Library Strategy
2012-2017

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Joint Foreword

This strategy sets out a vision and plan for the East Riding's library services over the next five years. Despite the current financial climate, East Riding of Yorkshire Council remains committed to providing excellent libraries. In fact, we want to deliver a high-quality, modern library service which meets the challenges of our predominantly rural area at a lower net cost whilst meeting the needs of both present and future customers.

Our libraries will continue to be open to everyone - a truly universal service. Our doors are open to anyone who wants to borrow a book, access the internet or research their family history. However, we know who uses our libraries most and where they can make the biggest impact. As a result we will focus our efforts on meeting the needs of these key groups: the most vulnerable and disadvantaged children, families and older people. In addition, we will prioritise services and partnerships that support health and wellbeing, employment and skills, family life, education and lifelong learning.

We know that our libraries are valued by our residents. They are places where people can come together to share their love of reading, pursue their interests and access a wide range of services. Libraries are therefore important in their own right and they also make a big contribution to the wider objectives that the Local Strategic Partnership, the council and its partners are trying to achieve.

In many ways, the theme of this strategy is 'continuity and change'. We want to continue to provide excellent libraries and keep the best of what they currently offer. But, we know the world is changing and these changes will have a big impact on what people expect from libraries in the future. Technology, for example, will influence how library services will be delivered and how our staff will serve the customers of tomorrow. The East Riding's population is also ageing and becoming more diverse. Libraries will have to respond to all these changes in imaginative and innovative ways – we are very confident that they will rise to the challenge.

In the years to come, a successful library service will be one that is flexible, resilient and responsive. We will work hard to ensure that our libraries continue to be much loved and used by our residents, both now and in the future.

Councillor Richard Burton
Portfolio holder for civic wellbeing and culture

Nigel Leighton
Director of Environment and Neighbourhood Services

Introduction

This strategy sets out the vision and direction for the East Riding's Library Service through to 2017. The document is aimed at those engaged in the planning and decision making for library services, in particular councillors, senior managers and library staff. The document outlines the opportunities and challenges the service faces and defines the core outcomes that the service will focus on over the next five years as it transforms services to deliver the highest quality provision at a lower net cost.

The council's transformation programme was established to build on customer-focused initiatives to ensure that services are accessible, easy to use and comprehensive. Through transformation, public services are re-designed to be responsive and targeted in their approach to local problems, and to reflect customer needs and expectations. Culture and Information, which include libraries, is an integral part of this programme.

This strategy is a milestone in the Library Service's transformation process, setting out strengths within the service, examples of good practice, and areas for development. This document will be supplemented by a detailed implementation and action plan and a summary version aimed at the public. Tools and processes will also be developed to introduce staff and other key stakeholders to this strategy and engage them in its implementation.

National Context

Libraries have been going through a period of unprecedented change. The Royal Courts of Justice are tackling the legality of library cuts and closures by local authorities. The Museums, Libraries and Archives Council (MLA) has been abolished and its library responsibilities transferred to Arts Council England (ACE). Technology now enables readers to access hundreds of books with a single hand-held device, creating a new sphere of customer demand. And, surveys tell us that people are borrowing from libraries less yet their passionate campaigns against library closures are making headlines. These are the broad strokes of a complex national backdrop.

Many of these changes have been triggered by the 2010 comprehensive spending review, which prioritises the need to lower the public sector deficit significantly. In order to manage government funding reductions, local authorities are making savings and identifying more efficient ways of working. Many councils are reducing their library service budgets to help meet budget targets, while working to minimise the impact cuts have on front-line services. This is being achieved through various approaches, including the adoption of new management models and service transformation.

Councils that are facing opposition to their proposed library reforms are those that are perceived to be failing to meet their obligations under the 1964 Public Libraries and Museums Act. This Act requires upper tier local authorities to provide a 'comprehensive and efficient' library service. In areas where service reductions are seen as a violation of this duty, residents are taking civil action, for example applying to take over libraries as community assets and taking councils to court.

This public response has intensified the national debate about the value of public libraries and the need to protect the statutory duty for local library provision. Luminaries, celebrities and politicians have all joined the debate, which is being played out across the country and having a profound effect on local people.

Responding to a recent government enquiry into library cuts and closures, the Local Government Association (LGA) suggested that the 1964 Act impedes reforms which may help libraries adapt to economic challenges. LGA points out that the legislation – with its focus on book lending – has become outdated and does not reflect other important services libraries now deliver, such as providing access to the internet and other digital opportunities.

Through this strategy, the council is confirming its commitment to delivering a library service that is lean, modern, customer-focused and sustainable. The Library Service already has an excellent reputation: our webpages are some of the most frequently visited on the council's website; book requests and issues are up; and internal and external partners are very satisfied with their relationships with libraries. However, it is recognised that, in order to ensure good library provision in the future, change is necessary.

A New Voice for Libraries

In October 2011, ACE assumed responsibility for public libraries and museums. Facing the challenge of uniting the cultural sector, ACE has published 'Culture, knowledge and understanding: great museums and libraries for everyone'. This is an initial statement about how these services will be integrated into ACE's 10-year strategic framework.

In their 2011-15 interim plan, ACE has also identified 13 key priorities, many of which are germane to libraries. Overlapping priorities include increasing engagement where it is low, digital innovation, an increased focus on customers, organisational resilience, diversity, and prioritising children and young people.

In addition, ACE has initiated a major consultation with library experts. Called 'Envisioning the library of the future', this programme of research and dialogue will help ACE and the sector to gauge what library provision will look like in the future. It is also intended to facilitate a mutual understanding and appreciation between ACE and the library sector.

Sector Leadership

In 2011, MLA and LGA co-published the learning from phase one of the Future Libraries Programme (FLP). Ten pilots involving 36 councils were run in order to trial innovative approaches to service delivery. These pilots included shared services cutting across administrative boundaries, exploring community governance of public libraries, and replacing mobile services with enhanced online provision.

The learning from these pilots has been distilled into a single model of 'reform and change' based on efficiency and effectiveness. It also shows that the following elements are needed to affect positive and lasting change:

o Time to create change, for savings to take effect and to realise the benefits of strategic partnerships
o A commitment and engagement on key issues from decision-makers
o Strong and enduring management capacity
o Change driven by a strategic needs analysis
o Effective engagement and communication with communities and the press
o Openness to external challenge and support

This programme has now been superseded by ACE's Libraries Development Initiative, which will continue to encourage innovation in service delivery and share learning across the sector.

In addition, bodies such as the Society of Chief Librarians (SCL) and Chartered Institute of Library and Information Professionals (CILIP) play an important leadership role. These bodies advocate nationally for the value of libraries; support workforce development; and define best practice. In recent years, their work has helped libraries to manage technological change, encouraging them to embrace technology at a pace and level that they can realistically afford and sustain.

Peer organisations, such as the Reading Agency and Booktrust, co-ordinate national programmes which encourage reader development; increase attainment in children and young people; and promote enjoyment through reading. Respectively, their signature programmes are the Summer Reading Challenge for children and Six Book Challenge for adults, and Bookstart which provides free books to pre-school aged children.

Other National Considerations

In addition to sector-specific issues, there are other national concerns that are influencing public library provision:

Building a Society for All Ages – Prevention and promoting independence have become important aspects of the Department of Health's social care agenda. Libraries are in a good position to help people – especially the vulnerable and those in later life – lead healthy, more active lifestyles by offering access to information and through their own resources and engagement activities.

Employment, Skills and Learning – The 2011 *Plan for Growth* strives to create a more educated and versatile workforce. To achieve this, government aims to offer more apprenticeships, encourage further and higher education, increase participation of 16-24 year olds in employment or learning, and narrow the attainment gap. Libraries can give children and young people a good start in life by encouraging them to read early on. They also offer all residents access to services and resources that can improve employability by developing new skills and workplace confidence.

Race Online 2012 / Go ON Get Local – Technology connects people and businesses in ways that were inconceivable ten years ago. Around 40 million adults in the UK use the internet. However, 8.4 million adults have never accessed the web. Almost half of these people are amongst the potentially disadvantaged: 39% are over 65; 38% are unemployed; and 19% are families with children. Since 2002, libraries have provided free access to computer through the People's Network, helping people to get connected and access the benefits of being online, whether it is to apply for work or connect with family abroad.

E-books – The provision of e-books present libraries with both challenges and opportunities. First and foremost, entering the e-book market requires significant investment from libraries. The level of investment must be based on what libraries want to offer their customers, both in terms of e-book readers and content. Important considerations include whether to provide e-book readers for loan or on-site use. Libraries must also assess the complex range of licensing options, taking account of affordability and what content will be made available to their customers and how. Customer expectations must also be managed. In addition, the e-book offer must be administered in ways that complement existing stock management systems. These challenges will have to be tackled if libraries want to face rising competition from the retail sector and expand their customer base within this growing marketplace.

This overview shows that, while the duty to provide a 'comprehensive and effective' library service allows local authorities to make decisions that are locally relevant, there remains a strong national steer on public libraries. In these challenging times, libraries are being asked to support other social and economic agendas to help deliver widespread benefits in their communities, while delivering their traditional functions.

Local Context

The East Riding's Library Service aims to work at the heart of our communities to provide access to information and recreational resources that support learning, reading and cultural engagement. In 2011/12, we had over 190,500 registered borrowers across the East Riding – over half the population. We also issued almost 1.5 million items and took over 165,000 requests for reservations.

The Library Service is currently delivered through an authority-wide network of 23 static branch libraries – typically located near major settlements or towns. Branches provide access to stock which is shared across all library sites to enhance quality and choice. Each of these sites provides access to information and internet services and, where possible, offer activities and learning opportunities within the community. Branches benefit from an ongoing programme of refurbishment and development, including the introduction of multi-purpose facilities in Brough, Market Weighton and Pocklington. These facilities have provided positive opportunities to re-engage with communities by co-locating libraries with other key community services. They represent an improvement on existing library facilities and stock and reduce costs to ensure future sustainability.

More isolated communities are served by a fleet of mobile libraries, providing access to library stock and services on scheduled routes to over 200 communities remote from our static sites. These vehicles stop for fixed periods of time to offer community access and, in some cases, provide additional online information services and free internet access to residents. The mobile service also supports customers in residential homes and those who are house bound where possible.

The Library Service supports local literary events and other engagement opportunities through a range of partnerships and funding sources. For example, we work collaboratively to deliver events such as the East Riding's literature and poetry festivals. Likewise, we work closely with health services to support the delivery of Bibliotherapy and Books on Prescription.

Geography and Rurality
East Riding of Yorkshire Council covers approximately 930 square miles, making it one of the largest unitary authorities in the country. The area is predominately rural, with over half of our 338,700 residents living in dispersed communities.

In total, there are 333 settlements, ranging from large towns, such as Bridlington and Beverley, to hamlets and farmsteads. The scale and dispersed nature of the East Riding presents specific challenges in ensuring the delivery of quality, cost-effective library services to residents.

The emerging *East Riding of Yorkshire Rural Strategy* states that there has been a general decline in services, such as access to public transport and amenities like local shops and post offices, in rural areas. There also tends to be a higher incidence of personal isolation. In addition, rural areas are affected by poorer access to information and support, skills training and further education – circumstances that are often exacerbated by inadequate broadband coverage.

On the other hand, the rural strategy recognises the psychological and physical benefits of living in rural areas, as well as the stronger sense of community, pride and belonging that people resident in these areas tend to feel. Participation in civic life, including volunteering, is also often greater.

The Library Service is striving to deliver a high-quality, modern library service which meets the challenges of a predominantly rural area at a lower net cost. The rural nature of the local authority area has been a key consideration in the development of this strategy and our strategic outcomes reflect the issues identified above.

To ensure that the implementation of the strategy does not affect rural communities adversely, the options appraisal report and implementation plan that will accompany this strategy will be rural proofed where appropriate.

Demographics
The average age of East Riding residents is increasing due to better life expectancy, inward migration of retired people, particularly to coastal resorts, and outward migration of graduates and young people. According to the Office of National Statistics' mid-year estimates for 2008, the East Riding has a larger than average number of residents aged 60 and above. 24% of the population is of pensionable age. The over-80 population has also grown by 2.31%, which is a higher rate of growth than for England and Wales (1.47%). The Library Service's core customer group is aged 60 or over. Care must therefore be

taken to ensure that we continue to offer facilities and services that appeal to and support this demographic without disengaging other potential customers.

The population is also becoming more culturally diverse and increasingly services must ensure access to an appropriate range of information formats and learning opportunities to support residents from different backgrounds.

Other Local Considerations

In 2011, the Local Strategic Partnership's Sustainable Community Plan, called *Our East Riding 2006-2016*, was reviewed and updated to reflect changes that have taken effect since the 2010 general election and comprehensive spending review. These revisions have been driven by the government's policy to substantially reduce the national budget deficit. Other factors, such as the Localism Act and the abolition of the national indicator set, have also been reflected.

To set the strategic direction for the updated Community Plan, the LSP has identified 28 priorities that will inform public service delivery over the next five years. These priorities will help to ensure that the East Riding remains one of the best places to live and work in the country. They pertain to community safety; children and young people; health and wellbeing; and the economy and environment.

One of these priorities is to improve the level of volunteering in the East Riding and improve the support volunteers receive. The Library Service recognises the importance of giving local people the opportunity to become involved in their communities in a meaningful way. For example, we recently partnered with a local faith organisation, who co-ordinated volunteers to provide part of our house-bound service delivery. This successful pilot reflects our general approach to working with volunteers:

o Engaging them through partnership working
o Adding value to service delivery, not replacing core staff
o Supporting – not competing with – the voluntary and community sector

The complex and dynamic national backdrop, in conjunction with new and ongoing local challenges, has afforded the opportunity for the Library Service to re-assess the core offer and how we can target delivery to remain vital and sustainable through times of social, technological and economic flux.

In November 2010, the head of culture and information launched the 'Transforming Culture and Information' programme, which is designed to make cultural services (including libraries) fit for the future as well as reducing the net cost of service provision. The development of this strategy was a key part of the transformation process, setting the priorities and direction for the Library Service over the next five years.

Vision

The Library Service's vision is to deliver a high-quality, modern library service which meets the challenges of a predominantly rural area at a lower net cost and meets the needs of both present and future customers.

This vision supports the Local Strategic Partnership's ambition, which is shared with East Riding of Yorkshire Council. This ambition strives for the East Riding to be a place where:

o   Children and young people have a brighter future
o   Older people enjoy a healthy independent living
o   Communities are thriving, prosperous and safe
o   Regeneration transforms deprived areas and reduces health and other inequalities
o   We value and care for the diverse character of the area

The Library Service also works hard to support the council's commitment to improving quality of life, earning the respect of the people we serve and building pride in belonging to the East Riding. We shape our services to deliver against the council's eight corporate priorities and are especially able to help support vulnerable people and reduce inequalities.

'Appendix A – Alignment of Strategic Priorities' shows how our strategy is aligned with the LSP's outcomes and the council's corporate priorities.

Strategic Direction

The council's work in seeking to deliver the vision outlined above will be underpinned and informed by a number of key strategic principles. These are as follows:

The council will continue to ensure that a high quality, modern library service is provided in the East Riding and will meet its statutory duty to provide a 'comprehensive and efficient' service.

Libraries will continue to be managed and operated by the council for the foreseeable future but the council's mind remains open to other management models.

Libraries will continue to be a valued and much loved part of community life in the East Riding. They will remain an important service in their own right, with books and reading at their heart. They will increasingly be community hubs, significantly contributing to the achievement of many of the LSP and council's corporate priorities.

By the end of the strategy period, libraries will have a lower net cost than at present but cost reduction will be sought in ways that minimise the impact on front-line service delivery. In some cases, it will be possible to reduce net costs whilst improving service delivery.

While libraries offer a universal service that is available to everyone, it is recognised that children, families and older people often benefit the most from our services and therefore, we must especially focus on this.

The profession of librarianship is as important as ever but it is changing as the world around us changes. We will ensure that our librarians and all our library staff are equipped with the necessary skills to enable them to be successful in the future and to provide the services and support that will be required by our present and future customers.

Core Outcomes and Guiding Principles

The Library Service considers everyone to be a potential customer. We have tremendous reach across the area through our branch and mobile libraries, multi-purpose facilities, activities and partnership working. However, we are not complacent and are working hard to deliver benefits to those who have the most to gain from our service.

The Library Service's core offer strives to deliver the following outcomes in order to satisfy residents and broaden our customer base. They have been identified through a thorough review of the existing offer, our customers' needs and wants, and the challenges we expect to face over the next five years. These core outcomes are:

Access and Variety

Residents have flexible and fair access to a variety of materials, formats, facilities, services and engagement opportunities.

Knowledge and Skills

Residents have access to resources that enable them to enhance knowledge, develop skills and employability; and research their interests.

Help and Information

Residents have accurate information and a well-informed signposting service that is supported by appropriate statutory, voluntary and community partners and the private sector.

Technology and Change

Residents can access IT services and facilities, which enable them to take advantage of digital opportunities now and in the future.

Communities and Wellbeing

Residents are treated as individuals in an environment where social interaction, wellbeing and a sense of community are supported.

Guiding Principles

One particular challenge we face is reducing our net budget. While remaining a universal service, we will target our resources over the next five years on the most vulnerable and disadvantaged children, families and older people. These groups have been identified because we understand that libraries are most important to people in key transition periods in their lives: during childhood, as parents and carers, and in later life. By prioritising these groups, we will be able to deliver benefits where they will make a real difference and help the council to reduce inequalities and support vulnerable people.

For example, the Summer Reading Challenge encourages children aged 4 to 12 to carry on reading throughout the holidays. In 2012, a quarter of all available spaces will be reserved for children from disadvantaged families. Introducing this quota will encourage children who are at a higher risk of lower attainment levels in adolescence to strengthen their reading skills in a supportive library setting.

To ensure that resources are best targeted, we will also focus on four key areas of support:

o   health and wellbeing
o   employment and skills
o   family and household support
o   education and lifelong learning

This support will be delivered with strategically chosen partners, especially those in the community and voluntary sector and other public sector bodies.

These are the guiding principles that will shape our core offer and targeted services so that they have broad appeal, yet help those most in need. They will also enable us to reduce the net budget and protect our ability to deliver high quality benefits that will support independent and well-informed residents and promote safe, healthy and thriving communities into the future.

Outcome 1 – Access and Variety

Residents have flexible and fair access to a variety of materials, formats, facilities, services and engagement opportunities.

"Best library I've ever visited (of 3 dozen or so in UK). Good selection of new books, intuitive layout, great staff, same people for last 5 years or so. Couldn't really do better."

The Library Service's 'brand' may be characterised as democratic, free, open, trusted and enduring. We operate through a network of branch libraries, multi-purpose facilities, and award-winning mobile services, reaching residents across the East Riding. We also provide online services that help customers find out about what we do and access digital resources. We aim to provide fair and safe access to these services and offer customers choice and flexibility to meet their needs and interests. In 2011/12, the Library Service had over 1.2 million physical visits and more than 352,000 virtual visits through the website.

Our core business is books and reading. Our stock includes a wide range of fiction and non-fiction, reference works, audio books, music, DVDs, newspapers, journals and other periodicals. Branch and mobile libraries provide facilities that enable people to go online and take advantage of what the internet has to offer. Our menu of specialised services is wide-ranging, from inter-library loan to home delivery to those who are house-bound.

Staff offer a great range of skills, knowledge, expertise and experience. Our strengths include customer service, reader development, children's literacy and reference services. We also offer diverse opportunities to engage users and non-users in our core business.

The Library Service's ability to offer flexible and fair access remains a priority while we work to reduce our net budget, manage demographic and technological change and respond to the challenges of operating in a large rural area.

Materials and Formats

Technology is driving major change in people's reading patterns and what they expect from libraries. The Library Service already uses technology to bring people and stock together. Our user-friendly online catalogue helps us to communicate what we have and enables customers to manage their own accounts. We will continue to develop stock management, enabling us to provide better access through issues and reservations. By making sure that stock is available in the right format in the right place at the right time, we are ultimately providing a better service.

Technology has also made it possible for a reader to hold hundreds of books in the palm of their hand. As e-book readers develop and become more ubiquitous, we are giving careful consideration to how we will engage with this trend. Entering the e-book market will require significant investment and raises complex procurement and licensing issues. It also puts us in competition with major retailers. Libraries already compete with the retail sector, which offers affordable products and alternative spaces for reading and social interaction.

The growing expectation that libraries offer access to e-books and/or e-book readers is an issue that must be addressed head-on. Our Library Service has made a conscious decision not to enter the e-book market prematurely. We can learn from the experiences of those libraries that have entered it and plan our approach accordingly. In particular, we will seek to balance a suitable expansion of our stock with the need to operate a sustainable and affordable service in tune with national trends.

We must also not neglect our other customers, including those who prefer to read physical books or listen to audio books. Better interpretation of our stock management system and customer data will help us to ensure our budgets are used effectively and efficiently.

Facilities and Services

Again, technology is enabling the Library Service to cater to customer preferences and

improve front line services. Radio frequency identification (RFID) enables a range of self-serve functions and enhances our ability to manage stock effectively. It has been successfully employed in a number of branches and multi-purpose facilities. While set-up costs are significant, the investment is proving to be worthwhile and there is the potential to apply this technology to improve service delivery in other areas. For example, there is the possibility of introducing RFID/self-service to non-library spaces, such as leisure centres and other community buildings, to help serve customers better.

We also recognise that we need to use technology to promote ourselves better. Our website is one of the most frequently visited council sites. However, social media would help us to widen and diversify our contact with new and existing customers. Several social media pilots are underway within the council and we will be ready to respond to the learning from these pilots and promote the service through alternative means.

Partnership working enables the Library Service to offer access to myriad services. As the council's multi-purpose facility programme expands, we will ensure that convenience, choice and fair access are considered and the menu of services meet local needs. Many of our partners work with the Library Service because we offer locations and contact points across the East Riding, including rural areas and in deprived communities. This enables them to widen their reach and helps us to bring our services to both existing and potential customers.

Engagement Opportunities

The Reading Agency states that one in four pupils aged 11 cannot read or write properly and only 40% of England's young people enjoy reading. The Library Service successfully promotes reader development through the Summer Reading Challenge (SRC), a national programme that encourages children and young people to read six books during the summer holidays. In 2011, 972 children in the East Riding participated in SRC. Of these, 84% completed the challenge, 10% more than last year and 29% higher than the national average.

SRC not only promotes the enjoyment of reading, but can also improve educational attainment. For example, staff in Willerby helped a young reader to overcome her reluctance to read. Through SRC, the girl made substantial progress with her reading ability. A member of staff wanted to help continue her development so she provided additional assistance to the girl and her parents. This engagement resulted in two key benefits: a non-reader was converted into a book lover and the girl's spelling and comprehension improved, giving her a confidence boost at school.

Other East Riding-wide programmes, such as Baby Bounce and Rhyme and Storytime, ensure that children are introduced and helped with reading at an early age. These activities also benefit parents and carers, giving them an opportunity to interact with adults and other families.

It is also important to develop engagement opportunities that take the Library Service beyond the walls of the library proper, such as the East Riding's literature and poetry festivals. These events bring people together to share the experience of reading and discuss ideas, big and small. They also enable libraries to interact with new audiences.

There is the potential to develop activities that combine reading and writing with the arts and other aspects of the cultural offer. To pursue and develop these possibilities responsibly, we recognise that a strong management model will be needed to ensure that staff and resources are allocated effectively and external funding opportunities maximised.

Outcome 2 – Knowledge and Skills

Residents have access to resources that enable them to enhance knowledge; develop skills and employability; and research their interests.

"Came to the library very stressed out with only a short time to do a presentation for a new job I was being interviewed for. The staff at the library were very kind and unbelievably helpful... Thanks to all the team for their help as I got the job!!"

The Library Service offers resources, facilities and activities that enable residents to develop themselves and their life chances through the attainment of knowledge, skills and experience. We also support people to use resources to research their personal interests, promote lifelong learning and help them feel more connected in their communities.

Access to services is wide ranging. With one of our library cards, residents can use online reference materials. This service is free and flexible and can be accessed from within our libraries and mobiles, from home or on the go.

The Library Service works hard to make sure opportunities to improve knowledge and skills and pursue interests are available to everyone. For example, we support inmates at HM Prisons Everthorpe and Full Sutton to develop literacy levels, which supports their transition from prison back into the community. Staff are extremely dedicated, working within a highly sensitive environment, and the impact of our work is huge.

'Storybook Dads' enables dads who are in the prison system and away from home to read stories for their children on CD. Recordings are edited allowing for mistakes to be removed and to enable dads with low reading abilities to make recordings. It has been proven that maintenance of family ties is a major factor in reducing re-offending – a result which the programme is endeavouring to support.

Why is this Outcome Important?

The 2011 Local Economic Assessment (LEA) details the East Riding's workforce and asks if the appropriate skills and opportunities are in place to contribute to economic growth. Attainment is generally good, but limited high-value jobs result in young people and graduates leaving the area. The East Riding has a good number of highly-

skilled workers who tend to be based in the Haltemprice area, Beverley, and villages east of York. Residents with lower levels of attainment and fewer qualifications are concentrated in Bridlington, Goole and Withernsea, and the proportion of 16-19 year olds not in education, employment or training is higher in these areas. The LEA also tells us that employers are expecting good literacy and numeracy skills to support new industries and jobs.

Enhancing Knowledge and Life Chances

Libraries offer opportunities that can enable children and young people to raise educational attainment and develop knowledge and skills. This support helps them build confidence, stay in education and discover the joys of reading and learning. Our research on the life cycle of library use suggests that young people utilise library services less than when they were children. It also shows that those young people who frequent libraries use them to access reference material and non-fiction (45%), as a place to study or homework (25%), or to use the internet (35%). Access to these services through a delivery mechanism that best suits them may therefore have real benefits for an age group which can be difficult for libraries to engage.

When considering children and young people, libraries must ensure that the stock meets their needs and the requirements of the curriculum. We also aim to provide access to information about further and higher education and vocational or work-based training. One way staff are achieving this without straining resources is through "Transition Evenings". Organised by South Holderness Technology College and Withernsea High School, these events enable staff to recruit young, new users and provide information about how libraries can help them with the transition to "big" school and into adulthood. These events also help staff to reach young people in localities where there is high need.

Developing Skills and Employability

The Library Service works in partnership to help people improve their employability, enter the workforce and pursue new career paths. For example, we have received positive feedback from residents who have been empowered to apply for jobs online using the People's Network. Staff have been applauded for their guidance and support, especially by those who are not computer-literate or who have been out of work for some time.

The Library Service has also played an active role in offering work placements to young people in local schools and to undergraduates. Since September 2009, we have supported 33 work placements and are committed to continuing this programme. Not only does this provide an opportunity for local people to gain valuable work experience, it allows staff to access development opportunities such as acting in a supervisory role.

Looking ahead, investment in improved IT facilities and services will allow staff to work more effectively with customers and help them to meet the demands of the digital workplace. This may include the expansion of online reference material and access to web-based learning. It will also be important for us to understand employer needs and local employment trends to ensure that services and partnership activities are high quality, relevant and beneficial.

Researching Interests

Libraries offer residents and visitors many ways to learn about themselves, their families and their place in the world. For example, Bridlington Local Studies Library works with the East Riding Family History Society to offer genealogy sessions and a free, weekly Family Tree Helpdesk. Bridlington Library was also involved in the 2011 Heritage Open Days (HODs), which included the "Can you help" campaign. Through this initiative, unmarked photographs from the library were published in the local paper and residents were asked to identify them. This campaign was so successful that the paper has kept it as a regular feature, helping to raise the library's profile. Elsewhere in the East Riding, libraries offered taster sessions to demonstrate online reference materials, such as Ancestry.com, as part of HODs.

Involvement in HODs demonstrates how libraries are supporting the *East Riding Cultural Strategy 2011-15* by offering residents fun, meaningful encounters with history and heritage. The Library Service also benefits from increased usage of our facilities and attracting people who might not be regular library users. Activities like HODs also show that when people are given the opportunity for self-identification and discovery, they have much to gain. They encourage people to get to know their neighbours and learn about their local area, which help build community pride and spirit.

Refining Our Approach

Activities – Where possible we will provide a consistent offer that enables residents to enhance knowledge, access skills and research their interests. We will identify activities that can be rolled out to provide widespread benefits in order to make good use of time and resources. There will be scope to develop bespoke activities as part of our targeted service. However, they must support our priority customer groups and/or our key areas of support. Where possible, activities will be delivered in partnership and we may consider wider use of volunteers to expand our capacity to deliver them.

Customer and Partner Feedback – In order to decide how to direct our efforts and identify strategic partners, the Library Service will make better use of customer insight intelligence. This tool will help us understand what our customers want in a given local area and identify those who we are not reaching but would benefit from our services. This will also enable us to working on building customer satisfaction while streamlining delivery and reducing costs.

In addition, using feedback from customers and partners will also help us to identify the skills and knowledge our staff need to deliver the appropriate level of support. Staff will be encouraged to share their expertise, knowledge and learning in order to get the most of our investment in training.

Outreach – Finally, we must do more to promote ourselves to demonstrate the value of library provision and increase usage. In order to build up our customer base, the Library Service needs to develop a clear message about what we offer and direct that message towards our priority groups. By focusing our marketing approach, we will be able to affordably reach those who have the most to gain from our services.

Outcome 3 – Help and Information

Residents will have access to accurate information and a well-informed signposting service that is supported by appropriate statutory, voluntary and community partners and the private sector.

"Thank you very much for the excellent customer service you have given recently. You have responded quickly, dealt with all my points, found out about the next yoga class from the library, provided details of other yoga classes in the local area and then you emailed me again with details of yet another yoga class. You've certainly gone the extra mile – thanks"

Access to accurate, good quality information helps to support healthy and vibrant communities and library services have traditionally shaped their key services around this concept. Libraries and their staff are trusted sources of help and information – be it through support for research or in the ways they encourage people to use knowledge.

More and more, customers are expecting libraries to provide useful information and advice, especially in smaller communities where the library may be the only visible public service. Libraries are well placed to support the delivery of key corporate priorities – in particular reducing inequalities and promoting independence. Staff and our inclusive, non-threatening facilities can support customer towards healthier lifestyles and behaviours. Staff also inform residents about other important services – a process called 'sign-posting'.

The council's customer insight intelligence has shown that traditional face-to-face access to services is still important to East Riding residents – many of whom are currently core library users. This insight shows how ongoing improvements through multi-purpose facilities, partnership working and access to specialist information and support can strengthen our ability to transcend the walls of the library and support the wider community.

The ongoing development of multi-purpose facilities is successfully combining library services with access to over 600 council services, payments and community activities. These developments are attracting new library customers and supporting existing users with easy access to other public services.

Why is this Outcome Important?

As local pressures affect other services in the East Riding, it is increasingly important that the

Library Service aims to use each static site and mobile library stop to maximise support for residents and communities. This will mean working in partnership and targeting engagement in areas that are difficult to reach. For example, Humberside Police determined that there were groups of residents who had a higher fear of crime and felt that police services were absent in their communities. To address these concerns, police surgeries were implemented alongside mobile library provision in these sensitive areas. This partnership helped the police to engage with residents in some of our more isolated communities, enabling people in these areas to feel consulted and supported.

Efficiencies through Partnerships

In a recent survey, our partners said that working with us positively supported their service delivery because libraries offer broad coverage, good locations and access to rural residents. In many cases, this partnership working helped partners to achieve savings and efficiencies in terms of cost, time and resources.

Strategic partnerships focused on customer need have proven to be beneficial to everyone. Multi-purpose facilities have generated net service delivery savings for libraries and customer services and the use of a community café and joint working have allowed for maintained or increased opening hours.

By targeting our partnership work on our key areas of support, we can shape service delivery to better meet customer needs through a single, timely and effective point of interaction. When implemented well, this approach can have a significant impact. For instance, Driffield Library recently provided a lifeline to a homeless gentleman through a combination of free on-site access to the internet and well-informed guidance from supportive staff. By giving him the skills to use the internet and signposting the gentleman to services and information online, he

was able to secure accommodation and employment and even meet someone online – all of which improved his life circumstances and wellbeing thus reducing the impact on other public services.

Similarly, partnerships with local children's services are going from strength to strength, often providing a cost-effective way of attracting new customers. Face-to-face interaction with families at sites such as Hornsea Children's Centre enables us to inform local parents about library programmes which complement children's development and learning. As well as engaging with young children to encourage literacy and reading development, this one-stop-shop partnership approach avoids duplication and offers an opportunity for libraries and our partners to support the whole family. This is particularly important for those families who live in deprived areas where early intervention and parental involvement help to improve children's life prospects.

VCS Support

For the East Riding to support a thriving voluntary and community sector (VCS), the council must actively promote their services and develop strategic links to avoid duplicating what the VCS offers, reduce cost and enhance benefits for all residents.

Through partnership working, the Library Service is well positioned to support the VCS, especially with our ability to reach people in remote and disadvantaged communities. By targeting support and understanding local need, staff will be able to signpost effectively for the overall benefit of the community. As such, we will be acting as a conduit to VCS organisations rather than competing with them.

Refining Our Approach

Staff Skills and Local Knowledge – Staff take pride in customer service excellence and are able to engage well with our priority customer groups. In line with the *Workforce Strategy 2009-2012*, we will continue to ensure that staff have the skills to meet future business needs. As indicated above, it will be increasingly important for our staff to be aware of changing local priorities and have the means to increasingly support residents with effective and informed signposting. In order to streamline service delivery and improve customer outcomes, we

will also need an enhanced awareness of what is available locally through partners and focus on our four key support areas. A customer charter will be developed to give staff clarity about their roles and the boundaries of the service and to help customers understand what libraries are able to offer and where the signposting service and specialist partnerships can have a better impact.

We will identify training to help staff offer an effective signposting service and use tools, such as the council's website, that give them the ability to resolve queries without needing to have in-depth knowledge of all services. In line with the council's *Customer Contact Strategy*, we will focus on the mutual benefits of enabling customers to self serve – signposting them to relevant tools and resources to promote confidence and independence.

Partnership Working – Our partnership work will continue to be built upon, but will be more focused on our priority customer groups and four key areas of support. We recognise the role our partners play in delivering important services and we will act as brokers to these community-focused services. Where possible, activities will be delivered in partnership to share costs and resources, and expand both parties' client bases – particularly where the partnership provides opportunities to deepen contact with priority groups. Wider use of volunteers may also help us to expand our capacity to deliver access to other council or community sector services.

Customer Insight and Data Collection – The Library Service will capitalise on the implementation of technologies that will allow staff to better interpret customer need and signpost customers to further related support. Customer insight will be used to characterise the needs of core users across the East Riding, which will enable us to target future customers and develop services that support local people.

Data collected and reported through the library management system will be reviewed alongside customer insight to ensure it is useful and measurable. Reports will also be developed to support local decision-making about supplementary activities and promotion as well as to develop the skills and knowledge of staff in the right areas.

Outcome 4 – Technology and Change

Residents can access IT services and facilities, which enable them to take advantage of digital opportunities now and in the future.

"I was struggling with the computer on how to send and attach a CV. Your staff not only helped by showing me but also spent time with me making sure I understood everything shown. Thank you very much."

We have proactively sought efficiencies by utilising technology. This has included the use of evidence based stock management software and the introduction of RFID technology. Further developments will be particularly important with the economic downturn and its longer term impact on public finances and they will help us to support the management of library services and meet customer expectations.

Originally funded through the New Opportunities Fund, the People's Network has succeeded in making computers and network infrastructure available in UK public libraries. Since 2002, the Library Service has been involved in this programme, offering free access to computers and the internet across the East Riding. In 2011/12, we hosted over 140,000 booked sessions. This is a great example of how libraries and our staff have been instrumental in helping and supporting people to use technology confidently and safely.

Although we recognise that televisions, smart phones and other technologies may supersede traditional computer use in the future, our service will continue to play an important role in the ongoing push to improve customer awareness and their understanding of digital opportunities, especially for our priority customer groups.

Martha Lane Fox, the UK digital champion, highlighted three major barriers to people going online: access, motivation and skills. The 'Manifesto for a Networked Nation' details the government's commitment to tackling issues associated with digital exclusion and increasing engagement. Through the Go ON Get Local campaign, which superceded Race Online 2012, organisations are being supported by national partners to champion the advantages of being online and run local initiatives that encourage as many people as possible to get online. In partnership with Age UK, the Library Service has been running sessions to support these national programmes. With help from volunteers, these activities have been expanded and are linked with delivering key outcomes, including personal development and empowerment, especially for older people. For example, an older gentleman, with support from Age UK tutors, has been using the People's Network at Willerby Library to become more IT savvy. With his new skills, this customer is now able to bank and pay bills online and stay in touch with family abroad via Skype. This connectivity has improved his financial management and reduced his sense of isolation. This win-win partnership enables us to support customers to develop the skills and confidence needed to use the internet and to discover how they can be more self-sufficient.

The Library Service recognises that there are residents who prefer to access services and communications online. Many of these people are not currently engaged with library services. We will therefore continue to explore how technology can improve service delivery, understanding that it can provide us with significant opportunities to connect with potential customers.

Why is this Outcome Important?

As part of its pledge that the UK will have the best broadband network in Europe by 2015, the government is helping local authorities to provide 90% of homes and businesses with superfast broadband access and everyone with access to at least 2Mbps. This campaign is driven, in part, by the notion that government services will be 'digital by default' in the future.

The council is seeking to benefit from this support and improve broadband coverage in the East Riding. Since 2004, our mobile libraries have been helping to fill this gap in provision and offering residents, especially those in remote areas, access to the internet. We have therefore

been at the forefront of connecting people with technology and will be ready to respond to future developments.

With digital engagement becoming more important to government and council services, library staff will continue to encourage our priority customer groups to get online through signposting and support. It is estimated that the average household can save £560 a year by shopping and paying bills online. Giving over 65s a similar savings in their disposable income by increasing the Basic State Pension by £520 a year would cost the government around £6 billion a year.

With the East Riding's growing population of older people, the Library Service must be equipped to meet their changing needs. Looking ahead, many of our customers will be more confident and competent in IT usage. However, we must also understand the barriers that our residents face. For example, many of those who do not use the web are over 55. Some older people do not understand the benefits, doubt the security of the web or lack the skills and motivation to learn despite having much to gain. By supporting them with basic IT skills and demonstrating the tangible benefits of internet usage, take up will be increased for those who wish to take advantage.

Refining Our Approach

Staff Development – Our staff are trained to assist customers with basic IT and internet skills. We have adopted a customer-led approach to delivering technology-related services, informed by high-quality qualitative and quantitative data from local customers and feedback from the wider community.

The Library Service will continue to offer staff relevant development opportunities in line with the *Workforce Strategy*. For example, through our membership in Yorkshire Libraries and Information (YLI), we are involved in a pilot within the National Information Offer – a programme funded by ACE and administered by the Society for Chief Librarians. Involving 15 public libraries, the YLI pilot is tackling the lack of IT literacy that prevents people from making government transactions online. Two staff working groups are sharing their expertise and developing training resources to improve signposting to help people easily find and use

websites like NHS Choices and Directgov. Involvement in projects like these helps to encourage skills and knowledge development and ensure that staff will be able to serve the customers of the future.

Development of E-services – Electronic services are already providing an effective way of delivering to new and more diverse future audiences. They can also better serve current customers who wish to use online services. By working with council colleagues and other experts, we will continue to investigate opportunities to develop the electronic delivery of services, including the website, online reference tools and media, and e-learning opportunities.

Face-to-face contact remains an important part of our customer service. However, by further developing access through technology, we will expand customer choice, attract new types of library users and enhance the potential for delivering better outcomes with increasing customer satisfaction. We will use customer insight intelligence to ensure that our electronic offer and the opportunity to use e-services are promoted and developed where appropriate. This approach will show further evidence of our commitment to customer service excellence.

Understanding and Targeting Need – The council is pulling together local efforts to improve digital inclusion. Already the Library Service is working with voluntary organisations to support customers with IT usage. We will continue to identify relevant opportunities and work with other groups in order to support the council's engagement with Go ON Get Local and the co-ordination of provision locally across the East Riding.

Residents are treated as individuals in an environment where social interaction, wellbeing and community involvement are supported.

"I am currently visiting my Grandad who lives in Bridlington. He regularly uses the library and loves the friendly service, range of books and time all the library staff give to ensure he feels welcome. Despite not being a resident the library staff have extended that very warm welcome to me, proving efficient, friendly and a fabulous face to public services. Many thanks!"

The 2011 position statement, *Wellbeing in the East Riding of Yorkshire*, defines wellbeing as 'a contented state of being happy, healthy and prosperous'. It can be realised through five steps: having positive relationships with others, being active, continuing to learn, enjoying and appreciating our surroundings, and participating in community life.

The Library Service strives to create safe, friendly and non-threatening spaces where wellbeing is supported, where people feel included and where a sense of community flourishes. We are in a unique position to achieve this because our buildings are public and open to everyone, our services are universal, and our staff believe in putting customers first.

The Library Service also serves as a positive example of a caring council active in the community. People inherently trust the services and information that libraries provide and value our buildings as meeting spaces. Users often have a special attachment to libraries that goes beyond the standard customer-supplier relationship and we are committed to continuing this customer service excellence. For example, staff at Cottingham Library have been recognised for the care they took in making a teenager who was hearing impaired and had personal issues feel more included. The teen was visiting the library with his tutor regularly and staff noticed that he seemed disenfranchised. They endeavoured to engage him in conversation, find out his interests and order books for him. As a result of their outreach, the tutor reported that the young man had become more confident and outgoing and staff noted that he was using the library without assistance.

Social Interaction

The Library Service offers activities that support social interaction, especially for those who are considered vulnerable and disadvantaged.

According to the LEA, migrants make up around a quarter of Goole's population. Recognising the specific needs of this specific group, Goole Library and Adult Education have developed a programme to help those whose first language is not English with their conversational skills. The sessions are small and informal, allowing for one-to-one support from the volunteer tutor. Not only are participants being helped to communicate better, they are encouraged to feel more a part of the community. This programme has been particularly beneficial for mothers with small children, who have to cope with language barriers and the effects of social isolation. Activities like these help us to reach non-users who can benefit from our services and deepen the experience of existing customers.

A Sense of Community

As places of shared experience, libraries play a key role in community life. Our buildings are landmarks in the East Riding's towns and villages. Our mobiles also extend the library offer to residents, especially those in the most remote areas. One regular mobile library user in Nafferton described the service as a 'lifeline' for older people and their weekly visit as the social 'highlight of their week'.

A library is the ideal place in which to bring people together to share their interests. In Goole, library staff researched the idea of setting up a knitting group because knitting has been proven to promote mental wellbeing and to be therapeutic and highly social when done in groups. Staff established the group and have since provided a home to an existing group that had no place to meet. With over 25 knitters of all ages and skill levels meeting weekly, the group is flourishing. As a self-run group, no staff time or resources are needed to support it. This is the type of activity that the Library Service

aims to roll out because it is no cost and impact is high.

Refining Our Approach

Staff – The Library Service believes in putting customers first and treating them as individuals. Staff also aim to provide a quick, efficient and tailored service and create a welcoming atmosphere where people feel supported. However, we must realise that we cannot be everything to everyone. This strategy helps to give staff a clear sense of how their role supports the Library Service's vision and strategic outcomes. Staff will be supported with related training and skills development, so they are comfortable and confident in their role.

Support for Older People – In *Positive About Life: Strategy for Older People 2010-2015*, the council and its health partners emphasise the importance of prevention and offering services that help older people live healthy, active lifestyles – keeping them well for longer. For the Library Service, this means understanding where our most vulnerable customers are and targeting delivery so that we help older people, especially those on the threshold of requiring expensive care, to remain healthy, safe and independent. Our efforts will focus on giving older people choice and control and recognising them for the valuable contribution they make to the community.

Reading promotes mental and emotional wellbeing, lowering stress and improving mental agility, which in older people can reduce the risk of dementia. As a shared pastime, reading also brings people of all ages together and encourages older people to get involved. To provide these benefits, libraries will focus on activities that promote reading as an individual and social endeavour.

Libraries also provide opportunities for customers to develop better physical health. In Willerby, staff run seated exercise classes for older people that promote mobility and increase health awareness. This programme has been so popular that staff have received special training to sustain the group.

Partnership Working – Libraries will continue to focus on strategic partnerships, ensuring they are mutually beneficial and help to deliver positive outcomes. Many of our partners, especially those in the VCS, promote social integration, wellbeing and community participation. Like our partners, we are working hard to make a difference with fewer resources. It is therefore essential for us to recognise their areas of specialisation, support them where appropriate, and avoid duplicating their efforts.

Finally, the Library Service is well equipped to provide our partners with access to hard-to-reach residents, especially those in rural areas. A recent survey of partners also showed that the quality of our customer care and ability and willingness to try new things are especially valued. These are advantages we can bring to partnerships, but we must also weigh how they help us to offer an efficient and effective service.

Development of the Strategy

A combination of approaches was used to develop the Library Service's vision, guiding principles and strategic outcomes. At the outset, we placed a strong focus on our customers, alongside personal and community benefits and local priorities. By deploying tried and tested business strategy development techniques, such as internal capability and external environment analyses, we developed a clear picture of future opportunities and challenges for the strategy to address. Workshops, face-to-face interviews, site visits and partner consultation were carried out, not only to develop ideas, but to engage stakeholders in the strategy process. The main workshop, attended by a diagonal slice of stakeholders, was particularly important in establishing the foundation of our strategic outcomes. By pulling together this research, information and feedback, we were able to establish a clear picture of what the service's core business is, where it can best contribute to wider corporate and LSP priorities and where we should be prioritising our efforts and investment.

TIMELINE — 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | 14/15 | 15/16

1. VISION AND STRATEGY DEVELOPMENT
- ✓ **Engage** Staff & Partners
- ✓ Clarify our **Core Business**
- ✓ Establish **Priority Customer** Groups
- ✓ Prioritise Long Term **Service Objectives**
- ✓ Clarify Key Long Term **Service Aspirations**

2. GAP ANALYSIS

3. SERVICE REDESIGN and TRANSFORMATION
- ✓ **Enablement and Back Office**
- ✓ **Service Delivery**

- ✓ Targeted Investment and Delivery
- ✓ Robust Management Information & Data
- ✓ Efficiencies and Savings
- ✓ Future Proof
- ✓ Skilled and Engaged Workforce
- ✓ Better offer to customers

IMPLEMENTATION PLAN

OPTIONS APPRAISAL & CONSULTATION

4. IMPLEMENTATION
Improvements, Efficiencies and Savings

5. REVIEW & REFRESH

-£57k   -£80k   -£127k

2011 / 2012 | 2012 / 2013 | 2013 / 2014 | 14/15 | 15/16

Implementation, Resources and Review

Following the adoption of the strategy, a gap analysis, using the LGA's 'Creating future libraries' self-assessment guide, will be undertaken to identify key areas to focus ongoing redesign and transformation resource. This will culminate in a five-year implementation and action plan which will map out how the service will deliver the strategic outcomes in a cost effective and sustainable way.

To support this phase of work, support from Environment and Neighbourhood Services (ENS), Partnerships, Policy and Improvement (PPI) and Planning and Economic Regeneration (PER) has been identified. This cross-directorate approach will ensure that a range of corporate priorities are considered and savings and re-investment to deliver strategic outcomes are prioritised.

The implementation and action plan will also contain a review of risks and performance measures for each outcome, enabling the head of service and library management team to assess progress at regular intervals. In addition, the plan will include details for workforce planning and development.

Options for implementation that have a direct impact on residents and communities will be subject to public consultation and scrutiny by key

stakeholders. Approval on these options will be sought from the Transforming Culture and Information (TC&I) Programme Board, senior management team (SMT), corporate management team (CMT) and Cabinet.

The strategy period runs through to 2017. In 2015, the document will be reviewed to ensure it remains valid and relevant to national and local priorities. The head of service will have overall responsibility for delivery against the implementation plan providing progress reports to the TC&I Programme Board.

What Success Will Look Like

Our vision, strategic direction and guiding principles will shape the implementation of this strategy and its core outcomes. They will enable us to strike a balance between the core offer and our targeted services, ensuring that library provision across the East Riding responds to local need responsibly and practically, and is attractive to new users. By adhering to this strategic approach, we will also be in a good position to reduce the net budget while striving to minimise the impact on customers, and protect the long-term sustainability of the service.

The ways we will measure success will be set out in the implementation and action plan that will supplement this document. With the abolition of the Comprehensive Area Assessment and the national indicator set, we will have to develop a new, robust performance framework that reflects why our core outcomes are important and how they will deliver positive benefits to residents and communities. This will be an opportunity for the Library Service to demonstrate its innovativeness and openness to new ideas.

Beyond 2017

In 2011, library experts asked a group of children how they conceived of the library of the future.

Their digitally minded suggestions are both interesting and surprising. Their feedback included:

"The future library will be located in a spaceship. The spaceship will have blue tables and purple chairs."

"Libraries will have flying desks and iPads for each person."

"The future library will be open twenty four hours."

"The library will have ninety thousand computers."

"If you have a book that is out of date, it will warp back to the library."

Much more than just bricks and mortar, libraries have long been considered the cornerstone of an educated and literate population. It is likely that this will be the case well beyond 2017, but with such rapid social, demographic and technological changes, none of us can know, or predict with any certainty, precisely what a library service in a predominantly rural area such as the East Riding will look like in ten, twenty or thirty years' time.

Despite this uncertainty about the future, we need to be thinking about it now and factoring it into the decisions we make today as best we can. As is sometimes said, "resilience is the new sustainability". Individual, organisational and service resilience will be crucial for us to operate successfully in uncertain times. The Library Service and its staff will need to be flexible, adaptable, embracing of change and sufficiently skilled to operate effectively as the environment within which they work and operate changes around us. Our staff will have a responsibility to ready themselves for this and the council has a responsibility to help them do so – in essence, effective workforce development will be key.

Building in flexibility will be important to the decisions we make in the short-term in order to ensure that we have the best possible chance of being ready for the future. We do not know for sure how libraries will evolve and change. Therefore, building in future flexibility to decisions we make about buildings, technology, customer service and staff development will be vital.

In essence, having one eye on the uncertain future will be important as the Library Service is managed and developed between now and 2017.

Linkages to Other Strategies, Policies and Reports

NATIONAL
o 'A Local Enquiry into the Public Library Service Provided by Wirral Metropolitan Borough Council' (led by Sue Charteris), Department of Culture, Media and Sport (DCMS), September 2009
o 'Co-locating Colleges and Public Libraries', Museums, Libraries and Archives Council (MLA) and National Institute of Adult Continuing Education, 2010
o 'Community Managed Libraries', MLA, 2011
o 'Creating Future Libraries – A Self-Assessment Guide', Local Government Association (LGA), 2012
o 'Future Libraries: Change, Options and How to Get There – Learning from the Future Libraries Programme Phase 1', LGA Group and MLA, 2011
o 'Future Libraries Programme: Final Reports from Pilots', LGA Group and MLA, March 2011
o 'Healthy Lives, Healthy People: Our Strategy for Public Health in England', Department of Health, 2010
o 'Library and Information Manifesto', Chartered Institute of Library and Information Professionals (CILIP), 2010
o 'The Modernisation Review of Public Libraries: A Policy Statement', DCMS, 2010
o 'Role of Public Libraries in Supporting and Promoting Digital Participation', CFE for MLA, January 2010
o 'The Eye of the Storm? A Survey of Public Library Authorities in England, Wales and Northern Ireland 2011-12', CILIP, 2012
o 'The Society of Chief Librarians Manifesto for Public Libraries', SCL, 2010

o 'The West Midlands Public Library Health and Wellbeing Partnership Toolkit', The Reading Agency, 2010
o 'Transforming Universal Services: Transport, Library and Environmental Services Beyond 2015', New Local Government Network, 2012
o 'What Do the Public Want from Libraries: User and Non-User Research – A Full Research Report', MLA, Shared Intelligence, Ipsos Mori and Social Research Institute, 2010

LOCAL
o Children and Young People's Strategic Plan 2009-2012
o Customer Contact Strategy 2008-11 (new strategy under development)
o East Riding Cultural Strategy 2011-15
o East Riding Economic Development Strategy 2007-2011 (new strategy under development)
o East Riding Local Economic Assessment (2011)
o East Riding of Yorkshire Council Business Plan and the Medium Term Financial Strategy (2010 Update)
o Positive About Life: Strategy for Older People 2010-2015
o Promoting Independence Plan for Adults and Older People 2007-2012
o East Riding of Yorkshire Rural Strategy (under development)
o Sustainable Community Plan 2006 -2016 / Community Plan 2011-2016
o Wellbeing in East Riding of Yorkshire – A Position Statement (2011)
o Workforce Strategy 2009 – 2012 (new strategy under development)

Corporate Requirements

Community Cohesion
In the consultation undertaken to support the strategy's development, contributors described the library as a 'meeting place' where people can find a friendly face. Through our services, facilities, activities and partnership work, libraries support personal and collective wellbeing and help residents to feel involved in their communities. As landmarks within our towns and villages, libraries are also a source of civic pride. They are also trusted and valued, making them good examples of public service delivery.

Sustainable Community Plan 2006-2016 / Community Plan 2011-16 – see Local Context and Appendix A.

Equality Analysis
A communication and consultation plan was produced to support the development of this strategy. Approved by the library strategy steering group, this plan identified the people who would be consulted as part of the strategy process. These stakeholders included library staff and managers; internal and external partners; and key budget-holders and decision-makers. The plan was put through an equality analysis and no negative impact was identified. In addition, this pre-strategy consultation work has been recognised by the TC&I Programme Board as an example of good practice.

A communication and consultation plan for the implementation phase will be developed for approval by the steering group. This plan will also be subject to an equality analysis.

Rural Proofing – see Local Context.

Sustainability
Sustainability is closely tied to the principles of sustainable development, which "meets the needs of the present, without compromising the ability of future generations to meet their own needs". It takes into account economic, environmental and social factors.

The Library Service is committed to promoting sustainability within its service delivery. With a responsibility for buildings, facilities and vehicles, we ensure that these and other assets are run efficiently and make good use of resources in order to minimise our impact on the environment.

In terms of social and economic sustainability, our strategic outcomes focus on providing access to knowledge, information and skills – both within and beyond our libraries – to help residents improve employability and enhance their quality of life.

Wellbeing – See Outcome 5.

Appendix A

Alignment with the LSP Priority Outcomes (Community Plan)						
LSP Action Groups	**LSP Priority Outcome**	**Access and Variety**	**Knowledge and Skills**	**Help and Information**	**Technology and Change**	**Communities & Wellbeing**
Children and Young People	Children and young people are safe from harm		✓	✓	✓	✓
	Children and young people have access to a range of activities and support to help them prepare for adult life	✓	✓	✓	✓	✓
	Children and young people are healthy and happy	✓	✓	✓	✓	✓
	Children and young people lead active lives and enjoy their free time	✓	✓	✓	✓	✓
	Vulnerable children and young people are identified and supported in their development	✓	✓	✓	✓	✓
Economy and Environment	The transport network is maintained					
	Resources are targeted to enable people to return to work	✓	✓	✓	✓	
	A range of affordable accommodation is available and housing standards continue to improve					
	Tourism, culture and the creative industries play a bigger part in local economic development	✓	✓	✓	✓	✓
	Climate change is tackled effectively; residual waste is minimised					
	The natural environment is enjoyed, conserved and enhanced - the area attracts sustainable business investment and targeted regeneration is supported					
	The local workforce has the right skills and local entrepreneurs are supported	✓	✓	✓	✓	
	Residents participate in a wide range of sport, recreational and cultural activities	✓	✓	✓	✓	✓

LSP Action Groups	LSP Priority Outcome	Access and Variety	Knowledge and Skills	Help and Information	Technology and Change	Communities & Wellbeing
Community Safety	People feel safe in their area, know they can rely on their neighbours and fell happy to live there			✓		✓
	Local communities have a sense of pride and ownership in their area and are looking at how they can improve the neighbourhood rather than relying too much on agencies to intervene			✓		✓
	The injury and suffering caused by road traffic collisions on our roads is reduced					
	The harm caused by drug and alcohol misuse is reduced			✓		✓
	Levels of re-offending are reduced			✓		✓
Health and Wellbeing	The quality of life of people with long term conditions, including dementia, is improved	✓		✓		✓
	Carers are recognised and supported	✓		✓	✓	✓
	Vulnerable people are safe from harm			✓		✓
	Residents choose healthy lifestyles	✓		✓		
	Older and vulnerable people are supported to live independently	✓	✓	✓	✓	✓

East Riding of Yorkshire Council	Corporate Priorities	Access and Variety	Knowledge and Skills	Help and Information	Technology and Change	Communities & Wellbeing
	Supporting vulnerable people	✓	✓	✓	✓	✓
	Reducing inequalities	✓	✓	✓	✓	✓
	Valuing our environment	✓			✓	
	Local problem solving			✓		✓
	Revitalising our communities	✓				✓
	Safer Communities			✓		✓
	Retaining the East Riding character	✓	✓	✓		✓
	Well managed authority	✓	✓	✓	✓	✓