

**Appendix 2**  
**Libraries and Heritage Strategy**  
**Action Plan**

<b>People - our libraries and heritage services will support people to reach their full potential</b>			
<b>Priorities</b>	<b>Actions</b>	<b>Outcomes and measures</b>	<b>Timescale</b>
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"> <li>• Support under 5s early learning and school readiness by implementing Every Child a Library Member (ECALM) to enable library membership for children at birth</li> <li>• Review libraries programme for children and young people</li> <li>• Set targets to improve borrowing amongst children and young people</li> <li>• Set targets for activities to support children's literacy and reading in response to the % of children and young people in the locality</li> <li>• Set annual targets to increase children and young people's visits and borrowing from libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Increased take-up of library services by children under 5</li> <li>• Increased engagement with library services by families</li> <li>• Number of under 5s attending library events increased</li> <li>• % of under 5s registered as library members increased</li> <li>• % of issues to under 5s increased</li> </ul>	<p>Pilot ECALM <i>April – June 2022</i></p> <p>Implement ECALM county wide <i>September 2022</i></p> <p>Review libraries programme for children and young people <i>April – June 2022</i></p> <p>Implement new programme <i>August 2022</i></p> <p>Set targets to monitor performance <i>June 2022</i></p> <p>Review performance against targets annually and implement new activities to increase take-up <i>March 2023</i></p>
1.2 Support children and young people's learning and parents support for their children's learning	<ul style="list-style-type: none"> <li>• Review and improve libraries programme of activities involving parents in supporting children's literacy and reading</li> </ul>	<ul style="list-style-type: none"> <li>• % of libraries activity for parents increased</li> <li>• number of school visits</li> </ul>	<p>Review libraries programme of activities for parents <i>April – June 2022</i></p>

	<ul style="list-style-type: none"> <li>• Review and improve libraries and museums services to schools</li> <li>• Identify opportunities for the history centre to develop learning offer for schools</li> <li>• Identify new partners to deliver a programme a STEAM (Science, Technology, Engineering, Arts and Mathematics)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased take up of offer to schools, particularly in areas of deprivation</li> <li>• Archives and local history support for achievement at key stages increased</li> <li>• Improved planning and communication with schools and education partners</li> </ul>	<p>Implement new programme of activities for parents <i>September 2022</i></p> <p>Review libraries and museums services to schools <i>April – June 2022</i></p> <p>Implement new libraries, museum and history centre offer to schools <i>September 2022</i></p> <p>New STEAM programme launched <i>September 2022</i></p>
<p>1.3 Increase the impact of libraries and heritage services on health, wellbeing and active citizenship</p>	<ul style="list-style-type: none"> <li>• Build on the MECC (Making Every Contact Count) model and train library staff and volunteers to signpost residents to other forms of help</li> <li>• Continue to provide trusted information in libraries and created opportunities for other organisations to provide information through all available channels</li> <li>• Review and improve the information provided on how to reduce climate change in our libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Number of MECC interventions increased and range of services that contribute to health and that library staff signpost to extended</li> <li>• Partners identified and new services piloted, evaluated, and mainstreamed across services</li> <li>• Opportunity for libraries and heritage to contribute to improved health and well-</li> </ul>	<p>Current MECC programme reviewed <i>June – September 2022</i></p> <p>New partners identified <i>June 2022</i></p> <p>Pilot new health and well-being services <i>September 2022</i></p> <p>New digital support programme launched <i>April 2022</i></p> <p>Review performance against targets annually and implement new activities to increase take-up</p>

		being through social prescribing increased	<i>March 2023</i>
1.4 Equip libraries and heritage staff with skills to deliver on innovative services	<ul style="list-style-type: none"> <li>• Implement a workforce development strategy learning from best practice in the sector</li> <li>• Implement an evidence-led planning and evaluation framework to improve understanding of service impact</li> </ul>	<ul style="list-style-type: none"> <li>• Increased staff engagement and empowerment</li> <li>• Staff equipped with required skill set to support communities</li> <li>• Staff awareness of local and national outcomes improved</li> <li>• Continuous service improvement embedded in services</li> </ul>	<p>Workforce Development Strategy adopted <i>July 2022</i></p> <p>Evidence led planning and evaluation adopted <i>September 2022</i></p>
1.5 Support people to develop skills and knowledge	<ul style="list-style-type: none"> <li>• Build on the libraries' Digital Helper programme and develop opportunities for people to access and gain skills in advanced technologies, including VR.</li> <li>• Work with further education and other providers to identify an online learning offer to make available on the library computer network</li> </ul>	<ul style="list-style-type: none"> <li>• Digital exclusion reduced</li> <li>• Opportunities for self-directed learning increased</li> <li>• Increased employability of residents</li> <li>• Increased access to learning and skills development opportunities for residents</li> </ul>	<p>Launch new improved Digital Support and Well-being offer in libraries <i>April 2022</i></p> <p>Launch on-line learning offer in libraries <i>June 2022</i></p>

	<ul style="list-style-type: none"> <li>Identify partners in learning and skills development to deliver programmes in libraries</li> </ul>		
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<b><i>Place - our libraries and heritage services will be recognised as valuable community assets and will strengthen their role in 'place making'.</i></b>			
<b>Priorities</b>	<b>Actions</b>	<b>Outcomes and impact</b>	<b>Timescale</b>
2.1 Involve people in the design of libraries and heritage buildings,	<ul style="list-style-type: none"> <li>Develop and implement a Libraries and Heritage Asset Development Plan to improve library buildings in response to predicted growth</li> <li>Actively engage residents and stakeholders in planning the design of libraries and heritage buildings using people-centred design</li> </ul>	<ul style="list-style-type: none"> <li>Long term plan for libraries in place to meet projected population growth</li> <li>Libraries in the right place with facilities to meet the needs of the local community</li> <li>Libraries and heritage building's ability to support community activities and participation increased</li> <li>Opportunities to improve libraries and heritage buildings energy consumption identified</li> </ul>	<p>Community engagement programme on future of libraries and heritage assets <i>April – July 2022</i></p> <p>Long term plan for libraries and heritage assets published <i>September 2022</i></p>

		<ul style="list-style-type: none"> <li>Up to date services that are inclusive flexible and adaptable to meet future needs</li> </ul>	
2.2 identify ways to improve the carbon impact of our buildings and services	<ul style="list-style-type: none"> <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 services such as the home library service and stock distribution</li> </ul>	<ul style="list-style-type: none"> <li>Number of carbon reduction initiatives through building refurbishments</li> </ul>	<ul style="list-style-type: none"> <li>Within the Libraries and Heritage Asset Development Plan <i>September 2022</i></li> </ul>
2.3 Deliver services to support business start-ups to support economic growth	<ul style="list-style-type: none"> <li>Establish a 'hub' Business and Intellectual Property Centres (BIPC) in Westgate County Library</li> <li>Establish a BIPC 'spoke' in a library in an area of deprivation</li> <li>Work with partners to deliver a virtual and on-line of business support to aspiring entrepreneurs and SMEs to grow</li> </ul>	<ul style="list-style-type: none"> <li>Local entrepreneurs supported to start and grow businesses</li> <li>Positive contribution to local economy</li> <li>Number of women and BAME entrepreneurs supported increased</li> </ul>	<ul style="list-style-type: none"> <li>BIPC centre in Westgate library fully operational <i>March 2022</i></li> <li>'spoke' BIPC operational <i>June 2022</i></li> <li>Programme of business support activated <i>March 2022</i></li> </ul>
2.3 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"> <li>Develop a Community Profile for individual libraries capturing key community data for each library</li> <li>Set targets for increasing and widening participation at county-wide and local level</li> </ul>	<p>Improved understanding of local market for library services</p> <ul style="list-style-type: none"> <li>Consistency in capturing data and impact intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Community profile for each library in place <i>May 2022</i></li> <li>Targets based on community profile agreed <i>June 2022</i></li> </ul>

	<ul style="list-style-type: none"> <li>• Develop impact measures to understand the contribution of library and heritage services to corporate and community outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Improved understanding of performance at local and county wide level</li> <li>• A strong evidence base to justify investment from the council and partners (local and national)</li> <li>• Increased investment in service delivery and improvement in financial sustainability of services</li> </ul>	<ul style="list-style-type: none"> <li>• Impact measures developed and implemented <i>September 2022</i></li> <li>• Opportunities for external funding and investment identified <i>September 2022</i></li> </ul>
<p>2.4 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>	<ul style="list-style-type: none"> <li>• Review the current programmes in libraries, the museum and local history centre to increase access and widen participation from all groups</li> <li>• Implement an audience development and marketing with targets to increase and widen participation</li> <li>• Explore models of service delivery to improve access for all including rural communities</li> </ul>	<p>% of take up from currently under-represented groups increased</p> <p>Improved access to services in rural communities</p> <p>Increased engagement with libraries and heritage targets to increase and widen participation</p> <p>Investment in digital programmes to engage residents actively in understanding and interpreting their heritage</p>	<ul style="list-style-type: none"> <li>• Review current programmes against local community profiles and county wide community analysis <i>June 2022</i></li> <li>• Baseline assessment of participation by rural communities <i>June 2022</i></li> <li>• Implement audience development and communications plan for improved programme with targets to increase use and widen participation</li> </ul>

			<p><i>September 2022</i></p> <ul style="list-style-type: none"> <li>Implement Digital Engagement in libraries and heritage strategy</li> </ul> <p><i>September 2022</i></p>
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**Partnership** – our libraries and heritage services will deliver on national and local priorities, increasing our strategic and operational collaborations with the full range of partners

<b>Priorities</b>	<b>Actions</b>	<b>Outcomes and impact</b>	<b>Timescale</b>
3.1 Develop partnerships that support more resilient, fairer and healthier communities	<ul style="list-style-type: none"> <li>Review existing partnerships and establish new ones</li> <li>Ensure the Oxfordshire business innovation and support sector are embedded in BIPC delivery</li> <li>Work with the third sector, further education and Oxfordshire’s digital businesses to strengthen library’s role in combatting digital exclusion</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships clearly contribute to Libraries and Heritage strategy aims</li> <li>Partner’s ability to influence operational and strategic development of services increase</li> <li>Opportunities to bid for funding of investment through partnership working increased</li> <li>Clear and visible progression routes for</li> </ul>	<p>Review of partnerships <i>April – June 2022</i></p> <p>New partnerships protocol in place <i>July 2022</i></p>

		business support and building digital skills	
3.2 Maximise partnerships at local and national level to improve the sustainability of services	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>• Sustainability of services improved</li> <li>• More partners delivering services</li> <li>• More community generated and run services</li> <li>• Key partners contribute expertise to capturing the data needed to demonstrate the contribution of libraries and heritage services to strategic outcomes</li> <li>• Services closer and more accessible to communities</li> </ul>	<p>External funding and investment plan developed <i>April – June 2022</i></p> <p>Co-location opportunities identified as part of the Asset Development Plan <i>September 2022</i></p>
3.3 Value and strengthen our partnership with volunteers supporting service delivery	<ul style="list-style-type: none"> <li>• Review our volunteer policy and identify opportunities to strengthen the volunteer voice</li> <li>• Actively recruit volunteers to reflect</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of volunteers and number of volunteer hours</li> <li>• Volunteers more engaged and feel empowered to</li> </ul>	<p>Review current volunteering arrangements <i>June 2022</i></p> <p>Implement new Volunteering Policy and Strategy with improved voice for volunteers <i>September 2022</i></p>



	community profile and increase involvement of young people in volunteering	influence service development <ul style="list-style-type: none"><li>• Volunteer knowledge and contribution to service development reflect the communities from which they are drawn</li></ul>	
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