MORAY LIBRARIES · 2026–2028

Moray Libraries Team Plan

Welcoming spaces · Connected communities · Opportunities for all

OUR FIVE OBJECTIVES

01	**Develop welcoming, safe and inclusive library spaces that meet local needs and help people feel part of their community**	Welcome · Safety · Inclusion · Community
02	**Strengthen community connection, culture and belonging through local partnerships, shared experiences and inclusive activity**	Connection · Culture · Participation · Belonging
03	**Provide reading, learning and digital support that helps people develop skills for life, work and active participation in their communities**	Reading · Learning · Skills · Confidence
04	**Improve access to trusted information, support and services so people can find help when they need it**	Trust · Access · Support · Wellbeing
05	**Develop a skilled, connected workforce and improve systems and processes to support better services**	People · Collaboration · Improvement · Impact

Libraries Team Plan 2026-2028

Plan on a page

Objective	What we will focus on	What this will achieve
1. Welcoming, safe and inclusive spaces	Embed sustainable opening hours and a consistent core offer; improve comfort, layout, presentation and customer service; progress co-location opportunities; and support climate and financial priorities.	Accessible, welcoming and sustainable libraries that meet local needs and give customers a consistent experience.
2. Community connection, culture and belonging	Reduce isolation through inclusive activity; strengthen user groups, volunteering and partnerships; target communities facing barriers; improve marketing; and use evidence and stories to demonstrate value.	More people connect, participate and benefit, with communities and partners helping to shape library services.
3. Reading, learning and digital support	Strengthen reading, literacy and Bookbug activity; widen digital access and skills support; develop outreach, employability, coding and STEM opportunities; and develop collections that meet local needs.	People of all ages build confidence, skills and opportunities for life, learning and work.
4. Trusted information, support and services	Reduce barriers to practical help; improve signposting, health and wellbeing information, physical and digital information standards, and archive access.	People can find reliable information, free resources and routes to further support when they need them.
5. Skilled workforce, systems and processes	Use self-evaluation to drive improvement; strengthen induction, development and collaboration; clarify policies and workflows; make the most of wider Council developments; improve library systems and stock processes; and respond to any agreed archive responsibilities.	A confident, connected workforce supported by clearer processes, effective systems and better ways of working.
Delivery and review: Progress will be reviewed using performance information, staff and user feedback, partnership insight and evidence of impact. The detailed plan sets out delivery milestones; review arrangements will identify responsibilities, timescales, evidence and dependencies.		

Objective 1: Develop welcoming, safe and inclusive library spaces that meet local needs and help people feel part of their community		
Action	**Outcome**	**Milestones**
Implement the new tiered opening hours model across all libraries and review it annually.	The tiered opening hours model supports consistent and sustainable library services across Moray. Library opening hours meet the needs of local communities and are reviewed regularly to ensure they remain appropriate.	Review opening-hours performance information quarterly with Lead Officers and SLIOs. Share the findings and agreed actions with staff across the service after each quarterly review Complete the 2026–27 annual opening-hours review and committee report by March 2027 Update and publish the public scorecard on Moray Engage each month
Work with staff and user groups to agree and introduce a core offer across all libraries.	Customers can expect a consistent quality of service across all libraries	Agree the core offer—the services and activities available at every library—after gathering views from staff and library users Ask SLIOs and Lead Officers to identify gaps in provision, staff training needs and other barriers to providing the core offer Agree how smaller libraries will meet the staffing and resource needs of the core offer. Introduce the agreed core offer in every library.

Improve the comfort, layout and presentation of library spaces so they are welcoming, safe and easy for everyone to use.	Library spaces are welcoming, easy to use and valued as local community hubs. Staff and library users help shape the planning and design of library spaces.	Create and use a standard checklist to record each library's accessibility, layout, signs, furniture and other improvement needs. Include feedback from staff and library users Produce practical guidance on library layouts and signs to help people find their way around and use the space. Arrange assessment visits by Lead Officers and SLIOs where needed. Record the findings and identify improvements the library service can make Identify funding available through the capital plan, developer obligations and external funding sources. Agree which library improvements to prioritise, based on the assessments, staff and user feedback, and available funding Carry out the agreed improvements and review them with staff and library users
Make libraries more welcoming and inclusive by training staff and applying clear customer service and presentation standards across all teams and service areas.	Library users feel welcomed, respected and confident when using library services. Staff feel confident creating positive, inclusive and consistent experiences for customers. Staff help develop, apply and take ownership of clear customer service standards.	Use the existing customer-service checklists to agree and introduce customer-service and presentation standards across the service. Arrange for all staff to complete the *Playing Your Part in the Library Welcome* course and record completion. Include training in the annual training plan that helps staff explain the full range of library services to customers.

Plan and progress library co-location or relocation where this supports sustainable, well-used services or responds to wider Council priorities.	Changes to library location or shared use of buildings support sustainable services and local needs, with staff and communities involved at appropriate stages.	Complete consultation with staff, library users and the wider community on the Dufftown Library proposal Confirm and communicate the decision on the proposal If relocation is approved, prepare an implementation plan and carry out the agreed changes At the start of each future proposal, record the library's requirements, likely effects on local communities, dependencies and how the decision will be made. Identify any information that still needs to be confirmed Explain proposals to staff and library users before key decisions are made. Set out the reasons, likely effects and opportunities, and explain how people can give their views.
Improve library buildings, facilities and infrastructure by acting within the service and working with Council colleagues to support climate and financial priorities.	Library climate activities and events raise public awareness and help people feel confident taking practical action. The library service supports relevant Council-led improvement programmes where it can make a useful contribution.	Agree and deliver a programme of climate activities with partners, including local work with One Seed Forward. Identify relevant opportunities through CILIP Green Libraries. Identify building improvements that need Council funding or delivery, including LED lighting upgrades. Discuss priorities with Property and record the agreed next steps. Review library-managed contracts and recurring costs before the relevant notice or renewal deadlines. Record decisions on renewal, changes or cancellation.

Objective 2: Strengthen community connection, culture and belonging through local partnerships, shared experiences and inclusive activity		
Action	**Outcome**	**Milestones**
Work with communities to provide inclusive activities that reduce isolation and create opportunities for people to connect.	All libraries provide a consistent core offer of activities that support social connection, participation and inclusion, shaped by local need.	Implement the core offer across all libraries and develop a programme of activities that responds to local need. Include opportunities for social engagement and connection in each library's local activity programme. Agree and implement a consistent service-wide approach to delivering and promoting core activities.
Engage local communities through library user groups and other inclusive approaches that enable a wider range of people to contribute.	Communities, user groups and partners have clear, publicised opportunities to influence local library development and, where appropriate, contribute to wider service improvement.	Identify groups under-represented in existing engagement and work with appropriate representative organisations, including AFL and NESS, to gather their views on relevant service developments. Hold quarterly user-group meetings in every library and publicise how people can participate Establish a clear process for user groups to contribute to local service development. Develop local and service-wide partnerships through locality networks, ASG groups and other relevant forums where there are clear connections and shared outcomes.

Use service data and local insight to identify communities with low library engagement, including where rurality or isolation may be contributing factors, and take targeted action to widen participation.	More people in identified communities know about library services, access them and benefit from them.	Use service data and local insight to identify priority communities for targeted activity Develop and deliver targeted promotion, outreach and partnership activity in identified areas, then review and report its impact on participation and library membership. Use the findings from targeted programmes to improve future activity and report on progress in identified areas.
Strengthen the support available through libraries by developing partnerships with Council services and external organisations working in advice, employability, health, family support and anti-poverty services.	The library service participates in locality networks and other cross-organisational groups, contributes to relevant strategies and agrees shared priorities with partners.	Develop clear signposting routes and create appropriate opportunities for partner agencies to provide support or engage directly with communities through library spaces. Use internal promotion, outreach and partnership working to improve Council services and relevant partners' understanding of the library service offer.
Develop inclusive volunteering opportunities and work with partners such as Active Schools to support young volunteers.	Volunteering opportunities support community participation, wellbeing, skills development and employability.	Review current volunteering provision across the library service and identify gaps, needs and opportunities for development. Develop a clear and consistent volunteering framework that sets out roles, expectations, responsibilities and relevant skills.

		Use good practice from Active Schools to improve support for young volunteers, including opportunities such as the Young Leaders Scheme. Promote volunteering opportunities through local channels, including Volunteering in Moray, and use volunteer stories to demonstrate their value. Explore potential volunteer roles linked to the Summer Reading Challenge and the Duke of Edinburgh's Award.
Maintain access to culture and heritage through library collections and local activities.	More people can discover and engage with Moray's heritage through visible and accessible local heritage collections.	Add digitised local heritage material to the online catalogue to improve public access. Develop and deliver outreach that promotes local heritage collections and encourages wider community engagement.
Develop a clear marketing and communications approach that promotes library services, activities and free support to the public, partners and communities that may not currently use libraries.	More people understand the full library offer, including free access to reading, learning, digital support, trusted information, culture and community activities.	Agree a service-wide marketing and communications approach that identifies key messages, audiences, channels and responsibilities. Use the Council website, Spydus 11 and social media consistently to promote library services and events. Provide staff with practical guidance, developed internally or with support from PR, to help them create effective content, including videos.

		Ensure the approach covers lending, digital learning and heritage services so they are promoted consistently across the service.
Use service review findings, customer stories and performance information to demonstrate libraries' impact and preventative value and inform investment, planning and service development.	Elected members, partners and communities understand libraries' contribution to Council priorities, including tackling poverty, improving wellbeing and reducing inequality. Evidence informs investment, planning and service development.	Introduce a consistent service-wide approach to recording attendance, feedback, outcomes, compliments, customer stories and wider benefit, using proportionate methods such as Spydus event data, follow-up surveys, Microsoft Forms and simple visit feedback. Produce and maintain a service evidence summary linking outcomes and customer stories to Council priorities. Report service performance, outcomes, impact and contributions to Council priorities annually to the full Council. Use the evidence in planning, investment discussions and relevant stakeholder meetings. Review feedback and evidence gaps and improve future reporting and advocacy.

Objective 3: Provide reading, learning and digital support that helps people develop skills for life, work and active participation in their communities		
Action	**Outcome**	**Milestones**
Strengthen support for reading and literacy by delivering and promoting library programmes and activities.	People have opportunities to read for pleasure, engage with reading and participate in national reading initiatives through libraries	Agree, deliver and promote an annual programme of national reading and literacy initiatives across the library service Participate regularly in the national SLIC Reading Champions Group, share relevant learning locally and contribute evidence and library-service expertise to Council-wide literacy planning where appropriate Define and include an agreed level of book-group support within the core offer across libraries.
Build early-years literacy by delivering Bookbug and other family-focused reading activities as part of a consistent core offer across Moray libraries	Families across Moray have consistent access to high-quality early-years literacy activities that build confidence, encourage shared reading and support children's language development.	Define and deliver an agreed level of Bookbug and family-focused reading activity within the core offer across Moray libraries. Use participation data and family feedback to review reach, identify gaps and improve delivery. Ensure national Bookbug guidance, learning and opportunities are shared with staff and applied locally. Strengthen the Moray Bookbug Steering Group by widening relevant partner participation and agreeing shared priorities, responsibilities and review arrangements

Build on the National Year of Reading 2026 by maintaining a varied programme of reading and cultural activity that engages communities and promotes library collections and services.	People across Moray participate in accessible reading and cultural experiences, discover relevant library resources and develop stronger connections with reading, writers and local libraries.	Agree and deliver an annual programme of in-person and online author events and other cultural activities across Moray libraries. Participate, where appropriate, in national reading and cultural initiatives that complement the service's annual programme. Promote relevant collections, digital reading resources and information services alongside activities. Review participation, audience reach and feedback annually, using the findings to shape the following year's programme
Reduce digital exclusion by providing and promoting free access to computers, devices, connectivity and digital resources, with targeted activity in communities experiencing the greatest barriers.	More people can access the devices, connectivity and digital resources they need through libraries, helping them participate in learning, work and everyday life.	Review the People's Network and wider public digital access offer, including provision for adults and children and access to the library catalogue, and agree priority improvements. Test and introduce Wi-Fi printing in agreed locations, then review use, reliability and customer feedback to inform further development. Pilot and review device, Data SIM and MiFi lending, then agree the future connectivity and device-lending offer. Use service data and local insight to identify communities experiencing the greatest barriers to digital access and deliver targeted promotion and activity.
Provide a consistent and sustainable digital learning and support offer across Moray libraries,	People build digital skills and confidence through accessible learning and support, while	Define and implement a core digital learning and support offer, including frontline assistance,

with clear expectations for frontline assistance and referral to more specialist help.	customers whose needs go beyond the local offer are referred to appropriate further assistance	DigiBytes, digital tasters, relevant courses and referral routes. Agree the digital knowledge and assistance expected of branch staff and the additional capability required to deliver structured learning. Assess staff skills and delivery capacity, then provide targeted development and agree a sustainable model for staff-led digital learning. Promote the agreed offer consistently across Moray libraries.
Provide library spaces, digital assistance and learning opportunities that help people with study, employability, job searches, applications and other work-related needs	People receive appropriate library-based learning and digital support for study and work, helping them build confidence, access opportunities and progress towards their goals.	Review Help Hub and Job Club provision against local need, the agreed core offer and available staff and volunteer capacity. Agree the locations, delivery models, service levels and boundaries of support for Help Hubs and Job Clubs, including referral routes to specialist services. Recruit and support volunteers where this is required for sustainable delivery.

		Promote the agreed provision and ensure branch staff can direct customers to appropriate learning, support and services. Review participation, referrals, feedback and progression annually, and use the findings to address gaps and improve delivery.
Expand inclusive digital learning, creativity and skills opportunities for children and young people through coding, STEM, emerging technology, digital equipment, gaming and eSports activities delivered in libraries and with partners.	Children and young people across Moray have accessible opportunities to explore technology, develop digital and transferable skills, build confidence and participate positively with their peers through libraries.	Agree a coordinated programme of digital activities for children and young people, covering coding, STEM, emerging technology, creative digital activity, gaming and eSports. Develop Code Xtra through the Elgin Coding Hub and work with STEM Starts and other partners to extend appropriate opportunities across Moray. Establish and review regular digital drop-ins and positive, structured digital activities for children and teenagers. Establish and review a gaming and eSports hub focused on digital and transferable skills, positive participation and progression opportunities. Use participation, geographic reach, feedback and evidence of skills and confidence to review the

		programme annually and agree future development priorities.
Develop responsive library collections that meet local needs and support reading, literacy, learning, wellbeing, employability and financial resilience	Library collections reflect identified community needs, are presented effectively and enable people to access relevant books and resources.	Agree clear responsibilities and criteria for identifying local collection needs and responding through stock selection, movement, promotion and presentation. Review stock needs and use regularly through extended team meetings involving SLIOs and Lead Officers, and agree actions to address identified gaps. Use service data, staff knowledge and customer feedback to review how well collections support priority needs, and use the findings to inform future stock development.

Objective 4: Improve access to trusted information, support and services so people can find help when they need it		
Action	**Outcome**	**Milestones**
Work with Council services and community partners to provide appropriate access to information, advice and support through library spaces, responding to identified local need.	People can meet relevant services in accessible, neutral and trusted community settings, with local provision shaped by evidence of need.	Identify local needs and priority opportunities for partner provision through libraries. Agree suitable locations, delivery arrangements and responsibilities with participating partners. Pilot or develop partner activity where there is an identified need and capacity to deliver. Review use, feedback and local benefit to inform future provision
Equip library staff to help people find trusted information and signpost them confidently to appropriate services and further support	People receive consistent, appropriate guidance and are connected to reliable information and services when their needs go beyond the library offer.	Agree the information and signposting support expected of library staff, including clear boundaries and referral routes. Provide staff with trusted resources, practical guidance and appropriate training. Establish a consistent process for sharing and updating information about relevant services. Review staff confidence, customer feedback and identified gaps to improve support.

Provide curated collections and clear, consistent physical and digital information that respond to local health, wellbeing and community needs.	People can easily find relevant library stock, trusted information and routes to support in welcoming, well-managed library spaces.	Identify and promote curated collections that respond to agreed health, wellbeing and community priorities. Agree and implement service-wide standards for posters, leaflets, noticeboards and other physical information displays. Review existing displays and reduce clutter, duplication and out-of-date information. Explore and test digital displays as an alternative or complement to physical posters and leaflets. Use staff, partner and customer feedback to review information needs and improve physical and digital provision.
Subject to agreed library service responsibilities, support development of the archive catalogue and access to archive collections so they are easier to find, understand and use.	Archive collections are more visible, discoverable and accessible, supporting local history, research, learning and community connection across Moray.	Continue developing and promoting the archive catalogue to improve public access. Agree digitisation priorities and a sustainable approach to future delivery. Develop outreach that increases awareness and use of archive collections. Define archive catalogue requirements and agree future system provision through the wider business-systems review.

Objective 5: Develop a skilled, connected workforce and improve systems and processes to support better services		
Action	**Outcome**	**Milestones**
Use HGIOPLS self-evaluation, peer review and benchmarking to identify strengths, improvement priorities and evidence of impact.	Service strengths and improvement priorities are clearly understood, and evidence from self-evaluation and peer review leads to agreed and monitored improvements.	Agree a three-year HGIOPLS self-evaluation programme with indicators, review points and evidence requirements. Complete the scheduled self-evaluations and peer reviews and record the findings. Agree improvement actions, responsibilities and review points arising from each evaluation.
Identify, review and update key library policies, procedures and workflows to clarify responsibilities and support consistent services.	Staff understand their responsibilities and can use clear, current guidance to deliver services consistently.	Complete a review of existing policies, procedures and workflows and agree priorities for revision. Approve and publish the revised guidance.
Strengthen staff induction and development so staff have the knowledge and confidence to deliver consistent services.	New and existing staff have the knowledge and confidence to carry out their roles and deliver consistent services.	Deliver an annual induction day for new and recently appointed staff. Record attendance and follow-up learning needs. Establish a staff training and development working group with agreed membership and a remit for informing service-wide skills planning. Agree and implement an annual training plan for frontline staff, aligned with service priorities, and complete an annual review of delivery and outstanding learning needs

Strengthen collaboration across teams and services to share knowledge, solve problems and give customers a more consistent service.	Customers receive consistent, high-quality services across all branches and service areas. Teams have a shared understanding of responsibilities and work together effectively to resolve problems and improve delivery.	Agree shared team goals, responsibilities and ways of working. Provide opportunities for teams to learn, share knowledge and solve problems together. Use staff and customer feedback to review whether teamwork is improving consistency for customers, and agree any changes needed.
Identify and make the most of opportunities created by wider Council developments to improve library services, staff access to information and the customer experience	The library service benefits from wider Council improvements and adapts its services, information and ways of working to make effective use of them.	Identify relevant Council developments and agree what they mean for the library service. Complete the library service's agreed work for each development. Review the benefits for staff and customers and identify any further improvements.
Improve library systems and technology so they are reliable, useful and meet the needs of staff and customers.	Staff and customers can use library systems and technology effectively, with clear plans for improvement, replacement and contract renewal	Review Spydus 11, Self Service and CHQ Select against agreed service needs. Agree and deliver priority improvements, upgrades or replacements, subject to available resources. Review the LMS contract before renewal and agree the future approach. Check that completed changes meet staff and customer needs and agree any further improvements.
Review and improve how library stock is selected, purchased and supplied.	Libraries receive relevant stock efficiently through clear and consistent processes.	Review stock selection, purchasing and supply, including the role of Collection HQ. Agree and implement priority improvements.

		Review whether the changes have improved efficiency and the use of stock.
Contribute to decisions on the future management of the archive service and respond to any responsibilities agreed for the library service.	Future responsibility for the archive service is clearly agreed, with any role for the library service understood and planned.	Provide library service information and advice to support the Council's decision on future archive management. Record the decision and clarify any responsibilities, resources and dependencies for the library service. If responsibilities are assigned to the library service, agree an implementation plan and report progress.