

### Annex 3: Libraries and Heritage Strategy Action Plan: Strategic alignment

OCC Strategic Plan Priority	Libraries and Heritage Strategy Promises (and theme)	Libraries and Heritage Priorities activity	Service Development Plan 2022/23 Action (and specific quarter profiling)
1. Put action to address the <b>climate emergency</b> at the heart of our work	Reduce our impact on the climate by retrofitting our buildings where possible and improving our digital offer (Place)	2.2 Identify ways to reduce the carbon impact of our buildings and services	<ul style="list-style-type: none"> <li>- Map out how each service presently delivers on key aspects of the Climate Action Plan and identify areas for development/improvement (Q1)</li> <li>- Prioritise reduction of the carbon footprint in our buildings in the Libraries and Heritage Asset Development Plan</li> <li>- Identify ways to reduce the carbon impact of general operations (such as the Home Library Service, stock distribution)</li> <li>- Review and improve the information/ resources provided and engagement programming around the Climate emergency</li> </ul>
2. <b>Tackle inequalities</b> in Oxfordshire	<p>Ensure services meet the predicted population growth in the next five years (People, Place)</p> <p>Promote digital inclusion and enhance digital access (People)</p> <p>Support people in the community to gain digital skills, including the potential of advanced technologies such as virtual reality and artificial intelligence (People, Partnership)</p> <p>Support access in rural communities (People, Place)</p>	<p>1.5 Support people to develop skills and knowledge</p> <p>2.4 Use data and intelligence about 'place' to target the specific needs of local communities and drive a culture of service improvement</p> <p>2.5 Work with communities to design services which reach the heart of communities, reflect our rich diversity, engage new audiences and are responsive to local needs</p> <p>3.1 Develop partnerships that support more resilient, fairer and healthier communities</p>	<ul style="list-style-type: none"> <li>- Review the current programmes/Design new programme of events and activities in libraries, the museum and local history centre to increase access and widen participation by all groups (Q1/Q2)</li> <li>- Implement a marketing and communications plan to raise awareness and increase take-up of services (Q2)</li> <li>- Set targets for increasing and widening participation at county-wide and local level for libraries and heritage services and develop impact measures linked to community and corporate outcomes/priorities (Q2)</li> <li>- Set engagement programme in place for 2023/24 ensuring that it meets the objectives of the Including Everyone framework; featuring targeted programming and service development where necessary to reach identified groups/communities (Q4)</li> <li>- Build on the Libraries' Digital Helper programme and develop opportunities for people to access and gain digital skills and confidence</li> </ul>

		<p>4.6 Service efficiency / community access (RFID and Open+ projects)</p> <p>4.7 Produce communications and marketing plan for Libraries and Heritage aligned to strategy</p>	<ul style="list-style-type: none"> <li>- Work with further education and other adult learning providers to develop learning offer</li> <li>- Develop a fit for purpose performance and planning framework for Libraries and Heritage</li> <li>- Develop community profiles and performance monitoring/targets for individual libraries</li> <li>- Develop impact measures to understand the contribution of Libraries and Heritage services to corporate priorities and community outcomes</li> </ul>
<p>3. Prioritise the <b>health and wellbeing</b> of residents</p>	<p>Increase programmes and activities to support people to have active and healthy lives, reducing social isolation and loneliness (People, Partnership)</p>	<p>1.3 Increase the impact of libraries and heritage services on health, wellbeing and active citizenship</p> <p>3.1 Develop partnerships that support more resilient, fairer and healthier communities</p>	<ul style="list-style-type: none"> <li>- Sustain and build on the MECC (Making Every Contact Count) model, increasing signposting to available support</li> <li>- Explore opportunities for Libraries and Heritage to contribute to improved health and well-being through social prescribing</li> <li>- Review existing partnerships and establish new/more formal ones</li> <li>- Work with further education, third (charity/voluntary) and commercial sector to strengthen library's role in combatting digital exclusion</li> </ul>
<p>4. Support carers and the <b>social care</b> system</p>	<p>Increase programmes and activities to support people to have active and healthy lives, reducing social isolation and loneliness (People, Partnership)</p>	<p>1.3 Increase the impact of Libraries and Heritage services on health, wellbeing and active citizenship</p> <p>2.5 Work with communities to design services which reach the heart of communities, reflect our rich diversity, engage new audiences and are responsive to local needs</p> <p>3.1 Develop partnerships that support more resilient, fairer and healthier communities</p>	<ul style="list-style-type: none"> <li>- Sustain and build on the MECC (Making Every Contact Count) model, increasing signposting to available support</li> <li>- Explore opportunities for Libraries and Heritage to contribute to improved health and well-being through social prescribing</li> <li>- Review the current engagement programme across Libraries and Heritage with the aim of increasing access and widening participation from all groups</li> <li>- Implement an audience development and marketing with targets to increase and widen participation</li> <li>- Explore enhanced models of service delivery to improve access for all including rural communities</li> </ul>

			<ul style="list-style-type: none"> <li>- Review existing partnerships and establish new/more formal ones</li> <li>- Work with further education, third (charity/voluntary) and commercial sector to strengthen library's role in combatting digital exclusion</li> </ul>
5. Invest in an inclusive, integrated and <b>sustainable transport</b> network			
6. Improve access to nature and <b>green spaces</b>			*See Climate Emergency activities + number of Libraries and Heritage sites developing green space/garden activities
7. Create opportunities for <b>children and young people</b> to reach their full potential	Strengthen our offer for children, young people and families, including support for early years and improving school readiness (People, Partnership)	<p>1.1 Increase libraries and heritage contribution to learning and promote library's role in fostering literacy and a love of reading</p> <p>1.2 Support children and young people's learning and parents support for their children's learning</p>	<ul style="list-style-type: none"> <li>- Review Libraries engagement programme for children and young people and initiate enhanced offer</li> <li>- Support Early Years development and school readiness by implementing Every Child a Library Member (ECALM) i.e. enabling library membership for children at birth</li> <li>- Review libraries and heritage services to schools (Q2)</li> <li>- Actively recruit volunteers to reflect community profile and increase involvement of young people in volunteering (Q4)</li> <li>- Review Libraries learning offer for children and young people and their families</li> <li>- Identify opportunities for the History Centre to develop learning offer for schools</li> <li>- Review and improve Libraries and Heritage offer to local schools</li> <li>- Identify new partners to deliver a programme a STEAM (Science, Technology, Engineering, Arts and Mathematics)</li> </ul>

<p>8. Play our part in a vibrant <b>local democracy</b></p>	<p>Increase and widen participation in services – physical and digital (People, Place)</p> <p>Build on the role of libraries as providers of trusted information and gateways to other public services (People, Partnership)</p> <p>Increase the opportunities for communities to tell the story of their local heritage (People, Place)</p> <p>Increase access to heritage in person and digitally (People, Place)</p> <p>Further develop museum and library buildings as vibrant community hubs (Place, Partnership)</p>	<p>1.1 Increase libraries and heritage contribution to learning and promote library’s role in fostering literacy and a love of reading</p> <p>2.1 Involve people in the design of libraries and heritage buildings</p> <p>3.3 Value and strengthen our partnership with volunteers supporting service delivery</p>	<ul style="list-style-type: none"> <li>- Review our volunteer strategy and identify opportunities to strengthen the volunteer voice (Q3)</li> <li>- Utilise Heritage Search platform as foundation for increased digital engagement with volunteers and local communities (Q3)</li> <li>- Complete Library and Heritage Asset Development Plan; and subsequently agree and deliver a 4-year capital Asset Development programme off the back of it</li> <li>- Develop and implement a Libraries and Heritage Asset Development Plan to improve capital assets in response to present challenges and predicted growth</li> <li>- Actively engage residents and stakeholders in planning the design of Libraries and Heritage buildings using people-centred design</li> <li>- Review and update all community partnership agreements</li> <li>- Review volunteer strategy, policy and practice</li> <li>- Identify opportunities to strengthen the volunteer voice/roles in Libraries and Heritage</li> <li>- Increased diversity across the volunteer community</li> </ul>
<p>9. Work with <b>local businesses and partners</b> for environmental, economic and social benefit</p>	<p>Increase the contribution of libraries to sustainable economic development, innovation, and entrepreneurship across the county (People, Partnership)</p>	<p>2.3 Deliver services to support business start-ups to support economic growth</p> <p>3.2 Maximise partnerships at local and national level to improve the sustainability of services</p>	<ul style="list-style-type: none"> <li>- Launch and start to deliver a programme of business support through the Oxfordshire Business and Intellectual Property Centre (Q1) and go on to develop and open BIPC ‘spokes’ in Banbury, Blackbird Leys and Bicester (Q2/Q3)</li> <li>- Review museum, archives, and local history current and future physical storage requirements (Q1)</li> <li>- Develop a Libraries and Heritage Asset Development Plan through a process of community and stakeholder engagement (Q1)</li> <li>- Procure and implement a digital preservation storage system, with local authority consortium partners (Q1)</li> <li>- Review current Service Agreements with Museum</li> </ul>

			<p>partners to enable implementation in 2023/24 (Q2)</p> <ul style="list-style-type: none"><li>- Work with OCC and external partners to deliver and extend digital mapping content from the History Service collections (Q2)</li><li>- Open new Banbury Library, including spoke BIPC (Q3)</li><li>- Review existing partnerships arrangements across the services and ensure that they are fit for purpose and aligned to the Libraries and Heritage Strategy (Q3)</li><li>- Develop a plan to maximise funding from national and regional partners to improve financial sustainability and invest in service delivery (Q4)</li><li>- Develop a plan to maximise funding from national and regional partners to improve financial sustainability and invest in service delivery</li><li>- Identify partners to co-locate and share our building assets where practicable</li><li>- Work with partners to deliver a range of business support to aspiring entrepreneurs and SMEs</li></ul>
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