



FALKIRK COUNCIL LIBRARIES STRATEGIC PLAN

2023-27

Strategic Priorities

Appendix 1

Falkirk Council Libraries Strategic Plan 2023-27

Appendix 1: Strategic Priorities

Strategic Priority 1. Empowered Citizens

Core service					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
1.1 Libraries are places for conversation and debate	<p>Libraries promote their free and bookable community spaces.</p> <p>Libraries provide venues for community information sessions.</p>	Communities are empowered in decision making.	<p>Number of sessions held in libraries.</p> <p>Community feedback.</p>	<p>Forward: Strategic Aim 1.3 Empowered Citizens</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in Partnership with Communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	Immediate
1.2 Libraries are hubs of community information	Libraries provide access to trusted, accurate information and signpost to appropriate agencies and partners	<p>Active citizenship is encouraged</p> <p>Communities are empowered to make informed decisions</p> <p>Libraries are trusted local sources of information</p>	Quarterly enquiry count – Chartered Institute for Public Finance and Accountancy	<p>Forward: Strategic Aim 1.3 Empowered Citizens</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in Partnership with Communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	Immediate
Strategic Plan 2023-27: aims					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale

1.3 Develop an Activities Programming Group with community members	<p>Active consultation with communities with direct lived experience to shape planning.</p> <p>Expanded programme of activities and events to incorporate community feedback.</p>	<p>Increased community participation in the democratic process.</p> <p>Wider audience demographic</p> <p>More diverse programming.</p> <p>Increased customer satisfaction.</p>	<p>Number of meetings</p> <p>Minutes of meetings</p> <p>Actions implemented</p>	<p>Forward: Strategic Aim 1.3 Empowered Citizens</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in Partnership with Communities</p>	Short term: 2023-2024
1.4 Continue to -investigate opportunities for service co-location.	<p>Increased single point service delivery.</p> <p>Improved customer service.</p> <p>Increased signposting opportunities.</p> <p>Reduced cost of travel/childcare.</p> <p>Reduced undesirable Council property assets.</p> <p>Reduced power, water, and cleaning costs.</p>	<p>Increased customer satisfaction.</p> <p>Reduced barriers to service access.</p> <p>Improved health and wellbeing outcomes.</p> <p>Improved sustainability.</p>	<p>Number of services accessible from Libraries</p> <p>Income or efficiencies from co-location.</p> <p>Customer feedback.</p>	<p>Forward: Strategic Aim 1.2 Community Wellbeing</p> <p>Forward: Strategic Aim 1.3 Empowered Citizens</p> <p>Forward: Strategic Aim 2.1 People Centred Design</p> <p>Falkirk Plan: Poverty</p>	Medium term: 2023-2025
1.5 Investigate the feasibility of a co-working or hot-desking space to support start-ups and new ways of working.	<p>Support for changing business environment and new ways of working.</p> <p>Income generation potential.</p> <p>Libraries promoted as suitable workspaces.</p> <p>Refreshed vibrant community space in libraries with appropriate technology.</p> <p>Partnerships identified with appropriate supporting organisations e.g. Business Gateway, Falkirk College,</p>	<p>Improved sustainability.</p> <p>Economic recovery.</p> <p>Improved confidence and skills in business management.</p> <p>Thriving community.</p>	<p>Pilot implemented.</p> <p>Number of hot-desk rentals.</p> <p>Number of customers.</p> <p>Customer feedback</p>	<p>Forward: Strategic Aim 1.3 Empowered Citizens</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.5 Economic Growth</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Economic Recovery</p>	Long term: 2024 - 2027

	Falkirk Council Education and Training Unit				
--	---	--	--	--	--

Strategic Priority 2. Equity, Inclusion and Economic Growth

Core service					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
2.1 Free access to books, audio books, wide range of information, maps and local history material, e-books and e-audio books, e-services, newspapers and magazines online, pcs, internet, and WiFi.	<p>Diverse physical and digital collections of books in a range of formats and genres.</p> <p>Promotion of reading for pleasure.</p> <p>E-resources subscriptions maintained.</p> <p>Public access computers with internet access in all libraries.</p> <p>Public Wi-Fi in all libraries.</p> <p>Support for digitally excluded individuals.</p> <p>Reduced financial barriers to accessing information and support.</p>	<p>Sustainable use of resources through physical or virtual borrowing.</p> <p>Increased level of enquiries.</p> <p>Increased social inclusion.</p> <p>Reduced digital exclusion.</p> <p>Raised attainment.</p> <p>Improved health and wellbeing outcomes.</p>	<p>Number of library issues.</p> <p>Number of active borrowers.</p> <p>Number of library registrations.</p> <p>Number of pc sessions.</p> <p>Number of unique pc users.</p> <p>Number of Wi-Fi sessions.</p> <p>Number of PressReader visits and downloads.</p>	<p>Forward: Strategic Aim 1.3 Empowered Citizens</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	Immediate
2.2 No financial penalties for borrowing items.	<p>Libraries promote no fines for overdue loans or renewals.</p> <p>Increased issues.</p>	<p>Improved inclusion.</p> <p>Improved health and wellbeing outcomes.</p>	<p>Number of physical issues.</p> <p>Number of library registrations.</p>	<p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Poverty</p>	Immediate

	Increased library registration. Reduction in administration.			Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities	
2.3 Library staff are all digital champions	<p>All staff completed Learn My Way Digital Champion training by December 2023.</p> <p>Library staff are confident and comfortable supporting individuals with basic digital skills.</p> <p>Practical exercises and promotional outreach activity planned for digital champions.</p> <p>Frontline support available in all libraries for individuals struggling with digital skills or confidence.</p>	<p>Library staff feel supported to manage changing workload and enquiries.</p> <p>Libraries are better able to support partner services when digital support is required.</p> <p>Increased uptake of benefits and support accessed online.</p> <p>Improved health and wellbeing outcomes.</p>	<p>Number of library staff achieving digital champion status.</p> <p>Staff feedback at 1-2-1 conversations.</p> <p>Number of promotional outreach sessions.</p> <p>Feedback and evaluation following outreach sessions.</p>	<p>Forward: Strategic Aim 1.4 Staff Culture and Leadership</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in Partnership with Communities</p> <p>Falkirk Plan: Poverty</p>	Short Term: 2023-24
Strategic Plan 2023-27: aims					
Aim	Output	Outcome	Measure	Strategic Indicators	
2.4 Implement Graduate Trainee Digital Librarian post	<p>Graduate Trainee Digital Librarian added to senior staff structure.</p> <p>Person specification, job and role description developed for temporary two-year post.</p> <p>Support for library staff and customers in digital exclusion work.</p>	<p>Increased communication and understanding of the priorities of partner services.</p> <p>Improved inclusion and wellbeing outcomes for staff and communities.</p>	<p>Graduate trainee recruited.</p> <p>Digital inclusion and support project plan.</p> <p>Partnership work examples and feedback.</p> <p>Number of individuals supported.</p>	<p>Forward: Strategic Aim 1.4 Staff Culture and Leadership</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in Partnership with Communities</p> <p>Falkirk Plan: Poverty</p>	Short term: 2023-24

	Development of digital inclusion projects and partnerships.				
2.5 Review and publish Libraries stock policy.	<p>Commitment to including accessible formats and diverse genres in library collections.</p> <p>Commitment to including stock that reflects local community and heritage.</p> <p>Clear guidelines on collection development, stock display and promotion.</p> <p>Consistent and up to date guidance for library staff on stock purchasing and management.</p> <p>Clarity on censorship, offensive material and unsuitable (for public libraries) publications.</p>	<p>Individuals and communities feel represented in collections.</p> <p>Transparency of service development.</p> <p>Consistency of approach when addressing complaints or questions about material.</p>	<p>Stock collection policy reviewed and published.</p> <p>Stock management policy reviewed and published.</p>	<p>Forward: Strategic Aim 1.2 Community Wellbeing</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p> <p>Falkirk Plan: Mental Health and Wellbeing</p>	Short term: 2023-24
2.6 Investigate expansion of Home Library Service	<p>Increased provision of Home Library Service to customers meeting additional criteria i.e. inability to travel to library due to financial barriers.</p> <p>Increased use of volunteers to enable expansion of service.</p>	<p>Reduced isolation.</p> <p>Reduced barriers to resources due to poverty.</p> <p>Improved digital inclusion.</p> <p>Improved health and wellbeing outcomes.</p>	<p>Number of Home Library Service borrowers</p> <p>Number of Home Library Service issues</p> <p>Number of Home Library Service volunteers</p> <p>Feedback from service users.</p>	<p>Forward: Strategic Aim 1.2 Community Wellbeing</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Mental Health and Wellbeing</p>	Medium term: 2023 - 25

	<p>Potential revised volunteer delivery model.</p> <p>Increased Home Library Service issues.</p> <p>Increased Home Library Service borrowers.</p>				
2.7 Increase digital skills support available from libraries.	<p>Digital skills drop-in surgeries delivered by library staff.</p> <p>Digital skills adult learning classes delivered by library staff.</p> <p>Partner-delivered digital skills classes and/or support.</p> <p>Library staff deliver outreach sessions to promote e-services available from libraries.</p> <p>Refresh guidance to support customer access to library e-books, e-newspapers, e-magazines, and e-services.</p>	<p>Increased digital inclusion.</p> <p>Increased access to services.</p> <p>Increase uptake of benefits accessed online.</p> <p>Improved health and wellbeing outcomes.</p> <p>Reduced poverty impact.</p> <p>Increased opportunities for lifelong learning and new skills.</p> <p>Increased confidence and social inclusion.</p>	<p>Number of digital skills sessions delivered.</p> <p>Evaluation of sessions.</p> <p>Number of attendees.</p> <p>Number of partner sessions held in libraries.</p> <p>Number of new partnerships.</p> <p>Number of pc sessions in libraries.</p> <p>Number of unique pc users.</p> <p>Number of WiFi sessions.</p>	<p>Forward: Strategic Aim 1.1 Literacy and learning</p> <p>Forward: Strategic Aim 1.2 Community wellbeing</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Plan: Working in Partnership with Communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	Medium term: 2023-25

Strategic Priority 3. Community Wellbeing

Core service					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
3.1 Libraries are warm, welcoming, safe community spaces with trained staff and resources.	Libraries have accessible community buildings in a good state of repair with comfortable seating.	Increased health and wellbeing outcomes.	Number of libraries	Forward: Strategic Aim 1.2 Community Wellbeing	Immediate
	Communities have a hub to provide support for local activity and projects.	Increased social inclusion.	Annual asset works programme	Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion	
	Individuals have a local safe space which offers respite from chaotic lives.	Increased opportunities for attainment and health self-management.		Falkirk Plan: Poverty	
	Libraries budget supports an adequate level of staffing and resources.			Falkirk Plan: Working in partnership with communities	
3.2 Libraries for Wellbeing ethos is embedded in Falkirk Libraries.	Local support for lifelong learning and access to information.			Falkirk Plan: Mental Health and Wellbeing	Immediate
	Words for Wellbeing sessions run in Libraries	Increased health and wellbeing outcomes.	Number of Words for Wellbeing sessions	Forward: Strategic Aim 1.2 Community Wellbeing	
	Library staff are trained in mental health awareness, mental health first aid and bibliotherapy.	Increased social inclusion.	Number of attendees	Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion	
	Soft seating areas to encourage conversation and befriending opportunities.	Increased opportunities for signposting and health self-management.	Number of referrals from NHS and partners	Falkirk Plan: Poverty	
	Provision of traditional board games, jigsaws etc to enhance the community living room feel of the project.	Increased confidence	Evaluation of Words for Wellbeing sessions.	Falkirk Plan: Working in partnership with communities	
				Falkirk Plan: Mental Health and Wellbeing	

3.3 Libraries support community groups and partner organisations with space, resources, and signposting.	<p>Community groups and organisations use library spaces and book community rooms in libraries.</p> <p>Libraries distribute and display wellbeing information to communities for partner agencies.</p> <p>Staff signpost individuals to relevant community organisations and/or partner agencies.</p>	<p>Increased social inclusion</p> <p>Improved health and wellbeing outcomes</p> <p>Income generation potential</p> <p>Strong communities</p>	<p>Number of community group activities</p> <p>Number of community room bookings</p> <p>Feedback from community groups</p>	<p>Forward: Strategic Aim 1.2 Community Wellbeing</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	Immediate
--	---	--	--	--	-----------

Strategic Plan 2023-27: aims

Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
3.4 Implement private and remote interview space in Bo'ness Library with Near Me and other videoconferencing software.	<p>Private space installed in Bo'ness Library with digital technology and video-conferencing software to enable confidential, remote appointments with e.g. GPs, health practitioners, social work, housing needs, job interviews etc.</p> <p>Promotion of pilot remote private appointment space with range of videoconferencing tools.</p> <p>Link with local GP surgeries to maximise use of NHS Near Me remote appointment software.</p>	<p>Reduction in GP waiting times for appointments.</p> <p>Reduction in face to face Living Well social work appointments.</p> <p>Reduction in financial and travel barriers to attending appointments and interviews.</p> <p>Improved inclusion.</p> <p>Improved health and wellbeing outcomes.</p>	<p>Number of appointments</p> <p>Number of unique users</p> <p>Range of partners and agencies promoting and using the service.</p> <p>Feedback from users.</p> <p>Number of partners.</p> <p>Feedback from partners.</p>	<p>Forward: Strategic Aim 1.2 Community wellbeing</p> <p>Forward: Strategic Aim 2.3 Blended services</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Plan: Economic Development</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	Short term: 2023-24

	<p>Development of partnerships likely to want to use remote interviews and videoconferencing in libraries.</p> <p>Digital skills support and guidance in using technology and videoconferencing software.</p>				
3.5 Investigate the feasibility of implementing a café space in one or more libraries.	<p>People-centred design in response to libraries community engagement exercise.</p> <p>Transparent and collaborative service development.</p> <p>Suitable location chosen.</p> <p>Consultation with community and potential partners.</p> <p>Feasibility study carried out.</p>	<p>Increased trust in community engagement process.</p> <p>Informed decision-making process.</p>	<p>Site chosen</p> <p>Consultation results</p> <p>Feasibility study results</p>	<p>Forward: Strategic Aim 1.2 Community Wellbeing</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Plan: Economic Development</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	Medium term: 2023-25
3.6 Deliver staff training addressing anti-social behaviour	<p>Provide staff training on working positively with anti-social behaviour.</p> <p>Increased staff skills in negotiation, de-escalation and working with young people.</p> <p>Develop revised guidelines for acceptable use policy.</p>	<p>Libraries are safe, welcoming spaces for everyone.</p> <p>Improved social inclusion.</p> <p>Increased staff confidence.</p> <p>Increased staff awareness</p>	<p>Number of staff attending training sessions.</p> <p>Feedback from staff.</p> <p>Revised risk assessments.</p> <p>Revised Acceptable Use Policy.</p> <p>Library Charter.</p>	<p>Forward: Strategic Aim 1.4 Staff Culture & Leadership</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.1 People-Centred Design</p>	Short term: 2023-24

	<p>Develop a Library Charter with input from young people.</p> <p>Define expectations of behaviour from staff and patrons.</p> <p>Review library risk assessments.</p>			<p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	
3.7 Expand use of community spaces in libraries by community groups and partner organisations.	<p>Promotion of libraries as community spaces.</p> <p>Promotion of hire of library community rooms.</p> <p>Promotion of hire of libraries as venues when closed.</p> <p>Development of less traditional library activities in libraries as income generation potential.</p> <p>Input from Activities Programming Group</p> <p>Co-delivery with local artists and performers and community groups.</p>	<p>Increased social inclusion</p> <p>Improved health and wellbeing outcomes</p> <p>Income generation potential</p> <p>Strong communities Economic regeneration.</p> <p>Building new community partnerships.</p> <p>Engaging new and diverse audiences</p>	<p>Number of community group activities</p> <p>Number of community room bookings</p> <p>Feedback from community groups</p> <p>Number of events</p> <p>Number of attendees</p> <p>Hire of libraries as venues</p> <p>Income generated</p>	<p>Forward: Strategic Aim 1.2 Community Wellbeing</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	Medium term 2023-25

Strategic Priority 4. Reading and Learning

Core service					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
4.1 Continued promotion of and commitment to national Bookbug programme.	Weekly Bookbug sessions in Libraries	Increased bonding and play development.	Number of Bookbug sessions.	Forward: Strategic Aim 1.1 Literacy & Learning	Immediate
	Promotion of Bookbug Collector scheme	Improved phonics and speech development.	Number of Bookbug attendees.	Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion	
	Support for Bookbug gifting programme	Improved reading, literacy, and numeracy development.	Number of Bookbug dolls issued.	Falkirk Plan: Working in partnership with communities	
	Partnership work with Health visitors and Early Years/Education staff.	Improved attainment.	Number of Bookbug bags gifted at each key stage.	Falkirk Plan: Mental Health and Wellbeing	
	Promotion of reading for pleasure leads to reading as a lifelong habit.	Increased confidence and social inclusion for new parents and guardians.		Falkirk Plan: Poverty	
	Books and resources gifted to every child at key stages from birth to 5 years.	Improved health and wellbeing outcomes.		Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities	
				Falkirk Council Plan: Supporting stronger and healthier communities	
4.2 Promotion and delivery of annual Summer Reading Challenge	Programme of activities in libraries to support Summer Reading Challenge.	Improved attainment	Number of children registering for Challenge	Forward: Strategic Aim 1.1 Literacy & Learning	Immediate
		Increased social inclusion			
	Library staff liaise with community primary schools and Falkirk Council Learning Resource Service to promote engagement.	Access to activities and events with no financial barrier.	Number of children completing Challenge	Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion	
			Number of activities	Falkirk Plan: Working in partnership with communities	
			Number of large-scale events		
	New stock bought and promoted to support		Funding received	Falkirk Plan: Mental Health and Wellbeing	

	<p>relevant theme and increased demand.</p> <p>Application to partner agencies offering Summer Reading Challenge funding to host events supporting enrolment and completion.</p> <p>Purchase of branded publicity materials, certificates, medals and supporting materials.</p> <p>Completion of monitoring to track individuals' progress.</p> <p>Medal and certificate ceremonies for children completing.</p>		<p>Feedback received from participants</p> <p>Feedback received from schools and partners</p>	<p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	
--	--	--	---	---	--

Strategic Plan 2023-27: aims

Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
4.3 Promote libraries as venues for lifelong learning and investigate adult education opportunities.	<p>Review online learning offer in libraries.</p> <p>Review demand for informal education classes</p> <p>Review demand for formal learning/training courses</p> <p>Consider partner/third sector/community group delivery options.</p>	<p>Increased attainment</p> <p>Improved health and wellbeing outcomes.</p> <p>Increased social inclusion and confidence.</p> <p>Economic regeneration</p> <p>New partnerships</p> <p>Strong, thriving communities</p>	<p>Number of online learners</p> <p>Number of partner-delivered courses</p> <p>Number of adult learners</p> <p>Number of Ancestry sessions</p> <p>Number of Theory Test Pro sessions</p>	<p>Forward: Strategic Aim 1.1 Literacy & Learning</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Plan: Poverty</p>	Medium term: 2023-25

	<p>Promote e-services, non-fiction, and reference resources</p> <p>Promote links to National Library of Scotland, universities, colleges, Business Gateway etc.</p>	<p>Access to education and skills development with no financial barrier</p>		<p>Falkirk Council Plan: Supporting stronger and healthier communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	
<p>4.4 Develop homework club and support for study programme in partnership with education.</p>	<p>Space and resources for children to support self-study and homework.</p> <p>Trained staff to provide guidance with resources and support information literacy.</p> <p>Liaison with Falkirk Council School Library Service and Education partners to support curriculum awareness.</p> <p>Timetable/project updates from learning cluster to enable supporting resources and activities from libraries.</p> <p>Promotion of school devices automatic log-in to Libraries Wifi</p>	<p>Increased attainment</p> <p>Improved health and wellbeing outcomes.</p> <p>Increased social inclusion and confidence.</p> <p>New partnerships</p> <p>Strong, thriving communities</p> <p>Access to education and skills development with no financial barrier</p>	<p>Number of homework clubs</p> <p>Meetings with partners minutes</p> <p>Feedback from library staff and partners</p> <p>Feedback from young people</p>	<p>Forward: Strategic Aim 1.1 Literacy & Learning</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	<p>Medium term:2023-25</p>

<p>4.5 Investigate introducing Therapets supported reading sessions in libraries.</p>	<p>Develop session plan to support reading for pleasure.</p> <p>Consider diverse audiences and potential intergenerational activity.</p> <p>Co-delivery model with a range of potential community organisations.</p> <p>Develop robust risk assessment.</p> <p>Deliver story-time and reading sessions in libraries with therapy animals (Therapets)</p> <p>Customer-led service development.</p>	<p>Improved health and wellbeing outcomes.</p> <p>Improved literacy and attainment.</p> <p>Forming reading for pleasure as a habit.</p> <p>Improved social inclusion and confidence.</p> <p>Increased trust in community engagement process.</p>	<p>Number of sessions held</p> <p>Number of books issued per session</p> <p>Feedback from attendees</p>	<p>Forward: Strategic Aim 1.1 Literacy & Learning</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	<p>Short term: 2023-24</p>
<p>4.6 Investigate implementing 4-4-2 Reading Challenge partnership with Scottish Professional Football League (SPFL)</p>	<p>Review 4-4-2 Reading Challenge as a non-seasonal complement to Summer Reading Challenge</p> <p>Link with contacts at Scottish Professional Football League, Falkirk FC and Stenhousemuir FC</p> <p>Potential support for/from new Football Memories Scotland group</p>	<p>New partnerships</p> <p>Engaging new and diverse audiences</p> <p>Intergenerational activity</p>	<p>Result of review</p> <p>Potential implementation of 4-4-2 reading challenge</p> <p>Number of registrations</p> <p>Number of books read</p> <p>Number of match tickets provided to Falkirk Libraries members</p>	<p>Forward: Strategic Aim 1.1 Literacy & Learning</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Working in partnership with communities</p>	<p>Short term: 2023-24</p>

				<p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	
--	--	--	--	---	--

Strategic Priority 5. Culture and Heritage

Core service					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
5.1 Wide variety of stock including various genres and formats to support diverse community of readers.	<p>Diverse physical and digital collections of books in a range of formats and genres.</p> <p>Promotion of reading for pleasure.</p> <p>E-resources subscriptions maintained.</p> <p>No fines for borrowed items.</p> <p>No subscription fees for e-books, e-audiobooks, e-newspapers, or e-magazines.</p>	<p>Sustainable use of resources through physical or virtual borrowing.</p> <p>Increased social inclusion.</p> <p>Reduced digital exclusion.</p> <p>Raised attainment.</p> <p>Improved health and wellbeing outcomes.</p> <p>Reduced barriers to resources due to finance.</p>	<p>Number of issues</p> <p>Number of requests</p> <p>Customer feedback</p>	<p>Forward: Strategic Aim 1.1 Literacy & Learning</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.4 Culture and Heritage</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	Immediate
5.2 Annual programme of free events and activities	<p>Wide of activities and events for all ages provided throughout the year.</p> <p>Activity distributed around all libraries.</p> <p>Input from Activities Programming Group</p> <p>Promotion of libraries as community spaces.</p> <p>Water, juice, and healthy snacks provided to support school holiday events.</p>	<p>Increased social inclusion.</p> <p>Reduced digital exclusion.</p> <p>Improved health and wellbeing outcomes.</p> <p>Reduced barriers to resources due to finance.</p> <p>Strong communities.</p> <p>Economic regeneration.</p> <p>Building new community partnerships.</p>	<p>Number of events</p> <p>Number of attendees</p> <p>Activities Programming Group meeting minutes</p> <p>Customer feedback</p>	<p>Forward: Strategic Aim 1.2 Community wellbeing</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.1 People-Centred Design</p> <p>Forward: Strategic Aim 2.4 Culture and Heritage</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p>	Short term: 2023-24

	Free hot drinks at adult and family events. Co-delivery with local artists and performers and community groups.			Falkirk Plan: Mental Health and Wellbeing Falkirk Plan: Poverty Falkirk Plan: Working in partnership with communities	
Strategic Plan 2023-27: aims					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
5.3 Expand programme of activities and events: <ul style="list-style-type: none"> to generate income. to support local artists and include community events. 	<p>Wide range of activities and events for all ages provided throughout the year.</p> <p>Activity distributed around all libraries.</p> <p>Promotion of hire of library spaces.</p> <p>Development of less traditional library activities in libraries as income generation potential.</p> <p>Input from Activities Programming Group</p> <p>Promotion of libraries as community spaces.</p> <p>Co-delivery with local artists and performers and community groups.</p>	<p>Increased social inclusion.</p> <p>Reduced digital exclusion.</p> <p>Improved health and wellbeing outcomes.</p> <p>Reduced barriers to resources due to finance.</p> <p>Strong communities.</p> <p>Economic regeneration.</p> <p>Building new community partnerships.</p> <p>Potential income generation.</p> <p>Engaging new and diverse audiences</p>	<p>Number of events</p> <p>Number of attendees</p> <p>Library room bookings</p> <p>Hire of libraries as venues</p> <p>Income generated</p> <p>Customer feedback</p>	<p>Forward: Strategic Aim 1.2 Community wellbeing</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.1 People-Centred Design</p> <p>Forward: Strategic Aim 2.4 Culture and Heritage</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Plan: Economic Recovery</p>	Short term: 2023-24
5.4 Expand programme of Science, Technology, Engineering, Art and Maths	Increase existing STEAM activities in libraries.	<p>Increased social inclusion.</p> <p>Reduced digital exclusion.</p>	<p>Number of events</p> <p>Number of attendees</p>	Forward: Strategic Aim 1.1 Literacy & Learning	Short term: 2023-24

(STEAM) activities and events.	<p>Develop new digital and STEAM activity for libraries.</p> <p>Seek funding from Digital Xtra fund for expanded Coding activity</p> <p>Replace outdated technology</p> <p>Purchase new devices and technology to support expanded provision.</p> <p>Access to digital technology and support for free.</p> <p>Input from Activities Programming Group</p>	<p>Improved health and wellbeing outcomes.</p> <p>Reduced barriers to resources due to finance.</p> <p>Strong communities.</p> <p>Raised attainment.</p>	<p>Activities Programming Group meeting minutes</p> <p>Customer feedback</p>	<p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.1 People-Centred Design</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	
5.5 Develop a programme of exhibitions and displays to support national promotions, local heritage, cultural diversity etc.	<p>Regular displays and exhibitions in libraries</p> <p>Commitment to celebrate local history and heritage, and local artists.</p> <p>Support for national and local promotions.</p> <p>Investigate potential for local artists to exhibit and sell work in libraries.</p>	<p>Strong communities.</p> <p>Raised attainment.</p> <p>Improved health and wellbeing outcomes.</p> <p>Reduced barriers to culture and creativity due to finance.</p> <p>Potential income generation.</p> <p>Economic regeneration.</p>	<p>Number of exhibitions</p> <p>Number of sales</p> <p>Income generation</p> <p>Customer feedback</p>	<p>Forward: Strategic Aim 1.1 Literacy & Learning</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.4 Culture and Heritage</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p> <p>Falkirk Plan: Working in partnership with communities</p>	Medium term: 2023-25

5.6 Expand Memories Scotland sessions to include Football Memories Scotland sessions.	<p>Football Memories Scotland sessions added to programme.</p> <p>Additional male session leaders identified to support football theme and encourage men to attend.</p> <p>Promotion of new football-based reminiscence group.</p>	<p>Increased social inclusion.</p> <p>Improved health and wellbeing outcomes.</p> <p>Reduced barriers to resources due to finance.</p> <p>Strong communities.</p> <p>Building new community partnerships.</p>	<p>Number of Football Memories sessions</p> <p>Number of attendees</p> <p>Feedback from group members</p>	<p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.4 Culture and Heritage</p> <p>Falkirk Plan: Mental health and wellbeing</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	Medium term: 2023-25
---	--	---	---	--	----------------------

Strategic Priority 6. Sustainable Development and Future Investment

Core service					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
6.1 Free access to books, e-books, e-audio books, e-newspapers, and e-magazines.	<p>Diverse digital collections of e-material in a range of formats and genres.</p> <p>Promotion of reading for pleasure.</p> <p>Promotion of accessibility features and lack of subscription fees.</p> <p>Review and promotion of guidance and instructions on accessing library e-materials.</p> <p>E-resources subscriptions maintained.</p>	<p>Sustainable use of resources through virtual borrowing.</p> <p>Increased social inclusion.</p> <p>Reduced digital exclusion.</p> <p>Raised attainment.</p> <p>Improved health and wellbeing outcomes.</p>	<p>Number of digital issues</p> <p>Number of virtual visits to Libby and PressReader sites</p> <p>Number of active borrowers</p>	<p>Forward: Strategic Aim 1.3 Empowered Citizens</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	Immediate
6.2 Free period products available in all libraries.	<p>Co-ordination and ordering of period products from Fairer Falkirk.</p> <p>Distribution of products to all libraries from central point (Falkirk Library).</p> <p>Free period products available in all libraries.</p>	<p>Improved health and wellbeing outcomes.</p> <p>Increased social inclusion.</p> <p>Reduced barriers to healthcare due to finance.</p>	<p>Number of period products distributed through libraries.</p>	<p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.2 Community Delivery</p> <p>Falkirk Plan: Poverty</p>	Immediate
6.3 Hearing aid battery replacement programme in all libraries.	<p>Co-ordination and ordering of hearing aid batteries from NHS Forth Valley.</p> <p>Distribution of batteries to all libraries from central point (Falkirk Library).</p>	<p>Improved health and wellbeing outcomes.</p> <p>Increased social inclusion.</p> <p>Reduced barriers to healthcare due to finance.</p>	<p>Number of replacement hearing aid batteries distributed through libraries.</p>	<p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.2 Community Delivery</p>	Immediate

	Free replacement hearing aid batteries available in all libraries.			Falkirk Plan: Poverty Falkirk Council Plan: Supporting stronger and healthier communities	
6.4 Access to free e-services in Libraries e.g. Ancestry Online, Access to Research etc.	<p>Review e-services offer in libraries.</p> <p>Review demand for e-services</p> <p>Promote e-services available and review access guidance.</p> <p>Promote links to National Library of Scotland e-services available free via Falkirk Libraries.</p> <p>Library staff support digital skills and confidence.</p> <p>Library staff offer guidance and signposting where appropriate.</p>	<p>Increased attainment</p> <p>Improved health and wellbeing outcomes.</p> <p>Increased social inclusion and confidence.</p> <p>Reduced digital exclusion.</p> <p>Access to education and skills development with no financial barrier</p>	<p>Number of pc sessions</p> <p>Number of e-service log-ons</p> <p>Number of unique users</p> <p>Customer feedback</p>	<p>Forward: Strategic Aim 1.1 Literacy & Learning</p> <p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Falkirk Plan: Working in partnership with communities</p> <p>Falkirk Plan: Mental Health and Wellbeing</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p> <p>Falkirk Council Plan: Promoting opportunities and educational attainment and reducing inequalities</p>	Immediate
Strategic Plan 2023-27: aims					
Aim	Output	Outcome	Measure	Strategic Indicators	Timescale
6.5 Expand food bank donation provision in libraries.	<p>Increase foodbank donation stations in libraries according to community demand.</p> <p>Work in partnership with foodbanks in each local area.</p>	<p>Communities empowered to support vulnerable members.</p> <p>Reduce social isolation</p> <p>Improved health and wellbeing outcomes.</p>	<p>Number of foodbanks in libraries.</p> <p>Number of collections.</p>	<p>Forward: Strategic Aim 1.5 Equality, Diversity & Inclusion</p> <p>Forward: Strategic Aim 2.2 Community Delivery</p> <p>Falkirk Plan: Poverty</p>	Short term: 2023-24

	<p>Monitor donation station for damaged/spoiled items.</p> <p>Arrange collection of items when donation station is full.</p> <p>Promote libraries as a support service.</p>	<p>Strong communities</p> <p>New partnerships.</p> <p>Increased signposting opportunities.</p>		<p>Falkirk Plan: Working with communities</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p>	
6.6 Introduce sustainable swap programmes in libraries.	<p>Develop a programme of sustainable swap events for libraries.</p> <p>Tailor events to target specific priority groups e.g. baby clothes; school uniforms; Halloween costumes etc.</p> <p>Investigate co-delivery options to manage the storage of items etc.</p> <p>Activity distributed around all libraries.</p> <p>Input from Activities Programming Group</p> <p>Promotion of libraries as community spaces.</p>	<p>Promoting sustainable use of resources.</p> <p>Reduce social isolation</p> <p>Improved health and wellbeing outcomes.</p> <p>Strong communities</p> <p>New partnerships.</p> <p>Increased signposting opportunities.</p> <p>Reducing stigma of second-hand.</p> <p>Reduce effects of poverty.</p>	<p>Number of events</p> <p>Number of attendees</p> <p>Feedback from participants</p> <p>Feedback from partners</p>	<p>Forward: Strategic Aim 2.2 Community Delivery</p> <p>Forward: Strategic Aim 3.1 New Partners</p> <p>Forward: Strategic Aim 3.3 Sustainable Development</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Supporting a thriving economy and green transition</p>	Medium term: 2023-25
6.7 Develop a Library of Things lending scheme.	<p>Invest in a collection of resources to lend - other than books.</p>	<p>Promoting sustainable use of resources.</p> <p>Reduce social isolation</p>	<p>Number of issues</p> <p>Customer feedback</p> <p>Partner feedback</p>	<p>Forward: Strategic Aim 2.2 Community Delivery</p> <p>Forward: Strategic Aim 3.1 New Partners</p>	Long term: 2024-27

	<p>Use community engagement results to inform selection.</p> <p>Seek community partners for co-delivery to support storage and maintenance issues.</p> <p>Investigate cataloguing configuration to add artefacts to Civica Spydus catalogue.</p> <p>Develop impact and risk assessments as appropriate.</p>	<p>Improved health and wellbeing outcomes.</p> <p>Strong communities</p> <p>New partnerships.</p> <p>Increased signposting opportunities.</p> <p>Reduce effects of poverty.</p>		<p>Forward: Strategic Aim 3.3 Sustainable Development</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Supporting a thriving economy and green transition</p>	
6.8 Exploit use of green spaces/work with plants, seeds	<p>Develop partnership with community groups and colleagues in Estates Management.</p> <p>Support gardeners and community growing with seed banks in libraries.</p> <p>Increase outdoor activities and events where appropriate e.g. Bookbug Buggy walks</p> <p>Investigate potential for community green/growing space in or around libraries</p>	<p>Increased social inclusion</p> <p>Improved health and wellbeing outcomes</p> <p>Strong communities</p> <p>New partnerships.</p> <p>Increased signposting opportunities.</p> <p>Promoting sustainable use of resources.</p>	<p>Number of green projects</p> <p>Feedback from communities</p>	<p>Forward: Strategic Aim 2.2 Community Delivery</p> <p>Forward: Strategic Aim 3.1 New Partners</p> <p>Forward: Strategic Aim 3.3 Sustainable Development</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Council Plan: Supporting a thriving economy and green transition</p>	Medium term: 2023 - 25
6.9 Investigate the feasibility of a Make and Mend space	<p>People-centred design in response to libraries</p>	<p>Increased trust in community engagement process.</p>	<p>Site chosen</p> <p>Consultation results</p>	<p>Forward: Strategic Aim 1.2 Community Wellbeing</p>	Long term: 2024-27

	<p>community engagement exercise.</p> <p>Transparent and collaborative service development.</p> <p>Suitable location chosen.</p> <p>Consultation with community and potential partners.</p> <p>Feasibility study carried out.</p>	Informed decision-making process.	Feasibility study results	<p>Forward: Strategic Aim 2.2 Community Delivery</p> <p>Forward: Strategic Aim 3.1 New Partnerships</p> <p>Forward: Strategic Aim 3.3 Sustainable Development</p> <p>Falkirk Plan: Poverty</p> <p>Falkirk Plan: Economic Recovery</p> <p>Falkirk Council Plan: Supporting stronger and healthier communities</p> <p>Falkirk Council Plan: Supporting a thriving economy and green transition</p>	
--	---	-----------------------------------	---------------------------	--	--