bega valley
shire council

Bega Valley Shire
library

Bega Valley Shire Library
Strategic Plan 2020–2025

Acknowledgment

The Bega Valley Library Service acknowledges the traditional owners of the lands and waters of the Shire, the people of the Yuin nations, and show our respect to elders past, present and emerging.

Message from our Mayor

Welcome to the Bega Valley Shire Library Service Strategic Plan 2020- 2025.

In developing this plan we have listened to our community's aspirations and ideas for what our libraries could 'look like, feel like and be like' into the future.

People of all ages come together in libraries to connect and share with others. Libraries provide access to technology, a range of creative and innovative programs, meetings and study spaces and opportunities to engage in a host of activities.

Our libraries are dedicated to bridging the digital divide to ensure that no one is left behind. For some, this will mean learning to set up an email account, accessing online services, learning about social media and digital safety. For others, it will mean learning how to code, build robotics or tinker with electronics projects.

Our libraries also have a critical role to play in providing accessible and resource rich environments that evoke a love of reading. Literacy is an essential life skill for everyone, fundamental to all learning, a building block of education and integral to economic and social participation within society. Research shows that reading, not only for information but for pleasure, is good for you, benefiting an individual's health and wellbeing.

The feedback gained through our consultation has emphasised how much our community values the libraries we have now. As Mayor of Bega Valley Shire Council, I am proud of the commitment that Council has made to acknowledging and further strengthening the role our libraries play in our community. I thank everyone who has contributed their thoughts and ideas to shape the Bega Valley Shire Library Service Draft Strategic Plan 2020- 2025, and look forward to your continued participation in our library services.

Cr Kristy McBain, Mayor
Bega Valley Shire Council

Our Vision

To enrich the community through creative, future focused library services, supporting lifelong learning and strong community connections.

Contents

Executive Summary

Bega Valley Shire Library Service is highly valued by our local and visiting community. Alongside our expected services and our tailored collections of books and other resources, our libraries offer a range of cultural, creative and learning opportunities, and are places where the community can come together and connect.

Community needs and industry best practice in the library space are constantly changing. Libraries throughout Australia, and internationally, have been redefining their role and their services to meet changing needs. In the Bega Valley, our libraries are responding to growing demands for technology services, new approaches to learning, an increased focus on inclusion and accessibility, and the community's desire to actively participate in programs and activities. Walk into any of the Shire's libraries on any day and you might find yourself immersed in an author's talk, a design workshop, an exhibition by local artists, a yoga class, story telling activities, or a guided local history exhibition. Our libraries are also reaching beyond the library walls to engage new users and promote new learning opportunities.

The Bega Valley Shire Library Service Strategic Plan 2020-2025 will lead the direction of the library services over the next five years. The plan is informed by feedback from library users, our community partners and library staff who know and understand our customer needs well. It is also informed by peer review and research into the library sector, an analysis of our changing demographics and of the performance of the Library Service against other libraries in NSW.

The Bega Valley Shire Library Service Strategic Plan 2020-2025 sets out our overall vision and five key priority areas. The Library Service is in a strong position to deliver on its vision and aspirations, with Council support, via the strategic priorities outlined in this document.

To ensure accountability, this plan includes a range of performance indicators against which the Library Service will measure itself during the implementation of the Plan.

Our Vision

To enrich the community through creative, future focused library services, supporting lifelong learning and strong community connections.

Our Strategic Priorities

Active Connections	To build participation through strong collaborations and the creation of inclusive community hubs.
Inspiring Spaces	To foster innovation through cutting edge technologies, multipurpose spaces and functional design.
Dynamic Collections	To provide contemporary and relevant collections for all users.
Lifelong Learning and Creativity	To stimulate a culture of lifelong learning, exploration and creativity.
Sustainability	To demonstrate sustainable practices across all aspects of the library service.

Our Library Service

The Bega Valley Shire Library Service is a valued and important community asset operated by the Bega Valley Shire Council. With four locations; Bermagui, Bega, Tura Beach and Eden, and with a range of outreach and online services, the Library Service plays a vital role in the learning, creativity and connectivity of our communities.

Library Snapshot 2017-2018

197,321
visits to
our libraries

29,994
members of Bega
Valley Libraries

252,158
items loaned
from our libraries

11,457
attendances at
programs/events

135,200
information
requests received

312
events
held

71,702
collection
size

16,219
computer
bookings

110,837
Wi-Fi
logins

A valued community service

The Library Service routinely adjusts its services based on the regular feedback from library users and community partners. Evaluations regularly reflect a high level of satisfaction, particularly in relation to customer experience.

In November 2016, an Independent Customer Satisfaction survey was held across all Council service areas to measure the level of importance and level of satisfaction by service area. Responses were collected through telephone surveys, with data weighted to provide a representative sample of the region in terms of demographic profile (gender and age) and the region's national population figures. The survey showed that 76% of the 755 respondents ranked the importance of our Library Service as high, and 69% of respondents ranking a high level of satisfaction in library services.

Feedback from community partners in 2018 reflected a high level of satisfaction in our outreach programs and a strong desire to build on previous programs into the future.

Key achievements from 2015 to 2018

The Bega Valley Shire Library Service's first Strategic Plan was developed in 2015 and has set a strong foundation for the current library service. The key outcome areas from that plan were:

- Well utilised library services, programs and spaces that connect, inform and inspire
- Customer focused, innovative library staff working as an integrated team
- A culture of innovation and continuous improvement
- Good governance

Under this framework key achievements in the last four years have included:

- The introduction of collection tracking and evidence-based collection management

- The establishment of the new Tura Marrang Library and Community Centre

- New public spaces and meeting rooms in Tura Marrang and Bermagui Libraries

- Increased collaboration with Council's Customer Service, the Bega Valley Regional Gallery, Waste Services and Communications teams and increased co-design of community engagement activities

- New partnerships with local history groups and digitisation projects

- Increased volunteering in a range of library programs and operations

- Growing new services for increasing numbers of University of Wollongong students

- Developing clear library branding to promote services and provide cohesion to our physical and virtual spaces

- The implementation of self-serve check-out across all four libraries

- The implementation of a new collection plan and new collection management tools

- Establishment of a multi-skilled library leadership team and a staffing structure which enhances service equity across the Shire

- The development and implementation of a Library Technology Plan

- The expansion of IT equipment and programs; 3D printers; sound and video production tools

- Increased technology training options delivered across the Shire

- New partnerships with schools and community partners to deliver a range of outreach programs

This Plan aims to build on these achievements as we look forward to our priorities over the next five years.

Developing our Strategic Priorities

Community Strategic Plan

The starting point for the development of this plan is through Council's adopted Community Strategic Plan.

The Bega Valley Shire Community Strategic Plan 2040 is a long-term visionary plan that defines our community's priorities and vision for the future. It is the main strategic and aspirational document for our community and its purpose is to help build a stronger and better Bega Valley Shire.

The six outcome areas of the Community Strategic Plan are:

- Active and Healthy Communities

- Employment and Learning Opportunities

- Sustainable Living

- Liveable Places

- Connected Communities

- Strong Consultative Leadership

This Library Strategic Plan responds to the community aspirations across a range of theme areas. It has a particular focus in the theme areas of Employment and Learning Opportunities and Liveable Places.

COMMUNITY VISION
10 years +

Working towards our FUTURE!

Your place Our place Great place

Consultation

Feedback from stakeholders on potential improvements to our collections, spaces, programs, technology and future opportunities has been vital to the development of our future priorities. Input came from:

- User feedback was obtained via an online library member survey completed in August 2018, program evaluations and feedback garnered through suggestion boxes in all libraries. In total, 1,387 responses were received.

- Feedback from community partners was gained through a short survey, an analysis of program evaluations and interviews with key partners.

- An online survey to all permanent and casual staff. 25 responses were received, representing 100% staff

- Library staff planning days in 2018. These days provided staff the opportunity to contribute ideas to the strategy, respond to the outcomes of the staff and user surveys and contribute to priority themes.

- Input from other service areas of Council at team meetings.

Research

Background research and peer review have played an important role in the development of this Strategic Plan. Research has been largely divided into two key areas:

• Our community profile – understanding our current community demographics and population forecasts through Australian Bureau of Statistics

• Best practice benchmarks – reviewing our own data and benchmarking against State Library NSW reports and guidelines, comparative information about other NSW public library services and national peak bodies such as Australian Library and Information Association (ALIA) and Global Guidelines such as United Nations Sustainable Development Goals

Bringing it together

In response to staff and community feedback, our demographic analysis and research into best practice in libraries, five main strategic themes have emerged which will be the focus of the development of the Library and its services for the next five years.

Checking in

This draft Library Service Strategic Plan will be placed on public exhibition for broader community comment, with feedback incorporated into the final plan to be presented to Council.

What we heard

What we heard from our library users and partners

Every year we have over 197,000 visits to our Library Service and an active membership of over 11,000 people, almost one third of the Shire's population. Users are actively involved in all aspects of our libraries, and regularly provide feedback on what's working well, and what improvements they would like to see in the library space. Our library users and partners have told us that:

- Communities have strong ownership of library spaces

- Our libraries connect communities and reduce social isolation

- Our libraries are valued as an engagement /contact point for Council services and to hear about what's happening in local communities

- Our book collections remain a high priority

- Libraries are technology hubs and relied on as an access point to new technologies

- Accessible spaces are important for an ageing population

- Library spaces need to cater for a variety of uses and community members; some people value quiet spaces to relax, others want to see more activity in spaces

- Programs, collaborations and partnerships are highly valued

- Partners are keen to build and increase activities delivered within and outside libraries

Feedback and advice from our library staff

Our staff are the face of libraries and are passionate about delivering best practice services. They have a deep insight into customer needs, they engage library users daily and adapt services in response to customer feedback. In developing this plan, staff contributed ideas on programs, technology, operational matters and opportunities for future improvements.

Staff identified a range of priorities and potential opportunities including:

- Creating effective and inviting community spaces

- New ideas for program planning to ensure we continue to engage new people

- Readiness to cater for community demands for technology assistance in and outside of libraries

- The role the library has in supporting our community to learn and connect

- The importance of a local history collection plan

- The importance of outreach services

- Improvements to working spaces, work flows and the adoption of new equipment to manage resources

- The importance of sustainable practices and the expansion of our profile as a sustainable business

- The changing use of libraries e.g. the increase in people working remotely from library spaces

Feedback and advice from other Council service areas

Our feedback tells us that the connections between libraries and other areas of Council have grown over the past five years. From other areas of Council, we have heard:

- The integration of the Community Development team in library spaces increases engagement in both areas

- The library has successfully been used as a place to promote Council services e.g. FOGO and see the potential to build on these engagement opportunities

- There is potential for increased collaboration between libraries, Bega Valley Regional Gallery, Bega Valley Commemorative Civic Centre, and Bega Valley Regional Learning Centre

- Staff would like to increase opportunities to work across all of the libraries

- Communication could be improved between libraries and other Council areas in relation to Council activity in localities

This internal consultation will continue through the public exhibition period of this plan. In order to identify future collaboration opportunities to enhance the libraries role as an information and engagement point for Council services.

What research tells us

Community Demographics

Bega Valley's estimated resident population for 2018 is 34,356 and is forecast to grow to 38,138 by 2036. This represents an average annual change of 0.58%

The Bega Valley community (compared to Regional NSW as a whole) is characterised as follows:

CURRENT PROFILE

Source: ABS 2016 census data

Median Age
Bega Valley Shire : 51
NSW : 38

Vocational
Bega Valley : 24%
NSW : 23%

Median weekly household income
Bega Valley : $987
NSW : $1,481

Unemployment
Bega Valley : 5.4%
NSW : 6.3%

Couples with Children
Bega Valley : 20%
NSW : 32%

Lone person household
Bega Valley : 28%
NSW : 22%

Older couples without children
Bega Valley : 16%
NSW : 10%

Internet connection
Bega Valley : 73%
NSW : 78%

Bachelor or Higher Degree
Bega Valley : 15%
NSW : 23%

SEIFA Index of Disadvantaged
Bega Valley : 976
NSW : 1,001

POPULATION FORECAST

	2016	2036
Infants (0 to 4)	1,619	1,683
Primary (5 to 11)	2,692	2,651
Secondary/Tertiary (12 to 24)	4,354	4,097
Young workforce (25 to 34)	2,762	2,790
Parents and home builders (35 to 49)	5,371	5,432
Older workers and pre-retirees (50 to 59)	5,615	4,958
Empty nesters and retirees (60 to 69)	5,930	6,184
Seniors (70 to 85+)	5,603	10,346

What our demographic profile means for our Library Service

The current and projected characteristics of the Bega Valley community indicate some specific areas of focus for Libraries planning:

- Ageing of the population indicates a need for services and programs for older people who are both "ageing well" and those who are facing health and mobility challenges – for example tailored programs, an increased focus on large print and audio-visual items in the collection, response to anticipated increases in demand for home library services and learning options to provide technology skills for seniors.

- An increase in the number of people who will require assistance for core activities of daily living points to a need for increased online access and the creation of accessible spaces, with adaptive technologies.

- Higher levels of community disadvantage indicate a need for services that are free, inclusive and accessible to all members of the community and that provide opportunities for lifelong learning. Staff need to be responsive to a range of customer needs and expectations.

- Lower levels of internet access in people's homes indicate the importance of maintaining and expanding technology services, free public computers, Wi-Fi access and technology learning and skills support.

- Lower levels of car ownership, combined with limited public transport infrastructure and the geographic characteristics of the Bega Valley Shire underline the importance of a library service that is dispersed across a number of localities and that meets State Library of NSW guidelines for per capita service provision, proximity and access.

- The forecast increases in lone person households highlight the importance of our libraries to provide space and a place for local individuals, groups and communities to visit, spend time and to feel a sense of ownership and belonging.

Library Benchmarks

We monitor our statistics against the latest State Library NSW Benchmarks. This helps us to understand how we are tracking against industry best practice, and to identify areas for further focus.   For the purpose of this plan, Bega Valley Shire Council is in the cohort of 'Urban Small'. Categories are based on population sizes. Capita is based on the Bega Valley Shire's 2018 population figures of 34,356.

	BVSC Libraries	Benchmark for Urban Small	Benchmark for NSW
Total expenditure per capita	$40.03	$59.35	$51.10
Membership % of population	32.45%	43.73%	40.9%
Visits per capita	5.74	4.28	4.15
Library material per capita	2.39	2.18	1.93
Expenditure of library materials per capita	$2.79	$5.42	$4.82
Acquisitions per capita	0.18	0.24	0.21
Circulation per capita	6.92	5.57	5.05
% of library collection purchased in the last 5 years	55%	45.9%	49.2%
% of library collection purchased in the last 10 years	77.%	75.17%	76.8%

	Current Floor Space	Benchmark for current population	Benchmark for population forecast 2031
Floor space - Bega Population catchment from profile ID areas- Bega District, Bega Rural, Tathra and Kalaru *Note- Bega Library is categorised as the Shire's Central Library	505m²	1,038m²	1,100m²
Floor space - Bermagui Population catchment from profile ID areas- Bermagui Coast, Wapengo District and Rural North	424m²	335m²	359m²
Floor space - Tura Marrang Population catchment from profile ID areas- Pambula District, Merimbula and Millingandi, Tura Beach and Mirador	615m²	810m²	883m²
Floor space - Eden Population catchment from profile ID areas- Eden Coast and Rural West	230m²	457m²	480m²

Strategic Priorities

In response to what our community told us, our demographic analysis, and research into library best practice, five key strategic priorities have emerged which will guide our library services over the next five years.

The strategic priorities are:

- Active Connections

- Inspiring Spaces

- Dynamic Collections

- Lifelong Learning and Creativity

- Sustainability

Actions on strategies are identified with an indicative timeframe for their implementation.

- **Short term actions** will be undertaken in 2020

- **Medium term actions** will be completed between 2020 and 2023

- **Long term actions** will be completed over the 5 year life of this plan.

It is acknowledged that progress against many of these actions will occur on an ongoing basis.

Vision

To enrich the community through creative, future focused library services, supporting lifelong learning and strong community connections.

Strategic Priorities

Inspire Create Discover Explore Connect Innovate Learn Share

Active Connections
To build participation through strong collaborations and the creation of inclusive community hubs.

Inspiring Spaces
To foster innovation through cutting edge technologies, multipurpose spaces and functional design.

Dynamic Collections
To provide contemporary and relevant collections for all users.

Lifelong Learning and Creativity
To stimulate a culture of lifelong learning, exploration and creativity.

Sustainability
To demonstrate sustainable practices across all aspects of the library service.

Active Connections

Objective:

To build participation through strong collaborations and the creation of inclusive community hubs.

We aim to ensure our Library Service provides vital hubs for connection and collaboration. Many people come to the library to connect with other people. For some, this might be the alone-together intimacy of reading in the company of others, while others want to meet like-minded people, share skills, knowledge and conversation.

We create library experiences designed around people. To do this, we are committed to providing best practice services. Key to this are our professional networks with the State Library NSW, Australian Libraries and Information Association and the Public Library Network.

We will continue to reach out across the community to partner and work with other groups and organisations, to find ways to deliver our services beyond the library walls. We will also search for new partnerships and work together with community organisations, service providers, local business, commercial sector, different levels of government and volunteers. We will seek to increase collaborations in what we do to bring the best to our community.

Through increased connections within Council, we aim to be an accessible contact point for people across the Shire seeking information on broader Council services and to facilitate Council's engagement with local communities.

Short Term Actions

- Review our home library service to improve access to library services.
- Utilise emerging communication technologies to promote library services to library users and new audiences.
- Implement cultural awareness training for all library staff.
- Maintain and develop professional networks with the State Library of NSW, Australian Library and Information Association, Public Libraries Network to ensure our libraries meet best practice standards.
- Expand opportunities for groups to use libraries as meeting places after library hours.

Medium Term Actions

- Grow our internal and external partnerships to enhance library offerings.
- Grow connections with our local Aboriginal communities and implement signage in all libraries to share and celebrate our cultural heritage.
- Develop a program of community participation and customer feedback, utilising this feedback to enhance our services.
- Work with the Community Development team to build the capacity of community members to develop and run their own programs and activities in library spaces.

Long Term Actions

- Increase our community networks to provide more opportunities for the community to connect and be well informed.

Performance Indicators

- ✷ Increase in membership % of population
- ✷ Increase in the number of library users (of collections, resources, space and online)
- ✷ Increase in partnerships with Council teams and community groups
- ✷ Increase in community satisfaction based on Council's customer service survey
- ✷ Increase visits per capita
- ✷ Increased reach through social media as measured through increased interaction

Inspiring spaces

> **Objective:**
>
> *To foster innovation through cutting edge technologies, multipurpose spaces and functional design.*

Our centrally located libraries bring life and activity to our towns and play an important role in activating public spaces. By planning and designing our libraries well, we know we can attract new users and foster innovation and ideas. Our libraries are welcoming, safe and inclusive spaces which reflect the needs of all our user groups and foster our communities' sense of identity.

Our customers tell us they want our libraries to cater for a range of purposes and age groups including children, young people and older residents. We will respond to this by creating accessible and flexible spaces which provide public access to our range of resources, and which also allow exhibitions, displays and interaction with others.

We recognise that technology will also drive changes in our library spaces and we will adjust to support new ways of learning by enhancing public Wi-Fi, supporting virtual work spaces, and Makerspaces.

By building on opportunities provided by our co-location with other organisations, and by seeking new opportunities for redevelopment, we aim to ensure the floorspace of our libraries meets current and emerging community needs.

Short Term Actions

- Review existing floor plans and layouts to identify options for improvement .

- Involve the community in the co-design and prioritisation of space upgrades, ensuring we listen and respond to local needs across the community.

- Review and update the Library website, including:

  - reviewing customer satisfaction and current usage,

  - maximising usability and attractiveness of design, and

  - identifying innovative web-based technology that delivers effective, relevant features.

- Create spaces to showcase new technologies.

- Develop a 2-year technology plan to guide the purchase of new technologies.

- Increase movable shelving and furniture to maximise flexible spaces.

- Explore opportunities to reduce duplication and maximise opportunities through co-locating with other organisations.

Medium Term Actions

- Investigate new sites or renovation opportunities for Bega, Eden and Bermagui branch Libraries.

- Activate the outside courtyard at Tura Marrang Library.

- Upgrade Wi-Fi access in Bermagui, Eden and Bega libraries.

Performance Indicators

- ✳ Increase in specific-use spaces
- ✳ Growth in room bookings
- ✳ Increased floor space for Bega, Tura Marrang and Eden libraries

Dynamic Collections

Objective:

To provide contemporary and relevant collections for all users.

Our collections underpin everything we do. They continue to evolve so we can respond to diverse community needs and open doors to new and exciting ways to learn and share.   In order to curate inspired collections our library service must understand what inspires our community. We encourage feedback about what our communities want to see and use in our libraries.

Changes to the publishing industry and technological advances will continue to increase the information formats that we offer our customers. eBooks have been introduced and embraced by many customers, while others prefer traditional formats for their reading. The Library Collections Strategy will monitor these trends and balance customer preferences as new technologies emerge. We will continue to look at innovative ways to maximize our collections through consortiums and other arrangements with our public library networks.

The Library Service has an important role to play as a collector and creator of local content. We aim to increase our commitment to local history by creating better access to our current collections, leading the active collection of new content, creating linkages with local history groups and museums, and by providing the community opportunities to showcase artefacts and tell their stories.

Short Term Actions

- Streamline processes to enable customers to recommend purchase of titles for the library collection using online software.

Medium Term Actions

- Revise collection management plan to procure, manage and maintain our collections in accordance with best practice.
- Identify digital content that enhances, rather than replaces, traditional physical collections, forming a complementary suite.
- Increase our collection of items of local community and cultural significance.
- Explore further collaborative opportunities for resource sharing with library services and public library networks.

Long Term Actions

- Provide a balance of the various resource formats, underpinned by evidence-based planning.
- Seek new opportunities to collect, preserve and share historical and cultural heritage of the Bega Valley in innovative ways.

Performance Indicators

✴ Maintain or grow library material per capita

✴ Increase circulation of collections

✴ Maintain or grow circulation per capita

✴ Maintain or increase acquisitions per capita

✴ 50% of library collection purchased in the last five years

✴ Expansion of range of relevant formats and resources

✴ Increase in Local Studies collection access and use

✴ Increase in collection of items of local community and cultural significance

Lifelong Learning and Creativity

> Objective:
>
> *To stimulate a culture of life-long learning, exploration and creativity.*

Our libraries are dedicated to supporting the community's learning needs at all stages of life and in bridging the digital divide. From creative play to scheduled learning activities, and basic to advanced skill levels, everyone can find an opportunity to learn and grow.

Our libraries will have a critical role to play in providing accessible and resource rich environments that encourage everyone to improve literacy skills and evoke a love of reading and learning throughout their lives. We will continue to provide one-on-one support for individuals with low literacy, and/or low digital literacy skills, to navigate eGovernment platforms, fill out forms, apply for jobs online, access social media and improve their digital safety.

By partnering with other educational institutions, our libraries will improve opportunities for training and education in the Shire. Over the next five years we plan to strengthen our partnerships with tertiary institutions schools and other training organisations to foster new learning opportunities.

We see a growing demand in the Science, Technology, Engineering and Mathematics (STEM) area. To meet these challenges, we will focus resources on innovative and engaging programs that support STEM learning outcomes.

Medium Term Actions

- Provide relevant technologies to support learning opportunities and improve digital literacy in our community.

- Introduce new programs and activities that attract new target audiences and non-traditional library users.

- Provide adequate and flexible resources to stimulate independent learning and creative exploration both inside and outside of the physical library.

- Grow partnerships with schools and tertiary education providers including the University of Wollongong Innovation Hub.

- Grow activities that engage young people in the library space.

- Partner with others to promote learning opportunities in STEM areas.

Long Term Actions

- Develop our library's collection to support identified learning and creative needs of the community.

- Deliver programs, activities and events for people at all stages of life to learn, play and explore.

Performance Indicators

✶ Increased numbers of students serviced through the Memorandium of Understanding (MOU) with University of Wollongong (UOW)

✶ Increased loans of UOW materials

✶ Increased local history projects

✶ Increased partnerships with education providers

✶ Increase in the number of targeted programs

✶ Increased number of activities engaging young people in library services

Sustainability

Objective:

To demonstrate sustainable practices across all aspects of the library service.

Our definition of sustainability covers both our environmental responsibilities and the ongoing social and economic growth and evolution of the Library.

Our library services are intrinsically grounded in environmentally sustainable practices, through our core business of sharing resources. We are proud that our collection rates have a higher circulation rate per capita (6.92) than the NSW average (5.05) and that we maximise our resources to ensure our equipment and services are shared across multiple users. The Australian Library and Information Association (ALIA) has also outlined how public libraries support and contribute the UN Sustainable Development Goals 2018.

The consumption of finite resources and sustainable development are key concerns of our community and therefore high priority in our library. We will build on our environmentally friendly platform – developing further, innovative ways to manage resources, provide information and education, and role model environmentally sustainable practices.

We will ensure that our business practices and technologies are fit for purpose and able to adapt and evolve, seeking opportunities to ensure we are financially sustainable over the long term. The introduction of technological tools and streamlined processes will support staff to focus on creating great customer experiences through "front of house" service duties. Ensuring our staff and volunteers have appropriate training and development will be essential to the future success of our Library Service.

Short Term Actions

- Provide opportunities to the wider community to be actively involved in sustainable thinking through the hosting of special events (e.g., film screenings and panel discussions about sustainability and environmental topics) and raising awareness of sustainability practices.
- Reduce physical waste in library services through control of printings and increasing use of renewable and recycled materials.

Medium Term Actions

- Develop workforce development plans to ensure library staff and volunteers have the skills required to deliver quality library services including, addressing skills gaps, planing for emerging skills and linking to organisational imperatives.
- Identify potential risks to the Library's business continuity taking steps to ensure technology assets are adequately resourced.
- Seek opportunities to increase external funding sources to supplement core library services.

Long Term Actions

- Maintain and renew facilities and equipment to be fit for purpose, with consideration given to environmental impact.
- Optimise staffing structure and resources to enable the strategic direction.
- Review recruitment and retention of library volunteers to ensure match is achieved between volunteer and library needs.

Performance Indicators

- ✸ Increase in participation in professional development activities among library workforce
- ✸ Increased staff satisfaction as measured by Council staff satisfaction survey
- ✸ Increased use of self-service options
- ✸ Increased expenditure of library materials per capita
- ✸ Reduction in electricity charges
- ✸ Increase volunteer numbers across library services

Monitoring and Evaluation

The evaluation of our progress against this plan will occur on an annual basis as part of Council's business planning cycle. Performance indicators will be measured on a quarterly basis, reported annually to the State library of NSW, and published in Bega Valley Shire Council's Annual Reports and on Council's website.

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Office Use - Document Control

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1	12.06.2019	Draft for public exhibition	Library Services	Manager, Community Connections	Director, Community Environment and Planning
2	7 August 2019	Final version	Library Services	Library Services Management	Director, Community Environment and Planning