

Hull Libraries: Building Strong knowledgeable Communities - DELIVERY PLAN	
Vision: Hull's libraries are highly valued contributors to the development of strong, knowledgeable inclusive communities. Bringing together the physical and digital worlds, they are the welcoming heart of our communities, providing a platform for learning, participation, creativity, innovation and well-being.	
Mission: Hull's libraries provide programmes and services to help people and communities to achieve their potential, by inspiring and stimulating curiosity, creativity, empathy and learning.	
Values: <ul style="list-style-type: none"> • Equality of access - anyone regardless of race, age, gender, socioeconomic background or ability is welcome. • Safe, neutral spaces - our physical and virtual spaces and collections are free from bias. • Freedom of expression - a diversity of points of view is represented in our collections. • Right to know - learning and access to ideas and knowledge is a universal right. • Trust and confidentiality - in the quality of the information, services and staff. 	
Partners: <ul style="list-style-type: none"> - Be clear on the benefits of a partnership for the Library Service and the partner or partners. - Have clearly defined responsibilities and accountability between the partners. - Ensure our staff teams are proactive in seeking partners and are skilled in collaborative working 	
Outcomes: <ul style="list-style-type: none"> - A Place of Community and opportunity for All: Providing opportunities that encourage safe, active and engaged communities. - A Healthier Life to Live: Improving life chances & addressing health Inequalities. - A Great City to Visit: Improving the reputation of the city and increase visitors to improve the economy - A Better Place to Live: Improving how residents feel about the place where they live. - A Supportive Place to Learn and Work: Supporting people to develop skills and knowledge, and gain employment and volunteering opportunities 	
NOTE: COVID-19 IMPACT <p>COVID-19 has not changed our ambition for public libraries in Hull or how public libraries respond to community need. Delivery will continue with some actions accelerated while others may take a little longer.</p> <p>Clearly the full financial impact of COVID-19 is not yet clear and will inevitably affect the scale and speed with which aspects of the strategy are achieved.</p>	

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
TRANSFORM PERCEPTION AND ENGAGEMENT WITH OUR LIBRARIES					
YEAR 1 2020 - 2021					
LS 1	Seek and secure the resources to engage with an agency, or agencies, to form a long-term collaboration to promote the public library offer and develop innovate ideas for engagement.				
YEAR 1 - 2021 - 2022					
LS 1.2	Undertake a selection process to secure a partner with whom to develop funding applications.	01/04/2021	TBD	The LS team are currently working through a process to determine a suitable partner (or partners) to develop an application with.	A
LS 1.3	Prepare and submit funding applications.	1/4/2021 to 31/7/2021	TBD	The LS has developed a brief for the work required and will use this as the basis	A
LS 2	To design a bold and ambitious marketing and communications strategy and to have an action plan that focuses on modernising perceptions and increasing engagement.				
YEAR 1 - 2021 - 2022					
LS 2.1	Develop a customer centric marketing and communications strategy working with the chosen partner that will form the basis of the funding application.	1/4/2021 to 31/7/2021	HCC Libraries Connected	To be completed once a partner is identified.	A
LS 2.2	Create an action plan for the implementation of the marketing and communications strategy for inclusion in the funding application. It will contain detailed actions for a rolling three year plan that will be reviewed and refreshed annually in line with the Building Strong Knowledgeable Communities Delivery Plan.	1/4/2021 to 31/7/2021	Agency HCC Libraries Connected	To be completed once a partner is identified.	A

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LS 2.3	Design a workforce development customer care programme based on the content of the marketing and communications plan.	31/08/2021	Agency		
LS 2.4	Review the use of customer data for marketing and planning purposes and provide training for managers on improving utilisation of the data.	1/1/2021 - 31/3/2021	HCC Libraries Connected	In process	A
LS 2.5	Review web and social media channels for inclusion in the marketing and communications Strategy.	31/12/2020	Agency/ Agencies	Review of social media channels undertaken. Development ideas developed for inclusion in the work with identified partner.	A
LS 2.6	Determine necessary print communications and promotional materials to create a definitive list of materials to be used.	1/1/2021 - 31/3/2021	Agency/ Agencies	This work is in progress and will include a continuous review process.	A
YEAR 2 - 2021 - 2022					
LS 2.7	Create an impact evaluation framework that can be used to measure and demonstrate the Library Service's contribution to the City's priority outcomes as defined in the HCC Strategic Plan and the City Plan.	1/4/2021 to 30/9/2021	HCC	A review of internal evaluation methods is underway. Work has started to research impact evaluation looking into how other library services and arts organisations measure and monitor service impact.	A
LS 2.8	Deliver the refreshed customer care workforce development programme.	1/4/2021 onwards	HCC	Revised training plan is in development	A
LS 2.9	Ensure all promotional materials, notices etc. meet branding and style guidelines set out in the marketing and communications strategy.	1/8/2021 onwards	Agency/ Agencies		

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LS 2.10	Create a programme of impactful promotions that can be utilised across all areas of delivery.	1/4/2021 to 30/9/2021	Agency/ Agencies	This will be an ongoing process with plans in place for a rolling three year programme, updated at least quarterly.	A
LS 2.11	Deliver and monitor the impact of promotional campaigns, refresh to respond to feedback and changing needs.	1/6/2021 onwards	Agency/ Agencies		
YEAR 3 - 2022 - 2023					
LS 2.12	Deliver and monitor impact of promotional campaigns, refresh to respond to feedback and changing needs.	1/4/2022 onwards	Agency/ Agencies		
CREATE CONNECTED COMMUNITY SPACES					
LS 3	Create an investment programme that will see community library provision transformed to improve access and encourage participation to help deliver the City's ambitions. Make the best use of community assets, acknowledging when they are not fit for purpose and take action quickly to find solutions, including considering the location and community needs, before investing in buildings.				
YEAR 1 - 2020 - 2021					
LS 3.1	HCC Property Services to undertake a review of all current sites to determine the investment required for each site to be fit for purpose or the level of investment required for alternative provision if the existing building is not appropriate.	13/07/2021	HCC Property Services	HCC are currently reviewing Condition surveys. Regular reviews being undertaken with HCC Property Services. Community Engagement programme will be combined with this work to develop business cases for investment and change.	A
LS 3.2	Secure initial funding for investment in property	1/9/2021 onwards	HCC Property Services	This will be formulated as LS 3.1 is achieved.	

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YEAR 2 - 2021 - 2022					
LS 3.3	Prioritise the work required to improve access in communities to deliver each Community Library Plan.	01/12/2021	HCC Property Services		
LS 3.4	Secure additional funding required for investment in property and any alternative provision identified.	01/03/2023	HCC Property Services		
LS 3.5	Develop a plan to maintain buildings, their furniture and fittings in the future.	01/03/2022	HCC Property Services		
LS 3.6	Seek agreement for a property improvement programme.	01/03/2022	HCC Property Services		
YEAR 3 - 2022 - 2023					
LS 3.7	Implement property improvement programme.	01/04/2022 onwards	HCC Property Services		
Community Libraries					
LS 4	Create a realistic and aspirational 'Community Library Plan' that responds to community need and expresses each community's priorities.				
YEAR 1 - 2020 - 2021					
LS 4.1	Establish staff teams and a skills development programme (for staff and the community) to enable a meaningful engagement programme and active involvement to be had.	1/12/2020 to 30/9/2021	Community leaders and organisations Area Teams	Structures and roles have been reviewed. Workforce Development is in progress - online training & workshops have been provided with further sessions planned.	A
LS 4.2	Develop and deliver an engagement programme that will enable residents in each area to have a say, and be involved, in the development and delivery of library provision in their area at different levels.	1/4/2021 to 31/3/2022	Community leaders and organisations Area Teams	Engagement programme is in development for delivery from April onwards.	A

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LS 4.3	Agree changes that can be made immediately and create a plan to achieve those that need more time or resources.	01/03/2022	Community leaders and organisations Area Teams		
YEAR 2 - 2021 - 2022					
LS 4.4	In partnership with communities specify three or four Community Hub Libraries that will support and lead library developments within their geographical areas of the city.	1/4/2021 to 30/9/2021	Community leaders and organisations Area Teams		
LS 4.5	Develop and deliver an engagement programme that will enable residents in each area to have a say, and be involved, in the development and delivery of library provision in their area at different levels.	1/4/2022 to 31/3/2023	Community leaders and organisations Area Teams		
LS 4.6	Use the engagement programme to review opening hours and provision in each area.	01/03/2022	Community leaders and organisations Area Teams		
LS 4.7	Use the engagement programme to test new delivery models and ideas that will increase access and opportunity to the library offer.	01/04/2022	Community leaders and organisations Area Teams		
LS 4.8	Prioritising the work required to improve access in communities by identifying areas of high need and low take-up of existing provision. Agree a 'Community Library Plan' for each area of the city.	01/04/2022	Community leaders and organisations Area Teams		

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YEAR 3 - 2022 - 2023					
LS 4.9	Begin implementation and delivery of each Community Library Plan.	01/04/2022	Community leaders and organisations Area Teams		
LS 4.10	Continue to test new delivery models to increase access and opportunity to the library offer.	1/4/2022 onwards	Community leaders and organisations Area Teams		
Central Library					
LS 5	Formulate a plan for the presence of 21st century public library facilities in the city centre.				
YEAR 1 - 2020 - 2021					
LS 5.1	HCC Property Services to undertake a review of the current site.	31/03/2022	HCC	Condition survey is being reviewed and updated. A brief has been shared with Property Services on the requirements for the Central Library to enable them to best use the repair budgets allocated to the building.	A
LS 5.2	Work with HCC Major projects on the Future High Street bid for Whitefriargate.	1/4/2020 onwards	HCC	A bid was developed and submitted but unsuccessful. We have continued to work with Major Project on a number of pieces of work.	G
YEAR 2 - 2021 - 2022					
LS 5.3	Secure funding and consider options to address the issue of restricted opening hours possibly using technology to extend access.	1/4/2021 to 31/3/2022	HCC and others TBD		A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
LS 5.4	Determine the long-term viability of the building and the investment required for future options.	1/4/2021 to 31/3/2022	HCC		A
LS 5.5	Develop and deliver an engagement programme that will enable residents and central library users to have a say, and be involved, in the development and delivery of library provision.	1/4/2021 to 31/3/2022	Community leaders and organisations Area Teams	Consultation planned working with other organisation to determine what communities want.	A
LS 5.6	Agree an improvement programme and seek funding to test and develop it.	1/1/2022 to 31/3/2022	HCC		
YEAR 3 - 2022 - 2023					
LS 5.7	Implement an improvement programme for the Central Library	1/4/2022 onwards	HCC		
LS 5.8	Test new models of access and delivery	1/4/2022 onwards	HCC and others TBD		

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Virtual Library Space					
LS 6	Create virtual spaces that people value and can trust to provide access to validated sources, create and share content and that are free from bias and commerciality.				
YEAR 1 - 2020 - 2021					
LS 6.1	Utilise the improved Library Management System to enhance and improve the virtual library offer, integrating physical and digital collections.	1/9/2020 to 30/9/2021	Sirsi Libraries Connected	<p>The new Library Management System has been installed.</p> <p>Public access is already much improved, as is support for the operation of the system.</p> <p>The new public access module is now in place and our staff are being trained to utilise it. Once this is complete we will redesign the public access to make it more engaging. Access to our e-library offer will be much improved and easier to access to. In addition there will be an App that will enable people to access the library resources very simply from their mobile device.</p>	A
LS 6.2	Create a plan to improve our digital platforms for content creation and curation.	1/11/2020 to 31/3/2020	TBD	<p>An online ordering system for the SLS is required as a priority. Funding needs to be sought for this and a company found to implement it. Over the next three years the SLS would look to develop this into a learning platform for teachers, similar to the one run by The National Library of NZ. This would require the recruitment of a web/content designer.</p>	A

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YEAR 2 - 2021 - 2022					
LS 6.3	Secure funding for a new content management system to simplify digital output.	1/4/2021 to 31/3/2022	HCC		A
YEAR 3 - 2022 - 2023					
LS 6.4	Ensure residents can customise their online access to the library experience, rather than simply being the recipient of pushed content.	1/4/2022 onwards	HCC Sirsi		
LS 6.5	Test and implement the use of augmented technology and VR in different areas of the library offer.	1/4/2022 onwards	TBD		
TRANSFORMING THE PUBLIC LIBRARY OFFER					
DIGITAL, INFORMATION AND LEARNING					
Digital					
LS 7	Continue to invest in digital services and technology to ensure equality of access for everyone and ensure all library staff and volunteers have the skills and understanding to utilise the technology and can provide programmes and support to help bridge the digital divide.				
YEAR 1 - 2020 - 2021					
LS 7.1	Implement new system upgrades: Library Management System PC Booking System Print Management System	1/7/2020 to 30/12/2020	HCC Sirsi ITS	Print management and PC booking system installed by the end of Aug 2020. Upgrade to the Library Management System completed December 2020.	G
LS 7.2	Provide a staff training programme to maximise the new library management and print management systems.	1/9/2020 to 31/3/2021	HCC Sirsi ITS	Training is complete for the new PC Booking and Print Management systems. Training is underway for the Library Management System.	A

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YEAR 2 - 2021 - 2022					
LS 7.3	Work with HCC IT department to develop a programme of replacement and updating of hardware and software and a financial plan to maintain the programme.	1/4/2022 to 1/9/2022	HCC		
LS 7.4	Build partnerships with local tech companies and charities to find new solutions and funding to bridge the widening digital divide and improve outcomes for local people.	1/4/2021 to 31/3/2022	TBD		
LS 7.5	Facilitate community access and use of public sector Big Data encouraging the creation of digital solutions to community problems by delivering regular hackathons, code clubs and similar events.	1/4/2021 to 31/3/2022	TBD		
LS 7.6	Work with library services in the Yorkshire and Humber region to develop the functionality to share library management systems, for example sharing library catalogues particularly e-book, audio and magazine provision to improve availability and access for local people.	1/4/2021 to 31/3/2022	Libraries Connected Yorkshire and Humber Sirsi		A
YEAR 3 - 2022 - 2023					
LS 7.5	Procure and implement upgrades to library IT systems in readiness for contract expiration.	1/4/2022 onwards	Libraries Connected Yorkshire and Humber Sirsi		

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Information and Learning					
LS 8	Ensure there are opportunities for people of all ages to explore and satisfy their curiosity and develop activities that stimulate curiosity.				
YEAR 1 - 3 2020 - 2023					
LS 8.1	Offer learning programmes that provide opportunities for people to learn new skills, develop their interests or try something new. We will work with other learning providers, to ensure people's needs are met and that there is a co-ordinated offer across the city.	1/9/2020 to 31/8/2021	HCC Positive Futures Others TBD	Delivery of learning programmes has been moved online during the pandemic with a wide range of opportunities on offer for all age groups. Further work is underway with Adult and Community Learning to increase the offer and provide learning pathways.	A
LS 9	Advocate for information literacy and research skills to be taught in schools to all children and continue to offer this training to schools and colleges through the Schools' Library Service and in libraries to residents.				
YEAR 1 - 2020 - 2021					
LS 9.1	Work with the partners to raise awareness of the importance of digital literacy and safety for people of all ages but particularly for children and young people.	1/9/2020 to 31/3/2022	PCC Schools	June 20- DCC Chris Rowley of Humberside Police read 'Chicken Clicking' in response to increase in children being online during lockdown, and delivered a 'staying safe' online message via the 'Hull Storytime' initiative. SLS to develop links with local Neighbourhood Policing Teams to deliver e-safety lessons to schools. New resources and training has been developed in partnership with Libraries Connected and will be utilised with schools.	A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
YEAR 2 - 2021 - 2022					
LS 9.2	Develop CPD sessions for schools to provide school staff with training in information literacy and research skills.	1/4/2021 to 31/3/2022		CPD session to be designed and offered as part of the 2020/2021 core offer for SLS schools as a trial. Feedback to be received to allow for evaluation and re-delivery in the 2021/22 core offer.	A
YEAR 3 - 2022 - 2023					
LS 9.3	Deliver CPD sessions for schools to provide school staff with training in information literacy and research skills.	01/04/2022		Delivery as part of the 2021/22 core offer for SLS schools.	
LS 10	Improve our curation of information and ensure residents know of the trusted resources available to them through the Library Service.				
YEAR 1 - 2020 - 2021					
LS 10.1	Review the Stock and Collections Policy to reflect the shift from print to digital materials.	1/12/2020 to 31/3/2021		In process	A
LS 10.2	Continue to invest in e-books, e-audio, e-magazines, periodicals and comics to increase the range and availability of the collections and build the back catalogue on offer.	1/4/2020 to 31/3/2022		In process	A
LS 10.3	Work with Libraries Connected, the British Library and DCMS on the development of the national single digital presence for public libraries which will see the development of a national web presence that connects to local provision.	1/10/2020 onwards	Libraries Connected Yorkshire and Humber BL DCMS	In process	A

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YEAR 2 - 2021 - 2022					
LS 10.4	Utilise the functionality of the new library management system public facing element 'Sirsi E-Resource Central' to give simplified access to our collections of e-resources for the customer.	1/4/2021 onwards	Libraries Connected Y & H Sirsi	In process	A
LS 10.5	Introduce a library App that will simplify access to collections and facilitate greater self-service functionality	1/4/2021 onwards	Sirsi	In process	A
YEAR 3 - 2022 - 2023					
LS 10.6	Work with Libraries Connected and other national partners to negotiate e-resource access and licence arrangements to improve title range and access arrangements for customers.	1/4/2022 onwards	DCMS Arts Council England Libraries Connected Publishers Association	In process	
LS 11	Develop and deliver business and intellectual property services in Hull and the Humber region.				
YEAR 1 - 2020 - 2021					
LS 11.1	Deliver the Community Led Local Development Fund business support programme.	1/4/2020 to 31/3/2022	HLC HCC	Developed an online support programme of Interactive workshops and webinars piloted, webinars to be available shortly on the website; expert clinics being delivered virtually; daily one to one appointments available with library staff New clients registered on project. Re-profiling budgets to take account of project changes.	A

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LS 11.2	Deliver the Innovate Humber ERDF funded project.	1/4/2020 to 31/3/2023		Project change request in development. Budget re-profiling. Development Manager left, recruiting to positions.	A
LS 11.3	Develop the Business and Intellectual Property Centre (BIPC) expansion funded by DCMS.	1/4/2020 to 31/3/2023	British Library BIPC National Network IPO DCMS PATLIB	£75k of business databases purchased. Reset, Restart £25k programme of recovery support for SMEs	A
LS 11.4	Develop and increase take-up of the Business Lounge facility.	1/5/2020 to 31/3/2024		Current BL space has been hired out until Aug 21. BL support being offered via BIPC. Additional facilities being developed. Humber expansion programme is on track.	A
LS 11.5	Develop and increase take-up of The Makerspace	1/4/2020 onwards		A range of digital content created, 'how to' videos (Workshop Wednesdays/Microbit Mondays), digital community developing with virtual hangouts for members. 1:1 sessions and opportunity to send files in electronically since November 2020. Regular social media 'events' 12 days of Christmas, #Maktober and Reset Lab event. Assisting other departments with digital content as well as a digital Harry Potter night 2021. Partnership with Croda to buy new 3D printer and produce part for production line is in process, part is currently being printed in the makerspace. Planning stages of delivery of digital Arts Award Explore/Discover to young makers	A

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LS 11.6	Increase the number IP health checks being delivered for local individuals and businesses	1/4/2020 onwards	IPO	Contract in place with IPO for 2020/21 - targets met	G
YEAR 2 - 2021 - 2022					
LS 11.7	Extend the development of the BIPC across the Humber in line with the funding requirement from DCMS.	1/4/2020 to 31/3/2022	British Library BIPC National Network IPO DCMS PATLIB	On track. Funding secured for capital works in Grimsby and work is underway to develop spaces in East Riding. Staff training has also begun.	A
LS 11.8	Increase social media advertising for all business related services.	1/4/2020 to 31/3/2023		Planned programme has started.	A
YEAR 3 - 2022 - 2023					
LS 11.9	Prepare and submit funding applications for BIPC delivery and development.	1/4/2022 onwards	British Library BIPC National Network IPO DCMS PATLIB		

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Reading					
LS 12	Focus on reading from an early age and encourage parents to read with and to their babies and children.				
YEAR 1 - 2020 - 2021					
LS 12.1	Develop and deliver a campaign to encourage parents to read with their babies and children.	1/10/2020 to 31/3/2022	Literacy Partnership	<p>Working relationship made with the EY team @ HCC. Development of a Picture Book Award.</p> <p>Plan to develop a series of phonics sessions to be delivered over the summer holidays in A/Y 2022 as a pilot scheme. Training of staff in phonics and phonics activities/games etc is planned.</p> <p>Partnership made with University of Hull Education Dept who will provide phonics training for staff.</p> <p>LEOs delivering online pre-recorded videos of Storytime sessions, Baby Bounce and Toddler Tunes, and as of 1/3/21 Storytime and Baby Bounce sessions.</p>	A

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LS 12.2	Develop a local literacy partnership that will work to improve literacy levels in the city.	1/09/2020 to 31/3/2022	HCC CCG Schools Culture sector	<p>Working relationship made with the EY team @ HCC.</p> <p>SLS/LEOs already developing/delivering a variety CPD to EY practitioners across the city.</p> <p>CPD for student EY practitioners @Wilberforce College to be developed and delivered in academic year 2020/2021.</p> <p>Plan to develop a series of phonics sessions to be delivered over the summer holidays in A/Y 2022 as a pilot scheme. This will require training of staff in phonics and phonics activities/games etc.</p> <p>Partnership made with University of Hull Education Dept who will provide phonics training for staff. In return, we will provide training on using core texts to support the curriculum, etc</p>	A
YEAR 2 - 2021 - 2022					
LS 12.4	Submit revised funding bid for The Big Malarkey Festival 2021 and deliver the festival.	1/06/2020 to 31/12/2021	HCC Schools Businesses	Funding from ACE & JRLT secured; plans for online/physical festival under discussion	G
LS 12.5	Secure funding for The Big Malarkey Festival 2022	1/09/2021 to 31/12/2021		Festival 22 funding to be applied for in Sept 21	

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LS 12.6	Prepare and submit an Arts Council England National Portfolio Organisation bid for The Big Malarkey Festival.	1/09/2021 to 31/03/2022			
YEAR 3 - 2022 - 2023					
LS 12.7	Deliver a digital platform that can be integrated in to school virtual learning environments that makes the reading and information materials of the city's libraries available to children in school.	1/4/2022 onwards	TBD	<p>Currently all SLS have the option for signing up their pupils to Hull Libraries so that they can access the online collections on RB Digital and Borrowbox. The new LMS OPAC will improve this. Promotions need to be done to promote this to schools .</p> <p>We will work with our e-book platforms on the possibility of the SLS collection of Class Reads could be available digitally. This would save money in the future from having to buy further class read sets.</p>	

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LS 13	To become the 'go to' organisers of 'Reading for Pleasure' events both in schools and in the community.				
YEAR 1 - 3 2020 - 2023					
LS 13.1	Create imaginative events and programmes that will encourage children and young people to enjoy reading for pleasure and for people who love reading and literature.	1/10/2020 to 31/03/2023	Schools Culture Sector CEP CVS	<p>Development of a Picture Book Award for EYFS and a KS1 Book Award to encourage a love of reading from an early age. Picture Book Awards will take place during National Storytelling Week in 2022.</p> <p>Continuation of city-wide World Book Day event for SLS schools. 2nd event will take place on 4th March 2021, using the title Knock Knock Superhero.</p> <p>Development of two other city-wide events so that there is an SLS activity/competition each term of the school year.</p> <p>We are working in partnership with HSCAZ to develop White Rabbit Competition and trail.</p> <p>LEOs sessions in planned holiday events and also 'pop-up' events in parks etc.</p>	A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
LS 13.2	Secure funding for more reading and literature events and activities to take place.	1/04/2020 to 31/03/2023	Schools Culture Sector CEP CVS	Secure funding for a Picture Book Award for EYFS and a KS1 Book Award to encourage a love of reading from an early age. This will be starting in National Storytelling Week 2022. Development of a WBD author tour to tie in with the event and other author tours throughout the year. This is continuing in 2021. Secure funding for a literacy conference which will provide CPD opportunities for teachers, library staff and EYFS workers.	A
LS 13.3	Offer training and expertise to partners, particularly schools on literacy programmes and reading for pleasure activities.	1/04/2020 to 31/03/2023	Schools Culture Sector CEP CVS	A programme of CPD is available to SLS schools. This will be expanded over the next 3 years. CPD for SLS/LEOs to maintain skills and confidence in delivery and to ensure sustainability of SLS. Phonics training has been scheduled. Parenting sessions will be developed e.g. in early phonics, to ensure that the wider community is benefitting from the service. Parenting videos are currently being made for parents of SLS schools.	A

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LS 14	Remove barriers to borrowing library materials for residents.				
YEAR 1 - 2020 - 2021					
LS 14.1	Transform the way our libraries present the materials people can borrow by creating library spaces, physical and online, that are flexible and have the ability to create reading experiences that will make collections more visible and appealing.	1/12/2020 to 31/03/2023	User groups	Introduced Select & Collect Expanded e-lending materials Developing new customer interface to include a single-sign on for digital resources Developing an adult and a children's App to provide quick and easy access to library resources	A
YEAR 2 - 2021 - 2022					
LS 14.2	Make joining the library and the borrowing of materials simple and easy making best use of technology to do so.	1/4/2021 to 31/03/2022	User groups	New online joining facility in development to simplify process and give immediate access to the e-library	A
YEAR 3 - 2022 - 2023					
LS 14.3	Remove overdue charges for the late return of library	1/4/2022 onwards		Included in MTFP	

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Culture and Creativity					
LS 15	Ensure the property development programme facilitates the cultural role of libraries creating flexible spaces for use as computer labs, makerspaces, study areas, exhibition space, and space that can be hired out to groups and artists.				
LS 15.1	Ensure each Community Library Plan incorporates details of requirements for culture and creative activity.	1/10/2020 onwards	HCC		A
LS 16	Create and deliver imaginative events and programmes that encourage participation and engagement in cultural activity.				
YEAR 1 - 2020 - 2021					
LS 16.1	Participate in the national culture programme to tie-in with the Rugby League World Cup 2021 (RLWC21)	1/4/2020 to 31/12/2021	RLWC21 LC RLWC21 Cultural Partnership	Awaiting funding application outcome. Cultural Festival Programme in development. Partnership building with local rugby teams.	A
LS 16.2	Work with Coventry 2021 on joint programmes such as Reading Rooms and RLWC21 activity.	1/4/2020 to 31/12/2021	RLWC21 21 Coventry CoC21 Art Council England	Supported ACE bid Sharing knowledge and experience through regular meetings	A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
YEAR 2 - 2021 - 2022					
LS 16.3	Deliver the Hull element of the national culture programme to tie-in with the Rugby League World Cup 2021 (RLWC21)	1/4/2020 to 31/12/2021	RLWC21 21 Coventry CoC21 Art Council England	Awaiting funding application outcome. Partnership building with local rugby teams.	A
LS 16.4	Deliver joint programmes with Coventry 2021 such as Reading Rooms and RLWC21 activity.	1/4/2020 to 31/12/2021	RLWC21 21 Coventry CoC21 Art Council England		A
LS 16.5	Work with local cultural partners to deliver joint programmes, contribute to their programmes and they to our programmes.	1/4/2020 to 31/12/2021	Cultural Collisions CEP	LSD attendance at CCN Young Explorers pilot with Artlink Partner in Artlink bid to support artists CPD Joint funding bid with Freedom Festival Arts Trust	A
LS 16.6	Create an evaluation framework that measures the social and economic impact of the reading, culture and health programmes the Library Service delivers.	1/4/2021 to 31/12/2022	TBD	Work has started to research impact evaluation looking into how other library services and arts organisations measure and monitor service impact.	A
YEAR 3 - 2022 - 2023					
LS 16.5	Extend the lending offer to include tools and equipment.	1/4/2022 onwards	TBD	In planning	A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
Health and Wellbeing					
LS 17	Increase awareness of the role libraries play in improving health outcomes for the people of Hull and encourage health organisations to 'think libraries first' as community hubs for delivering services in localities.				
YEAR 1 - 2020 - 2021					
LS 17.1	Raise awareness of the resources and activities delivered by the Library Service utilising the developing evidence base to demonstrate impact and outcomes.	1/4/2020 to 31/03/2022		Utilised existing organisational networks such as the Older People's Partnership Group, playing a proactive role that raises awareness of the Library Health offer. Utilising Libraries Connected Health Offer infographic to create a local version to share with stakeholders and potential funders. Continue to collect and present evidence developing different ways of demonstrating impact including case studies, infographics and reports.	A
LS 17.2	Extend support for carers by simplifying access and delivery and raising awareness.	1/4/2020 to 31/03/2021	HCC Social Care CVS	Working with the Carers Information Support Service and other partners to improve information for carers.	A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
LS 17.3	Deliver the Library Link pilot to extend the range of people reached and type of support provided to individuals and brings together the work of the Home Library Service and Reading Rooms teams.	1/4/2020 to 31/03/2021	HEYTH CVS HCC Social Care	Home Library Service and Reading Rooms successfully merged and working to develop processes that offer seamless access to different services and activities. Practices have been adapted to working within the access restrictions due to the pandemic. New digital approaches have been successfully piloted. Where possible non-digital services have been continued and a new telephone calling service has been started. Funding opportunities are being explored.	A
YEAR 2 - 2021 - 2022					
LS 17.5	Review the Library Link pilot and formulate a delivery plan from the learning and secure long-term funding for new delivery.	1/4/2021 to 31/03/2022	HEYTH CVS HCC Social Care	Funding bid in development	A
LS 17.6	Deliver programmes that empower communities in managing their own health and well-being and work with partners to develop and secure funding for new ones.	1/4/2021 to 31/03/2022	HEYTH CVS HCC Social Care		
LS 17.7	Explore the expansion of our lending offer to include health-related equipment.	1/4/2021 to 31/03/2022	HEYTH CVS HCC Social Care		

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
YEAR 3 - 2022 - 2023					
LS 17.8	Develop partnerships that will enhance the health and well-being work of the Library Service and that of the partner organisations to improve outcomes for residents piloting new projects and or delivery .	1/4/2022 onwards	HEYTH CVS HCC Social Care		
CREATING A SUSTAINABLE FUTURE					
Workforce Development					
LS 18	Create a workforce development programme that ensures all staff are highly skilled and have opportunity for personal and career development.				
LS 18.1	Review staff roles and structures to ensure the Library Service can meet community need and customer expectation.	1/10/2020 to 31/03/2021		In process	A
LS 18.2	Provide development opportunities and support that encourage staff to embrace technology, understand how it can be used and be creative in utilising it to improve and enhance library spaces and services.	1/10/2020 to 31/03/2021	Sirsi ITS	Training plan is in place and some has been developed. Skills sharing between the teams has taken place. Opportunities for skills and ideas sharing with other public library services have been utilised.	A
LS 18.3	Develop future library leaders by providing opportunities and encouraging personal development.	1/04/2020 to 31/03/2021	Libraries Connected Cilip DCMS	LC UO training programme and LC Staff Development Day Application for a member of staff to participate in library leadership programme Supporting Level 5 management apprenticeship	A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
LS 18.4	Ensure all staff have the skills and knowledge required for marketing and promoting the library offer to all residents.	1/12/2020 to 31/03/2021		Review timescale due to impact of COVID-19 on service delivery	R
LS 18.5	Offer staff coaching and mentoring opportunities at all levels of the service.	1/04/2020 to 31/03/2021	Yorkshire Accord	In place. New cohort being recruited.	G
FINANCE					
Income Generation					
LS 19	Seek and secure increased opportunities for income generation.				
YEAR 1 - 2020 - 2021					
LS 19.1	Review all fees and charges and income sources to determine realistic areas for growth.	1/12/2020 to 31/03/2021		Part of national group investigating income generating opportunities for public libraries. Challenges faced by pandemic have delayed work on this. Extend timescales - this will be ongoing work.	A
LS 19.2	Incorporate the potential to increase income into the property development programme, for example by maximising the potential for other use of space outside of library opening hours and flexibility of space to support different functions.	1/12/2020 to 31/03/2022		In process	A
LS 19.3	Rationalise sponsorship packages offered and seek new sponsorship support.	1/11/2020 to 31/03/2021		Reviewed TBMF, Makerspace and BL Further work to be done - ongoing process of review	A
LS 19.4	Build capacity in to the staff structure to maximise income opportunities.	1/12/2020 to 31/03/2021		JD developed for evaluation. Risk to appointment if income is not generated.	A

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
LS 19.5	Create a forward plan of grant applications and build in a bi-annual review.	1/09/2020 to 31/03/2021		Completed	G
LS 19.6	Utilise technology to improve the systems and processes used by Encore Music Service to enable higher demand to be met.	1/09/2020 to 31/03/2021		In process. LMS upgrade will assist once completed. Extend date to October 2021.	R
LS 19.7	Increase the volume of UKVI appointments offered.	1/6/2020 to 31/3/2021		Achieved. Pressure on Sopra Steria to increase the volume, they are planning to recover the kit to install in their own centres where a higher volume can be achieved. My be a temporary increase in volume in Hull until 31/3/2021.	A
YEAR 2 - 2021 - 2022					
LS 19.8	Prepare and submit an National Portfolio Organisation application to Arts Council England for The Big Malarkey Festival	1/4/2021 onwards			
LS 19.9	Develop a schools' offer to ensure the Schools Library Service becomes an in-demand, ever expanding service, accessed by a range of education settings.	1/4/2021 to 31/3/2022		Offer reviewed. Market testing undertaken. Expanding beyond Hull boundary (at higher rates).	A
LS 19.10	Increase the promotions of the Encore Music Service to stimulate greater use of the service by national orchestras and choirs.	1/4/2021 to 31/3/2022		In planning with Lincs Inspire	
LS 19.11	Increase advertising of income generating services, specifically social media advertising.	1/4/2021 to 31/3/2022			

	ACTION	TIMESCALE	PARTNERS	UPDATE R/A/G (R = Behind A = On track G = Completed)	
YEAR 3 - 2022 - 2023					
LS 19.12	Prepare and submit evidence base for future funding of the BIPC.	1/4/2022 onwards	British Library BIPC National Network IPO DCMS PATLIB		
LS 19.13	Prepare funding applications for activity identified in the Library Strategy.	1/4/2022 onwards	TBD		
Capital Investment					
LS 20	Seek and secure capital investment to deliver the Library Strategy.				
YEAR 1 - 2020 - 2021					
LS 20.1	Work with HCC to plan capital investment in: - buildings and community delivery - Technology - Library materials	1/09/2020 to 31/03/2021	HCC	Property review underway. Works planned for 2 libraries. Systems upgrades in process. Library Resources capital budget in MTFP	A
YEAR 2 - 2021 - 2022					
LS 20.2	Develop and begin delivery of a capital programme to improve library buildings and community delivery.	1/4/2021 onwards	HCC	In planning with HCC	
YEAR 3 - 2022 - 2023					
LS 20.3	Procure new contracts for the provision of library materials working with the Yorkshire and Humber and North West Consortium.	1/4/2022 onwards	Libraries Connected Yorkshire & Humber		
LS 20.4	Procure and implement upgrades to library IT systems in readiness for contract expiration.	1/4/2022 onwards	Libraries Connected Yorkshire & Humber		