



riverina regional **library**

Integrated Planning Strategy Biannual Report

July – December 2019

BUILD CAPACITY

We will:

- Maximise our physical and virtual spaces
- Establish an enabled workforce through the development of skills, leadership and advocacy
- Expand the service capability of our branch library network

Success will be measured through:

- Creation of welcoming and functional spaces
- Development of skills in smart, safe and responsible use of technology
- Contribution to the NSW library network through advocacy and participation
- Strategic use of volunteers to increase branch library capacity



SHAPE THE FUTURE

We will:

- Optimise existing and emerging technologies
- Maintain a flexible, scalable and sustainable service model
- Foster a culture of innovative thinking

Success will be measured through:

- Optimisation of our library management system and other technology platforms
- Adoption of a Plan, Do, Review, Report philosophy
- Participation in and response to Customer surveys
- Adoption of a continuous improvement approach in all that we do



CREATE CONNECTIONS

We will:

- Establish and maintain strategic partnerships and alliances
- Develop programs, collections and services that strengthen communities
- Engage our communities

Success will be measured through:

- Maximisation of our partnerships with peak local, state and national library organisation
- Coordination and development of relevant, inclusive and accessible programs and collection
- Implementation of flexible 'learning, literacy and/or leisure' focus programs
- Optimisation of electronic mechanisms for information sharing and promotion



OUR VISION

Inspiring people, engaging communities, enriching lives

OUR MISSION

Creatively connecting people, information and knowledge

OUR VALUES

Respect for people, ideas and knowledge
 Commitment to fostering learning communities
 Integrity, equity and quality of service

RRL Integrated Planning Strategy

Build Capacity

Maximise our physical and virtual spaces

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

December	June
Regular visits to branch libraries are undertaken by Riverina Regional Library Administration Centre staff for collection maintenance. These visits ensure that the collection is current, in good condition, and best suited to the community, and gives the branches a fresh, clean look. RRLAC staff also advise branch staff of ways to best use library space, and pass on best practice ideas and examples.	

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

December	June
RRL Outreach and Promotions staff build into eSmart messages into programs, 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. The new Technology in Libraries brochure was sent to all branch libraries.	

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

December	June
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 in excess of 24,500 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 (SEC)**Provide and maintain an accessible mobile library service to participating Councils**

December	June
<p>Seven of RRL's ten member Councils are currently served by the Mobile Library. The overall level of satisfaction with the Mobile Library service is very high, with the Mobile Library continuing to have the region's highest stock turnover rate in terms of items loaned. The service is currently fully subscribed which allows little room for any major changes to scheduling.</p> <p>Major maintenance and repairs have been scheduled to be undertaken on the trailer in May - June of 2020. During this time a reduced service will be provided.</p>	

Establish an enabled workforce through the development of skills, leadership and advocacy

RRL1.2.1 (ED)**Review organisational structure annually to ensure alignment with changing needs**

December	June
<p>The RRL organisational structure was reviewed during 2019 to ensure that it supports the current objectives and functional alignment of the organisation.</p> <p>Whilst the current structure is fit for purpose, the anticipated retirement of a number of RRL staff during the next 3 to 5 years created the opportunity to commence a rolling structural review in 2019.</p> <p>A review of the Support & eServices Division during the first 6 months of 2019 saw the redistribution of the collections function to the Business & Communications Division to create capacity for a stronger focus on RRL's digital engagement objectives.</p> <p>The review process will continue during 2020 to identify future strategies for positive organisational change.</p>	

RRL1.2.2 (ED)**Build succession planning into overall organisational planning**

December	June
<p>Succession planning is a critical issue for the RRL Administration Centre (RRLAC), which has a workforce with an average age of 55 years. The impending retirement of at least 5 staff over the next 3-5 years 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. One staff member has since activated a transition to retirement plan.</p> <p>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.</p>	

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

December	June
<p>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:</p> <ul style="list-style-type: none"> * Australian Library & Information Association * Australian Public Library Alliance * NSW Public Libraries Consultative Committee * NSW Public Libraries Association & Annual Conference * NSWPLA South West Zone Meetings * State Library of NSW Readers Advisory Group * State Library of NSW Marketing Working Group * FE Technologies (RFID) User Group * Libero (Library Management System) User Group 	

Expand the service capability of our branch library network

RRL1.3.1 (OPC)**Promote the strategic use of volunteers to increase capacity across RRL branch libraries**

December	June
<p>The ever-increasing demand for programs in libraries has meant that library staff must be creative in finding ways to meet the need. The use of volunteers is increasing in RRL branch libraries, and is supported by RRLAC staff. Program kits are available for volunteers to use in program delivery, and future program training will be open to volunteers and branch staff.</p>	

RRL1.3.2 (OPC)**Convene an annual branch library meeting**

December	June
<p>The annual branch library meeting was not held in this reporting period. Planning for the next branch library meeting is underway.</p>	

RRL1.3.3 (OPC)**Convene annual branch library staff training days**

December	June
<p>Each year RRLAC staff provide training in areas relating to library service provision. This training is repeated over several days to maximise attendance from staff across the region. The All Staff Training days for 2019, were held on 28 and 29 October and 1 and 4 November. Over the first three days, branch staff were given training in the Libero library management system, cyber safety, technology trouble shooting, and readers' advisory.</p>	

On the final day, new staff were given intensive Libero training, and an introduction to eResources.	
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RRL1.3.4 (BCC) Support and encourage branch library staff attendance at external professional development forums

December	June
<p>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:</p> <ul style="list-style-type: none"> * NSWPLA SWITCH Conference * AMLOSN Reach Out Symposium 	

Shape the Future

Optimise existing and emerging technologies

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

December	June
<p>The Libero library management system made the transition to a fully cloud based, hosted environment in July 2018. This has resulted in improved functionality, greater security and less on-site maintenance. New releases are incrementally loaded out of business hours on a regular basis making adapting to new developments a much easier and on-going process.</p>	

RRL2.1.2 (CYSL) Apply technology to support and enhance program delivery at branch libraries

December	June
<p>Examples of the application of technology to program delivery and support to branches include:</p> <ul style="list-style-type: none"> * Developing and maintaining DIY presentations in the RRL staff portal including iPad Basics and Little Book Nooks. * Providing equipment for programming such as 3D printing, Virtual Reality of which Beat Saber is very popular, Augmented Reality, Makey Makey and Stop Motion animation. * Developing workshops incorporating STEAM principles such as DrawBots, WobbleBots and Circuit Bugs. 	

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

December	June
<p>The Support and eServices Coordinator and Support and eServices Officer are active participants in both the Libero library management system and FE Technology RFID User Groups and also the Libero product development group. RRL staff attended the FE Technologies User Group in August 2019 and the Libero User Group in October 2019.</p>	

Maintain a flexible, scalable and sustainable service model

RRL2.2.1 (ED)**Review Service Level Agreements and Integrated Planning Strategy annually**

December	June
<p>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.</p> <p>The 2020-21 IPS actions have been reviewed by the RRL Management Team for inclusion in the 2020-21 RRL Management Plan.</p> <p>2020-21 Service Level Agreements (SLAs) have been reviewed and updated for circulation to each member Council for consideration and endorsement during February 2019.</p> <p>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 at the March 2020 meeting of the Advisory Committee.</p>	

RRL2.2.2 (BCC)**Compile and distribute a financial year Annual Report**

December	June
<p>The RRL Annual Report 2019-2020 is in progress for publication in October 2020. 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.</p>	

RRL2.2.3 (BCC)**Participate in a biennial external customer survey**

December	June
<p>Riverina Regional Library (RRL) has conducted a biennial survey 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.</p>	

The RRL customer survey is an important quality assurance tool for the RRL Administration Centre and will be undertaken again in an online format during June - July 2020.	
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RRL2.2.4 (BCC) Conduct an annual review of RRL policies

December	June
Each year 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 are reviewed to ensure they are consistent with and represent RRL objectives, and can be effectively implemented and administered. All policies were reviewed in December 2019 to ensure legislative context is up to date and compliant, and consistent terminology and language is used throughout.	

RRL2.2.5 (SEC) Provide a statistical analysis of RRL branch library visitation, per capita expenditure on collections and library membership in relation to the Australian Public Libraries baseline library targets

December	June
<p>The visitation rate to RRL branch libraries for 2018-19 was 3.97 physical visits per capita. This was a slight increase on the previous year. The Australian Public Libraries baseline target rate of visitation is 4.8 visits per capita.</p> <p>Membership as a percentage of population for the 2018-19 was 27.27%. The Australian Public Libraries baseline target is 44%.</p> <p>Expenditure on collections per capita was \$4.15. The Australian Public Libraries baseline target is \$5.65</p> <p>Whilst RRL libraries have not reached the Australian Public Libraries baseline target rate for these indicators, there are mitigating factors for country libraries including lower population density, greater distance from libraries, and limited access to public transport. 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.</p> <p>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.</p>	

Foster a culture of innovative thinking

RRL2.3.1 (BCC)

Document and report on continuous improvement outcomes and opportunities

December	June
<p>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:</p> <ul style="list-style-type: none"> * Anyflip – an online interactive publishing platform and bookmaker that can create documents with embedded audio, video and animations, has been subscribed to in place of Issuu for uploading the RRL Annual Report and other documents to the RRL website. * The Mobile Library timetable was condensed to a single tri-fold page in a format that makes it easier for customers to follow. 	

RRL2.3.2 (ED)

Identify target areas for innovation and conduct workshops with relevant stakeholders as required

December	June
<p>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:</p> <ul style="list-style-type: none"> * 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 * Extending the outsourcing of collections procurement and processing during 2019 in favour of greater attention on development and maintenance of the regional collection. <p>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 2020, continue to 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.</p>	

Create Connections

Establish and maintain strategic partnerships and alliances

RRL3.1.1 (ED) Maximise partnerships with peak state and national library organisations

December	June
<p>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.</p> <p>The RRLAC is currently represented on the following state and national organisations:</p> <ul style="list-style-type: none"> * Australian Library & Information Association * Australian Public Libraries Alliance * NSW Public Libraries Consultative Committee * 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 <p>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.</p> <p>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.</p>	

RRL3.1.2 (OPDO) Activate strategies and program opportunities offered by strategic partners to branch libraries

December	June
<p>Outreach and Promotions division staff offer assistance to branch staff to work with their local organisations and create partnerships for library programs. The relationship between branch libraries and Be Connected continues to be fostered, allowing branch libraries to continue offering learning opportunities for older Australians to learn digital skills.</p>	

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

December	June
Strategic partnerships can allow branches to increase their capacity to deliver programs. Numerous branches have developed relationships within their communities to provide technology training to seniors. RRL staff developed a partnership with a local ballet school to provide school holiday programs for branches across the region.	

Develop programs, collections and services that strengthen communities

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

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

RRL3.2.2 (OPDO)**Coordinate visiting authors, presenters and exhibitions to tour branch libraries**

December	June
This half of the year saw the return of many of our popular presenters for school holiday presentations. Branch Libraries hosted Oz Grav, Travel Bugs, The Vegetable Plot and Croc Encounters during the July and October School Holidays. Allegro Ballet School presented A Sleeping Beauty that brought the story and world of ballet to life and was very popular with attendees. Author Sophie Green visited Cootamundra, Wagga Wagga, Howlong and Corowa in August.	

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

December	June
The demand in libraries for programs for all age groups continues to grow, and the Outreach and Promotions team works to develop and adapt programs, ensuring that participants have learning, literacy, or leisure outcomes. Popular programs, several of which can be adapted for multiple age groups, include soap making, bath bombs, Virtual Reality, and paper marbling.	

RRL3.2.4 (SEO)**Compile biannual statistics of collection profile and usage at RRL branches**

December	June
Statistics and graphs 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 previous year.	

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

December	June
<p>Where Internet connections are good, livestreaming and video content can be useful in library programs. Wagga Wagga City Library use livestreaming to take part in the Sydney Writers Festival. At RRLAC video-conferencing software is used to participate in and share training opportunities. Amy Heap was a panellist for a readers' advisory seminar run by the EBSCO database, NoveList, and branch staff were able to watch it live, or at a later time.</p>	

Engage our communities

RRL3.3.1 (OPO)**Provide and maintain the RRL Book Club program**

December	June
<p>The Riverina Regional Library Book Club program consists of 86 member clubs across the region. The collection consists of 254 book kits, which adequately meet the wish lists of the large majority of clubs. Twenty-four 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.</p> <p>427 kits were loaned across the region from July to December.</p> <p>The Book Club newsletter continues to be well received and is an effective medium for communicating information to club leaders to share with their members.</p> <p>Wagga Wagga City Library annual Member's Lounge was held in November. Approximately 95 Book Club members from Wagga Wagga City Library enjoyed this event with very positive feedback received about the Riverina Regional Library Book Club program.</p> <p>Ten clubs expressed an interest in participating in 2020 Wagga Wagga City Library's One Book One Wagga event reading <i>The Weekend</i> by Charlotte Wood.</p>	

RRL3.3.2 (OPC)**Investigate electronic mechanisms for information sharing and promotion**

December	June
<p>RRLAC are currently investigating new tools for sharing information and marketing material, electronically. Members who have signed up for electronic alerts receive information about new resources and events. Social media, especially Facebook, Instagram and Twitter, are used to inform followers of library services and programs, as well as promoting reading.</p>	

RRL3.3.3 (OPC)**Encourage locally relevant programing at RRL branch libraries**

December	June
RRLAC staff have been working with branch libraries to provide locally relevant programs. Cootamundra and Gundagai libraries have volunteers to run craft programs, using RRL kits, and the Children's and Youth Librarian works with branches to develop relevant school holiday programs.	