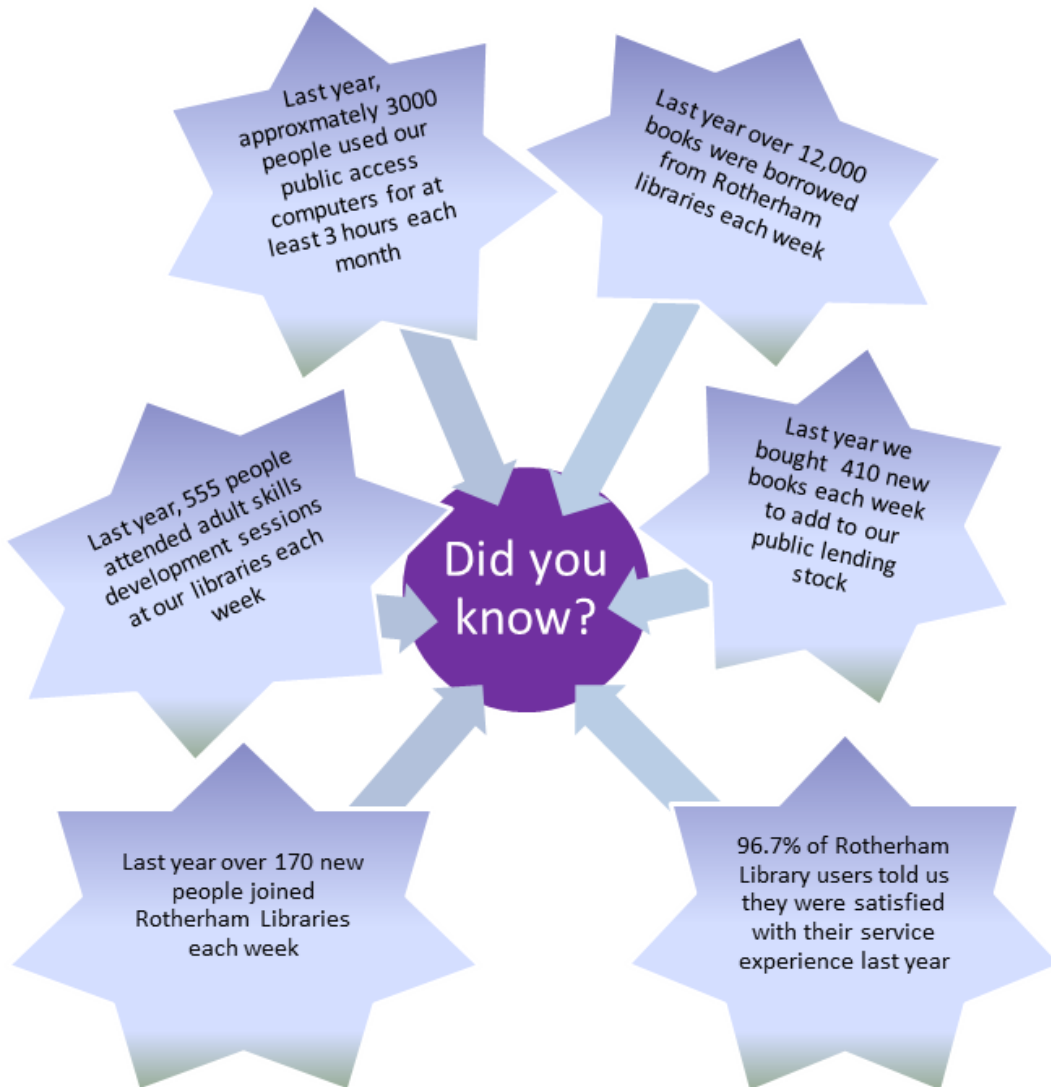


Rotherham Council Library Strategy



2016 - 2019



1. Foreword

Rotherham Libraries and Customer Services provide a wide variety of services to adults and children who live, learn, work in or visit Rotherham and we know that the service is valued by those who use it. This document sets out our future plans for the development of the Library Service. It builds on and replaces the council's successful Library Strategy 2011 - 2015.



Our vision for Rotherham Libraries during the next four years is that:

- ▶ Our Libraries are well used, cost effective and responsive to changing customer needs, available technologies and resources;
- ▶ The services we offer and enable will reflect the needs and make up of Rotherham communities;
- ▶ We will inspire Rotherham's children, young people and their families to enjoy reading and develop their knowledge and skills, so that they are able to improve their quality of life and have an opportunity to realise their full potential.
- ▶ Located in the heart of Rotherham's communities, our library buildings will be recognised community hubs, offering welcoming spaces and providing access to modern digital technology. Our staff will help to bridge the digital divide by supporting Rotherham communities to get online and explore all the benefits that being online brings.

Our challenge is to deliver good and improving library services across the borough during a period of financial stringency. Rotherham Council will have to reduce its budget by a further £48.1 million by 2018/19 and some of these savings will need to come from Library and Customer Services. Rotherham Council is committed to providing excellent library services across the borough, but the need for budget reductions means that the service will have to do things differently and will need to continue to adapt to new technologies and ways of working when responding to the needs and aspirations of our customers.

This strategy recommends that the Council reaffirms its commitment to providing library facilities in the heart of our communities. However, we recognise that in order for us to deliver services whilst facing significantly reduced budgets we will need to use our buildings more effectively and will require continued help from volunteers, community members and our partners to achieve success. Delivery of some aspects of the strategy will therefore be dependent on the public's ongoing commitment to the Library Service.

I believe this is an ambitious yet realistic strategy when set in the context of ongoing pressures on public finances. The draft strategy will be subject to public consultation and the final strategy will be determined by Commissioners in the Summer, 2016.



Councillor Yasseen, Advisory Cabinet Member

2. Introduction

2.1 Background

Rotherham's Library Service provides libraries in the heart of communities across the borough. It offers a wide range of books, e-books and other materials for loan, provides free access to computers and to the internet and also provides a range of activities and events. These activities include helping people to use computers for the 1st time, helping people to get a job, introducing children to stories and picture books, providing opportunities for children and adults to mix with others and helping families to learn new skills.



The net cost of Rotherham's Library Service was £3,259,184 in 2014/15 and it employed 71.7 full time equivalent staff at the end of March 2015.

2.2 The Local Authority Statutory Duty

Rotherham Libraries deliver a statutory service, as directed by the Public Libraries and Museums Act 1964. This act states that the Local Authority has a responsibility to provide a free, comprehensive and efficient library service for all who wish to use it. The act requires the council to provide facilities for borrowing books and other material and states that Local Authorities must encourage adults and children to make full use of the service.

The Secretary of State has the power to intervene if he believes that the Local Authority is not providing a 'comprehensive and efficient' service.

Whilst the core Library Service is free under the Act, the Local Government and Housing Act 1980 and Library Charges (England and Wales) Regulations 1991 give Library Authorities the power to make charges for the provision of specified library facilities.

2.3 National context

Other than the statutory duty, there are no longer national standards for library provision. As a result, library services across the country are delivered in different ways and services are shaped by local policy and customer need.

A range of 'Universal Offers' have been developed by the Society of Chief Librarians (SCL) in partnership with Arts Council England and these were launched in 2013/14. The offers have been informed by customer research and the service that users should expect to receive relating to the key areas of health, digital, reading, information, learning and children. Rotherham's Library Strategy takes account of our commitment to implementing the Universal Offers.

The Department for Culture, Media and Sport (DCMS) is responsible for national library policy and works closely with Arts Council England (ACE) on a range of issues and on developing the sector. Libraries are able to access grants and support from Arts Council England. These grants enable authorities to test new approaches to library service delivery, specifically by working together with arts and other cultural organisations.



The Society of Chief Librarians (SCL) leads and manages public libraries in the United Kingdom. The Society is made up of the heads of service of each library authority. Rotherham Libraries are represented on this body

and play an active role in the Yorkshire and Humber region.

In 2012/13, Arts Council England led a programme of research and debate known as 'Envisioning the library of the future'. This programme helped to develop a long term vision for public libraries in England. The findings from this research focused on four priority areas for development, which were:

- ▶ Place the library as the hub of the community;
- ▶ Make the most of digital technology and creative media;
- ▶ Ensure libraries are resilient and sustainable;
- ▶ Deliver the right skills for those who work in libraries

This research has been used to guide the themes which underpin delivery of Rotherham's Library Strategy 2016 - 2019.





Department
for Culture
Media & Sport



In 2014, central government commissioned William Seighart to investigate how the public library system could best work in the future. Recommendations from this work have now evolved into the development of a Libraries Task Force, led by Local Government. The task force is responsible for providing leadership and nationally reinvigorating public libraries. Rotherham Libraries, in conjunction with the Society of Chief Librarians, will work closely with the task group to implement its priorities for the 1st year, which are

- ▶ Digital enablement – including the provision of universal Wi-Fi access, e-lending, digital shared networks and quality content;
- ▶ Libraries adding value – making stronger, strategic links between libraries and other policies such as Health and Wellbeing, business and economic growth;
- ▶ Best practice – developing a toolkit which will help Local Authorities and library services through sharing and linking to existing and new best practice and building sustainable long term models for libraries;
- ▶ Workforce development – identifying the skills needed to help the library workforce deliver and take on new roles as part of wider service provision;
- ▶ Communications – promoting recognition and support for libraries.

2.4 Rotherham's local demographic profile

The needs of those people who live, work and study in Rotherham have been considered when developing the Library Strategy 2016 - 2019 and underpin the principles we will follow. The Library Service will provide a universal offer to all residents, but will ensure that this offer is flexible to meet the needs of Rotherham people.

Rotherham is one of four metropolitan boroughs in South Yorkshire, covering an area of 118 square miles. Rotherham is made up of a mix of urban areas, suburbs and rural villages, interspersed with large areas of open countryside. About 70% of the borough is rural with about half of the land used for agriculture. Our Libraries will be located across the borough, so that people can obtain the service easily within their own communities.

There is a strong community spirit in Rotherham, with most people working together to do their best for families and communities. The Library Service offer complements this by providing opportunities for people to mix together in an informal environment and to participate in activities and events which celebrate different neighbourhoods and different communities. Our Libraries will act as neighbourhood hubs, bringing communities together and providing a focal point for local service provision.

12% of Rotherham's population live in rural areas. About half of the borough's population live in and around the main urban area of Rotherham and the remainder live in a number of smaller towns - Wath, Swinton, Dinnington and Maltby and in many surrounding villages. The libraries which are located in Rotherham's towns offer access to a wide range of public services.

In 2013 Rotherham's population was estimated to be 258,700. The borough comprises a diverse mix of people, cultures and communities and has an ageing population. Over the next 30 years there will be an additional 20,000 residents over the age of 65, and a relative decline in the younger population. There are approximately 56,100 children and young people living within the borough currently, of whom 16,000 are aged 0 – 4. The Library Service will provide access to reading in all its many forms, for children, adults and families, delivered in engaging and innovative ways. Our libraries will be welcoming spaces for all and will offer activities which will help to combat social isolation and support the elderly to live well in their local communities.

In 2015, Rotherham was ranked 62nd most deprived out of 326 English Districts and a third of the population live in deprived areas. The key drivers of deprivation are health and disability, education, training and skills and employment. To help improve deprivation levels across the borough, our libraries will provide opportunities for people to improve their literacy skills, provide access to skills based training which is linked to improving employment, provide access to ICT and access to advice and support from partner services. Our Libraries will also provide opportunities for apprenticeships and for people to volunteer.



Rotherham's Black and Minority Ethnic (BME) population is relatively small, but has been growing and becoming increasingly diverse. 8.1% of the population belonged to ethnic groups other than White British in the 2011 census. The majority of Rotherham's BME residents were born abroad (55%) and are far more likely to have limited English language skills.

Within Rotherham, BME communities are particularly concentrated in Eastwood, Ferham, Masborough, Wellgate and Broom Valley, which are mainly deprived areas close to the town centre. These were the early settlement areas for the Kashmiri and Pakistani community and recently for the Roma community. Since 2001, there has been some migration of the Pakistani and Kashmiri community to the more suburban areas of Broom and Moorgate. The Library Service will provide materials in other languages and will provide support for those people who need help to improve their language skills.

The 2011 census identified that 21.9% of Rotherham's population had a limiting long term illness. This is higher than the national average of 17.6%. 895 people in Rotherham are on the blind register and 1290 people are on the partially sighted register. The majority of blind and partially sighted people are over 65 years old. There are 265 people living in Rotherham who are on the deaf register and 1,005 people on the hard of hearing register. Rotherham Libraries will offer a wide range of stock for loan, including large print, spoken word and easy read material and the service will provide information and support to enable people to live well for longer.

Rotherham has an above average number of people providing unpaid care, with 31,001 people identified as carers in the 2011 census. Rotherham Libraries will work with our partners to provide information, activities and support to carers.

There are approximately 46,310 people in Rotherham who do not have access to the internet. This estimate is based on ONS data for South Yorkshire, which indicates that 82% of the population in South Yorkshire has access to the internet. Our Libraries will support these people by providing free access to computers, free public wifi and activities and support for people to improve their digital skills or access services online.

2.5 Local context and local policies

The Library Strategy 2016 - 2019 is aligned to the outcomes from the 'Views of Rotherham' community workshops, held in 2015. It supports delivery of Rotherham's Improvement Plan entitled 'A Fresh Start' and Rotherham's Corporate Plan which focuses on our key priorities :

- ▶ Every child making the best start in life;
- ▶ Every adult secure, responsible and empowered;
- ▶ A strong community in a clean, safe environment;
- ▶ Extending opportunity, prosperity and planning for the future; and
- ▶ Running a modern, efficient Council.

Rotherham Libraries work closely with partners and community groups and this enables us to deliver improved and additional services. There are wide ranging examples of such work, including close working with adult learning groups, working in partnership with teachers, working with Rotherham United Football Club to deliver sports activities, working with Public Health England to deliver health and wellbeing activities, working with the advice sector to provide guidance and support for Rotherham residents and working closely with other local authority services to enhance service delivery for Rotherham's adults, children and young people.

"I was made redundant in February 2014. I found it to be a big struggle to start all over again looking for jobs. I came into the library and found a wealth of knowledge from the staff who helped me. They put me into training to enable me to build my confidence. I feel more confident now with my approach to computers. I start my new job on 28 June and I want to thank the library staff and all the services who have helped me on my way to achieving this goal. I have been coming to the library every day and have learned a lot about computers. I don't have a computer at home and coming to Mowbray Gardens Library has allowed me to job

Rotherham's Library Service encourages the use of volunteers and young

"Volunteering was the perfect opportunity for me as it built my confidence and gave me the experience I needed to start off my career. It helped me to apply for jobs as it made me confident in applying and I was able to seek support from the library with applications and was given a glowing reference. I was also introduced to other trained teachers in ESOL that had been teaching for many years so this gave me the opportunities to meet experienced people in the field I wished to start my career in. Through the support I have received I have been able to secure a full time job."

volunteers and recognises the added value that volunteers bring by offering their time, skills, experience and commitment. Our Volunteer Guide provides direction to our volunteers and staff members, enabling them to effectively undertake their duties.

Rotherham's Stock procedures guide the way the local authority buys library books and other library materials. Most of our stock is bought via a North West and Yorkshire book buying consortium comprising 35 authorities. This ensures we are able to buy new material at the best price and we achieve significant discounts on stock purchases. The service buys stock throughout the year, in a wide range of media, and regularly reviews usage so that we can be sure that we are meeting the needs of our service users. In 2014/15, Rotherham Libraries held 278,055 items of stock for public use. The current annual budget available for stock purchases is £277,664. This budget is reviewed annually.



2.6 Key Stakeholders

Rotherham citizens, businesses, councillors, partners of the Library Service, our staff members and our volunteers are key stakeholders in this strategy. The strategy has been developed following feedback from service users, council staff and our partners. Research has also been carried out to determine the likely future trends in service provision. This includes both the use of social media and developments in technologies which provide us with opportunities to develop services to new audiences. The strategy is currently in draft form and we welcome comments from all our stakeholders to support its ongoing development.

3. Rotherham Libraries Current Position

3.1 Service locations

In 2012/13, the Library and Information Service merged with Customer Services to create a larger and more economical service area, which is able to provide a greater range of services in community hubs across the borough. The merger of these services has already achieved savings of over £1.24 million from their combined budgets. The new service area is known as Rotherham Libraries and Customer Services.



There are 15 libraries located across the borough. The service also incorporates two mobile library vehicles and a School Loan Service, which offers resources to support schools.

Currently 98% of Rotherham residents are able to access a library within 2 miles of their home.

Our largest library and customer service centre is located at Riverside House in Rotherham's town centre. The Library @ Riverside holds our biggest collection and range of lending material in the borough, houses heritage and arts items and has indoor and outdoor performance spaces for events and activities, including readings, music recitals, theatre and comedy. Customer Service provision is available here, together with free access to public Wi-Fi, public computers, and a wide range of skills development activities.

There are five Joint Service Centres across the borough, which provide residents with access to a wide range of public sector services, including NHS, leisure and social care facilities. A large library facility is available in four of these Joint Service Centres, located in Aston, Dinnington, Rawmarsh and Swinton. These sites offer free access to computers, public Wi-Fi, digital skills training, supported access to most council services and a community meeting space

Rotherham has a further ten community libraries, ranging in their size and reach, depending on the make-up of each local community. These are based in Brinsworth, Greasbrough, Kimberworth, Kiveton Park, Maltby, Mowbray Gardens, Thorpe Hesley, Thurcroft, Wath and Wickersley. These libraries also offer free access to computers, public Wi-Fi, digital skills training and community meeting spaces.

Two mobile library vehicles serve our rural communities as well as supporting residents who find it difficult to access static sites. The vehicles currently visit 14 villages around the borough and provide vulnerable adults, who are housebound or who are in residential care, with access to the Library Service.

Rotherham Libraries also provide a digital library service, which enables people to access us online 24/7/365. Users can join the library, download e-books and other digital resources, reserve or renew books online and engage with us through social media.

3.2 Service Users

774,115 visits were made to our libraries in 2014/15. Visitors included people attending courses or clubs, people using the library as a space to meet others, people using computers to access the internet, people accessing council services, people using the library as a quiet space to read, do homework or complete research and people wanting to borrow books.

25,684 people borrowed a total of 625,815 books or other material from us in 2014/15 - approximately 10% of Rotherham residents.

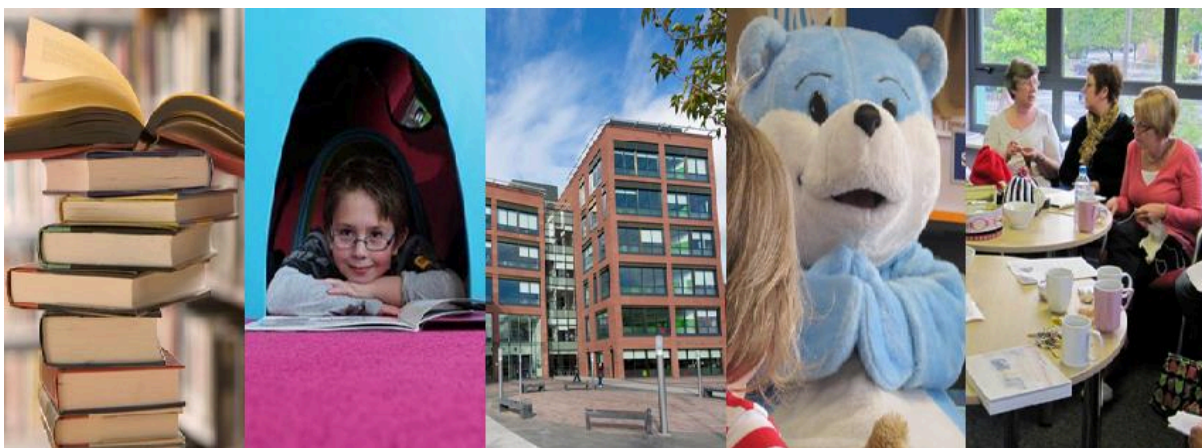


Unfortunately, in the last 4 years, the number of visitors to Rotherham Libraries has reduced in many of our library sites. This is due to many factors, including relocating the central library away from Rotherham Town Centre, an increase in the availability of low cost e-books, many people using the internet instead of libraries to find information quickly and also significantly because of a reduction in the levels of marketing and outreach completed by Rotherham's Library Service.

Usage of libraries is declining nationally and Rotherham is no different to many Local Authorities who are experiencing a reduction in their visitor numbers. Over the last 4 years (2010/2011 – 2013/2014), nationally there has been an 11% decline in visits to libraries and a 17% decline in book loans.

In Rotherham, over the same period, there has been a 12% decline in visits to our libraries and a 30% decline in book loans overall. Rotherham has also experienced a further 8% decline in both visits to our libraries and book loans during 2014/15. The budget used to purchase new stock has reduced by 44% during this period.

Declining usage is not being experienced across all libraries however, and this is the case both nationally and locally. Over the next few years the service will work closely with local authorities, trusts, mutual and community managed sites that are successfully increasing their visitor numbers and book loans. This will enable us to review best practice and improve our arrangements. To have a sustainable future, Rotherham Libraries will continue to focus on the needs of individual local communities, widen our appeal and attract more customers.



3.3 The changing face of Rotherham Libraries

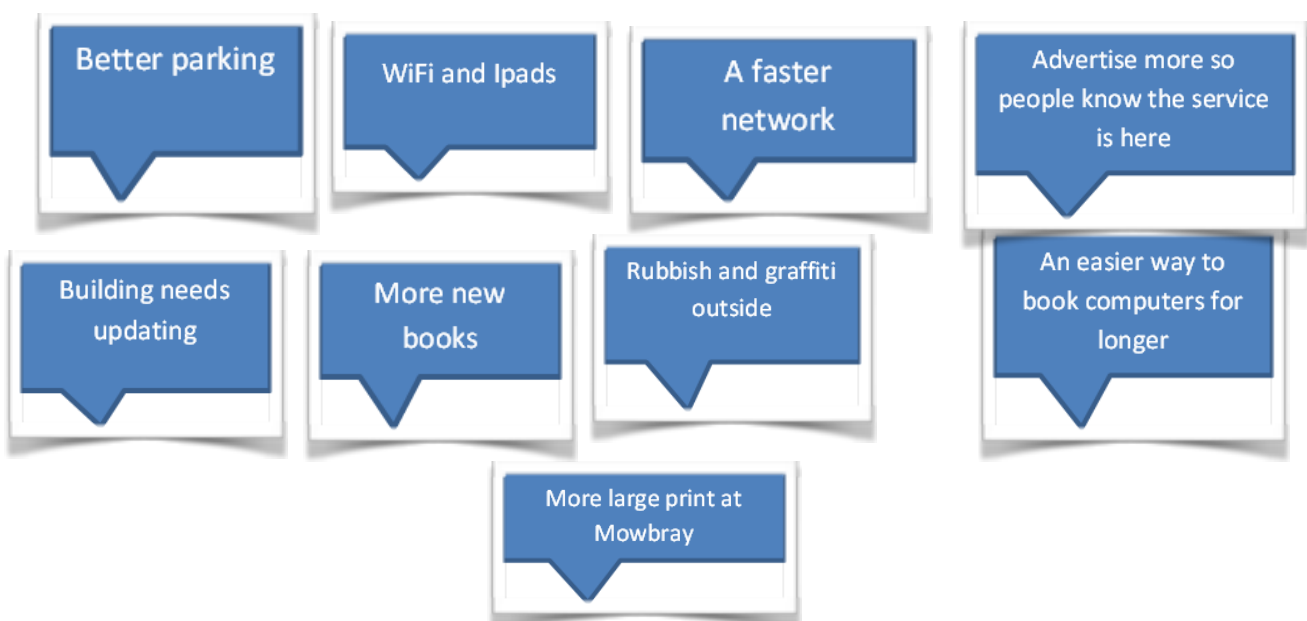
Over the last three years Rotherham Libraries have changed the way that services are delivered. Libraries have successfully merged with the Council's Customer Services function, meaning that customers can now access more services from one place. Whilst implementing the merger we have restructured our workforce and have greater staff flexibility and have a greater focus on outcome based service delivery. Our staff members are knowledgeable, skilled, customer orientated and flexible. We have also recruited a number of excellent volunteers who support us in enhancing the services that we offer.

Customer satisfaction levels have been regularly assessed. In 2014/15, 96.7% of customers told us that they were satisfied with the level of service we provided.

Customers have told us what they like about the service:



and that they would like the following improvements:



Following completion of an assessment of need across the borough in 2012, and in full consultation with our customers, we have revised our library opening hours, changed our mobile library routes and have closed Kimberworth Park Library.

We have continued to invest in our library buildings. We have opened our flagship Library @ Riverside and a brand new library and customer services area within our Joint Service Centre at Rawmarsh. We have also modernised Kimberworth, Dinnington and Aston libraries and have merged the library and customer service centre into one building at Swinton.

Like most libraries nationally, Rotherham Libraries have focused on digital developments which have helped us to improve customer accessibility and modernise our service. We offer free downloadable e books, have begun to actively use social media and have introduced electronic notifications, so that we can be responsive to customer needs and increase our customer reach. We have also included the library service into the Council's single customer account – 'Your Account', meaning that Rotherham residents have online access to a range of council services using a single user id and password.



In addition we have installed self-service kiosks in many of our libraries, eliminating counter queues and releasing staff onto the library floor. We have upgraded our People's Network computer facilities so that our customers have a choice of using tablets and laptops as well as traditional computers and we have recently installed free public Wi-Fi in all our libraries as we are aware that many of our customers wish to utilise their own devices when visiting us.



Working in partnership with others, we help many people to learn new skills or develop existing ones. Activities such as learning ICT skills, work clubs, English classes for speakers of other languages, family learning and staying healthy sessions are regularly run in our libraries. In addition we deliver outreach sessions in community buildings and health centres, which increases the number of customers we are able to support.

National offers have been embedded into our local service delivery offer, as detailed below;



3.4 SWOT analysis

Strengths of the service

- ▶ There is a network of libraries located in the heart of communities which have free wifi, internet access and a good range of lending stock;
- ▶ Many libraries are already co-located, creating a one stop shop for public services;
- ▶ Merger of Libraries and Customer Services creates an efficient, economical service;
- ▶ Strong partnership links exist;
- ▶ Universal offers are already embedded within the local service offer;
- ▶ Helpful and knowledgeable Library and Customer Services staff are well positioned to support customers;

Weaknesses in the service

- ▶ There is a lack of outreach and marketing activity taking place within the service as a result of reduced staffing budgets;
- ▶ Insufficient analysis of the reasons that visitor numbers are in overall decline;
- ▶ Volunteer recruitment is not embedded within the service;
- ▶ Staff training programmes need further development to ensure specialist skills are retained;

Opportunities for the service

- ▶ Modernisation of some library buildings will improve service delivery and help raise brand awareness;
- ▶ Improving access to library services within Rotherham Town Centre may increase customer take up;
- ▶ Potential to build on previous investment to develop libraries as digital hubs within Rotherham communities;
- ▶ ACE grants can be used to develop new ways of working;
- ▶ Redesigning the ground floor of Riverside House could deliver an improved customer experience and support additional services;
- ▶ Exploration of alternative delivery models;
- ▶ Offering services in partnership with others, such as Adult Social Care, Children and Young People's service and Public Health;

Threats to the service

- ▶ Reductions in budgets may compromise the service's ability to provide a comprehensive service;
- ▶ Inability to recruit and retain volunteers within the service will impact on the service offer which can be provided;
- ▶ The service has recently undergone significant change and this is expected to continue over the next few years. The service must retain the appropriate skills and capacity to deliver this change;

4. Vision and Key Principles

4.1 Our Vision

Our vision is that

- ▶ Rotherham Libraries will be well used, cost effective and responsive to changing customer needs, available technologies and resources;
- ▶ The services we offer and enable will reflect the needs and make up of Rotherham's communities;
- ▶ The service will inspire Rotherham's children, young people and their families to enjoy reading and to develop their knowledge and skills, so that they are able to improve their quality of life and have an opportunity to realise their full potential;
- ▶ Located in the heart of Rotherham's communities, our library buildings will be recognised community hubs, offering welcoming spaces and providing access to modern digital technology. Our staff will help to bridge the digital divide by helping to support Rotherham communities to get online and explore all the benefits that being online brings.



4.2 Our key principles

Our Library Strategy has been developed by considering the needs of the people who live, study or work in Rotherham and is guided by the following key principles:

1. Rotherham Libraries will provide all members of the community with access to information and library resources from birth and will be free to join;
2. We will lend our books to all members of the community for free;
3. We will provide a wide range of high quality resources in a range of formats to suit the needs of the community;
4. We will provide free use of the internet, free public Wi-Fi and public access computers, tablets and e readers in our library buildings;
5. We will provide online access to the library service 24/7/365;
6. We will provide welcoming and easily accessible physical spaces which are located in the heart of local communities and, within the resources we have available, open at times to suit local needs.
7. We will work with other council services and our partners so that our libraries continue to grow and become major community hubs;
8. We will work closely with external partners and build relationships with government and non government bodies, so that we can maximise funding within the service;
9. We will continue to provide face to face services to local people, prioritising services to children and young people and vulnerable adults and services focused on increasing jobs and employability;
10. We will use technology to help us become more efficient and enhance our service delivery;
11. We will have a number of skilled, professional staff members who will work in partnership with others to open up access to library resources and deliver added value activities;
12. We will provide spaces to deliver activities which support family learning, including support for employment, developing digital skills and improving the confidence and ability of children in reading, vocabulary and writing skills;
13. We will take steps to protect our service users from any harm when accessing Library and Customer Services.

5. Delivering the strategy

The Library Strategy delivery plan underpins successful achievement of the vision for Rotherham Libraries. The individual projects and actions which are required to achieve the vision are organised around the following key themes:

1. Inspiring a love of reading and providing opportunities to learn skills for life;
2. Developing our libraries as welcoming, easily accessible, attractive places at the heart of Rotherham's communities;
3. Using modern digital solutions to improve service delivery and develop Rotherham libraries as digital hubs;
4. Attracting and retaining our audiences;
5. Delivering excellent services through our employees, partners and volunteers;
6. Developing a range of alternative, resilient and sustainable models of service delivery.

The delivery plan remains in draft format, until public consultation is complete. Following completion and analysis of public feedback, a detailed delivery plan will be developed as part of the adopted Library Strategy. The delivery plan will be monitored and refreshed on an annual basis.

5.1 Proposed Delivery Plan Projects:

5.1.1 Inspiring a love of reading and providing opportunities to learn skills for life

- A. Implement an annual events programme for Libraries - to be completed annually in April;
- B. Expand Schools Loan Service to support pre-school and family reading development and deliver staff training to support Children's reading - to be completed in 2016/2017;
- C. Extend children's literacy initiatives, including working with primary schools to set up book clubs for KS2 pupils - to be completed in 2016/2017;
- D. Implement reading circles attached to ESOL groups - to be completed in 2016/2017;
- E. Devise and implement a new reader's group offer to create a dynamic reading community in Rotherham - to be completed in 2016/2017.

5.1.2 Developing libraries as welcoming, easily accessible, attractive places at the heart of Rotherham's communities

- A. Implement a building refurbishment and maintenance programme to complete the modernisation of community libraries - to be completed by 2018/2019;
- B. Design and implement a programme to facilitate and encourage self service within library buildings - to be completed in 2016/2017;
- C. Review the design of Riverside House ground floor, including reception, to incorporate additional services where appropriate - to be completed in 2016/2017;
- D. Investigate opportunities to merge Maltby Library and Customer Service Centre in line with other Joint Service Centres - to be completed by 2017/2018.

5.1.3 Using modern digital solutions to improve service delivery and develop Rotherham libraries as digital hubs

- A. Develop and implement a digital activity programme, to include code clubs, try before you buy and gamification - to be completed in 2016/2017;
- B. Increase digital take up within the Booklink client base - to be completed by 2018/2019;
- C. Pilot techno hubs within Rotherham library buildings - to be completed by 2017/2018;
- D. Digitise local history photos and make them available via our library network - to be completed by 2018/2019.

5.1.4 Attracting and retaining new audiences

- A. Work in partnership with other services, including Adult Social Care, Public Health and Children and Young people, to make better use of our libraries - phase 1 to be completed by 2017/2018;
- B. Develop an annual programme of Arts and Culture within the Library @ Riverside, working closely with English Touring Opera, ROAR, Gallery Town, Rotherham Music Hub, CLC, RCAT and Thomas Rotherham college - to be completed annually in April;
- C. Develop Rotherham's e book service - to be completed in 2017/2018;
- D. Review customer insight and satisfaction measures within libraries and implement measures to improve performance - to be completed in 2016/2017;
- E. Understand reasons for non use of libraries and implement actions to convert residents to service users - to be completed in 2017/2018;
- F. Develop an outreach programme for children and older people - to be completed in 2017/2018;
- G. Work in partnership with schools to arrange library membership for all Year 3 students - to be completed in 2016/2017;

- H. Develop a business information programme at the Library @ Riverside, in conjunction with Rotherham Youth Enterprise - to be completed in 2018/2019.

5.1.5 Delivering excellent services through our employees, partners and volunteers

- A. Implement an assisted digital programme so that staff, volunteers and partners have the skills to help customers get online in our libraries and customer service centres - to be completed in 2016/2017;
- B. Implement digital champions - to be completed in 2016/2017;
- C. Implement a customer care programme for library and customer services staff members - to be completed in 2016/2017;
- D. Implement a workforce development programme to ensure that staff and volunteers have relevant, up to date knowledge and skills - to be completed in 2016/2017;
- E. Deliver front line training on internet safety, in line with guidelines issued by the Child Exploitation and Online Protection Centre - to be completed in 2016/2017;
- F. Develop and deliver a reader development programme across the workforce - to be completed in 2017/2018.

5.1.6 Develop a range of alternative, resilient and sustainable models of service delivery

- A. Refresh the borough assessment of need and consult with the public on future options for service delivery - to be completed in 2016/2017;
- B. Complete a review of the Libraries on the Go service - to be completed in 2016/2017;
- C. Explore the creation of a centralised service support area by merging teams and gaining economies of scale - to be completed in 2016/2017;
- D. Implement a volunteer recruitment programme - to be completed in 2016/2017;

- E. Explore options for the replacement of Brinsworth Library - to be completed in 2017/2018;
- F. Identify opportunities to introduce pop up libraries in key areas of the borough - to be completed in 2016/2017;
- G. Investigate opportunities for income generation - to be completed by 2018/2019.

6. Roles and responsibilities

The Assistant Director for Planning, Regeneration and Culture is the sponsor and strategy lead and the Customer and Cultural Services Manager is the operational lead for delivering the Library Strategy 2016 - 2019.

Progress will be monitored by the Environment and Development Services Directorate Management team and progress against specific actions will be reported within the Council's Improvement Plan.

7. Finances

Successful implementation of the plan will support a comprehensive and efficient library service, whilst also achieving budgetary reductions. We will regularly evaluate the cost of services and look for opportunities to reduce service costs whilst also continuing to meet customer needs.

Resources will need to be allocated to deliver the plan. This includes finance, technology, people and skills. A variety of funding sources have been identified to support its delivery. These include the Council's capital programme, existing service budgets and grants. The funding implications for this Strategy have been incorporated into the Council's Medium Term Financial Strategy.

Additional investment will be required to implement self-service functionality and enable a greater shift towards self service. This investment will support the realisation of longer term savings within the authority. The investments will be determined by clear business cases, which demonstrate improved service delivery and reduced costs.

8. Risks

The table below shows the risks attached to the delivery plan.

Risk	Mitigation	Responsible Officer
There are insufficient skills or resources to progress the actions at the pace required;	Robust governance, ensuring actions are implemented with necessary resources and slippage is flagged early;	Assistant Director, Planning, Regeneration and Culture.
Budget reductions linked to alternative service delivery models cannot be accurately identified until customer consultation and the borough wide needs assessment is complete;	Robust governance and quality control of financial projections;	Budget working group and Customer and Cultural Services Manager.
Reductions in service delivery could result in non compliance with the Council's statutory duty;	Effective consultation and thorough Assessment of Need completed to support recommended changes;	Customer and Cultural Services Manager.
Communication is not effective;	Communication plan developed for all key stakeholders and reviewed regularly;	Customer and Cultural Services Manager