



CAERPHILLY COUNTY BOROUGH COUNCIL

LIBRARY SERVICES

SERVICE IMPROVEMENT PLAN

APRIL 2020 – MARCH 2022

‘Libraries provide everyone with a wealth of information, resources, activities and cultural opportunities. They are places of ambition and learning where people can gain new skills, leading to job success and prosperity; they encourage people to be active and healthy through a range of health information services and partnerships; and they connect and unite people, not only with each other and local communities, but also with culture and the world beyond Wales.’

Welsh Government. Connected and Ambitious Libraries. 2017, p.1.

“Libraries are where minds flourish and grow. They are like a kind of water supply. Without libraries a country can become a kind of desert.”

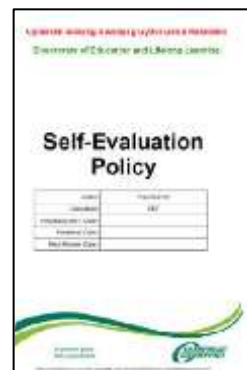
Stephen Fry, Actor and Writer

## CURRENT PRIORITIES AND STRATEGIES

### Welsh Government



### CCBC



Caerphilly Library Service  
Service Improvement Plan  
April 2020 – March 2022

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| <b>Rationale/links to LA self-evaluation outcomes:</b><br><b>TARGET 1</b>  |  | Enable library customers continuing access to library resources during the COVID-19 pandemic to support education, leisure, learning and the health and well-being of Caerphilly residents.   |                              |   |  |
| <b>Welsh Government Priorities</b><br>- Local Government Cultural Services / Cultural Resilience Fund outcomes.<br>- Welsh Public Library Standards / Monitoring Report for 2020.  | <b>Corporate Priorities</b><br>1. Improve education opportunities for all.<br>2. Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-Being of Future Generations (Wales) Act 2015.<br>3. Support citizens to remain independent and improve their well-being. | <b>Education Objectives:</b><br>• Improve 'digital skills' for all ages.<br>• Help those who are not able to follow a traditional attainment path.<br><br>COVID-19 – Libraries closed their doors to the public on Friday 27 <sup>th</sup> March 2020. The closure has provided the library service with opportunities to provide alternative methods of service delivery to residents. New projects are currently being developed and implemented.<br><br>Review and action how we can continue to deliver our services through safe and alternative methods.  |                              | <b>Leader:</b> SR<br><b>Team:</b> Karen Pugh<br>Library Management Team |  |
| <b>Success Criteria: (How will we know when this has been achieved?)</b>   |  | <ul style="list-style-type: none"> <li>Alternative delivery projects created, implemented and reviewed in line with current COVID-19 H&amp;S guidelines.</li> <li>Increase in the use of library service social media platforms and eDigital services.</li> <li>Successful Grant Applications – Cultural Services Fund &amp; Cultural Resilience Fund.</li> <li>Ability to report to Welsh Government, CMT and partners on alternative schemes.</li> <li>Creation and implementation of the 'COVID19: Moving Caerphilly Libraries Forward' planning document.</li> <li>Continue to provide alternative services within current staff restrictions.</li> </ul> |                              |   |  |
| <b>Action</b><br>(What do we plan to do to achieve these objectives?)  |  | <b>Responsibility</b><br>(Who?)   | <b>Timescale</b><br>(When?)  | <b>Resources, Training &amp; Costings</b><br>(Funding)                  | <b>Monitoring &amp; Review</b><br>(What form will this take?)  |
| <b>Alternative Delivery Methods</b><br>Continue to monitor current schemes – Order & Collect, LibraryLink Home Delivery Service by collecting qualitative and quantitative data from application forms, spreadsheets and Symphony. |  | KP / SP   | September 2020 to March 2021 | No cost – officer time  | Monthly collation of stats<br>Grant Application Evaluation Reports<br>Reports for SR, SMT and CT on request. |
| Prepare a draft customer questionnaire for public response to library services during time of COVID-19   |  | KP / CL<br>Team   | November - January 2020      | No cost – officer time  | Collation of questionnaire results   |
| Extend the Order and Collect scheme to all 18 static libraries:  |  | KP / CL<br>Team   | November / December 2020     | No cost – officer time  | Monthly review of RA's is required.<br>121 meeting for all library staff.                                    |

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| <ul style="list-style-type: none"> <li>• Risk Assessment written for approval by CCBC H&amp;S, Trade Unions and CMT.</li> <li>• Ensure all Senior Library Assistant are upskilled for smooth transition of the project from Hub/Town libraries to all libraries.</li> </ul>   |                         |                                  |  |  |
| <p>Implement restricted library browsing and PC use at Hub/Town libraries:</p> <ul style="list-style-type: none"> <li>• Complete Risk Assessment for approval</li> <li>• Write Staff Instruction document</li> <li>• Complete media / publicity releases for CCBC Communication Team</li> <li>• Work with CCBC H&amp;S team to prepare libraries for 'reopening'</li> <li>• Purchase and install safety equipment in buildings before project begins.</li> </ul>                                | KP                      | November 2020-<br>March 2021     | £5,200 grant from WG   | Monthly review of RA's is required.<br>121 meetings for all library staff. |
| <p>Remain updated to the fluid changes in service provision in the Caerphilly Borough and Wales with respect to library services.</p> <ul style="list-style-type: none"> <li>• Continue to attend regular SCL Wales Teams and User Group meetings.</li> </ul>   | KP and CL<br>Team       | September 2020<br>– March 2021   | Costs not known  | Monthly review with SR, SMT,<br>CMT  |
| <p><b><u>COVID19- Moving Library Services Forward</u></b></p> <p>Instruct the Community Librarian team to write and produce a paper describing how our library service can continue to develop during COVID. This will be achieved by:</p> <p>Peer review<br/> Research – internet and professional journal<br/> Attendance at Teams meeting and training<br/> Partnership working<br/> Developing a Timetable of actions/events/promotions and competitions<br/> Promotion of our services</p> | Saran Pope<br>& CL Team | September 2020-<br>November 2020 | No cost – officer time<br><br>Competition prizes etc. –<br>sourced from current<br>Resource Budget | Updates to be provided on each<br>scheme run.                              |
| <p>Approve the document and begin action implementation.</p>  | KP                      | November 2020 –<br>March 2021    | No cost – officer time   | 121 meetings with staff  |

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| <b>Rationale/links to LA self-evaluation outcomes:</b>   |   | Continue to support children and young adults  |                             |   |  |
| <b>TARGET 2</b>  |   | Offer health and well-being initiatives, education, life skills and leisure support to children and young adults in the borough.   |                             |   |  |
| <b>Welsh Government Priorities</b> <ul style="list-style-type: none"> <li>- Local Government Cultural Services / Cultural Resilience Fund outcomes.</li> <li>- Welsh Public Library Standards / Monitoring Report for 2020.</li> </ul>   | <b>Corporate Priorities</b> <ol style="list-style-type: none"> <li>4. Improve education opportunities for all</li> <li>5. Support citizens to remain independent and improve their well-being</li> <li>6. Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-Being of Future Generations (Wales) Act 2015.</li> </ol> | <b>Education Sub Objectives:</b> <ul style="list-style-type: none"> <li>• Aim to reduce poverty within early years.</li> <li>• Raise standards of attainment.</li> <li>• Support learning that enables young and adult employment opportunities including a focus on 'future skills'</li> <li>• Improve the learning environment.</li> </ul> <p>COVID-19: Library services closed their doors to the public on Friday 20<sup>th</sup> March and have yet to reopen their doors. We are however offering alternative delivery methods.</p> <p>Review and action how we can continue to deliver our services through safe and alternative methods.</p> |                             | <b>Leader:</b> Sue Richards<br><b>Team:</b> Karen Pugh<br>Library Management Team |  |
|  |   | <ul style="list-style-type: none"> <li>• Bookstart Scheme reimaged and reintroduced to Health Visitors and parents.</li> <li>• Reading Well for Children resources and literature promoted, loanable and available at all library service points.</li> <li>• Restart two way communication with the current 10 School Engagement schools.</li> <li>• Library projects including online contact in place with primary and infant schools in the borough.</li> <li>• Continue to provide free sanitary products whilst library doors remain closed.</li> <li>• Stakeholder feedback.</li> <li>• Continue work with CCBC Youth Forum</li> </ul>         |                             |   |  |
| <b>Action</b><br>(What do we plan to do to achieve these objectives?)  |   | <b>Responsibility</b><br>(Who?)  | <b>Timescale</b><br>(When?) | <b>Resources, Training &amp; Costings</b><br>(Funding)                            | <b>Monitoring &amp; Review</b><br>(What form will this take?)                                  |
| <b>Bookstart</b><br>Implement new method of Bookstart delivery during COVID-19 closures:<br>Write staff instruction document outlining changes and inform Bookstart Team<br>Library service to update and contact Health Visitors<br>Create social media content<br>Disseminate social media content through partners. |   | Saran Pope and CL Team   | November 2020 – March 2021  | No cost – officer time  | Quarterly review of number of packs handed out.<br><br>Monitor Reorder Form stocktake figures. |
| <b>Period Dignity</b><br>Stocktake current library supplies  |   |  |                             | No cost – officer time  | Stakeholder feedback   |

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| <p>Liaise with the Healthy Schools team for top-up supplies.<br/>         Prepare communication release for staff and CCBC Comms Team<br/>         Go live with communication release – tweet to schools and partners</p>  | <p>Saran Pope<br/>         and CL<br/>         Team</p>                      | <p>November 2020 –<br/>         March 2021</p>  | <p>Possible purchase of paper<br/>         bags £50.00</p>   |  |  |
| <p><b><u>School Engagement Programme</u></b><br/>         Community Librarians to re-engage with current subscribers to the scheme.<br/>         Plan and timetable methods of engagement</p>  | <p>Saran Pope<br/>         and CL<br/>         Team</p>                      | <p>September 2020<br/>         – March 2021</p> | <p>No cost – officer time<br/><br/>         Marketing / Prizes = £200<br/>         from current budget</p>                   | <p>Quarterly review with CL Team</p>                             |  |
| <p><b><u>Reading Well for Children</u></b><br/>         Catalogue gratis sets onto Workflows<br/>         Purchase a further 16 sets of the books<br/><br/>         Write a promotional document and target partners for communication drive.<br/>         Social Media promotions</p> | <p>KP<br/><br/>         KP<br/><br/>         SP and CL<br/>         Team</p> | <p>October-<br/>         December 2020</p>      | <p>No cost – officer time<br/>         £3,365 from Resource<br/>         Budget<br/><br/>         No cost – officer time</p> | <p>Produce quarterly stats for<br/>         Welsh Government</p> |  |

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| <b>TARGET 3</b>   |   | Maintain and improve IT access and digital skills.   |                               |  |  |
| <b>Rationale/links to LA self-evaluation outcomes:</b>  |   | To provide a limited IT service to residents of the Caerphilly Borough: library and non-library members and to further improve residents' digital competency skills  |                               |  |  |
| <b>Welsh Government Priorities</b> <ul style="list-style-type: none"> <li>- Local Government Cultural Services / Cultural Resilience Fund outcomes.</li> <li>- Welsh Public Library Standards / Monitoring Report for 2020.</li> </ul>  | <b>Corporate Priorities</b> <ol style="list-style-type: none"> <li>7. Improve education opportunities for all</li> <li>8. Support citizens to remain independent and improve their well-being</li> <li>9. Enabling employment.</li> </ol> | <b>Education Sub Objectives:</b> <ul style="list-style-type: none"> <li>• Aim to reduce poverty within early years.</li> <li>• Improve the learning environment.</li> <li>• Support learning that enables young and adult employment opportunities including a focus on 'future skills'</li> </ul> <p>COVID-19 – Libraries closed their doors to the public on Friday 27<sup>th</sup> March 2020. The closure has provided the library service with opportunities to provide alternative methods of service delivery to residents. New projects are currently being developed and implemented.</p> <p>Review and action how we can continue to deliver our services through safe and alternative methods</p> |                               | <b>Leader:</b> Sue Richards<br><b>Team:</b> Karen Pugh<br>Saran Pope<br>Community Librarians |  |
| <b>Success Criteria: (How will we know when this has been achieved?)</b>  |   | <ul style="list-style-type: none"> <li>• Classes resume at public libraries and actions of the Digital 2030 programme have been met.</li> <li>• Community Outreach 'online meeting' programme in place with identified partners.</li> <li>• Maintain or increase eDigital services loans, users and turnover</li> <li>• Approval of Cultural Services Grant Bid.</li> <li>• Stakeholder feedback.</li> </ul>   |                               |  |  |
| <b>Action</b><br>(What do we plan to do to achieve these objectives?)   |   | <b>Responsibility</b><br>(Who?)  | <b>Timescale</b><br>(When?)   | <b>Resources, Training &amp; Costings</b><br>(Funding)                                       | <b>Monitoring &amp; Review</b><br>(What form will this take?)                                  |
| <b>Digital 2020 Programme</b><br>Continue liaising with the Adult Education Team during the COVID-19 period to receive regular updates on the project.<br><br>Classes resume at libraries when re-open for public use / purchase power banks (2)<br>Work with Adult Education to promote and publicise.   |   | Karen Pugh   | September 2020-<br>March 2021 | Officer time – no cost<br><br>Estimated £3,000   | Regular meetings with the Adult Education Team and Sue Richards.                               |
| <b>Online Meetings Programme</b><br>Reopen Hub and Town libraries to the public<br>Purchase Chromebooks on approval of WG Cultural Services Fund.<br>Work with CCBC IT to identify how the equipment can be used for 'virtual appointments/meetings' including safety measures.<br>Prepare Service Level Agreement between CCBC resident and library service. |   | Karen Pugh<br>LMT<br>Senior<br>Library<br>Assistants   | September 2020-<br>March 2021 | Officer time – no cost<br>£2,400 (Grant funding if approved)                                 | Feedback to Sue Richards and SMT<br><br>Monitor usage and comments for Grant Evaluation Report |



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| Identify partners<br>Promote service  |  |                               |   |  |  |
| <b>eDigital Services</b><br>Increase library spending for the purchase of heavily requested eBooks and eAudio.<br>Increase library social media presence and consider alternative ways of using online platforms: 'Moving Forward' report.<br>Actions identified in the above report will be implemented. | Karen Pugh<br>Saran Pope<br>Community Librarians | September 2020-<br>March 2021 | Estimate £3,000 from<br>Resource budget<br><br>£500 | Monitor monthly usage reports<br><br>121<br>Stakeholder feedback |  |

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| <b>TARGET 4</b>  |   | Fully utilise the SirsiDynix Symphony Library Management System  |                                   |  |   |
| <b>Rationale/links to LA self-evaluation outcomes:</b>   |   | Develop resource practices and Policies and improve library staff knowledge of the newly introduced Symphony Library Management System and partake in the All-Wales Estyn Allan 2020 project   |                                   |  |   |
| <b>Welsh Government Priorities</b><br>- Welsh Public Library Standards / Monitoring Report for 2020.<br>- Local Government Cultural Services / Cultural Resilience Fund outcomes.  | <b>Corporate Priorities</b><br>10. Improve education opportunities for all<br>11. Support citizens to remain independent and improve their well-being<br>12. Enabling employment. | <b>Education Sub Objectives:</b><br><ul style="list-style-type: none"> <li>Improve the learning environment.</li> <li>Improve 'Digital Skills' for all ages.</li> <li>Support learning that enables young and adult employment opportunities including a focus on 'future skills'</li> </ul>   |                                   | <b>Leader:</b> Sue Richards<br><b>Team:</b> Karen Pugh<br>Saran Pope<br>Community Librarians |   |
| <b>Success Criteria: (How will we know when this has been achieved?)</b>   |   | <ul style="list-style-type: none"> <li>Library stock rotation plans set-up and tested.</li> <li>Symphony staff instruction documents continue to be written by CI's and disseminated to staff.</li> <li>Caerphilly Library Service continue to attend virtual LMS SureSailing and annual LMS meetings.</li> <li>LMT have awareness of LMS Policies and Maintenance of the site in order to update and make changes.</li> </ul> |                                   |  |   |
| <b>Action</b><br>(What do we plan to do to achieve these objectives?)  |   | <b>Responsibility</b><br>(Who?)  | <b>Timescale</b><br>(When?)       | <b>Resources, Training &amp; Costings</b><br>(Funding)                                       | <b>Monitoring &amp; Review</b><br>(What form will this take?)   |
| <b>Stock Resources</b><br>Gather information / library search on current Rotation Plans within libraries in the UK<br>Create a Task and Finish Party to look at current policies and adapt for CCBC use<br>Update Symphony as required<br>Create a Staff instruction and timetable<br>Test process and gather feedback<br>Stock Rotation plans 'go live' |   | Saran Pope<br>CL's   | April 2021–<br>March 2022         | Officer time – no cost   | Regular meetings with Acting Senior Manager, Libraries.<br><br>Discussion at SureSailing meetings if required.<br><br>Feedback to Sue Richards.<br><br>Library staff feedback |
| <b>Symphony Development</b><br>CL's continue to attend LMS SureSailing calls, LMS User Group meetings and annual meetings.<br>CL's continue to update all library staff on changes / amendments / working practices of the LMS.<br>Investigate the ICAM Upgrade with IT and prepare documents relating to the upgrade including Quotes and Business Case |   | Karen Pugh<br>LMT  | September 2020-<br>September 2021 | Officer time – no cost<br><br>Cost for ICAM upgrade – cost not yet know.<br>Quote required.  | Feedback to Sue Richards and SMT<br><br>Regular meetings with Acting Senior Manager, Libraries.<br><br>Discussion at SureSailing meetings if required.                        |

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| <p><b><u>Estyn Allan 2020 Project</u></b><br/> Set up Lead Trainer for the authority.<br/> Purchase IT peripherals relating to the project.<br/> Prepare reclaim f<br/> Provide continued support to Lead Trainer throughout the scheme.<br/> Provide evaluation on the Estyn Allan Project</p> | <p>Karen Pugh<br/> And Damon<br/> Christopher</p> | <p>January 2021 –<br/> January 2022</p> | <p>Officer Time – no cost<br/><br/> Cost for equipment – reclaim<br/> from Cultural Services Fund</p> | <p>KP keep in touch with DC on<br/> regular basis and arrange<br/> meeting if required.</p> |  |
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| <b>Rationale/links to LA self-evaluation outcomes:</b><br><b>TARGET 5</b>  |  | Enable library customers confidently return to Caerphilly public libraries and access library resources post COVID-19 pandemic, ensuring our buildings are safe and trusted.   |   |   |   |
| <b>Welsh Government Priorities</b> <ul style="list-style-type: none"> <li>- Local Government Cultural Services / Cultural Resilience Fund outcomes.</li> <li>- Welsh Public Library Standards / Monitoring Report for 2020.</li> </ul> | <b>Corporate Priorities</b> <ol style="list-style-type: none"> <li>13. Improve education opportunities for all.</li> <li>14. Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-Being of Future Generations (Wales) Act 2015.</li> <li>15. Support citizens to remain independent and improve their well-being.</li> <li>16. Enabling employment.</li> </ol> | <b>Education Objectives:</b> <ul style="list-style-type: none"> <li>• Improve 'digital skills' for all ages.</li> <li>• Help those who are not able to follow a traditional attainment path.</li> <li>• Safeguard all children and young people in order to create a climate for learning, particularly for those most vulnerable.</li> <li>• Improve the learning environment.</li> </ul> <p>Prepare CCBC library services for reopening to the residents of borough in line with WG and CCBC guidance.</p>   | <b>Leader:</b> SR<br><b>Team:</b> Karen Pugh<br>Library Management Team |   |   |
| <b>Success Criteria: (How will we know when this has been achieved?)</b>   |  | <ul style="list-style-type: none"> <li>• Library Marketing plan drafted and approved.</li> <li>• All 18 libraries reopened to pre-COVID opening hours.</li> <li>• Regular LibraryLink deliveries re-established.</li> <li>• Reconfiguration of LibraryLink timetables to incorporate COVID-19 'Home Delivery' residents who wish to continue with this service.</li> <li>• All partnerships resuming at the libraries including school visits, reading groups and room bookings.</li> <li>• Ability to record monthly visitor and issue figures.</li> <li>• All library staff returned to library settings.</li> </ul> |   |   |   |
| <b>Action</b><br>(What do we plan to do to achieve these objectives?)  |  | <b>Responsibility</b><br>(Who?)  | <b>Timescale</b><br>(When?)   | <b>Resources, Training &amp; Costings</b><br>(Funding)  | <b>Monitoring &amp; Review</b><br>(What form will this take?)                                   |
| <b>Library Preparation</b><br>Prepare full reopening of libraries in line with current WG and CCBC COVID regulations and procedures. Include:<br>Staff Instruction Document<br>Possible RA<br>Staff Induction                          |  | KP / CL Team   | Estimated Summer 2020 - ?   | No cost – officer time<br>No cost – equipment purchased | Ongoing discussions with library staff, SR, Trade Unions, HR<br><br>Staff 121 process to resume |

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| <p><b><u>Library Marketing Plan</u></b><br/> Liaise with CCBC Comms Team to plan a 'Welcome Back' series of events, appropriate literature and social media communications:<br/> Allay public fears / worries about returning to a public building<br/> Write the Welcome Back messages.<br/> Plan events</p> <p><b><u>Outreach</u></b><br/> Reach out to library partners<br/> Assess room / space bookings<br/> Begin to utilise the new booking system with partners.</p> <p><b><u>LibraryLink Reconfiguration / Review</u></b><br/> Write plan to reconfigure / review LibraryLink to include new COVID Home Delivery customers to the service – what effect will this have for current LibraryLink customers?<br/><br/> Staff consultation.<br/><br/> Customer contact and actions.</p> <p><b><u>Workforce Development</u></b><br/> Ensure 90% of library staff have received Tier 2: Safeguarding Adults and Children via Teams prior to reopening fully.<br/><br/> Communicate attendees information to Safeguarding Board</p> | <p>KP / CL Team</p> <p>CL Team / SLA</p> <p>KP / SP / LibraryLink Drivers</p> <p>KP</p> | <p>Estimated Summer 2020 - ?</p> <p>Estimated Summer 2020 –</p> <p>April 2021 – December 2021</p> <p>February 2021 – June 2021</p> | <p>Finance for events, literature etc. used from current resource budget</p> <p>No cost – officer time</p> <p>No cost – officer time</p> <p>Possible increase to fuel costs when new timetable begins.</p> <p>No cost – officer time</p> | <p>Review monthly visitor numbers / issue figures</p> <p>Staff consultation</p> <p>121 process</p> <p>Customer feedback</p> <p>Attendee forms submitted to CCBC Safeguarding Team.</p> <p>Monitor completion target %</p> |
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