

Community Impact Assessment

Section 1 – Overview

1. What is the title of the policy?

Telford & Wrekin Library Service Review

2. What are the objectives of the policy? For example, what are we aiming to achieve? Who does it benefit? Please provide a brief description

As part of the Council savings target, the Library Service is required to find £218,920 staff savings and £111,472 non-staff savings. The current Library Service review was carried out to investigate how these required savings could be achieved whilst still meeting the statutory duty to run a public library services according to the Public Libraries and Museums Act, 1964.

The **review of library services** is based on the following principles:

- Maintaining services across the borough but concentrating resources where they are most used.
- Delivering equity - no one community to be penalised by the removal of their local service
- A long term view that reflects a commitment to the value of library services rather than a quick fix
- Keeping the service local through working co-operatively with local people and partners
- Compliance with the statutory duty to provide a library service that is 'comprehensive and efficient' – and freely provided in most instances
- The aims of the Library service which are:
 - to ensure that people can access books and information when and how they want to
 - to support learning and wellbeing for vulnerable groups of people through collaborative working to provide a range of activity based services and opportunities
 - to provide a quality library service that is responsive to change and is relevant to people throughout their lives
 - to help people access, interact with and develop the future direction of local council and other community services

The **current library service** is made up of 9 libraries, which attract over half a million visits each year, and library services that are taken out to where people live and meet, by the Mobile Library, outreach activities, Home Library Service and small collections in residential homes and community centres. Free membership of the library service is a statutory right from cradle to grave. Everyone is welcome to use library services, and libraries are trusted neutral spaces.

Our **proposal for the library service** for implementation from 20th July 2012:

- **four centres of excellence** for library and First Point services based on the libraries at Madeley, Newport, Telford and Wellington. They will provide the core offer in depth, with individual specialisms, collections and focus, act as hubs for reading development activities, and be staffed by highly competent front facing library/customer service

assistants who will be released by self-service technology to answer enquiries and assist customers. Developments at Wellington and Telford will allow access to library resources and spaces 'out of hours' for community use. Telford and Wellington Libraries will have 46 staffed hours pw (-3.5 at Telford, +3.5 at Wellington) and Madeley and Newport will be open 35 hpw (+2 at Madeley, including lunchtimes, -3.5 at Newport).

These 4 libraries account for 75% of library activity, are located in thriving borough towns that feature good transport links and attract customers from wide catchment areas

- **five neighbourhood libraries** provided in co-operation with local partners for local people in Dawley, Donnington, Hadley, Oakengates, and Stirchley. Staffed hours of opening will be reduced to 16 hours per week but can be extended through co-operative working and self-service facilities.. Consultation with current borrowers and Telford & Wrekin residents and evidence of current usage rates will help us select the best times for library staff to be working in the libraries. Stock levels will also be reduced and concentrated on items that are popular, according to statistics for individual libraries and consultation with local borrowers - the wider range will be available via the request system. These neighbourhood libraries will be set up from July 2012 with the anticipation of achieving the transition by Summer 2015 as suitable partners and partnership arrangements are finalised.

These 5 libraries account for 25% of library activity, are located in pre-new town villages that are experiencing high levels of deprivation in surrounding communities, and attract customers from a narrow catchment area with well defined preferences for reading and library use

- **developing direct delivery of services by consulting and working with local people**
 - working with volunteers to expand the Home Library Service as the population of the borough ages
 - Creating more collections at community venues to spread the reach of free books and reading
 - Talking to local communities and individuals about the best use of the Mobile Library
 - taking outreach and development activities to priority groups and areas and deliver real outcomes for those individuals and communities

3. Who does this policy affect? (Delete as appropriate)

- Customers/service-users - yes
- Partners - yes
- Employees - yes

4. What period does the policy cover? (start date & end/review date)

30th July 2012

The new model of delivering library services will be subject to review and analysis that will guide future developments:

Annual review of opening hours based on usage statistics, customer comments and revenue in Feb/March each year for introduction in April each year

Annual review of stops/visits of Mobile Library in Feb/March each year to introduce new schedule in April each year

Annual review of library charges

Annual review of published guidelines

Annual business plan that refreshes priorities, targets and actions

5. Your contact details:

Name of person completing impact assessment and their post	Marilyn Higson Library Service Transformation Project
Telephone	382997
Date started	2 nd November 2011
Other officers/Stakeholders involved	Sharon Smith Library Service Delivery Manager

Section 2 – Impact Assessment

1. Will this policy have a significant impact on any of the following groups of people with regard to the General Equality Duty?

Positive and negative impacts should be assessed with regard to the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

Please mark all boxes indicating whether an impact has occurred, this could be **positive** or **negative**. Mark **None** if there is no impact. Help boxes are available to assist.

People of different ages

[Helpbox - Age](#)

People with ill health or people with a disability

[Helpbox - Disability](#)

People of different gender

[Helpbox - Gender \(Sex\)](#)

People who are transgender

[Helpbox - Transgender](#)

Different racial groups

[Helpbox - Race](#)

People with different religion or beliefs

[Helpbox - Religion or Beliefs](#)

People of different sexual orientation

[Helpbox - Sexual Orientation](#)

Women who are pregnant or breast-feeding

[Helpbox -Pregnancy and Maternity](#)

People that are married or in a civil partnership

[Helpbox - Marriage or Civil Partnership](#)

People affected by deprivation

[Helpbox - people affected by deprivation](#)

Impact (X)		
Positive	Negative	None
	X	
X		
		X
		X
		X
		X
X		
		X
X		

Free membership of the library service is a statutory right from cradle to grave. Everyone is welcome to use library services, and libraries are trusted neutral spaces. The Public Libraries Act, 1964, guarantees a comprehensive and efficient library service to everyone who lives, studies or works within the library authority. The service is extended to visiting customers and a national library card is a development being actively discussed. These over-arching factors mean the proposals within our library review do not place any particular disadvantage on the 6 groups listed above.

2. What is the expected impact?

For each impact **positive** or **negative** please explain the reasoning and provide evidence for that response.

Positive Impacts

Disability

- Maintenance of all local libraries – no libraries will close in T&W
- All libraries are DDA compliant – we also offer adaptive technology for access to public access pcs and stock books in alternative formats
- Phased roll-out of First Point services from main libraries bringing access to other council services into the community: [App 1 – First Point preliminary plan 2012](#)
- Annual review of Mobile Library stops – taking library services out to where they live: [App 2 – Mobile Library timetable 2011-12](#)
- Home Library Service ensures continued access to the Library Service for those customers who are house bound and their carers: [App 3 – HLS leaflet](#)
- Adult learners are a priority group for development activities: [App 4 - First click evaluation based on generic learning outcomes](#)
- Development of *health zones* in libraries as a one stop shop for health information: [App 5 – Health Zone leaflet](#)

Pregnancy/maternity

- Free membership
- Access to a wide range of services to support parents – Healthy children/parent's collections plus advice on line: www.telford.gov.uk/libraries and click the button labelled 'children'
- Promotion of national baby lifecheck: [App 6 - Baby life check final report](#)
- Bounce 'n'rhyme sessions in libraries: [App 7 - What do you enjoy most](#)
- Baby changing and feeding facilities offered in core libraries as part of the Telford and Wrekin NHS, Community Health Services support for breastfeeding mothers and all parents and carers: www.healthytelford.nhs.uk

Deprivation (inc rural/urban)

- Maintenance of local libraries in areas of deprivation: [App 8 - Libraries Services in areas of deprivation](#)
- Annual review of Mobile Library stops taking library services into rural areas, urban estates and sheltered dwellings
- The majority of our services are free including free access to the Internet
- Taking outreach and development activities to priority groups and areas, delivering real outcomes for those individuals and communities: [App 9 - Summer Reading Challenge Evaluation, 2011](#)

Negative impacts

People of different ages

To meet the Council's savings target, the Library Service Review proposes a reduction in library opening hours: from the current 293.5 hpw to 242hpw, a reduction of 17.5%. The highest percentage of this reduction will apply at the 5 neighbourhood libraries where the

model allows for 16 staffed open hours per week. The proposal equates to a 38.5% reduction in staffed opening hours at these libraries (current opening hours = 130pw, proposal = 80hpw)

Reduction in opening hours will affect over 5000 active borrowers of all ages:-

	Dawley	Donnington	HLC	Oakengates, The Place	Stirchley	Totals
Active borrowers	683	761	944	1760	1358	5506

These active borrowers are made up from the following age groupings:-

Adult	478	539	450	1346	829	3642
Concessionary adult	41	30	26	44	70	211
Pre-school	29	50	94	82	109	364
KS1 - 2	105	136	268	232	299	1040
KS3 - 4	42	27	114	77	75	335

All figures from Library Management System, October 2011

3. What engagement and consultation have you already carried out?

- Who have you consulted/engaged with?

Museums, Libraries and Archives Board – Future Libraries programme – for alternative business models for managing public library services efficiently and effectively

Elected members – cabinet members and the Policy Forum

Senior officers – Senior Management Team and Heads of Service

Other teams and colleagues – eg First Point Customer Services

Local people as represented in the Community Panel 2011

Parish Councils: [App 10 - example of letter to parish councils, November 2011](#)

- What the consultation/engagement told you?

MLA/Future Libraries Programme

– We investigated the possibilities of different models of governance and examples from other library, leisure and cultural organisations across the country. This told us that Commercial or community led alternatives to managing local authority public libraries are not applicable in T&W at this time: [App 11 - Choices in outsourcing a library service](#)

Elected Members

– closing one library is not an option to avoid penalising one community

Community Panel 2011 –

-Proposed main libraries are the 4 branches most frequently visited

-Proposed neighbourhood libraries and the Mobile Library are the least frequently visited

-19% use the direct delivery services as represented by online usage

-non-users would be encouraged to use libraries if they knew more about what was on offer and a wider range of items to borrow

: [App 12 – Community Panel Summary Report, June 2011](#)

Parish Councils

-feasibility of proposals and concerns held by local councillors about parity

- What you have changed or intend to change as a result of the consultation?
The consultation has led to the proposals which are unique to T&W and designed to meet local needs.

The feedback from the Parish Councils will be known when their budgets are set

- How and when you intend to feedback?

Recommendations will be fed back to Policy Forum and Cabinet and will form part of the Corporate Forward Plan

Remember to attach the information when you submit the Community Impact Assessment.

4. Please give brief details of any further engagement/consultation you plan to carry out with any of the above groups

Consultation plan (DRAFT): App 13 – consultation plan (3)

Consultation group	Question	Information needed
Current users of libraries	When do you usually visit the library?	Usage patterns to support evidence from Library Management System data
	Why do you come to the library?	What resources are needed in the library
	What sort of books do you borrow	Borrowing patterns to support Library Management System data to help us select relevant stock
Telford & Wrekin residents – made aware of consultation through media coverage and direct contact	When should the local library be open?	To help us plan a timetable that works for the local community
	What sort of books would you like to be able to borrow	Data to help us select relevant stock
	What else would you like to see in the library	What resources are needed in the library
	How else would you like to access library services	Building up other services such as Mobile Library visits, Home Library Service, Collections in community centres

Section 3 – Mitigating Actions

1. For each significant **negative** impact identified in Section 2 (Questions 3 & 4), what action have you taken, or will you be taking, to reduce/manage these impacts?

Please bring forward any **negative** impacts identified earlier in the form and explain what action you will take to mitigate against them

People of different ages

Proposed reduction in opening hours and stock levels at the 5 neighbourhood libraries will affect over 5500 active borrowers of all ages:-

	Dawley	Donnington	HLC	Oakengates, The Place	Stirchley	Totals
Active borrowers	683	761	944	1760	1358	5506

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All figures from Library Management System, October 2011

Mitigation

Consultation

Consultation with users and non-users to ensure reduced hours open suit most people
 Consultation with users and non-users to ensure neighbourhood libraries hold the stock and services required by that neighbourhood

Consultation about other ways to deliver Library Services

On-going consultation through the establishment of user groups – the Library Lab which involves young people in the direction and delivery of library services for their age group, and the emergent Wellington Library user group, forming from the Wellington Library Community History Centre Consultation Group

Development of direct delivery of library services

Home Library Service – through volunteer input we can advertise this service more widely to enable more frail adults and their carers to maintain independent living at home.

We are actively promoting this service within communities and investigating how it fits as an option for personalised services: [App 3 - HLS leaflet](#) [and App 14 volunteering leaflet](#)

Residential Homes – collections for residential homes throughout the borough will be reviewed and will be delivered with at least an annual visit from the Mobile Library so residents can help choose their own books: [App 15 - Adult Reading Development Team Action Plan, 2011-12](#)

Collections of books in community centres – using donations from local people we will set up collections in places where people meet – free to borrow and pass on

Virtual Library – available 24/7 from any computer providing reference materials, a gateway to the internet, book reviews, online catalogue and borrower details. The latest Community Panel survey showed that 19% of library users are accessing services via the internet: [App 12 – Community Panel Summary Report, June 2011](#)

Mobile Library – annual review of usage at stops and requests for new stops will ensure the Mobile Library is visiting places where it is most valued. The 3 week timetable provides opportunities for enhanced programmes and activities in specific communities or for specific age groups – eg the Mobile visits pre-school settings 6 times per year with selected stock for the under 5s: [App 16 – Early Years Route, 2011 -2012](#)

Working co-operatively

Through shared locations, library services will be available for longer than the 16 hours pw staffed by library staff. Wellington Library will be open as long as the Leisure Centre.

Parish Councils and other partners are being invited to sponsor extra opening hours to maintain or enhance the public library service for their local communities.

Investment in self-service technology (spend to save) is being installed at the new Wellington Library and then rolled out as funding allows, to enable free use of the public library service resources. This will enable customers to issue and return their library loans independently

Volunteers – we will widen the offer for volunteers and those seeking work experience. Volunteers already help us deliver the Home Library Service and young volunteers work with us on the Summer Reading Challenge. We will recruit volunteers as IT buddies to help people get online, reading buddies for those needing help with literacy and local/family history volunteers to assist visitors in personal research. Young volunteers will become more involved in designing and running services and activities for their age group

Development of centres of excellent at the 4 main libraries

First Points in libraries – beginning with the new Wellington Library, frontfacing library staff will take on the delivery of a selected customer service activities. The offer will also be rolled out to new First Points at Madeley, Newport and Telford at the Community Hub. During Phase 2 of the Library Service restructure(Jan – July 2012) the job descriptions for frontline staff and the grading have been amended to reflect this extra role: [App 1 – First Point preliminary plan 2012](#)

Changing opening hours – The opening hours at the four main libraries will be standardised at 46hpw at Telford and Wellington and 35hpw at Madeley and Newport. This allows Madeley Library to remain open throughout the day instead of closing at lunchtimes. The reduced hours at Newport (3.5 hpw = 10%) will allow the current level of staffing to provide the enhanced service to the residents of Telford & Wrekin across the borough. Analysis of usage trends at Newport Library has allowed us to identify the least busy periods for the proposed reduction – 9.30 – 10am daily and 4 – 5pm on Saturday: [App 17 - Newport Library data September 10-August 11](#)

Adjacencies

Library	Developments, locations and accessibility	Adjacencies to other centres (in miles)	Adjacencies to neighbourhood libraries (in miles)
Telford	Southwater Square redevelopment	Madeley 4.8	Dawley 1.9
	Telford Town Centre	Wellington 4.6	Donnington 5.1
	Telford International Centre	Newport 8.6	HLC 3.7
	Bus station		Oakengates 2.3
	Railway Station		Stirchley 1.7
M54			
Wellington	WCLC redevelopment	Telford 4.6	Dawley 3.7
	Regeneration and tourism partnerships	Newport 8.7	Donnington 5
	Market	Madeley 6.9	HLC 1.7
	Bus station		Oakengates 3.4
	Railway Station		Stirchley 5.7
	M54		
Free parking			
Newport	Market town	Telford 8.6	Dawley 9.9
	Newport redevelopment	Wellington 8.7	Donnington 5
	Free parking	Madeley 13.4	HLC 7.5
	High Street location		Oakengates 7.2
			Stirchley 11.7
Madeley	Redeveloped district centre	Telford 4.8	Dawley 3.4
	Free parking	Wellington 6.9	Donnington 9.4
	Frequent buses to Telford Town centre and Wellington	Newport 13.4	HLC 8.5
	Adjacent to Ironbridge Gorge World Heritage Site		Oakengates 6.1
			Stirchley 2.6

Patterns of use

All library authorities are statutorily obliged to provide library services to everyone who live, works or studies within their area of control. Where and how individuals or groups of people access library services is a matter of choice, based on preference, convenience or utility. Analysis of post codes of registered borrowers shows that Telford and Wellington Libraries attract the widest spread of customers, Madeley and Newport are similar in attracting significant proportions of customers from a large distinct area. The proposed neighbourhood libraries attract readers from their local communities but these communities also travel to larger libraries: [App 18 – Where people travel to use libraries](#)

Comparing the data gleaned from a variety of sources relating to library activity, the proposed four main libraries show the highest rates of activity: [App 19 – Libraries – comparative data](#)

Libraries as spaces for the community – national press coverage recently has concentrated on the threats to the future of libraries as 20% service points face possible permanent closure due to the need to find economies in service delivery to meet local government budget cuts. The professional press concentrates more on the need to transform library services to meet 21st century needs. Back in 1990s the New Deal identified public library services and buildings as a force for social cohesion, trusted neutral and local facilities. Opening up our buildings to local

community use has long been an ambition in T&W Libraries - the new Library at Wellington has provided the opportunity to offer spaces for groups and organisations to meet and develop. This is a pattern of usage that will be rolled out to the Community Hub, Newport, Madeley and the neighbourhood libraries.

2. For each significant **positive** impact you identified in Section 2 (Questions 3 & 4) what action have you taken, or will you be taking, to maximise the opportunity?

Please bring forward any positive impacts identified earlier in the form and explain what action you will take to enhance these.	
Positive impact on people with disabilities	
Maintenance of all local libraries – no libraries will close in T&W	Consultation on optimum opening hours and relevant stock Co-operative working with local partners to add to core offer
Phased roll-out of First Point services from main libraries bringing access to Council services into the community	Initial stage of First Point service in libraries - introduced at Wellington in the first instance, First Point services will be rolled out to Newport, Madeley and Telford Libraries following initial 3 monthly reviews
Annual review of Mobile Library stops – taking library services out to where they live:	Responding to requests for additional or alternative stops to take the Mobile Library service where people need it Developing week 3 offer to deliver a specific commissioned programme or add to a local event Co-operative working with partners and agencies to take their services out to rural and isolated communities
Adult learners are a priority group for reading development activities:	Evaluation of First Click sessions demonstrates through generic learning outcomes the impact in improving IT confidence and skills . Through recruitment and training of IT volunteers we will offer more of these short courses and individual IT support in local libraries
Development of <i>health zones</i> in libraries as a one stop shop for health information	A growing body of evidence proves the value of public library services in providing information and resources that promote a self-help route to well-being. Stress levels reduce more when reading a book than in listening to music. Public Library authorities throughout the West Midlands have agreed to prioritise the Health and well-being offer. Telford & Wrekin Library Service is well placed to take part in this regional programme: App 20 – T&W Libraries Health and Well-being Partnership Offer - Funding from PCT has provided capacity for

	<p>identifying stock and resources, developing the brand and working with partners for 'Health zones' in a libraries.</p> <ul style="list-style-type: none"> - Books on Prescription, developed through the PCT Community Mental Health Teams, is offered from all libraries - Special collections have been formed through working with STACS (Shropshire & Telford Asperger's Support) and AFASIC Wrekin - Get into reading is a breakthrough programme for providing reading enjoyment for people with dementia - In partnership with Shropshire Council and the NHS, we are producing the Self Help Directory: http://search3.openobjects.com/kb5/shropshire
Development of access to resources for people with disabilities	<ul style="list-style-type: none"> - Ongoing research on alternative technologies for accessing computers for communication and services - Improved support for visually impaired people through bid to Ulverscroft Foundation - Commitment to development of collections to include e-books, which allow personalised settings of text
Pregnancy/maternity	
<ul style="list-style-type: none"> • Free membership 	Free membership at any age is a statutory right. Babies are welcome message
<ul style="list-style-type: none"> • Universal provision of Book start packs to babies of 4 – 6 months and children at pre-school settings 	Working with Children's Centres to establish Bookstart corners for enhanced support for targeted families
	Promoting Bookstart to parents through under fives groups
<ul style="list-style-type: none"> • Access to a wide range of services to support parents –Healthy children/parent's collections plus advice on line 	Bookstock and resources maintained <ul style="list-style-type: none"> - Resource fund - Children's stock policy – www.telford.gov.uk/libraries - Development of Library Service website
<ul style="list-style-type: none"> • Promotion of Teenlifecheck : App 21 – Teen Lifecheck Summary Report 	Maintain links and promotion of libraries to youth groups and young carers' groups

<ul style="list-style-type: none"> Promotion of baby lifecheck 	Maintain relationships initiated by the project worker eg Breastfeeding Advisers
<ul style="list-style-type: none"> Bounce 'n'rhyme sessions in core libraries. 	<p>Good practice</p> <p>Use of volunteers</p> <p>Introduction of the Bookstart Bear Club to encourage regular use of the library services</p>
Baby changing and feeding facilities offered in core libraries	Integration into Library Service Quality Standards

Deprivation (inc rural/urban)

<ul style="list-style-type: none"> Maintenance of local libraries in areas of deprivation 	<p>Working with local partners to ensure continuity of library services</p> <p>Library offer of services and stock for main and neighbourhood libraries targeted to local need</p> <p>Opening up library spaces for use by and for the local communities – local centres for formal or informal meetings, learning activities and the wider cultural offer</p>
<ul style="list-style-type: none"> Annual review of Mobile Library stops 	<p>Responding to requests for additional or alternative stops to take the Mobile Library service where people need it</p> <p>Developing week 3 offer to deliver a specific commissioned programme or add to a local event in specific communities</p> <p>Co-operative working with partners and agencies to take their services out to rural and isolated communities</p>
<ul style="list-style-type: none"> Work of the professional team in targeted reading development activities and programmes 	<p>The development team of professionally trained librarians work in three strands</p> <ul style="list-style-type: none"> - Adult Reading Development team is prioritising the health offer and services for adults with low literacy and numeracy skills, older people and carers. This team also leads on stock development, adjusting the selection criteria to meet changing trends and investigating new formats and ways to enjoy reading. A current emphasis is promoting library services to young adults who are not in employment, education or training (NEETS) - Information & Learning team is developing the virtual library (24/7 remote library offer) and ways in which local people can become involved the direction of the service through getting online, social media and volunteering. The community history collections, information resources and

	<p>supported access to free IT provide the basis for promoting an inclusive ethos for skills development, learning and community cohesion with current work prioritising job seekers</p> <ul style="list-style-type: none"> - The Children & Young People team is promoting the health, educational, social and creative benefits of libraries to their target group. The priorities are: pre-school children, parents and carers, young people (11-16), children with disabilities, children in care and geographical areas where income deprivation affecting children is evidenced. Successful current work has included programmes for young volunteers, children in care and Kreative Kidz (an arts offer for children with learning disabilities)
<ul style="list-style-type: none"> • Libraries as spaces for community use 	<p>Procedures to be developed which allows free use of library spaces for open meetings – ie not in meeting rooms with closed doors</p>

3. How do any of the above actions contribute to the aims of the General Equality Duty;
- eliminate unlawful discrimination, harassment and victimisation
 - Majority of Library Services are free to access and will remain so under the 1964 Public Libraries Act
 - Libraries are respected, neutral spaces where everyone is welcome
 - Quality standards for customer care in T&W Libraries adopted April 2010 and reviewed September 2011
 - advance equality of opportunity
 - First Point customer services will be rolled out to four main libraries – it is anticipated that the BME community in Wellington will find it easier to access these services at Wellington Library than at Civic Offices
 - Free IT access to local and national government
 - foster good relations between different groups
 - opening up libraries for community use – meetings, learning activities, social and cultural events, organised for and by local people
 - volunteering and work experience opportunities

Section 4 – Review and Monitoring

1. From what date will this policy be implemented?

30th July 2012

2. How will the actual impact of the policy be monitored and reviewed?

Use SMART action planning techniques to describe the processes/forums by which the impacts will be monitored and evaluated.

Quarterly refresh of library stock in neighbourhood libraries

- Informed by customer feedback to staff, in Library comments books, social media and corporate complaints system
- Numbers of requests – Library Management system (LMS)
- Genre of stock that has been issued (LMS)

Annual review of partnership arrangements

- Statistics of use (LMS)
- Budget monitoring (Agresso system)
- Review of business model

Annual review of customer satisfaction

- Customer feedback – comments and suggestions via staff, comments books, social media and corporate system
- Feedback from Parish Forum
- Community panel
- Usage statistics

Impact of reading development activities throughout year

- Project evaluation using the Generic Learning outcomes and Generic Social outcomes
- Evaluation of partners – eg reading levels tracked in schools
- Customer feedback

Quarterly takeup of First Point services

- No of transactions in libraries
- Customer feedback
- Feedback from Customer Services team