



The CCB's Third
Strategic Plan 2019–
2023

Equality in Libraries

ccb Library
Cooperation
Council

February 2019



MINISTERIO
DE CULTURA
Y DEPORTE

DIRECCION GENERAL DEL LIBRO
Y FOMENTO DE LA LECTURA

SUBDIRECCION GENERAL
DE COORDINACION BIBLIOTECARIA

The Ministry's catalogue of publications: www.culturaydeporte.gob.es
General catalogue of official publications: <https://cpage.mpr.gob.es>

2019 Edition



MINISTERIO DE CULTURA
Y DEPORTE

Edited by:
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Subdirectorato General of Citizen Information, Documentation and Publications

NIPO: 822-19-019-5

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The Library Cooperation Council's Third Strategic Plan 2019–2023 Equality in Libraries

INTRODUCTION

Libraries are a key institution in the development of democratic **societies**. Society today faces the challenge of **gender equality**, and libraries, owing to their proximity to the communities they serve, be it school, university, research or neighbourhood libraries, are pivotal institutions for meeting this challenge.

The Library Cooperation Council (CCB in its Spanish acronym) came into being with the aim of creating a framework in which Spanish libraries could work in cooperation to advocate a quality and universally accessible public service which improves people's lives and the development of society. The aim of this forum is for libraries to champion citizen participation, offering new ways to access information, in tune with the present time, and to become solid and innovative institutions and benchmark spaces for equality.

In Spain, 24,442 libraries receive 197.07 million in-person visits and 191.90 million online visits. In total, 22.26 million people, in addition to the number of students from non-university teaching centres which represent 50% of the population, use these services via different types of libraries: public, school, university, specialist and national and regional.

Libraries are resource centres for learning, teacher support services and research, and a support for development and institutional decision-making. Furthermore, they conserve and disseminate individual and collective memory and guarantee access to reading, information and leisure for everyone and with no form of discrimination.

The growing importance of digital and the reinvention of spaces as socialising places are two core elements for innovation in designing library services from a gender perspective.

In accordance with the Oxford English Dictionary, **equality** is the state in which all citizens are equal in status, rights or opportunities, while Article 9 of the Spanish Constitution stipulates "it is incumbent upon the public authorities to promote conditions which ensure that the freedom and equality of individuals and of the groups to which they belong may be real and effective, to remove the obstacles which prevent or hinder their full enjoyment, and to facilitate the participation of all citizens in political, economic, cultural and social life". Article 14, moreover, declares "Spaniards are equal before the law and may not in any way be discriminated against on account of sex".

Within the specific field of libraries, **Law 10/2007 on Reading, Books and Libraries** states

libraries' mission to facilitate equal access for all citizens to documents published and disseminated on every support. It also highlights the core value of: "Equality for all users to access the materials, facilities and services of the library, without discrimination based on origin, ethnicity, religion, ideology, gender or sexual orientation, age, disability, economic resources or any other personal or social circumstances".

Libraries promote and must continue to promote equality, guaranteeing its value as a stable reference area, as a service with access to quality content, as places to conserve and disseminate memory and as centres for the creation of fresh knowledge.

The **CCB's Third Strategic Plan**, presented here, seeks to face these challenges through five lines of action, and with **gender equality** as an axis running transversally through each of these lines.

A second phase is now getting under way in this **Third Plan** and is due to last five years. Five lines of action have been defined with the clear purpose of ensuring that the actions driven forward via this plan translate into proper and tangible improvements to the service libraries provide to citizens.

This Third Plan aims to contribute, through libraries, to gender equality and support diversity as the basis for consolidating democratic and equal societies that uphold everybody's rights. Therefore, **gender equality** will be promoted in society through libraries' collections, activities and services. There will also be an Advisory Committee made up of representatives and organisations that are experts in gender and LGBTI perspectives.

In addition, and worthy of special consideration, is the current situation in rural areas, in provincial capitals and regions, and the significant problem of **depopulation and an ageing population**. The present Plan seeks to lay the foundations of a system that guarantees access to reading and information for these population nuclei, and there is a need to set up projects aligned towards guaranteeing the preservation of local memory and fostering its dissemination through the digital sphere.

A further objective of this Plan is to promote knowledge of Spain's **linguistic wealth** by creating forums and programming activities.

In addition, there will be express consideration of **circulating the work of male and female authors**, not solely through their undertakings but also by facilitating the encounter between authors and readers, with the conviction that such encounters constitute an indispensable medium to understand the importance of creation and promote access to works in a richer way, giving rise to new creations and fostering dialogue, questions and findings around new forms of existing in the world, and always based on respect for others.

The Plan will be mindful of everything related the **digital sphere** and its full incorporation into the service libraries provide. Equally, the value of everything achieved to date through what can be called traditional library services will not be lost given the widespread view that libraries are the most highly valued public service by the communities they serve.

In every relevant aspect, this Plan will align with and champion the work of libraries to meet the Sustainable Development Goals from the UN's **2030 Agenda** and the IFLA's objectives.

Moreover, cooperation and the start-up of projects between different types of libraries will be strengthened.

In view of the above, therefore, four lines or areas of action have been identified for:

1. Users, audiences and public types
2. Professionals and teams
3. Visibility of libraries
4. Digital citizens.

As in previous plans, there is a proposed fifth line devoted to improving the operation of the Library Cooperation Council.

The drafting of this Plan has been carried out through the direct participation of 205 professionals, all of whom have contributed with their ideas and reflections via a questionnaire, interviews and work sessions by the Steering Committee, Advisory Group and CCB's Plenary, as well as the indirect contribution received from proposals in professional forums and spaces of debate.

MISSION

CCB is chiefly characterised by its inter-administrative and volunteer-based structure. As outlined by Law 10/2007, each administration, in the scope of its functions, will promote development that is balanced, cohesive, progressive, innovative and constant within the array of libraries, systems, networks and consortiums that exist in Spain and will foster equal access to a quality public library service in the State as a whole to ensure there is no inequality among each and every citizen in different areas or in towns and cities with a lower population.

VISION

CCB will be a visible, influential organisation with a streamlined and balanced internal organisation in its operations, offering useful resources for those managing library services from the competent authorities.

CCB is a space of communication, debate and consensus, created to advocate and promote

balanced, cohesive, progressive, innovative and constant development in that which refers to the law. More specifically, it will work to ensure citizens have access to library services that characterise advanced democracies, regardless of their place of residence.

ACCOMPLISHMENTS

Ten years on from the founding of the Council, most of its proposed goals have been met. These have been focused on two strategic lines: to improve society's perception of libraries and to sustainably develop services.

In 2013, the CCB's First Strategic Plan 2013–2015 was approved and the Second Plan 2016–2018 in 2016. Across this period there have been many successes resulting from the cooperation work between all Spanish libraries represented through five technical commissions.

The Work Groups have also given rise to concerted activity which has borne fruit. In the First Plan, the accomplishments included: the report "Future 2020: Ten Areas Due to Change Most in Our Libraries in the Coming Years", which has been cited since then in publications and professional forums as a guide of trends in library services; the identification of indicators to measure the social and economic impact of libraries and "The Value of Libraries" pilot project developed in Navarra; the study "Integration of Literacy Skills in Media and Information (AMI) in the Education System", which put forward ten action proposals that must be carried out to achieve this integration; the "Recommendations on the Development of Ongoing Training" to gain awareness of the training demands of library professionals and to design plans in accordance with this demand; and the e-Biblio service, which has ensured reading on digital supports is within everyone's reach.

Pertinent within the Second Plan are initiatives such as Sello CCB (the CCB Seal), which grants visibility to innovative and successful projects carried out in libraries: the CCB Communication Plan which, through the CCB website and Twitter account, has experienced exponential growth in visitor numbers, document downloads and followers, and a solid digital reputation backed by the number of times its news stories are shared and distributed on social media; the guidelines of the social role of libraries; the catalogue of digital services; the evaluation course on bibliographic heritage; the National Digitisation Plan; the analysis for a proposal to interconnect catalogues; and the pilot project for the first call of training residencies for library professionals in Spain.

Furthermore, there has been ongoing, long-haul lines of cooperation related to the gathering of statistical data, the online reference service and the evaluation: "Ask and Libraries Reply", the standardisation of a bibliographic description and the implementation

of RDA, as well as Legal Deposit management and the preservation of digital heritage.

Lines of Action and General Objectives

Line 1. Users, Audiences and Public Types

Citizens are considered to be at the heart of libraries given that they maintain and use them. Therefore, CCB promotes actions for a gender perspective to be applied to the configuration of collections, activity programming and the organisation of services.

Particular emphasis will also be placed on projects linked to an ageing population and depopulation in the rural environment and in smaller cities.

Moreover, work will be carried out with Third Sector organisations to avoid social exclusion for the most disadvantaged groups or those with special needs.

General Objective 1.1

Encouraging Participation and Citizens with a Critical Capacity

Libraries offer services for citizens to attain intellectual independence, providing essential tools to train female and male citizens with a critical capacity and to develop projects that contribute to people being well informed.

Libraries encourage citizen participation and work towards consolidating communities, and their role as a space of creation and a citizen laboratory must be strengthened.

Further, libraries are committed to working with the community not only to promote reading among its inhabitants, but also to encourage critical reading that entails personal enrichment and collective growth. The task of knowing “what to read” must go deeper to include “how to read”.

This search entails bringing all members of the public closer to offer better chances of accessing culture, and with segmented cultural activities according to types of public.

The use of inclusive language will also be advocated.

Measures

Map of women authors

A general map will be created to show the presence of women authors in different

disciplines inside Spanish libraries and to enable a retrospective-based bridging of existing gaps, as well as to build future bibliographic collections that are balanced from a gender perspective.

Bibliographic Provisions Plan

A Bibliographic Provisions Plan will be set up for public libraries by signing agreements between the State and regional communities, taking as cornerstones: equality and gender diversity, the linguistic richness of the State and the purchase of holdings in nearby bookshops.

Reading Plans

Reading Plans will be devised in libraries to focus on the dissemination and knowledge of work by female and male authors in the Spanish State's different languages and to promote equality and gender diversity.

There will be an emphasis on drawing up such plans for actions aligned towards better reading comprehension and critical reading, promoting the acquisition of reading skills in the multiple forms of reading, and in both paper and digital supports.

A plan focused on the rural environment

Knowledge of the situation around the access to library services in rural areas will be the point of departure to set up a plan that ranges from better connectivity to the implementation or expansion of mobile services or extended libraries via alliances and agreements that facilitate their attainment.

Creating a forum and work group on libraries as spaces of creation and citizen laboratories.

General Objective 1.2

Identifying New Audiences/Non-users

Libraries must render a service to every member of their community. In public, university, and specialist libraries and in national, regional and school libraries, this service does not fully reach everyone who is part of these communities. Therefore, there is a need to analyse compiled library user data and to carry out user studies allowing the sectors that lack access to be identified effectively. Once identified, these sectors will set up actions aimed at improving support for these groups.

Measures

From a gender perspective, the following will be carried out:

Studies on library use:

The situation of users, both male and female, will be analysed according to library types and territories. There will be a study of library user profiles and work on proposals for reaching new types of public.

Library user study: young people

A study will be conducted on this type of library user to analyse possible channels in approaching young people, while work will be carried out in libraries to promote actions, activities and collections on pertinent themes, such as gender-based violence.

Line 2. Professionals and Teams

Through training by means of alliances and collaboration between different experts, there will be a drive to implement a gender perspective in services, work carried out in teams and in the selection of collections.

The need for better qualified professionals and continual suitability to society's challenges entails permanent training and education. Moreover, there is a need to broaden the means of access to this training, which involves bolstering and consolidating professional networks and relationships.

Digital transformation poses both a challenge and an opportunity to improve professional profiles in libraries. We must also add the exponential growth of information and society's new demands for information, which have in turn made professional profiles related to information and documentation grow and are necessary and more visible and valued. Thus, all library types must harness the opportunity and the challenge set forth.

General Objective 2.1

Defining Recommendations for a Map of Libraries

Minimum recommendations will be drawn up so that each territory can create a map of libraries. This map must include the definition of a library professional, establish different professional categories and the minimum provisions a library must have, according to the users it serves.

Measure

Developing the Map of Libraries in Spain's Autonomous Communities

By formulating recommendations to create a map, each Regional Community will undertake the creation of a Map of Libraries.

General Objective 2.2

Promoting the Suitability of Professional Profiles

The absence of required suitability between professionals' current skill sets and the real needs of libraries is conspicuous. Therefore, there is a need for dialogue and collaboration, first and foremost, with the academic sphere and library science departments to ensure a greater connection between studies and professional practice.

Measures

An alliance with the Network of Spanish University Centres and Departments of Information and Documentation (RUID)

Collaboration will be fostered to work on curricular developments and the link with the working environment.

Alliances with professional associations

Likewise, greater collaboration with professional associations will be sought to start up initiatives and training programmes suited to the new profiles demanded.

Models for access tests to library positions in public administrations

A new content proposal and exercises will be presented that enable skills to be measured at different levels for different bodies and scales of female and male librarians.

General Objective 2.3

Developing an Ongoing Training Plan

The library community has similar interests, which means that the possibility of sharing in-person and online courses is considered particularly useful, as is the start of mobility plans promoting mutual learning among professionals from all administrations, and through on-site knowledge of best practices.

In this point, there must be special consideration of school libraries, initial and ongoing

training of teaching staff and the design of training based on traditional and digital document-based management and the teaching scope of the school library as a space with innovation in and support for teaching and learning processes developed in schools.

Similarly, ongoing training must include knowledge of other realities for professional enrichment and growth, allowing for an improved library service and the creation of professional networks and relationships.

CCB must place a strong emphasis on opportunities for professionals' visibility on forums and in international projects.

Measures

Alliances and collaboration with associations and organisations that support equality and gender diversity

Female and male experts will be involved in training professionals and designing services and activities with a gender perspective.

A joint programme of ongoing training courses

Training plans will be devised which, in coordination between different administrations, enable resources to be harnessed and content to be completed.

Professional mobility

Projects of exchange and professional mobility will be driven forward to improve professional skills and the collaboration of library professionals.

The internationalisation of professionals

Mechanisms will be established to promote the presence of Spanish professionals in forums and international projects and their positioning in decision-making bodies from international organisations, and to support their participation as experts in work groups.

Line 3. The Visibility of Libraries

The organisation and design of library services will be developed from a gender perspective.

The value of libraries will be strengthened in order for society to amply appreciate their work.

Work must continue on initiatives that contribute to evincing the role of libraries in improving the co-existence between cultures and the social inclusion of different

collectives, immigrants and disadvantaged people.

The visibility of school libraries entails an assessment of these spaces by the education community in particular and society in general, and as a tool which facilitates syllabus development by regions and contributes to the acquisition and development of reading comprehension and media and information literacy.

Specialist libraries contain bibliographic collections that are unique in specialisation and quality. Cooperative projects will be propelled between these other types of libraries in such a way that all visitors can benefit from this wealth of documents for their professional and personal development.

The main elements for devising a strategy of visibility that includes actions both inside and outside the library will be identified.

General Objective 3.1

Communicating the Value of Libraries

Strengthening communication on the value of work in libraries, starting from the experience of projects such as the one already developed in Navarra under the title “The Value of Libraries”. To this end, mediation instruments and data collection to contribute to and generate proper communications around what takes place in libraries must be improved with a view to the inclusion of libraries in political agendas.

Developing and strengthening actions to enhance the visibility of libraries in collaboration with different administrations.

Measures

Holding a Library Day

Preparing a programme which incorporates the contributions of different types of libraries and with the coordination of activities in Spain’s different Autonomous Communities.

Awareness campaigns in the media and on social media

Designing a calendar of milestones throughout the year around which campaigns to disseminate services offered by libraries can be organised.

Library studies

Studies will be conducted which show the use of services, programmed activities and the impact on the communities they serve.

Improving signage in libraries

Work will be carried out on signage recommendations supported by experts, and from architectural and sociological perspectives.

Visibility plan for specialist libraries

A series of actions will be set up that aims to raise awareness of such libraries. Therefore, data will be created on this type of library, fostering the creation of spaces of encounter and online visibility.

A strategic plan for school libraries

This proposal will be put forward to Spain's Autonomous Communities to carry out actions such as training librarians in charge of school libraries.

The CCB Seal distinction

There will continue to be an annual call for the Sello CCB (the CCB Seal) in order to disseminate innovative and successful projects carried out in different types of library and in such a way that they constitute a bank of best practices that can inspire other libraries. Moreover, assessment criteria will be established to ensure they are projects which embrace gender equality.

General Objective 3.2

Cooperation with Other Sectors

Libraries must establish alliances with the Third Sector to improve their contribution to inclusion, social wellbeing and equality.

Different collaboration strategies between libraries and associations and organisations will be fostered in the defence of sexual orientation diversity and gender identity to determine the main problematic areas to work on, the most interesting content and identify people who can give talks or other activities of this nature.

Data will be collected through surveys enabling us to establish the state of the issue in each type of library and will be useful for gaining an idea as much of the situation around the gender perspective in our collections as the activities carried out to foster equality.

A review will take place of statistics to determine if the operation can proceed or whether there is a need to formulate some of the data to obtain information related to the gender perspective situation, both in collections and in services and activities.

Measures

Collaboration with associations and organisations supporting gender equality and with LGBTI associations

Agreements will be fostered with these associations to contribute to the design of library services which cater to and disseminate user diversity.

Alliances with associations and other movements in the social environment

Libraries will continue to work and strengthen the collaboration and participation of different organisations and associations linked to projects advocating social development and enhancing more active and cohesive citizens.

Plan for inclusive and accessible libraries

Collaboration with specialist institutions and associations will be promoted to set in motion work which contributes to implementing measures in libraries and information resources on different supports, catering to the diversity of collectives and types of disability (physical, sensorial, intellectual).

Libraries and the 2030 Agenda

Actions will be developed to implement a participation strategy for libraries to fulfil the SDGs of the 2030 Agenda.

Line 4. Digital Citizens

The digital realm is a part of our society to access information, relate to one another and to use services.

Through libraries, people have a set of tools which allows them to access both culture and knowledge, and these libraries also generate open access content made available to the public.

Initiatives such as the one being developed in university libraries around the concept of science by and for society, part of the open science framework, contribute to this objective. Consequently, the power of information and communication technology and the educational and restorative role of library content can help to form citizens that are more and better informed, and denote a return, in the form of accurate scientific knowledge, on the investment made in R&D.

To this effect, work must be carried out on developing and maintaining cooperative and open platforms that grant digital access to content.

Further, in a society where digital administration is a reality, it shows how important the role that libraries can play is in training centred on digital skills and the supply of technologies with a view to avoiding a wider digital divide.

General Objective 4.1

Preserving and Disseminating Bibliographic Heritage

Bibliographic heritage is a common asset and its conservation, preservation and dissemination is everyone's concern given its importance to the legacy of Spanish history. That is why we must keep on working to identify, describe and disseminate this heritage using both analogue and digital media — digital is particularly relevant owing to the possibility it offers in access for entire populations, an issue reserved for the few when the searches of bibliographic heritage can only be made by visiting the libraries that safeguard it.

The European Commission's Board on online accessibility to cultural heritage is clear in this respect when it states that everything conserved over time in public institutions must be maintained, once digitised, in the public domain.

Measures

Visibility for cultural heritage created by women

The creation and dissemination of digital collections which grant visibility to women's contribution through history will be driven forward.

Digitalisation strategy for bibliographic heritage

Taking as a point of departure the National Digitalisation Plan, a strategy will be developed that allows the necessary actions to be set up to work in cooperation regarding issues of digitisation, taking into consideration existing international regulations.

Holding sessions, seminars and encounters on bibliographic heritage

The organisation of encounters will be promoted to share the concerns and reflections of all professionals whose work focuses on managing library heritage and to find joint solutions for the suitable management of such heritage.

Participation of professionals in humanities forums

The presence of specialist bibliographic heritage professionals will be strengthened in forums and seminars, as will the publication of articles in digital humanities magazines to disseminate the existence of online access tools for the said heritage.

Pushing digital preservation

Work must be carried out in collaboration with the areas in charge of the technology of different administrations in designing digital preservation plans that guarantee access to digital and digitised culture heritage for future generations.

General Objective 4.2

Driving Open Access

Projects which enable reliable, accurate, open and sustainable access to information in a digital context will be promoted.

Dissemination will take place on open access work carried out by university, specialist, school, national and regional libraries.

Measures

A forum with representatives involved: male and female authors, editors and librarians

Debate and reflection will be encouraged between all agents who are related to the production of and access to information in one way or another.

Objetivo general 4.3

Fomentar el acceso a servicios y recursos

There is a need to keep on working on cooperative projects for digital services to facilitate the possibility of citizens, according to their needs at different times, accessing different kinds of information: leisure information, research, etc.

Measures

Collective catalogue of Spanish authors

An analysis will be carried out to design a tool which enables, through a unique access point, female and male Spanish authors to be identified, making collaborations between national and regional libraries from all administrations, the Subdirectorate General of Library Coordination and the Subdirectorate General of State Archives necessary.

Interconnecting library catalogues

With the analysis set out in the CCB's Second Strategic Plan as a starting point, work will take place to include a unique access point to Spanish libraries.

Improving the production of library information

The collaboration between BNE (the National Library of Spain) and the ISBN Agency will be enhanced so that the largest possible number of libraries join the initiatives — one such example is the Library of Catalonia — with the aim of agreeing upon the way to create, manage and share data so that everyone's needs are considered but without each one starting from scratch when creating them.

Shared tools and technology

Work will be carried out to include systems that facilitate the exchange and reuse of technological developments wherever possible to avoid similar developments occurring from different institutions.

Line 5. Library Cooperation Council Operations

The ongoing review and improvement of this cooperation forum is deemed necessary.

Bearing in mind the complexity of the Spanish library system and the diversity of institutions, library types and territories, it is a good idea to analyse the current structure of CCB and investigate potential ways of improving its capacity to back and articulate library cooperation and give it greater visibility.

General Objective 5.1

Improve the Running of the Council and its Bodies

In being an inter-administrative collegiate body with a representative-type structure, evaluations carried out in recent years show that, for the solid operation of technical work, the structure can prove somewhat rigid. Hence the reason why, above all in work groups, it would be more advisable to rely upon experts, a reflection coupled with the fact that some administrations lack a big enough team to be represented in CCB's different strata.

In view of the above, proposed work should take place around a study on the make-up of structures that have parity and are more flexible and practical in order to advance in cooperation.

Measures

Creating a committee to review the CCB structure

In light of CCB's Mission, the evaluation of projects and work developed until now, modifications will be proposed that improve the running of the Board's different bodies.

Evaluation of CCB's accomplishments

There will be a greater systematic organisation of accomplishments to date.

Objetivo general 5.2

Aumentar la capacidad de influencia del CCB

[NF2] To ensure that projects and initiatives agreed upon at CCB are suitably connected to the Sectorial Conference to secure the necessary political commitment allowing their attainment and full development.

To drive forward coordinating library councils from Spain's Autonomous Communities considered in regional legislation.

In short, it entails improving the relationship with political decision-making structures in our field in order for the proposals carried out within the Council to be viable.

Measures

Creating a consultative forum with the heads of libraries from Spain's Autonomous Communities and from the Ministry of Culture and Sport

The aim is to create a stable relational framework enabling cooperation projects to be monitored and set in motion.

General Objective 5.3

Establishing Spaces of Cooperation

This entails the availability of dialogue forums on different issues to foster an exchange of ideas to ensure projects are better run.

Objetivo general 5.2

Aumentar la capacidad de influencia del CCB

[NF3]

Measures

Setting up a Commission of Equality and Libraries

This involves a forum representing organisations that work with issues of gender equality and library professionals with the aim of adding a gender perspective to all library-based activities.

Stable CCB Initiatives

The Third Strategic Plan includes projects driven by the Council that develop the following stable work groups:

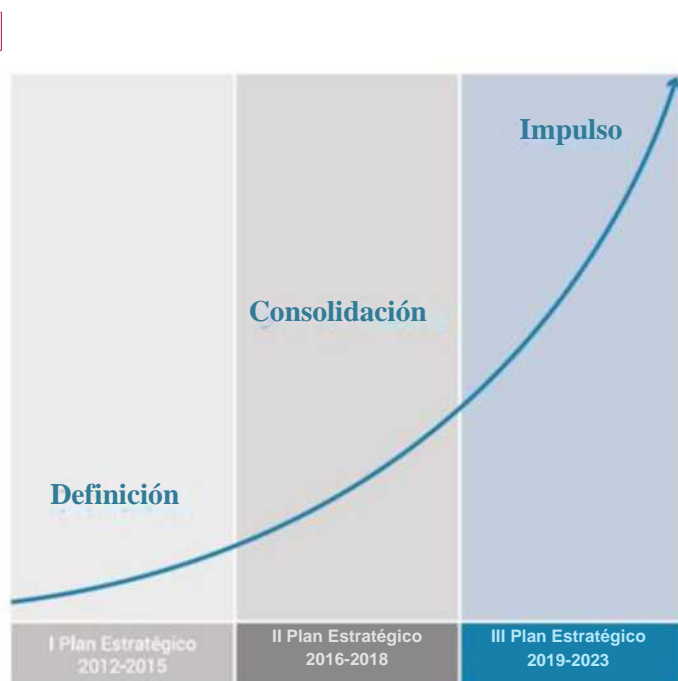
- Information System on Spanish Libraries
- Standardisation
- Collective Catalogue of Bibliographic Heritage
- Virtual Reference
- Legal Deposit and Digital Heritage

Methodology to formulate the Third Strategic Plan

Project context

After carrying out two strategic plans which have had continuity — one related to the other — in its lines of action, the Library Cooperation Council (CCB) considered the Third Plan having a five-year scope and being open to surveying new work settings that have arisen from the development of the sector and society since 2013:

- Welcoming innovation, but without there being fragmentation from previous plans.
- To drive forward the results of work carried out towards the future.



[NF4]

The Project's Objectives

1. To evaluate the Second Strategic Plan in three aspects:
 - The plan itself
 - Projects carried out
 - The operation of the Council's bodies
2. To determine the lines of work in the new plan: **strategic lines and objectives**
3. To involve new and diverse professional backgrounds and carrying out the Third Plan
4. To use **participatory methodology** which integrates different sensibilities and enriches **decision-making**
5. To achieve **greater Plenary involvement** to support the Plan.

Methodology description

The working process has been developed by applying:

1) Dynamics which are characteristic of innovative methodology (Design Thinking, Sprint, Lean), and with the following key areas applied to the project:

- Situating professionals in the sphere in which they are going to work
- Working with different teams, both in terms of professional background and gender, age and knowledge of the challenges raised in the new Plan
- Creating solutions that respond to concerns or real problems.

2) Visual Thinking and visual tools which allow the full alignment of teams, facilitating dynamism and focusing to make decisions and solve problems.

Exploration stage (June and July 2018)

The first phase of the project sought to gain an understanding of current situations, how the previous plan had worked and the needs and opportunities upon which the new Plan must focus. With the information gathered, work started on putting together the new Plan.

The exploration stage was divided into two parts: a survey and a series of personal interviews conducted.

1. Survey:

The aim of the survey is to evaluate the results of the Second Strategic Plan in terms of:

- The Plan itself
- Projects developed
- Objectives met
- The operation of the Council's bodies

- The role of politicians
- Communication.

The survey was sent to 690 people (a sectorial database CCB has in place) and was completed by 117 people (17%).

The main conclusions of the survey were:

1. The need for greater political commitment starting from projects carried out in the Plan
2. A better flow of information between CCB members and bodies
3. Greater precision and measurement of CCB projects and plans
4. Greater efficiency in cooperation between administrations for the start-up of library services.

2. Interviews:

Eighteen individual interviews were conducted with experts in the sector and others linked to the library sphere, according to the following goals:

- To delve deeper into the concerns of library professionals in relation to future scenarios, both sectorial and social, and the challenge of new types of public.
- To identify the current opportunities and challenges for the library community.

To conclude the interviews, the following key ideas were extracted to determine and identify future opportunities and challenges:

- Applying new technologies
- Redefining new libraries and new spaces
- Expanded needs and the user's role in new libraries
- Training for new professionals
- Placing the stress on inclusion
- Other opportunities suggested for work in the coming years:
 - Collaborations with companies
 - Strengthening open, cultural and scientific knowledge
 - Inter-relating data and information and society.

Discovery session with the Steering Committee (July 2018)

This work phase featured the participation of a reduced group of people with different backgrounds in the Steering Committee and made up of library professionals who, through their different views, enable proposals for new strategic lines and objectives in the new Plan to be configured.

A personalised itinerary is designed which is geared towards maximising the individual and collective knowledge of team members and their focus towards and sharing of the development goals in the Third Strategic Plan. This is all defined through a strong need

for efficiency given the limited time span available for sessions.

The methodology used to this end encompasses a series of techniques and dynamics worked upon from methods of innovation and visualisation such as Google Sprint, Visual Thinking, Design Thinking and convergence-divergence techniques and lateral thinking.

Resulting from this work block, the following three strategic lines for CCB's Third Strategic Plan were defined, each one with a break-down of key areas, according to the following articulation.

- a. LIBRARY AND SOCIETY
 - Transformation
 - Impact
 - Visibility
 - School libraries

- b. THE SUSTAINABLE DEVELOPMENT OF LIBRARY SERVICES
 - Digital access
 - Cooperation
 - Professional development

- c. GOVERNANCE
 - Governance
 - Communication

Session with the CCB Consultive Forum and Plenary (September 2018):

On 25 September, a work session was held in Zaragoza with the Consultative Forum, comprising the heads of libraries from Spain's Autonomous Communities and CCB's Standing Committee. The aim was to present the proposal with different contributions received and complete the advances to date from the Third Plan, incorporating into its definition the vision arrived at in this meeting.

The following day, on 26 September, the progress of the draft Third Plan was presented to the Plenary of the Library Cooperation Council, with the Plenary contributions leading to the final preparations of the document getting under way.

For this third stage, CCB's Permanent Secretariat worked in collaboration with the Standing Committee for a more detailed description of certain aspects and to complete the content highlighted in the present document.

ANNEX

List of Interviewees and participants in the Steering Committee Sessions and Consultative Forum

List of interviewees

1. Patricia Acebes Hernández. Library Service Specialist. The Basque Government's Department of Culture and Language Policy
2. Julio Alonso Arévalo. Head of the Translation and Documentation Library. University of Salamanca. Editor of the E-LIS repository. Coordinator of the InfoDoc list. Member of the E-Lectra research group
3. Nicolás Barbieri Muttis. Researcher at the Government and Public Policy Institute. Associate Labour Professor, Department of Political Science and Administration. Autonomous University of Barcelona. Professor and Consultant at Universitat Oberta de Catalunya
4. Isabel Bernal Martínez. Head of the Technical Office of DIGITAL.CSIC. Unit of the Scientific Information Resources for Research (URICI) from the Spanish National Research Council (CSIC)
5. Ramón Bosch i Torra. Manager of the Barcelona Library Consortium. Barcelona City Council
6. Beatriz Callén Polo. Director of the Municipal Public Library of La Puebla de Alfindén (Zaragoza)
7. María García-Puente Sánchez. Co-director of Socialbiblio.
8. Luis González Martín. General Manager of the Germán Sánchez Ruipérez Foundation
9. Javier Leiva Aguilera. Independent Consultant. Professor of the MA and Post-graduate programme. Executive Director of the Digital Transformation Programme at the Universitat de Vic-Universitat Central de Catalunya
10. Gemma Lluch i Crespo. Head Researcher of the Interdisciplinary Research Structure for Reading Research (ERI-Lectura). Head Professor of the Catalan Studies Department. University of Valencia.
11. Julián Marquina Arenas. Community Manager of Baratz-Servicios Teledocumentation
12. Eva María Méndez Rodríguez. Adjunct Vice-rector of Science Policy. Open Science. Head Professor of the Department of Library Science and Documentation, Carlos III University of Madrid.
13. María Mercedes Muriente Fernández. Head of General Services, Reference and Research at the Central Library of Cantabria/BPE in Santander
14. Glória Pérez-Salmerón. President of IFLA
15. Jesús Ángel Rodríguez Ortega. Director of the Library of La Rioja /BPE in Logroño
16. Jose Antonio Sánchez Montero. Head of the Document Resource Area of the Library and Documentation Centre of the National Commission of Markets and Competition (CNMC)
17. Ana Santos Aramburo. Director of the National Library of Spain.
18. Jordi Serrano Muñoz. Head of the Digital Services Unit, Library Services, Publications

and Archives at the Polytechnic University of Catalonia.

Participants in the Steering Group sessions

1. Jesús Torres Junquera. Director of the Ánxel Casal State Public Library in Santiago de Compostela.
2. María Isabel Casal Reyes. Director of the Library at the University of Santiago de Compostela
3. Ciro Lluca Fonollosa. Director of the Library and Learning Resources at Universidad Oberta de Catalunya
4. Asunción Maestro Pegenaute. Director of Library Services, Department of Culture, Sport and Youth, Government of Navarra
5. Ana María Acevedo Hinchado. Head of Library Services and the Promotion of Reading, Office of Culture and Equality, Regional Government of Extremadura
6. María Belén Llera Cermeño. General Manager of Libraries, Archives and Museums. Government Department of Culture and Sports, Madrid City Council.
7. Manuel Martín González. Head of the Education Programme Service from the General Board of Initial Vocational Training and Lifelong Education. Office of Education, Regional Government of Andalusia.
8. Alicia Sellés Carot. President of FESABID
9. Carmen Carramiñana La Vega. Technical Educational Advisor from the Unit of School Libraries and Communicative Proficiency from the General Board of Innovation, Equity and Participation. Department of Education, Culture and Sport, Regional Government of Aragón.
10. Belén Martínez González. Head of the National Cooperation Service and with Ibero-America from the Subdirectorato General of Library Coordination. General Directorate of Books and the Promotion of Reading, Ministry of Culture and Sport.
11. María Hernández Muñoz. Head of the Library Management Section from the Subdirectorato General of Library Coordination. General Directorate of Books and the Promotion of Reading, Ministry of Culture and Sport.

Participants in the Consultative Forum

Aragón

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Alberto Lafarga Gay. Director of the Library of Aragón

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Antonio Morales Comalat. Director of the State Public Library in Las Palmas de Gran Canaria

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José Manuel Lorenzo Jiménez. Head of the Library Service and Library of Castilla y León

Castilla-La Mancha

Óscar Arroyo Ortega. Head of the Service of Libraries, Books and Reading. CTC President of Public Libraries

Catalonia

Josep Ferrán Vives Gracia. Head of Library Services

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Basque Country

Patricia Acebes Hernández. Specialist in Archives, Libraries and Documentation. Library Service of the Basque Government. Department of Culture and Language Policy.

Murcia Region

Juan Carlos Argente del Castillo Sánchez. Director of the Regional Library of Murcia/State Public Library in Murcia

Caridad Montero Díaz. Coordinator of the Regional Network of Libraries. Murcia Regional Library/State Public Library in Murcia

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Chair: José Luis Bueren Gómez-Acebo. President. Technical Director of the National Library of Spain

CTC Specialist Libraries

Chair: Rosario Collell Beltrán. President. Head of the Library Section of the Regional Government of Aragón

CTC University Libraries - REBIUN

Chair: M- Isabel Casal Reyes. Director of the University Library at the University of Santiago de Compostela

CTC School Libraries

Chair: Nuria Manzano Soto. Director of the National Centre of Educational Innovation and Research (CNIIE)

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