

### 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
<b>PRIORITY 1</b>  Managing the service through change and renewal	1. Management restructure implemented within the set timescale and budgetary requirements.	<ul style="list-style-type: none"> <li>✓ Manager, HR, and Union Task and Finish Group make recommendations to Corporate Director on restructure options – <b>February to March 2014</b></li> <li>✓ Report prepared and presented to Education for Life Scrutiny and Cabinet for Approval – <b>June to July 2014</b></li> <li>✓ Implementation process of restructure, including ring fenced recruitment as required – <b>September 2014 to March 2015</b></li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• MTFP saving achieved within agreed timescale</li> <li>• Revised Management Structure implemented</li> </ul>	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"> <li>✓ 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) – <b>June to October 2014</b></li> <li>✓ Consultation process with Members, local stakeholders, public, staff and trade unions – <b>January to June 2015</b></li> <li>✓ Final report linked to outcome of consultation process presented to Education for life Scrutiny and Cabinet for comment and approval – <b>July 2015</b></li> <li>✓ Decommissioning process, employee redeployment, and alternative service delivery arrangements, where agreed, implemented – <b>September 2015 to March 2016</b></li> <li>✓ Consider alternative delivery arrangements for current Library facilities in areas at risk of site closure or provision relocation – <b>January to June 2015</b></li> <li>✓ Instigate consultation with community groups and stakeholders where options for</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Council adoption of any significant changes to governance or delivery via Scrutiny/Cabinet/full Council as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree future composition and nature of Council's Library Service linked to Authority's Statutory responsibilities and Welsh Governments Standards Framework</li> <li>• MTFP savings achieved within agreed timescale and delivery criteria</li> <li>• Establish a sustainable model for future Public</li> </ul>	<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 – <b>July to September 2015</b></p> <ul style="list-style-type: none"> <li>✓ Report to Education for Life Scrutiny and Cabinet – <b>September 2015 (linked to Priority 2 above)</b></li> <li>✓ Proposals for a Library and Customer Service Centre merger are considered through: <ul style="list-style-type: none"> <li>○ Developing terms of reference for any joint service provision</li> <li>○ 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</li> <li>○ Agreeing a timetable for initial to mid implementation</li> <li>○ Prepare a report for consideration by the respective Scrutiny Committees and Cabinet as appropriate for endorsement and approval.</li> </ul> </li> <li>✓ Consider and where required develop cross-border Pan Authority Library Service Delivery</li> </ul>	<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 <b>'sustainable models or service delivery 2.1.1'</b></p>

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		model – <b>March 2017</b>			
<p><b>PPRIORITY 3</b></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"> <li>• Senior Manager Libraries/ Operations Manager Libraries to lead with support from nominated staff as appropriate April 2014– June 2014</li> <li>• MMM team (leads Area Managers), Community Librarians and Senior Library Assistants June 2014– Sept 2014</li> <li>• Senior Manager Libraries/ Operations Manager Libraries /Area Managers/ Local managers and teams. Operations Manager and Area Managers to lead process. Sept 2014– Dec 2014</li> <li>• Senior Manager Libraries/</li> </ul>	<ul style="list-style-type: none"> <li>• PI templates using Generic Social Outcomes (GSO) and Generic Learning Outcomes (GLO) methodology developed to capture qualitative measures.</li> <li>• All Community Profiles completed within timescale</li> <li>• Priorities, targets and activities</li> </ul>	<p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16</p> <p><b>'Attracting the audience 7.1'</b></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 – <b>profiles completed by March 2016</b></p> <ul style="list-style-type: none"> <li>✓ Library community engagement plans are prepared linked closely to profiling templates and population demographic data for the catchment areas served</li> <li>✓ Annual engagement commitments are introduced with agreed targets and outcomes for each Library</li> <li>✓ Engagement achievement reports for each site are prepared annually to recognise relevant activity and impact on service utilisation</li>   <li>✓ 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</li> </ul>	<p>Operations Manager Libraries, Area Managers, Community Librarians and Senior Library Assistants Jan 2015-Feb 2016</p> <ul style="list-style-type: none"> <li>• MMM team (Area Manager leads), Community Librarians and Senior Library Assistants April September– Sept 2014</li> <li>• MMM team (Area Manager leads), Community Librarians and Senior Library Assistants Sept 2014 – Dec 2014</li>   <li>• MMM team (Area Manager leads), Community Librarians and Senior Library Assistants Jan 2015-Mar 2015 and annually.</li> </ul>	<p>and activities agreed and evidenced in local Library Improvement Plans</p> <ul style="list-style-type: none"> <li>• Annual events and activities figures; GSO and GLO templates</li>   <li>• Partnership matrix established with lead officers identified.</li> </ul>	<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"> <li>✓ High impact partners – linked to Single Integrated Plan, Library Service 2014-17 Development Strategy and Welsh Government 'Libraries Inspire' priorities are identified</li> <li>✓ Agree key partner groupings and approaches to engage with new or lapsed customers</li> <li>✓ Develop individual Service Level Agreements with key partners - including activity/outcome expectations for each party</li> <li>✓ 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)</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Manager Libraries/ Operations Manager Libraries lead with support from MMM team Oct 2014 – Dec 2014</li> <li>• Senior Manager Libraries/ Operations Manager Libraries , Jan 2015 – Mar 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Service Level Agreements in place with key partners.</li> </ul>	<p>libraries 2012-16 <b>'sustainable models or service delivery 2.1.1'</b></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 <b>'sustainable models or service delivery 2.1.1'</b></p>
<p><b>PRIORITY 1</b></p> <p>Staff development</p>	<p>9. Review staff development</p>	<ul style="list-style-type: none"> <li>✓ Introduce staff development strategy alongside 2014-2017</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Manager Libraries</li> </ul>	<ul style="list-style-type: none"> <li>• New staff development plan</li> </ul>	<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"> <li>✓ Adopt Annual Staff development plan linked to each of the service strategy commitments and years of the programme in question</li> </ul>	(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"> <li>• Total training hours per year</li> <li>• Numbers trained</li> <li>• Percentage of workforce trained</li> </ul>	Strategic development framework for Welsh libraries 2012-16 <b><i>'Investing in People – Knowledgeable staff 6.1'</i></b>
<b>PRIORITY 2</b>  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"> <li>✓ Develop audience participation alongside community engagement strategies linked closely to local profiling outcomes, Library Service improvement priority areas and Single Integrated Plan priorities.</li> <li>✓ Identify achievable number of site specific goals to reach audience categories in a sustainable manner</li> <li>✓ Prepare 'reading together' Action plan covering 2014-2017 period and having considered best practice in community reading initiatives from elsewhere in the</li> </ul>	<ul style="list-style-type: none"> <li>• MMM team (leads Area Managers) June 2014 – Dec 2014</li> <li>• MMM team (leads Readers Services Manager and Children and Young Persons Manager) July 2014 – Sept</li> </ul>	<ul style="list-style-type: none"> <li>• Annual events and activities figures; GSO and GLO templates</li> <li>• Action Plan in place with targets, milestones, outcomes identified on both local and service</li> </ul>	<p>Caerphilly Delivers: The Single Integrated Plan 2013-2017, L1 and L3 <b><i>'Learning Caerphilly'</i></b></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"> <li>• MMM team (lead Information and IT Services Manager) April 2014 – Sept 2014</li> </ul>	<p>wide basis. Achievements reported annually.</p> <ul style="list-style-type: none"> <li>• Action Plan in place with targets, milestones, outcomes identified on both local and service wide basis. Achievements reported annually</li> </ul>	<p>Strategic development framework for Welsh libraries 2012-16 '<b>Skills for Life – Supporting literacy 5.1</b>'</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 '<b>Skills for Life – Promoting Digital Inclusion 5.3</b>'</p>
<b>PRIORITY 1</b>	<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"> <li>• MMM team (leads Readers Services Manager and Children and Young Persons Manager) July 2014 – Sept 2014</li> <li>• CLs and SLAs Nov 2014 – Feb 2015</li> <li>• Reader Services Manager and Children and Young Persons Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan in place with targets, milestones, outcomes identified on both local and service wide basis. Achievements reported annually.</li> <li>• Issue figures, visitor figures, events and activities figures</li> </ul>	<p>Caerphilly Delivers: The Single Integrated Plan 2013-2017, L1, L2, and L3 '<b>Learning Caerphilly</b>'</p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 '<b>Skills for Life – Supporting literacy 5.1</b>'</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"> <li>✓ Identify training and resource requirements associated with implementing 'reading together' community style projects</li> <li>✓ Undertake a series of scalable pilot projects during year 1 and 2 of the three year strategy period</li> <li>✓ 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</li> <li>✓ Develop resources, promotions, reading lists and guides to synchronise with customer literacy levels and key life stages</li> </ul>	<p>April 2014 – June 2014</p> <ul style="list-style-type: none"> <li>• Reader Services Manager and Children and Young Persons Manager July 2014 – Sept 2014</li> <li>• Community Librarians (lead Reader Services Manager) Oct 2014 – Feb 2015</li> <li>• Community Librarians (lead Reader Services Manager) Oct 2014 – Feb 2015</li> <li>• Reader Services Manager/Children and Young Persons Manager/Community Librarians Sept 2014 – Dec 2014</li> </ul>	<p>activities figures. GLO and GSO qualitative measures.</p> <ul style="list-style-type: none"> <li>• Issue figures, visitor figures, events and activities figures. GLO and GSO qualitative measures.</li> </ul>	<p>Caerphilly Delivers: The Single Integrated Plan 2013-2017, L1, L2, and L3 <b>'Learning Caerphilly'</b></p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 <b>'Skills for Life – Supporting literacy 5.1'</b></p>

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<p><b>PRIORITY 1</b></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"> <li>✓ Develop a 'back office' technology implementation strategy linked to automating key acquisition and cataloguing tasks</li> <li>✓ Agree timetable for measured adoption of new processes and technology over the life of the 2014-2017 Library Strategy</li> <li>✓ Introduce new measures to maximise the use of the Books4U scheme to access stock that the Authority is unable to purchase</li> <li>✓ Develop staff skills and confidence in exploiting the Books4U initiative</li> <li>✓ Support other local Authority partners to sustain the Books4U project through Manager involvement in the oversight of the regional scheme</li> <li>✓ 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</li> </ul>	<ul style="list-style-type: none"> <li>• Information and IT Service Manager and Reader Service Manager April 2014 – Dec 2014</li> <li>• Reader Services Manager Sept 2014 – Dec 2014</li> <li>• Information and IT Services Manager/Reader Services Manager April 2014 – Dec 2014</li> </ul>	<ul style="list-style-type: none"> <li>• MTFP implementation plan and long list of proposed savings</li> <li>• Books4U performance figures, CIPFA requested items figures, CIPFA Plus results</li> <li>• Stock turn figures</li> <li>• Book and non book material loans</li> </ul>	<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><b><i>'Resources for All – The Virtual World 3.3, Enhancing new technologies 3.5'</i></b></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"> <li>• MMM team (lead Reader Services Manager) Jan 2015 – Mar 2015</li> </ul>		Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 <b>'Investing in People – Knowledgeable staff 6.1'</b>
<b>PRIORITY 1</b>  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"> <li>✓ Map present types of support available and provided in the Borough's Libraries</li> <li>✓ 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.</li> <li>✓ Develop training materials and courses to assist Library staff to assist customers with their digital support needs</li> <li>✓ Evaluate the present digital content offer available from the Borough Library Service</li> </ul>	<ul style="list-style-type: none"> <li>• Information and IT Services Manager April 2014 – Sept 2014</li> <li>• Information and IT Services Manager/MMM</li> </ul>	<ul style="list-style-type: none"> <li>• Digital support matrix in place</li> <li>• Action Plan in place with targets, milestones, outcomes identified on both local and service wide basis. Achievements reported annually.</li> <li>• IT usage figures, events and activities figures,</li> </ul>	Caerphilly Delivers: The Single Integrated Plan 2013-2017, P1 and P3, <b>'Prosperous Caerphilly'</b>  L1, L2, and L3 <b>'Learning Caerphilly'</b>  Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16 <b>'Skills for Life – Promoting Digital Inclusion 5.3'</b>  <b>'Investing in People –</b>

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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"> <li>✓ Identify the most appropriate Authority supported social media platforms that can reach the widest customer base for future development/exploitation</li>   <li>✓ Include within the e-Digital Services plan for 2014-2017 consideration of the most appropriate hardware route to offer through the library service.</li> </ul>	<ul style="list-style-type: none"> <li>team/Community Librarians Sept 2014 – Dec 2014</li> <li>• Information and IT Services Manager July 2014 – Oct 2014</li>   <li>• Information and IT Services Manager Sept 2014 – Dec 2014</li> </ul>	<p>GLO and GSO qualitative measures.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p><b><i>Knowledgeable staff 6.1'</i></b></p> <p>Libraries Inspire : The Strategic development framework for Welsh libraries 2012-16  <b><i>'Resources for All – The Virtual World 3.3, Enhancing new technologies 3.5'</i></b></p>

