Library Services Strategic Plan

Berrigan Shire Council

October 2014

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 of 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)

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.

1.1 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.

1.2 Our Mission

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

1.3   Strategic Alignment

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

NSW 2021

Strategy: Strengthen our local environment and communities
Goal 27: Enhance cultural, creative, sporting and recreation opportunities
Goal 25: Increase opportunities for seniors in NSW to fully participate in community life
Goal 26 Make it easier for people to be involved in their communities

NSW State Library Strategic Framework Priorities 2013

- People and communities
- Staff and capability
- Collections and access
- Sustainability.

(NSW State Library , 2013)

Berrigan Shire 2023

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

1.4   Review Methodology

The Strategy has been informed by a literature review canvassing the social and economic impact of emerging trends and issues, a workshop held with library staff, Library Service activity data, a survey of library users, and focus groups which discussed and further explored survey results.

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 (Amberg, 2009; 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. An independent rural library service that New Public Management proponents and whole of government system reform proponents suggest should become a core function of a regional approach or joint council approach to the delivery of local government services (Local Government Independent Review Panel, 2013, p. 83).

Research commissioned by the Australian Library and Information Association 2013 provides an estimate of the contribution public libraries make to community welfare and economic activity (SGS Economics and Planning , 2013) answering two distinctly different questions firstly whether libraries are good value investments and secondly how much economic activity is generated by libraries and their operations. According to this research 'the larger the investment made into public libraries, the larger the benefits derived by the respective communities' (SGS Economics and Planning , 2013, p. 6).

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). *Bookends Scenarios* describes a number

of scenarios designed to inform service planning and these scenarios were used with Library Staff as part of the development of this strategy.

In summary, contemporary library services in New South Wales must

- Continue to meet their statutory obligation,
- Respond to challenges associated with being financially sustainable as the costs associated with acquiring and
- Maintaining expertise with digital technologies and
- Meeting the space requirements associated with contemporary libraries increases; 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 being an increasing community benefit per capita return on investment (SGS Economics and Planning , 2013, p. 6).

3   Profile of Current Activity / Services

Council operates its library service 6 days per week and provides patrons with online access to its catalogue and a range of library services, which include homework assistance, e-books, reservations and loan extensions.

Compared to Councils of a similar size Council invests, at $68 per capita, an additional $ 15 per capita in its Library Services. It also receives a population based subsidy from the State Library.

Trends - NSW Libraries

Since 2000, the overriding trend with NSW public libraries is growth in usage. 2012 figures show[1]:
- 35 million visits to NSW public libraries (up 30%)
- 48.5 million loans (up 10.5%)
- over 3 million internet hours used by the public (up 564%)
- almost 3.2 million library members (44% of the NSW
- population)
- more than 52,000 public programs and events
- more than 1.2 million people attended public programs (up 38% since 2008).
-

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.
(Office of Local Government , 2014, p. 31)

Table 1: Library Expenditure

2012-13	$
Subsidy	39,310
Council	588,507
Per Capita	68.50

Consistent with state trends visits to our libraries are increasing, more programs and activities are being held and internet hours are increasing. And, as our population ages programs and activities need to balance the needs of older users with young families.

Opening hours vary between library branches and are constrained by the staffing complement and current budget. Each library offers a full range of services and access to collections. All libraries also offer 24/7 Wi-Fi access for members who collect Wi-Fi access tickets during opening hours.

Council library facilities are less than 15 years old and for the most part fit for purpose and fully accessible. Moreover, all libraries are centrally located, adjacent to local playgrounds and within walking distance of shops.

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 is also place based.

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.

Berrigan

Opened in July 2008, this branch reflects the character of Berrigan and history of Berrigan, as the birthplace 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, and is co-located with the region's Early Intervention Service and the community-run Berriquin Toy Library. It is a new 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 hours access meeting room. Despite having no meeting room, the Tocumwal branch is a vibrant community hub, attractive to locals and visitors, many of whom participated in our recent survey and requested that Council investigate meeting room options.

Table 2: Hours Open Per Week x Library Branch

	M	T	W	Th	F	Sa	Total Hrs Open
Barooga	3.5		8.		3.5	2.5	**17.5**
Berrigan		7.5		7.5		2.5	**17.518.5**
Finley			7.5		7.5	2.5	**17.518.5**
Tocumwal		7.5		7.5	3.0	2.5	**20.521**
Total Hours							**73.**

Membership:

Using a life course lens the use of library services reflects the age and life stage of patrons and consistent with state trends (Office of Local Government , 2014, 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 58% of children who live in the Shire and who are aged under 10 years are library users as are 68% of our older residents.

Table 3: Library Membership

Membership	No.	% of Total Library Membership	Shire Pop	% Library Members x age cohort
Under 10 years	564	16	994	58
Under 20 years	240	7	959	25
Under 60 years	1446	40	4505	32
over 60 years	1280	36	1946	68
Total Membership	**3530**		**8412**	
Total Resident Members	**3256**			.
Non-Resident Members	**274**	**8**		
Door Count 2013-14	30,158			
Opening Hours per week				

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 2013 - 14

Loans 2013-14	35,330	
Total Stock	43, 556 items	
Estimated Value	$ 1.29 million	
Digital Loans 2013-14		**% of Loans**
e-book	572	1.31%
e-Audio	355	.81 %
Zinio	382	.87 %

4 Informing the Strategy

4.1 Staff Workshop

Using NSW Libraries *Bookends Scenarios* a 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 that underpin each scenario were used and library services staff reflected on the likely future of Council's library services and their preferred future as it related to each characteristic. The insights gained corroborate the findings of a survey of library users and focus group results. Also apparent from the staff workshop was the demand being place on part time library staff to be sufficiently trained and knowledgeable in the use of technologies, digital information and responsive to all ages. All felt strongly that Library staff needed to be supported 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 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

Figure 1: Staff Workshop Likely Future

Libraries as Physical Space General and Ordered

Libraries as virtual space Niche and Chaotic

Libraries as Physical Space General & Chaotic

Libraries as Virtual Space Niche and Ordered

- Value placed on libraries
- Impact of Technologies and Change
- Key Social Dynamic
- Society
- Economy
- Technology
- Energy
- Environment
- Government
- Information Supply
- Information Trust
- Work
- Space needs
- Books
- Family Life
- Leisure
- Cities
- Media formats
- Education
- Transport
- Social equity
- Library network
- Funding
- Copyright
- Staffing
- Library services
- Library Buildings
- Pricing
- Library Use
- Key Library User Method

Figure 2: Staff Workshop Preferred Future

Legend:
- Value placed on libraries
- Impact of Technologies and Change
- Key Social Dynamic
- Society
- Economy
- Technology
- Energy
- Environment
- Government
- Information Supply
- Information Trust
- Work
- Space needs
- Books
- Family Life
- Leisure
- Cities
- Media formats
- Education
- Transport
- Social equity
- Library network
- Funding
- Copyright
- Staffing
- Library services
- Library Buildings
- Pricing
- Library Use
- Key Library User Method
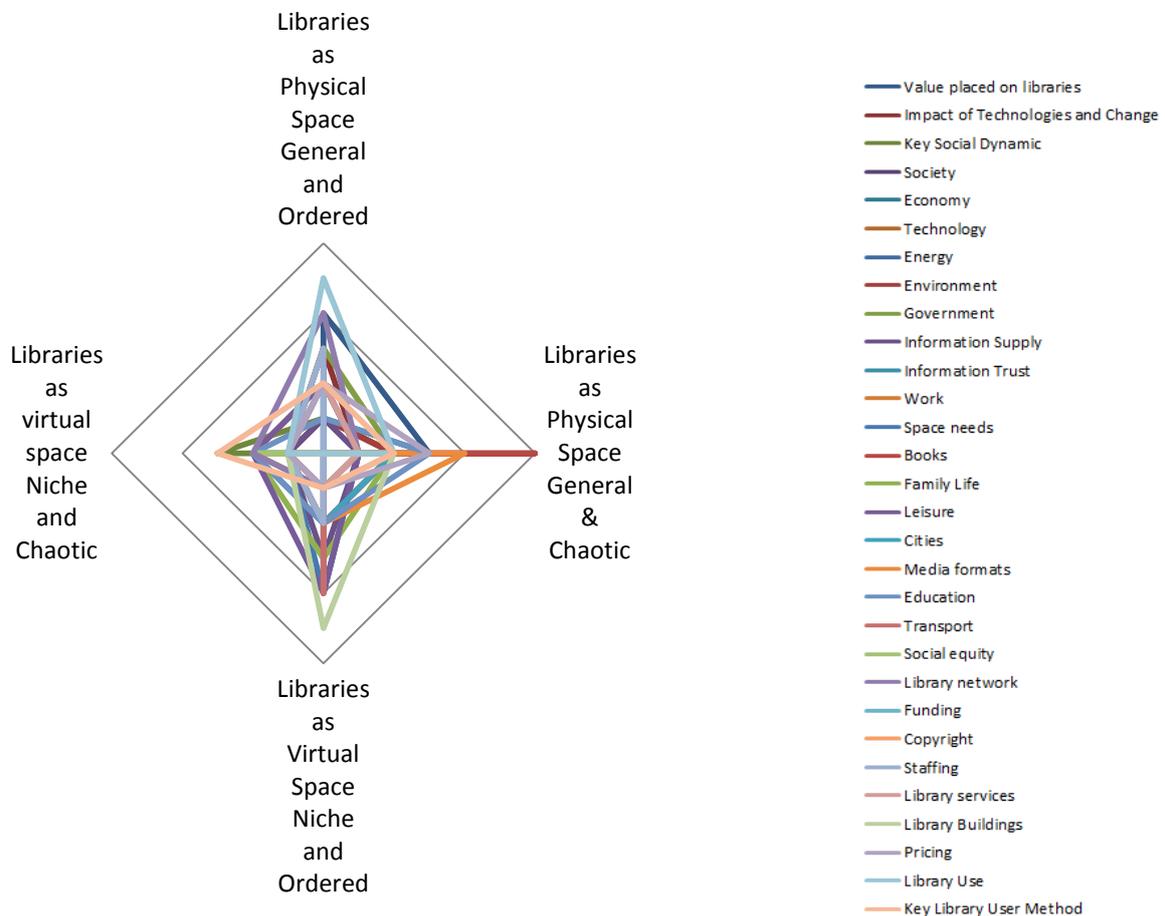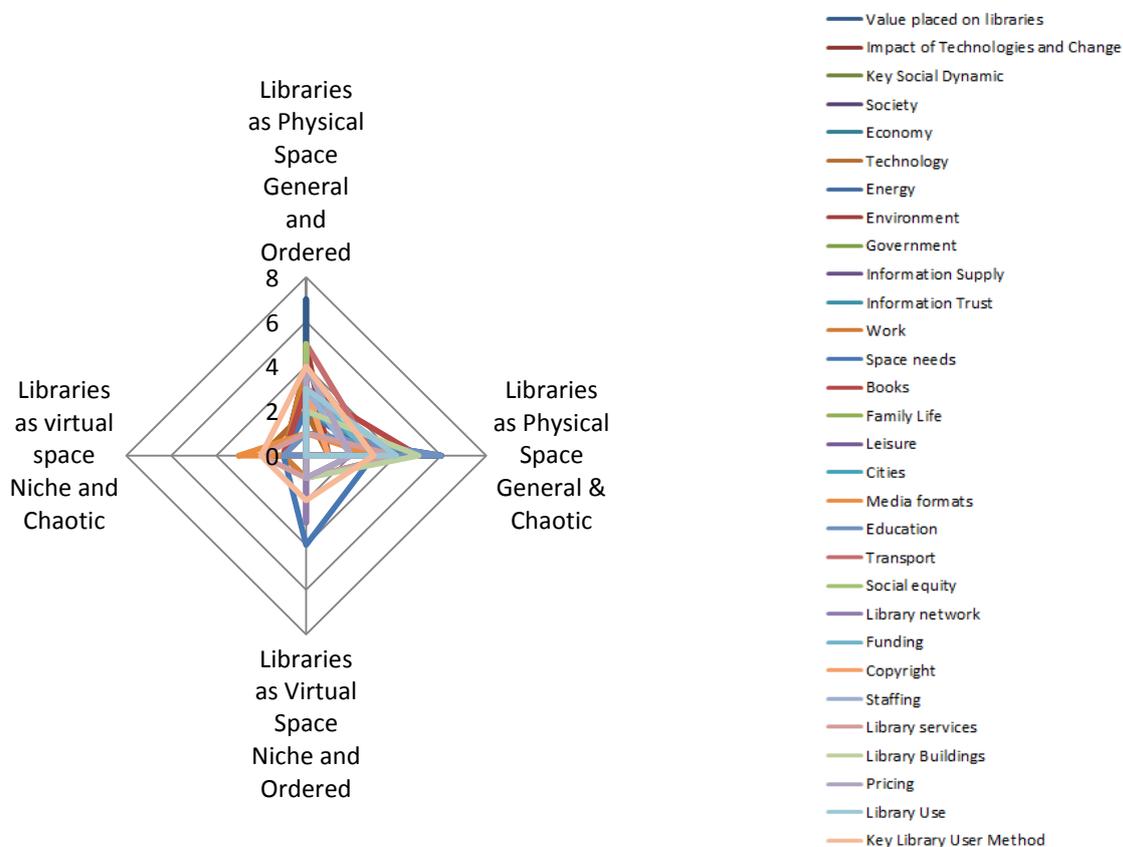
4.2   Survey Results

Library users and the broader community were invited to participate in a survey about Council's Library Services. Conducted over an eight week period March – April 2013 respondents were able to complete on-line or request a hard copy which was subsequently returned to Council's Libraries. A total of 216 surveys were completed.

Students from Finley High School also completed the survey after the formal close of the online survey as this group of library users had not accessed the survey online or through their local library. A copy of the survey and the results for each question are attached (Appendix I).

Briefly the results of this survey suggest that:

- 40% of respondents use the Library or its services including online at least once every two months

> ### *Where respondents live*
>
> - *Barooga 11%*
> - *Berrigan 30%*
> - *Finley 24%*
> - *Tocumwal 31%*
> - *Other 4%*

- 83 % of respondents use the library service or its services in the past 6 months
- 58% of respondents identified that their local branch is the main branch of the library service
- 10% 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
- 42% of respondents would like the Library to develop a Newsletter
- 48% would like SMS/Email or online notification of Library News, Reminders and Reservations

In many respects 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 users identification with their local branch.

Comments from survey respondents were overwhelmingly positive toward the service and the staff and as can be seen in the following word cloud giving prominence to words that appeared frequently comments received. 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

4.3 Focus Groups

The Focus Group highlighted that the Library Service needs to market services better. Many participants were unaware of the online catalogue and the ability of members to renew or reserve items online using their membership card. The Webpage, the way we communicate with members regarding overdue notices and events, all need to be improved as patrons have requested a better and more consistent information strategy.

Suggested ways to inform patrons is a regular newsletter via email reinforced survey results. Also they would be interested in SMS notifications for overdue and reservation reminders.

Survey and Focus Group results indicate that the following areas are to be improved:

- To better promote the Service
- Space – particularly in the Tocumwal Library
- Communications about library activities, events
- Access – extension of opening hours and book deliveries for patrons who cannot access the library

5   Summary Analysis/ Recommendations

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 meeting room space at Tocumwal. Furthermore, the public value of the service, its branch model, and its role in bridging for all age groups the digital divide has been reinforced by survey and focus group comments.

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, focus groups and the preferred future of our Library Service is one that views libraries as being an ordered general physical and virtual space.

Put simply and when set in a strategic context of the 'likely future' of Library services in NSW (the vast majority of which are servicing communities subject to rapid change and growth) what is valued by survey and focus group respondents is a continuation of our current town based model with improvements in access, service promotion and the use of online communication about our Libraries and activities. Strategy Framework

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

1:   Contemporary 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 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:   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 a 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 10 and other services appropriate for the library community needs

6 Library Services Strategic 4- year Action Plan

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 2014- 2018

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 Contemporary Rural Library Service

Library Services Strategic Activity: 1.1 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?
3.2.1.1.	1.1.1	Improve marketing and promotion of the services offered	Increased use of library facilities and services	Community Satisfaction Survey	1-2 years	Library Team
	1.1.2	Actively use social media, email, and quarterly newsletter to communicate library events and service improvements		Quarterly Report of social media activity	Ongoing	

Adopted 15 October 2014

Library Services Strategic Outcome: 1.0 Contemporary Rural Library Service

Library Services Strategic Activity: 1.2 Strengthen skills and knowledge

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?
3.2.1.1.	1.2.1	Provide at each branch access to digital data bases, tutoring and communal study areas	Improved learning, health and wellbeing outcomes	Survey of Library Users	1-2 years	Library Team
	1.2.2	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
	1.2.3	Partner with local health professionals in the planning and delivery of health promotion activities	Increased use of library facilities and meeting rooms for health promotion	Annual Report	Ongoing	Library Manager
	1.2.4	Market and promote health promotion data bases				Library Team

Library Services Strategic Activity:1.3 eSmart Accreditation

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?
3.2.1.1	1.3.1	Participate in eSmart Libraries accreditation	Improved cybersafety and awareness for all library users	eSmart Assessment	Ongoing	Library Manager

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 2014- 2018

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: 2.0 Responsive community hub

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?
3.2.1.1	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	Investigate options to increase floor space of Tocumwal Library	Access to space needed to conduct library programs/events	Suitable space identified	1-2 year	Library Manager
	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?
3.2.1.1	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 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 2014- 2018

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: 3.0 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?
3.2.1.1	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	Develop a program of professional development – guest speakers and where possible include interested professionals from the broader community				

Library Services Strategic Outcome: **3.0** People management

Library Services Strategic Activity: 3.2 Communication 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?
3.2.1.1	3.2.1	Daily Courier service will operate between branches	Cost Effective use of Library Collections	Courier deliveries	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?
3.2.1.1	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

7   References

Amberg, P. (2009). Where Angels Fear to Tread: A nonlibararia's view of the sustainability of rural libraries. *Aplis, 23(1),*, 28-32.

Broadbent, R., & Papadopoulos, T. (2013). Bridging the digital divide - an Australian story. *Behaviour & Information Technology*, 4 - 13.

Grant, B., Tan, S. F., Ryan, R., & Nesbitt, R. (2014). *Public Value Summary Background Paper .* Sydney: Australian Centre of Excellence for Local Government .

Library Council of NSW. (2013). *Annual Report 2012 - 2013.* Sydney : NSW Government.

Local Government Independent Review Panel. (2013). *Revitalising Local Government: Final Report of NSW Local Government Independent Review Panel.* Sydney: NSW Government .
NSW State Library . (2013). *Strategic Framework .* Sydney http://www.sl.nsw.gov.au/about/strategic_plan/: NSW Government .

NSW State Library. (2009). *Bookends Scenarios.* Sydney: Library Council of New South Wales.

Office of Local Government . (2014). *Comparative Information on NSW Local Government: Measuring Local Government Performance.* Sydney: NSW Government .

Peterson, C. A. (2005). Space Designed for Lifelong Learning: The Dr. Martin Luther King Jr. Joint Use Library. In C. o. Resources, *Library as Place: Rethinking Roles, Rethinking Space* (pp. 56-65). Washington: Council on Library and Information Resources.

Real, B., Bertot, J. C., & Jaeger, P. T. (2014). Rural Public Libraries and Digital Inclusion: Issues and Challenges. *Information Technologies and Libraries (March)*, 6 - 24.

SGS Economics and Planning . (2013). *National Welfare and Economic Contributions of Public Libraries.* Australian Library and Information Association .

VanderBerg, R. (2012). Converging libraries, archives and museums: overcoming distinctions, but for what gain? *Archives and Manuscripts*, DOI:10.1080/01576895.2012.735826.