

Objective: CREATIVE AND CULTURAL ENRICHMENT (Champion: Head of Creative Programming & Engagement, Culture, Sport and Tourism)				
Service Offer	Tasks	Milestone	Lead	Due Date
Offer a programme of cultural and artistic activities and events that provide everyone with the opportunity to enjoy some form of cultural experience.	Work in partnership with the rest of Culture, Sport and Tourism in order to deliver a programme of group based activities as part of the Rotherham Together programme providing a creative response to recovery from COVID-19 in Rotherham with a focus on offering particular support to those who are bereaved	- Delivery of group-based activities as part of the Rotherham Together programme from October 2020 until April 2021	Head of Operations and Business Transformation	April 2021
Seek funding to extend the cultural offer and engage with a wider range of interests, supporting the local and regional cultural sector.	Work with colleagues in Parks and Green Spaces to extend the Library into the outdoors	- Run a programme of events within parks and green spaces in order to increase the number of engagements	Operational Manager North/South	September 2021
	Target hard to reach communities identified during the recent consultation (BAME, Young people, males and self-identified disabled) and those with protected characteristics	- Work with partner organisations such as Voluntary Action Rotherham (VAR) to develop a programme	Operational Manager Central	April 2021

	Sustain the increased participation of online activities	<ul style="list-style-type: none"> - Digital training for all Library Staff - Keep the online content refreshed in order to sustain existing participation numbers - Utilise other CST social media platforms to promote the library offer 	Operational Manager Central	April 2021
	Explore regional and national funding opportunities	<ul style="list-style-type: none"> - Work with neighbouring authorities. - Utilise Libraries connected for opportunities - Apply for at least 2 funding opportunities during 2021/22 	Operational Manager Central	March 2022
The service will seek to increase art, dance, music and theatre into the library space, working with existing partners with emphasis on bringing stories to life.	Deliver a programme of activities through the Flux Capacitor programme which will specifically target those people in communities of lowest engagement including BAME communities and Young people 16 – 25 years	<ul style="list-style-type: none"> - Develop and deliver a full programme of activities during 2021/22 - Capture information/statistics in relation to impact including case studies 	Operational Manager North/South	December 2021
	Support the delivery of Fun Palaces at variety of library sites, working with colleagues in the wider service to co-ordinate and grow	<ul style="list-style-type: none"> - Support the delivery of an additional 2 Fun Palaces during 2021/22 - Monitor the uptake by joining with wider services and the impact this has on increased numbers 	Operational Manager North/South	October 2021

	Delivery of the Anne Frank exhibition in the central library, creating an exciting and high-quality experience to those who visit.	<ul style="list-style-type: none"> - Communicate exhibition through all available platforms - Increase the number of engagements to this event by 10% based on the previous year that the event was held 	Operational Manager Central	October 2021
Communication about library activities will be improved, especially those which are free and low cost and promote cohesion and community spirit.	Production of a marketing plan in order to encourage the take up of activities across libraries.	<ul style="list-style-type: none"> - Demonstrate an increase in activities by 10% for the year 2021/22. 	Service Development and Communities of Interest Operational Manager	March 2021

Objective: READING AND LITERACY
(Champion: Assistant Director, Culture, Sport & Tourism)

Service Offer	Tasks	Milestone	Lead	Due Date
<p>The service will encourage and support everyone, especially children and young people, to develop a life-long love of reading; for example, through continuing partnership work with places where children go and organisations which work with them.</p>	<p>To carry out promotional work in order to encourage increased subscriptions to the Schools Library Service</p>	<ul style="list-style-type: none"> - Organise a schedule of promotion events, having a staff presence around the borough Increase in the subscriptions to the Schools Library Service by 5% 	<p>Communities of Interest Team Leader</p>	<p>March 2022</p>
	<p>To continue to build on the service offer working in partnership with others such as Grimm & Co, Museum, Green Spaces and Theatres</p>	<ul style="list-style-type: none"> - Regular communication with partnership organisations and the delivery of joint events during 2021/22 	<p>Operational Manager North/South</p>	<p>June 2021</p>
	<p>Delivery of the Summer Reading Challenge and associated summer activities</p>	<ul style="list-style-type: none"> - Increase the take-up of the Summer Reading Challenge by 10% for 2021/22 - Roll out a programme of pop up library events in country parks and woodland space. 	<p>Communities of Interest Team Leader</p>	<p>March 2022</p>
	<p>Continue to work with the Reading Agency to deliver services to children</p>	<ul style="list-style-type: none"> - Delivery of focussed activities during 2021/22 - Roll out of Bookstart packs 	<p>Communities of Interest Team Leader</p>	<p>March 2022</p>
	<p>Delivery of a wide range of activities to focus on engaging children of all ages within local communities, particularly those aged 11+</p>	<ul style="list-style-type: none"> - Increase engagement by 10% 	<p>Communities of Interest Team Leader</p>	<p>March 2022</p>

	Work as part of the Rotherham 0-5 Speech, Language and Communication Needs (SLCN) Strategic Group in order to deliver key priorities	<ul style="list-style-type: none"> - Training of all Library staff in the SLCN Universal Training Offer. - Library activities and services to be included within the SLCN model pathway - Proactively promote and signpost families with identified SCLN needs 	Head of Operations and Business Transformation	April 2021
Offer a wide range of reading items, including e-books, e-magazines, large print, audio-books, newspapers and magazines to support the personal literacy development of individual readers.	Ensure sufficient budget to fulfil the range of titles and genres	<ul style="list-style-type: none"> - Stock budget to be spent for 2020/21 in order to fulfil the wide-ranging offer 	Service Development and Support Team Leader	March 2021
	Ensure stock is distributed according to local need, considering those with protected characteristics within the local demographic	<ul style="list-style-type: none"> - Review that stock within libraries is relevant to what the communities want and need following consultation 	Service Development and Support Team Leader	March 2021
	Ensure stock is promoted and displayed in an attractive style to encourage reading for pleasure to all ages	<ul style="list-style-type: none"> - Train all frontline staff how best to fulfil stock and how it can be displayed to attract interest 	Service Development and Support Team Leader	March 2021
The service will continue to develop readers' groups, including online, themed and targeted groups.	Establish new reader groups targeting underrepresented sectors e.g. Males, BAME, Children and disabled. Encourage virtual and face to face groups to grow and support them in building an identity in the community inclusive of all	<ul style="list-style-type: none"> - Introduce a further 2 readers groups. 	All Team Leaders	July 2021

Participate in national and regional reading events that encourage participation, especially among children, such as the Summer Reading Challenge.	Roll out of Summer Reading Challenge 2021	- Increase number of participants during 2021/22 by 10%	Communities of Interest Team Leader	June 2021
	Hold author visits at various times during the year to create excitement around books and reading for pleasure	- Deliver 4 author events during 2021/22	Communities of Interest Team Leader	March 2022
	Delivery of pop up and outdoor libraries in order to encourage reading.	- Embrace 4 new locations in various parks and woodlands in order to provide the opportunity to engage with those currently not accessing the service with particular focus on underrepresented groups	All Team Leaders	March 2022
	Support and enable staff to utilise the skills learnt to inform their future practice within Libraries and Neighbourhood Hubs in the delivery of activities.	- Work with neighbouring authorities to learn and adopt new skills where it has worked well for other libraries.	Operational Manager North/South	March 2021

Objective: DIGITAL ACCESS AND LITERACY

(Champions: Head of Customer Services, and Head of Digital services, Customer Information and Digital Services)

Service Offer	Tasks	Milestone	Lead	Due Date
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Up-to-date computer equipment will be provided for people to use free of charge along with free Wi-Fi access in all library buildings. There will also be the facility for customers to print from their own devices.	Deployment of new public network PC's across all libraries	<ul style="list-style-type: none"> - Roll out to all sites - Obtain feedback from users on the new equipment 	Head of Operations and Business Transformation	December 2020
	Deployment of Netloan system which enables customers to book PC's and release prints without the need for staff interaction	<ul style="list-style-type: none"> - Roll out to all sites 	Customer Information and Digital Services Senior Officer	December 2020
Encourage digital literacy among children through developing such things as digital makerspaces and after school code clubs.	Delivery of Makerspaces	<ul style="list-style-type: none"> - Identify library sites with facility to host this - Engage with other libraries who already offer makerspace - Provision of Makerspaces at 2 sites 	Operational Manager Central	March 2022
	Further roll out of code clubs	<ul style="list-style-type: none"> - Identify sites that require additional code clubs - Roll out at two additional sites during 2021/22 	Communities of Interest Team Leader	March 2022
Trained staff, volunteers and partners will support people getting online and using ICT with confidence, ensuring that no one is left behind.	Staff and volunteers undertake Libraries Connected e-learning which includes 3 digital modules	<ul style="list-style-type: none"> - All library and volunteers staff to complete training (referenced within PDR's) 	Service Development and Support Team Leader	December 2020

	Ensure assisted access is provided in line with Customer Access Strategy	- Staff to continue to work closely with CIDs Customer Service to ensure assisted access is provided in order to deliver against the strategy	Service Development and Support Team Leader Customer Information & Digital services (CIDs) Customer Service Team	April 2021
	Ensure staff can support customers transact digitally	- All frontline staff to be trained in specific Council and partner services which are delivered online in order to offer relevant support	Service Development and Support Team Leader	April 2021
The Libraries workforce will be skilled and knowledgeable in the support they give, focusing on assisted digital processes	Staff to support each other and train volunteers/mentor new recruits	- All staff will be fully trained in how to use new and existing digital technology to ensure they are confident and competent themselves	Service Development and Support Team Leader	April 2021

Objective: HELPING EVERYONE ACHIEVE THEIR POTENTIAL
(Champion: Head of Operations and Business Transformation, Culture, Sport and Tourism)

Service Offer	Tasks	Milestone	Lead	Due Date
Continue to offer a wide variety of stock and materials for loan or reference in various formats, both traditional and digital	Ensure that the range of stock is specifically chosen to be inclusive of all Rotherham communities and those with protected characteristic.	<ul style="list-style-type: none"> - 210k to be spent on stock for 2020/21 - Obtain feedback from communities to understand the demand. 	Service Development and Communities of Interest Operational Manager	March 2021
Continue to adapt and mould the service offer to meet the needs of the local community, ensuring that no one is left behind as the service shape the refreshed service offer	Ensure that the service offer meets the needs of each community. Working in line with other service strategies, e.g. Thriving Neighbourhoods to cross-cut agendas	<ul style="list-style-type: none"> - All sites to work closely with their local community groups, partners, neighbourhood officers and Ward Councillors 	Operational Managers Central/North/South	March 2021
	Work with the British Library and neighbouring local authorities to become a Business and intellectual Property Centre (BIPC), supporting small business owners and entrepreneurs across Rotherham to start up and grow their businesses	<ul style="list-style-type: none"> - Regular meetings with Sheffield Council to plan for rollout at allocated library site - An information specialist will provide advice, deliver training to local staff and arrange partner-led workshops and 1-1s with a specific site 	Head of Operations and Business Transformation	January 2021

Support school age children with homework and college/sixth form students with their studies, working with local education departments to promote this	Allow children/young adults to learn outside the classroom and access additional support in the form of digital and additional resources	<ul style="list-style-type: none"> - Develop 2 additional after school clubs /homework clubs with dedicated study space 	Communities of Interest Team Leader	December 2021
Support adults from all communities to get back into education or work, by offering access to online information and face to face support.	Work with the DWP to assist job coaches becoming closer to communities	<ul style="list-style-type: none"> - Facilitate Job Coaches operating from Libraries, 	Head of Operations and Business Transformation	December 2020
	Support adults to access apprenticeships or further training to enhance employability skills for the future.	<ul style="list-style-type: none"> - Explore opportunities to delivery virtually - Work with communities to offer this within a suitable space within libraries 	Team Leader Central	March 2022
Supported by Voluntary Action Rotherham, the service will offer a range of volunteering opportunities to individuals and community groups to enhance the delivery of the library service.	Increase the number of volunteers within the service	<ul style="list-style-type: none"> - Work with VAR as our primary partner in order to increase the number of volunteers by 50% during 2021/22. 	Operational Manager Central	December 2021
Increase the number of new apprenticeships available within the service.	Increase the number of apprenticeship posts within the Library Service structure	<ul style="list-style-type: none"> - Appoint 3 apprentices 	Operational Manager North/South/Central	October 2020

Ensure library staff are trained to support customers to make the best use of the full range of library resources, along with encouraging the take up sector specific qualifications.	Staff and volunteers undertake Libraries Connected e-learning which include 3 digital modules.	- Ensure that all library staff and volunteers undertake the training	Operational Manager Central	November 2020
	Undertake the Libraries and Archives Apprenticeship	- 3 staff to undertake this apprenticeship each year	Operational Manager Central	April 2021
	Undertake the Management and Leadership Apprenticeship	- 2 staff to undertake this apprenticeship each year	Head of Operations and Business Transformation	April 2021

Objective: HEALTHIER AND HAPPIER LIVES
(Champion: Head of Public Health, Adult Care Housing & Public Health)

Service Offer	Tasks	Milestone	Lead	Due Date
Provide and support the use of information on physical health and mental well-being, through the service's own resources and in partnership with others	Increase the number of books to support healthy living, mental health and well-being	- Review of stock available in each library and increase where required	Service Development and Support Team Leader	March 2021
	Offer a quiet, calm place for children who may be on the autistic spectrum.	- Roll out of equipment to support children within libraries Kiveton Park, Aston and Maltby.	Communities South Team Leader	March 2021
Encourage customers to get healthy, get active and get outdoors by delivering Library services in parks and green spaces	Explore how the service can utilise attractive outdoor spaces across the Borough to deliver "pop-up" libraries and outdoor activities	- Work with Culture, Sport and Tourism teams to find suitable spaces and help promote.	Communities of Interest Team Leader	August 2021
Host events, activities and groups with partners to encourage and support a healthier, happier lifestyle.	Address Health inequalities which have been identified as part of the Health and Wellbeing review e.g. BAME, Children and Young People, women from deprived communities, unpaid carers and older people	- Work with partners to co-design targeted activities to those groups	Team Leader South	October 2021
	Address topics of discussion such as healthy eating, weight management, relaxation, stress management, exercise and fitness.	- Pursue opportunities across the Borough to work with "Get Healthy Rotherham"	Communities of Interest Team Leader	October 2021

	Introduce and grow specific health and wellbeing groups and events e.g. Menopause Café, Musically Minded and Shared Reading	<ul style="list-style-type: none"> - Explore how these events could be hosted digitally. - Work with partners to attract interest. 	Communities of Interest Team Leader	October 2021
Actively seek to reduce social isolation and loneliness	Organise reading groups and activities in which people can come together, both face to face and digitally.	<ul style="list-style-type: none"> - “Cuppa and a Chat” sessions to take place across all libraries. - Programme of reading groups targeted at those with protected characteristics and under-represented groups 	Team Leader South	December 2021
Promote reading for pleasure as a positive benefit to health and mental wellbeing.	Increase promotion and marketing to attract new customers.	<ul style="list-style-type: none"> - Work with partners in Public Health to identify groups and communities who would benefit from reading to improve their mental health - Work with NHS partners in Joint Service Centres (Aston, Maltby, Rawmarsh) to promote reading for pleasure and other Library resources that may assist improving people’s mental health. 	Service Development and Communities of Interest Operational Manager	November 2021

Offer a service to those who are potentially lonely and vulnerable	Utilise Booklink and Home Library Services to engage with this group.	<ul style="list-style-type: none"> - Work with the community hub in order to identify additional customers who would benefit from the Booklink/Home Library Service 	Communities of Interest Team Leader	November 2020
Support and encourage the staff within the service to stay safe and well at work	Ensure that the importance of health and wellbeing at work/home is prioritised by all	<ul style="list-style-type: none"> - Work with Public Health to deliver the Wellbeing Champions scheme within Libraries 	Team Leader North	November 2020
	Ensure that all staff have sight and understanding of the corporate wellbeing guide and understand the steps to take to ensure that their own health and wellbeing is important to them	<ul style="list-style-type: none"> - Regular team meetings to talk over wellbeing guide - Make reference to guide in PDR's where relevant 	All Team Leaders	November 2020
Support the Council, suppliers and communities to address the climate change emergency	Identify books and other resources to enable communities and individuals to understand the issues and take action in line with best practice	<ul style="list-style-type: none"> - A new 'climate change' collection is identified and promoted - A programme of activities are developed, promoting debate and community action with 4 new annual events 	Service Development and Communities of Interest Operational Manager	April 2021 September 2021

Objective: GREATER PROSPERITY
(Champion: Head of Operations and Business Transformation, Culture, Sport and Tourism)

Service Offer	Tasks	Milestone	Lead	Due Date
Work with partners to offer space for Information, Advice and Guidance particularly for those seeking or offering employment and training.	Support adults who are not in work or training to take a positive step	<ul style="list-style-type: none"> - Delivery of the Steps to Work programme to support adults who are not in work or training to take a positive step. 	Team Leader Central	March 2021
	Support adults to access apprenticeships or further training to enhance employability skills for the future.	<ul style="list-style-type: none"> - Offer 3 placements within libraries as part of the National kickstart programme 	Team Leader Central	November 2020
Offer work clubs in conjunction with partners.	Roll out of Job clubs within Libraries in partnership with the Job Centre.	<ul style="list-style-type: none"> - Engage with Job Centre, to improve employability and build CV writing skills. - Roll out an additional 3 Job Clubs 	Operational Manager North/South	March 2021
Offer assisted digital support and beginners ICT sessions	Support people getting online and becoming confident I.T. users	<ul style="list-style-type: none"> - Create and promote beginner's ICT sessions at all libraries 	Team Leader South	September 2021
The service will reach out to those who are unemployed and looking for work to assist them to improve their digital skills	Promote and advertise ICT sessions across the borough.	<ul style="list-style-type: none"> - Utilise partners and voluntary organisations to extend reach - Work with the Job Centre Plus and Housing to promote sessions and encourage participation 	All Team Leaders	June 2021

<p>Libraries will work with local colleges to ensure that customers seeking further education are able to seek the right support local to them.</p>	<p>Work in partnership with local colleges.</p>	<ul style="list-style-type: none"> - Engage with RNN group and University Centre Rotherham (UCR) to promote higher education and study within Libraries 	<p>All Team Leaders</p>	<p>June 2021</p>
<p>Staff and volunteers will be trained to provide digital support for those seeking employment and have the knowledge to signpost to relevant services if this is outside of the library assisted digital offer.</p>	<p>Staff to be competent and confident to use online resources to offer appropriate digital assistance</p>	<ul style="list-style-type: none"> - All library staff to undertake training to allow for appropriate sign posting - Build up staff relationships with local educational establishments to build a network of contacts to liaise with to improve partnership working 	<p>All Team Leaders</p>	<p>June 2021</p>

Objective: STRONGER MORE RESILIENT COMMUNITIES
(Champion: Head of Neighbourhoods, Assistant Chief Executive's)

Service Offer	Tasks	Milestone	Lead	Due Date
Libraries will function as friendly and welcoming community hubs, freely accessible to all.	Reviewing of buildings to look at if they are in the right location; if they can be collocated with other services/partners; if the buildings require refurbishing/modernising; if the service can host wider cultural and heritage activity	<ul style="list-style-type: none"> - Utilising the approved Capital funding, carry out a two year programme of improvements to library buildings and ICT provision - Complete co-location of Kiveton Park library and the Early Help Services - Complete co-location of Thurcroft library with the Parish Council 	Head of Operations and Business Transformation	March 2022
Work with appropriate partners and the community to create a new community hub in the town centre in order to increase engagement and footfall.	Future high street funding bid (FHSF) currently awaiting a decision – expected Autumn 2020. Library will form part of the Markets redevelopments in line with the Town Centre Masterplan	<ul style="list-style-type: none"> - Produce a design and service offer of the new library 	Head of Operations and Business Transformation	April 2021
Review opening hours in line with customer and staff feedback	Utilise statistical information, and engage with local community groups and seek to implement automated solutions, in order to keep libraries open for more people, for more of the time.	<ul style="list-style-type: none"> - Continue to check that opening hours are aligned to customer need. - Deliver self-service Libraries at 2 sites 	Operational Manager Central	April 2021

Generate an income through charging for elements of the service provision	Explore the option to hire out library space and delivery of chargeable services, activities and events	<ul style="list-style-type: none"> - New meeting spaces to be developed as part of the refurbishment programme at sites such as Kiveton Park and Dinnington which can be hired out - Continue to charge for some activities and events to sustain a good quality and value service. Income to be reinvested back into activities and events. 	Operational Manager North/South	March 2021
Continue to use the Community Infrastructure Levy (CIL) to support the provision of library services.	Delivery of infrastructure needed to support local development.	<ul style="list-style-type: none"> - Use this tool as a local authority to assist and support local development 	Head of Operations and Business Transformation	December 2021
Libraries will host a wide range of diverse events and activities	Build community identity and cohesion	<ul style="list-style-type: none"> - Introduction of ESOL classes to Brinsworth and 1 other suitable library site within the borough 	Team Leader Central	June 2021
	Promote Fun Palace to give everyone the opportunity to demonstrate their talents	<ul style="list-style-type: none"> - Work with other CST teams to expand and utilise other spaces within the borough 	Operational Managers	October 2021
Work with local people to shape our future services, extending ownership, responsibility and pride.	Encourage the community to come forward and speak out within their local libraries.	<ul style="list-style-type: none"> - Arrange sessions and promote borough wide - Utilise partners and voluntary organisations to extend reach to all groups of the community 	Team Leaders	December 2021

<p>Staff and volunteers will be trained to provide excellent customer service to all those who wish to use library services</p>	<p>Identify training opportunities suitable for staff to maintain and develop customer service skills</p>	<ul style="list-style-type: none">- Training programme to be identified relevant for staff- Ensure staff continually complete other mandatory training.	<p>Team Leaders</p>	<p>March 2021</p>
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