



riverina regional **library**

Integrated Planning Strategy Biannual Report

July – December 2018

| Code | Name | Performance |
|------|---|-------------|
| | RRL Integrated Planning Strategy | 50% |
| | Build Capacity | 50% |
| | Maximise our physical and virtual spaces | 50% |

RRL1.1.1 Support branch staff in creating and maintaining welcoming and functional spaces that encourage the use of the library

December

Along with collection maintenance, which ensures that the collection is of the best quality, Riverina Regional Library Administration staff support branch staff as they seek to make their library spaces as welcoming and functional as possible.

RRL1.1.2 Build skills in smart, safe and responsible use of technology for library staff and customers

December

RRL Outreach and Promotions staff build into our programs eSmart messages, particularly when presenting on technology and the Library's eResources. Outreach and Promotions staff have worked with Tech Savvy Seniors and Be Connected to bring eSmart courses to library members. RRL became a member of eSmart Libraries in July. eSmart Library membership is a purpose-built system designed to equip libraries already certified as eSmart to continue to grow and develop, and connect library users with the skills they need for smart, safe and responsible use of technology.

RRL1.1.3 Review the website to ensure it is engaging, up-to-date, and rich in content

December

The RRL website continues to be monitored and maintained to ensure content is current and engaging. During the six month period (July to December) the RRL website was visited 24,455 times. The most visited pages for the six months were the home and eLibrary pages.

The website continues to provide a vital link between the library, staff and members and delivers access to a wide range of digital resources and information across the region.

RRL1.1.4 Provide and maintain an accessible mobile library service to participating Councils

December

Seven of RRL's ten member Council's are currently served by the Mobile Library. The overall level of satisfaction with the Mobile Library service is very high. The service is currently fully subscribed which allows little room for any major changes to scheduling.

During the July - December reporting period a new Telstra tower was constructed at Tooma. This allowed for the relocation of the Tooma service point to a much more central, accessible and less exposed site.

RRL1.2.1 Review organisational structure annually to ensure alignment with changing needs**December**

The RRL organisational structure was reviewed in consultation with the RRL Management Team during final quarter of 2018, to ensure that it supports the current objectives and functional alignment of the organisation.

Whilst the current structure is fit for purpose, the anticipated retirement of a number of RRL staff during the next 3 to 5 years will provide an opportunity to more strategically review the situation during 2019..

RRL1.2.2 Build succession planning into overall organisational planning**December**

Succession planning is a critical issue for the RRL Administration Centre (RRLAC), which has a workforce with an average age of 54 years. The impending retirement of at least 5 staff over the next 3-5 years has triggered a review of the organisational structure during 2019, as an opportunity to incrementally implement a revised structure to best meet changing patterns of demand and reflect external impacts such as technology changes.

All RRLAC staff attended an internally coordinated succession planning workshop in May 2017 to identify, analyse and develop an action plan for 'at risk' organisational skills and knowledge. Staff were able to prioritise skills and knowledge by completing work profiles of their respective roles and responsibilities. Actions were compiled into an organisation wide knowledge management action plan and actions have been included in individual staff Individual Performance and Development Plans for periodic reporting and review.

RRL1.2.3 RRL staff contribute to the NSW library network and other industry forums through advocacy and participation**December**

Riverina Regional Library (RRL) staff are encouraged to participate in forums and working groups, both to contribute to the broader library sector and for personal professional development. Highlights for the July-December period include:

- * Australian Library & Information Association
 - * FE Technologies User Group
 - * Libero User Group
 - * NSW Public Libraries Association & Annual Conference
 - * NSW Public Libraries Consultative Committee
 - * South West Zone Meetings
 - * State Library of NSW Readers Advisory Group
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RRL1.3.1 Promote the strategic use of volunteers to increase capacity across RRL branch libraries**December**

The RRL Volunteer Attraction & Training Strategy has been provided to help branch libraries use volunteers to meet the increasing demand for programs in their communities. Cootamundra Library shared their experience with using volunteers, at the branch meeting in 2018, and plans and being developed now to work with member councils and branch libraries to see the strategic use of volunteers grow across the region.

RRL1.3.2 Convene an annual branch library meeting**December**

The annual RRL Branch Library Meeting provides an opportunity for staff from across the region to meet with each other, be updated on matters relevant to all RRL libraries, and discuss issues of mutual interest.

The 2019 meeting is scheduled for Tuesday 9 April, and will include a presentation from Susan Kane on her Colin Mills scholarship trip to Philadelphia libraries, and the programs that have begun in Greater Hume Shire as a result of her learning.

RRL1.3.3 Convene annual branch library staff training days**December**

The annual RRL All Branch Staff Training Days deliver training updates in a broad range of library practice areas to staff from across the RRL region. The training sessions are repeated on multiple days to maximise accessibility and attendance for all RRL branch libraries.

The 2018 Training Days were held over 4 days in October/November. 51 staff members from across the region were trained in Libero, eResources, Kanopy (movie streaming), eSmart Libraries, with optional workshops on 3D printing and design, and Augmented Reality. Training on Monday the 29 October was targeted at newer staff members, and the longer serving staff members attended over three following days.

RRL1.3.4 Support and encourage branch library staff attendance at external professional development forums

December

Riverina Regional Library (RRL) is a longstanding and respected member of the NSW Public Library Network and has for many years contributed to the network through representation on a broad range of library sector forums. The RRL professional development and training budget (enhanced by the provision of subsidised travel to the majority of State Library auspiced meetings, seminars and training forums) is judiciously apportioned whenever possible to derive maximum benefit for branch library staff across the region.

Highlights for the July-December period include:

* Attendance of four RRL Administration Centre staff and three RRL branch library staff at the REACH OUT 2018 Symposium and SWITCH 2018 Conference at Coffs Harbour in November.

RRL2.1.1 Investigate hosting services for the Libero library management system (LMS)**December**

Hosting services for the Libero library management system were investigated during 2017-18 and the transition was made to a hosted environment on 3 July 2018.

Hosting brings many advantages including continuous software upgrades, improved security and additional functionality.

RRL2.1.2 Apply technology to support and enhance program delivery at branch libraries**December**

Examples of the application of technology to program delivery and support to branches include:

- Developing and maintaining DIY presentations in the RRL staff portal including Baby Bounce and Ready... Set... KINDY!
- providing equipment for programming such as 3D printing, Virtual Reality, Augmented Reality and Stop Motion animation
- developing workshops incorporating STEAM principles such as WobbleBots and Circuit Bugs

RRL2.1.3 Contribute to the development and capability of critical technology platforms including LMS and RFID**December**

The Support & eServices Coordinator and Support & eServices Officer are active participants in both the Libero Library Management System (LMS) and FE Technology RFID User Groups and also the Libero product development group.

Additionally, a number of LMS enhancement suggestions submitted by RRL were incorporated into the Libero product during 2018.

RRL2.2.1 Review Service Level Agreements and Integrated Planning Strategy annually**December**

The 2018-2022 RRL Integrated Planning Strategy (IPS) was endorsed by the RRL Advisory Committee at its March 2018 meeting. The review of this important quadrennial planning document is built around the three strategic priorities of Build Capacity; Shape the Future; Create Connections.

The 2019-20 IPS actions have been reviewed by the RRL Management Team for inclusion in the 2019-20 RRL Management Plan.

2019-20 Service Level Agreements (SLAs) have been reviewed and updated for circulation to each member Council for consideration and endorsement during February 2019.

These documents form an integral part of the RRL Management Plan, which summarises the service intent of the organisation. The Management Plan will be presented for endorsement to the March 2019 meeting of the Advisory Committee.

RRL2.2.2 Compile and distribute a financial year Annual Report**December**

The RRL Annual Report 2018-2019 is in progress for publication in October 2019. The report highlights the effectiveness of library programs and services for our communities and captures a portfolio of images from across the region. The report also incorporates organisational compliance and statistical information in accordance with the requirements of the RRL Deed of Agreement.

RRL2.2.3 Participate in a biennial external customer perceptions survey**December**

Riverina Regional Library (RRL) conducted a Voice of our Customers (VOC) survey, administered by an independent external consultant, during February 2018. This was the sixth biennial survey undertaken since 2009 with RRL member Councils and branch libraries. The results have proven an ongoing continuous improvement focus on services with an increase in approval rating from 83% in 2010 to 97% in 2016. The latest overall satisfaction rate was 100% in the 2018 survey. The VOC survey is an important quality assurance tool for the RRL Administration Centre and will be undertaken again in 2020.

RRL2.2.4 Conduct an annual review of RRL policies

December

Each year in December, a comprehensive review of Riverina Regional Library (RRL) policies is undertaken to ensure that all policies align with the current strategic, operational and legislative environment in which RRL operates. In consultation with RRL Administration Centre staff, peak bodies, and feedback received from South West Zone meetings, the policies were reviewed to ensure they are consistent with and represent RRL objectives, and can be effectively implemented and administered. All policies were reviewed to ensure legislative context is up to date and compliant, and consistent terminology and language is used throughout. Only minor changes were required within this review period.

RRL2.2.5 Provide a statistical analysis of RRL branch library visitation, per capita expenditure on collections and library membership in relation to the Australian

December

The visitation rate to RRL branch libraries for 2017 - 2018 was 3.87 physical visits per capita. The Australian Public Libraries baseline target rate of visitation is 5.2 visits per capita.

Whilst RRL libraries have not reached the Australian Public Libraries baseline target rate for this indicator, there are mitigating factors for country libraries including lower population density, greater distance from libraries, and limited access to public transport.

As of 30 June 2018, RRL had 38,843 active members. This represents 28.04 percent of the total population of member council areas. The Australian Public Libraries baseline target is 45 percent.

This item has been rated as "on track" because local conditions have a considerable impact on this measure. The distance from a library service varies significantly between metropolitan and rural Councils, as does the availability of regular and reliable (if any) public transport. In general, mobile library service points (and some of RRLs smaller branch libraries) cater for very small rural populations as opposed to city library branches that have catchments of several thousand constituents.

Additionally, RRL strictly adheres to the State Library of NSW standard practice of deleting members from the database after 3 years of inactivity. This is not the case with a number of other library services that are not as compliant.

RRL's per capita expenditure on library materials (including processing costs) for 2017 - 2018 was \$4.95. The Australian Public Libraries baseline target has been set at \$5.34 per capita. This is seen to be a satisfactory outcome.

RRL2.3.1 Document and report on continuous improvement outcomes and opportunities**December**

Riverina Regional Library (RRL) Administration Centre staff incorporate continuous improvement thinking in all aspects of their work. Continuous improvement outcomes are documented at monthly staff meetings and reported biannually. Highlights for the July-December period include:

- * Transition from in-house to hosted Libero library management service.
- * External barcode scanning on Storytime/program tubs.
- * Book Club lists arranged into genres to assist with selection.
- * Library notices (events, opportunities, updates and articles of interest) available on the secure staff portal of the RRL website.

RRL2.3.2 Identify target areas for innovation and conduct workshops with relevant stakeholders as required**December**

Innovation is high on the agenda for the Riverina Regional Library Administration Centre (RRLAC) and is embedded in the everyday work of the organisation.

Historically, a focus on innovation has included the following initiatives:

- Establishment of a Collections to Clients strategy in 2010 - a move from collection focused to client focused outcomes.
- Implementation of collection procurement outsourcing to redirect the efforts of a number of staff to more client focused services.
- Installation of RFID technology to better administer management, circulation and security of the regional collection held in 18 branches and the mobile library.
- Transitioning to a cloud hosted service for the region wide Libero library management system.

All of these innovations and improvements have contributed to the development of a much more flexible and scalable service model, which enabled the seamless expansion of the organisation through the admission of 5 additional Council areas from 2013-2015.

The structure and intent of the future organisation is the current innovation focus for the Management Team which will, during 2019, contemplate the structural, technical, digital and customer requirements of the organisation over the next 10 years.

In the meantime innovation and continuous improvement remains a standing item on RRLAC staff meeting agendas, and staff continue to pursue small and large scale innovations as part of their daily work.

RRL3.1.1 Maximise partnerships with peak state and national library organisations**December**

State and National Library Associations play an important role in supporting the profile and viability of public libraries. The RRL Administration Centre (RRLAC) is well aware of the value of such organisations, and works in partnership with them where possible and appropriate.

The RRLAC is currently represented on the following state and national organisations:

- Australian Library & Information Association
- Australian Public Libraries Alliance
- NSW Public Libraries Association
- NSW Public Libraries Association South-West Zone
- NSW Readers Advisory Working Group
- NSW Public Libraries Marketing Working Group
- Libero (Library Management System) User Group
- FE Technologies (RFID) Smart Libraries User Group

The RRLAC also encourages the participation of RRL branch library staff at statewide forums through the allocation of a proportion of the annual training budget for that purpose.

Membership of state and national associations provides a worthwhile contribution to the national public library network, creates valuable partnerships, and provides excellent professional development opportunities for RRLAC staff.

RRL3.1.2 Activate strategies and program opportunities offered by strategic partners to branch libraries**December**

RRL Outreach and Promotions staff worked with branch libraries to obtain grants from Be Connected that are being used to support older Australians to gain digital skills. Outreach and Promotion staff offer assistance to branch staff to work with their local organisations and create partnerships for library programs.

RRL3.1.3 Support branch libraries to identify local strategic partners with a view to increasing the service capacity of the RRL network**December**

Support is provided to branch libraries in identifying local strategic partners, and in strengthening those relationships, in order to increase service capacity. Schools, pre-schools, local businesses, and community members can be mutually beneficial partners.

It is anticipated that people from a variety of these areas will be able to assist with the activation of volunteer support in libraries across the region.

RRL3.2.1 Ensure that the RRL Collection Development Policy and associated processes facilitate a relevant, inclusive and accessible collection**December**

The Collection Development Policy is regularly reviewed to reflect changing demands and expectations of our clientele.

RRL3.2.2 Coordinate visiting authors, presenters and exhibitions to tour branch libraries**December**

May Gibbs exhibition from State Library of NSW toured in July through to September. Author visits from Megan Forward, Kim Hodges, Rochelle Nicholls, Jenny Old, Jessica-Grace and Gabrielle Chan were coordinated for branch libraries. Performers Veggie Plot and Croc Encounters were coordinated to branches during the school holidays. Art exhibition Blue Suitcase from the Art Gallery of Australia travelled to Coolamon, Howlong and Corowa.

RRL3.2.3 Develop flexible programs with a learning, literacy and/or leisure focus**December**

All programs developed by the Outreach and Promotions team have a learning, literacy or leisure focus, and often involve all three. Many of the programs are able to be adapted for delivery to different age groups. The Bath Bombs and Book Wreath kits have been presented as school holiday programs, as well as adult programs, and the Virtual Reality equipment has been used for youth gaming events, and at seniors' events, introducing them to new technology, and promoting brain health.

RRL3.2.4 Compile biannual statistics of collection profile and usage at RRL branches**December**

Statistics and graph are collected and compiled for the Riverina Regional Library annual report. Collection and loan statistics have also been compiled to create a profile of RRL branch libraries performance over the 17/18 year.

RRL3.2.5 Investigate and evaluate the implementation of livestreamed and/or video recorded programs for use at branch libraries**December**

The Outreach and Promotions team has investigated the possible use of Blue Jeans, a video conferencing service, for program and training delivery at branches, using the State Library's Blue Jeans account to enable remote attendance at training and meetings. At this stage, the technology is expensive, and not entirely reliable. The user experience is varied, so further investigations are required.

RRL3.3.1 Provide and maintain the RRL Book Club program**December**

The Riverina Regional Library Book Club program consists of 85 member clubs across the region.

The collection consists of 250 book kits, which adequately meet the wish lists of the large majority of clubs.

Sixteen copies of books were replaced from July to December due to damage or wear and tear in order to maintain the best possible condition of the book club books in order that they will last a long time.

376 kits were loaned across the region from July to December 2018 with 194 being loaned from Wagga Wagga branch.

The Book club bi-monthly newsletter continues to be well received and is proving to be an effective medium for communicating information to club leaders to share with their members. Wagga Wagga City Library annual Member's Lounge was held in November. Approximately 100 book club members from Wagga Wagga Library enjoyed this event with very positive feedback received about the Riverina Regional Library Book Club program. Thirteen clubs expressed an interest in participating in 2019 Wagga Wagga City Library's One Book One Wagga event reading "Scrublands" by Chris Hammer.

RRL3.3.2 Investigate electronic mechanisms for information sharing and promotion**December**

The Outreach and Promotions team use Hootsuite to manage social media accounts. This system enables the team to schedule posts in advance, and target promotions to certain branches. LibraryAware, an EBSCO product attached to the Novelist database, is currently being investigated as a means to promote collections more widely through targeted electronic newsletters.

RRL3.3.3 Encourage locally relevant programing at RRL branch libraries**December**

The Outreach and Promotions team work with branch staff to ensure that programs developed are locally relevant for the branches that run them. RRL also encourages branch staff to seek opportunities to work with other organisations, groups or businesses, to run programs of significant local relevance.