



Redcar & Cleveland Library Service
Annual Library Plan
2007-08

LIBRARY PLAN 2007/08

1. Redcar and Cleveland

1.1 Characteristics

Redcar & Cleveland is located south of the River Tees, on the coast to the east of Middlesbrough. The Borough covers 93 square miles, has a population of 137,200 (Office of National Statistics mid-year estimate, June 2006) and contains approximately 59,400 households. It is a Borough of great contrasts, ranging from heavy industry and the associated infrastructure along the lower reaches of the Tees, to some of the country's most spectacular and dramatic scenery on the coast and moors to the south and east. That contrast is reflected in the diversity of the demography of the Borough, with its mix and match of rural and urban characteristics.

There is no single focus for Redcar & Cleveland: the population is grouped into several small towns, such as Saltburn and Loftus, and community identity with, and loyalty to those towns is very strong. Even in the urban areas, where geographical boundaries are no longer clearly defined, as in the case of Eston (which was formerly an Urban District Council in its own right) historical ties remain strong. Local government administration reflects the disparate nature of the population: the main administrative centre is Redcar (population 36,275) and the Chief Executive's Department and Adult & Children's Services are located in Redcar Council Offices, Democratic Services, elements of the Finance & Procurement Directorate and Civic Functions, however, are to be found in the Town Hall at Eston whilst the Area Management Department is split between Dormanstown and Guisborough the second town of the Borough, and the main focus for East Cleveland residents (population 20,310). In the longer term, there are plans to develop a new Civic Centre in Redcar and relocate the civic functions into the new building

The unusual distribution of population has resulted in quite glaring variations across the Borough. The average ranking of 50th in the Index of Multiple Deprivation 2007 masks the severe problems with which the Borough - and its Library service - must deal. To the north and west of the Borough, particularly along the Tees, the population is urban/industrial and service delivery must deal with the social problems associated with poverty and disadvantage, including health problems, crime, vandalism, poor standards of literacy and school achievement and lack of hope in whole communities damaged by unemployment. To the south and east, the population is predominantly rural and the East Cleveland Rural Priority Area has both some of the highest indices of rural disadvantage in the country and pockets of affluence.

The Index of Multiple Deprivation clearly evidences the level of variation: Grangetown, for example, is ranked 32nd out of the 8414 wards and South Bank 153rd; Hutton ward, only a few miles away, is ranked 5809th. Such stark contrasts pose very real challenges to service planning and delivery!

Redcar and Cleveland has traditionally relied on manufacturing for employment and prosperity: The Borough has, therefore, been particularly hard hit by the contraction of the traditional steel and chemical industries, resulting in an above average unemployment rate (see table 1 below). The Corus steel plant at Redcar now has to compete independently in the world market, the full impact of which has yet to become known.

Unemployment	%
Redcar & Cleveland	3.6%
Tees Valley	3.5%
North East	2.9%
National Average	2.1%

Table 1: Unemployment Sept. 2007

Disadvantage is, however, unevenly distributed throughout the Borough as illustrated by Table 2 below.

Ward	16-74s unemployment	Adults with low literacy and numeracy skills		People with health problems
		Literacy	Numeracy	
South Bank	19.2%	36%	41%	14.3%
Grangetown	29.7%	42%	49%	13.7%
Eston	11.0%	29%	31%	15.5%
Hutton	3.9%	17%	15%	6.2%
Longbeck	5.5%	20%	19%	9.0%

Table 2: variations in the socio-economic characteristics of selected wards in Redcar & Cleveland

The picture is further complicated by the mix of urban and rural communities. While both have suffered from the economic decline of the region, for the rural areas there has been a sense of increasing isolation caused by the withdrawal of facilities and services and the perception that local and central government have prioritised the urban areas at the expense of the more rural communities.

Redcar and Cleveland has a very small ethnic minority population, only 1.1% at the time of the 2001 census. The only significant group, mainly Asian, live in South Bank (421 people). The remainder are to be found in very small numbers throughout the remaining 21 wards. Service delivery to Asian users is, therefore, concentrated in South Bank Library. The Borough also has transient populations of Refugees, Asylum Seekers and Travellers.

The age structure of Redcar & Cleveland also shows marked variations across the Borough. The highest concentrations of under 5s are to be found in Dormanstown,

Grangetown, South Bank, Eston, Kirkleatham and West Dyke to the west and Loftus to the east, while the over 60s are most numerous in Dormanstown, Teesville, Eston, Ormesby, West Dyke and Saltburn. The libraries, which serve Dormanstown, Eston and West Dyke, must, therefore, cater for both extremes in the age spectrum.

Overall, the population appears to be stabilising after a decade of declining numbers, from 145,900 in 1991 to 139,100 (a fall of 4.7%).

However, according to figures published by the Joint Strategy Unit, that trend appears to be reversing, numbers are more or less static since 2001 at around 139,000, but in the Registrar General's Mid-Year estimates for 2006, Redcar & Cleveland's population is set at 137,200.

It is also an ageing population. The economically active age groups (17-retirement) will remain - in total - more or less static, but the proportion of over 60s is expected to increase by over 60% by 2006 over 1971 levels, while the proportion of under 16s will have fallen by 40% during the same period.

1.2 Impact on Service Delivery

Redcar and Cleveland is, therefore, comprised of a widely varying collection of distinct communities, each with very different service needs. The challenge facing the Library Service and addressed in detail in the appropriate sections of the Library Plan is to match service delivery to the requirements of the local community while at the same time offering a common (high) standard of service to all.

This is achieved principally by offering a network of dispersed community libraries, supported by the mobile library and Bookbus, each offering services which can be tailored to the needs of local users, within a framework of consistent standards and policies. Suggestions that the number of service points could be reduced have, however, been fiercely resisted. In 2000, users and non-users were questioned about a suggestion to have fewer but bigger (and better) "super libraries". 3 out of 4 stated that they would prefer to retain the current network of small libraries rather than travel a little further to have access to a "super library" with an enhanced range of services; the results were broadly similar for both users and non-users.

Standards and policies have been developed centrally to ensure consistency and quality. Staff working parties have brought together best practice from across the Borough to ensure that service standards are set at the highest – not the lowest – common denominator. Every library user can expect to have access to the full range of library services (scaled to fit the individual library) in every branch library and, as far as practicable, mobile library. Staff can also be confident when working in a library other than their own. For example, all libraries have access to videos and DVDs, audio cassettes and CDs and the Children's Services team organise a programme of events during major school holidays so that every library has at least one themed activity per week.

This careful balance between local needs and standardisation impacts on every area of the Library Service and is reflected throughout the Plan. Two important examples are staff and stock management. Staff are flexible and trained to a high level, able to work in any library in the Borough at need, sometimes at very short notice. At the same

time, staff are encouraged to work closely in and engage with their local communities to build up both rapport and knowledge. Similarly, stock management is carefully co-ordinated to avoid unnecessary duplication, maximise coverage of titles and reflect local interests; automation of the catalogue has greatly increased the ability to manage stocks as both a local and Borough-wide resource.

The development of the Library Service is also affected by demographic trends. The key issues to which the service must respond are:

- the ageing population – for example, ensuring that the proportion of expenditure on services such as large print and spoken word changes to meet the increased demands, and investigation of the potential increase in demand for housebound services
- population shifts – for example, location of static libraries and mobile routes
- ethnicity, particularly in relation to Asylum Seekers and Travellers which will have begun to increase the demand for materials in languages other than English in terms of both volume and geography
- unemployment – the service needs to respond in terms of access, the provision of services such as ICT to support job seekers, and access to advice and information with which to improve quality of life.

2 Statement of objectives

2.1 Mission

To provide a comprehensive, efficient and inclusive Library Service which meets the educational, recreational, information and cultural needs of *all* who live, work, visit and study in Redcar and Cleveland.

2.2 Objectives

- a) To provide a courteous and helpful service through local libraries, accessible to everyone, with long opening hours appropriate to the needs of the community.
- b) To promote social inclusion by ensuring that all services are equally available to all individuals and sections of the community, particularly those disadvantaged by distance, language, disability, gender, health, education and economic and social factors.
- c) To promote and encourage literacy and the enjoyment of reading among all sections of the community.
- d) To provide access to information in the most appropriate format, with particular emphasis on information necessary to enhance the quality of life and access to Council Services.
- e) To contribute to the building of a learning society, by providing access to services and resources including study space to help children and young people with homework, which encourage individuals of all ages and abilities to participate in learning.
- f) To provide access to information resources, including special collections to support the research and information needs of the local community.
- g) To provide a high quality, responsive service to the children and young people of Redcar and Cleveland, which actively seeks to meet their needs as individuals, whatever their age or stage of development by providing books, information and support from friendly, trained staff.
- h) To encourage and support individuals and groups in local communities by providing access to welcoming, neutral space, staff, information and other resources and, where appropriate, to advocate on behalf of that community.
- i) To collect and preserve books, photographs, maps and other materials, which record the local history and culture of Redcar & Cleveland and the surrounding area. To facilitate access to this material by the local community and other interested individuals and groups.

- j) To provide library services to people who are unable to visit a static library, in particular people with disabilities and people who live more than 2 miles from a permanent library. Services delivery will be through mobile library services, deposit collections in residential / day/community centres and hospitals and a free housebound service to any individual who is eligible.
- k) To provide ICT facilities for use by the public, including both hardware and digital content, in order to ensure that all residents of the Borough are able to gain access to up to date technology and content in their local community.
- l) To be pro-active in promoting greater awareness and use of the library service.
- m) To compare performance with other authorities and organisations in order to continuously improve the service and ensure that all services are provided in the most efficient, effective and economic manner possible, while at the same time responding to the needs of individuals and communities.

2.3 Corporate vision and priorities

2.3.1 Local Strategic Partnership

The Council has established a Local Strategic Partnership (LSP) which includes representatives of the Health Services, local businesses, higher and further education and community groups. The LSP, which has been accredited by Government Office and commended for being led from outside the Council, has developed a local Community Plan to guide the activities of the members. The Community Plan 2004-21 sets out 4 aims that all partners have agreed to support:

- Social progress which recognises the needs of everyone
- Effective protection of the environment
- Prudent use of natural resources
- Maintenance of high levels of stable economic growth and employment.

2.3.2 Council's Vision

The Council's vision for the Borough has been developed within the framework of the LSP and Community Plan and is set out in the Council's Corporate Plan 2006-2009 (incorporating the Best Value Performance Plan). The LSP and the Council share a common vision for the area. For the Council it is to achieve an excellent environment for living, learning, visiting and working.

2.3.3 Corporate Plan

The Council's Corporate Plan:

- i Identifies the Council's vision for the Borough

- ii Translates the vision into reality by setting and reviewing corporate priorities and objectives, including those on cross-cutting issues and providing the Council's contribution to the Community Plan.
- iii Provides a focus for the Council's performance management system, service improvement policies, budget strategy and other corporate planning processes including the allocation of financial and human resources.
- iv Identifies key priorities including specific geographical areas and groups of citizens.

2.3.4 The 5 values underpinning the Corporate Plan are:

- Openness and accountability in the way we make decisions on the spending of public money and the achievement of policy objectives within the democratic framework of the Council
- Economy, efficiency and effectiveness in all we do to seek continuous improvement. To maximise the impact of public spending through strategic planning, partnership and service delivery.
- An inclusive, consultative and participative approach in how we relate to communities, citizens and staff, to promote equality and recognise diversity.
- To value staff providing public services by ensuring they are highly skilled, motivated competent and properly rewarded.
- All Council staff have a role to play in bringing about positive changes for the area and for local people by ensuring that focus is placed on achieving the priorities, key actions and performance targets detailed on Parts 1 and 2 of the Plan.

2.3.5 Corporate Plan priorities

The Council's priorities are based on the shared priorities policy areas used by the LSP and reflect the national policy framework for modernising public services, i.e. :

- Sustainable Communities and Transport
- Stronger, Safer Communities
- Healthier Communities
- Older People
- Children and Young People

In addition, the Plan sets out a 6th priority which relates to the Council alone:

- To raise corporate standards of efficiency.

The Library Service makes an important contribution to all 6 priorities. For example:

Priority Area	Library Service Contribution
Sustainable Communities and Transport	<ul style="list-style-type: none"> • ICT and learning resources are freely available in Libraries but the creation of ICT learning centres will offer greater

	<p>opportunities to update skills, particularly for the disadvantaged groups such as long-term unemployed, women returners.</p> <ul style="list-style-type: none"> • Provision of business information – including European - with which to support SMEs and new businesses. • Local venues for jobs/careers advice, e.g. for • East Cleveland Employment Project, Grangetown Library • Work placements to help develop a work ethic among young people leaving school. • Access to job adverts – through the internet, local newspapers and advertisements • Concessionary rates for CVs, etc. for unemployed people. • Books containing jobs and career advice and information. • Potential to provide placements for trainees • Bookstock which informs about and encourages conservation and recycling • Recycling of <ul style="list-style-type: none"> - newspapers - cardboard boxes - children's craft materials - toner cartridges • Sale or distribution of environmentally friendly products, e.g energy efficient light bulbs and biodegradable garden waste sacks. • products • Dissemination of good practice • Promotional displays/leaflets to encourage community participation in conservation and recycling • Use of local traders where possible and practicable
<p>Stronger, Safer Communities</p>	<ul style="list-style-type: none"> • The Library Service is part of the Community Legal Services Partnership • Police ward surgeries and Police Liaison panels are held in a number of libraries • Libraries offer diversionary opportunities to occupy young people

	<ul style="list-style-type: none"> • Books, leaflets and displays offer information on crime prevention and access to support groups • Links with the Community Warden service • Links with Trading Standards Service. • The social inclusion policy and objectives of the library service actively target the eradication of social exclusion by ensuring that library services are made accessible to all: • Appropriate formats for disadvantaged groups/individuals (e.g. Large Print, Audio) • Location of service points and access arrangements both to and within service points • Adaptations to ensure equality of access to ICT – e.g. speech synthesis software, and desktops at a height suitable for wheelchair users. • Wide range of and long opening hours • Access to ICT, • Staff help and expertise • Access to Council Services • Community meeting facilities • Information necessary to improve the quality of life • Mobile and Housebound Services for distant, elderly and/or disabled people • Venues for outreach services – e.g. advice surgeries (Welfare Rights, CAB, Money Advice) and Further/Higher Education Courses • Library Clubs for people not able to make use of libraries during normal opening • Ward surgeries • Hearing Loop in Libraries • Active participation with further and higher education providers, including Adult Learners Week, partnership with Teesside University Library, venues for further and higher education courses. •
Healthier Communities	<ul style="list-style-type: none"> • Provision of health information resources

	<ul style="list-style-type: none"> • Books and information, including reference books and the internet, about <ul style="list-style-type: none"> - healthy living, - cookery, - exercise, - support groups - health topics - childcare and parenting • Health Information notice boards • Venues for displays and promotions, including staffed campaigns • Health topics featured in library club programmes • Venues for meetings of local groups • Links with Trading Standards (consumer safety and food safety issues in particular) and advice services. • Emergency Aid clinic at Brotton Library¹ • Hearing Aid clinic at Redcar Library • Books on Prescription
Older People	<ul style="list-style-type: none"> • Resources, including Large Print, Spoken Word and audio described videos for Visually Impaired readers, and Closed Caption Videos for people with hearing difficulties • Housebound Services • Bus Passes issued from libraries • The Library Service has a major role in the delivery of Lifelong Learning including 'Silver Surfers' sessions, Reading Clubs and Senior Citizens Groups
Children & Young People	<ul style="list-style-type: none"> • Annual programme of activities and provision of resources for 0-16s (including material for young people with special needs). • Study support for individuals and groups including resources to support the national curriculum, • Provision of ICT • Library services to schools including

¹ A project to provide proprietary containers to be kept in fridge to provide information to emergency services about medication, next of kin, etc)

	<p>Pupil Librarian Training Scheme</p> <ul style="list-style-type: none"> • Work with schools and support children and young people’s learning • Promotion of reading and learning in their widest context, including the two week regional Northern Children’s Book Festival, CILIP Carnegie and Kate Greenaway Medal Shadowing, and National Summer Reading Challenge • Partnerships with other Early Years providers, including Children’s Information Service, Bookstart and Surestart. • Under 5 sessions & Rhyme Times • Home teaching and excluded pupil venues • Junior & Teen Reading clubs • Work experience opportunities (formal and informal) • Partnership working to reach disadvantaged children (e.g. English Heritage, Teesside University) • Youth Forums
<p>To raise corporate standards of efficiency</p>	<p>The Library Service contributes in terms of</p> <ul style="list-style-type: none"> • High quality services • Improving services • Effective management of budget and other resources • Development of partnerships with public, private and community/voluntary sector organisations and groups to improve services • Highly skilled, trained and motivated staff • Performance management, including KPIs • Public Library Standards • Public consultation about service delivery

Table 3: Libraries’ contribution to Strategic and community Plans

2.3.6 Service Delivery Plans

In order to deliver the objectives of the Community and Strategic Plans, all departments are required to produce a departmental Service Delivery Plan (SDP). SDPs have developed over time and now serve three main purposes:

- a) operational: SDPs set out the values and work programmes of individual sections and departments.
- b) strategic: aligning the work of service departments with corporate priorities and objectives.
- c) accountability: with progress reported to Members.

The Library Plan fits within and contributes to the Chief Executive’s SDP.

2.3.7 **Performance**

Prior to 2004, the Council published performance in the Best Value Performance Plan. However, from 2005, Performance, including Best Value Indicators, are included within the Corporate Plan.

The Library Service reports progress and forecasts future performance against priority 2 (Stronger, Safer Communities) and priority 6 (To Raise Corporate Standards of Efficiency) as follows:

Performance Indicator	Local (L) Statutory (S)
L 10-7 Percentage of library book stock available in audio format	L
L 10-8 Percentage of library book stock available in large print	L
L 12-6 Number of books and other items issued by libraries per head of population	L
BV118 Satisfaction with Library Services	S
BV119b The percentage of residents fairly/very satisfied with library services	S
BV220 The level of achievement against the Public Library Standards	S
L 12-9 Percentage of book requests satisfied within 30 days	L
L 12-10 Net spending per head of population on books and other materials	L

Table 4: Key Performance Indicators

The Corporate Plan has a wide distribution and is available on the Council Web Site..

2.3.8 **Education Development Plan**

The Library Service works closely with Education providers to deliver seamless, co-ordinated access to learning resources for all ages. This is reflected in a place for the Library Service on the Board of the Local Learning Partnership.

The activities of the Library Service directly contribute to and support 4 out of the 7 key priorities set out in the EDP. Raising attainment in early years towards early learning goals and in primary education, especially in numeracy and literacy

1. Raising attainment in KS3
2. Raising attainment in KS4

3. Narrowing the attainment gap/tackling under-achievement

The Library Service contributes by

- Providing quality resources to support the National Curriculum and encourage improved numeracy and literacy in branch libraries and, through the Schools Resources Service, in classrooms
- Training courses organised by the Schools Resources Service to help teachers to improve pupils' literacy
- The NCBF programme and gala day which offer opportunities to bring children into contact with books and authors in a way which encourages and stimulates their interest in reading
- Involvement in Surestart and Bookstart to encourage the use of libraries and books by pre-school children, e.g. through the Surestart Storysacks initiative and Under 3's play facility at Grangetown Library.
- The Toy Library scheme, initiated by the Early Years Development and Childcare Partnership, which is operated through libraries.

The remaining 3 require specialist action by the LEA.

4. Support for schools causing concern
5. OFSTED Action Plan
6. Support for Schools self-review and evaluation

2.3.9 Adult and Community Learning Plan

The Library Service actively contributes to the achievements of the aims as set out in the Adult and Community Learning Plan 2003/4. The Plan has 5 key objectives:

- To raise and sustain participation levels in adult learning
- To improve the quality of learning experiences through learner achievement and progression
- To make learning accessible and affordable for all adults of the Borough
- To maintain equality of opportunity for all adults
- Through learning, to enhance individual's skills to operate effectively at home.

As already noted, the role of the Library Service in supporting learners is recognised in the plan and has led to a place on the Local Learning Partnership Board, as well as representation on each of the sub-groups. The outcome of that collaboration is practical action to benefit adult learners, e.g.:

- Courses held in libraries, ranging from basic ICT taster sessions to more advanced adult education classes
- Regular classes held in the Dormanstown Library ICT centre
- Taster sessions in Libraries during Adult Learners Week and Family Learning Weekend
- A suggestion that on-line enrolment, when available, could be available from libraries.

2.3.10 **IT Strategy (incorporating E-Gov Strategy)**

The Council's ICT service is now provided through a strategic partnership with Liberata. Investment in ICT was one of the Council's overarching objectives in securing a Partner. The Council is responsible for strategic development of ICT and the partner for service delivery.

One of the main priorities of the IS strategy is improving public access to council services and the introduction of One-Stop Shops. Libraries, through the implementation of "virtual one stop shops", using video-conferencing technology, will be at the heart of that access.

That priority is reflected in the E-Government Strategy and the successive Implementing Electronic Government (IEG) Statements. One of the principle priorities remains the development of portal access to services, based around the Libraries.

Libraries' key role in the implementation of E-Government was acknowledged in all IEG statements submitted since 2001 & the Council's overarching IS Strategy. All have placed the development of a customer interface - available through the People's Network in libraries - at the top of the list of priorities for development.

This has now been confirmed in the contract signed with Liberata that includes the development of 11 one-stop shops in libraries using confidential webcam links & access to the CRM. The plans will make a major contribution to the Council's ability to meet e-government targets & will also revolutionize service delivery, bringing 84% of citizens within 1 mile of a point of access to all services (currently around a third).

Libraries continue to make significant contributions to the corporate E-Government Group, including to the development of the corporate website & e-enabling personal transactions such as reservations & interrogation of personal records. Developments which are being implemented during 2005/6 include E-forms for personal registration & for registering/amending community information details and on-line booking of public PCs and meeting facilities.

2.3.11 **Modernising Local Government**

The Council has responded positively to the government's modernising agenda and in accordance with the national timetable successfully adopted a new constitution of Leader and Cabinet which are now well-embedded. Article 1 of the Constitution commits the Council to provide clear local leadership through partnership, efficiency, accountability, creativity and transparency.

2.3.12 **Asset Management Plan**

The Council has commissioned a survey of all building assets in order to develop an Asset Management Plan. The Plan has been carefully reviewed by the Strategic Partner as part of the contract for building management and has led to the development of a Strategic Property Review.

The Strategic Property Review is intended to rationalise the Authority's property portfolio and to improve the use of existing facilities. One of the roles which is foreseen for Libraries is to maximise the use of the buildings by increasing use out of hours, for example by local community groups.

In addition, the Council has commissioned a Disability Access Audit. The costs of bringing all libraries up to the ideal standard is estimated at over £300, 000 and during the last three years, significant work has been undertaken as part of a rolling programme. Schemes completed to date include Grangetown, Loftus, Ormesby, Skelton, and Laburnum Road Libraries. Work to adapt Saltburn Library have been delayed in order to involve the Library User Forum but work is expected to be completed by the end of 2005/6.

As a result, actions have been identified to improve the condition of the building stock as follows:

- Brotton – to be relocated as part of the Freeborough College PFI within a combined school/public library facility;
- South Bank – a business case is being prepared to determine the affordability of the proposed relocation of the library into the new Health Village
- Roseberry Square – new library as part of the Courts redevelopment
- Saltburn – consider whether a community library within the schools PFI would be feasible/desirable.

2.3.13 **Environment Strategy**

The Council has published a revised environment strategy, which seeks to work towards a sustainable environment. The strategy deals with the following issues:

- Energy and water management
- Waste management, litter and recycling
- Transport
- Education
- Countryside and parks
- Central purchasing

Libraries clearly have a responsibility to contribute to efforts to improve recycling and purchase environmentally friendly products. The main contribution to the strategy is, however, in the field of publicity and awareness raising. A recurring theme in the action plan is, therefore, the use of libraries to disseminate information to the public, in the form of leaflets, publications and displays on environmental themes.

2.3.14 **Health Improvement**

Over the past three years the Council has been developing closer working relationships with local health services with a view to better integration through the joint use of resources and facilities, ultimately delivering a seamless service to local people. A Health Priority Partnership Board and local planning groups have been established to ensure that health inequalities are tackled effectively within the overall framework of the local strategic partnership. Funding has been secured in conjunction with other partners to improve access to services.

Clearly, the Library Service cannot make a contribution to targets such as the reduction of waiting times to see a doctor. As set out in section 2.3.5, the Library Service can and does, however, play an important role in working with partners to promote good health and tackle the root causes of ill health by

- Provision of health information resources in all libraries
- Access to information on health through books, leaflets, and the Internet
- Advertising information about local support groups and organisations related to health by means of displays, posters and entries in the Community Organisations Database.
- Providing venues for health organisations to hold public sessions.

During 2005/6 discussions took place with the Langbaugh Primary Care Trust (PCT) and Books on Prescription service was launched in a number of libraries across the Borough. The concept behind the scheme is to offer patients access to specified self-help reading as an alternative or support to medication.

2.3.15 **Neighbourhood Renewal Strategy**

The Local Neighbourhood Renewal Strategy (LNRS) identifies the priority neighbourhoods, describes the problems facing them, analyses the different issues affecting each area and identifies a challenging programme to address them, while recognising that short term solutions are unlikely to be appropriate or achievable.

Libraries are located throughout the Borough so that each priority neighbourhood is served by a local library. Libraries contribute to Neighbourhood Renewal at many levels:

- Provision of information with which residents can improve their quality of life, ranging from welfare benefits to healthy eating to personal rights to DIY;
- Access to ICT with which to improve personal skills and the presentation of documents ranging from CVs and application letters to homework projects;
- Access to electronic content, such as Internet shopping, which offers residents the same access to bargains as enjoyed by people with home PCs;
- Access to books and learning, with which to improve literacy and numeracy, or study for qualifications – or even just enjoyment!

- Civic and community cohesion through the provision of neutral space to meet information resources for and about the local community, a venue for the delivery of surgeries such as Welfare Rights, Money Advice and CAB, and to access other services ranging from displays and promotions to police and health professionals.

Libraries can also act as a catalyst for community activity and as an advocate for the neighbourhood.

3 Service Delivery and Resources

3.1 Services for all

3.1.1 Access

Aim:

To provide local libraries, accessible to everyone, with long opening hours appropriate to the needs of the community.

Policy Objectives:

- Library Services are available to all. Anyone who lives, works or studies in Redcar and Cleveland is entitled to borrow books and other items – arrangements can be made on request for persons visiting the Borough to do so. In practice, however, we welcome users irrespective of their postcode.
- Members are not restricted to a single library and will be welcomed in any/every Library in the Borough.
- There will be a library open somewhere in the Borough every weekday between 9.30 am and 7.00 p.m., and Saturday mornings from 9.30 until 12.30.
- Libraries will be closed on all Bank Holidays and Easter Saturday.
- Libraries will not be closed without notice except in an emergency situation where opening would pose a threat to the health and or safety of users and staff.
- Four weeks notice will be given of all planned closures.
- We will offer 24/7 access to the library catalogue via the Internet, including facilities to reserve and renew items of stock.
- Libraries will be appropriately located to serve the needs of users. Currently, 98.9% of Redcar and Cleveland's population live within 2 miles. Mobile libraries will deliver a service to communities that are too small to support a static library. (PLSS 1(l))
- The location of libraries and opening hours will be reviewed every 2 years in consultation with partner organisations and stakeholders.
- Libraries are the information resource for the local community and are being developed as One Stop Shops for Council services.
- Libraries are a community resource. Local groups and partners will be encouraged to use libraries to deliver courses and services, display information and hold meetings.
- Trained, friendly staff will be available to assist with enquiries, signpost users to other services and act as mediators for electronic services.
- Libraries offer access to the whole range of materials to support education, recreation, information and culture.

- Libraries are accessible to disabled people. Automatic doors have been installed in all libraries where practicable.
- Libraries will be laid out in a way that helps, not hinders, people with any form of disability. For example, aisles will be wide and uncluttered, seating will be provided at appropriate points, appropriate colours and typefaces will be used in all signage, and large print will be sited, wherever possible, near natural light sources.
- Titles will, where possible, be provided in alternative formats to meet the needs of people who have a disability or a learning difficulty. For example, sub titled and closed captioned videos & DVDs , spoken word cassettes/CDs, large print and skills for life materials.
- The Library Service will work to eradicate social exclusion, discrimination and prejudice. (See Social Inclusion policy).
- Where possible, materials will be made available in other languages to meet the needs of people whose first language is not English. The Library Service will, therefore, work with partners, groups and organisations to identify the needs, appropriate languages, and sources of supply in order to offer lending services to groups such as the ethnic minority community in South Bank and asylum seekers/refugees.
- All public access to ICT will include software and hardware designed to assist people with a disability, including speech recognition software, text magnification, and specialist keyboards. These facilities will be available in every library.
- Libraries will hold special events to encourage people to use libraries. (See Outreach policy).
- Items may be returned to/renewed at any library in Redcar and Cleveland, regardless of where they were borrowed.
- Staff will be sympathetic to cases of severe financial hardship by making available payments in instalments if required. Charges are displayed in each library and concessionary rates for selected charges are available to assist people on low incomes.
- Feedback from library users is welcomed and will be taken into account when planning service improvements and introducing modifications.

Currently, there are 13 static and 2 mobile libraries plus a Travelling Library Van – in terms of ratio of libraries per head of population, this is well above the average and has led to a number of challenges over the years that the Authority has “too many libraries”. The Best Value Review, therefore, included a careful examination of library locations including current buildings, potential alternatives, distribution of service points and the potential for fewer, larger libraries. The review concluded that:

- Libraries are well located to serve their communities, although disabled access is hindered by a number that are located at the tops of inclines, e.g. Brotton and Guisborough. Brotton is to be relocated as part of the development of the Freeborough School Campus that will incorporate a combined school/public library managed by the Library Service. There were, however, extensive investigations into an alternative library site in Guisborough, after the library was burned down in

1997; no suitable alternative could be found and the library had to be rebuilt on the original site.

- There are gaps in provision in the Eston/Bankfields/Normanby, Wheatlands Park and New Marske areas, although all are currently served by the mobile library. An option appraisal of the present South Bank Library has, however, concluded that the current location is best placed to meet the needs of all communities. Plans for the new health village and a possible district centre in the immediate vicinity of the library will increase the catchment area and attract visitors from further afield.
- Research and community consultation have indicated that 3 out of 4 people prefer the current network of small libraries to fewer larger libraries. The views of both users and non-users were almost identical in their opposition to the proposal to have fewer, better-resourced (“super”) libraries.
- The Library Service offers one of the best ratios of opening hours per head of population in England (2nd highest among all Unitaries). The Council is committed to maintaining opening hours at least at the current level in order to offer the best possible access to information, learning support and council services.

3.1.2 Buildings and mobile Libraries

a) Buildings

Table 5, overleaf, details the results of the investigation into current condition and adequacy of Redcar and Cleveland’s libraries, including mobiles.

Funding has been set aside from the Capital Programme and a programme is being developed to improve those libraries where the most severe problems still remain.

b) Mobile Libraries

The Mobile Library Fleet comprises 3 vehicles: Mobile Library, Bookbus and a Travelling Library Van (Mini Mobile).

The Mobile Library was replaced in 1999 when the previous vehicle reached the end of its working life; it is in good condition. The Mini Mobile has also been replaced in recent years (1999) to meet changing service requirements; not only is the vehicle in good condition but, because it does not require a specialist construction, alternatives may be procured by the Fleet Management Organisation within the existing leasing charge.

A new Bookbus was launched in October 2004 to replace the previous one which had done well over 100,000 miles.

Table 5 Buildings and mobile libraries

<u>Library</u>	State of Repair	Problem Areas	Disabled Access	Work Required	Adequacy	Potential one stop shops	Future Developments
Brotton	Poor	Window frames. Vandalism. Security	Accessible with difficulty	Improvements to entrance. Re-grade footpath. Replacement of window frames. Security fencing	Yes for all current & anticipated needs	Yes	To be relocated into Freebrough College as part of a joint school/public library managed by the Library Service.
Dormanstown	Good			.	Yes for all current & anticipated needs	Yes.	
Grangetown	Good	Roof leaks	Fully accessible.		Yes for all current & anticipated needs	Yes	.

<u>Library</u>	State of Repair	Problem Areas	Disabled Access	Work Required	Adequacy	Potential one stop shops	Future Developments
Guisborough	Excellent	None	Fully accessible	None	Yes for all current & anticipated needs	Yes	.
Laburnum Road	Good	Shortage of space. Vandalism	Fully accessible.	None	Meets current needs, but lack of space precludes expansion	Yes	
Loftus	Good	Building security. Vandalism	Fully accessible.	Automatic doors	Yes for all current & anticipated needs	Yes	
Marske	Fair	Window frames, building security, vandalism	Fully accessible	Replacement of window frames. External redecoration	Meets current needs, but lack of space may preclude further expansion of services.	Yes	
Ormesby	Fair	Window frames, building security, vandalism	Fully Accessible	Replacement of window frames. Security fencing	Yes for all current & anticipated needs	Yes	
Redcar	Fair	Leaking roof. Corrosion of metal beams & decking. Public toilets. Vandalism	Fully accessible	Replacement of window frames. Improvements to public toilets.	Yes for all current & anticipated needs	Yes	.

<u>Library</u>	State of Repair	Problem Areas	Disabled Access	Work Required	Adequacy	Potential one stop shops	Future Developments
Roseberry Square	Poor	External appearance. Vandalism	Fully accessible.	See Future Developments.	See Future Developments.	See Future Developments.	New library planned as part of major redevelopment of local area - with 14 PCs from the People's Network
Saltburn	Good	None	Fully accessible		Yes for all current & anticipated needs	Yes	Disabled access improvements. Discussions are taking place with the User Forum into acquisition of a portakabin to provide a meeting room facility.
Skelton	Good	Vandalism	Fully accessible	Roof repairs & replacement of window frames & fascias	Meets current needs, but lack of space may preclude further expansion of services.	Limited by lack of space	
South Bank	Fair	Old fashioned & inflexible shelving. Vandalism.	Fully accessible	Automatic doors.	Yes for all current & anticipated needs. See Future Developments.	Yes – see Future Developments	A Business Case is being prepared to determine whether the creation of a new library within the proposed "Health Village" is affordable.

<u>Library</u>	State of Repair	Problem Areas	Disabled Access	Work Required	Adequacy	Potential one stop shops	Future Developments
Mobile Library	Excellent	No dedicated replacement budget Currently unable to access on-line telecommunications due to the topographical layout of the Borough.	Fully accessible	Need people counters installing on vehicle	Yes for all current & anticipated needs. See Future Developments.	No	The vehicle will automatically have a 5-year re-fit as part of the purchase price.
Bookbus	Excellent	No dedicated replacement budget Currently unable to access on-line telecommunications due to the topographical layout of the Borough.	Fully accessible	Need people counters installing on vehicle	Yes for all current & anticipated needs. See Future Developments.	No	

<u>Library</u>	State of Repair	Problem Areas	Disabled Access	Work Required	Adequacy	Potential one stop shops	Future Developments
Travelling library	Excellent	No dedicated replacement budget Currently unable to access on-line tele-communications due to the topographical layout of the Borough.	No lift available		Specially adapted high body transit enabling people to access the vehicle allowing choice of own materials. Used to visit farms and small holdings, and locations not safe to take a large vehicle.	No	
Schools Resources Service	Good. Shared accommodation with Literacy development centre and the Excellence in schools initiative		Fully accessible		Yes for all current & anticipated needs		Depends on the buy back level from schools, and meeting users' specific requirements.

3.1.3 Customer Care

Aim:

To deliver a quality service, which is efficient and effective and entitles all users to receive a courteous and helpful service at all times.

Policy Objectives:

- Customer care is about people and people skills. All staff will receive appropriate training in customer care to equip them with the necessary skills to carry out the job.
- Library users will, at all times:
 - be treated in a courteous and helpful manner
 - be dealt with honestly and fairly.
 - be treated with respect.
 - be listened to.
- Comments, suggestions and complaints will be welcomed. Wherever possible, appropriate action will be taken to respond to what users say.
- All staff will:
 - be open and informative – for example, by wearing name badges and giving names when answering the telephone
 - be sensitive and discreet, maintaining confidentiality at all times
 - be friendly and helpful to all users
 - use clear, simple language and avoid jargon
 - listen carefully to what people say and respond effectively
 - find out what people want
 - treat everyone fairly and without discrimination
 - appreciate the needs of all our users
 - give accurate information
 - respond positively to complaints, comments and compliments according to the Council's policy
- Services will be adapted to respond positively to the diverse needs of users and potential users.
- Library users are expected to treat library staff with reciprocal courtesy and respect. Verbal and physical abuse will not be tolerated.

3.1.4 Social Inclusion

Aim

Redcar and Cleveland Library Service is committed to working towards the eradication of Social Exclusion, and positively contributes to the

Priorities set out in the Council's Strategic Plan and the Community Plan. Special attention will be given to the target groups and areas identified within the Strategic and Community Plans, as set out below, and to the needs of asylum seekers:

Priority Groups

Lone parents	Elderly People
Low Income families	Children & Young People
Carers	Long term unemployed people
Disabled people	Ethnic Minority groups

Geographical Priority Areas

South Bank	Lockwood & Skinningrove
Coatham	Loftus
Dormanstown	Spencerbeck/Overfields Estate (Ormesby)
Grangetown	Coniston Rd/Hollybush Estate (Skelton)
Kirkleatham	The Brickyards (Brotton)
Newcomen	North Guisborough
Eston	Jewel Streets (Saltburn)

Policy Objectives

- Social inclusion is a mainstream policy priority and, therefore, underpins all library and information services.
- The Library service actively seeks to tailor services to meet the needs of minority groups and communities. The Library Service will actively seek to engage with socially excluded groups, consulting them on their needs and aspirations and involving them in service development.
- Libraries are well located to respond to demand and build upon existing services and facilities.
- Opening hours will be kept under review in order to ensure that they remain responsive to the needs and interests of the community.
- Libraries in Redcar and Cleveland have an important role as community resource centres. The Library Service will seek to develop and expand that role, improving access to both communication and information, in line with Council priorities and objectives.
- The Council and the Library Service are committed to the development of One Stop Shops which will offer access to a broader range of council and other services.

- Libraries are local learning places and champions of the independent learner.
- Libraries are committed to increasing public access to ICT and will become a major vehicle for providing free access to ICT at a local level for socially excluded people.
- The Library service will seek to form partnerships with other learning organisations in order to improve access to learning opportunities within the Borough.
- The Library service will continue to work with other regional organisations to explore whether some services aimed at socially excluded groups could be more effectively delivered in partnership.

3.1.5 Reader Development

Aim:

To encourage people to read and to read a wider range of books.

Policy Objectives:

- Promotional displays will be created and circulated for use in libraries and other venues.
- The library service is committed to participating in regional and national campaigns to promote reading, literacy and, where appropriate, highlight specific authors or themes.
- Reading clubs and other book-related activities for both adults and children will be encouraged and supported.
- A book review page on the Library web site (part of the Redcar and Cleveland Borough Council web site) will be developed and maintained in order to enable library users to share their views about the books they have read.
- Library staff will contribute book reviews and book related articles to River, Coast and Country or other appropriate media sources in order to encourage interest in books and reading.
- Libraries will act as gateways to appropriate book and/or reading sites on the Internet.
- The library service will actively support regional reader development activities.

- Opportunities will be sought to offer children the chance to meet authors/illustrators through events such as NCBF, local book galas and author events, and participate in the Northern Children's Book Festival as an active partner.
- Children's reading schemes will be offered each year as an integral part of the Children's services programme of activities.
- Staff at all levels will be trained in more effective display and promotion techniques.
- Library staff are knowledgeable about books and authors and are encouraged to share that knowledge with users through book lists, displays and informal personal contacts.
- 24-hour access to the catalogue and reservations services is available via the Internet so that people are able to search for information about, and place requests for, specific books at any time and from any location.
- The library service will investigate the possibility of holding an annual book festival for adults.

3.1.6 Study Support and Support for Learning

Aim:

To provide study space and resources to help children and young people with homework, and to support adult learning.

Policy Objectives:

- All libraries will maintain stocks, which support the needs of students (adults and children), including reference collections to supplement the lending stocks.
- Access to ICT is available in every library in order to offer students access to the resources of the World Wide Web.
- All staff are encouraged to be trained to ECDL standard and have completed a course in reader development which will enhance the level of help and support they can provide.
- Study collections and curriculum support will be provided for students; classroom support will be provided through the Schools Resources Service. NB. Branch libraries cannot provide bulk loans for use within the classroom.

- Partnerships with schools will be sought in order to better support the learning needs of pupils. In particular:
 - Class visits to the library offer an opportunity to import knowledge about how to use libraries for homework.
 - Sharing of information about planned projects enables library staff to respond to the needs of the curriculum.
- The library service will ensure that children and young people have access, free of charge, to a wide range of materials for loan and reference use that will support their study.
- The library service will endeavour to provide a quiet area for study in each library.
- The library service will work closely with the Adult Education Service, Sure Start, the Early Years Development and Childcare partnership, and other partners to promote learning.
- Community and Children's' librarians will visit schools and encourage a regular programme of class visits to the library in order to promote reading and provide instructions in library skills.
- Libraries are safe, neutral spaces in which learners and learning activities are welcomed.
- The library service will seek to broaden access to study materials by working in partnership with the University of Teesside to promote take-up of public library services by students and community use of appropriate university resources.

3.1.7 Lifelong Learning

Aim:

To contribute to the building of a learning society, by providing access to services and resources, which encourage individuals of all ages and abilities to participate in learning.

Policy Objectives:

- The library service will actively support the formal and informal learning needs of all citizens regardless of age, ability etc.
- The library service will actively contribute to the achievement of the aims set out in the Redcar and Cleveland Lifelong Learning plan 2000-2003.
- Libraries are safe, neutral spaces in which learners and learning activities are welcomed.

- Trained staff will be available at all times to offer help and support in the use of resources.
- The library service will support and participate in the Local Learning Partnership and its sub-groups
- The library service will work closely with the Adult Education Service, Sure Start, the Early Years Development and Childcare partnership, and other partners to promote learning.
- The library service will be an active participant in national learning initiatives such as Adult Learners' Week and Family Learning Weekend
- Libraries will provide materials and facilities, including appropriate study support, to meet the needs of the National Curriculum.
- Community and Children's' librarians will visit schools and encourage a regular programme of class visits to the library in order to promote reading and provide instructions in library skills.
- Wherever possible, libraries will provide facilities for courses and taster sessions organised by the Adult Education Service, University of Teesside and other education/training providers in order to encourage take-up of learning opportunities.
- A high priority will be given to the promotion of educational activities taking place within the local authority and other neighbouring Boroughs.
- The library service will seek to meet the needs of independent learners through the provision of appropriate high quality study materials and facilities, including distance learning opportunities.
- The library service will seek to broaden access to study materials by working in partnership with the University of Teesside to promote take-up of public library services by students and community use of appropriate university resources.
- Books, ICT, on-line resources are available at all times to support and encourage learning.
- The library service will endeavour to provide resources suitable for those learning basic numeracy and literacy skills and will actively support individuals and groups learning basic skills.
- Libraries will, where appropriate, offer venues for learning instruction ranging from one to one tuition (e.g. excluded children) to formal group work.

- Libraries will actively support the training needs of individuals and groups, for example by offering work-based placements for secondary school pupils.
- Library staff trained in information seeking will be on hand to assist users to find the appropriate content on the Internet.

3.1.8 Outreach Work

Aim:

To proactively seek opportunities to engage with the community in order to promote greater awareness and use of the library service.

Policy Objectives:

- To implement the marketing strategy in order to increase use of libraries.
- To take the library out into the community in order to reach potential users in hard to reach groups and encourage them to use the service.
- To make contact with local groups and encourage them to use the libraries as venues for meetings and displays.
- To ensure that regular contact is made with local schools to encourage pupils to use libraries for study and leisure.
- To promote the library service in venues such as post offices, community centres, doctors surgeries etc through the provision of leaflets, bookmarks and posters.
- To use national initiatives such as 'The Big Read', World Book Day etc to focus attention on library services by means of displays in non library locations such as supermarkets.
- To initiate a regular programme of contacts with groups and organisations to make them aware of what the library has to offer.
- To identify the needs of potential users through informal contacts and non-user survey work.
- To encourage all staff to be advocates for libraries not just in their work but also in their leisure time.
- To establish a User Forum in each library in order to involve local people in the delivery of services.

- To involve young people in the selection of stock in order to make libraries more appealing to this hard to reach group.
- To seek opportunities to deliver library services in locations, which are appropriate to local community needs.
- To maximise use of mobile library services (including the housebound readers service) to reach communities disadvantaged by distance or disability.
- To seek partnerships with other groups and organisations which will open doors to shared delivery opportunities.

3.1.9 Benchmarking

Aim:

To compare performance with other authorities and organisations in order to continuously improve the service.

Policy Objectives:

- To identify strengths and weaknesses
- To identify and learn from best practice in service delivery
- To seek continuous improvement in services
- To seek to use standard definitions and methods of data collection so that data can be compared between partners in benchmarking activities.
- To contribute to and play an active role in Benchmarking initiatives.
- To obtain comparative user satisfaction data by carrying out a regular programme of public library user surveys.
- To assess performance against published data provided annually by the Institute of Public Finance for the DCMS.
- To monitor performance of the public library standards, and to seek, where possible to be compliant.
- To learn from the experience of others when implementing changes to operational practice.
- To share experience with others.

3.2 Services for Adults

3.2.1 Scope of the service

Aim:

To provide a comprehensive, efficient and inclusive service to all who live, work and study within Redcar and Cleveland

Policy Objectives

- There will be a library open somewhere in the Borough every weekday between 9.30 am and 7.00 p.m., and Saturday mornings from 9.30 until 12.30.
- Within the limitations of space, all libraries will offer the full range of lending services as set down in Table 6
- We will, provide all library users with access to a good, well-balanced stock in all formats, including books, sound recordings and dvds.
- The stock will as far as possible reflect the needs of local communities while at the same time offering widest possible range of titles across the Borough as a whole.
- All libraries offer a range of books, spoken word, audio recordings and dvds
- Requests for books which are not on the shelf will be welcomed – a charge will be made for this service. While every effort will be made to secure a copy of a book which has been requested, it is not possible to guarantee success – for example books which are out of print and for which no other lending location can be identified will have to be cancelled.
- Where it is cost-effective to do so, books may be purchased to satisfy requests. However, books which are particularly expensive and/or technical/specialist in nature will be borrowed. The decision to buy or borrow is at the discretion of the Library Service.
- Non-book materials are not subject to reciprocal interlibrary lending arrangements. Requests may be placed but the decision to purchase titles rests with the Library Service and will be based upon the availability of budgets and best value principles (i.e. cost versus the likely demand for the item).
- Titles will, where possible, be provided in alternative formats such as spoken word, audio -described videos and large print to assist library users who have a disability.
- The Library Service will work with partners to identify and respond to the needs of people whose first language is not English, for example, the ethnic minority community in South Bank and Asylum Seekers.

- Library Staff have a responsibility to encourage individuals and groups to make use of library facilities to borrow books and other items in order to promote reading, offer access to works of imagination and creativity and to provide information and/or learning necessary to enhance the quality of life.
- Library Staff will be welcoming and polite at all times and will provide assistance in finding books, information and audio-visual items. Training will be given to staff to enable them to perform these tasks effectively.
- Items will be issued for the following periods:
 - Books – 4 weeks (3 weeks for books for which there is a waiting list)
 - CDs/cassettes – 2 weeks
 - Dvds and videos – overnight or up to a week (different charges apply)
 - Open learning (including language courses) – 2 weeks
- A charge will be made for items which are kept out past the return date. A list of current charges will be displayed in every library. Items may be renewed in person, by telephone or via the Internet as long as someone else has not requested the title.
- Hire charges will also apply to some categories of stock: a list of current charges will be displayed in every library. There is no charge for borrowing books which are in Redcar and Cleveland's stock.
- Reciprocal arrangements exist with Hartlepool, Middlesbrough and Stockton for the loan of vocal scores and audio-described videos. Redcar and Cleveland residents may borrow items from those collections free of charge (Please note a request fee will apply for vocal scores supplied by interlibrary loan).

Service	Central Library	Branch Libraries	Mobile Libraries
Book Lending	✓	✓	✓
Large Print	✓	✓	✓
Adult Basic Skills	✓	✓	
Spoken Word Cassettes	✓	✓	✓
Spoken Word CDs	✓	On request	✓
Audio Cassettes	✓	✓	
Audio CDs	✓	✓	
Videos and dvds	✓	✓	
Closed Captioned Videos	✓	✓	
Audio-described videos	On request	On request	On request
Newspapers	✓	✓	

Periodicals	✓	✓	
Books in Asian Languages	On request	South Bank only	
Newspapers & Periodicals in Asian Languages	On request	South Bank only	
Asian Music on Audio Cassette & CD	On request	South Bank only	
Videos in Asian Languages	On request	South Bank only	
Reference Library	✓		
Information Services	✓	✓	✓
IT facilities	✓	✓	
Internet Access	✓	✓	
Access to CD-ROM Searching	✓		
Local History	✓	✓	✓
Business Information	✓		
Community Information	✓	✓	
Information in Asian Languages	On request	South Bank only	
Signposting to Council Services	✓	✓	✓
Access to Services for People with Disabilities	✓	✓	✓
Housebound Readers' Service	✓	✓	✓
Services to Residential Institutions & Sheltered Accommodation			✓

Service	Central Library	Branch Libraries	Mobile Libraries
Language Courses	✓	Guisborough, Marske, Ormesby, Grangetown	
Children's Activities	✓	✓	
Homework Facilities	✓	✓	
Sale of Educational Posters & Booklets	✓	✓	
Exhibition Space	✓	✓	✓
Meeting Rooms	✓	Guisborough, Loftus, Grangetown, South Bank	
Community Use of Buildings	✓	✓	
Photocopying Facilities	✓	✓	
Theatre reservations	✓	✓	
Issue & Renewal of Concessionary Bus Passes	✓	✓	

Table 6: Scope of the service

3.2.2 Stock Management

The library service has a stock management policy that sets out standards for stock, and procedures for its selection, circulation, preservation and promotion. A copy is available on the Council's Intranet. The policy is kept under review to evaluate and assess stock against national guidelines to ensure that all service points meet minimum standards. A programme of stock relegation helps to keep branch reference stocks more up to date.

3.2.3 Stock selection and deployment

- The selection of books and other materials and control of associated budgets are the responsibility of Budget holders, the Resource Services Officer & the Stock Management & Reader Development Officer.
- Spending plans for each service point must be prepared at the beginning of each financial year, and must ensure that the stock reflects a balance between reading tastes and information needs of the local community, and the requirement for broad coverage.
- The level of budget allocated is determined by the Resource Services Officer, in consultation with the Libraries' Management Team, using criteria such as the previous year's issues for each service point and taking account of corporate and departmental objectives.

- Stock for individual community libraries is chosen by the Librarian. Stock for the central reference library is selected by the Reference Services Officer. Children's and teenage materials are selected by the Children's and Youth Services team – see section 3.3.2.
- To achieve best value from spending, standing orders are the main source of Large Print and Spoken Word, but, where appropriate, the standing orders will be customized in line with community librarian's suggestions to reflect user needs.
- Similarly, standing orders are used where possible for light fiction and very popular adult fiction titles, customized for each local community by community librarians.
- The stock management policy includes circulation of stock in order to increase the range of books available to readers at each service point. All new stock must be circulated, with the exception of adult fiction paperbacks, fiction in series, popular fiction purchased in advance and Special Services stock.

3.2.4 Stock conservation, including digitisation plans

Aim:

To make cost effective use of stock through timely rebinding and repair of stock and, where appropriate, by making available resources in digital formats.

Policy Objectives:

- Wherever possible, stock in poor condition will be rebound rather than replaced with an identical title.
- All stock should be reviewed on return so that, where necessary, repairs/rebinding can take place promptly.
- Annual stock audits must include a review of stock condition. Audits will be carried out in each service point on a rolling programme that will ensure that all stock is reviewed at least once during the year.
- Efforts will be made to conserve and preserve items that relate to our cultural heritage, e.g. historical maps. Wherever possible, stock which is valuable and/or out of print (but still in demand) will be conserved by timely rebinding.
- Routine binding will be undertaken by local binders. More specialist conservation will be carried out by special conservators on the basis of quality, price and field of expertise.
- When last copies are withdrawn from stock, they will be reviewed before disposal and items which are likely to have a continued, albeit irregular, demand will be retained in a store.

- All local items that are withdrawn must be forwarded to the Reference Services Librarian before disposal. The condition of the item will be compared to others in stock and a decision made whether to replace an item in poorer condition, to put into the store, or to discard it.
- Redcar and Cleveland will maintain a Joint Fiction Reserve as part of the national scheme. The store will include all standard and large print adult and junior fiction published in the author range Fao-Fat, Fish- Flo, and Fort-Fran.
- Unique local history resources will be protected by storing them in fire-resistant conditions.
- Access to collections of local history photographs will be promoted by digitisation, which will allow them to be made available on the Internet both locally and through regional/national initiatives such as Tomorrow's History.
- Where appropriate, digital versions will be considered as an alternative to printed versions, subject to normal stock selection criteria, including cost, availability, user-friendliness and appeal, and currency of information.

3.2.5 **Loan periods and overdue items.**

The table below shows the standard loan periods for all materials:

Books	Videos/DVDs	Language courses	Spoken Word	Cassettes/CDs
28 days	1 day or 7 days	28 days	14 days	14 days

Table 7: Loan periods

After public consultation, the authority successfully introduced a reduced loan period of 21 days for books that are on a waiting list. This has led to a marked improvement in request satisfaction time.

Overdue reminders are sent after 24 and 50 days. Membership is suspended after 4 months for non-return of library materials. Invoices are issued for stock replacement / overdue charges of over £50 and consideration given to invoking the Council's debt collection procedures.

In the case of children, reminders are sent to the parent /guardian, but no fines are charged.

3.2.6 **Reservation services**

Items, which are not immediately available, may be requested for a fee

An additional charge is made for inter-library loans that incur a borrowing charge. Users are informed of the reason for the charge so they can decide whether to proceed with the reservation.

Reference stock is not reservable.

Children and teenagers are exempt from reservation charges.

For books that are in stock in the Borough, an automated reservation system detects the first available copy. Users can reserve items on the library OPACs and via the Internet. If items are not available in the Borough, a mutually beneficial arrangement exists between the four (ex Cleveland) Boroughs to supply items at no cost to one another

Request satisfaction is high in 2005/06 67.2% of requests were satisfied within 7 days, 75.78% within 15 days & 87.38% within 30 days.

3.2.7 Reference Services

The main reference library is located at Redcar central library, and contains a wide range of local, regional, national and international information. The current stock comprises of approximately 57,000 items: books, maps, photographs, microforms, periodicals and CD-ROMs. There is a dedicated I.T. area with 15 public access computers, all linked to the Internet.

Whenever possible enquiries received are answered within one working day

All branch libraries are able to provide a basic (quick reference) service. More complicated enquiries may be referred to the central reference library.

The Reference Library is a member of the European Public Information Relay

3.2.8 Information and Support for Research

Aim:

To provide access to information resources, including special collections to support the research and information needs of the local community.

Policy Objectives:

- Access will be made available to information and resources in the most appropriate format (subject to budget) to support study, research and general enquiries.
- The main reference and information collections will be based in Redcar Reference Library. All community libraries will maintain reference sections appropriate to their size, including quick reference sections.
- Reference collections will be kept up to date. Within the limits of the budget, yearbooks held by the Reference Library will be the current editions; those in branch libraries will be no more than 2 years old.

- Enquiries that cannot be answered at the point of contact in branch libraries will be referred, with the consent of the user, to the Reference Library.
- Written or more complex enquiries referred to the Reference Library will normally receive a response within 5 working days. Where the enquiry cannot be resolved within that time, for example, because it is a complex subject which requires further research, an acknowledgement will be sent and the enquirer will be kept up to date with progress.
- A local history collection will be maintained which is appropriate to the culture, lifestyle and educational needs of the local community.
- Suitably trained and skilled staff will be employed to enable users to make the most effective use of the available resources in all formats.
- Needs of the local business community will be supported, through the provision of appropriate business directories, access to on-line information sources, European Union resources and links with Teesside Business Link.
- Although British Standards are no longer held by the Reference library, individual standards can be identified through the on-line index to British standards and copies obtained via the interlibrary loan service.
- The Reference Library will act as a European Public Information Centre for the dissemination of information on European issues.
- Access will be made available to information on health and health problems, in appropriate formats in order to assist people to deal with health issues and live a healthier lifestyle.
- The Library Service will work in partnership with the Teesside Archives, Redcar and Cleveland Museum Service and Tees Archaeology Joint Service to increase access to information about the local area and heritage.
- The staff will not undertake to carry out genealogical research but will actively assist and support users engaged in their own research.
- The existence of special collections will be promoted in order to increase the use made of them.

3.2.9 Local history services

Aim:

To collect and preserve books, photographs, maps and other materials, which record the local history and culture of Redcar & Cleveland and the surrounding area. To facilitate access to this material by the local community and other interested individuals and groups.

Policy Objectives:

- To facilitate access to materials to support the needs of the National Curriculum, Further & Higher Education and independent researchers.
- The main local history collection will be maintained by Redcar Reference library in fire-resistant conditions. Duplicate copies of more significant titles will be available in Guisborough, and smaller collections of local history materials, for both loan and reference, will be maintained in all community libraries.
- To seek to digitise appropriate materials from the collection, in particular images from the photographic archive, in order to conserve the fragile originals, and in so doing, also make them accessible to a wider audience via the Internet.
- To offer access to appropriate web sites and promote use of other electronic sources of information of interest to local and family historians.
- To maintain close connections with local, regional and national organisations, both statutory and voluntary, working in the field of local history in order to maximise use of resources and avoid duplication.
- To actively support local history authors by purchasing publications for use in libraries and by acting as point of sale by agreement.
- To work with Redcar and Cleveland Museums service and Teesside Archives service to maximise access and reduce duplication.

3.2.10 Regional co-operation:

Officers regularly attend meetings to share expertise, exchange information and participate fully in regional initiatives, e.g.:

- Newsplan
- NCL local studies
- NCL People's Network group
- NCL Northern Training Group, which also includes the University of Northumbria, has been instrumental in organising regional training initiatives.
- Reading North

Advantage has been taken of regional co-operative purchasing agreements.

Officers are pro-active in developing links with other departments of the Council, including the Museum Service, Planning Department, and the

Members' Library at the Town Hall. Libraries are also working closely with other sections of the Advice and Information division to develop one-stop shops for Council services.

Good working relationships with other libraries & organisations working in the field of information provision are maintained, notably with the other 3 former Cleveland County libraries, North Yorkshire Library Service and Teesside Archives. Co-operation with local colleges and centres of adult learning has also had an impact on stock selection by introducing a two-way information-flow.

3.2.11 Interlending:

It is Redcar and Cleveland's policy to try and satisfy as many requests as possible – cancelling requests only as a last resort.

- For requests that can not be satisfied from within the authority's own stock, extensive bibliographical checking is undertaken, - every effort is made to trace requested items. If the requested title can not be traced, the borrower is asked for a source of reference.
- In print items that are likely to have some demand are purchased, others either very expensive or specialist are borrowed from other authorities.
- As a mutually beneficial arrangement exists between the four (ex Cleveland) Boroughs to supply items at no cost to one another, these locations are selected first of all. (see section 3.2.6)
- If no locations can be found there, authorities within Information North, followed by other local authorities are selected rather than the British Library because the cost of borrowing is cheaper.
- Urgent items are given priority and libraries are telephoned directly to speed up the process.

Redcar and Cleveland maintains the Joint Fiction Reserve on behalf of all 4 ex-Cleveland Boroughs as part of a joint service.

3.3 Services for Children

3.3.1 Children's Services section

Children have access to the same range of services as adults. However, it is recognised that children have special needs and a child-friendly policy has been developed to make those services more attractive and accessible to children and young people.

Aim:

To provide a high quality, responsive service to the children and young people of Redcar and Cleveland, which actively seeks to meet their needs as individuals, whatever their age or stage of development by providing books, information and support from friendly, trained staff.

Policy Objectives:

- To provide a varied and balanced selection of books and other media throughout the Borough library service, taking into account the cultural diversity of the make-up of the Borough.
- To offer access to ICT to all children and young people in Redcar and Cleveland.
- To offer specialist support and training to all staff and users to make all libraries child friendly environments with a welcoming atmosphere.
- To monitor and improve services to children and young people.
- To consult with children and young people on all aspects of services relevant to them.
- To promote library and information skills so that all children and young people have the ability to use the library service in the best possible way to meet their individual needs.
- To promote equal access for all regardless of age, race, culture, ability or disability.
- To promote the use of books and to encourage reading as a leisure pursuit.
- To promote libraries as places with the resources to support those undertaking study, whether that be school homework, further education or a leisure interest.
- To promote literacy in our young people by encouraging reading at an early age.
- To work with groups, organisations and individuals concerned with children and young people, (including parents, carers and teachers) in order to identify the needs of children and young people and to seek the most appropriate means to respond to them.
- To work in partnership with the Schools Resources Service (SRS) to provide an integrated and cohesive service which meets the needs of both the school and the individual pupils.
- Opportunities will be sought to offer children the chance to meet authors/illustrators in libraries and through events such the Northern Children's Book Festival.
- To encourage children and young people to be responsible citizens and make more productive use of libraries in their leisure time through activities and events programmes in partnership with other organisations.

3.3.2 Stock Selection

The service aims to meet the budget standard suggested by Chartered Institute of Library and Information Professionals i.e. funding should reflect the proportion of under 18-year-olds in the local population.

Traditionally, all stock has been selected by the Children's Services Team using all means possible to reduce costs including standing and advanced orders. The supplier's website is the principle tool used supplemented by reviews and catalogues. Annual stock assessments together with monthly updates are used to determine and monitor gaps in provision.

The stock across the Borough must reflect the national curriculum and support literacy and numeracy initiatives, but as a public service it also must include all areas of non-fiction and fiction of interest to children.

3.3.3 Encouraging children to read **See also Reader Development 3.1.5**

The National Summer Reading Scheme co-ordinated by The Reading Agency has grown from year to year. In 2000 we had 197 children finishing the scheme, increasing 402 in 2005. The target is to increase the level of completed packs as this indicates regular reading habit development. Reading clubs have been established to follow up interest from the summer schemes and these continue throughout the year according to demand. Some reading schemes are used with local schools and have run successfully for many years.

The Northern Children's Book Festival brings a wide range of children's authors into the region. Authors visit schools linking with the local branch library to provide additional support. Occasionally an author holds a session in a library and school class groups are invited.

The national Book Start scheme, administered by the charity Book Trust, was extended by the government in 2005 and rolled out in Redcar & Cleveland from September 2005. A local steering group has been set up that includes partners from PCTs, Sure Start and other early years providers. The scheme encourages literacy by promoting books and reading to families of pre-school children through the distribution of packs containing books and information about reading.

A rolling programme of work since local government reorganisation has seen new shelving, paint work and furniture in most of the children's areas with the aim of making libraries more colourful and inviting. Competitions and activities based on particular authors, genres or books are run in libraries throughout the year, and Redcar & Cleveland always participates in events such as Children's Book Week, World Book Day and National Poetry Day.

3.3.4 Study And Homework Facilities For Children And Young People

Computer, Internet and hard copy resources are provided for children. Through completion of ECDL library staff are more able to confidently offer assistance to children using the library computers.

Attempts to secure long-term funding for formal homework clubs have been unsuccessful. However, there are examples of extremely successful homework clubs run in individual libraries which will be used as a blueprint to roll the initiative out across all libraries.

3.3.5 Outreach Activities for Children and Young People

A full programme of outreach activities is provided throughout the year. Examples include the Federation of Children's Book Group's 'share-a-story' month and themed activities for all children during half terms and the summer holidays. These often tie in with reading schemes or competition publicity.

Partnerships include:

- Working with the sports development and play leader sections e.g. Sports taster
- Activities were arranged to link with a football author session
- Provision of activities at Play Day events
- Displays and activities with the Museum Service to complement library programmes
- Involvement with Sure Start at Loftus, Grangetown and South Bank, West Redcar and Redcar Coast and Dormanstown.
- Other council departments, e.g. Countryside and Road Safety.
- North East Museums Libraries Archives Council (NEMLAC) – funding was obtained for a digital photography project.

In 2005, the local Book Gala day was held in Rye Hills School and attracted 269 participants.

3.4 Services for special groups

Redcar & Cleveland is fully committed to combating social exclusion by ensuring that services are accessible to all, regardless of age, race, physical disability, geographical isolation and socio-economic background. The library service delivers services which have been specially adapted to meet the needs of the priority groups identified by Corporate and Community Plans. (See table 4, section 2.3.5)

3.4.1 Schools Resources Service

Redcar and Cleveland is the lead authority for this across the former Cleveland County area.

The section offers the following services to schools:

- Project loan service. Funding for this service continues to come from school subscriptions and is offered at 2 levels to suit each school's requirements:
 - Silver level: Pre-packed collections.
 - Gold level: Tailor made collections.
 Each level entitles schools to borrow 4 collections of resources per term.
- Professional consultancy service. The budget previously held centrally by the library departments of the 4 participating authorities was devolved in the case of primary and special schools, and delegated, in that of secondaries from April 2000. The devolved budget was earmarked to be spent on a school library service until April 2001 but this has also now been delegated; delegated budgets have no such constraint and so packages attractive to secondary schools have been developed to ensure a certain level of buy-back, offering individual support and/or training days.
- Professional training – as part of, or in addition to, the consultancy time. Now in its 3rd year, this particular element of the service is proving very popular.
- Book selection techniques and suggestions, including ordering facilities.

From April 2000, the Fair Funding Regulations have changed the funding arrangements for the Schools Resources Service. The level of buy back continues to cause concern and continuation of the service in the present format may have to be reviewed.

3.4.2 Mobile services

Mobile services are targeted at those who are unable to visit a static library, whether due to distance or disability. Mobile services fall into 3 main categories:

a. Housebound Reader Services

A Housebound Readers' Service delivers books to people who are confined to their home.

There are 13 routes, each operating on a 3 weekly cycle, offering a personal service to the homes of readers who cannot visit a library. Stock is pre-selected to meet user's expressed needs, using a reading profile compiled by Special Services staff during a preliminary assessment visit. The profile is dynamic and is updated as necessary to reflect comments made about stock selection and changing interests.

There is currently no waiting list and readers will normally be assessed within one week of application to join the scheme. Readers who join

between visits may be offered a special one-off delivery within a few days of the initial assessment.

Aim

To provide a free housebound delivery service to any individual who due to illness, frailty or disability, is unable to receive library services through other means.

Policy Objectives

- To provide a free library loan service to individuals who for temporary or permanent health reasons are unable to use a static or mobile library or any other collection service provided by the library service.
- Referrals will be accepted from the individual concerned or from a friend, relative or carer. Applications for the service can be made through a branch or mobile library or direct by telephone, letter or e-mail to the Special Service Department.
- Eligibility for the service will be assessed by the Housebound Librarians within one week of requesting the service. The following criteria will be applied:
 - Applicants must be unable to physically access a static or mobile library, or be unable to transport items between the library and their home due to difficulties with carrying.
 - Applicants must be unable to access library services via a deposit collection already provided by the library service in an institution in which they are resident or which they regularly visit (unless the collection is not suited to their specific needs).
- Housebound visits will be grouped by library catchment area in order to make sensible and cost-effective use of staff and vehicle time. Regrettably, it is not possible to offer alternatives dates and times.
- Routes will be programmed in advance to take place on a three week rotation and dates will be notified to users on a calendar distributed in December of each year or on the first visit following acceptance onto a housebound route.
- Applicants eligible for the housebound service will receive their first visit no later than the next date scheduled for delivery in their area following their assessment.
- A user profile will be compiled during the assessment which will contain information about the user's reading preferences and relevant information about access to the property.
- The information contained in the profile will remain confidential and will be stored securely on library premises in accordance with the Data Protection Act.

- The information will be used only for the purposes of selecting appropriate reading material and, by prior agreement only, gaining entry to the homes of those who are unable to come to the door themselves.
- Any change in the number or type of books/spoken word required or specific requests can be notified by telephoning the Special Services Department or informing library staff who call every three weeks. The user profile will be updated to ensure that it remains at all times relevant to the current expressed needs of the individual.
- Books (including large print) and spoken word will be selected by staff at the branch from which the service is delivered. Items will be selected according to the user profile compiled by the Housebound Librarians. during the assessment process.
 - No charge will be made for overdues or requests.
 - All staff will be trained in customer care and will wear name badges at all times.
 - Comments, complaints and suggestions forms will be provided to service users on request.
- Every effort will be made to ensure that service users receive a regular and reliable Housebound Service, with deliveries received as scheduled on the appropriate route calendar (usually every 3 weeks with variations where routes are affected by public holidays):
 - Routes will only be cancelled in the event of severe weather conditions or vehicle breakdown where a replacement vehicle cannot be obtained.
 - Planned servicing and non-urgent repairs will be carried out on days when no routes are scheduled.
 - In the event of an unscheduled withdrawal of service, staff will make every effort to contact service users to inform them of the cancellation.
 - Where possible a cancelled route will be rescheduled within the following week to ensure that service users do not have to wait a further three weeks for service delivery.
 - The housebound van will be maintained in a safe and roadworthy condition:
 - The van will be serviced every six weeks by Fleet Management Organisation.
 - The van will be checked each day it is in use by the driver.
 - The van will be kept in a clean condition.
- All staff, including branch staff, using the vehicle are responsible for ensuring the safe operation of the service.

b. Mobile Services

Two large mobile library vehicles run public service routes to communities which are too small to sustain a static library of their own (such as the East Cleveland villages of Liverton Mines and Moorsholm) or those which are distant from a library (for example, the suburban housing estates which have grown up between Redcar & Marske). There are also a number of stops at primary schools that are too far away from a library for the children to make class visits. In addition the vehicles visit nursing homes, residential establishments and sheltered accommodation for the elderly.

A lift on each vehicle assists access and egress for people who suffer from any form of mobility difficulties, including (but not restricted to) wheelchair users, allowing them to make a personal selection of reading. Where mobile users become incapacitated and the stop is near to their home, staff have tended to deliver the books to that user rather than refer them to the Housebound Service. It is not only cost-effective but it is a personalised service much appreciated by the individuals concerned.

A specially adapted transit van is used to provide a mini-mobile library service to remote communities such as farms and villages, which are not accessible by the larger mobile vehicles.

Aim:

To provide a service to people who are unable to visit a static library, in particular people with disabilities and people who live more than 2 miles from a permanent library.

Policy Objectives

- Mobile routes will be reviewed twice a year but major changes to schedules will, where possible, be made only annually. This is to maintain some stability of routes so that users do not become confused by excessive changes to days and times.
- The major annual review will take place in December in order that the results may be presented to Members in time for implementation of revised schedules in April.
- All new stops will be assessed on the basis of need. The following criteria will be considered:
 - Volume of use at existing stops
 - Potential volume of use at proposed/requested stops.
 - Health and Safety.
 - Efficiency – i.e. travelling time will be kept to the minimum in order to maximise the time available for users to visit the vehicles.
 - Staff welfare – meal and comfort breaks will be timetabled to take place at a library or other council facility.
 - A minimum stop time of 10 minutes.
- Where major changes to the routes will require a change of day/time/service delivery method, users will be consulted as far as

possible about the change and efforts will be made to accommodate any reasonable requirement.

- Timetables of routes will be made available at all branch libraries, on both vehicles and published on the Council's web-site.
- We will endeavour to ensure that at least 95% of all planned mobile stops are achieved at the time and place advertised:
 - Routes will only be missed in the event of severe weather conditions or vehicle breakdown.
 - Planned servicing and non-urgent repairs will be carried out on vehicle base days.
 - Public mobile stops will be maintained during school holidays.
 - In the event of an unscheduled withdrawal of service, every effort will be made to contact users of the stops affected. Staff will telephone individuals and where possible notify institutions so that a message can be distributed to those who cannot be reached in advance.
 - Records will be maintained of contact points at stops, such as shops or community centres, so that information about unscheduled cancellations can be more widely advertised.
- All vehicles will be maintained in a safe roadworthy condition:
 - Vehicles will be serviced every six weeks by Fleet Management Organisation.
 - Vehicles will have daily checks carried out by the mobile library drivers.
 - Vehicles will be kept in a clean condition.
 - All staff using the vehicle are responsible for ensuring the safe operation of the service.
- As far as is practicable, and within the spirit of the DDA, Mobile library vehicles will offer ease of access to disabled users.
- All staff will be trained in customer care and will wear name badges at all times.
- Stock on the vehicles will be refreshed on a continuous basis.
- 'For hire' services (e.g DVDs and CDs) are not available on the mobile library for security reasons.
- Similarly, no charge will be made for requests placed by users who are using the mobile library service.
- There is no charge for overdue items, in recognition that the "opening hours" at each stop offer restricted availability of service. However, users will be actively encouraged to return items promptly.
- Comments, complaints and suggestions forms are carried on the vehicles.
- Staff will actively promote the service to encourage take-up.

c. Deposit collections

There are 29 establishments (homes/day centres for the elderly and hospitals) which receive collections of books for use by the residents.

The collections are exchanged three times a year to refresh the selection of titles which are tailored to meet the needs of the clients and vary in size from 60 items to almost 250.

Aim

To provide collections of library books for residents and users of residential institutions, day/community centres and hospitals

Objectives

- Collections of books and other appropriate items of stock will be made available, by agreement, in institutions for use by groups of elderly and disabled people who may have difficulties in accessing other library services.
- An assessment will be carried out for each institution/day centre to establish the reading needs of the users – e.g. the types, numbers, print size etc. – so that collections can be tailored to meet those needs.
- Each collection will be changed at least three times each year on a rolling programme.
- The institution/centre is responsible for the care, safety and return of items provided on loan – collections will only be supplied where a named contact is willing to take that responsibility.
- Library Staff will contact a named representative in each institution/centre at least one week before the visit to arrange delivery and collection of books.
- All staff will be trained in customer care and wear identity badges at all times.
- All staff will maintain confidentiality of the service users.
- Stock will be provided by the special services department

3.4.3 Ethnic minorities - Travellers

A collection of books of special interest to travellers is available at South Bank Library, which serves the Borough's only official site for travellers. The collection includes material both of current interest and a historical record of their culture. Attempts are being made to develop contact with travellers who use the site but this has so proved difficult.

3.4.4 Ethnic minorities – Asian community

The community librarian works with the Ethnic community in South Bank to establish their needs. Up-to-date books, CDs, DVDs and videos have been purchased from a specialist supplier to make the stock more relevant and attractive. Newspapers and magazines in appropriate Asian languages are also provided.

The Asian community are regularly consulted over the selection of new stock for the multi-cultural collection in order to overcome cultural barriers to access.

3.5 ICT Policy and Practice

To ensure that all citizens of Redcar & Cleveland are able to access ICT resources, including on-line access to services, via their local library.

Objectives:

- To make available, free of charge, in every library in Redcar & Cleveland, access to the Internet & specified desktop applications.
 - To make effective use of ICT in delivery of services, both for public and staff use.
 - To offer printing facilities in both black & white & colour (for which a charge will be made).
 - To prevent abuse of public access facilities by enforcing the terms & conditions set out in the Acceptable Use Policy, which must be signed prior to commencing use of any ICT service.
 - To maximise use of resources & reduce disappointment at busy times by operating a booking system.
 - To make available trained staff (minimum ECDL standard).
 - To offer basic assistance & troubleshooting help to inexperienced users. (Library staff cannot give one to one tuition).
 - To encourage the use of libraries by education providers as a means of securing locally delivered courses & training.
 - To recruit volunteers to provide individual mentoring support to members of the public using PCs.
 - To offer users information in the most appropriate & cost effective format.
 - To maximise access to information through staff mediation and signposting of users to appropriate sites on the Internet using bookmarks, publications & personal enquiry work.
 - To continue to develop libraries as one stop shops using webcam technology.
 - To actively seek to deliver all appropriate services electronically, via the OPAC &/or the Internet.
 - To promote access to collections of local history photographs by digitisation, which will allow them to be made available on the Internet both locally & through regional/national initiatives such as Tomorrow's History.
- In addition, Children must have authorization, signed by a parent or guardian, to use a computer – including access to the Internet – in the library.

Services available

Remote access is available via the Internet to the catalogue, individual borrower accounts (secured by PINs), self-reservation & self-renewal.

On-line registration

Community Information.

Services available from libraries:

- Internet access.
- Microsoft Office applications.
- Scanning facilities.

- Printing facilities.
- Free email services such as Hotmail
- Speech synthesis & screen enlargement
- Local history photographs on the local history database & the regional Tomorrow's History site.
On-line subscription to a variety of databases

3.6 Finance

Redcar & Cleveland's Library Service annual expenditure in 2006/7 will be in the region of £2.70 million (net of income and including capital charges but excluding all central support). Expenditure is divided between staffing (53%), bookfund (12%) other supplies and services (2%), premises (11%), transport 2% and capital charges 8%. Expenditure per head is in the top quartile.

The high cost per head of population is a direct consequence of the number of service points required to serve the widely dispersed population of the Borough

Investment in books and other materials remains a problem area due to the requirement to purchase duplicate copies of popular titles for all service points. Although the authority's expenditure on books and other materials remains high, the figure fell consistently following Local Government Reorganisation from £2.80 per head in 1996/7 to £2.29 per head in 2005/6. In real terms that equates to a reduction in the order of £100,000, even taking into account increased discounts from suppliers and profits from the video service in the order of £6-10,000 per year.

3.7 Staffing

Redcar and Cleveland Library Service has 62 FTE staff, of which 18 are professional posts and 44 para-professionals. In addition there is a casual register which fluctuates between 10 and 20 trained individuals who can be called upon to fill vacancies in the timetable, sometimes at a moment's notice. As a result, no library has ever had to close due to lack of staff availability, even at peak holiday times.

All service points are staffed with a minimum of 2 staff for safety reasons. Although every effort is made to ensure continuity of staffing in order to encourage the development of community engagement, the overarching priority must be maintaining service availability and, therefore, staff regularly work on relief in other libraries. The spin off from this practice has been increased sharing of best practice.

The staffing structure has been reviewed following the outcome of Job Evaluation. Staff are now paid the evaluated rate for the job and the Council became the first to implement equal pay across the board.

3.7.1 Training

The training budget for the libraries section is £2,000 per annum, but the Library Service can apply for a proportion of Departmental funds which are issued on a priority basis.

The Council is committed to the training and development of all employees through the Investors in People (IIP) process. Recognizing that training represents an investment in staff resources and plays an essential part in achieving the goals and targets identified in the Service Delivery Plan, the Council is seeking to retain IIP status by enhancing its performance and training procedures. A Workforce Development Strategy, which identifies the need to establish individual training plans has been developed along with a new performance review system for all staff, the aim of which is to identify and equip employees with the necessary skills and knowledge to enable them to provide a high quality service to users.

Training and development needs are identified through Performance Review and Personal Development Interviews, staff supervision, management and divisional team meetings. Training can then be identified and delivered to meet the needs of the individual. The training requirements feed into, and form the basis of, the Departmental Training Plan. Requests for training are discussed by the Departmental Training and Development Group that determines whether they are essential or desirable. Where it is not possible to meet all training and development needs immediately due to a lack of resources, requirements are systematically prioritised.

Training and development is reviewed on an annual basis in accordance with the Service Delivery Plan review and the training and development budget review.

3.7.1.1 Training Sources

A wide range of sources is used to facilitate training, including:-

- Supervision and Management
- Departmental Employee Development Team
- Corporate Training & Development Unit
- External Training consultants/Agencies
- Staff with particular work related skills and knowledge - in-house trainers
- External courses.

The responsibility for Training and Development is shared between the individuals and the Line Manager/Supervisor.

3.7.1.2 Training Needs

The plan takes into account training needs in the following areas:

i) Induction

All staff (both permanent staff and casual staff) go through an induction training programme when they begin work for the Library Service. This covers operation of the library system, health and safety issues and customer care.

ii) Customer Care

iii) Staff supervision and management

The authority has developed a staff appraisal system and formal system of staff supervision for all staff. The annual performance review and development interview includes a review of each individual's performance against targets of the service delivery plan.

iv) Policy and procedures

Training in policies and procedures is usually provided in-house, in a variety of forms from individual training, staff forums, meetings and memoranda.

v) Health and Safety

Priority is given to requests for mandatory training in health and safety.

vi) Post entry training

vii) NVQ

viii) Specific job related training.

The authority has a mandatory requirement that all drivers of Council vehicles must take both a theory and a practical driving test. Training is delivered in-house. Advanced driver training is provided for those who need to develop more confidence and higher skill levels. Training is provided both on the job and by tutor led sessions for staff who need to update and develop their knowledge of the library management system. Before new modules and new versions of the system go live, training is provided for all staff.

Three Senior Managers attended Framework for the Future's Leadership Programme in 2005. Redcar & Cleveland will continue to take part in the Leading Modern Public Libraries programme through 2007/08 it develops.

A career training scheme, based on the CILIP framework, has been developed to assist para-professional staff to achieve a professional qualification (ACLIP).

All staff have been trained to ECDL standard.

In February 2006 20 Community Librarians and Senior Library Assistants were trained in the handling of difficult situations by external trainers Shadow Associates. Shadow Associates will be supplying a similar course on managing challenging behaviour regionally in October 2006, which selected members of staff will be attending.

All training is carefully evaluated to ensure that it is effective and fully meets the needs of the member of staff and the department.

4 Performance

4.1 Public Library Standards

4.1.1 Performance

31st March 2006, Redcar & Cleveland Library Service met all standards except PLSS 1 (Proportion of Households living within specified distance of a static library)

98.9% of households in the Borough fall within 2 miles of a static library. The remainder are served by scheduled mobile stops and if these are taken into consideration, the standard is met.

Due to the scattered nature of the remaining 1% outside the 2 mile limit, it is estimated that an additional 3 static service points would be required. Such a solution would be neither financially viable nor cost effective.

The review of performance trends and performance against Public Library Standards targets reveal in the main some encouraging trends:

Book issues have declined once again this year, as they have nationally, but Redcar and Cleveland are still in the top quartile.

The number of visits per head of population is still very high when compared to comparator authorities, users are still coming in to Redcar and Cleveland libraries even though they are borrowing fewer books.

Request satisfaction times meet the Public Library Standards in all three categories.

As reported last year, the pro-active approach to reservations taken is reflected in the high number of reservations taken per 1000 population. The average time to satisfy interlibrary loans remains high, despite using the free local inter-lending arrangements for some requests.

The proportion of inter-library loans satisfied has dropped this year, but the trend over the past few years remains fairly high – the library service tries to satisfy as many requests as possible – no matter how long it takes. The reasons for non-satisfaction were that copies were untraceable, or that they were out of print and unable to be borrowed.

Recognising the needs of the elderly and disabled users, work has been undertaken to increase the provision of large print and spoken word materials. This has resulted in a steady increase.

The completion of the People' Network project has increased the provision of computers for public use to 1.3 per 1,000 population – well above the Public Library Standard. Usage is high, particularly for Internet and email.

In April 2006 the current set of Public Library Service Standards will be reduced to 10. In addition Impact Measures will be introduced to help assess the impact that libraries have in contributing to achievements in the shared priority areas and particular local needs based on their existing activities.

In 2005/06 performance against the following Public Library Standards was: .
Standards met are: PLS2, 3, 4, 5, 6, 7, 8, 9, 10
Standards met and maintained: PLS2ii, 6i, 9.
Standards improved upon in the last year: PLS2i, 3i, 4, 5, 6ii, 7, 8,

4.2 Consultation

4.2.1 User Surveys

In November/December 2003 a CIPFA Public Library User Survey was carried out in all 13 static libraries and two Mobile Libraries. A total of 4,061 adult library users completed questionnaires.

It is interesting to note, however, that whilst 70.1% of all visitors continue to use the library for the traditional purpose of borrowing and returning books, that proportion has declined from 75.4% in 2003. Those seeking information or using the library to find something out, however, have risen from 18.5% to 24.2% over the same period.

Of greatest significance is the continuing increase in the proportion of users who had visited a library in order to use a computer. In 2001 this was a mere 2.4% By 2002 this had gone up to 7.7% and has now reached 13.6%. Figures for subsequent years are likely to show even further increases, as more and more members of the public become confident in their use of IT and begin to look upon computers as essential tools for both information and communication.

Of those people coming to the library with a specific book in mind, 62.4% reported success in finding it, an increase of 5.4% over the previous year, whilst 73.8% of those seeking information were able to find all that they were looking for and a further 15% at least part.

54.9% of users responding to the survey were female, in only Redcar Central Library did men form a majority and 69.1% were over the age of 45. 46.8% were retired. 94.6% gave their nationality as British. Some of these figures, particularly those relating to age and retirement reveal trends which give cause for some concern. The challenge for the Library Service is to identify and meet the needs of younger adults, in particular men of working age.

Overall 94.9% of people responding to the survey gave the Library Service a Very Good or Good rating. Their opinions on specific aspects of the service are set out in the table below.

	Very Good	Good	Total
Condition of the Library Outside	28.4%	35.9%	64.3%
Condition of the Library Inside	49.7%	38.9%	88.6%
Ease of Access Entering the Building	54%	37.8%	91.8%
Ease of Access Inside the Building	54.2%	38.7%	92.9%
Signs and Guiding	38%	47.4%	85.4%
Layout and Arrangement	39%	46.1%	85.1%
Provision of Seating and Chairs	39.3%	45.1%	84.4%
Hours of Opening	37.1%	46.2%	83.3%
Books and Other Materials	35.4%	45.6%	81.0%
Time Spent Waiting for Service	54.4%	38.3%	92.7%
Staff Helpfulness	72.4%	24.5%	96.9%
Staff Knowledge and Expertise	62.6%	32.6%	95.2%
Information and Enquiry Services	53%	40.3%	93.3%
Children's Services	41.8%	47.3%	89.1%
Computers	51.1%	42.5%	93.6%

Redcar & Cleveland's results are consistently higher than the United Kingdom upper quartile figure as shown in the PLUS National Report 2003 and for all except two factors (Staff helpfulness and knowledge & expertise) they are higher than the upper quartile figures for Unitary Authorities.

A detailed inspection of every library has been carried out by staff independent of that particular service point and reports drawn up which will be used to improve their layout, arrangement & appearance.

4.2.2 Complaints procedure

Redcar & Cleveland Borough Council has a two tier complaints procedure - local and corporate. Users are encouraged to make their initial complaint direct to the Library Service.

The complaints procedure is publicised with posters in all service points and copies of the Library Service complaints form are prominently displayed in every library. The complaints form includes a summary of the procedure.

Whoever a user speaks or writes to will try to deal with their complaint immediately. If this is not possible it will be referred to the senior member of staff responsible for the particular service in question. If a policy decision is needed the complaint will be referred to the Chief Communication Information and Engagement Officer. Records are kept on a response sheet, a copy of which stays at the service point that received the complaint and a copy that is attached to the complaint. The user will be informed when a complaint is referred, and to whom.

Once the complaint is received, it is dealt with immediately wherever possible. The user is either phoned on the day of complaint or written to within 3 working days, or 10 working days if the complaint is more complex. The reply

will include an apology, an explanation of the investigation and the outcome, and, if appropriate, an explanation of remedial action taken, which could be a change of policy, or an amendment to procedures.

A second stage corporate complaints procedure exists for those who prefer to refer a complaint direct to the Chief Executive or who are not satisfied with the response from the service department. Corporate complaints forms are displayed in all Library service points.

The ultimate recourse is to refer the complaint to the Local Government Ombudsman, information about which is included within the Library Service complaint leaflet and displayed in libraries.

However, the Library Service offers users a variety of ways to make their views known. Users are actively encouraged to do so (anonymously if they wish) using any or all of the following:-

- Talking to the staff on duty in person or by telephone
- Writing to the Library Service
- Joining user forums
- Filling in a comments/compliments/complaint form
- Putting a comment in the comments book or suggestion box available on every library counter. Staff have been instructed to note verbal comments in the comments book
- By using the comments section on the library website and on library OPACs.

4.3 Quality Assessment

Quality of service is one of the top priorities for the Library Service. The main QA regimes used are:

- Value for Money
- Charter Mark
- Investors in People
- Community Legal Services Quality Mark.
- Complaints monitoring

4.4 Performance against targets 2006/07

Public Library Service Standards

Number	Description	Standard	Performance at 31st March 2007
PLSS 1	Proportion of households	100% within 2	98.9%

	living within a specified distance of a static library	miles	* (see below)
PLSS 2	Aggregate scheduled opening hours per 1000 population for all libraries	128 hours	196.29 hours
PLSS 3	Percentage of static libraries providing access to electronic information resources connected to the Internet	100%	100%
PLSS 4	Total number of electronic workstations with access to the internet and the libraries catalogue available to public use per 10,000 population	6	13.25
PLSS 5	I. Percentage of requests for books met within 7 days II. Percentage of requests for books met within 15 days III. Percentage of requests for books met within 30 days	50% within 7 days 70% within 15 days 85% within 30 days	66.86% 77.30% 88.77%
PLSS 6	Number of library visits per 1000 population	6,300 in Unitary Authorities	6611.66
PLSS 7	Percentage of library users aged 16 & over who view their library service as Very Good Or Good	94%	94.7%
PLSS 8	Percentage of library users under 16 who view their library service as good	77%	90.07
PLSS 9	Annual items added through purchase per 1000 population	216 additions per 1000 population	259.04
PLSS 10	Time taken to replenish the lending stock on open access or available on loan	6.7 years	4.97 years

* If Mobile Library stops are taken into account Redcar & Cleveland achieves 100%

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5 Framework for the Future : Medium Term Strategy to meet the national vision for Public Libraries

In February 2003, the Government published Farmwork for the Future, setting out their vision for the Public Library Service. This section sets out an analysis – based on the preceding sections – of Redcar and Cleveland's current ability to meet that national vision and the medium term strategy to do so.

5.1 Capacity to meet the vision of Framework for the Future:

Redcar & Cleveland is committed to delivering its vision for the Library Service. Indeed, the preceding sections show evidence of that commitment in practice.

The Library Service has:

The commitment of the Council, as evidenced by:
The recognition of libraries as being integral to the Public Access Strategy & Local PSA on access to services.

- Stated commitment to maintain current service.

The commitment of the public:

- The commitment of the staff:

In 7 years, no service time has been lost as a result of staff absenteeism/inflexibility.

- Range of community activities carried out by library staff e.g. Membership of local forums (CAB, South Bank Tomorrow).
- Resources: see section 3
- The commitment of Council Departments: see section 2

Effective partnerships, see section 5.6

- There are some issues which constrain libraries capacity, in particular:
- Uncertainty over the future budget position: future budget reductions will have to be financed from service reductions.
- Difficulties engaging with BME communities.

On balance, therefore, the evidence shows that libraries in Redcar & Cleveland have an excellent track record of adapting positively to change. Libraries will continue to be at the heart of local communities delivering knowledge, information & creativity, acting as community “glue” & offering a communication portal between the Council & that community.

5.2 Books, Reading and Learning

R&C Libraries are committed to the development of reading & the pursuit of learning.

Strengths

- Bookstock, annual acquisitions & expenditure per head on books are above average.
- Location of service points means that 84% of the population are within 1 mile of access to books & learning materials – a mobile library serves the remainder.
- Variety of provision – wider than most bookshops & more willing to take risks – support new authors & more esoteric tastes.
- Active programme of reading promotional activities – including local & regional displays, outreach activities & booklists.
- Book clubs already exist in libraries.
- Well-established programme of children's book events, including regional NCBF fortnight.
- Book review page on corporate website & in corporate magazine delivered quarterly to every home.
- ICT Classes in many libraries – ICT taster sessions in all.
- Partnership projects with R&C Adult Education Service, R&C College & Teesside University to deliver learning courses &/or resources through libraries.
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- Dormanstown ICT Centre used to develop & pilot strategies for learning in libraries.
- Active participation in national learning events, e.g. Adult Learners' Week, Family Learning Weekend.

Constraints

- Bookfund has reduced year on year – costs of materials are going up, reducing the purchasing power of the bookfund by a third.
- Book clubs have the potential to overstrain the bookfund, reducing the amount available to spend on books for people who are not members of the book club.
- Lack of knowledge of what non-users want – leading to a concentration on what existing users *do* want.
- Public perceptions of the range & condition of the stock.
- Competition for funding
- Fair funding – reduced library budgets & many schools have opted out, creating pressure on branch library stocks.
- Difficulties in providing for BME needs.
- Social exclusion – especially high levels of poor basic literacy & numeracy skills.
- Poor evaluation techniques for informal learning – both volume & impact are difficult to measure.

Challenges

- More effective marketing.
- Meeting ever-expanding user expectations
- Levering-in additional funding streams for books.
- Making new technology work for us.

- Competing successfully with other leisure pursuits.
- Making libraries more attractive to non-users.
- Widening our partnership base.
- Raising public interest in reading.
- Establishing & maintaining a reading club in every library.
- More professional-looking promotions & displays.
- Attracting funding for adult author events.
- Increasing use of libraries.
- Every child to be a library member by the age of 6 months.
- Establishing homework clubs in all libraries.
- Increasing use of library premises by education providers.

5.2.1 Reader Development & Learning: Development & Evaluation

a) Reading

Informal reader development has always been a part of Redcar & Cleveland Library Service – two successive (& successful) Charter Mark Applications have cited the role played by library staff in recommending reading to library users, by means of personal recommendations, facilities to highlight returns & reading lists. The creation of the post of Stock Manager has given increased impetus to this area of work.

Formal reader development is less well established & staff feel less confident of their skills. Staff training is, therefore, an essential prerequisite to build confidence & knowledge. Staff have been trained in:

- Running reading clubs
- Display Techniques

Staff forums for all staff at all levels took place during 2004/5 and 2005/06. These forums:

- Promote the value of reader development.
- Seek ideas from the staff on how to further develop reading & promotion.
- Share peer group enthusiasm in order to motivate others.

In September 2005 a dedicated Stock Manager and Reader Development Officer was appointed to:

- Offer support.
- Build confidence.
- Share ideas & best practice.
- Develop guidelines to assist group leaders & members.

In April 2006 the first in a 3-year programme of Opening the Book 'Frontline' Reader Development courses was implemented and will be rolled out to most frontline staff by March 2009.

Action has also been taken to avoid potential resourcing problems for Reading Groups:

- Specific provision has been made within the Bookfund to purchase duplicate copies of some titles.
- Agreement has been reached with the library supplier to provide titles at a discounted rate for members who choose to buy a personal copy.
- Liaison between the groups is planned in order to seek some common book choices
- R&C is a member of the regional Reading North exchange scheme.

Evaluation is still at a very basic level – number of groups, number of people attending, drop-out rate, number of hits on the book reviews page on the website.

Efforts will be made to work with other authorities to identify mechanisms for better evaluation of the impact of these initiatives.

b) Learning

Learning, too, has long been part of the ethos of the Library Service. The role has become much more proactive in recent years.

In order to create an atmosphere in which people can learn with confidence, support must be readily available. Activities to develop such support include:

- All staff have been trained to ECDL level in the use of ICT & are able to give mentoring & basic support to inexperienced users of the computers.
- Active encouragement to staff to deliver ICT “Taster sessions” during events such as Adult Learner’s Week & Family Learning Weekend.
- Libraries are also uniquely placed to deliver Distance Learning and all libraries in Redcar & Cleveland are Learn Direct Access Points.
- A successful partnership with Teesside University has been established to deliver learning resources in local communities
- A joint website is available to encourage students & the community to make more use of the University’s resources.

More formal learning opportunities are now being offered & learning providers such as Redcar & Cleveland Adult Learning Service are actively encouraged to use library premises for courses. Where possible, refurbishment of libraries has included the creation of a training area for this purpose – see section 2.2.

Evaluation is rudimentary. Attendance at courses & use of ICT facilities can be readily recorded. In general, libraries’ strength is the neutral, no-questions-asked atmosphere in which people can learn at their own pace in total privacy. Since 2006/07 the newly developed Public Library Impact Measures (PLIMS) have evaluated take-up time and use of ICT facilities in all libraries.

5.2.3 Reader Development & Learning Priorities & Targets

The key priorities and targets are:

5.2.3.1 To encourage more adults to read

- All libraries host a reading group for adults.
- All libraries undertake a programme of stock promotion, individually or as part of a rolling programme: 12 displays per annum per library.
- The Library Service participates in the annual regional Readers Day for adults.
- Each issue of River Coast & Country should contain a book review section (4 per year).
- Reading will be promoted through :
 - Displays in libraries.
 - Participation in national, regional & local reading campaigns.
 - An on-line book review page.
 - Links to other book & reading related sites such as the BBC Big Read & whichbook.net on the website.
 - Outreach days in local supermarkets & other similar venues: at least 3 per year.

5.2.3.2 To train staff to have the confidence to share with others their love of books & reading

In April 2006 the first in a 3 year programme of Opening the Book 'Frontline' Reader Development courses was implemented and will be rolled out to most frontline staff by March 2009.

5.2.3.3 To encourage children to read & to read more widely

- Children's reading clubs are held in most libraries.
- All libraries participate in the Summer Reading Scheme: 850 children to take part 2007/08.
- Each year, the Library Service will take part in the NCBF: 18 author sessions 2006/7.
- All children will receive a book & library joining invitation by the age of 9 months, through the Bookstart Scheme. Children aged 2– 3 years will receive a Bookstart+ pack and aged 3-4 years Bookstart Treasure Chest. 1540 packs in 2007/08.

5.2.3.4 To deploy resources (staff time, bookfund, training budget & promotional expenditure) to raise awareness of & interest in reading as an enjoyable leisure activity.

- Expenditure &/or budgets to reflect commitment to reader development.

5.2.3.5 To encourage adults to make more effective use of informal learning resources available in the libraries

- Learning resources in all formats (Non-fiction, online, video and audio) will be actively promoted in all libraries (ongoing).
- Library staff will deliver a programme of taster sessions in each library to encourage inexperienced users to gain basic ICT skills. At least 26 per year.
- A volunteering “contract” will be developed & implemented in order to increase the number of volunteer mentors available to assist inexperienced users to gain ICT skills. 13 volunteers recruited by March 2008.

5.2.3.6 To encourage Children & Young People to make more productive use of their time by offering better quality learning opportunities in libraries

- Computer, Internet and hard copy resources are provided for children. Through completion of ECDL library staff are more able to confidently offer assistance to children using the library computers.
- Some libraries have Homework clubs which will be used as a blueprint to roll the initiative out across all libraries.

5.2.3.7 To work in partnership with learning providers to deliver learning opportunities in local communities

- Libraries will be actively promoted as venues for Adult Education Courses in order to increase the number on library premises from 12 to 20 by 2008.
- All libraries to take part in Adult Learners Week to encourage take-up of local educational opportunities.
- To continue the partnership with the University of Teesside in order to deliver local access to study materials to support courses delivered in the community.
- Libraries will make available supporting materials, promotional materials & access to appropriate websites in order to encourage participation in formal education.

-

5.2.3.8 To provide trained staff able to offer help & support to learners

- All staff trained to ECDL standard.
- 6 staff undertaking NVQ 3 in Library and Information Skills and 1 member of staff completing NVQ 4
- Introduce supported training scheme to assist 3 library staff per year to work towards a professional qualification, using the Chartered Institute of Library and Information Professionals model.

5.3 Digital Citizenship

Redcar & Cleveland Council is committed to bridging the digital divide in order to ensure that all citizens are able to take full advantage of ICT. Libraries are seen as the key vehicle for delivery of this service.

Strengths

- People's Network has been enthusiastically embraced & even the smallest libraries have 5 or more PCs.
- Staff trained to ECDL standard
The Council is committed (IEG statements & IS Strategy) to use of Libraries as portals to information about Council Service Public Access One-stop shops using webcam links to the Call Centre have been installed in all libraries apart from Redcar & Guisborough, which are adjacent to the staffed Call-in Centres).
- Libraries are well-used by the public, as are the ICT facilities.
- Staff encourage use of the ICT through:
 - ICT taster sessions.
 - Bookmarking appropriate sites.
 - Advertising, using bookmarks, posters, media articles & leaflets.
- The youth diversion project at Grangetown encourages young people to make more productive use of their leisure time by using the PCs to learn/apply digital skills.
- Libraries serve the most disadvantaged wards in R&C (& in the Country) bringing access to ICT to those who cannot afford it for themselves.
- Use of PCs is free (although charges are made for consumables).
- The Library Service website is live 24/7.
- ICT suites have been created in South Bank, Grangetown, Dormanstown, Loftus & Guisborough Libraries & a 6th is planned for the new Roseberry Square Library.
- Partnership approach to ICT through membership of the Local Learning Partnership's ICT sub group.
- Robustness/reliability of the network.
- Web-filtering provides parents & inexperienced users with a sense of security.
- Active enforcement of the acceptable use policy to discourage and prevent inappropriate use.

Constraints

- Lack of capacity in the IT Division has limited development but this will be addressed within the Strategic Partnership Contract.
- Lack of staff resource to offer in depth help to the very inexperienced users.
- The pace of ICT developments & change.
- Universal incompatibility issues reduce opportunities to integrate working processes.
- Mobile libraries cannot yet deliver on-line services due to mobile communications "blackspots".
- High cost of software licences.
- Risk of virus infection/hackers.
- Abuse of the system by a minority of users.
- Conflict between requirements of differing client groups – e.g. children & young people often use computers as a social activity & chat, which annoys users wanting to study.

Challenges

- Meeting the expectations of the public re software, availability of staff help & up to date hardware.
- Maintaining staff skill levels.
- Managing the hostility of a minority of users to the introduction of ICT.
- Managing the influx of young people so that staff do not feel intimidated & all users feel welcome.
- Sustainability.
- Marketing to increase take-up.
- Maintaining the website.
- Providing access to appropriate content.
- Managing the filtering of Internet access to prevent abuse while allowing the widest possible access to genuine researchers.
- Introduction of One-stop Shops.
- Managing the different client groups – e.g. a “quiet study” pilot scheme to offer a quiet study environment one evening per week in some libraries.

5.3.1 Digital Citizenship: Development & Evaluation

R&C Library Service is committed to delivering digital citizenship & has enthusiastically embraced the People's Network as the mechanism by which it could initially be funded & delivered.

During the 3-year implementation opportunities have been sought to continuously expand the range of services available & the take-up, particularly in disadvantaged areas. Activities include:

- All libraries are part of the People's Network & have been established as UK Online Centres.
- All libraries deliver informal 1:1 help.
- All libraries offer taster sessions for Adult Learners' Week.
- All libraries offer formal, informal & distance learning opportunities.
- ICT classes are delivered in many libraries.

A youth project at Grangetown Library to discourage anti-social behaviour by encouraging young people to develop their ICT skills through Dedicated projects eg digital photography project

Other activities, which have contributed to the growing range of ICT services now available, include:

- 24/7 Website offering self-reservations, renewals, catalogue enquiries, personal record check.
- Book reviews on the website.
- Involvement in BBC RaW project.

One of the principal keys to success has been training all staff to ECDL standard. New skills have been used in a variety of ways, e.g. assisting users, creating leaflets & posters to advertise facilities/useful sites.

Careful planning of the implementation process has also influenced development of digital citizenship. From the outset, staff & community were consulted about the layout of the building in order to integrate the PCs into the traditional service and reduce user resistance. In some cases that led to a complete refurbishment of the library (Dormanstown, Redcar Central & Laburnum Road). In others, clearly defined ICT suites were created to offer community training facilities (Grangetown, Dormanstown, South Bank, Guisborough & Loftus). Where that was not possible, a separate ICT area has been developed. Almost all customer feed back has been positive.

Evaluation is minimal to avoid compromising the perceived neutrality & informality of the Library Service:

Statistics are kept of whether bookings are for PC-based applications or the Internet, & use of specific hardware/software such as the scanner or speech synthesis software.

5.3.2 Priorities & targets

The key priorities and targets are:

5.3.2.1 To increase access to digital & ICT skills by socially excluded individuals & groups

- All libraries are Learn Direct Access points
- Regular programme of digital skills courses (a combination of formal courses delivered by partners such as Adult Education Service & informal “taster sessions” provided by library staff) to be available in every library by March 2007.

5.3.2.2 To increase access to information available electronically

- On line enquiry service to be introduced during 2007/08, accessed via the libraries website. Target – to handle at least 100 enquiries p.a. (pro-rata).
- 10 PC-suite ICT suite to in the new library at Roseberry Square –to be operational from July 2007.

5.3.2.3 To increase the range of information available electronically

- Library Website to be further developed to include & promote links to useful resources such as local & family history.
- On-line access to community information database to be introduced, including facility for groups to maintain their own records. (Dependent upon acquisition of a new server as part of the refresh programme). Available by March 2007.
- OPAC will be developed to increase functionality, including e-mail notification of requests awaiting collection & payment of charges by March 2007.
- To establish an electronic book discussion group for individuals who prefer to share their views on line. Group live by September 2007

5.4 Community and Civic Values.

The network of branch libraries represents the Council's most numerous & accessible resource, offering three unique, assets which contribute to a sense of community & civic pride: the staff, the service, and the buildings.

5.4.1 Strengths

Staff

- Know, & are involved in, local communities.
- Well-known to users & groups.
- Highly regarded by users (above average ratings reported by PLUS).
- Act as a conduit for information exchange – both to & about the community.
- Give customer care a very high priority.
- Majority are willing to innovate & introduce new services which will benefit the community.
- Well-trained, efficient and effective.

Service

- Wide range of outreach activities.
- Full range of services available in all libraries.
- Libraries are regarded as neutral & unthreatening.
- Actively support community groups through displays, publicity & information dissemination.
- Widely regarded as first place to seek information.
- According to non user survey, membership is seen as socially advantageous

Buildings

- 13 libraries, well spread across the Borough.
- 84% of the population live within 1 mile
- Libraries are well located to serve the priority areas of the Strategic & Community Plans.
- Most libraries have meeting space which can be used by groups for meetings &/or exhibitions.

5.4.2 Constraints

Staff

- Recruitment & retention of professional staff.
- Low staff morale due to pay issues & vacancies.
- Some staff are intimidated by children & young people.
- Lack of "street-cred".
- Staffing 13 service points with a minimum of 2 per library (for safety) is expensive.
- Limited staff time available for community liaison.
- A minority of staff suffer from a lack of confidence & a fear of change.
- Some staff are resistant to increased involvement in community activities.

Service

- Public perception of the Library Service as “stuffy”.
- Conflicting requirements of different client groups – e.g. some users are offended by the noise made by children’s activities.
- Opening hours do not always match the times of community group meetings.
- Lack of awareness of what libraries offer.
- Lack of community involvement in service planning.

Buildings

- Some libraries are unsuitable for community use.
- Issues around the setting of security alarms sometimes discourages out of hours use.
- Lack of awareness that buildings can be used – often at no cost.
- Internal layout can lead to conflict – e.g. where “noisy” activities impinge on study uses.
- Visibility – not always easily recognisable.
- Cost of repairs & maintenance & adaptations for DDA.

5.4.3 Challenges: The overarching challenge is to put libraries at the heart of the every community!

Staff

- Improved pay & grading structure.
- Creation of a “community” culture.
- Building staff confidence.
- Resourcing to encourage staff to be active in their communities.
- Recognition of the role of librarians as community advocates.
- Increasing levels of participation in community events.

Service

- Improving public knowledge of what is available.
- Understanding/meeting the needs of BME people.
- Building on traditional values to deliver an up to date, responsive, relevant and modern service to all.
- Retaining existing users while attracting new ones.
- Ensuring service meets the needs of users, not just staff.
- Shrugging off the “stuffy” image once and for all.

Buildings

- Bringing all libraries up to full DDA compliance.
- Reconciling competing uses.
- Better external signing.
- Better marketing of libraries as a community resource, e.g. for use as a meeting space.
- Resolution of security alarms issue – e.g. negotiation of revised contracts with alarm companies to allow community group use.

5.4.4 Activities to encourage the development of citizenship & encourage a community identity

- Innovative Grangetown youth project: (see p.9)
- Local groups are actively encouraged to use libraries as venues for meetings & for exhibitions, publicity etc.
- Monthly library club programme for senior citizens.
- Libraries are used for a range of local surgeries, by elected members, advice organisations etc.
- Partnership with the Toy Library Service.
- Issue/renewal of bus passes.
- User participation in service planning e.g. through the roll out of user forums into all libraries; use of customer comments
- Modifications to improve disabled access.
- Use of Sure Start funding to make libraries attractive to children under 4.
- ICT centres as venues for community training.
- Involvement of young people in stock selection
- Library refurbishments assist the regeneration of community areas.
- Talks to local groups to contact non-users.
- South Bank staff work with representatives from BME at the multicultural centre.
- Libraries are represented on the management boards of community groups such as CAB.
- Staff contribute to local community newspapers.
- Staff participate in events & exhibitions organised by bodies such as Sure Start in order to reach out to non users.

5.4.5 Community and Civic Values: Development & Evaluation

The Social Inclusion, access & outreach policies, together with the programme of activities already listed play an important part in delivering the vision to have libraries at the heart of local communities. Development has concentrated on 3 key areas:

1. Library staff must have the skills & confidence to play a role in developing active citizenship.
2. Service delivery must be relevant, responsive to community needs & well used.
3. Library buildings must be fit for purpose, welcoming & attractive to encourage a sense of community identity.

In order to achieve this, the following development activities have been undertaken:

Staff

- Staff have been involved in applying for Charter Mark in order to recognise their work & contribution to community development.
- All staff have been trained to ECDL standard.
- Customer Care training has been given.

- Outreach group established & supported to improve outreach work & encourage citizenship.
- Staff were involved in the developing the access & outreach policies to encourage ownership.
- Staff are encouraged to bring forward ideas & initiatives.
- Staff actively seek to participate in local events.
- A staff forum – as part of the Best Value Review process – was instrumental in shaping the action plan and future service delivery.
- Monthly librarians' meeting contributes to policy.

Services

- Users have been invited to influence service development through the comments process & participation in the user forum.
- Pro-active partnerships with initiatives such as Surestart to make services more accessible.
- Libraries have diversified to provide a range of community services which benefit citizens.
- Action plans include local PIs for community contact to reflect the importance of this area of work.
- Customer Care policy & guidelines.
- Monitoring process established for complaints.

Buildings

- Library inspections to encourage staff to make buildings more welcoming & functional.
- Consultation with users about alterations to buildings has helped to foster community identity.
- All buildings have been audited for DDA compliance - extensive programme of alterations is underway.
- Regular programme of Health & Safety Audits.
- Innovative partnership with Surestart to create a children's play facility at Grangetown Library.
- ICT training suites have been created in 5 libraries.
- Opportunities are being explored to improve the building stock through PFI, relocation, etc.

Evaluation is mainly qualitative, through sharing of experience at staff forums and monthly meetings of community librarians.

5.4.6 Priorities & Targets

To equip library staff with the skills to engage effectively with their local communities

- Library staff to be trained in development work to better connect with their communities – 16 staff to be trained per annum.
- To establish a best practice group, comprising the staff who have achieved success in making their library a centre of the community. The group will be responsible for working with staff in other libraries to share innovation & develop an action plan.

- a) 2 libraries to be overhauled each year, commencing 2005/6
- b) Community contacts in each library to be increased by 25%.

To ensure that all libraries are at the heart of their community

- To introduce innovative ways of increasing participation of young people in positive activities:
 - a) Using external funding, extend youth projects into all libraries by March 2007.
 - b) Youth stock selection forum active in all libraries by March 2007.

5.4.7 To ensure that library buildings are fit for the purpose

- Library Inspections to be maintained during 2007/08
 - All libraries to be inspected by October 2007.
 - Prioritised spending plan for 2007/08 & 2008/09 developed.
 - All libraries to be aesthetically improved by December 2007
- To seek opportunities for renewal, refurbishment, and/or relocation of libraries:
 - New Library at Roseberry Square - July 2007
 - New South Bank library opened summer 2009

5.4.8 To increase use of libraries by the community

- Improve marketing of libraries as an information resource for community groups:
 - Increase community involvement in service planning:
 - User forum in every library
- Increase use of the community information database:
 - Increase number of local groups represented by 10% p.a.

5.5 Building capacity to deliver transformation

Strengths

- Staff, Member and public commitment.
- Liberata partnership: funding & innovation.
- Most staff are willing to embrace new ideas.
- Commitment to “public service ideal”.
- Libraries are located in all major communities.
- Strong team spirit.
- Funding, the Council spends above average per head on the Library Service.

Constraints

- Low pay causes low staff morale & problems with professional staff recruitment.
- “Salami-slicing” of budgets – e.g. Under-resourcing of book fund has led to deterioration in performance.
- Problems with NVQs as a route to professional qualification.
- Geographical spread of libraries is costly to maintain & leads to communication barriers.

- Resistance by qualified staff to “para-professionals”.
- Staffing number inadequate to meet aspirations.
- Can be difficult to maintain services & free staff for training & development.
- Small minority of staff disinterested in service & personal development.

Challenges

- Budget uncertainty.
- Balancing development of para-professionals with recognition of professional qualifications.
- Restructuring service to match needs.
- Maximise partnership opportunities to deliver increased capacity.
- Develop a more flexible, innovative culture among all staff.
- Sharing ideas from staff so that all libraries can benefit.
- Using E-gov & other ICT projects to widen access
- Need for better succession planning.

5.5.1 Actions to improve leadership, capacity & skills

- Staff at all levels involved in service planning.
- Libraries Strategy Team introduced April 2003.
- Library Teams have been developed to contribute to policy on stock selection, stock management, outreach and children’s services.
- Mentoring between staff to support training.
- Training – both the training itself & opportunities for staff networking.
- Regular supervision meetings have been introduced to improve communication, performance management & identify development needs.
- Three Senior Managers attended Framework for the Future’s Leadership Programme in 2005. Redcar & Cleveland will continue to take part in the Leading Modern Public Libraries programme through 2007/08 as it develops.

Annual Performance Review & Development Interviews identify staff training needs, both at an individual level & shared through the Departmental Training Plan.

5.5.2 Activities to develop & evaluate practice

- A policy framework of regular supervisions & annual PRPDs for all staff has been developed & implemented to improve performance and focus delivery of training to meet objectives:
 - PRPDs are an annual opportunity for managers to discuss training needs & performance issues with individual staff. The training needs are fed into the departmental training plan & are used to match staff to appropriate training courses & to identify training gaps.
 - Supervisions are regular in-year reviews, with an individual or a group of staff.
- The Council, in partnership with Liberata, is developing an HR Strategy & workforce development plan.

- Absence Management has been strengthened to improve attendance & staff welfare.
- Staff involvement & consultation processes have been developed to ensure that they have a greater input into service planning.
- The Investors in People accreditation process has been utilised as a springboard to improve the planning & delivery of training.
- The introduction of mentoring in order to introduce an informal staff support mechanism.

The evaluation of the activities has been in part through formal accreditation (Charter Mark & IIP) & in part through the achievement of specific targets monitored through the ALP. Performance management has been incorporated into supervisory sessions & team meetings. Targets have been outputs rather than outcomes – e.g. the number of staff trained in ECDL/Customer Care.

As already noted, outcome evaluation requires further work. Outcomes are principally evaluated against user satisfaction: e.g. analysis of user survey results suggests that stock management is an area of concern in some libraries. Discussions are taking place to identify the reasons & the actions which need to be taken. The outcome of these actions should lead to be increased customer satisfaction as measured by PLUS.

The Council has also introduced evaluation of training courses &, through the workforce development planning process, it is hoped to further improve evaluation techniques.

5.6 Partnerships

The list is not exhaustive – it is, however, *indicative* of the wide ranging nature of the relationships:

- Liberata (the Council's Strategic partner) - training & development; the roll-out of one stop shops.
- NCL (the regional chief librarians' group) - sharing of best practice, training & networking.
- MLA NE – delivery of regional cross-sectoral training & development, sharing best practice, networking & contributing to policy development.
- Advice Forum & Community Legal Services Partnership – networking, information sharing, awareness raising & development of standards for referral & information provision.
- Sure Start – best practice, specific project support & staff training.
- Early Years Development & Childcare Partnership – development of best practice & policy formulation for younger children
- Focus on Grangetown Youth – SRB project which delivers diversionary youth project in Grangetown Library.
- Local Learning Partnership – strategic co-ordination of learning provision; includes LSC, Connexions & FE providers.
- Adult Education – delivery of training in libraries.
- Redcar & Cleveland college – distance learning opportunities in Dormanstown Library.

- Learn Direct – distance learning.
- Reading North – reader development best practice, training & events.
- NCBF – high profile 2-week festival of author events for children.

5.6.1 Priorities & targets

To develop the capacity of the Senior Management Team

- Senior Management team, consisting of Chief Communications, Information & Engagement Officer, Libraries officer & Support Services Officer, to act as a monthly think-tank for service planning and development

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Library strategy team

- To ensure that regular meetings of the LST take place in order to facilitate policy development and production of the Annual Library Plan & Service delivery Plan.

To develop the “Librarians meeting” in order to increase involvement in service planning.

- Meetings to be held monthly & to include policy discussion & development in addition to briefings/updates.

Staff forums to take place at least once per year, involving all staff.

- June
- October/November

5.7 Resources

5.7.1 Spaces

Strengths

- Council commitment not to close libraries.
- Well-provided in terms of numbers & geographical spread.
- Socially inclusive – libraries serve all communities targeted within Strategic & Community Plans.
- All offer space for the full range of current activities.
- Mobile services supplement the static service points to give wide coverage but restricted services.
- Council’s choice for one stop shops.
- All libraries are in fair/good condition.
- Many libraries will benefit from capital funding to bring them up to DDA standard.
- Public express satisfaction with the condition.
- Dedicated ICT suites in 5 libraries (ideal for local training courses in ICT).

Constraints

- Inflexible space. Traditional designs inhibit development
- Mobile libraries are small because of the restrictions of the routes & therefore cannot offer the full range of services
- High costs of running 13 service points
- Backlog of repairs & maintenance.

Challenges

- To accommodate conflicting uses within a restricted space.
- To adapt buildings to accommodate new/changing needs
- Creating an ambience which will attract more & younger users to buildings.
- One stop shop developments.

Adequacy of resources

The current number & spread of static service points is good, but not perfect – 98.9% within 2 miles, despite rural geography of East Cleveland.

The number of service points presents budget issues - increased costs of staffing, repairs & maintenance, lending stock & utilities. Consideration was given within the Best Value Review to reducing the pressure by offering fewer but bigger libraries. This was not popular: ¾ of residents surveyed (users & non-users) expressed a preference to retain their small but local library.

The programme of small but persistent budget reductions in recent years has created pressures in the form of backlog maintenance & inadequate programmed maintenance. The Council's contract with Liberata may offer economies of scale which could help to stretch the budgets further. In addition, opportunities for PFI are being explored with a view to improving the condition of one or more libraries.

The mobile libraries are in good condition, with the arrival in September 2003 of a new Bookbus.

A Traveller Van service – the “mini-mobile” offers a limited service to communities & individuals which are too small to warrant a mobile library or where a mobile library cannot reach on safety grounds.

5.7.2 Stock Strengths

- User satisfaction is high. In a public library user survey carried out in September 2006 83.9% of users regarded stock as good/very good
- Good stock management in place:
 - Prioritisation to enhance social inclusion.
- Balanced stock - wide coverage & duplicates of popular titles.
- Collaborative arrangements with other Teesside Unitaries to achieve value for money.

- Improved management has improved request satisfaction times: currently 88.77% within 30 days.
- Regional collaborative purchasing of materials for asylum seekers & refugees.
- Increased discounts from regional consortium for stock acquisition.
- Stock responsive to local needs.
- Some improvements in stock provision for BMEs as result of working closely with BME community.

Constraints

- Bookfund has been reduced by approximately 30% since 1996.
- Poor understanding of needs of asylum seekers/refugees.
- Reader development is creating pressures on the bookfund.
- Costs of electronic subscriptions.
- Falling profit from video hire (so less funding to plough back into the bookfund).

Challenges

- Securing increased resourcing of the bookfund.
- Improvements to stock selection procedures required to manage deteriorating performance against standards.
- Issues are falling as a result of competition from the book trade and the increasing use of electronic sources of information.
- Attracting younger users to read – especially teenage/young adult users.
- Meeting the expectations of reading groups.
- Matching stock selection to local needs without unnecessary over-duplication of titles.
 - Securing public involvement in stock selection.

5.7.3 Staffing

Strengths

- High public satisfaction (PLUS top quartile).
- Staff numbers are relatively high compared with other authorities.
- High proportion of professional staff.
- Highly skilled - all trained to ECDL standard.
- Flexible & innovative – have ideas & are willing to share with other staff.
- Casual register – allows service to be maintained (have never failed to open libraries due to staffing shortage).
- Working groups shape service development.

Constraints

- Staffing numbers are insufficient to allow full range of community/professional work to be achieved.
- Communication difficulties as result of geographical spread of libraries.
- Low pay is a major issue in depressing morale & willingness to innovate.

Challenges

- Recruitment & retention of staff.
- One stop shops Liberata public access strategy.
- Training to keep up to date with new skills.
- Career development opportunities – in light of CILIP's accreditation scheme.
- Re-building morale & sense of value.

Adequacy of Resources

Current level of resourcing is adequate to keep libraries open and issuing/receipting books, helping to avoid unscheduled closures & maintaining 2 staff on duty at all times (for safety reasons). However,

- Training the high numbers of casual and part time staff has considerable resource implications.
- The need for staff to move around to fill gaps in timetables conflicts with establishing close relationships with regular users.
- There are problems in programming community outreach, staff training & meetings unless scheduled well in advance.
- The inability to recruit professional staff & the resulting lack of morale at all levels impacts on confidence in adopting one stop shops.
- Further demands on staff time cannot be met from existing levels.

5.7.4 ICT

Strengths

- Library Management System (Galaxy 2000) in all libraries
- All staff trained to ECDL standard.
- Liberata contract for ICT support/development
- Strong commitment by Members to public access
- Partnership working to deliver ICT training courses
- All libraries provide access to Learn Direct Courses
- Libraries at the forefront of developments for E-Government
- Web page available 24/7 – interactive: i.e. information about libraries but also book reviews submitted by the public, on-line searching & enquiry tools.

Constraints

- Public expectations for help with ICT exceed staff capacity to help
- Mobile libraries have to operate off-line due to mobile communications blackspots
- IT constantly changing – staff skills can become quickly outdated

Challenges

- Recruiting/management of volunteers to assist public with ICT
- Staff training to keep pace with technological advances
- Partnerships to deliver ICT training
- Using ICT to create “youth clubs” to attract teenagers & discourage anti-social behaviour
- Managing space – i.e. coexistence of traditional & noisier ICT uses

Adequacy of resources and timescale

1) Hardware

- The adequacy of ICT resources is dependent on the outcome of clarification of the contract with Liberata:

The public access PCs are currently adequate to meet demand.

2) ICT - staffing implications:

- The attraction of young people to libraries to use the ICT, has highlighted the need for not just more staff but also for more advanced staff training. Training needs will be discussed during the PRPDs. It will then become a high priority for in-service training.
- Funding will be required to staff youth ICT projects in libraries.

Ongoing projects to meet the challenges:

- Partnerships with learning providers to deliver ICT courses will continue to expand. It is our aim to ensure that by 2007/8 every library is able to offer access to an ICT course in the library.

Action Plan 2007/08

Performance Indicator Reference	PLSS 1	Responsible Officer	Libraries Officer
Definition: Proportion of households living within a specified distance of a static library		Target: 100% within 2 miles	
Shared Priority: Stronger safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor the location of library service points in relation to changes in population distribution.	Residential addresses outside a 2 mile radius of a library to be mapped using GIS	Annually	To maintain performance above CPA Culture Block Lower Threshold (95%)
To monitor location of Mobile Library stops in relation to population distribution & usage	Report postcodes of all mobile stops over 10 minutes duration to CIPFA. Report significant changes in performance to Chief Communication, Information & Engagement Officer	Annually - July	To ensure that all households that lie outside of a 2-mile radius of a static library are within a ¼ mile of a Mobile stop.

Performance Indicator Reference	PLSS 2	Responsible Officer	Libraries Officer
Definition: Aggregate scheduled opening hours per 1,000 population for all libraries.		Target: 195 hours (standard 128 hours)	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor aggregate library opening hours in relation to the Borough's population.	To report significant changes in performance to the Chief Communication, Information & Engagement Officer.	Annually - March	Upper threshold; performance to be a minimum of 5% points above the standard. Target set to reflect current levels of performance.

Performance Indicator Reference	PLSS 3	Responsible Officer	Information Services Officer
Definition: Percentage of static libraries providing access to electronic information resources connected to the Internet		Target: 100 % (standard 100%)	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor performance against the standard.	<p>To advise the Chief Communications, Information & Engagement Officer on the roll out of the People's Network refresh programme.</p> <p>To work with Liberata to ensure that defective IT hardware is repaired or replaced as quickly as possible.</p>	<p>April 2006</p> <p>Ongoing</p>	To ensure that the standard continues to be met

Performance Indicator Reference	PLSS 4	Responsible Officer	Information Services Officer
Definition: Total number of electronic workstations with access to the internet and the libraries catalogue... per 10,000 population.		Target: 13.3 (standard 6)	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor performance against the standard.	<p>To advise the Chief Communications, Information & Engagement Officer on the roll out of the People's Network refresh programme.</p> <p>To work with Liberata to ensure that defective IT hardware is repaired or replaced as quickly as possible.</p>	<p>April 2007</p> <p>Ongoing</p>	Upper threshold; performance to be a minimum of 5% points above the standard. Target set to reflect current levels of performance

Performance Indicator Reference	PLSS 5	Responsible Officer	Support Services Officer
Definition: Percentage of requests for books met within 1) 7 days 2) 15 days 3) 30 days		Target: 67% within 7 days (standard 50%) 76% within 15 days (standard 70%) 89.25% within 30 days (standard 85%)	
Shared Priority: Corporate Standards of Efficiency		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor performance against the standard and report any significant changes to LST so that prompt corrective action can be taken.	All Librarians to carry out regular and systematic stock audits in order to identify stock gaps and weed out under used material Stock Manager & Reader Development Officer to carry out random Stock Selection checks, to ensure that library stocks are reflective of, and responsive to local needs. Refresher training to be provided in stock selection techniques if required. All Librarians to be reminded of the importance of effective housekeeping, in order to minimise delays & maintain performance.	Performance to be monitored monthly.	Upper threshold; performance to be a minimum of 5% points above the standard for all parts. Targets set to reflect current levels of performance.

Performance Indicator Reference	PLSS 5	Responsible Officer	Support Services Officer
Definition: Percentage of requests for books met within 4) 7 days 5) 15 days 6) 30 days		Target: 67% within 7 days (standard 50%) 76% within 15 days (standard 70%) 89.25% within 30 days (standard 85%)	
Shared Priority: Corporate Standards of Efficiency		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor performance against the standard and report any significant changes to LST so that prompt corrective action can be taken.	All Librarians to carry out regular and systematic stock audits in order to identify stock gaps and weed out under used material Stock Manager & Reader Development Officer to carry out random Stock Selection checks, to ensure that library stocks are reflective of, and responsive to local needs. Refresher training to be provided in stock selection techniques if required. All Librarians to be reminded of the importance of effective housekeeping, in order to minimise delays & maintain performance.	Performance to be monitored monthly.	Upper threshold; performance to be a minimum of 5% points above the standard for all parts. Targets set to reflect current levels of performance.

Performance Indicator Reference	PLSS 7	Responsible Officer	Libraries Officer
Definition: Percentage of users 16 & over who view their library services as very good or good		Target: 98.7% (standard 94%)	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
<p>To consistently provide the highest possible standard of service to all library users</p> <p>Undertake Public Library User Survey (PLUS) in all libraries.</p>	<p>Ensure that all library staff are well trained, highly motivated and deliver the highest possible standard of customer care.</p> <p>Provide a varied & balanced selection of books & other media, reflecting the needs of the local community</p> <p>Work with the Strategic Partner to ensure that library premises are well maintained & in a good state of repair</p> <p>Submit a successful application for Charter Mark as a measure of service quality.</p> <p>Work to ensure that all possible Service Standards and performance Indicators are met or exceeded.</p>	October 2007	Upper threshold; performance to be a minimum of 5% points above the standard.

Performance Indicator Reference	PLSS 8	Responsible Officer	Children & Young People's Officer
Definition: Percentage of library users under 16 who view their library service as good		Target: 77%	
Shared Priority : Children & Young People		Community Strategy Challenge or Theme : Investing in Children & Young People	
Tasks	Actions	Timescale	Outcome
<p>To ensure that children and young people visiting libraries in Redcar & Cleveland receive the highest possible quality of service.</p> <p>To monitor performance against the standard and report any shortfall to LST so that prompt corrective action can be taken.</p>	<p>Ensure that all library staff are well trained, child friendly and deliver the highest possible standard of customer care.</p> <p>Provide a varied & balanced selection of books & other media, reflecting the needs of children & young people.</p> <p>Identify and work to remove all barriers to library use.</p> <p>Work to promote reader development among children & young people.</p> <p>Promote the availability of homework support in all libraries.</p> <p>Encourage reading at an early age through partnerships with Bookstart and SureStart.</p>	Children's PLUS October 2007 Report January 2008	Meet or exceed service standard in all libraries

Performance Indicator Reference	PLSS 8	Responsible Officer	Libraries Youth Officer
Definition: Percentage of library users under 16 who view their library service as good		Target: 90%	
Shared Priority : Children & Young People		Community Strategy Challenge or Theme : Investing in Children & Young People	
Tasks	Actions	Timescale	Outcome
<p>To ensure that children and young people visiting libraries in Redcar & Cleveland receive the highest possible quality of service.</p> <p>To monitor performance against the standard and report any shortfall to LST so that prompt corrective action can be taken.</p>	<p>Ensure that all library staff are well trained, child friendly and deliver the highest possible standard of customer care.</p> <p>Provide a varied & balanced selection of books & other media, reflecting the needs of children & young people.</p> <p>Identify and work to remove all barriers to library use.</p> <p>Work to promote reader development among children & young people.</p> <p>Promote the availability of homework support in all libraries.</p> <p>Encourage reading at an early age through partnerships with Bookstart and SureStart.</p>	Children's PLUS October 2007 Report January 2008	Meet or exceed service standard in all libraries

Performance Indicator Reference	PLSS 9	Responsible Officer	Resource Services Officer
Definition: Annual items added through purchase per 1,000 population		Target: 260 additions per 1,000 population (standard 216)	
Shared Priority: Corporate standards of Efficiency		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor performance against the standard and report any potential shortfall to LST so that prompt corrective action can be taken	<p>All Librarian's with responsibility for stock selection to prepare Spending Plans for the Financial Year.</p> <p>Spending Plans to be approved by the Resource Services Officer.</p> <p>Spending against plans to be monitored by the Stock Manager & Reader Development Officer, & corrective action taken in the event of significant variation.</p> <p>Refresher training to be provided in stock selection techniques if required</p>	Performance to be monitored monthly	Upper threshold; performance to be a minimum of 5% points above the standard. Target set to meet current levels of performance.

Performance Indicator Reference	PLSS 10	Responsible Officer	Resource Services Officer
Definition: Time taken to replenish the lending stock on open access or available for loan		Target: 6.3 years (standard 6.7 years)	
Shared Priority: Corporate Standards of Efficiency		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To monitor performance against the standard and report any potential shortfall to LST so that prompt corrective action can be taken	<p>An accurate count of all items in stock to be undertaken on 31st March or the nearest working day (excluding Saturday) prior to that date.</p> <p>Regular and systematic stock audits to be carried out in all libraries in order to weed out under used material.</p> <p>Libraries to provide monthly total of items withdrawn.</p> <p>All libraries to work to and meet agreed stock spending targets (PLSS 9)</p> <p>Resource Services Officer to provide monthly total of additions to stock.</p>	Performance to be monitored monthly	Upper threshold; performance to be a minimum of 5% points above the standard.

Performance Indicator Reference	BV 118a	Responsible Officer	Stock Manager & Reader Development Officer
Definition: Percentage of library users who found a book to borrow		Target: 75%	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
<p>To restore issues of books and other items to levels achieved in 2002/03 & thereafter to increase by a minimum of 1% p.a.</p> <p>Undertake Public Library User Survey (PLUS) in all libraries</p>	<p>Provide a varied & balanced selection of books & other media, reflecting the needs of the local community</p> <p>Develop a commitment to reader development & stock promotion techniques in all frontline staff and encourage all to become actively involved.</p> <p>Cascade training on reader development & stock promotion to all staff.</p> <p>Invest in innovative & eye catching stock display equipment for all libraries.</p> <p>Seek out and adopt good practice from other library authorities and from the Internet</p>	PLUS – October 2006	BVPI target to be met or exceeded

Performance Indicator Reference	BV 118b	Responsible Officer	Information Services Officer
Definition: Percentage of library users who found the information they were looking for		Target: 78%	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To raise current levels of performance in order to meet the BVPI target	<p>Provide training for all staff in information searching techniques, using both printed & electronic resources.</p> <p>Ensure that all libraries have access to a range of up to date informational resources, appropriate to the size of the library.</p> <p>Encourage all frontline staff to be more pro-active in offering assistance to library users.</p> <p>Promote the availability & value of staff assistance to library users seeking information & encourage them to ask for help.</p>	PLUS – October 2006	Meet or exceed BVPI target

Performance Indicator Reference	BV 118c	Responsible Officer	Libraries Officer
Definition: Percentage of library users who were satisfied overall		Target: 96%	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome / Monitoring
<p>To consistently provide the highest possible standard of service to all library users</p> <p>Undertake Public Library User Survey (PLUS) in all libraries</p>	<p>Ensure that all library staff are well trained, highly motivated and deliver the highest possible standard of customer care.</p> <p>Provide a varied & balanced selection of books & other media, reflecting the needs of the local community</p> <p>Work with the Strategic Partner to ensure that library premises are well maintained & in a good state of repair</p> <p>Submit a successful application for Charter Mark as a measure of service quality.</p> <p>Work to ensure that all possible Service Standards and performance Indicators are met or exceeded.</p>	PLUS – October 2006	To meet or exceed the BVPI target

Performance Indicator Reference	BV 119b	Responsible Officer	Libraries Officer
Definition: Percentage of residents fairly satisfied/very satisfied with libraries		Target: 72%	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To provide the highest possible standard of library service to residents of Redcar & Cleveland	<p>Ensure that all library staff are well trained, highly motivated and deliver the highest possible standard of customer care.</p> <p>Provide a varied & balanced selection of books & other media, reflecting the needs of the local community</p> <p>Work with the Strategic Partner to ensure that library premises are well maintained & in a good state of repair</p> <p>Submit a successful application for Charter Mark as a measure of service quality.</p> <p>Work to ensure that all possible Service Standards and performance Indicators are met or exceeded.</p>	Ongoing	BVPI target to be met or exceeded

Performance Indicator Reference	BV 220	Responsible Officer	Libraries Officer
Definition: Level of achievement against the Public Library Service Standards		Target: Level 4	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To meet or exceed all possible Public Library Service Standards	See Action Plans for individual PLSS	March 31 st p.a.	To achieve an overall score of 4 on the ODPM's scoring matrix

Performance Indicator Reference	C4	Responsible Officer	Libraries Officer
Definition: Active borrowers as a percentage of population		Target: 30% (Upper threshold 27.3%)	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
<p>To keep under review library performance so as to ensure that active borrowers, as a percentage of the population, reaches or exceeds the targeted figure.</p> <p>Prepare community profiles for use in service planning</p> <p>LST to be notified of any potential shortfall or significant drop in performance so that prompt corrective action can be taken.</p>	<p>Carry out regular monitoring of PIs & PLSS. Notify LST of any perceived under performance so that prompt action can be taken Use GIS to review location of library service points in relation to population distribution.</p> <p>Plot library catchment areas using GIS Community profiles to be prepared Update & revise marketing strategy</p> <p>Prepare outline speaker's notes on Library Service topics / issues.</p> <p>Library service news to be featured in local community newspapers</p> <p>Overall community contacts to be increased by 2%</p>	<p>Ongoing</p> <p>July 2007</p> <p>September 2007</p> <p>September 2007 – March 2008</p> <p>April 2007-March 2008</p> <p>April 2007 – March 2008</p>	<p>All libraries to aim to reach target percentage for their catchment area</p> <p>Target set to reflect current levels of performance.</p> <p>A minimum of 4 talks to be given per library to local community groups.</p> <p>A minimum of 1 news item per library, per month.</p> <p>1450 contacts</p>

Performance Indicator Reference	C13	Responsible Officer	Libraries Officer
Definition: Cost per visit to libraries		Target: Lower threshold – £3.29	
Shared Priority: Corporate Standards of Efficiency		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To maintain revenue expenditure within budget limits	Monitor expenditure throughout the year and take action to redress any actual or potential overspend.	Monthly – on going	Revenue expenditure to be within projected outturn – CIPFA Public Library Actuals 2006/07 Cell 154
To maximise the number of visits made to libraries	Prepare Community Profiles for each library, in order to better target promotional activity and encourage greater use of the service	September 2007	Visitor figures to exceed 2006/07 total.
	Provide a varied & balanced selection of books & other media, reflecting the needs of the local community	On going	
	Increase use of library services by children & young people	On going	

Performance Indicator Reference	L10-7	Responsible Officer	Support Services Officer
Definition: Percentage of library book stock available in spoken word audio format		Target: 3.7%	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
To ensure that the percentage of library book stock available in spoken word format meets the local target in all libraries.	<p>Stock count to be carried out on March 31st.</p> <p>Percentage of spoken word stock to be calculated as a proportion of the whole.</p> <p>Levels of spending on new spoken word material to be calculated so as to achieve/ maintain targeted proportion.</p> <p>Proportion of Spoken Word in stock to be estimated monthly.</p> <p>Librarians to be notified if proportion falls below target and advised of appropriate action.</p> <p>Support Services Officer to intervene if necessary to ensure that target is met.</p>	<p>Monthly monitoring.</p> <p>Stock count March 31st</p>	Performance Indicator to be met or exceeded

Performance Indicator Reference	L10-8	Responsible Officer	Support Services Officer
Definition: Percentage of library book stock available in large print		Target: 8.5%	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome / Monitoring
To ensure that the percentage of library book stock available in Large Print meets the local target in all libraries.	<p>Stock count to be carried out on March 31st.</p> <p>Percentage of Large Print stock to be calculated as a proportion of the whole.</p> <p>Levels of spending on new Large Print material to be calculated so as to achieve/ maintain targeted proportion.</p> <p>Proportion of Large Print in stock to be estimated monthly.</p> <p>Librarians to be notified if proportion falls below target and advised of appropriate action.</p> <p>Support Services Officer to intervene if necessary to ensure that target is met.</p>	<p>Monthly monitoring.</p> <p>Stock count March 31st</p>	Performance Indicator to be met or exceeded

Performance Indicator Reference	L12-6	Responsible Officer	Stock Manager & Reader Development Officer
Definition: Number of books and other items issued by libraries per head of population		Target: 6.9	
Shared Priority: Stronger Safer Communities		Community Strategy Challenge or Theme: Promoting Neighbourhood Renewal & Social Inclusion	
Tasks	Actions	Timescale	Outcome
<p>To halt the decline in the issues of books & other materials and restore these to the levels achieved in 2002/03. Thereafter to increase by a minimum of 1% p.a.</p> <p>To monitor performance against the target and notify LST of any shortfall, so that prompt corrective action can be taken</p>	<p>Provide a varied & balanced selection of books & other media, reflecting the needs of the local community</p> <p>Develop a commitment to reader development & stock promotion techniques in all frontline staff and encourage all to become actively involved.</p> <p>Stock Manager to create database of staff to be trained.</p> <p>Stock Manager to formulate training plan for part-time staff not involved in Frontline Training.</p> <p>To train Community Library staff in Reader Development techniques using the Frontline course.</p>	<p>March 31st 2007</p> <p>Ongoing</p> <p>Ensure further 6 trainees complete all seven modules by end of Jan 2008, and embark on supervising at least 1 new trainee each by end Feb 2008</p>	<p>Target to be achieved or exceeded</p> <p>All staff committed to reader development & stock promotion.</p> <p>Current trainees all become supervisors. Six new trainees begin course.</p>

