

APPENDIX 3: 2014-2017 Caerphilly County Borough Library Service Strategic Action Plan

Priority 1 = Managing the service through change and renewal

Staff development, training and support

Reading together (families, children up to 11 and services to adults)

Stock efficiency and effectiveness

Digital E Services

Priority 2 = Audience development (Marketing and Promotion)

Priority 3 = Partnership and community outreach

| Priority Themes | What do we want to achieve (what will success look like?) | What actions are required to achieve the success we need? | How and who will resource and when? | What are the key PI's / Outcomes that will demonstrate achievement? | Contribution to Local, Regional and National Strategies |
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| PRIORITY 1 Managing the service through change and renewal | 1. Management restructure implemented within the set timescale and budgetary requirements. | <ul style="list-style-type: none"> ✓ Manager, HR, and Union Task and Finish Group make recommendations to Corporate Director on restructure options – February to March 2014 ✓ Report prepared and presented to Education for Life Scrutiny and Cabinet for Approval – June to July 2014 ✓ Implementation process of restructure, including ring fenced recruitment as required – September 2014 to March 2015 | <ul style="list-style-type: none"> • MMM Task and Finish Group (lead Senior Manager Libraries/Operations Manager Libraries). Ratified by Corporate Director/Assistant Director Education and Lifelong Learning followed by approval from Scrutiny and Cabinet Timetable as detailed opposite | <ul style="list-style-type: none"> • MTFP saving achieved within agreed timescale • Revised Management Structure implemented | Delivery of Council's Medium Term Financial Plan 2014-2017. |

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| | <p>2. Review / Options Appraisal of Council's Library Service undertaken including public provision and back office support functions.</p> <p>3. Investigation and adoption where appropriate of a range of alternative service model(s) and</p> | <ul style="list-style-type: none"> ✓ Terms and scope of Public Library review / options appraisal prepared and signed off via Members through an appropriate reporting process (Education for life Scrutiny and Cabinet as required) – June to October 2014 ✓ Consultation process with Members, local stakeholders, public, staff and trade unions – January to June 2015 ✓ Final report linked to outcome of consultation process presented to Education for life Scrutiny and Cabinet for comment and approval – July 2015 ✓ Decommissioning process, employee redeployment, and alternative service delivery arrangements, where agreed, implemented – September 2015 to March 2016 ✓ Consider alternative delivery arrangements for current Library facilities in areas at risk of site closure or provision relocation – January to June 2015 ✓ Instigate consultation with community groups and stakeholders where options for | <ul style="list-style-type: none"> • Senior Manager Libraries/Operations Manager Libraries to lead following guidance from Corporate Director/Assistant Director Education and Lifelong Learning. Report approval sought from Scrutiny and Cabinet Timetable as detailed opposite • Council adoption of any significant changes to governance or delivery via Scrutiny/Cabinet/full Council as appropriate. | <ul style="list-style-type: none"> • Agree future composition and nature of Council's Library Service linked to Authority's Statutory responsibilities and Welsh Governments Standards Framework • MTFP savings achieved within agreed timescale and delivery criteria • Establish a sustainable model for future Public | <p>Delivery of Council's Medium Term Financial Plan 2014-2017.</p> <p>Delivery of Council's Medium Term Financial Plan 2014-2017.</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16</p> |

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| | <p>and collaborative delivery arrangements – including a possible Library and Customer Service merger and local arrangements that facilitate the safeguarding of library a presence in smaller communities where achievable.</p> | <p>stakeholders where options for alternative delivery may be achievable and financial viable – July to September 2015</p> <ul style="list-style-type: none"> ✓ Report to Education for Life Scrutiny and Cabinet – September 2015 (linked to Priority 2 above) ✓ Proposals for a Library and Customer Service Centre merger are considered through: <ul style="list-style-type: none"> ○ Developing terms of reference for any joint service provision ○ Establishment of a Library and Customer Service – Task and Finish Group to consider merger options, delivery costs, management oversight and potential efficiencies that can be achieved ○ Agreeing a timetable for initial to mid implementation ○ Prepare a report for consideration by the respective Scrutiny Committees and Cabinet as appropriate for endorsement and approval. ✓ Consider and where required develop cross-border Pan Authority Library Service Delivery | <p>Leads Corporate Director/Assistant Director Education and Lifelong Learning Director/Senior Manager Libraries Timetable as detailed opposite</p> | <p>for future Public Library provision within the Caerphilly County Borough area that is reflective of Statutory requirements and Welsh Government Standard requirements and options appraisal detail noted in action 2 above</p> | <p>libraries 2012-16 'sustainable models or service delivery 2.1.1'</p> |

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| | | model – March 2017 | | | |
| <p>PPRIORITY 3</p> <p>Partnership and community outreach</p> | <p>4. Develop a standardised community profiling template for use across all sites.</p> <p>5. Community profiling</p> | <p>✓ Desk research on best practice in Library Community Profiling approaches is undertaken</p> <p>✓ A Caerphilly Library Service Community Profiling template is drafted and managers within the service are consulted on its appropriateness prior to its approval</p> <p>✓ Middle Managers, site Managers, and Community Librarians are trained in how to use and interpret the Community Profiling template – linked to the three year plan priority themes and strategic outcome areas</p> <p>✓ Timetable for community profiling activities developed and agreed –</p> | <ul style="list-style-type: none"> • Senior Manager Libraries/ Operations Manager Libraries to lead with support from nominated staff as appropriate April 2014– June 2014 • MMM team (leads Area Managers), Community Librarians and Senior Library Assistants June 2014– Sept 2014 • Senior Manager Libraries/ Operations Manager Libraries /Area Managers/ Local managers and teams. Operations Manager and Area Managers to lead process. Sept 2014– Dec 2014 • Senior Manager Libraries/ | <ul style="list-style-type: none"> • PI templates using Generic Social Outcomes (GSO) and Generic Learning Outcomes (GLO) methodology developed to capture qualitative measures. • All Community Profiles completed within timescale • Priorities, targets and activities | <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16</p> <p>'Attracting the audience 7.1'</p> |

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| | <p>profiling templates are completed for all service points by March 2016 (year 2).</p> <p>6. Local engagement arrangements are in place and evidenced for priority groups (under 5's, 50+, etc).</p> <p>7. Strategically valuable partners to the Library Service have been identified – that can assist in delivering a</p> | <p>activities developed and agreed – profiles completed by March 2016</p> <ul style="list-style-type: none"> ✓ Library community engagement plans are prepared linked closely to profiling templates and population demographic data for the catchment areas served ✓ Annual engagement commitments are introduced with agreed targets and outcomes for each Library ✓ Engagement achievement reports for each site are prepared annually to recognise relevant activity and impact on service utilisation ✓ Review/mapping of present partnerships and their value to the work of the Library Service – Partnerships are rated against present and anticipated future value in delivering Library priorities and provision to the public | <p>Operations Manager Libraries, Area Managers, Community Librarians and Senior Library Assistants Jan 2015-Feb 2016</p> <ul style="list-style-type: none"> • MMM team (Area Manager leads), Community Librarians and Senior Library Assistants April September– Sept 2014 • MMM team (Area Manager leads), Community Librarians and Senior Library Assistants Sept 2014 – Dec 2014 • MMM team (Area Manager leads), Community Librarians and Senior Library Assistants Jan 2015-Mar 2015 and annually. | <p>and activities agreed and evidenced in local Library Improvement Plans</p> <ul style="list-style-type: none"> • Annual events and activities figures; GSO and GLO templates • Partnership matrix established with lead officers identified. | <p>Delivery of Council's Medium Term Financial Plan 2014-2017.</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16</p> |

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| | <p>delivering a shared vision.</p> <p>8. Appropriate Service Level Agreements developed and in place with each strategic partner.</p> | <p>public</p> <ul style="list-style-type: none"> ✓ High impact partners – linked to Single Integrated Plan, Library Service 2014-17 Development Strategy and Welsh Government 'Libraries Inspire' priorities are identified ✓ Agree key partner groupings and approaches to engage with new or lapsed customers ✓ Develop individual Service Level Agreements with key partners - including activity/outcome expectations for each party ✓ Establish governance and review processes for the management of strategic partnerships to ensure all parties needs are being appropriately considered and addressed (in line with CCBC guidance for partnership oversight) | <ul style="list-style-type: none"> • Senior Manager Libraries/ Operations Manager Libraries lead with support from MMM team Oct 2014 – Dec 2014 • Senior Manager Libraries/ Operations Manager Libraries , Jan 2015 – Mar 2015 | <ul style="list-style-type: none"> • Service Level Agreements in place with key partners. | <p>libraries 2012-16 'sustainable models or service delivery 2.1.1'</p> <p>Delivery of Council's Medium Term Financial Plan 2014-2017.</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 'sustainable models or service delivery 2.1.1'</p> |
| <p>PRIORITY 1</p> <p>Staff development</p> | <p>9. Review staff development</p> | <ul style="list-style-type: none"> ✓ Introduce staff development strategy alongside 2014-2017 | <ul style="list-style-type: none"> • Operations Manager Libraries | <ul style="list-style-type: none"> • New staff development plan | <p>Libraries Inspire : The Strategic development</p> |

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| development, training and support | development strategy and map present and future needs based on 2014-17 service delivery plan. | <p>strategy alongside 2014-2017 Library Plan – based on anticipated workforce development needs</p> <ul style="list-style-type: none"> ✓ Adopt Annual Staff development plan linked to each of the service strategy commitments and years of the programme in question | (lead) in consultation with MMM team April 2014 – June 2014 | <p>development plan adopted with identifiable and achievable targets</p> <ul style="list-style-type: none"> • Total training hours per year • Numbers trained • Percentage of workforce trained | <p>Strategic development framework for Welsh libraries 2012-16</p> <p><i>'Investing in People – Knowledgeable staff 6.1'</i></p> |
| PRIORITY 2 Audience development (marketing and promoting) | <p>10. Audiences developed in a sustainable manner in areas of current under use (based on analysis of core usage data issues/visits/IT access)</p> <p>11. Develop core marketing messages around 'reading together' and 'e-</p> | <ul style="list-style-type: none"> ✓ Develop audience participation alongside community engagement strategies linked closely to local profiling outcomes, Library Service improvement priority areas and Single Integrated Plan priorities. ✓ Identify achievable number of site specific goals to reach audience categories in a sustainable manner ✓ Prepare 'reading together' Action plan covering 2014-2017 period and having considered best practice in community reading initiatives from elsewhere in the | <ul style="list-style-type: none"> • MMM team (leads Area Managers) June 2014 – Dec 2014 • MMM team (leads Readers Services Manager and Children and Young Persons Manager) July 2014 – Sept | <ul style="list-style-type: none"> • Annual events and activities figures; GSO and GLO templates • Action Plan in place with targets, milestones, outcomes identified on both local and service | <p>Caerphilly Delivers: The Single Integrated Plan 2013-2017, L1 and L3</p> <p><i>'Learning Caerphilly'</i></p> <p>Libraries Inspire : The</p> |

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| | Digital services' – to be delivered through tiered/banding of sites. | <p>UK. Action Plan to identify a resilient core service message on the reading offer.</p> <p>✓ Prepare 'e-Digital Services' Action plan covering 2014-2017 building on successes and areas for improvement from the previous 5 Year Service Strategy. Action Plan to identify a resilient core message on the e-digital services offer.</p> | <p>2014</p> <ul style="list-style-type: none"> • MMM team (lead Information and IT Services Manager) April 2014 – Sept 2014 | <p>wide basis. Achievements reported annually.</p> <ul style="list-style-type: none"> • Action Plan in place with targets, milestones, outcomes identified on both local and service wide basis. Achievements reported annually | <p>Strategic development framework for Welsh libraries 2012-16 'Skills for Life – Supporting literacy 5.1'</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 'Skills for Life – Promoting Digital Inclusion 5.3'</p> |
| PRIORITY 1 | <p>12. Increased reading activity and engagement among the resident population of the Borough.</p> <p>13. Develop the concept of 'reading communities'</p> | <p>✓ Prepare 'reading together' Action Plan covering 2014-2017 having considered best practice in community reading initiatives from elsewhere in the UK and in line with actions as above.</p> <p>✓ Local reading commitments developed for each static Library as part of the annual Library Improvement Plan.</p> <p>✓ Desk research undertaken of good practice in other 'reading community' style projects within the UK, including virtual settings</p> | <ul style="list-style-type: none"> • MMM team (leads Readers Services Manager and Children and Young Persons Manager) July 2014 – Sept 2014 • CLs and SLAs Nov 2014 – Feb 2015 • Reader Services Manager and Children and Young Persons Manager | <ul style="list-style-type: none"> • Action Plan in place with targets, milestones, outcomes identified on both local and service wide basis. Achievements reported annually. • Issue figures, visitor figures, events and activities figures | <p>Caerphilly Delivers: The Single Integrated Plan 2013-2017, L1, L2, and L3 'Learning Caerphilly'</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 'Skills for Life – Supporting literacy 5.1'</p> |

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| | <p>communities' both physical, thematic, and virtual. Linked to place, customer type, and subject/purpose.</p> <p>14. Reading for Life theme in place to support and encourage reading as a key life skill.</p> | <p>the UK, including virtual settings where relevant</p> <ul style="list-style-type: none"> ✓ Identify training and resource requirements associated with implementing 'reading together' community style projects ✓ Undertake a series of scalable pilot projects during year 1 and 2 of the three year strategy period ✓ Adopt 'reading communities' approach in each of the Borough's four Community Planning areas linked to a base Library location in year 3 of the service strategy ✓ Develop resources, promotions, reading lists and guides to synchronise with customer literacy levels and key life stages | <p>April 2014 – June 2014</p> <ul style="list-style-type: none"> • Reader Services Manager and Children and Young Persons Manager July 2014 – Sept 2014 • Community Librarians (lead Reader Services Manager) Oct 2014 – Feb 2015 • Community Librarians (lead Reader Services Manager) Oct 2014 – Feb 2015 • Reader Services Manager/Children and Young Persons Manager/Community Librarians Sept 2014 – Dec 2014 | <p>activities figures. GLO and GSO qualitative measures.</p> <ul style="list-style-type: none"> • Issue figures, visitor figures, events and activities figures. GLO and GSO qualitative measures. | <p>Caerphilly Delivers: The Single Integrated Plan 2013-2017, L1, L2, and L3 'Learning Caerphilly'</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 'Skills for Life – Supporting literacy 5.1'</p> |

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| <p>PRIORITY 1</p> <p>Stock efficiency and effectiveness</p> | <p>15. EDI/Acquisitions/ Supplier selection and direct delivery to site in place.</p> <p>16. All Wales consortium and Books4U scheme utilised to their maximum benefit and efficiency in support customer reading requirements – seek to minimise impact of MTFP constraints on reading offer to residents.</p> | <ul style="list-style-type: none"> ✓ Develop a 'back office' technology implementation strategy linked to automating key acquisition and cataloguing tasks ✓ Agree timetable for measured adoption of new processes and technology over the life of the 2014-2017 Library Strategy ✓ Introduce new measures to maximise the use of the Books4U scheme to access stock that the Authority is unable to purchase ✓ Develop staff skills and confidence in exploiting the Books4U initiative ✓ Support other local Authority partners to sustain the Books4U project through Manager involvement in the oversight of the regional scheme ✓ Better utilise the Authority's Library Management System to track all new stock purchases and apply transfer timescales/rules to ensure materials are flagged for automatic circulation to alternative sites to prolong title | <ul style="list-style-type: none"> • Information and IT Service Manager and Reader Service Manager April 2014 – Dec 2014 • Reader Services Manager Sept 2014 – Dec 2014 • Information and IT Services Manager/Reader Services Manager April 2014 – Dec 2014 | <ul style="list-style-type: none"> • MTFP implementation plan and long list of proposed savings • Books4U performance figures, CIPFA requested items figures, CIPFA Plus results • Stock turn figures • Book and non book material loans | <p>Delivery of Council's Medium Term Financial Plan 2014-2017.</p> <p>Delivery of Council's Medium Term Financial Plan 2014-2017.</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16</p> <p><i>'Resources for All – The Virtual World 3.3, Enhancing new technologies 3.5'</i></p> |

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| | 17. Every title purchased has a whole life plan to ensure maximum use and value for money is achieved. | usage/lifespan ✓ Train and develop staff skills in promoting under used book resources and in working other titles more effectively through onsite promotion, reader-recommendation, etc | <ul style="list-style-type: none"> • MMM team (lead Reader Services Manager) Jan 2015 – Mar 2015 | | Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 'Investing in People – Knowledgeable staff 6.1' |
| PRIORITY 1 Digital E Services | 18. Digital inclusion and skill support – develop digital literacy skills among those seeking work and on benefits; those living in deprived communities; and those studying at School, Further Education, or informally. | <ul style="list-style-type: none"> ✓ Map present types of support available and provided in the Borough's Libraries ✓ Prepare 'e-Digital Services' Action Plan covering 2014-2017 having considered best practice in digital services initiatives from elsewhere in the UK and in line with actions as in point 11 above. ✓ Develop training materials and courses to assist Library staff to assist customers with their digital support needs ✓ Evaluate the present digital content offer available from the Borough Library Service | <ul style="list-style-type: none"> • Information and IT Services Manager April 2014 – Sept 2014 • Information and IT Services Manager/MMM | <ul style="list-style-type: none"> • Digital support matrix in place • Action Plan in place with targets, milestones, outcomes identified on both local and service wide basis. Achievements reported annually. • IT usage figures, events and activities figures, | Caerphilly Delivers: The Single Integrated Plan 2013-2017, P1 and P3, 'Prosperous Caerphilly' L1, L2, and L3 'Learning Caerphilly' Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 'Skills for Life – Promoting Digital Inclusion 5.3' 'Investing in People – |

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| | <p>19. Develop a coherent package of digital content and access platforms that can keep pace with public expectation and the services ability to sustain platforms, applications and content.</p> | <ul style="list-style-type: none"> ✓ Identify the most appropriate Authority supported social media platforms that can reach the widest customer base for future development/exploitation ✓ Include within the e-Digital Services plan for 2014-2017 consideration of the most appropriate hardware route to offer through the library service. | <ul style="list-style-type: none"> team/Community Librarians Sept 2014 – Dec 2014 • Information and IT Services Manager July 2014 – Oct 2014 • Information and IT Services Manager Sept 2014 – Dec 2014 | <p>GLO and GSO qualitative measures.</p> <ul style="list-style-type: none"> • Action Plan identifies routes for future digital services development in both hardware and software fields. Routes agreed and supported with the Authority's IT dept. | <p><i>Knowledgeable staff 6.1'</i></p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 <i>'Resources for All – The Virtual World 3.3, Enhancing new technologies 3.5'</i></p> |

