



LIBRARIES

Strategic Plan

2014 - 2019



KEMPSEY SHIRE
LIBRARIES

YOUR COUNCIL
OUR COMMUNITY



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Kempsey Shire Council acknowledges the land of the Thungutti/Dunghutti Nation. We pay respect to Elders past and present. We acknowledge the role of emerging leaders to continue to guide us in the future. We acknowledge the Stolen Generations and the need to change practices to be inclusive. This land always was and always will be Thungutti/Dunghutti land.

1 Introduction

The Kempsey Shire Council library provides library services to the people of the Macleay Valley and beyond, through its main branch in West Kempsey and three other sub branches located at South West Rocks, Stuarts Point and Hat Head. The Library Service operates as a Business Unit within Kempsey Shire Council Community Engagement Department.

This Strategic Plan is the second plan developed by the Kempsey Shire Council Library Service. The plan has been developed using information gathered from Strategic Plan working parties, Library planning sessions, consultations with the community and stakeholders, and the expertise of the staff of the Kempsey Shire Council Library Service.

Current strategic relationships and networks exist with the Port Macquarie-Hastings Library as part of the Mid North Coast Library Co-operative, State Library of NSW, Country Public Libraries Associations, membership of ALIA (Australian Library & Information Association), and specialist membership of various relevant Reference & Information, Children & Youth, Local Studies and Management organisations.

2 Kempsey Shire Council - Vision

We live in a community that provides opportunity to all, to prosper in our environment that supports well-being, connectedness and access to resources the community wants and needs

Achieving Council’s Vision
Council provides high quality services and facilities through strong leadership which considers the needs of our community, the environment and future generations.

3 Kempsey Shire Council – Values

Healthy

- Having health that allows people to do the things they enjoy
- Having health that does not limit people from earning a living
- Not suffering from ill health
- Living a long and fulfilling life
- Living in a healthy environment
- The environment being in a healthy state.

Safe

- People feel safe in their homes
- People feel safe in public areas
- People are not unduly affected by anti-social behaviour and crime
- The risk of accidents are minimised
- Our community is prepared and resilient to emergency events such as floods and fires.

Wealthy

- Earning enough money to afford the lifestyle that makes us happy
- Being able to afford the basics that improve our lives
- To have a rich and valuable culture
- To have a wealth of experience

Sociable

- People are involved in their community
- People treat others with courtesy and respect
- People support and assist others in the community
- People have a range of options to become involved in community activities

4 Purpose

The purpose of this plan is to assist in shaping the future direction of library services in the Macleay Valley over the next five years in accordance with Community Strategic Plan, and with other Kempsey Shire Council planning documents. At a time when resources are constrained, there is a need for the Library Service to take charge of its future and reveal a vision for the community. The Library Service will embrace continuous improvement through innovation and creation of best practice in the delivery of services, which are affordable and relevant to community needs. Reliable information resources, commitment to a dedicated technology infrastructure, skilled staff, attractive, efficient and welcoming buildings – people places – are all essential elements in providing effective library services to the community.

The Kempsey Shire Council Library network is one of the most important community spaces provided by the local Council. Our service philosophy encourages people to feel comfortable when they visit the library for their latest reading material, videos, CDs or DVDs; meet friends; use the Internet; peruse the newspapers and magazines, or research for their latest project.

5 Library’s Vision

To provide an innovative and sustainable library service that will be the pride of our community will enrich the quality of life and will be a symbol of its potential and success.

Our libraries shall be the cultural hub and focal point of the community; providing safe places to be, where people can connect with each other, seeking recreation, education, information and lifelong learning experiences. Our aim is to promote the Library as the “living room of the Shire”, warm and welcoming, that relates to the people it serves in an inviting and friendly way.

6 Library’s Mission

The Kempsey Shire Council Library will;

Strengthen the community by providing the space and services to bring people together from a diverse range of backgrounds to meet and network. The library will assist in building social capital by proactively promoting social and cultural development within the community. The library services are critical in fostering the council’s objectives in its Community Strategic Plan by providing safe and sociable spaces for the community. The delivery of programs and resources encourages health and wellbeing and offers educational support to residents.

- Provide relevant collections and services
- Value the role of staff
- Be responsive to change
- Offer Excellent customer service
- Work in partnership with government, business and community organisations
- Be accessible and equitable.

7 Library’s Goals

- 1. **Accommodation and access – Revitalise library spaces.**
- 2. **Provision of quality collections and services**
- 3. **High level of customer service**
- 4. **Embrace Technologies**
- 5. **Promote and market services**
- 6. **Develop excellence in or staff**
- 7. **Maintain and enhance partnerships**
- 8. **Provide workshops and events**

Public library services are, and must continue to be, important community resources for support of our educational system and lifelong personal and work pursuits. To be successful, public libraries must be responsive to their customers, make effective use of their resources, and be partners in community collaborations that facilitate achievement of their goals.

To achieve our goals and key result areas, we must develop and maintain a strong strategic position within the organisation of Council. We will also continue to build partnerships with existing and other groups and institutions, including organisations from the government, non-profit and private sectors. The co-operative library partnership, “Mid North Coast Co-operative Library Service,” is a successful partnership between Kempsey and Hastings councils and delivers quality print and digital collections to the communities of both shires. This partnership has operated for thirty two years and is the key component in the success of the library services.

The aim of the library service is to be the preferred meeting place for the community being both functional and multipurpose and enabling user friendly access to new technologies and resources. The focus is the delivery of relevant collections, access to technology and the provision of training, workshops and events.

8 Conclusion

The execution of this Strategic Plan will be assessed annually. It will be a major driver for business and service development of Library Services during the life of the Plan, and linked to the annual budget processes of Council.

The performance and success of our library services will be measured against its own key performance indicators and against other agreed best practice benchmarks. The Library Services Business Plan will also draw its actions from this Strategic Plan each year.

The development of this Strategic Plan has been a valuable opportunity to gather the ideas and opinions of staff, customers and non-users, Councillors and Council management, colleagues and others. From this broad level of contribution has emerged a document that will provide the foundation for working towards sustainability and for the future success of our libraries and information centres over the next five years.



9 Library Strategic Plan 2014-2019 Report (December 2020)

Strategic Area	Outcome	Objectives	Priority Actions Over 5 years	Further Detail Breakdown	Estimate of Costs	Funding of Priority Actions Over 5 years	Report Card (November 2020)
1. Accommodation and Access: revitalise library spaces.	1.1 Ensure buildings, facilities and access to collections and information meet future community needs.	1.1.1 Provide Buildings, facilities and outreach services that allow for the transformation of the Libraries to meet the community needs of the 21st Century.	1. Instigate a cyclic review and development process for each service point and make recommendations to Council.	Revitalise interiors eg. Zones, colours, shelving, furniture, MOUs with community partners and rental arrangements.	Library management – in house	Council	2014 Kempsey Refurbishment for painting, carpet, shelving, furniture (State Library NSW Grant) and Branch libraries – internal painting.
			2. Develop digital collections across libraries to enhance access.	Investigate possibilities of major renovations and relocations of Libraries.	Library management – In house	Council	2014 – draft plan and Quality Standards for South West Rocks Library. SWR Library – Expression of Interest to the Regional Cultural Fund Sept 2017. “Revitalising Public Libraries” – State Libraries grant: collections shelving, furniture.
			4. Explore options for expanding Home leading services.	Investigate potential of using community buses to bring older people to the Library e.g. housebound services, mobile services to aged care facilities. Develop information technology services for the vision impaired.	Liaison with Council, Branches & external groups	Council/Grants	Nursing Home clients – Transport via individual Facilities. Bulk print loans delivered to Nursing Homes. Selection of materials for Individual clients. Vision impaired – e devices loaded with audio books.
			5. Review mobile library services.	Build on mobile services that connect those without access to transport to services and addressing the significant differences in socio-economic well-being and health status between the Upper and Lower Macleay.	Liaise with community	Council/Grants	Mobile library van service provided Deliveries to Housebound Clients and is incorporated with the school runs. South Kempsey Public School and Crescent Head OOSH are incorporated in the Van time- table. VAN utilized for community Events- Dash with a Splash, NAIDOC Family Fun Day.
			6. Expand 24 hour remote access to a range of library resources and services online.	Continue consortia subscriptions with the Cooperative.	Maintain partnerships		Co-operative Library Continues to expand digital Collections – live streaming films, e-audio/e-books
		1.1.2 Provide opening hours that reflect community needs.	1. Review library hours to suit the needs of local communities.	Investigate ways of redistributing existing branch hours.	Consultation with local community groups regarding preferred hours	Council	Opening hours were decreased in Kempsey – 6pm closure changed to 5.30pm – 2014 budget review by council.

Strategic Area	Outcome	Objectives	Priority Actions Over 5 years	Further Detail Breakdown	Estimate of Costs	Funding of Priority Actions Over 5 years	Report Card (November 2020)
		1.1.3 Provide an environment to facilitate training opportunities with community partners, for example ABC Open, TAFE and Community Colleges.	1. Schedule facility upgrades and train staff in customer relations, to encourage community use of libraries as safe and pleasant meeting places.	Provide staff training to increase awareness in cultural, physical and emotional needs. Update, consolidate and regularly review list of useful phone numbers to assist staff with difficult situations.	Allocate resources for information technology for library staff. This may be achieved in house or through external training providers.	Council	Staff training- internal training via KSC – OD State Library – delivery of Cultural Competency Awareness training. Online training programs delivered by external facilitators, engaged by KSC.
			2. Promoting the concept of libraries as the <i>living room of the Learning Shire</i>	Access point for technology.			Tech Savvy Seniors conducted Programs delivered in-house. Partnership with Skills link Port Macquarie TELSTRA partnership - ‘Maker Party in a Box’ Program delivered in house and externally to the school community. Tech Tuesday – customer Tech help Sessions.
			3. Develop, host or provide programs and events in the library				Author visits in partnership with publishers. Northern Rivers Writers Centre “Writers on the Road” program Children’s programs include Baby Bounce, Pre-School, School holiday events, Technology workshops. Northern Rivers Writers Centre - StoryBoard Bus project to schools. Taronga Education unit Zoomobile program Little-Bang Discovery club (Children’s Discovery Museum) project with Port Macquarie Library. Poetry SLAM and Poetry workshop in partnership with Word Travels. Manga workshops for children and Youth Eco workshops in partnership with Mid Waste. Partner with South West Rocks Writers’ group to promote local authors.

2. Collections and Services	2.1 To Provide equitable access to relevant collections and services that will entertain, enrich and inspire the lives of learning community.	2.1.1 Develop new and/or enhance existing programs/ services to meet specific customer needs.	1. Review branch library collections to ensure equitable content across the service.	Undertake major weeding of out-of date and infrequently used stock.	Revised courier program to the branches Driver training for the van.	Council	Collection review is Ongoing – major deselection during COVID closure 2020. Use of the State Library’s fiction health check tools.
			2. Review strategy of regular rotation of all material formats between branches.	Collections stay current			Courier service reviewed. Driver training actioned
		2.1.2 Develop a collection relevant to the Macleay Valley community as a whole.	1. Extent of collection per site determined by population density.				Library follows State Library Guidelines for collections per population density.
			2. Continued sourcing of specialist collections/services for exhibitions.	Sourcing exhibitions from the State Library NSW, NSW & QLD Arts councils.			Library participates in the State Library Travelling exhibition program. Australian War memorial exhibition for WW 1 commemoration. Seniors – “Art of Ageing” touring exhibition.
		2.1.3 To organise and preserve the library’s cultural resources.	1. Investigate new technologies for the preservation and storage of local history material.	Adjust Council’s Cultural Register as the Library’s Local Studies Collection is reassessed.	Minimal, reorganizing operation to reduce costs	Grant funded	Local Studies material digitised where applicable and available online. Heritage register updated.
			2. Review Collection Development Policy providing for a balance between acquisition of print and digital resources.	State Library Digitisation and imaging consultant.		Council	Collection Development Policy reviewed 2019 to reflect increasing digital acquisitions by the Co-opertive Library Service. Kempsey contribution to the Co-opertive Library Service is constantly adjusted for an increase in digital acquisitions.
			3. Development of the Aboriginal collection in all forms	Consult with the Dunghutti Elders over the development.			Aboriginal Studies collection is developed in consultation with the Elders, State Library NSW, School community and Kinchela Boys Home Aboriginal Corporation. The library acquires items in multiple formats from all external partners. The library vendors provide alerts on current publications relevant to our community.

Strategic Area	Outcome	Objectives	Priority Actions Over 5 years	Further Detail Breakdown	Estimate of Costs	Funding of Priority Actions Over 5 years	Report Card (November 2020)
3. Customer Service	3.1 To provide a customer focused approach to the provision of Library services that will provide entertainment and support the diverse needs of a learning community	3.1.1 To be customer focused with a commitment to quality service.	1. Implement Library specific customer service training with an emphasis on new technologies.	Management restructure	Staff position review	Council	The training is actioned in house in partnership with Port Macquarie Hastings staff. State Library NSW piloted regional training in e-lending/devices. Kempsey staff participated in this program.
			2. Implement Council's new Customer Service Charter.	Investigate "Sparkle" customer service training.		Council	KSC in house Customer Service training. "Sparkle" training didn't proceed.
			3. Investigate options for off-desk time to maximise customer relations.			Council	State Library online webinars in digital literacy.
			4. Ongoing measurement of the performance and quality of service	Develop definition of quality service and benchmark. Do a regular evaluation and record progress.		Council	KSC- Conflict resolution, courageous conversations workshops.
		3.1.2 To ensure collections and services are relevant to the Macleay Valley community	1. Undertake community surveys both user and non-user to assist in meeting community expectations and to assist with future planning.	Develop timeline for subject specific resource sheets relevant to the community. Refer to 2.1.2		Council	Annual State Library Bibliostat return is utilised to benchmark against similar libraries and review collections and services.
		3.1.3 To maximise the resource base available to the library service in order to provide services of a high standard.	1. Ensure funding commitment from Council based on productivity gains and community support.	Maintain Council's contribution to Library Services		Council	Community surveys are developed and available via the library's website – Survey Monkey. Council's website manager assists with survey data. Survey data is compiled by face to face interaction and links via the library newsletter.
			2. Maximise utilisation of funding opportunities.	Apply for appropriate grants		Council	KSC Finance – The finance team, management and the coordinator library services review budget needs and adjust for an increase in technology licenses. Ongoing
			3. Complete the installation of express check-out/in services to maximise efficiencies and enhance customer service delivery.	Purchase a smart bin for check in		Local priority funding	State Library grants for infrastructure. Regional Cultural Fund. Stronger Country Communities.
			4. Ensure maximum collection coverage by reducing duplication except for top fiction.	Cooperative collection strategy		Council	Replacement of FE Technology Self Loan stations is actioned. The current hardware is the latest version.
			5. Restructure Kempsey courier service to allow for more frequent deliveries to the branch libraries.			Council	Smart Bin – cost to be reviewed. The library does not have the volume of physical stock to justify the cost of the Smart Bin.
							The Co-opertive collection management team monitor this aspect of the collection strategy. Standing orders plans are developed to ensure multiple copies of bestsellers are available across the Co-opertive. Standing order plans are reviewed annually.
							Courier Service reviewed. Mobile Van utilized for bulk deliveries to the branch libraries.

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		3.1.4 To be recognised for excellence as a service provider by the use of State Library of NSW bench marking statistics.	Utilise the measuring system from 3.1.1			Council & Council Groups	State Library Annual Statistical return- benchmark with other regional libraries.
		3.1.5 Develop programs that will give our community the digital literacy skills required to access information.	1. Develop partnerships with appropriate groups or volunteers to assist in implementing training programs.	Conduct a wide range of information literary programs Refer to 1.1.3		Council/sponsorship	Programs are delivered in partnership with various arts, government, and community organisations to delivery literacy, technology, and cultural programs to enhance community cohesion.
			2. Develop training programs – WP, Internet, iPad, research skills.				Tech Savvy seniors’ programs Tech Savvy programs in partnership with Skills link. Adult Learners Week – Tech savvy programs. TELSTRA – Makey Makey programs in house / schools.
		3.1.6. Investigate opportunities for the library service to act as a Council shopfront in the provision of a range of seamless customer services for their community, particularly when planning for new libraries	1. Stuart’s Point – maximise council presence. South West Rocks – The potential for a council service point in a new library facility.			Council	The branch libraries provide community access to council meeting and report documents. Library staff aid the community to access council information online. South West Rocks library does not currently have capacity for a council service point int he facility. Stuarts Point Library is only 48sqm therefore it also lacks capacity.

4. Technology	4.1 To improve and expand core services by making more effective use of relevant technology in all libraries for remote and on-site customers.	4.1.1 Position and develop the libraries as the community hub for information, recreation and lifelong learning.	1. Ongoing website development to enhance services and to create a Cyber branch for the service			Council	Website development will be actioned in 2021
			2. Train staff in the development of Virtual Library collections.			Council	Staff are trained in house by senior staff, Port Macquarie IT team and State Library staff
			3. Ongoing Co-operative Catalogue development to enhance user experience.			Council	Library Management system LIBERO is regularly reviewed and enhanced by the Systems Librarian at Port Macquarie Library. The enhancements are developed in the User group forum of LIBERO library's
			4. Develop partnership with Council's IT section to enhance service quality and timeliness			Council & IT	The library consults with KSC IT regarding RFID hardware replacement and our print management system
		4.1.2 Provide access to a wide range of databases and services and foster the development of access to local and global information resources	1. Collaborate with Port Macquarie Hastings staff to deliver quality digital content.			Council	Co-opertive Library increased digital platform during the reporting timeframe. RB Digital magazines Bolinda Borrow Box - eaudio Story Box library KANOPY – Live streaming Haynes – digital car/bike manuals Medici TV Co-op library App. Local Priority funding is allocated to Co-op digital acquisitions \$5,000
			2. Digitisation of Local Studies material	Utilse Dlab		Grant	Local studies material digitized as required for preservation. Macleay Argus digitized on film.
			3. Upgrade computer resources	Desktops, ipads, photo and video devises and smart devises.			SMART BOX and ipads purchased to facilitate community and staff training. KSC IT and library staff - PC replacement at Kempsey and branch libraries. The replacement schedule is actioned every 5 years.

Strategic Area	Outcome	Objectives	Priority Actions Over 5 years	Further Detail Breakdown	Estimate of Costs	Funding of Priority Actions Over 5 years	Report Card
		4.1.3 Develop the library webpage and social media sites to give our customers new, innovative ways of accessing a wide range of information.	1. Maintain existing online communication with users, this includes online registration and purchase request service			Council	Online registration and purchase request service is available to all users.
			2. Develop education and training programs for library users in internet, Microsoft office, and new technologies, for example iPads and e- readers.			Council / Grant	Adult LEARNERS Week programs Tech Savvy programs Tech Savvy programs for nursing home clients.
			3. Investigate options for DIY computer bookings. Consult with IT on the provision of computer hardware for future library needs.	Investigate the possibility of online external reference services (eg link to State Library)		Council	Pharos systems for online booking service. Automated print management system for printing, scanning, scanning to email is installed.
			4. Maintain existing WIFI network across all Kempsey Shire Libraries and maintain public internet access to users.			Council	Wi-fi network is available at the council's libraries. HI TECH support are our vendor for WI-FI
			5. Partnerships with community college in the delivery of training to the community.			Council	Community College is closed. Partner with Skills link, TAFE, Mid Waste, NAIDOC committee for community programs.
		4.1.4 Recognition of the role of technology in our library service with a commitment to invest in technology that responds to changing needs.	1. NSW Public libraries are continuing to pursue a proposal with the State Library of NSW for a State wide library card.	State Library approach to have a card to have access at any library.		Council	State Library NSW has actioned this option for NSW residents. Members of the Co-opertive Library network can access State Library resources with their library card.
			2. Review the need for an additional self- loan kiosk.			Council	Additional self loan kiosk installed.
			3. Ongoing maintenance/upgrade of the co-operatives LMS – Libero/Insight Informatics.	Participation in the LIBERO User group meetings to enhance the library management system.		Council	Participation in LIBERO user group is ongoing. This is the responsibility of the systems librarian at Port Macquarie Library.
			4. Adopt new technologies as they become available	Investigate use of NBN to make new technologies available to the community.		Council	Mobile VAN – to be actioned. Mobile hotspot for up river communities.
5. Marketing	5.1 To improve the sustainability of the Library and Information Service by effective marketing and the development of partnerships with local and external stakeholders.	5.1.1 Proactively market library and information services in traditional and virtual environments.	1. Create a Promotion and Marketing team as a resource for raising the library profile.	Continue the use of community radio	Staff re-direction & volunteer support – Encourage volunteer support to participate in the Friends of Kempsey Library group – FOLK.	Council/Volunteers	Marketing team co-ordinates programs, workshops, and events. Collaborate with Port Macquarie library in marketing resources and programs. TANK radio interviews are fortnightly. Friends of the Library assist with book sales, and events. Friends of the Library facilitate community workshop programs, e.g. "Simple Living."
			2. Develop a marketing strategy for the library service.	Market library programs and services on the library website and social media.			Seniors/ Marketing Librarian draft strategy. Programs marketed on the library website, socials and Hey Hey Macleay
			3. Develop branding				

Strategic Area	Outcome	Objectives	Priority Actions Over 5 years	Further Detail Breakdown	Estimate of Costs	Funding of Priority Actions Over 5 years	
		5.1.2 Promote the library as a facility for community recreation as well as being the gateway to lifelong learning.	1. Utilise the Co-operative webpage to actively promote events and programs hosted at Kempsey library.	Investigate possibilities of increased story times, book readings and youth activities, homework help, study skills etc.			Programs are promoted on the Co-op Library webpage. Storytimes, Book Club groups and HSC info sessions are delivered by the library team. Outreach Storytimes – grant funded “Blackrose International Storytelling”
			2. Conduct user and non/user surveys to determine the needs of users.				Surveys conducted both online and in person
			3. Actively promote within Council operations and seek opportunities to cooperate on projects of mutual benefit				Collaborate with Community Partnerships team to promote council services at the markets, Kempsey Show, Seniors Festival and other joint events.
			4. Contribute Library’s promotional material to Council promotional campaigns				Library’s promotional material is distributed through council’s Communications team.
			5. Develop regular local media releases, news spots, etc	Implement John Stanley retailing concepts eg. End caps, shelf talkers, bookmarks, pyramidal book displays Introduce rotating and themed book displays. Investigate feasibility of regular newsletter for borrowers			Media releases are sent via council’s Communications department. Tank Radio and local ABC radio. Promotion and display of library materials follow principles from Kevin Hennah’s workshops. The emphasis is on retail display, face out and reader recommends selections.
			6. Develop partnerships with local groups.	Arts in the Macleay Valley Art groups and others within the community			The library has an extensive network of partners which facilitate the delivery of programs and events.
			7. Develop and enhance the relationships with groups by formulating arrangements	Memorandum of Understanding with the local and family history groups to enhance the collection and overall library usage			MOU – Hat Head Library and the Anglican Parish. Kempsey Family History Group has moved to their new premises – 2019.
		5.1.3 Develop an entrepreneurial like spirit of innovation and revenue opportunities	1. Explore the inclusion of (Internet) coffee shops in new library building projects as part of business development			Sponsorship	2019 Architectural concept plan included a recreational/ eating space in the library/ customer first design plan. This idea may be considered if the Customer First Service is incorporated in the library area. This is ongoing discussion with Craig Milburn and the Leadership team.
			2. Develop corporate partnerships/sponsorships to enhance service delivery			Sponsorship	Sponsorships from Kempsey Rotary, JABIRU printing. State Library of Queensland – Summer Reading program promotion.

Strategic Area	Outcome	Objectives	Priority Actions Over 5 years	Further Detail Breakdown	Estimate of Costs	Funding of Priority Actions Over 5 years	Report Card
		5.1.4 Develop partnerships within the Community and beyond	1.Participate in Library Council of NSW grant programs			Grants	Participation in State Library Infrastructure grants program – 2019 application successful “Innovative Creative Spaces”
			2. Develop marketing opportunities with local businesses	e.g. bookshops.		Sponsorship	Partnership with Book Face at Port Macquarie in collaboration with Port Macquarie Library.
			3. Participate in the State Library Marketing group.				Marketing/ Seniors Librarian participated in online forum training sessions.
		5.1.5 Develop a Library Brand which incorporates council’s logo.	1.Investigate design options to increase the visual presence and presentation.	Implement an internal signage strategy Establish standards for a digital community notice board.		Council	Library brand created in consultation with KSC Communications team.
6. Staff/ People	6.1 Our staff will be approachable and friendly guides to community recreation and lifelong learning	6.1.1 Sufficient, friendly, skilled, innovative and Knowledgeable staff	1. Review position descriptions with new management structure to improve service provision	Encourage a culture of easily identifiable staff (eg use of name tags, uniforms, use of colour)		Council	PD review commenced 2019, completed 2020. Corporate uniform adopted by library team.
			2. Ensure staff development and training programs for improved customer service and information technology skills	Increase skills through continuing education			In house training both online and workshop presentations. State Library staff deliver training in Sydney and regionally. Collaborative training with Port Macquarie Library team. NSW Public Library Conferences – annually.
			3. Maintain effective staff management	Prepare a strategy in anticipation of State legislation to mandate permanent part-time positions in lieu of regular Casual employment			Staff management is managed within Organisational Development guidelines in consultation with Manager, Community Partnerships.
				Review and assess staff performance annually			Recent staff appraisal 2020
				Investigate feasibility of a succession planning program			Succession planning addressed with Library Co-ordinator and Manager Community Partnerships.
			4. Morale boosters	Eg staff recognition, internal newsletters (social and professional)			Staff recognition – Council newsletter and library team meetings. Brainstorming breakfasts and lunches.

Strategic Area	Outcome	Objectives	Priority Actions Over 5 years	Further Detail Breakdown	Estimate of Costs	Funding of Priority Actions Over 5 years	Reporting update
		6.1.2 To select, develop and retain a committed team of permanent and casual staff, friends and volunteers, able to support the programs of the Library, and be our advocates	1. Review staff selection policy and recruitment techniques to ensure EEO principles			Council	Underway and in line with Organisational Development policies and procedures
			2. Encourage the continued growth of the “Kempsey Friends of the Library” group	Local FOL groups to be sub-units. Examine wide range of options for volunteer assistance	Volunteer Support	Council/volunteers	Continued support and involvement of Friends of the Library
			3. Develop a Volunteer policy and program within the Service			Council	Council is undertaking a review of policies and procedures
			4. Develop concept of staff teams or working groups to enhance aspects of the Service, and utilise other council staff expertise where appropriate.	e.g. promotions, website and cyber branch development, and a staff development team	Cross-branch sharing	Council	Staff have been working across sections and branches
		6.1.3 Encourage a culture of lifelong learning	1. Enable staff to access professional development			Council	Professional development program and performance development discussions implemented
7. Maintain Partnerships	7.1 Maintain partnerships and collaborations with other stakeholders and government bodies	7.1.1 Continue the and broker the development of the Mid North Coast Cooperative Library Service	1. Initiate joint use partnership opportunities eg. Local interest groups, Art Gallery/Museum link, TAFE and universities planning for new facilities	Investigate branded external signage eg. banners and permanent signage	Liaison with Council, Branches & external groups	Council/Grant application	Partnership developed and ongoing, management by an Memorandum of Understanding
		7.1.2 Initiate joint use partnership opportunities	1. Develop relationships and initiatives as they arise	eg. Local interest groups, Art Gallery/Museum link, TAFE and universities planning for new facilities		Council	Engagement activities for planning purposes targeting specific target groups, user groups and other stakeholders
8. Provide workshops and events	8.1 Provide educational and/or cultural workshops or events to engage community.	8.1.1 Develop programs or workshops for specific groups	- Aged - Youth - Minority or disadvantaged - Health - Sustainability - Environment etc	Develop staff delivery skills	Council	Council	Broad range of programs delivered such as Tech Savy Seniors, Baby Bounce, Lego Builders, STEM based programs, outreach via the Taronga Zoo, outreach to remote and less mobile populations, sustainability and health workshops, waste workshops
		8.1.2 Provide events such as author introductions, book launches or signing			Council	Council	Wide range of author talks and presentations delivered over the period
		8.1.3 Develop partnerships to collaboratively deliver the above.			Council	Council	Partnerships developed with relevant local and state organisations and groups