



3 Specification

Contract Reference

T0117CUS

Contract Title

Torbay Library Services

Contents

1	General Information	5
1.1	Introduction	5
1.2	Compliance with the Authority's Statutory Duty	5
1.3	Torbay Libraries	6
1.4	Minimum Requirement	7
1.5	Service Change.....	7
1.6	Quality Services	8
1.7	Contract Monitoring Arrangements.....	8
2	Current Library Services.....	9
2.1	Service Context.....	9
2.2	Frontline	9
2.3	Management and Support.....	10
3	Future Library Service Vision, Strategy and Outcomes.	11
3.2	Vision Statement:	11
3.3	Torbay Library Service Strategic Aims	11
3.4	Library Customer Trends and Needs.....	12
3.5	Torbay Library Outcomes	13
3.6	What We Expect a Successful Library Service to Look Like.	15
3.7	Challenges in delivering Torbay's Library Strategy	16
4	Library Service Outputs.....	18
4.1	Opening Hours.	18
4.2	Delivery of Frontline Library Services	19
4.3	Back Office Functions	21
4.4	Local Studies (Heritage).....	30
4.5	Residential and Home Library Service.	32
5	Operational Sustainability.....	34
5.1	Strategic Management and Service Planning.....	34
5.2	Service Income	35
5.3	Customer Service and Complaints	38
5.4	Staff Planning, Management and Development.....	39
5.5	Library Management System (LMS)	41
5.6	Stock Purchases.	42

5.7	Management of the Authority’s Reputation.....	43
5.8	Business Continuity & Disaster Recovery.....	45
5.9	Mobilisation and Exit Planning.....	46
5.10	Financial management.....	47
6	Facilities Management	48
6.1	Facilities and Asset management.....	48
6.2	Library Courier Service & Meeting/Function Room Set Ups	54
6.3	Car Parking	54
6.4	Security	55
6.5	Alarms.....	55
6.6	Access Control.....	56
6.7	Public Conveniences.....	56
6.8	Refuse Collection	56
6.9	CCTV	56
7	ICT, Telephony Facilities and General Library Equipment.....	58
7.1	Library Equipment (General and ICT).....	58
7.2	ICT & Telephony	58
8	Health & Safety, Emergency Planning.....	64
8.1	Health & Safety	64
8.2	Emergency Planning	65
9	Contract and Performance Monitoring arrangements	66
9.1	Contract Monitoring Arrangements.....	66
9.2	Payment Mechanism.....	66
9.3	Performance Management System	67
9.4	Service Levels and Key Performance Indicators	69
10	Staffing.....	70
10.1	TUPE	70
10.2	Parking Permits.....	72
10.3	Safer Recruitment	72
11	Additional Requirements	73
11.1	Further Services Offered.....	73
11.2	Awarding the Contract on Behalf of Other Contracting Authorities.....	73
11.3	Scope and Nature of Possible Modifications or Options	73

Specification Structure

This specification is structured around the following areas:

- **Section 1. – General Information**
- **Section 2. – Current Library Service** - describes where/how the current Library Services are delivered in Torbay.
- **Section 3 – Future Library Service Strategy and Outcomes** - describes the strategic aims of a future Library Service for Torbay
- **Section 4 – Library Service Outputs** - describes a series of outputs that ensure a modern, efficient and well run Library Service
- **Section 5 – Operational Sustainability** - describes outputs that will ensure the sustainability of service delivery
- **Section 6 - Facilities Management** - sets out the Authority's preferences in relation to how service related properties and assets are managed under these contractual arrangements.
- **Section 7 – ICT, Telephony Facilities and General Library Equipment** – Sets out the Authority's ICT, telephony requirements.
- **Section 8 – Health & Safety, Emergency Planning** – Sets out the Service providers obligations regarding Health & Safety and Emergency Planning.
- **Section 9 – Contract and Service Monitoring Arrangements** - sets out the Authority's Contract and Service monitoring arrangements.
- **Section 10 – Staffing Arrangements** - sets out the Authority's staffing arrangements.
- **Section 11 – Additional Requirements**- sets out further information which may affect the Service Contract.

1 General Information

1.1 Introduction

Torbay Council, like most local authorities, is experiencing unprecedented pressure on their finances and must make savings and efficiencies from their annual budgets.

As a result, the Authority has considered a range of options for the future of its Library Services to examine whether or not there are different ways of delivering Library Services that represent better value for money, which reduce operating costs, provide sustainability and deliver a more modern and innovative Library Service.

In July 2016 the Authority ran an “Expression of Interest” process and “bidder’s event” which allowed organisations (including mutual’s and voluntary sector organisations) the opportunity to advise the Authority how they could improve the Library Service in Torbay and achieve savings.

The outcome of this event was that the Authority has agreed to proceed with a formal Library procurement exercise and seek a Service Provider to deliver Library Services on behalf of and under the supervision of the Authority, delivering value for money and resulting in a reduction in the Authority’s Library Service budget.

This specification sets out the Authority’s requirements for their Library Services by identifying a series of outcomes and outputs and minimum performance standards in relation to the delivery of frontline and back office services, operational sustainability and facilities management.

The majority of this specification does not prescribe how outputs are delivered, to enable the Service Provider to think innovatively and creatively about how services could deliver better value for money.

The Service Provider may however suggest innovative ideas on how the Library Service can be delivered differently to deliver larger savings and better value for money. This could include reducing the number of Library’s delivered across Torbay. However to ensure compliance with its statutory duties, any decisions relating to service change must be the responsibility of the Authority.

Due to ongoing austerity measures the Authority has set a target saving of £200,000 for the 2018/19 Library budget. The successful Service provider will be requested to demonstrate whether and how this saving can be achieved.

The Service Provider however, must ensure compliance with the regulatory framework governing service delivery and with any additional requirements detailed in this specification.

It is anticipated that the Authority will appoint a Client function which will be responsible for the day to day monitoring of this contract. This will include monitoring service levels and key performance indicators.

1.2 Compliance with the Authority’s Statutory Duty

Local Authorities have a statutory duty as set out under the Public Libraries and Museums Act 1964 whereby they must provide a ‘comprehensive and efficient’ Library Service for the benefit of those living, working or studying in their borough.

The Department for Culture Media and Sport (DCMS) and the courts have clearly indicated that the judgement of what constitutes a comprehensive and efficient service is in the first instance for the local authority to decide. The Secretary of State has expressed the view that local issues will be taken by democratically elected local representatives. The Secretary of State also notes that a local authority is entitled to take account of their resources in deciding whether a proposal is efficient. Under the terms of the Act, the service to lend books and access the catalogue must be free, though some other services can be charged for.

The Act sets out that in fulfilling its duties, a library authority will:

- “have due regard to keeping adequate stocks of books, other printed matter, pictures, records, films and other materials in sufficient number, range and quality to meet the public’s requirements and the special needs of adults and children”;
- “Encourage both adults and children to make full use of the Library Service and of providing advice as to its use and making available such bibliographical and other information as may be required by persons using it.”

In addition to the above statutory duties, other statutory requirements also apply such as Equality Act 2010.

To ensure compliance with these statutory duties, any decisions relating to service change must remain the responsibility of the Authority. This specification reflects this obligation and the successful Service Provider must proactively ensure that this requirement is met.

1.3 Torbay Libraries

The Library Service is responsible for four static Libraries in Torbay, each offering the same core services. The four Libraries are:

- **Paignton Library and Information Centre (PLAIC) – Great Western Road, Paignton, TQ4 5AG**

Paignton Library and Information Centre is situated at the edge of Paignton town centre close to rail and bus links. Partly Lottery funded, the building opened in 2010 and is a multiagency hub offering library services, The Authority’s Connections and Registrar services, South Devon College Adult and Community Learning, South Devon Health Care Trust Carers service, Healthwatch, Devon and Cornwall Police, and a cafe.

The building comprises 2 floors, with library services available on each. The library occupies approximately 1,258m² of public space with a further 60 m² serving as staff work room and office. The building offers a number of meeting rooms for hire, and an ICT learning suite.

- **Torquay Library – Lymington Road, Torquay, TQ1 3DT**

Torquay Library is situated on the top edge of Torquay town centre and forms part of The Authority’s Town Hall complex. Built in the late 1930’s the Art Deco style library comprises the basement, ground and mezzanine floors. A fourth (lower ground) floor is occupied by other Authority services. Listed building status applies to some of its features.

The library occupies approximately 1198m² of which 798m² is public area. The remaining areas are used for storage of books, newspapers and other library materials, frontline staff areas and library support staff accommodation. A number of management and specialist staff operate from the building and contribute to the development of services across each library in Torbay.

- **Churston Library – Broadsands Road, Paignton, TQ4 6LL**

Churston Library is situated off the main road between Paignton and Brixham, well positioned to serve the Broadsands, Galmpton, Hookhills and Roselands developments.

Opened in 1973, the building comprises a single floor and occupies approximately 213m² of which 175m² is public area. The remaining space is used for frontline staff areas and facilities.

- **Brixham Library – Market Street, Brixham, TQ5 8EU**

Brixham Library is situated close to the town centre adjacent to Brixham Town Council premises. Opened in 1993 the building still benefits from a very high original specification.

The building comprises 2 floors of useable space and measures approximately 248m². The top floor is used for plant and machinery, and storage. The remaining non-public space is used for frontline staff areas and facilities.

1.4 Minimum Requirement

The Service Provider must deliver a comprehensive and efficient Library Service for the Authority which meets the Authority's statutory duties.

The Service Provider must enable people who live, work and study in the borough to have continued access to library services including books, archives and other resources (including electronic resources) to meet their information, learning and leisure needs. Opportunities to participate in activities, events and learning programmes relating to the resources will also need to be provided.

The Service Provider will demonstrate that it delivers the Authority's' statutory duties through effective service planning that meets the priorities of the Authority over the life of the contract.

1.5 Service Change

It is possible that during the contract term, the Authority may wish to make changes to the requirements as set out in this Specification to reflect the evolving roles and responsibilities of local authorities in changing economic circumstances. These changes will not compromise the statutory basis for the service and will be managed in accordance with the provisions relating to variations and changes to the contract as set out in the contract terms – ([Contract schedule 11 – Change Control Procedure](#)).

1.6 Quality Services

The Service Provider must provide the Services in line with the following key principles on service quality:

- Services must be provided within an ethos of continuous improvement, through efficiencies and innovation. There must be a commitment to delivering improving service and performance for the Authority and their residents annually against continuous improvement plans developed by the Service Provider with no cost implications for the Authority;
- The Service Provider will identify and where agreed implement into operational practice, opportunities for new and higher quality delivery of existing services. This should be achieved through innovation from the Service Provider working in partnership with the Authority (and where considered appropriate other public bodies or third parties);
- The Service Provider will take a proactive approach to all aspects of service delivery with an ethos of engaging with customers and stakeholders and with sound leadership and management qualities that enables a strong relationship with the Authority's officers and Members.

1.7 Contract Monitoring Arrangements

The Service Provider's performance in relation to this Specification will be monitored both by the Service Provider and by the Authority's Client Unit through a series of identified Service Levels and Key Performance Indicators. These are identified in [Section 9 - Contract and Service Monitoring Arrangements](#).

This section identifies the frequency of monitoring and how non-performance will be managed.

2 Current Library Services

2.1 Service Context

Torbay's libraries offer a wide range of services, and satisfaction levels are consistently high. In recent times however, the service has, of necessity, been more preoccupied with making reductions to services in response to budget reduction requirements rather than identifying service planning priorities.

The library service is responsible for management and development of four static libraries in Torbay, each offering the same range of core services. These include a range of physical book stock to suit all ages, DVD and CDs for hire, free access to library computers and WiFi and a number of activities and events to meet local need.

2.2 Frontline

Torquay Library is the 'headquarters' for the service. Torbay Authority's Registrar service operates from the library on a limited basis, and Torbay Authority's Connections Service currently operates from the premises. A local Studies service is offered from Torquay library offering an extensive range of historic newspapers, maps, prints and photographs, family history materials, and books and pamphlets on matters of local interest as well as hosting a Local History and a Family History club.

Paignton Library and Information Centre (PLAIC) is a part lottery funded multiagency hub offering library services, the Authority's Connections and Registrar services, South Devon College Adult and Community Learning, South Devon Health Care Trust Carers service, Healthwatch, Devon and Cornwall Police, and a cafe. The building is used for a wide range of purposes and, as a safe community space, encourages people to try new experiences they would otherwise not encounter

Churston Library is the smallest in the Bay with the lowest footfall in terms of physical visits but a high rate of stock issues. It also acts as polling station for local, national and European elections.

Brixham Library also hosts the registrar service and the Authority's Connections Service currently operates from the premises

Each library has its own friends group which organise events, support the service and raise money to purchase items that otherwise would not be affordable. Friends of Brixham library have been particularly successful in establishing a very successful and diverse programme of events and activities in and outside the library including walks, talks, craft activities, and live musical performances.

The service recognises that not all customers are able to visit the library in person. In order to be inclusive, a service for residential homes is managed by the Bibliographical Services section based at Torquay library. 'Mini-Library' collections are held within Torbay's Children's Centres and other community venues to provide access for vulnerable families at a distance from their local library. A service for housebound customers in Torquay and Brixham is coordinated by library services in partnership with Rotary Club Torquay, and Brixham Does Care respectively

A range of virtual resources are also available, including a variety of information resources and an e-book/e-audio book service (Overdrive) available 24/7.

Volunteers help to provide a range of extra services that support the library service offering:

- IT buddies to assist people with in depth IT queries, helping customers with little or no computer skills, creating email accounts, using e-readers and other devices, and signposting to other sources of help;
- Summer Reading Champions to assist with the children's UK wide Summer Reading challenge;
- Volunteer led Film clubs at Torquay and Paignton libraries;
- Local history volunteers as part of the Celebrating Torbay Heritage Lottery grant funded project launched in January 2016, digitising photographs and printed materials, assisting with family history workshops and associated online resources, and updating the local history web site;
- Books on Wheels Volunteers who select and deliver library items to those unable to visit in person.

Further information can be found in - [Appendix 1 – Torbay Library Services Needs Assessment 2016](#).

2.3 Management and Support

The frontline service is supported by a range of small Back Office teams responsible for service development and support:

- Operational and developmental management;
- Bibliographical Services – responsible for the residential homes service, inter library loans, acquisition and processing of new stock items, and stock management processes;
- Library IT Systems – responsible for the frontline IT systems that underpin the delivery of the service;
- Marketing and promotion – manages promotion of service and events, including frequent use of Social Media;
- Volunteer Co-ordination – oversees the development and management of volunteer roles;
- Young People's Services – manage the development of service to children and families, including the national Bookstart scheme, and targeting of hard to reach, isolated families.

3 Future Library Service Vision, Strategy and Outcomes.

3.1

The Service provider will be expected to deliver as a minimum Torbay's overall Strategy for Library Services which encompasses the key Strategic aims, Vision and outcomes listed below. Also the Service Provider must take into consideration Torbay's Library Services Needs Assessment 2016 and align these to the overall Library Strategy.

3.2 Vision Statement:

Libraries are an important and valued Authority service that reach out to all people and communities. We believe that our libraries can change and improve lives.

Our vision is that libraries in Torbay offer exciting, dynamic and vibrant spaces at the heart of the community for everyone to read, learn, connect and create.

3.3 Torbay Library Service Strategic Aims

We are committed to the delivery of a wide range of services tailored to the needs of individuals and communities that add value to their lives and offer opportunities for self improvement and development.

The Service Provider will need to offer a quality responsive service that embraces and keeps pace with the digital revolution, backed up with well trained, knowledgeable staff, places itself at the heart of community for well being, culture, heritage, learning, skills and employment, and which maximises income potential in order to ensure an affordable service to Torbay fit for the 21st century.

The Authority has a statutory duty to deliver a comprehensive and efficient library service. However, the Act does not define what constitutes such a service. In determining our strategy for the delivery of services in the future, we have identified **7 strategic aims** for library services as follows:

- 1. Provide Access to Trusted Sources of Information** – supporting people to access information and services online in life-critical areas such as careers and job seeking, benefits and finance and to use vital government online information services.
- 2. Improve Digital Services and Inclusion** – provision in each Library to offer initial free access to the Internet, email and a range of office resources. Digital champions in each Library to provide support and assistance to the public who want to use digital facilities.
- 3. Facilitate and provide Learning for Life** – to ensure lifelong learning opportunities from the earliest age and through the life course are met by offering for example, free resources for study and learning, including online resources, books, reference and information, study space for adults and children as well as opportunities to learn through workshops, special events and activities for children and families.

4. **Support and Encourage Reading and Literacy** - to recognise and champion the importance of reading and literacy in terms of well being, personal development and life opportunities for all ages.
5. **Contribute to the Health and Wellbeing of local communities** - a commitment to provide a range of services to support improved health and well being for individuals and communities.
6. **Contribute to the Promotion of Torbay’s Culture and Heritage** – to secure, promote and record resources for the study and enjoyment of Torbay’s heritage, exploiting local and family history resources to promote community cohesion, identity, wellbeing and sense of place.
7. **Remaining Sustainable** – to provide and promote a Library Service that people want to use, ensuring value for money, maximising income generating opportunities and partnership working and attracting investment when it is appropriate to do so.

The “**Libraries Deliver: Ambition for Public Libraries in England 2016-2021**” has been published by the Government “Libraries Taskforce” following widespread consultation, and is endorsed and supported by central government and by the Local Government Association (on behalf of local government).

<https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021>

The Service provider should embrace the vision set out in this document which sets out a bold and dynamic direction of travel for the next 5 years, describing how library services in England can help transform people, communities and society as a whole.

3.4 Library Customer Trends and Needs

The demand for Library Services is changing. Nationally there is declining demand in book issues and library visits. This trend is visible across Torbay’s Library Service.

Torbay has a documented **Library Needs Assessment** which focuses:

- Library usage (number of users) and operating costs;
- Demographic Information about Torbay communities;
- Location of static libraries;
- Patterns of Library use;
- Size of library catchments including travel distances;
- Levels of deprivation in library catchment areas;
- Customer and stakeholder views;
- Education and skills;
- Car ownership;
- Ethnic groups;
- Economic activity.

The Service provider will need to consider the outputs from the Library Service Needs Assessment to ensure their Library Service offer is aligned to the “Needs” of Torbay.

For more information see [Appendix 1 - Torbay Library Services Needs Assessment 2016](#).

3.5 Torbay Library Outcomes

Placing wellbeing at the heart of the Library Service

The Service Provider will need to consider the role which Torbay's public libraries offer in supporting and improving the overall wellbeing of Torbay's community. The Service Provider must deliver as a minimum the **cultural, educational, social economic and wellbeing** outcomes listed below.

Libraries are a visible symbol of service provision in the community. They should provide a number of significant **cultural, educational, social economic and wellbeing outcomes** across all ages and sectors of the community. They are valued and trusted and Libraries should be developed to become:

A Social Hub – Libraries can be key partners in tackling the problems of social isolation, inequality, disadvantage, fractured communities and ill health by:

<p><u>Tackling isolation</u></p> <ul style="list-style-type: none"> • Services for older people, homeless people, disabled people • Ageing Well initiative with the Community Development Trust • Outreach to care homes • Outreach to disadvantaged families • Services for public suffering domestic abuse 	<p><u>Library as a community hub</u></p> <ul style="list-style-type: none"> • Information about services • Access to public services • Partnership working with a range of active organisations
<p><u>Promoting good Health</u></p> <ul style="list-style-type: none"> • Information about Health and Health Services • Books as therapy • Provide Community Health services in safe environments • Partnerships with Voluntary sector in Libraries 	<p><u>Promoting Environmental Awareness</u></p> <ul style="list-style-type: none"> • Information about recycling • Information about volunteering

A Cultural Centre – Libraries can inspire people through books and literature, music, film and theatre by:

<p><u>Promoting Literature</u></p> <ul style="list-style-type: none"> • Author talks and book groups • Book festivals • Writers in residence 	<p><u>Creative Spaces</u></p> <ul style="list-style-type: none"> • Maker spaces • 3D printers • Media workshops
--	---

<ul style="list-style-type: none"> • Support for self publishing 	
<p><u>Local History Resource</u></p> <ul style="list-style-type: none"> • Access to family and local history material • Learning sessions on Local and Family history • Local people contributing to resources • Local people digitising photographs and information for the Website 	<p><u>Library as cinema</u></p> <ul style="list-style-type: none"> • Film clubs • DVDs to hire
<p><u>Making Music</u></p> <ul style="list-style-type: none"> • Access to CD's and sheet music • Young people making music • Rhythm and rhyme for early years • Library as music venue 	<p><u>Art, Dance and Drama</u></p> <ul style="list-style-type: none"> • Space for exhibitions, plays and dance • Classes and workshops • Partnership working with local companies such as Paddleboat

A Learning Hub – Public Libraries support learning at all stages of life, offering support for everyone from babies and small children to older people by:

<p><u>Supporting Literacy</u></p> <ul style="list-style-type: none"> • Reading for pleasure • Summer reading challenge • Support for dyslexia • Read Easy initiative 	<p><u>English Language</u></p> <ul style="list-style-type: none"> • Language courses
<p><u>Early Years and School age</u></p> <ul style="list-style-type: none"> • Books for babies • Surestart • Homework support • Outreach to schools 	<p><u>Digital Literacy</u></p> <ul style="list-style-type: none"> • Courses and support for all
<p><u>Lifelong Learning</u></p> <ul style="list-style-type: none"> • Filling the gaps in formal education • Supporting informal learning • Signposting to adult learning 	

An Economic Enabler – Public Libraries can be agencies for economic wellbeing in their communities by:

<p><u>Maximising income</u></p>	<p><u>Encouraging Enterprise</u></p>
--	---

<ul style="list-style-type: none"> • Benefits information and support • Make the most of your income • CAB services 	<ul style="list-style-type: none"> • Advice and support for small businesses • Business resources in libraries • Support for social enterprise • Providing co-working spaces • Maker spaces in libraries
<p><u>Access to employment</u></p> <ul style="list-style-type: none"> • Job clubs • Support for on-line job applications using Jobmatch • Access to computers and wifi • Supporting digital skills 	

3.6 What We Expect a Successful Library Service to Look Like.

We believe that the key to success for the Service Provider is the need to be increasingly innovative and opportunistic in order to increase efficiency and generate more income in order to support Torbay's core Strategic Library offer.

During the lifetime of the contract the Service Provider will be expected to deliver an exciting, vibrant library offer that maximises the use of resources, is resilient, sustainable and achieves the following:

- Staff being well trained, adaptable and fully embracing our core offers;
- Increasing the number of visits to libraries;
- Enriching the lives of communities and individuals;
- Contributing towards a vibrant creative economy;
- Improve the current rate of physical stock loans;
- Increasing the number of active borrowers;
- Increase loans of e-materials;
- Extending the range of our virtual offer;
- Helping individuals to achieve their potential and avoid poverty and unemployment;
- Increasing the range of cultural activities on offer and promoting the social and economic value of culture;
- Reducing health inequalities, tackling social exclusion and inequality;
- Improving skills for employment and investing in the future;
- Increase rates of satisfaction with library services as measured by Viewpoint and other customer surveys;
- Increasing the number of volunteer hours and developing new and interesting roles;

- Maintaining or increasing income levels;
- Developing effective stock management systems;
- Developing and implementing our marketing strategy;
- Developing and implementing our volunteer strategy;
- Achieving required budget savings;
- Reducing the cost per visit;
- Demonstrating that we are delivering a comprehensive and efficient library service;
- Researching and reporting on the feasibility of alternative operating models for libraries.

3.7 Challenges in delivering Torbay's Library Strategy

The Service Provider should be aware of the future challenges in delivering Torbay's Library Strategy and develop a Library Service which overcomes some of these complex issues. Some of the key challenges are as follows:

- An ageing population with increasingly complex needs;
- Meeting the needs of communities that are diverse, with relative affluence at one end of the scale and severe deprivation at the other;
- Declining performance in terms of traditional library use, including number of visits, loans and active borrowers;
- Societal change which has seen the availability of cheap books, immediate access to information, music, reading and film via iPhones, tablets and other devices 24/7;
- Maximising income generation against a backdrop of the loss of traditional income streams and loss of income as traditional audience participation drops;
- The need to engage more closely with other agendas, including Torbay's cultural strategy, and supporting the Public Health agenda to support improved health and wellbeing in Torbay;
- Ongoing austerity measures which has identified a target saving of around £200,000 from the Library budget in 2018/19;
- Increasing pressure on resources fund as supplier terms become less favourable;
- Identifying and implementing new delivery methods/governance models which will still be able to deliver a comprehensive and efficient service;
- The need to become relevant to a wider section of the community whilst also maintaining core service levels for our traditional customer base;
- Managing the expectations and perceptions of different user groups who feel that libraries are just about books and that everyone has access to the internet;
- Low staff morale and low turn over;

- High staffing age profile; Succession Planning/Knowledge Management.

4 Library Service Outputs

4.1 Opening Hours.

Description

The opening hours for Torbay Libraries are deemed to meet local needs whilst ensuring the Authority's Library Service meet statutory requirements.

Output:

The Service Provider will ensure that each library is open in accordance with the minimum opening hours as set out in [Appendix 2. – Library Opening Hours](#).

- **Changes to Opening Hours**

The successful Service Provider will have the option to extend opening hours at the libraries, subject to planning constraints and in agreement with the Client Unit. Under the terms of the Contract, changes to the minimum opening hours can be requested by the Authority through the Change Control Procedure - ([Contract schedule 11 – Change Control Procedure](#)), should a change in circumstances occur. Any changes to opening hours will be based on a full Equality Impact Assessment (EIA), Needs Assessment and consultation as appropriate. These documents will be drafted by the Service Provider and agreed by the Client Unit, and where appropriate in accordance with the Authority's' relevant democratic processes.

The Authority recognises the potential for their objectives to be furthered through extensions to the library opening hours. Changes may meet new demands including the demands of specific groups, increase use and income from hiring activity or achieve operational efficiencies. Any proposals to change the minimum opening hours will be included in the application, showing the rationale for the change and demonstrating their capability and proposals for achieving the requirements (with relevant appendices to include a schedule of proposed opening hours for each library).

- **Other Planned Closures**

All cases of planned closure or reduced opening hours, including any closures over the Christmas period must be agreed with the Client Unit in writing unless already agreed as part of the Service Provider's opening pattern. The Service Provider will at their own expense adequately publicise the closure giving customers at least twenty eight days' notice.

- **Unplanned Closures**

Where the library or any significant part of any library has not been open for the agreed opening hours at the fault of the Service Provider, the Authority will issue default points in accordance with the contract terms and as set out in Section 9. – Contract and Performance Monitoring arrangements.

4.2 Delivery of Frontline Library Services

Service Description

The Library Service is responsible for four static Libraries in Torbay, each offering the same core services. The four Libraries are:

- Brixham Library;
- Churston Library;
- Paignton Library and Information Centre;
- Torquay Library.

Torbay Libraries are staffed by trained, experienced and knowledgeable staff. Volunteering opportunities have been developed at libraries in a variety of key roles and this will be continued under any new arrangements ([see section 5.4](#)).

Outputs:

The Service Provider will provide the following services to the public free of charge except where charges are currently made by the Authority:

- Direct access to fiction and nonfiction books for all ages;
- Direct access to a wide range of stock including digital formats;
- Direct access to newspapers and magazines;
- Direct access to information resources both printed and online;
- Direct access to public internet and computer facilities;
- Direct access to information sources;
- Direct access to a range of Authority Services;
- A wide range of local community events and activities and training for all ages;
- Outreach Services including those to housebound readers;
- Self- issue facilities for borrowing and return of items and account management;
- Study and homework facilities;
- Fax, photocopying and scanning facilities;
- Manage and provide rooms for hire;
- Uniformity of guiding;
- Preferred style of shelving;
- Torbay Library Services have a strong easily recognisable branding;
- New libraries adopt the same branding and quality of services.

The Service Provider will deliver the front line services so that:

- Libraries are welcoming, attractive and display a professional image;
- Libraries are well maintained and accessible with flexible space for activities and events;

- Libraries are well presented and offer a uniformity of guiding and shelving;
- Libraries retain a recognised, clear stock categorisation system;
- Displays and promotions are frequently changed;
- There are sufficient staff on site during opening hours with appropriate skills, knowledge and training to deliver the service and address the ever changing needs of users;
- There are helpful staff serving users swiftly and efficiently and proactively providing additional information and referring on to alternative information sources as appropriate;
- There are prompt and professional responses to telephone enquiries and messages. Auto response messages are accurate and forthcoming with additional information;
- There are booking and loan reservation arrangements and procedures that are clear to users whether booking in person, on the telephone or online;
- There is a lost property system including a process for valuables and the retention and disposal of lost items;
- Customer care policies, standards and library rules/code of conduct are displayed and implemented in a professional and clear manner and meet the standards required by the Authority (*see section 5.3*);
- Promotional information on library event programming (including any prices) are clearly presented in the library and readily available in an appropriate range of media and formats;
- Directional signage for a range of audiences is clear and effective (e.g. displayed at the correct level and where appropriate use pictorial images as well as text);
- Library-produced public notices are in a standard format and all posters and notice boards are kept up to date;
- Feedback methods are made available to the public, which include mechanisms for recording verbal comments (e.g. to staff either directly or by telephone);
- Feedback from staff is encouraged and responses are made within defined timescales;
- Standards of instruction (e.g. ICT courses) are high and delivered by appropriately trained and experienced staff;
- Appropriate policies, staff training, buildings infrastructure and layout (including equipment, furniture, information formats) are in place to provide equality of access for all;
- Services are adapted where possible in response to changing user needs. Changes must be planned and agreed with the Authority in accordance with the contract terms;
- Staff at all levels are empowered to resolve complaints;

- Procedures are in place for dealing with difficult requests and challenging or problematic customer service matters;
- Efficient administrative procedures are in place which enable frontline operations;
- Financial and cash management systems are fit for purpose and efficient;
- Relationships are developed with existing stakeholders and partners to continue to offer added value;
- There are opportunities for volunteers to undertake a wide range of roles in the Library Services (set out in formal role descriptions), supporting the roles of paid staff, for example by organising and running additional events, providing support to learners and sharing skills with customers such as ICT aptitude. Volunteer opportunities will be open to all, with some opportunities targeted at young people – for example volunteering to deliver the Summer Reading Challenge in libraries. Opportunities to develop the role of volunteers (including new role descriptions) will be investigated regularly. DBS checks will be undertaken if the role requires this when people are assisting young or vulnerable people;
- Authority information in printed and electronic formats is made available for public access from all libraries. This will include notices that the Authority is legally required to display in public places (such as election notices);
- Regional and national government initiatives such as Bus Pass issue and renewal and Universal Credit are supported;
- To participate in national and regional schemes, including the Universal Offers, Booktime, Bookstart week, Family Learning week etc.;
- To effectively manage the membership of the library services, including issuing Library Cards and, should it be required by the Authority, to participate in any project or scheme to join up library membership with other Authority Services or local services, issuing replacement cards and sharing data as legally appropriate;
- Authority services are available from all libraries ([see Appendix 3 – Council Services in Libraries](#)).

4.3 Back Office Functions

Service Description

Key back office functions, including management, library professional, outreach and support functions must be delivered efficiently and effectively to the Authority.

Under existing arrangements, these functions are delivered by the Authority's Library Back Office services. The Service Provider will achieve the outputs specified below to deliver back office functions under this contract.

The **9 functions** below are delivered by staff with substantive posts in the Authority.

The Service Provider is required to provide a price for the delivery of Back Office Services to the Authority that is not prejudiced by the current substantive positions of the current post holders delivering these services.

Function 1. - Strategic Management

- Develops strategic approaches to service delivery;
- Produces service plans;
- Manages high level projects;
- Develops relationships with other services and partners to deliver on strategic service and corporate objectives.

Outputs:

The requirements for strategic management are set out in [Section 5.1](#).

Function 2. - Bibliographic Services, Stock and Reader Development

- Management of stock purchasing;
- Collection development;
- Collection management;
- Adult reader development schemes;
- Adult activities in libraries.

Outputs:

The Service Provider will:

- Manage stock in accordance with the Torbay Libraries Stock management Policy 2016/17 set out in [Appendix 4](#);
- The Service Provider is expected to review and update this policy on an annual basis in agreement with the Client Unit. The draft policies will be submitted to the Client Unit by 30th November annually for approval by the Client Unit and adoption by the Authority ready for implementation from the 1st April in the following year;
- Make resources available that are wide ranging, in a variety of formats and languages, covering a wide range of educational, learning, information and leisure interests for a wide range of reading abilities;
- Ensure that resources are in good condition as defined by an agreed Stock Plan to meet the information, learning and leisure interests of users;
- Ensure that stock purchases are up-to-date, reflect current trends in publishing (Nielsen, Bookseller) and keep up to date with top titles in bookshops and in the media;
- Ensure resources are refreshed, managed and developed in line with policy guidelines;
- Ensure that resources are well managed to optimise their use through rotation between locations and edited to replace or discard out of date material;
- Ensure that resources are arranged, catalogued and shelved in each library in a standardised system;
- Ensure that resources respond to developments or new ways for people to access information and reading. Current examples are e-books, Zinio e-

magazines and downloadable audio. Minimum provision will be to be comparable with the existing range of resources ([see Appendix 5 – Existing Range of Stock Resources](#));

- Offer online, interactive opportunities for users to engage with the library service and its resources. Current examples include Twitter, Facebook and the Local History Website;
- Joint reserve collections between Authority and Service Provider to be managed to allow access to wide range of stock for loan including some categories of stock or individual titles to support research and in depth study;
- Maintain a comprehensive, up-to-date, accessible and user friendly online catalogue of their collections;
- Provide reader services to help customers find books and other materials to meet their needs;
- Provide a request service that enables customers to obtain specific titles, delivered to their library of choice, available at libraries and as an independent online service;
- Ensure the availability of a full inter-lending service to enable Library users have full access to a wide range of stock. The Service Provider must fulfil requests for inter-library loans including specialist materials, such as music scores efficiently and with recourse to obtain materials from a wide range of institutions such as the British Library, CONARLS and SWRLS;
- Frequently change displays and promotions at libraries to promote the range and depth of stock
- Provide active recovery of stock and debt from defaulters - [see Section 5.2](#);
- Manage stock purchasing – [see Section 5.6](#);
- Participate in and promote national and local reading initiatives including the Book Trust schemes and Reading Agency offers, SCL and SWRLS initiatives;
- Participate in and promote all current and future Society of Chief Librarians (SCL) National Universal Offers (including any that do not directly relate to stock and reader development), including the provision of stock promotions and activities that relate directly to the Universal Offers. The Universal Offers will be well promoted at all libraries and the Service Provider will purchase and effectively utilise the marketing materials that are available to promote the Universal Offers;
- Provide Reader Development Programmes ranging from individual author talks to themed festivals which complement the stock and resources. These will reflect the Universal Offers. These include annual participation in significant national or regional reader development campaigns. These campaigns will be well promoted and the Service Provider will purchase and effectively utilise the marketing materials that are available to promote the campaigns;
- Facilitate reading groups, creative writing groups and other user focused groups that meet regularly and provide opportunities for people to engage with

the resources. Provision will be comparable to the service that is currently provided ([see Appendix 6 – Existing Engagement Groups in Libraries](#)) except where the Authority agrees that there is reasonable justification for change could include enhancement of the services.

Function 3. - Children and Families

- Management and development of services for children, teenagers and families;
- Collection development (children's and teenage stock);
- Collection management (children's and teenage stock);
- Reader development schemes, including the Summer Reading Challenge;
- Children's and teenage activities in libraries.

Outputs:

The Service Provider will:

- Provide Library materials for babies, toddlers and children, teenagers and young adult readers including materials that reflect current trends and customer demand and that meet the requirements of children and young people with additional needs such as visual impairment. Materials will be inclusive and diverse;
- Provide study guides, books and access to e-learning packages to help with schoolwork in line with the National Curriculum. Resources will be comparable with the levels of provision currently available ([see Appendix 5 – Existing Range of Stock Resources](#));
- Provide dedicated study space made available in libraries at all times and maximise space available during the lead in to the annual exam periods;
- Provide high quality, facilitated, well promoted sessions for the following groups:
 - Children aged under five e.g. Music Rhythm and Rhyme
 - Children and families outside of school hours e.g. craft sessions and storytelling
- Provision will be comparable with what is currently provided ([see Appendix 7 - Torbay Libraries Children and Young People's Activities 2016-2017](#)), except where the Authority agrees that it is reasonable to change;
- Provide support for school visits and outreach work with schools to further promote the benefits of reading and access to libraries;
- Ensure that all libraries participate in the annual Summer Reading Challenge (and any similar successor scheme) for children aged 4 -11. The Service Provider will purchase suitable quantities of promotional and other relevant materials from The Reading Agency or any successor provider of the national Summer Reading Challenge and will promote the Summer Reading Challenge in all libraries, to all primary schools and through other appropriate channels

- Support the delivery of the Bookstart scheme or any successor scheme including distributing Bookstart packs to libraries and allocating these to eligible parents/carers who choose to access the service via libraries;
- Develop cultural opportunities particularly in relation to the new Universal Offer for culture;
- To continue the Authority's' current commitment to the 'Children's Promise' and 'Six Steps Promise'.

Function 4. - Information and learning

- Management of reference, information, advice and guidance services;
- Delivery of outreach programme and responds to reactive outreach opportunities;
- Informal learning offer, including ICT training courses for customers;
- Promotes and develops services for those with additional needs, including stock, events and activities.

Outputs:

The Service Provider will:

- Provide information sources that are wide ranging, current and perceived by users to meet general and specific information needs. In addition to print materials these will be electronic and are to be available online 24/7/365 and include a wide range of research databases. The range of resources to be made available will be comparable with the current provision ([see Appendix 8 - Existing Range of e-Resources](#)). The selection and development of resources will be in accordance with the Torbay Library Stock Management policy 2016/17 ([see Appendix 4 – Stock Management Policy](#));
- Provide specialist information sources and sign posting for:
 - Authority information
 - Local information
 - Community information
 - Learning opportunities
 - Business information
 - Employment and careers information
- Provide enquiry services (both general and specialist) to help users find accurate, authoritative and mediated information to meet their needs, provided through a wide choice of channels, including: face-to-face; telephone; email; and any new channels that emerge in the fast moving area of communications technology. This could include providing tourist information;
- Provide proactive information services that alert people to new information sources and services – especially in the specialist areas;
- Deliver programmes that complement and enable more users to access the information services ranging from formal and informal sessions on making

effective online searches, study skills, user education to targeted events for business, genealogy, internet based learning and other priority areas;

- Develop and manage an online Directory of Local Organisations and Advice Services database. Management of this service will ensure accuracy of information through regular contact with organisations whose data is being held on the system and to ensure new contact as required by proactive research or by requests from organisations wishing their information to be added to the system;
- Provide a programme of informal learning activities to take place in libraries to allow customers to explore various interests. This will include activities linked to national campaigns including Adult Learners Week;
- Provide a programme of health based information and self-improvement programmes, in line with the Universal Offers, making use of library spaces and resources, including bibliotherapy. These may be delivered in partnership with others;
- Provide a wide range of ICT training courses for customers (including targeted provision for older customers and those with additional needs), this will include access to regular beginners ICT training;
- Deliver a programme of regular outreach activities to promote the library services;
- Deliver a programme of activities for those with additional needs to engage them in accessing the library environment and to develop skills for life, including delivery of a reading group for visually impaired readers and the provision of events for children with Special Educational Needs (SEN), including bag-books and story sessions.

Function 5. - Web Access to Library Services.

- Develops, updates and maintains the Library website. (which could be hosted on the Authority's website);
- Develops and delivers the social media presence (could use the Authority's social media services).

Outputs:

The Service Provider will:

- Provide a website which incorporates the Authority's own branding, which will provide accurate information about library services. This will be regularly updated to provide information on events and to notify users of any changes to information about the service. The website must have interconnectivity with the Authority's website, systems and services and will be scaleable to tablets, telephones and other smart media. A library app would be welcomed;
- Link seamlessly to other Authority services through interoperability, where required, with current Authority systems and portals;
- Enable, in a secure and safe way, online library transactions including book renewals, reservations, payments and memberships;

- Provide users' access to their own records and ability to manage their account information and transactions;
- Offer 24 hour / 7 day online access to the Library Catalogue, account management and information sources;
- Make a large selection of e-books and other materials (including magazines and e-audio books) available for free download both in the libraries and direct from the library web pages;
- Provide and promote access to e-resources for adults and those targeted at children and young people, including reference resources, both in libraries and via remote access outside of libraries. This will be comparable or more than existing resources (*see Appendix 8 – Existing Range of e-Resources*);
- Use social media such as Facebook and Twitter (and other platforms that may emerge as effective communications channels) to engage with and inform library users, including promoting library services, events and enjoyment of reading. Social media policies covering staff/Service Provider use of these platforms are to be agreed between the Service Provider and the Authority and will be in accordance with the principles set out in *section 5*.

Function 6 - IT Support and development

- Management of IT systems and services;
- Contract management of corporate and local contracts with IT hardware and software providers;
- Development of systems and resources for staff and customers.

Outputs:

The Service Provider will:

- Provide and maintain a dedicated Library Management System (LMS) as specified in *section 5.5* at all Torbay libraries and for the use of library staff and the public;
- In accordance with *section 4.2*, provide public internet, e-mail access and standard Microsoft Office software packages in every library, delivered by computers which are well maintained and fit for purpose, sufficient in quantity and quality to meet reasonable customer demand and expectations;
- Provide public Wi-Fi throughout all libraries with sufficient coverage, capacity and speed to meet customer demands. Access will be filtered, secure and controlled;
- Provide appropriate and current software and to secure and filtered content to limit/manage available content for public and staff;
- Provide reliable and efficient ICT infrastructure to support high quality service delivery, including the provision of modern self-service facilities;
- Provide and maintain modern and reliable people counting technology for public access;
- Ensure systems are in place to manage access (including restricting inappropriate access) by library users to desktop, Wi-Fi and other IT facilities

- Implement code of conduct and Acceptable Use Policy for internet browsing;
- Provide expert ICT support available to frontline staff and customers and fast response to resolve issues and faults;
- Provide adaptive technology and IT based resources for children, young people and adults including specialist software to support particular users' needs (including visual impairment) and specialist peripherals to meet the above needs.

Function 7. - Improvement, Training and Marketing

- Management of staff development and training;
- Collection of statistics and reporting against KPIs for CIPFA, corporate purposes and internal use;
- Produces general advertising for service related promotions and activities;
- Undertakes marketing campaigns.

Outputs:

The Service Provider will:

- Collect and analyse the following statistics from all libraries:
 - Issues
 - Visits
 - New members
 - Uptake of computing facilities, including Wi-Fi
 - Number of events and activities for adults
 - Number of events and activities for children
 - Number of school visits to libraries
 - Number of outreach activities
 - Number of courses held in libraries including take up
 - 'Down time' of public and staff ICT including reasons planned/unplanned, etc.
 - Access and usage statistics for e-resources, including e-books
 - Access and usage statistics for web services (inc library websites and social media)
 - Number of active members
 - Cost per visit
 - Number of adult volunteers
 - Number of volunteers and the hours and nature of assistance that they provide
- As required under the Service Levels and KPIs set out in [Section 9 - Contract and Performance Monitoring Arrangements](#), provide an annual performance

- report and quarterly performance updates making recommendations about how staff in the service can take action to help deliver to targets;
- Provide full and timely statistics to CIPFA to meet the national reporting standards for library data;
 - Deliver CIPFA and other national surveys of both adults and children, including the provision of survey results to deadlines and reporting of results to the Authority;
 - Provide and deliver a quarterly marketing campaign to publicise functions, projects or features of the library service that is deemed to be of wide appeal and to be agreed in advance with the Authority's Client Unit. This will include utilising local press and online channels. Marketing activities will be delivered in accordance with the annual plan for marketing ([see 5.1\(3\)](#));
 - Design press releases and publicity to a good standard to promote all library events and service developments effectively and agree these with the Client Unit. Press releases may include Councillor quotes and statements which will be provided and agreed by the Authority's communications team;
 - Produce all publicity, including operational notices, to a good standard which is presented in a uniform way to the corporate standards of the Authority ([see Appendix 9 - Corporate Identity Standards](#)). Branding and publicity to be produced in such a way that reflects the Service Provider is being commissioned by the Authority to provide the service ([see section 5.7](#)).

Function 8. - Business support and Facilities Management

- Provision of administration and general business support;
- Management of room/space bookings in libraries;
- Facilities management – Informing the TDA FM Service of any small works/handyman duties which may need to be undertaken;
- Manage the transport service that provides a daily collection and delivery to libraries, Residential Care Homes, etc.

Outputs:

The Service Provider will:

- Effectively provide administration to the library service including relevant support to front line staff in libraries;
- Requesting new and replacement Door access cards from the TDA FM service;
- Notifying TDA when staff leave so card access system can be updated;
- Create publicity for library events and activities to be produced to house styles for the Authority and displayed prominently in a timely manner;
- Manage room and space hire bookings in all libraries in accordance with the guidance set out in ([Appendix 10 – Rooms for Hire in Libraries – Guidance](#)). This includes handling customer enquiries, taking bookings, arranging staff cover, collecting income and resolving problems;

- The management of space hire to be conducted in full compliance with all Health and Safety standards and legislation ([see Sections 6.2 and 8.1](#));
- Income generated will be managed in accordance with [section 5.2 – Service Income](#);
- The Service Provider will hire rooms and spaces according to the conditions of hire. These will be comparable to the existing conditions of hire in the Authority. The Service Provider’s conditions of hire and any variations proposed should be approved by the Client Unit;
- Provide daily collection and delivery services to circulate stock (including new stock, requested items, reserve items held in the joint reserve stack and other items) between libraries and back office locations and also providing a book delivery service to Residential Homes. The Service provider is responsible for providing vehicles, equipment and garaging or otherwise commissioning this service.

Function 9. - Library Project support

- Manages a wide range of Library improvement and service change projects;
- Participation in new Library and service IT Projects;
- Makes funding bids.

Outputs:

The Service Provider will:

- Provide an appropriately trained resource to manage a wide range of Library development and other Service related projects to a professional standard and to support managers in developing the service to meet customer needs;
- Develop funding applications made for added value projects, including to funders such as HLF, Arts Council England and others as appropriate;
- Work with the Authority Client Unit to input into the Authority’s Town Centre Regeneration schemes which may have an impact on future library services. These projects will be led by the Client Unit but the Service Provider will provide project support when required;
- Represent the Library Service on corporate/inter-departmental project teams as required.

4.4 Local Studies (Heritage).

Description

The Authority provides a busy and well resourced Local Studies Service. Under the current arrangements, the service is offered at each library, with the core collection located at Torquay Library.

Materials are accessible and research undertaken personally or by trained staff. A number of complex enquiries (some international) are researched each month, assistance is provided to personal callers on a daily basis.

A wide range of resources is provided including:

- Maps, including microfilm and hard copy first edition ordnance survey maps of 1860;
- Coastal charts, and geology, tithe and GOAD maps;
- Census information from 1841, Electoral Registers, Parish Records and early cemetery records;
- Databases of local information relating to house history;
- Books and periodicals;
- In the region of 10,000 photographs are currently being digitised to add to the local history website <https://www.torbay.gov.uk/localstudies>;
- All public access computers provide Ancestry Online.

In addition, the Department supports Local and/or Family History Groups based at Torquay, Paignton and Brixham Libraries and delivers community learning events and activities.

The service undertakes projects, outreach and work in partnership with local groups, organisations and schools to promote interest in local history and access to local studies collections for research.

The service collects, preserves, cares for and makes accessible all local studies according to professional standards relating to the history of the Borough of Torbay and its environs.

The service collects published works:

- books, local newspapers, maps, pamphlets;
- archives (including digital records) of private individuals, families, businesses, clubs, schools and other organisations;
- makes accessible records created by the Authority and their predecessor authorities in accordance with statutory requirements.

Ownership of collections and where applicable intellectual property rights, including new acquisitions, will continue to rest with the Authority, but the collections will be managed by the Service Provider on behalf of the Authority, fulfilling all statutory and regulatory obligations put on the Authority

Outputs:

- The Service Provider will ensure that they comply with all relevant legislation and regulatory frameworks in the delivery of Local Studies Services. In particular, they observe the following legislation/regulations, or any subsequent legislation/regulations:
 - Local Government Records Act (1962) when acquiring, caring and making accessible records of local significance).
 - Local Government Act (1972)
- Local Studies will be delivered from their current locations, with opening hours that match the Library opening hours;

- Collect, care for, catalogue and store collections and provide an enquiry, research support and collections retrieval service to the public, available during opening hours;
- Continue to support the Local History website that offers online access to local studies collections, digitised materials and other related information;
- Store collections in accordance with professional collection care standards, employing appropriate techniques and equipment to preserve the collections;
- Collect new materials in accordance with the acquisitions policies of the Authority;
- Respond to complaints to standards set out in [section 5.3](#);
- Provide outreach activities, including school visits to the Local Studies library, and produce information publications to increase access to the service and which engage people with local history;
- Continue to develop online access to local studies collections by routinely digitising and cataloguing collections and making these available via the online access system;
- Continue to develop the Local Studies Services, working in partnership with other local history groups and projects such as Brixham and Torquay Museums and Sound Communities (Oral History project).

4.5 Residential and Home Library Service.

Description

A service for housebound customers in Torquay and Brixham is coordinated by library services in partnership with Rotary Club Torquay, Rotary Club Paignton, and Brixham Does Care respectively.

The Home Library Service delivers books and other library materials to housebound readers (those that are limited by health reasons temporarily or permanently from being able to visit a library).

Volunteers are essential to delivering the service, choosing and packing books into book bags according to the requirements of the clients and undertaking a coordinating role.

Currently the service is provided to around 55 residents but demand and uptake varies. The service responds to demand to ensure that anyone that needs the service can receive it.

There is an aspiration to increase this service in the future

The Service Provider will work with the Client Unit, when required, to develop opportunities with Adult Social Care and partners such as the CCG, for the Home Library Service to be promoted and/or delivered to clients that could benefit from the service as a compliment to existing care arrangements.

Outputs:

- The Home Library Service will be delivered free of charge to all clients that require the service;

- The Service Provider will enter into arrangements with The Rotary Clubs to provide the existing delivery of books and will coordinate the management of the volunteers who chose the books;
- Alternatively, the Service Provider may make comparable arrangements that deliver the service to the same standard as current, ensuring that the work currently undertaken is replicated in any alternative arrangements. Any proposals to change the partnership or delivery method for the service must be agreed in writing with the Authority;
- All clients that require the service to be contacted by staff upon application to discuss their requirements and confirm their needs;
- All clients needing the service will be visited monthly and receive deliveries of stock and personal contact with those delivering the service;
- Access to the full range of library stock will be made available to volunteers who select stock for Home Library Service clients in all libraries;
- Stock to be issued to clients by volunteers who manage client membership cards on their behalf;
- The service will be promoted via outreach promotions and through working with partners such as Age UK who deliver services to the key client base;
- The service will be delivered with sensitivity to the needs and circumstances of the clients.

5 Operational Sustainability

5.1 Strategic Management and Service Planning

Description

Under existing arrangements, the strategic management of the Authority's Library Services sits in the Back Office and Management functions.

Outputs:

Strategic Service Planning

The Authority's Client Unit will be responsible for working with the Service Provider to develop service plans that deliver the strategic objectives for the Library Services as set and agreed by Members of the Authority.

1. Library Service Strategy

Torbay's current Library Strategy has expired and needs to be reviewed. The Library Service Strategy will be written on a 5 year basis led by the Service Provider in partnership with the Client Unit, before being reviewed and adopted by the Authority.

Future Service Strategies need to take into account patterns of library usage and Torbay Council's Corporate Plan (www.torbay.gov.uk/corporate.plan) which sets out our ambitions until May 2019.

The successful Service Provider will be required to Lead and proactively contribute towards the development of Torbay's Library Service Strategy, including developing and agreeing strategic objectives with the Client Unit, drafting and agreeing strategy documents with the Client Unit and participating fully in developing and delivering any consultations that the Authority may require to support strategic development. The Authority retains the right of final approval to the Library Strategy.

The Library Service Strategy will be drafted and agreed by 30 November of the year preceding its implementation (from April the following year).

2. Medium term priorities

Medium term priorities for the Authority Library Services will be set out in Service Strategy that cover five year periods (see above).

However Medium Term Priorities will be reviewed by the Service Provider on an annual basis to check their ongoing appropriateness. Draft Medium Term Priorities will be submitted to the Client Unit by 30 November on an annual basis to be adopted by the Authority for implementation from 01 April in the next financial year. Approval of these Draft Medium Term Priorities rests with the Client Unit who may request that the Service Provider undertakes further work to draft these to the satisfaction of the Client Unit.

The Client Unit will help to set and advise the Service Provider on the evolving medium term priorities as they are reviewed on annual basis. The Service Provider will continue to work efficiently and effectively utilising its experience to develop the service to meet the priorities and aims of those who live work or study in the borough of Torbay.

3. Annual Service Plan

An annual Library Service Plan will be developed and submitted to the Client Unit for agreement with the Authority. It will reflect corporate priorities in the Authority and demonstrate how the medium term priorities set out in the Library Service Strategy will be delivered. It will also be geared towards increasing use of the service. It will be the responsibility of the Service Provider to ensure that actions identified in that plan are delivered in accordance with identified timescales and quality standards.

The Library Service Plan will set out annual aims and outcomes. It will include Priority 1 and Priority 2 items, with Priority 1 items being those of most importance. The Service Plan will include:

- Monitored quarterly actions and progress with annual service plan within each municipal year;
- Provide an annual development, action and implementation plan for the following key areas (which identifies quarterly actions for the delivery of the services listed in [Section 4.3](#)):
 - Children and Families
 - IT support & Development (internal)
 - Reader Development
 - Information and Learning
 - Bibliographic Services
 - Universal Offers
 - Stock management
 - Web Access to Library Services
 - Improvement, Training and Marketing

The Draft plan will be submitted to the Client Unit by no later than 30th November in the preceding financial year for adoption by the Authority and for implementation from 1st April on annual basis. Approval of the plan rests with the Client Unit who may, acting reasonably, request that the Service Provider undertakes further work to draft these to the satisfaction of the Client Unit and to a standard that demonstrates that the Service Provider will develop and promote the service in the year ahead.

The Service Provider will report to the Authority on progress against the service plan and slippage or risk of non-conformance will be highlighted at the earliest available opportunity so that action to resolve issues can be agreed.

The Service Provider will participate in and contribute to project teams with corporate and external partners in accordance with fulfilling the objectives of the Service Plan and contributing to the delivery of the Authority's' core objectives

5.2 Service Income

The Service Provider may keep the income generated from library services or new ancillary services introduced under their proposals for this tender.

The Service Provider may keep the income generated by the Local Studies services, including from the sale of publication and services delivered by third party contractors but must reinvest this income in the delivery of projects, events, research and publications.

The Authority reserve the right to a share of any income generated through new charges or ancillary services/commercial uses introduced after contract award and that is not included in the tendered proposals, in accordance with the contract terms.

Fees, Charges & Concessions

Description

The library related services for which a charge may be made are regulated by the Library Charges (England and Wales) Regulation 1991, Statutory Instrument No.2712. Charges are currently reviewed and set annually by the Authority in line with the Authority's financial regulations.

The Public Libraries and Museums Act of 1964 established the fundamental principle of a free library service and prohibits library authorities from charging for lending books or for use of the reference and information service. Charges are allowed for notifying library users that reservations were ready for collection, loss and damage to library material and for the late return of borrowed items.

The Library Charges (England & Wales) Regulations 1991 and the Local Government (Miscellaneous Provisions) Act 1976 permitted charging for the loan of material in alternative formats such as videos, DVDs and CDs, photocopying and on-line research services. While this legislation permits charging for Internet based services the Government has given a very clear direction that services carry no charge.

The current library charges and concessions available for users of Torbay Libraries are set out in [Appendix 11 – Current Charges and Concessions](#). Fees and charges are not applicable to the Home Library Service (See Section 4.5)

The following fees and charges are levied:

- Overdue charges to encourage the return of library material;
- Charges for reserving items including from other library authorities;
- Charge for loss damage and replacement of library materials;
- Charges for borrowing materials via the British Library;
- Charges to borrow non book material (e.g. CDs, DVDs) to offset additional costs of provision;
- Charges for services and facilities that complement the main library service provision (including some events and sale of items no longer required for stock);
- Charges for printing of materials.

In determining annual library charges and concessions the Authority seeks to ensure that these:

- Are affordable to people on low incomes;
- Encourage increasing use of the library services;
- Generate income towards the costs of sustaining the library services;

It will be for the successful Service Provider to propose fees and charges for services annually in discussion with the Authority's Client Unit. This includes proposing charges for new services. All proposals will be based on the principles set out above. The setting of fees and charges is subject to the final agreement of the Authority. The Service Provider will submit their proposals for fees and charges in each borough in the following financial year to the Client Unit not later than 30th September in the preceding year. These will be reviewed by the Authority and will be implemented from the following 1st April. Changes to fees and charges will be advertised in reasonable time.

The Service Provider may keep any income generated from fees and charges.

Outputs:

- Fees, charges and concessions for the first year of the contract will be set by the Authority, any income generated will be retained by the Service Provider;
- From Year 2, the Service Provider will review fees and charges annually. A proposed schedule of fees and charges will be prepared for the next financial year by the Service Provider no later than 30th September for approval by the Authority. Inflation of fees and charges will be linked to the Consumer Price Index (CPI), except where the Authority requests any variation in writing;
- Agreed changes to fees and charges will take effect from 1st April each year;
- Customers will be given no less than 28 days' notice of any changes to prices, charges, fees and concessions;
- It is the responsibility of the Service Provider to collect fees and charges. Collection will be in a timely manner.

Authority Services

Paignton Library and Information Centre (PLAIC) is also our central location for the provision of our Customer Service "Connections" service. This service is delivered by our Customer Services Department.

Torquay and Brixham Libraries have a Customer Service Self service arrangement providing free access to a Torbay connected telephone and Kiosks to access Authority information from Torbay's Web site. A range of current forms and other information is also displayed in both libraries and library staff assist with a number of general enquiries, signposting and providing scanning and photocopying facilities

Registrars hire an office in Torquay and Brixham libraries and direct enquirers to the offices, but are not required to provide any other assistance

The Service Provider will continue to make these services available for access in the Authority libraries. ([see Appendix 3.– List of Council and other Services provided in Libraries](#)).

Outputs:

- The Service Provider will work with the client unit to plan for and enable the Authority to deliver any future Authority Customer Service, Health and Social care related services from the Libraries in order to improve and expand the public services offered from Library Locations in line with the future development of the Universal Offers;

- The Service Provider will grant access to the Authority in libraries for the purpose of delivering directly any Customer Service functions or other Authority services to residents that the Authority or its partners may directly deliver alongside the ongoing delivery of the Library Services by the Service Provider. This access will be granted in accordance with the library leases.

5.3 Customer Service and Complaints

Description

The Authority is committed to providing an excellent Customer and Complaints handling service for its Library customers.

Outputs:

Customer Care

The Service Provider's service standards are expected to reflect the customer care standards and processes of the Authority. Section 4.2 of this Specification details outputs and requirements for standards of customer care that will be delivered in relation to the delivery of Frontline Library Services.

Handling Enquiries from MPs, Ombudsman and Councillors

The Service Provider will:

- On receipt of letters from MPs and Councillors, provide a draft reply to the Authority, within five working days of receipt (or as agreed with the Authority, including background papers and case summary (if appropriate));
- If the case is complex and a draft reply cannot be provided within five working days of receipt, then an acknowledgement letter must be sent (copy to the Authority advising when a full reply will be provided);
- In cases where maladministration is determined by the Ombudsman or accepted by the Service Provider where the fault lies with the Service Provider, it will offer appropriate compensation, which it will fund. Appropriate compensation will be determined by the Ombudsman or in accordance with his published recommended levels of recompense;
- All cases where the customer rejects the compensation offered, will be referred to the Authority, where the case will be reviewed and the level of compensation determined, which will be funded by the Service Provider.

Requests under the Freedom of Information Act

The Service Provider will use reasonable endeavour to provide information needed to support the Authority to respond to requests for information under the Freedom of Information Act, or any subsequent legislation.

Data Processing Agreement

The Service Provider will use reasonable endeavour to provide information needed to support the Authority to respond to Subject Access Requests (SAR's) under the Data Protection Act.

The Service Provider will comply with the Data Processing Agreement (“Obligations of the supplier”; and “The Suppliers Employees”) as set out in the Service Contract (Schedule 15 – Data Processing Agreement).

Complaints Management

Complaints will be dealt with in accordance with the Service Provider’s complaints management policies and processes, these must be comparable to the Authority’s own policies and processes see <http://www.torbay.gov.uk/complaints-and-compliments/>

Should a complaint not be satisfied with the Service Provider’s response, their complaint may be referred to the Authority.

The Service Provider will:

- Whenever possible, deal with complaints at the local level without involvement from the relevant Authority intervention;
- Deal with all complaints including those received in person, by telephone, electronically or in writing in a prompt, courteous and efficient manner and in full compliance with the agreed policies and processes;
- Fully co-operate with the Authority in relation to any unresolved complaint or a complaints referred to the Authority;
- If required to do so, attend any meetings relating to any complaint and will pay any fines or fees charged for compensation in relation to a complaint upheld by the Authority and any additional fines charged by the Local Government Ombudsmen;
- Bring to the attention of the Authority for consideration, the potential requirement for amendment of any policy or operational practice issues rising from a complaint;
- Develop policies so as to be comparable with the Authority’s own policies, and display them at each library;
- Produce and display a clear Library rules/code of conduct and make their Complaints Policy available to the public;
- Demonstrate that staff at all levels are empowered to resolve complaints;
- Keep full records of complaints received and pass to Authority on an annual basis (end of each financial year – end of March).

5.4 Staff Planning, Management and Development

Description

Library staff

The existing staffing structures for Torbay Library Services are set out in [Appendix 13 – Existing Staffing Structure](#), and further information is provided in [Section 10. – Staffing Arrangements](#).

The Authority’s Library staff are trained, experienced and knowledgeable.

Back Office and Management Functions

Back office and management functions are provided by experienced staff who reside within Torbay's Current Library staff structure. The Service Provider will be required to provide these functions (see Section 4.3)

Volunteers

There are also a number of identified volunteering opportunities within the frontline library services. These cover a range of roles for which full training is given (such as the Summer Reading Programme). The Authority offers work experience placements for students

The Authority participates in the apprenticeship programme and offers work experience opportunities to those involved in government run schemes such as community work placement.

- Where appropriate, volunteers will undergo DBS checks in accordance with safeguarding and child protection policies held by the provider.

It is for the Service Provider to determine how volunteer opportunities will be delivered under this contract.

Outputs:

- It is essential that library services are delivered by staff who are appropriately trained, experienced and knowledgeable, and who have the appropriate level of skill. Where appropriate, staff will also hold suitable and relevant qualifications;
- Senior staff will also be up to date with sector based information and developments within the profession;
- The Service Provider will have appropriate policies for staff management and their professional development, including (but not restricted to) those relating to:
 - Recruitment
 - Succession Planning
 - Induction
 - Staff performance and development review schemes
 - Staff training and professional development plans
 - Sickness management
- Policies relating to staff management and development will be reviewed internally by the Service Provider annually or as required;
- Staff rotas will be planned in advance, allocating time for meetings and training, ensuring there is provision for relief staff to be called upon if required at short notice;
- Opportunities for work experience, internships and apprenticeships to be made available regularly, with routes for progression for successful placements into full employment to be clearly available as appropriate vacancies arise;

- Where appropriate, staff will undergo DBS checks in accordance with safeguarding and child protection policies held by the provider.

5.5 Library Management System (LMS)

Description

Currently Torbay Library uses the Open Galaxy Library Management System provided by Axiell.

We are currently in the process of upgrading this system to the web based SPARK (Axiell) for the main system with a shared main database (with Libraries Unlimited) run on a remote server in the UK. The online Catalogue will be provided by Axiell's Arena.

While the underlying database is shared with "Libraries Unlimited", the front end provides separate access for Torbay Libraries customers and will retain the Authority's branding.

This upgrade is made in partnership with "Libraries Unlimited". **This new contract will expire on 01 October 2019.**

It is anticipated that the Authority will novate their contract with Axiell for the Library Management System, and that the Service Provider will continue to use SPARK until this contract expires.

The Service Provider will note that the Authority will novate this contract on the understanding that the Service Provider will be responsible for providing their own IT infrastructure (including stat connections) to run the system and to provide data to the Authority in a useable format (see Section 7).

After the contract expires, the Service Provider will at their own expense make their own provisions for a Library Management System, on the condition that their system meets the following outputs and has comparable functionality to the existing system.

Should the Service Provider decide to change the LMS after the current contract expires, they must, in discussion with the Client Unit, identify the process for change in a project plan and demonstrate how they will minimise the impact on customers, deliver comparable functionality to the existing system (both in terms of service delivery and back office functionality) and undertake the secure transfer of data.

Outputs:

- The LMS must keep pace with changing processes, patterns of use and demand;
- The LMS must offer functionality (in terms of service delivery and back office functionality) in keeping with that offered by the Authority's existing systems in the versions available at time of transfer to the Service Provider, unless otherwise agreed with the Authority;
- The LMS must meet all current statutory requirements and good practice guidance on data protection and security;
- The LMS must have the capacity to provide management and performance information to the Authority in accordance with the requirements of the Contract;
- The LMS must provide evidence based stock management and purchase system using LMS records and user feedback to help ensure that stock

reflects the needs and interests of people who live, work or study in the borough;

- The Service Provider must provide customers with access to a depth and breadth of stock; this may include the ability to borrow from another boroughs' stock in order to expand the offer;
- The LMS System must integrate with the library website to provide online functionality via the internet to customers and visitors catalogue searches and account based transactions such as requests and loan renewals), including via mobile/tablet applications. This will also include the facility to apply to join the library service online and the Service Provider will undertake all necessary back office functions to administer these services.

5.6 Stock Purchases.

Description

The Authority is part of the CUSP (Consortium for United Stock Purchase) – to enable the maximum value to be obtained for stock purchase, processing and delivery.

The Authority is currently in the process of tendering (through CUSP) for a new stock purchase agreement with suppliers that will run beyond the proposed date of the service transfer. (The current CUSP contract expires on 30 September 2017. The new contract will be in place for a further 2 years (plus potential extensions) beyond the start date of this tender.

It will be for the Service Provider to manage the acquisition of stock and to make their own purchasing arrangements, following the expiry or termination of the CUSP contract. This will be done in accordance with the Stock Policy ([Appendix 4 – Stock Management Policy](#)). It is essential that the quality of stock purchasing is not affected under these new arrangements, and the Service Provider must demonstrate how they will ensure that stock continues to meet the needs and expectations of those who live, work or study in the borough.

All stock purchased throughout the life of the contract, along with any stock transferred at contract commencement will remain with the Authority. This must incur no further cost to the Authority.

Outputs:

- The Service Provider will identify a detailed annual stock budget which will form part of their contract price. This budget will enable the acquisition of stock in accordance with the Stock Policy, and will be adequate to continue the provision of quality stock across the relevant Library Service, in a quantity that reflects current levels of provision;
- **The Service Provider will identify their budget in the Pricing Form under the heading 'Stock Purchasing'.**

The Service Provider must demonstrate how they will manage resources to:

- Purchase a range of quality stock in accordance with the agreed Stock Policy ([see section 4.3](#));

- Ensure that Library users have access to consistent levels (i.e. quantities that reflect current provision) of high quality materials in line with the stock policy;
- Achieve value for money. For example the Service Provider may wish to consider a consortium buying arrangement.

5.7 Management of the Authority’s Reputation.

Description

Library Services will be identified as services delivered by the Service Provider on behalf of, and under the supervision of, the Authority. The Service Provider will therefore be mindful that their performance and activities affect the reputation of the Authority.

Outputs:

- The Service Provider must deliver the Services in line with the principles and ambitions of the Authority’s Corporate Plan. This can be found at:
<http://www.torbay.gov.uk/council/policies/corporate/corporate-plan/>
- The Service Provider must show alignment and commitment to the Authority’s Core Values. The Authority is committed to being forward thinking, people orientated and adaptable – always with integrity.

These values underpin all of the Authority’s work and its delivery of services and are an integral part of the Corporate Planning Framework. The Core Values have been developed based on feedback from staff, Member’s aspirations and best practice from within local government. They identify the type of authority Torbay wants to be, its beliefs, its behaviours and its ways of working. These Core Values guide the way Torbay deliver its vision and pursue its aims and objectives.

The Service Provider must demonstrate and embrace the Core values defined below:

<p><u>Adaptable:</u></p> <ul style="list-style-type: none"> • Accept and work with change • Take on different responsibilities • Change how we deliver services to meet our customers’ needs • Be willing to adapt working practices to support team members and priorities • Work together to resolve issues and to meet targets, deadlines and challenges 	<p><u>Forward - thinking:</u></p> <ul style="list-style-type: none"> • Strive to find innovative solutions to reduce costs, identify new ways of working and generate income • Plan ahead - anticipate outcomes ahead of changes • Move out of your comfort zone and question how you do things • Work with others to meet joint challenges and reduce duplication • Use new technologies and working practices to make service improvements and reduce costs
<p><u>People-oriented:</u></p> <ul style="list-style-type: none"> • Engage with residents – be seen, 	<p><u>Integrity:</u></p> <ul style="list-style-type: none"> • Be accountable for our actions -

<p>invite feedback and consult with them</p> <ul style="list-style-type: none"> • Listen to, take into consideration and act on the views of staff and customers • Put people at the centre of everything we do • Always be approachable, calm and respectful • Clearly communicate our decisions, without using jargon 	<p>admit mistakes, put them right and learn from them</p> <ul style="list-style-type: none"> • Challenge poor or unfair practice and feedback • Keep personal data confidential and secure • Ensure consistency and transparency in everything we do • Act professionally in challenging situations and treat everyone with respect.
---	--

The Service Provider must:

- Show alignment with the Authority’s Communication, Consultation and Engagement Strategy and follow its guiding principles ([see Appendix 12 – Communication, Consultation & Engagement Strategy](#));
- Ensure staff exercise care and attention to guarantee any comments made on websites, social media channels, in writing or via any other channel, will not cause damage to the Authority’s reputation. They must ensure that staff are aware that they must not make comments containing any derogatory information regarding the Authority, their partners, employees or anyone they come into contact with as part of their employment;
- Ensure staff are aware they must avoid conduct, including on social media, which is likely to bring the Authority into disrepute and will conduct themselves in a way that would not lead any reasonable person to question the reputation of the Authority at all times;
- Ensure staff do not use, disclose or distribute any information or data acquired during the course of their employment other than is necessary for the proper performance of their duties and responsibilities or as required by law;
- Make known to the Authority any potential media issues which could cause damage to their reputations;
- Ensure staff do not speak to the media or on behalf of the Service Provider unless authorised to do so and should not speak on behalf of the Authority without the Authority’s prior consent. If approached by media personnel with a query which seeks a view from the Authority, the Service Provider must direct them to the Authority communications team;
- When representing the Authority in person, on the phone or in written format, staff will not make personal or political comment regarding Authority policy which may bring into question their impartiality and professional integrity;
- Ensure that any press releases are agreed by the Authority’s Client Unit and respective Communications Teams and that the council is offered the opportunity to include quotations from the relevant Executive Lead or senior officer;

- Only set up social media or web profiles with the prior consent of the Authority. How they are managed will be agreed in advance and their usage must comply with the Authority's relevant policies and standards;
- Develop an agreed visual identity for the new library service with the Authority, which acknowledges that the service is commissioned by Torbay Council. The identity can have its own distinct look, and does not need to use the corporate fonts or colour palette, but must follow the guidelines relating to legibility, use of imagery and equalities issues ([see Appendix 9 – Corporate Identity Standards](#));
- Ensure the Authority's logo or agreed acknowledgement appears on any marketing materials, publications, leaflets, posters or headed paper, ensuring that the use of the logo or agreed acknowledgement is authorised by the Council Client Unit and Communications Team;
- Respond to any press and media enquiries appropriately in order to protect the reputation of the Service Provider and Authority. As previously outlined, any requests which seek the view of the Authority must be forwarded directly to the Authority's Communications team and the Service Provider will be required to provide information, as required, to the Authority to help it formulate a response;
- Carry out a range of activities to promote Library Services and their availability, with the appropriate approval from the Authority;
- Ensure that all visual materials are produced to a professional standard and comply with the section relating to contracted services in the Authority's Corporate identity standards;
- Publish information about events on the Authority's website or alternatively agree a common "Landing Page" on the Suppliers own Web page for Torbay Library events which can be referenced in the Torbay Council Web site.

5.8 Business Continuity & Disaster Recovery

Description

Customers expect that library services will be consistently available. It is important that the Service Provider puts into place appropriate arrangements to ensure service continuity throughout the life of the contract.

Outputs:

- The Service Provider will put into place appropriate Business Continuity Plans for all elements of the Service Contract which are not the responsibility of the Authority. These plans will be reviewed and submitted to the Authority for approval annually as part of their scrutiny of contract monitoring. Business Continuity Plans will include but not limited to:
 - Staff illness (including epidemic/pandemics)
 - Strikes
 - ICT failures
 - Data recovery

- Courier van extended breakdowns
- Vandalism/theft

Plans will clearly set out roles and responsibilities for delivery and will include a detailed and staged plan to restore services in the event of a disaster situation within an agreed timescale.

Plans will be submitted to the Authority's Client Unit by no later than 31st January in the financial year preceding its implementation (from 1st April).

- The Service Provider will ensure there are full business continuity and disaster recovery arrangements in place for all systems in use and Services provided. Such arrangements will be tested in liaison with the Authority's Client Unit on at least an annual basis;
- The Service Provider will ensure that contingency procedures are in place for system failure to ensure both continuous service for service users, and that databases are backed up and recoverable.

BCP plans covering the Library buildings will be the responsibility of the Authority.

5.9 Mobilisation and Exit Planning

Description

The Service Provider will work with the Authority to minimise the impact of contract **mobilisation and exit**.

Outputs:

- On contract mobilisation and exit, the Service Provider will ensure the smooth transfer of any staff, facilities, data and records all carried out in accordance with all relevant legislation and without interruption to delivery of the Library Services;
- **The Service Provider will prepare a detailed Mobilisation Plan, identifying key milestone dates for approval by the Authority;**
- The Service Provider will cooperate with the Authority in connection with the transition and migration of any of the Authority's data and in all other respects to ensure that there is a seamless transition of the responsibility of providing the services set out in this specification with minimal disruption;
- The Service Provider will prepare and regularly update an Exit Management Plan in accordance with the Service Contract (*Schedule 7 – Exit Management Schedule*) that will demonstrate how they will ensure the orderly transition of the services to the Authority or any replacement Service Provider in the event of any termination or expiry of the contract. The Service Provider will be responsible for the overall management of the exit;
- Also as part of their responsibilities under the Exit Management Plan the Service Provider will, during the term of the contract:
 - create and maintain a register of all assets and sub-contracts
 - create and maintain a database setting out their technical infrastructure for service delivery

- ensure that all licences for third party software entered into after the award of contract will be assignable or capable of novation without restriction or payment by the Authority

5.10 Financial management

Outputs

The Service Provider will:

- Ensure procedures for financial orders and invoices are compliant with legislation and good accounting practices
- Work with the Authority annually to draw up budget for coming year
- Ensure that opportunities to secure external funds to deliver service improvement are pursued in appropriate circumstances.
- Identify areas to introduce or increase income generation
- Undertake regular audits to ensure efficiency and compliance with regulations and to prevent fraudulent activity at all levels of the service. Currently the Authority uses Devon Audit Partnership for their internal audit provision.
- Submit their annual audited accounts for review by the Client Unit and the Authority's corporate teams.
- Ensure the safe and secure storage of all income collected by the Service provider.

6 Facilities Management

6.1 Facilities and Asset management

6.1.1 Description

Frontline library services are geographically located to meet the current interpretation of the Authority's legal requirements to provide a 'comprehensive and efficient' library service under the Public Libraries and Museums Act 1964 and also recognising the outputs from the Torbay Libraries Needs Assessment.

Unless otherwise agreed between the parties, it is expected that the frontline library services set out in [Sections 4 and 5](#) of this specification will continue to be provided at the locations detailed below.

The Library Service is currently responsible for four static Libraries in Torbay, each offering the same core services. The four Libraries are:

- Torquay Library, Lymington Road, Torquay, TQ1 3DT;
- Paignton Library & Information Centre, Great Western Road, Paignton, TQ4 5AG;
- Churston Library, Broadsands Road, Paignton TQ4 6LL;
- Brixham Library, Market Street, Brixham, TQ5 8EU.

It is the intention that all on-going facilities and asset management responsibilities will continue to be met by Authority.

Detailed Heads of Terms of occupation for each of the aforementioned properties are included at ([Appendix 17 – Heads of Terms \(for each Library\)](#)) but some key terms are summarised below:

6.1.2 Building Areas

Floor plans for each of the libraries are also included in the Heads of Terms for leases. A summary of the Gross Internal Areas (m²) is included in the table below. The service provider will satisfy themselves as to the accuracy of these documents. The Authority does not accept any liability for any inaccuracies or omissions.

Library	Gross Internal Area (m ²)
Torquay Library (areas to be occupied by the provider)	1,198m ²
Paignton Library (areas to be occupied by the provider)	1,258m ²
Churston Library	213m ²
Brixham Library	248m ²

6.1.3 Joint Use Buildings:

The following buildings currently have joint or shared use arrangements:

Torquay Library - Torquay Library can be opened separately to Torquay Town Hall. The fire alarm is connected for both buildings but can be tested / set from the Library. The intruder alarm is separate and can be tested / set from the Library. The Lower floor of the former Library is now occupied by Authority staff, but areas can be isolated with the access control system being restricted. The service lift access all floors within the library, the lift can be isolated to access Library floors only.

Paignton Library - The library shares the building with multiple users including the Registrar Service, NHS, South Devon College and cafe. The building has shared services. The library occupies exclusively 54.84% of the total floor area on the ground and first floor and includes access to additional shared areas and bookable meeting rooms. Corporate Security currently secures the building at a cost to the Authority. The building cannot be opened separately for the Library Services and unable to open outside agreed Authority times.

6.1.4 Ownership

The Authority owns the freehold interest in all Library Buildings.

6.1.5 Requirements

The Service Provider is asked to price on the basis of the lease arrangements proposed for each library, all of which are included as draft [Heads of Terms in Appendix 17](#).

It is the intention to offer leases that exclude the protection of Sect 24 -28 Landlord & Tenant Act 1954 (un – protected leases). **The Authority has identified a Market Rent for each of the library buildings which is documented in the “Heads of Terms”, however the Authority will agree a concession on this (i.e. Peppercorn rental).**

The Service Provider must note that the library buildings are being leased to them for the purpose of providing library services for the Authority under this contract.

The Authority will consider bids which introduce new associated or ancillary uses where these uses enhance library services or support the financial sustainability of the service in the future. Should the Service Provider choose to introduce new ancillary commercial uses post contract award, these must first be approved by the Authority. The Authority then reserves the right to agree an adjustment to the contract price with the Service Provider to reflect the benefit of the new use.

6.1.6 Identifying Liability for Building Maintenance and Repairs

The Authority will retain responsibility for all building repairs and maintenance. The following building data is provided for information only:

Building condition surveys have been undertaken at the dates listed below and these are included at [Appendix 14 – Building Condition Surveys](#):

Library	Date of Condition Survey
Torquay Library	Sep-16

Paignton Library	Mar-16
Churston Library	Sep-16
Brixham Library	Dec-15

The Authority's most recent Asbestos surveys are included at [Appendix 15 – Libraries Asbestos reports](#).

Library	Date of Survey	Date of Last Re-Insp.
Torquay Library	Aug-05	Apr-13
Paignton Library	Not applicable	
Churston Library	Sep-06	Apr-16
Brixham Library	Aug-07	Mar-11

These surveys are being provided for information only;

The Authority will continue to maintain and repair those parts of the libraries as set out in the lease documents in a manner that is in accordance with the Authority's corporate building maintenance plan and prioritisation process.

The Service Providers must obtain the Authority's consent to make any changes to the Buildings.

If the Service Provider wishes to carry out any works or improvement to the libraries it will be required to prepare detailed plans of the works and /or improvements and submit these to the Authority for prior approval. No works will be carried out until the Service Provider has received the Authority's prior written approval, as set out in the terms of the lease.

Improvements may include (but are not limited to) all decoration, changes in room/floor usage, partitioning, lighting and all visual materials.

The Service Provider will ensure that any works or improvements do not negatively affect the value of the libraries and will repair any damage caused to the building as a result of the works, whether caused directly or indirectly.

At the end of the contract period, the Service Provider will, if instructed to do so by the Authority acting reasonably, remove any works and will return the building back into the condition at the commencement of the project.

The Authority may close a library or areas within them for planned essential repairs and maintenance or improvements works so long as notification is provided to the Service Provider in writing at least 14 days before the closure is due, save for emergencies where closure would be immediate. The level and timing of such closures and the areas to be closed will be commensurate with the work being undertaken and closures will be avoided or kept to an absolute minimum. All customers, including pre-booked classes, groups or hirers will be given no less than 14 days notice of such closures.

6.1.7 Ongoing commitment to Development of Library Assets

The Authority may during the contract period wish to explore opportunities to renovate and improve the physical condition of its library buildings and in some cases review Library building locations. It is proposed that this responsibility will continue to reside with the Authority, who will work with the Service Provider to minimise disruption to the delivery of library services.

The Authority will manage any changes to the contract caused by strategic development opportunities through the contract's change control procedure and reserves the right to renegotiate the terms of the lease and the contract price for facility management under these circumstances.

6.1.8 Tenants, Hirers and Other Third Party Arrangements

The Service Provider will continue to provide space hire and room hire to all current hirers of "Library owned" meeting rooms, until such time that the hirers terminate their hire agreements.

The Service Provider will manage room and space hire bookings in all libraries in accordance with the guidance set out in ([Appendix 10 – Rooms for Hire in Libraries – Guidance](#)).

All income generated from Library room hire can be kept by the Service Provider. It is the responsibility of the Service Provider to invoice and collect any outstanding debt from room hire.

The Service provider will be responsible for all room set up / clearance.

6.1.9 Outgoings

The Authority will be responsible for all outgoings at library buildings which are explained below:

Business Rates:

The Authority will be responsible for the payment of business rates applied to each library building. The current Rateable Value and draft Rateable Value applicable from April 2017 is set out in the table below but can also be found by visiting the VOA website:

<https://www.gov.uk/correct-your-business-rates>

The Authority's current financial liability in relation to business rates at each library are set out in the table below. These are provided for information only. Business rates are liable to change over the life of the contract and the Authority reserves the right to re-assess how rates liabilities are managed

Library	Rateable Value 2017	Rateable Value	Rates Payable
Torquay Library	£82,000	£59,500	£29,571.00
Paignton Library *	£221,000	£255,000	£126,735.00

Churston Library	£13,500	£11,000	£5,324.00
Brixham Library	£38,250	£35,500	£17,643.50

The Rateable Value for Paignton Library is pro-rata relating to the Floor Area of the Library against the Gross Internal Area of the building.

Utilities:

The Authority will be responsible for the whole cost of utilities at library buildings wholly in occupation and responsible for meeting the Library Services proportion of costs in those buildings in shared use.

The total buildings annual consumptions for gas, electricity and water are listed below. This is provided for information. The Authority will be responsible for monitoring the on-going use of utilities by the Service Provider to ensure use does not significantly exceed expectation. The Authority will reserve the right to recover a proportion of excessive cost.

Utility Consumption & Cost (Oct 15 / Sept 16)	Consumption	Cost
Torquay (kWh) Electric	64,983	£7,252
Torquay (m ³) Water	507	£2,684
Torquay (kWh) Gas*	Unknown	
Paignton (kWh) Electric	215,494	£5,842
Paignton (m ³) Water #	1,176	£6,151
Paignton (kWh) Gas	162,455	£5,842
Brixham (kWh) Electric	43,107	£4,998
Brixham (m ³) Water	77	£467
Brixham (kWh) Gas	21,652	£1,003
Churston (kWh) Electric	9,000	£1,032
Churston (m ³) Water	32	£243
Churston (kWh) Gas	27,669	£1,155

*The supply of gas to Torquay Library is provided as an extension to the adjoining Town Hall. The Authority will pay 11% of the total cost for heating of both buildings.

The consumption of utilities at Paignton Library relates to the whole building. The Authority will contribute a 54.84%.

Cleaning:

The Authority will be responsible for overseeing the Cleaning provision at all library locations. For information this is set out below:

Torquay - Torquay Library has 2 contracted cleaners that work mornings Monday-Friday. The contract is with Tor2. The Tor2 contract runs until July 2020 and only covers Library areas within the building. Cleaning consumables are currently supplied by the Authority;

Paignton - Cleaning services for Paignton is currently contracted out to Glen Cleaning. This cleaning contract will be transferred to TDA FM in February 2017. The current contract covers the entire building with the exception of the area leased to the Police on the ground floor. There are 5 cleaners who in addition to cleaning open the building. The cleaning service will continue to be provided by the TDA. Cleaning consumables are currently supplied by the Authority;

Brixham - Tor2 hold the contract to clean Brixham Library, which runs until 2020. There is 1 PT cleaner. All cleaning consumables are supplied by the Authority;

Churston - Tor2 hold the contract to clean Churston Library, which runs until 2020. There is 1 PT Tor2 cleaner. All cleaning consumables are supplied by the Authority.

Water Cooler machines:

Water cooler machines located within Paignton Library would cost £150 pa, these are installed and maintained as part of a formal contract. All other machines can be removed if required as part of the agreement.

Property Services Team:

The Property Services Team will continue to manage all M&E contracts for all Libraries.

Torquay - Torquay Library forms part of the Town Hall complex and there are a number of statutory services that will continue i.e. legionella, fixed wire testing, fire alarm maintenance. There is currently no air cooling within Library floors. The heating for all Library floors is currently managed on the BMS (Building Management System);

Paignton - The heating for all Library floors is currently managed on the BMS (Building Management System);

Brixham - The Property Services team currently manage all M&E contracts for all Libraries;

Churston - The Property Services team currently manage all M&E contracts for all Libraries.

Grounds Maintenance:

The Authority's ground maintenance contractor is currently TOR 2. Their contract is due to expire in 2020. A schedule of their grounds maintenance responsibilities at each library is listed below:

Torquay – None;

Paignton - There is currently no formal agreement for grounds maintenance. The Authority will undertake standard works i.e. weeding/cleaning this can be undertaken

on an ad hoc basis. The small internal garden is maintained by the Friends Of Paignton Library group;

Brixham – None;

Churston - Tor2 have a contract for the provision of grounds maintenance service to the areas outside Churston Library to ensure the Performance Standards are met and in particular that each of the Performance Quality Standards including but not limited to; cutting and disposal of grass, aeration of the soil, planting of bedding, removal and litter, watering and maintenance of planted beds and borders (including removal and disposal of notifiable weeds using the recommended techniques for removal and disposal and in accordance with the law), hedges and Containers;

The TOR 2 contract expires in 2020, thereafter any further contract will be implemented by the Authority.

6.2 Library Courier Service & Meeting/Function Room Set Ups

These services are currently provided by the TDA FM service. The service currently holds 2 PT posts that service all Libraries throughout the Bay. 1 post is 14.8 hrs per week (£6,231k pa), the second post is 22.2 hrs per week (£9,344k). The posts also deliver books to care homes in the Bay and provide support for meeting/function room set-ups. **TUPE would be applicable for both posts.** The library vehicle used in this function is leased by the TDA at a cost of £2,820.38 p.a, and can be transferred to the Service Provider if required; otherwise the Service provider will have to provide their own Vehicle.

6.3 Car Parking

The Authority will maintain and manage any areas set aside (and identified in the relevant leases or in this specification) at the Libraries for vehicle parking or deliveries in accordance with any byelaws or other regulations in force at the time of and ensure any emergency access and egress routes are not obstructed.

Any proposal to change the designation of any parking area as being for use by customers, staff or for deliveries must be agreed in advance by the Authority. The Service Provider will not, without express permission from the Authority, introduce any car parking charges at these sites.

Car Parking areas are currently provided as follows:

Torquay Library: 1 x Delivery Van Space only to rear of Library;

Paignton Library: 1 x Delivery van is allocated. This is a secure compound shared with the Police;

Churston Library: Public parking only to the front of the Library, spaces can be used by staff and members of the public;

Brixham Library: 2 x Staff Parking spaces to rear of Library, these are leased from Brixham Town Council.

The Authority reserves the right to change the location of the delivery points / parking spaces at any time.

6.4 Security

The Authority has considered the security arrangements at each location and are set out below:

Torquay - There is currently no full time provision for Security within Torquay Library. If there are any incidents within the Library the security team located in the adjoining Town Hall would attend under an agreed SLA with the Library Service;

Paignton - There is a full time security presence based at PLAIC. The service is predominantly for the Connections office but can be called upon by the Library if required;

Brixham - There is currently no provision for security within the Library;

Churston - There is currently no provision for security within the Library.

6.5 Alarms

Intruder and fire alarms are in operation as follows:

Torquay - The fire alarm for Torquay Library is connected to the main Town Hall. This can be isolated and operated separately if required. The Library can open if the Town Hall is closed. The maintenance cost of this system is recoverable via the service charge.

The intruder alarm is stand alone and can be operated separately from the Town Hall. Both systems are currently managed by the Authority's Property Services Group;

Paignton - The fire alarm covers all areas of the building.

The Intruder alarm also covers all areas of the building.

Both alarm systems are monitored / maintained by the Authority's Property Services Group.

If the Library is open the alarm system for the entire building will need to be deactivated.

Brixham - The Library Fire Alarm is on a standalone system. Library staff currently undertakes weekly fire alarm testing.

The Intruder Alarm is on a standalone system.

Both intruder and fire alarm contracts are managed by the Authority's Property Services Group.

Churston - The Library Fire Alarm is on a standalone system. Library staff currently undertakes weekly fire alarm testing.

The Intruder Alarm is on a standalone system.

Both intruder and fire alarm contracts are managed by the Authority's Property Services Group.

6.6 Access Control

Access Control systems are in operation as follows:

Torquay – The access control system within Torquay Library is maintained as part of the Authority's Property Services Contract.

Paignton - The access control system within PLAIC is maintained as part of the Authority's Property Services contract.

Brixham - The access control system within Brixham Library is maintained as part of the Authority's Property Services contract.

Churston – There is a separate Key pad entry system to the staff entrance.

The TDA FM Team will continue to manage the access control system, which will include the issuing of access security cards.

6.7 Public Conveniences

Public Conveniences in Libraries are as follows:

Torquay - There is 1 public convenience that can be accessed when the Library is open to general members of the public.

Paignton - There are a number of public conveniences based on ground/first floors. To access these, the building would need to be open. Facilities cannot be open outside of Authority operation times.

Brixham - There is 1 public convenience that is accessible to members of the public only when the Library is open to the public.

Churston - There is 1 public convenience that is accessible to members of the public only when the Library is open to the public.

6.8 Refuse Collection

Refuse Collection is undertaken at Libraries as follows:

Torquay - Refuse collection is currently a shared service between Torquay Town Hall and Torquay Library. The Service Provider would be required to follow established waste collection procedures.

Paignton - Refuse collection for PLAIC is contracted to Tor2. The Service Provider would be required to follow established waste collection procedures.

Brixham - Tor2 are contracted to undertake refuse collection. The Service Provider would be required to follow established waste collection procedures.

Churston - Tor2 are contracted to undertake refuse collection. The Service Provider would be required to follow established waste collection procedures.

6.9 CCTV

CCTV coverage is currently provided in Libraries as follows:

Torquay - CCTV cameras are fitted within the Library. This service is monitored and maintained by the Authority's CCTV service. The monitoring is undertaken on the main screens within the CCTV room.

Paignton - There is a CCTV system within PLAIC. The system is not directly monitored on the main screens, though the CCTV control room have access to the cameras via an internal network link which currently can only be accessed through a PC. This service is maintained by the CCTV service.

Brixham - There is a CCTV camera. This service is monitored and maintained by the Authority's CCTV service. The monitoring is undertaken on the main screens within the CCTV room.

Churston - There is no CCTV presence at Churston Library.

The Authority reserves the right to withdraw CCTV services in accordance with any new CCTV corporate contract the Authority wishes to put in place.

7 ICT, Telephony Facilities and General Library Equipment

7.1 Library Equipment (General and ICT)

At the Commencement Date, the Authority will provide the Service Provider with the equipment set out in the equipment lists at [Appendix 16 - Library Inventories](#).

The Service Provider and the Authority will agree an inventory of ICT equipment that is transferred to the Service Provider. The Service Provider will maintain this inventory throughout the contract.

The Service Provider will maintain and replace the equipment as required during the contract term and will provide any equipment necessary to provide the service.

The Service Provider shall maintain the inventory of equipment used at Libraries; this will include both Authority equipment and the Service Provider's own equipment. A copy of this inventory will be provided to the Authority's Client Unit by 1st April on an annual basis.

The Service Provider shall purchase equipment (including furnishings and IT equipment) when Equipment List (inventory) items need replacing. These purchases will be made as part of the service delivered by the Service Provider for the Contract Price.

The Service Provider will ensure that upon conclusion of the contract, the Equipment is transferred back to the Authority in a comparable condition to that which it was in on transfer to the Service Provider at the beginning of the contract term.

Upon conclusion of the contract, the Service Provider shall transfer back to the Authority any equipment on the Equipment List that is Authority equipment, including items purchased as replacements at no cost to the Authority.

At the cessation of this contract, the Authority would expect any ICT hardware transferred to the Service Provider to be returned in a comparable condition (taking into account depreciation).

7.2 ICT & Telephony

It is recognised that the provision of ICT Front and Back Office ICT systems, Data and Telephony infrastructure is a complex issue and further detailed discussions with potential Service Provider will need to be undertaken in order to establish how this element of the Library Service contract will be delivered.

The Specification sets out the "Current Provision" of the Authority's Library ICT and Telephony infrastructure, along with an approach for the preferred "Future provision".

The Authority recognises that further detailed discussions may be required in order for both the Authority and the new Service provider to be clear about future ICT and Telephony provision. The final, agreed, ICT and telephony provision arrangement will form part of the Service Contract.

The Service Provider should attempt to meet the requirements set out in "[Future Provision – 7.2.2](#) wherever possible.

7.2.1 Current Provision

Data and Telephony Networks:

The Data and telephony infrastructure is currently being reconfigured. Please refer to the network diagram in [Appendix 20 – Current Telephony & Data Infrastructure](#) which details the new configuration which will be live during March 2017.

Torquay Library

- Staff data network integrated as part of Authority Corporate data LAN.
- Shared IT rooms with Authority Infrastructure, Police and South West Grid for Learning.
- South West Grid for Learning data network providing Public IT services.
- Telephones predominantly IP (Plus 2 analogue roaming DECT) operating directly from Authority's Core Avaya CS1000e Telephone system.
- Published telephone numbers part of Authority Corporate DDI scheme and routed through from the Corporate system.

Paignton Library

- WAN data hub for Authority remote sites in Paignton (Spokes).
- Staff data network integrated as part of Authority Corporate WAN / LAN.
- 100mb LES connecting staff network to Authority Corporate data LAN.
- South West Grid for Learning data network providing Public IT services.
- Shared IT room with Authority Infrastructure, Police and South West Grid for Learning.
- Telephones IP based. Avaya Survivable Remote Gateway (SRG). Phones register to Authority's Core Avaya Cs1000e over data network with fall back to SRG. SRG's also support Connections, plus other Authority staff such as Registrar's.
- Published telephone numbers part of Authority Corporate DDI scheme and routed from the Authority Corporate phone system.

Brixham Library

- WAN data hub for Authority remote sites in Brixham (Spokes).
- 10mb LES connecting staff network to Authority Corporate data LAN.
- Shared IT room with Authority Infrastructure and South West Grid for Learning.
- Telephones IP based. Avaya Survivable Remote Gateway (SRG). Phones register to Authority's Core Avaya Cs1000e over data network with fall back to SRG.
- Published telephone numbers independent to Authority Corporate phone system.
- South West Grid for Learning data network providing Public IT services.

Churston Library

- Satellite 'non hub' WAN site.
- Fibre ADSL VPN connecting staff network to Authority Corporate data LAN.
- Telephones analogue based exchange lines independent to Authority Corporate phone system.

Library WIFI:

Torbay libraries provide wifi access in all 4 libraries which is provided using 2 systems:

- At Torquay Library Wifi access is currently provided free of charge by BT using BT kit.
- At Paignton, Churston and Brixham Libraries it is provided in house with Ubiquiti kit and access to the internet via the South West Grid for Learning. It is maintained by the Library Systems Officer and the Assistant Technician.

Hardware/Software:

The ICT hardware/software currently used in Torbay Libraries is listed at [Appendix 16 - Library Inventories](#).

7.2.2 Future Provision

It will be the responsibility of the Service Provider to provide all of the relevant IT support systems needed to deliver the contract. This includes (but is not limited to) hardware, software and licensing, Data and telephony networks, Internet provision; Public Access systems.

Separate provisions for the Library Management System (LMS) are set out in section 5.5 of this Specification.

The smooth transfer of the service will be dependent on careful planning of the change in ICT provisions, and as such the Service Provider will need to **ensure that they address changes to ICT in their implementation and exit planning (see section 5.9) following detailed final consultation with the Authority.**

Our **preferred approach** for the provision of ICT and Telephony is as follows:

Telephony:

The Authority will not provide any telephony arrangements; it will be the responsibility of the Service Provider to provide all telephony for Library Services users only. Where Authority staff continue to work from Library sites they will continue to be connected via the existing Authority Telephony network.

The installation and use of new telephone lines will be the responsibility of the Service Provider.

The Service Provider will consider keeping the existing telephone number for the library and the Authority will, where possible, consider transferring the telephone number(s)/systems. This may not be possible in all circumstances. It will be the responsibility of the Service Provider to manage the transfer of the number from the Authority's telephony supplier where possible.

Where changes to telephone numbers do need to be made, the Provider will need to ensure that it advertises these changes effectively and updates existing materials accordingly.

Although this is our preferred approach we accept that this is a complex area which will be open to further discussion and negotiation the final outcome of which will be built into the final Service contract terms.

Library Data Infrastructure:

The Authority will not provide any Data infrastructure arrangements; it will be the responsibility of the Service Provider to provide all Data Infrastructure and services for Library Services users only. Where Authority staff continue to work from Library sites they will continue to be connected via the existing Authority Data network.

The IT rooms at Torquay, Paignton and Brixham Library sites are network hubs for multiple Council remote sites (Spokes). The Council will retain ownership and governance of these rooms and will continue to facilitate present and future Council IT requirements as deemed necessary. The Council will also continue to govern existing / new third parties use within these rooms (e.g. Police, Age Concern etc) which will be maintained until future dates governed by the Council.

Within the IT rooms, the Council Data cabinets house the Libraries infrastructure and cabling terminations. It is accepted that due to space limitations that the cabling is unlikely to be able to be separated from the Council IT infrastructure therefore a Data cabinet / Cabling infrastructure sharing agreement will need to be established and will form part of the final outcome which will be built in to the Service contract terms.

Library WIFI:

The Service provider may wish to implement their own WiFi systems in the Authority's four Library's or simply take over the existing WiFi infrastructure and support.

This will be open to further discussion and negotiation, the final outcome of which will be built into the final Service contract terms.

Library ICT Software Systems

Office systems:

The Service Provider will be provided with (via a secure data transfer method) the current data and office files that are used to provide the current library service. The size of files relating to the Library Services shared drive, individual email exchange data and staff personal drives is approximately 200GB.

The Provider will also ensure that that they have operational compatibility with current and future versions of the following MS Products as appropriate:

- MS Office 2013 and newer versions (including Microsoft Outlook)
- Adobe reader
- Windows 7 & 10
- Windows Media Player
- Microsoft Silverlight

Documents produced for contract monitoring or service provision will have a standard output format (compatible with Microsoft Office 2013 and later versions).

Back Office Business Systems - All other relevant Back Office Business Applications will be provided by the Service Provider (e.g. Financial management; HR; intranet, etc)

Library Management System (LMS) (compatibility):

The Service Provider will also need to ensure that they have operational compatibility with the following software needed to run the existing Library Management System as detailed in section 5.5 for the length of time that they may choose to use it:

- Axiell - Arena
- Banksheet
- Citizen printer drivers
- Axiell -Fallback
- Axiell -Open Galaxy
- Axiell -SPARK
- TagApply

Self Service Kiosks

The Service Provider will be responsible for the provision and maintenance of self-service technology (RFID). This responsibility is inclusive of any required data connections and access to the LMS including any integration required.

The Authority anticipates novating the existing contracts for the provision and maintenance of current self-service technology to the Service Provider. These contracts are with Bibliotheca, for all libraries. These contracts are for support and maintenance; this includes helpdesk response and resolution structure, field engineering response and labour, free software upgrades and membership to the biblioforum™ .

After the expiry of this contract, it is for the Service Provider to determine how they will provide self-service technology for use in all Libraries.

Public Network PCs

The Authority currently provides access to the internet via Public Network terminals in Libraries. These have recently been updated.

It will be the responsibility of the Service Provider to provide suitable replacements when needed including internet access and computer facilities as set out in [section 4.2](#) and [section 4.3](#) of this Specification.

At the request of the Service Provider, the Authority will consider transferring the Public Network PCs to the Service Provider for use at Libraries. However, the Authority would not accept any ongoing maintenance or warranty issues and it will be for the Service Provider to provide a suitable maintenance contract.

To be clear, the Service Provider would be responsible for purchasing, installing, supporting and maintaining software and the appropriate licenses. Furthermore, the Authority will not provide any data, network, software and licences or internet connections; this is the responsibility of the Service Provider.

At the cessation of this contract, the Authority would expect any hardware transferred to the Service Provider to be returned to the Authority or transferred to a subsequent supplier in a comparable condition (taking into account depreciation). The Service Provider will therefore keep an inventory of ICT equipment transferred which shall be agreed with the Authority.

MFDs

The Authority currently provides 12 Mutli-Function Devices (MFDs) at libraries which have printing, scanning and photocopying capabilities, however 4 of these are mainly used for photocopying.

The Authority currently generates income through providing printing and photocopying services.

The Authority will remove the existing MFDs from the Libraries at the commencement of the contract however the Service Provider may want to take over these devices and associated leases from Xerox. If not then it is for the Service Provider to make their own alternative provisions for these services.

8 Health & Safety, Emergency Planning

8.1 Health & Safety

The Service Provider must comply with all relevant sections of the Health and Safety at Work Act etc 1974 and any other such legislation and approved guidance.

The Service Provider must ensure that they have health and safety policies and plans which are appropriate, up to date. There is at least one public convenience that is accessible to members of the public but only when the Library is open to the public. Each library will have a site specific health and safety plan.

The Service Provider will identify a nominated and trained competent person who is responsible for health and safety at each of libraries.

The Service provider will provide adequate provision of safety notices to the public regarding use of sockets or any other electrical equipment.

As required under the Health & Safety (First Aid) Regulations 1981, the Service Provider must provide adequate first aid facilities in Libraries for Employees and Customers, including the provision of qualified first aiders.

The Service Provider will undertake specific risk assessments for activities carried out as part of their business. The Service Provider will have a formal process to record and track corrective action or risk reduction actions from risk assessments.

The Service provider shall maintain a risk register at all times which are updates on a regular basis, and which may be requested by the Authority at any time.

The Service Provider will ensure that any Control of Hazardous Substances to Health (COSHH) data and assessment documentation on any relevant chemicals used is completed and that chemicals are stored safely and adequate Personal Protection Equipment (PPE) is available.

The Service Provider will have a suitable process for recording and investigating accidents and incidents and that staff understand the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations' 1995 (RIDDOR). The Service Provider will ensure that accidents and incidents are reported correctly and that the Authority's Clients Unit are notified in a timely manner should any incidents occur.

The Service Provider will ensure that appropriate checks and inspections are carried out on electrical portable appliances such as user checks, visual inspections and portable appliance testing (PAT).

The Service Provider will ensure that work equipment is serviced in line with legislation and manufacturer's instructions.

The Service Provider will have and regularly update policies that protect children, young people and vulnerable adults in accordance with legal and regulatory requirements. This will include Disclosure Barring Service (DBS) checks on all persons employed or who work in a regulated activity on behalf of the Service Provider in the delivery of services under this contract. All staff working in this capacity will be appropriately trained in protection issues.

The Service Provider will ensure that there are clear procedures in place to deal with an evacuation or emergency situation that may arise at any of the libraries.

8.2 Emergency Planning

The Authority reserves the right to use libraries where it is necessary in the implementation of emergency plans for the Authority. Any loss of service caused by the implementation of one the Authority's emergency plans will not result in any financial sanctions being levied on the Service Provider.

The Authority also reserves the right to make use of library buildings for election or other statutory purposes. Any resulting loss of service will not result in any financial sanctions being levied on the Service Provider.

9 Contract and Performance Monitoring arrangements

9.1 Contract Monitoring Arrangements

- 9.1.1 The Service Provider's performance in relation to the delivery of their obligations as identified in the Specification will be monitored through a series of Service Levels and Key Performance Indicators (KPIs) which are set out in this document.
- 9.1.2 The Service Provider will report against Service Levels and KPIs according to the frequency identified in this document. This will either be:
- Monthly;
 - Quarterly;
 - Annually.
- 9.1.3 In accordance with the contract terms, the Service Provider's Contract Manager or nominated representative will meet with the Client Unit on a monthly basis to review performance and discuss any opportunities or challenges affecting the contract.

Scrutiny by Elected Members

- 9.1.4 In addition to reporting on the Service Levels and KPIs identified in this document, the Service Provider may also be required to report to the Authority's relevant Committees / Boards.
- 9.1.5 For the sake of clarity, the Service Provider will be expected to attend these meetings, (If requested), present their performance data and/or Service Plans and other associated documents and respond to questions from elected Members. The Service Provider's Contract Manager, or if appropriate, Director, may be summoned to attend a member meeting and to report on their performance at any time.

9.2 Payment Mechanism

- 9.2.1 The Service Provider should submit their annual price for the delivery of this contract as set out in the "5 – Pricing Submission". This annual price is fixed, except where it might be amended from time to time in accordance with the Change Control Procedure or as otherwise allowed for in the contract terms, and as it is adjusted annually to reflect inflationary increases in line with the Consumer Price Index.
- 9.2.2 The Authority will pay the Service Provider the fixed price on a monthly basis in arrears. The fixed price will commence on the date on which the service is transferred (the contract Commencement Date).
- 9.2.3 The monthly payment of the fixed price will be calculated by dividing the annual contract price by 12. The Service Provider shall invoice the Authority for payment in accordance with procedures established in the contract terms.

9.3 Performance Management System

- 9.3.1 The Service Provider's performance will be measured against the Service Levels and KPIs identified at paragraph 9.4 of this document, as varied from time to time in accordance with the contract terms.
- 9.3.2 Within ten (10) business days following the end of each month, the Service Provider shall submit to the Authority a report containing, in respect of the month just ended, the following information:
- A summary assessment of all applicable Service Levels and relevant KPIs;
 - The resultant financial consequence based on the points system expounded below;
 - A progress assessment of Service Levels and KPIs not monitored during that month where this is requested.
- 9.3.3 The Authority shall notify the Service Provider in writing within ten (10) working days of receipt by the Authority of the relevant monthly report from the Service Provider if there is any part of that report which the Authority (acting reasonably and without delay) disputes.
- 9.3.4 The Authority and the Service Provider shall use all reasonable endeavours to resolve any dispute that arises in this respect. Should it not be possible to resolve the dispute before the end of the month following the month that the report relates to, they should make use of the dispute resolution procedures set out in the contract terms.

Default Points

- 9.3.5 The Authority will monitor the Service Provider's performance in relation to the Service Levels and KPIs through a points based system. Default points will be accrued by the Service Provider where they fail to meet the required Service Level or do not perform to the level identified by the KPI. The number of points accrued will depend on the level of and impact of the failure and is identified in the Service Level and KPIs set out at paragraph 9.4.
- 9.3.6 The Service Provider will not accrue default points where the performance failure is due to force majeure as defined in the contract terms, or where non-performance is reasonably defined as being caused by the actions or omissions of a third party and which are outside the control of the Service Provider and which are not the responsibility of the Service Provider under this contract. These circumstances should be appropriately evidenced to the Client Unit where a failure to perform results. The Authority expects that when such circumstances apply, the Service Provider will use their best endeavours to continue delivering the service through appropriate means.
- 9.3.7 The Service Provider will comply with the monitoring arrangements set out below. The Service Provider will provide monthly progress reports relating to all Service Levels and KPIs, and will report on their overall performance relating to the service level of KPI on a monthly, quarterly or annual basis depending on the monitoring frequency identified.

9.3.8 The KPIs have been given a priority rating that applies as follows:

- Priority A
- Priority B
- Priority C

The number of points accrued for non-performance relating to each Service Level or KPI reflects the priority assigned by the Authority to these performance areas. For example, Priority A items accrue a greater number of points where non-performance occurs than Priority C items. This is because they are deemed to have a greater impact on service levels experienced by service users.

9.3.9 Some Service Levels and KPIs are identified as being self-monitoring; the Service Provider will be responsible for reporting any failure to perform to the required level to the Authority's Client Unit during the month in which the non-performance occurred. Where the Service Provider fails to report non-performance, they will accrue double the number of default points assigned for failure to meet that service level of KPI for non-performance. The Authority's Client Unit reserve the right to make announced and unannounced inspections and to assign points where non-performance of a Service Level or KPI is identified.

9.3.10 When the Authority's Client Unit become aware of a failure to meet a Service Level or KPI, whether through self-monitoring reports from the Service Provider or via any other means, they will issue with Service Provider with a Monitoring Notice. The Monitoring Notice will set out incident of non-performance, the number of default points being assigned and a timeframe for rectification if the Service Provider has not already rectified the issue of non-performance. Where the Service Provider is issued with a Monitoring Notice for their non-performance and fails to implement changes to effect improvement within the rectification period identified in the Monitoring Notice, the Service Provider will be issued with a second Monitoring Notice and a charge of 5 default points additionally. Where the Service Provider still does not rectify the issue with their performance within the period identified in the second Monitoring Notice, a third and final Monitoring Notice will be issued and a charge of 10 default points will be made. If the Service Provider fails to rectify the issue with their performance within the timeframe specified within the third Monitoring Notice the Authority may, at their sole discretion, issue a default notice. In the event that there is a substantial issue of non-performance or under-performance by the Service Provider, the Authority reserve the right to issue a default notice without instigating the Monitoring Notice procedure set out above.

9.3.11 The Service Provider will accrue points cumulatively on a monthly basis, starting from the contract Commencement Date. For the sake of clarity, on the 1st calendar day of each month, the number of points will revert to zero.

9.3.12 The Service Provider will be issued with a financial sanction for every point that they accrue in a calendar month. 1 point is valued at 0.001% of the contract value (as inflated in accordance with the contract terms).

For example (for illustrative purposes only), based on a £1m contract, 1 point equates to £10. However, where a Monitoring Notice which identifies a rectification period is issued and additional points are issued for continued non-performance,

as set out in (9.3.10), these points may continue across calendar months. The value of the points accrued over a contractual year will not exceed 10% of the annual contract value and the Authority may terminate the contract if the Service Provider accrues 10,000 points in one year, as set out in the contract terms.

- 9.3.13 Financial sanctions will be deducted from the monthly invoice for the Authority. A worked example is included - see [Appendix 21 – KPI's & Performance Monitoring Worked Example](#).
- 9.3.14 Default Notices will be issued to the Service Provider in accordance with the contract terms when:
- The Service Provider fails to comply with the terms of the contract and this failure is not considered to be fundamental, and can be rectified.
 - The Authority becomes aware that the Service Provider has failed to notify them of a failure to meet a Service Level or KPI identified in [paragraph 9.4](#) (and accrues additional default points as established in [9.3.10](#))
 - The Service Provider's performance against the KPIs demonstrates significant or consistent underperformance or
- 9.3.15 Where a Default Notice is issued, the Service Provider will acknowledge receipt within one working day. The Service Provider will provide the Client Unit with a full plan for rectification for approval by the Client Unit, within the timescale specified within the Default Notice. Once agreed by the Client Unit, the Service Provider will implement the rectification plan within the agreed timescale.

9.4 Service Levels and Key Performance Indicators

- 9.4.1 Service Levels and Key Performance Indicators for the contract for the provision of Library Services are set out below. These are linked to the requirements set out in the Specification through the Specification Reference and Service Area/Output. Monitoring arrangements, including monitoring frequency for each Service Level or KPI are established.
- 9.4.2 Where the Service Level or KPI refers to a full day or half day, these have the following meanings:
- Where the Service Level or KPI is monitored within opening hours:
 - Half day: up to 3 hours 30 minutes
 - Full day: 3 hours 31 minutes or more
 - Where the Service Level or KPI is monitored over a 24 hour period
 - Half day: up to 12 hours
 - Full day: 12.01 hours – 24 hours

For the list of Performance measure KPI's See [Appendix 21 – KPI's & Performance Monitoring Worked Example](#).

10 Staffing

Please note that staffing information will not be made available to Applicants until Stage Two of the tender process, due to its confidential nature.

10.1 TUPE

The Authority highlights that The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply in relation to the Authority's current library staff and may apply in relation to staff within the Torbay Development Agency (TDA).

In order to obtain the base data of staff who will or may transfer under TUPE ([Appendix 23](#)) Applicants are required to complete and return a Confidentiality Agreement ([Appendix 22](#)) through the e-tendering portal's messaging facility, at Stage Two of the tender process.

Applicants should also refer to the guidance in 2 Information in relation to TUPE.

10.1.1 Torbay Council Staff

The existing staffing structure is set out in [Appendix 13 – Existing Staffing Structure](#).

A restructure is currently underway and this information is therefore subject to amendment during the tender process. Revised TUPE information will be provided to all Applicants who have completed and returned a Confidentiality Agreement, as and when it becomes available. Applicants should note that it is unlikely that the restructure will result in an increase in staffing levels.

The Contractor shall indemnify the Authority against all expenses arising out of any claim made by any employee or former employee of the Authority or existing contractor (who, as a result of the operation of TUPE, or subsequent amendments, transferred to the employment of the Contractor) or by the existing contractor itself, which results from any act or omission of the Contractor.

The Contractor shall not bring any claim against the Authority in connection with TUPE or any subsequent amendments to such regulations.

The Contractor shall seek to become a member of the Local Government Pension Scheme (LGPS) by means of an admitted body admission agreement with Peninsula Pensions. The Authority expects the Contractor to join the LGPS and will use reasonable endeavours to procure that the LGPS liabilities relating to the transferring staff will be fully funded at the date of transfer.

Any costs associated with the transfer of staff to the Contractor will be solely the responsibility of the Contractor. This includes any costs of transferring staff to the LGPS.

Applicants should note the information relating to pension contributions and bond requirements, including the Actuary Report will be provided at Stage Two of the process as the Actuary report has not been received at the time of issuing this tender.

The new employer pension contribution rate has been calculated at [x%] for a closed agreement. A copy of the Actuary Report is enclosed at [Appendix 24 – Actuary Report](#).

The Actuary has highlighted the need to request a bond from the Contractor to the value of [£xx] in respect of the potential liabilities of the Contractor to the LGPS relating to the transferring staff. The Contractor is required to cover the value of the bond by either obtaining an insurance policy with a high street bank or insurance company or setting up a discrete escrow account between themselves and Devon County Council in which the [£xx] can be deposited.

The following documentation will be made available to the Contractor as part of the Contract set up process:

- Provide samples of offer letters;
- Statement of particulars;
- Sample contract of employment;
- Staff handbook;
- Employment practices and procedures;
- Collective agreements;
- LGPS Pension scheme and employee handbook;
- Details of Peninsula Pension service – the scheme administrator;
- Details of equal opportunities policies and any positive action strategy in place.

10.1.2 Torbay Development Agency Staff

Should TUPE of TDA staff apply to this Contract:

- The successful Applicant should be mindful of the uncertainty of the situation for the staff team(s) of the outgoing provider.
- Depending on the details of the transfer, all or only part of a team may be transferring. To alleviate anxiety the successful Applicant is required to clarify as soon as possible who is transferring.
- The successful Applicant should ensure communications and transfer of information are accurate, open and as timely as possible, so the transfer process is smooth and transparent for staff.
- The successful Applicant will be required to work with the outgoing provider to prepare and agree a communication plan for consultation with affected staff. This Communication Plan will form part of the overall Service Implementation Plan and will be monitored by the Authority.

10.1.2.1 The Contractor is expected and required to agree to the following as part of the Contract:

- Commitment that the Contractor will inform the Authority and the TDA of any TUPE measures it envisages with regard to their employees formally in writing within 10 working days of receipt of the employment documentation from the Authority or the TDA;
- The Contractor shall agree any indemnities required by the Authority or TDA;

- Commitment that the Contractor will continue to supply employee information throughout the length of the Contract so that it can monitor compliance on employee matters.

10.1.3 The Authority has the right to enforce terms of the Contract if the Contractor fails to meet its obligations.

10.1.4 The Authority reserves the right to disqualify the Contractor from participating in future Tender opportunities if necessary, if it fails to meet its obligations under TUPE.

10.2 Parking Permits

Where transferring staff have the right to access Torbay Council parking permits at a reduced rate the Authority will invoice the Contractor separately for the cost of the permits.

The right to a reduced rate parking permit will only apply to those staff transferring out with that right and will cease to apply in the event they leave the Contractor's employment.

The Contractor will be responsible for ensuring the Authority is notified of any eligible staff leaving their employment in order that their permit may be cancelled and charges to the Contractor amended accordingly.

The right to a reduced rate parking permit will not apply to any new staff appointed by the Contractor.

10.3 Safer Recruitment

To ensure the Service creates a safer recruitment culture for clients and staff, the following are mandatory requirements:

- At least one member of each interview panel must have undertaken safer recruitment training;
- The Provider must have effective procedures in place, that are regularly updated and communicated to staff;
- The Provider must set a code for acceptable standards of behaviour for all staff and ensure this is effectively communicated to staff;
- The Provider must take seriously all concerns that are raised;
- The Provider must, on an ongoing basis, increase awareness and commitment to safeguarding across its organisation.

11 Additional Requirements

11.1 Further Services Offered

The Applicant will be expected to suggest as part of its response to the Evaluation Questions any additional products or services that they may be able to offer as part of this Contract or any other added value that their offer might be able to bring to the Authority. Applicants are expected to build any such offers into their submissions regardless of whether specific questions are asked along these lines or not.

11.2 Awarding the Contract on Behalf of Other Contracting Authorities

The Authority is not purchasing on behalf of other contracting authorities.

11.3 Scope and Nature of Possible Modifications or Options

The scope and nature of possible modifications or amendments are set out in paragraph 2 of [Schedule 11 \(Change Control Procedure\)](#) of the Contract.