

**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  |
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| 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.<br/>July 2015</p> <p>Dissemination to Senior Librarians for feedback prior to approval of the final version.<br/>August 2015</p> <p>Training of relevant staff on the use and interpretation of the community profiling template.<br/>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. |

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|  | 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<br><br>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<br><br>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<br><br>Number of volunteer roles filled.<br><br>Added value to the service measured through participant | Expert review of Public Libraries in Wales 2014<br><br>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.  |

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|  |  | <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> |

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|  | 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.<br>June 2017<br><br>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<br>Mobiles and special services time.<br><br>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. |

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|   | 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).<br><br>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<br><br>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<br>Borrowing figures | RCT Education Strategic Plan<br>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).<br><br>The Summer Reading Challenge continues to be popular and figures for 2018/19 show a higher level of |

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|  |  | 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> |

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|  |  |  |  |  |  | <p>sessions at Mountain Ash and Rhydyfelin respectively.</p>   |
|  |  | <p>Monitor the development of the ECALM programme<br/>May 2015 - ongoing</p> | <p>Principal Librarian;<br/>Senior Librarian<br/>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> |

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|  | <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> |



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|  |  | School, Further Education, or informally. March 2016   |                                |  | Libraries – WPLPI Impact Indicators<br><br>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> |

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|  |  |  |  |  | <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<br><br>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.  |

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|  | 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"> <li>- areas of new work where all staff require training (such as Universal Credit and Jobmatch);</li> <li>- specialist areas that require some staff to develop their skills further for example support to obtain</li> </ul> | 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> |

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|  |  | professional qualifications.<br>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"> <li>• Abercynon</li> </ul> |

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|  |   | <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"> <li>• Aberdare</li> <li>• Church Village</li> <li>• Ferndale</li> <li>• Llantrisant</li> <li>• Mountain Ash</li> <li>• Porth</li> <li>• Pontypridd</li> <li>• Treorchy</li> </ul> <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>   |

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|  | 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<br/>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.<br/>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> |



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|  |                     | <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  |

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|  | <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.<br/>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<br>April 2016 |  |  |  |  |
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