

**LIBRARY COOPERATION COUNCIL STRATEGIC  
ACTION PLAN II**

**SPAIN**

**2016 - 2018**

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ANNEX: List of people who were interviewed and those who attended the Interest Group Sessions

## 1. Introduction

The following Strategic Action Plan II is the result of cooperation between a great number of library professionals, including not only those directly involved with the work carried out by the different Council Units, but also professionals from different types of libraries.

The first step in drawing up this second Action Plan involved assessing the first Action Plan. On doing so we have been able to find out which projects have been considered the most valuable in the sector and which have worked best over the past three years.

As a result of the first Action Plan we can say that important collaborative projects have been set up.

In accordance with Strategic Line of Action 1, *Promoting Libraries in Society*, a great amount of effort was made to find out the impact libraries, as a public service, have both in society and on the economy. A system of indicators has been put in place to measure this impact in the different types of libraries and a pilot system has been set up in the Navarre Library System. The experience in Navarre will be used for setting up similar projects in other places and systems.

Also, within the Action Plan I framework, within the Line of Action 2, *Sustainability of library services in the new social and informational environment, the Libraries Projections for 2020 Study* has been published and the *elibrary* project for ebooks loans in public libraries has been set up.

In Strategic Line of Action 3, *Council Performance Development*, work has been carried out to create the tools for better communication of its activities, such as creating a Twitter account and developing a new website. All these changes are focused on increasing awareness of all activities and projects set up by the Council, as well as other collaborative activities carried out by Spanish libraries.

In addition, over the last three years work has continued by the standing groups focused on library data collection, the development of a Bibliographic Heritage Union Catalogue, the training of professionals, information literacy projects, as well as everything related to standardization in data exchange and web archiving.

These three identified Strategic Lines for the first Action Plan are followed through in the second Action Plan. As far as the method used, the Action Plan identifies the main work themes for the next three years. Secondly, it proposes the development of tools and activities for fulfilling the goals set out in the general

objectives. Thirdly, it proposes leadership of one autonomous region or library sector to trial a pilot project to test the tools developed with the support of the Council's Secretariat and that finally, the project be extended to the other libraries in the system.

Action Plan II highlights the importance of the social role of libraries, especially in projects related to the involvement of all members of the community they serve and the accessibility to all the services offered. The educational role a library plays also takes on greater relevance, in particular as regards all those activities related to life-long learning.

On the other hand it is worth highlighting the interest shown recently in involving users in library management. Such participation is seen as an opportunity to learn more about the needs of the end-users of these services and, therefore, securing greater satisfaction levels.

Another important aspect of this new Action Plan is the boost for school libraries as fundamental players in providing the whole community with the necessary abilities in the handling of information germane to the knowledge society we live in.

As far as sustainability of library services is concerned, the Action Plan proposes to improve the inter-linking of library networks in order to create a great information network able to respond to the information demands of society at large, as well as to continue working on consolidating digital services.

Moreover, Action Plan II is committed to establishing a coordination framework for everything related to the digitisation of the bibliographic heritage. In this framework, all library sectors involved in online accessibility to this rich heritage will be represented. Special emphasis is made on actions aimed at achieving a greater presence of local heritage on the Net.

The new Action Plan also takes into account the groups of professionals that staff the libraries involved in the different projects.

Strategic Line number 3 is aimed at supporting the Action Plan by improving Council performance, through its different Units and its proactive work throughout the year. To this end, a new website is available, raising awareness through social networks and the design of a set of indicators which facilitate annual assessment.

The Strategic Action Plan of the Library Cooperation Council strives to be a tool for the management of the different library policies exercised by the different administrations.

New, in respect to the first Action Plan, is the proposal to set up an annual survey to recognize those library projects which are the most successful over one year and that fall within the Action Plan's general objectives.

## 2. Mission and Vision

### The Mission of the Library Cooperation Council (LCC)

**The LCC is the chartered body which channels and promotes library cooperation between libraries and library systems which are part of the Spanish Libraries System.**

The main features of the Council are its inter-administrative composition and its voluntary character. As Act 10/2007 highlights, each administration, within its jurisdiction, will promote a balanced, coherent, progressive, innovative and regular development of all the libraries, systems and consortiums in Spain. It will also promote equality in access to a quality public library service over the whole country so as to prevent inequality between its citizens in all its different areas and in municipalities with fewer inhabitants.

### The Vision of the LCC

**To this end the Council will be a visible and influential body. It will have an flexible and representative-balanced internal organization and will offer useful resources to those responsible for library services in the different regional administrations.**

The LCC is a space for communication, debate and consensus, with the aim of facilitating and promoting the balanced, coherent, progressive, innovative and regular development to which the Act refers; and especially, of ensuring that all members of the public have access to those types of library services defining advanced democracies, irrespective of where they live.

### 3. Assessment and Conclusions of the Previous Action Plan

The interviews carried out, results of the online survey and the Interest Group Session for strategies discussion, all consistently point to certain areas which have been successful, but also to areas in need of improvement.

#### The Strategic Action Plan Dynamics

The LCC Strategic Action Plan I 2013-2015 has brought about the introduction of a new work dynamic in the Council, and therefore the mere existence of the Action Plan is considered an achievement in itself. For the first time the Council has adopted a Strategic Action Plan and putting it into practice has served to boost its work and learn from the experience.

A clear indication of the positive effect that the definition, implementation and assessment of a Strategic Action Plan is the improvement in opinion on the different LCC Units. As can be observed in the comparison of results obtained in the questionnaires for setting out the first and second Action Plans, the degree of satisfaction as far as how LCC Units performed during Action Plan I, on a scale from 1-5, has increased overall.

**Satisfaction level on the LCC Units performance during Action Plan I, (scale from 1-5):**

Units	Score (1-5) 2012 questionnaire	Score (1-5) 2015 questionnaire
<b>Board Meeting</b>	2,95	3,32
<b>Standing Committee</b>	2,97	3,68
<b>Technical Committees</b>	3, 33	3,92
<b>Standing Project Teams</b>	3,52	3,85
<b>Strategic Projects Work Groups*</b>	-	3,87

\*Strategic projects Work Groups were set up in Strategic Action Plan I

From a sectorial perspective, all Units obtained an improved assessment, apart from the Council Board by School Libraries and the Work Groups by Specialist Libraries. As far as the Council Board is concerned, the improvement on opinion by the national and regional libraries is noticeable. In the case of the Standing Board, an overall increase in the score is observed in all sectors, as well as in the

case of the Technical Committees where an improvement in opinion by University and Specialist Libraries stands out. University Libraries are in turn those which have most improved in their opinion on the Work Groups.

The creation of Strategic Projects Groups which have a clear objective and defined timelines as well as the results they should obtain, are valued very positively. Also celebrated is the fact that the Action Plan has been able to activate the participation of library sectors with less representation on the Council, particularly School and Specialist Libraries. In this sense it is considered a successful Action Plan for opening up possibilities and for the good level of understanding between all those involved. Even so, it is felt that the weight of Public Libraries remains excessive and that there is a lack of cross-over in projects between some sectors, for example between School Libraries and Specialist Libraries.

As for Work Groups it is considered that they should continue improving in various aspects: the groups are very big and participants have very unequal levels of involvement, since the different Autonomous Regions cover territorial quotas in those groups irrespective of the Autonomous Region's or participant in question's interest. It is also thought that the possibility exists of meeting more online, especially if smaller and more flexible groups are formed where all the members are highly committed.

Overall, the work dynamic generated by the Action Plan has brought about an improved performance and perception of the LCC and it should continue to move forward in that direction.

### **Action Plan Objectives and Projects**

The Action Plan has managed to coordinate the work of the LCC into clear and solid guidelines and goals. Likewise, a series of actions have been put in place which have contributed towards each of the goals. In this respect, it is worth mentioning the high degree of compliance with the Strategic Action Plan as far as meeting requirements of handing in reports on different Strategic Action Plan projects.

The questionnaire results show that those projects have contributed positively, in varying degrees, to the Action Plan goals:



**Satisfaction Level with respect to the Action Plan I goals achievement, (scale 1-5)**

Strategic Action Plan I Objectives	Score
<b>Facilitate digital services development</b>	3,79
<b>Promote projection studies for libraries</b>	3,70
<b>Improve the perception of libraries in society</b>	3,56
<b>Promote an appealing service offer</b>	3,56
<b>Promote cooperation and creation of partnerships</b>	3,50
<b>Promote the development of the professionals' competencies</b>	3,48
<b>Expand library user training activities</b>	3,41

The socio-economic impact of libraries study together with the projection study and the e-library project are the most highly valued projects.

**Satisfaction level with respect to the highlighted projects from Action Plan I (scale 1-5):**

Strategic Action Plan I Objectives	Score
<b>Socio-economic impact of libraries study</b>	3,98
<b>e-library project</b>	3,92
<b>Projection study</b>	3,91
<b>Socio-economic impact indicators system</b>	3,78
<b>Analysis of continuing professional development for librarians</b>	3,68
<b>Local Reading Plan model</b>	3,60
<b>Proposal for an exchange Plan for professionals in Spain</b>	3,48

On the other hand, there is a general consensus of opinion that the strategic lines of action and general goals set out in the first Action Plan were very ambitious and that these could not be met in a three year time period or even in five. Since they remain to be considered very important and in line with the half term mission and vision of the LCC, they will remain valid for the next three years. There is still a lot to be achieved in those aspects.

### **Impact on the political agenda**

The LCC could have greater power to influence agreements and decisions on the implementation of improvements in the whole system. For example, given the amount of interest shown by librarians in professional development (a key issue with more votes in the online survey), the possibility of implementing the Action Plan for professionals exchanges designed by the strategic Work Group would be a coordinated policy move which would have great impact and relevance.

The LCC Strategic Action Plan aspires to be a tool to generate and improve services, and in particular, to attend to those who at present have no service or to boost the weakest sectors in the system (school libraries). It is true that the LCC cannot replace the policy-making activities of the different Public Administrations responsible for library services. However, it can have some influence over the policy-makers and promote actions agreed by them.

### **Communication**

Despite the improvements achieved on some communication areas of the LCC and the fact that the Action Plan has been in force until the end of 2015, it is considered that communication and awareness of the Action Plan is insufficient, even though the various studies carried out do seem to have had some coverage. Generally speaking the LCC has provided little communication although this has improved with the new Twitter account and it is hoped that this aspect will improve even more with the new website. At the moment, information is received by people closest to the Council and little by little by some librarians by way of public and professional libraries distribution lists (eg., IWETEL). However, information does not reach, for example, school libraries. The job of dissemination of information to these lists and in general, is mainly carried out by the Ministry but the rest of the Council members do not play much part in this.

## **4. Strategic Lines of Action and General Objectives**

As a result of the conclusions drawn from the assessment of Strategic Action Plan I, the decision has been made to maintain the strategic lines of action and general objectives so that they may accommodate new projects. As for the third strategic line of action, aspects related to assessment and communication of the Council will be studied further.

### **1. Promoting Libraries in Society**

This is the line of action that had the highest number of projects in the LCC Strategic Action Plan I. It is worth highlighting the Strategic Work Group Study on Socio-economic Impact of Libraries in Society and the corresponding pilot project carried out in the Autonomous Region of Navarre, which has put the indicators system proposed by the group to the test. These promising beginnings should be extended to the rest of library systems, and above all, greater visibility of evidence obtained with respect to the return on society that investment in libraries has.

The challenge for this period is to take full advantage of the results of the study and of the experience of some significant projects in order to raise awareness of society as a whole, and thus promote library presence in the political agenda. The success of the projects set up during the Action Plan I period should act as a spur to take on new pilot schemes, always with the aim in mind of applying them to the whole of the country or at least to individual autonomous regions.

The social role of libraries was the second most voted key issue in the online survey. This shows the political interest libraries may have in an economically and socially challenged context.

In the same way, the Library Cooperation Council is aware of the importance of proving that libraries can facilitate the development of society. It is for this reason that it would support those activities of libraries striving towards implementing UN Agenda 2030, which in its Objective 16.10 specifically makes reference to “Ensure public access to information”. Initiatives which can contribute towards complying with the Sustainable Development Objectives will be encouraged in accordance with guidelines from IFLA.

## **General Objectives**

### **1.1. Promote the value of libraries in society at large**

The pilot scheme carried out in the Navarre region reveals the high estimation members of the public have for their libraries and the good rapport users have with the library service and its professionals. The relevance of libraries beyond their role as a cultural service is recognized. They are recognised as having an important role in education and in the integration of people. To sum up, libraries are seen as a basic service, on a par with educational centres.

A high degree of importance is also attributed to the role libraries should play in order to encourage cohabitation between different cultures and social inclusion of immigrants and disadvantaged members of society.

Therefore, to continue working along these lines is seen as crucial, as well as supporting those initiatives that contribute towards a better perception of the work of libraries in society.

### **1.2 Promoting an appealing service offer which has greater impact on society**

As the *Projection Study 2020* indicated, one of the ten areas which would change the most over these years is related to the social orientation of libraries and their new relationship with their users. This is why it is necessary for libraries to develop services and management procedures in which members of the public can take part.

Also to be supported will be the adequate search for and selection of best practices and innovative examples of services focused on the social role of libraries. In this way, visibility and impact of libraries on society will increase at the same time as contributing towards other libraries being informed of services models they could introduce too. In the field of education, special attention will be paid to developing services in school libraries.

### **1.3 Expanding library user training activities in a coordinated fashion and promoting interaction**

Within the framework of Action Plan II, programmes for library user training activities will be encouraged as well as those organized with the aim of making

people aware of the use of both physical and digital resources accessed from the library. In the education context, it is absolutely vital to put in place a strategy, alongside the development of school libraries, to ensure pupil information literacy.

It is crucial for there to be interaction with users, both in the development of training activities and in planning which should be carried out attending to readers' needs and demands.

#### **1.4 Designing an inclusive and accesible libraries model**

Libraries should be accessible to all members of the public, including those who are somehow challenged (physically or intellectually), and so it is necessary to design a model of library which offers information resources in formats accessible to everyone (easy-readers, in Braille, audio-books, in new adapted technologies, etc.).

Digital reading activities in any media will be encouraged, paying special attention to the elderly, the disadvantaged, immigrants and people with limited resources and possibilities to accessing new communication tools.

## **2. Sustainability of library services in the new information and social environment**

Along with the first LCC Action Plan, a dialogue began between all sectors related with books in order to define a sustainable loan of e-books model in libraries. With this in mind, one of the Action Plan's Work Groups carried out a projection study for the library in the new information and social environment and a group was created to work on a model for a Local Reading Action Plan.

In accordance with the Projection Study 2020, over the next few years library services will adapt to a digital reality, not only driven by the urge for innovation that has always existed in libraries but also by the social, economic-commercial and administrative changes which clearly commit to the digital environment. Libraries are carrying out this convergence or adaptation to the digital world in different ways: taking on pure digital library models, through the hybrid library model or the one based on the printed document alongside the controlled presence of digital tools and services.

Whatever the model, it is evident that, in some cases- for example, in national, university and some specialist libraries- there is no longer an alternative to digital and that costs are a factor of the first order. Due to this, sustainability is the driver of a transformation process guaranteeing good use of public resources, the greatest impact possible on the user population and its continuity, both in services and resources on offer and in the digital preservation of contents and media wherever necessary.

In any case, new ways and strategies for saving and financing must be actively sought and the digital universe should be seen not as a series of isolated projects with individual goals and for the short term, but- the same as in the physical world- as the convergence of infrastructures, equipment, information and knowledge resources and the ability to know how to manage and use them appropriately.

For that reason it is necessary to not only continue the work already begun on e-books, but also to take advantage of the possibilities the inter-linking of services provides thanks to the new technologies. The role of national libraries in the control and preservation of the digital legacy should be catered for, but also the dissemination and survival of this extremely rich local heritage.

It is true that to take on complex tasks such as digital publishing requires time and effort. This is why it is necessary to continue exploring the new business models in the world of publishing and to move forward along the lines of always trying to find a common ground and consensus already identified in the first Action Plan, in order to generate specific negotiation opportunities. A move in this direction would have great impact not only on budgets and ease of use of library services, but also on the variety of quality contents accessible to users.

Similarly, attention should be paid to the creation of digital collections in response to the new digital publishing environment. Also, we should emphasise the importance of data created by libraries as a result of the possibilities opening up from the re-use of information (Act 18/2015, 9 July, which ammended Act 37/2007, 16 November, on the re-use of information in the public sector).

Finally, aquiring the abilities and skills that allow library professionals to lead these changes and manage them appropriately, is not only one of the changes foreseen in the Projection Study 2020, but also a condition without which the digital library cannot function.

## **General Objectives**

### **2.1 Promoting the presence of collections and library services in the digital world**

Libraries have numerous challenges to overcome in the digital environment, which demand the development and adoption of measures not only for access, use and preservation of collections but also for the provision of user services.

To this end, it is necessary to promote cooperation and creation of partnerships between libraries and other agents involved in streamlining resources. This is

especially important in the case of the relationship between public libraries and specialist and university libraries in order to secure a greater and improved awareness of resources.

The ways and methods of using those digital institutional repositories should be included and developed within the framework of this collaboration as well as their services in the educational context and as support to the school curriculum. What is more, this development of services should be seen as a means of sustainability and above all as a way of introducing the population to the use and enjoyment of the possibilities that digital heritage repositories have to offer.

## **2.2 Promoting the inter-linking of catalogues**

The development of online catalogues within an ever increasingly wider and more cooperative context, beyond territorial and technological barriers, plus successful and ever changing experiences in Spain such as the Bibliographic Heritage Union Catalogue, the REBECA database, the Public Libraries Union Catalogue, the State General Administration Libraries One-Stop Reference Help Desk and the REBIUN Union Catalogue, are all an important reason to think about a real inter-linking of catalogues at a national level. A study of the current situation of catalogues in Spain is urgently needed to analyse possibilities, requirements and the viability of carrying out such a project which would also provide greater visibility of collections in all types of libraries, such as specialist libraries.

## **2.3. Promoting the online presence of bibliographic heritage**

In accordance with what has been discussed in 2.2, it is also necessary to implement the goal of supporting and promoting sustainability in the area of the preservation and awareness of heritage policies, by means of cooperation between the different institutional digital repositories.

One of the changes introduced by the new digital environment is the new increased value of what is local versus what is recognizably universal. It is precisely the outreach capacity of the net which allows it to compete on the global stage. Both Autonomous Region libraries and local organizations libraries hold an exceptional documental and bibliographic heritage which should be taken into consideration in the national digitisation Action Plans.

It is also necessary to work on the coordination of and access to local heritage: provide technical and regulatory support for this type of project, within the framework of broader projects for the protection and dissemination of digital heritage. All of this should contribute to providing visibility and access to online cultural heritage and develop projects on the use and re-use of this heritage.

## **2.4. Promoting development of library professionals' competences by means of training adapted to the new profiles.**

In light of the study on *Professional Development in the Spanish Library System: the results of a survey*, one of its conclusions points to training needs in areas involved in digital services, both those related to training in technological knowledge, technological applications and tools and technical processes, such as those linked to negotiations in the field of digital access to collections.

New technologies and the rapid development of new services associated with different types of libraries would need a policy of continuing training for professionals from different library services types, as well as heritage information and dissemination services. Regular professional development is required and this should, in turn, be reflected in the methods and channels used by the institutions and administrations themselves to recruit new professionals.

The need for professional training is especially crucial in the school libraries context where there is still no official qualified professional figure in charge of them. Action urgently needs to be taken here, complying with the school library professional profile which is stated in the LCC document *Professional Profiles for the Spanish Library System: profile description cards*, Ministry for Education, Culture and Sports, 2013

## **3. Council Performance Development**

It follows from the positive results of the assessment of the first Strategic Action Plan that the line of work begun to develop the Council has been adequate but that it is also necessary to continue improving its performance.

### **General Objectives**

#### **3.1. To improve the assessment of Council Units performance, taking into account their new workflow:**





In order to reinforce the role of the Council as a catalyst for a coherent Library System, the LCC Board meetings during the current Strategic Action Plan period will be conceived as spaces for discussing ways of reaching out to policy-makers.

Board meetings will help to visualise the library models to be promoted and this will enable policy-makers to be aware of their priorities in the library field, so that we can all share and promote common interests. The aim is to strive for sharing work loads and the use of resources distribution in the different collaborative projects. Similarly, a shared leadership will be encouraged in which the General Directorate for Library Cooperation will take part as an equal stakeholder.

Decision-makers' support the work ocarried out by the Board will lend weight to their leadership, as well as to the adoption of priorities, minimum services guidelines, etc. It will also provide greater visibility and political projection for the involvement of the different Autonomous Regions in the LCC and its strategic projects as well as provide legitimacy to its resolutions.

An advisory group of experts will be made available for the preparation of Board meetings and the follow-up on projects. They will be called upon when the need arises.

The Technical Committees will also proactively validate their work by proposing projects according to their knowledge of the needs of the different library sectors.

In addition, and in accordance with the need to reinforce the political weight of the LCC, the current Action Plan will also propose setting up indicators linked to the general objectives of the Strategic Action Plan so as to encourage relevance of projects in the Action Plan to the reality of library services. In so doing, they will also boost the efforts of all administrations towards the collaborative building-up of the Spanish Library System. To this end, the development of a LCC assessment tool is suggested. This will include indicators for gauging the fulfillment of the Strategic Action Plan objectives and projects.

As for the workflow is concerned, the distinction between standing Work Groups and Strategic Work Groups started in the Strategic Action Plan I will be kept. Specifically, the aim is to streamline the workflow of the different strategic groups by inviting the different administrations to take a preferential part in those spaces and projects where they can make the biggest contribution. This may be because they are in line with their government Action Plans or because they are areas where they have more experience and their knowledge is very valuable for the system as a whole.

### **3.2. Promoting involvement of the different library sectors in LCC communication and activities.**

The follow-up and communication systems of the Action Plan and its projects need to continue improving so that carrying out these functions are made easier. The dissemination of library activities, news and information at all levels will also be promoted.

In addition, the Communication Action Plan will be promoted with the launch of the new Council website. This is a project which provides communication of the LCC in a more cooperative fashion among all the members. The aim is to raise awareness and provide greater visibility of the activities carried out not only by the members of the LCC but also by library services in each Autonomous Region and City for their librarians but also by the projects of the different types of library. In the specific case of school libraries, communication on LCC initiatives to all school libraries in the different Autonomous Regions will be reinforced by means of the School Libraries Technical Committee.

Information and communication on social networks will be strengthened in this phase. To this end, a strategy providing a livestream with information on projects progress and work group development will be put in place, as well as information about the library field in general.

## 5. Action Plan II Projects

Priority projects for the LCC Action Plan II are the following:

### PROJECTS REQUIRING THE CREATION OF NEW GROUPS:

#### 1- Identifying consolidated projects which foster the social role of libraries and a study of the possible application of such projects for other interested libraries and centres.

As an offshoot from General Objective 1.2, the aim is to promote an appealing services offer which will have greater impact on society. With this in mind, the development of a Strategic Group is being considered which would select activities and projects that could be applied and serve as a development model in other libraries. This group can count on the support and information of LCC experts on the interculturalism and accessibility of libraries.

#### 2- Actions for promoting school libraries

In relation to the General Objectives 1.2 and 1.3 as far as pupil training aspects are concerned, it is considered necessary to set up a group to work on the regulatory development of LOMCE article 113 which is aimed at School Libraries.

#### 3- Creation of a digital services catalogue

As one of the development initiatives of Objective 2.1, it is considered that libraries should have a catalogue made available to them which would serve as a model to be aware of the different digital services in existence and for each library to be able to implement those that are best suited to them taking into account their type, size, characteristics, needs, demands and/or possibilities. These services would be included in the library service offer to the users. Each service would be listed with their respective indicator.

#### 4- Possibility and viability study of the inter-linking of networks and catalogues

To comply with Objective 2.2 a study of the current situation of catalogues in Spain will be undertaken to analyse the possibilities, requirements and viability of carrying out this type of project. The different types of libraries would need to take part in this.

#### 5- Study for the creation of the National Action Plan for Heritage Digitisation

It is considered necessary to reactivate the Digital Collections Work Group or set up a group to work on: identifying goals, priority of collections to be

digitalized as well as their inclusion in catalogues and international digitalization projects.

## **6- Actions to improve local heritage on the net**

Attention to the coordination of and access to local heritage on the net must be a priority. Technical and regulatory support needs to be provided for this type of projects, within the framework of broader projects on the protection and dissemination of digital heritage, as indicated in General Objective 2.3.

## **PLAN II PROJECTS LEAD BY ALREADY EXISTING LCC WORK GROUPS**

### **1- Librarian professional development and profession visibility**

With the aim of complying to General Objective 2.4, the Professionals Profiles Work Group will focus on activities linked to continuing professional development as well as writing contents and setting up models for access to the profession in Public Administrations.

### **2- Expansion of the Electronic Books Loan Service Project, with the development of related services**

The Follow-Up Group for the Digital Book Loan Service will be entrusted with the promotion of this project and thus develop Objective 2.1. It will work on the dissemination of this service among users and on the study of other related services.

### **3- Collaborative work between school and other types of libraries, in informational/ digital competencies within the new European framework for digital competences (DIGCOMP).**

The information Literacy Work Group will continue its work within the framework of Strategic Line of Action 1 in its General Objective 1.3.

## **LCC STANDING INITIATIVES**

Strategic Action Plan II includes projects promoted by the Council which the following standing Work Groups develop:

- Information on Spanish Libraries System
- Standardisation
- Bibliographic Heritage Union Catalogue
- Online Reference

- Legal Deposit and Digital Heritage

### **ACTION PLAN II CROSS-OVER INITIATIVE**

An incentive and experiences-sharing scheme has been created ( Annual **LCC Merit or Recognition**), with the aim of motivating and providing visibility to the profession. Various criteria in line with the Strategic Action Plan Objectives will be taken into account:

- Experiences of social dynamics of libraries
- Presence of the libraries' collections and services in the digital world
- Dissemination of socio-economic impact of libraries
- Cooperation between libraries from different sectors
- Innovative experiences with minimal additional resources

A summary table of 2016-2018 projects can be seen on the following pages

STRATEGIC LINES OF ACTION	GENERAL OBJECTIVES	2016-2018 PROJECTS
<b>1. Promoting libraries in society</b>	1.1. Promoting the value of libraries in society at large	Extending the Socio-economic Impact of Libraries Project to other Autonomous Regions
		Annual LCC Merit Award
	1.2 Promoting an appealing services offer which has greater impact on society	Identifying consolidated projects on the social role of libraries and possible applications study for other interested libraries and centres.
		Actions to promote School Libraries. Regulatory development of LOMCE article 113
	1.3 Extending user training in a coordinated way and promoting interaction	Collaborative work between school libraries and different libraries in informational/ digital competencies within the new European framework for digital competencies (DIGCOMP).
	1.4. Designing a model for inclusive and accessible libraries.	Activities to promote inclusive and accesible libraries initiatives

STRATEGIC LINES OF ACTION	GENERAL OBJECTIVES	2016-2018 PROJECTS
<b>2. Sustainability of library services in the new information and social environment</b>	2.1 Promoting the presence of library collections and services in the digital world	Creation of a digital services catalogue  Extension of the e-library Project, and related services to other Autonomous Regions
	2.2 Promoting the inter-linking of catalogues	Study of the possibility and viability of inter-linking networks and catalogues
	2.3. Promoting the presence of bibliographic heritage on the net	Study for the creation of the National Action Plan for Heritage Digitisation
		Acciones de mejora del patrimonio local en la red.  Actions for the improvement of local heritage on the net

	2.4 Promoting library professionals competence development by means of training tailored to the different profiles	Study of the design of Entry tests to the profession in Public Administrations  Actions for promoting continuing training and visibility of the profession
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STRATEGIC LINES OF ACTION	GENERAL OBJECTIVES	2016-2018 PROJECTS
<b>3. Development of Council performance</b>	3.1 Improving the assessment of the Council Units performance, taking into account their new workflow.	Creation of a LCC assessment tool
	3.2 Promoting involvement of different library sectors in LCC communication and in its activities	Coordinated and distributed communication of the Strategic Plan II, new LCC website and social networks

## 6. Metodología de elaboración del II Plan Estratégico Method used in the development of Strategic Action Plan II

The development of the LCC 2018 Strategic Action Plan II has followed a participatory process similar to the previous Plan. That is to say, focussed on knowing the opinion and actively including a diverse group of Council stakeholders. This process has provided for different ways of taking part and has had an external group of facilitators to oversee the dynamics involved in creating the Action Plan. On this occasion, the possibility of taking part has been extended by providing an online questionnaire accessible to the library community at large.

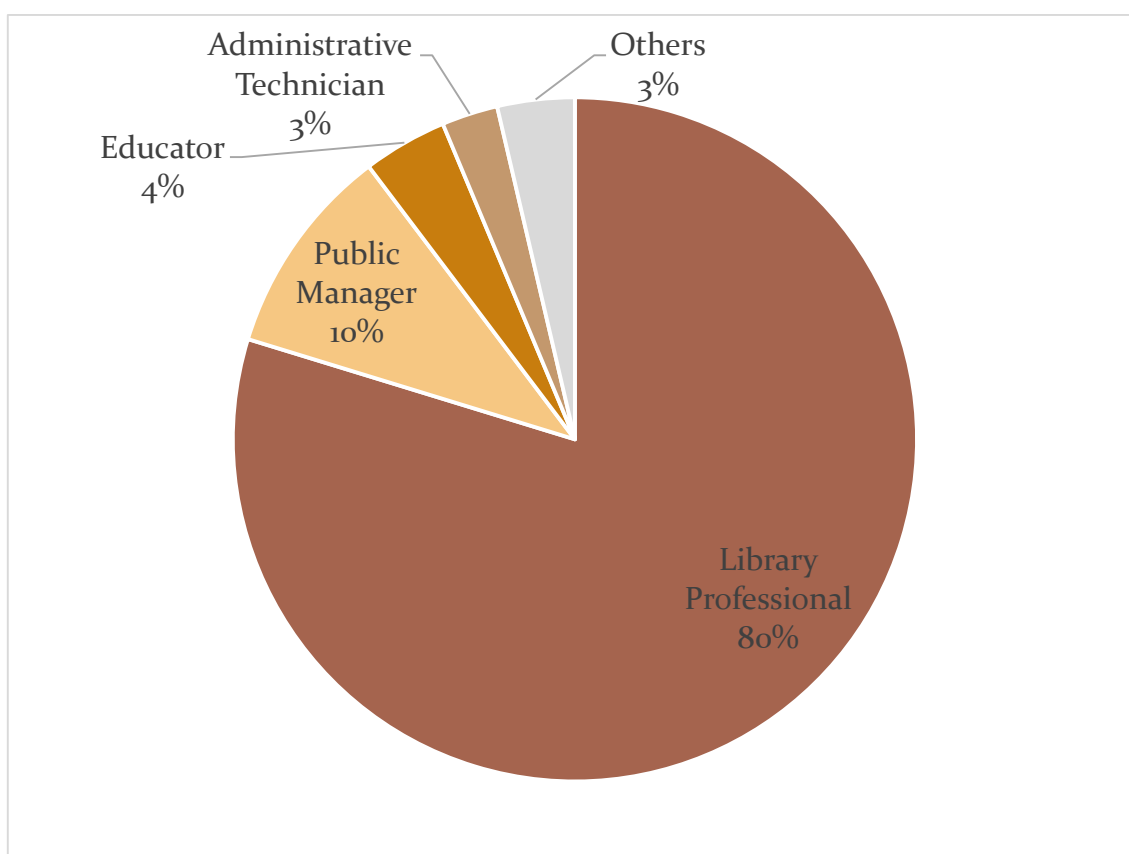
### Summary of the Development Process of the LCC Strategic Action Plan



Specifically, the process of creating the Action Plan has been as follows:

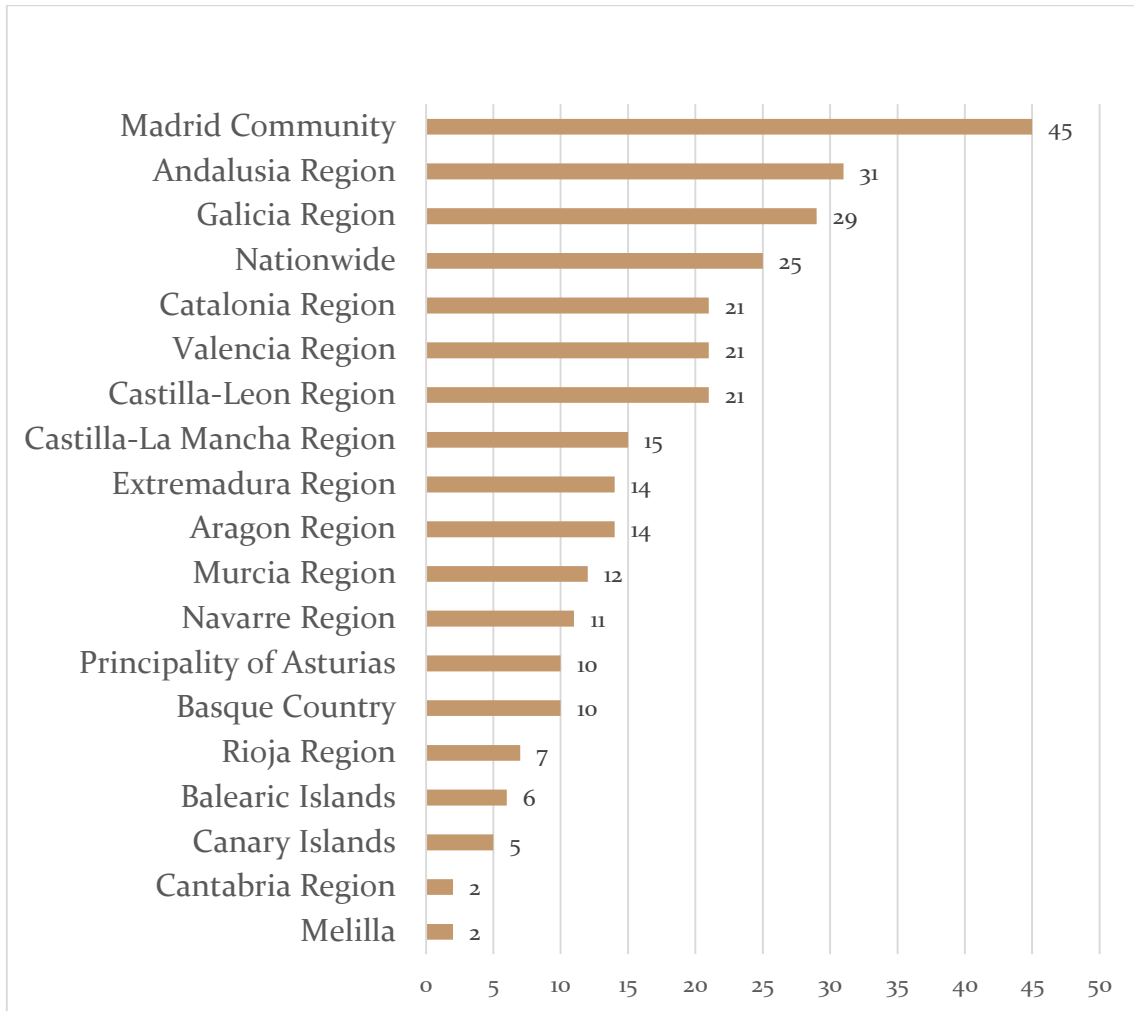
- Firstly, 17 personal in-depth interviews were carried out on a group of experts from different library sectors and regions. These interviews focussed on finding out their opinion on the results of the LCC 2013-2015 Action Plan I, on the main issues to be tackled by LCC in the near future and on noting possible ideas for improving Council performance.
- Conclusions from the personal interviews were used to prepare an online survey which was carried out between the 5<sup>th</sup> and 9<sup>th</sup> of October, 2015, through SurveyMonkey. The questionnaire was sent to more than one thousand e-mail addresses from the LCC database. It was also sent out through social networks that the LCC is part of so as to take advantage of the process of the drawing up of the LCC Strategic Action Plan to raise awareness about the LCC and the Action Plan itself. The survey was filled in by more than 300 respondents from all library sectors from all Autonomous Regions<sup>1</sup>.

#### Professional Profile of Participants in the Online Survey



<sup>1</sup>The summary of results of the questionnaire can be found in the document “*Elaboración del Plan Estratégico CCB 2016-2018: Síntesis de los resultados de la consulta en línea*”

## Response Distribution by Region



Key Issues for Possible Action Plans or Projects the LCC Should Address with Priority in 2016-2018

Key issues	% of participants who consider it key
<b>Development of the profession and partnerships with other sectors: Professional Development Plans</b>	49,16%
<b>New social roles of libraries- Social dynamics</b>	47,14%
<b>Digital reading- Platforms inter-linking: management models, consortiums, etc.</b>	45,45%
<b>Networks and catalogues inter-linking</b>	39,73%
<b>Libraries and Education- School libraries collaborative work with other types of libraries and related sectors</b>	38,72%
<b>Digitisation/ Digital Heritage- Digital preservation</b>	36,03%
<b>Digitisation/ Digital Heritage- Selection coordination of collections to be digitalised</b>	30,64%
<b>New social roles of libraries- Makerspaces, laboratories</b>	30,30%
<b>New social roles of libraries- Application of socio-economic impact studies</b>	28,96%
<b>Digital Reading- Contents management</b>	28,28%
<b>Libraries and Education- Raising awareness of digital repositories in the education environment</b>	27,61%
<b>Digital reading- Promotion and awareness, users study</b>	21,21%
<b>Digitisation/ Digital Heritage- Re-use of digital Heritage</b>	18,86%
<b>Digital Reading- Digital reading skills</b>	13,80%
<b>Digital reading- Related services</b>	5,72%

- The online survey results were in turn used as a starting point for an Interest Group Session which took place on 11<sup>th</sup> November at the Ministry for Education, Culture and Sports Headquarters (MECD). The session involved 40 participants from the different library sectors and regions. On the one hand, the session focussed on discussing the survey results and, on the other hand, on proposing specific projects to develop the strategies for the LCC<sup>2</sup> Action Plan.
- Taking into account the results of the Interest Group Sessions, the different documents used for reference and the input provided by the MECD's General Sub-Directorate for Library Cooperation, a draft was drawn up and presented to the Standing Committee on the 18 December, 2015. Finally, taking into account the comments made by the Standing Committee, the final version of the LCC 2018 Strategic Action Plan has been drawn up and presented to the Council Board in February 2016.

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<sup>2</sup> The summary of results of the questionnaire can be found in the document *"Elaboración del Plan Estratégico CCB 2016-2018: Síntesis de los resultados de la consulta en línea"*

## **ANNEX: List of people interviewed, total of participants in online survey by sector and Interest Group Sessions attendees**

### **LIST OF PEOPLE INTERVIEWED**

1. Ana Santos (BNE)
2. Eugenia Serra (BNC)
3. Marisa Cuenca (Bib Municipales de Madrid)
4. Antonio Gómez (BPE en Huelva)
5. Agnés Ponsati (CSIC)
6. Carmen Bouzas (B. Especializadas)
7. Cristina Novoa (B. Escolares)
8. Ramón Abad (UZ-REBIUN)
9. Manuela Palafox (Univ. Complutense)
10. Oscar Arroyo (JS Bibliotecas Castilla-La Mancha)
11. Carme Fenoll (JS Bibliotecas Generalitat de Catalunya)
12. Cristina Rubal ( JS Bibliotecas Galicia)
13. Glòria Pérez-Salmerón (FESABID-IFLA)
14. Hilario Hernández (FSR)
15. Pablo Gallo (Univ. Alicante)
16. Eugenia Insua (SGCB – ex Biblioteca Especializada)
17. Marta Cano, (Bibliotecas de la Diputación de Barcelona)

### **LIST OF PARTICIPANTS IN THE NOVEMBER SESSION**

1. Pablo Gallo, Biblioteca. Universidad de Alicante.
2. Carlos Miguel Tejada, Profesor Titular Facultad de Ciencias de la Documentación. Universidad Complutense de Madrid.
3. Belén Martínez, Secretaría CCB, SGCB MECD
4. José Antonio Gómez, Universidad de Murcia.
5. Eugenia Insúa, SGCB - MECD
6. Virginia Ortíz-Repiso, Secretaría de FESABID. Universidad Carlos III de Madrid.
7. Begoña Batres, FESABID. Gerencia.
8. María Prego, Dpto. Documentación – Museo del traje CIPE.
9. Carolina Guayta, BPE en Palma de Mallorca.
10. Marta Cano, Gerente de Servicio de Bibliotecas de la Diputación de Barcelona.
11. Lucila Uriarte SGCB - MECD
12. Alberto Lafarga, Director Gerente Biblioteca de Aragón.

13. José Antonio Alarcón, Director Biblioteca Pública del Estado en Ceuta “Adolfo Suárez”.
14. Ramona Domínguez, Directora de la Biblioteca Pública del Estado en Salamanca.
15. Juan Sánchez, Director Biblioteca de Castilla-La Mancha.
16. Luisa Fernández Miedes, Unidad de Coordinación Técnica. Subdirección General dl Libro de la Comunidad de Madrid.
17. Antonio Prats, Director Biblioteca Regional de Murcia/Biblioteca Pública del estado en Murcia.
18. M<sup>a</sup> Jesús Carrillo, Subdirección General del Libro, Archivos y Bibliotecas. Generalitat Valenciana.
19. Ana I. Cámara, Jefa de Sección de Coordinación Bibliotecaria. Principado de Asturias.
20. Carlos Travesí. Jefe de Servicio de Archivos y Bibliotecas. Junta de Castilla y León.
21. Pilar de la Prieta, Secretaria General- Conferencia de Rectores de las Universidades Españolas (CRUE)
22. Jesús A. Rodríguez, Director Biblioteca de la Rioja /Biblioteca Pública del Estado en Logroño.
23. Consuelo Meiriño, Jefe de Servicio de Bibliotecas – Junta de Galicia.
24. Antonio Morales, Director Biblioteca Pública del Estado en las Palmas de Gran Canaria.
25. Carmen Carramiñana, ATD Innovación Educativa. Competencia Educativa. Gobierno de Aragón.
26. Andoni Calderón. Director Biblioteca Universidad Complutense.
27. Cristina Novoa, Asesora Bibliotecas Escolares. Subdirección General de Centros. Galicia.
28. Oscar Arroyo, Jefe de Servicio de Bibliotecas, Libro y Lectura. Castilla-La Mancha.
29. Flora Gil Traver, Consejera Técnica. Centro Nacional de Innovación e Investigación Educativa.
30. Juana Escudero, Subdirección de Educación y Cultura. Dirección General de Políticas Locales.
31. Ana Acevedo, Jefa de Servicio de Bibliotecas y Fomento de la Lectura. Junta de Extremadura.
32. Alicia Rey, Servicio de Coordinación Bibliotecaria – Ayuntamiento de Huesca.
33. Isabel G. Monge SGCB -MECD
34. Rosario Toril, Centro de Documentación del CENEAM. Ministerio de Agricultura, Alimentación y Medio Ambiente. Segovia.
35. Javier Álvarez, Director Biblioteca de Andalucía
36. Mario Cottureau, Unidad de Recursos de Información Científica para la Investigación. Consejo Superior de Investigaciones Científicas.
37. Fernando Martín, Biblioteca. Universidad de Burgos



38. Domingo Arroyo, SGCB - MECD

39. Ana Vicente, Subdirectora Adjunta a la Dirección Técnica de la Biblioteca Nacional

40. Carmen Hervás, Subdirectora General de Bibliotecas, Archivos y Museos. Ayuntamiento de Madrid

**Facilitadores:**

**Facilitators:**

Alfonso Stinus y Antonio Blanco