

BBB2

Books, Bytes and Buildings 2



CORK CITY COUNCIL
COMHAIRLE CATHRACH CHORCAÍ

Strategic Plan for the Library Service 2010-2014
Plean Straitéiseach don Seirbhís Leabharlainne 2010-2014



Cork City Council
Comhairle Cathrach Chorcaí

Books, Bytes and Buildings 2
Strategic Plan for the Library Service 2010-2014

adopted by Council
12 July 2010

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Acknowledgements

Books, Bytes, and Buildings 2: strategic plan for the library service 2010-2014 was prepared by the staff of Cork City Council Libraries, and edited by Liam Ronayne, City Librarian.

The contribution of the following is gratefully acknowledged:

The members of Cork City Council, in particular the members of the Strategic Policy Committee for Recreation, Amenity & Culture

Ms. Valerie O'Sullivan, Director of Service, Recreation, Amenity & Culture

The staff of Cork City Libraries, who contributed to the Plan with enthusiasm and imagination

Ms. Liz Meaney, Ms. Maeve Dineen, Ms. Trish Murphy, Cork City Council Arts Office

Mr. John Ger O'Riordan, and Mr. Stephen Scully, Recreation, Amenity & Culture

Staff of the Community & Enterprise Directorate, in particular Mr. Jim O'Donovan, Director of Service, and Ms. Maria Minguella, Social Inclusion Officer

Staff of other departments of the City Council, especially Information Systems and the City Architect's Department

Members of the Libraries Access Advisory Group, in particular Mr. Donie O'Leary, Ms. Liz Buttimer, Mr. Tom Walsh, Ms. Joan Murphy and Mr. Bob Burns

Ms. Mary Chambers, City of Cork VEC

Ms. Colette Kelleher, Cork Simon

Ms. Norma McDermott, Director, An Chomhairle Leabharlanna

Ms. Alvina Grossu, Culturewise Ireland

Members of the public who contributed ideas and suggestions, especially those who responded to questionnaires and surveys in 2008-2009

Cover: Bishopstown Library, opened 2006

Message from the Lord Mayor

I am delighted to welcome Books, Bytes, and Buildings 2, the strategic plan for the library service which we adopted in July of this year.

Libraries are the best used and most popular of our cultural services, and I and my colleagues on the Council are very proud of the service enjoyed by the communities around the city through the network of local libraries, and from the flagship library on Grand Parade. We are also very conscious of how important libraries are in introducing children to the worlds of knowledge and culture. In these times the library service has never been more important.

Among the priorities in this plan are a new library for the Mahon and Blackrock area of the city, and a purpose-designed library for Hollyhill/Knocknaheeny to replace the interim facility there. These libraries will, when they become reality, be a major boost to those communities.

Libraries of course are much more than buildings, and this plan's objectives will see exciting and innovative programmes in a wide range of areas: encouraging children to read from the youngest ages; nurturing a reading culture in the city; lifelong learning opportunities for adults; and resources to help people develop their careers, to prepare for a job interview, and to help them start their own business, all very important in these times.

I wish the service well in implementing all the worthy objectives in the plan.

Cllr Michael O'Connell
Lord Mayor of Cork

Foreword

I am delighted to introduce Cork City Council's strategic plan for its library service 2010-2014 entitled *Books, Bytes and Building 2*.

This new strategy sets out our plans for the development of the library service in Cork city for the next four years and lists the achievements of the last plan. It is a great credit to library personnel that so many of the targets we set ourselves have already been met, despite the extraordinary climate in which they have worked and to which they have had to adapt. This is a tangible indicator that public service staff remain dedicated to the people they serve and the services they provide, even when resources are greatly reduced.

We have remained ambitious in our objectives in this new strategy, keeping the physical improvement of library infrastructure high on our agenda, and progressing our plans in this regard.

This means that when the economy improves, we will be ready to make these plans a reality. This plan also emphasises the role of libraries as venues and civic assets for the communities in which they reside, and makes them places for community activity, education, recreation and relationship building, giving a visible daily return on the Council's investment in libraries for the public good.

I look forward with anticipation and some excitement to the realisation of this strategy over the next four years. The staff of the library service will no doubt deliver once again, as they always have in the past.

The benefits to the public we serve are the driving forces of this plan, and of the public who will deliver it.

I want to thank Mr Liam Ronayne, City Librarian and all library staff for their continued vision and commitment, which has meant that their end product has gone from strength to strength even as their resources have decreased.

I also wish to acknowledge the undiminished support of the Elected Members, who see the value of libraries to the people of Cork city, and always attempt to maintain, if not increase, Council resources for libraries.

Valerie O'Sullivan
Director of Services
Recreation, Amenity & Culture

Books, Bytes and Buildings 2: An Introduction

Cork City Council Libraries have provided a range of well-used services and resources to the people of the city and surrounding region since the service was established in 1892. Much has been achieved during the lifetime of the previous plan *Books, Bytes, and Buildings 2005-2009*. While it is clear that society faces difficult times over the next few years, the service improvements put in place in the years up to 2009 should provide a solid base to build on.

These improvements include

- two state-of-the-art buildings in Tory Top Library and Bishopstown Library, and a much enlarged Douglas Library, all of which contributed to greater usage of libraries;
- significant progress on planning for the proposed new City Library on Grand Parade;
- the service to housebound persons around the city;
- two very popular and well regarded libraries websites;
- much improved stock collections, including a greater emphasis on children's stock and the mother languages of immigrants in the city;
- much enhanced services for learning and information;
- two very successful special library programmes, for European Capital of Culture in 2005, and The Year of the Constant Reader in 2009;
- a series of well-received library publications; and
- a new staffing structure.

The Public Libraries User Survey (PLUS) carried out nationally in 2007 indicates a very encouraging degree of satisfaction with the quality of library service in Cork city: for example 95.1% stated that staff helpfulness was 'good' or 'very good'; while 86.5% felt that their local library in Cork was 'good' or 'very good'.

Books, Bytes, and Buildings 2 builds on the achievements of *Books, Bytes, and Buildings 2005-2009*. It is in many ways a continuation of the strategies outlined in the 2005-2009 plan and in reading this strategic plan reference should be made to that document.

Policy Context: local and national

This plan has been prepared in the context of a range of local and national policies. The primary documents include the *Cork City Development Plan 2009-2015*, the *Cork City Council Corporate Plan 2009-2014* (in preparation), and *City of Difference: Mapping Social Exclusion in Cork* and the *Social Inclusion Action Plan 2004*.

The *Cork City Development Plan 2009-2015* sets out Cork City Council's policies for the development of Cork until 2015 and beyond. The overall vision of the Plan is for Cork to be an attractive, accessible and unique city. It is based on three fundamental and inter-related goals:

1. To promote and provide for the sustainable development of Cork city
2. To promote social inclusion and to facilitate equality of access to employment, education . . . and social and cultural activities
3. To provide for a high quality natural and built environment and improved quality of life for those living and working in Cork city, and also for those visiting the city.

The *Cork City Development Plan* is itself prepared in the context set by national, e.g. *National Spatial Strategy*, and regional plans, especially the *Cork Area Strategic Plan 2001-2020 (CASP)*.

This strategic plan for the library service fully incorporates these fundamental and inter-related goals. As a large proportion of library users in the city lives in the environs, i.e. Metro Cork, the CASP is also of relevance to this plan's objectives. The objectives set out later in this plan expand on themes included in the Council's Corporate Plan, as they relate to the library service.

At national level the main policy on library development is *Branching Out: Future Directions* (2008) which seeks to ensure that libraries around the country build on the progress made under the first *Branching Out* library development strategy which was launched in 1998. The current economic downturn will impact on the implementation of *Branching Out: Future Directions*, but the objectives set out later in this plan take cognisance of the report's key aims. Other national policies are of direct relevance to library services, including policies on social and cultural inclusion such as the NESF report no. 35, *The Arts, Cultural Inclusion and Social Cohesion* (2007) which includes a section on libraries, and a range of policies and reports from An Chomhairle Leabharlanna /The Library Council such as *Library Access* (2003), *Making Access Happen* (2004), and *Meeting the Challenge of Cultural Diversity* (2007). The *Learning for Life* (2000) report remains the main policy in the area of adult literacy.

Social, Cultural and Economic Context

Population

In 2006, the population of Cork city was 119,418. The decline of Cork city's population over recent decades is underpinned by a number of trends, including an increasingly ageing population and relatively high death rate and low birth rate. Out migration to suburbs in the environs of the city has been another contributory factor. The dynamics of this population change are distributed differently across the city. The city centre has been a particular focus of population increase, reflecting the redevelopment initiatives and the introduction of high density forms of living. The greatest population decreases are in the south of the city, in areas which have much older population profiles.

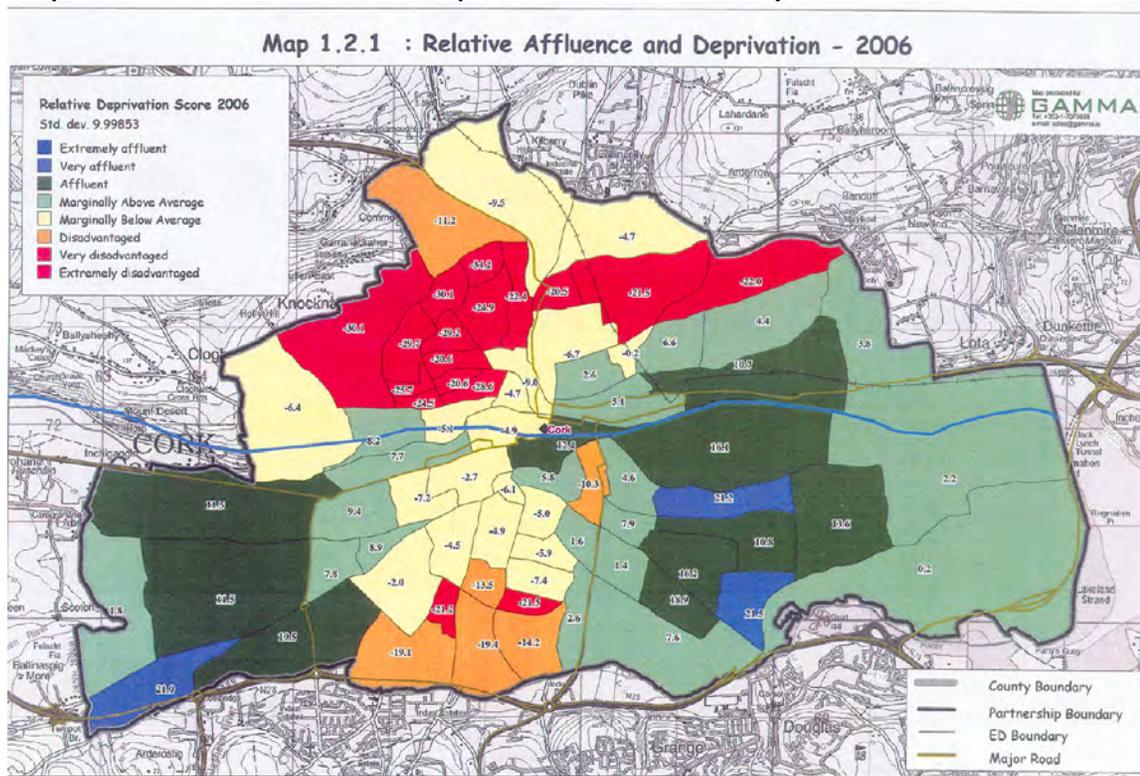
Cork City Council Libraries' services and resources are used not only by persons living within the city boundaries but also by persons living in the environs and in the towns of Metro Cork. The objectives set out later in this plan reflect this feature of library usage, and, particularly in the case of services for learning and information, and in the range of reader promotion and cultural programmes, the Council seeks to meet the needs of the people of Metro Cork.

Disadvantage and exclusion

The geography of inequality in Cork reflects both distinctive aspects of development in the city and common features of urban Ireland, with concentrations of social disadvantage in areas characterized by physical decline and disinvestment. In these areas higher proportions of people live in social housing, and there are higher levels of unemployment, higher than average number of lone parent families, higher rates of disability, and lower levels of educational achievement.

The Haase Index of Relative Affluence & Deprivation has been developed to facilitate a greater understanding of the geographical distribution of poverty and wealth in Ireland, using data measuring social class, levels of education, unemployment, proportion of lone parents, as well as the age dependency ratio. The index provides a single measurement of the overall deprivation or affluence in an individual area. Map 1 shows the relative deprivation for each of the 73 wards in Cork City on a scale of 1 to 10, with a score of 10 indicating that a ward is among the most disadvantaged group.

Map 1: Relative Affluence and Deprivation 2006: Cork city



In 2006, there were 14,985 persons with a disability in Cork city, representing 12.5% of the city's population. This is higher than the overall proportion for the State, which stands at 9.6%. There has been little change on the 2002 figures. Disability typically increases with age, and different age-related patterns are evident in terms of their distribution across the city.

The Council is fully committed to meeting the library and information needs of people with physical, sensory, mental health or intellectual impairment, and sees the resources provided by the library service as offering unique opportunities for transforming the lives of people with disabilities; for example the library service to housebound persons was developed specifically to meet such needs. The Council is also fully conscious of the provisions of the Disability Act relating to full accessibility by 2015.

Demography

Demographic changes will continue and, it is likely, intensify over the years of this plan. Irish society in general is getting older - the number of older citizens in Cork city will increase in the period to 2014. The presence of active retired citizens has already impacted on the nature of library services, in particular leading to increased demands for special resources such as audio books, large print books, book clubs, informal learning opportunities etc. These demands will increase in coming years. The take-up of the service to housebound persons, mentioned above, is another indicator of demographic change.

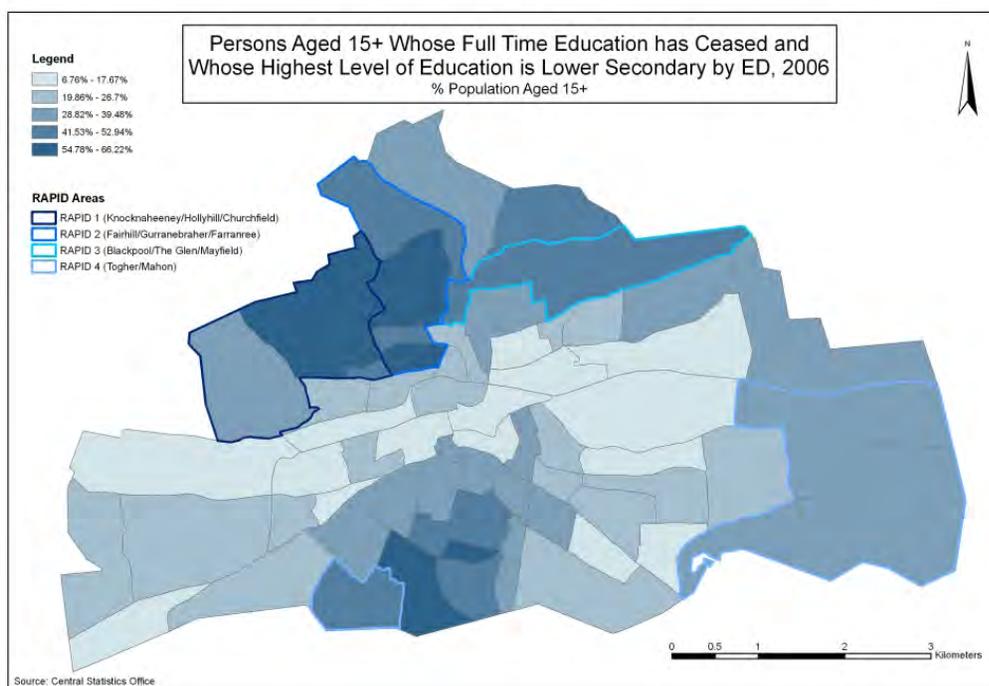
By way of contrast, however, the population in the environs of the city is much younger, with higher proportions of children aged 0-6 in the suburbs around the perimeters of the city, reflecting the movement of young families beyond the city boundaries, and the overall decline in the city's young population. The catchment population of local libraries reflects this, with children and young people making up between 41% and 64% of members in local libraries. Some of the highest proportions of the 0-6 population are to be found on the northern perimeter of the city, including particularly the RAPID areas of Knocknaheeny, and also Mayfield / The Glen. To the south of the river, Mahon B, another RAPID area, is also an area with a higher

proportion of this age group. All local libraries provide a well developed range of stock and activities for children, and this will be enhanced during the lifetime of the plan. As will be seen in Strategic Objectives 5.1, 5.3, and 5.4, the Council has identified new libraries in Blackrock–Mahon and Hollyhill, and the refurbishment and extension of the Frank O’Connor Library, Mayfield, as priorities. The Council’s intention is that the children’s element of the proposed new City Library will be a multi-faceted cultural resource for children, centred on books and reading.

Education

The general levels of educational attainment in Cork have shown positive increases between 1996 and 2006. In spite of these gains, however, stark differences remain between different communities in the city. In 2006, of those aged fifteen or over who have finished full-time education, 19.5% have primary level or no formal education; 21.7% have completed lower secondary education as their highest qualification; 24.4% of people have completed some form of third level education. Since 1996, there has been a significant decrease of almost 8.2% in the numbers of people with a primary level education only. Map 2 shows the number of persons aged 15+ whose full-time education has ceased and whose highest level of education is lower secondary or less, as percentage of the total population aged 15+ by Electoral Division 2006 in Cork city.

Map 2: Education levels 2006: Cork city



Between 1996 and 2006, there has been an increase of 8% in the numbers with a degree or higher, reflecting the recent rise in student numbers in universities and colleges. The learning role of the library service has been greatly enhanced in recent years, and this role needs to be strengthened in the years ahead. The library service will further develop its resources for adults with literacy issues, and will put particular emphasis on measures to develop reading and information-handling skills for young children. The presence of two large third-level institutions in the city impacts on the nature of usage of study and research facilities, especially in the city centre. The plans for the proposed new City Library provide for greatly enhanced study and research resources to meet the needs of the learning city, for people following both formal and informal courses of study, including literacy courses.

Cultural life and cultural inclusion

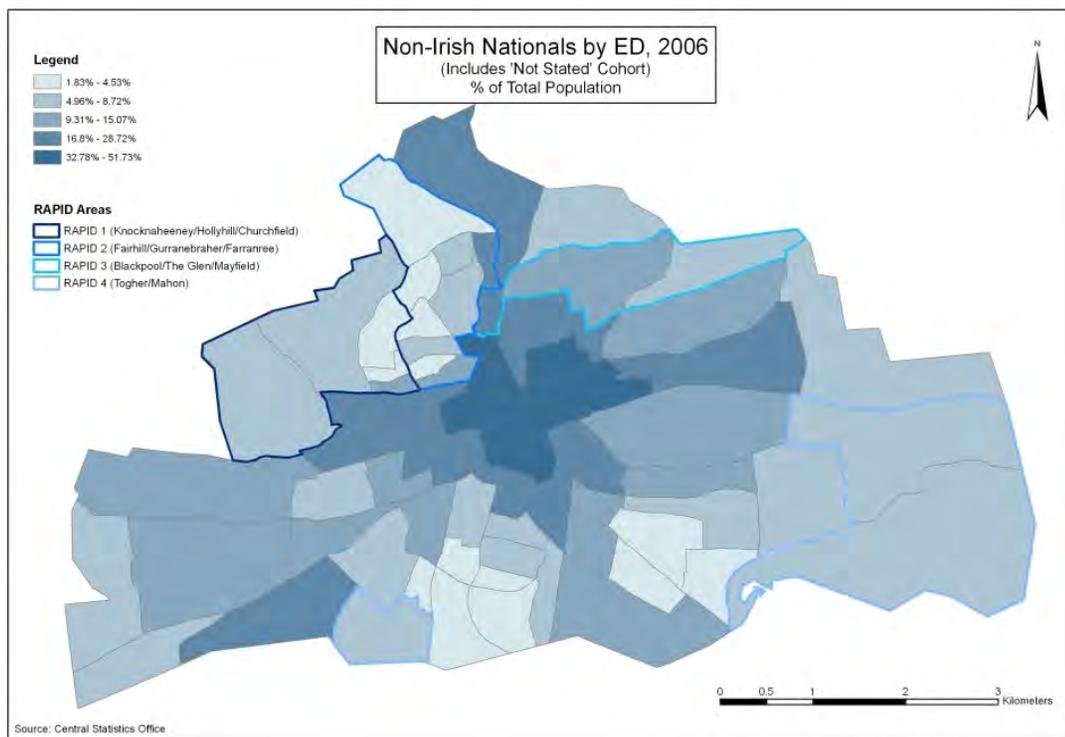
Cork is a city with a varied and vibrant artistic community, and a fascinating cultural heritage. The activity of Cork’s artists, musicians, writers, poets and players is evident on our streets, in our galleries and on our stages. Cork City Libraries play a central role in the city’s cultural life, providing books and other materials to stimulate the imaginations and creativity of the people of the city. In addition the libraries are venues for creative activities of all kinds, not least in hosting performances and exhibitions during the city’s many festivals.

Libraries are key community assets, venues for a wide and growing range of social and cultural activities. The Council will continue to develop and enhance the role of libraries as welcoming places for the public – one of the few democratic and non-commercial spaces in the city – and as an integral part of the public realm. The demand for cultural activities in libraries, both in Central Library and in the network of local libraries, will continue to grow. The success of the European Capital of Culture 2005 programme in libraries, and of the Year of the Constant Reader in 2009 – a Council-initiated programme in the city’s libraries – is a reminder that people are comfortable attending and participating in cultural activities in libraries in a way they are not in other venues.

An intercultural city?

The last ten years have witnessed a growing diversification of Ireland’s population through immigration. The 2006 census shows that 10,022 people (or 8.5% of the population) described themselves as being of non-Irish or UK nationality; the comparable figure was 5,681 (or 5.4%) in 2002. It is the city centre EDs which have the highest proportions of those describing themselves as being of non-Irish nationality; these areas have also seen the greatest increases in proportions of their non-Irish population between 2002 and 2006. Non-Irish children now make up a major portion of the users of the Children’s Library on Grand Parade, and to a lesser extent in some local libraries, while the other local libraries have a very small cohort of non-Irish children. Map 3 shows the patterning of those of non-Irish nationality across the city in 2006.

Map 3: Persons of a nationality other than Irish 2006: Cork city



The Council is committed to including these 'new Corkonians' in the cultural life of the city, and sees the library service – with its services for language learning, literacy, its network of computer facilities, and wide range of reader promotion and cultural activities for children and adults – as one of the key ways of achieving this aim. The Council will adopt an 'intercultural' approach, i.e. it seeks to develop a common civic culture involving everyone in Cork, while encouraging interaction between the communities living in the city. Collections, programmes and activities in libraries will be developed to achieve this aim.

Social inclusion

Libraries are serious about social inclusion, and have been for long before the phrase was minted, being known as the 'poor man's university' for more than a century. In the 21st century social inclusion presents two main challenges to library staff and their parent organizations: 1) we must meet the challenges of social inclusion as they directly affect libraries; and 2) we must foster and enhance real social inclusion in the community at large. Social inclusion policies must provide for a wide range of goals, including equitable access to information and cultural activities. Social inclusion must cover more than the world of work, both because a healthy society should follow other priorities besides the work ethic, and because at any given time many people are outside the world of work.

While libraries are genuinely open to all, this does not mean that they are used by all. Making library services available is not of itself enough; coherent and sustained efforts are required to ensure that libraries are accessible in a real sense, and are used to their full potential by everyone.

Economic outlook

As has already been pointed out, the period to 2014 is likely to be difficult in terms of resources: staffing, funding and stock. The downward pressure on Council revenues generally, the reduction in the availability of grant-aid, and the difficulties in replacing staff who retire or otherwise leave, will continue for a number of years. This is in stark contrast to the previous decade when the Council succeeded in enhancing staffing in Libraries and in devoting much improved fiscal resources in terms of new buildings, new services, and a much improved Bookfund. It is vital for the Council to keep the focus on the essentials of the library service — good stock resources, a helpful and committed staff, programmes and activities relevant to Cork citizens — so that the service will be in the strongest position possible when the economic situation begins to improve.

The Council will seek to ensure that resources are provided to sustain the library service and enable it to meet current and evolving needs, delivering the best quality service possible. Procurement policies and procedures will be geared to ensuring value for money in buying goods and services; for example the Council will seek to maximise the work done by external stock suppliers in the supply of stock.

In setting out the Council's objectives for its library service, and how it proposes to achieve them, it is useful to consider how libraries may evolve in the years to 2020, just a decade from the time of writing.

Libraries are first and foremost community facilities, an intervention in the lives of individuals and communities to foster reading and learning in all its forms. Modern libraries provide a home to a variety of groups — many of whom had no home before — enabling activities to happen which would otherwise not take place, and providing for the enrichment of society. They are thus active centres of social and cultural inclusion, engaging with users of all ages and from all socio-economic backgrounds. Libraries have arguably never been more important than in these difficult times, and the Council will extend this community-oriented model to all part of the city in the decade ahead.



One of the great challenges for public libraries, indeed all public services in the 21st century, is how to strike a creative balance between the traditional ways of doing things, on the one hand, and on the other hand using the potential of a variety of technologies and new ways of working to improve service delivery. Routines, technologies, procedures, and so on must allow for creative interaction between staff and public. Technological innovations currently impacting on and shaping the way society is changing include e-books, social networking and Web 2.0 (in particular Library 2.0), digital music formats, and the Google Book Settlement.

Early in the lifetime of this plan the Council will introduce a downloadable e-books service. The term e-books means an electronic text equivalent to a conventional printed book which can be downloaded and read on a variety of digital devices, from personal computers or laptops to hand-held devices. E-books provide many benefits for libraries and users: instant delivery of material; no servicing required, no shelf space needed, and the avoidance of lost or damaged titles. There are now sufficient players in the market to ensure that the Council would not be tied to any one format or supplier. In addition the surge in e-book technology will drive the demand for more e-book services making it imperative that the Council's Libraries be part of this evolution in information provision. The benefits of e-books are not only to do with cost or speed of delivery, however. There is growing evidence that e-books are encouraging some people to read — people who were heretofore put off by traditional formats.

Social networking and especially what is known as 'Library 2.0' are already changing the nature of both online and more traditional services. 'Library 2.0' encompasses forms of library service reflecting a transition within the library world in the way that services are delivered to users. The focus is on user-centered change, and participation in the creation of content and community. The concept of Library 2.0 borrows from that of web 2.0 and follows the same underlying philosophies. This includes online services like the use of online catalogue systems and an increased flow of information from the user back to the library. Other forms of social networking, e.g. Twitter, also offer useful opportunities for better service delivery.

The so-called Google Book Settlement raises serious questions for publishers and authors and has the potential to significantly impact on how libraries develop over the next decade. In 2002 Google began digitizing out-of-copyright books without the authors' consent. A court case awaiting final judgement in the USA will determine whether Google can continue to do so, and whether they can offer such books as downloads.

The effects on the public library service are more likely to be indirect, rather than direct, but any change in the publishing environment will inevitably affect the range of materials which the Council can offer to its users.

In the period to 2020, it is certain that the Rory Gallagher Music Library and the library service generally will have to adapt to major changes in the recorded music industry, with uncertainty over the formats by which music will be delivered to consumers, and thus to users of music library services. The Council will investigate a variety of options in the coming years, such as providing content using a digital music provider, providing access to a digitised database of Irish produced music, perhaps restricted to library users with users choosing one-day or one-week loans after which time the file will be automatically deleted. In addition the Council will investigate how best to digitize Cork Music Archive recordings so as to make them available for download or streaming either via the Cork City Libraries website or the catalogue.

The feedback from users to the online content made available through the Cork Past and Present website has been very positive, and the Council will take advantage of appropriate technological developments over the coming years to keep this website at the forefront of online resource provision.

New technologies typically provide opportunities but also challenges, and will demand not only the up-skilling of staff but new ways of thinking, adapting our core purpose and functions to meet evolving public needs in this environment. There are great benefits in the use of technology in libraries, but the Council is mindful of what would be lost if it is not introduced wisely and sensitively. Staff learn much about the resources of the library, and what might be of use to individual users, simply by regularly handling material and getting to know it. Libraries staff must know the people they serve, who they are, what they need. Traditional ways of issuing material have long been the main way of ensuring the two-way channel of communication that is central to an effective and well-used library service. It is vital that this is not in any way compromised in the introduction of new technologies.

Another consideration, of which the Council will continue to be mindful, is that in modern society, especially in cities, a library is one of the few remaining places where human interaction is possible and welcomed. This is true in the Council's local libraries around the city, but especially in the city centre Library.

The Council sees libraries primarily as resources for the people of the city rather than as buildings or institutions. In delivering a library service founded on these values, the Council intends that technology will be used for the good of the citizens of Cork, rather than allowing services to be unduly shaped by the demands of technology.

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The proposed new **City Library** is one of the key strategic objectives of the Council over the next five years, and is at the heart of this plan. The Council recognizes that what is required for the city is not simply a library similar to the current one on a larger scale. Rather the Council is committed to a library of a type required to meet the needs of 21st-century citizens. It is not possible to say at the time of adoption of this plan when work will begin on this project, but detailed consideration has been given to the key features of the new City Library and the principles on which it will operate, and these have shaped its design, including:

- o the best use of spaces such as the concourse / lobby; exhibition spaces, multi-purpose rooms, and meeting rooms; and the café;
- o the best way to arrange, display and promote stock: e.g. arrangement by broad subject area, the location of reference material next to related lending stock, and so on;
- o the types and number of public service desks, and what they will be used for;
- o self check-in / check-out facilities and radio frequency identification (RFID), bearing in mind the need for sensitivity to human needs as outlined above.

The Council also recognizes the need to develop and put in place different, smarter, and more effective ways of managing its stock, making best use of technologies and of changes in the nature of publishing – traditional and online – and in the library supply market. These enhancements are needed to ensure that the public make the most of the wealth of collections which the Council holds in trust for present and future generations.

What the Council will do 2010 to 2014

All of the strategic objectives set out in the remainder of this plan are designed to provide the best possible library service to the people of Cork city, and in so doing make Cork City Libraries a national leader, and a service of the highest EU standards.

The Council's main strategic aims for the period 2010 to 2014 are based on the following themes

- Better library buildings, in particular a purpose-built library in Hollyhill, the Blackrock-Mahon Library, the further development of Blackpool Library, and the proposed new City Library.
- Continued development of collections, with a smarter, more focused approach to stock management.
- Libraries for Learning, contributing to enhanced learning opportunities, and economic recovery in the Cork region.
- Continuing development of the Libraries websites and online content.
- Enhanced reader development & cultural programmes, building on advances in 2005-2009.
- Real and measurable improvements in social and cultural inclusion.
- Developing the staff and the organization.

The figures, analyses, and maps in the Social, Cultural and Economic Context section of this Introduction were provided by the Social Inclusion Unit, Community and Enterprise Directorate, Cork City Council, and the Geography Department and Applied Social Studies Department, University College Cork, and make use of an analysis of the following data:

- 2006 census socio economic data for the City Electoral Divisions (EDs)
- 1996-2006 census socio economic change patterns for City Electoral Divisions (EDs)
- 2006 census socio economic Enumerator Area (EA) information for the City and Suburbs

The Purpose of the Library Service

Cork City Council provides a library and information service to support learning and the independent quest for knowledge, and to meet the public's interest in books and reading, and in music and the arts. By so doing, it enriches the lives of every member of society, and increases their social, cultural and economic opportunities.

Libraries are a quality-of-life service, a means of enrichment through both focused and relatively unfocused activity — reading in order to find out, and reading for its own sake. The library is thus a place of fulfilment and joy, for young and old, for people from all socio-economic and cultural backgrounds.

2.1 Core Objectives

The Council will ensure that each Library will be

- a Resource for Children and Young People, a gateway to the world of knowledge for children, actively helping children to develop their literacy and information skills, and acting as a centre for culture for children and young people, for focused activities and peer socialization.
- a Resource for Learning and Information, a key focus of the learning city, enhancing formal education and supporting adult learners and education generally; bridging information gaps and meeting the citizen's right to know by providing accurate and up-to-date information of all kinds; the library will act as the collective memory of Cork by comprehensively collecting, making available, and promoting local historical and cultural material of all types.
- a Resource for Reading, Culture and the Imagination, promoting interest in literature, books and reading; meeting the public's need for recorded & printed music materials and a range of other media; supporting literature in Irish, and Gaelic culture generally; and acting as a focal point and a welcoming space for reading and social and cultural activities for everyone in Cork.

To ensure that everyone in the city has access to these resources, the Council will provide a network of modern libraries, with the Central Library at its hub, which will

- be staffed with well-trained, welcoming, expert and accessible staff, in appropriate numbers and at appropriate levels;
- be housed in purpose built or purpose designed, conveniently located, welcoming and fully accessible buildings, which will be open at times that suit the public;
- be stocked with up-to-date and relevant collections of books, periodicals, audio-visual and multi-media stock, for children and adults;
- include an online library service as a core element of the network, offering a range of digital resources, enabling users to renew, request and carry out other transactions online, and providing the means of genuine online interaction;
- be equipped with state-of-the-art facilities and equipment, and linked by state-of-the-art information and communications technologies to each other, to other library and information services and cultural centres;
- be promoted and marketed to maximise its use by people in every community in the city and its environs.

2.2 Libraries for All: Social and Cultural Inclusion

Cork City Council will, through its library service, make Cork a more just and inclusive society for all citizens and residents of the city, with increasing social cohesion and solidarity, and with cultural and informational programmes open to everyone.

Cork City Council recognises that inclusion policies must provide for a wide range of goals, including equitable access to information, learning and cultural activities. The Council is committed to providing for cultural inclusion for all groups and communities in society, including immigrants and their children. Inclusion must cover more than the world of work, both because a healthy society should follow other priorities besides the work ethic, and because at any given time many people are outside the world of work.

The Council will

develop a deeper understanding of the diverse and changing nature of society in the city, and ensure that services evolve to match diversity and change;

ensure that the provision of library services shall evolve in a way designed to reduce social and geographical exclusion and inequality, and to enable more citizens to take an active part in society;

ensure an intercultural approach in resources, services and programmes, designed to enable immigrants to play a full role in society, and to enable the wider community to learn more of the cultures of the 'new Corkonians';

ensure that all its library buildings will be accessible to all members of the community;

ensure that its library service will

- secure access to all types of published information, irrespective of formats;
- offer adult lifelong learning and training opportunities; and
- enable all citizens to have access to information & communications technologies;

ensure that the opportunities offered by the Information Society for increasing wealth and greater availability of information within society generally are available to everyone in the city, and thus counter the threat of a widening information gap which would result in growing social exclusion.



Bishopstown Library

Libraries: A Resource for All

Strategic Aim 1: Develop Collections and Stock Management

Where we are now

During the lifetime of *Books, Bytes & Buildings 2005-2009*, a total of almost €3 million was spent on books and related materials; €1 million of this was capital funding for the new libraries in Tory Top Road and Bishopstown, while the other €1.98 million came from the Council's annual revenue budget. Early in 2006 the Council adopted a collection development policy entitled 'Access all areas'. Using this document as a basis, staff have significantly improved stock management in all its aspects: the selection of new stock, the speedy and accurate cataloguing of new stock and its distribution to the various service points around the city, and the more effective use of stock generally.

Selection, Cataloguing, and Processing

- Librarians in local libraries now provide greater input to stock selection, especially for music and audio material, and there is more diversity in types of material purchased, e.g. DVD collections, multimedia packs etc. for both adults and children.
- Behind-the-scenes procedures were improved, e.g. in June 2008 the Library moved from *UKMARC* to *MARC 21* cataloguing standards, new collection codes were created for special collections, such as the Music Archive and other music collections, for graphic novels, Irish and foreign language collections, and teenage collections, and standards were agreed for adding suffixes to adult non-fiction collections.

Stock Management & Evaluation

- Guidelines are in place to assess what missing or worn-out stock should be replaced, for all categories of stock.
- The service also introduced a clearer withdrawals policy, governing when old and unused stock is removed from shelves, and book sales of discarded stock are now held at various times of the year. Similarly a more streamlined approach is in place for donations, with duplicates or less appropriate material disposed of via book barrows and book swaps.
- Procedures relating to requests for books in demand were streamlined, as were procedures on long-overdue items.
- While the Council has temporarily withdrawn from the national inter-lending scheme called 'BorrowBooks', it intends to recommence participation once circumstances allow.

What we will do: 2010-2014

The Council's objectives in stock management and collection development for 2010 to 2014 are to:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|--|--|
| 1.1 | Prepare a new stock management & development policy, covering the selection, acquisition and management of stock in all formats | <ul style="list-style-type: none"> ○ Comprehensive review of 'Access all areas' policy (adopted 2006) ○ New formats provided, e.g. eBooks and audio books downloadable from website ○ Revised policy in place by end 2011 |
| 1.2 | Ensure that the Bookfund is appropriate to the needs of the city / Metro Cork, and to the range of existing and future users | <ul style="list-style-type: none"> ○ Per capita spend of €5 to be reached by 2014, and targets to be set for level of Bookfund for each year 2011-2013 ○ Provision in the Bookfund to recognize the regional importance of learning, music and other resources in Cork City Libraries |
| 1.3 | Implement integrated stock management, to ensure libraries provide the 'right book (or other item), for the right person, at the right time' | <ul style="list-style-type: none"> ○ Closer collaboration between staff in local libraries and Bibliographic Services, in the selection, rotation, and promotion of stock ○ Quicker delivery times achieved for all stock, especially for in-demand items ○ Existing stock properly cared for, through appropriate handling, and through servicing and repair of the highest standard ○ Regular stocktakes at each service point, and for each major type of stock |
| 1.4 | Develop and implement a strategy for medium-term storage of library stock | <ul style="list-style-type: none"> ○ Audit carried out of current requirements for storage of general and specialized stock, which needs to be stored off-site ○ Appropriate storage space provided |
| 1.5 | Prepare a comprehensive disaster plan for collections | <ul style="list-style-type: none"> ○ Audit carried out of current provision in Cork region to deal with a range of disasters ○ Potential of co-operative measures with other libraries and archives explored ○ Disaster plan prepared and adopted |

Strategic Aim 2: Develop Services to Children & Young People

In recent years the Council has placed greater emphasis on services to children and young people, in recognition both of the needs and rights of children, and of the fact that children are the library users of tomorrow. On the policy side, a new post of Executive Librarian with responsibility for services to children and young people was created in 2006. A draft Code of Practice for working with Children was prepared in early 2008, with the HSE providing assistance on training, comment and review. It is intended that the Code will be incorporated into the overall Council Code of Practice being prepared by the recently appointed Child Protection Liaison Officer.

Expenditure / Funding

- Spending on children's and young people's stock rose from 20% of the Bookfund in 2006 to 28.4% in 2009, allowing the Council to provide a much more comprehensive and up-to-date stock for children and young people. In addition the Council purchased stock for children with special needs with funding under the National Disability Strategy. Shelving and display of children's and young people's stock were continually enhanced by those working with children in all libraries.

Children's Book Festival

- Children's Book Festival in Cork city continues to develop each year, with the number of constituent events rising to 112 in 2009, attracting 3675 children, particularly to visits by nationally and internationally known authors. Disability funding enabled the development of workshops for children with autism and other special needs, and the Council's initiatives in this area have been recognized nationally with presentations given at the LGMSB Annual Conference in Sept 2008. Funding from Foras na Gaeilge for bilingual programmes resulted in the publication of *Éan Scéal* and *Éan Scéal Eile*.

Links & Partnerships

- The Council continues to strengthen links between Libraries staff and primary and secondary schools, and youth organizations, regularly liaising with local schools to ensure a two-way flow of information and feedback. Children's libraries staff have strong links with the Arts Office, working together on projects such as the *Unfinished Book*, the Christmas on the Grand Parade events, and other projects. There are strong links also with venues/agencies such as Blackrock Castle Observatory, the National Council for the Blind of Ireland, Cork Deaf Association, Cork City Childcare and others. The 'Igloo' created at St Mary's Road Library in 2009 by children and Cork Community Artlink was an example of fruitful co-operation, and was inspired by the 'One Shandon, One Book' project in which libraries were key participants.

Enhancing Parental Involvement

- The Council places special emphasis on encouraging parents to take part in their children's reading. The *Licence to Explore* booklet assists parents in developing their children's reading skills and their use of the library, and the 'BookAttack' programme in 2009 provided prizes for children who read 30 books or more during the summer months. Initiatives such as *Rainbow of Learning* and *You Can't Smoke a Shoe in the Library* received very positive feedback from the parents of children with special needs, while the 'Tuistí agus Leanaí' Irish-speaking parent + toddler group has been set up at Central Library. The *What your Children Want* survey provides a framework to develop further parent — child initiatives.

Teenagers

- Recent years have seen great improvements in services to teenagers. CD collections and graphic novels are now available in all libraries, with teenagers involved in the selection of music stock in local libraries. The Council's Teen Survey on what young people want from the public library service and what programmes they are interested in has helped shape collection development and workshop programmes. The Council has organized a 'Teen Day' each April since 2007, with a variety of workshops open to all teenagers. The Council's innovations in this area have been recognized nationally by An Chomhairle Leabharlanna and other agencies, and at various seminars.

What we will do: 2010-2014

The Council's objectives for services to children and young people for 2010 to 2014 are to:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|---|--|
| 2.1 | Ensure that the needs of children and young people continue to be at the heart of library service provision | <ul style="list-style-type: none"> ○ Code of good practice adopted by Council, with specific provisions for use of libraries by children and young people ○ Enhanced skills and experience on part of staff dealing with children & young people ○ Links strengthened with preschools, schools, and relevant educational, cultural, and child welfare agencies, in all areas of the city |
| 2.2 | Develop collections for children to foster reading and information skills | <ul style="list-style-type: none"> ○ Comprehensive stock provided in all libraries, reflecting the evolving needs of all children ○ 33% of total spending on stock allocated to children & young people by 2014 or earlier ○ Clearer focus on literacy, reading and information-handling skills ○ Continuing improvement in the display and promotion of children's stock ○ Greater usage by children |
| 2.3 | Develop collections and services for teens, geared to their specific needs | <ul style="list-style-type: none"> ○ Enhanced teen collections – books, CDs, DVDs, multi-media, online ○ Enhanced range of programmes, e.g. Teen Day, creative writing |
| 2.4 | Enhance programmes for children and young people, and develop new and imaginative initiatives as required | <ul style="list-style-type: none"> ○ Continuing enhancement of the quality of Children's Book Fest, and of other key annual programmes ○ Growing range of programmes and activities for children, and for children and parents/guardians, focused on improving children's reading and information skills |

Strategic Aim 3: Develop Libraries for Learning

One of the main innovations in the library service between 2005 and 2009 was the much greater emphasis on libraries as resources for, and centres of, learning. To this end the Council has strengthened links with relevant agencies, and initiated links with some other agencies, such as the VEC, Lifelong Learning Festival, Centre for Adult & Continuing Education, UCC, and FÁS, in order to enhance the range and quality of our supports for the learning city.

Lifelong Learning

- Libraries are key players in the Lifelong Learning Festival initiative and a full programme of events has been held in all libraries every year since the festival began in 2004, highlighting the extensive resources for learning available in libraries. The range of learning opportunities offered during the festival continues to grow and develop. On a similar note Libraries participate in the Adult Education Exhibition each year, winning the award for Best Statutory Stand in 2006.
- Projects are now an integral part of the Leaving and Junior Certificates. Secondary schools from the city and the county bring classes to the Reference Library where pupils are introduced to the sources – articles and books – for their special topics in history.

Computer Classes

- Since 2006 the Council has provided classes in basic computer skills, each spring and autumn in libraries around the city, jointly with the VEC and Connect Cork (Phase 2). In 2009 a series of more advanced e-learning classes began, in co-operation with FÁS, and libraries also host computer training for visually impaired persons.

Continuing Education: partnerships

- The Council began an initiative with the Centre for Adult & Continuing Education in UCC (CACE) in the autumn of 2008 to make short courses accessible to local communities via libraries. The initiative has been very successful, with Mayfield Library, Tory Top Library, Bishopstown Library and Central Library taking part. Courses were in subjects such as History of Irish Food, Art History, Health etc. The Council continues to host literacy classes and classes on basic English, in conjunction with the VEC, Welcome English and other agencies.

Special Collections

- A number of special collections were acquired: When the Barnardos Resource Centre closed in Cork they donated their Childcare Collection to the Reference Library in Central Library. This initiative greatly enhanced services to all sectors of the community interested in childcare, helping to meet the needs of the growing number of students and courses on childcare, children's education, and child health. The Aruba Coghlan Dance Collection was acquired through the co-operation of the Firkin Crane and Ms Coghlan herself. The collection includes 500 books, magazines and theatre programmes, collected over the years, and will greatly enhance our resources for students and researchers of dance.

Staff Development

- A large number of staff received training in 2009 on the resources and services offered through the Citizens Information network. This training will help staff provide a better information service to library users.

Careers and Jobs

Libraries hold valuable resources to help people develop their careers, to prepare for job interviews, and start their own business. In October 2009 Libraries staff organized '**Get that Job! Create that Job! An Open Day on Jobs and Careers**'. This event, launched by Cllr Dara Murphy, Lord Mayor of Cork, provided an opportunity for agencies involved in careers, job creation, education and related initiatives to engage with the public in the

- o welcoming and trusted environment of the public library, with information stands, displays and presentations through the afternoon and evening.

Lecture Series

- o Series of talks/lectures on specific topics are a new departure for Cork City Libraries. 'China: life in the Middle Kingdom' was the first lecture series held in the library over seven weeks beginning in February 2007. Jointly organized with the Irish Institute of Chinese Studies at UCC, the lecture series covered topics such as Chinese Customs and Religion, China Today, Travelling in China, Women in China, etc.



Careers advice brochure produced by Reference services

Cork Local Studies

The Council continues to provide a high quality local studies service, based on the unique collections of the Local Studies Library, in all relevant formats, on the history and culture of the Cork region, and on the skills and experience of the staff. The main innovation in the period 2005-2009 was the development of the specialist website www.corkpastandpresent.ie.

- o This website provides information on Cork's history, culture, places, people, and events. The site focuses on Cork city and its surrounding areas, providing textual material as well as digital images, including local photographs, drawings, maps, and advertisements.
- o The main digital resources available by end of 2009 include:
 - Old maps of Cork from 1545 to 1893, including Grand Jury Map (1811)
 - Goad Insurance Maps (1897 to 1915)
 - Cork Business Directories (selected years: 1797 – 1945)
 - Bilingual list of place names (streets, townlands and landmarks)
 - Selection of Cork photos
 - *Irish Builder* (selected Cork articles and images, 1867-1884)
 with other resources in the process of being digitized / uploaded.
- o The website also acts as a portal to other sites, databases and digital resources on Cork.

The staff in the Local Studies Library continue to provide advice to genealogical researchers at home and overseas. The staff also help in drawing up lecture series on the history and archaeology of Cork in cooperation with other members of staff, the Heritage Officer, and others.

What we will do: 2010-2014

The Council's objectives for libraries as resources for learning for 2010 to 2014 are to:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|---|--|
| 3.1 | Continue to make libraries a cornerstone of the learning city | <ul style="list-style-type: none"> ○ Further enhancement of research collections, in print and online, and of other learning resources ○ Space and facilities maximised for formal and informal learning (incl. PCs, printers / copiers, language-learning), for study (including quiet study spaces) and for research ○ Enhancement of role of libraries in Lifelong Learning Festival and related initiatives ○ Strengthening of partnerships with relevant agencies involved in learning of all kinds ○ Clearer focus on supporting adult literacy initiatives ○ Greater usage of libraries for learning |
| 3.2 | Continue to develop reference and information services as centres of excellence, in Central Library and throughout the city | <ul style="list-style-type: none"> ○ Enhancement of skills and experience of staff dealing with reference and information services ○ Specialized resources developed: for careers and jobs, information for business & economic development, community information, community health information ○ Range of guides, reading lists, etc. prepared and published, for researchers and general public, online and/or printed, as appropriate ○ Full regulated access to other research resources through CorkPAL ○ More focused provision of official information, from City Council, central government, EU ○ Designated PCs provided to appropriate resources on the web, facilitating the downloading of relevant material, PDFs, etc. |
| 3.3 | Consider the most appropriate means of arranging stock, for the benefit of users | <ul style="list-style-type: none"> ○ Comprehensive review and assessment of the benefits of locating reference material with relevant lending stock |

What we will do: 2010-2014

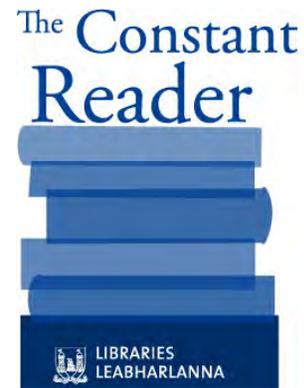
The Council's objectives in developing Local Studies as the collective memory of Cork for 2010 to 2014 are to:

| Action | Strategic Objectives | Key Indicators of Progress |
|--------|--|--|
| 3.4 | Continue to develop Local Studies collections and service | <ul style="list-style-type: none"> ○ All relevant local material in all formats comprehensively collected ○ Materials preserved, e.g. bound and treated as appropriate ○ Additional shelving space provided for newspapers and books ○ Continued provision of professional service to the highest standards |
| 3.5 | Continue to enhance access to the Local Studies collections | <ul style="list-style-type: none"> ○ Greater use of ICT in providing access, e.g. finding aids, special lists, etc. ○ Long-term strategy in place to promote interest and knowledge of the history and culture of the Cork region, centred on the Local Studies collections |
| 3.6 | Greatly enhance content and functionality of Cork Past & Present website | <ul style="list-style-type: none"> ○ www.corkpastandpresent.ie's position as cultural and historical portal strengthened ○ New textual material and images added to website (see also Action 6.1) ○ More dynamic ways of displaying 1) images and 2) scanned texts to make them text searchable with hyperlinked contents |
| 3.7 | Continue to develop Cork Music Archive (see also Action 4.9) | <ul style="list-style-type: none"> ○ Close collaboration with Rory Gallagher Music Library in development of Archive |

Strategic Aim 4: Foster Reading, Culture & the Imagination

Books and Reading ~ Libraries and the 'Constant Reader'

Early in the lifetime of *Books, Bytes & Buildings 2005-2009* 'The Constant Reader' was adopted as the branding for programmes and activities promoting reading, connecting readers with writers, and encouraging creative writing. Over the five years major improvements took place in reader development, and in encouraging reading generally; the most notable achievements include the establishment of the Cork World Book Fest, in partnership with Triskel Arts Centre and the Munster Literature Centre, and **The Year of the Constant Reader** a year-long celebration of books and reading during 2009.



Collections & Stock Usage

- Borrowing of fiction and popular non-fiction has increased in recent years, after a number of years of decline; total annual issues & enquiries rose almost 24% between 2004 and 2009, from 1,111,575 to 1,375,943.
- A series of readers' guides were prepared and regularly updated: e.g. guides to fiction, gay and lesbian book list, romance fiction, etc.
- A foreign language collection was launched in April 2007 with special emphasis on Eastern European literature, and the Book Prescription Scheme is in place, providing books on well-being and health issues in co-operation with family GPs.

Stock Management

- Stock rotations between service points, to make better use of stock city-wide, now happen three times per year, with specific collections and types of material rotated, and the speed of delivery of stock is much improved with the LibraryLink van.

Reader Development

- A growing number of staff enhanced their reader development skills using the 'Frontline' programme, a valuable tool in highlighting aspects of stock, and encouraging reading. Libraries staff prepare book reviews for local newspapers each week, and monthly lists of new stock for Libraries web pages, and use display stands, book exhibitions etc. to highlight certain aspects of stock.
- Support and encouragement for book clubs paid off with the continued good health of the existing clubs, and new clubs established in Central Library, St Mary's Road, Hollyhill and Bishopstown. In addition a Non-Fiction Writer's Group was established in Grand Parade, and two adult and one teenage creative writers groups were set up in Bishopstown. In 2009 alone, for example, staff organized 12 authors to come and speak to Libraries book clubs.
- Libraries regularly host author visits, readings and book launches — e.g. Sean Beecher's *The Story of Cork*, Bernice Glavin's *The Journey*, Thomas McCarthy's *The Last Geraldine Officer*, Jim McKeon's *Bill Dunlea: The Voice of Erin* — as well as series of talks e.g. on Munster Writers (2007), The Short Story (2008), and 'A Library Affair' featuring four romance authors in February 2008.
- Libraries staff organize regular literary trips, for example trips to the Ennis Book Club Festival, literary tour of West Cork, Mid Cork etc., led by Cal Hyland, Mary Leland, John Paul Cotter, and others.

The first **World Book Fest** was held in Cork in 2005, when the city was European Capital of Culture. The Fest brings books and reading to the centre of Cork life for four days each April; the highlight is the street fair on the Saturday, with more than thirty stalls plus street entertainment just outside the Central Library, along the Grand Parade, and in Bishop Lucey Park. It is this 'fair day' atmosphere that distinguishes the Fest from other literary events around Ireland.

The **Year of the CONSTANT READER** was a year-long programme during 2009, devised and presented by Cork City Libraries to promote reading in all its variety, and celebrate, reward, and say a big thank you to our constant readers, those who come in to libraries weekly and daily. Each month had a different theme — Romance, Business, Sport, Biography, etc. — and mixed visits by internationally known writers e.g. Joseph O'Neill, Jan Morris — with book swaps, competitions for exciting prizes, made possible by the generous support of the event sponsors.

Music / Other cultural

Libraries are community cultural facilities, vital assets for the communities they serve. Libraries in the city, in particular recently developed buildings, have developed as a base for groups who previously had no regular place to meet and organize activities. The purpose-designed community / exhibition areas in Tory Top Library and Bishopstown Library offer opportunities to a wide and diverse range of community and voluntary groups in displaying their work, and in running a wide variety of local activities. Exhibitions have included photographic, weaving, sculpture and mixed-media elements.

Exhibitions

- Among the well-received national and local exhibitions held between 2005 and 2009 were exhibitions on the life and work of Seamus Murphy, Denny Lane, Robert Gibbings, Michael Davitt the 19th-century social activist, Rory Gallagher, Joan Denise Moriarty, the INNTI generation of poets, Gulliver, Thomas Moore, as well as exhibitions of the Bolger Poster Poems, the Irish Life and Lore series, the Cork Ballet Company, the North Cathedral, pictures from the *Evening Echo* sports collections, travellers, and many other art and photographic exhibitions.
- New guidelines for groups and/or individuals seeking to exhibit their work are in place, and the guidelines and application forms are available on the website. There was a waiting list of 12 months to exhibit, as of the end of 2009.

Lectures, Talks

- Included in the series of lectures and talks organized in libraries over the past five years were “Shadows and Light”, a five-week film series on German, Spanish, Mexican, European and new wave cinema; a four-lecture series on astronomy in conjunction with Blackrock Castle Observatory, summer film series on *Pride and Prejudice* (2008) and Hand crafts (2009).

Festivals

- Libraries are centrally involved in the various festivals and annual events in the city, including the Cork International Choral Festival, Bealtaine, Gay Pride Week, Guinness Jazz Festival, Beamish Cork Folk Festival, Heritage Week, Culture Night, Library Ireland Week, and others.

Cultúr Gaelach

- Libraries continue to give special attention to Irish language and culture; the Meitheal Cáirde Irish Language Group was set up in the Central Library, with other groups in Tory Top and Bishopstown Libraries.

During the lifetime of the previous plan the **Rory Gallagher Music Library** marked 30 years of service to the city and region. The Music Library's 30th birthday, in July 2008, was celebrated with a series of exhibitions, talks, and recitals. Over seven days, 160 artists gave 35 concerts showcasing local and global music of all genres. The goodwill shown by performers at that time was an indication of how important the Music Library is to the cultural life of the city.

In addition to the day-to-day unique service provided by the Music Library, there were significant achievements in the fields of exhibitions, community education, and performance:

- The three exhibitions organized during 2005, for the Cork European Capital of Culture programme, were very successful; two of them highlighted the rich heritage of traditional and classical music in Cork, while the third was a major exhibition on Rory Gallagher as composer. The permanent Rory Gallagher display continues to attract visitors and fans from all over Europe and further afield.
- There were other notable exhibitions and related talks and performances: for the Thomas Moore bicentenary; Margaret Burke Sheridan; 'Chief' O'Neill, the Bantry-born, Chicago-based, collector of traditional tunes; the late Jerry O'Callaghan; Joan Denise Moriarty; the Cork Orchestral Society, and others.
- The Music Library has, in partnership with other agencies, organized a range of educational and inclusion initiatives, for example the "Enjoyment of Music" eight-week course, creative therapy classes for people with special needs, active listening sessions, and classes on reading music. Visits from world-class musicians like John Williams gave children a chance to hear music they otherwise would not. The Music Library has been involved from the beginning in the Cork Music Education Partnership initiative.
- The Music Library's work in the area of community education hinges on mutually beneficial partnerships with disability and inclusion agencies such as the COPE Foundation, Bruach, Cork Simon, and SHARE.
- The Music Library invested in both instruments – keyboards, percussion - and technologies such as a computer-turntable interface. These and other facilities are available to be used by community education and inclusion agencies.
- The regular gramophone recitals at the Rory Gallagher Music Library, and other libraries around the city, continue to attract appreciative audiences.
- The Music Library provided guest performers and speakers for the various music festivals, e.g. Guinness Jazz Festival, Beamish Cork Folk Festival, Cork International Choral Festival, Cork Rocks for Rory, and other annual festivals, e.g. Lifelong Learning Festival, Seachtain na Gaeilge, etc.
- Music Library staff have contributed a huge volume of online content spread over some 75 pages on the website: scores, biographical material, and accurate and up-to-date information on the city's musical life.

The Music Library and Local Studies Library jointly established the Cork Music Archive in 2007, to collect, document, preserve and make available the musical heritage and current musical output of the city and region.

- The Archive features music recorded and/or issued in Cork, and music made by Cork people, wherever it is recorded.
- The Archive has a growing collection of audio and video recordings in a variety of formats: CDs, DVDs, older formats such as vinyl — 78, 45, and 33¹/₃ RPM — and tapes.
- Collecting, preserving and making available — including online — scores by Cork composers is a very important feature of the Archive's work.
- The Archive also collects books & articles on music in Cork, and ephemera such as posters, tickets, reviews etc.

What we will do: 2010-2014

The Council's objectives on Books and Reading for 2010 to 2014 are to:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|--|---|
| 4.1 | Continue to develop lending collections of fiction and popular non-fiction for adults | <ul style="list-style-type: none"> ○ Comprehensive, up-to-date collections of fiction and popular non-fiction in all service points ○ Borrowing limits reviewed ○ Increase in numbers of borrowers, and numbers of items borrowed |
| 4.2 | Continue reader development programmes under the banner 'The Constant Reader' | <ul style="list-style-type: none"> ○ Enhancement of displays of lending stock, and of the promotion of aspects of stock ○ Increased opportunities for readers to meet writers, through readings, visits, book launches, etc. ○ Enhanced partnerships with book clubs, with mutual benefits ○ Enhanced support for creative writing |
| 4.3 | Develop Gaelic language, literature and culture further | <ul style="list-style-type: none"> ○ Gaelic language collections enhanced, including language-learning packs, with special emphasis on Munster canúint ○ Children's stock in Gaelic enhanced, and reading in Gaelic by younger children encouraged ○ All library signage and promotional materials attractive and bilingual ○ Gaelic language classes for the public, and the Ciorcal Comhrá groups, encouraged, and instruction/refresher courses provided for staff |
| 4.4 | Develop foreign-language collections further, and develop resources for learning English | <ul style="list-style-type: none"> ○ Collections provided in relevant mother tongues, for immigrants and their children ○ Language learning resources provided for users whose mother tongue is other than English ○ Fiction and non-fiction collections provided to enable the Irish host community to learn more about the 'new Corkonians', and the wider world generally |

What we will do: 2010-2014

The Council's objectives for music and other cultural activities in libraries for 2010 to 2014 are to:

| Action | Strategic Objectives | Key Indicators of Progress |
|--------|---|--|
| 4.5 | Continue to develop libraries as a resource at the heart of each community | <ul style="list-style-type: none"> o Annual exhibition programmes in each local library, mainly with community focus o Annual exhibition programmes in Central Library, with mix of national/ international and community displays o Annual programmes of talks, lectures, and related events in all libraries |
| 4.6 | Continue to develop Rory Gallagher Music Library as a vital hub for music in the city | <ul style="list-style-type: none"> o Traditional role of the Music Library enhanced, with the collection policy fine-tuned to meet evolving needs o Continuing enhancement of collection with new material, coupled with regular stock revision o Enhanced facilities for displaying music stock o Music Library's role as social / cultural space strengthened, and its role as creator and publisher – in relevant formats - enhanced o Music Library strengthened as a learning resource o Greater variety in performance schedule, incl at gramophone recitals |
| 4.7 | Ensure that the Rory Gallagher Music Library evolves to meet changing public needs, and the evolving ways that people listen to music | <ul style="list-style-type: none"> o Access provided to online audio and video material, via subscriptions to databases and access to in-house resources o Cork and Irish music material downloadable from website o More music items digitized and more music on website o More scores made available online, and usage of scores promoted |
| 4.8 | Continue to develop music services in each local library | <ul style="list-style-type: none"> o CD and DVD collections regularly updated o Collections policies focused on needs of local communities |
| 4.9 | Continue to develop Cork Music Archive, in cooperation with Local Studies (see also Action 3.6) | <ul style="list-style-type: none"> o Continued growth in collections of recorded music and related items o Long-term secure storage provided o All items catalogued with finding aids available online |



Constant Reader event, 2009

Strategic Aim 5: developing quality library buildings

Where we are now

Over the lifetime of the previous strategic plan (2005-2009) the Council achieved significant progress in the development of new libraries:

- Tory Top Library, some 700 M² in area, was completed in 2005 and opened to the public in September of that year. This library replaced an older structure which had served the Ballyphehane / Lough / Togher / Turner's Cross area since the 1970s.
- Bishopstown Library, 1,030 M² in area, was completed in 2006 and was officially opened in December of that year. This state-of-the-art library is the first permanent library in the western suburbs, as the area had previously been served by a weekly mobile library service.

Both libraries were shortlisted in the Public Libraries Building Awards of 2007, for libraries opened in the previous 24 months in Ireland and Britain. These attractive libraries have quickly established themselves as vital resources for their local communities, as venues for learning and for a wide range of cultural activities, and have been a major contributor to increased library usage in the city as a whole.

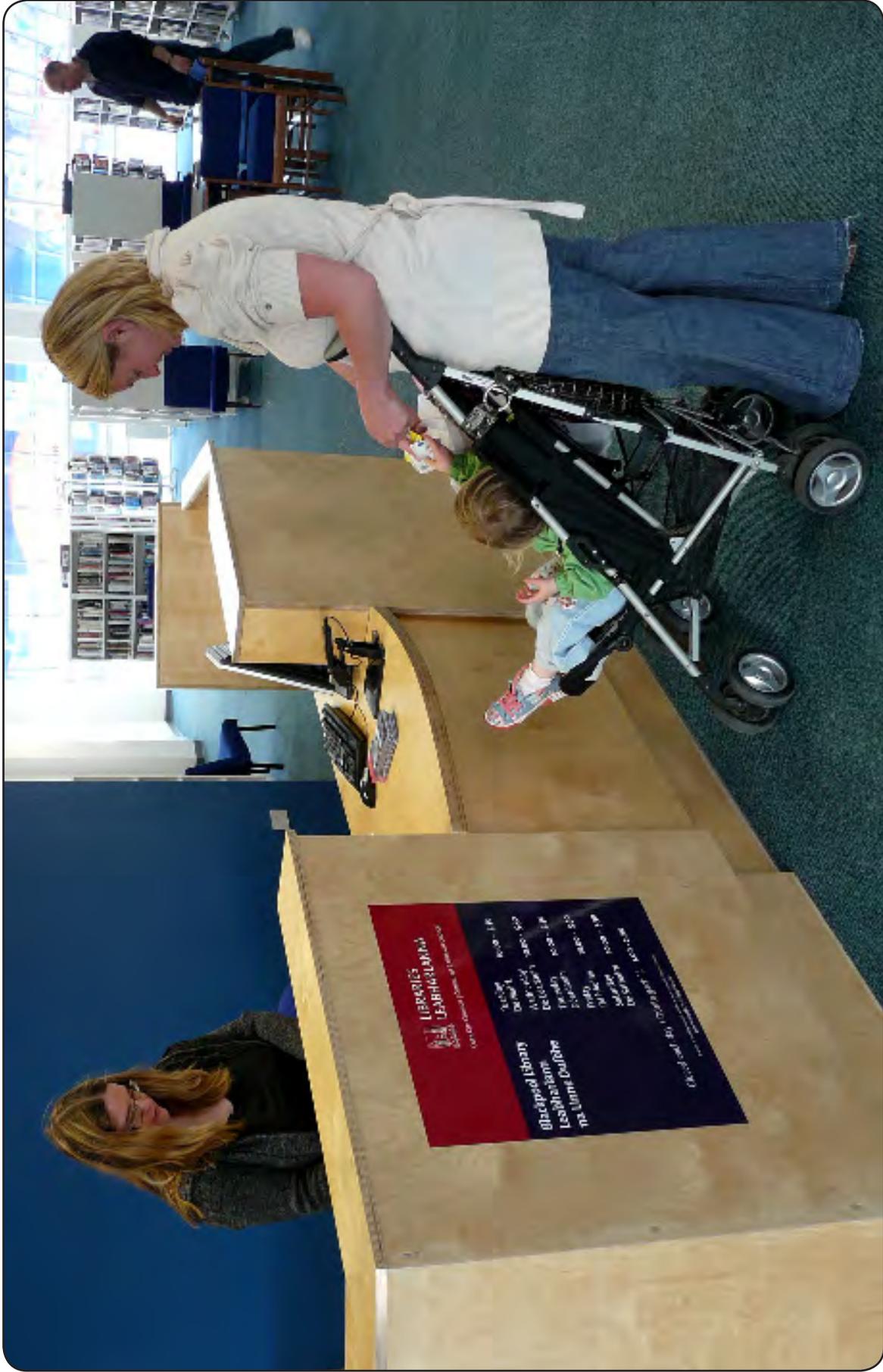
- In 2007 the Council established a new service to housebound persons throughout the city, using a purpose designed delivery van funded by the National Disability Fund. This service is a vital, and much appreciated, link with the outside world for its elderly and infirm users, and won an award for the Council for 'Outstanding Customer Service' in 2008.
- In 2009 Douglas Library reopened in new premises in the redeveloped Douglas Village Shopping Centre. The new Library, 980 M² in area, is bright and airy and twice the size of the previous unit, and has led to much increased usage. In the longer term the Council's preference is to have a purpose-designed and Council-owned library; the new premises will enable the Council to achieve that objective in due course.
- Also in 2009 the Council decided to relocate the library for the North Central Ward from St Mary's Road to Blackpool. This decision was based on the recommendations of a representative working group (in July 2008) which reviewed the library needs of the various communities which make up the Ward. The working group considered all possible options and recommended that a large library, 1,100 M² in area, be located as close as possible to the heart of the Ward in Blackpool. Blackpool Library opened in April 2010.
- The Council further decided that the building originally built for the ABODE charity on Skehard Road should be refurbished as the library for the Blackrock and Mahon areas.
- Early in the lifetime of the previous plan the Council agreed to develop a new City Library to replace the existing building, which is too small to accommodate its current stock, and its actual and potential users. The fabric of the building has deteriorated over the years. In 2005, as a European Capital of Culture project, the City Council and the Royal Institute of the Architects of Ireland (RIAI) invited young architects and architectural students from around the world to design an ideal central library for a city of Cork's size. The 230 ideas received included many innovative and attractive proposals. In 2006 the Council invited interested developers to submit proposals for the development of a new library on or in the vicinity of the Grand Parade. A preferred developer was selected following a review process with an external chairperson. Planning permission was received in October 2007 for a facility of 6,200 M², and a revised proposal was approved by An Bórd Pleanála in November 2008. It is not possible to say at the time of adoption of this plan when the project might begin.

- In 2007/8 a representative working group reviewed the library needs of the various communities which make up the North Central Ward. The working group considered all possible options and recommended that a large library, 1,100 M² in area, be located as close as possible to the heart of the Ward in Blackpool. The Council adopted this recommendation in July 2008. The Council has identified premises in Blackpool which will be fitted out for use as a library; the lease has a break clause after 5 years, allowing the Council to develop a long-term purpose-designed library in due course.
- The Council has also commissioned drawings and cost plans for the refurbishment and extension of the Frank O'Connor Library, Mayfield, and for a new purpose-designed library for Hollyhill.

The Council identified four priority projects in its submission to the Department of the Environment, Heritage & Local Government in 2008, in addition to the development of the new City Library. These were 1) Blackrock-Mahon Library; 2) a new Hollyhill Library; 3) refurbishment of Frank O'Connor Library, Mayfield; and 4) Blackpool Library. While the Council did not receive approval for these projects in the initial funding allocation in early 2009, it will continue to progress the projects over the lifetime of this plan.



Tory Top Library



Opening Morning, Blackpool Library, April 2010

What we will do: 2010-2014

The Council's priority library infrastructure objectives for 2010 to 2014 are to:

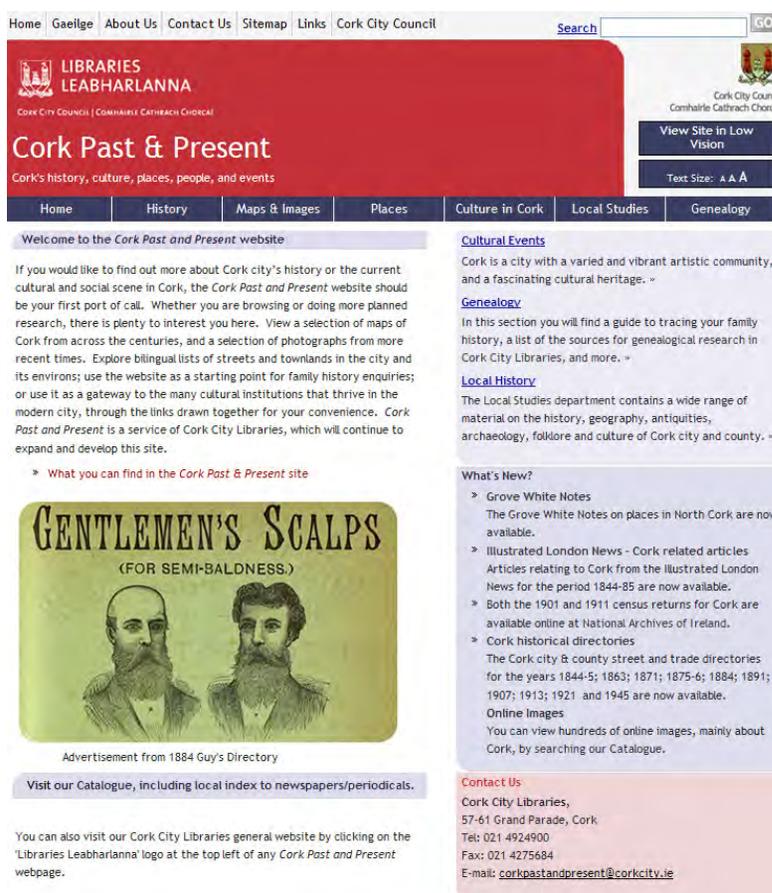
| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|---|---|
| 5.1 | Develop Blackrock–Mahon Library | <ul style="list-style-type: none"> o Design completed for refurbishment of ABODE building o Funding secured for fit-out and stock o Proposals in place for staffing |
| 5.2 | Develop new CITY LIBRARY | <ul style="list-style-type: none"> o Timescale agreed for development, including interim location o Detailed design completed o Construction phase initiated |
| 5.3 | Develop new Hollyhill Library | <ul style="list-style-type: none"> o Discussions completed with VEC on site, and on relationship with second-level school o Plans to Part 8 stage, spring 2010; o Funding secured (incl. e.g. RAPID) o Building completed |
| 5.4 | Refurbish and extend Frank O'Connor Library, Mayfield | <ul style="list-style-type: none"> o Funding secured (incl. e.g. RAPID) o Refurbishment & extension works completed |
| 5.5 | Establish Blackpool Library as a key resource in North Central Ward | <ul style="list-style-type: none"> o Blackpool Library established as a vital community resource with a full range of services o St Mary's Rd building handed over for community-type use o Library service in North Central Ward further enhanced |
| 5.6 | Develop library in South Docklands | <ul style="list-style-type: none"> o Plans in place for a library appropriate for its location, reflecting the nature of the way people will live and work in Docklands o All possible funding sources assessed |
| 5.7 | Develop proposals for the long-term accommodation of bibliographic services, school libraries, and book storage | <ul style="list-style-type: none"> o All possible options reviewed o Detailed proposals brought forward and adopted by Council |
| 5.8 | Cease existing Mobile Library service on opening of Blackrock–Mahon Library; review need for such service | <ul style="list-style-type: none"> o Long-term needs for customized service reviewed, in e.g. suburban housing estates, and for particular sectors of the community, over the next two decades |

Strategic Goal 6: developing ICT infrastructure & services

Where we are now

Over the lifetime of the previous strategic plan the Council achieved significant progress in developing the information and communications technologies which are vital in delivering a 21st-century library service. In particular the Council

- o Established an eLibraries team based in the Central Library, headed by a Senior Executive Librarian, to develop the library web presence; to digitize rare and important images, texts, maps, etc.; and to manage more effectively internet access in libraries and the libraries ICT management system.
- o Developed two libraries websites, in a partnership between Libraries and IS staff: www.corkcitylibraries.ie went live in 2006, and currently has some 26,000 individual visits each month, with around 300,000 hits; www.corkpastandpresent.ie went live one year earlier in 2005, and is a unique portal to the history and culture of Cork, gaining ca 15,000 individual visits each month, also around 300,000 hits.
- o Enhanced the online functionality of its library services, enabling users to request and renew items from the online catalogue from their own PCs.
- o Put in place a network of ca 120 PCs for public use throughout the city's libraries, and regularly renewed and upgraded these PCs.
- o Worked with agencies such as the City of Cork VEC and FÁS to enable citizens from a wide background to upgrade their IT skills using Libraries PCs, and in many cases to learn to use computers for the first time.



Cork Past and Present homepage

What we will do: 2010-2014

In the period 2010 to 2014 the Council will seek to

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|---|---|
| 6.1 | Continually develop libraries web presence | <ul style="list-style-type: none"> ○ Enhancements of websites completed in spring 2010 ○ New series of pages, and new features added ○ www.corkpastandpresent.ie 's position as cultural and historical portal strengthened (see also objective 3.5) ○ Feedback from public incorporated into future enhancements |
| 6.2 | Enable Web 2.0 / Library 2.0 and social media uses for the public | <ul style="list-style-type: none"> ○ Software and procedures in place to enable use of social media, and two-way communication between library and users, as appropriate ○ Opportunities in place for users to create content ○ Ideas of users harnessed to enhance services |
| 6.3 | Integrate electronic library developments more fully into the delivery of the service | <ul style="list-style-type: none"> ○ Staff skills regularly updated to enable continuing e-libraries enhancements ○ Website content management more fully integrated into day-to-day operation of the service ○ More effective local administration and maintenance of ICT systems, library PCs etc. |
| 6.4 | Ensure a high quality integrated library ICT management system | <ul style="list-style-type: none"> ○ Effectiveness and value for money of existing system reviewed ○ Potential of open source and other systems investigated and assessed |
| 6.5 | Evaluate ICT and electronic systems required for libraries to the year 2020 | <ul style="list-style-type: none"> ○ Benefits and costs of RFID (radio frequency identification) reviewed ○ Benefits and costs of self-service technology reviewed ○ Needs and uses for public access PCs reviewed and assessed |

ICT = Information & Communications Technologies

Libraries in Society

Strategic Aim 7: Enhance social and cultural inclusion in library services

Where we are now

Recognizing that libraries are a publicly funded intervention in the lives of individuals and communities, the Council put in place, between 2005 and 2009, a series of coherent and sustained efforts to ensure that libraries are accessible in a real sense, and are used to their full potential by everyone in the city. The Council was especially conscious of the need to eliminate boundaries or obstacles to library use, and to make libraries fully accessible regardless of socio-economic background. The library service has thus made significant progress in enhancing social inclusion:

- The two new library buildings, Tory Top and Bishopstown, developed during the lifetime of the previous plan are fully accessible for everyone in the community.
- In March 2007 the Council established a new service for persons in the city who are housebound for reasons of infirmity or advanced age. The Council received the national 'Excellence in Local Government Award for outstanding Customer Service' in November 2008 for this innovative service.
- A Libraries Access Advisory Group was established by the Council in the autumn of 2006 to advise on the removal of physical, social and financial obstacles to using libraries. The Group includes representatives from disability groups, state agencies and community bodies, and has met quarterly to consider and advise on access issues.
- Libraries have been centrally involved in the Council's social inclusion initiatives and in its disability strategy. Using funding from the National Disability Strategy, the Council has installed special software on library computers to enhance access for people with visual impairment, has purchased other access aids, and has also used the funding to provide a range of workshops and other opportunities for children with special needs.
- Special efforts have been made to encourage wider usage, in the service as a whole and in the catchments of individual libraries, by using libraries' involvement in e.g. the Lifelong Learning Festival and 'One book, one community' projects to bring the benefits of libraries to the widest possible audience.
- A core stock of subtitled and audio described visual material was purchased for children with hearing loss and visual impairment.
- Libraries have increased their support for literacy initiatives, through literacy schemes for children and adults, Basic English classes for immigrants, basic computer classes for older users, etc.



Housebound service, launched 2007

What we will do: 2010-2014

The Council will ensure that social and cultural inclusion objectives will be central to all Libraries policies and activities in the period 2010 to 2014, and will:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|---|---|
| 7.1 | Develop a strategic policy for social and cultural inclusion in libraries | <ul style="list-style-type: none"> o Policy adopted by Council, covering removal of physical, social and financial obstacles to library use; and proactive initiatives on social and cultural inclusion o Special provision for the needs of children and adults with literacy difficulties; people with disabilities; homeless men and women; the traveller community; and immigrants / 'new Corkonians' o Actions relating to libraries in the City Council social inclusion action plan(s) fully implemented o Role of Libraries Access Advisory Group strengthened o Training needs of staff identified and addressed o Review carried out of benefits of a specific budget for social inclusion, and of a post with responsibility for social inclusion and community services |
| 7.2 | Ensure that all libraries, and all library services, are fully accessible by 2014 | <ul style="list-style-type: none"> o Provisions of the Disability Act met, no later than end 2014 o All new buildings completed or designed during the period 2010-2014 fully accessible for people with physical, sensory, mental health or intellectual impairment o Any remaining physical obstacles in existing buildings removed o Signage in libraries fully accessible for everyone in the community o Libraries websites fully accessible for everyone in the community o Usage of PCs in libraries fully accessible for people with disabilities, including provision of software and facilities for visually impaired |

| | | |
|-----|---|---|
| 7.3 | Remove other potential obstacles to using libraries | <ul style="list-style-type: none"> ○ Effectiveness and fairness of range of fees and charges reviewed ○ Revised range of fees and charges put in place, as appropriate ○ Comprehensive review carried out of the suitability of opening hours, in latter years of plan |
| 7.4 | Develop specific social and cultural inclusion measures and initiatives, to position libraries as a force for an inclusive and intercultural city | <ul style="list-style-type: none"> ○ Partnerships and alliances strengthened or forged, as appropriate, with relevant groups in order to meet challenges of inclusion ○ Focused pilot initiative put in place on improving children's reading and literacy skills ○ Continuing workshops and programmes for children with special needs ○ Focused intercultural initiatives put in place in partnership with immigrant communities and relevant agencies ○ Role of libraries as welcoming cultural venues enhanced ○ Procedures simplified, in order to reach out to communities and in particular to non-users |
| 7.5 | Continue to develop the Housebound service | <ul style="list-style-type: none"> ○ Quality service maintained for existing users ○ Potential for extending service to additional users assessed ○ Review carried out of best means of staffing the service |
| 7.6 | Adopt new Libraries Bye-laws | <ul style="list-style-type: none"> ○ All issues relating to usage, appropriate behaviour by users, and other matters reviewed and assessed ○ Guidelines and regulations set out in inclusive manner ○ New Bye-laws adopted by Council before end 2011 |

Strategic Aim 8: Increase usage of libraries

Strategic Aim 8: Increase usage of libraries

Where we are now

The profile of libraries in the city was significantly enhanced during the lifetime of *Books, Bytes & Buildings 2005-2009*, thanks to a variety of factors as set out below. This higher profile in turn led to increased usage. The Council gave special attention to attracting new users, while seeking to retain existing users, and to targeting areas of lower use, e.g. teenagers.

- o Special library initiatives, such as the European Capital of Culture programme in 2005, the Year of the Constant Reader programme in 2009, and a range of programmes for children and young people, brought many new users to libraries. Series of lunchtime and evening talks, on a variety of literary and local history topics, also attracted large audiences.
- o In a major innovation, developed jointly with the *Evening Echo*, libraries staff contribute book reviews and other pieces to that paper's book pages every Saturday; these reviews are also available on the libraries website.
- o The 'Library News' section of a local free paper (*Inside Cork / Cork Independent*) was a very popular feature with readers, but was discontinued in 2009 when that paper revised its target readership.
- o The *Evening Echo* and Cork's 96FM were media partners for the Year of the Constant Reader, and relationships were developed in recent years with Raidio na Gaeltachta, Red FM, Life93 FM and TG4.
- o The Council carried out a review of all publicity material issued by libraries in 2005/6. Following this review the Council commissioned templates for a variety of promotional and informational materials: brochures for individual libraries and Central departments; library newsletters; bookmarks; posters; Learning & Information folder; flyers for series of events; information notices; pop-up stands, and other related materials.
- o The Council uses 'The Constant Reader' brand for all programmes and activities promoting books and reading, the 'Libraries for Learning' brand for learning & information, and the 'Red' icon for children's resources and services.
- o The Council's library online presence, through the two websites www.corkcitylibraries.ie and www.corkpastandpresent.ie, continues to attract many visitors to libraries, both actual and virtual. The online presence contributes in a significant manner to the profile and identity of the service locally, nationally, and internationally.
- o In 2008 the Council conducted a membership drive in the catchment areas of three libraries, sending specially produced local library brochures to homes in these areas via mail drops as well as distributing them through local post offices, community centres, surgeries, etc., thus informing local people of the benefits of library use.
- o The total number of visits to libraries increased by 31% during the period of the previous plan, borrowing of fiction and popular non-fiction by adults and children rose by almost 24% between 2005 and 2009, and use of the library for research and internet increased to a similar degree.
- o The Public Library Users Survey (PLUS), conducted in libraries all over the state in 2007, indicated a very encouraging degree of satisfaction with the quality of library service in Cork city: e.g. 95.1% stating that staff helpfulness was 'good' or 'very good', and 93.6% feeling that assistance from staff was 'good' or 'very good'; 70.1% stating that the choice of books was 'good' or 'very good'; as for overall impression 86.5% felt that their local library in Cork was 'good' or 'very good'.
- o A survey of library users and non-users in the North East Ward in 2008 identified reasons why people feel they can not or would not access services, e.g. opening hours, parking problems, etc.; it provided very useful information on perceptions of the service in local areas, and proved useful in shaping the delivery of the service.
- o Two surveys – the 'Teen survey' in 2008, and 'What children want' in 2009 – to examine use and non-use of libraries by children and young people. The results of these were used to shape content and delivery of services to children and young people.

What we will do: 2010-2014

The Council's objectives in promoting greater usage of libraries for 2010 to 2014 are:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|--|---|
| 8.1 | Continue to ensure a high profile for the library service to help promote awareness of the benefits of library use | <ul style="list-style-type: none"> ○ Continued public satisfaction with the quality of the service ○ Continuing programmes to promote <ul style="list-style-type: none"> ▪ books & reading, using the 'Constant Reader' brand ▪ learning and information resources, using the 'Libraries for Learning' brand ▪ services for children and young people, using the 'Red' icon as well as local studies, music, and library use generally ○ Information days organized in specific locations to spread awareness of libraries with target audiences ○ Continuing coverage in the media of library programmes and events ○ Continuing high standard of library informational and promotional materials |
| 8.2 | Devise a marketing strategy for libraries, incorporating a marketing plan | <ul style="list-style-type: none"> ○ Best practice followed in devising strategy and plan, as outlined in recent national marketing research project, including: audit of marketing capabilities; community profiles; users' and non-users' requirements; media strategy; on-site promotions; goals and objectives developed based on this process ○ Strategy in place by 2011, plan in place by 2012 ○ Periodic audits of the resources and facilities needed by the public, including discrete target groups |

Strategic Aim 9: Develop greater cooperation in the delivery of library services

Where we are now

The period 2005-2009 saw increased cooperation in the delivery of library services. The Council was a founding partner in two major cooperative initiatives: CorkPAL and MusicPAL. Planning for both of these began in 2007, with a 'soft launch' in 2009.

- CorkPAL, i.e. Pathways to Learning in the Cork Region, is a regional initiative to enable all citizens in Cork to have access to the library collections of the main libraries - public, third-level educational, and medical - in the region;
- MusicPAL, i.e. Pathways to Learning in Music, is an initiative which facilitates access to music information and materials available across a broad range of libraries and archives throughout the island of Ireland;
- Prior to the establishment of CorkPAL the Council initiated the Cork Online Bibliography project with other library services in the region; it is intended that this online resource will now become reality under the aegis of CorkPAL;
- The City Council and Cork County Council jointly published the 'Libraries in Metro Cork' brochure in March 2008, providing key information on libraries and services in the greater Cork area.
- There was fruitful co-operation with other agencies: the World Book Fest is organized jointly with Triskel Arts Centre and Munster Literature Centre; computer classes were organized jointly with the VEC and FÁS;
- Many classes, workshops, publications and other initiatives for children are a product of cooperation with a variety of external agencies;
- The period 2005-2009 saw growing links between the City Libraries and Shanghai Library, which became Cork's 'Sister City' in 2005.



What we will do: 2010-2014

The Council's objectives for greater cooperation for 2010 to 2014 are:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|--|--|
| 9.1 | Use CorkPAL and MusicPAL to provide a better service to our users | <ul style="list-style-type: none"> ○ Full regulated access to research collections in other libraries in the region, and to music collections nationally ○ Co-ordinated collection development, storage of lesser-used items, and service provision, with other main library services in the region ○ Integrated online catalogues, bibliographies and finding aids ○ Greater cooperation with Cork County Library & Arts Service on reader promotions, author visits, children's events |
| 9.2 | Enhance cooperation with other educational and cultural agencies in the region | <ul style="list-style-type: none"> ○ Increased opportunities for library users for learning and personal development, through enhanced cooperation with VEC, FÁS, City Partnership and other socio-educational agencies ○ Increased access to cultural programmes and activities for library users, through joint programmes and enhanced cooperation with the Arts Office, Triskel Arts Centre, Munster Literature Centre, Tigh Filí, and other cultural agencies |
| 9.3 | Strengthen links with libraries in Cork's twin/sister cities | <ul style="list-style-type: none"> ○ Greater profile for Cork in the libraries in our twin/sister cities ○ Greater profile for our twin/sister cities in our own collections |

Strategic Aim 10: Develop staff, develop the organization

Where we are now

The Council, recognizing that the quality of service provided to the public is the cornerstone of the library service, placed great emphasis in the period 2005 to 2009 on providing well trained, welcoming and motivated staff at all service points. There was very significant progress on restructuring the service, and on staff training and development.

- The library service was restructured in 2006, in line with the Department of Environment, Heritage and Local Government's *Branching Out* policy. Two new grades were introduced, those of Senior Executive Librarian (analogous to Grade VII) and Library Staff Officer (analogous to Grade V).
- The Senior Executive Librarians were allocated responsibility for a) Central Library / Public Services; b) Finance, Staffing & Support Services; and c) eLibraries & Bibliographic Services.
- Each local library and each Central Library department is now headed by an Executive Librarian, in most cases assisted by a Library Staff Officer.
- The Senior Executive Librarians and most Executive Librarians received specially focused management training on their roles in the new local authority library service.
- Over the five-year period there were many other training courses for Libraries staff: on customer relations, dealing with difficult members of the public, local studies, reader promotion, children's librarianship, revised cataloguing standards (MARC 21), etc.
- A number of staff members were funded by the Training & Development Office to pursue courses in librarianship through distance education courses approved by the Library Association of Ireland. A small number of staff members were also funded to pursue other postgraduate courses of relevance to the service, e.g. MA in Local Studies.
- The new team structure, with each team led by a Senior Executive Librarian or Executive Librarian as appropriate, was facilitated by the Performance Management & Development System, with regular meetings, team development plans and personal development plans, all focused on providing a better quality service to the public.
- A comprehensive procedures manual, incorporating all library service routines – customer care, cash management, operation of library PCs, etc. – was prepared in 2008/9, and is close to implementation at the time of drafting of this plan.
- Staff members were encouraged to actively participate in Library Association of Ireland programmes, especially in the Munster Regional Section, and to further their knowledge of librarianship in relevant ways.

The current Libraries team organization is at Appendix 2

What we will do: 2010-2014

The Council's objectives for staff and for organizational development for 2010 to 2014 are to:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|--|--|
| 10.1 | Develop a comprehensive staff development policy | <ul style="list-style-type: none"> ○ Policy in place for latter years of this plan, covering staffing levels generally and at each service point, staff development, skills and competencies needed in the long term, succession planning, and related matters ○ Regular staff rotation to enable staff to upgrade and enhance skills, and provide opportunities for all staff to broaden experience |
| 10.2 | Further enhance staff skills and competencies | <ul style="list-style-type: none"> ○ Skills audit and training needs analysis completed for all staff, and regularly updated ○ Staff development framework in place for staff training, education, and career development for all staff ○ Staff skills regularly upgraded in ICT, Web 2.0, and new technologies and applications |
| 10.3 | Further develop the effective working of the service | <ul style="list-style-type: none"> ○ Open and positive organizational culture in place, with regular staff meetings and effective two-way channels of communication ○ Libraries organizational and management structures regularly reviewed and enhanced ○ Libraries financial and other management processes regularly reviewed and enhanced ○ Libraries work practices and procedures – for dealing with the public, online services, back-up services – regularly reviewed and enhanced |

Strategic Aim 11: Develop a better quality service: implementation & evaluation

Where we are now

During the lifetime of *Books, Bytes & Buildings 2005-2009*, the Council provided increased funding for the library service. The Council also put in place appropriate mechanisms to provide for the implementation of all of the actions in that plan, and for the critical evaluation of progress in achieving the aims of the plan.

- The Council provided increased revenue funding from its own resources, for staff, for operational needs, and for books and other items. The total Libraries Budget increased from €3,517,800 in 2004 to €5,633,600 in the 2009 Budget.
- The annual allocation for books and other stock resources, known as the Bookfund, increased from €325,000 in 2004 to €440,000 in 2009.
- The serious crisis in the state's finances in 2009, however, meant that the budget allocation was reduced by approximately 5% during that year; this included a reduction in the Bookfund to €240,000.
- The Council secured capital funding totaling €5,526,289 from the Department of the Environment, Heritage & Local Government for the development of Tory Top Library and Bishopstown Library. The Council also secured funding in excess of €100,000 from the National Disability Fund for library programmes and equipment, including a grant of €50,000 in 2006 to provide a van for the Housebound Service. Funding was secured in 2005 under the National Digitization Strategy for the development of www.corkpastandpresent.ie.
- The Council adopted a structured approach to the implementation of *Books, Bytes & Buildings 2005-2009*, and implementation was monitored in a similarly structured manner: monthly meetings of senior Libraries staff to review progress on key actions, regular meetings at Directorate level, and regular reports to the Strategic Policy Committee for Recreation, Amenity & Culture.
- Annual *Reviews of Progress* on the implementation of *Books, Bytes & Buildings* for 2005, 2006, 2007, and 2008 were published and circulated widely. This highlighted major achievements in the respective years covered.
- Over the latter years of the previous plan Libraries staff developed a draft multi-faceted mechanism to measure and evaluate performance, covering the most important indicators of library usage: numbers of visits to libraries; numbers of borrowers, both adult and children; numbers of items borrowed, by type; numbers of reference and research queries, and so on.

What we will do: 2010-2014

The Council's objectives in delivering a quality service for 2010 to 2014 are to:

| <i>Action</i> | <i>Strategic Objectives</i> | <i>Key Indicators of Progress</i> |
|---------------|--|--|
| 11.1 | Provide adequate revenue and capital funding for the implementation of the plan, ensuring a coherent link between the budget and what the Council seeks to achieve | <ul style="list-style-type: none"> ○ Sufficient revenue funding in each of the years 2010 to 2014 to achieve the actions in this plan ○ €5 per capita spent on books and other items by 2014, and targets to be set for level of Bookfund for each year during 2011-2013 ○ Sufficient capital funding secured to deliver the building programme and major developments from established funding channels, and from other potential funding sources ○ Full use made of funding programmes available for state and other agencies ○ Comprehensive review carried out of alternative funding streams, and necessary action taken to draw down such funding |
| 11.2 | Ensure value for money in the delivery of library services | <ul style="list-style-type: none"> ○ Effective, efficient and transparent procurement procedures in use to deliver better quality service ○ Sustainable and economic use of energy in library premises, and in the operation of information & communications technologies |
| 11.3 | Implement the plan in a structured manner | <ul style="list-style-type: none"> ○ Annual work programmes in place each year, for the service as a whole, and for component strands ○ Quarterly/annual reviews of progress carried out ○ Regular reports on progress circulated to ensure accountability to the SPC, the full Council, and the public |

Appendix 1

Policy Context: local and national

National policies and reports relevant to the public library service

Cork City Council. *Cork City Development Plan 2009-2015*. Cork: Cork City Council, 2009.

Cork City Council. *City of Difference: Mapping Social Exclusion in Cork*. Cork: Cork City Council, 2006.

Cork City Council. *Social Inclusion Action Plan*. Cork: Cork City Council, 2004.

Cork City Council and Cork County Council. *Cork Area Strategic Plan (CASP) 2001-2020* / prepared by a consortium of consultants led by WS Atkins. Cork: Cork City Council and Cork County Council, 2001.

Ireland. Children Act 2001. Dublin: Stationery Office, 2001.

Ireland. Copyright & Related Rights Act 2000. Dublin: Stationery Office, 2000.

Ireland. Local Government Act 2001. Dublin: Stationery Office, 2001. (Sections 77-80).

Ireland. Department of Education and Science. *Learning for Life: a white paper on adult education*. Dublin: Stationery Office, 2000.

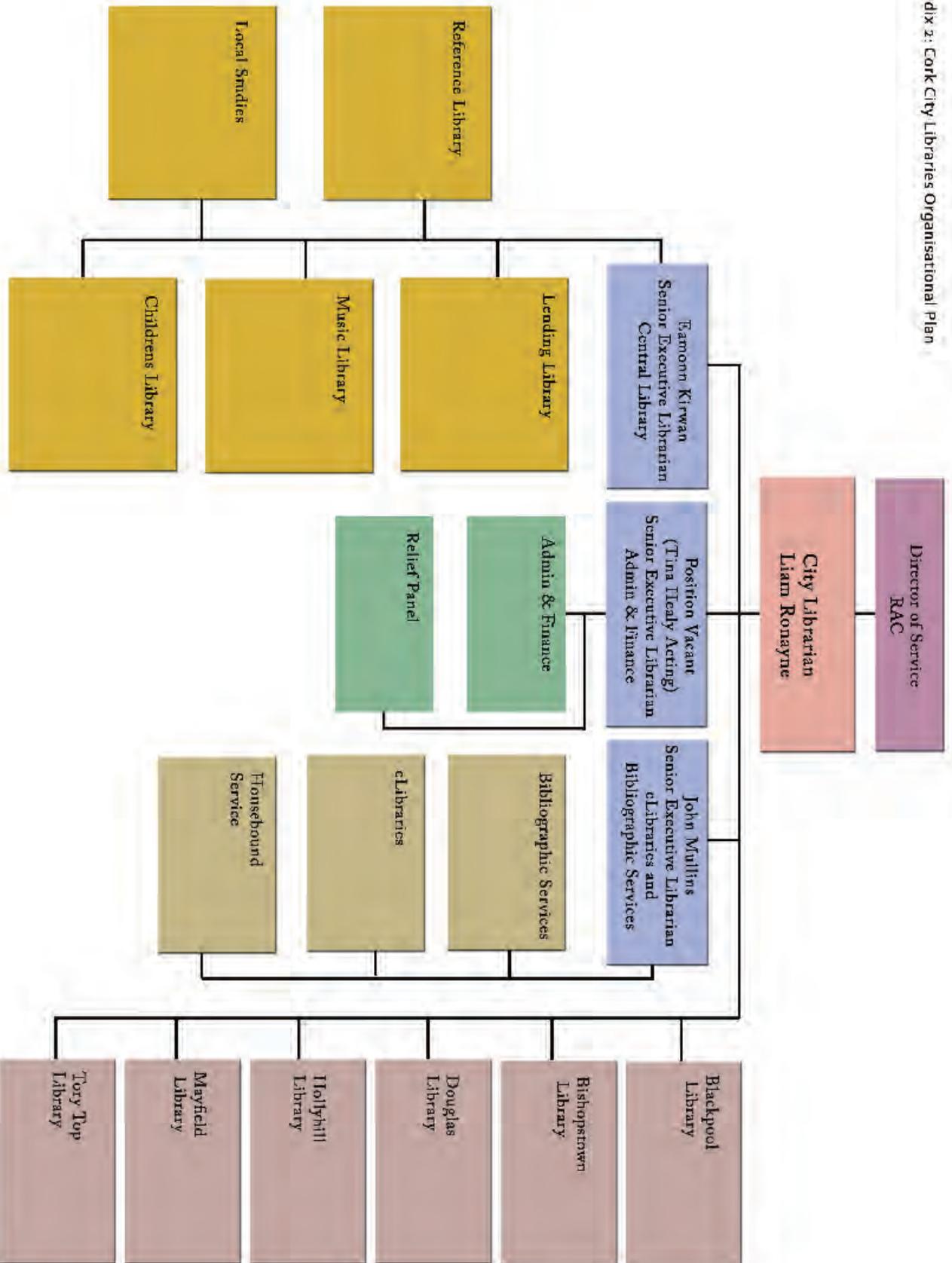
Ireland. Department of the Environment, Heritage, & Local Government *Branching Out: Future Directions*. Dublin: Stationery Office, 2008.

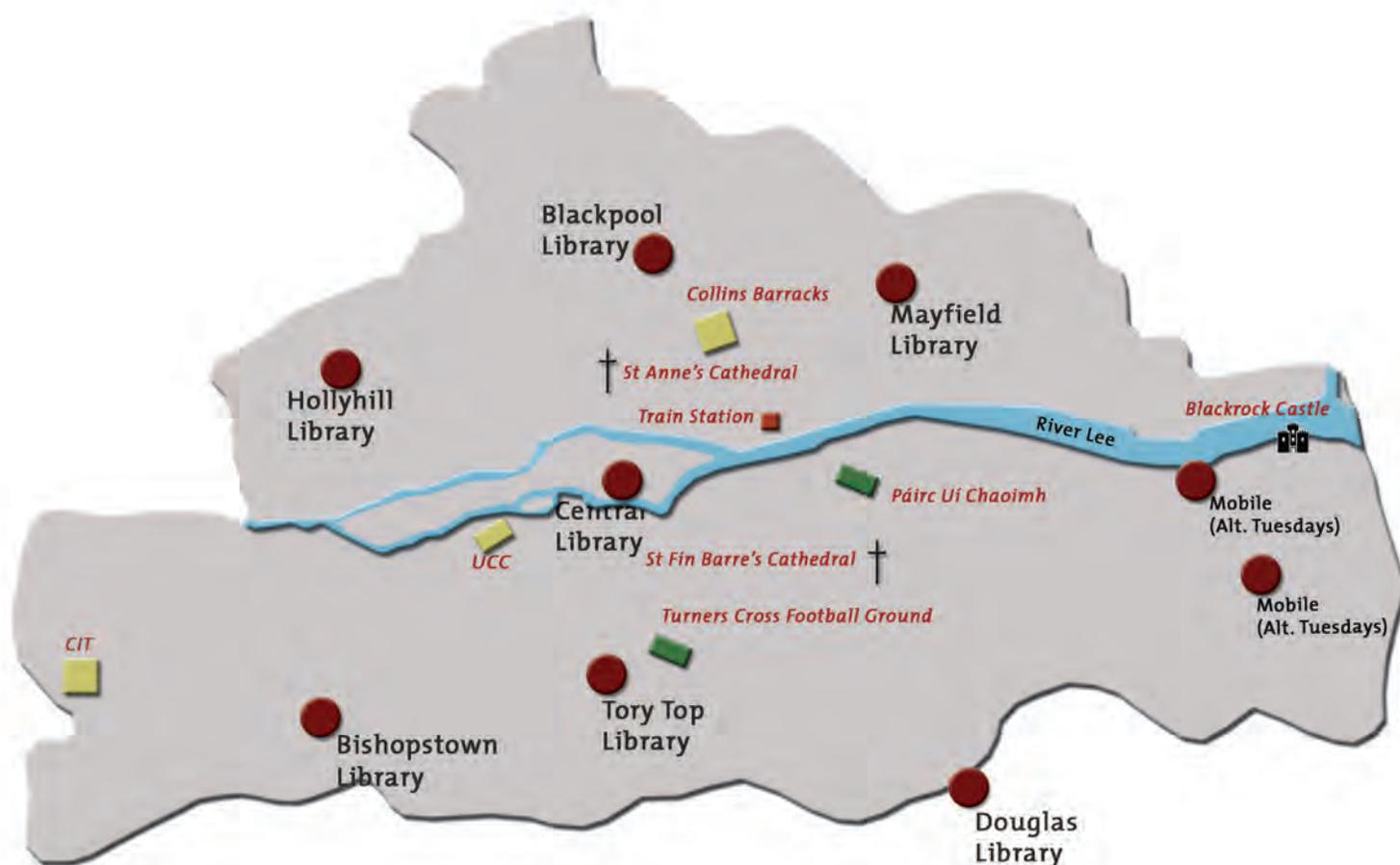
An Chomhairle Leabharlanna. *Marketing for public libraries: report of a research project under the Public Library Research Programme*. Dublin: An Chomhairle Leabharlanna, 2008.

An Chomhairle Leabharlanna. *Making access happen: a companion publication to Library Access*. Dublin: An Chomhairle Leabharlanna, 2004.

An Chomhairle Leabharlanna. *Meeting the Challenges of Cultural Diversity: A report on the role of public libraries in Ireland*. Dublin: An Chomhairle Leabharlanna, 2007.

An Chomhairle Leabharlanna. *Realising potential: the public library service and cultural inclusion*. Dublin: An Chomhairle Leabharlanna, 2006.





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|----------------------------------|-----------------|----------------------------------|
| Central Library | 353 21 492 4900 | libraries@corkcity.ie |
| Children's Library | 492 4903 | childrens_library@corkcity.ie |
| Lending | 492 4908 | lending_library@corkcity.ie |
| Local Studies | 492 4915 | localstudies_library@corkcity.ie |
| Reference | 492 4911 | reference_library@corkcity.ie |
| Rory Gallagher Music Library | 492 4919 | music_library@corkcity.ie |
| Bishopstown Library | 492 4950 | bishopstown_library@corkcity.ie |
| Blackpool Library | 492 4933 | blackpool_library@corkcity.ie |
| Douglas Library | 492 4932 | douglas_library@corkcity.ie |
| Frank O'Connor Library, Mayfield | 492 4935 | mayfield_library@corkcity.ie |
| Hollyhill Library | 492 4928 | hollyhill_library@corkcity.ie |
| Tory Top Library | 492 4934 | torytop_library@corkcity.ie |

www.corkcitylibraries.ie

353 21 4924900