Customer Consultation using a Systems Thinking Approach in Libraries
Brighton & Hove City Council

Contents

Executive Summary

- Brighton and Hove City Council runs 14 static libraries across the city and one mobile library. There are more than 1.8 million visits to these libraries each year.

- We asked 2328 customers to comment about what they want from the library service and what they value about it. They gave us 9011 comments which are analysed in this report.

- In addition to the customer comments, managers spent time observing the front line, looking at the flow of work and finding out from front-line workers what helps and what hinders their giving a good service to customers.

- This was not a survey with set questions and staff were not allowed to lead the conversation, so customers were free to comment openly on anything that was important to them about the service.

- The top 80% of things that customers had come into the library for were:

  ➢ Borrowing or using stock (48.8%)
  ➢ Using ICT facilities (10.7%)
  ➢ Gaining information and studying, including researching jobs (7.4%)
  ➢ Meeting friends, bringing children in to play and read, and using the library as a community space (5.8%)
  ➢ To sit and read or write (5.0%)
  ➢ To attend an event or activity (3.2%)

- The top 80% of things that customers said they valued about their libraries were:

  ➢ Being able to borrow from a good selection of stock (21.6%)
  ➢ Having a nice environment – nice building with good facilities which is welcoming, relaxing and family friendly (18.9%)
  ➢ "I love everything about my library" (14.0%)
  ➢ The library is part of their local community (12.9%)
  ➢ Welcoming and helpful staff (8.8%)
  ➢ Services are free (5.0%)
  ➢ Availability of ICT facilities (3.6%)

- The results were analysed to see where the service had failed to meet either the demands from customers or their values. A failure is counted where the service failed to provide what the customer expected on the first contact, or where libraries currently do not provide the service. Also, for the purposes of analysis, customers expressing a fear of cuts in the service were counted as a "Failure".

  ➢ The service failed to meet 12.7% of demands made on it.
  ➢ The service failed to meet 7.9% of customer values.

▪ The results show clearly that libraries are not monolithic and that customers in different libraries make different demands of the service and have differing values. The main differences in demands on the service were:

➢ Hove Library and the Community Libraries had a more than 10% higher proportion of demands for stock relative to the demands for other services compared with Jubilee Library.

➢ Jubilee Library had the highest proportion of demands for gaining information and studying, including researching jobs. Hove came second followed by the community libraries. Connected to this Jubilee also had by far the highest proportion of customers wanting to sit and read or write.

➢ Community Libraries and Jubilee Library had the highest proportion of demands for meeting friends, bringing children in to play and read, and using the library as a community space. Hove Library had a much lower proportion (half that of community libraries).

▪ There were much bigger differences shown in the responses from customers in different libraries about what they value in the service. The main differences being:

➢ Customers in the Community Libraries placed their highest value in the library as an integral part of their local community. Their next highest values were the quality of service they received from staff and that services were free.

➢ Customers in Hove Library often said "I love everything about my library" without being more specific. They also placed high value on a peaceful, relaxing and friendly environment.

➢ Customers in Jubilee Library most valued being able to borrow from a good range of stock. This was closely followed by valuing the building itself for its space and ambience, and finding it a peaceful and relaxing place to be.

▪ The service will be working to improve the small, but significant, percentage of demands and values that were failures (see the action plan at the end of this report). Cutting down on failures also cuts down on wasted work putting those failures right. During the data collection period, managers observed the front-line and asked staff what helped and what hindered their being able to give a good service to customers. This information helps to shed light on why failures are happening. The main areas where failures occurred are:

➢ Stock selection, availability and layout.

➢ Environmental – especially lack of refreshments, lack of sufficient seating and tables, lack of facilities such as toilets and parking, and noise levels.

➢ Fears of cuts in library services.

➢ Library opening hours being insufficient.

> ➢ ICT facilities too old and lacks WiFi, time slots too small and lack of power points to plug in laptops.
> ➢ Inconsistent quality of customer service shown by staff.

- Non-users were also spoken to as staff went out into the community to ask questions. The results show a lack of understanding of the range of services available in a modern public library. Also, some non-users said that they did not have time to visit a library showing the importance of locally placed libraries close to other community facilities that people will be accessing.

- The key recommendations of this report are that:

  - Improve range of stock supplied, as well as the processing and flow of stock between libraries
  - Seek opportunities to improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries
  - Review all library opening hours to better meet community need
  - Modernise the ICT facilities, providing WiFi at Jubilee Library and changing the PC booking system to allow longer time slots
  - Train and support staff to give a consistent standard of service
  - Deploy staff to mirror customer demand at different times so that customers are well served, and staff less stressed
  - Review and change the flow of back-office work to ensure that it directly supports the front-line offer in ways that are of value to customers. This will improve the service to the customer while cutting down on waste.

1.   Introduction

1.1   Brighton and Hove City Council runs 14 static libraries across the city and one mobile library. The main central library, Jubilee Library, has approximately one million visits a year and does about half of the overall library transactions. Hove Library serves the West of the city around central Hove and has approximately 313,000 visits a year. The other libraries are small community libraries serving different communities in different areas of the city.

1.2   With training and support from Vanguard Consulting Ltd., paid for by the Museums, Libraries and Archives Council, the Libraries Service in Brighton & Hove started Systems Thinking work during 2010 in order to better tailor services to the needs of customers.

1.3   This report is the result of the first phase of this Systems Thinking work ("Check") which comprised of questioning a range of customers and some key flow work to identify how resources are used to meet customer's demands.

1.4   Systems Thinking is a very different approach from the traditional survey work undertaken by the library service. In a survey, the questions are closed and already pre-determined and a range of answers suggested. Thus the customer is restricted to only responding on certain topics and only within a certain range of answers. With Systems Thinking the customer is engaged in conversation with open questions. Thus they can talk freely about anything that is particularly important to them about the service. Staff record their responses in the customer's own language where possible so as not to loose the true essence of what they have said.

1.5   The results show clearly that libraries are not monolithic and there is a lot of difference in the demands and values from customers in different libraries. Therefore, while the overall analyses are useful, the report also breaks down the results into Jubilee Library, Hove Library and the Community Libraries. In this way the results can be used to look at the needs of different communities and to tailor services in local libraries accordingly. Results for individual community libraries are available but not included in this report.

1.6   It is clear from what customers said that libraries are not just a transaction-based service. Many customers visit libraries because they value libraries, for example as a communal space and for social reasons. Thus the values that customers said they attach to libraries were analysed to the same depth as their direct demands on the service.

1.7   While stock was shown to be extremely important to customers, libraries offer a wide range of services for a range of different customers, often

services which would be difficult to obtain elsewhere. Hence when reading the pie charts in the report it is useful to keep in mind that the stock segment makes other services look small when in fact they are by no means insignificant.

1.8   The results have been presented in this report mainly through pie charts and customer comments with little commentary. This is to let the customers speak through their own words about the service.

2. Methodology

2.1.   The data collection was done between May and September 2010 across all service points including the mobile library. This was done by managers at all levels and front-line staff.

2.2.   2328 people were asked, mainly users in libraries but also including outreach to community locations and events, and a web questionnaire. In this way the work covered non-users as well as current customers. The number of users asked represents approximately 4% of all library users in the city (based on the number of active borrowers).

2.3.   The library customers were engaged in conversation with two open questions:

- What have you come into the library to do today? (Demands)
- What do you value about libraries? (Values)

2.4.   In addition to engaging customers in conversation, a system of Post-It notes was used in Jubilee Library to find out the views of customers who are difficult to reach. This was found to be particularly useful in reaching young people, those with mental health issues and those who preferred not to have their study or ICT time interrupted.

2.5.   Staff also attended several outreach events in the community where further data was collected, including from non-library users and there was also an online questionnaire on the council website.

2.6.   Enquiries coming in through the back-office service points (telephone, email and the national "Enquire" online system) were looked at.

2.7.   A partial analysis was done twice during the data collection period to identify any age ranges of customers not properly represented, and further questioning done to rectify any imbalance.

2.8.   A partial analysis was done twice during the data collection period to identify the days of the week and times that customers were approached at each library to ensure that a reasonable spread of data was collected, and further questioning done to rectify any imbalance.

2.9.   The 2328 people who responded made 9011 separate comments about the service, of which 5034 were demands on the service and 3977 were values they associate with the service. Each demand and value was given a label:

- "Failure" if the service failed to meet this
- "Value" if the service succeeded in meeting it

- "Unknown" if it was not clear if the customer was satisfied or not (this only applies to a few records).

2.10. Since libraries cover a range of services and are valued for many reasons, each comment was put into a category and sub-category to aid overall analysis. This necessarily meant splitting up factors that were actually interrelated, so in the results in this report these have been reported together where relevant.

2.11. Some categories score lower than is realistic because customers tend to describe them as being in with something else. For example the "Information" category lacks any count of all the non-fiction books that people have referred to or borrowed, since customers tend to just use the word "book" irrespective of whether it is fiction or non-fiction. (To give a rough estimate of the under-reporting this causes, loans of non-fiction are about 43% of total book issues).

2.12. An overall analysis was done for all libraries combined. Also the results were broken down into Jubilee Library, Hove Library and the Community Libraries, both combined and individually. This was done to ensure that differences between different communities were captured. (The individual community libraries data is not included in this report).

2.13. Some libraries asked more customers than others which would have distorted the overall figures in favour of those libraries. Hence, in order to make the overall analysis accurate, a system of weighting results was used. Each library's results were multiplied by a factor based on their proportion of the overall visitor figures in the previous year, so that their contribution to the overall figures was proportional to their customer base.

2.14. The overall balance of gender in the 2328 respondents compares well with that of the service as a whole:

- 55.4% Female respondents (56.5% of recorded customers)
- 30.7% Male respondents (43.5% of recorded customers) - a little low but there are 11.8% respondents of unknown gender from using Post-It notes in Jubilee Library which is likely to be a source of male respondents.

2.15. The overall balance of age ranges in the 2328 respondents seems to compare quite well with that of the service as a whole (although exact comparisons are not possible owing to different age ranges being used):

- 22.8% respondents were 60+ (approximately 24% of recorded customers)
- 55.9% respondents were 20s-50s (approximately 51% of recorded customers)

- 4.4% respondents were teenagers (approximately 6% of recorded customers)
- 7.1% respondents were under 16 (approximately 18% of recorded customers) – seems low, but parents often responded on behalf of younger children who comprise over 9% of our customer base (under 10s).

2.16. Senior library managers spent time observing service points across the service and talking to staff about what helps and what hinders their delivering a good service to customers.

2.17. Flow analysis was done of work in key areas eg stock supply and movement, in order to identify what work was being done to meet customer demands and how efficient this work is.

2.18. A draft of this report was shared with other departments in the council who have done Systems Thinking work in order to gain a critical review of this work.

3. Detailed Results

3.1 Customer Perspective

"I want to return these books and borrow some more." [Woodingdean, Female, 40s, with children]

"I can try books that I wouldn't normally try." [Jubilee, Male, 40s]

"I've come to pick up a book I've ordered" [Portslade, Female, 50s]

"I came to borrow films and CDs" [Jubilee, Post-It note in foyer]

"I want to use the Internet" [Jubilee, Female, Late teens]

"I've come to use the Internet and to look at newspapers - I'm looking for a job" [Jubilee, Male, 20s, unemployed]

"I've come here to do my homework." [Woodingdean, Child, 10]

"I came to read the newspapers." [Whitehawk, Male, Elderly]

"It's a social thing - I meet people I have not seen in ages." [Hove, Female Nanny, 20s]

"It's a great place to come with my son while my daughter is at nursery in the morning as he gets a lot out of it, especially if there is an activity going on like today." [Jubilee, Female, 20s-30s, with 2yr old son]

"Have seen that the staff have great respect for people with, for example, mental health issues, staff are profound in the way they deal with this" [Hangleton, Female, 50s]

"It's a peaceful place to sit with a nice atmosphere" [Jubilee, Male, 20s]

To see an overall perspective of what our customers talked about, all their 9011 comments fall into nine major categories as the chart below shows:

All Demands and Values by major category

- Events & Activities 2.8%
- Reading & Writing 3.9%
- Information, Study and Career 5.8%
- ICT 7.6%
- Value Libraries & Fear of Cuts 7.1%
- Community 9.0%
- Environment 12.9%
- General Services & Opening Hours 14.3%
- Stock, Borrowing & Reservations 36.8%
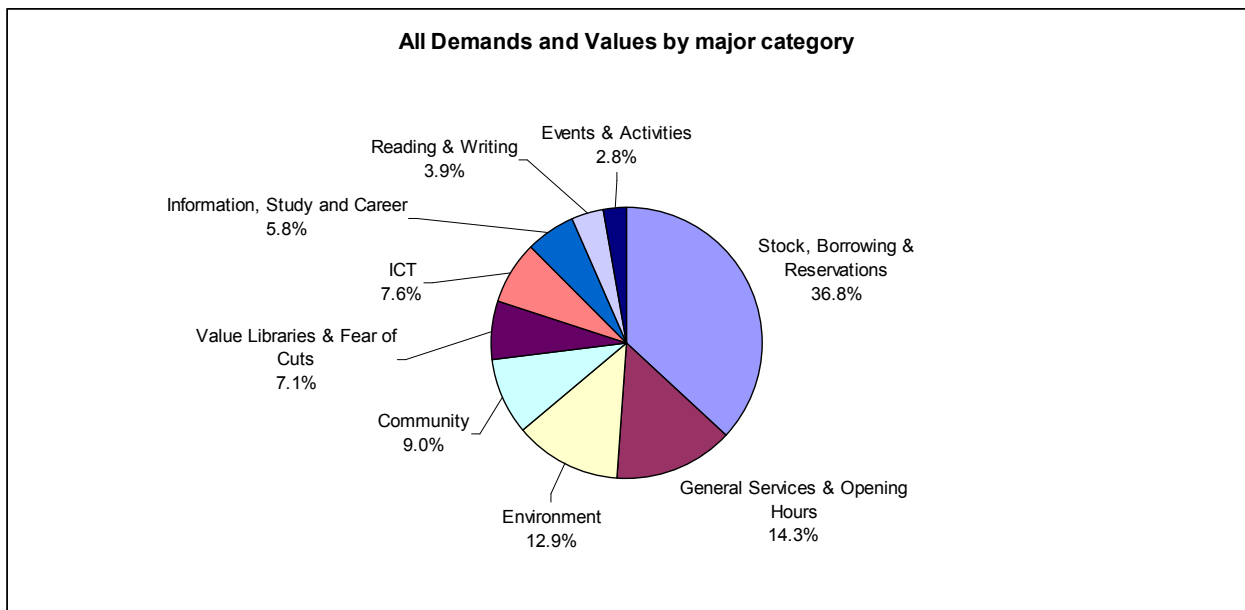
3.2   Overall Analyses for all libraries together

The two charts below show the overall customer demands from the data for all the libraries together. The first chart shows the breakdown by major category, the second chart shows the detailed breakdown of which sub-categories had the highest scores.

All Demands by major category

- Events & Activities 3.2%
- Reading & Writing 5.0%
- Community 5.8%
- Information, Study and Career 7.4%
- Environment 8.2%
- General Services & Opening Hours 10.9%
- ICT 10.7%
- Stock, Borrowing & Reservations 48.8%

All Customer Demands

- Environment Toilet and Baby facilities 1.0%
- Environment Peaceful & Relaxing 0.9%
- Environment Other 2.0%
- Shop 0.9%
- Other 6.7%
- Environment Family friendly & Safe 1.1%
- Environment Furniture 1.4%
- Environment Refreshments 1.8%
- Events 3.2%
- Libraries Opening hours 3.3%
- Reading & Writing 5.0%
- Community, Social & Family 5.8%
- Information, Study & Career 7.4%
- ICT 10.7%
- Stock 48.8%
- Stock Books 28.2%
- Stock Selection & Reservations 9.4%
- Stock DVDs 2.9%
- Stock CDs 1.7%
- Stock Other 6.6%

(Note: "Other" contains 21 subcategories of general services, each representing less than 0.7% of demands, including joining and photocopying).

The two charts below show the overall customer values from the data for all the libraries together. The first chart shows the breakdown by major category, the second chart shows the detailed breakdown of which sub-categories had the highest scores.

All Values by major category

- Reading & Writing 2.5%
- Events & Activities 2.2%
- ICT 3.6%
- Information, Study and Career 3.7%
- Community 12.9%
- Value Libraries & Fear of Cuts 16.0%
- General Services 18.5%
- Stock, Borrowing & Reservations 21.6%
- Environment 18.9%

All Customer Values

- Libraries Fear of cuts 2.0%
- Reading 2.5%
- Events Children's 1.9%
- Shop 1.0%
- ICT availability 3.6%
- Other 4.0%
- Information, Study & Career 3.7%
- Community Community space/asset 2.3%
- Community Social and Play 4.1%
- Community Local 6.5%
- Like libraries 14.0%
- Services Free 5.0%
- Services Staff 8.8%
- Environment Other: 1.2%
- Environment Friendly/Family friendly 4.4%
- Environment Building/Space 4.9%
- Environment Ambience/Peaceful/Relaxing 8.4%
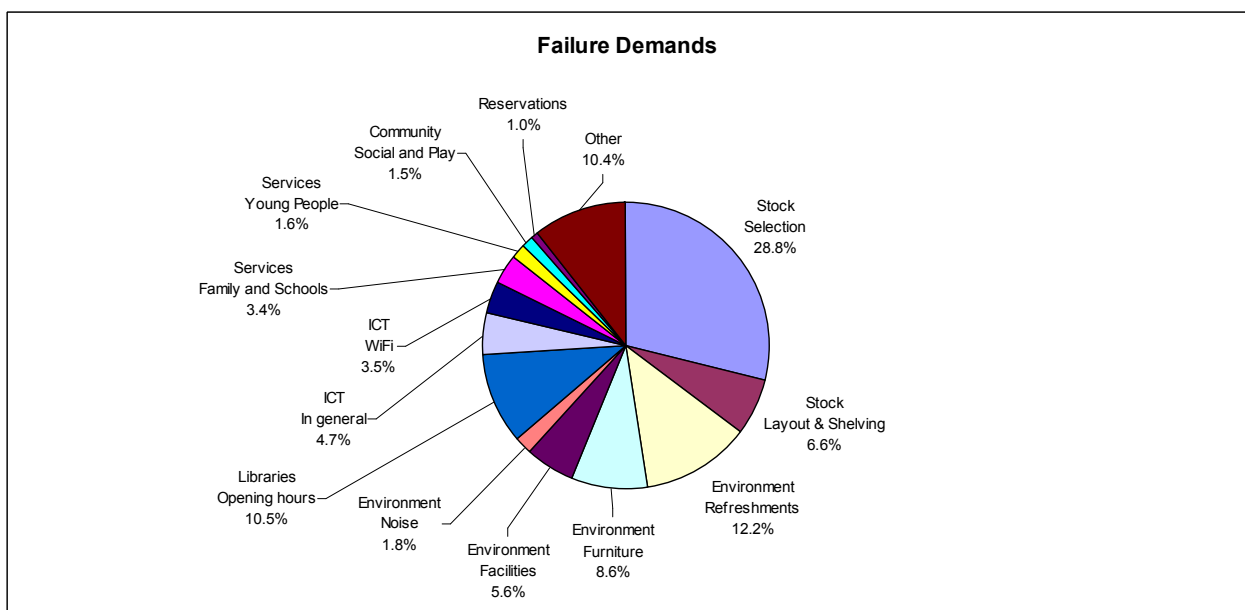- Stock, Borrowing & Reservations 21.6%

(Note: "Other" contains 12 subcategories, each representing less than 0.9% of values, including events for adults and young people, and general services such as family history and rare books).

3.2.1 Overall Failure and Non-Failure Demands

Across all libraries, total of 5034 demands were made on the service. This data has been weighted to ensure a realistic overall result across all service points. The weighted value of the 5034 demands is 4778.8 and of this 604.5 (weighted value – 12.65%) were "Failure Demands" where the service failed to provide what the customer expected on the first contact, or where libraries currently do not provide the service.

Proportion of Failure Demands

Failure
12.65%

Unknown
0.14%
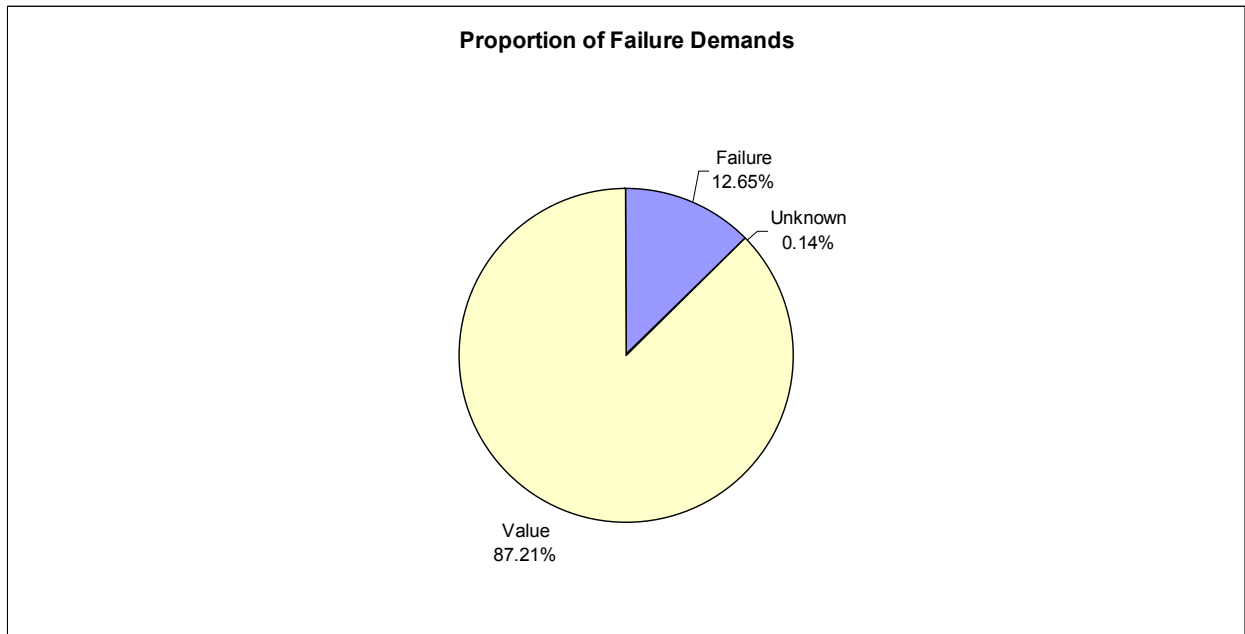
Value
87.21%

The 604.5 (weighted value, 666 actual number) failure demands break down as shown in the following chart. Below the chart are some of the typical comments from customers about these failure demands.

Failure Demands

Reservations
1.0%

Community
Social and Play
1.5%

Other
10.4%

Services
Young People
1.6%

Stock
Selection
28.8%

Services
Family and Schools
3.4%

ICT
WiFi
3.5%

ICT
In general
4.7%

Stock
Layout & Shelving
6.6%

Libraries
Opening hours
10.5%

Environment
Noise
1.8%

Environment
Refreshments
12.2%

Environment
Facilities
5.6%

Environment
Furniture
8.6%

"Keep seeing the same books - can they be changed?" [Coldean, Male, Elderly]

"I would like to see crime novels in a separate section." [Hove, Female, 50s]

"I would like coffee facilities and water perhaps from vending machines available at all times." [Portslade, Female, 60s]
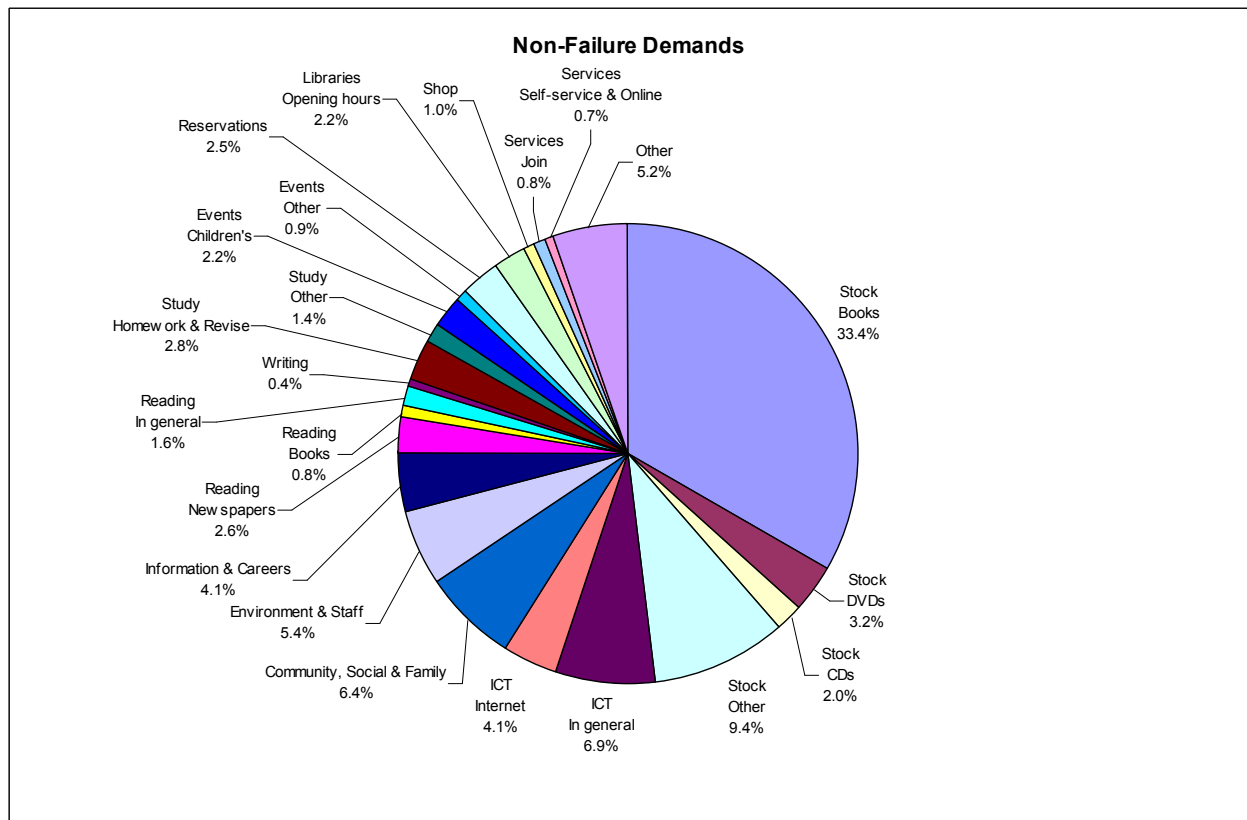
"I'm disappointed at the lack of seating" [Jubilee, Female, 20s]

"Toilet's would be a great help because I bring them after school - we often leave early to go home to the loo." [Saltdean, Female Nanny, 20s]

"I came here yesterday and was disappointed that it was not open in the morning. It should be open on a Monday morning." [Hove, Male, 30s]

"I like to use the computers but they need updating." [Whitehawk, Male, 50s]

The 4174.3 (weighted value, 4368 actual number) non-failure demands, where customers were satisfied with the result, breakdown as shown in the following chart and customer comments.

Non-Failure Demands

- Libraries Opening hours 2.2%
- Shop 1.0%
- Services Self-service & Online 0.7%
- Reservations 2.5%
- Services Join 0.8%
- Events Other 0.9%
- Other 5.2%
- Events Children's 2.2%
- Study Other 1.4%
- Study Homework & Revise 2.8%
- Writing 0.4%
- Reading In general 1.6%
- Reading Books 0.8%
- Reading Newspapers 2.6%
- Information & Careers 4.1%
- Environment & Staff 5.4%
- Community, Social & Family 6.4%
- ICT Internet 4.1%
- ICT In general 6.9%
- Stock Other 9.4%
- Stock CDs 2.0%
- Stock DVDs 3.2%
- Stock Books 33.4%

"You helped me get some books about human bones and muscles. Today at school my

teacher told me my homework was well researched. Thank you." [Woodingdean, Secondary school child]

"It's very useful to be able to come to my local library and be able to use the computers - I have been made redundant recently so I can come regularly and do my research." [Portslade, Male, 30s]

"I've come to bring my 2 children to play in the children's section" [Jubilee, Female, 20s, with children]

"I've come to chat to staff." [Mobile, Male, Elderly]

"I want to know who my local councillor is and where they have their surgeries. The library was the first place I thought of to find information like this out. I don't take books out but I come here for information on a regular basis." [Woodingdean, Male, 60s]

"My husband had a stroke. I went to Patcham Library to find information about it. I used the Internet and the books there. It was a great weight off my mind." [Outreach, Female, 60s]

It is useful to look at the failure demands in the light of those demands that were non-failures. For example, although quite a few people felt that the stock was not meeting their needs, others complimented the libraries on the quality of the stock (see the chart below). It became clear from the comments that many customers were happy but that a few more experienced readers felt the range was too limited and too simplistic. Thus in correcting this issue the service must not loose sight of those customers who are satisfied and must seek to broaden its range of stock to encompass more customers' tastes.

Proportion of Stock Failure Demands

Stock: Failure Demands
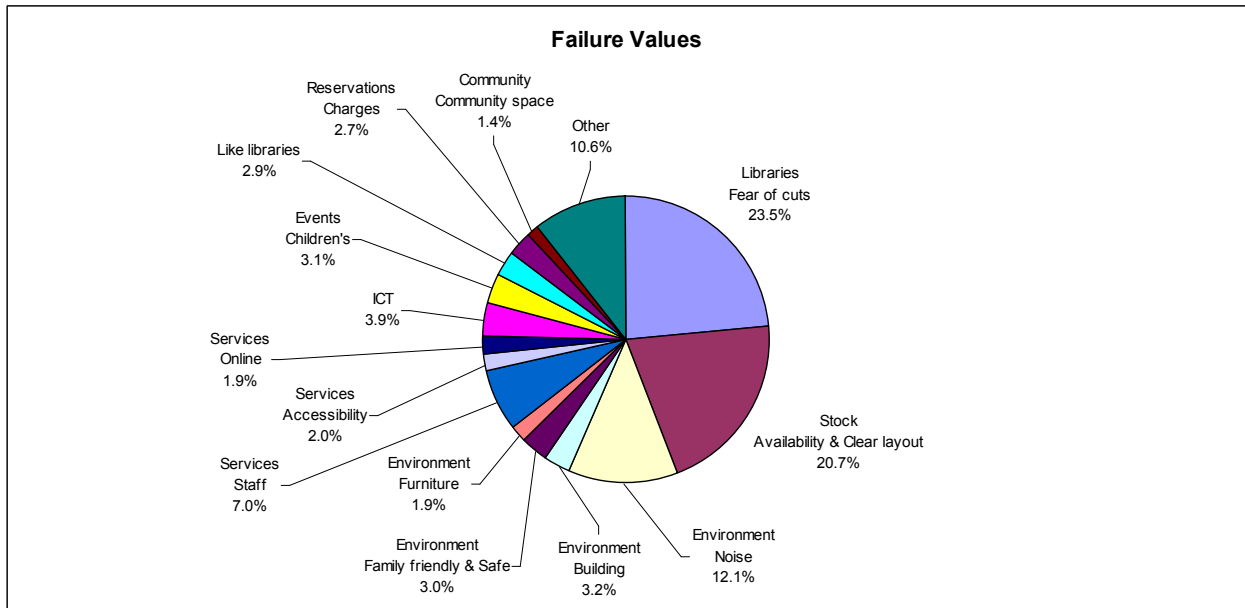9.8%

Stock: Non-failure Demands
90.2%
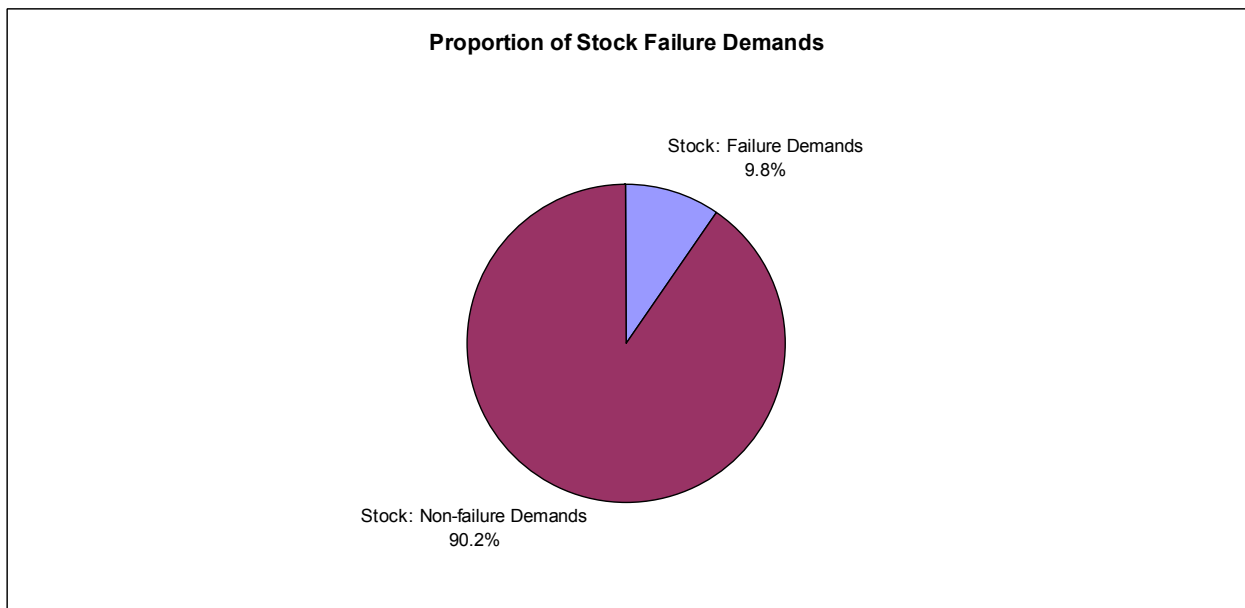
3.2.2 Overall Failure and Non-Failure Values

Across all the libraries a total of 3977 comments indicating what the customers felt was of value in library services were made. This data has been weighted to ensure a realistic overall result across all service points. The weighted value of these 3977 comments is 3775.3 and of this 297.4 (weighted - 7.9%) were "Failure Values" where the service failed to live up to the values that the customer expected. Many customers when asked about their values said they loved libraries without specifying why, so a sub-category of "Like Libraries" was included in the analysis to capture this feeling. Also, for the purposes of analysis, customers expressing a fear of cuts in the service were counted as a "Failure".

Proportion of Failure Values

Failure
7.88%

Unknown
2.34%
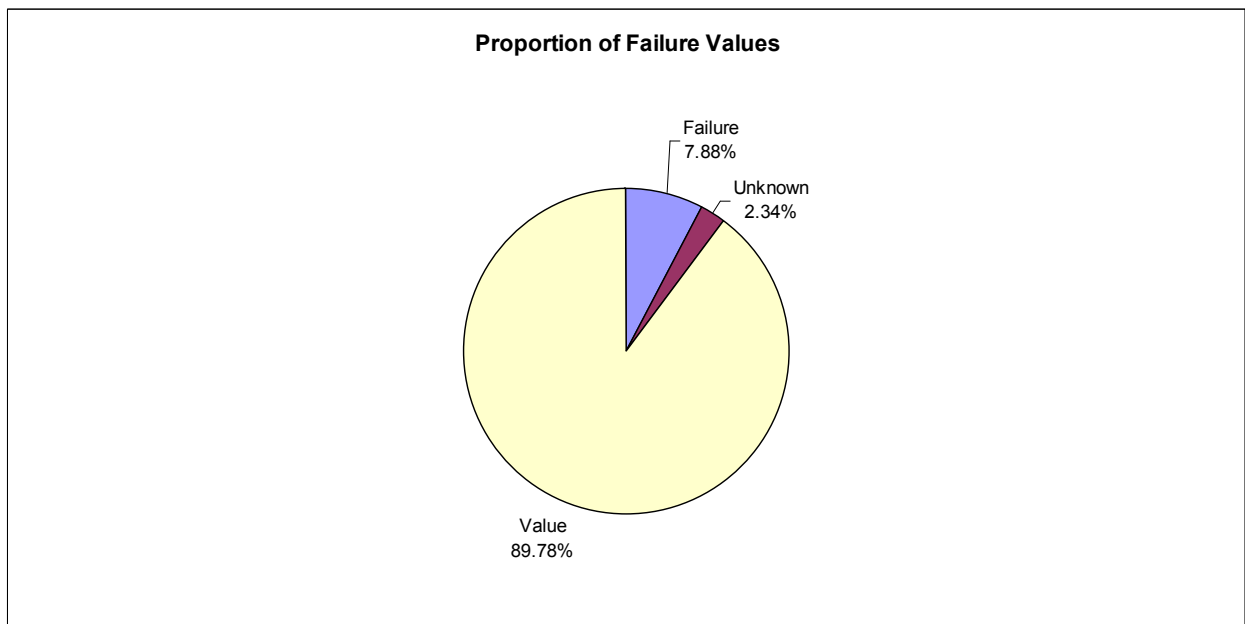
Value
89.78%

The 297.4 (weighted value, 311 actual number) comments about the service failing to meet the values of customers are shown in the chart below, followed by some typical comments from this data.

Failure Values

Reservations
Charges
2.7%

Community
Community space
1.4%

Other
10.6%

Like libraries
2.9%

Libraries
Fear of cuts
23.5%

Events
Children's
3.1%

ICT
3.9%

Services
Online
1.9%

Services
Accessibility
2.0%

Stock
Availability & Clear layout
20.7%

Services
Staff
7.0%

Environment
Furniture
1.9%

Environment
Family friendly & Safe
3.0%

Environment
Building
3.2%

Environment
Noise
12.1%

"I fear for the future of the library service – I would like to see it remain as a service for the community" [Portslade, Couple, Elderly]

"Displays are not fantastic." [Jubilee, Male, 30s]

"The only thing that spoils it though is when parents don't keep their children under control." [Westdene, Female, 40s]

"I like a one-to-one basis here [Hangleton] - the staff there [Hove] are too dismissive." [Hangleton, Female, 40s]

"I don't want computers." [Woodingdean, Female, 60s]

"My daughter's past all the kids' activities - There's little for her age until the holidays." [Outreach, Female, 30s]

The 3477.8 (weighted value, 3666 actual number) comments from customers where their values were met are shown below with quotes from customers.

Non-Failure Values
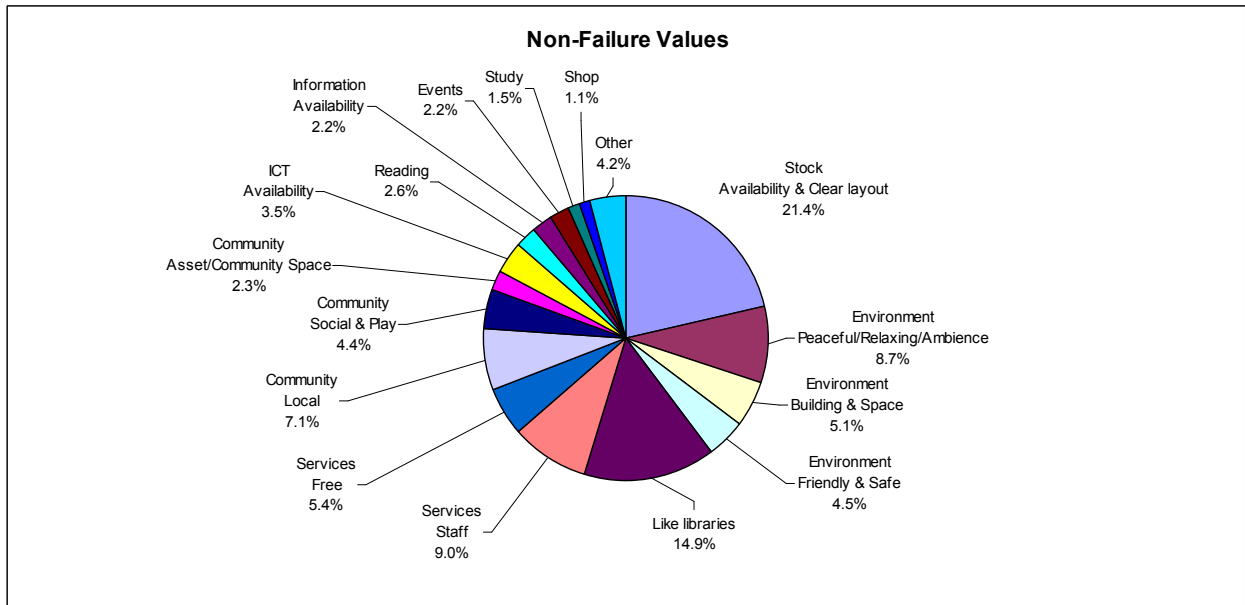
"The library is easy to use" [Jubilee, Female, Late Teens]

"It's quiet and I like that - I don't get interrupted here when I'm studying" [Hove, Female, 20s]

"I value it being light, airy and clean - especially for children" [Jubilee, Female, 40s with 5yr old son]

"Breadth of service is very important" [Jubilee, Male, Elderly]

"Excellent service. Good value for local rates. I'm very pleased with the service." [Jubilee, Male, 60s]

"I am pleased that the library will offer help to people like me." [Rottingdean, Female, Elderly]
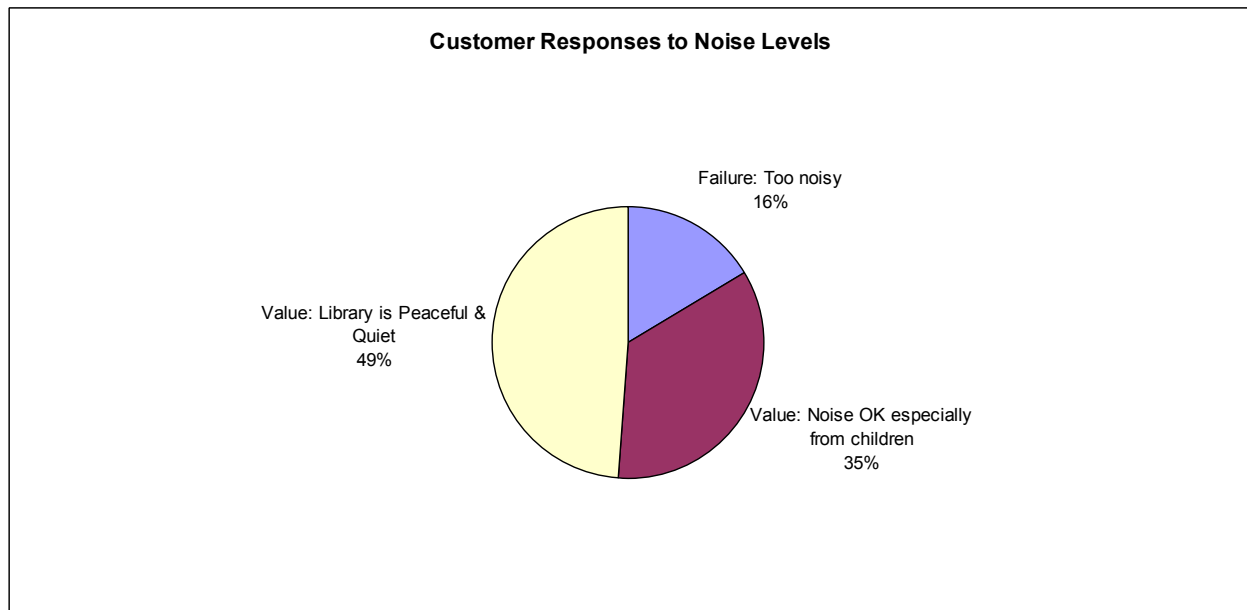
"I like how the people at the tills are really nice and helpful" [Jubilee, Girl, 10]

"It's a free place to come, which is important. We have a small flat and this offers a big space [for my baby to play]" [Jubilee, Male, 30s with baby]

"It really has a local contact feel" [Portslade, Female, 60s]

"PC usage is superlative for me, it's absolutely essential." [Jubilee, Male, 40s]

It is helpful to look at the failure values in the light of those values that were non-failures. For example, although quite a few people complained of too much noise, others complimented the libraries on the peace and quiet, and further customers felt that it was good that libraries allowed noise and that it made them more family friendly. Thus an overall analysis of customer responses to noise is:

Customer Responses to Noise Levels

Failure: Too noisy
16%

Value: Library is Peaceful &
Quiet
49%

Value: Noise OK especially
from children
35%

It is clear from this that there is a need for some noise within reason and that many customers are perfectly happy with this. To reduce the level of complaints about noise, staff should be encouraged to challenge inappropriate noise (eg. someone speaking very loudly on a mobile phone, a child running around screaming loudly, responding quickly to the security alarm system, etc.).

3.3 Jubilee Library Analysis

3.3.1 Jubilee Library Failure and Non-Failure Demands

1747 demands were made of Jubilee Library in the comments, of which 240 (13.7%) were failure demands.
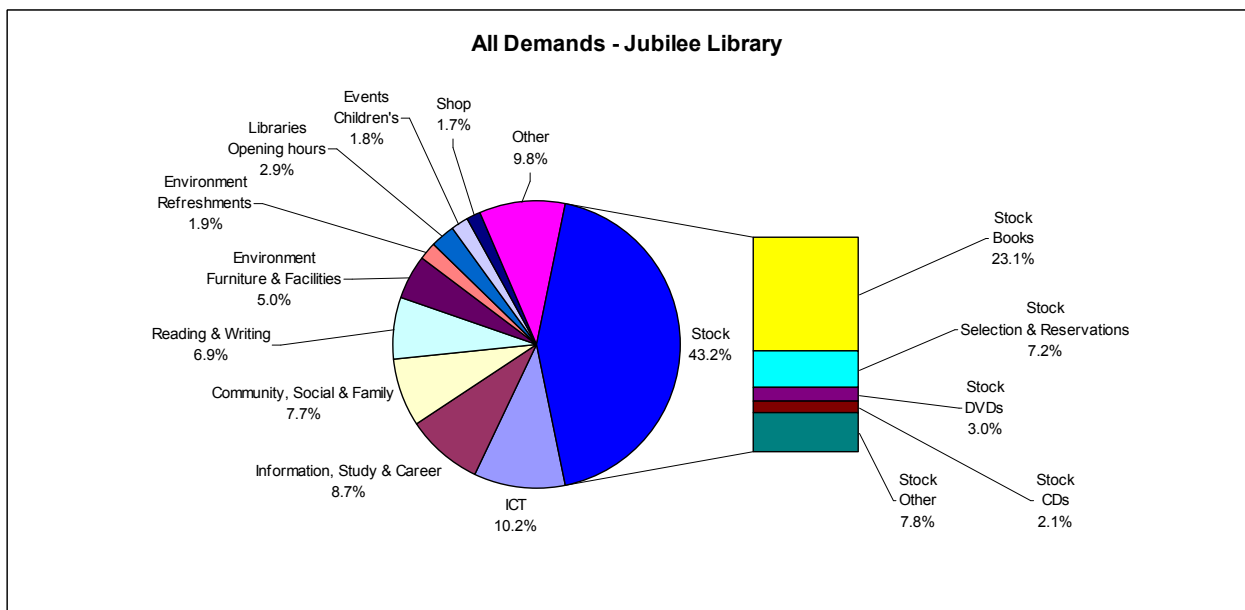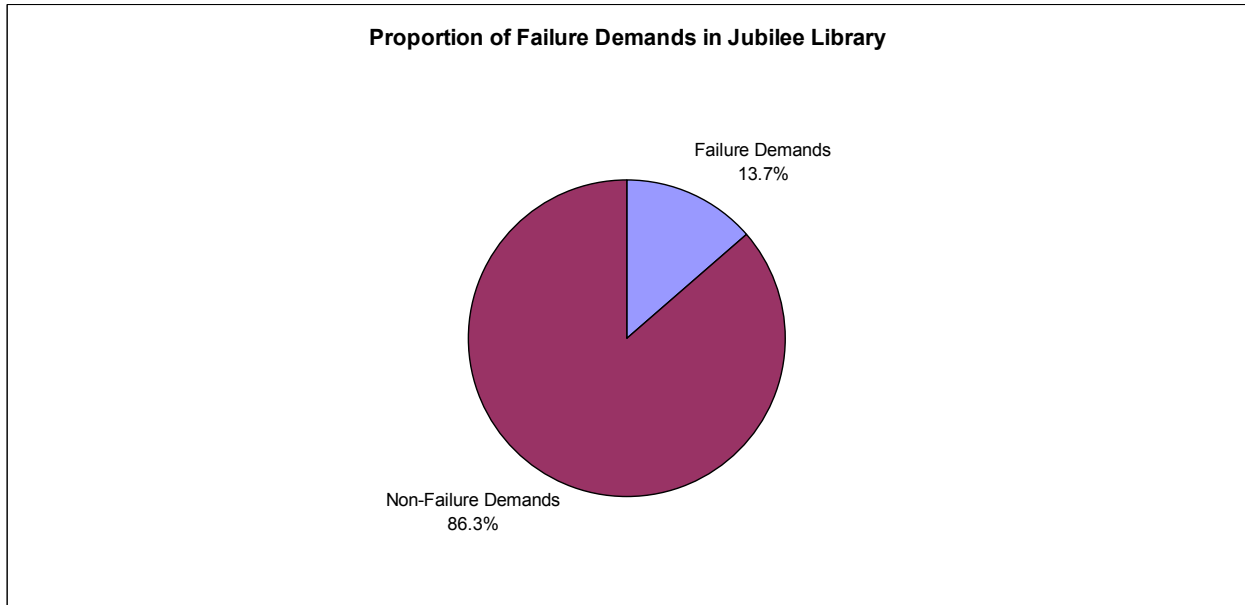
The 240 failure demands are shown in the chart below, followed by typical customer comments about them. Note that the flow work showed that there are a lot of known failure demands on the reservations system from this library but many of these do not appear under the category of "Reservations", but appear instead in the customer's language through their comments about stock.

Failure Demands - Jubilee Library
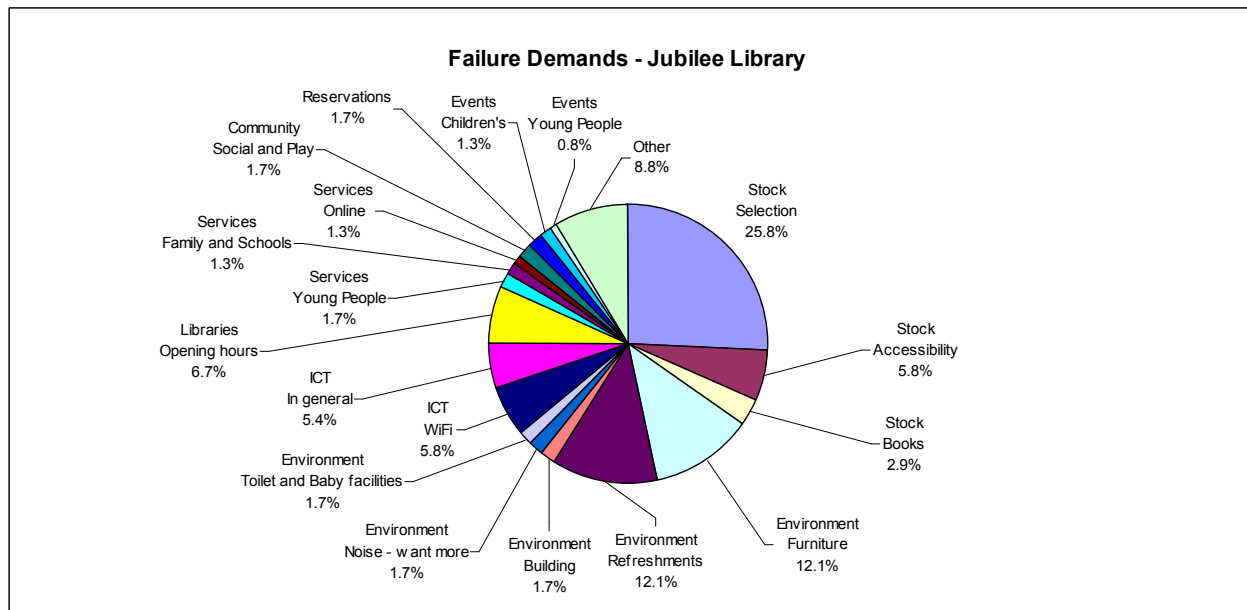
"There is a limited selection of books for the size of the library." [Jubilee, Male, 30s]

"LGBT stock - Need more LGBT books and DVDs." [Jubilee, Post-It note in foyer]

"Would like more music." [Jubilee, Post-It note in Young People's area]

"There are not enough copies of the Argus." [Jubilee, Female, Elderly]

"More chairs and tables because there's never anywhere to sit." [Jubilee, Post-It note in foyer]

"It's a shame they don't have a cafe so I could have a cup of tea." [Jubilee, Female, 50s]

"Please, please, please get WIFI." [Jubilee, Post-It note in foyer]

"The connection speed on the computers could be a lot faster especially since you only have an hour." [Jubilee, Male, 40s]

"People in IT need to have specialist IT knowledge so that problems are fixed sooner" [Jubilee, Male, 30s]

"It would be better to be allowed 7 hours a week on computers instead of 1 hour a day eg If you want to apply for a job application online or get into a piece of writing you don't get much time." [Jubilee, Post-It note in foyer]

"Could open later at weekends." [Jubilee, Female, 30s]

"Wish you were open on bank holiday Monday." [Jubilee, Post-It note in foyer]

"Would like longer opening hours during exam season (at least till 8 every day)." [Jubilee, Post-It note in Young People's area]

The remaining 1527 demands made at Jubilee Library were met to the satisfaction of the customer. Their comments are analysed and shown below:

Non-failure Demands - Jubilee Library

Events Children's 1.9%
Reservations In general 1.5%
Other 10.9%
Libraries Opening hours 2.3%
Shop 1.9%
Environment Peaceful and Relaxing 1.5%
Environment Toilet and Baby facilities 1.5%
Reading Other 3.8%
Reading New spapers 3.5%
Community, Social & Family 8.6%
Information & Study 10.0%
ICT Internet 4.3%
ICT In general 5.8%
Stock Other 6.2%
Stock Selection 2.5%
Stock CDs 2.4%
Stock DVDs 3.4%
Stock Books 28.1%
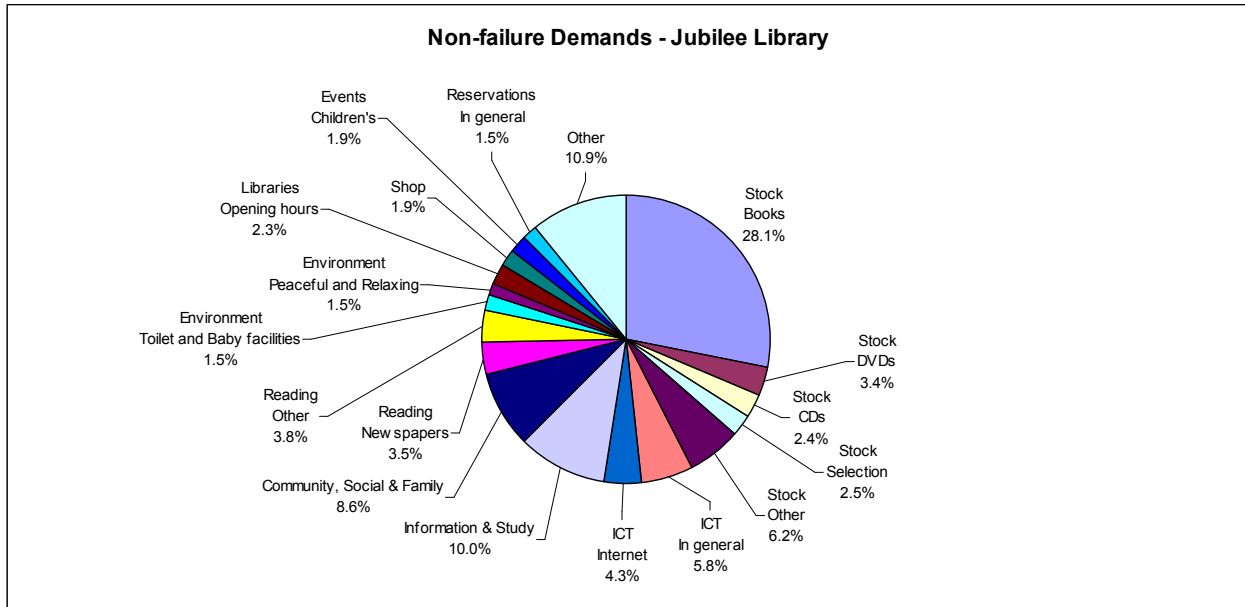
"I also found the book I wanted for my holidays." [Jubilee, Female, 50s]

"To get DVD for my child - we don't have a TV" [Jubilee, Female, 20s]

"I have recently taken out a Subscription card so have borrowed CDs starting with A through to Z - I am now browsing to see if I have missed any" [Jubilee, Male, 30s]

"Did some maths work on the computers." [Jubilee, Female, 40s, with two children]

"I don't borrow books I just use the internet" [Jubilee, Female, Late teens, Deaf]

"I've come to do some work - I'm a freelancer so I was just reviewing my business plan. I saw I got an email about a new contract, so I'm actually working on a tender for a contract." [Jubilee, Female, 30s]

"I'm meeting a client - I'm supporting them to use the Internet - I'm a housing support worker" [Jubilee, Female, 50s]

"Came today to meet up with friends who also have children" [Jubilee, Female, 30s, with two children 6yr and 4yr]
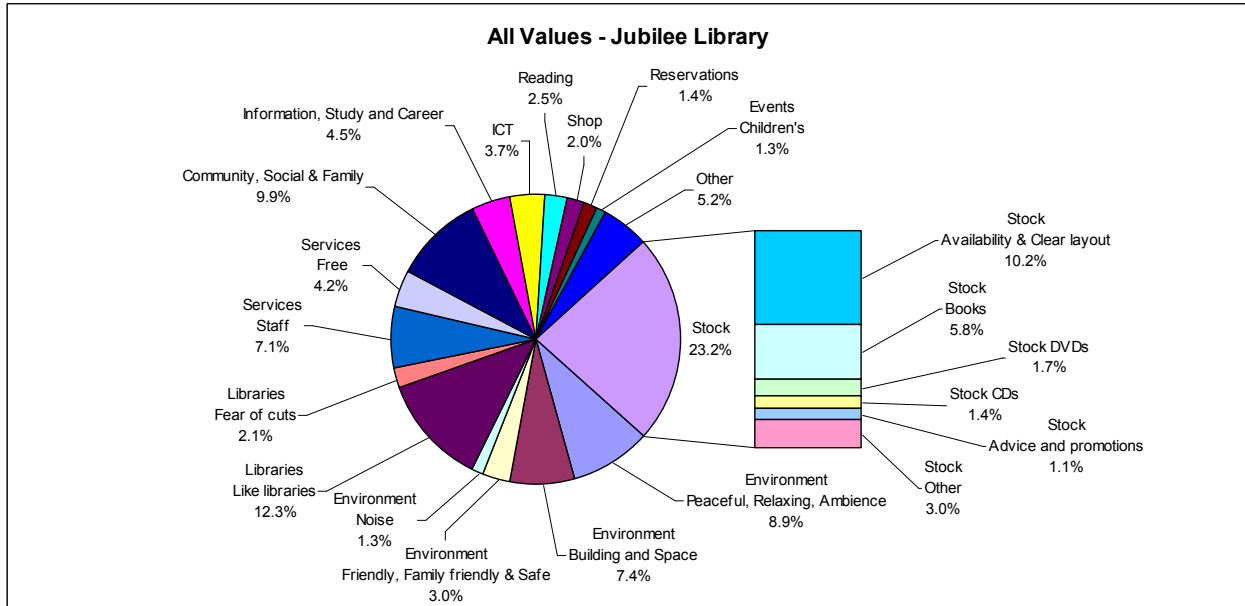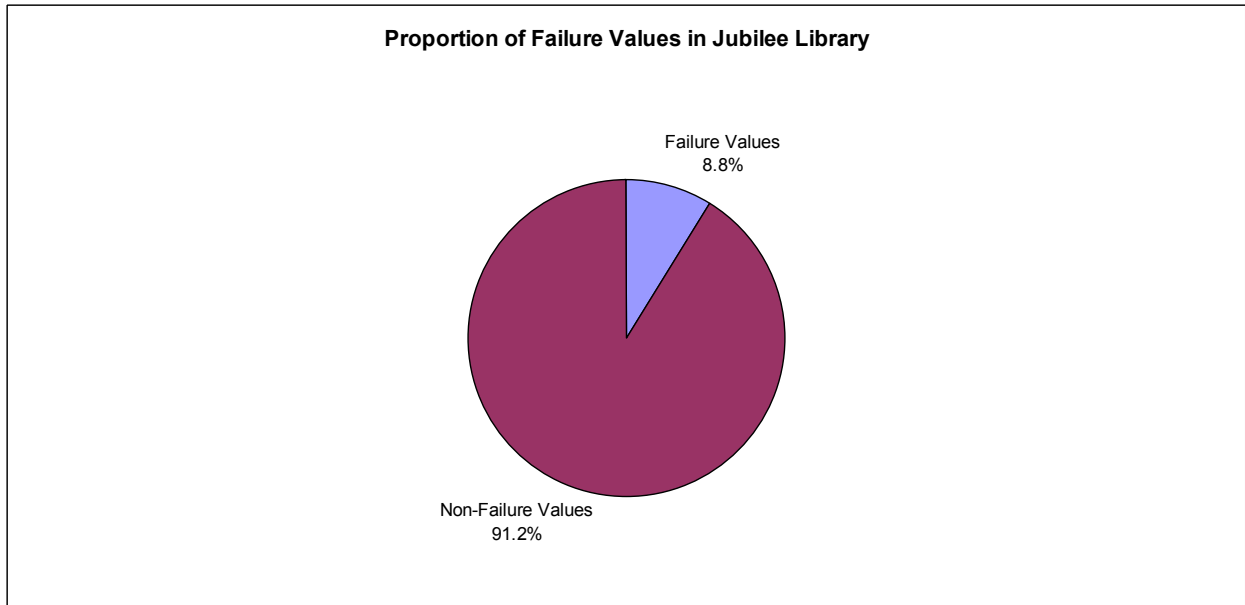
"To bring my two children to play in the children's section" [Jubilee, Female, 20s]
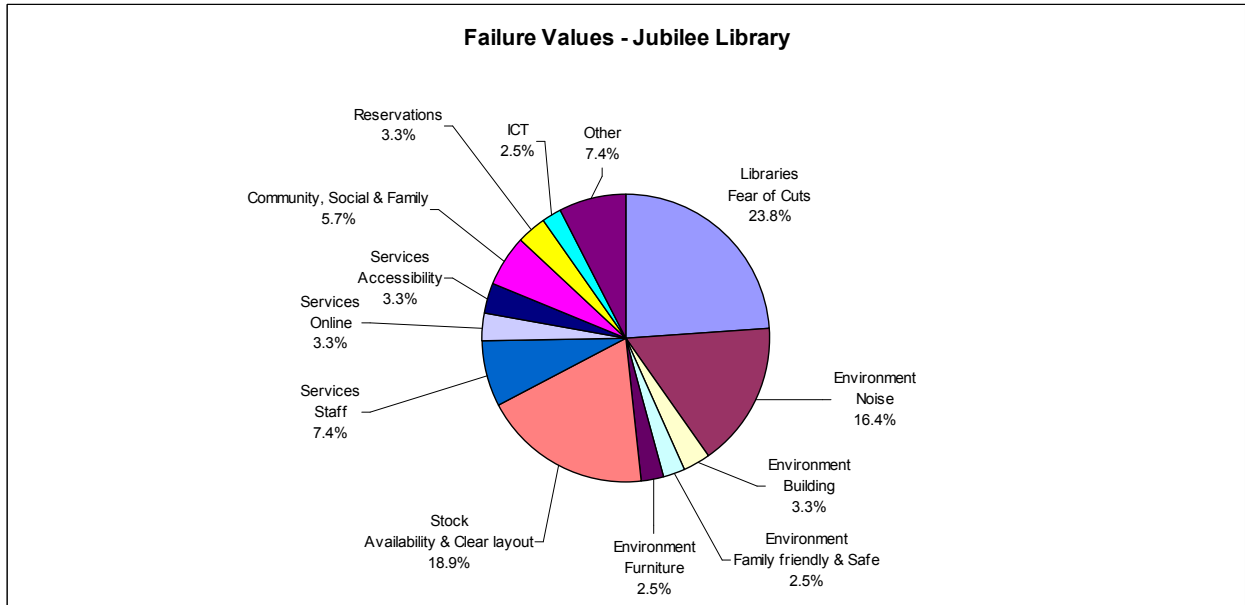
"Came in to read." [Jubilee, Female, under 16]

"Look at a foreign newspaper - the Italian one." [Jubilee, Male, Elderly]

3.3.2 Jubilee Library Failure and Non-Failure Values

1387 comments were made by customers in Jubilee Library about what is important to them about the library service. Of these, 122 (8.8%) were not met by the service and hence count as failures.

Proportion of Failure Values in Jubilee Library

Failure Values
8.8%

Non-Failure Values
91.2%

All Values - Jubilee Library

Reading 2.5%
Reservations 1.4%
Information, Study and Career 4.5%
ICT 3.7%
Shop 2.0%
Events Children's 1.3%
Community, Social & Family 9.9%
Other 5.2%
Services Free 4.2%
Services Staff 7.1%
Stock 23.2%
Libraries Fear of cuts 2.1%
Libraries Like libraries 12.3%
Environment Noise 1.3%
Environment Friendly, Family friendly & Safe 3.0%
Environment Building and Space 7.4%
Environment Peaceful, Relaxing, Ambience 8.9%
Stock Availability & Clear layout 10.2%
Stock Books 5.8%
Stock DVDs 1.7%
Stock CDs 1.4%
Stock Advice and promotions 1.1%
Stock Other 3.0%

The 122 failures are shown in the chart and quotes from customer comments below.

Failure Values - Jubilee Library

“There's such a lot in the news about libraries closing.” [Jubilee, Female, 60s]

“That it continues to be a good service that's always here.” [Jubilee, Female, 30s]

“It would be scary to use volunteers instead of professionals.” [Jubilee, Male, 60s]

“I have noticed that nothing happens when the alarm goes off.” [Jubilee, Female, 40s]

“It's a good place to write except for the noisy kids and people talking on mobiles.” [Jubilee, Male, 60s]
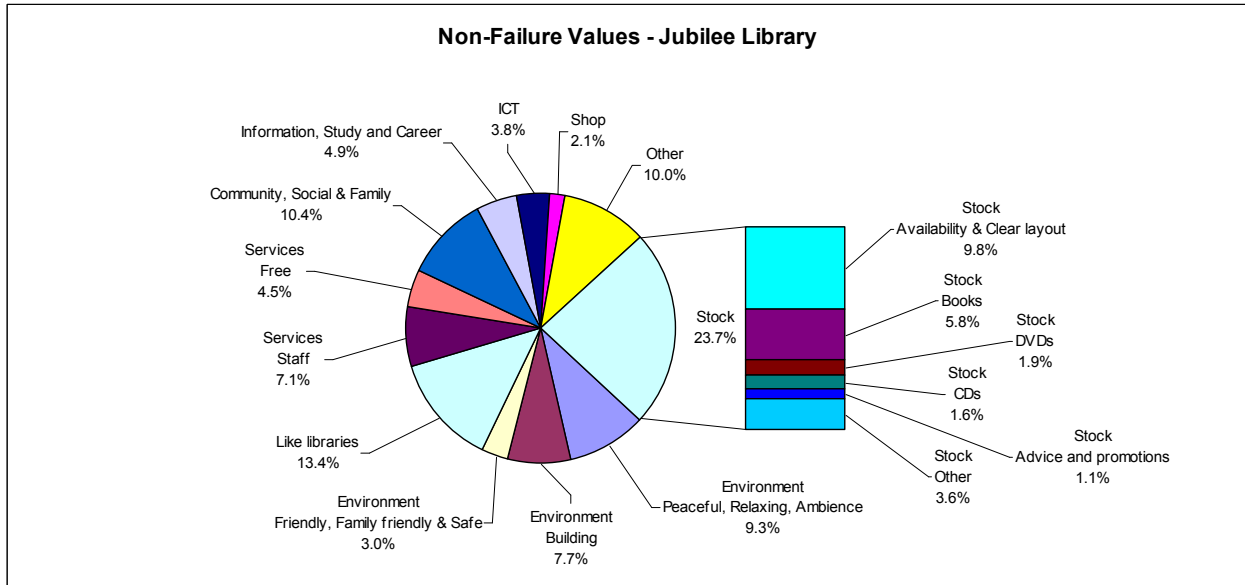
“Why is fiction all alphabetical instead of grouped by genre? Means you can't browse for other authors - bookshops have this, why not this library?” [Jubilee, Post-It note in foyer]

“Good access to the books is important - shelving upstairs is a bit cramped.” [Jubilee, Male, 40s]

“Staff should be more friendly.” [Jubilee, Female, 40s]

“Lack of staff - hanging around here for ages waiting to be served, because there are so few staff here now” [Jubilee, Post-It note in foyer]

The 1265 comments about values where the service successfully met them are analysed below, followed by typical quotes from satisfied customers.

Non-Failure Values - Jubilee Library

- ICT 3.8%
- Shop 2.1%
- Information, Study and Career 4.9%
- Community, Social & Family 10.4%
- Other 10.0%
- Services Free 4.5%
- Services Staff 7.1%
- Like libraries 13.4%
- Environment Friendly, Family friendly & Safe 3.0%
- Environment Building 7.7%
- Environment Peaceful, Relaxing, Ambience 9.3%
- Stock 23.7%
- Stock Availability & Clear layout 9.8%
- Stock Books 5.8%
- Stock DVDs 1.9%
- Stock CDs 1.6%
- Stock Other 3.6%
- Stock Advice and promotions 1.1%

"All well laid out." [Jubilee, Female, 20s]

"The staff are always really helpful and knowledgeable about similar books and series he [son] might like" [Jubilee, Female, 20s-30s, with son]

"I like the audio books because I drive to work and like to listen to them as I drive" [Jubilee, Female, 40s]

"I value coming in here and being able to choose the books you want with no problems." [Jubilee, Male, 70s]

"We often pass by the library – the children's area is very good for relaxing." [Jubilee, Family – couple with small child]

"I like how colourful, big and quiet the library is." [Jubilee, Male, under 16]

"An oasis of calm amid the day. Always a good option." [Jubilee, Male, 30s-40s]

"I feel safe." [Jubilee, Male, 40s]

"You can bring the kids unlike some spaces in city centre" [Jubilee, Couple, 30s]

"It's not one of the libraries where you have to be silent - It's very welcoming" [Jubilee, Female, 20s]

"Library is my 'Shangri-La' almost always something you want." [Jubilee, Male, 20s]

"The informative staff you have here who are more than willing to help me look for books if I am unsure where to look." [Jubilee, Female, 30s]
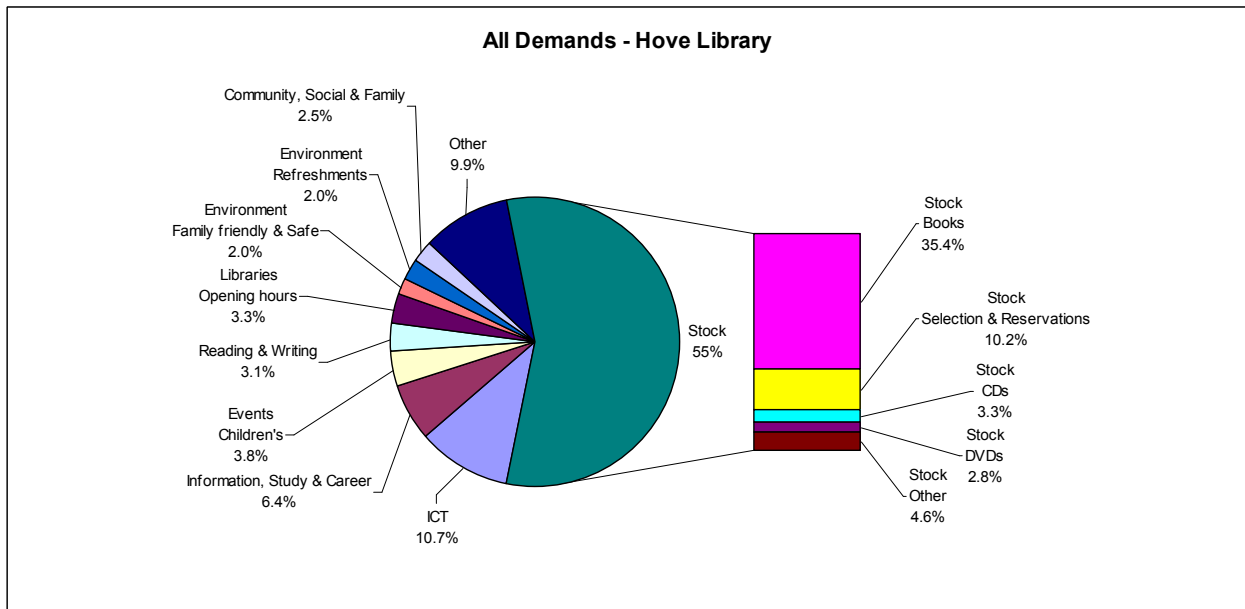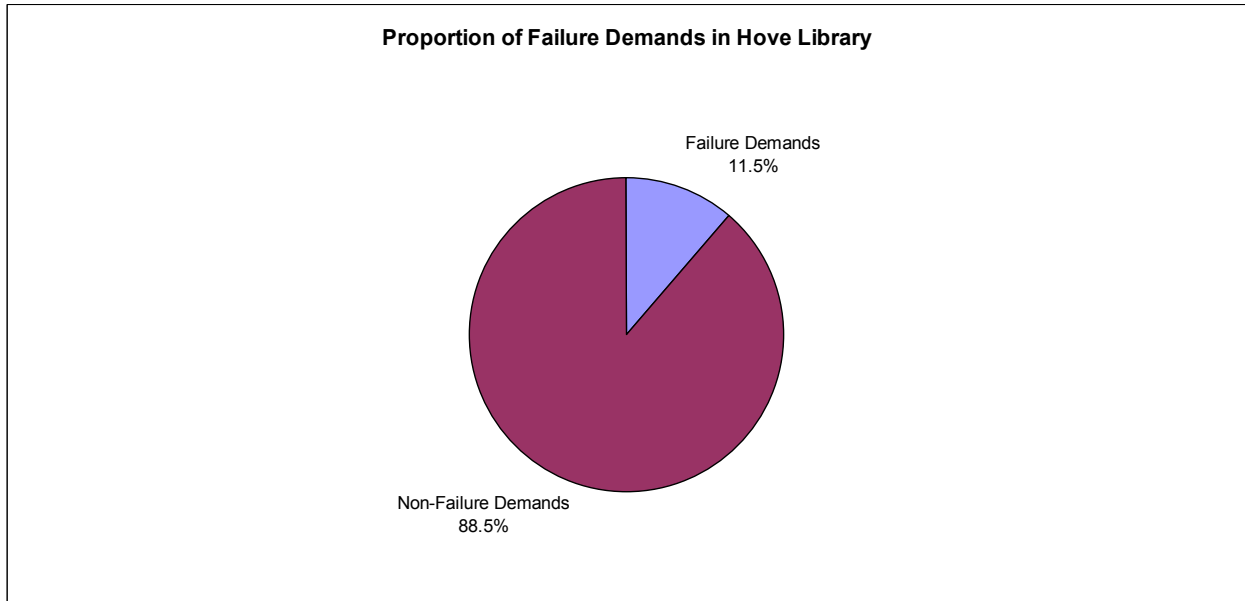
"The staff are accommodating of all the babies and their behaviour" [Jubilee, Female, 40s, with 6yr old and 1yr old]

"It helps me to engage with the community." [Jubilee, Female, 30s]

3.4   Hove Library Analysis

3.4.1 Hove Library Failure and Non-Failure Demands

383 demands were made of Hove Library in the comments, of which 45 (11.5%) were failure demands.

Proportion of Failure Demands in Hove Library

Failure Demands
11.5%

Non-Failure Demands
88.5%

All Demands - Hove Library

Community, Social & Family
2.5%

Other
9.9%

Environment
Refreshments
2.0%

Environment
Family friendly & Safe
2.0%

Libraries
Opening hours
3.3%

Reading & Writing
3.1%

Events
Children's
3.8%

Information, Study & Career
6.4%

ICT
10.7%

Stock
55%

Stock
Books
35.4%

Stock
Selection & Reservations
10.2%

Stock
CDs
3.3%

Stock
DVDs
2.8%

Stock
Other
4.6%

The 45 failure demands are shown in the chart below, followed by typical customer comments about them.

Failure Demands - Hove Library
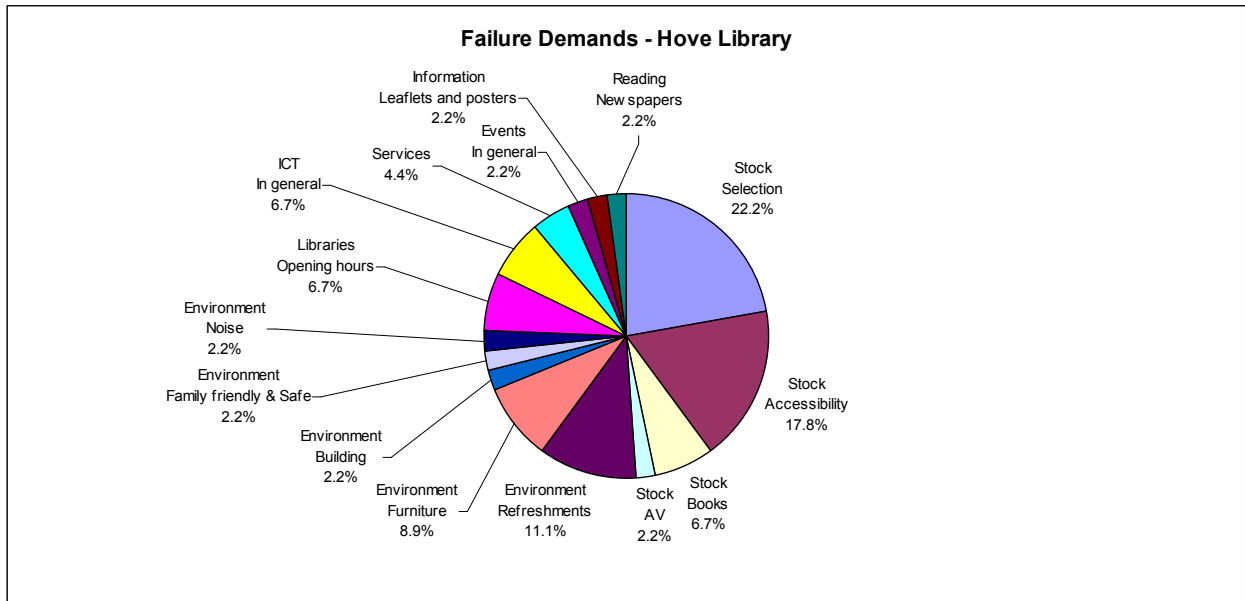
"There used to be a better selection of books." [Hove, Male, Elderly]

"Don't over pack the shelves." [Hove, Female, Elderly]

"Sometimes finds it hard to find [books in the] non-fiction sequence." [Hove, Female, Chinese, 20s]

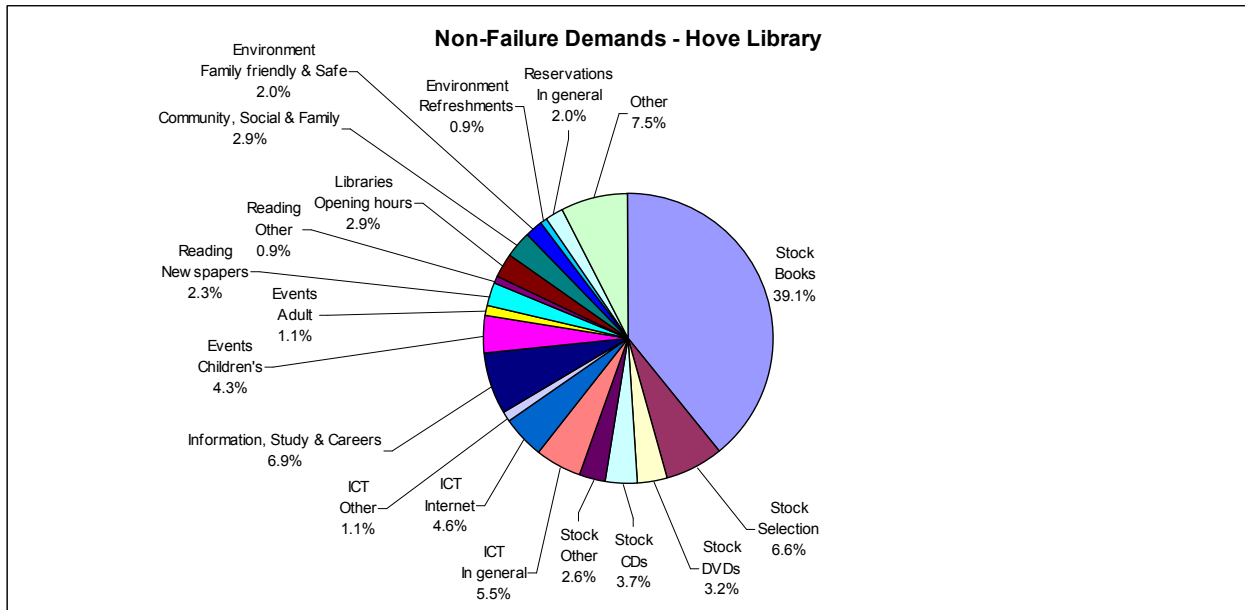"Water cooler would be useful." [Hove, Female, 20s-30s, with 6yr old child]

"Needs flexible space - comfy chairs for people who want to just sit and read." [Hove, Male, 30s]

"Could you space out the chairs in the children's area because when I read to my child I can overhear other parents reading to theirs so it makes it difficult to read together." [Hove, Female, 40s, with child under 5yr, English second language]

"The opening hours are good, but I would like it if you were open on Monday mornings too." [Hove, Female, 40s]

"I've come to use the internet, but I find it hard to book at times. I think there should be more computers and longer time slots available." [Hove, Male, 40s]

100

The remaining 348 demands made at Hove Library were met to the satisfaction of the customer. Their comments are analysed and shown below:

Non-Failure Demands - Hove Library

Category	Percentage
Stock Books	39.1%
Stock Selection	6.6%
Stock DVDs	3.2%
Stock CDs	3.7%
Stock Other	2.6%
ICT In general	5.5%
ICT Internet	4.6%
ICT Other	1.1%
Information, Study & Careers	6.9%
Events Children's	4.3%
Events Adult	1.1%
Reading New spapers	2.3%
Reading Other	0.9%
Libraries Opening hours	2.9%
Community, Social & Family	2.9%
Environment Family friendly & Safe	2.0%
Environment Refreshments	0.9%
Reservations In general	2.0%
Other	7.5%

"I'm in every day - mainly books for myself and my daughter." [Hove, Female, 40s]

"I use the internet because mine isn't working at home." [Hove, Female, 30s]

"I was looking at an article on a health issue." [Hove, Female, 40s]

"I've found some helpful leaflets so that should be useful." [Hove, Female, 40s-50s]

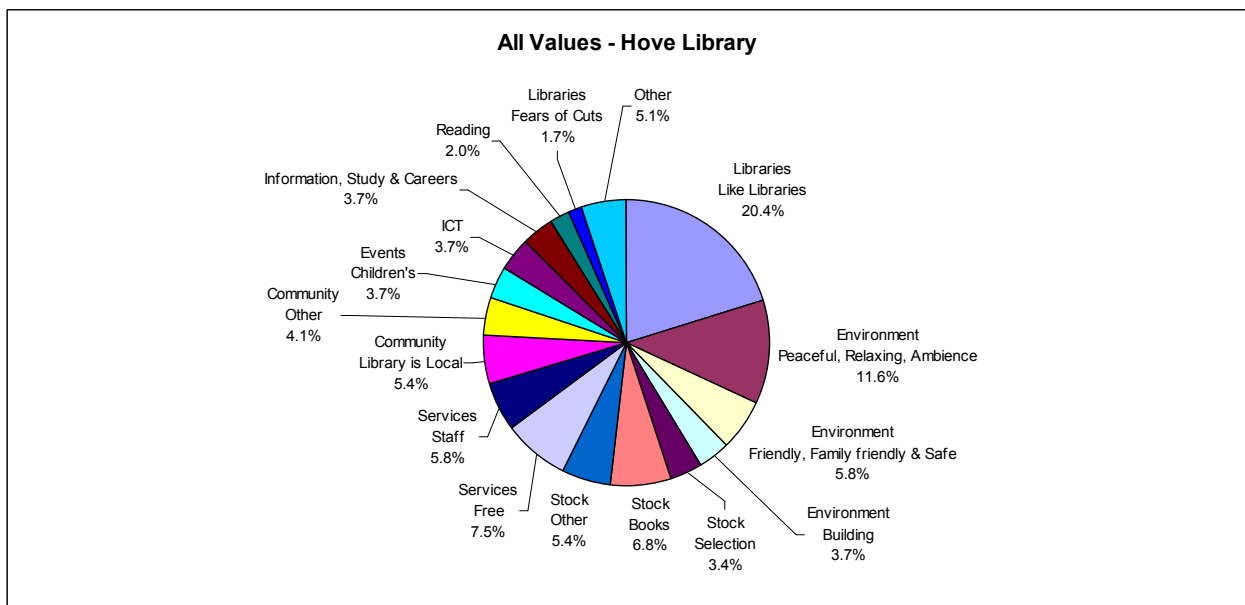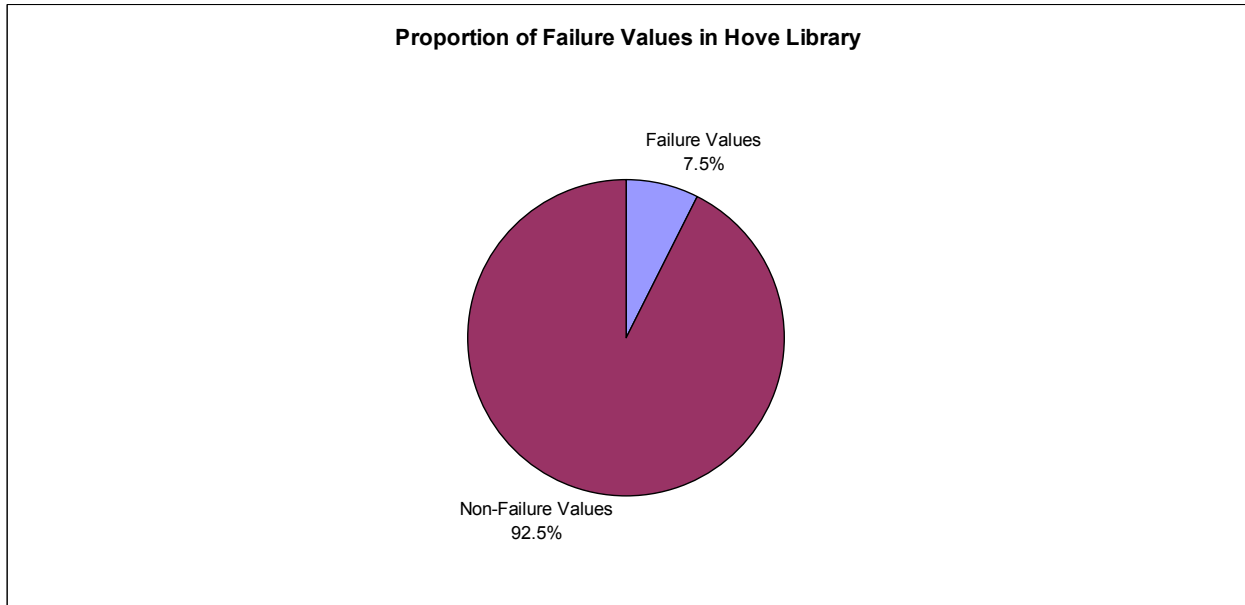"I came in to use the computers as I am unemployed." [Hove, Male, 20s]

"Somewhere to bring the grandchild." [Hove, Couple, 60s]

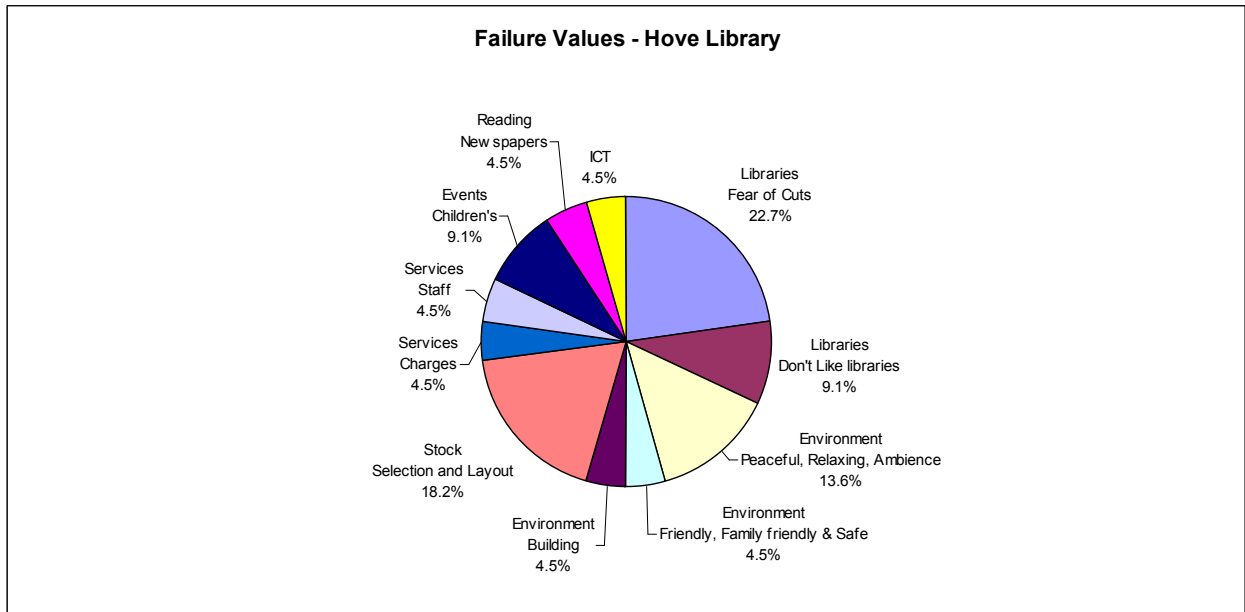"I had a leaflet for the Bookstart event so I brought my children." [Hove, Female, 30s, with children]

"I've come in to read the paper." [Hove, Male, 50s]

3.4.2 Hove Library Failure and Non-Failure Values

294 comments were made by customers in Hove Library about what is important to them about the library service. Of these, 22 (7.5%) were not met by the service and hence count as failures.

Proportion of Failure Values in Hove Library

Failure Values
7.5%

Non-Failure Values
92.5%

All Values - Hove Library

Libraries
Fears of Cuts
1.7%

Other
5.1%

Reading
2.0%

Information, Study & Careers
3.7%

ICT
3.7%

Events
Children's
3.7%

Community
Other
4.1%

Community
Library is Local
5.4%

Services
Staff
5.8%

Services
Free
7.5%

Stock
Other
5.4%

Stock
Books
6.8%

Stock
Selection
3.4%

Libraries
Like Libraries
20.4%

Environment
Peaceful, Relaxing, Ambience
11.6%

Environment
Friendly, Family friendly & Safe
5.8%

Environment
Building
3.7%

The 22 failures are shown in the chart and quotes from customer comments below.

Failure Values - Hove Library

- Reading News papers 4.5%
- ICT 4.5%
- Events Children's 9.1%
- Services Staff 4.5%
- Services Charges 4.5%
- Stock Selection and Layout 18.2%
- Environment Building 4.5%
- Libraries Fear of Cuts 22.7%
- Libraries Don't Like libraries 9.1%
- Environment Peaceful, Relaxing, Ambience 13.6%
- Environment Friendly, Family friendly & Safe 4.5%

"I'm so glad they didn't shut it, that would have been so stupid and short sighted." [Hove, Male, Elderly]

"I'm very happy with this library, don't ever close." [Hove, Female, 50s]

"With the internet there is a danger of losing the library resources." [Hove, Female, 30s]

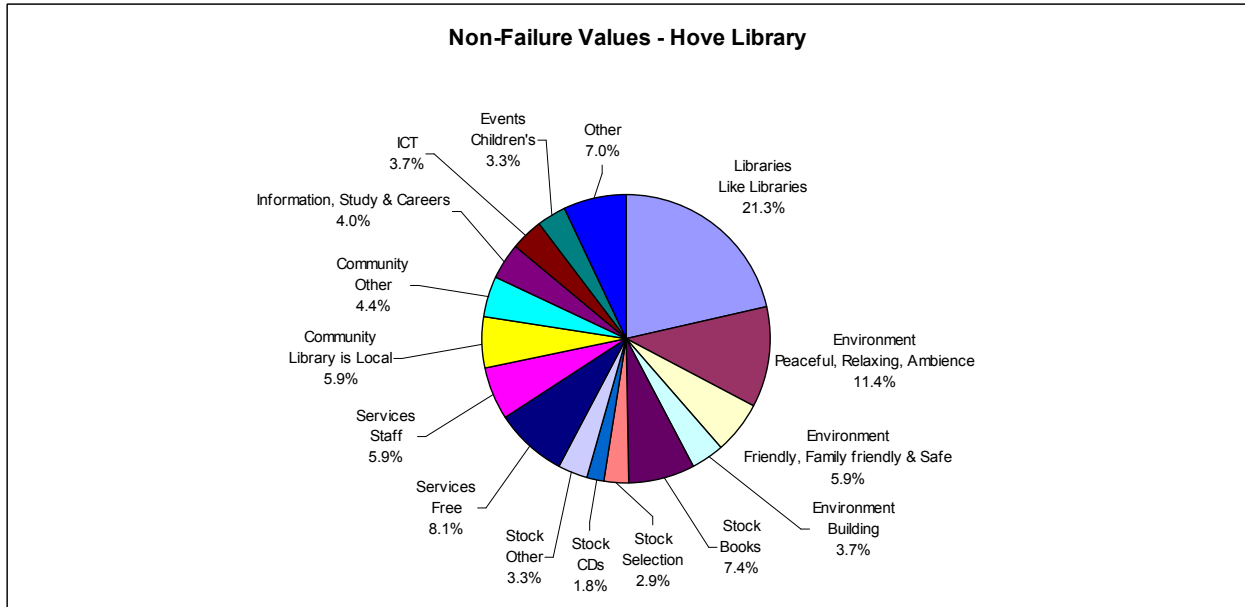"I like the old ways of being silent." [Hove, Female, Elderly]

"I don't like the automatic doors especially at Hove as they open onto a main road." [Hove, Female, 30s-40s, with child under 5yr]

"Would you like to know of some improvements? Anybody who has disabilities can't get to high or low shelves." [Hove, Female, Elderly]

"Staff being available - sometimes I have been waiting and waiting here at different times of the day and there is no-one around." [Hove, Female, 20s]

"I like the activities in particular Baby Boogie, though sometimes I don't get in as it is full." [Hove, Female, 20s]

The 272 comments about values where the service successfully met them are analysed below, followed by typical quotes from satisfied customers.

Non-Failure Values - Hove Library

- Libraries Like Libraries 21.3%
- Environment Peaceful, Relaxing, Ambience 11.4%
- Environment Friendly, Family friendly & Safe 5.9%
- Environment Building 3.7%
- Stock Books 7.4%
- Stock Selection 2.9%
- Stock CDs 1.8%
- Stock Other 3.3%
- Services Free 8.1%
- Services Staff 5.9%
- Community Library is Local 5.9%
- Community Other 4.4%
- Information, Study & Careers 4.0%
- ICT 3.7%
- Events Children's 3.3%
- Other 7.0%

"Love it - Use all the time for everything." [Hove, Female, 30s]

"Think very highly of the library – Marvellous." [Hove, Male, 20s]

"I like the feel of this library." [Hove, Female, 60s]

"Not rushed in here." [Hove, Male, 30s]

"I mostly value the books because I'm an enthusiastic reader" [Hove, Male, 50s]

"I think it's brilliant you can borrow things and you don't have to buy them, just bring them back." [Hove, Female, 60s]

"With four children it's too expensive to buy all the books they want and see at school." [Hove, Male, 30s]

"Personal contact with the children - staff try to build up a relationship with the children and make them feel at home." [Hove, Female childminder, Elderly, with two children]
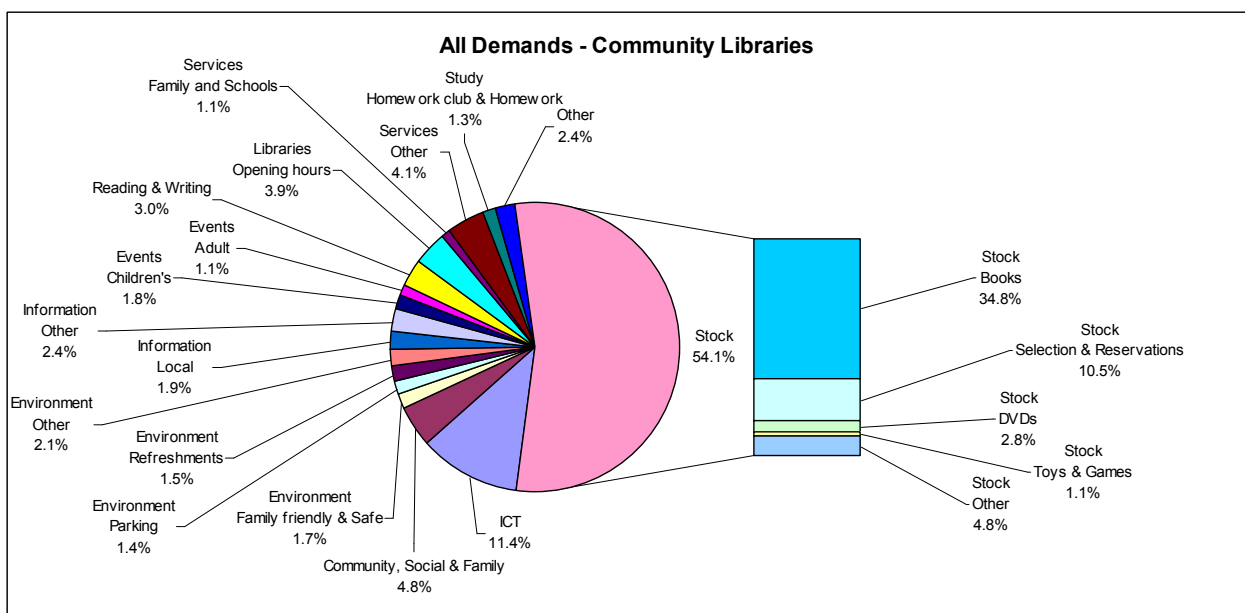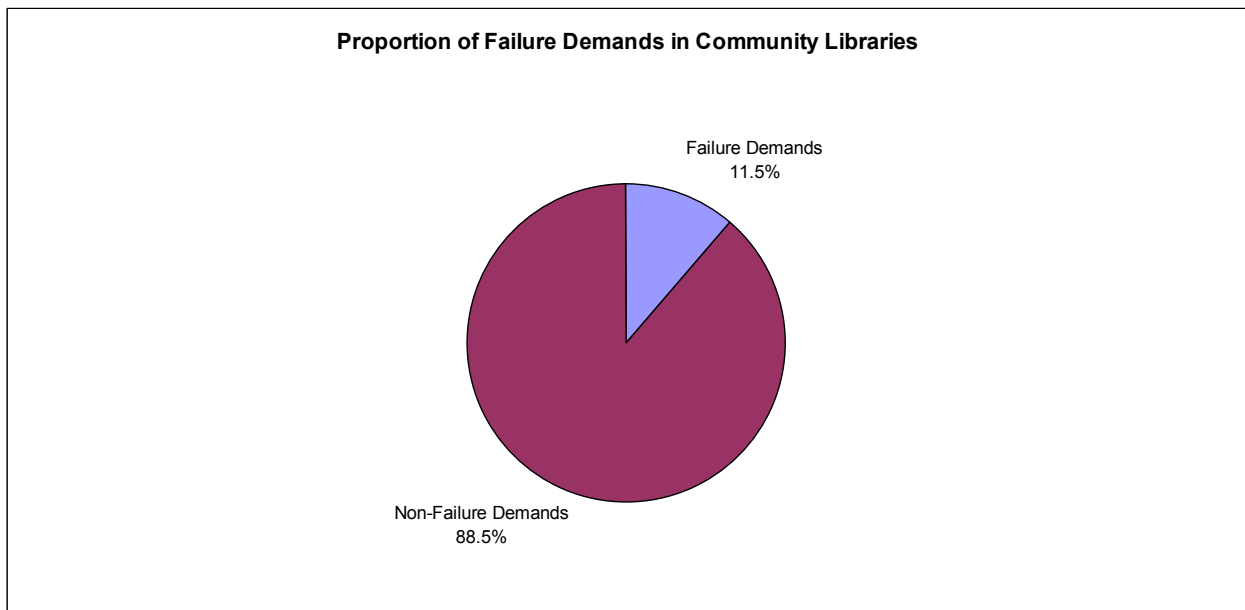
"It's near other groups I go to, so fits into part of my day." [Hove, Female – mother, 20s-30s]

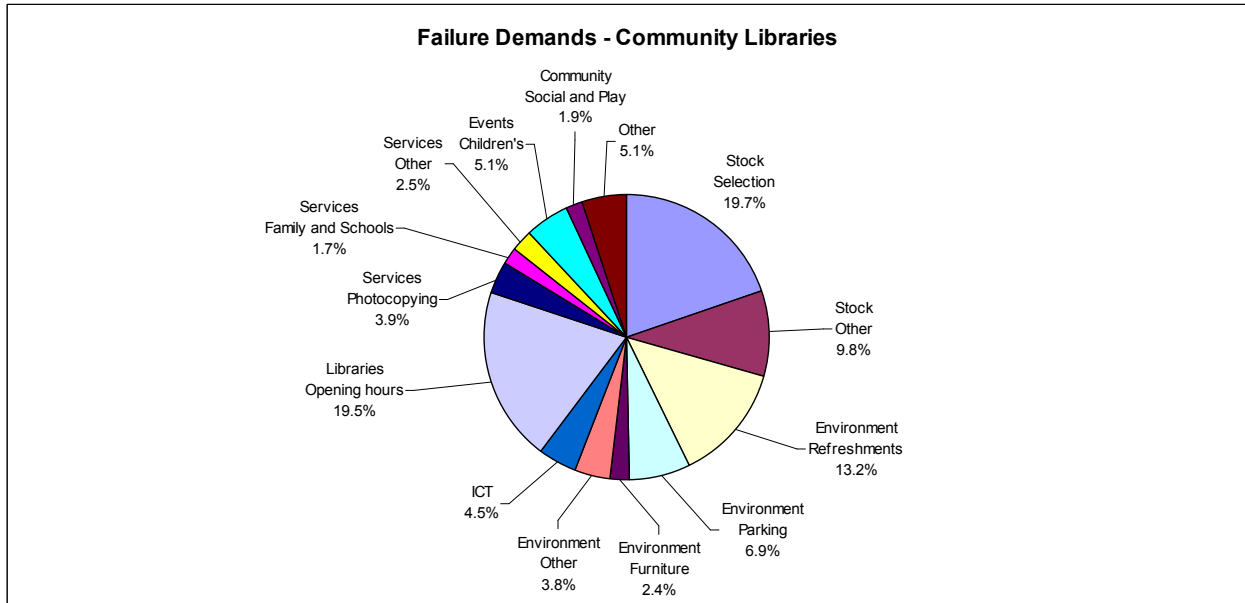"Fantastic Community service." [Hove, Female, 60s]

3.5 Community and Mobile Libraries combined analysis

3.5.1 Community and Mobile Libraries Failure and Non-Failure Demands

The charts below are for the combined data from all of the community libraries and the mobile library and the data is weighted to ensure a realistic distribution of data across different service points. 1530.2 (weighted value, 2655 actual total number) demands were made of these libraries in the comments, of which 175.3 (weighted - 11.5%) were failure demands.

Proportion of Failure Demands in Community Libraries

Failure Demands
11.5%

Non-Failure Demands
88.5%

All Demands - Community Libraries

Services
Family and Schools
1.1%

Study
Homework club & Homework
1.3%

Services
Other
4.1%

Other
2.4%

Libraries
Opening hours
3.9%

Reading & Writing
3.0%

Events
Adult
1.1%

Events
Children's
1.8%

Information
Other
2.4%

Information
Local
1.9%

Environment
Other
2.1%

Environment
Refreshments
1.5%

Environment
Parking
1.4%

Environment
Family friendly & Safe
1.7%

Community, Social & Family
4.8%

ICT
11.4%

Stock
54.1%

Stock
Books
34.8%

Stock
Selection & Reservations
10.5%

Stock
DVDs
2.8%

Stock
Toys & Games
1.1%

Stock
Other
4.8%

The 175.3 (weighted value, 327 actual number) failure demands are shown in the chart below, followed by typical customer comments about them.

Failure Demands - Community Libraries

- Community Social and Play 1.9%
- Other 5.1%
- Events Children's 5.1%
- Services Other 2.5%
- Services Family and Schools 1.7%
- Services Photocopying 3.9%
- Libraries Opening hours 19.5%
- ICT 4.5%
- Environment Other 3.8%
- Environment Furniture 2.4%
- Environment Parking 6.9%
- Environment Refreshments 13.2%
- Stock Other 9.8%
- Stock Selection 19.7%

"I would like to see more cookery books for adults and gardening." [Mobile, Female, 30s]

"Books-wise there isn't much for me here - the books are mostly for the younger ones or adults." [Coldean, Male, under 16]

"Would be good to get some new releases so I don't have to pay for reservations." [Mobile, Male, Elderly]

"More books would be good - I keep coming across the same titles from the same authors - I'd like to see more different ones" [Hollingbury, Male, 40s, with son]

"Would like tea and coffee." [Whitehawk, Female, 50s]

"Nice if the adults could have a coffee - I bring mine in my back pack. Water would do for the kids" [Saltdean, Female, 40s]

"I need to use my car to get about, but the parking here is making me think twice about coming to the library." [Woodingdean, Female, Elderly]

"I've come to moan about the parking. I am blocked in and can't get my car out - people are very thoughtless" [Patcham, Female, Elderly]
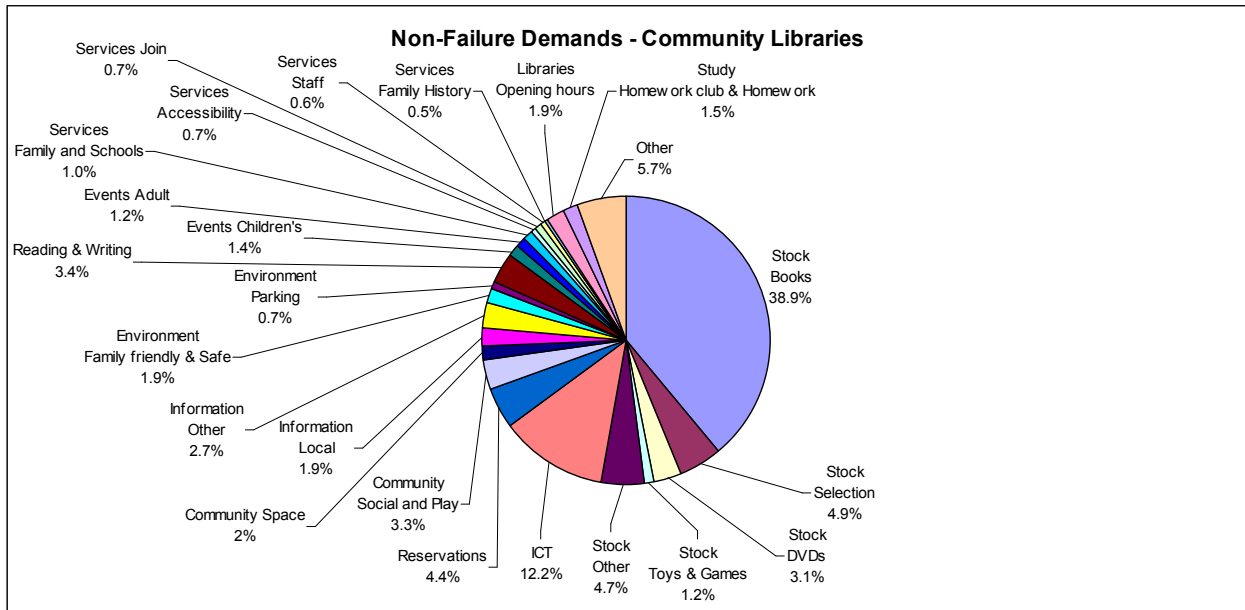
"The only thing on the down side is the parking - we can't park in the PCC spaces but I've seen patients come out of the doctor's who have parked in the library spaces." [Portslade, Female, 50s]

"I wish you opened more days - I work and it is not always easy to get here." [Patcham, Female, 30s"

"Opening times - I live in Lower Bevendean and the library times at Moulsecoomb don't match my needs or requirements." [Portslade, Female, 50s]

"Opening times are a bit difficult." [Saltdean, Female, 30s]

The remaining 1354.9 (weighted value, 2328 actual number) demands made at the Community and Mobile Libraries were met to the satisfaction of the customer. Their comments are analysed and shown below:

Non-Failure Demands - Community Libraries

- Services Join 0.7%
- Services Staff 0.6%
- Services Accessibility 0.7%
- Services Family History 0.5%
- Libraries Opening hours 1.9%
- Study Homework club & Homework 1.5%
- Services Family and Schools 1.0%
- Events Adult 1.2%
- Events Children's 1.4%
- Other 5.7%
- Reading & Writing 3.4%
- Environment Parking 0.7%
- Stock Books 38.9%
- Environment Family friendly & Safe 1.9%
- Information Other 2.7%
- Information Local 1.9%
- Community Space 2%
- Community Social and Play 3.3%
- Reservations 4.4%
- ICT 12.2%
- Stock Other 4.7%
- Stock Toys & Games 1.2%
- Stock DVDs 3.1%
- Stock Selection 4.9%

"It's my first visit today, my daughter wanted to come back because of the school visit - We've come to take out books." [Hollingbury, Female, 40s, with child]

"I've come to get some [books] for my homework." [Mile Oak, Child, under 16]

"To get books on the Amazon for a school project, and it is fun looking!" [Hangleton, Female, 40s, with son and daughter]

"To take books out - this is a bonus, I found exactly what I was looking for." [Portslade, Female, 40s]

"I love the good selection of books." [Coldean, Female, 40s – note similar comments were received from many libraries from customers of all ages]

"I like reading magazines." [Moulsecoomb, Female, 20s]

"I have read the paper today while I wait for my partner to get a book" [Rottingdean, Male, 60s]

"I want story bags for my grandchildren" [Mobile, Female, Elderly]

"I want you to help me set up an email so I can keep in touch with my daughter who is travelling around Australia." [Woodingdean, Female, Elderly]

"It's actually really useful because I don't have a printer at home." [Saltdean, Child, under 16]

"I came in last week and asked for computer courses available. You told me to get in touch with Rottingdean for silver surfers and I managed to get a cancellation and I have just come back from there inspired and ready to learn more. Please book me in for an hour on the computer next week for the BBC web wise course you told me about." [Woodingdean, Female, 60s]

"I don't have a PC at home so use library ones." [Hollingbury, Male, 40s]

"I cannot afford the bus fare to Jubilee so want to be able to have help with finding a job in Coldean Library" [Coldean, Male, unemployed, 50s]

"I want to order Sandman series graphic novels - can you get them for me?" [Woodingdean, Male, 20s]

"I often come in to order books for my book group." [Westdene, Female, 60s]

"I don't come here for books but for company, but I might start now." [Woodingdean, Female, 50s]

"We have come in to meet up." [Whitehawk, three childminders with five under 5yr olds]

"Meet friends here to look at books." [Patcham, Female, under 16]

"Library's not bad, it's been good you listened and were interested in us. We have people to talk to in school but they're mostly boys or behaviour people - You're different, not one of them. It's been good talking to you." [Patcham, Female, under 16]

"I like the Brighton & Hove information leaflets and local news." [Mile Oak, Female, 30s]

"I got the leaflets that I wanted. I knew I would find them here" [Rottingdean, Female, 40s]

"Because my mobile has not got any credit and my Mum will be worrying, can I or you call her to let her know I'm alright?" [Hangleton, Male, under 16]

"It's not frightening to come in like some libraries" [Coldean, Female, 60s]

"I came here so I could relax" [Coldean, Female, under 16]

"To attend the Portslade Writer's group - I come once a month. I love attending" [Portslade, Female, 50s]

"Learn more about topics we are doing at school" [Woodingdean, Female, under 16]

3.5.2 Community and Mobile Libraries Failure and Non-Failure Values

The charts below are for the combined data from all of the community libraries and the mobile library and the data is weighted to ensure a realistic distribution of data across different service points. 1239.6 (weighted value, 2112 actual total number) comments were made by customers in the Community and Mobile Libraries about what is important to them about the library service. Of these, 82.5 (weighted - 6.7%) were not met by the service and hence count as failures.

110
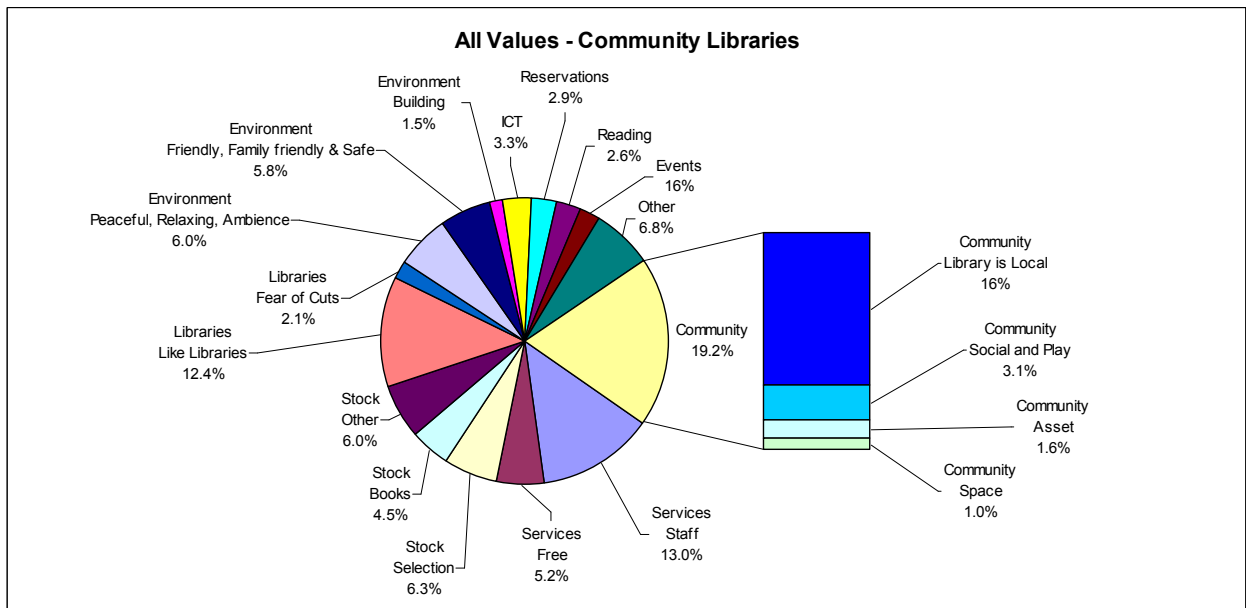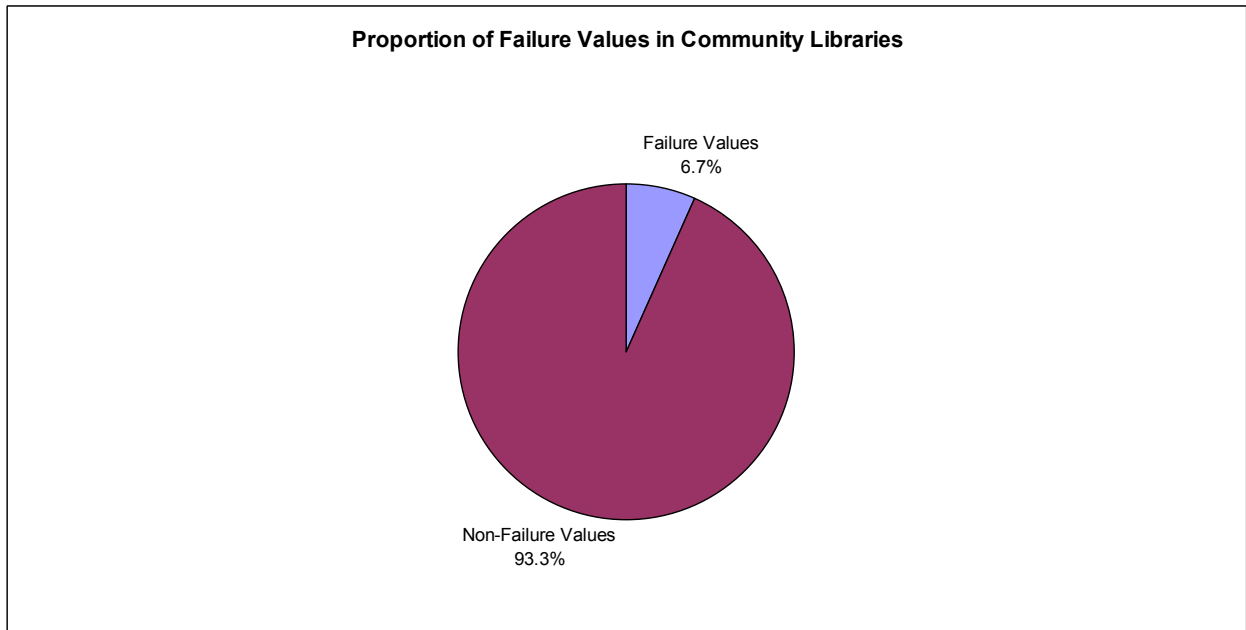
The 82.5 (weighted value, 149 actual number) failures are shown in the chart and quotes from customer comments below.

Failure Values - Community Libraries
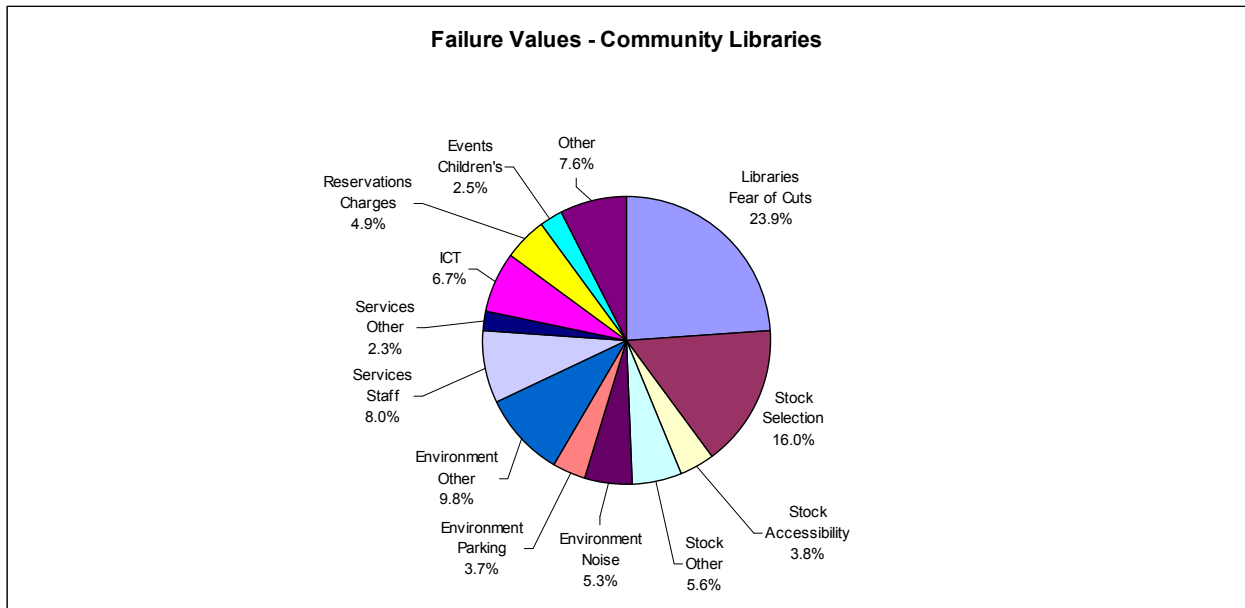
"Don't you take it away from us, we don't have a community centre or anything so this is our community space." [Coldean, Female, Elderly]

"Not letting the sods at the council destroy the library service. Reading is a solitary thing and not something in your face, so seems to be thought of as a service which can be whittled away." [Portslade, Female, 60s]

"I'm horrified about using volunteers instead of people and closing them down." [Westdene, Female, 60s]

"I'd be the first to put my name on any partition to stop closures." [Portslade, Male, 30s]

"I think the stock needs to be changed between libraries. I use Woodingdean as well and I keep seeing the same authors and books in each library." [Rottingdean, Male, Elderly]

"I get DVDs here (which could have a better selection, but good overall)." [Hangleton, Female, Elderly]

"More copies of the books [for Homework Club] as they only have two copies of the books and it's annoying." [Patcham, Female, under 16]

"Children's activities such as singing should be held in nurseries not libraries." [Portslade, Couple, Elderly]

"Sometimes it's a bit noisy - I like a library to be a library - quiet if I am concentrating." [Whitehawk, Female, 50s]

"Interaction with staff - doesn't like self service - at Hangleton the staff are here [gestures towards counter] I often can't find anyone to ask at Jubilee and Hove." [Hangleton, Female, 40s]

"I like the extra assistance you give here, like today when you took the time to look on the catalogue. Last time I was told to keep checking the shelves." [Mile Oak, Male, 50s]

The 1157.0 (weighted value, 1963 actual number) comments about values where the service successfully met them are analysed below, followed by typical quotes from satisfied customers.

Non-Failure Values - Community Libraries
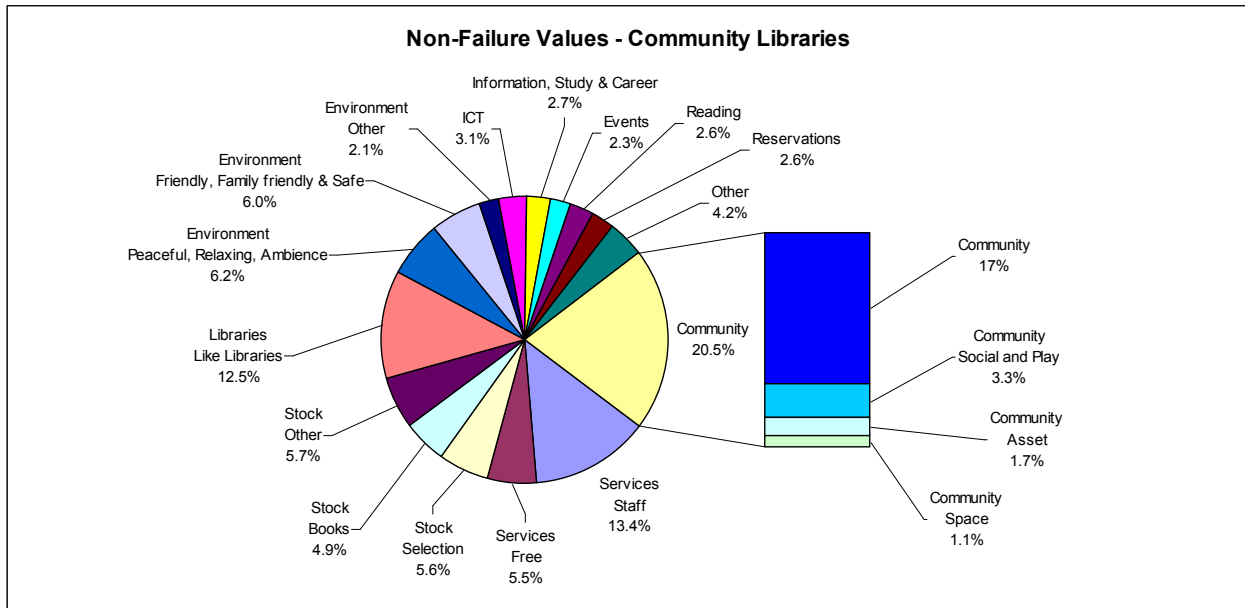
"Well, it's a community thing, it serves the community - all the ages; children, old people." [Coldean, Male, 40s]

"The community feel." [Hollingbury, Female, 40s]

"Hub of community." [Patcham, Female, 60s]

"Brings people together under one roof." [Portslade, Female, 60s]

"It's fun to get to meet new people." [Coldean, Female, under 16]

"I see the library as a great way to meet new people in the community, I like meeting new people and I worry because I'm getting older and I get lonely." [Woodingdean, Female, 60s]

"Lovely space for children and parents to socialise." [Whitehawk, Female, 20s]

"My youngest son really enjoyed the Summer read, it captured his imagination. It moved his reading forward; it gave him a focus and more of an interest to get the next book." [Hollingbury, Male, 50s]

"I value helpful staff who know what they have in stock." [Coldean, Female, 40s]

"Very friendly staff always helpful." [Saltdean, Male, Elderly]

"The staff are friendly to the children which makes them comfortable to use it." [Mobile, Female, 30s]

"Staff are a great help in pointing out what's new and recommending new authors." [Mile Oak, Female, 40s]

"Thank you for showing me the type of books to read with my child next. He was getting bored with books but now enjoying them again." [Whitehawk, Female, 30s]

"The personal service" [Rottingdean, Female, 40s]

"I like the Recommended Reads and the extra assistance you give here, like today when you took the time to look on the catalogue" [Mile Oak, Male, 50s]

"It's a life line really if you've got a small child, they need lots of books and I can't afford to buy lots" [Hollingbury, Female, 20s-30s]

"I use the computers as I am unemployed and they are free - can't really afford to pay £1 or £2" [Coldean, Male, unemployed, 30s]

"We always find a book - the choice is very good" [Portslade, Female, 60s]

"This library has such a great range of homework and reading books" [Mile Oak, Female, 30s, with daughter approximately 10yrs old]

"There are lots of books - a nice choice" [Moulsecoomb, Female, 60s]

"Variety of books for the children - that's got them into reading and away from the TV" [Portslade, Male, 40s]

"Good to try toys out before buying it yourself - 'Try before you buy'" [Whitehawk, Female, 30s]

"Full of admiration for the libraries." [Hollingbury, Male, 60s]

"The children love it down here." [Portslade, Couple, 30s]

"I always enjoy coming to the library." [Woodingdean, Male, 60s]

"It's a very comfortable place to be." [Westdene, Female, 40s]

"A place you can come, browse and feel at home" [Whitehawk, Female, Elderly]

"It's a good place where kids can come and rest." [Coldean, Female, 40s]

"It's small enough for my children to wander around without me worrying" [Hollingbury, Female, 40s]

"It's OK here. I'm OK here." [Hangleton, Male, under 16]

"I feel safe here" [Moulsecoomb, Male, under 16]

3.6 Non-users

3.6.1 Staff went out to community places and activities to ask people about libraries. While many of those asked were users, some were not.

3.6.2 A web questionnaire was used which reached a few more non-users.

3.6.3 In total, 34 non-users were questioned. Their reasons for not being users fell into four main categories:

- 46% Did not feel that libraries were for them
- 27% Did not know what libraries had to offer them from the broad range of services or how libraries cater for all ages, including babies
- 18% Did not feel they had enough time
- 9% Went to other libraries (school or university) instead of using the public library service

3.6.4 These results clearly show the need to continue to advertise and market the full range of library services to the public, both locally and nationally, to improve the understanding of non-users about what libraries have to offer them.

"Suppose it's OK for some people but not for me." [Male, 30s]

"Never use libraries, don't appeal." [Male, 30s]

"Where is the library here?, [Female, under 16]

"Never got round to coming to the library - Didn't realise how much you do." [Female, 20s]

"Not a member - just moved here to teach." [Male, 20s]

"Do I belong to the library - I don't think so. Isn't my baby too young?" [Female, 20s]

"No I don't belong to the library - My kids are too small." [Female, 20s]

"I don't use it myself as I rarely read books - I read the same ten over and over." [Adult, 40s]

"I'm too busy to use libraries now. I buy books in charity shops or Amazon." [Ex-user, Male, 50s]

"We use the school library but none of yours." [Female, under 16]

"I'm a postgrad student at Sussex so I use their library." [Male, 20s-30s]

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4. Capability

4.1   The capacity of the service to meet these demands was looked at. In particular, new methods were adopted to look at data and management information in a graphical form set against time as opposed to the standard snapshot figures which managers had previously relied on.

4.2   This new method allowed monthly changes to be seen in the context of what was normal variation in the system. Thus managers did not waste time worrying about fluctuations that lay within normal variation, but could identify readings that were anomalous and needed further investigation.

4.3   For example, the new way of presenting data indicated where pressure points in the service occurred. By plotting footfall on Tuesdays against time in Jubilee Library, it became clear that there was a major increase on the Tuesdays following the Spring and August Bank Holidays, but nothing unusual about the footfall on the Tuesdays after the May Bank Holidays. Hence deployment of staff can be adjusted to accommodate the predicted busier days. It is recommended that further work around the details of staff deployment against customer demand is carried out.

4.4   The end-to-end time of services like the reservations service were looked at. There had been a recent introduction of charges for this service which had been introduced, in part, to improve end-to-end supply times. This was based on the pre-Systems Thinking premise that reducing the numbers of reservations would improve the supply time. The data when presented with a more Systems Thinking approach showed that this had not been the case. The delays in supply times were being caused by systemic problems in the movement and locating of stock as further flow analysis showed (see below), not by numbers of reservations placed. It is recommended that further work looking at the movement of stock between libraries is carried out.

4.5   For information, a typical new style of graph is shown below. Any data inside the two green lines are within normal variation, but data outside these lines is abnormal.

All footfall - Tuesday post 27/4/2008

Start	29-Apr-08
U.C.L.	=3894.5
Mean	=3106.8
L.C.L.	=2319.1
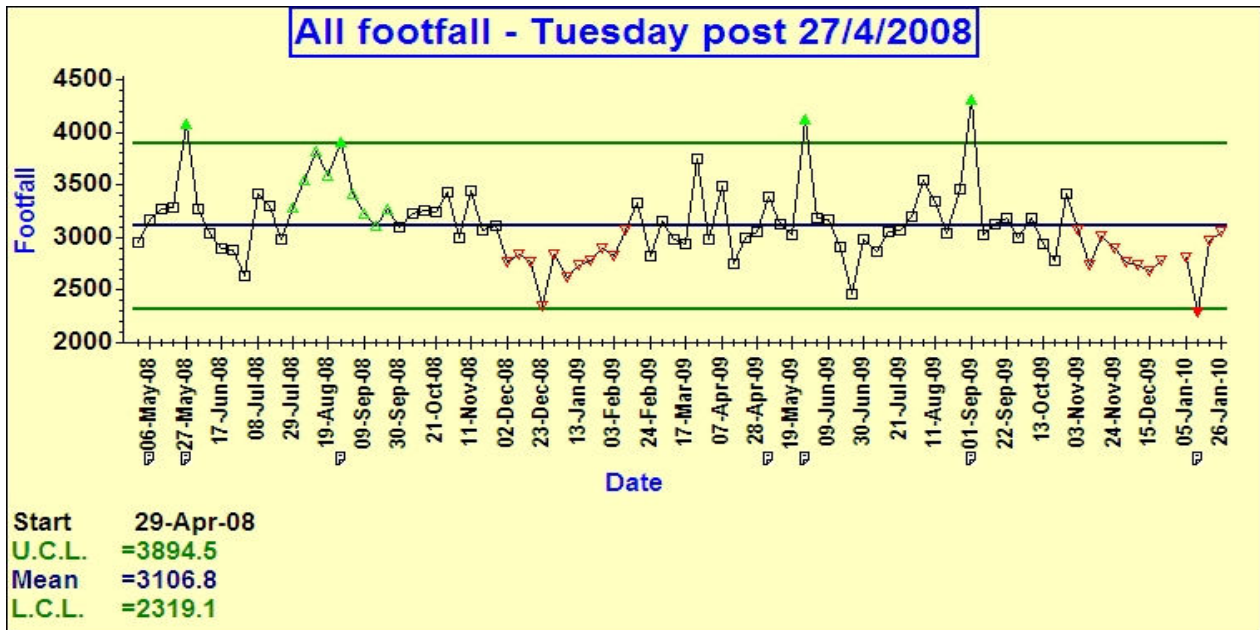
5. Observational Work and Work Flow

5.1   Managers carried out observational work both on the front-line and in the workrooms that support the front-line.

5.2   Flow charts were drawn for key areas of work and estimates made of how frequently each path through the flow chart was used.

5.3   Front-line staff were asked what helped and what hindered their being able to provide an efficient service to the customer. Their responses fell into the following main areas:

➢ 33.3% were about ICT issues:
  ▪ Lack of confidence in the Library Management System's searching facilities and information about holdings (some problems now improved with consortium work on the catalogue)
  ▪ Speed issues (which have now been somewhat improved with recent upgrades)
  ▪ Login issues – especially when there is a staff change-over on the front line (smartcard logins to be introduced autumn 2011)
  ▪ Lack of serials and newspapers on the Library Management System (currently working with the third party bibliographic suppliers to rectify this).
  ▪ Use of old systems (eg yellow cards for reservations) instead of the Library Management System (review of old back-office systems recommended).

➢ 27.8% were about stock:
  ▪ Failure demands on reservations caused by various issues (stock and courier projects recommended to look at these issues, along with ongoing work in Jubilee Library to ensure stock is reshelved correctly and quickly)
  ▪ Delays in deliveries caused by the courier's route (project recommended to look at the service's use of the courier)
  ▪ AV and audio stock comments from Community Library staff relating to the balance and quality of stock available (project to look at stock issues and library customer profiles recommended)
  ▪ Duplicate stock (currently working with the third-party bibliographic suppliers to remove unwanted duplication)
  ▪ Perceived lack of clear policy and procedure over donations (project recommended to look at stock issues like this)

➢ 19.4% were about the layout and staff deployment in Jubilee Library.
  ▪ The layout is now being modified using a project run by the front-line workers with managers providing guidance, but not imposing solutions. This enabled front-line workers to contribute their

considerable knowledge and experience into finding solutions to problems in the system.

- ➤ 11.1% were about training issues:
  - ▪ Reliance on relief staff who are less well trained and less aware of the range of services
  - ▪ Inconsistent use of the Library Management System and procedures (new customer service standards have now been introduced to form the basis of all training and performance management of staff)
- ➤ 8.3% were about lack of communication with the customer:
  - ▪ Out of date opening times on external notices (currently being replaced)
  - ▪ Poor signage inside libraries (especially Jubilee, currently under review)
  - ▪ Lack of visibility of staff (especially in Jubilee, new layout has helped with this)

5.4   An example of what was uncovered through this approach of observation and work flow analysis comes from the reservation flow work:

- ➤ When a customer comes to the enquiry desk on the upper floor at Jubilee Library asking for a specific book that we have, but that they cannot find, the staff member checks it is not out on loan.
- ➤ 50% of the time this is not the case and so the book should be on the shelf, so the staff member checks the shelves, both where it should be and recent returns.
- ➤ If the book still cannot be found then a reservation is put in for it – thus creating a lot more work to find it. Meanwhile, the customer leaves empty-handed and has to return to pick up the book at a later date. This is a clear Failure Demand – one which could have been avoided.
- ➤ When staff were asked to estimate how often this scenario led to a failure demand for a reservation, the reply was "on a good day when the shelving of returned books are up to date and the shelves are tidy, 10% of the time, on a bad day 85% of the time".
- ➤ Thus the deployment of staff to keep shelving up to date has a large impact on the number of failure demands for reservations which, since they are also labour intensive to administer, ironically take time away from shelving time.
- ➤ Extra resources have now been put into shelving and shelf tidying in Jubilee Library reducing the level of resources dealing with reservations.

5.5   More work is recommended to look at the movement of reserved stock between libraries to further improve this service.

"I would like them [books] to be on the shelves (ie not lost as today)." [Jubilee, Female, 20s]

"I've come to get a book here that's not at Jubilee - I've come to pick it up but it's now at Jubilee." [Hove, Male, 50s]

"Any reservations I put in inevitably makes the 'wait time' longer as you only have two deliveries a week on Mondays and Thursdays - As we are now paying for reservations how about extending the delivery service of them?" [Woodingdean, Male, Elderly]

6. System Conditions

6.1   Libraries are a statuary service under the Public Libraries & Museums Act 1964.

6.2   Brighton & Hove Library Service has a PFI contract covering Jubilee Library, so any changes involving the building require contractual variations.

6.3   Brighton & Hove Library Service covers its bibliographic services through the Jubilee Library PFI contract. Thus changes to stock procurement and processing need to be agreed with third parties and dealt with through contractual variations. This process is benchmarked every three years.

6.4   Brighton & Hove Library service will be expected to deliver the national offer for libraries.

7. Thinking

7.1   Many ways of previously thinking about the service are being challenged through this process. Already some smaller issues have been dealt with by a Systems Thinking approach of gathering information directly from the customer before taking decisions.

7.2   In a major shift from the normal approach, Jubilee Library has just had changes to the front-line desks and layout which was a project run by the front-line workers with managers providing guidance, but not imposing solutions. This has improved the customer experience and has helped staff eliminate some of the problems that were hindering them from giving a good service. It also empowered the front-line workers to contribute their considerable knowledge and experience into finding solutions to problems in the system – this both utilises their knowledge and gives them ownership.

7.3   Being open to further such changes in thinking will undoubtedly be of benefit to the customer and the service.

> "It helps me through the weekend. It's a lifeline. The books, CDs and DVDs are my way of coping. I'm on my own, my partner committed suicide. Thanks." [Jubilee, Post-It note in foyer]

8. Recommendations and Action Plan

Recommendations	Actions	Measures of success	Lead Officer(s) and Time
Stock ▪ Flow of stock – look at time to deliver new titles to libraries. This includes looking at the Bibliographic Service Provider's supply times, our processing and moving the stock to community libraries via courier. ▪ Flow of stock – look at time taken to deliver Reservations to libraries. This includes looking at our processing, the courier service route and the effect of Bank Holidays on delivery times. ▪ Broaden the range of stock of all types, especially at community libraries, and cut out duplication of Adult Fiction titles (unless needed eg large print and normal print copies). Ensure that the selection profiles reflect the need for a broad range of stock. ▪ Where there is a series of books, ensure that we have the complete series as customers find missing books in a series frustrating (happens a lot with Children & Young People's stock) ▪ Stock layout – Experiment with taking out crime, and possibly sci-fi and romance, Adult Fiction into their own areas at a few community libraries and	**Stock** ▪ Stock Project ▪ Courier Project ▪ Rewrite stock profiles and ensure that Bertrams' buyers understand the new specifications ▪ Use Engage software to identify problems with serials. Inform the Bibliographic Service Provider of failures. ▪ Experiment with Crime genre separately shelved in one or two libraries and monitor customer responses. Rollout more genres/other libraries dependant on responses.	**Stock** ▪ Stock Project report and action plan completed ▪ Courier Project report and action plan completed ▪ Stock Project report and action plan completed ▪ Reduction in number of missing copies from series ▪ Body of evidence from experiments for use in informing further work	**Stock** ▪ Stock Project Manager to be appointed (Autumn 2011) ▪ Courier Project Lead to be appointed (Autumn 2011) ▪ Stock staff and Stock Project Manager (December 2011) ▪ Stock staff (March 2012) ▪ Stock staff and library managers (March 2012)

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Recommendations	Actions	Measures of success	Lead Officer(s) and Time
see how customers react, with a view to rolling out to all libraries if customer reaction is positive. ▪ Ensure that stock shelving and shelf tidying is done consistently so as to reduce the number of reservations that are failure demands on the service. This is particularly important at Jubilee Library. ▪ Provide better central support from Jubilee Library to Hove Library and the Community Libraries from the managers with stock responsibilities. ▪ Stock online services - Ensure that all items on the catalogue that are never likely to be available to customers are not seen on the public OPAC (ie the public catalogue in libraries and on the website) – customers do not like messages like "bring repaired since 2007" or "out of circulation"	▪ Review Jubilee Library timetabling to ensure effective use of Library Officers and Assistants for shelving and to free managers' time at regular intervals for supporting other libraries. ▪ Change the necessary parameters in Spydus to hide unavailable stock and either set this up to be automated or set up a regular manual review to keep the data up to date.	▪ Reduced failure demand for reservations ▪ Improved stock in community libraries and Hove ▪ Unavailable stock hidden	▪ Operations Managers and Service Development Managers (December 2011) ▪ Stock and library Service Development Managers (December 2011) ▪ ICT manager (December 2011)
Environment ▪ Improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries. ▪ To reduce the level of complaints	**Environment** ▪ Seek opportunities to improve many aspects of the environment through wholesale redevelopment or refurbishment of libraries. ▪ Managers to ensure that staff understand that it is an expectation	▪ Reduced number of complaints and failures due to environment. ▪ Reduced number	▪ Library Management Team (ongoing) ▪ All managers

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Recommendations	Actions	Measures of success	Lead Officer(s) and Time
about noise, staff should be encouraged to challenge inappropriate noise (eg. someone speaking very loudly on a mobile phone, a child running around screaming loudly, responding quickly to the alarm system, etc.). ▪ Provide a toilet and baby changing facility in every library. ▪ Provide sufficient space for parents and children, with toys to play with, in every library. ▪ Review use of space in Jubilee – seating and tables versus use for stock and activities. In the months leading up to exams use the Learning Centre as an extra quiet space for study with extra seats and tables. ▪ Review the use of space in other libraries to ensure sufficient study and seating space. ▪ Provide refreshments.	that they should challenge inappropriate noise. ▪ Provide toilet and baby changing facilities when refurbishing or redeveloping any libraries. ▪ Courier project needs to look at the movement of toys between libraries. If a wider distribution of toys is felt desirable, a larger toy budget would be needed. ▪ Investigate the use of the Learning Centre in Jubilee Library as an extra quiet space for study with extra seats and tables. ▪ Review the use of space in libraries. ▪ Introduce refreshments in Jubilee Library. ▪ Review how best to provide	of complaints ▪ Increased facilities ▪ Improved movement of toy stock across the city ▪ Extra seating and tables available during the exam period ▪ Review completed ▪ Refreshments available in all libraries	(October 2011) ▪ Neighbourhood & Marketing Manager (ongoing) ▪ Courier Project Lead (March 2012) ▪ Marketing & Income Manager and Libraries Facilities Manager (September 2011) ▪ Service Development Managers (December 2011) ▪ Library Managers

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Recommendations	Actions	Measures of success	Lead Officer(s) and Time
	refreshments in all other libraries.		(Jubilee July 2011, review other libraries by December 2011)
Services ▪ Ensure all staff, including relief staff, are trained to the same level of customer service and that standards are maintained through proper management and supervision on the floor.	**Services** ▪ Ensure that customer service standards form part of the induction training of any staff member or member of relief staff. ▪ Ensure that customer service standards are maintained through managers regularly supervising on the floor.	▪ Improved standard of customer service	▪ All Managers (September 2011)
▪ Seek opportunities to improve Library opening hours, customers especially commented on: - Opening Jubilee Library to 5pm on Sunday - Opening Patcham every day - Extending days Saltdean open - Opening Hove on Monday mornings	▪ Review all library opening hours.	▪ Review completed	▪ Library Management Team (December 2011)
Information and Enquiry service ▪ Review our information provision and seek new ways of working that will ensure better consistency of information regardless of the location	**Information and Enquiry service** ▪ Review our information provision and implement new ways of working.	▪ New ways of working implemented	▪ Information & Learning Manager (April 2012)

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Recommendations	Actions	Measures of success	Lead Officer(s) and Time
or time of the customer request.			
ICT ▪ Provide WiFi at Jubilee Library. ▪ Allow more than 1hr time slots. ▪ Provide access to power points to plug in laptops, particularly at Jubilee Library. ▪ Become proactive in monitoring the need to upgrade key software and putting in place ways to avoid customers being unable to open common file formats.	**ICT** ▪ Provide WiFi at Jubilee Library. ▪ Change booking system to allow greater than 1hr time slots. ▪ Find a way to enable access to power points to plug in laptops, particularly at Jubilee Library. ▪ Set up a system for monitoring the need to upgrade key software. Proactively ensure that customers are able to open common file formats.	▪ WiFi available to customers ▪ Change in time slots ▪ Sufficient supply of power points for customers with appropriate Health & Safety precautions ▪ Reduced customer complaints about the age of the ICT available	▪ ICT Manager (March 2012) ▪ ICT Manager (September 2011) ▪ Libraries Facilities Manager (March 2012) ▪ ICT Manager (March 2012)
Staff deployment and Back-office work ▪ The deployment of staff on the front-line should be further checked against customer demand to ensure that we deploy staff in a way that maximises our capacity to meet customer	**Staff deployment and Back-office work** ▪ Check footfall against deployment in all libraries	▪ Better quality front-line service particularly during busy periods, and reduced levels of	▪ Library Management Team (March 2012)

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Recommendations	Actions	Measures of success	Lead Officer(s) and Time
demand.		stress on staff at busy times	
▪ Ensure that all back-office ("function") work done is of direct value to our customers and is properly resourced.	▪ Demonstrate that each piece of back-office work is making a necessary contribution to front-line priorities. If this cannot be demonstrated then that piece of work should be dropped. If the work is necessary, then ensure that it is properly resourced.	▪ Reduced levels of back-office work while ensuring proper resourcing for work that is necessary	▪ Service Development Managers (December 2011)
▪ Flow of "function" work done by staff should be looked at to ensure that the work is being done in the most time-effective way using all the tools available, such as ICT, in the most efficient manner.	▪ Carry out Systems Thinking flow work with front-line staff and identify with them where changes in work practice would be beneficial. This includes all work done in all libraries that is not directly on the front-line. It also includes ensuring that work is distributed effectively across the service.	▪ Reduced levels of back-office work by using the most efficient approach to it and deploying staff effectively to do it	▪ All Managers (December 2011)
▪ The current model of teams of staff concentrating on similar function work should be made more flexible to better use the skills and abilities of staff and to encourage the sharing of knowledge.	▪ Create opportunities for staff in all libraries to broaden their range of skills when looking at how to change the flow of the back-office work.	▪ Better focus and quality of back-office work, and more opportunities for staff to gain new skills.	▪ All Managers (December 2011)
▪ Managers should ensure that they thoroughly understand the work their staff are doing in their function time and constantly review this to ensure	▪ All managers to include careful setting of tasks and clear deadlines	▪ Better focus of back-office work	▪ All Managers (immediate)

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Recommendations	Actions	Measures of success	Lead Officer(s) and Time
that it is making a necessary contribution to front-line priorities. Individual Performance Reviews should include clear objectives and target setting for functional roles, and this information should be collated and reviewed by Service Development Managers.	in IPRs and 121s ▪ Service Development Managers to collate tasks and deadline information in their areas to monitor the ongoing relevance and efficiency of back-office work. This information to be shared across the SDM team with a view to flexible working.		▪ Service Development Managers (December 2011)

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