhance the facilities and services provided by public libraries in England. The Fund ran annually between 1997 and 2002 and has provided over £13 million funding for 139 public library based projects.

The Department for Education and Skills (DfES) DfES was established with the purpose of creating opportunity, releasing potential and achieving excellence for all. The Department delivers on a range of education issues through working closely with other government departments and cross-departmental bodies.

Learndirect/University for industry (Ufi) Ufi Limited was created in 1998 to bring about the government's vision of a 'university for industry'. Learndirect is Ufi's network of online learning and information services, which was rolled out nation-wide across England, Wales and Northern Ireland from 25 October 2000 following a successful national pilot.

Learning and Skills Council (LSC) Established in April 2001, The Learning and Skills Council is responsible for funding and planning education and training for all over 16 year olds in England. The LSC works with partners, employers, learning providers, community groups and individuals to develop and implement strategies that meet the Government's aims set out in the 'Learning to Succeed' White Paper.

London Libraries Development Agency (LLDA) The organisation has been created to develop and realise a co-ordinated strategic vision for all library and information services across London.

National Literacy Trust The National Literacy Trust, founded in 1993, is an independent charity concerned with raising literacy standards for all age groups throughout the UK.

North East Museums, Libraries and Archives Council (NEMLAC) It is the regional development agency for museums, libraries and archives in North East England. It aims to facilitate sector development across the region through strategic leadership, advocacy, advice, exemplar projects and service delivery.

Opening the Book Ltd It is an independent company that pioneers a new approach to promoting literature from the reader's point of view. Opening the Book creates resources for readers and provides training and consultancy services to all the professions who work with readers – librarians, booksellers, publishers, arts organisations and government departments.

The People's Network The People's Network is a £120 million lottery funded initiative, through the New Opportunities Fund (NOF), to set up Information and Communication Technologies (ICT) centres (£100m) in every UK public library by the end of 2002 and to train library

staff (£20m) in ICT skills and learner support. In England NOF funded libraries automatically qualify for UK online centre status.

Public Library Service The public library service in England is run by 149 separate library authorities operating through 3,500 service points, including mobile services. Under the Public Libraries and Museums Act 1964 local authorities have a statutory obligation to provide a 'comprehensive and efficient' library service. Public libraries are funded through a combination of council tax revenue and the Revenue Support Grant from the Office of the Deputy Prime Minister.

Public Library Standards The public library standards are the monitoring arm of DCMS's public libraries planning and monitoring framework. The standards took effect from April 2001 with a three-year phase-in period and they help to define library authorities' statutory obligation to provide a library service that is 'comprehensive and efficient'. The standards are a suite of targets across a basket of core activities. Since their introduction, library authorities have notified DCMS of their performance against each of the standards through their annual library plan. With the introduction of Framework for the Future, the standards will be reviewed to make sure that they fully reflect the new strategy and do not impose an unreasonable administrative burden on local authorities to deliver quality services to meet local needs.

The Reading Agency (TRA) TRA is a library development agency working in new ways with both adult and young people's librarians to inspire a reading nation. The Reading Agency was formed by a merger of Launchpad, The Reading Partnership and Well Worth Reading in July 2002.

Resource: The Council for Museums, Archives and Libraries Resource is the strategic body empowered to advise government and the library sector on the long-term development of museums, archives and libraries. Resource was created by the merger of the Museums and Galleries Commission and the Library and Information Council in April 2000. Resource is primarily funded by the DCMS. As a Non-Departmental Public Body, Resource is managed by its Board of Councillors, who are ultimately accountable to the DCMS for all of Resource's operations.

School Library Services School library services are central services provided by local authorities to support school library provision. They provide a range of services including loan collections, collection management advice and support, and training for teachers and librarians. The Scottish Office, the Welsh Office and Department of Culture Arts and Leisure Northern Ireland Executive are responsible for policies affecting the school library services in Scotland, Wales and Northern Ireland, respectively.

South East Museum, Library & Archive Council (SEMLAC) It is the new regional development agency for the museum, library and archive sector in the South East.

Society of Chief Librarians (SCL) SCL is the professional association with the aim to advance the interests and influences of libraries by representing the views and interests of Chief Librarians in England and Wales.

Sure Start Sure Start is a cornerstone of the Government's drive to tackle poverty and social exclusion. The aim is to improve the well-being and life opportunities of young children aged 0-3 yrs through better health, childcare and educational opportunities. It does this by setting up local neighbourhood programmes, concentrated in localities where a high proportion of children are living in poverty and social exclusion, to deliver a range of services across education and health and family support.

UK online It is the overarching programme linking the Government's various Information Age initiatives and was launched by the Prime Minister in September 2000. The establishment of 6000 UK online centres in England by the end of 2002 is a major part of the programme and public libraries will form around a half of the UK online centre network thanks to The People's Network programme.



Appendix B – Acknowledgments

In July 2002 the Department for Culture, Media and Sport set up a project stakeholder group with the following terms of reference ‘to guide the DCMS in the development of a new strategic framework for the public library service’. Membership of the group is set out below.

Alex Stewart, Chair	Director, Museums, Galleries, Libraries & Heritage Group	Department for Culture, Media and Sport
Chris Batt	Director, Libraries and Information Society Team	Resource: The Council for Museums, Archives and Libraries
Tony Belmega	Assistant Director, Policy and Development and Head of Adult Learning	Learning and Skills Council
Margaret Bennett	Head of Lifelong Learning and Technologies	Department for Education and Skills
Jon Boagey	Head of Information Services	National Youth Agency
Lyn Brown	Chair of Cultural Services Executive	Local Government Association
John Hicks	Chairman	Advisory Council on Libraries
Julie Hill	Senior Project Officer	Local Government Association
Bill Macnaught	Head of Cultural Development	Gateshead Council
Bob McKee	Chief Executive	CILIP
Martin Molloy	Director of Libraries and Heritage	Derbyshire County Council
Miranda McKearney	Director	The Reading Agency
Neil McClelland	Director	National Literacy Trust
Graham Walker	Director of the Central Strategy Unit	Office of the e-Envoy
Alan Wells	Director	The Basic Skills Agency
Janet Evans	Head of Museums, Libraries and Archives Division	Department for Culture, Media and Sport
Mandy Barrie	Head of Libraries and ICT Development Branch	Department for Culture, Media and Sport
Peter Beauchamp	Chief Library Adviser	Department for Culture, Media and Sport
Roger Stratton-Smith	Head of Local Government Team, Libraries, Local Regional and International Division	Department for Culture, Media and Sport
Alex Petrovic (secretary)	Policy Adviser, Libraries and ICT Development Branch	Department for Culture, Media and Sport

The Department for Culture, Media and Sport would like to thank the members of the Advisory Council on Libraries (ACL) for their advice and guidance. Membership of the ACL is set out below.

John Hicks	Chairman	Advisory Council on Libraries
Chris Batt	Director, Libraries and Information Society Team	Resource: The Council for Museums, Archives and Libraries
Keith Crawshaw	Head of Leisure Services	Sheffield City Council
David Ball	Associate Head of Academic Services	Bournemouth University
Rob Froud	County Librarian	Somerset County Council
Graham Bulpitt	Director, Learning Centre and University Librarian	Sheffield Hallam University
Shelagh Levett	Head of Arts, Library and Museum Services	Bournemouth Borough Council
Bob McKee	Chief Executive	CILIP
Martin Molloy	Director of Libraries and Heritage	Derbyshire County Council
Guenever Pachent	Assistant Director (Libraries and Heritage)	Suffolk County Council
David Ruse	Assistant Director, Lifetime Learning	Westminster City Council
Brian Stevenson	Commissioning Inspector	Audit Commission
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