

## Appendix 5 Libraries Best Value Review Improvement Plan

### The Libraries Best Value Improvement Plan meets key county council, national and departmental service objectives

<b>Hertfordshire County Council Best Value Performance Promises</b>	
LPP1	To make Hertfordshire a better place to live and work
LPP2	To offer children a better future
LPP3	To help people help themselves
LPP4	To give the public value for money by getting more cost efficient every year

<b>Department for Culture, Media and Sport (DCMS) Framework for the future (FFtF): Position Statement objectives</b>	
DCMS1	Promotion of reading and informal learning
DCMS 2	Access to digital skills and services (including e-government)
DCMS 3	Tackling social exclusion, building community identity and developing citizenship

<b>Library Service Aims and Objectives</b>	
A	We aim to plan our services around the needs of our users and to reflect the diverse communities within Hertfordshire.
B	We aim to proactively develop our service to assist in tackling social inclusion, specifically by addressing issues like charges, improved access, promotion, community research, staff attitudes and behaviour and location of services.
C	We will seek to establish productive partnerships that are beneficial to our users and help us to achieve our objectives.
D	We recognise staff as our most valuable asset and seek to continuously develop them to help them to achieve organisational and personal objectives.
E	We will use the Best Value framework to ensure cost-effective use of resources and to continuously improve our services.
F	We will ensure that everyone in the county has ready access to all of the information and advice they need to function effectively as citizens and consumers.
G	We will provide information and knowledge management to Hertfordshire County Council (HCC) to promote access to services and information and to meet the information needs of members and officers.
H	We will support an increase in educational opportunity and achievement.
I	We will support anyone, of any age, wishing to learn or who wants advice and guidance towards some form of training, career or educational opportunity. To support this aim we will provide materials, advice and support to those undertaking courses of formal or informal education.
J	We will provide a range of materials, in a variety of formats to enrich the quality of people's life.
K	We will provide access to resources to foster local culture, heritage, and sense of community, citizenship and democracy.

Objectives									
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline
<b>Best Value efficiency savings</b>									
LPP1 LPP2 LPP3 LPP4	1, 2, 3	A, B, E, F, K	<p><b>Modernise the network</b> Reconfigure the mobile service to include:</p> <ul style="list-style-type: none"> <li>• single staffing all vehicles</li> <li>• appoint manager to implement consultation process in line with protocol for organisational change.</li> <li>• the current location of stops</li> <li>• the current duration of stops</li> <li>• establish feasibility of a themed mobile to serve Under 5s in disadvantaged areas across the County</li> </ul>	<ul style="list-style-type: none"> <li>• optimise resources</li> <li>• ensure equality of provision to the communities served</li> <li>• longer stops for communities to enable meaningful use of ICT</li> <li>• increased use of library services by under 5s in disadvantaged areas</li> </ul>	<p>Staff / Unison time</p> <p>Staff time</p> <p>Dependent on outcome of re-working of location/ duration of stops</p>	Savings of £100,000	<p>Savings made and changes implemented</p> <p>Location/ duration of stops re-aligned to meet needs of communities served</p> <p>Options for themed mobile established</p>	HLS  HLS  MSM  MSM	<p>March 2004</p> <p>July 2004</p> <p>2003-2007</p> <p>March 2005</p>
LPP4	1, 2, 3	A, B, E	<p><b>Modernise the network</b> Single staff appropriate service points</p> <ul style="list-style-type: none"> <li>• appoint manager to implement consultation process in line with the protocol for organisational change</li> </ul>	<ul style="list-style-type: none"> <li>• reduction in service point costs</li> </ul>	<p>Staff / Unison time</p>	Savings of £100,000	<p>Appropriate service points single staffed</p>	HLS  HLS	<p>March 2004</p> <p>July 2004</p>

Objectives									
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline
<b>Key actions which will contribute significantly to service improvements</b>									
LPP1 LPP2 LPP3	1, 2, 3	A, B, F, H, K	<p><b>Modernising the network</b></p> <p>Pilot Sunday opening at a main library – such as Watford, Bishops Stortford, St Albans, Stevenage</p> <ul style="list-style-type: none"> <li>Research options/models for implementing Sunday opening</li> <li>Implement consultation process for Sunday opening</li> </ul> <p>Review Sunday opening initiative after fixed period. Continue to monitor and improve access with the aim of moving closer to meeting PLS3</p> <p>Explore options to enable extended opening hours on Saturdays</p>	<ul style="list-style-type: none"> <li>improve access to the service for both current and new users</li> <li>promote a modern image</li> <li>improve service performance in the key areas of visitor, members and issues.</li> </ul>	Dependent on re-direction of resources from single staffing	1 main library = £30,000 p.a. subject to redirection of resources	<p>Sunday opening achieved at 4 libraries (Improve PLS 3ii from 25 to 26 and PLS 3i from 116.4 to 117 per 1,000 pop)</p> <p>Stem decline in visits (PLS11), active borrowers &amp; issues in targeted libraries by 2% on previous year</p> <p>Review &amp; revise targets end of year 1</p>	HLS  HLS  HLS	<p>April 2005</p> <p>September 2003</p> <p>April 2004</p> <p>April 2005</p>

Objectives									
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LPP1 LPP4	1, 2, 3	A, B, E, F, H, K	<p><b>Modernising the network</b> Implement the mobile vehicle replacement plan 2002-2007 through a rolling lease programme</p> <p>Add mobile libraries to the network using GPRS technology</p>	<ul style="list-style-type: none"> <li>• up to date vehicles</li> <li>• greater flexibility of use when trailers are replaced with mobiles</li> <li>• access to the library catalogue in real time</li> <li>• access to the Internet for rural communities</li> <li>• management data to measure take up of services in rural communities</li> </ul>	<p>Maintenance Staff time appointing supplier</p> <p>Publicising availability of ICT</p>	<p>HCC lease maintenance fund</p> <p>£50,000 NOF funding</p> <p>Ongoing running costs from within existing resources</p>	<p>Fleet replaced with modern vehicles Increased use</p> <p>GPRS installed and operational on mobiles</p>	<p>MSM</p> <p>ISM MSM</p>	<p>March 2007</p> <p>March 2004</p>

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HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline
LPP1 LPP3 LPP4	1, 2, 3	A, B, C,E, G, K	<p><b>Modernising the network</b> Explore partnership opportunities:</p> <ul style="list-style-type: none"> <li>replacing existing inadequate libraries with exciting new developments</li> </ul>	<ul style="list-style-type: none"> <li>excellent partnership opportunities</li> <li>increased use</li> </ul>	<p>Initiatives dependent on opportunities which arise e.g. PFI, SRB, section 106 funding Development values</p>	As appropriate	Premises 'fit for the purpose' as described in FFtF	HLS	On-going 2003 to 2008
			<ul style="list-style-type: none"> <li>Libraries as community access points Explore and expand current community use; District Annual Library Plans (DALPs) to identify appropriate local targets e.g. <ul style="list-style-type: none"> <li>explore service provision with HCC depts e.g. Environment Education Awareness sessions</li> <li>cultural arts/museum Links</li> <li>family Literacy/numeracy</li> </ul> </li> <li>Identity training and resource implications as and when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>improve community use of libraries</li> <li>enhance performance against key corporate objectives</li> <li>improved performance against FFtF</li> </ul>	As above Staff time	As above	Enhanced performance against key corporate objectives re: <ul style="list-style-type: none"> <li>Community Strategy</li> <li>Cultural Strategy</li> <li>Sustainability</li> <li>Workwise</li> </ul>	DLs	On-going
			<ul style="list-style-type: none"> <li>Libraries as oases <ul style="list-style-type: none"> <li>Explore local potential for provision of drop in facilities for other council staff/organisations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increased use</li> <li>Libraries fit for purpose</li> </ul>	Any identified training needs to be addressed through the Training Plan	HCC capital fund and other funding as appropriate	Initial options identified and actions incorporated in DALPs 2004/5	DLs POM	2004 On-going
			<ul style="list-style-type: none"> <li>Business case proposals for library buildings to be brought forward to Cabinet by the end of 2004</li> </ul>		Initiatives dependent on opportunities for development which arise		<ul style="list-style-type: none"> <li>Premises 'fit for the purpose' as described in FFtF</li> </ul>	HLS POM	Ongoing 2003 to 2008

Objectives										
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline	
LPP1 LPP2 LPP3	3	A, B, K	<b>Fees and charges</b> From: <ul style="list-style-type: none"> <li>no reservation charges for children's stock</li> <li>no reservation charges for community language books</li> <li>reduce reservation charges from £1.00 by up to 50p</li> <li>abolish charges for lost and damaged stock for the under 5s</li> <li>cap overdue charges and charges for music recordings and talking books</li> <li>investigate feasibility of a targeted fines amnesty- see under marketing</li> <li>identify a simplified structure of exemptions and concessions</li> </ul>	<ul style="list-style-type: none"> <li>simplify exemption and concessions structure</li> <li>increase active membership of service, particularly by lapsed users, children and teenagers</li> <li>increase issues</li> <li>create promotional opportunities to attract new users</li> </ul>	<ul style="list-style-type: none"> <li>staff time</li> <li>impact on promotion/ stationery budgets</li> <li>potential loss of income</li> <li>possible costs for admin/ALS changes</li> </ul>	Estimated £20.000 to offset reduction in selected fees and charges, assuming an increase in reservations	Selected changes implemented  Stem decline in library visits (PLS11), active borrowers and issues by 2% on previous year  Review & revise targets end of year 1	LMT	April 2004  April 2005	
LPP1 LPP3	3	A, B, K	<b>Fees and charges</b> <ul style="list-style-type: none"> <li>simplify the fines structure and reduce the maximum fine from £7.50 to £6.00</li> <li>implement the simplified structure of exemptions and concessions identified above</li> </ul>	As above  As above	As above  Potential income reduction dependant on simplified structure implemented	As above  As above	Maximum fine reduced and implemented  Simplified structure implemented  Contribute to revised visits, borrower and issue targets	LMT  LMT  LMT	April 2005  April 2005  April 2006	

Objectives									
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LPP1 LPP3 LPP4	1, 2, 3	A, B, K	<b>Fees and charges</b> Abolish charges for access to resources in the Family History Centre at HALS	<ul style="list-style-type: none"> <li>increased use</li> <li>responding to user feedback</li> <li>positive marketing opportunities</li> <li>simplifying charging structure</li> </ul>	Cost neutral	<ul style="list-style-type: none"> <li>raising charges e.g. talks</li> <li>offering workshops for a fee</li> <li>sales promotion</li> </ul>	Increased use of the service, particularly by disadvantaged groups	HSM	April 2004
LPP3 LPP4	1, 2, 3	A, B, C, E, K	<b>Marketing</b> Implement a marketing strategy to develop and promote services to users and non-users to redress declining use: <ul style="list-style-type: none"> <li>identify project budgets and potential sources of external funding</li> <li>Enhance existing staff customer care and technical skills to support the strategy</li> <li>develop a communications strategy to ensure that the service is promoted</li> </ul>	<ul style="list-style-type: none"> <li>attract new/lapsed users</li> <li>generate greater use by existing users</li> </ul>	Will require Marketing and Development portfolio to develop, co-ordinate and support strategy & action plans	£50, 000 for publicity and promotion, subject to redirection of resources	Marketing strategy implemented  Targets to stem decline in library visits (PLS11), active borrowers & issues reviewed and revised year on year  Improved awareness of services available	MDO	March 2005-8 On-going

Objectives									
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline
LPP1 LPP2 LPP3	1, 2, 3	A, B, H, I, K	<b>Marketing</b> Produce local and service wide action plans with clearly identified target segments e.g. <ul style="list-style-type: none"> <li>develop projects aimed at black and ethnic minority communities e.g. Black History Month</li> <li>work with national and regional initiatives to promote Lifelong Learning</li> <li>develop libraries as venues for Family Learning</li> </ul>	<ul style="list-style-type: none"> <li>target specific user groups effectively, encouraging greater take-up by young people and those at a disadvantage</li> <li>improve resource management</li> </ul>	Staff time and training	Within existing resources	Local targets contributing to stemming decline in visits, active borrowers and issues by 2% on previous year  2% increase on previous year in year 1 (04/05) and then reviewed	LMT DLs	April 2004 and on-going  April 2005
LPP2	1, 3	B, C, H, K	<b>Marketing</b> Increase the number of school visits to promote the Summer Reading Challenge	<ul style="list-style-type: none"> <li>increased participation in the Summer Reading Challenge</li> <li>attract new users and users to other services</li> </ul>	Increased use of staff time	Within existing staff resources	Increase participation in SRC by 10%  Increase no of children joining the library in order to take part in SRC by 10%	YPC SM	Oct 2003

Objectives										
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline	
LPP1	3	B, C, K	<p><b>Marketing</b> Develop a programme of targeted video/DVD promotions</p>	<ul style="list-style-type: none"> <li>increased visits</li> <li>increased issues</li> <li>increased income</li> <li>attract new younger users</li> </ul>	<ul style="list-style-type: none"> <li>staff time</li> <li>material and promotional costs</li> <li>dependent on impact of increased charges by film companies</li> </ul>	Within existing resources	<p>Increase Video feature film issues by 25% Income by 10%</p> <p>Increase DVD issues by 15%, income by 10% in targeted libraries Review year 1</p> <p>Contribute to stemming decline in library visits (PLS 11) by 2%on previous year</p>	SM	March 2004	
LPP4	3	A, B, E, G	<p><b>Marketing</b> Develop management information from Cyberquery to improve knowledge of and target current/lapsed users</p> <p>Year 1 2003/2004</p> <ul style="list-style-type: none"> <li>cyberquery operational</li> <li>run targeted promotional fines amnesty to lapsed users</li> </ul>	<ul style="list-style-type: none"> <li>target specific user groups effectively</li> <li>improve resource management</li> </ul>	<ul style="list-style-type: none"> <li>significant staff time</li> <li>staff training</li> </ul>	<p>Re-direction of resources for new Marketing Strategy</p> <p>Within existing resources</p> <p>Within existing resources</p>	<p>Range of campaigns targeted to Current/ Lapsed users</p> <p>Cyberquery operational</p> <p>Fines amnesty promoted to lapsed users Contributing to active borrower and issues targets</p>	SM	<p>March 2004 and on-going</p> <p>March 2004</p> <p>March 2004</p> <p>April 2005</p>	

Objectives										
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline	
LPP1 LPP3	3	A, B, F,	<b>Marketing</b> Make it easier to join the library – implement the findings of the membership procedures working group	<ul style="list-style-type: none"> <li>improve access</li> <li>increase membership, particularly from excluded groups</li> </ul>	<ul style="list-style-type: none"> <li>staff time</li> <li>impact on promotion/stationery budgets</li> </ul>	Within existing resources	Recommendations implemented  Stem decline in Membership and issues by 2% on previous year	YPS M	March 2004  April 2005 On-going	
LPP3 LPP4	1, 2, 3	A, B	<b>Marketing</b> Review and revise printed publicity incorporating monitoring evaluation methodology	<ul style="list-style-type: none"> <li>promote services more effectively to increase use</li> </ul>	Additional pressure on publicity & F&E budgets Indicative budget of £15-20K to support marketing campaign + individual project budgets required	New Marketing budget (£50k) subject to redirection of resources	Publicity revised  Publicity evaluated and reviewed  Increase service accessibility, contributing to: stemming decline in visits (PLS 11), active borrowers and issues by target % on previous year	MDO	March 2005  March 2006  April 2006	
LPP3 LPP4	2, 3	A, B, F	<b>ICT developments</b> Develop electronic messaging capability to promote new and existing services	<ul style="list-style-type: none"> <li>improve resource management</li> <li>improve access</li> </ul>	<ul style="list-style-type: none"> <li>IT resources &amp; capability</li> <li>staff time</li> </ul>	Within existing resources	Capability established and promoted Up-take monitored Improve web site visits PLS 10 by 10%	ISM	2007	

Objectives										
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline	
LPP3 LPP4	2, 3	A, B, F	<b>ICT developments</b> Provide credit card facilities for payment on-line	<ul style="list-style-type: none"> <li>improve resource management</li> <li>improve access</li> </ul>	<ul style="list-style-type: none"> <li>IT resources &amp; capability</li> <li>staff time</li> <li>dependent on agreement on banking and network charges</li> </ul>	Within existing resources	Capability established and promoted  Up-take monitored Improve web site visits PLS 10 by 10%	ISM	Dec 2003  Dec 2004	
LPP1 LPP3 LPP4	1, 2	A, B, F	<b>ICT developments</b> Increase electronic access to library services in line with Implementing E-Government Strategy: <ul style="list-style-type: none"> <li>Online requests in real time</li> <li>Online library membership applications</li> </ul>	<ul style="list-style-type: none"> <li>meeting HCC IEG strategy</li> <li>increased access to library services</li> <li>responding to user feedback</li> </ul>	Publicity	Within existing resources	IEG targets met  Contribute to Improve web site visits PLS 10 by 10%  Increased active membership by 2% on previous year	ISM  LMT	March 2004  April 2004	
LPP1 LPP2	2, 3	A, B, K	<b>ICT developments</b> Encourage teenagers to use libraries more by providing computer games clubs, building on pilots at St Albans and Watford in partnership with Games Workshop	<ul style="list-style-type: none"> <li>promote modern image</li> <li>encourage greater use of libraries by teenagers</li> </ul>	<ul style="list-style-type: none"> <li>IT support &amp; resources</li> <li>Staff time</li> <li>Private Sector Support</li> </ul>	Within existing resources	Numbers of teenagers participating in workshops Contact Games Workshop with a view to extending to 2 libraries in locations without a Games Workshop store	YPC SM	March 2004  March 2004	

Objectives										
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<b>Additional recommendations and actions</b>										
LPP1	1	C, E	<b>Stock</b> Pilot the viability of selling the top best-sellers	<ul style="list-style-type: none"> <li>provide value-added service to meet demand for best-sellers</li> <li>promote modern image</li> <li>encourage use</li> </ul>	<ul style="list-style-type: none"> <li>staff Time</li> <li>put pressure on space in libraries</li> <li>dependent on viable supplier partnership</li> </ul>	Cost neutral or income generating	Pilot evaluated and extended, if viable	SM	Pilot July 2003-Dec 2003	
LPP1 LPP3	1,3	A,B,J	<b>Stock</b> Pilot 'Express' fiction/non fiction bookshop style stock areas in 1 library with strong branding	<ul style="list-style-type: none"> <li>responding to user feedback and BV research</li> <li>promote modern image</li> <li>encourage use</li> </ul>	<ul style="list-style-type: none"> <li>staff time</li> <li>publicity &amp; F &amp; E budget</li> </ul>	Within existing resources	Pilot evaluated and rolled out, if successful	SM	April 2005	
LPP4	1	C, E, J	<b>Stock</b> Prepare for and go out to tender for the book supply contract in partnership with the CBC	<ul style="list-style-type: none"> <li>cost effectiveness through partnership working</li> </ul>	Staff time negotiating and awarding contract	Within existing resources	Favourable contract implemented and monitored	SM	March 2004	
LPP4	1, 2	A, C, E, H, J	<b>Stock</b> Work in partnership with Co-East on interconnectivity for provision of Inter Library Loans	<ul style="list-style-type: none"> <li>improve ILL service through partnership working</li> </ul>	Staff time Staff training ICT implications	Within existing resources	Interconnectivity achieved	SM	April 2006	
LPP1 LPP4	1	A, E, F, I, J	<b>Stock</b> Implement the recommendations from the non-fiction working groups: <ul style="list-style-type: none"> <li>Adult</li> <li>Childrens</li> </ul>	<ul style="list-style-type: none"> <li>optimising resources</li> <li>maximising ICT</li> <li>improved stock management, performance and quality performance targets</li> <li>responding to user feedback</li> </ul>	Staff time	Within existing resources	Stem decline of non-fiction adult and children's issues	SM  YPC SM	Adult Oct 2003  Children's April 2003	

Objectives										
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline	
LPP1 LPP3	1, 2	A, B	<b>ICT developments</b> Develop facilities for letting people use their own laptops in libraries	<ul style="list-style-type: none"> <li>promote modern image</li> <li>develop users' access to IT</li> </ul>	<ul style="list-style-type: none"> <li>IT support &amp; resources</li> <li>staff time</li> </ul>	Re-direction of resources	Laptop Facilities installed	ISM	March 2005	
LPP1 LPP2 LPP3	2, 3	A, B, F, J	<b>ICT developments</b> Continue development of the infrastructure, sustainability and application of ICT, E government: <ul style="list-style-type: none"> <li>rollout of maximum of 202 PCs from 2003-2006 (majority in 03-04)</li> </ul>	<ul style="list-style-type: none"> <li>public access to PCs improved</li> <li>increased use by young people</li> <li>promoting modern image</li> <li>meet DCMS PLS 6(i)</li> </ul>	Subject to continued successful capital bids	NOF and within existing resources	Roll out completed  Establish base figure from new booking software and set year on year target  Meet DCMS PLS 6 (l)	ISM	On-going roll out 2003-2006	
LPP 1 LPP 2 LPP 3	1,2,3	A, B, D, F, H, J, K	<b>Information</b> Develop and improve access to electronic information resources. <ul style="list-style-type: none"> <li>improve access to CD-ROMs and subscription websites via InfoNet (the information network).</li> <li>develop 'links to other websites' facility from the library pages of HertsDirect</li> <li>ensure enquiry desk staff trained to promote/exploit electronic resources.</li> <li>implement remote access to InfoNet resources for library members</li> </ul>	<ul style="list-style-type: none"> <li>improved access to a wide range of authoritative information resources.</li> <li>increased visits to the website.</li> <li>free public access to information to support <ul style="list-style-type: none"> <li>e-government</li> <li>social inclusion</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>staff training</li> <li>IT Support Time</li> </ul>	Existing resources – redirecting budget from printed to electronic formats.	Improve web site visits PLS 10 by 10%  Increased use of InfoNet (use 2003/04 usage figure as benchmark to set year on year improvement targets)	LISM	March 2005	

Objectives									
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline
LPP1 LPP2 LPP3	1, 2, 3	B, C, H, I	<b>Lifelong Learning</b> Develop lifelong learning and family learning opportunities through libraries: <ul style="list-style-type: none"> <li>• Adult Learners Week</li> <li>• Family Learning Weekend</li> <li>• Homework Clubs</li> <li>• LearnEast</li> <li>• develop online access to learning</li> </ul>	<ul style="list-style-type: none"> <li>• partnership opportunities with Hertfordshire E Learning partnership/IAG</li> <li>• increased use</li> <li>• increase skills and economic development</li> </ul>	<ul style="list-style-type: none"> <li>• staff time</li> <li>• staff training, including NOF ICT training</li> </ul>	Within existing resources + seek further grant funded opportunities	Achieve local performance targets for specific initiatives	LMT	On-going

Objectives										
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline	
LPP1 LPP2 LPP3	3	A, B, C, E, F, H, I, J, K	<p><b>Social inclusion</b> Support and develop social inclusion initiatives:</p> <ul style="list-style-type: none"> <li>Implement and monitor libraries Equality Action Plan</li> <li>continue to implement the DDA capital programme to ensure libraries are accessible</li> <li>recommend improvements to Cassettes for Blind People service to the Scrutiny Panel, benchmarking Herts with comparator authorities, consulting service users</li> <li>investigate Videos for the Deaf Service in the light of technological developments</li> <li>utilise Cyberquery to improve targeting of the service to socially excluded groups</li> </ul>	<ul style="list-style-type: none"> <li>increased use by target groups</li> <li>increased awareness of services offered</li> <li>accessible libraries</li> <li>increase skills and economic development</li> </ul>	<ul style="list-style-type: none"> <li>staff time</li> <li>promotional material</li> </ul>	Within existing resources	<p>Increased take up of services by target groups</p> <p>Meet HCC equality targets</p> <p>DDA compliant</p> <p>Improvements identified with improvement plan</p> <p>Investigation completed and service implications identified</p> <p>Cyberquery utilised to improve effective targeting</p>	YPC SM	On-going	
LPP1 LPP3	1, 2	D, E, F	<p><b>Staff Development</b> Implement training and development strategy to ensure:</p> <ul style="list-style-type: none"> <li>staff have the required skills to implement the BV improvement plan</li> <li>Hertfordshire maintains IIP status</li> </ul>	<ul style="list-style-type: none"> <li>motivated and skilled staff</li> <li>appropriate and relevant training programme which meets service priorities</li> </ul>	Staff time	Within existing resources <b>NOF Funding</b> £74,900 2003/04	<p>IIP re-awarded</p> <p>ECDL/NOF training sustained</p> <p>Staff knowledge PLS 14 (i) &amp; (ii) maintained at 95%</p>	TO	On-going	

Objectives									
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline
LPP1 LPP2 LPP3 LPP4	3	A, B, D, E	<b>Consultation</b> Learn from the BV consultation process <ul style="list-style-type: none"> <li>implement mechanism for children and young people and socially excluded groups to be involved in the development of library services</li> </ul>	<ul style="list-style-type: none"> <li>User led inclusive service provision</li> </ul>	Staff time	Within existing resources	Mechanism implemented  Mechanism reviewed and impact evaluated	YPC SM	March 2004  March 2005
LPP1 LPP2 LPP3 LPP4	3	A, B, D, E	<b>Consultation</b> <ul style="list-style-type: none"> <li>ensure that local people shape the design and content of any re-furbishments or new builds</li> </ul>	<ul style="list-style-type: none"> <li>user led inclusive service provision</li> </ul>	Staff time	As appropriate	Re-furbishment/new builds shaped by local people	LMT	On-going
LPP1 LPP2 LPP3 LPP4	3	A, B, D, E	<b>Consultation</b> <ul style="list-style-type: none"> <li>using the Consultation Programme model and the Corporate Consultation Standards, prepare a targeted programme to engage users/non users and lapsed users in the BV improvement programme</li> </ul>	<ul style="list-style-type: none"> <li>High quality customer focussed service</li> </ul>	Staff time	Within existing resources	Consultation programme implemented, findings integrated into service planning, users kept informed	QPM	2003-08

Objectives									
HCC	DCMS	HLS	Recommendations	Benefits	Resource implications	Source of funding	PIs and measures	Who	Deadline
LPP1 LPP2 LPP3 LPP4	3	A, B, D, E	<p><b>Consultation</b></p> <p>Continue to implement and develop the consultation programme</p> <p>Continue to conduct Quality Audits of libraries as part of the Performance Evaluation Programme</p>	<ul style="list-style-type: none"> <li>high quality, responsive, customer focussed service</li> </ul>	Staff time	Within existing resources	<p>Consultation programme implemented and developed</p> <p>Customer Care Performance maintained</p> <p>Staff helpfulness: PLS 15 (i) PLS 15 (ii) maintained at 97% and 100% respectively</p> <p>Service quality standards and targets met</p>	QPM	On-going
LPP1 LPP4	1, 2, 3	A, B, E	<p><b>Benchmarking</b></p> <p>Continue the Best Value process, annually monitoring Hertfordshire's performance against comparator authorities, setting appropriate challenging targets to maintain and aim for the top quartile in all areas of service provision</p>	<ul style="list-style-type: none"> <li>improved performance year on year</li> <li>learning from and implementing best practice from other authorities</li> <li>optimising the use of resources</li> </ul>	Staff time	Within existing resources	<p>Setting and meeting targets to improve services year on year</p>	LMT	Annually + on-going