Cover painted by Berrigan artist, Barbara Dunn   *'A man and his hobbies'*

BERRIGAN SHIRE

Library Services Strategy
2021- 2025

Contents

1. Introduction

Berrigan Shire Library Service is an independent rural library service supporting community engagement through life-long learning, culture and recreation. Our Library Services are delivered in accordance with the *Library Act* 1939 and as such no fee can be charged for core library services.

Council's Library Service operates four multi-purpose branches:

- Berrigan
- Barooga
- Finley; and
- Tocumwal

The staffing complement includes: Manager Library Services (1 EFT) and 4 part-time Library Officers (2 EFT) and 2 Casual Officers. The branches reflect their community and with improved communication networks, updated technology and financial support are providing all age activities that promote life-long learning, support community engagement, and participation.

Strategy Objectives

This strategy aims to optimise our community's investment in library facilities:

1. By co-ordinating and delivering library services information and recreation provision in a contemporary format to meet the needs of the current and future community.
2. Conducting a range of activities designed to meet community needs and interests.
3. Through the delivery of high quality library service underpinned by professionally trained and supported staff.

Our Mission

A contemporary place making rural library service committed to excellence and digital inclusion in life-long learning, culture and recreation.

Strategic Alignment

Our mission supports and contributes to the following plans and strategic frameworks

NSW State Library Strategic Plan 2019-2023; Inside Out:

- Collect, Preserve and support Access to materials that enrich people's lives
- Partner with Public Libraries to support and improve their services for the people of NSW
- Organisational support to strengthen the broader role of libraries within society
- Strategic Priorities are focussed on the needs of the public, where you don't need to fit in to belong

(NSW State Library, 2019)

South West Zone (Riverina) 2021 – 2027 (Draft Strategic Plan)

The Vision: is to be a strong and united voice for South-West Zone Public Libraries

The Primary Focus: Identity - Advocacy - Connection

The Value: is mutual respect and trust, professionalism and integrity, transparency and inclusiveness, creativity and imagination, participation and considered actions.

Berrigan Shire 2027
Strategic Outcome 3: Supported and Engaged Communities
Berrigan Shire Council Delivery Program
Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression

Review Methodology

The Strategy is informed by a review of the *Berrigan Shire Library Services Strategy* 2014 – 2018, and updated literature review canvassing the social and economic impact of emerging trends and issues, a workshop held with library staff, Library Service activity data and a survey of library users.

2. Contemporary Libraries: Policy and Practice

Council's investment, and that of its communities, in its library service is in many respects unique and challenges prevailing policy and practice which has seen contraction in rural areas of library services to regional service centres. The challenges that face our Library Service are significant and relate to funding, sector change in the delivery of library services, cost shifting by State Government – in addition to ensuring that our Library staff have the technical support, skills, and knowledge to access Library NSW technologies.

These are challenges that confront the delivery of public library services irrespective of size and the population serviced. When thinking about the future of public libraries the issue of sustainability is one that is at the forefront of international, national, state and local debate and is informed by the experience of urban and regional libraries – with sustainability enhanced by policies that promote the convergence of libraries, art galleries and museums (ARUP university, 2015; VanderBerg, 2012).

There is however, limited research and information about rural libraries. Moreover, the sustainability of rural libraries or local libraries delivered by a rural Council, in the context of New South Wales, is not enhanced by policies or planning aimed at contracting services, centralising collections and promoting libraries as a virtual space.

Contemporary rural libraries, similar to regional and urban libraries are more than the repositories of the technological and cultural artefacts – sustainable rural libraries strengthen their communities, add to its liveability, and in our globalising world connect isolated residents in real time to cultural events, recreation and social activities.

Digital inclusion is a concept that describes the importance of individuals having access to digital technologies and developing competency with technologies that is digital literacy (Real, Bertot, & Jaeger, 2014, p. 8). Australian research suggests that there is increasing evidence to suggest that a lack of access to or competency with digital technologies 'severely limits education, employment and economic prospects' (Broadbent & Papadopoulos, 2013, p. 4). In rural NSW and for the foreseeable future, either through computer terminals or WIFI, libraries will continue to be the only source of publicly available internet access.

There are however real challenges experienced by rural libraries and these include having up-to- date technologies and specialist IT support, staff with the skills and time, (Real, Bertot, & Jaeger, 2014) in addition to sufficient space within which to conduct training in the use of a library's technologies.

Internationally, research has given consideration to how libraries are used and the space needed to house collections and respond to different users with five types of user activity identified:

1. Information seeking
2. Recreation
3. Teaching and learning
4. Connection
5. Contemplation

Experience, internationally and locally tells us that some library patrons 'make use of all five types of space; others use only one or two. The environmental and social needs of each activity demand the development of separate spaces with specific characteristics—for example, spaces for silence and spaces for reading aloud; spaces for computers and spaces for books; spaces for meeting and for collaboration' (Peterson, 2005).

In many respects and for many what may seem to be counter-intuitive digital technologies are not reducing the need for space in our libraries or indeed reducing the need for public libraries. The public value of libraries in its broadest sense and that prescribed in the *Library Act* 1939 is in a 'broad sense – equivalent to the public interest or *the common good'* (Grant, Tan, Ryan, & Nesbitt, 2014).

In the context of local government service delivery and decisions about the allocation of an ever diminishing pool of resources public value is more than delivering a common good – it is about recognising that decisions about what is publicly valuable are not determined by market models the 'exercise of buying and selling goods and services' (Grant, Tan, Ryan, & Nesbitt, 2014).

A cost benefit assessment of the public value of Council's library service is outside the scope of this strategy. On the other hand, what is not outside the scope is establishing the concept of public value and the application of this model to an independent rural library service. The economic benefit of libraries is composed of both direct and indirect benefits realised within a community. (The Evolving Role of Libraries in Communities) Direct benefits, particularly during COVID19 pandemic and border closures, were that marginalised and technologically disadvantaged community members used Council's library services to access government websites, advice and technical help.

Examples of indirect benefits (public value of libraries) include improved literacy, digital skills as well as career development outcomes. Research shows that of local government service areas, libraries have some of the highest community satisfaction ratings. (Bailey, 2021, p. 6). Continued investment by local councils is, therefore, vital to ensure libraries can leverage technology to provide services in innovative ways, and to uphold their existing role in society both on the ever-growing online platforms, and continue to evolve to meet the changing landscape.

The State Library of New South Wales recognised with its (2009) *Bookends Scenarios* the multiple use of libraries by patrons and broadened conceptions of the public value of libraries. This publication noted that libraries are adept at meeting the challenge of change and that libraries' do this by reinventing themselves and by doing so remain relevant to their communities (NSW State Library, 2009, p. 3). These NSW State Library developed *Bookends Scenarios* discussed in detail in Section 4 describe four possible futures for library services and have been used in this review of the Council's Library Services Strategy to inform service planning.

A key outcome of the service planning (Bookends) scenarios conducted with staff (2021) is the validation given by Library staff to the growing importance of digital technologies; self-service portals and user defined service. While, this is not a new trend it is evident that a growing number of patrons now values our libraries as a virtual or digital hub. Furthermore, as the data needs of patrons, and the NSW State Library have grown so, too have the data needs our Library Services operations and data analytic systems. New data management systems which offer cost-effective cloud-based hosting and which in addition to providing traditional integrated library management and discovery, digital asset management and cultural collections solutions, now include additional integrated modules that provide digital content and event management solutions.

Trends NSW Libraries

Since 2018, the overriding trend with NSW public libraries is growth in usage. 2018-19 figures show[1]:
- 26 million visits to NSW public libraries
- 34.8 million loans
- over 3.4 million internet hours used by the public % 6.6 million WiFi sessions
- almost 3.1 million library members (44% of the NSW population)
- more than 73,000 public programs and events
- more than 1.5 million people attended public programs

Notable among these trends is the growth in the number of people coming through the doors and the increase in the lending of printed books and programs. Events are also a high growth service. In summary, the impact of technology has seen more onsite patrons, not fewer… Evidence shows that the importance of libraries to communities as a place and a destination has grown.

Older people and young people are the heaviest users of public libraries. The ageing of the NSW population and the rapid growth in the number of young families is a key contributor to the increase in public library demand.
(Public Library Statistics 2018-19, 2020, p. 3)

In summary, contemporary library services in New South Wales:

- Continue to meet their statutory obligation,
- Respond to challenges associated with being financially sustainable as the costs associated with acquiring books and technology increase
- Need to maintain expertise with digital technologies
- Meet the space requirements associated with contemporary libraries; and
- Demonstrate public value.

For rural libraries run by a single local government the evidence is clear that the public good is digital inclusion (Broadbent & Papadopoulos, 2013; Real, Bertot, & Jaeger, 2014) with the public value an increasing community benefit per capita return on investment (Bailey, 2021, p. 6).

3. Regional and Zone Co-operation

Berrigan Shire Library Service is a member of Public Libraries NSW (PLNSW).

Libraries in the Riverina are part of PLNSW's South West Zone. Library services in the region meet 4 times per-year to stay informed and work together to ensure our region's libraries are able to offer the best value for budgets and resources.

Currently South West Zone members are seeking to update the Library Management System of each Library Service within the Zone from Libero to Spydus[1] to ensure best long-term value.

Efficiencies and budget value underpin the need for change in this area and if achieved across the Riverina under agreement as a Zone, will improve the operational management capacities of smaller libraries such as the Council's Libraries services while ensuring that our Library Service remains vibrant and responsive to the changing needs of patrons.

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[1] Spydus parent company Civica, provides accounting management system, Practical Plus, to Berrigan Shire Council

4. Profile of Current Activity / Services

Council operates its library service 5 days per week and provides patrons with online access to its catalogue and a range of library services, which include e-Books, e-Audio, eMagazines, Inter Library Loans, reservations and loan extensions as well as extensive databases.

Compared to Councils of a similar size most with single branches or regional library structure, that invest $65 per capita the Council with its four branches invests, at $69 per capita in its Library Services. It also receives a population based subsidy from the State Library.

Table 1:   Library Expenditure

2019-20	$
Subsidy	62,659
Council	521,000
Per Capita	69

Before Covid-19 changed the trend in 2020, our Libraries were consistent with state trends of increased visits, more programs and activities being held and internet hours increasing. These trends are cautiously returning as patrons tentatively learn to resume normal life, assuming everyone follows COVID-19 protocols.

Opening hours vary between library branches and are constrained by the staffing complement and current budget although libraries across Australia were successful in their bid for increased funding in 2018, as noted above, this subsidy amount is currently double but will reduce annually until 2024.   Each library offers a full range of services and access to collections. All libraries also offer free 24/7 Wi-Fi access for members. Overdue fees were abolished in July 2020

Council library facilities began transforming 22 years ago and for the most part, are fit for purpose and fully accessible. Moreover, all libraries are centrally located, adjacent to local playgrounds and within walking distance of shops.

Table 2:   Hours Open Per Week x Library Branch

	M	T	W	Th	F	Sa	Total Hrs Open
Barooga			7.5		7.5	2.5	17.5
Berrigan		7.5		7.5		2.5	17.5
Finley			7.5		7.5	2.5	17.5
Tocumwal		7.5		7.5	3.0	2.5	20.5
Total Hours							73

Branches

Council's library branches are embedded not only in the street scape of each town, the type of activities offered, additional collections held, and opening hours are also place based which enhance community satisfaction.

Barooga

Situated adjacent to the Bullanginya Lagoon, part of the Murray Valley National Park, the new Barooga Library opened in March 2005, servicing Barooga and Cobram (VIC) residents and community groups. It is also the most multicultural of our libraries connecting through Wi-Fi access seasonal workers and backpackers to family and friends inter-state and overseas. With the creation of the new Challenge Park adjacent to Barooga Library, local families are utilising the library services much more.

Berrigan

Opened in July 2008, this branch reflects the character of Berrigan and history of Berrigan, as the 'conception' of Federation. In addition to being the administrative heart of our Library Service, the accessibility of its meeting room, film screenings and holiday programs are reflected in the popularity and diversity of library programs, and the engagement of Berrigan community in the development of this strategy.

Finley

Finley Library operates from the former and extensively renovated Murray Irrigation Limited building on the main street and highway and is co-located with 'Offices Spaces'. It is a library, social and community meeting place in a town that also hosts the region's high school and TAFE.

Tocumwal

Tocumwal Library was the first library to be replaced in 1998 and is now our busiest – highlighting the strength of community support for and the development trajectory of our Library branches. As the first library to be re-developed, we have learnt from the experience and ensured that as each new library branch was developed its facilities included an all hour's access meeting room. The Tocumwal branch is a vibrant community hub, attractive to locals and visitors. Tocumwal Library building was extended in 2019 to include a meeting room, multi-purpose and storage rooms and has become the Community Hub for Yoga, Tai Chi, Art, Film afternoons and regular meeting groups.

Membership

Using a life course lens the use of library services reflects the age and life stage of patrons and consistent with state trends (Public Library Statistics 2018-19, 2020, p. 31) as our population ages and we continue to experience steady growth with young families and children demand for libraries will be maintained and may even increase.

The following tables provide an overview of library membership and library use. Notably 52% of young people who live in the Shire and who are aged under 15 – 19 years are library users as are 56% of our older residents.

Table 3:   Library Membership

Membership	No.	% of Total Library Membership	Shire Pop	Library Members x age x % Shire Pop
0 - 14 years	201	5.8	1443	14
15 - 19 years	237	6.9	451	52
20 - 69 years	1,562	45.6	5152	30
over 70 years	1,045	30.5	1856	56
Total Resident Membership	3,045		8,902	34 %
Non Resident Members	226	6.6		
Institution Members	153	4.4		
Total Membership	3,424			
Opening Hours per week	73			

Our libraries hold a variety of items in general and age specific collections fiction and non-fiction books including large print, audio, graphic novel format and magazines. This is in addition to reference materials. The Library's digital collection is growing, with growth determined by take up of e-readers by the broader community.

Table 4:   Loans and Door Count Jul 2020 - Apr 2021

Loans (Jul 2020-Apr 2021)	25325	
Door Count	19163 (covid-19 restricted access)	
Total Stock	47,142	
Estimated Value	10,772,211.52	
Digital Loans(Jul 2019- Apr 2021)		% of Loans
e-book	1093	3.7
e-Audio	2495	8.4
e-Magazines	449	1.5
Total Loans	29362	

5. Informing the Strategy

Staff Workshop

A NSW Libraries *Bookends Scenarios* Workshop was conducted with Library Services staff. Rather than asking library staff to select a scenario based on their view of what our world could be like in future years. The characteristics of each scenario (appendix 1) prompted library services staff reflection on the likely future of Council's library services and preferred future. The insights gained corroborate the findings of a survey of library users. Apparent from the staff workshop was the demand placed on part time library staff to be sufficiently trained and knowledgeable in the use of technologies, digital information and in a manner that allowed them to be responsive to all ages. All felt strongly that Library staff should receive support to remain up to date in terms of their professional skills and knowledge.

Library Services staff are acutely aware that the likely future is significantly different from their preferred future. The spider's web (Figure 1) suggests that library staff believe that library users will want a library service that can be all things – a virtual space, catering for niche interests in a chaotic world, while all being a physical space that is general and chaotic. Leisure and education appear almost equally in each quadrant of this future. Not surprisingly, current staff identified that their preference would be a library service that was predominantly well-ordered viewed as a physical space but with ordered access and sufficient network capacity to cater for users who use the virtual services provided. This scenario essentially describes the current operations and model of the Library.
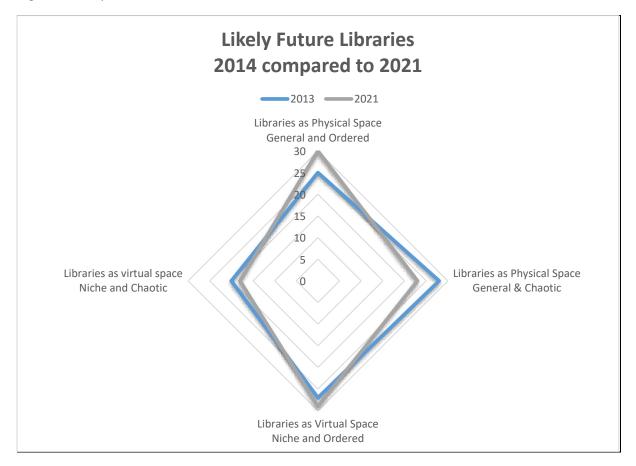
Scenario results

Table 5 presents the results of staff workshop investigating their view of the likely future of library services vis-a-vis their view of a preferred future for library services.

Table 5:   Staff Workshop Scenario Results

Scenario Libraries as …	Preferred Future (2021)	Likely Future (2021)	Preferred Future (2014)	Likely Future (2014)
Scenario 1 … Physical Space General and Ordered	28%	30%	42%	25%
Scenario 2 … Physical Space General & Chaotic	33%	23%	42%	28%
Scenario 3 … Virtual Space Niche and Ordered	19%	29%	8%	27%
Scenario 4 … Virtual space Niche and Chaotic	20%	18%	8%	20%

Figure 1 Likely Future 2013 & 2021

**Likely Future Libraries
2014 compared to 2021**

In 2014 Library staff suggested that it was likely that the library of the future would be chaotic, open to all and defined as a physical space with a shift toward libraries being virtual and ordered. Compared with the likely future in 2021 – analysis suggests that library staff believe that it is likely that these trends will continue with a strengthening of order / control requiring niche skills and knowledge in digital technologies.

This suggests that library staff in 2021 are aware of the pace of change or believe that it is likely that there is now more order and control possible in the digital or virtual library and that they are more confident that they can be agents of change and respond to change in the information, program and data needs of library patrons.

In response to the question '**What are we doing now that needs to change or stop doing?**
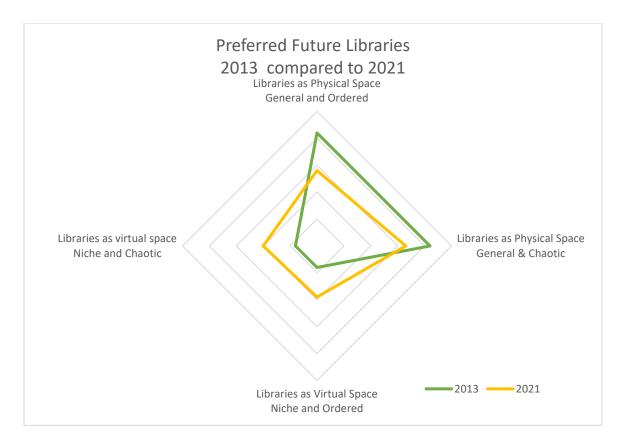
It is evident that library staff are attempting to run **two types of library service** – the traditional library ordered and open to all while also running a library service that is digital, catering for a niche clientele and able to master technologies and change in digital environment. The key issue with this approach is that both models are difficult to maintain, as these are polar opposites. Further this approach is heavily dependent on the skills, knowledge and experience of library staff – some staff are comfortable and have the skills, knowledge and experience to learn through trial and error and in doing so are able to assist patrons to do likewise.

Thinking about what needs to change – staff reported that they need to look at the impact of digital technologies, requests from patrons for assistance with digital accounts, use of personal digital devices – smart phones, tablets, lap tops. All confirmed that consistent with the Libraries Vision and CSP Outcomes & Delivery Program Objectives that it was their role to 'Support community engagement through life-long learning, culture, and recreation' -

Furthermore, it is also evident that the base funding model and training provided to staff is on the basis that library staff run a traditional library service where it is assumed that staff assist with traditional library technologies and that they do not necessarily provide support for the use of personal digital devices.

Figure 2 Preferred Future 2013 to 2021

Analysis

Based on the above scenarios – the preferred future of library staff is similar to that described by staff in 2013. It is also a direct contrast to the likely future described by staff in 2013 and 2021. There is greater awareness of the transition of libraries away from the traditional notion of library as a physical space with staff expressing their openness to finding a sustainable balance for library patrons. A balance between those who use their library for group / chaotic type activities, and the traditional library patron and the new patron who uses their library for its technology: digital natives and who expect that the library can assist them access digital information and in doing so answer any questions they may have.

In response to the question **Thinking about our preferred future are there any surprises?** and **What are we doing now that contributes to this future?**

Staff commented that their responses to preferred futures presented no surprises. All confirmed that library programming and having the physical space for programs/groups continues to be very important. Further most staff felt that library patrons accept the chaos that can accompany programs. It is the assistance library staff provide to older residents with their devices and who need to access online services, an activity that is resource intensive (niche – service) that is driving the trend toward Libraries from a physical space to a virtual space.

What skills, knowledge and training is needed to be a successful library service

Table 6 provides an overview of the response of library staff to questions about what they thought were important skills, knowledge and the training they needed or would like in the four years.

Table 6 Skills, Knowledge and Training

Skills	Knowledge/Experience	Training
Interpersonal skills • Empathy • Life-long learning • Optimistic – can do	Knowledge of local community Patron needs / interests Mental health MyGov Victorian and NSW Service Portals My Health Record New books/authors	• Dementia • Bullying • NapCan • Mental Health First Aid • First Nations Cultural Awareness • Use of Government and other agency platforms • Social media
Library skills **Books – processing** • Age appropriateness • Readers advisory • Curation **Circulation** • Library standards • Use of data bases/references **Cataloguing** • Retrieval and Storage • Principles **Multi-cultural** • English as 2nd language **Community Information** • Collect • Manage • Maintain Directory • Local Studies, Preservation	Experience in and knowledge of library skills as listed	• Use of Libero • Use of Libero - Crystal Reporting for service improvement • Use of State Library Data bases – currently under utilised • Readers Advisory Services • Cataloguing

What resources human, physical and financial are needed and where should these come from?

Additional resources – training related with financial implications associated with training.

Other options to be explored include – library staff recording impact of requests for assistance with digital technologies – it may be an option to suggest that funded agencies (Intereach) Finley Hub – outreach to libraries and provide this support.

Library is still four separate branches – no budget allocated for transport of books, mail, program items or staff between library branches. This cost is not being captured accurately. Staff deliver books in their own time, or attend meetings with most also choosing to not claim km or full amount of km to which they are entitled.

How will and has COVID19 impact on people's willingness to participate in group or library programs?

- Limited impact (Berrigan)
- Some people are wary of strangers
- Some patrons are still at home – not willing to come to the library
- Confidence is key – related to visible cleaning of books, tables, sign in register, hand sanitizer to continuing to offer programs

6. Survey Results

Library users and the broader community were invited to participate in a survey (Appendix 2) about Council's Library Services. Conducted over an eight week period March 2021 to May 2021 respondents completed an on-line survey or were able to request and complete at their library a paper-based copy of the survey. A total of 83 surveys were completed.

Briefly the results of this survey suggest that:

Where respondents live

Barooga 22%

Berrigan 11%

Finley 29%

Tocumwal 26%

Other 10%

- 32% of respondents use the Library or its services including online at least two to three times every month
- 83 % of respondents use the library service or its services in the past 6 months
- 79% of respondents identified that their local branch is the main branch of the library service
- 4% of respondents report visiting another branch
- Less than 1% of respondents suggested that they did not need to visit the library and would use only its online services

In many respects the survey results reflect the preferred future and the current configuration of our Library Services. That 58% of respondents identified their local branch as being the main branch of the Library suggests the place-based nature of the service and user's identification with their local branch.

Comments from survey respondents included requests for extension of operating hours, observations about the difficulties experienced if groups are running, or staff were assisting patrons with their devices. On the other hand, the comments from respondents were for the most part positive toward the service and the staff and are captured in Figure 3 a word cloud giving prominence to words that appeared frequently in respondents' comments. Thematically, the messages suggest that survey users positively and strongly value

- The Staff
- The library
- The space/sense of community its provides
- Library activities / resources; and
- Their town

Figure 3:   Survey Comments

7. Summary Analysis/ Recommendation

For the years to be covered by this Strategy it is apparent that no major changes are being envisaged or requested by service users in the delivery of the Shire's Library Services – other than additional print books and e-Audio/eBooks. Furthermore, the public value of the service, is its branch model, and its role in bridging for all age groups the digital divide. Analysis reinforced by survey results (Appendix 2).

Council's library branches play a significant place making role and despite Library staff efforts to promote the service as a service – library users identify with their branch. In the context of this community and given the distances between our towns, the absence of any form of public transport between our towns, this is not surprising.

Thinking about the future and the unlikelihood of rapid growth or change in our communities it is not surprising that survey results, and the preferred future of our Library Service is one that views libraries as being an ordered general physical and virtual space.

8. Strategy Framework

Over the next four years Council's Library Services will be guided by the following strategic outcomes

1: Inclusive Rural Library Service.

The Library Service will co-ordinate the delivery of library services information and recreation provision and aims to do so in a format that is relevant to and meets the needs and wants of rural library users and the broader community.

As a rural, stand-alone library service, it will continue to offer traditional collections while increasing access to digital content and improve the digital literacy of the broader community.

2: Responsive Community Hub.

The Library has a strong role to play in supporting the wellbeing community agenda, particularly in terms of, stimulation, bringing older people together, reducing isolation and improving socialisation. It is well placed to support creative activities, innovation and access to cultural opportunities for community members.

3: Library Operations and People Management.

To ensure that the size and mix of library staff support a range of services and programs which meet the needs of the community, all staff to be trained in Library Studies or be undertaking library training via TAFE or university. Suitably qualified staff will be able to support the needs of an inclusive contemporary rural library service by offering technical advice and be able to implement changes and improvements where necessary for their particular community. Staffing levels to be sufficient to deliver the services set out in the Library Act and other services appropriate for the library community needs.

4: The Digital Library

The Digital Age is carrying people forward at a rapid pace, to a degree that seniors cannot keep up. Public libraries are the quintessence of a centralised location where traditional resources and user-focused services combine with emerging technology, having the power to unite. Local government is well positioned to support operational cost that comes with introducing new programs, specialist activities and maintenance by offering digital training.

9. Library Services Strategic 4- year Action Plan

Berrigan Shire 2025 Strategic Objective: Support Community engagement through life-long learning, culture and recreation

Delivery Program Objective: Provide Opportunities for life-long learning, cultural expression and recreation

Operational Plan Action: Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2021-2025

Strategy Decision Making Framework

Council investment (human, physical and financial) in volunteer management of Council assets or service delivery using Council assets will:

- Be strategic;
- Be financially sustainable;
- Be evidence based;
- Support risk management; and facilitate
- Lifecycle asset planning and management.

Library Services Strategic Outcome: 1.0 Inclusive rural library

Library Services Strategic Activity: 1.1 Collections

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
1.1.	1.1.1	Improve marketing and promotion of each library's collections	Increased use of library facilities and services	Community Satisfaction Survey	1-2 years	Library Team

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
	1.1.2	Seek feedback from patrons on curation of collections	Collections meet patrons needs and interests	Quarterly Report	Ongoing	Library Team
	1.1.3	Facilitate inter-library loans	Collections meet patrons needs and interests		Ongoing	Library Team

Berrigan Shire 2025 Strategic Objective: Support Community engagement through life-long learning, culture and recreation

Delivery Program Objective: Provide Opportunities for life-long learning, cultural expression and recreation

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- Lifecycle asset planning and management.

Library Services Strategic Outcome: 2.0 Place-Based delivery of Library Services

Library Services Strategic Activity: 2.1 Library Events and Programs

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
2.2.1	2.1.1	Develop an annual program of Library Events: Literary Workshops, Travelling Exhibitions and School Holiday Activities	Engaged and informed communities	Quarterly Report	Ongoing	Library Manager Library Team
	2.1.2	Negotiate and organise missing copies of Berrigan Advocate to be microfilmed and	Better history collection	Increased users	1-2 year	Library Manager

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
		digitised. Ultimately to be uploaded to Trove.				
	2.1.3	Investigate and trial alternate opening hours	Opening hours matched to community interest	Alternate opening hours trialled	1-2 years	Library Manager/ DCS
	2.1.4	Partner with community groups and local museums in the digitalisation of local history	Local history is preserved	Website activity No: of collections digitalised	Ongoing	Library Team

Library Services Strategic Outcome: 2.0 Responsive community hub
Library Services Strategic Activity: 2.2 Opportunities for Seniors

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
2.2.2	2.2.1	Increase opportunities for participation by Seniors in Library programs	Active and engaged older residents	Annual Survey of Library Users	Annual	Library Manager
	2.2.2	Develop, in consultation with library branch users, an annual branch program of cultural, creative and recreational programs for Seniors			Annual	Library Manager
	2.2.3	Foster community involvement and volunteerism through celebration and recognition of volunteer effort/stories	Improved rates of volunteerism in local community	Annual Survey of Participation in volunteer activities'	Annual	Library Manager / Director Corporate Services

	Berrigan Shire 2027: Supported and engaged communities
	Library Services Strategic Action Plan 4 yrs

Berrigan Shire 2023 Strategic Objective: Support Community engagement through life-long learning, culture and recreation

Delivery Program Objective: Provide Opportunities for life-long learning, cultural expression and recreation

Operational Plan Action: Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2021- 2025

Strategy Decision Making Framework

Council investment (human, physical and financial) in volunteer management of Council assets or service delivery using Council assets will:

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- Support risk management; and facilitate
- Lifecycle asset planning and management.

Library Services Strategic Outcome: 3.0 Library Operations and People Management

Library Services Strategic Activity: 3.1 Professional Development and Training

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
3.1.1	3.1.1	All staff are trained in relevant library procedures and technologies	Professional and educated staff	BSC Staff Performance and Annual Review	Ongoing	Library Manager
	3.1.2	Staff to participate in professional development ie;– guest speakers, conferences, webinars, where possible include interested professionals from the broader community				

Library Services Strategic Outcome: 3.0 Library Operations and People Management						
Library Services Strategic Activity: 3.1 Professional Development and Training						
	3.1.3	Review in partnership with SW Zone the Libraries current management and operating system - Libero	Cost benefit analysis of change	Business Case is developed recommending retention or a new system	18 months	Library Manager

Library Services Strategic Outcome: 3.0 People management						
Library Services Strategic Activity: 3.2 Communication, supervision and support between branches						
Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
3.2.1.	3.2.1	4 days per week Courier service will operate between branches	Cost Effective use of Library Collections and patron satisfaction	Courier deliveries Kms travelled per quarter	Ongoing	Library Manager
	3.2.2	Active management and onsite supervision of branch personnel	Face to face supervision and support for Library personnel	Funds and transport resources allocated for this action Kms claimed per quarter	Ongoing	Library Manager

Library Services Strategic Activity: 3.3 Strategic regional partnerships						
Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
3.3.1	3.3.1	Identify funding, grant and sponsorship opportunities for collaboration between like associations	Collaboration and resource sharing	No. of projects developed	Ongoing	Library Manager
	3.3.2	Actively support established working groups set up to address professional issues	Enhanced knowledge, skills and expertise of staff	Staff survey No. and % staff attending working groups	Ongoing	Library Manager/Team
	3.3.3	Identify cost benefits across the Zone to work effectively together to implement changes ; ie Library Management Systems.	Collaboration and resource sharing	Cost savings	2022/23	Library Manager/Team

BERRIGAN SHIRE

		Berrigan Shire 2027: Supported and engaged communities
		Library Services Strategic Action Plan 4-yrs

Berrigan Shire 2025 Strategic Objective: Support Community engagement through life-long learning, culture and recreation

Delivery Program Objective: Provide Opportunities for life-long learning, cultural expression and recreation

Operational Plan Action: Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2021-2025

Strategy Decision Making Framework

Council investment (human, physical and financial) in volunteer management of Council assets or service delivery using Council assets will:

- Be strategic;
- Be financially sustainable;
- Be evidence based;
- Support risk management; and facilitate
- Lifecycle asset planning and management.

Library Services Strategic Outcome: 4.0 The Digital Library

Library Services Strategic Activity: 4.1 Online Promotion

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
4.1.1.	4.1.1.	Improve marketing and promotion of the services offered	Increased use of library facilities and services	Community Satisfaction Survey	1-2 years	Library Team

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
	4.1.2	Actively use social media, email, SMS and quarterly newsletter to communicate library events and service improvements	Better informed patrons	Quarterly Report of social media activity	Ongoing	Library Team

Library Services Strategic Outcome: 4.0 The Digital Library
Library Services Strategic Activity: 4.2 The Digital Services

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
4.2.1	4.2.1.	Provide at each branch access to digital data bases, online tutoring in communal study areas	Improved digital literacy learning, health and wellbeing outcomes	Survey of Library Users	1-2 years	Library Team
	4.2.2	Use digital technology to improve health literacy of library users	Improved access to health data bases and health literacy library users	Better community health and education	1-2 years	Library Team
	4.2.3	Market and promote health promotion data bases	Improved access to health data bases and health literacy library users	Better community health and education	1-2 years	Library Team

Library Services Strategic Outcome: 4.0 The Digital Library

Library Services Strategic Activity: 4.3 Provide digital training

Op.Plan Ref.		What will we do about it? (Actions)	What will be the result?	How will it be measured?	Time Frame	Who will coordinate it?
4.3.1	4.3.1.	Investigate options for staff and other agencies to provide/ assist patrons re; use of devices and website access such as mygov ;myhealth; ServiceNSW; etc	Digital inclusion for all residents	Staff hours and financial resources are allocated to this action	18 months	Library Manager
	4.3.2	Support patrons through programs and training to increase their digital literacy	Better educated seniors in technology and digital access	No. of people trained	Ongoing	Library Team

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