

11.4. DRAFT SVC LIBRARY STRATEGIC PLAN 2022 - 2026 - ATTACHMENTS

Attachment Titles:

1. DRAFT Snowy Valleys Council Library Strategic Plan 2022-2026

Attachment 1 - DRAFT SVC LIBRARY STRATEGIC PLAN 2022 - 2026



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Acknowledgment of Country

Snowy Valleys Council proudly acknowledges the traditional owners and custodians of this land and water and pay respects to their Elders past and present.



1. Executive Summary

1.1 Introduction

Snowy Valleys Council's Library Strategic Plan 2022-2026 will outline how Snowy Valleys will continue to provide library and information services that both meet and anticipate the needs of the community over the next four years.

In developing this plan, the authors considered the following:

- NSW Library Act 1939
- NSW Library Regulations 2018
- NSW Public Library Statistics 2018-19
- Riverina Regional Libraries Operations Policies
- Snowy Valleys Customer Service Charter, Policy and Strategy
- Living Learning Libraries - a population approach: standards and guidelines for NSW public libraries, 2019 update
- Consultation and discussion with staff in Library Services, as well as executive Council staff

1.2 Context and structure of this plan

The Snowy Valleys Council is a local government authority located in the South-West Slopes region of New South Wales, Australia. This local government authority was formed in 2016 as a result of the merger between Tumut Shire and neighbouring Tumbarumba Shire.

Snowy Valleys geographical area comprises 8,960 square kilometers and covers the western side of the southern-most portion of the Great Dividing Range and foothills in New South Wales. Large sections of the area contain national parks.

This strategy sits within the context of the Snowy Valleys Council Operational Plan 2019-2020 and Community Strategic Plan 2028.

Library Services falls within the management purview of the Community Services division of Snowy Valleys Council.

Snowy Valleys Council has, in its Community Strategic Plan¹, developed five themes and supporting strategies based on community engagement.

The five themes are:

Theme 1	Our community	Our communities are connected and inclusive, supported by service that nurture health, wellbeing and identity.
Theme 2	Our Economy	Our diverse economy supports community longevity, vibrancy and a sustainable future.
Theme 3	Our Environment	Our natural environment is cared for and protected to ensure future generations can experience and enjoy its beauty.
Theme 4	Our Infrastructure	Our local infrastructure is sustainable and facilitates our way of life
Theme 5	Our Civic Leadership	Our civic leadership and organisational governance fosters open and transparent partnership with our community.

The library is well positioned to be the public face of Council and reflect its corporate values and strategic priorities.

With this in mind, this document will provide direction for how this might be done.

The first part of the document provides background information and research relating to current operating environments, demographic data and community expectations.

Section 3 outlines the guiding principles of the strategic plan.

Sections 4 and 5 provide data and support for these guiding principles and Section 6 sets a series of outcomes driven by these guiding principles and provides details of how each of these outcomes will be implemented or addressed over the next four years.

1. <https://www.snowyvalleys.nsw.gov.au/Council/Planning-and-Reporting#section-2>

1.2.1 Operating environment

Facilities and infrastructure

Tumut Library

169 Wynyard Street, Tumut (Council-owned building)
Monday – Friday 10am – 6pm
Saturday 9am – 12noon

Tumbarumba Library

Prince Street, Tumbarumba (Council-owned building)
Monday 10am – 3pm
Tuesday – Friday 10am – 5pm (closed for lunch 1.30pm – 2pm)

Batlow Library

Pioneer Street, Batlow (Council-owned building)
Monday – Friday 10am – 5pm (closed for lunch 1pm – 2pm)

Talbingo Library

Lampe Street, Talbingo
(located within the Talbingo School Library)
Tuesday 9am – 4.30pm (closed for lunch 12:30pm – 1:30pm)

Adelong Library

Tumut Street, Adelong
(Murrumbidgee Local Area Health building)
Friday 8.30am – 4.30pm (closed for lunch 12.30 – 1.30pm)

The Mobile Library Service is provided to the communities of:

Jingellic

Where: Adjacent to the Bus Stop, River Road
When: Wednesday 3:15pm – 4:15pm
(Monthly Service)

Khancoban

Where: Adjacent to the Council Depot, off Mitchell Avenue
When: Thursday 11:30am – 2:15pm
(Monthly Service)

Tooma

Where: 9 Possum Point Road, Tooma Hotel
When: Thursday 9am – 10am
(Monthly Service). Operating times of mobile and static libraries may change depending on demand and resources.

Riverina Regional Library Network

The Riverina Regional Library (RRL) is the largest regional library service in NSW in terms of participating member Councils, and the second largest in terms of population served. It provides library services to 140,761 constituents of 10 local government areas, those being the Councils of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys, Temora and the City of Wagga Wagga. The service consists of 19 stationary library branches, as well as a mobile library serving 27 communities.

The centralised service model of RRL aggregates capacity, maximises economies of scale and centralises expensive and staff intensive services to maximise efficiencies.

The overall per capita cost of RRL services to its member councils in 2021/22 was \$21.40 (i.e., total cost of RRL operations divided by total population served). That cost represents less than 50% of the average price of one shelf ready collection item.

In 2021, Wagga Wagga City Council exited RRL. This has impacted on the financial membership obligations for all libraries in the RRL.



1.2.2 Our community

Geography

THE COUNCIL AREA COMPRISES

8,960 SQ. KMS



& large sections of the local government area are contained within national parks

Accessibility

4.9% of the population

in the area in 2016, reported needing help in their day-to-day lives due to disability (compared to 6.3% in regional NSW)

11.6% of the population



provided unpaid assistance to a person with a disability, long term illness or old age

Demographics

The population is

14,479

45 is the median age



There is a predicted increase in people aged 75+

Forecasts of population made by the NSW Department of Planning indicate a decline in population, with a 2041 projected population of 12,150

ABORIGINAL and TORRES STRAIT ISLANDER people make up

4.4% of the population (634 people)

THIS PERCENTAGE IS EXPECTED TO SLIGHTLY INCREASE, AS IS THE NO. OF OLDER ABORIGINAL PERSONS.

The three largest ancestries in Snowy Valleys were

43% AUSTRALIAN

41% ENGLISH

12% IRISH

% of people were born in Australia



Emerging groups include

- New Zealanders
- Filipinos
- Indians

13% were from a non-English speaking background

□ speak a language other than English at home

Languages spoken at home, other than English; Afrikaans | Mandarin | Tagalog

Education

32% of the population



have tertiary qualifications (Diploma, Bachelor or higher degrees) (compared to 38% of regional NSW)

Only 30% of persons over 15

had completed Year 12 schooling (compared to the regional NSW average of 38%)

19% of the population

are currently attending educational institutions

SNOWY VALLEYS HAS A TAFE CAMPUS AND NUMEROUS PRIVATE AND GOVERNMENT SCHOOLS

Socio-economic status

THE MEDIAN WEEKLY HOUSEHOLD INCOME WAS

\$1,122 compared with \$1,166 for regional NSW

11% were high income households earning more than \$2,500 per week

25% were low income households earning less than \$650 per week

SNOWY VALLEYS SCORED 951 on the SEIFA Index

indicating a medium level of socio-economic disadvantage

THE TUMUT AREA SCORED 1016.8 on the SEIFA Index

indicating a significantly higher level of socio-economic advantage and

BATLOW, RECEIVED A SCORE OF 918 indicating a greater level of socio-economic disadvantage



Private Transport

4% of households reported they had no vehicle

74% of the area's employed population travelled to work by car

5% walked or rode a bicycle & less than 1% used public transport



Analysis of car ownership in 2016, indicates;

53% OF HOUSEHOLDS IN SNOWY VALLEYS HAD ACCESS TO TWO OR MORE MOTOR VEHICLES

COMPARED TO 34% in regional NSW



2. Statement of Purpose/Vision

'To maintain a community-focused Library service that is welcoming, accessible, inclusive, relevant, innovative, and creative. These values will be applied to our staff, programs, infrastructure, partnerships, and engagement with our communities.'

3. Our Focus and Guiding Principles

Places and Spaces – our infrastructure

- Contemporary library building and spaces designed to meet community needs
- Spaces with inclusive and welcoming design
- Accessible, visible and well-located branches

Read, Learn and Discover – our collections, services and programs, delivery and communication

- A socially inclusive and welcoming service
- A creative and learning community
- Relevant, effective and visible community outreach

Partnerships – how we work collaboratively with Council and the community

- Develop and nurture partnerships that benefit the Council, the library and its customers
- Pursue collaborative partnerships and projects
- Ongoing community engagement and support

Digital Access and Equity

- Customer-focused and accessible technology
- Digital inclusion and wellbeing
- Up-to-date, responsive and relevant technology and digital services

Capacity and Capability – knowledgeable and confident people

- A customer-focused, flexible and agile library
- Well-trained, experienced and professional staff
- A culture of learning and growth

4. Background

The role of a public library:

- Assists their communities to access and use information – for pleasure, work, personal and household management, or learning (both in person and online)
- To provide current information resources, for example books, magazines, audio, digital, equipment etc.
- To provide access to accessible lifelong learning opportunities – particularly in an increasingly digital world
- To support literacy skills development in children and adults
- To provide access to multi-use spaces e.g. for reading, studying, meeting, relaxing
- To provide access to technology / digital resources and support its use



4.1 Overview of current Snowy Valley Council Library status and range of services

		Context
Snowy Valleys Population	14,532	
Membership	3,708	
Library members as % of population	25.5%	Below NSW state average (49%)
Total expenditure	\$814,750	
Total expenditure per capita	\$56.07	LLL Standard: \$55.94
Opening hours	112 (5 branches)	LLL Standard: 42 hrs at Central + 21 hours per branch
Annual visits	85,173	
Visits per capita	5.86	LLL Standard: 4.03
Total physical stock	32,986	
Age of library materials % purchased last 5 years*	51.3%	LLL Standard 43.5%
Items per capita*	1.66	
Loans	80,627	
Turnover	2.44	
Loans per capita	5.55	Physical loans have slightly declined over the last 3 years, with an increase in use of eResources
Programs	380	Early childhood, school holiday and adult literacy programs
Types of enquiries		General Family/local history
eLibrary resources		Borrow Box Libby by Overdrive Indyreads Storybox Library Spine Out NewsBank
Attendance at programs	6,680	The library runs a variety of literacy and learning programs and activities for its users, has a current and diverse collection in print, audio visual and digital formats and provides accessible and welcoming (albeit small) spaces for community engagement, lifelong learning, recreation and literacy skills development
Computer bookings	14,578	
Total staff FTE	5	1 per 3,000 population

*LLL – Living Learning Libraries – a population approach: standards and guidelines for NSW public libraries², an evidence-based guide to the development of library services.

2. https://www.sl.nsw.gov.au/sites/default/files/pol_living_learning_libraries_v_7.2_2019_final_web.pdf

4.2 Funding of Services

NSW public libraries are managed by local authorities (councils) that have adopted the State Library Act 1939. The State Library provides a range of services to these public libraries including support and consultancy. If a local authority has adopted the Act and operates its library service in accordance with the Act, it is also eligible for a subsidy administered by the Library Council of NSW. This subsidy contributed to 50% of total library operational costs. These conditions apply to Snowy Valleys Council as an adopter of the Act.

State funding has decreased significantly over the years, leaving local government to account for this shortfall. In 2017, financial investment in public libraries by local government in NSW was (on average) 93% of total costs.

In the 2018-19 financial year, the State Government slashed an already diminished library budget by 18%. A public campaign in 2019 (to boost and index Library funding) resulted in the State Government committing \$60 million to NSW libraries over 4 years. Unfortunately, this increase to funding does not meet operational costs and rate payers continue to subsidise the gap in library service provision.

	\$
Fees income	13,550
State Library operational grant	97,441
Other income	48,184
Total Income	159,175
Employee costs	299,414
Materials & Services	308,518
Depreciation/Amortisation	68,774
RRL contribution	287,045
Total Expenditure	963,751
Council Contribution	-804,576

4.3 Facilities and infrastructure

Tumut, Tumbarumba and Batlow Libraries are all housed within Council-owned facilities and experience good patronage from their communities.

Talbingo and Adelong Libraries share their space with the Talbingo School Library and Murrumbidgee Local Area Health respectively. Both Talbingo and Adelong Libraries have experienced low patronage in recent years.

The Mobile Library Service is run by Riverina Regional Library and visits the towns of Jingellic, Khancoban and Tooma as a monthly service.

In general, public library spaces need the following attributes:

- Equitable access (physical, services, technology, opening hours etc.)
- Flexible and adaptable spaces, layout, furniture and fittings
- Attractive to a diverse community, relating to the people it serves in an inviting and welcoming way
- A community place, generating a feeling of ownership, including spaces which the community would be able to use outside library opening hours
- A safe place to be
- A vibrant, interesting, exciting and addictive place
- A facility which can accommodate all the current activities and allow for changes in emphasis and services over time
- Adequate floor space per capita (current and future)
- A connected place i.e., technology, information, meetings

4.3 Staffing

A library service's commitment and responsiveness to its community is reflected in the mix of library staff selected to offer programs and services. It is assumed that in any library, responsibility for reference and technical services is assigned to appropriately qualified staff.

The Library's staffing per capita is slightly above the standard, and demonstrates Council's commitment to providing high quality library services to its community. The Library is also able to call upon specialist advice from the Riverina Regional Library headquarters staff.

Library staffing consists of staff nearing retirement age. The loss of these staff will be felt without the development of a succession plan.

Staffing is currently 5 full time employees (FTE)

5. Research and Context

Commencing in October 2021, the development of the Snowy Valleys Library Strategic Plan has been informed by research and consultation with relevant stakeholders including:

- Current Library Services staff
- Snowy Valleys administrative and Executive staff
- Riverina Regional Library Executive

The authors reviewed other Snowy Valleys strategies, current policy and practice as well as regulatory national frameworks, standards and reports such as *NSW Public Library Statistics 2018-19* and *Living Learning Libraries – a population approach: standards and guidelines for NSW public libraries*.

Census (2015 and 2016) and other demographic data available in State-based reports and plans such as NSW Government Regional Plans for our region were also consulted.

5.1 Services statistics

5.1.1 Collections

The number of items per capita is below the standard; however, the strength of a public library collection usually lies with its currency rather than its size.

A better indicator of collection appeal is to look at loans per capita, turnover and age of stock. The turnover of stock at Snowy Valleys is well above standard, with 51% of the collection items purchased within the last five years (well above the average).

Physical loans have slightly declined over the last three years, with an increase in use of eResources, following promotion of these to the community.

5.1.2 Library visitation

Snowy Valleys Library visitation figures per capita are well above standard.

Actual usage of library services includes:

- virtual visits to library websites to search library catalogues, reserve library resources and access library information
- contact through home library services
- contact through outreach services, and
- participation in library programs hosted in community and partner locations

5.1.3 Programs

Snowy Valleys Library plays a pivotal role in the educational, recreational and cultural life of its community, as demonstrated by the range and diversity of its programming, from early learning (story time) through to seniors (Tech Savvy Seniors), including author visits, STEAM programs, celebrations (Library Lovers' Day) and a wide range of school holiday and youth activities.

Library programs are usually delivered in library buildings but can be conducted by library staff in other community spaces, e.g. schools; senior citizen centres, community venues.

A number of variables affect the delivery of Library programming:

- The size and composition of community demographics
- The physical spaces in library buildings that can accommodate groups
- IT equipment that can accommodate group learning
- Library staff skills
- Community and business organisations appropriate for relevant partnerships
- Activities provided by other similar community organisations
- Age appropriateness of programming

5.2 Demographic data

Forecasts of population made by the NSW Department of Planning indicate a decline in population, with a 2041 projected population of 12,150. There is a predicted increase in people aged 75+.

Only 30% of persons over 15 had completed Year 12 schooling (compared to the regional NSW average of 38%) and 19% of the population are currently attending educational institutions. 32% of the population have tertiary qualifications (Diploma, Bachelor or higher degrees) (compared to 38% of regional NSW). Snowy Valleys has a TAFE Campus and numerous private and government schools.

Only 71% of Snowy Valleys' households reported an Internet connection in 2016, and large areas of the LGA remain 'blackspots' with no 3G coverage.

The median weekly household income was \$1,122 (compared with \$1,166 for regional NSW), 11% were high income households (earning more than \$2,500 per week) and 25% were low income households (earning less than \$650 per week).

25.3% of persons living within the area reported that they helped as a volunteer (regional NSW average is 21%).

Snowy Valleys scored 951 on the SEIFA Index, indicating a medium level of socio-economic disadvantage. The Tumut area has a SEIFA score of 1016.8, indicating a significantly higher level of socio-economic advantage, and Batlow, a score of 918, a greater level of socio-economic disadvantage.

4.9% of the population in the area in 2016, reported needing help in their day-to-day lives due to disability (compared to 6.3% in regional NSW); and 11.6% of the population provided unpaid assistance to a person with a disability, long term illness or old age.

Of the families in the area, 32.6% share their households with children; and 9% are single parent families. There were 980 families with young children (under 15 years of age) in Snowy Valleys, comprising 17% of households. 915 people in Snowy Valleys provided unpaid care for children other than their own in 2016.



5.3 Staff survey

In 2021, library staff were surveyed to identify strengths, challenges and opportunities.

Our Challenges

Resourcing: staffing, technology, budget

- Challenges to resourcing affects development and delivery of services to meet contemporary service delivery requirements and technology
- Delivery of effective user education programs to enable higher levels of access by the public
- Lack of time to plan and access professional development

Facilities

- Poor location and visibility of some branches and design of some spaces need updating to balance demands of varying audiences

Our Strengths

- Customer service, teamwork, and leadership (from SVC and RRL)
- Diverse range of services, programs and collections
- Provision of access to technology
- Partnerships with local schools
- Its essential place in the community as an inclusive meeting place, positive face of the SVC and safe environment for all

Our Opportunities

- The possibility to provide more contactless services – e.g., click and collect, streaming of programs
- Extension of outreach services
- Community outreach through pop-up libraries and presence at community events
- Expansion of opening hours to better suit audiences
- Increase and improve use of volunteer base
- Improvements to design of library spaces
- Staffing flexibility to meet client needs and maintain client outcomes



5.4 Looking to the future

The Snowy Valleys Community Strategic Plan (Snowy Valleys 2028), developed in detailed consultation with the Snowy Valleys community, under the theme of 'Our Towns and Villages' identified library services as a priority desire of our communities.

**The Snowy Valleys
'Community Vision' states:
'We have an excellent
standard of living and
infrastructure and services
which support us through
all stages of life.'**

Library services and facilities returned a high satisfaction rating score in the Community Satisfaction Survey on Council services undertaken in 2021.

5.5 Other stakeholders

As a key member of the Riverina Regional Library Network, Snowy Valleys' library services are directly linked to the success and decisions made by this body.

RRL provides centralised library services to its member councils through a network of 19 static libraries and a mobile library service that visits 27 towns and villages across the 7 council areas of Coolamon, Federation, Greater Hume, Lockhart, Snowy Valleys, Temora and Wagga Wagga.

The current financial contributions model of RRL operates on a per capita basis.

In March 2021, RRL endorsed a recommendation to adopt a more equitable financials contributions model that included the reallocation of RRL operating costs to a per branch cost, calculated by using the proportion of membership and collections at each branch library (to which a log scale is applied). This change – along with the withdrawal of Wagga Wagga City Council from the network – will result in a net change of contribution for Snowy Valleys Council of \$15,759.25.

Council has made a commitment to RRL and will review and consolidate services as warranted to minimise membership costs in future.

6. Outcomes and Implementation

Places and Spaces – our infrastructure

- Contemporary library building and spaces designed to meet community needs
- Spaces with inclusive and welcoming design
- Accessible, visible and well-located branches

How this outcome will be achieved	What this will look like	Year of completion			
		22/23	23/24	24/25	25/26
Review current design, configuration, flexibility and adaptability of all branches (space, layout and location) to maximise community benefit, relevance and usage.	<ul style="list-style-type: none"> • Audit and assess each branch library against current Australian Public Library standards and guidelines • Assess each branch library utilization annually and consolidate services where a service draws disproportionately on available resources 	✓	✓		
Assess level of service and future infrastructure needs based on community growth, identified needs, best location and operational sustainability.	<ul style="list-style-type: none"> • Analyse current demography and identified future trends. • Conduct a location analysis using demographic analysis and Australian Public Library location assessment criteria 		✓		
Increase access	<ul style="list-style-type: none"> • Investigate and assess service access innovations e.g.; automated library kiosks, out of hours member access. 			✓	
Develop a phased branch internal re-design/reconfiguration program/plan to maximise current space and identify future space requirements, including assessment of shared service arrangements.	<ul style="list-style-type: none"> • Complete a design brief overview of each branch for costing, planning and resourcing purposes (budget, grants). 				✓

Read, Learn and Discover – our collections, services and programs

- A socially inclusive and welcoming service
- A creative and learning community
- Relevant, effective and visible community outreach

How this outcome will be achieved	What this will look like	Year of completion			
		22/23	23/24	24/25	25/26
Community engagement in service and program development to ensure relevance and growth	<ul style="list-style-type: none"> • Annual community consultation through service and program-specific surveys. 		✓		
Grow library service usage and membership	<ul style="list-style-type: none"> • Assess current membership to identify gaps in community representation, non-user groups and develop outreach programs and promotion to encourage engagement. • Inclusive evaluation and planning by considering both users and non-users when consulting the community about library services and programs.\ • Develop a 'value proposition' for use in targeted marketing and communication strategies. • Grow membership through an annual membership push and marketing campaign. 	✓	✓	✓	
Targeted learning, creative and recreational programs aligned with community needs and demands	<ul style="list-style-type: none"> • Annual community and key stakeholder consultation to include targeted consultations (focus groups/workshops etc). • Investigate cost, design and invest in pop-up outreach activities and resources at community events, identify key opportunities and community partners. 	✓	✓		

Partnerships – how we work collaboratively with Council and the community

- Develop and nurture partnerships that benefit the Council, the library and its customers
- Pursue collaborative partnerships and projects
- Ongoing community engagement and support

How this outcome will be achieved	What this will look like	Year of completion			
		22/23	23/24	24/25	25/26
Develop a formal partnership framework document that can be used to inform potential partnership agreements; formalise, monitor and measure them	<ul style="list-style-type: none"> • Document partnership protocols and procedures (aligned with relevant Council policy/.governance) 				✓
Plan internal and external partnerships and collaboration in library service and program business planning	<ul style="list-style-type: none"> • Align internal partnerships to the library's vision and goals, including (where appropriate) service level agreements or memoranda of understanding. • Develop a partnership opportunities 'prospectus' aligned with the library's programming and service goals. • Annual review of RRL membership for ongoing benefits and effectiveness. 		✓		✓ ✓
Utilise community knowledge in the development and delivery of community-based programs et; volunteers, local experts.	<ul style="list-style-type: none"> • Annual community consultation through service and program-specific surveys 	✓			

Digital Access and Equity

- Customer-focused and accessible technology
- Digital inclusion and wellbeing
- Up to date, responsive and relevant technology and digital services

How this outcome will be achieved	What this will look like	Year of completion			
		22/23	23/24	24/25	25/26
Develop a Library Digital Services Plan that includes: <ul style="list-style-type: none"> • User and community consultation • Assessment of technology and digital services awareness • Customer-focused policy, protocols and procedures • Qualitative and quantitative measurement • Service level agreements 	<ul style="list-style-type: none"> • Assess and document expressed needs and challenges to inform selection of technology and digital services. • Research current trends (products and services)* • Research and assess best practice governance models for the provision of technology and digital services (including security). • Develop meaningful performance monitoring and reporting, aligned with service goals. • Develop and monitor customer-focused specifications and performance standards eg; with Council IT, service providers etc. 				✓ ✓ ✓ ✓ ✓
Community learning and support programs	<ul style="list-style-type: none"> • Digital access and technology support programs etc; eGovernment services. 	✓			
Online service accessibility	<ul style="list-style-type: none"> • Assess and document learning needs associated with all online and digital services for inclusion in community programs. 	✓			
Development of digital access guides (with ongoing program of updates)	<ul style="list-style-type: none"> • Develop and/or locate multi-format digital and technology service guides (at a basic and intermediate levels) 			✓	
Improve community exposure and access to new technologies and digital services	<ul style="list-style-type: none"> • Pilot and evaluate technology and online services with formal community involvement and assessment 				✓
Investigate and assess innovative trends in technology through a staff project team in consultation with SVC IT Services area.	<ul style="list-style-type: none"> • Assess 'user-friendliness', usefulness and application of technology and digital service products and services (current and future) 		✓		

*This is undertaken by Riverina Regional Library as part of the SLA with Snowy Valleys

Capacity and Capability – knowledgeable and confident people

- A customer-focused, flexible and agile library
- Well-trained, experienced and professional staff
- A culture of learning and growth

How this outcome will be achieved	What this will look like	Year of completion			
		22/23	23/24	24/25	25/26
A strategically-aligned organizational structure that best delivers the library strategy	<ul style="list-style-type: none"> • Identify organizational skill gaps • Identify key roles required to deliver the library strategy 	✓			
Strategically-aligned recruitment facilitated through strategic goals and objectives that inform the recruitment process	<ul style="list-style-type: none"> • Position descriptions and recruitment practices to reflect priorities 		✓		
A skilled and experienced workforce/staff through staff training and professional development.	<ul style="list-style-type: none"> • Planned and budgeted training program • Training needs aligned with library strategy • Succession planning to plan for retiring staff 		✓ ✓ ✓		
Improved communication and information exchange	<ul style="list-style-type: none"> • A well-informed, active and involved workforce through regular staff discussion and information/idea exchanges (via teleconference or face to face) • Informed library development and action planning through project based learning opportunities (e.g. to provide additional experiences and for the succession planning purposes) 		✓ ✓		

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7. Communication

In accordance with Theme 5 of the Community Strategic Plan Snowy Valleys 2028 (Our Civic Leadership), the strategy will be communicated to the broader community as per the recommendations of the Council's communications strategy (Item 4.2).

The outcomes and objectives of this strategy will be communicated to all relevant stakeholders and the broader community via public exhibition, social media, existing newsletters and direct communication library members.

Annual updates on the objectives of the strategic plan will be communicated via Library Services' and Council's annual reports.

8. Review and Evaluation

In addition to being utilised as a document to guide the continual improvement of library services in the Snowy Valleys region, the Snowy Valleys Council's Library Strategic Plan 2022- 2026 will be subject to ongoing review and evaluation in consideration of changing community needs and other external impacts.

A formal review process will be undertaken annually, with outcomes of the review being reported to Council in the form of an annual report.

LIBRARY STRATEGIC PLAN
2022-2026

 **Snowy
Valleys
Council**
P. 1300 ASK SVC (1300 275 782)
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