

Appendix 3: Libraries and Heritage Strategy Action Plan: Indicative actions, timescales and performance measures

1. People - Libraries and Heritage services will support people to reach their full potential			
L&H Strategy Priorities	Indicative actions	Timescale	Indicative output measures / impact outcomes
1.1 Increase libraries and heritage contribution to learning and promote library's role in fostering literacy and a love of reading	<ul style="list-style-type: none"> Review Libraries engagement programme for children and young people and initiate enhanced offer Support Early Years development and school readiness by implementing Every Child a Library Member (ECALM) i.e. enabling library membership for children at birth 	<p>Year 1</p> <p>Year 1 (Pilot) Year 2 (Roll out)</p>	<ul style="list-style-type: none"> Increased number of events aimed at children and young people Increased take-up of library services by under 5s Increased % of under 5s registered as library members Increased Bookstart engagement levels Increased borrowing by Early Years (ie under 5s) and children and young people in general
1.2 Support children and young people's learning and parents support for their children's learning	<ul style="list-style-type: none"> Review Libraries learning offer for children and young people and their families Identify opportunities for the History Centre to develop learning offer for schools Review and improve Libraries and Heritage offer to local schools Identify new partners to deliver a programme a STEAM (Science, Technology, Engineering, Arts and Mathematics) 	<p>Year 2</p> <p>Year 2</p> <p>Year 2 (ongoing)</p> <p>Year 2</p>	<ul style="list-style-type: none"> Increased number of school visits to libraries (especially in targeted areas) Increased number of learning activities delivered across libraries and heritage Increased heritage engagement and support for achievement at key stages Improved planning and communication with schools and education partners
1.3 Increase the impact of Libraries and Heritage services on health, wellbeing and active citizenship	<ul style="list-style-type: none"> Sustain and build on the MECC (Making Every Contact Count) model, increasing signposting to available support Explore opportunities for Libraries and Heritage to contribute to improved health and well-being through social prescribing 	<p>Year 1 (ongoing)</p> <p>Year 2 (ongoing)</p>	<ul style="list-style-type: none"> Number of MECC interventions increased Number of partners identified/service level agreements in place and new services piloted, evaluated, and mainstreamed across services Range of resources and number of relevant activities/events delivered

<p>1.4 Support people to develop skills and knowledge</p>	<ul style="list-style-type: none"> • Build on the Libraries' Digital Helper programme and develop opportunities for people to access and gain digital skills and confidence • Work with further education and other adult learning providers to develop learning offer 	<p>Year 2</p> <p>Year 3</p>	<ul style="list-style-type: none"> • Number of ICT access sessions delivered, especially in targeted areas (re. tackling digital exclusion) • Increased number of digital learning/support sessions delivered • Increased opportunities for self-directed learning • Increased access to learning and skills development opportunities for residents • Increased employability of residents
<p>1.5 Equip our staff to deliver innovative services</p>	<ul style="list-style-type: none"> • Implement a Workforce Development Plan to equip staff with skills and knowledge to deliver innovative services including digital skills 	<p>Year 2</p>	<ul style="list-style-type: none"> • Improved skills of staff • Improved staff retention • Improved customer experience

2. Place - Libraries and Heritage services will be recognised as valuable community assets and will strengthen their role in 'place making'.

L&H Strategy Priorities Activity	Initial detailed actions	Planned timescale	Indicative measures and outcomes
<p>2.1 Involve people in the design of libraries and heritage buildings</p>	<ul style="list-style-type: none"> • Complete Library and Heritage Asset Development Plan • Develop and implement a Libraries and Heritage Asset Development Strategy to modernise our buildings and respond to population growth and climate reduction • Actively engage residents and stakeholders in planning the design of Libraries and Heritage buildings using people-centred design 	<p>Year 1 (ongoing)</p> <p>Year 1 (ongoing)</p>	<ul style="list-style-type: none"> • Improved customer satisfaction ratings • Completion of initial evidence-led assessment of current Libraries and Heritage assets • Number of community engagement/co-production sessions around future of Libraries and Heritage assets • Increased capital investment in Libraries and Heritage network • Number of targeted projects/developments to meet projected population growth • Improved capacity for museum and local history storage

			<ul style="list-style-type: none"> Increased capacity and facilities for Libraries and Heritage to support community activities and participation
2.2 Identify ways to improve the carbon impact of our buildings and services	<ul style="list-style-type: none"> Prioritise reduction of the carbon footprint in our buildings in the Libraries and Heritage Asset Development Strategy Identify ways to reduce the carbon impact of general operations (such as the Home Library Service, stock distribution) Review and improve the information/resources provided and engagement programming around the Climate emergency 	Year 1 (ongoing) Year 1 (ongoing) Year 1 (ongoing)	<ul style="list-style-type: none"> Improved sustainability (via carbon reduction/energy efficiency initiatives etc.) of Libraries and Heritage buildings and operations Number of carbon reduction/climate emergency activities and initiatives in place, and resources provided Number of staff completed Climate Action training
2.3 Deliver services to support business start-ups to support economic growth	<ul style="list-style-type: none"> Establish a sustainable 'hub and spoke' Business and Intellectual Property Centre (BIPC) network in OCC libraries Work with partners to deliver a range of business support to aspiring entrepreneurs and SMEs 	Year 1 Year 1 (ongoing)	<ul style="list-style-type: none"> Number of local entrepreneurs supported to start/grow businesses Tangible/positive contribution to local economy, especially in targeted areas Increased number of women, BAME, young entrepreneurs supported
2.4 Use data and intelligence about 'place' to target the specific needs of local communities and drive a culture of service improvement	<ul style="list-style-type: none"> Develop a fit for purpose performance and planning framework for Libraries and Heritage Develop community profiles and performance monitoring/targets for individual libraries Develop impact measures to understand the contribution of Libraries and Heritage services to corporate priorities and community outcomes 	Year 1 Year 1 (ongoing) Year 2 (ongoing)	<ul style="list-style-type: none"> Improved customer satisfaction ratings Complete set of community profiles and regular performance monitoring and analysis Improved understanding of performance at local and county wide level Improved consistency in capturing data and impact intelligence, with alignment to corporate Key Performance Indicators and priorities Increased degree of evidence-led service development
2.5 Work with communities to design services	<ul style="list-style-type: none"> Review the current engagement programme across Libraries and Heritage 	Year 1 / 2	<ul style="list-style-type: none"> Improved customer satisfaction ratings Baseline current levels of usage and participation

which reach the heart of communities, reflect our rich diversity, engage new audiences and are responsive to local needs	<p>with the aim of increasing access and widening participation from all groups</p> <ul style="list-style-type: none"> • Implement an audience development and marketing with targets to increase and widen participation • Explore enhanced models of service delivery to improve access for all including rural communities 	<p>Year 1 / 2 (ongoing)</p> <p>Year 2 / 3 (ongoing)</p>	<ul style="list-style-type: none"> • Number of engagement sessions delivered • Increased levels of active usage and participation coupled with and greater diversity of usage and participation • Creation of a communications and marketing strategy and plan designed to attract wider/more diverse audience • Increased number/delivery of initiatives to combat rural isolation
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Partnership – Libraries and Heritage services will deliver on national and local priorities, increasing strategic and operational collaborations with the full range of partners

L&H Strategy Priorities Activity	Initial detailed actions	Planned timescale	Indicative measures and outcomes
3.1 Develop partnerships that support more resilient, fairer and healthier communities	<ul style="list-style-type: none"> • Review existing partnerships and establish new/more formal ones • Ensure the Oxfordshire business innovation and support sector are embedded in BIPC delivery • Work with further education, third (charity/voluntary) and commercial sector to strengthen library's role in combatting digital exclusion 	<p>Year 1 (ongoing)</p> <p>Year 1 (ongoing)</p> <p>Year 2 (ongoing)</p>	<ul style="list-style-type: none"> • Increased number of service level agreements in place • Increased number of/new partnerships in areas that reflect strategic priorities • Improved opportunities to bid for funding through partnership working • Number of ICT access sessions delivered, especially in targeted areas (re. tackling digital exclusion) • Increased number of digital learning/support sessions delivered
3.2 Maximise partnerships at local and national level to improve the	<ul style="list-style-type: none"> • Develop a plan to maximise funding from national and regional partners to improve financial sustainability and invest in service delivery 	<p>Year 1 to 5</p> <p>Year 1 to 5</p>	<ul style="list-style-type: none"> • Embedding of co-location potential etc. within the Asset Development Plan • Increased number of service level agreements in place

<p>sustainability of services</p>	<ul style="list-style-type: none"> • Identify partners to co-locate and share our building assets where practicable 		<ul style="list-style-type: none"> • Increased number of/new partnerships in areas that reflect strategic priorities • Increased level of external funding (or in-kind contribution) generated • Key partners contribute expertise to capturing the data needed to demonstrate the contribution of Libraries and Heritage services to strategic outcomes
<p>3.3 Value and strengthen our partnership with volunteers supporting service delivery</p>	<ul style="list-style-type: none"> • Review and update all community partnership agreements • Review volunteer strategy, policy and practice • Identify opportunities to strengthen the volunteer voice/roles in Libraries and Heritage • Increased diversity across the volunteer community 	<p>Year 1</p> <p>Year 3</p>	<ul style="list-style-type: none"> • Complete updated set of partnership agreements • Increased number of volunteers/no. of volunteer hours • Increased number of volunteer roles developed and delivered (aligned to service priorities) • Number of volunteer discussion sessions/partnership meetings held • Greater diversity of volunteers