

# ***Kerry County Council Comhairle Contae Chiarraí***



Kerry Library

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## ***Development Plan 2007-2012***

Adopted by Kerry County Council, 15 October 2007  
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# Kerry Library Development Plan 2007-2012

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# **1. Introduction**

## **1.1 Background**

Aidan Walsh Consultancy was commissioned by Kerry County Council in October 2006 to undertake and assist in the development of a Library Development Plan. It was agreed that the period of the Plan would run from 2007 to 2012, a six year span.

The County Council now wishes to develop a 6-year Development Programme for the County Library in order to accurately define the current position of the Library and to identify and plan for its future needs.

The commission for this work required that 21 days be devoted to the project, to include consultation with stakeholders, public consultation and presentation of drafts. Following a commissioning meeting in mid-October, work commenced in November 2006.

Aidan Walsh personally undertook this commission. No aspects were sub-contracted to other consultants.

## **1.2 Library Development Plans**

Under the Local Government Act 2001, all County Libraries are required to prepare and adopt programmes for operation and development. The Act sets down the broad content of such plans, which must include

- An outline of existing services
- The objectives and priorities for the future
- The measures needed to meet the objectives and
- The financial implications of the programme as a whole.

This Plan for Kerry Library will provide a framework for action that will allow the Library to meet its obligations under the Act and provide a strategic framework for developing and operating its services over the 2007-2012 period.

## **1.3 Work methodology**

The commissioning meeting for this work placed clear emphasis on the importance of an extensive and inclusive consultative process. Internal council consultation, staff consultation and public consultation was designed and

implemented to meet this need. In addition a wide range of stakeholder organisations were also met and their input sought.

Chapter 3 of this Plan gives an account of the outcomes from these consultations, which provided much very valuable input and gave considerable direction to the Plan. At the commissioning meeting it was agreed to consult

- The communities that the Library serves
- The Strategic Policy Committee for Community, Culture and Tourism
- The staff of the County Library
- Senior County Council staff
- Key stakeholder organisations and policy advisors

Public consultation meetings were held in Tralee, Killarney and Caherciveen on 4, 5 and 6 December 2006.

A briefing on progress with the Plan was provided to the Strategic Policy Committee for Community, Culture and Tourism on December 5.

All staff of Kerry Library were invited to a workshop on 1 November 2006 where the mission, aims and objectives of the Library were discussed. Breakout sessions enabled individual input and suggestions to emerge. Senior staff were met twice, as a group. Additionally, a group of 10 staff members representing various grades and service points, were invited to contribute detailed proposals, by email, directly to the consultant.

The County Librarian, facilitated by KCC Community & Enterprise Department, attended a specially convened meeting of the Kerry representatives of Comhairle na nÓg. A report was provided to the consultant.

#### **1.4 Drafts of the Plan**

Two draft versions of this Plan were prepared. Following amendments and additions, as required, a Second Draft was the subject of a presentation to the SPC and the senior Library service staff. The completed Final Plan will be presented for consideration by Kerry County Council in due course.

## **2. Kerry Library today**

### **2.1 Libraries authorities**

A development plan for any public library must be set within the overarching strategic framework of its parent local authority. Kerry Library is a service of Kerry County Council. The work of the Council is organised under six service directorates. The County Library is responsible to the Director of Housing and Community & Enterprise. This directorate also works through the Strategic Policy Committee for Community, Culture and Tourism. All directorates are responsible directly to the County Manager.

### **2.2 Modern library services**

Today, public libraries do a great deal more than lend books, although reading and borrowing continue as core and major functions of all public libraries. Modern libraries are centres of cultural activity and engagement with heritage, the arts and the wider world of the imagination.

The public increasingly use libraries as civic spaces in which they can undertake research into local history, read a newspaper or attend a musical event or literary reading. Free internet access also reinforces the position of all our public libraries as places which offer an essential communication lifeline to Ireland's growing migrant population. Users can e-mail home and read online newspapers in their own languages. English language learning facilities are also provided. Public libraries offer one of the few public, free civic spaces to our new communities.

### **2.3 A Brief History of Kerry Library**

In 2005, Ireland celebrated 150 years of public libraries in the country, marking the introduction of the Public Libraries Act of 1855, which allowed Municipal and Town Councils to establish libraries.

Kerry County Council adopted the Public Libraries Act in 1925, immediately after independence and established a Library service for the County. A Library Committee was first established in 1964 and the first Development Plan was approved in 1969. In more recent times, the Library has worked to the 1997-2001 Development Plan and the most recent Plan 2002-2006 which terminated at end 2006.

## **2.4 Funding levels in Kerry**

Kerry Library is funded and operated by Kerry County Council through the Strategic Policy Committee for Community, Culture and Tourism of Kerry County Council. Estimates of expenditure for 2006 showed €3,017,648 for Kerry Library. This equates to €22.77 per capita. On that basis, Council spending places it 20th out of 28 county library<sup>1</sup> authorities in Ireland. The ranking of the Councils spending is seen to better advantage if you look at its spending on libraries as a percentage of total Council spending. On that basis Kerry spends 2.7% of the total funds at its disposal on libraries. This places Kerry County Council 10th out of 28.

Over 80% of the €3,017,648 is allocated for salaries, wages and general operational overheads, including the operation of two Mobile Library vehicles, a Schools Library van and a Delivery van<sup>2</sup>. The balance is allocated for book purchase and loan charges. The Library has limited resources to apply in support of other work, such as heritage exhibitions and programming and activities for teenagers.

Kerry Library service spending on book purchases in Kerry for 2007 is set at €2.86 per capita. The national recommendation for expenditure on book purchase is 3.27 per head of population.

## **2.5 Infrastructural development to date**

Kerry Library has made impressive strides in recent decades with new library branches coming on stream as follows

- Killorglin – new Library 2006 replacing a new build of 1973
- Killarney – new Library (1980)
- Headquarters/Tralee – new building (1983)
- An Daingean- renovated (1985 & 1996)
- Kenmare - renovated (2006)
- Ballybunion - renovated (1990)
- Listowel – new Library (1996)

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<sup>1</sup> This comparison is based on figures from An Chomhairle Leabharlanna and excludes high population city council library services like Dublin, Cork, Limerick and Waterford.

<sup>2</sup> The €3,017,648 estimate is composed as follows; - €2,054,500 for salaries; General operation €496,000; Book fund €400,000; Schools book fund, 100% funded by Department of Education & Science €68,000; contribution to An Chomhairle Leabharlanna €43,000; loan charges €140,000.

In looking at the library service, it is good to acknowledge the well developed infrastructure that Kerry enjoys. The issues therefore nowadays revolve primarily around the nature and quality of the services provided within this developed infrastructure. As we shall see later in this document, the pressures of providing new and enhanced services for a growing county are challenging. This Plan is designed to address these matters.

## **2.6 The Library's core service**

The core purpose of the Library is the provision of books and information with the education and recreation of the public as the ultimate goal. This core work continues, frequently behind-the-scenes and not always obvious. This core work includes

- Book selection, ordering, cataloguing and distribution
- Developing and contributing to Book Clubs
- Developing, distributing and advising on recommended reading lists
- Local and national inter-library book request service
- Staffing and maintaining 9 public libraries
- Providing 2 Mobile Library delivery services throughout Kerry
- Providing a dedicated Primary Schools Library Service and associated teacher support
- Staffing and operating a Local Studies and Archives service
- Expanding and preserving local history collections
- Answering written and verbal requests for information
- Supporting researchers
- Providing induction visits and user guidance at all service points
- Providing and maintaining free internet access at all branches

## **2.7 Branch delivery of core services**

Kerry Library delivers much of its core service through branches and through its central headquarters in Tralee.

The Library headquarters are located in Moyderwell, Tralee. It also operates 9 branches around the County at

- Ballybunion
- Caherciveen
- Castleisland
- An Daingean
- Kenmare
- Killarney
- Killorglin
- Listowel
- Tralee

Each Branch Library provides adult and children's book lending, including audio books, large print titles, reference collections, local and daily newspapers, national & international newspapers online, local studies and free public internet. In fact 250 online newspapers are available to its members, through the Library website. It also provides information services together with support resources and advice for students and personal researchers.

Kerry Library can look with pride at its extensive and increasingly modernised branch infrastructure. The newly refurbished Kenmare Branch opened to the public in June 2006 and a new-build branch opened in November 2006 in Killorglin, constructed as part of a new Area Services Centre and in conjunction with a private commercial development.

In Tralee, with its burgeoning suburbs, the Library has already developed a proposal to construct a satellite branch at Shanakill / Monvalley. With an estimated cost of €1.7 million, this project has already received Stage 1 approval in principle from An Chomhairle Leabharlanna. However, any development of satellite branches must be carefully re-considered in terms of (i) the lack of any national policy or current funding opportunities regarding this type of library provision (ii) the implications for service provision in these developments, in particular relating to staffing, mindful of the current national embargo (2007) on the recruitment of additional local authority staff.



A new branch is under construction in Castleisland as part of a new Area Services Centre, which is due to open by the end of 2007. In Caherciveen, Stage 2 approval in principle was granted in February 2007 for a new branch located within a new Council Area Office and Arts Centre.

With the potential designation of Rathmore as a new town by Kerry County Council, the Library will also be looking at branch development needs there. Rathmore is experiencing significant population growth and the census recorded an increase of 14.7% since 2002<sup>3</sup>.

## **2.8 Core service delivery at Headquarters**

The Library houses its main Local Studies and Archives collection at the Library Headquarters in Tralee. It continues to add to this collection through donation or purchase. Recent additions include:

- Coltsman Estate (Killarney & Cork) rent ledger 1846-1861 & Account Book of Daniel Cronin Coltsman, Park, Killarney 1836-1851.
- The personal papers of 1916 activist, former Minister and District Court Judge, Fionán Lynch, a native of Kilmakerin, Co. Kerry.
- Kerry County Council, Revenue Section Records. Includes 163 volumes of cancelled Valuation Books, 1931-1977.
- School records relating to Caherleaheen National School, Tralee dating from 1873.
- 19<sup>th</sup> century Massy Stack Deeds, relative to lands at Ballyconry, Kerry.

In Kerry, the Library has established a positive relationship with local studies groups and especially with the Cumann Seandálaíochta is Staire Chiarraí (Kerry Archaeological & Historical Society). With an annual membership of over 600 worldwide, the Society operates from County Library Headquarters and publishes an annual magazine and journal.

The administrative functions of the organisation are carried out from Library Headquarters and include the following;

- Library Administration and Accounts
- Reader Services Department with responsibility for Branch Libraries, Mobile Libraries and Schools Service

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<sup>3</sup> Census 2006, Preliminary Report

- Acquisitions, Requests and Distribution Department

Tralee Branch Library is also attached to Library Headquarters.

## **2.9 The Electronic age**

Kerry Library is a significant research centre. It has an expanding role in providing electronic access to research material previously available only from the national repositories.

Digitisation of local history records held by the Library itself, is ongoing, Examples include the ongoing digitisation of the 19<sup>th</sup> century Board of Guardians records as part of a joint project with Quinnipiac University, USA.

Kerry Library continues to participate in the national "Ask about Ireland" project, a web-based cultural heritage resource. Information and images of Kerry heritage were contributed and the project continues. The current phase focuses on the digitization of local sources and making them available online to primary school teachers and students.

The Library availed of the government's Information Society initiative and used the opportunity to provide the public with access to the internet and email. The uptake has been substantial and hugely popular. Internet and Office applications are available to the public at all Branch Libraries. Broadband has been installed in 7 branches and will be further extended to the remaining two in 2007.

Members can also renew and request books online, the Library catalogue is now available through the Library website and there are plans to extend the availability of online databases.

## 2.10 Delivery of core service on the road

Kerry is one of the country's least accessible counties with physical barriers composed of two large peninsulas, a varied landscape and several remote towns and villages. Kerry Library manages two Mobile Library vehicles to address this wide geographical area. The Mobile Library service was re-introduced to the county in 2001 and a second vehicle was added in 2004.

The stopping points of the two Mobile Libraries are reviewed on a regular basis. The routes have recently been altered to reach 70 locations around Kerry and serving 3500 readers and providing over 60 hours of opening time<sup>4</sup>. The details are as follows;

### Mobile 1 - North and West Kerry

Total number of hours open to the public; 32 hours 50 minutes

Membership: 2890

Issues (January- December 2006): 17,372

| Route        | No. of Hours               |
|--------------|----------------------------|
| Route 1      | 3 hrs 15 mins              |
| Route 2      | 2 hrs 30 mins              |
| Route 3      | 3 hrs 45 mins              |
| Route 4      | 5 hrs 20 mins              |
| Route 5      | 3 hrs 30 mins              |
| Route 6      | 3 hrs 15 mins              |
| Route 7      | 3 hrs                      |
| Route 8      | 4 hrs 15 mins              |
| Route 9      | 4 hrs                      |
| <b>TOTAL</b> | <b>32 Hours 50 Minutes</b> |

### Mobile 2 - South Kerry

Total number of hours open to the public; 27 hours 35 minutes

Membership: 588

Issues (January – December 2006) 15,697

| Route        | No. of Hours             |
|--------------|--------------------------|
| Route 1      | 2 hrs 15 mins            |
| Route 2      | 2 hrs 30 mins            |
| Route 3      | 2 hrs 30 mins            |
| Route 4      | 3 hrs 45 mins            |
| Route 5      | 4 hrs 25 mins            |
| Route 6      | 4 hrs                    |
| Route 7      | 2 hrs                    |
| Route 8      | 2 hr 10 mins             |
| Route 9      | 4 hrs                    |
| <b>TOTAL</b> | <b>27 hrs 35 minutes</b> |

<sup>4</sup> With the introduction of the second Mobile Library vehicle, membership figures now need adjusting. This will be carried out within the normal renewal cycle.

The tables above show an impressive availability and usage of this highly valued service.

In contrast to practice at branch libraries, the Mobile service is free of charge. Mobiles reach areas and people that regular library services cannot always reach. Nationally, the 2002 PLUS surveys<sup>5</sup> demonstrated that mobiles were 75% used by women (as against a 66% usage of fixed branches) and that mobiles attract a proportionately higher number of users in the middle and upper age ranges.

Mobiles can thus be seen to deliver greater social inclusion. They can go to communities that would not normally view themselves as library users. In Kerry, the Mobile Service was extended in 2005-6 to West Kerry and to urban environs such as Shanakill in Tralee and Pinewood/Ballyspillane/Woodlawn in Killarney. For the future, the library intends to serve other urban and rural areas and to provide the service at suitable times and hours.

The Library also serves each of the 5 District Hospitals and some of the Day Care Centres in Kerry via deposit collection.

## **2.11 The Schools Library Service**

The Library provides a service to each of the 144 Primary Schools in the County. The Schools Library Service has its own dedicated delivery van and call schedule and, for many students, it is the only point of contact with the Library Service during the early years of education. The service includes a teacher reference book stock at HQ in Tralee.

Like the Mobile Library, the Schools Library Service provides a flexible outreach service that Kerry Library uses to reach socially excluded and marginalised groups. In particular, the Schools Library Service can play a key role in the development of after-school homework clubs for schoolchildren in areas of critical need.

The Schools Service also supports Storysacks, a partnership between Kerry Education Service, Kerry Library and primary schools. The Library supplies books for this initiative in 10 schools which encourages imaginative reading and

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<sup>5</sup> Information from An Chomhairle Leabharlanna

awards certificates to participants. Increased book purchase funding is also the key to continuing and expanding this scheme.

## **2.12 Programmes of cultural activities**

In addition to its core services described above, Kerry Library organises or delivers an extensive programme of cultural activity which has been expanding annually. Currently, the Library organises and delivers events, talks and exhibitions for the following

- Seachtain na Gaeilge
- National Heritage Week
- Children's Book Festival
- National Science Week
- Bealtaine Festival
- Archives Awareness Month
- Library Ireland Week

Special and local activities and exhibitions are also an important feature of the Library's Service. Writers Week in Listowel is an example of a local festival with a national profile. Local Libraries can play an increasingly significant support role during these events.

During 2006, Kerry Library published an Activities Programme featuring over 100 readings, exhibitions and book launches throughout its network. Some of these events originate within complementary sections of Kerry County Council, such as Arts and the Heritage. Such joint working is common sense and it delivers a better service for the public.

Arts workshops, recitals, lectures, singing, traditional music, art exhibitions, film screenings, poetry readings and drama workshops; this list gives a flavour of the diversity of activity that the Library hosts or directly organises. These events are held across the Library network and throughout the year.

The Library also works with the Kerry County Council supported Writer-in-Residence and the Dancer-in-Residence programmes. The Library aims to further these programmes through co-ordination and linking to existing Library activities.

### **2.13 Membership and user statistics for Kerry**

Kerry Library is an active and welcoming service that is clearly respected and well regarded for its work. Its membership levels reflect this esteem.

Kerry Library offers a full-time membership for a fee of €12 and an alternative borrowing method whereby users are charged 30 cent per book borrowed. Students and young people up to end of second level, alongside senior citizens are not charged for membership. 331,510 items were issued during 2006.

Kerry County Council's commitment to social inclusion by the Library Service was also underlined by a decision in 2005 to exempt Senior Citizens from any charges for borrowing books in all Branch Libraries throughout the County. Free internet access further underlines this commitment, since its main users are those without the means to have internet at home. Kerry Library provided 61,977 internet sessions in 2006.

The statistics do not however tell the full story. They do not include general users that do not borrow, but come in to read, school group visits, individual students carrying out research and users of the excellent local history and special collections. In Tralee, where total footfall is monitored, 12,000 plus monthly visits are recorded. In Killarney, some 6,000 users are recorded monthly. The Plan proposes the extension of this usage monitoring to other branches.

## 2.14 Staff

Staff at Kerry Library are held in very high esteem by the public<sup>6</sup>. The staff of a Library are especially important since around 70% of the staff members are front-of-house and deal directly with the public. This interaction sets the tone and indeed determines the quality of service that the member receives. In Kerry, the public expressed much appreciation of the staff at all service points.

A new staff structure was recently agreed under the national Library Service Review programme.<sup>7</sup> It is in the process of implementation and is shown in the table below.

| <b>Staff numbers and grades at Kerry Library</b> |                                       |
|--|---------------------------------------|
| 1  | County Librarian                      |
| 2  | Senior Executive Librarians           |
| 3  | Executive Librarians                  |
| 3  | Assistant Librarians (Professional)   |
| 3  | Assistant Librarians (Administration) |
| 11   | Senior Library Assistants             |
| 8  | Library Assistants                    |
| 3  | Clerical Officers                     |
| 8  | Permanent p/t Library Assistants      |
| 1  | Archivist                             |
| 4  | Driver/Assistants                     |
| 3  | Caretakers                            |
| <b>50</b>  | <b>TOTAL</b>                          |

At present there are 44 full-time posts in the Library Service with an additional 8 part-time posts ranging from 10 to 20 hours per week. Not all these positions are filled currently. Chapter 4 returns to the area of staffing and quality of service.

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<sup>6</sup> See Public Library User Survey in Chapter 3 below

<sup>7</sup>DOEHLG Circular LG (P) 07/05

### **3. Stakeholder Consultation**

#### **3.1 Introduction**

A stakeholder is best defined as an individual, organisation or section of the population of County Kerry that has a stake in the Library, be that a member, a staff member or a councillor. The Plan also needs to take particular account of social inclusion initiatives and this section of the Plan looks at developments in this area.

To fully gather views from such a dispersed and extensive range of people and organisations, a focused approach was adopted. Existing user research was gathered and examined through;

- The Public Library User Survey, 2002

In addition, considerable time was devoted to three stakeholder consultations;

- The general public
- The Library staff
- Special interest groups

#### **3.2 How Kerry fares against national averages**

An Chomhairle Leabharlanna (The Library Council) co-ordinated the first national survey of public library users in 2002. A questionnaire was administered by staff for completion by users at the end of their visit. The survey design and analysis was carried out for An Chomhairle by a professional market research company.

The PLUS research (Public Library User Survey) was undertaken to gather attitudes on the current state of libraries, as users saw them. It was a valuable snapshot of opinion in 2002. Consideration is being given to repeating the exercise in 2007 and thus building information on trends and changes.

Each county was separately surveyed, and results were provided to each of the 28 participating local authority libraries<sup>8</sup>. Over 1000 surveys were completed in Kerry, with Tralee (36%), Killarney (18%) and Listowel (11%) together making

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<sup>8</sup> "Public Library User Survey 2002", An Chomhairle Leabharlanna.



up 65% of the survey. The results allow comparison against the national levels of satisfaction and dissatisfaction with library services and facilities.

As will be seen below, the PLUS results identified some of the issues that the Library is facing, which were later independently identified by stakeholder groups.

In summary the Library needs to attract larger numbers of younger people. The principal findings are as follows.

### **Age profiles of users<sup>9</sup>**

| <b>Age group</b> | <b>National average</b> | <b>Kerry Library</b> |
|------------------|-------------------------|----------------------|
| 15-19            | 10%                     | <b>6%</b>            |
| 20-24            | 11%                     | <b>6%</b>            |
| 25-34            | 20%                     | <b>17%</b>           |
| 35-44            | 17%                     | <b>27%</b>           |
| 45-54            | 15%                     | <b>21%</b>           |
| 55-64            | 11%                     | <b>13%</b>           |
| 65-74            | 9%                      | <b>8%</b>            |
| Over 75          | 6%                      | <b>2 %</b>           |

This table shows that Kerry Library differs from the national age pattern of user age profiles. The Library attracts

- Lower than average users from 15-19 and the 20-24 age group
- Lower than average users from 25-34 age group
- Higher than average from the 35-44, 45-54 and 55-64 age groups

The PLUS survey also grouped a basket of key attributes within libraries and calculated satisfaction levels against them. These attributes relate directly to the government's policy for public library development, as set out in the "Branching Out" report which is further cited in Chapter 4 below. To successfully attract investment from public sources, applicants must meet the criteria defined in "Branching Out". The grouped attributes measured were

- Opening hours
- Range of books
- Children's services

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<sup>9</sup> Under 15s were not surveyed.

- Computers

National average levels of satisfaction at "Good or Very Good" levels were recorded. The results for Kerry Library were generally satisfactory with one exception; satisfaction with the range of books available achieved a lower national average level, standing at 68% in Kerry against 72% nationally. In Tralee branch this level dipped further to 64% against the national average of 72%. In Killarney it dipped lower again to 61%. These two branches account for over 50% of responses to PLUS. It has to be pointed out however that expenditure on bookstock has increased by 82.5% between 2002 – 2006 and that the PLUS survey of 2007 (September) should reflect more positively in this area.

### **3.3 Praise and criticism from the general public**

Three publicly advertised public consultation events were organised as part of the process for developing this Development Plan. The text of this publicity can be read at Appendix 2. At each consultation, following introductory remarks by the County Librarian, a presentation was made by the consultant that outlined the purpose of the Plan, sketched out the current funding position and invited comment about the Library service today and views on opportunities for future development of services.

Numbers attending the public consultations were disappointing. Nevertheless, all 3 meetings provided valuable comment and opinion, largely relating to the service as a whole. In Tralee, a representative of a local residents association spoke on behalf of a wider and much larger constituency. What the public consultations lacked in numbers was offset by the quality and care of the individual contributions.

### **General points made**

Praise for library staff was general and genuine and the welcoming atmosphere at many branches was mentioned. The general helpfulness of staff was also praised.

Attendees also made many valuable points and suggestions which can be summarised as follows

### **Critical points made**

- The older, including 1980s buildings need refreshing
- Internal layout needs to change in some cases to reflect changed uses
- Full disabled access is not possible in many branches
- Use and activity at the Tralee branch has outgrown the building
- The absence of segregated spaces, especially for internet users, has led to a drop off of older users
- Some branches are noisy and unpleasant to use, especially at lunchtime
- Book stock for adult and third level learning is inadequate
- Better stock preferred to increased opening hours
- Membership should be free to all

### **Ideas suggested**

- User panels could usefully contribute ideas on book selection
- More lists of recommended reading on subject basis
- More dual language books
- More teenager-friendly books and electronic media
- An increased level of service to schools
- Extension of schools service to secondary schools
- Expanded book stock to support adult literacy
- Presentation of new titles needs to equal that of commercial bookshops
- Link Library book clubs to local media
- Development of exhibitions and activity to showcase cultures of migrants and asylum seekers
- Better marketing and promotion of the service

The Public consultation yielded few calls for longer opening hours although this was highlighted in the consultant's presentation. Broadly speaking, however, the public agreed that the opening hours in some branches needed to be changed to reflect new living patterns. Full lunchtime opening and evening opening would be needed at some branches to meet this call. Interestingly, the

public in Caherciveen (where there is evening opening once a week) spontaneously commented that, where there is a choice to be made on the allocation of resources, they would prefer better book stock to further increases in opening hours.

### **3.4 The views of staff**

Staff hold years of valuable experience that should be tapped and also offer many innovative ideas for the future. Kerry County Council asked for as much staff input as possible and much time was devoted to gathering staff views.

Six Library branches were visited by the consultant as a fact-finding exercise. These were Tralee, Killarney, Listowel, Killorglin, Caherciveen and Ballybunion. The views of senior council and library management were also gathered through a number of meetings, at which feedback from stakeholder consultation was also conveyed.

A half-day group workshop allowed all staff to contribute views. On that occasion, working in groups and led by the consultant, draft mission statements for the Library were prepared, underpinning values defined and an analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT) undertaken. Lastly, a series of Strategic Objectives and Actions for the next five years was developed. Senior staff were also met subsequently to gather views. Additionally, email invitations to submit proposals were also issued to senior staff.

Staff expressed views and contributed ideas for service development in the years ahead. The SWOT analysis below conveys the main concerns, but some areas require introduction here

- Currently, active retirement groups have an established programme at Tralee, Killarney and Kenmare. This is a socially inclusive measure which staff consider could be extended to other branches. External stakeholders echoed this call.
- The views of staff at Kerry Library are aligned with national cultural thinking in seeing libraries as primarily about providing knowledge and information and stimulating imaginations through reading. Reading and its promotion remain at the core of library work.

- Staff asked that the Plan address displacement of older users by internet users. Previous users of the newspapers and magazine areas, people who often used the library socially, have reported concern about the physical and noisy dominance of the internet users, to the detriment of their experience as users. In fact, many such users no longer use the library, which is highly regrettable and actually establishes a form of social exclusion. The success of the internet provision is undoubted but it has impacted negatively in other areas.
- Similarly, increasing cultural programming is welcomed but needs balancing against ongoing high-demand library work centred on reading. Staff asked for the development of policy guidance on hosting commercial events and exhibitions.
- The home library service, currently in Killarney, could possibly be extended to other branches to meet the need of isolated and housebound people. Limited staff resources at present may not allow this development.
- The new migrant communities now comprise a sizable part of the population, standing at 10% of the national workforce. They need information on library services in their own languages and increased resources for learning English as a foreign language.

### **3.5 The SWOT analysis**

An analysis of the Library's Strengths, Weaknesses, Opportunities and Threats (SWOT) was undertaken. SWOTs can usefully assist to clarify positions and throw issues into sharper relief. The tables that follow in the pages below provide a summary of the SWOT workshop outcomes.

Staff identified many key points that other stakeholders and the user survey also cited as important.

The full SWOT analysis can be read overleaf.

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## Strengths

- Skills, commitment and knowledge of staff
- Infrastructure and network of 9 branches
- Increased opening hours
- The ongoing building programme
- The improved book-stock
- The local history and archives collections
- 2 Mobile Library vehicles
- Schools Library Service

## Weaknesses

- Physical access barriers within some buildings
  - The national minimum level of spend on book purchase has yet to be achieved
  - Limitations on the Schools Library Service
  - Inadequate online access to records on Mobile Library vehicles
  - Absence of staff cover for sickness & annual leave.
  - Diluting focus with unplanned activities which divert resources
  - High membership charge acting as a barrier
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## Opportunities

- Providing increased and extended outreach services
- Better services for housebound and elderly people such as home library services
- Provision of better schools service, especially with rural primary, possibly through second schools delivery van
- Refurbishment of infrastructure
- Make archives and records available online
- Increased digitisation and online access to local history resources at the Library
- Promotion and marketing of Library and its services
- Make increased use of KCC Press Office
- Develop an internal newsletter to further internal communication
- More book purchase funding to serve young people's needs
- Place copy local history resources in branches
- Increased partnership with bodies like National Association for Adult Literacy and education bodies

## Threats

- Annual uncertainty regarding finance from Council
- Downturn in economy
- New technology displacing reading and social use of libraries
- Absence of policy on commercial use of public library spaces
- Lack of segregation of internet and other users
- Absence of quiet reflective spaces for reading
- Vulnerability of single person branches to anti-social behaviour

### **3.6 Consulting special stakeholder groups**

The development of partnerships with other organisations has great potential for Kerry Library. The arts, heritage and education sectors currently provide a range of activities that dovetail with the broad mission of the Library to support culture, education and recreation.

Similarly, combating social exclusion and the development of socially inclusive policies and projects has been an important government policy driver for some years now and many libraries have developed special projects and activities to service disadvantaged people. The new 2007-2013 National Development Plan places significant emphasis on the importance of socially inclusive strategies.

As part of this Development Plan, a number of bodies that deal with social inclusion and with marginalised people were met to ascertain their views on how Kerry Library could best address this important public agenda for change.

### **3.7 Arts and heritage**

#### **Heritage Officer KCC**

Kerry County Council has a Heritage Office and a Heritage Officer who is very supportive of the library and welcomed the opportunity to work more closely with it. Co-ordination of activity between the heritage Office and the Library seems a sensible way forward if quality public programming is to emerge.

Through funding from the Heritage Council, KCC Heritage Office hopes to offer grants for the promotion and the preservation of the heritage of Kerry<sup>10</sup>.

Funded through the Council's heritage programme, courses of heritage interest for members of the public could for example happen at the Library branches, on Saturdays perhaps, similar to the Library's Saturday morning storytelling or Kerry County Museum's Saturday Club. The potential for a pilot joint project is worth exploring further and this is recommended in Chapter 5.

The 2008-2012 Heritage Plan for Kerry will be adopted in autumn 2007. Now is the opportunity for the Library to discuss partnership with the Heritage Office in delivery of appropriate activities and also gain access to funding.

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<sup>10</sup> The development of grant programme for heritage is aspirational and will be considered as part of the incoming 2008-11 County Kerry Heritage Plan which is currently being developed.



## **Arts Officer KCC**

The Department of Education & Science described public libraries as “the largest cultural and information infrastructure in the state through a network of 340 branches and 30 mobile libraries”.<sup>11</sup> With relatively few local authority arts centres in Kerry, the Council’s arts programme frequently uses the Library branches as venues for exhibitions and workshops. This is as it should be and this Plan recognises the role that Libraries play in the broader world of culture.

The arts and library services in Kerry work well together at present. The Writer-in-residence scheme is a case in point. In fact, the Library could make creative use of the scheme to support creative writing workshops for schoolchildren, for example.

The Arts Officer welcomed the consultation on the Plan and was enthusiastic about the opportunities to work together in the future delivery of arts to the public.

The arts play an important role in stimulating the imagination. The work of the Library also stimulates and informs through delivery of its core services and especially through the promotion of reading. Chapter 4 makes some suggestions on co-ordinating the events and cultural activity programmes of the library, arts and heritage sections of the Council.

## **Kerry County Museum**

The Museum is funded largely by Tralee Town Council but it endeavours to serve the county as whole. It has significant award-winning experience in developing top-class exhibitions, experience which it is very willing to share with Kerry Library. The Museum welcomed the Plan and praised the success of the Library in developing the Local History Collections.

The Museum sees advantage in linking its electronic artefact database to the Library website, thus offering browsers a holistic picture on heritage holdings in public ownership in the County. In turn, the Museum offered to lend display cases to the Library and to place its experience in mounting exhibitions at the disposal of the Library. There is also clear potential for partnership working on jointly originated exhibitions, tapping the knowledge and the collections of each institution. The Heritage Council is a potential source for support funding for these kinds of shows, through its Museum and Archives Committee.

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<sup>11</sup> DEIS (Delivering Equality of Opportunity in Schools), May 2005.

### **3.8 Rapid Tralee**

Rapid (Revitalising Areas Through Planning, Investment and Development) was established in Tralee in 2002 and its work was independently and positively evaluated in 2006. The Tralee Rapid programme focuses on three areas as follows

- Shanakill / Ragoonane
- Spa Road / Balloonagh Estate
- Mitchel's Crescent / St Martin's Park

Rapids' purpose is to tackle social exclusion by coordinating and integrating existing services and developing new ones as needed. It works in partnerships with local communities. Its focus on social exclusion chimes well with the increasing work by libraries in this area.

Tralee Rapid welcomed the Plan and the consultation process. Rapid praised the Mobile service in Shanakill and a similar service for Spa Road. Rapid asked for a review of the stopping points of the Mobile within the Rapid areas. It is also good to note, that following the consultation phase for this Plan, the Library was invited to send a representative to sit on the Rapid programme for the Mitchel's Crescent area of Tralee. Chapter 4.10 further discusses this area.

Given the libraries strong archival and local history resources, Rapid sees exploration of cultural identity as a natural area of potential. While recognising the challenges it presents, Rapid suggested a project on Traveller culture. Rapid would like to explore this possibility with the Library and offered to resource it through training of library staff in social inclusion work and in, more broadly, assisting the Library on the development of a Policy on Social Inclusion.

### **3.9 Kerry County Childcare Committee**

Welcoming the consultation by the Library, the Committee concerns itself with issues of childcare provision. It also works to develop the supply of services for pre-school children. It is developing a library of children's books for parent/child use. The Committee would be happy to contribute to the development of a County Library Policy on serving very young children, to include book selection and parent-child activities.

### **3.10 The Education Centre, Tralee**

One of 21 such centres that provide training and information about new curriculum developments and syllabus, the Education Centre was consulted as a focus for teacher opinion. The service to schools was praised by the Centre which asked for greater promotion to schools of all the Library's services. Ideally, the library should extend its schools service to all 27 post-primary schools in the County, although it recognised the additional resources that this would entail.

### **3.11 Kerry Education Service**

Kerry Education Service directly operates three post-primary schools in the county. In addition, it has responsibility for developing adult education, which brings it into contact with 10% of Kerry's adult population annually. KES has a presence at 120 locations throughout Kerry; this suggests potential as a partner for the library in serving isolated parts of the County.

KES welcomed the opportunity to input to the Plan. Both the Education Centre and KES asked for a review of the Library's liaison with the education sector and with schools, suggesting that a clearer contact point was needed and that the Library needed to better promote itself to the schools, possibly electronically.

KES also suggested a more integrated relationship between itself and the Library to better focus time and resources. KES saw potential for joint programming and suggested a programme of poetry readings and visiting writers.

KES drew attention to the 2005 DEIS report<sup>12</sup> which singled out public libraries as organisations for investment in educational inclusion. The Action Plan for DEIS will see an annual investment of €40 million in the initiative as a whole. Libraries stand to secure resources to build on their current work which the Report cited as follows

- Assisting schools in procuring and selecting reading material for different age groups
- Supporting homework clubs at local level

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<sup>12</sup> DEIS (Delivering Equality of Opportunity in Schools), May 2005.

- Promoting and supporting reading groups and hosting discussion with authors
- Advising on the stocking and running of school based libraries

### **3.12 Kerry Comhairle na nÓg**

The Kerry representatives of the Comhairle were pleased to be consulted and found the process very informative. They also made a number of suggestions, as follows;

- That the library should consider recruiting junior staff for example, during the summer months;
- That specific promotional brochure, targeted at young people, should be designed and produced by the Library in consultation with Kerry's Comhairle na nÓg and secondary schools;
- 'Attitudes to young people' should be included as a module in customer care training for library staff.
- Graphic novels and minority interest books should be more available in libraries.
- DVD sections should be expanded and relevant to the current school curriculum;

The Library proposes to address many of these issues within the lifetime of the Plan and Chapter 5 provides detail on specific actions.

## **4. Reviewing Kerry Library**

### **4.1 Introduction**

There are now 12 million visits to Irish public libraries every year. At the same time, expenditure on public libraries has been rising consistently in Ireland over recent years. An Chomhairle Leabharlanna<sup>13</sup> statistics show that total spending in 2006 increased by 9.1% over 2005 to over €108m. Expenditure per capita increased nationally from €25.27 to €27.57.

On the capital investment side, an announcement of funding by the Minister for the Department of the Environment, Heritage & Local Government took this allocation to over €100 since the government embarked on the implementation of the 1998 "Branching Out" report. Spending on book stock has risen to €12.3 million from €1.61 per capita in 1998 to €3.15 in 2006.

All library authorities in Ireland increased their expenditure on libraries in 2006, including Kerry, which worked to an estimate of €3,017,648 for 2006.

### **4.2 National policy context for Libraries**

An Chomhairle Leabharlanna (The Library Council) is a statutory body, established by government in 1947. It provides assistance and advice to public libraries, makes recommendations to the Minister for the Environment, Heritage and Local Government on public library matters and acts to promote and facilitate library co-operation.

In 1998, the Government published a comprehensive review of public library policy in the report "Branching Out". The report itself took regard of two wider national policies, ensuring that Ireland embraces the opportunities of the "Information Society" and the establishment of an inclusive society.

"Branching Out" identified key issues for Irish public libraries, including the following;

- Delivering better service through enhanced opening hours, improved IT and information services, improved equality of access and developing lifelong learning
- The provision of adequate infrastructure to allow libraries to play their role in developing the "Information Society"

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<sup>13</sup> "Public Library Authorities Annual Estimates of Expenditure 2006 Summary", An Chomhairle Leabharlanna, 2006

- Improvement in both range and quality of book stock
- Improvement in marketing of library services

The report made some key recommendations to government, including

- Development of library infrastructure through a revised programme of government investment
- The promotion of social inclusion by developing strategies to overcome physical, social and financial barriers to library use
- Completion of automation of library catalogues
- Investment in providing IT technology and greater access to electronic media
- Piloting solutions to serving isolated communities
- Increased book stock funding and a minimum target expenditure per head of population, revised upwards in 2004 to €3.27
- Enhancing library opening hours

These and other aspects of “Branching Out”, notably the need to increase spending on book purchase, promotion of social inclusion and ongoing development of the infrastructure continue to inform this Development Plan.

#### **4.3 Local policy context**

Kerry County Council Corporate Plan 2005-2009 recognises the importance of cultural heritage, information services and social inclusion in defining a number of its Strategic Objectives. In particular the Corporate Plan states the following Objectives

- Protect and enhance the natural environment and the unique heritage and cultural identity of Kerry.
- Provide the development framework and the necessary infrastructure which will facilitate:
  - (i) Orderly, sustainable, growth and development patterns throughout the County
  - (ii) Balanced regional development
  - (iii) Urban, village and rural regeneration
  - iv) Social and Cultural development

- Incorporate social inclusion objectives into the strategies, plans and policies of Kerry

This Plan for Kerry Library addresses these Corporate Objectives on many fronts. The Library's contribution to its parent body's corporate strategy is stated within 9 Strategic Objectives and supporting Actions are set down in Chapter 5.

#### **4.4 A growing and changing county**

The 2006 Census shows an 5.5% increase in the population of the county to 139,835. In common with other counties Kerry is increasingly urbanised resulting in a less populous rural landscape with greater isolation for people living there. In both urban and rural areas we see many changes in people's needs and lifestyles. Kerry Library needs to respond to these demographic and lifestyle changes and it has already introduced longer hours, lunchtime opening and evening opening at various service points. As we shall see below, more work is however needed in this area.

#### **4.5 Disability and access**

Kerry Library has undertaken an internal audit of its buildings, as part of the local authority compliance with the Barcelona Declaration. This audit primarily examined physical accessibility. Although many of the Branch Libraries are relatively modern, issues have been identified that need to be addressed.

Kerry Library has installed Optical Scanning facilities for visually impaired people at all Branch Libraries. English language learners have also found this facility useful. Staff received training in the Scanner software. This project was grant-aided by DOEHLG.

Libraries are alert to the need to offer better access for disabled people. An Chomhairle Leabharlanna and the Equality Authority published "Making Access Happen", a report based on pilot projects at 4 local authority libraries. But physical access is only part of the subject. Responding to visual and hearing impairment are equally important.

#### **4.6 Buildings and the services**

As we saw in Chapter 1, the Library keeps developing its infrastructure in a dynamic and responsive manner. In the 1980s Kerry was building new libraries

when many other counties were still housing their libraries in 19<sup>th</sup> century buildings. In many counties, this position still pertains. Kerry can take justifiable pride in its past achievements. However, as the public suggested (see Chapter 3), Kerry Library infrastructure needs refurbishment in a number of areas. . In the main, issues for the future do not therefore centre exclusively or even primarily around infrastructural needs. They revolve around the extent, quality and the nature of the services that the Library offers within its buildings.

#### **4.7 Medium term physical improvement**

Public buildings must comply with the Disability Act 2005 and the Equal Status Act 2000 and the Barcelona Declaration on the rights of the disabled. The Public Consultation revealed dissatisfaction with the layouts and appearance of many of Kerry Library buildings. Chapter 2 describes problems with internal accessibility in some branches. The Plan proposes a medium term action to include

- Repainting internally and externally where appropriate
- Re-designing and reconfiguring the internal layout to achieve separation of uses
- Introducing study corrals in designated areas at branches
- Installing ramps and hoists to achieve full disabled access in branches with multi-levels
- Review of library signage
- Installing induction loops for hearing impaired
- Installing large type labelling for visually impaired
- Creating adjacent and accessible dedicated car-parking
- Creating disabled-friendly pedestrian crossings to facilitate access to library branches

An Chomhairle Leabharlanna is committed to the achievement of full disabled access, as discussed in its "Make Access Happen" report while Kerry Library is aware that this work will require a capital provision.

#### **4.8 Opening hours in Kerry compared to national recommendations**

The nationally recommended levels of opening, as agreed in the "Branching Out" report are

*That by January 2002, each library service serving more than 10,000 customers would be, as a minimum, open through lunchtime each day,*



would be open each Saturday and would be open until 8.30 on at least two nights each week<sup>14</sup>.

In 2004 An Chomhairle Leabharlanna surveyed and published progress with the extension of library opening hours<sup>15</sup>, since the 1998 "Branching Out" report. The Survey found substantial improvements, but identified much room for further change. It further recommended that

*Local authorities should continue to review their schedules of library opening hours and provide appropriate staff levels...in the context of library strategic plans"*

Targets for opening are not set for smaller areas, as local circumstances are agreed to differ greatly. The following table summarizes the picture in Kerry, by reference to the national recommendations:-

| Branch              | Lunchtime opening each day of opening | Saturday | Evening opening twice a week          |
|---------------------|---------------------------------------|----------|---------------------------------------|
| <b>Ballybunion</b>  | Yes, until 1.30                       | Yes      | No                                    |
| <b>Caherciveen</b>  | Yes, until 1.30                       | Yes      | 1 evening only                        |
| <b>Castleisland</b> | Yes, until 1.30                       | Yes      | No                                    |
| <b>Dingle</b>       | Yes                                   | Yes      | 1 evening only                        |
| <b>Kenmare</b>      | Yes, until 1.30                       | Yes      | Yes, 1 evening [if 2 staff available] |
| <b>Killarney</b>    | Yes                                   | Yes      | Yes                                   |
| <b>Killorglin</b>   | Yes                                   | Yes      | No                                    |
| <b>Listowel</b>     | Yes                                   | Yes      | Yes                                   |
| <b>Tralee</b>       | Yes                                   | Yes      | Yes                                   |

Three branches fully conform to the national recommendation, although Dingle comes close. At public consultation, the need for better book stock was voiced in small branches as a preference over increased opening hours. Overall, the Plan proposes a review of opening hours, related to patterns of usage at all service points.

#### 4.9 Book fund expenditure in Kerry

Spending on book purchase in Kerry Library's has been rising steadily in recent years to €400,000 for 2007. The Council deserves praise for this substantial

<sup>14</sup> "Branching Out", page 48

<sup>15</sup> "Changing the Schedules; a Survey of Public Library Opening Hours", An Chomhairle Leabharlanna, 2004.

increase of 9.5% on 2006. This was also increased further in the 2007 estimates. In spite of this, however, the Library spends well below the nationally recommended minimum level on book purchasing, standing at €2.86 per head of population. The national target of €3.27 per head of population was set in 2004. Kerry has made progress towards achieving this target, exemplified by the ongoing increase in its bookfund in recent years.

Public opinion surveys bear out the importance attached to book stock, in the users mind. The 2003 TSN mrbi survey on the use and non-use of public libraries<sup>16</sup> showed that almost 40% of those that had stopped using their library would return if better and different stock was provided.

Books have been described as the “lifeblood” of a library and the Public Consultations for this Plan elicited strong support for an expanded stock. Additionally, the Library is trying to address a significant new challenge in book provision, the surge in demand for English language learning books and resources from Kerry’s new immigrant communities of migrant workers and asylum seekers. Again, Public Consultation reflected these needs.

An ongoing increase in the book fund will also permit the Library to contribute to the preservation of the Irish language, something of special importance in a Gaeltacht county. It will also allow increased social inclusion support for Homework Clubs and providing increased multi-media resources for teenagers.

This Plan proposes that the national target minimum spend on bookstock be progressively aimed at during the life of the plan.

#### **4.10 Social inclusion**

The consultation for the Plan yielded a number of suggestions for actions which would serve socially excluded and marginalised groups. The next chapter details some Actions under Strategic Objective 3. In looking at these proposals, the Library might also consider the following points, some made by staff, others by public agencies.

- Use volunteers to assist with adult literacy tuition.
- Exploring use of external agencies for the delivery of a library service to housebound people.

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<sup>16</sup> “A Public Space for All”, An Chomhairle Leabharlanna .

The proposal to develop library services to the Shanakill area of Tralee is also a socially inclusive proposal. Successful strategies to address social exclusion require public bodies to change the way they do things and reach out to the excluded. A purpose built branch may achieve that for this area but it might also be worth looking at alternative methods of service.

The ability of Kerry Library to develop satellite branches should be carefully considered. These will absorb capital money and more importantly, it will require ongoing increased operational revenue. This would not be sustainable across the County as a whole. An enhanced Mobile service, perhaps a dedicated mobile service with different stock and frequent stopping points, would be a more sustainable approach in the longer term for other expanding towns.

#### **4.11 A model of flexible working**

In March 2007, Kerry Library launched a 'Rapid Readers' Project at Shanakill Family Resource Centre in Tralee. This project could provide a flexible and successful model for other areas throughout the County. It operates as follows;

- The Mobile Library Service introduced more frequent stops
- The Schools Library Service provides selected reading material to community groups
- The Writer-in-residence works with groups in this area
- A taster book collection has been placed in the community crèche
- Liaison with pre-school playgroups has been established
- The Library supports the after-school Homework Club in the area

For the future, the library hopes to work with Kerry Community Transport to distribute books to identified stops. It would also be of great benefit if the Community Transport stops were altered to include Library branches throughout the county. Bookfund levels need to be addressed if these increased services are to be undertaken.

#### **4.12 Membership Library Charges**

Kerry Library collects an annual membership fee of €12 per adult. Alternately, a member may opt to pay 30 cent per book borrowed. Membership is however free for children, students at second level and for senior citizens. Internet access is also free of charge. There are nominal charges for services such as photocopying and printouts from microfilm.

Kerry Library collects approximately €30,000 each year from membership charges. (An additional €10,000 is collected in fines). Collecting the membership fee also requires administration and time which cannot be easily quantified. Meath and Sligo County Libraries, for example are free for all age groups and have no membership charge. The time may be opportune to re-examine the policy of charging for membership at Kerry Library and in doing so send out a powerful message of commitment to public service and social inclusion. The Plan recommends that this option be considered.

#### **4.13 Services for teenagers**

Keeping the interest in books and the imagination alive during teenage years can be a challenging task. Targeting teenagers and children, with reader development in mind, becomes a more difficult task as they grow and develop other interests and pursuits. The interest of these age groups in learning can be successfully nurtured through imaginative projects and all libraries offer such opportunities, especially during Children's Book Week.

Teenagers and children are highly computer competent and computer literate. Much of what they read and much of what they learn can be accessed electronically. They are comfortable and familiar with technology. Some libraries have focused on this comfort zone and begun to develop dedicated multi-media services for this age group.

In Dundalk, Louth County Library established a Learning Centre in 2003, focusing on socially excluded people<sup>17</sup>. The approach could be modified in Tralee to focus on teenagers and young people.

The Dundalk centre focuses on teaching. A centre in Tralee could focus on stimulating imagination and reading, using modern media. Meath County Library<sup>18</sup> has developed activities for teenagers, especially transition year students at Ashbourne Branch Library. A designated space has been set aside for teenagers and a play station was recently installed. The emphasis is on getting the teenagers in to the Library, making them feel comfortable and then introducing them to library resources and books.

In the teenager area in Ashbourne, the Library has developed a special book collection for teenagers, sponsored by a local fast food outlet. A Graphic Novels collection was selected with the help of transition year students from Ashbourne Community School. The collection includes a 'Heroes and Villains' section covering well-known heroes such as Spiderman, Batman, Flash Gordon, Dan Dare, X-Men and many more. There is also a humorous selection, which includes the popular 'Simpsons' series together with a science fiction selection covering 'Star Wars' and 'Star Trek'. This initiative was so popular with students from the school that it was agreed to continue with this scheme on an annual basis. The Local Youth Reach group has also registered an interest in helping select items for the collection.

The Public Library User Research quoted in paragraph 3.1 demonstrated that Kerry Library attracts lower than average users from the 15-19 and the 20-24 age group. The Plan recommends that the Library actively explores the development of a dedicated teenager area at its largest branches, to include multi-media and reading resources.

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<sup>17</sup> Thanks to Louth County Librarian Ann Ward and Acting Assistant Librarian Alan Hand for this information.

<sup>18</sup> Thanks to Mary Murphy, Executive Librarian, Meath County Library

#### **4.14 Community Library Services in Kerry**

A special pilot service for housebound people was successfully operated at the Killarney Branch. The Library's delivery van, librarian and driver delivered and collected books and audio material to a range of people in the town and its hinterlands. The library delivery van is normally used to deliver books between branches. It was possible on the pilot basis to use the delivery van to provide a housebound service in Killarney, but it would not be possible to use the van further to extend the service county-wide. The delivery of books between the branch network would be much disrupted or possibly cease.

Cork City Libraries recently introduced a Housebound Service. A dedicated delivery van and a driver were introduced, on a pilot basis. The Housebound Service is now moving to a more widespread implementation. Cork City Libraries devotes €52,000 annually to the Service, from its annual funds. The City Council offered to advise Kerry Library on its own project<sup>19</sup>. The Plan recommends that Kerry examine the possibility of extending its own service.

In order to complement the existing Mobile Library Service to rural areas, enhanced delivery of community based Library services is necessary. What is envisaged are regularly alternating deposit book collections, targeted to specific users placed in Resource and Community Centres throughout the county, both in areas currently being served by the Mobile Library and requiring additional services and in new areas countywide.

Potential partners in the health and community sectors need to be identified and it is planned to build on this model of inter agency co-operation in service delivery to rural areas.

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<sup>19</sup> Information from Liam Ronayne, Cork City Librarian, Cork City Libraries. The Housebound Library Service is currently managed by Cork City Libraries staff member Sinead Feely who can be contacted for detailed information.

#### **4.15 Staff to deliver a quality service**

In line with national developments, a new staff structure has recently been agreed. With the development, however, of new expanded branches and services in Killorglin and the planned new branches in Caherciveen and Castleisland, the Library will need to review the staffing structures in each branch. This will need to be done in tandem with a review of the hours that libraries are open to the public.

There is also a need to develop an on-call panel of people to step in at short notice to cover annual leave, sick leave and ongoing training of frontline staff, which applies to 30 members of the Library staff. The problem is especially acute at small branches where services can be curtailed at times. It is essential at all times to guarantee a quality service to the public.

Any proposals for additional staff at newly developed service points must take account of the public service staff embargo on recruitment (2007), although staff provision at new libraries at Ballybane (Galway) and Blessington (Wicklow) must be noted. Cognisance must also be taken of potential issues with lone worker/single person libraries. While this has traditionally been a feature of the library service, health and safety factors must now be addressed in this area.

#### **4.16 Maximising and co-ordinating service to the public**

The network of branches of Kerry Library provides facilities for a wide variety of public events. With a lively arts and heritage scene in the county, supported and led by specialist officers, programming and events have increased significantly and are well patronised.

There are, however, competing pressures for the use of the library's public areas and achieving a balance between these pressures is highly desirable if the public are to benefit.

There is need for co-ordination and for joint planning between the different sections within the Council. The Library and the public can only benefit from greater cultural activity and greater exposure. The Plan therefore proposes the establishment a co-ordination panel to plan library, arts and heritage programming within the library facilities.

The Library could also generate some modest income from hosting selling art shows. It is quite normal for public bodies to ask for 20% commission on art sales, whereas commercial art galleries charge double or even treble that percentage. In other cases, a fixed hiring fee could be set, sufficient to cover overtime and overheads.

Other options also need to be explored and policy guidance on this area and on the exhibition selection policy is needed. The guidance should also clarify matters such as lead-in times and frequency of exhibitions. The Plan proposes the development of such a policy in Chapter 5.

#### **4.17 Consensus and conclusions**

The preceding chapters reflect the views of the staff, general public and stakeholders about the library and an overall assessment of its position today. There is a good deal of consensus on the issues affecting it and indeed on the way forward. The next Chapter sets down a series of remedial actions, but here, at this point, it may be useful to summarise key matters that emerged.

##### **Funding**

- The Library has a budget that compares well with several other authorities but there is little funding available within that budget for enlivening activities and exhibitions

##### **Books**

- The Library needs to progress towards the national , annual minimum spend on book stock purchase.
- Stakeholders and staff identified a need to expand resources for children and teenagers
- Additional tailored book stock is needed to serve the new sizable migrant communities in Kerry.

##### **Buildings**

- The Library is well regarded and its infrastructure is extensive. Nevertheless, it's larger and older branches need re-investment in design and internal layout.
- Physical alterations are needed in many branches to achieve full disabled access to library services.
- Internet users are displacing older users and separation of uses should be introduced.



### **Social Inclusion**

- The Council's commitment to social inclusion is expressed through free library membership for children, students at second level and for senior citizens. Internet access is also free of charge.
- An expanded Home Library service should be actively explored, as a socially inclusive measure
- The pilot Rapid Reader Project at Shanakill family Resource Centre could form a template for serving other areas

### **Membership**

- PLUS demonstrated that the Library attracted relatively small numbers of younger people, compared to national averages
- The Library should consider the opportunity to provide free membership for all

### **Programming**

- Co-ordination with arts and heritage officers on cultural programming is desirable to better plan and integrate programming and provide a better public service.

### **Policies**

- Policies are required on cultural programming and exhibitions, digitisation, acquisition of written heritage and on social inclusion.

### **Opening**

- Opening hours at branches are generally seen as satisfactory by the public, although full lunchtime and some more evening opening would better suit new lifestyles.

### **Staffing**

- Staff were widely complimented, both in PLUS and during consultations
- New branches need professionally qualified staff to lead their work
- An on-call staff panel would guarantee unbroken service and enhanced quality of service.

#### **4.18 Meeting national benchmarks of quality service**

In the next Chapter, a series of Strategic Objectives are set down which will guide the Library for the next 6 years. If implemented, these proposals will meet the national benchmarks and respond to the public policy agenda for developing socially inclusive policies and activities. These proposals have budgetary implications and the associated costs are shown.

## **5. The next six years: 2007-2012**

### **5.1 Introduction**

This Plan is designed to cover a medium to long-term period of 6 years. The aims set out below define the future direction of the Library. These objectives grew from the consultation process and from the ideas and contributions of Library staff. They grew naturally from discussion on social inclusion and the stakeholder views that are presented in Chapter 3. They were also informed by the Situation Review that was presented in Chapter 4.

The objectives relate to the primary work areas of the Library including core functions.

Actions are listed in this Plan, under each Strategic objective. These are usually short-term proposals, which flow from each of the Objectives.

### **5.2 Mission and Values**

Following consultation with staff and senior Library management, the following mission statement is proposed to guide the work of the Library for the years ahead

***To provide a modern, responsive and inclusive library service of equal quality for all, which fosters reading, provides information and supports culture, recreation and education***

The Mission is underpinned by the following values

- Inclusiveness
- Professionalism
- Welcoming
- Responsiveness
- Accessible
- Informative

This Mission and these values will guide the Library for the incoming period of this Development Plan. They fit well with the defined mission of the Library's parent body, Kerry County Council, whose mission reads

“To enhance the quality of life of its people and visitors by facilitating economic, social and cultural progress which will be inclusive, integrated and environmentally sustainable

Kerry Library has embraced the Performance Management Development System (PMDS) that is at present being rolled out throughout Kerry County Council. Its implementation will further underpin the Library’s commitment to planning, managing and developing the core abilities of its staff. The process takes account of related corporate, operational and team development plans within Kerry County Council.

### **5.3 Funding the Plan**

The implementation of the work proposed in this Plan will be delivered over a full six year period. It cannot be fully implemented without increased resources.

Many of the proposed Actions in this Plan will happen using the personnel and finance currently available to the Library. Issues, opportunities and problems raised, cannot be either addressed or realised without the investment of modest extra resources.

### **5.4 The Strategic Objectives for the next five years**

The Strategic Objectives that follow in the tables below were developed through extensive consultation with all stakeholders. They cannot be delivered in many cases without increased resources, both staffing and funding.

Nine Strategic Objectives have been defined to guide the work of the Library over the 6-year planning period, as follows-

**Strategic Objective 1**

Promote and foster reading

**Strategic Objective 2**

Continue the development and improvement of library infrastructure

**Strategic Objective 3**

Develop and refine services for socially excluded and marginalised communities

**Strategic Objective 4**

Be a resource for children and young people

**Strategic Objective 5**

Develop cultural, arts and heritage programming

**Strategic Objective 6**

Contribute to the preservation of the Irish language

**Strategic Objective 7**

Collect and make accessible the local history and archival heritage of Kerry

**Strategic Objective 8**

Promote and market Kerry Library services

**Strategic Objective 9**

Develop the managerial framework

## 5.5 Performance indicators

Indicators are tools for use in managing and operating a service. Their main role is to assist in reviewing progress and achievement against measures of success that the Library itself has set and agreed. Indicators work best when they are seen as a means to an end, rather than an end in themselves.

A number of national indicators of activity are already in place, five of which relate to Library services. These indicators were originally set by the Department of the Environment, Heritage & Local Government, which requires all Councils to report against a total of 42 Performance Indicators, include 5 for libraries. The indicators as a whole can be used to measure progress against key objectives, especially those that will impact on the achievement of the targets set out in the "Branching Out" report. The table summaries the current national indicators.

| Performance Indicators for Kerry Library  |
|---|
| Average number of public opening hours per week for full-time libraries and part-time libraries |
| Number of registered library members as a percentage of the local population                    |
| Number of items issued per head of county population for (a) books, and (b) other items         |
| Percentage of libraries that offer internet access to the public                                |
| Number of internet sessions provided per 1000 population  |

In Kerry Library, these indicators are being used to assess performance. As the Plan progresses, it is likely that new or different indicators will be put in place, which have yet to be developed.

## 5.6 Monitoring and Review

This is a 6-year Development Plan, which will require regular review. An annual review is recommended as a minimum. At years' end, the annual review meeting can then be written up to become the normal current Library contribution to the overall Annual Report of Kerry County Council.

During the year, key Actions might require an interim, either quarterly or 6-monthly review. All progress and problems against each Objective or Action could be discussed, using the Plan as a guide. It is recommended that the broad outcomes from each review be communicated electronically to all staff.

## Strategic Objective 1

### Promote and foster reading

| Actions  | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|--|------|------|------|------|------|------|
| 1. Phase in the annual book purchasing fund towards the national recommended minimum level of €3.27 per head of the population of the County |      | X    | X    | X    | X    | X    |
| 2. Expand English language learning resources  | X    | X    | X    | X    | X    | X    |
| 3. Provide additional tailored stock to serve new migrant communities  | X    | X    | X    | X    | X    | X    |
| 4. Review opening hours at all service points  | X    | X    | X    | X    | X    | X    |
| 5. Continue reader development work through Book Clubs and the Library Cultural Programme  | X    | X    | X    | X    | X    | X    |
| 6. Explore the opportunity to eliminate membership charges over the life of this Plan  | X    | X    | X    | X    | X    | X    |
| 7. Increase multi-media holdings, in particular for children and teenagers   | X    | X    | X    | X    | X    | X    |
| 8. Develop reading lists and regular book displays.  | X    | X    | X    | X    | X    | X    |
| 9. Continue staff training on reader development   | X    | X    | X    | X    | X    | X    |
| 10. Continue work of Book Selection staff sub-group.   | X    | X    | X    | X    | X    | X    |

## Strategic Objective 2

### Continue the development and improvement of library infrastructure

| Actions  | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|--|------|------|------|------|------|------|
| 1. Review the development of the satellite branch libraries  | X    | X    |      |      |      |      |
| 2. Open Castleisland Branch Library on schedule in 2007  | X    |      |      |      |      |      |
| 3. Review Rathmore Town Plan to consider enhanced provision of library services.   | X    | X    |      |      |      |      |
| 4. Progress the Stage II proposal at Caherciveen   | X    |      |      |      |      |      |
| 5. Replace the current School's Library Van  | X    | X    |      |      |      | X    |
| 6. Undertake a thorough review of branches to modernise internal layout to segregate conflicting uses and refresh decoration and appearance. | X    | X    | X    | X    | X    | X    |
| 7. Facilitate the implementation of the Kerry County Council's Barcelona Declaration Implementation Plan & implement findings accordingly.   | X    | X    | X    | X    | X    | X    |



### Strategic Objective 3

#### Develop and refine services for socially and marginalised communities

| <b>Actions</b>  | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| 1. Maintain the Home Library Service in the Killarney area.   | X           | X           | X           | X           | X           | X           |
| 2. Seek opportunities to extend the Home Library Service to other branches  | X           | X           |             |             |             | X           |
| 3. Prepare a Social Inclusion Policy for the Library, in partnership with RAPID   |             | X           | X           |             |             |             |
| 4. Designate a member of staff with special responsibility for co-ordinating Library contact and activity in social inclusion work  |             | X           | X           | X           | X           | X           |
| 5. Reflect the multi-cultural nature of Kerry society in the 21 <sup>st</sup> century through provision of multi-language resources | X           | X           | X           | X           | X           | X           |
| 6. Translate, print and distribute Library Information leaflets into major languages of new non-Irish national communities          |             |             | X           | X           | X           | X           |

## Strategic Objective 4

### Be a resource for children and young people

| Actions   | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|------|------|------|------|------|------|
| 1. Review the delivery of the Library Service to schools  |      | X    | X    |      |      |      |
| 2. Promote the Library network and activities to school authorities and staff at training events  | X    | X    | X    | X    | X    | X    |
| 3. Develop a regular programme of activity targeted at schools, such as author visits, tailored resource packs, in partnership with KES and Arts Office, Kerry County Council | X    | X    | X    | X    | X    | X    |
| 4. Develop school-based and library based literary activities with Writer-in-residence  | X    | X    | X    | X    | X    | X    |
| 5. Continue and develop displays of recommended reading material in junior areas of each branch   | X    | X    | X    | X    | X    | X    |
| 6. Develop a user-friendly dedicated children's web page as part of the Library website   |      | X    | X    |      |      |      |
| 7. Designate a staff member to co-ordinate services and activity for children and young people  |      | X    |      |      |      |      |
| 8. Support after-school homework clubs countywide through provision of library resources.   |      | X    |      |      |      |      |
| 9. Address the service need of teenagers to include expansion of the range and quantity of multi-media holdings   | X    | X    | X    | X    | X    | X    |

## Strategic Objective 5

### Develop cultural, arts & heritage programming

| <b>Actions</b>  | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| 1. Develop a Library Policy on cultural events and activities   | X           | X           |             |             |             |             |
| 2. Establish a Co-ordinating Panel for ongoing liaison and planning with arts and heritage.   | X           |             |             |             |             |             |
| 3. Co-ordinate a planned annual programme of cultural activities throughout the county, in association with Arts and Heritage officers, KCC                   | X           | X           | X           | X           | X           | X           |
| 4. Ensure continued participation in Seachtain na Gaeilge, National Heritage Week, Children's Book Festival, National Science Week and the Bealtaine Festival | X           | X           | X           | X           | X           | X           |
| 5. Host exhibitions on topics of local interest in partnership with Heritage Office/Heritage Council, possibly with external funding                          |             | X           | X           | X           | X           | X           |

## Strategic Objective 6

### Contribute to the preservation of the Irish language

| Actions  | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|--|------|------|------|------|------|------|
| 1. Ensure that modern and up-to-date Irish language book stock is available at all service points. | X    | X    | X    | X    | X    | X    |
| 2. Provide for service through the Irish language, especially in Gaeltacht areas of the county.    | X    | X    | X    | X    | X    | X    |
| 3. Provide opportunities for staff training in spoken Irish  | X    | X    | X    | X    | X    | X    |
| 4. Continue to add to special collections of Irish language material.                              | X    | X    | X    | X    | X    | X    |

## Strategic Objective 7

### Collect and make accessible the local history and archival heritage of Kerry

| <b>Actions</b>  | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| 1. Maintain continuing links with the national cultural institutions  | X           | X           | X           | X           | X           | X           |
| 2. Prepare a policy on digitisation of historical sources unique to Kerry   |             | X           | X           |             |             |             |
| 3. Continue digitisation and online access to unique Kerry historical sources   |             | X           | X           | X           | X           | X           |
| 4. Continue to contribute and participate in the national library heritage initiative "Ask About Ireland" in partnership with education providers | X           | X           | X           | X           | X           | X           |
| 5. Consolidate the Library's role as keeper of "last copy"  | X           | X           | X           | X           | X           | X           |
| 6. Continue the purchase and acquisition of Kerry's written heritage, including manuscripts, prints, photographs, maps and archives records.      | X           | X           | X           | X           | X           | X           |
| 7. Install roller shelving to hold archives and special collections   | X           | X           |             |             |             |             |
| 8. Develop an Acquisition Policy for important written heritage of Kerry interest, possibly with external funding                                 |             |             | X           | X           |             |             |

## Strategic Objective 8

### Promote the Library and its services throughout County Kerry

| Actions  | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|--|------|------|------|------|------|------|
| 1. Agree a modern corporate visual identity for the Library Service, as part of the new brand development          | X    | X    |      |      |      |      |
| 2. Design, produce and distribute promotional information leaflets about the core services that the Library offers | X    | X    | X    | X    | X    | X    |
| 3. Using new visual identity, erect directional and building signage at all branches                               | X    | X    | X    |      |      |      |

## Strategic Objective 9

### Develop the managerial framework

| Actions   | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|------|------|------|------|------|------|
| 1. Publish a staff newsletter six times per annum   | X    | X    | X    | X    | X    | X    |
| 2. Review staffing requirements in terms of service delivery at new branches  | X    | X    | X    |      |      |      |
| 3. Explore the possibility of establishing an on-call panel of people to cover for sick and training leave throughout the network of branches   |      | X    |      |      |      |      |
| 4. Continue to provide relevant staff training opportunities  | X    | X    | X    | X    | X    | X    |
| 5. Draw up customer care guidelines for staff and public  |      | X    | X    |      |      |      |
| 6. Develop team-building and corporate ownership through tri-annual full staff meeting  |      |      | X    |      |      | X    |
| 7. Provide workplace-focussed training for staff, based on need assessment  | X    | X    | X    | X    | X    | X    |
| 8. Implement the new staff structure agreed between Kerry County Council and the Trades Union, under the Branching Out Re-structuring Programme | X    | X    |      |      |      |      |
| 9. Develop team working in selected work areas, including management generally  | X    | X    | X    | X    | X    | X    |

| <b>Actions</b>  | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| 10. Designate a senior staff member to lead on IT maintenance and development.      | X           |             |             |             |             |             |
| 11. Develop performance indicators to reflect the wider range of services provided  | X           | X           | X           |             |             |             |
| 12. Introduce usage counting machines at each branch                                |             | X           | X           |             |             |             |
| 13. Using the Plan as a template, prepare an Annual review for Kerry County Council | X           | X           | X           | X           | X           | X           |
| 14. Prepare a Collection Development Policy   |             |             | X           | X           |             |             |
| 15. Participate in Public Library User Survey 2007                                  | X           |             |             |             |             |             |



## **Appendix 1    Consultations Undertaken**

Three groups of stakeholders were consulted

- Staff and management
- General public
- Special interest groups and bodies

### **Staff & management**

Familiarisation visits were made to 6 branches and to the HQ facilities. A workshop was held with all staff to gather views on the current Service elicit ideas and suggestions and gather data and information.

A number of meetings were also held with the County Librarian and the senior staff to gather data, provide feedback from other consultations and agree to seek ideas and input for the Plan. Email feedback was also sought.

A meeting was also held with the Director of Services to input the views of the Library's parent body, Kerry County Council.

A progress report was verbally given to the SPC in early December.

### **The General Public**

Three advertised opportunities to contribute were arranged to gather the views of the general public, which would include the substantial body of people that hold membership of the Service throughout the County. Meetings were held as follows.

The text of the media announcement can be read at Appendix 3. Statements were sent to newspapers, parish bulletins, radio stations and the information was also placed on the Kerry County Council and Kerry Library websites. Paid newspapers advertisements were also taken out.

**Special Interest Groups and bodies consulted**

RAPID programme, Tralee

Heritage Office, Kerry County Council

Arts Office, Kerry County Council

An Chomhairle Leabharlanna, Dublin

The Education Centre, Tralee

Kerry Action for Development Education

Kerry Comhairle na nÓg

## **Appendix 2    Public Consultation publicity text**

### **Kerry Library**

#### **Invitation to a Public Consultation**

The Library is currently working on a 5-year development programme, which will set the course of its work until 2012. This is your opportunity to contribute your views. Public consultation meetings are being held as follows-

- Killarney Branch Library, Monday, December 4, 4pm
- Tralee Branch Library, Tuesday, December 5, 6pm
- Caherciveen Branch Library, Wednesday, December 6, 3pm

Each meeting will be conducted by an independent consultant who is currently working on the Plan with library staff. Library staff will also be there to greet you. Everybody is welcome.

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### **Appendix 3**    Membership of Strategic Policy Committee for Community, Culture and Tourism

Cllr. Robert Beasley, 'Puicín', Doon Road, Ballybunion, Co. Kerry

Cllr. Norma Foley, St. Joseph's Guesthouse, 2 Staughtons Row, Tralee, Co.  
Kerry

Cllr. Thomas Sheahan, East End, Rathmore, Co. Kerry

Cllr. Pat McCarthy, Maglass, Ballymacelligott, Tralee, Co. Kerry

Cllr. Niall Botty O'Callaghan, Kilbrean Beg, Killarney, Co. Kerry

Cáit Uí Choileáin, Baile an Rannaig, Baile an Fhirtéaraigh, Trá Lí, Co. Chiarraí

Mairéad Lynch, South West Kerry Women's Association, O'Connell Centre,  
Caherciveen, Co. Kerry

Andrew McCarthy, SIPTU, Connolly Hall, Upper Rock Street, Tralee, Co. Kerry

## **Appendix 4 Acknowledgements**

I am very grateful to the following people that contributed to this development Plan through correspondence or meetings.

### **Meetings**

John Breen, Director of Services, Kerry County Council  
Catherine Callaghan, Kerry County Childcare Committee, Tralee  
Caitríona Ní Chullota, Director, The Education Centre, Tralee  
Margaret Godley, Kerry Education Service  
Una Cosgrave-Hanley, Heritage Officer, Kerry County Council  
Kate Kennelly, Arts Officer, Kerry County Council  
Helen O'Carroll, Curator, Kerry County Museum  
Ann O'Dywer, Tralee RAPID  
Barney O'Reilly, CEO, Kerry Education Service

### **Correspondence, email, telephone**

Alun Bevan, Research Officer, An Chomhairle Leabharlanna, Dublin  
Alan Hand, Assistant Librarian, Louth County Library  
Norma McDermott, Director, An Chomhairle Leabharlanna, Dublin  
Mary McGillycuddy, Kerry Action for Education Development  
Marion Quinn, Reception & Integration Agency, Dublin  
Liam Ronayne, City Librarian, Cork City Libraries  
Brendan Teeling, An Chomhairle Leabharlanna, Dublin  
Ann Ward, County Librarian, Louth County Library  
Joan Ward, An Chomhairle Leabharlanna, Dublin

### **Credits**

Particular thanks to all the staff at Kerry Library for their input to this Plan. Special thanks also to the County Librarian Tommy O'Connor and his senior staff members Michael Costello, Seamus Dowling, Ann Ferguson, Ann Fitzgerald and Mary Murray who responded to queries, provided feedback and contributed informed knowledge and suggestions as the Plan developed.

## **Appendix 5**    Contact Information

Tommy O'Connor  
County Librarian  
Kerry Library  
Moyderwell  
Tralee [www.kerrylibrary.ie](http://www.kerrylibrary.ie)

### Executive Librarians:

Seamus Dowling  
Ann Fitzgerald  
Mary Murray

### Local History Service:

Michael Costello

### Tralee Branch Library:

Ann Ferguson

## Appendix 6 Map of County Kerry

