



EVOLVING LIBRARIES

Cavan Library Service Development Plan 2017 - 2021



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Cavan Library Service

Development Plan

2017 - 2021



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Visiting school children get active in Johnston Central Library



Artist Thomas Ryan pictured with Tom Sullivan and Councillor John Paul Feeley



Foreword

Message from the Cathaoirleach of Cavan County Council



As Cathaoirleach of Cavan County Council, I am pleased to welcome this plan for the Library Service which will put in place the objectives, actions and aspirations for the development of the service until 2021 and beyond. The plan is ambitious and wide ranging and as far as resources will allow, Cavan County Council will fulfil the actions involved. Regular users of our branch libraries are familiar with the comprehensive range of services on offer such as storytelling, book clubs, community activities, citizen and business information. The Library Service is part of an ever changing environment but the fundamental appeal

of a library as a venue for fostering reading will never change.

Libraries are welcoming community spaces for all citizens to explore collections, visit workshops, take part in reading groups or meet with friends. Cavan Library Service has a very impressive Local Studies collection and the recently published *Cavan Diaspora Engagement Strategy* acknowledges this as a valuable resource for visitors to our county.

The library service played a key role in Cavan's 2016 Commemoration and I welcome the new Creative Ireland programme where the library service in tandem with the other cultural sections of Cavan County Council will have a significant input into its implementation.

The Cavan Monaghan Science Festival where both library services work in collaboration to deliver a series of science related events to over 5,000 children and adults is a very worthwhile and tangible initiative which augurs well for further engagement. The 2017 festival won best joint initiative for local authorities at Chamber's Ireland Awards. Cavan Library Service has grown in recent years, is well used and valued by the community and will continue to enrich our lives during the lifetime of this plan.

Paddy McDonald

Cathaoirleach of Cavan County Council

Message from the Chief Executive of Cavan County Council



The Library Service is a key component of Local Authority service provision in Cavan and along with Arts, Community and Enterprise, Genealogy, Heritage, County Museum, Ramor Theatre and Tourism provides the bedrock for delivery of cultural programmes for the county.

Evolving Libraries is an appropriate title for the new library plan as libraries are undergoing a process of great change. This plan will provide a template to focus the future development of Cavan Library Service by providing equal access to reading, information, knowledge and learning opportunities for the people of the county and beyond.

Collaboration is seen as the new norm in government thinking as was evidenced by the cross sectional engagement in the successful 2016 Centenary Commemoration, and will be further advanced in the current Creative Ireland programme. Libraries cannot operate in a vacuum and it is important to link with all relevant stakeholders to provide a strong, cost effective and efficient service for the county.

The proposed alternative collaborative model, where counties share resources to improve capacity for strategic planning and development, has tangible possibilities. The cooperation between local authorities and Science Foundation Ireland in delivering a weeklong programme of science related events bears testament to this.

The national *Right to Read* initiative will enable individuals to realise their personal, social and educational potential in fostering reading, literacy and supporting lifelong learning for all individuals and communities. In addition, the new national library management system, which opens all library collections to the public, is an imaginative and practical innovation and has proven to be a great success nationwide.

This plan sets out a vision for the future of the library service after a comprehensive process of consultation and discussion and links well with the Cavan Local Economic and Community Plan 2016 - 2021, where culture and arts have been identified as key drivers for engaging with and building our community.

Tommy Ryan

Chief Executive of Cavan County Council



1 Executive Summary

This Library Development Plan for Cavan Library Services 2017 – 2021 will deliver a library service that is a cornerstone of the community, within easy reach of all residents of the county; providing equitable access to information, knowledge and learning opportunities; contributing to the economic, social and cultural fabric of Cavan society and supporting community cohesion. This will be done by working creatively and collaboratively with a range of partners locally, regionally and nationally and making strategic and flexible use of technology. Significant capital developments in the next five years include the launch of My Open Library (self service access outside of normal opening hours) and the building of a new library in Virginia.

Since the last development plan (2010 - 2015) a new single library management system is in place, allowing users to access the stock of the 332 libraries nationally. This is complemented by a steadily developing local stock collection. Online services have expanded to include eBooks, eMagazines, language courses, newspapers and eLearning courses. Cavan Library Service (CLS) facilitates 1,200 events annually, including outreach, throughout its branch network and other venues.

At the commencement of this development plan, CLS is faced with significant challenges. During the life of the last development plan (due to external factors), operational costs were cut by 10%, the book budget decreased by 38% and staff complement decreased by 25%. Plans for a mobile library service have not been realised and there is no stock delivery van for branches. Despite this, most services continued (at varying levels) and some new services were introduced.

The next five years will see CLS consolidating and expanding existing services and further embracing new technologies. It will continue to be a trusted source of information at the heart beat of community, with face to face service at branches complemented by extensive online services. Services will be delivered by a skilled experienced staff team who will continue to upskill in response to the evolving role of libraries and in line with national library strategies, international models of good practice and opportunities provided by developing technologies.

This development plan reflects values and strategies resulting from extensive developments in the local authority library services nationally. The publication of *Opportunities for All - A Strategy for Public Libraries 2013 - 2017* outlines the public library as a catalyst for economic, social and cultural development.

The plan shows a vision and values that see library services at the heart of communities, fostering reading literacy, supporting equal access to learning and information, providing a cultural space and enhancing civic participation in society.

Public Library Standards and Benchmarks (April 2015) sets out the benchmarks and performance measures that are the standard for the delivery of library services nationally. The structure of this development plan reflects these national visions and frameworks.

This development plan is not a stand-alone initiative. The actions listed will be undertaken in partnership and collaboration with other sections in Cavan County Council, along with local government, national agencies and local groups. It is closely linked to the Cavan Local Economic and Community Plan 2016 - 2022 and plays a key role in delivering a range of social and economic strategies, working with the Arts, Heritage, Culture, Diaspora, Digital, Business, Food, Tourism and Genealogy Strategies. A collaborative approach is key to the success of this plan. Through incentives such as the national Library Management System, national distribution system and national procurement, CLS will become more deeply embedded in service delivery options at a national level, and at the same time retaining its own unique collection and activity based services.



Aerial View of 'Cavan Remembers' 1916 Commemoration Ceremony.



Case Study: CLS Peace Building Projects

CLS is involved in cross border community based peace building projects. These wide ranging initiatives include the '100 Books with a Difference' project and a variety of reconciliation based storytelling and peace themed workshops and conferences. One hundred individuals from separate groups have worked together on these projects, facing and addressing a range of challenges leading to a more cohesive community. CLS is a trusted source of information in the local community and a provider of a range of neutral meeting spaces. For this reason, it makes an ideal project promoter.

2017 and 2018 will see three more unique peace building projects delivered by CLS and partners, based around the Decade of Commemoration (1912-1922). The projects will explore shared histories of communities of different backgrounds in Cavan and Fermanagh involving over 200 individuals. Themes will be based around the Great War, life during the Irish revolutionary period 1916-1922 and the Northern Ireland conflict and will involve oral history, music, dialogue and research. Cavan County Museum will partner the project and professional facilitators, historians and researchers will use library spaces and materials to inform, challenge and create dialogues in communities.

Project participants rely on CLS as a trustworthy source of knowledge and a provider of neutral meeting places which are necessary for the successful delivery of sensitive, challenging and informative peace building projects. These projects add considerably to the County and Library Archive with audio, digital and printed material of community and historical significance being researched, produced and added to the CLS collection.



Warp and Weft Diaspora Conference, Mellon Centre for Migration Studies, Omagh.
October 2016

2 Vision, Mission

2.1 Introduction:

Cavan County Council's Library Service was established in 1930 and serves all of Cavan town and county providing an evolving range of services in response to ongoing user needs (social, economic and cultural), national strategies and models of good practice. It has three full-time libraries and six part-time libraries, providing the following services:

- Free membership - giving access to books, DVDs, digital and online material
- Free Wi-Fi, internet access and computer facilities
- Reading and study spaces
- Wide ranging events programme for all ages, abilities and backgrounds
- Community spaces for use by all
- Extensive online resources
- Services of trained, experienced staff
- Logistics in place for My Open Library service in Johnston Central Library, Cavan Town

This document sets out a five-year Strategic Action Plan for Cavan Library Services 2017 - 2021. It builds on the previous five-year plan 'Libraries Matter' by continuing the development of quality services, facilities, resources and infrastructure and engaging with citizens of County Cavan and their leisure, social and informational needs at all levels. It also reflects national strategies in place for public libraries, specifically those outlined in *Opportunities for All - A Strategy for Public Libraries 2013 - 2017* (further detail in Appendix A). The performance measures outlined in this programme are based on Public Library Standards and Benchmarks (April 2015).

The library landscape has changed vastly since the last plan. Despite this, most services have continued and some new services have been introduced. CLS works creatively and innovatively with a range of partners (internal, statutory, and community) and collaboration is the norm in the delivery of a quality service.

2.2 Vision

The vision of CLS is to provide a library service that is a cornerstone of the community, within easy reach of all residents of the county, providing equitable access to information, knowledge and learning opportunities, contributing to the economic, social and cultural fabric of Cavan society.



2.3 Mission:

The mission of CLS is: to provide educational, informational, cultural and recreational library resources and services in a professional and inclusive way, enabling people living in County Cavan and beyond to improve the quality of their lives.



3 Strategic Objectives

In line with the vision and mission outlined above, this library development plan has the following strategic objectives:

1. To provide an excellent, universally accessible, modern library service in all branches
2. To continue infrastructural development of all branches to National Standards
3. To ensure that the library will be the key well head in the community for reading and research and will continue to be a focal point in the community for literacy and learning
4. To continue as the major information source in the community both for direct information provision and for signposting on how to access information
5. To work closely with education providers (primary, post primary and third level) in the delivery of services
6. To make the optimum use of new technologies to enhance user experience and deliver the vision of CLS
7. Increase usage of all facilities and services
8. To support the library workforce in delivering the above objectives



Cavan Library Services Development Plan will work in close collaboration with a range of other Cavan Council Strategic Plans outlined in the Cavan Local Economic and Community Plan 2016 - 2022. These are summarised in LECP Strategic Plan (page 14)

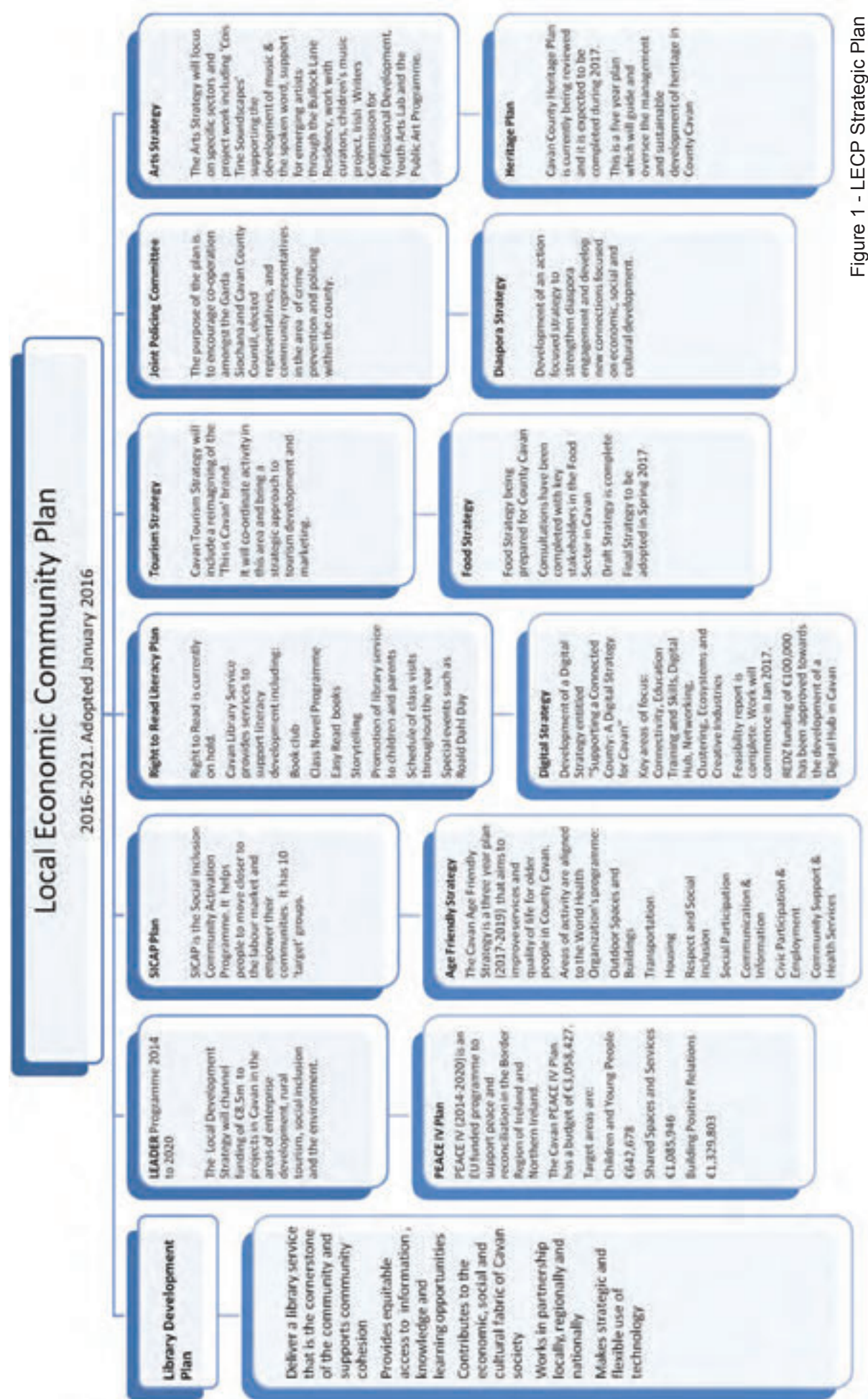


Figure 1 - LECP Strategic Plan



4 Values/Principles



Summer Stars Reading Initiative 2016

This Development Plan is supported by the following values and principles:

1. Open access to recorded knowledge, information and creative works
2. Connection of people to ideas, fostering intellectual freedom
3. Commitment to literacy and learning of all kinds
4. Dedication to equality, with respect for diversity and individuality
5. Preservation, in all forms, of local records, including programme of digitisation
6. Delivery of excellence in services
7. Working in partnership and collaboration to advance these values

These are also supported by the 2016 Public Library Manifesto which outlines the following values:

- **At the heart of communities** - Irish public libraries are the heart of communities, both urban and rural, providing a range of mostly modern buildings, free public spaces for everyone in the community to make use of
- **Reading literacy** - Irish public libraries foster reading and literacy and a love and appreciation of books and reading
- **Learning and information** - Irish public libraries support learning - formal and informal - and deliver information in a variety of formats to meet the many and varied needs of citizens
- **Cultural space** - Irish public libraries provide a welcoming critical cultural space showcasing, curating, and preserving diverse heritage and providing opportunities for creative expression.
- **Democracy and participation** - Irish public libraries strengthen real democracy, by enhancing civic participation and by enhancing life opportunities for every citizen in the State



Birth of a Nation - 23rd April 2016



1916 Commemoration Committee

A SUCCESSFUL LIBRARY SERVICE - WHAT WILL IT LOOK LIKE IN 2021?

Cavan Library Development Plan has a clear vision for the future. This Development Plan outlines, in extensive detail, how this will be achieved over a five-year period. Successful implementation will provide a Library Service in 2021 that will see:

- CLS as an integral part of everyday life in Cavan, serving community needs of members and visitors
- Increased membership, with universal membership given to every citizen of Cavan at birth
- A library service that is accessible to all, whether through the branch network, by accessing online services or by attending an outreach event.
- A full complement of well-resourced staff who will deliver all library services
- Library buildings and online services that are the centre of trustworthy information for learning, education, leisure, culture and active citizenship purposes
- Regular use of the range of library services, including outreach and online services as the norm for all citizens
- A new ultra-modern library in Virginia and plans developed for new branch libraries in Kingscourt and Ballyjamesduff.
- My Open Library firmly established in Cavan Central Library
- Extended opening hours in line with national recommendations
- Working towards the national recommendation of an annual book fund budget of €3.77 per person
- Local Studies material fully digitised
- High speed broadband available in all library outlets
- Fully resourced outreach services for pre-school, primary and secondary schools
- Stock collection policy in place
- Use of online digital services by all members



Cavan Library Service Working Collaboratively



Case Study: Fleadh Cheoil na hEireann at CLS

During the period of the last Cavan Library Development Plan, Cavan hosted Fleadh Cheoil na hÉireann for three consecutive years 2010, 2011 and 2012. CLS was one of the many agencies and community groups that were part of an extensive collaborative approach. The event gave CLS an opportunity to open its spaces to a whole new audience and to work at a new level of co-operation with existing and new partners. Cavan County Council's various departments including CLS, have since used this experience and learning to positively exploit these collaborations to deliver other projects in Cavan. In August 2012 the successful Melting Down conference took place in partnership with Cavan Genealogy, the County Museum, Heritage Office and the Mellon Centre for Migration Studies in Omagh. This project explored themes of emigration, exile and place. The experience of networking and event management put CLS in a key position to lead the successful delivery of the 1916 Centenary Commemoration countywide in Cavan. Following this, CLS will now lead out on Cruinniú na Cásca, the annual Easter Monday commemoration event and delivery of the first cultural strategy for Cavan County Council.

Delivery of these high profile national programmes puts CLS at the centre of the cultural landscape in Cavan, with its countywide network of resources, services and spaces readily available as a point of human contact for the face of Cavan County Council and the citizens that are engaged with these programmes.



Fleadh Cheoil ns hEireann 2011



4.2 Library Service Points and Infrastructure:

4.2.1 Overview

A summary of library locations, size and opening hours are outlined in Appendix B. Fig. 2 below shows the location of libraries and the following sections overview each library.



4.2.2 Johnston Central Library and Library Headquarters

Johnston Central Library and the county library headquarters are based in the Farnham Centre building in Cavan Town, which opened in 2006. With an area of 650m², the library is open forty six hours per week and has a membership of 5,285. It houses the reference and local studies library, has twelve computer terminals and has an extensive study area and two community meeting rooms.

Exhibition, workshop and meeting spaces can accommodate up to 100 people and the main library space has a flexible shelving system, making space for events accommodating up to 200 people. The library is part of Farnham Centre, the flagship building of Cavan County Council, which also houses the Arts and Heritage Offices, the Tourism Officer and Cavan Genealogy all working in partnership.

The library hosts a range of activities ranging from classes and workshops for all ages, conferences, art exhibitions, readings, coffee mornings, Irish language activities and festivals. At time of writing, the library is being upgraded to My Open Library which will be fully operational in 2017.

The central library headquarters is housed on the first floor of the building and has office space, a digitisation room, the county archive, a computer training suite, a reading room and a central store.



Johnston Central Library



Case Study: Cavan Genealogy Centre

Cavan Genealogy has a long-standing partnership with the library service that works mutually for the benefit of both bodies in genealogical service provision. A tourist information service is also delivered by Cavan Genealogy, which is a key part of Cavan County Council's tourism information product. Both services jointly delivered the Bailieborough Model School exhibition in 1992 followed by the Great Famine exhibition in 1995. The Mellon Centre for Migration Studies has been a long term partner and the three bodies worked together on the *Melting Down* conference in 2012; the *Crossing Borders* conference in 2013, which explored some features of the borderland counties of Cavan, Monaghan, Meath, Fermanagh and Tyrone and the Warp and Weft conference in 2016, which examined diasporic links, revolution and war. A number of in house exhibitions have been jointly developed by both services including *Breaking and Laveing the Country* on emigration in 2013 and the *American Civil War* in 2015. The library and genealogy services have also jointly organised conferences with Dr Myles Dungan and Pegasus Consulting in 2014, 2015 and 2016 on the First World War and 1916 commemorations.

These are examples of a long term collaboration that shares physical space, financial resources, stock catalogues and staff knowledge and skills. In this partnership, CLS is a key resource for genealogy and tourism and the combination enhances the visitor experience, resulting in a positive impact on the community, genealogical service and tourism product.



Mayor of Montreal, Denis Coderre exploring his family history at Cavan Genealogy with Concepta Mc Govern and Mary Sullivan

4.2.3 Bailieborough Community Library

Situated in the Old Market House, Bailieborough Branch Library has a space of 191m². The library is open 39.75 hours per week and has a membership of 1,772. Located in the centre of the town, it is spacious, accessible and welcoming. It was renovated and re-launched in 2007. The library is staffed by one full-time and three part-time librarians. It has four computer terminals, Wi-Fi, reading and study facilities and an exhibition and events space. A range of activities takes place in the events space including craft groups, mother and toddler group, Citizen's Information outreach, National Council for The Blind meetings, leaving certificate oral Irish workshops, readers group and an annual programme of workshops and lectures. The local Lit Lab writers group meet fortnightly in Bailieborough library. The group mentors new and emerging writers from Cavan and Meath and each October they host the Bailieborough Poetry Festival. Bailieborough is in the Dublin commuter belt and the local population has increased since the last library development plan. There is a close working relationship with the local primary and secondary schools.



Bailieborough Library



Cootehill Library

4.2.4 Cootehill Community Library

Cootehill Community Library was purpose built in 2001 and upgraded in 2008. With an area of 180m², the library is open 39.75 hours per week and has a membership of 1,219. A spacious airy building, the open design has dated well. The library is staffed by one full-time and three part-time librarians. It has four computer terminals, Wi-Fi and reading and study facilities. There is a meeting room upstairs and a mezzanine level gallery space. Activities include bridge, chess and painting classes, film club, reading group, craft group, local drama group meetings, links to local disability group, older peoples drop in centre and events for children. An IT training suite on the first floor is used by the Cavan Monaghan Education and Training Board (CMETB) for programme delivery. The library runs a primary school class visits programme.



4.2.5 Part-time Libraries



Belturbet Library



There are six part-time libraries: Arva, Ballyconnell, Ballyjamesduff, Belturbet, Kingscourt and Virginia.

Belturbet: The largest part-time library is Belturbet Library and Civic Centre which is open 18.75 hours per week. Opening hours include three full day openings, one of which is a late evening opening. With an area of 175m², the library has a membership of 520. The building was completely revamped and re-opened in 2014 with study and reading facilities, meeting/exhibition space, Wi-Fi and two computer terminals. Cavan Library Service has a close working relationship with Belturbet Development Association and on occasion has utilised the larger events space housed in the Civic Centre

Arva: Situated in the Market House, the library has an area of 65m², and is open seventeen hours per week with a membership of 160 and one computer terminal.

Ballyconnell: Situated on Church Street, the library has an area of 50m², and is open eighteen and one quarter hours per week with a membership of 388.

Ballyjamesduff: Situated in Ballyjamesduff Health Centre, the library has an area of 11.15m², and is open eight and a half hours per week with a membership of 174.

Kingscourt: Situated in St. Joseph's Hall, the library has an area of 55.75m², and is open four hours per week.

Virginia: Currently situated in Virginia Health Centre, the library has an area of 11.15m² and is open ten hours per week. Funding of €850,000 has been approved for a new library to be completed by 2021. This will mean re-location to a purposely renovated building adjacent to the Ramor Theatre. It will also include a My Open Library service.

4.3 My Open Library facility at CLS

A key initiative since the previous development plan is the My Open Library project. The primary objective of the My Open Library service is to increase user access to libraries from early morning to late evening serving the needs of the community beyond current opening hours. The My Open Library service is an initiative under *Opportunities for All* and extends opening hours to library members during unstaffed hours. In 2014, a pilot project was introduced in three branches nationally and in late 2016 funding was provided to all counties. The review of the pilot notes that

users have adjusted well to using the new service and users' reactions have been positive. The service provides greater flexibility and convenience for the local community, attracting hundreds of new users who had not previously or recently, been library members. It has positioned the library service more strongly as a community centre or hub, a place for information and ideas, somewhere to meet, open to all, free and welcoming.

The concept provides for the public library to be accessible to library members seven days a week from 8am to 10pm outside of staffed opening hours. The library provides access to the public for an extra 64 hours per week in a full-time branch. Membership is available from 16 years and upwards. Where the My Open Library model has been rolled out in Europe, research has shown that new groups of users utilise the services provided, in particular on Sundays and late evenings. As a relatively new service in Ireland, it is set to become a key part of core access to libraries nationally as each local authority in the country has been allocated funding to upgrade one of their outlets to My Open Library. Existing library staff continue to provide expert and additional services, supporting users and community engagement and programming during their existing opening hours. During the extra opening hours, the library is operated on a self-service basis by the public, borrowing and returning items, using the internet via library computers or via Wi-Fi using their own devices, browsing, printing, photocopying and using study and meeting places. This development plan will see My Open Library in two locations. The first is scheduled to open in 2017 in Johnston Central and the second will be part of the new library building planned for Virginia. A completely new departure for CLS, this additional service will considerably extend the hours of access to My Open Library enabled branches.





4.4 Services and Activities

CLS provides an extensive range of reading and information dissemination services. These include:

- Free membership giving access to books, DVDs, audio books, eBooks and digital library services
- Free Wi-Fi, internet access and computer facilities
- Online services
- Reading and study spaces
- Support of professional staff to help queries
- Meeting, seminar and exhibition spaces

Each branch runs a tailored programme of events and clubs, based on their resources and user needs. These include literacy, business, intercultural, schools, arts, family, children, computer training, reading groups, education and festival events. These are run independently, in partnership with local groups/agencies and as part of national events. Members can join online or at any library branch. CLS membership cards can be used in any library nationally following the launch of the National Library Management System. A full list of programmes and events (over 1,200 per year) is outlined in Appendix B. Services are detailed in the following sections.

4.4.1 Lending

Lending (books, DVDs, audiobooks, eBooks, eAudiobooks, and eMagazines) continues to be a core service of the library. In 2016, a total of 125,766 items were checked out throughout CLS branches. Members can also access their account online to search the catalogue, renew books, reserve books and avail of online resources including international newspapers, online learning and language courses. Issues around book stock are outlined elsewhere in this Plan.

4.4.2 Wi-Fi, Internet and Computers

All outlets have access to computers, printers, broadband and Wi-Fi. While staff provide informal support for this, computer training courses are also delivered in some branches in partnership with Cavan Monaghan Education and Training Board. In 2016, there were 24,485 internet sessions on CLS computers.

4.4.3 Reading and Study Spaces

Four of the libraries have reading and study spaces used by members and non-members of all ages. Access to these will be considerably increased when the proposed 'My Open Library' is available. Spaces are used for reading, studying, accessing free Wi-Fi and reading newspapers and magazines.

4.4.4 Online and Digital Services

Since 2016, the following digital services can be accessed anywhere by CLS members:

- BorrowBox - Borrow up to five eBooks and five eAudiobooks
- RBDigital - eMagazines available to download
- Mango Languages - online language learning
- ProQuest - Access to 100s of international newspapers
- Universal Class - 500 + free online eLearning courses

An information leaflet at each branch outlines the extent of each of these digital services. CLS promotes the service actively. Specific targets are identified for initial promotion e.g.

- Cavan Institute
- Cavan LEO clients
- Teens
- PPN
- Jobseekers
- Community groups
- Second level students



Sinead Mc Ardle and Pauline Mc Donald Smith promoting Online Library Services at the Taste of Cavan 2017 with author Linda Kavanagh (centre).



Free Online Library Services

Your library at home or on the move!



www.cavanlibrary.ie

FREE access to

- eBooks & eAudiobooks
- 500 Online Courses
- Online Magazines
- International Newspapers
- Online Language Learning

Join Cavan Library Service to begin your Online Library adventure!



4.4.5 Meeting, Seminar and Exhibition Spaces

Four branches have community/civic spaces that are used to deliver a programme of activities, meetings and seminars on an annual basis. Such is the level and variety of these activities, they have become a core service of the CLS.

There is scope for further development of the use of these spaces, through development and streamlining of existing events, partnerships and festivals and through raising awareness in the community of the available spaces.



4.4.6 Library Website

CLS has several information portals on their website (www.cavanlibrary.ie) signposting other free sources of information. These include information on and links to:

- Library Catalogue
- Online Resources
- Genealogy
- Business
- Gaeilge
- Careers/Learning
- Health
- Cavan Links
- Newspapers/Journals
- Community Services
- Paying Local Taxes Online
- Environment
- State Agencies



4.4.7 Support of Professional Staff to Solve Queries

The local library is a key source and signpost for all types of information for citizens. Whether it is to look for a specific book, undertake specialist research or address educational needs, CLS librarians are always on hand to help.

4.4.8 Literacy Services

CLS provides literacy programmes for children and adults throughout its branches and stocks a range of literacy support material. An integral element of the Cavan Local Economic and Community Plan (LECP) is the delivery of the national 'Right to Read' programme which is to be developed in 2017. CLS supports the literacy friendly campaign which is delivered by the National Adult Literacy Agency (NALA).

4.4.9 Intercultural Services

CLS, as part of the 2016 commemoration, developed links with new communities in the county. Services to these new communities include: an extensive events programme open to all, a range of English language books for those wishing to improve their written and spoken English, Wi-Fi and computer facilities, online international newspapers and a range of online resources. There is scope for further work in promoting services to these communities.



New Communities
Lithuanian
Ambassador Rasa
Adomaitiene with
Donata
Simonaitiene and
Director of Service
Ger Finn

4.4.10 Reading Groups

There are reading groups for all ages in CLS. Provision of multiple titles for reading groups has been greatly facilitated by the new National Library Management System and the availability of eBooks and eAudiobooks. The popular annual *Summer Reading List* includes recommended best reads for reading groups and library members



consisting of fiction, nonfiction and as Gaelige titles in both print and eBook format. Single projects such as the *100 Books with a Difference* also provide guidance to readers. The national *Summer Reading Stars* programme promotes reading for children of primary school age.



4.4.11 Schools & Education Services

CLS has developed a class novel scheme which is available to teachers throughout the county which has proved to be very successful. There is potential to provide an eBooks service as facilities become available in schools. A structured programme of class visits are arranged for local schools at the beginning of each school year. A school library has been established in the new Kingscourt secondary school in partnership with CLS.



Minister Heather Humphreys helps primary school children unveil the sculpture Pledge of the *Metalmen* – a 'Building Peace through the Arts' initiative

4.4.12 Education, Learning and Business and Farming Links

CLS has links to primary, post primary and third level institutes of education. The latter includes Cavan Institute, Ballyhaise Agricultural College and Cavan Innovation and Technology Centre (CITC). Third level links include a collection of books on agricultural science on permanent loan from Ballyhaise Agricultural College, which is held in Johnston Central Library and is accessible to Ballyhaise students and CLS members. Links between business and schools include a career day for second level students. CLS also provides a Business Enterprise and Employment (BEE) service.

A new initiative aimed at bringing the library to the community is a series of farm talks delivered in partnership with Ballyhaise Agricultural College and Teagasc. CLS has programmed and promoted a series of talks on farm safety in rural venues. It is planned that this outreach project has potential to further engage with the farming community with CLS events and services.



Farm Safety Event - Drumavaddy



Clerkin brothers - Chess Championship 2016
with guidance from chess teacher Tony McMahon



Young library member at Mother & Toddler
Group



4.4.13 Irish Language

CLS provides a comprehensive Irish language programme and has a dedicated section on the library website - www.cavanlibrary.ie. CLS hosts *Seachtain na Gaeilge*, Irish reading groups, Club na nÓg and oral Irish workshops for secondary school children. Weekly conversation classes and an Irish language book club are also provided for adults. The programme is run in partnership with a local Irish language group.

4.5 Outreach to Loughan House Prison

An outreach programme operates in Loughan House Open Prison seven hours per week (three afternoons) attended by a librarian and has 120 members. The service provides fiction, self-help, DIY, hobby and foreign language books to residents. The librarian is supported by members of the prison community to dispense material outside of opening hours.

4.6 Pilot Schemes

CLS is currently taking part in the Business Pilot Scheme BEE, detailed elsewhere in this document.

4.7 Staffing

Twenty - seven staff in Cavan County Council deliver the work of CLS including three on six month contracts. Excluding the temporary staff, this represents a decrease of 25% in library staff levels since the start of the last plan. All the current staff has been working in CLS since before the last development plan. There is therefore a considerable bank of skill, local knowledge and corporate memory within the staff. Fourteen members of staff are part time and are employed as branch librarians at basic level. Within this tight structure, there are limited opportunities for advancement or promotion. The large number of part-time staff requires imaginative and flexible rotas to ensure that library opening hours are maintained.



Cavan Library Service staff team pictured with Director of Service Eoin Doyle

4.8 Funding

During 2010 - 2015, the annual spend decreased by 10%. 2016 saw budgets increase but budgets have not yet reached 2010 levels. The book budget in 2010 was €80,000 and €50,000 in 2015, representing a decrease of 38%. It increased again in 2016 to €60,000. A book budget of €70,000 has been agreed for 2017.

	Total Budget	Book Fund
2010	€1,998,287.	€80,000
2015	€1,798,740.	€50,000
2016	€1,981,470	€60,000
2017	€1,979,963	€70,000

Figure 3: Spending 2010 - 2017

Current book stock CLS is: 93,108 units. Some older material is not yet catalogued. The National Benchmark spending per capita is €3.77. Current spending per capita is €0.92 in CLS, leaving the current shortfall of €2.85 per head. This needs to increase by 185% to reach the national target.

Due to budget restrictions, the scope for purchase of up to date stock is limited. While there is no written book buying policy in place, a very structured approach is taken annually to stock purchase. During the last five years each year has seen a specific focus, for example, purchase of stock to address gaps in juvenile, business and health literature collections.

4.9 Notable Developments in the Last Five Years/Since Last Plan:

Libraries Matter Cavan County Library Service Development Plan 2010 - 2015 had six strategic goals:

1. Delivering quality library services
2. Developing library resources
3. Improving library infrastructure
4. Harnessing advances in IT
5. Building community cohesion in Cavan
6. Developing the organisation through human resources, support services and funding



The plan made it clear that it was a starting point for some projects and that these would be continued into the next five-year plan. Notable developments and achievements in the period 2010 - 2016 include:

- New civic space in Belturbet
- Funding allocated for a new library in Virginia
- Funding allocated for My Open Library in Johnston Central Library
- IT facilities upgraded in branches
- New online services introduced
- Class novel initiative developed
- Science Festival - Cavan and Monaghan Libraries joint delivery of 2016 festival attended by over 2,300 participants
- New business initiatives
- Local radio used for marketing
- Increase in number of reading groups
- Branch based school service
- Grant for 1916 - 2016 related stock purchase
- Digitisation of historical rare books, photographs and postcards
- New linkages with Ballyhaise Agricultural College and stock donation
- New linkages with Lithuanian school and community
- New linkages with the ETB and Health Service Executive (HSE)

Outstanding items include:

- No mobile library
- Spend per capita still well below target
- Staff numbers have decreased by 25% since the last plan
- No delivery van. This means that there is no regular transport between branches so best use cannot be made of stock exchange countywide. Currently a van is hired for branch stock exchanges. A structure needs to be put in place to ensure the effective flow of stock between libraries in order to satisfy borrower requests. The new National Distribution System is helping to address this.
- Kingscourt and Ballyjamesduff libraries in need of upgrade

Challenges CLS are facing that were not in the last plan:

- Changes regarding stock purchase in the future as a result of new procurement regulations effectively moving from local procurement to national procurement and choices of eBook and audio book materials are made centrally
- The introduction of the new library management system (Sierra) will impact on how stock is catalogued. In particular, a format needs to be found to preserve the local studies catalogue records.

- Need for transition training: the rapid expansion of available online resources requires a more fully trained staff for delivery of same
- Marketing : with the range of new services now available, CLS needs to look at new ways of promoting these services both locally and as part of national marketing strategies
- Training required on production of marketing material including brochures, website development and social media
- Insufficient staffing levels, despite a 25% decrease in staffing levels since 2010, the same services are being delivered and increased substantially

5 External Environmental Analysis

5.1.1 Overview Of Geographic, Demographic, Social and Economic Trends of County Cavan

This section looks at the geographic, demographic, social and economic trends of County Cavan in the last five years.

Local Government reform has led to the creation of three new Municipal Districts (MDs) in County Cavan. These three MDs are largely equal in terms of population size and are denominated as Cavan - Belturbet covering Cavan town and the north west, Bailieborough - Cootehill covering the east and Ballyjamesduff covering the southern part of the county.



Fig. 4 - Map of County Cavan Municipal Districts



Population profile:

- Preliminary results from the 2016 Census of Population show that the population of County Cavan was 76,176 which represents an increase of 4.1% since 2011.
- The population of the county grew by 19% between 2006 and 2016 while the population of the state increased by 12% during the same period.
- Cavan is a predominantly rural county with 70% of the population in rural areas and very small settlements.
- 23.1% of Cavan's population, 17,622 are children aged 0 -14 and 13.7 % or 10,464 persons are aged 65 years and over.



Intergenerational Project - Anne McKiernan with an enraptured audience



Primary school pupils enjoy music, poetry, drama and other events in Cavan libraries.

Social Inclusion:

- In Cavan 477 people said they were part of the Traveller Community - an increase of 5.5% since 2011. The national figure stands at 30,987.
- 12.48 % of County Cavan's population has been classified as having a disability, this compares with the State average of 13.5%.
- Cavan is a county of contrasts, with significant population expansion in the south of the county which forms part of the commuter belt to Dublin, contrasting with very sparsely populated areas of West Cavan
- Transport options in rural areas are very limited and some rural communities have no public transport options at all.

Employment:

- At the end of the first quarter of 2017 there were 4,533 people on the live register in the county. This represented a very significant drop from a peak of 7,988 in July 2010.

Education:

- The percentage of the adult population in County Cavan with primary education only fell from 20.6% in 2011 to 15.61 % in 2016
- Of those aged 15 years and over who stated their educational attainment and whose full-time education had ceased, 15.61% were educated to primary level only; 37.65% attained second level while 46.73 % were educated to third level. This compares favourably with 57.3% having second level and 22.2% having third level education in 2011.



Case Study: Cavan Monaghan Science Festival

2016 saw the inaugural Cavan Monaghan Science Festival, with 76 events attended by 5,000 people in Cavan. The aim was to stimulate and sustain the interest of all in science, technology, engineering, arts and mathematics (STEAM) by producing an exciting and educational festival.

Events took place over one week and ranged from robotics to water testing, boat building to the science of the circus and farm themed workshop. Included also were healthy eating, food labelling, water and climate change; science of sport, bee keeping and science careers. Adult and family events included coding workshops, robotics, energy workshops, farm safety and geology talks.

A family fun day ran in three locations. This collaboration between Cavan and Monaghan Library Services worked with a range of Cavan based partners. These included Teagasc, Cavan Men's Shed, HSE, Breifne College, various sports' clubs, environmental groups and first, second and third level students. It also demonstrated the benefits of CLS engaging with the community to target areas/groups where library membership is low and providing an opportunity to show case services. An example of this is partnership with Ballyhaise Agricultural College/Teagasc to deliver a lecture for the farming community in a local rural venue. This festival is an example of a successful initiative under Alternative Collaborative Model between library services.

5.1.2 Cultural Infrastructure

The Farnham Centre in Cavan town is the centre of Cavan County Council's cultural infrastructure, housing the County Library Headquarters, the Cavan town Branch Library, Arts, Community and Enterprise, Heritage and Tourism Staff, along with the Genealogy Centre. There is regular and ongoing dialogue and co-operation between these departments. The hosting of the National Fleadh Cheoil in Cavan town in 2010, 2011 and 2012 and the more recent 1916 centenary celebrations in the county, have built on these working relationships. Ramor Theatre is based in Virginia, there is an arts centre in the Town Hall in Cavan, exhibition and workshop spaces in four of the Cavan libraries and a number of smaller artist studios.

Due to the regular co-operation between cultural stakeholders in Cavan County Council, their respective strategic plans in general complement each other while being careful not to overlap. To increase this efficiency and co-operation across Cavan County Council, it would be useful to have an overarching cultural statement, reflecting the ethos of the Government Strategy for Culture 2025. As part of the Creative Ireland programme a Culture and Creativity plan will be produced for the county in the autumn of 2017.

5.1.3 Consultation for this Development Plan

5.1.3.1 Overview

Extensive stakeholder consultation regarding this five-year plan took place with staff, library users, library non-users, community groups and relevant local authority agencies and bodies. Consultations took the form of workshops, one to one meetings, focus group meetings, by telephone, by library survey and online survey. Meetings were held with key staff from other departments to ascertain their views, note their services and identify opportunities/obligations, if any, for them to collaborate with CLS.

5.1.4 Public Consultations

This section looks at the public consultation that was undertaken to obtain feedback from the public and other stakeholders regarding the current status of CLS and what changes people felt would enhance the service. Public consultation was undertaken between 21st September 2016 and 10th October 2016 as follows:

1. Five public consultation workshops (see Appendix D for details)
2. Online survey
3. Hard copy of survey in all library branches
4. Direct submissions by email or in writing



The consultation process was advertised by Cavan County Council. The CLS consultation process ran parallel to consultation on behalf of the Arts and Heritage Offices, giving respondents an opportunity to influence all three development plans. All information was collated and analysed and is summarised in this section. Overall there was a high level of satisfaction of services but a lack of awareness of some of the newer services. The main findings are outlined below, with full details of responses detailed in Appendix D.

5.1.4.1 Profile Of Respondents

273 individuals took part in the public feedback process. 37% of respondents were age 36 - 60, 29% were 18 - 35, 25% were over 60 years of age and 10% were teenagers.

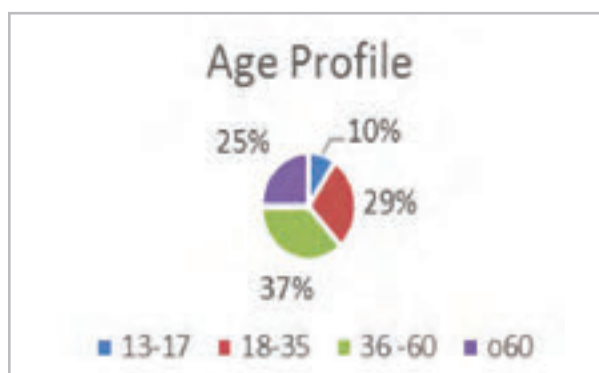


Fig. 5 - Age profile of public consultation respondents

5.1.4.2 Awareness Of Services

In order to establish the level of awareness of services, the survey gave a list of services provided by CLS. Respondents were asked to indicate level of awareness as follows:

1. Aware of it and used it
1. Aware of it, never used it
2. Not aware of it.

- 94% stated they were aware that membership was free.
- Awareness of core services such as book lending (adults, teens, children), use of library card in any branch of Cavan Library, DVD and audio book lending, study and reading facilities and reference library was between 60% and 94%.
- Respondents were not as aware of some of the less used and arguably more specialised services such as the Local Studies Collection (Johnston Central Library).
- Awareness and use of library card in any branch of CLS use of business and community information.
- Awareness regarding events/lectures was 40% or less.

It should be noted that some of these services are provided in the larger branches only.

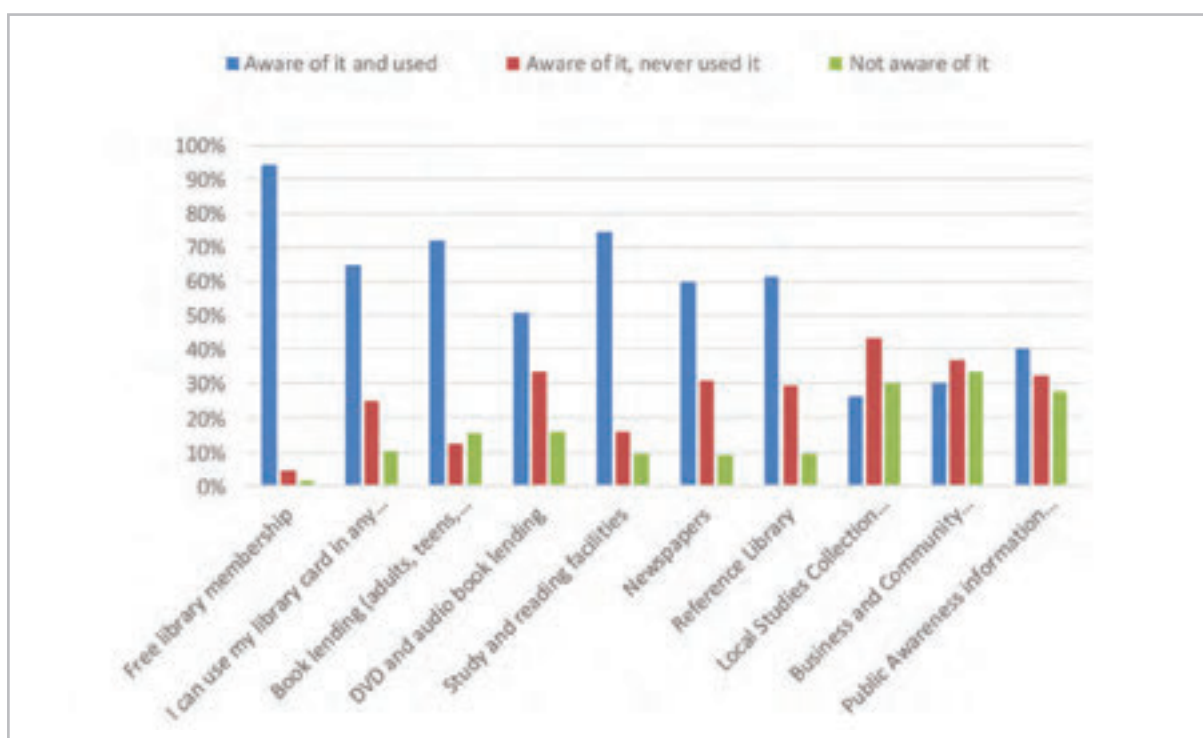


Fig. 6 – Awareness of Use of Services (1)

- Respondents had a high level of awareness of the availability of internet and computer facilities with 65% saying they had used them.
- The uptake of programmes such as arts and festival activities, events and workshops, children's events, children's book club, school library service/programme, reading promotion programmes, parent and toddler groups, Irish language events, reading groups, literacy programme material (for all ages), author visits and meeting/exhibition spaces for community groups ranged from 15% to 40%.
- Awareness of these programmes/services ranged from 25% to 46%, reflecting the different age profile and needs of respondents.

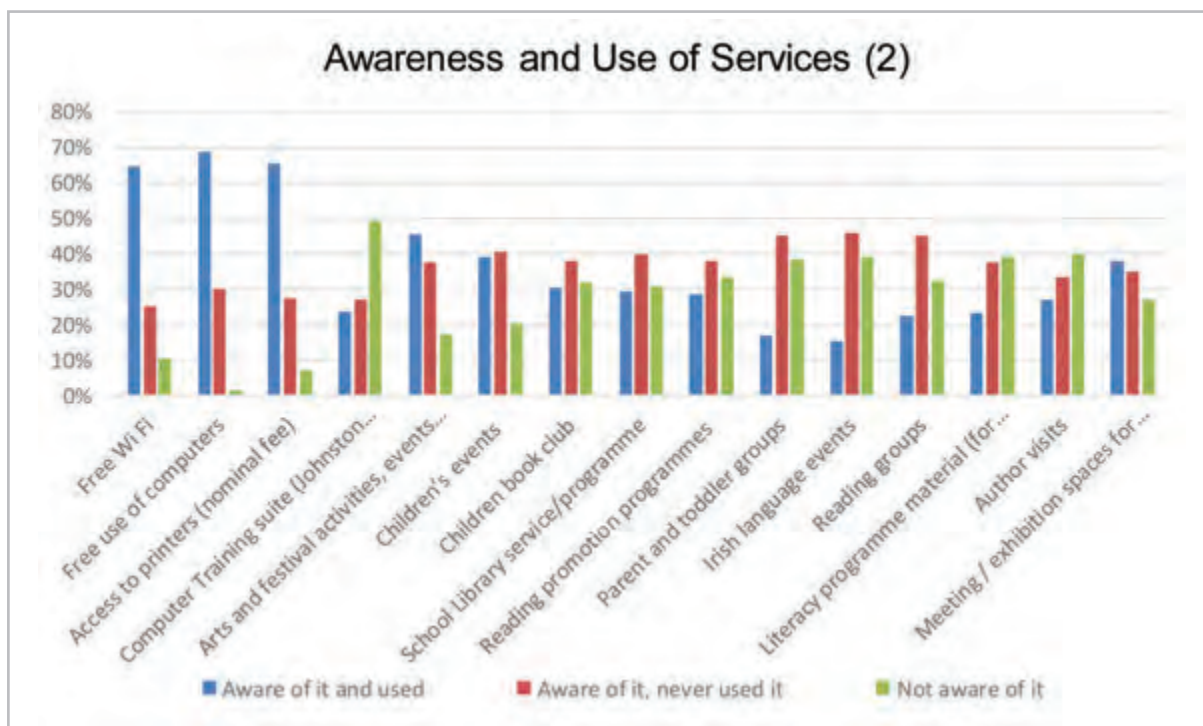


Fig. 7 Awareness and Use of Services 2

Awareness of online services varied, reflecting the more recent additions of some of these services. Between 40% and 60% of respondents were unaware of services such as online access to book stock list, eBooks & eAudiobooks lending online, online newspapers and magazines, online language courses, online education (e-learning) courses and online folklore collection.

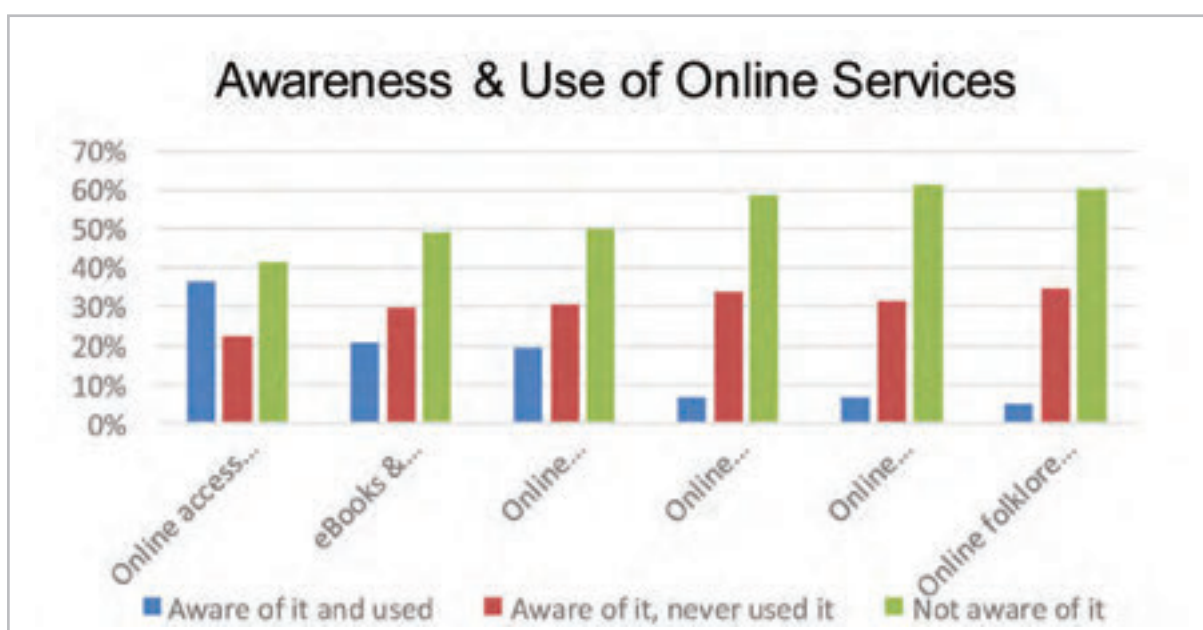


Fig. 8 - Online Services

5.1.4.3 Questions Asked In Survey and Consultation Workshops

In order to establish what respondents felt were the stronger elements of CLS, what was lacking and to gain ideas for improvements, three identical questions were asked as follows:

1. What do you see as the strong points of Cavan Library?
2. Can you suggest improvements for Cavan Library Service?
3. Do you have any ideas how we could encourage more people in your community to use Cavan Library Services?



Painting Class at Belturbet Library

Summary response to Question 1: What do you see as the strong points of Cavan Library Services?

- Widespread praise for staff in all branches - frequent reference made to their professionalism, knowledge and helpfulness
- High level of satisfaction with facilities in the four main libraries
- Opening hours
- Wide range of events run by the libraries
- CLS branches are important meeting points and social spaces
- Positive feedback from groups response regarding skills, knowledge and helpfulness of the staff, especially in areas of special interest
- For those living in rural areas with unreliable broadband, library is a place to visit to use internet
- Ease of access and free use of space, access to books, comics, DVDs, internet and meeting rooms and the warm and friendly surroundings



- Feedback mentioned virtually all the library services, with different levels of awareness and use of these services
- Wide range of events run by the libraries, mentioning arts, children, education, Irish language, history
- The community and social element of CLS
- Access to information both online and through reference books and resources available on loan

Summary response to Question 2: Can you suggest improvements for Cavan Library Service?

- Keep all existing staffed hours
- Frustration at the level of facilities in Ballyconnell, Kingscourt and Virginia, stating they were physically inadequate
- Facilitate staff to undertake more training to further increase their expertise
- Frustration at the absence of a Mobile Library Service
- A range of service improvements and enhancements were suggested for all branches
- Services for specific target groups to increase membership
- Longer opening hours, a wider stock collection, especially in smaller libraries
- Make library spaces more available outside of opening hours, thereby making more use of the excellent facilities available
- More events such as special interest films and author visits were suggested, talks aimed at younger people, basic computer skills courses, lectures around the art exhibitions shown annually
- More services for children and young people



Fig. 9 – Book Stock Response

While 28% of respondents felt the quality of book stock was excellent, the remainder felt the standard ranged from very good to okay. The main issues around book stock were availability of popular fiction and of special interest books.

Summary response to Question 3: Do you have any ideas how we could encourage more people in the community to use Cavan Library Services?

- Respondents had lots of ideas, many of them mentioning what is already happening or giving suggestions for enhancing services promotion
- More advertising - ranging from social media to local print media, local radio, posters and national advertising campaigns
- Improve facilities in small towns and provide more computers
- Promote outreach services
- Mobile library
- More community engagement and talking to community groups about opportunities for enhancing their areas
- Further engage with national schools, secondary schools
- Many of the activities/events suggested already take place, however many suggestions related to developing the existing programme further

5.2 Stakeholder Consultation

All community groups registered with the Cavan Public Participation Network were invited to complete a community group survey. In addition, other stakeholder groups were approached directly for feedback. Respondents were asked to discuss the following three questions:

- a) What they like about the current service
- b) What changes their clientele/members/target group would like to see
- c) How to encourage greater engagement between their clientele/members/target group and the library

This section summarises feedback given by each sector.

5.2.1 Third Level Education

A number of third level institutes are based in Cavan. Students from Cavan Institute and Ballyhaise Agricultural College see Johnston Central Library as a resource to be frequently used. It is seen as a formal library structure with all that goes with this on their door step. It was felt that 'the library has been very positive in engaging with us and developing a partnership with our college and students'. There is a desire to



continue to develop the agricultural section in Johnston Central Library in conjunction with Ballyhaise College. A suggestion was made that library staff would actively encourage students to sign up each September by organising formal library induction and user programmes similar to other third level institutions.

5.2.2 Links to Health Service Initiatives

Feedback from the HSE Operational Service Manager indicated that the strong points of the CLS were free membership, free Wi-Fi, variety of services and excellent online services including genealogy. It was noted that staff 'are excellent and go the extra mile to assist us'. It was felt that additional evening opening hours would be helpful. Further collaborative ideas include.

- More collaborative community health education open days/workshops/seminars

Discussions indicate that there is scope for setting more formal partnerships. To date a number of health related lectures have been run in partnership with local HSE services

The Government led Healthy Ireland initiative where our population is encouraged to eat more healthily, be more active and look after mental wellbeing will form a major part of future library programming.



New Communities - 2016 Commemoration

5.2.3 Intercultural

It was stated that the CLS has a wide range of resources and facilities that meet the needs of all generations. It would be useful to have information available more widely to keep people informed/educated about the available services. Suggestions around ways to encourage more multi-cultural groups to use the services included having a multicultural corner featuring international language literature reflecting the new communities in Cavan. Feedback indicated a lack of awareness of the range of community space facilities available in CLS. It is noted that the new LMS will enable access to foreign language books in all library services.

5.2.4 Accessibility

Feedback on accessibility acknowledged that the newer larger libraries are fully accessible but many of the smaller part-time libraries are not, both from the street and within the premises.

- Facilities in some libraries such as audio and large print books, CCTV readers and eLibrary services were positively acknowledged.
- In the larger libraries, the existence of an accessible events space that can be booked for free for meetings by local community groups was acknowledged, along with the tea/coffee making facilities.
- There was also reference to the positive impact of staff members who have received disability training.
- Suggestions for improvements included having a wider variety and up to date selection of books in various formats i.e. audio version, large print, easy read and having talks/exhibitions which are aimed at inclusion and integration of people with disabilities into everyday community life.
- The need for an accessible outreach mobile library service which would visit community settings such as Resource Centres on a regular basis to facilitate people who are unable to access Cavan library was outlined.
- Requests were made for employment opportunities for people with disabilities within CLS and that an access audit be conducted annually to ensure CLS is maintaining and continually improving access provision for people with disabilities.

When asked how to get more people to use the service the suggestion related to accessible resources, signage, spaces, desks and shelves. More assistive technology was requested and issuing of event and programme information in accessible formats. An audio book club was also suggested and inclusion of people with disabilities in the planning and evaluating of library services, events and facilities.



Library Staff Members Pauline McDonald Smith and Geraldine Flanagan with Minister Humphreys

5.2.5 Business and Technology Links

2017 sees CLS advancing the Business Enterprise and Employment (BEE) pilot project which will considerably enhance the scope for further cohesion between businesses in Cavan, including Cavan Local Enterprise Office (LEO), and library services. CLS is a resource to access relevant business publications, either on shelves or digitally. There is potential for certain business events to be framed around the CLS. Examples are co-hosted business events (e.g. one LEO flagship event held annually in Cavan) and provision of training using CLS spaces and facilities. In 2017 a dedicated business resource space will open in Johnston Central Library as part of Business Enterprise and Employment scheme. This will provide a dedicated PC, a jobs notice board, direct links to Cavan LEO, business section on CLS website, a selection of business related book stock and a trained staff member to support the initiative which will work with Cavan LEO, Department of Social Protection and Cavan INTREO.

As the National Broadband Strategy is rolled out, CLS outlets are strategically placed to be the early beneficiaries of high speed broadband currently being delivered. In particular, use of My Open Library and meeting rooms with broadband can be maximised and potentially make high speed broadband freely available to a wide range of people and groups through its accessible buildings. Branches in rural areas are also

well placed to provide broadband in areas where residents and small micro enterprises do not have access to same. In line with this, there is also scope to utilise CLS technologies, partners and networks to support the Cavan Digital Strategy.



Cavan Local Enterprise Event - Johnston Central Library

5.3 PESTLE

This is a broad external overview of the political, economic, social, technological, legal and environmental factors nationally and internationally which can impact on the library service and its development plan.

Political

- The publication of *Opportunities for All* in 2014 sets out a clear public library strategy nationally, with clear targets and benchmarks.
- Government policy of Alternative Collaborative Approach
- Peace process - making Cavan a better place to do business
- Minister in the constituency
- Training and education facilities in the county
- Creative Ireland Programme.
- Culture 2025
- Irish Public Libraries Manifesto



2016 Commemoration Event – Private David Leahy, Pamela Leahy, (great granddaughter of James Connolly) Captain Patsy Smith, Tommy Ryan CEO Cavan County Council and Cathaoirleach Paddy Smith.

Economic

- The Local Economic and Community Plan will stimulate economic, employment and enterprise goals relevant to the Library Development Plan
- Annual disposable income per person per year in Cavan in 2015 was at its lowest point since 2004.
- Border location - positive and negative impacts on the county particularly in light of Brexit
- Cavan Diaspora Engagement Strategy will stimulate interest in Cavan from abroad.
- Tourism - Tourism Plan will realise further potential of tourism for Cavan.
- Broadband accessibility issues across the county
- Pace of national recovery

Social

- The population of County Cavan continues to grow and the 2016 census shows a population increase of just over 4%
- 23.1% of Cavan's population are children (aged 0-14) and 13.7 % are aged 65 years and over
- The opening of Belturbet Library and civic space has continued to develop the type of use of library services and social gathering spaces

- The Local Economic and Community Plan stipulates social goals relevant to the Library Development Plan
- Population - very dispersed, small county town and a number of small towns/villages - no critical mass (except Cavan Town)
- Attractiveness of the county to younger population versus Dublin and other cities
- Rural border location



Technological

- Internet
- Online databases
- Wi-Fi
- Social networking and social media
- Smart phones, e-books and e-readers
- E-government: library card becomes the gateway for municipal services
- Minimum levels set for broadband
- All schools are to have 100MB broadband
- Blackspots for broadband and mobile phone coverage
- No technology hubs in the county



Legal

- Local Government Act 2001
- Implications of legislation on intellectual property rights
- Legal implications regarding accessing cultural resources on site and online

Environmental

- Support for sustainable transport - smarter travel programme - location of libraries and lack of mobile library
- Condition of some library spaces
- Library as an information centre on environmental issues and raising of environmental awareness
- Tourism opportunities to capitalise on clean/green image



Case Study: Science Festival Boat Project with Cavan Men's Shed

As part of the inaugural Cavan Monaghan Science Festival, Cavan Men's Shed was invited to showcase a wooden sixteen-foot hand built 'cot' boat, built as part of a PEACE 111 cross-border boatbuilding project. The boat was a focal talking point for the week with information displayed about the project. The boat is one of a pair of boats built in partnership with Erne Boat Heritage and has strong historical connections with Cavan, Monaghan, Fermanagh, Castle Saunderson and Crom Castle. On completion, the two boats revived a 150 year old tradition of cot boat racing at Crom Castle Regatta.

The invitation to display their boat gave Cavan Men's Shed an opportunity to showcase this project and their other work and to publicly acknowledge the support of Cavan County Council Peace Projects Office. A relationship has now been established with CLS and there is potential for CLS to support a history and research related project around traditional boat building in Cavan, Monaghan and Fermanagh.



Cavan Men's Shed with their boat at Johnston Central Library



6 Internal Environment Analysis

This section looks at the position of CLS within Cavan County Council and it's infrastructure.

6.1 Position within Cavan County Council Structure

The CLS is run under the authority of Cavan County Council. There are four Directorates and a Finance Section and Information Systems Section, detailed below.

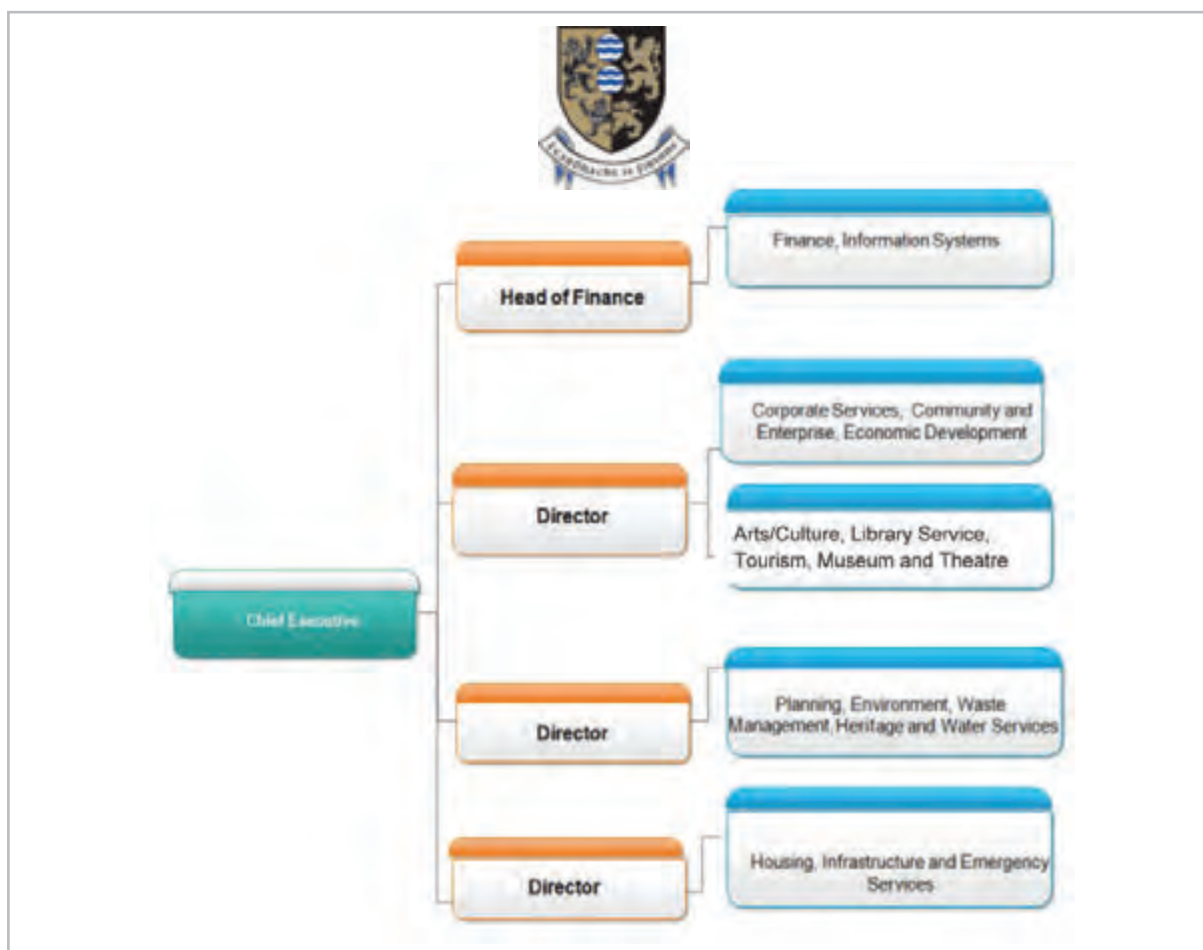


Fig. 10 – Cavan County Council Management Team

CLS comes under Community and Enterprise, Arts Culture, Library Service and Tourism Directorate and the Housing, Social and Cultural Special Policy Committee. The SPC comprises elected members of Cavan County Council and representatives of the sectors relevant to the work of the SPC (see Appendix F for list of members). Under Local Government Legislation, the role of the SPC is:

- To formulate policy proposals, evaluate and report on policy implementation for consideration
- Provide policy centred committees which can harness the experience of external bodies in the development of policy

6.2 Existing infrastructure and review of asset management

CLS has three fulltime branches and six part-time branches. It has no mobile library. Details of branch library facilities and infrastructure have already been outlined. Upgrading of some of the branches has been ongoing over the last ten years. The upgrade of Johnston Central to My Open Library is current and the building of a new library in Virginia will be undertaken as part of this strategic plan. Some branches continue to operate in cramped conditions limiting the service they can provide due to space, access and technology limitations.

6.3 Existing Technology

A National LMS Implementation plan was put in place in September 2014 and is scheduled to conclude in 2017. At time of writing this strategy there were thirty individual management systems in the sector nationally. Opportunities For All stated that 'local authorities, with the support of the department and the Libraries Development Unit in the Local Government Management Agency (LGMA) will collaborate at national and regional levels to develop a single national library management system to maximise accessibility, cost-efficient reach and impact. The system enables:

- One single national membership enabling universal access to all public libraries and online library services
- National access for all citizens to the digital library
- National catalogue and database of resources giving access to information on all collections
- Potential for development of other national services

The new national shared Library Management System (LMS) uses the Sierra System (installed in 2017). All stock needs to be RFID enabled for stock management, access and security. Johnston Central Library is the only fully enabled outlet. Issues around preserving the Local Studies Records need to be addressed. The library service has twenty-one computer terminals for public use and has Wi-Fi access in all but one branch.

6.4 Existing Collections /Resources

The following summarises current book stock and collections

CLS has a current catalogued book stock of 165,083 units. Specific local collections include:

- Fiction and Non-Fiction
- Local History Collections (full list in Appendix M)
- Adult Literacy
- Reference
- Photographic Post Card Collection



Issues around stock relate to:

- Need for more current stock
- Space to store items
- Need for digitisation of local studies records
- Need for RFID for all stock
- Concerns about loss of data as a result of implementing the national LMS.
- Availability of special media formats for people with disabilities, audio books, large print books, easy-to-read books, Braille books, e-books

6.5 Existing Services, Service Delivery and Performance

Details of services delivered have been outlined in previous sections. Figure 11 below gives a summary of usage during 2016, with some comparative figures for 2010. It is noted that membership is down 23% since 2010 and issues down 29%. In 2016, 1,445 once off and programmed events took place throughout the library network and hinterland, representing an increase of 52%. While examining these figures, it should be noted that these activities took place with a 25% decrease in staff and a decreased book budget. Average wi-fi session in each branch is just over 1.5 hours, and there were 59,108 visits to the CLS website.

	2010	2016	Difference
Membership	12,687	9,792	- 23%
Issues	174,626	124,444	- 29%
Website Visits		59,108	-
Stock units		165,083	-
No of events	953	1,445	+52%

Fig. 11 – Service Delivery and Performance

6.6 Existing Workforce

CLS currently has a staffing level of 27 (fulltime and part-time and temporary contract) outlined below.

Position	No	Filled	Acting	Vacant	Reason for unfilled vacancy
County Librarian	1		1	1	Retirement
Executive Librarian	1		1		-
Assistant Librarian	2		2	1	1 on secondment
Staff Officer	1			1	1 not replaced following retirement
Senior Library Assistant	4	1	3	1	1 transferred to another section
Library Assistants	5	1		1	3 moved to acting senior library assistant 1 Retirement
Clerical Officer	2	1		1	1 not replaced following retirement
Branch Librarians	16	14		2	Not replaced following retirement.
Total	32	17	7	8	-

Note: Three Clerical Officers employed on contract

Since the last development plan (2006 - 2010) six members of staff have retired and have not been replaced. A further two staff have been seconded or moved to other sections and have not been replaced. The current number of staff working in the service including temporary staff is 27 representing a shortfall of 5. The target staff complement is 32.

Current staffing structure has a low number of senior staff. This impacts on leadership and management resources that are required for implementing change and progress. Currently there are two senior staff and management state that a complement of five senior staff is needed to strategically maintain and develop the work of CLS.



6.7 Local Authority, Community and National Collaboration Partnerships

CLS works with other departments in Cavan County Council both formally and informally. Other partnerships and collaborations in recent years include:

- Ballyhaise Agricultural College
- Health Service Executive
- Monaghan County Library
- Arts Council
- Cavan Local Enterprise Office
- Cavan Genealogy
- Science Foundation Ireland
- National Council for the Blind
- Cavan Monaghan ETB
- Citizen's Information Bureau
- Parent and Toddler Groups
- Craft Groups
- Arts Groups
- Arts and Drama Groups
- Irish Language Groups
- Wide range of community groups

6.8 Funding

CLS currently receives funding from the following sources:

Source	Item	Amount 2010	Amount 2015	Amount 2016	Amount 2017
Cavan County Council	Book Fund	€80,000	€50,000	€60,000	€70,000
Cavan County Council	Running Costs	€1,998,287	€ 1,798,740	€1,981,470	€1,979,963

Source	Item	Amount 2017	Amount 2020
DOECLG:	My Open Library	€85,000	
DOECLG:	Virginia Library		€850,000

6.8.1 Book / Stock Budget:

The book budget for 2016 was €60,000 which works out at €0.79 per capita. For 2017 it will be €70,000 working out at €0.92 per capita, less than 25% of the National target of €3.77 per capita. This budget is spent on printed books, audio books, audio, DVDs and digital publications. Since the last five-year plan, online based services have advanced significantly and the fact that part of the 2015 budget was spent on digital and audio material reflects this. It therefore leaves less money for purchase of print materials.

Case Study: Cavan Lithuanian Community

In 2014 CLS worked with Gintarelis Lithuanian School, Cavan, to provide a dedicated space to house a collection of Lithuanian language books (mainly children's literature) in Johnston Central Library. Launched by the Lithuanian ambassador to Ireland, the initiative has led to further links with the Lithuanian community.

They donated a range of Lithuanian language books to CLS and provided assistance in cataloguing the collection. Johnston Central is now an important part of the Saturday Lithuanian School. With the new LMS in place, the Lithuanian collection will be available to other libraries in the country and vice versa.

The first Lithuanian cultural evening took place in Johnston Central in 2014. In 2016 the Lithuanian community took an active part in the 2016 celebrations. The event was filmed by Lithuanian television for local broadcast. A responsive library met the needs of the burgeoning Lithuanian community.

Relationships have enhanced social inclusion in the library services, by encouraging and facilitating membership from new communities and involvement in 2016 celebrations. The support provided by the Lithuanian community in selecting books also has the potential to expand the reading material for reading groups in CLS.



6.8.2 Stock Buying Policy:

Stock purchase is undertaken by experienced librarians. An overall medium to long term stock development policy would enhance this process and address stock purchasing issues.



7 SWOT Analysis

This section looks at the Strengths, Weaknesses, Opportunities and Threats for CLS. It is compiled from stakeholder consultation and staff planning day

STRENGTHS

- Staff
- Local knowledge
- Customer Service
- Ability to rise to challenges
- Willingness to adapt / flexibility
- Willingness to embrace progress / IT
- Going one step further / extra mile
- Infrastructure
- Opening Hours
- Informal knowledge and skill of long term staff
- Stock
- Good website
- Facilities
- Services
- Supportive Community
- Team work and partnerships with communities and agencies

WEAKNESSES

- Staffing structure heavily reliant on part-time staff. Lack of opportunities for advancement to higher grades, especially staff without formal training.
- Need for more opportunities for upskilling / training
- Infrastructure in branch libraries - buildings, space, sharing, location
- No mobile library
- Opening hours in smaller branches
- Promoting our services / branches
- Stock
- Staff backup - not enough staff – more pressure on existing staff
- No van to transport books - unable to promptly provide books to branches
- Lack of space for events in smaller branches
- Lack of stock space in smaller branches

OPPORTUNITIES

- New infrastructure in Virginia
- New infrastructure in Kingscourt and Ballyjamesduff
- Staff training and upskilling (time allowing)
- Engagement with outlying rural schools & rural communities
- Link ups with other libraries e.g. Monaghan re. Science Festival
- Existing and new partnerships
- My Open Library
- Networking, partnerships and collaboration e.g. ETB, HSE, Ballyhaise College, Teagasc etc.
- Mobile library link up with Monaghan – engage with outlying schools
- Increase engagement through marketing, including eLibrary
- Digital library download for schools

THREATS

- Staff not replaced
- Loss of skills and corporate memory and local knowledge when staff retire
- An inaccurate public perception of the impact of My Open Library on CLS
- Closure of small branches
- Funding
- Decrease in membership
- Competition with internet /online resources
- People seeing libraries as irrelevant
- Limitations of school service
- Perception of reading seen as work (teens)



Leaving Certificate Students at Oral Irish Workshop - Arva Library



Case Study: Mobile Phone and Laptop Clinic

CLS operates a drop-in mobile phone and laptop service to help members access library services. These informal workshops help users to access the internet and work independently at an available PC in a library branch. Instruction is also provided on how to access the wide range of online services, helping users to make use of these remotely. It is a way of making members more aware of the much expanded online services available and encouraging them to make full use of these services. Uptake of online services is currently low and the clinics are addressing this, increasing user numbers and access both in branch and remotely.

8 Strategies

8.1 Core Strategy

The Core Strategy of CLS is to provide a quality library service that is a cornerstone of the community, providing equitable access to information, knowledge and learning opportunities, contributing to the economic, social and cultural fabric of County Cavan society and supporting community cohesion. This will be delivered by competent trained staff, harnessing technology during staffed opening hours with some services being available outside of these hours through outreach programmes, My Open Library and online services. The strategy is in line with *Opportunities for All* and will be assessed against national public library services standards and benchmarks and make strategic use of a range of collaborative partnerships. CLS will:

1. Deliver a library service that is a cornerstone of the community and supports community cohesion
2. Provide equitable access to information, knowledge and learning opportunities
3. Contribute to the economic, social and cultural fabric of County Cavan society
4. Work in partnership locally, regionally and nationally
5. Make strategic and flexible use of technology

8.2 Services and Service Delivery

8.2.1 Services and Service Delivery Strategy

Services will be delivered by existing skilled staff who will continue to upskill in response to evolving national library strategies, international models of good practice and opportunities provided by developing and more readily available technologies.

8.2.2 Strategies for Resources Underpinning Services and Service Delivery

CLS has operated since the last development plan under severe budget and staffing constraints. Despite this, services have expanded in response to user needs and national library strategies. Due to the low density of population in the county, there are a total of nine service outlets, many staffed by part-time branch librarians, making it challenging to service agreed opening hours. A staff plan to ensure availability of sufficient staff resources is key to the success of this plan.

The absence of a stock delivery van between branches and the absence of a mobile library service hinders efficient working between branches in providing a full service to members. Strategies such as a shared mobile library need to be explored. Strategic collaborations and partnerships will continue to play an important role in best use of resources.

8.2.2.1 Capital / Infrastructure

Structurally four of the nine libraries in CLS are of an excellent quality. Money has been earmarked for a new Virginia Branch Library, which will happen during the period of this plan, which will focus on bringing this to fruition and on upgrading the other smaller branches.



Interior of Cootehill Branch Library



8.2.2.2 Collections and Resources

Cumulatively annual low book budgets have led to low levels of current stock in branches. Stock needs to be updated and gaps in collections filled. The new LMS coupled with the national distribution system, is helping address this, and will ensure quicker turnaround of stock. Local studies stock can be digitised and made available to other branches regionally and nationally.

8.2.2.3 Programming and Service Support Resources

CLS runs an extensive programme with over 1,400 programmes and events annually in addition to providing core services. Each decade sees further evolvement of the role of the library in the community, with increased demands put on staff as they continue to deliver existing services and rise to the challenge of providing newer and necessary services. A dedicated skilled staff is required to provide frontline service on a daily basis with sufficient support resources. In order for this to happen, opportunities must be identified to have sufficient resources in place. These include exploring and creating further partnerships locally and nationally, upgrading current technologies and using new technologies creatively to work more efficiently.

8.2.2.4 Workforce

CLS requires a work force development plan for the next five years. Staff complement has decreased by 25% in the last five years. The plan takes into account issues around staff shortages and staff required to service the new Virginia library when it opens. It is a priority to bring current staffing structure to recommended levels.



Creative Ireland Workshop
Hotel Kilmore



8.2.2.5 Technology

The installation of a national library management system has led to more efficient and economical stock management. All stock needs to be RFID enabled. Ongoing staff training around newer online services is needed to enable delivery of these services to members. Technical issues around accessing online services were addressed in 2016. The new My Open Library will shortly be launched. These are priority actions for CLS and need to be underpinned by an extensive promotional campaign to maximise the use of these and other online services.

8.3 Marketing and Communications

Feedback from users and staff, and falling membership figures, clearly point to the need for an adequately resourced targeted marketing strategy. There is a lack of knowledge of a number of services, and online services are underutilised. Staff and customers have outlined the need for a clear marketing strategy to maximise knowledge and engagement with all services, targeted at:

- Existing members
- New members
- Online users (current and new)

Elements of the service to be communicated will need to be agreed, and target audiences carefully considered for each part of the marketing and communications campaign, which should include explanation of services, events and developments. *Opportunities for All* provides the framework to run national and local marketing campaigns in a complementary fashion, thus making the best use of resources to CLS.

Other sections have already looked at ways to streamline and pool internal resources and tools such as mailing lists, events brochures and a CCC cultural computer and phone application/listings service.

8.4 Collaboration and Partnerships

8.4.1 Alternative Collaborative Approach

Opportunities for All recommended a review of the current structures for the delivery of library services. The review commenced in the autumn of 2013 and was finalised in October 2014. The main purpose behind the review was to examine the fact that some library authorities lacked the resources in terms of finance and staffing numbers to carry out a modern library service to a basic standard, and to make recommendations to rectify these shortcomings. It states:

Lack of scale in terms of resources has been identified as a barrier in the development and resourcing of standardised customer support services including literacy, job skills and business in all library authorities.....Frontline staff are fully engaged in delivering core services, supported by headquarters staff, each headquarters staff member



managing a range of functional areas. This service model is insufficient to develop the range of services identified within the strategy to meet the current and evolving needs of the public.....The establishment of a regional support framework, operating in the context of a new technological environment with the introduction of technological solutions such as self service and a national library management system, will underpin the service and afford staff capacity for undertaking functions outside of traditional transactional activities.

Managing the Delivery of Effective Library Services (September 2014) proposed new shared services management for library authorities, recommending that local authority libraries with a population catchment of less than 100,000 be realigned to new structures serving a population in excess of 100,000.

In 2016 it was agreed with local authorities that, rather than implement a shared services scheme between counties (in this instance Cavan and Monaghan), each county would continue to develop and expand their own library programmes, while at the same time working in collaborative partnership where practicable to allow for best joint use of resources. Collaborations will derive from shared library programmes, based on complementary staff structures. Cavan and Monaghan County Library Services have identified several areas for potential collaborative partnerships. These are:

- Joint application for and delivery of some funded programmes such as Science Week and PEACE IV.
- Event programming for larger events, possibly with a cross county programming working group, agreeing a shared set of annual events.
- Staff Training: Cavan and Monaghan have already shared training resources across both counties on a small scale and are confident this could be developed further.
- Service Development: There are a number of opportunities here including BEE Pilot Phase 2, digitisation programme, shared mobile library service, adult learning programmes, age friendly services and workforce planning.

It is noted that for these collaborations to be set up, a significant investment of staff time will be required by both partners.

8.4.2 Consultation With Cavan County Council

A number of stakeholders were identified and consulted as part of the stakeholder consultation in developing this plan. Public and community consultation has been documented in Section 6. This section overviews the consultation with other sections in Cavan County Council, agencies and groups that already collaborate or partner with, or have the potential to work with Cavan County Council in the next five years and beyond. Some already have a framework that facilitates and requires this co-operation. It is also useful to overview how this plan links to other Cavan County Council and Government Strategies. The library, arts, community and enterprise, genealogy,

heritage and tourism services being in the same building have fostered very direct multi-way links between the services.

8.4.3 Cavan Corporate Plan 2015 - 2019 / Cavan County Development Plan 2014 – 2020 / Cavan Town and Environs Development Plan 2014 - 2020

Cavan County Council's Corporate Plan notes that it 'is not a standalone document and its vision is promoting Cavan as a unique place to live, work, visit and do business'. Obviously CLS has a role to play in this overall vision and the strategies of the Corporate Plan relate generally to Cavan County Council but there are specific references to the Library Services in Strategic Objective No 1 Supporting Communities. Section 5, Arts and Culture, states the intention to: 'promote the county's arts, library and cultural services, facilities and opportunities'.

The Cavan County Development Plan 2014 - 2020 outlines the Social Strategy as follows: *That Cavan in 2020 will be a place that we all can be proud of; a place where people can have a good quality of life; a better place to live, work and enjoy.* The plan refers to the necessity of essential community infrastructure serving social, cultural, health, educational, childcare, recreational and leisure needs. These aspirations are central planks to library service delivery. The plan states that Cavan County Council is committed to developing a society based on equality, inclusion and participation for all. It outlines a range of social inclusion policies, all of which are applicable to CLS. It also re-iterates the six strategic goals outlined in Libraries Matter.

The Social Strategy and Community Facilities Section (6) of *The Cavan Town and Environs Development Plan 2014 - 2020* outlines social inclusion initiatives for the area, many of which tie in with the Cavan Library Service brief. It also refers specifically to libraries (Section 6.12), stating that 'quality library services are an essential part of daily life for the people of Cavan town and environs'. In addition to the CLS mission complementing the work of the above plans, there are also clear links between the work of CLS and the strategic objectives of these plans.

8.4.4 LCDC and LECP - Socio Economic Framework

The Cavan Local Economic and Community Plan 2016 - 2021 (LECP) was launched in October 2016. The Community and Enterprise section in Cavan County Council acknowledges the importance of the library as a cultural resource and a focal point in the community. Since the publishing of Libraries Matter, there has been significant change in local government infrastructure, leading to the creation of Strategic Policy Committees (SPCs) and a Local Community Development Committee (LCDC) in each county. The goals of the LECP underpin all public sector work in Cavan and the Library Service is part of this. The vision of this plan is:



That Cavan 2021 will be a place that we can be proud of; a place where people can have a good quality of life; a better place to live, to work and to enjoy. It is described as a collaborative plan [with] all bodies pursuing the same shared objectives. The LECP will provide a strategic framework for all publicly funded economic, local and community development programmes in the county and for the development of Cavan as the social, cultural and economic capital of the region No single agency or organisation has the capacity to deliver on these goals acting alone.

The Community Plan also refers to rollout of the *Right to Read Campaign* by CLS and the National Public Library Strategy.



Laureate for Irish Fiction Anne Enright interviews author Molly McCloskey

8.4.5 Digital Strategy

A digital strategy is currently being formulated for Cavan County Council. *Supporting a Connected County: A Digital Strategy for Cavan* is welcomed by CLS as it will undoubtedly provide opportunities to encourage use of the online services of CLS, as well as creating more online promotional opportunities. The key areas of focus for this plan will be: Connectivity, Education Training and Skills, Digital Hub, Networking, Clustering, Ecosystems and Creative Industries. The CLS network is well placed to support and promote this strategy through facilitating community information sessions with the National Broadband Plan (NBP). They will also work with the operator to raise awareness of the NBP and work with the local community to actively assist in providing the local community with information on the NBP rollout, what it will mean, when it will be available and how to connect.

8.4.6 Diaspora Engagement Strategy

The first Cavan Diaspora Engagement Strategy was launched in April 2017. An action-focused document, it sets out to create, nourish and develop a global network of Cavan ambassadors, develop a diasporic programme of events and services, create a platform of communications that allows the people of Cavan, at home and abroad, to tell stories and share identity with clarity and pride. It identifies a range of partners including CLS and is closely tied to the Creative Cavan Cultural Strategy. Ultimately, the plan will connect Cavan people across the globe culturally, socially and economically.

8.4.7 Cavan Arts Department

The Cavan Arts Office collaborates extensively with other sectors and sections including CLS. The office is very reliant on the civic spaces overseen by CLS due to the lack of dedicated arts spaces in Cavan. It also uses these accessible spaces for public interface when needed. While the spaces are suited to visual, literary and some performance arts exhibitions and events, they are not suitable for all types of workshops.

Examples of partnerships include work on the 1916 Steering Committee, Culture Night (range of joint events in library venue, run by library and arts office), Cavan Fleadh Cheoil, ongoing exhibitions - (flexible joint use of library spaces Cootehill, Cavan, Bailieborough) Cois Tine project (spoken word events, archives and recordings). A potential area for further co-operation with CLS is literature and the proposed Music Generation Project. My Open Library will provide potential for further community engagement in an arts context, providing spaces at weekends and evenings for meetings and readings. Another partnership opportunity identified is potential for co-operation on a creative industry and digital strategy.

While there is clear co-operation between these sectors, there is no specific cultural physical and administrative framework within which to co-operate. The lack of an overarching cultural statement from Cavan County Council means that the roles of, and relationships between, arts (and traditional arts), heritage, and libraries are not always clearly defined. This will be addressed by the proposed Cultural Strategy 2017 - 2021. The Arts Department will issue its Five Year Development Plan in 2017.



Art Exhibition - Johnston Central Library

8.4.8 Cavan Heritage Office

The Cavan Heritage Office comes under the Directorate of Environment, Infrastructure and Fire Services. Clear connections between CLS and the Heritage Office are the archives section and the local studies section. The Heritage Office is in the process of writing its plan for 2017 - 2021 which includes collaborations with CLS. There is a natural crossover in areas such as genealogy, folklore and Irish language. Examples of partnership programmes relate to:

- Collection of stories and songs
- Collection of oral pieces as part of local studies folklore collection.
- Irish language
- Workshops
- Exhibitions
- Museums / Archives



Author Sebastian Barry reading in Johnston Central Library August 2014

Similar to Cavan Arts Office the Heritage Office has built up excellent working relationships with CLS through joint work on the 1916 Steering Committee, Culture Night, Cavan Fleadh Cheoil and other projects.

There is potential for further development of partnership and projects in the next five years and beyond. Accessible county archives (both past and ongoing) are a potentially strong tool for ongoing cultural engagement in the community and further afield. This could range from exploring the 1916 - 1922 commemorative period to looking at the role of new communities in Cavan.

CLS already runs an extensive Irish language programme with a range of partners and there is potential for a project in this area to be supported by the Cavan Heritage Office.

An overarching cultural statement from Cavan County Council would be helpful in putting in place a framework to clarify the physical structure and departmental responsibilities within Cavan County Council, which would also help to clarify funding sources.



8.4.9 Cavan Tourism Office

Similar to Arts and Heritage offices, the Cavan Tourism Officer works in close partnership with CLS, building up excellent working relationships with CLS through joint work on the 1916 Steering Committee, Culture Night and Cavan Fleadh Cheoil. Frontline tourism services are provided by Cavan Genealogy on a year round basis and Cavan library staff also provide information in this regard. It is noted too that CLS is open longer hours than the genealogy office, often providing tourist information at weekends and during evening opening hours. Examples of co-operation between Cavan tourism and CLS include running joint events and seminars, sharing of information for mutual promotion and signposting. The archive, local studies and genealogy resources of CLS are also a key tourist attraction in Cavan town. The Tourism Plan provides potential opportunities for mutually beneficial partnerships. There is also potential to further develop the sharing of information regarding events and to increase the impact of this potential by having information in place well in advance of events thus allowing for wider circulation using local, national and international tourism networks.

8.5 Cavan Local Enterprise Office and Business Enterprise and Employment Project

The 2012 National Action Plan for Jobs set out a series of measures to deliver an enhanced, expanded and more integrated support service for micro and small business. As part of these reforms new Local Enterprise Offices (LEOs) were created in 2014 within Local Authorities and the thirty-five existing County and City Enterprise Boards were dissolved. From the perspective of Cavan Local Enterprise Office (LEO) the library is an important source of information for its clients ranging from the provision of current online periodicals to services/business/product research.

Cavan LEO is the first point of contact for business start-ups in Cavan. LEO currently signposts users to Cavan libraries and vice versa for start up information. Examples of further potential areas for co-operation are:

1. Signpost library as a source of information on start ups
2. Resources for market research could be provided by library e.g. Mintel data reports
3. Provide books and materials related to 'start your own business' reading. This would need to be linked to the CLS book buying policy.
4. Deliver training for staff to enable them to guide people to sources of business information and support in the dissemination of information/online resources including training courses, SME supports, market research.
5. Have links between library and LEO web sites.

The Business, Enterprise and Employment (BEE) pilot (2015/2016) looked at how libraries can support enterprise. An evaluation of the pilot, while acknowledging the importance of LEO and INTREO for new entrepreneurs, outlined the following roles for libraries:

1. Role for nascent entrepreneurs before they contact LEO
2. Support for agencies working with jobseekers
3. Library can help a client get over the hurdle identified by agency
4. Networking, events and clinics co-hosted, business publications /handbooks, local newspapers, online resources, internet access, business portal, notice board and job seeker portals on websites.



IASE Job Shadow

8.5.1 Community Development Services: Age Friendly

Age Friendly Cavan is part of Age Friendly Ireland, a programme of response from the World Health Organisation to an ageing population. It aims to create communities where people, as they age, enjoy a good quality of life and continue to participate fully in the life of these communities. The Cavan Age Friendly Strategy sets out to make Cavan age friendly physically, economically and socially by achieving a set of specific outcomes. These include having opportunities for civic, social and economic participation and lifelong learning; equality of access; valuing what older people have to offer and having the required information and communications to support them to achieve these outcomes. CLS is listed as an age friendly service. In addition to supporting the social inclusion objectives laid out, CLS has the capacity to assist delivery of information and technology skills. The library is seen as an informal learning space therefore less intimidating whilst availing of courses.

The *Information Booklet for Older People in County Cavan* outlines an extensive list of services provided for older people. As well as the services and events open to all, and of interest to older people, it outlines the range of assistive technologies, large print and audio books. Available technology includes:

- Affinity CCTV magnifier
- Zoom Text Magnifier
- Big Ball Mouse, Large Keys Keyboard and 20" P.C. Screens
- Ready Easy Scanner



Examples of co-operation with Age Friendly Cavan include events around the annual Bealtaine festival, the '100 books initiative', block book loan schemes for older peoples' groups, the plain English project, work with NALA (National Adult Literacy Agency), computer training for older people, civic spaces for meetings, intergenerational project books and intergenerational crafts projects.



Minister Humphreys visits Bailieborough Library Craft Group

Further scope for co-operation could include:

- Agreement of a set number of large print books to be included in the book buying policy annually
- Purchase/signposting of stock relevant to 'older age'. This includes educational books related to health management. This could also be supported by the HSE.
- Positive age phone befriending service.
- Age friendly workshops on how to access online facilities by phone, tablet or computer from home
- Outreach to older peoples' groups including block book lending to HSE nursing homes and Camcas organisation in West Cavan.

8.5.2 Cavan Genealogy

Cavan Genealogy is based at the Farnham Centre in Cavan and works closely with CLS. An independent company, with a subvention from Cavan County Council, it provides a genealogical research service to people of Cavan ancestry from Ireland and around the world. It also provides fulltime tourist information on behalf of Fáilte Ireland and facilitates academic research. Complementing the work of CLS, there is frequent signposting between the archives and local studies information stored by both bodies.

Examples of co-operation include:

- Regular, daily sharing of records and local knowledge
- Regular member/customer referrals between CLS and Cavan Genealogy e.g. assesses records, local history sources, local newspapers in digital and microfilm formats.
- Storage space for Cavan Genealogy provided by Cavan County Council/CLS
- Organising joint conferences and exhibitions

The building of the database of all sources of a genealogical nature that are known to exist for County Cavan is continuing. It is a county treasure and holds in excess of one million records of church, civil, census and pre and post famine land records; occupational and commercial directories; military records; gravestone inscriptions and numerous other sources of a genealogical nature.

Consistently high emigration rates throughout the nineteenth century and beyond has given rise to a large Cavan diaspora and very many of them subsequently visit the town and county because of their initial and ongoing contact with the genealogical centre regarding their Cavan heritage. A large Cavan Diaspora Archive has been created as a result of the research service provided by the centre. The enquiries from all over the world are very varied in nature and provide much genealogical, family and personal information, not only through records left by the emigrants themselves but through oral family history passed down through the generations. They include letters, application forms, emails, part and whole family histories, copies of emigrant letters or letters from Ireland to Cavan family abroad, naturalization papers, obituaries, wills, extracts from family diaries, photographs and published biographical and other details from histories

or newspapers abroad. The latter published material includes stories both of success and tragedy.



18th July 1841 Letter from Patrick Cassedy (sic) Belville, Parish of Kilmore to his children in America.



When enquiries are received and research has been commissioned a file is opened for that enquirer and the research carried out at the centre for that particular enquiry is included in the file along with all material provided by the enquirer. Files are not opened in cases where no research is commissioned, where information is too vague or where enquiries relate to areas of the county or time periods for which sources are not available or have not survived. Nevertheless, although a file may not be opened all information received is stored and both files and enquiries form what is now called the Cavan Diaspora Archive. This continually increasing archive in a very representative way tells the story of and maps the Cavan diaspora, not only the emigrant generation but also their descendants. It is a very valuable resource for academic research.



Chris North (Mr. Big) during his visit to CLS and Cavan Genealogy

8.5.3 Cavan Archives:

Cavan County Library service is the natural repository for all archival, photographic and written records pertaining to the county and the county archive in library headquarters has an extensive collection of local material. The digitisation of this material is ongoing and a structured programme will take place during the lifetime of the plan. On occasion important material is purchased as it becomes available at auction or from book catalogues. An example of this is the purchase, in 2016, of files from the Virginia area of the Headfort Estate. There is no archivist in place to catalogue and archive material, which has the potential to provide an excellent local history service, as well as fulfilling statutory obligations for Cavan County Council to preserve its records. The recruitment of an archivist would address this, possibly on a collaborative basis with Cavan and Monaghan County Councils.



Local Studies Service at Johnston Central Library

8.5.4 Irish Public Library Manifesto 2016

To mark the centenary celebrations undertaken in 2016, the County and City Librarians issued the *Irish Public Library Manifesto 2016*. This document acknowledges ‘how the ideals of 1916 - equal rights and opportunities, cherishing everyone equally - have always informed the public library movement’. The issue of this document is a timely reminder of the values of the public library systems in Ireland reflecting the values of CLS, (outlined in Section 2).

8.5.5 SICAP/Cavan Leader

SICAP is the National Social Inclusion and Community Activation Programme delivered in Cavan by Cavan Leader Partnership and Breffni Integrated. Programme implementers, with the support of Local Community Development Committees (LCDCs), target those who are the most disadvantaged and excluded in society. LCDCs, in conjunction with the contracted programme implementers, are required to empower communities to work collaboratively with relevant stakeholders using a broad range of supports and interventions facilitated via the new programme funds. The programme has three goals:

- Goal 1: Strengthening local communities
- Goal 2: Promoting lifelong learning
- Goal 3: Helping people become more job ready



There are a range of community facilities in the county now as a result of Leader/SICAP investment in recent years. Potentially they could be used for library outreach work such as a base for a mobile library service and rural bases for partnerships with Cavan LEO. In addition, the presence of a mobile library would enable rurally isolated areas to be reached. Library venues can be useful to engage with Cavan Leader target community and there is potential to use the branches for information clinics and training. There is also scope to emulate the 'Communiversities' project currently being piloted in some counties. This education access programme is being piloted in NUI Maynooth in partnership with Libraries Development, Local Government Management Agency, the Irish Local Development Network, the Northside Partnership, the Kildare Local Partnership Company and Monaghan Integrated Development. The 'Communiversities' is a first point of contact pre-access programme where people can attend higher education courses in the familiar surroundings of their local libraries. To date Maynooth University has set up Communiversities in Dublin, Kildare, Monaghan, and Coolock Library.

8.5.6 The Traveller Community

Two exhibitions around the showcasing the Traveller Community have been hosted in the last two years in CLS branch libraries. The first of these was an exhibition relating to travellers and mental health. A further traveller portrait exhibition *Ireland's Minority - Is Anyone Listening* is a collaboration with the photographer Mike Stone and supported by Cavan County Council Arts Office, which toured library branches in 2016 and 2017.



Intercultural Services - Missie Collins addresses the opening of Ireland's Minority Exhibition Cootehill

Some members of the Travelling Community use the library facilities independently. The primary health care worker for travellers in Cavan supports the use of library venues for meetings and computer training, and the Cootehill branch is well placed to service this need as there is no community centre in which to meet.

8.5.7 New Communities

12% of the population of Cavan define themselves as foreign nationals. While some of these cultures have representative groups, there is no forum in Cavan that represents all these cultures, thus making it difficult to assess their needs.

During the life of the last plan, a number of one-off intercultural initiatives were undertaken. These included an information translation booklet developed for the Congolese refugee resettlement programme two years ago and a number of new communities took part in culture night events. There are also links with the Lithuanian community with a dedicated Lithuanian section in Johnston Central. Libraries also stock a range of books re. teaching English as a foreign language (TEFL) to support language learning.

Possible barriers to members of other cultures engaging in CLS

1. Lack of interest in reading
2. Lack of foreign language material
3. Lack of awareness of the services and spaces available in CLS outlets and online services
4. Lack of promotion of library membership and services among foreign nationals

The following initiatives could be undertaken in order to increase the awareness and use of library services for new communities:

1. Increase the range and quantity of foreign language book stock
2. Stock material from different cultures that can be used to educate children about the culture of their country of origin. Link this to an education programme for the wider community
3. Use existing intercultural networks to support library services and events
4. Set up a 'cultural reading group'. Books selected would be about a different culture/country each month and could be read in any language. At monthly meetings include a cultural event related to this (e.g. music, dance, food etc). Suggested themes include, African countries, Central European Countries, Traveller culture, religious cultures of the world and social inclusion.

A dedicated Social Inclusion Unit was set up in 2007 by Cavan County Council. The role of the unit is to work with other agencies and to support the local authority's programme for tackling social exclusion in a cohesive and focused manner. The unit is responsible for raising awareness of social inclusion issues in all departments, as well



as with elected members. This is a key resource for consolidating and creating relationships and partnerships that support the CLS programme of activities. Social inclusion is a cornerstone of the CLS strategy.

8.5.8 Right to Read Campaign

The DoECLG published the Right to Read Campaign - *Supporting Literacy in the Local Authority* in 2014. The Right to Read Literacy Network aims to enhance literacy levels throughout the country. The national framework for the *Right to Read Campaign* is managed by the Department of the Environment, Community and Local Government, Libraries Development Unit in the LGMA and local authorities. The programme states that the public library service is *crucial* to delivering the Right to Read Campaign, which builds on existing good practice and initiatives already underway in the libraries. It references public libraries' commitment to literacy support and development through *Opportunities for All*. As part of the campaign, a national Right to Read Awards Programme will be developed and implemented. This annual award will provide recognition for local authorities achieving a supportive and responsive literacy programme to an agreed level. The *Right to Read Campaign* looks to complement existing national strategy for literacy development and support. Right to Read is closely aligned with the Department of Education and Skills' national literacy and numeracy strategy, *Literacy and Numeracy for Learning and Life 2011-2020* and will also build on the strategy for public libraries 2013 - 2017, *Opportunities for All*. The Cavan LECP notes that it is the role of CLS to deliver the *Right to Read Campaign* in Cavan. Resources are required to implement this programme.



8.5.9 Creative Ireland 2017 - 2022

The Creative Ireland Programme 2017 - 2022 is the government's five year legacy programme for Ireland, which places creativity at the centre of public policy. It is a culture based programme designed to promote individual, community and national wellbeing. The core proposition is that participation in cultural activity drives personal and collective creativity, with significant implications for individual and societal wellbeing and achievement. Creative Ireland is the main implementation vehicle for the priorities identified in Culture 2025, the draft cultural policy published by the Minister for Arts, Heritage, Regional, Rural and Gaeltacht Affairs in July 2016. It declares that arts and culture are intrinsic to the Irish state. It acknowledges the need to increase access to and participation in the arts, boost our creative industries and preserve our heritage with a particular focus on language, landscape and the environment.

The *Culture 2025* discussion document noted that it will aim to provide a strong, fully inclusive, cultural base in society and a recognition that culture creates tangible societal value, promotes wellbeing and provides a positive direct and indirect economic impact. The definition of culture refers to arts (defined by Arts Act 2003), creative industries and cultural heritage (includes galleries, libraries, archives, museums, built and natural heritage, Irish language and folk traditions). This Development Plan acknowledges the aspirations of Culture 2025.



Creative Ireland Workshop - Hotel Kilmore

The County and City Librarians' Section of the Library Association of Ireland welcomed the *Culture 2025* document and made a number of observations. They acknowledged the broad scope of the definition of culture but feel libraries have a broader remit than outlined in the document. This relates to 'public libraries in their communities as conduits of cultural expression, of participation, collaboration, information sharing and cultural diversity'. Libraries also preserve and promote national and local culture and provide many programmes for creative development. They are essential agents for cultural development and are a focus for cultural identity in the community.



Ten initiatives are identified to be completed by 2017 under the Creative Ireland programme. These include the formulation of a culture and creativity plan in every county, the formation of a director led culture team and configured to local needs. This presents a range of opportunities to further enhance and expand the cultural collaborations CLS already has in place with the arts, heritage, museum, genealogy and education sectors. By leading out on Creative Ireland in Cavan, CLS will be the cornerstone of an exciting new cultural collaboration strategy.

8.6 Funding Allocations

In order for CLS to maintain existing services and fulfil public service obligations, it needs adequate resources. While collaboration with other bodies, agencies and services is now the norm for CLS, it still requires a ring fenced budget to undertake its core services. Resources have been cut severely in recent years, having a cumulative negative effect in some areas of services e.g. schools service, opening hours, outreach services, stock exchange and marketing.

The section below summarises projects' approximate funding required for the next five years in order to implement this plan:

	2017	2018	2019	2020	2021
Book Fund	€70,000	€80,000	€90,000	€100,000	€110,000
Capital Development				€850,000+	
Stock Van		€20,000			
Shared Mobile Library			€50,000		



Micheline Sheehy Skeffington unveiling plaque to her grandfather Francis Sheehy Skeffington at Bailieborough Library 2016

9 Implementation: Programmes / Actions

This section looks at the actions that need to be undertaken during the life of this plan to achieve the strategies outlined in Section 3. They are structured in accordance with Opportunities for All - Public Library Standards and Benchmarks.

9.1 Strategy and Planning

Overarching Objective/Standard	Benchmark
Roadmap for Delivery of Cavan Library Service 2016 - 2020	Five-year development programme 2017 - 2021 Annual Programme Review Annual Work Plan

Action	Timeframe	Funding Source	Partner (if any)
1. Publication of Cavan Library Development Plan 2017 - 2021	2017	CLS	
2. Annual programme review	2017 2018, 2019 2020 2021	CLS	
3. Annual business plan as part of Cavan County Council Corporate Plan	2017 2018, 2019 2020 2021	CLS	
4. Quarterly meetings of branch managers to ensure plan is on track	2017 2018, 2019 2020 2021	CLS	
5. Annual staff review of Strategic Plan	2017 2018, 2019 2020 2021	CLS	

9.2 Physical Library

Overarching Objective/Standard	Benchmark
Access	Minimum population of area 3,000 for development of static library.
Size	500m2

Action	Timeframe	Funding Source	Partner
6. My Open Library in Johnston Central	2017	DOECLG	
7. National LMS and distribution system in place	2017	DOECLG	



8. New library building in Virginia	2021	DOECLG	
9. New stock van	2020	DOECLG /CCC	
10.Shared mobile library	2018	DOECLG	Monaghan Library Services
11.Measures to make physical environment in all branches more user friendly for children, older people and people with disabilities	2017 2018 2019 2020 2021	CLS	

9.3 Core Services/ Service Provision

Standards	Benchmark
<p>Equal access for all by 2017 in the most equitable, democratic and accessible manner possible.</p> <p>Automatic universal membership for all children.</p> <p>Policy of inclusivity and input into social inclusion policy of local authority.</p>	<p>Free access to all for core services by 2017</p> <p>Automatic registration for children by 2021</p>

Action	Timeframe	Funding Source	Partner
12.Inclusion of goal of universal membership policy in Cavan LECP	2018	DOECLG	LCDC
13.Outreach programme to support social inclusion policy of Cavan County Council and LECP objectives related to this	2017 2018 2019 2020 2021		
14.Universal membership for all from birth	2018	DOECLG	DOECLG
15.Annual access audit of all libraries	2017 2018 2019 2020 2021		



9.4 Reading for pleasure and knowledge

Standards	Benchmark
Collections policy in place and per capita stock expenditure target in place	Aspiration of per capita stock expenditure of €3.77 annually by 2021

Action	Timeframe	Funding Source	Partner
16. Working towards a per capita stock expenditure of €3.77	2021	CCC	DOECLG
17. Collections policy in place to include purchase of new stock, replacing of old stock, addressing gaps in stock, updating of new stock to reflect changing needs of users	2018	CLS	
18. Annual review of collections policy	2018 2019 2020 2021	CLS	
19. Maintain current reading groups programme and expand membership	2017 2018 2019 2020 2021	CLS	
20. Include titles related to new communities in Cavan in reading lists and include relevant books in annual book buying	2017 2018 2019 2020 2021	CLS	



21. Further develop linkages with Ballyhaise Agricultural College and Teagasc	2017 2018 2019 2020 2021	CLS	Ballyhaise College, Teagasc
22. Develop and grow 'class reads' collections for primary schools	2017	CLS	Primary Schools' Parents Associations
23. Ensure branch stock collection meets needs of all users	2017 2018 2019 2020 2021	CLS	
24. Secure funding from Irish prison service for bookstock for Loughan House Library	2017 2018 2019 2020 2021	Dept. Justice	Loughan House



Old friends meet in Bailieborough Library

9.5 Core Services/ Service Provision - Information

Standards	Benchmark
Library will collect, organise and exploit information, operating as a trusted information guide for access for individuals and the wider community.	Access to range of adaptable online and in-library resources, supported by skilled information professionals.

Action	Timeframe	Funding Source	Partner
25. Ongoing promotion of library services as a place of information provision.	2017 2018 2019 2020 2021	CLS	DOECLG
26. Staff training programme to maximise access by members and to online services	2017 2018 2019 2020 2021	CLS	

9.6 Core Services/ Service Provision – Local Studies

Standards Benchmark

Standards	Benchmark
The library as a focus for cultural identity in the community, preserving and promoting culture, promoting collective cultural experience, community identity. Research, family history, tourism, education, local events and celebrations	Local studies curation and development strategy. Increase access to local studies material through a programme of digitisation. Annual programme of exhibitions/events to promote the service

Action	Timeframe	Funding Source	Partner
27. Maintain high standards of cataloguing local studies material	2017 2018 2019 2020 2021	CLS	
28. Archives: under the proposed collaborative services model explore the potential for a shared archivist between Cavan and Monaghan Local Authorities for archival services.	2017 2018 2019 2020 2021	CLS	Monaghan County Council
29. Collaborate with Cavan Genealogy in providing touring exhibitions to all branches related to local studies	2017 2018 2019 2020 2021	CLS	Cavan Genealogy
30. Develop local studies in tandem with CCC Diaspora Strategy and link to Cavan LECP	2017	CLS	Cavan LECP CCC Diaspora Strategy



Exhibition on former Government Minister and TD Paddy Smith, Bailieborough Library 2016

9.6.1 Core Services/ Service Provision - Literacy and Learning

Standards	Benchmark
Library provides opportunities for individuals to develop as literate, informed, articulate, confident citizens.	Promote and support literacy development for all ages.

Action	Timeframe	Funding Source	Partner
31. Set annual targets in implementation of Right to Read Campaign	2017 2018 2019 2020 2021	DOECLG	LECP
32. Annual awarding of Right to Read champion	2017 2018 2019 2020 2021	DOECLG	LECP
33. Each library outlet will identify target stakeholder groups to work with on an annual basis as part of the Right to Read Campaign	2017 2018 2019 2020 2021	DOECLG LECP,	LECP, Cavan Monaghan ETB
34. Provide resources to deliver literacy programme with local stakeholders	2017 2018 2019 2020 2021	CLS	Community groups /agencies

35. Facilitate access to non - English language items for new communities	2017 2018 2019 2020 2021	CLS	
36. Promotion of online services to specific groups	2017 2018 2019 2020 2021	CLS	
37. Update books for those with special reading needs annually	2017 2018 2019 2020 2021	CLS	NCBI
38. Link into Cavan LECP with development of pilot literacy and reading development programme	2017 2018 2019 2020 2021	CLS	LECP, Cavan Monaghan ETB
39. Protect and encourage the use of Irish language. Continue to develop and deliver Irish language programme through event programming. Link to LECP	2017 2018 2019 2020 2021	CLS	LECP

9.6.2 Core Services/ Service Provision - Public Library Services to Schools

Standards	Benchmark
Deliver a support service to schools.	Each branch library service will supply an agreed range of services to each school within its catchment. Work with early childhood organisations.

Action	Timeframe	Funding Source	Partner
40. Audit of each school to update school/teacher lending cards	2017	CLS	
41. Facilitate primary schools in visiting a library service point as part of their school curriculum	2017 2018 2019 2020 2021	CLS	Primary schools in county



42. Extend schools service to secondary schools	2017 2018 2019 2020 2021	CLS	Secondary schools in county
43. Each branch library to identify early childhood group(s) to work with annually	2017 2018 2019 2020 2021	CLS	Early childhood groups
44. Continue to use all library spaces to display work of schools community projects (e.g. arts, inter-generational)	2017 2018 2019 2020 2021	CLS	
45. Support pre and primary school education with: Class visits/block loans Storytelling/writer visits	2017 2018 2019 2020 2021	CLS	

9.6.3 Core Services/ Service Provision - Business and Enterprise

Standards	Benchmark
Promote and support business, enterprise and job seeking. Internet access.	Programme of business information activities co-operating with LEOs, INTREO Offices and other stakeholders

Action	Timeframe	Funding Source	Partner
46. Set up structure between Cavan LEO and CLS for mutual referrals.	2017	CLS	Cavan LEO
47. Advertise Wi-Fi and computer facilities to business community through LEO.	2017 2018 2019 2020 2021	CLS	Cavan LEO
48. Pilot Business Enterprise and Employment (BEE) project	2017	CLS	DOECLG, Cavan LEO
49. Development of dedicated BEE area in Central Library and job notice boards in all full-time libraries.	2017 2018	CLS	Cavan LEO

50. Link to LECP initiatives outlined in Cavan LECP 2016 - 2021	2017 2018 2019 2020 2021		
51. Career preparation: Link to LECP and adhere to principals of <i>Putting People First</i> in tandem with Cavan Genealogy and Cavan Monaghan ETB regarding the provision of training courses to help facilitate educational, economic and community development	2017 2018 2019 2020 2021		Cavan Genealogy Cavan Monaghan ETB



Children's Book Festival Awards Ceremony

9.6.4 Core Services/ Service Provision - Technology and Access Support

Standards	Benchmark
Ongoing upgrade of service through exploiting technological developments. Support digital innovation.	Wi-fi access in all branches. Learning space/support for IT skills development. One branch per year RFID enabled.

Action	Timeframe	Funding Source	Partner
52. All libraries RFID enabled	2020	DOECLG	
53. Programme of computer classes throughout branch network.	2017 2018 2019 2020 2021		Cavan Monaghan ETB



9.6.5 Core Services/ Service Provision - Community Engagement

Standards	Benchmark
Fully engage with the <i>Local Community Development Committee</i> to strengthen partnership.	Planned programme of community engagement

Action	Timeframe	Funding Source	Partner
54. Expand opening hours to ensure libraries are fully accessible to the community.	2017 2018 2019 2020 2021	CLS	
55. Promote libraries within CCC as neutral venues for public en- gagement	2017 2018 2019 2020 2021	CLS	
56. Promote libraries as community venues through the Public Participation Network (PPN).	2017 2018 2019 2020 2021	CLS PPN	
57. Publish and maintain calendar of events at the beginning of each year.	2017 2018 2019 2020 2021	CLS	
58. Continue to ensure that all documentation is accessible and implement the plain English policy accessible document as outlined by Cavan County Council	2017 2018 2019 2020 2021	CLS	
59. Set annual targets for increasing usage of library for public engagement events	2017 2018 2019 2020 2021	CLS	
60. Continue to explore collaborative services between neighbouring counties e.g. Monaghan, Fermanagh etc.	2017 2018 2019 2020 2021	CLS	LGMA

61. Ongoing promotion of digital services	2017 2018 2019 2020 2021	CLS	
62. Outreach programme to community groups, businesses, schools, colleges etc.	2017 2018 2019 2020 2021	CLS	
63. Social media campaign with specified targets	2017 2018 2019 2020 2021	CLS	
64. Traditional media campaign	2017 2018 2019 2020 2021	CLS	
65. Joint marketing programme with Arts, Heritage, Museum, Ramor Theatre, Tourism and Cavan Genealogy – supported by new Digital Strategy for Cavan	2017 2018 2019 2020 2021	CLS	
66. Link with national media campaigns (e.g. summer reading challenge)	2017 2018 2019 2020 2021	CLS	
67. Access town centre information display space in Cavan town with regular updates.	2017	CLS	
68. Work with NCBI library services in widening the selection of accessible books to clients of CLS	2017	CLS	NCBI



69. Development of Library Event Programming with reference to Creative Ireland	2017 2018 2019 2020 2021	CLS, Creative Ireland	Community and Enterprise, Arts Office, Cavan Museum, Ramor Theatre, Heritage Office
70. Continue to develop annual Science Festival	2017 2018 2019 2020 2021	CLS, Monaghan Co Co, Science Foundation Ireland	Monaghan County Council Science Foundation Ireland
71. Support principles in LECP by continuing to embed the provision of Reasonable Accommodation in all Library Policies and Services	2017 2018 2019 2020 2021	CLS	

9.6.6 Core Services/ Service Provision - Age Friendly Libraries

Standards	Benchmark
Age friendly policy in line with Age Friendly Guidelines for public libraries	Operate age friendly policy

Action	Timeframe	Funding Source	Partner
72. Adhere to Cavan Age Friendly Policy.		CCC	
73. Allocate a percentage of annual book fund to large print and audio books	2017 2018 2019 2020 2021	CCC	
74. Link with Cavan Monaghan ETB in provision of age friendly initiatives.	2017 2018 2019 2020 2021	CCC	

9.7 Optimum Opening Hours

Standards	Benchmark
Provide optimum, user friendly opening hours	User friendly opening hours ranging from 30 - 50 hours per week, depending on population.

Action	Timeframe	Funding Source	Partner
75. Expand open library service to all branches when RFID is in place	2021	CLS	CCC, DOECLG



9.8 Staffing

9.8.1 Staffing: Workforce Planning

Standards	Benchmark
Deliver stronger, more effective, efficient public libraries.	Operation of workforce plan in accordance with national plan guidelines.

Action	Timeframe	Funding Source	Partner
76. Ensure full staff complement is in place	2020 2021	CCC	DOECLG
77. Revision of staff structure to reflect evolving needs of CLS	2021		DOECLG



9.8.2 Staffing: Workforce Development

Standards	Benchmark
Maintain and enhance professional skills of staff in line with changing environment of the service as it meets economic, social and cultural policy objectives of national benchmarks	Participate in the following national library programmes: leadership, learning and development, continuing professional development and staff training

Action	Timeframe	Funding Source	Partner
78. Participation of five staff in national programme in leadership for library managers	2017 2018 2019 2020 2021	CLS	
79. Line managers to keep each staff member aware of Continuing Professional Development programme annually	2017 2018 2019 2020 2021	CLS	
80. Five year Programme of Continuing Professional Development with annual targets to be put in place	2017	CLS	
81. Staff time to be made available to take part in national training programme for library staff	2017 2018 2019 2020 2021	CLS	
82. Training and procedures for Sierra LMS	2017 2018	CLS	
83. Audit of staff skills and training needs to implement strategic plan	2017	CLS	

9.9 Service Delivery

9.9.1 Service Delivery: Service Delivery Matrix

Standards	Benchmark
All users to have access to full range of services on offer regardless of their location	Access to all for all services

Action	Timeframe	Funding Source	Partner
84. Continue with all existing listed services as outlined in each relevant section.	2017 2018 2019 2020 2021	CLS	Various, outlined in each section
85. Work with Cavan Leader's social inclusion targets in specific rural centres in Cavan providing business and library outreach services and access to broadband and mobile library.	2017	CLS	Cavan Leader
86. Under the Collaboration model for Cavan Monaghan Library Services explore provision of a mobile library service in west Cavan	2018 2019	CLS	Monaghan County Council

9.9.2 Service Delivery: Web Services

Standards	Benchmark
Work towards delivery of digital library services	Provide online access to: Online registration, online reference enquiries, eBooks/Periodicals, eEducation resources.

Action	Timeframe	Funding Source	Partner
87. Social and traditional media campaign to promote all library activities.	2017 2018 2019 2020 2021	CLS	
88. Promote use of online services through outreach activities.	2017 2018 2019 2020 2021	CLS	
89. Promote rollout of national broadband initiative		CLS	National Broadband Provider



9.9.3 Service Delivery: Mobile Library Service

Standards	Benchmark
Access for all	Maximise public access by optimum timetables and access schedules

Action	Timeframe	Funding Source	Partner
90. Put in place mobile library under the proposed collaborative model with Cavan Monaghan Library Services.	2018	CCC DOECLG	Monaghan County Council



History lecture at Johnston Central Library 2013

9.10 Service Performance

Standards	Benchmark
National Audit by Public Libraries Development, LGMA	Annual return of audit figures from library services

Action	Timeframe	Funding Source	Partner
91. Annual return of national audit figures	2017 2018 2019 2020 2021	CLS	

Appendices

Appendix: A: Summary of Opportunities for All - the public library as a catalyst for economic, social and cultural development.

The document states: *Ireland's public libraries, a national resource network, physically and online, can promote economic growth, stability and community cohesion. The strategy will position libraries as a key resource in local communities, delivering a broad range of services more effectively to meet a diverse spectrum of people's needs in information, learning, literacy, employment skills, business and leisure.*

This strategy sets out an ambitious programme in this regard to place libraries as the public face of local government in the community. The strategy will capitalise on the existing public library culture of cooperation, exploring all potential for developing and expanding shared service practises and structures, in line with government policy. In this, the public library will take a leading role for local government.

Overview of current Public Library Services in Ireland:

- Public libraries provide a wide range of services both physical and virtual, including print and digital lending material, reader development advice, internet access and support, information and reference resources and guidance, learning and eLearning activities, literacy support, cultural promotion and community development.
- There are 17 million visits made to public libraries each year.
- There are 19.3 million books, audio books, CDs and DVDs borrowed from public libraries annually.
- 41% of the books borrowed by adults are non-fiction.
- There are 1.9 million internet sessions provided on 2,100 internet access PCs and via free Wi-Fi.
- There are 336 branch libraries and 32 mobile libraries.
- Local authorities spent €131.6 million on library services in 2011.
- Local authorities spent €9 million on stock in 2011, an average of €1.97 per capita.
- Public libraries in Ireland are currently run by 32 separate library authorities.

The following **community needs** are identified in the report:

1. Information
2. Education and learning
3. Reading, writing, speaking
4. Digital skills
5. Enterprise
6. Health and well-being
7. Family
8. Community
9. Citizenship
10. Irish Language



Three overarching national policy themes form the framework for the strategy -

Economic: *role of public libraries nationally/locally in partnership with government agenda to build economic revival and stability, delivering information, learning, skills and creativity.*

Social: *public libraries building individual self-worth, community well-being, community cohesion, identity and confidence by guiding access, physical and virtual, to public, community and government information; local and virtual community meeting places.*

Cultural: *libraries as essential agents for cultural development; focus on cultural identity in the community; preserving, promoting national and local culture; providing opportunities for creative development, collective cultural experience*

The strategy is being **delivered by seven programmes:**

1. **The physical space and service provision** - a place of community vitality, free, non-judgmental, democratic. A living space giving access to information, learning, culture. Public face of local government, centre of community life and well being.
2. **Learning, skills and enterprise** - supporting the transition from childhood into adulthood - ranging from childhood learning through to lifelong learning; jobs, careers and seeking work; entrepreneurship.
3. **Culture and community** - library as focus for celebration of local and national culture and creativity. A cultural space, meeting place for people, ideas; creating opportunities to enhance community life
4. **The virtual library** - Access to information and knowledge - promoting and exploiting digital technologies for management, service delivery, creative learning, communications: leading to economic and social benefits for users.
5. **Workforce development** - high standard of leadership, management and delivery of services to support access to ensure economic, social and cultural policy objectives are met.
6. **Cooperation, partnership and promotion** - delivery of co-ordinated services to take library service to new levels whatever the economic climate, co-operation and promotion
7. **Research and innovation** - research monitoring, review, evaluation; future planning leading to better library services

Appendix B: CLS Library Hours and Services

Cavan Library Service – Branch Opening Hours & Services

	Johnston Central Library	Bailieborough Library	Cootehill Library	Belturbet Library & Civic Centre	Ballyconnell Library	Ballyjamesduff Library	Arva Library	Virginia Library	Kingscourt Library
Monday	10am - 1.15pm / 2.15pm - 5.15pm	Closed	Closed	Closed	Closed	2pm - 5pm / 6pm - 8.30pm	Closed	Closed	2pm - 5pm
Tuesday	10am - 8.30pm	10am - 8.30pm	10am - 8.30pm	10am - 1pm / 2pm - 5.30pm	Closed	Closed	Closed	Closed	Closed
Wednesday	10am - 1.15pm / 2.15pm - 5.15pm	10am - 1.15pm / 2.15pm - 5.15pm	10am - 1.15pm / 2.15pm - 5.15pm	Closed	10am - 1pm / 2pm - 5.15pm	2pm - 5pm	Closed	2pm - 5.00pm	Closed
Thursday	10am - 8.30pm	10am - 8.30pm	10am - 8.30pm	1.45pm - 5pm / 6pm - 8.30pm	1.45pm - 5pm / 6pm - 8.30pm	Closed	2pm - 5pm / 6pm - 8.30pm	Closed	Closed
Friday	10am - 1.15pm / 2.15pm - 5.15pm	10am - 1.15pm / 2.15pm - 5.15pm	10am - 1.15pm / 2.15pm - 5.15pm	Closed	10am - 1pm / 2pm - 5.15pm	Closed	2pm - 5pm / 6pm - 8.30pm	2pm - 5.00pm / 6.30pm - 8.30pm	Closed
Saturday	10am - 1.15pm / 2.15pm - 5.15pm	10am - 1.15pm / 2.15pm - 5.15pm	10am - 1.15pm / 2.15pm - 5.15pm	10am - 1pm / 2pm - 5.30pm	Closed	Closed	10am - 1pm / 2pm - 5pm	11am - 1pm	Closed
Sunday	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Total Hours Open:	46	39.75	39.75	18.75	18.25	8.5	17	10	4
Size of branch (m2)	650	191	180	175	40	11.15	65	11.15	55.74
No. Computer Terminals	12	3	3	1	1	1	1	1	0



Appendix C: Annual and ongoing events and programmes in Cavan Library Service

Children and Family

- Summer Star Reading Programme (for younger readers)
- Children's Storytime
- Children's Book Festival
- Exhibitions
- Schools poetry workshops
- Kids craft workshops
- Children's Art workshops (National Gallery of Ireland)
- Dance and drama workshops
- Children's book club
- Lego workshops
- Art / dance/ percussion workshops
jewellery making, knitting/crochet, chess
- Club na nÓg, monthly Irish language club
- Development of class reads project
- 1916 : 2016 programme of events
- Creative Ireland Events
- Teanga Bheo
- Lithuanian cultural events

Adults

- Summer Reads (suggested reading programme)
- Conference venue
- Monthly Newsletter
- Book clubs / reading groups
- Parent and toddler groups
- Craft groups
- Colouring group
- Lectures
- Leaving Certificate Oral Irish workshops
- Small theatre productions
- Seachtain na Gaeilge events
- Bealtaine Festival events
- Charity coffee mornings
- Online folklore collection
- LitLab – writing group (Cavan Meath, meets in Bailieborough)
- Launch space for community events
- Celebration of world book day
- National Heritage week events
- Local/travelling arts and culture exhibitions
- Author visits
- Adult art course
- Culture night events
- Link to LECP with development of pilot literacy and reading development programme supporting parents and family initiatives
- Adult literacy initiatives with Cavan adult learning centre
- Linkages with Ballyhaise College

Regular activities:

- Class Visits / Book Loans
- Storytelling /Writer Visits
- Focus on Folklore 2015
- Adult literacy initiatives
- Irish Language initiatives
- Learning Employability Skills - career participation
- Level 4 ICT skills training
- Annual Taste of Cavan Festival
- Library Ireland Week
- World Book Day
- International Women's Day
- Seachtain na Gaeilge
- Bealtaine Festival
- Adult Literacy Week
- National Heritage Week
- Children's Book Festival
- Culture Night
- Science Week

Appendix D: Overview of consultation process:

Consultation process included public consultation workshops, direct submissions, completion of hard copy and online surveys and direct stakeholder consultation and stakeholder and staff meetings. The following public notice was issued:

PUBLIC NOTICE: Consultation on Strategic Plans for Arts, Heritage and Library Services

Individual strategic plans are being prepared for the Arts, Heritage and Library Services in Cavan County Council 2016 - 2021.

The following public consultations are planned and Cavan County Council welcomes your views at these meetings:

- **Tuesday 27th, September**, 7pm to 8.15pm, Bailieborough Library
- **Wednesday, 28th September**, 7pm to 8.15pm, Ramor Theatre, Virginia
- **Thursday, 29th September**, 7pm to 8.15pm, Cootehill Library
- **Saturday, 1st October**, 2.15pm to 4.15pm, Johnston Central Library, Farnham Street, Cavan
- **Tuesday, 4th October**, 7pm to 8.15pm, Belturbet Library

Written submissions on all or individual services are welcome and can be completed online at:

<https://www.surveymonkey.com/r/CavanIndividuals> if you are an individual; or

<https://www.surveymonkey.com/r/CavanGroups> if you are commenting on behalf of a group.

Please note that both online surveys contain questions on Library, Heritage and Arts services.

Submissions can also be sent by email to **shough@cavancoco.ie** or by post to:

Ms Susan Gilsenan, Johnston Central Library, Farnham Street, Cavan



Overview of Public Consultation

The public consultation was undertaken to obtain feedback from the public and other stakeholders regarding the current status of CLS and what changes people felt would enhance the service. The following consultations took place:

- Five public consultation workshops (see Appendix C for details)
- Online survey
- A hard copy of survey was available in all library branches
- The public was invited to make direct submissions by email or in writing

The CLS consultation process ran parallel to consultation on behalf of the Arts and Heritage Offices, giving respondents an opportunity to influence all three development plans. All information was collated and analysed and is summarised in this section. Overall there was a high level of satisfaction with the services, but a lack of awareness of some of the newer services.

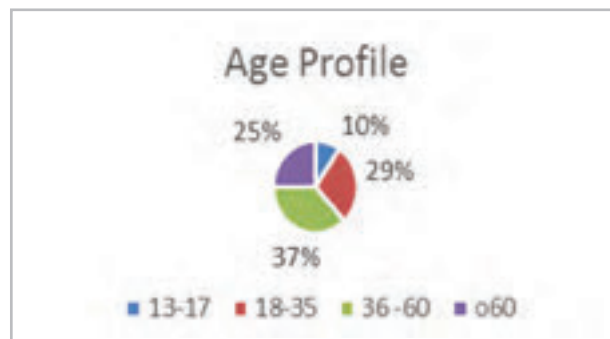
Summary of Public Consultation findings:

Profile of respondents

273 individuals took part in public feedback process. 83 responded via the hard copy of survey. 30 responded online (total 113). 77 individuals attended public consultation workshops (56 (73%) of these were library members). In total 190 adults and older teenagers gave individual feedback via the public consultation process. 79 children under 12 completed a hard copy of the child survey. The age profile of respondents over 12 years of age was 10% teenagers (mostly older teenagers), 29% age 18 - 35, 37% age 36 - 60 and the remaining 25% were over 60.

The survey gave a list of services provided by Cavan libraries. Respondents were asked to indicate level of awareness as follows:

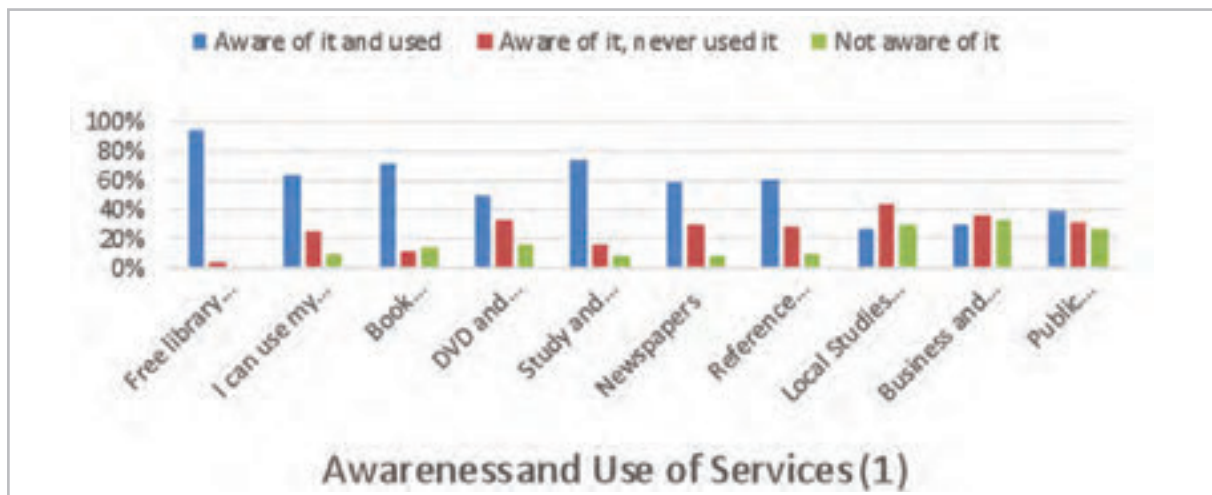
2. Aware of it and used it
3. Aware of it, never used it
4. Not aware of it.



It also asked three questions about the library services. A simple version of the survey was compiled for children. Copies of surveys are in Appendix D. Summary table of usage of CLS facilities and services is in Appendix D.

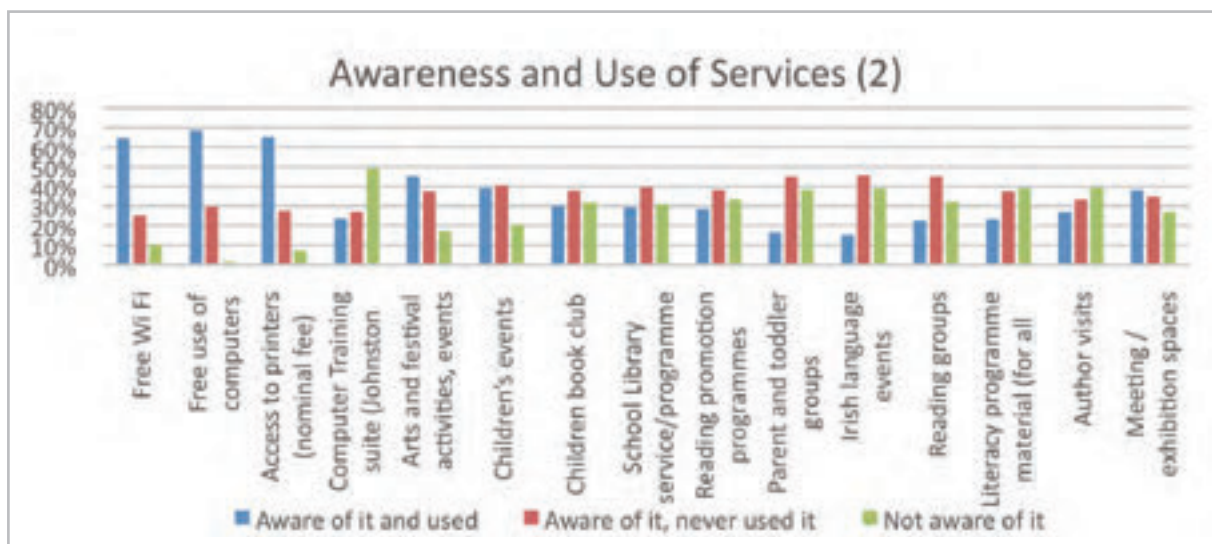
Awareness of services:

Respondents were asked about their level of awareness of the services provided by CLS. Results are summarised in tables below



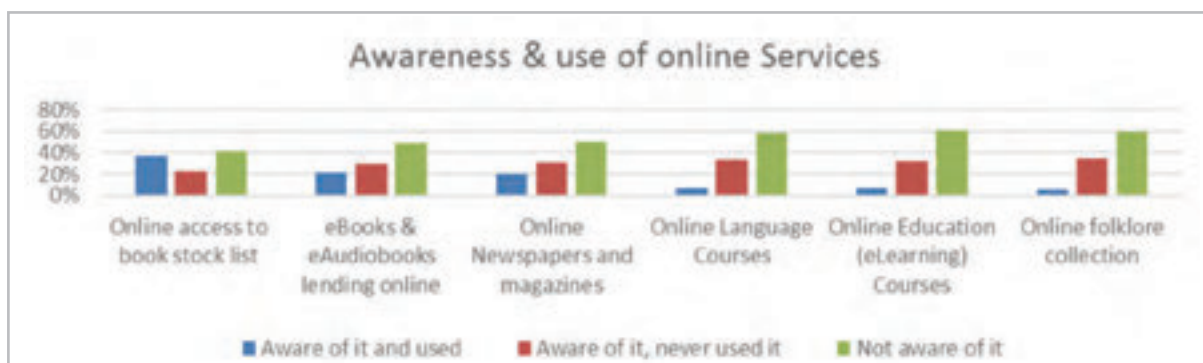
- 94% stated they were aware that membership was free.
- Awareness of core services such as book lending (adults, teens, children), use of library card in any branch of Cavan Library, DVD and audio book lending, study and reading facilities, and reference library was between 60% and 94%.
- Understandably, respondents were less aware of some of the less used and arguably more specialised services such as the Local Studies Collection (Johnston Central Library).
- Awareness of the use of a library membership card in any branch of Cavan Library, use of business and community information and public awareness of information, events/lectures was 40% or less. It should be noted that some of these services are provided in the bigger libraries only.

Respondents had a good level of awareness of internet and computer facilities available, with 65% saying they had used the facilities. The take up of programmes such as arts and festival activities, events and workshops, children's events, children's book clubs, the school library service/programme, reading promotion programmes, parent and toddler groups, Irish language events, reading groups, literacy programme material (for all ages), author visits and meeting / exhibition spaces for community groups ranged from 15% to 40% and the awareness of these programmes /services ranged from 25% to 46%, reflecting the different age profile and needs of respondents.



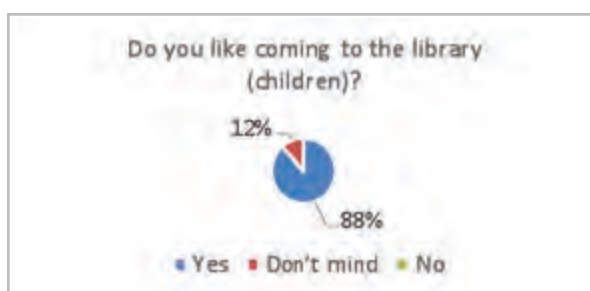


Awareness of online services varied, reflecting the more recent additions of some of these services. Between 40% and 60% of respondents were unaware of services such as online access to book stock list, eBooks & eAudiobooks lending online, online newspapers and magazines, online language courses, online education (e-learning) courses and online folklore collection.



Questions asked in survey and consultation workshops

Feedback from Children:



Children under 12 were asked if they liked coming to the library. A significant majority (88%) stated they did, with 12% saying they 'don't mind'.

Three identical questions were asked in the public survey and at consultation workshops:

1. What do you see as the strong points of Cavan Library Services?
2. Can you suggest improvements for Cavan Library Services?
3. Do you have any ideas how we could encourage more people in your community to use Cavan Library Services?

Responses fell under the following broad categories:

1. Staff
2. Spaces / physical facilities
3. Services
4. Community

The following summarises feedback from each question:

Question 1: What do you see as the strong points of Cavan Library Services?

Overview of feedback: There was widespread **praise for staff** in all branches, with frequent reference being made to their **professionalism, knowledge and helpfulness**. Overall the public was **satisfied with facilities in the four main libraries** but had **issues** with the space, facilities and technology in the **part-time libraries**. While most were happy with the **hours of business**, some people requested later opening and lunchtime opening. Respondents **constantly alluded to the range of services provided by the libraries**. CLS branches are seen as important **meeting points and social spaces**.

Staff: Praise for staff was widespread and staff is perceived as helpful and extremely knowledgeable. *Staff: professional, accessible, knowledgeable, helpful to library users, skilled at presentation, Excellent at event management, very supportive of community groups [and] of all community, [excellent at] building interests [of members] and helping students*

Public feedback indicated a high level of satisfaction with CLS. In general, it was felt that the services are extensive, particularly in Johnston Central Library. The friendliness and efficiency of staff in all branches was constantly praised *brilliant service* and respondents felt *it was modern, accessible, friendly people like the archive facilities, the A3 colour photocopier brilliant facility, well maintained and great services*. There was an appreciation of the free availability of computers and internet *if you don't have one or can't afford it*.

Children like going to the library because they can get books, comics and DVDs and *its free and you get to read all the good books they have*. Teens are very satisfied with staff: *The staff are second to none and if they haven't got what you need they will source it for you*. Group feedback was also very positive regarding skills, knowledge and helpfulness of the staff, especially in areas of special interest. *...professional and welcoming staff always ready to help*. There was much reference to the availability of support for computer users.

Spaces/physical facilities: Facilities in the four most modern libraries, Johnston Central, Bailieborough, Cootehill and Belturbet were applauded but it is felt that the other branches lag behind considerably. *[The] main library in Cavan is very good, but the library facilities in both Ballyjamesduff and Virginia are very poor*. It was felt that there is *very good online service /help to access very helpful*. For those living in rural areas with unreliable broadband, it is a place to use the internet. CLS is seen as making good use of technology. *Belturbet, Bailieborough, Cootehill and Cavan are facilities to be envied*. The fact the services are free was cited as important.

People like the ease of access and free use of space, the access to books, comics, DVDs, internet and meeting rooms and the *warm and friendly surroundings*. ...

There were mixed comments on opening hours, some feeling they are adequate, others looking for longer hours ranging from earlier mornings, more late nights and lunchtimes¹.

¹ The rollout of My Open Library will address many of these issues



Children wanted to see more books, more beanbags, child accessible computers with an easy to use catalogue to look up availability of books and there was a request for a coat rack. They also like it *because you get free books and I can choose what book to bring home*. Looking to the future one child (age 5) stated: *I can't wait 'til I am able to read so I can read all the cool books with the awesome pictures*. Teen feedback praised the study facilities where they are available. *I find the library a hive of knowledge. It helps me study quietly!* Group feedback indicated a high level of satisfaction with meeting room space and supports in the three main libraries. They also outlined the important social element of these group meetings and the importance of *open access to a huge learning resource for all the community*.

Services: People referred to the wide range of services provided by CLS and asked for more of the same e.g. more computers, better Wi-Fi, more events. Praise extended to online services, study spaces, audio books and DVDs, selection of books, research support and facilities, family/local history sources, study support, summer camps, workshops, stories and presentations. Feedback mentioned virtually all the library services, with different levels of awareness and use of these services.

It was felt in general by adults that there is an excellent service for children with events running throughout the year. Children requested more storytelling and child friendly computers.

Respondents referred to the range of events run by the libraries, mentioning arts, children, education, Irish language, history *running an inclusive programme for all the community, a willingness to get books that are not in a particular branch*. It was felt that there are *excellent facilities for getting together warm comfortable environment*. Many praised the *free space to study*. Reference by users of online services stated *online services are superb - requesting books and renewing*. There was also praise for the *ample seating with free daily newspapers papers for job-hunting events programme use for internet without access ability for locals to display arts, crafts etc*. Value was also mentioned, stating the importance of the fact that they are there and free

Community: The community and social element of CLS is important to users. CLS branches are seen as important meeting points and social spaces. The library is seen as a venue *to promote fuller lives*, promoting community and voice. It provides space for the *individual and community support of community groups - hosting events that celebrate the community, hosting exhibitions, especially those where community have fledgling artists / participants*.

Access to information both online and through reference books and resources available on loan is important, as it is providing a space for community and cultural events, along with the provision of additional arts and education resources and events space for school and community groups.

Respondents highlighted the positive involvement of CLS with the 1916 commemorations. There was also particular praise for the [research] facilities in Johnston Central and the standard of annual historical lectures programme. Respondents felt libraries were *always in touch with the community and personal interaction with librarians is so necessary for the elderly and disabled*. Having a library close to where I live is important and it was stated that CLS is *culturally connected to local communities*.

Question 2: Can you suggest improvements for Cavan Library Service?

Overview of feedback: It was suggested that **staff** be facilitated to undertake **more training to increase their expertise**. Respondents clearly wanted to **keep all existing staffed hours** and some were concerned about the impact of the My Open Library. Considerable frustration was expressed at the **level of facilities** in Ballyconnell, Kingscourt and Virginia, stating they were physically inadequate and there was frustration at the absence of a Mobile Library Service, promised in the last Library Plan. **A range of service improvements and enhancements was suggested for all branches**. Services for specific target groups, to increase membership, were suggested.

Staff: Suggestions were made to give staff further training to increase their skills' set and range of services to library users (e.g. internet searches, study skills classes). Some expressed concern regarding the proposed My Open Library, inaccurately believing it would replace existing staffed hours *maintain staff (no interaction with machines) human touch a must*. There was consensus that it is *important to maintain the level of service we currently value and enjoy*.

Spaces: Considerable frustration was expressed at the level of facilities in Ballyconnell, Kingscourt and Virginia, stating they were physically inadequate. Residents of the latter stated *get our new library up and running immediately*. The need for *full access to a disabled toilet car parking* spaces in Ballyjamesduff was outlined. A mobile library service was requested to service small towns ... *west Cavan needs more facilities and service*. Children requested *more bean bags*. There were requests for more PCs in all the smaller libraries and a suggestion to *split up computers* [to give more privacy]. It was felt that some of the bigger libraries were too noisy ... *building noisy because of big open spaces. People seem to feel free to use mobile phones and children to run around*. Reference was made to having quieter reading spaces *maybe a reading zone* and bigger desk areas in some branches.

Services: Suggestions included being able to order books online, having access to national databases for research, having more genealogy information available and for free, lending e-readers to go with eBooks. It was felt there was *difficulty accessing specialist research books* and long waiting lists were cited as problems needing to be addressed *faster turnover of books*. It was also noted that some branches have very short opening hours and no computer or broadband. Colour printers were requested for all branches. It was felt that services could be better communicated and opening times be more commuter friendly and lunchtime opening in all branches was requested. Many of these services are already available at some level, indicating a lack of awareness of, or access to, some of these services.

Feedback related to longer opening hours, a wider stock collection, especially in smaller libraries. It was also suggested to make library spaces more available outside of opening hours, thereby making more use of the excellent spaces available. More events such as special interest films and author visits were suggested, talks aimed at younger people, basic computer skills' courses, lectures around the art exhibitions shown annually. Hosting readings was suggested as a cost effective event.

Some felt there should be more services for children and young people. The literary tradition of Cavan was acknowledged, with a request to re-introduce the *Caomhnú Literary Festival* and acknowledge the internationally acclaimed writers based in Cavan.



There were requests for a wider stock of books and DVDs, audio books and a suggestion to take donations for both of these. There were requests for better study facilities and supports for students and more late openings.



While 28% of respondents felt the quality of book stock was excellent, the remainder felt the standard ranged from very good to okay. Main issues around book stock were availability of popular fiction on demand and availability of special interest books.

Community: Services for specific target groups were suggested *targeting young people, examine reading habits to see what people want.* It was suggested to target hard to reach members of society, *send out sample books to groups* and there were many ideas for events and services including *book reviews for children, music and language courses, Irish conversation classes, children and adult writing programmes, storytelling, foreign language events, sourcing of plays/ drama/books/listing, story reading with child/parent, adult only times, outreach services for those who are immobile / have no transport ... bringing back the school's book lending scheme.*

Question 3: Do you have any ideas how we could encourage more people in your community to use Cavan Library Services?

Overview of feedback: Respondents had lots of ideas, many of them mentioning what is already happening or giving suggestions for enhancing services/promotion. Respondents had a wide range of feedback in this area. Many suggest more advertising, ranging from social media, to local print media, local radio, posters and national advertising campaigns. There was a suggestion that local media could work more closely with CLS.

Staff: Once again, respondents were clear on their needs of guaranteeing the current level of service is seen as paramount and building on this library plan.

Spaces / physical facilities: Respondents clearly expressed the need to improve facilities in small towns and provide computers etc. The need to promote satellite services was outlined. In our area, Virginia, we need a proper library to the standard that applies to other similar sized towns i.e. Bailieborough, Cootehill. If people go into the library for lecture[s], they will get more familiar with what the library offers and can be easily encouraged to join. There was annoyance at the lack of a mobile library facility which had been part of the last plan. It was felt that many were not aware of the comprehensive services provided and that there is a need to explain in basic detail all the services on offer. It was not until I went back to education that I really realised the value of the local library.

Services:

There was a huge range of suggestions for extra or enhanced services such as:

- Family friendly events to promote reading.
- Book clubs
- Historical societies
- Talks for elderly
- Exhibitions
- Displays
- Study groups / supervised study for second level students
- A library app to outline services and access them online

Children suggested *getting more books* with requests ranging from comics, to fairy stories to thrillers to *more of the same series, not just one or two*. There were also requests to *renew computer time*.

Community: Suggestions here included, more community engagement and talking to community groups about opportunities for enhancing their areas. Reference was made to *try and engender respect through schools' initiative on heritage* and to provide *books in diverse languages*. Promotional ideas included open days, coffee mornings /bring a friend/family member day to name but a few. Ideas also referred to lifespan involvement – *events for specific age groups from babies to older persons* and *culture groups to encompass all three services (library, arts, heritage)*. The notion of parent and children events was mentioned in several contexts, one encouraging the other to attend. The usefulness of being more actively engaged with neighbouring community /networks was pointed out.

It was recommended to engage with national schools, secondary schools and set up a programme of work experience for transition year students who might like to try out working in the library. It was felt that specific events for people of all ages would get more people visiting libraries. Many of the activities/ events suggested already take place, however many suggestions related to developing the existing programme further. For example, a 'one book one county' campaign, lectures related to art exhibitions, specifically targeting young people etc.

Book chats, using the library as a social gathering space, focus on one community at a time, e.g. men, young people, older people were all suggested. *Using the library as a hub for social and arts activity*.



Appendix E: Members Housing, Social and Cultural SPC

Cllr Val Smith, Chair
Cllr Madeleine Argue
Cllr Noel Connell
Cllr Clifford Kelly
Cllr Patrick O Reilly
Cllr Shane P. O Reilly
Thomas Maughan, PPN
Madeleine U i Mhéalóid, PPN
Larry McCluskey, PPN

Appendix F: Stakeholders consulted:

CEO Cavan LEO
Cavan County Tourism Officer
Cavan County Arts Officer
Cavan County Public Art Office
Cavan County Heritage Officer
Cavan County Social Inclusion Officer
Cavan County Head of Community and Enterprise
Cavan Genealogy Office
Director, Cavan Innovation and Technology Centre
HSE, Operational Services Manager, Cavan General Hospital
Principal, Teagasc Ballyhaise Agricultural College, Ballyhaise, Co. Cavan
Cavan Traveller Primary Care Worker
Cavan PPN
Glór Bhreifne

List of groups that submitted information

Craft Group Cootehill Library
Castletown Accordion Orchestra
Virginia and District Historical Society
Irish Wheelchair Association
European Network of Filipino Diaspora (ENFiD) – Ireland
National Council for the Blind in Ireland (local North East Branch)

Appendix G: Cavan Library Service Staff Team September 2017

Name	Position
Brady, Kathleen	Acting Assistant Librarian
Burke, Fiona	Acting Assistant Librarian
Cusack Smith, Carmel	Acting Senior Library Assistant
Gilsenan, Susan	Clerical Officer
McArdle, Sinead	Senior Library Assistant
Sullivan, Tom	Acting County Librarian
Treacy, Teresa	Acting Executive Librarian
Appleby, Patricia	Branch Librarian
Bannon, Margaret	Branch Librarian
Daly, Helena	Branch Librarian
Fegan, Roisin	Branch Librarian
Magennis, Jacqueline	Branch Librarian
McCorry, Patricia	Branch Librarian
McQuaid, Jim	Branch Librarian
Prior, Mary	Branch Librarian
Reilly, Margaret	Branch Librarian
Flanagan, Geraldine	Branch Librarian
Kennedy, Marleen	Branch Librarian
MacDonald Smith, Pauline	Acting Senior Library Assistant
McLaughlin, Katherine	Library Assistant
O'Reilly, Ann	Branch Librarian
Smith, Marie	Branch Librarian
Smith, Mary	Branch Librarian
Smyth, Jonathan	Acting Senior Library Assistant

Temporary Staff

Sexton, Martina	Clerical Officer
McCaul, Caroline	Clerical Officer
Smyth, Amy	Clerical Officer



Appendix H: Cavan and Monaghan County Library Services' Opportunities to Work in Collaborative Partnership

Both library authorities will continue to develop and expand their own library service programmes and there are also clear opportunities for both counties to work together in partnership, to share skills and expertise and to coordinate resources and maximise value for money for both County Councils. The list below is not exhaustive, but indicates some of the key areas which lend themselves to a partnership approach to development and delivery.

Funding Applications

Science Week. The successful joint county application for funding for Science Week demonstrates the advantages of working in partnership on funding applications of this nature. The allocation of €35,000 was maximised through the development of a comprehensive programme of events in venues throughout both counties. The staff from both counties have forged strong working relationships as a result of this process, which can be harnessed again for further initiatives.

Peace IV. Both counties intend to work together to apply for funding under the new peace programme.

Event Programming. This could be particularly useful in relation to larger scale events to ensure resources are shared and value for money is maximised. Discussions are under way regarding developing a cross county event programming working group, meeting at the beginning of each year to cost and develop programmes and arranging quarterly follow up meetings to review performance and budget expenditure.

Staff Training. Cavan and Monaghan have already shared training resources across both counties on a small scale and are confident this could be developed further. It makes particular sense to work together on those elements of training which are specific to libraries and which may need to be outsourced from library training specialists

Service Development

BEE (Business, Enterprise, Employment) Pilot, Phase 2. Both Counties are participating in this pilot, working to develop Business, Enterprise and Employment based services through the library branch network. The pilot will involve liaising with LEO and ETB to develop service provision and course programming from a Cavan and Monaghan perspective

Digitisation Programme. Each of the Local History Services could work in partnership when developing their respective digitised collections, to avoid duplication of resources and to benchmark the quality and standard of each collection.

Mobile Library Service. At present, only one county has a mobile vehicle available. Management propose investigating opportunities to make this resource available to the partner county where geographically possible.

Adult Learning Programming. This lends itself particularly well to a partnership approach as the Cavan Monaghan Education and Training Board is a key stakeholder for both county library services. Management look to further strengthen relationships with both the Cavan and Monaghan Institutes, as well as Monaghan Integrated Development and Breffni Integrated Ltd. when developing their adult learning programme

Age Friendly Services. As both Cavan and Monaghan are age friendly counties there already exists a framework within which to develop and coordinate both age friendly services in partnership

Joint Archivist Post. Neither county currently has an archivist employed and it is intended to propose the employment of an archivist on a cross county basis, as is currently the case in several other counties

Joint Reader Development Projects. Cavan and Monaghan have identified several areas in reader development which would particularly suit a partnership approach;

Readers Day Events. Both counties would work together when inviting authors and writers to participate in readers day events to minimise cost

Right to Read Programme. This literacy programme relates directly to key objectives in the local economic and community plans of both counties

Workforce Plan

Cavan and Monaghan County Library Services are each formulating a workforce plan based on the current and future needs of each service. This will support the key initiatives being rolled out as part of the *Opportunities for All* strategy, as well as the objectives currently being formulated as part of each local five year Library Development Plan.

If each county were to adopt a team based workforce structure, i.e. specific teams were set up to address key areas of service development, it would facilitate opportunities to develop links between the teams of each county, sharing knowledge and resources.



Appendix I: Overview of Culture 2025

Culture 2025 outlines several key values, many reflecting CLS values. These include

- The intrinsic value of culture
- The value of culture to our lives and our communities
- The right of everyone to participate in the cultural life of the nation
- The importance of the Irish language, our cultural heritage, folklore, games, music and the uniqueness of our Gaeltacht areas
- The value of cultural diversity, informed by the many traditions and social backgrounds now in Ireland
- The value of culture as a means of fostering a more sustainable future for Ireland, including through economic and social policy
- The value of culture in presenting Ireland to the world

Appendix J: Local History Collection

Dr MacKiernan, Bishop of Kilmore (Dr Francis J. MacKiernan, Bishop of Kilmore from 1972 until 1998 donated his entire book collection, consisting of 1,179 items)

- 49 journals
- 434 Religious books
- 520 Irish and general history books
- 176 Local studies items.

The Collection is now catalogued and housed in Cavan Library Headquarters. Click on the link to view index.

<http://www.cavanlibrary.ie/file/Local-Studies/Library-Scanned-Docs/Bishop-MacKiernan-Collection.pdf>

Digitised Material

- Cavan Library Local Studies: Electronic Documents
- Photographic collection online

Newspapers

- | | |
|---|------------------------|
| • Anglo Celt 1846 - present | Hard Copies/Microfilm |
| • Cavan Echo 2007 | Hard Copies |
| • Cavan Herald 1818 - 1825 | Microfilm |
| • Cavan Leader 1986 - 1994 | Hard Copies |
| • Cavan Observer 1857 - 1863 | Microfilm |
| • Cavan Post 2007 | Hard Copies |
| • Cavan Voice 2007 | Hard Copies |
| • Cavan Weekly News 1864 - 1907 | Hard Copies/ Microfilm |
| • Meath People, Cavan and Westmeath Chronicle | Microfilm |

Microfilm

- Census 1821 Census of Ireland - County Cavan
 1841 Census of Ireland - County Cavan
 1901 Census of Ireland - County Cavan
 1911 Census - County Cavan
- Deputy Keeper Reports
- Books of Survey and Distribution 1641 - 1703
- 1654 - 1659 Down Survey Parish Maps
- Ordnance Survey Memoirs
- Co. Cavan Name Books 1833 - 1834 (place names)
- Folklore UCD
- Ordnance Survey Extracts for Breifne (Counties Cavan and Leitrim)
- Relief Commission Papers 1846 - 1847
- Report of the Commissioners of the Board of Education
- 1641 Depositions
- Farnham Rent Rolls
- New Reformation in Cavan and the Election Newspaper Clippings and Posters (1824 - 1826)
- The Sheridan Country by Seamus O Casaide
- Peter Galligan Manuscript
- Probate Registry Will Books
- 1622 Visitations to Ulster Dioceses
- Cavan Corporation Minute Book 1771 - 1797

Journals

- *Breifny Antiquarian Society Journal*
- *Breifne* Journal of Cumann Seanchais Bhreifne
- *The Heart of Breifne*
- *Clogher Record*
- *Riocht na Midhe*



Maps

- 1654 - 1659 Down Survey Parish (Microfilm)
- 1835/1836 Ordnance Survey 6" (Hardcopy)
- Griffith Valuation (Hardcopy)
- Farnham Estate Maps (Hardcopy)
- Ballinamore/Ballconnell Drainage and Navigation Maps (Hardcopy)
- Cavan Leitrim Railway Maps (Hardcopy)

County Archive Collections

- County Council Minute Books
- Grand Jury Records
- Drainage Committee Records
- Belturbet Corporation Minute Books
- Agriculture Committee Records
- County Council Rate Books
- Cavan Town Commissioners' Archive
- Board of Health Archive
- National Schools Registers
- Private Collections - Various
- Co-operatives' Records
- Poor Law Unions' Records
- Rural District Councils' Records

Reference Material

- *Opportunities for All - A Strategy for Public Libraries 2013 – 2017. The Public Library as a Catalyst for Economic, Social and Cultural Development* (DoELCG)
- *Managing the Delivery of Effective Library Services - September 2014* - Department of Environment, Community and Local Government (Shared Services)
- *Right to Read Campaign* – Support Literacy in the Local Authority (DoECLG - 2014)
- *Culture 2025* - Discussion Document - Department of Arts, Heritage and the Gaeltacht
- National LMS Implementation Project - Framework and Service Requirements - September 2014
- DOECLG circulars: Provision of Public Library Services to Post-Primary Schools
 LCDC and Local Library Service.

- My Open Library Pilot Service 2014 - 2016 : Report of Libraries Development, June 2016 (LGMA)
- Irish Public Library Manifesto 2016
- Libraries Matter
- www.cavanlibrary.ie
- Cavan County Council Corporate Plan 2015 - 2019
- Cavan County Council Customer Service Charter
- Cavan County Heritage Plan 2006 - 2011
- Cavan Town and Environs Development Plan 2014 - 2020
- Cavan Draft Public Arts Policy
- Cavan Arts Plan 2011 - 2015
- Cavan Local Economic and community Plan 2016 - 2021
- Cavan County Development Plan 2014 - 2020
- Irish Public Library Manifesto 2016
- Report on Business, Enterprise and Employment (BEE) Pilot Among Libraries September 2015 – April 2016
- Information Booklet for Older People in County Cavan



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EVOLVING LIBRARIES

Cavan Library Service Development Plan

2017 - 2021

