

Fulfilling their Potential is an improvement programme aimed at developing libraries' capacity to deliver services to young people, leading ultimately to a national offer for 11-19 year olds. It presents a timely opportunity to reshape and transform library services, and links closely to *Youth Matters*, the government's strategy for young people's services, which emphasizes the need to develop 'things to do and places to go' for young people in all local communities.

Building on the original *Fulfilling their Potential* report (June 2004), which highlighted the potential of library services to make a significant contribution to the lives of 11-19 year olds, the Improvement Model provides a practical framework for Heads of Library Services to demonstrate the ways in which libraries contribute to the achievement of key outcomes within *Every Child Matters* and *Youth Matters*, as well as highlighting the wider contribution to the *Shared Priorities*.

Every Child Matters outcomes	Shared Priorities Outcomes	Fulfilling their Potential outcomes Young people experiencing high quality library services will:
Be Healthy	Promoting Healthier Communities	<ul style="list-style-type: none"> • Gain self-esteem • Enjoy better mental health • Make informed choices
Stay Safe	Creating safer and stronger communities	<ul style="list-style-type: none"> • Feel more confident and empowered • Understand each other better
Enjoy and achieve	Raising standards in schools And Improving quality of life for children and young people	<ul style="list-style-type: none"> • Enjoy reading widely • Enhance their creativity • Become more engaged in learning • Develop better skills • Perform better at school
Make a positive contribution	Creating safer and stronger communities	<ul style="list-style-type: none"> • Participate more in local decision-making and their local community
Enjoy economic well-being	Promoting the economic vitality of communities	<ul style="list-style-type: none"> • Develop better skills, leading to better employment prospects • Become more informed about available choices

The Improvement Model has been developed in partnership by The Reading Agency, ASCEL and the National Youth Agency, with input from the Society of Chief Librarians. It focuses on three levels of service (standard, medium and enhanced levels), enabling library services to assess their current level of provision and identify priorities for service improvement. A number of support tools are currently being developed to support library staff through the improvement process. These will include case studies, guidance and training resources, which will be added to *Their Reading Futures* website.

In addition to the Improvement Model and the support tools, funding is being sought for a number of pilot projects. These include a young people's led library makeover programme, a young volunteers bid and a wider programme to support a number of authorities through an accelerated implementation of the Improvement Model. These pilots will provide evidence of how library services can make a positive impact on young people's lives, whilst also helping shape the creation of effective resources and dissemination tools to support all libraries through their implementation of Fulfilling their Potential.

Fulfilling their Potential – An improvement model to transform library services for, and with, young people aged 11-19

Management commitment required as a basis for implementing the Fulfilling Their Potential improvement model

In order to implement the model, library services will need to have:

- √ A policy for working with young people, supporting the outcomes of *Every Child Matters*, *Shared Priorities* and *Youth Matters*
- √ A commitment to implementing *Fulfilling their Potential* in annual service plans
- √ A commitment to working with partners in new local authority Children’s Services structures to develop shared targets and/or partnership agreements
- √ An allocated budget for improving stock, information and study needs, and reader development activities for young people
- √ A commitment to encouraging and supporting staff to develop their skills to communicate and work with young people
- √ An identified member of staff responsible for co-ordinating and improving services to young people
- √ A commitment to developing a culture which is young person-centred
- √ A focus on removing barriers to use of libraries by young people
- √ An understanding of the need for the active involvement of young people in shaping improved services

Once these are in place, this improvement model can be used to assess the current level of achievement, and to plan and implement service change and improvement.

Standard	How to achieve	Medium	How to achieve	Advanced	How to achieve
Intended outcome: Young people feel the library is accessible, welcoming and value it as a space in the community for them.					
Young people have access to young people’s areas in every library or, if this is not physically possible, a specific timeslot outside of standard opening hours, when they can access the library service.	An area or space is allocated in each library. In small and/or rural libraries, additional after school/college hours are implemented and promoted to young people in the local community.	Young people have access to a designated space, which feels informal and has attractive design and furniture.	A discreet space is allocated. Young people advise on refurbishments and new builds.	Young people have access to at least one centre of excellence in each authority (such as Manchester’s Powerhouse), offering a multi-zoned environment with a range of learning and leisure opportunities, specifically geared to their needs.	Work with key partners, where external or internal funding may be available, on proposals for multi-use young people’s space. Young people are actively involved in planning for this multi-agency development.
All young people receive a friendly welcome from library	All staff have training in communicating with young people, ideally through	Young people have access to a designated person responsible for	Young Person’s Officer, focused on working with young people to develop and deliver	Young people assess the quality of the library service’s	Young people act as mystery shoppers and shape and undertake other service

staff.	partnership with local Youth Service.	their services and able to respond to their needs.	library services, established. Name and contact details on display in every library and via the website.	welcome and make recommendations for improvements.	evaluation. Young people involved in staff training, recruitment and selection.
Young people find it easy and appealing to join the library.	Simple, well designed joining procedures, lack of bureaucracy, well promoted through schools and other partners.	Young people can use their library membership to gain access to other services and/or gain concessions/incentives through using their library card.	Partnerships with other providers, including 'Opportunity Card' developments.	All young people receive automatic library membership.	Smart card developments provided via schools, youth groups, etc.
Young people are aware of what the library can offer them.	Library publicity is developed with young people and made available to schools & youth groups. Virtual links to library service website available from the websites of key partners.	Young people at risk know what the library can offer them.	Partnership projects supporting and involving young people at risk.	Young people work in partnership with library managers to shape services, and any accompanying publicity and marketing materials.	Young people's advisory group to input into library decision-making, policy development and branding.
Young people have access to library and reading web pages, targeted at their needs.	Young people advise on content and design of web pages. Links to library web pages from school and college libraries.	Young people actively create content for library web pages.	Young people contribute reviews, articles etc. Young people have access to web authoring & design training.	Young people access a virtual library service targeted to their needs from home, school, and college.	Virtual service with active involvement of young people, including online membership, 24 hour online enquiry service, offering help with homework and information enquiries.
Standard	How to achieve	Medium	How to achieve	Advanced	How to achieve
Intended outcome: Young people enjoy reading widely and feel inspired to share their reading with others.					
Young people have access to current, inspiring, well promoted collections of books and magazines in every library, targeted to their needs.	Adequate budget for young people's stock and magazines. Young people advise on stock through a variety of means, eg suggestions scheme.	Young people assist with selecting and purchasing stock for libraries and, where appropriate, outreach collections for use in other community locations.	Percentage of budget 'earmarked' for young people to select stock. Regular visits to bookshops/library suppliers/websites to select resources. Identify and build partnerships	Young people actively promote their selections to other young people.	All purchasing for young people is done through partnership work with the young people themselves. Promotional campaigns and resources created by young selectors.

			with suitable community locations for outreach collections.		
Young people are able to extend and develop their reading choices.	Access to booklists, review magazines, websites in libraries, schools and youth groups. Well promoted reading recommendations from other young people through a variety of means.	Young people are actively involved in sharing their enjoyment of reading with other young people.	Library staff support young people to set up and manage reading groups and other creative reading activities. Programme of regular author / illustrator / creative reading and writing activities, linked to regular holiday activities/annual events.	Young people at risk are actively involved in sharing their enjoyment of reading with other young people.	Youthbox type post, funded with other services, such as Youth Services, to involve and support young people at risk in a range of creative reading activities. Sustained reading projects / activities with specific target groups, eg young mums, children looked after, etc.
Standard	How to achieve	Medium	How to achieve	Advanced	How to achieve
Intended outcome: Young people feel confident and able to make informed choices about their lives.					
Young people have free access to a range of up-to-date information sources, both online and hard copy, on a wide range of appropriate subjects and support from library staff to access the information they need.	Library managers work with key partners to join up information resources for young people, both online and in hard copy. Library staff trained to demonstrate basic information literacy skills to help young people find the information they need.	Young people know that the library can provide good quality and up-to-date information and can signpost them appropriately to other agencies, such as Connexions.	Young people advise on the information they require and how it should be promoted. Training for all information staff in communicating with young people. Working with key partners to signpost the library as a place of free information for young people. Promotional material designed by young people.	Young people have access to individual support, signposting and guidance through libraries.	Branded information collections with a well developed network between information providers, which can provide young people's advice services on site in libraries (eg Connexions) on a permanent or surgery basis.
Standard	How to achieve	Medium	How to achieve	Advanced	How to achieve
Intended outcome: Young people participate in their community and in wider democratic activity.					
Young people have the opportunity to get	Work placement and/or volunteer scheme for young	Young people are actively involved in	A range of options available, including selecting stock,	Young people are formally empowered	Young People's Management Advisory Board or other advisory

involved in the library service.	people. Opportunities for young people's involvement in their local library are promoted through schools and other key partners.	decisions about service planning and delivery.	developing content for web pages and recruiting library staff. Library service assesses its provision using NYA's 'Hear by Right' framework and builds its capacity to involve young people in library services.	to take decisions in relation to planning, prioritizing, delivery and evaluation across the range of services to young people.	group empowered to provide ongoing advisory input to library managers and to make decisions, where appropriate.
Young people feel able to access information on their local community and wider democratic issues.	Targeted promotion of People's Network computers as gateway to other Council services and e-government. Information & signposting to encourage young people to engage in community activities, eg Year of the Volunteer, Local Democracy Week, etc. Partnerships with other local authority departments to promote relevant opportunities for young people, eg Trading Standards – 'Young Consumers'.	Young people are able to get involved in local community and democratic issues through contact with the library.	Links with local volunteer service to encourage awareness and promotion of local volunteering opportunities to young people via the library. Library made available and promoted as space for local community and democratic activities, including young people's surgeries with local politicians. Free use of IT, meeting room and other resources to support young people's community involvement activities.	Young people are actively involved in shaping their local community through contact and participation work with the library.	Library provides free meeting space for youth council meetings, activities, debates and question times. Young people are supported in adopting NYA's 'Act by Right' framework. High profile library activities for young people during Local Democracy Week.
Standard	How to achieve	Medium	How to achieve	Advanced	How to achieve
Intended outcome: Young people develop their skills and become confident and motivated learners.					
Young people have access to study facilities and help in the library to meet their learning needs.	Library staff trained to help young people develop study, research and 'learning to learn' skills. Designated study tables and IT workstations for young people.	Young people, including those at risk, have access to a range of programmes and resources and use these to support their wider learning needs.	Access to library based Homework Clubs and Study Support staff, either library run or in partnership with other agencies. Work with key partners to shape learning services for 11-	Young people support and help others to develop confidence and skills in learning.	Young people trained as study buddies. Young people provide support activities, including mentoring and coaching. Zones for group work or class

	Access to Homework Help collections, both hard copy and online, in every library.		19 year olds and to signpost the library as a venue where learning can take place and/or learning resources accessed. Access to adult learning courses with tutors in libraries for older young people (16+).		room facilities.
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Links

Every Child Matters

www.everychildmatters.gov.uk

Youth Matters

www.dfes.gov.uk/publications/youth/

Hear by Right

www.nya.org.uk/hearbyright

Their Reading Futures

www.theirreadingfutures.org.uk

Fulfilling their Potential report (June 04)

Available from the Download Centre at www.readingagency.org.uk

For more information about Fulfilling their Potential, please contact Ciara Eastell, Senior Adviser, The Reading Agency on 07812 637525 or email ciara.eastell@readingagency.org.uk.

September 2005