



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19TH MARCH 2019

LIBRARY SERVICE STRATEGY 2019-21

REPORT OF THE DIRECTOR OF PUBLIC HEALTH, PROTECTION & COMMUNITY SERVICES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR RHYS LEWIS

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1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to provide Cabinet Members with an opportunity to review the Strategy for Rhondda Cynon Taf's Library Service and its associated Action Plan.

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 Consider the content of the report;
- 2.2 Approve the library services strategy action plan.

3. REASONS FOR RECOMMENDATIONS

- 3.1 Core entitlement 12 of the Welsh Public Library Standards requires every Local Authority in Wales to produce a strategy and action plan that outlines the future development of its public library service. Once approved these documents must be placed on the Council's website so that they can be easily accessible to the public.
- 3.2 Developing a Strategy and Action Plan is also important as it ensures that the library service is aligned to the Council's Corporate Plan and to other local and national strategies so that it supports the wider Council and Welsh Government agenda.

4. BACKGROUND

- 4.1 The first published Library Service Strategy and Action Plan for Rhondda Cynon Taf covered the period 2015 – 18 and indicated the direction of

travel and priorities at a challenging time for Local Authorities and their library services. This strategy identified the following as key priorities:

- Embedding libraries at the heart of communities;
- Enabling residents to maximise their potential by ensuring they have access to a broad range of opportunities;
- Managing the service through a period of change and renewal and continuing to investigate innovative models of delivery;
- Working more effectively with reduced resources.

4.2 The Action Plan indicated how the service would address each of these priorities and included a range of performance indicators for measuring success. **Appendix 1** includes the Library Service Action Plan 2015-18 and indicates the progress made against each priority.

4.3 When the 2015-18 strategy was being written, it was impossible to foresee the significant on-going changes that would affect the service and the opportunities, as well as challenges that these would present the service, the staff and our customers.

4.4 The library landscape in 2019 looks far more favourable than it did in 2015 and although some changes to the service have not been universally welcomed, progress has been made in many aspects of the service and significant capital investment has been made into library buildings while co-location with other services has benefitted customers as well as the staff.

Of particular note are:

- The opening of a new library at Rhydyfelin;
- The transfer of Porth library to Porth Plaza providing customers with access to additional and improved facilities and services;
- The co-location of One4All at Aberdare library to ensure customers have access to a wider range of information and advice;
- The complete internal and external refurbishment of Tonypany library with the creation of an IT/Education room, community room and makerspace;
- The purchase of 2 new mobile library vehicles with Wi-Fi and tablets.

In late spring 2019 work will be completed on Ferndale and Mountain Ash community hubs and the libraries in those towns will transfer to these new premises which will include enhanced facilities and services.

The development of the Council's flagship library at the Taff Vale hub has attracted investment of over £6 million, including a grant of £300,000 from Museums, Archives and Libraries Division of the Welsh

Government, and is due to be completed during the 2019/20 financial year.

Therefore the library service looks ahead to the next two years with optimism.

- 4.5 Overall, the key priorities identified in the 2015-18 strategy have been met while Customer Satisfaction Surveys indicate a very high level of satisfaction with customer care across all aspects of the service (with between 96% and 99% of respondents indicating that they felt the service they received was 'good' or 'very good'). Most importantly the impact of the service on individuals and groups in their communities indicate the importance libraries continue to play in people's lives – these are evidenced through case studies.

5. THE LIBRARY SERVICE STRATEGY 2019/21 – SUPPORTING PEOPLE AND COMMUNITIES TO ACHIEVE THEIR FULL POTENTIAL

- 5.1 The Draft Strategy and Action Plan 2019/22 can be seen at **Appendix 2 and 3**. The Draft Strategy includes information on current levels of usage, an outline of the provision that is currently available and key priorities for the future. The Action Plan identifies how the priorities will be met in order to achieve the outcomes and impacts desired.

- 5.2 The key priorities for the next three years are proposed as:

- Keeping the service relevant in a rapidly changing environment;
- Embedding new models of service delivery;
- Improving the library experience for customers.

- 5.3 In order to achieve these priorities the service will:

- Enhance the programme of digitisation of resources and make these available online so that customers can access collections at any time;
- Harness new IT developments to improve the customer experience at static, mobile and through the @homelibraryservice;
- Ensure that all staff have the skills required to provide a service that remains relevant at a time when innovations in technology and changing patterns of usage are having an impact on how customers want to engage with the service;
- Invest in infra-structure improvements including co-location with other services in community hubs;
- Embed new models of delivery and monitor customer feedback to ensure they achieve their objectives;
- Ensure that residents have access to a broad range of learning opportunities;

- Work with partners to provide a wider range of information, advice and support on well-being and health;
- Work with partners and volunteers in the heritage, arts and cultural sectors to develop a range of cultural activities.

5.4 The service will work towards ensuring the following outcomes and impacts:

- People will be able to increase their knowledge/skills having used the library;
- People will be able to take part in reading and other cultural events organised by the library of their choice;
- People will feel part of a community using the library service;
- People will be able to take advantage of the opportunities of the digital world through using the library;
- Personal health and well-being will be enhanced by using the library;
- People can participate more fully in local affairs via the facilities in the library

6. NEXT STEPS

6.1 If Cabinet is happy to approve the Library Service Draft Strategy and Action Plan 2019/21, it will be sent to Creative Design and Print and appropriate photographs included and the information included in infographic format so that it is attractive and easy to read. It will also be translated prior to being published on the Council website.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 Due regard has been paid in the development of this strategy to the needs of protected groups and the needs of individuals so that there is equal access to the service and equality of opportunity for residents regardless of their status, gender, disability, background, ethnicity, religious belief or sexual orientation.

7.2 There is no requirement to undertake a full Equality Impact Assessment in respect of this strategy and action plan.

7.3 The content of this strategy and action plan will not have a negative impact on the Welsh language or result in the Welsh language being treated less fairly than the English language.

8. CONSULTATION

8.1 The Strategy document has not been subject to a public consultation. However, the content of the strategy and associated action plan has been influenced both by feedback from customers through the Customer

Satisfaction Surveys undertaken in 2016/17, feedback from the service's 'Keep in Touch' days, and responses from customers and others who have taken part in the recent consultation events at Mountain Ash, Ferndale, Porth where changes to the library provision have been proposed as part of the Council's wider developments of community hubs and town centres. Feedback on the Transformation of the mobile library changes has added to the understanding of customer needs while informal feedback through emails and telephone calls is always forthcoming.

- 8.2 The views of young people have been captured through the Library Service's Children and Young People's Customer Satisfaction Survey and the much wider View Point Survey undertaken by the Youth Engagement and Participation Service at the end of 2018 which included a series of questions to gauge the opinions of young people about libraries and what would attract them to visit and use the facilities.

9. FINANCIAL IMPLICATIONS

- 9.1 The Library Service is aware that there is a limited budget and that the service is required to adhere to its current funding levels. It will work with internal Council services and other partners to apply for external grant funding where appropriate to support any investment in buildings and facilities identified in the Action Plan.

10. LEGISLATION CONSIDERED

- 10.1 The Public Libraries and Museums Act 1964 requires Local Authorities to ensure the provision of a 'comprehensive and efficient' library service without specifying what that entails. However, in Wales the Welsh Public Library Standards has clear quality indicators that library services have to abide by. This Strategy and Action Plan is designed to ensure that Rhondda Cynon Taf Library Service meets its statutory obligations.

11. LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 11.1 The work of the Library Service links to the corporate each of the corporate priorities:

- Building a strong economy;
- Priority of promoting independence and positive lives for everyone;
- Creating neighbourhoods where people are proud to live and work.

- 11.2 This Strategy and Action Plan will ensure that the Library Service is sustainable over the **longer-term** and remains relevant in the face of changing patterns of customer usage and raised expectations of modern library services. In order to provide the maximum benefit possible to customers, and maximise its own resources the service will **collaborate**

with other Council services and partner organisations to facilitate a wide range of activities and events. Co-location in community hubs will add significant value to the service provided to customers and contribute to the creation of a more **integrative** model of provision – specifically one that is focussed on providing early intervention in order to prevent problems and issues experienced by children, young people and families from deteriorating.

- 11.3 The provision of an @homelibraryservice with its expanded eligibility criteria, is designed to **prevent** the most vulnerable customers from being adversely affected by the changes in mobile library provision. The strategy indicates the retention of a Children and Young People’s service as this is seen as essential to ensure access to books and associated activities that will prevent young people from being at a disadvantage in their education.
- 11.4 Customers of all ages will be **involved** in reviewing the services provided at libraries and mobile libraries through Customer Satisfaction Surveys due to take place later in 2019.
- 11.5 This Strategy and Action Plan contributes to the following well-being goals:
 - **A prosperous Wales** – Ensuring a sustainable library service will ensure access to a world of lifelong learning through relevant book stock, online and other materials as well as facilitating access to a wide range of learning opportunities in communities. Support provided for the development of digital skills with free access to Wi-Fi will support contribute to a more skilled and employable population;
 - **A more resilient Wales** – the Strategy indicates the investment to be made in the workforce so that their levels of resilience are increased at a time when the service continues to undergo significant changes;
 - **A healthier Wales** – By providing information through books, online resources and access to advice and support sessions through partner organisations and services, customers will be able to make more informed choices for the benefit of their health. They can also be helped through the Book Prescription Scheme that directly supports people with health concerns;
 - **A more equal Wales** – the commitment to maintain all elements of the library service including mobile and home library provision will ensure that all residents will be able to access the service, regardless of their situation. The piloting of some digital technology will potentially transform the lives of vulnerable people by enabling them to access online learning as well as e-books and other materials;

- **A Wales of cohesive communities** – libraries provide a community centre for residents to gather in, free of charge. There will be continued investment in library buildings under this strategy so that they will contribute to the regeneration of town centres and provide a welcoming space. Libraries will also continue to facilitate the development of reader and learning groups and host the meetings of community organisations. In this way they will provide the glue that holds communities together as they promote tolerance and understanding;
- **A Wales of vibrant culture and thriving Welsh language** – the Strategy and Action Plan makes specific reference to the family history and local studies collections and plans for the further digitisation of collections. This will make an important contribution to the promotion of the heritage of Rhondda Cynon Taf. Much of the historical material is in the Welsh language;
- **A globally responsible Wales** – Rhondda Cynon Taf's Library Service works with other library services across Wales to procure book stock and e-books/online stock to ensure that resources are used most efficiently. This is an element of the work that will continue through 2019-22.

12. CONCLUSION

- 12.1 This report has provided Cabinet Members with a draft copy of the Rhondda Cynon Taf Library Service Strategy and Action Plan 2019/22 for consideration.
- 12.2 If the current draft is approved, it will require uploading onto the Council's website before the end of March 2019 so that the service adheres to the Welsh Government's Welsh Public Library Standards.

Other Information:-

Relevant Scrutiny Committee – Public Service Delivery, Communities and Prosperity Committee

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

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MOBILE LIBRARY SERVICE

Background Papers

None.

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Appendix 1 – Progress against 2015/18 Action Plan

Themes	What do we want to achieve?	What actions are required to achieve the success we need?	Resources required	What are the key PIs that will demonstrate achievement?	Contribution to local, regional, national strategies.	Progress December 2018
Embedding libraries at the heart of communities	Adopt and complete community profiling templates in order to gain a better understanding of local needs.	<p>Good practice template developed through collaboration with other regional Library Authorities. July 2015</p> <p>Dissemination to Senior Librarians for feedback prior to approval of the final version. August 2015</p> <p>Training of relevant staff on the use and interpretation of the community profiling template. March 2016</p>	Principal Librarian to lead with support from nominated staff April 2015 – March 2016.	PI templates developed to capture qualitative measures.	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p> <p>The Fifth Quality Framework for Welsh Public Libraries. – ‘Impact indicators; WPLPI 4.3</p>	Achieved - Community profiles developed for each library in line with identified timescale.

	Community profiling templates are completed for all service points by August 2016 (Year 2)	Timetable for completion developed and agreed.	Senior Librarian time.	Priorities, targets and activities identified in Library Delivery Plans.	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 The Fifth Quality Framework for Welsh Public Libraries. – ‘Impact indicators; WPLPI 4.3	Achieved. Community profiles are now being used to assess the performance of each branch library in order to identify areas where additional support/improvements are required.
	Attract volunteers to work in libraries in specific roles designed to add value to current provision.	Develop a Volunteer Strategy to increase community participation in local libraries by looking at good practice examples from other areas of Wales and the UK. March 2015 Identification of roles which will enhance the current offer in libraries	Head of Community Learning time for development of the strategy and identification of good practice from other areas.	Number of volunteers identified Number of volunteer roles filled. Added value to the service measured through participant	Expert review of Public Libraries in Wales 2014 The Fifth Quality Framework for Welsh Public Libraries. – ‘Use of Volunteers’ WPLS 4.2	Achieved – the number of volunteer hours for 2017/18 was 2,442 compared with 130 in 2015/16.

		<p>and develop relevant job descriptions for those roles. May 2015</p> <p>Uploading of the Volunteer Strategy and volunteer opportunities onto the council website once the documentation has been translated. July 2015</p>	<p>Identification of a management role that will lead as a Volunteer Coordinator.</p> <p>Training of Branch librarians on 'managing volunteers.' (Training also opened out to Boards Members of Community Libraries.</p>	<p>feedback questionnaires.</p>	<p>Rhondda Cynon Taff Voluntary Compact.</p>	
	<p>A seamless service for local residents so that they can continue to benefit from the services and</p>	<p>Provision of a range of support for Community Libraries identified within current funding constraints.</p> <p>Regular meetings established with relevant</p>	<p>Identification of Link Officer allocated to each relevant community group.</p>	<p>Number of joint projects undertaken</p> <p>Number of reservations of stock through Community Libraries.</p>	<p>Expert review of Public Libraries in Wales 2014 – Sustainable Models of Service Delivery 157-174</p>	<p>On-going support provided and bi-monthly meetings attended. The one community library is included in projects such as the Summer Reading Challenge and</p>

	initiatives delivered by the Public Library Service while using their local community managed library.	community groups to discuss issues of common interest.	Resources for specific projects and/or initiatives such as the Summer Reading Challenge. Identification of other potential joint projects.			supported by information and training provided by the Library Service and wider community learning service.
	Implement a range of activities designed to raise the profile of Library Services in communities and encourage an increase in visits, use of IT and	Annual engagement commitments are introduced with agreed targets and outcomes for each Library. June 2017 A Marketing and Promotion Strategy is developed utilising a range of methods designed to attract users to library services.	Principal Librarian, Area Manager and Senior Librarian Mobiles and special services time. Financial resources for specific projects identified as	Annual events and activities figures.	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (7.Attracting the audience)	Keep in Touch sessions organised and consultation undertaken across a number of locations relating to service changes and local engagement– including Ferndale, Mountain Ash, Porth, Hirwaun, Aberdare and the Mobile Library Service.

	engagement in events (based on the results of the community profiles in each library catchment area).	June 2017	priorities in each area (linked to the community profiling results). Allocation of funding for a marketing leaflet and other associated activities.			
Enabling residents to maximise their potential by ensuring access to a range of opportunities	An improvement in literacy skills among children, young people and adults	A 'Reading for Life' initiative to be developed. April 2017 Continue to run the Summer Reading Challenge and seek opportunities to work with partners to develop activities that engage children and adults in reading for pleasure.	Area Librarian; Senior Librarian Schools and Youth; Area and Branch Librarians	Number of participants Borrowing figures	RCT Education Strategic Plan RCT Literacy Strategy and Action Plan	Borrowing figures have continued to reduce over this period (even though downloadable e-book and e-audiobook loans have increased during this period). The Summer Reading Challenge continues to be popular and figures for 2018/19 show a higher level of

		Promote the development of Reading Groups including Alternative Reading Groups for those with visual issues.				engagement and completion than in 2017/18 with 1061 children taking part.
		<p>Work with a range of partners to provide story-telling sessions for children.</p> <p>Identify and apply for relevant external funding as appropriate (e.g. Literature Wales; Night – Out).</p>		<p>Number of participants</p> <p>Number of participants that provide positive feedback on the impact of the event(s)</p>	The Fifth Quality Framework for Welsh Public Libraries – WPLPI Impact Indicators	<p>A regular programme of story-telling sessions is delivered by the School Library Service team across library static service points. This year from April 2018 – January 2019 we have held 89 events with 2220 children attending and 831 adults.</p> <p>In addition to this staff based within static service points organise toddler sessions and external providers such as ‘Little Foxes’ and ‘Rockatots’ run</p>

						<p>sessions at Mountain Ash and Rhydyfelin respectively.</p>
		<p>Monitor the development of the ECALM programme May 2015 - ongoing</p>	<p>Principal Librarian; Senior Librarian Schools and Youth</p>			<p>We have continued to run the ECALM program since its inception in May 2015 (no ECALM programme was run in 2017 due to service changes in the Schools Library Service). Since its inception we have issued 686 library cards to children throughout RCT. Our approach is to target a cluster of schools within an identified area, in 2019 we will be targeting schools within and around Hirwaun.</p>

	<p>Access provided to a wide range of Essential Skills and IT provision in libraries across the county</p>	<p>Work with the leading ES and IT providers on the Adult Community Learning Partnership to develop a programme of relevant provision in libraries.</p> <p>Jointly market the courses using appropriate marketing methods including liaison with Communities First Learning Leads, leaflets, posters and online marketing.</p> <p>Develop digital literacy skills among those seeking work and on benefits; those living in deprived communities; and those studying at</p>	<p>Head of Community Learning; Senior Essential Skills Officer.</p> <p>Community Learning Worker delivery time.</p> <p>Branch Librarian time.</p>	<p>Number of courses offered</p> <p>Number of participants engaged that indicated a positive impact from the activity</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 – Skills for Life (5)</p> <p>Delivering adult community learning in Wales 2010</p> <p>Single Integrated PI – Prosperity (Education and Employability)</p> <p>RCT Education Strategic Plan</p> <p>The Fifth Quality Framework for Welsh Public</p>	<p>Adult Community Learning delivers a very high proportion of its courses at libraries as they offer facilities free of charge and already provide services within communities. They are also places where learners are happy to attend.</p> <p>We have worked with Communities for Work, Housing Associations and Digital Communities Wales + to establish Digital Friday sessions in each of our static libraries.</p> <p>We continue to open up library space for organisations wishing to offer IT provision</p>

		School, Further Education, or informally. March 2016			Libraries – WPLPI Impact Indicators RCT Digital Inclusion Plan	and we have worked with a number of providers including Coleg y Cymoedd and Rathbone to offer sessions.
	Libraries that have the appropriate facilities and range of materials capable of supporting the learning needs of diverse communities.	<p>Ensure the effective implementation of the ICT Libraries Plan 2015/16.</p> <p>Evaluate the digital content currently available through County Borough Libraries. April 2018</p> <p>Continue to invest in an appropriate range of reading materials including E-resources and ensure effective use of the Book Fund.</p>	Principal Librarian/IT Manager	<p>Increased broadband width in each library.</p> <p>Wi-fi access at each library.</p> <p>Upgraded computers at each library by 20----</p>		<p>The ICT Plan was fully implemented as outlined and achieved within the timescale identified. Broadband width was increased and every library now has access to the Cloud which has resulted in a major increase in the use of Wi-Fi hours. Wi-Fi is also available now on the mobile library vehicles.</p> <p>A case is currently being made for new PCs across all libraries in 2020/21.</p> <p>Following a procurement process</p>

					<p>Borrowbox was selected to provide an all-Wales service. This allows us to provide a much larger range of titles (Welsh and English) and authors from one website. Borrowing of e-books and e-audiobooks has grown year on year.</p> <p>A full review of the digital content currently available on Library Service websites and of materials in our Local History Collections that have the potential to be digitised has been carried out. This process has been aided by the appointment of a Digital Apprentice and Graduate Officer</p>
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						to work within the service.
	An extensive digital archive which enables easy access to a range of materials that highlight the rich cultural heritage of the county.	Development of a community volunteer project to digitise relevant materials relating to the heritage and culture of Rhondda Cynon Taf.	Area Manager; Senior Librarian Information Services	Improved product range on the Library Service's website	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (3.Resources for All)	The participation of a number of volunteers and the introduction of a Digital Apprentice has allowed us to digitise more of the library service's local history collection. A Graduate Officer has also been appointed to look at both potential improvements to our Local History websites and offer suggestions on how we can streamline existing processes involved in the digitisation of materials.
Managing the service through a period of change and renewal	The new service structure introduced in June 2014 is embedded and reviewed	Continue to review performance data to assess the impact of the changes and identify areas that may need further amendments.	Head of Community Learning and Principal Librarian.	A clear staffing structure in place A balanced budget achieved after implementation of service reductions.	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (8	New service structure embedded.

	to assess the impact of the changes.				Delivering a quality service)	
	A workforce that is trained so that they are fully equipped to deliver library services in a changing environment.	<p>Undertake a Skills Survey to assess the current skills levels of staff. April 2017</p> <p>Identify areas of specialism that need to be developed if the service is to continue to meet the needs of residents in the future.</p> <p>Draw up a Training Plan for staff to address:</p> <ul style="list-style-type: none"> - areas of new work where all staff require training (such as Universal Credit and Jobmatch); - specialist areas that require some staff to develop their skills further for example support to obtain 	Head of Community Learning, Principal Librarian and Area Manager.	Number of staff trained in areas required for service development.	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (6. Investing in People)	<p>The target has been missed with regard the skills survey; however the recent appointment of a graduate officer has allowed us to task him with the development of a skills audit which will be undertaken in 2019/20.</p> <p>Staff training has taken place in key areas where a need has been identified in respect of government and local targets. Accordingly, all library staff have undertaken GDPR and safeguarding training and staff who are not fluent in Welsh have undertaken Welsh language training with</p>

		professional qualifications. October 2017				<p>some opting to further develop their skills through higher level courses.</p> <p>Training has been undertaken by all staff on the new Sirsi Dynix system and Universal Credit training has been undertaken so that staff can better support residents; digital training is under development for delivery to mobile librarians in January 2019.</p> <p>2 members of staff have been approved for enrolment on the Library and Information Studies degree course (by distance) at Aberystwyth University.</p>
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	<p>A Performance Appraisal system that is relevant and practicable.</p>	<p>Review of the current appraisal documentation is undertaken to assess for applicability in the changed circumstances. March 2016</p> <p>Amended documentation distributed to Senior Officers for feedback. June 2016</p> <p>Approved documentation highlighted to staff with appropriate training provide to those who will implement the system. September 2016</p>	<p>Head of Community Learning and Principal Librarian; Senior Officers/Line Managers.</p>	<p>Number of Performance appraisals completed and training plans approved.</p>	<p>Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (6. Investing in People)</p>	<p>A branch –based performance appraisal system is in place now to assess the performance of each branch and, by implication, the staff at the branch.</p>
<p>Working more effectively with reduced resources</p>	<p>An increase in the co-located services at libraries.</p>	<p>Identify additional options for collaborative delivery with strategic partners.</p> <p>Work with Corporate Estates and the Legal Department to ensure that relevant options are</p>	<p>Head of Community Learning and Principal Librarian.</p> <p>Funding for legal/other</p>	<p>An increase in the number of shared library locations.</p>	<p>Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (2. Sustainable Models of</p>	<p>Co-located libraries can now be seen (or are under development for achievement by March/April 2019) in the following locations:</p> <ul style="list-style-type: none"> • Abercynon

		<p>consistent with any covenants/agreements relating to the use of library buildings.</p> <p>Confirm arrangements with potential partners.</p>	<p>associated costs.</p>		<p>Service Delivery)</p> <p>Expert Review of Public Libraries in Wales 2014 (Sustainable Models of Delivery 157)</p>	<ul style="list-style-type: none"> • Aberdare • Church Village • Ferndale • Llantrisant • Mountain Ash • Porth • Pontypridd • Treorchy <p>Only Hirwaun, Pontyclun, Tonypandy and Rhydyfelin are not co-located at present although each of these facilitates a broad range of programmes delivered by partners at their venues.</p>
	<p>Strategically valuable partners to the Library Service have been identified – that</p>	<p>Review/mapping of present partnerships and their value to the work of the Library Service and its future direction.</p> <p>October 2017</p>	<p>Head of Community Learning and Principal Librarian</p>	<p>Partnership matrix produced.</p>		<p>Monthly reports are submitted by each branch library and these highlight what is being delivered, when and by which organisations. These reports are continually analysed to produce</p>

	can assist in delivering a shared vision.					<p>updated lists of partnerships and the provision they provide.</p> <p>Ferndale, Porth and Mountain Ash Libraries have been included in an extensive local district mapping exercise as part of the community hub developments.</p>
	Identify other areas for efficiency savings to meet budget requirements.	<p>Explore new methods of delivering the Local Studies and Reference service October 2015</p> <p>Explore new approaches to Stock Control through working with other Library Services and learning from good practice in other geographic areas. October 2015</p>	Head of Community Learning and Principal Librarian.	Financial savings identified and implemented.	Medium Term Financial planning Strategy.	<p>The Reference and Local Studies service was reviewed and now operates a different model of delivery.</p> <p>There is no longer a Stock Control section as the service has adopted a Direct Delivery service whereby shelf ready books are delivered directly to branches by our library supplier.</p>

		<p>Produce a report and recommendations as appropriate and if approved by CMT consult with staff prior to implementation.</p> <p>Continue working with other regional Library Authorities to maintain existing collaborative models of service delivery and consider, assess and if suitable implement new collaborative models of service delivery.</p>		<p>Continued participation in existing collaborative schemes such as Books 4 U and the Consortium Purchasing Group.</p> <p>Collaboration with other regional library service in the all Wales library management System project leading to adoption of LMS by December 2018</p>	<p>Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (2.Sustainable Models of Service Delivery)</p> <p>Expert Review of Public Libraries in Wales 2014 (Sustainable Models of Delivery 157)</p>	<p>Ad- hoc items that cannot be provided by our library supplier are catalogued by admin staff.</p> <p>Sirsi Dynix (the All Wales Library Management System) was adopted by the service in 2017 and has now been fully embedded.</p>
	Maximise use of new	Support ICT during the process of upgrading of	Head of Community		Libraries Inspire : The	All staff have been given access to the the

	<p>technology to reduce costs and improve service delivery.</p>	<p>staff and public access computers by agreeing a timescale for implementation and a programme of locations with relevant dates.</p> <p>Provision of relevant training opportunities for staff through the use of RCT Source including development of training materials and courses to assist Library staff to assist customers with their digital support needs</p> <p>Explore the potential of self-service points at Area Libraries. January 2018</p> <p>Identify the most appropriate</p>	<p>Learning and Principal Librarian</p> <p>Time for development of training modules for RCT Source.</p> <p>Funding for potential ICT and Self-service point changes (likely to be introduced on a gradual basis across three years)</p>		<p>Strategic development framework for Welsh libraries 2012-16 (Skills for Life – Promoting Digital Inclusion 5.3)'</p>	<p>councils training platform 'The Source' where they can upgrade their skills through a variety of online courses.</p> <p>Funding for self-service points has been identified and a plan for roll-out to the new library locations is in place.</p> <p>The service has developed its own Facebook page which was introduced at the end of 2016. A Graduate Officer has recently carried out a review of our use of social media and submitted a report for consideration.</p>
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		Authority supported social media platforms that can reach the widest customer base for future development/exploitation April 2016				
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Rhondda Cynon Taf Library Service Strategy 2019/21

The Vision for Libraries in Rhondda Cynon Taf - Supporting people and communities to achieve their full potential.

Context

The library service is a statutory service. The Public Libraries and Museums Act 1964 requires each local authority to provide a 'comprehensive and efficient' library service. Library services in Wales are regulated by the Welsh Government through the Welsh Public Library Standards. In 2017/18 Rhondda Cynon Taf met all of the 12 core entitlements in full. Of the 10 quality indicators which have targets, Rhondda Cynon Taf achieved 5 in full, 1 in part and failed to achieve 4. The full WPLS Assessment Report can be found on the Welsh Government website.

The financial pressures experienced by local authorities in recent years have resulted in the library service reviewing every aspect of its offer to ensure that it:

- remains relevant in an increasingly technological age,
- provides access to the range of opportunities required by residents,
- embraces change and adopts an innovative approach to problem-solving to ensure the service is fit for purpose for the longer term.

Despite pressures on local authority finances across Wales, Rhondda Cynon Taf Council has maintained a mixed model of delivery that includes:

- 3 Area Libraries.
- 10 Branch Libraries.
- A recently re-modelled Mobile library provision.
- A @homelibraryservice.
- A Schools Library Service that offers a loan and advisory service to all primary schools. A Children and Youth Librarian that develops programmes and activities that promotes reading and information literacy among young people.

The Library Service supports the Council's corporate strategies and contributes to strategic priorities as identified in the Council's Corporate Plan – The Way Ahead 2016-2020:

Economy – building a strong economy

People – promoting independence and positive lives for everyone

Place – creating neighbourhoods where people are proud to live and work

The Library Service is guided in everything it does by themes identified by the Welsh Government in 'Connected and Ambitious Libraries,' the Sixth Quality Framework of Welsh Libraries 2017/20 whereby local authorities are encouraged to ensure that the public can benefit from:

- the provision of suitable and appropriate access to public library service points
- a suitable and appropriate range of materials and activities available
- access to adequate levels of staffing and a skilled workforce
- adequate capital investment in buildings, effective ICT and efficient management systems for their library service.

Libraries also play a key role in supporting the local authority to meet the 7 well-being goals identified in the Well-being of Future Generations Act.

Vision

Our vision for Rhondda Cynon Taf Libraries reflect the Universal Offers developed by the Society of Chief Librarians for library services.

DIGITAL: To narrow the digital divide between those who regularly access information online and those who don't.

READING: To help create a more literate and confident society by developing, delivering and promoting reading activities in the library.

HEALTH: To help people manage their health and well-being.

INFORMATION: Ensure that all library users are supported to access quality information and online services in key areas such as careers, health, personal finance and benefits.

LEARNING: Libraries are present throughout a person's learning journey to build confidence, support education, increase creativity and improve digital skills.

CULTURE: More people have access to quality and diverse cultural experiences and events through libraries, especially those less likely to access arts and culture.

Library Service 2017/18

People visiting libraries – 799,101 visitors

Library members – 65,031 members

Loans of books and other materials – 439,094 loans

Volunteer hours – 2442 hours

% usage of Public access PC – 24%

Usage of Wi-Fi in hours – 881,070 hours

Average opening hours each week – 524 hours

% user satisfaction with the service – 96%

Key priorities

- keeping the service relevant in a rapidly changing environment

- embedding new models of service delivery
- improving the library experience for customers

In order to achieve these priorities the service will:

- enhance the programme of digitisation of resources and make these available online so that customers can access collections at any time
- Harness new IT developments to improve the customer experience at static, mobile and through the @homelibraryservice
- ensure that all staff have the skills required to provide a service that remains relevant at a time when innovations in technology and changing patterns of usage are having an impact on how customers want to engage with the service
- Invest in infra-structure improvements including co-location with other services in community hubs
- embed new models of delivery and monitor customer feedback to ensure they achieve their objectives
- ensure that residents have access to a broad range of learning opportunities
- work with partners to provide a wider range of information, advice and support on well-being and health
- work with partners and volunteers in the heritage, arts and cultural sectors to develop a range of cultural activities

Outcomes and impacts

The service will work towards ensuring the following outcomes and impacts:

- People will be able to increase their knowledge/skills having used the library
- People will be able to take part in reading and other cultural events organised by the library of their choice
- People will feel part of a community using the library service
- People will be able to take advantage of the opportunities of the digital world through using the library
- Personal health and well-being will be enhanced by using the library
- People can participate more fully in local affairs via the facilities in the library

Appendix 3: Action Plan 2019/21

Themes	What do we want to achieve?	What actions are required to achieve the success we need?	Responsibility	What are the key PIs that will demonstrate achievement?	Contribution to local, regional, national strategies.
Keeping the service relevant in a rapidly changing environment	Improved and up-to-date digital and computer equipment available at all libraries in RCT.	<p>Evaluate current digital and computer equipment offer.</p> <p>Carry out consultation exercise with library users to identify current needs</p> <p>Explore how we can optimise current technologies and identify new technologies in order to meet identified need.</p> <p>Evaluate current expenditure on digital and computer technologies and rationalise expenditure to better meet current needs.</p>	<p>Information services librarian to lead with nominated staff.</p> <p>Branch staff to deliver consultation exercise.</p> <p>Training of staff on any new technologies introduced by the Library service.</p>	<p>Number of library users that provide positive feedback on the use of digital and computer technologies.</p> <p>Increase in percentage use of available pc time.</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development & WPLSQI 11 Online Access</p> <p>RCT Digital Strategy 2020</p>

		Identify and apply for relevant external funding as appropriate.			
	More access to a wider range of electronic resources.	<p>Evaluate current resources to assess their relevance for users.</p> <p>Evaluate current expenditure on electronic resources and realign existing funds to provide resources that reflect service users' current needs.</p> <p>Continue to work with MALD and the Society of Chief Librarians to identify potential All Wales resources.</p>	Principal Librarian Information Services Librarian.	Increased usage of electronic resources	<p>RCT Digital Strategy 2020</p> <p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development & WPLSQI 11 Online Access</p>
	Improved use of social media platforms for promoting the service to current customers and new customers.	Consider the recommendations within the Graduate report. (Library Service Online Facilities: a report	Information Services Librarian. Graduate Officer	<p>Number of visitors to Library social media websites.</p> <p>Number of library posts on social media platforms.</p>	<p>RCT Digital Strategy 2020</p> <p>Libraries Inspire: The strategic</p>

	Work with the Council's marketing team to promote the Library Services online resources.	into their future development) and implement where appropriate.	Support from IT Department.	Number of people stating that they discovered library events via social media	development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 11 Online Access
	Digitisation of collections and development of an appropriate platform to enable 24/7 accessibility to online resources	Consider the recommendations within the Graduate report. (Library Service Online Facilities: a report into their future development) and implement where appropriate.	Information Services Librarian. Graduate Officer Support from IT Department	Number of visitors to in-house library websites. Number of photographs uploaded to 'Digital Photographic Archive' Number of articles uploaded to 'Our Past' website.	RCT Digital Strategy 2020 Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicator

					WPLSQI 11 Online Access
	More digital programmes and activities for children and young people at RCT libraries.	Continue to identify and implement opportunities for digital programmes and activities. Promote and expand existing digital programmes and activities. E.g. Microbits, Lego and coding classes.	Children and Youth Services Librarian Senior Assistant Librarian (Youth Work).	Number of digital programmes and activities. Number of participants. Number of participants providing positive feedback on the impact of the event(s).	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development & WPLSQI 6 user attendance at Library Events.
Embedding new models of service delivery	A successful and well-used mobile library service that offers a range of services and is	Ensure the effective implementation of the 'Long Stop' model for mobile services.	Area Librarian (North) Mobile Drivers/Librarians	Number of visitors. Number of partners/organisations	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16

	<p>accessed by customers of all ages.</p>	<p>Develop marketing and promotional activities utilising a range of methods to raise awareness of the service and attract users.</p> <p>Develop staff skills to ensure they can fulfil the needs of mobile library users of all ages.</p> <p>Establish regular meetings with Mobile staff to identify issues/opportunities.</p> <p>Monitor developments on a quarterly basis using data from visitor counters, customer feedback, events and activities. Adjust plans as appropriate.</p>		<p>offering information sessions.</p> <p>Number of book loans</p> <p>Number of users expressing satisfaction with the service.</p>	<p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 4 Support for health and wellbeing, WPLSQI 7 – Location of service points & WPLSQI 8 – Library Use.</p>
	<p>A @homelibraryservice that supports customers to access books in a variety of</p>	<p>Ensure the effective implementation of the @homelibraryservice.</p>	<p>Area Librarian Home Library Service staff</p>	<p>Number of service users</p> <p>Number of tablet loans.</p> <p>Number of book loans.</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p>

	<p>formats that meet their needs.</p>	<p>Develop marketing and promotional activities utilising a range of methods to raise awareness of the service and attract users.</p> <p>Liaise with the IT department to develop digital loans via a tablet lending scheme</p> <p>Develop staff skills to ensure they can fulfil the needs of digital borrowers.</p> <p>Establish regular meetings with Home Library service staff to identify issues/opportunities.</p> <p>Monitor developments on a quarterly basis using data from member numbers and customer feedback. Adjust plans as appropriate.</p>	<p>Training for staff on the use of digital devices.</p>	<p>Number of users expressing satisfaction with the service</p>	<p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development, WPLSQI 4 Support for health and wellbeing, & WPLSQI 8 – Library Use.</p>
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	<p>Well-used libraries at the heart of their communities co-located with other services and partners in community hubs at:</p> <ul style="list-style-type: none"> • Ferndale • Mountain Ash • Porth • Pontypridd (Taf Vale) • Tonypandy? 	<p>Work with the Council's Corporate Estates department to develop library services within identified Hub locations.</p> <p>Ensure the smooth transition of library services from existing locations to community hubs.</p> <p>Ensure that the relevant staff receive training required to enable them to work proficiently within a Hub environment.</p> <p>Continuously monitor training needs and seek appropriate training opportunities as staff roles develop.</p> <p>Work in an integrated way with other services and partners to develop good working practices and provide community</p>	<p>Head of community Services Principal Librarian Area Librarians Branch Staff</p> <p>Support of Hub partners and organisations.</p>	<p>Number of service users</p> <p>Number of book loans.</p> <p>Number of partners/organisations offering sessions/activities.</p> <p>Number of users expressing satisfaction with the service</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 4 Support for health and wellbeing, & WPLSQI 5 – User Training.</p>
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		<p>activities and information.</p> <p>Monitor customer feedback and respond accordingly to ensure our services meet customer needs.</p>			
Improving the library experience for customers	All library buildings to be attractive and suitable for the needs of the communities that they service.	<p>Continue to work with the Corporate Estates department to make improvements within existing budgets.</p> <p>Identify and apply for relevant external funding as appropriate.</p>	Principal Librarian Area Librarians	<p>Number of users expressing positive feedback.</p> <p>Increase in facilities available within service as a whole.</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 1 Making a Difference & WPLSQI 2 – Customer Satisfaction.</p>
	More access to learning opportunities for all ages.	Work with leading Essential Skills and Adult Learning partners to	Head of Community Services	Number of attendees at learning activities.	Libraries Inspire: The strategic development

		<p>develop a programme of relevant provision in Libraries.</p> <p>Jointly market the courses using both Library and partner marketing methods and opportunities. For example Adult Education brochures, Library Service Facebook page.</p> <p>Work with Community Partners to co-produce events and activities.</p> <p>Develop closer links with secondary schools to establish a programme of activities aimed at Welsh Baccalaureate pupils.</p>	<p>Principal Librarian Area Librarians Youth Services Librarian.</p>	<p>Number of partners/organisations offering sessions/activities.</p> <p>Percentage of users stating that they achieved their desired outcome by attending the activity.</p>	<p>framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 1 Making a Difference & WPLSQI 3 – Support for individual development,</p>
	<p>Well -developed Reader Development Programmes for all ages</p>	<p>Continue to run the Summer Reading Challenge and promote the Every Child a Library Member (ECALM) campaign in order to stimulate a love of</p>	<p>Principal Librarian Area Librarians Youth Services Librarian.</p>	<p>Number of participants</p> <p>Number of book loans.</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p>

		<p>reading and learning among children and young people.</p> <p>Promote the development of Reading Groups for all ages including Alternative Reading Groups for those with visual issues.</p> <p>Continue to purchase and promote book stock aimed at readers who are less confident in their reading skills. E.g. Quick Reads.</p> <p>Continue to support campaigns that promote reading and the benefits of reading. E.g. World Book Day and the Reading Well scheme.</p>			<p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 – Support for individual development, & WPLSQI 8 – Library Use</p>
	<p>Greater access to information and advice services within libraries including:</p>	<p>Work in an integrated way with other services and partners to develop good working practices and expand on existing</p>	<p>Principal Librarian Area Librarians</p>	<p>Number of advice/information sessions offered.</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p>

	<ul style="list-style-type: none"> - Digital assistance - Health and well-being advice 	<p>schemes and activities. E.g. The Reading Well scheme and Digital Fridays.</p> <p>Continue to develop Community Hub service model and build upon opportunities these create for partnership working.</p>		<p>Number of participants engaged that indicated a positive impact from the advice/activity.</p> <p>Number of Reading Well items issued.</p>	<p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 – Support for individual development, & WPLSQI 8 – Library Use</p>
	<p>Programmes of cultural activities developed with other partners.</p>	<p>Continue to open up library space for culture and creative activities, with the library acting as host to artists and organisations.</p> <p>Collaborate on National, Regional and local cultural events. E.g. Summer Reading Challenge, Armed Forces Day and Rhondda Arts Festival Treorchy (RAFT)</p> <p>Work with the Arts Service, Heritage Service</p>	<p>Principal Librarian Area Librarians Branch Librarians</p>	<p>Number of Cultural Activities held.</p> <p>Number of attendees at Cultural activities</p> <p>Number of attendees at cultural activities stating that participation has increased their knowledge/skills.</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 4 Support for health and wellbeing & WPLSQI</p>

		and external partners on specific cultural projects.			6 – User attendance at library events.
	Well-qualified and skilled staff able to offer advice and support on a wide range of issues.	<p>Carry out a staff skills audit to identify individual training needs.</p> <p>Develop a training plan based upon the findings of the skills audit and ensure the implementation of this plan.</p> <p>Continue to invest in staff development and support identified staff to achieve a recognised library qualification.</p> <p>Continue to support staff with ad-hoc training as and when required/available.</p>	Principal Librarian Area Librarians Graduate Officer Information Services Librarian Youth Services Librarian	<p>Number of staff training hours.</p> <p>Number of staff training events.</p>	<p>Libraries Inspire: The strategic development framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicator WPLSQI 13 – Staffing Levels and Qualifications.</p>
	Good use made of volunteers to add capacity to the service	Continue to identify and develop volunteer opportunities and	Principal Librarian Area Librarians Information Services Librarian	<p>Number of volunteers</p> <p>Number of volunteering hours</p>	Libraries Inspire: The strategic development

		<p>promote these through all available platforms.</p> <p>Continue to support work placement opportunities within established council guidelines.</p> <p>Work to develop a number of volunteering opportunities for Welsh Baccalaureate students.</p>	<p>Youth Services Librarian</p>		<p>framework for Welsh libraries 2012-16</p> <p>Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicator WPLSQI 13 – Staffing Levels and Qualifications.</p>
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