Goulburn Valley Libraries

DRAFT
Library Plan 2022-2026
1 July 2022 to 30 June 2026

For Public Review until 22 June 2022

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About Goulburn Valley Libraries

The Goulburn Valley Regional Library Corporation, trading as Goulburn Valley Libraries from 1 July 2015, provides Library services to the communities in the municipalities of Greater Shepparton City Council, Moira Shire and Strathbogie Shire. We serve a population of 108,080[1] people over an area of 9,772[1] square kilometres.

Population		Area km^2	Density Pop/km^2
Greater Shepparton	67,070	2,422.0	27.7
Moira	30,018	4,046.6	7.42
Strathbogie	10,992	3,303.3	3.33

The Corporation operates 10 Libraries by agreement in the townships of Cobram, Euroa, Mooroopna, Nagambie, Nathalia, Numurkah, Tatura, Violet Town, Yarrawonga and the Cityof Shepparton. We also operate a Mobile Library service that serves smaller towns and communities within the region.

We provide:

- Management of a collection of 171,6962 items, comprising 155,0732 print and audio-visual materials 16,6232 digital materials.
- Shared Technical Services, CIT, HR, Administration, Operations and service support, from a Regional Administration and Support Centre at Shepparton.
- Management of a dedicated staff of 70 people (26.7 Full Time Equivalents), supported by community volunteers.
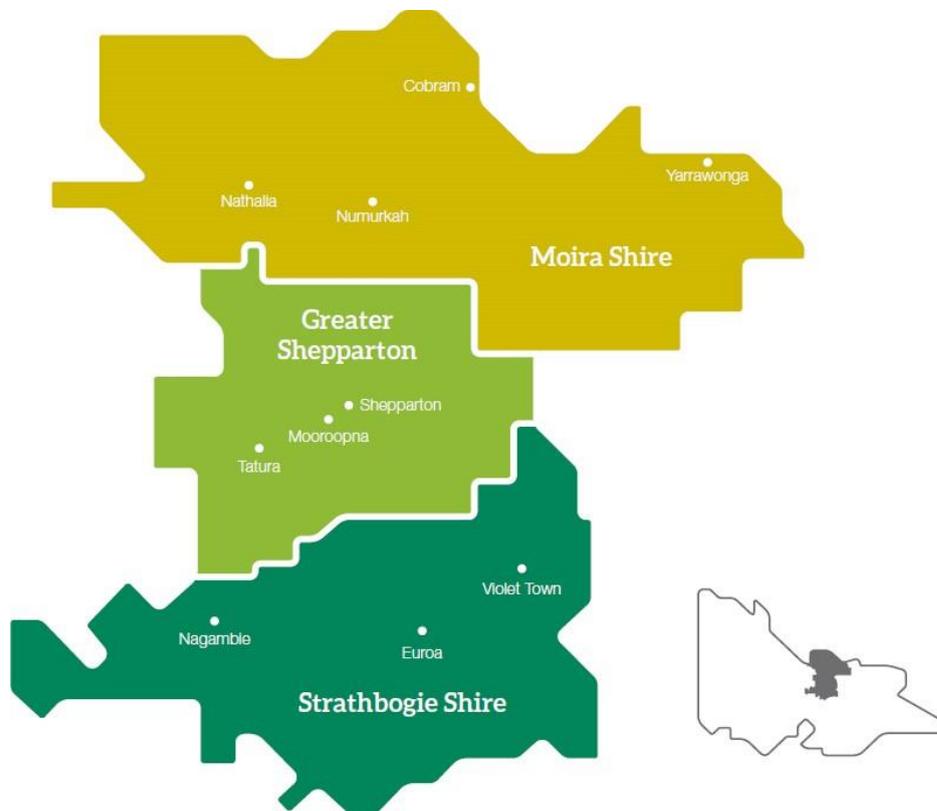
ABS-ERP Population statistics. March 2021

Current Environment

People are visiting our libraries, both physical and virtual, not just to seek information but to connect with others and collaborate. Today, modern libraries tell a real story about people meeting together, doing things, sharing stories, sharing culture and learning. Our Libraries are becoming more about people and engaging in the environment they're living in.

In early 2020 the world was struck by the global Covid-19 pandemic. We have been faced with several statewide lockdowns and restrictions for varying periods. Ourlibraries closed completely, programs ceased and staff began working from home. We pivoted to Click and Collect and online service delivery. Since the beginning of 2022 operations have begun returning to normal.

We have managed to post operating surpluses on the back of reduced opportunity for casual employment and consumables, however our service offering and usage has suffered as communities have been required to "stay at home" to stay safe.

Goulburn Valley Libraries services are well valued by the communities and the patrons that access these facilities, resources and services. Our community survey demonstrates this.
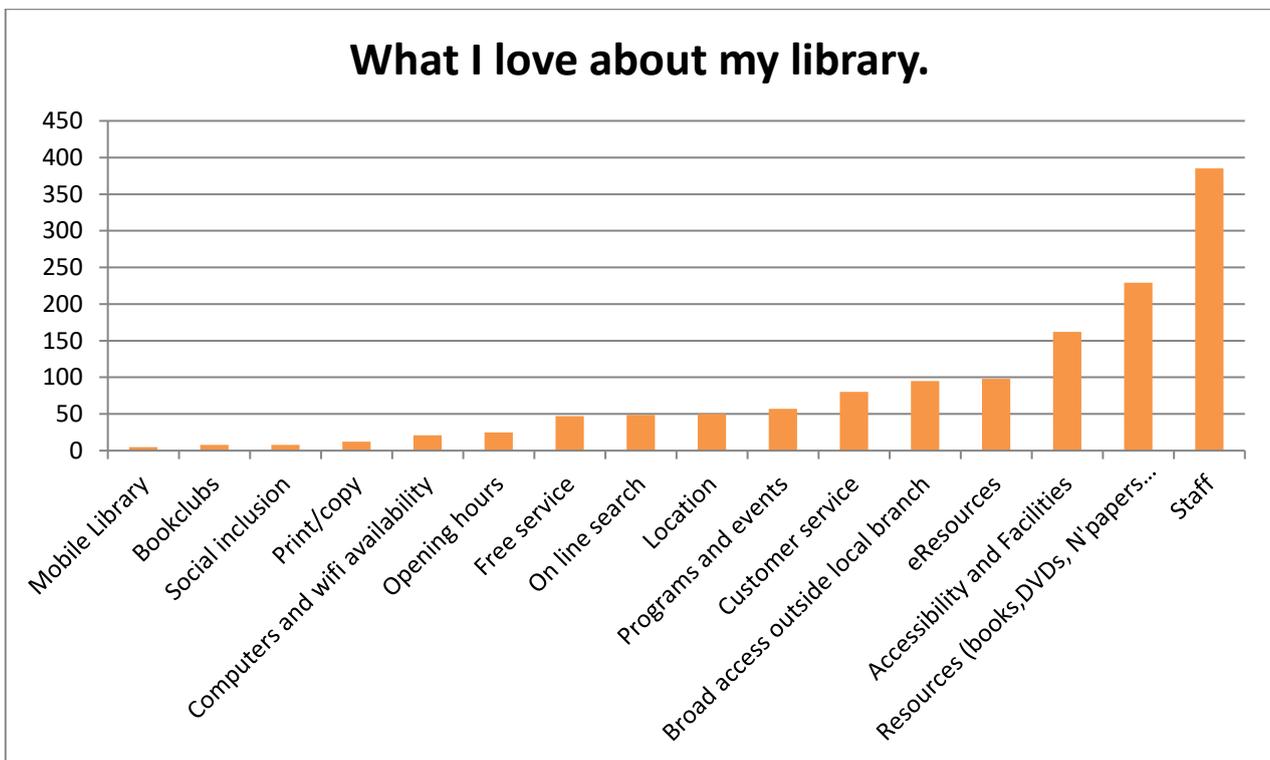
Over the past four years the Corporation has embarked on a modernisation program that has seen;

Tatura Library extension and refurbishment completed.

Implemented a new Library App for use on mobile devices.

Library membership and visitation numbers have been impacted by COVID 19

We are seeing positive trends regarding most indicators. However, we remain a relatively poor

performer in comparison with other Victorian library services, particularly in relation to relative funding levels.

While funding increases from the State government have declined in real terms a 3.5% increase has been announced for 21/22 as a result of strong sector advocacy. Employee expenses have been suppressed due to Covid-19 responses during lockdowns. However, given a return to pre Covid-19 operations, the cost/revenue squeeze will continue.

In 2021 the organisation is characterised by:
- Relatively low membership rate – 28.11% ▯ of population. Vic Ave 47%
- Low active membership rate – 13% ▯ of population. Vic. Ave 16%
- An older physical collection – 51% ▯ of stock purchased in the last 5 years. Vic. Ave 66%.
- Low turnover rates - physical items – 2.9% ▯ loans per item. Vic Ave 5.2
- Growth in the eBook collection – 0.14 items per capita. Vic Ave 0.12
- Low level of spending on collection items - $3.67 ▯ per capita. Vic Ave $5.59
- Low level of staffing – 0.26 EFT per 1000 pop. Vic Ave 0.30
- Low level public access devices per 1000 pop– 0.5 Vic Ave 0.71
- Relatively low level of funding - $34.19 per capita. Vic Ave $41
- High levels of satisfaction among current patrons – 8.8 Vic Ave. 8.44/10
- Sound financial position at current funding levels. – Minimum debt. Good cash reserve
- A management restructure that will deliver long term operational savings.

The Future of Public Libraries

Libraries are no longer a place just for borrowing books. They are places where the community can access e-resources, WIFI, computers, meeting rooms, art spaces, and diverse child, youth and adult programs. Public libraries are vibrant community hubs that provide all with universal access to information.

Public libraries are twenty-first century conduits of culture, learning and social connection that they have become. Public libraries play an important role in their respective communities, and are fundamentally important informational, educational, cultural, and social institutions.[1] "In an increasingly digital world, we see the role of libraries as community and cultural centres at times undervalued, and underestimated"[2]

Our libraries need spaces for experiences and activities as well as performance and personal development. Business spaces and cafes, spaces for brain health and learning, spaces to participate and connect, will shape the future focus of libraries. Regional libraries need to help communities to be informed and knowledgeable as well as in step with technological innovations. Regional libraries need to catch up with their metropolitan counterparts by providing downloadable resources and services, as well as being ready to offer and communicate the newest and latest digital devices.

Libraries are in the business of change, Librarians help people to read and learn, and become a more literate and able community. Libraries OF the community have an obligation to push the community and rather than working for the community they are members of it.[3] They bring

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[1] Libraries Building Communities, State Library NSW, Kristen Twomey, 2016
[2] Edwards J.B., Rauseo M. S. & Unger K.R. (2013, April 30). Community Centered: 23 Reasons Why Your Library Is the Most Important Place in Town. Retrieved February 24, 2017, from Public Libraries
[3] Library as a movement: One community at a time R David Lankes https://vimeo.com/592998045

people together to improve their lives.

As we live in a digital lifestyle where the web is away of life and touches every aspect of our lives people are increasingly interacting and participating on the internet and becoming creators and not simply consumers. Library teams need to become familiar and comfortable with these new ways of engaging and helping users find information, gather knowledge and create content.

Libraries need to understand information seeking behaviour has changed dramatically. Users can now discover and select their own information, and we should be able to provide a space for them to be able to create, share and even publish. We need to participate in this new knowledge economy and understand we are operating in an environment that demands flexibility as it changes constantly.

The following observations are from the Future Public Libraries Report 2021[4]

1. **Libraries are a people place**. Libraries are used by people from all walks of life – the young, the old, families and single people, people from different cultural backgrounds, school and tertiary students, the employed and the unemployed, people on high and low incomes, people with and without home internet access, people who are library members and people who are not.
2. **Books rule, but not all the time and not for everyone**. 82% of library users borrow books or magazines from the library – clearly the single most common activity. But among the top 10 things people do at the library are a mix of activities that involve the collection, technology services, programs, places and spaces and highly valued staff assistance.
3. **Post-COVID libraries must retain their key characteristics.** The speed and agility of public libraries in responding to COVID restrictions on service access have been well-documented. Survey feedback reinforced the high regard library users had for the way libraries shifted to click and collect, online programming and other service models..
4. **Libraries are much more than just a service point**. While the No. 1 priority is to be a lending service, libraries are also seen to play an important role in literacy development, supporting mental health and wellbeing, facilitating community connections, digital inclusion and providing somewhere to just be.
5. **Libraries mean different things to different people**. There is significant variation in the way that different population cohorts, perceive, use and value the library, demonstrating why public libraries have such broad appeal across the community.

The Future Public Libraries Priority Report 2021 also identifies the top 7 future priorities for the community as
- Providing access to books, magazines, DVDs and other resources
- Assisting with children's literacy and education
- Providing access to educational resources and support
- Supporting my mental health and wellbeing
- Connecting with my community
- Providing somewhere to just be
- Providing access to computers and wifi [5]

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4 FUTURE PUBLIC LIBRARY PRIORITIES SURVEY Summary Report December 2021 I & J Management

5 FUTURE PUBLIC LIBRARY PRIORITIES SURVEY Summary Report December 2021 I & J Management

What our community said

Our community survey in early 2022 provided the following improvement priorities:

Things to improve at my library
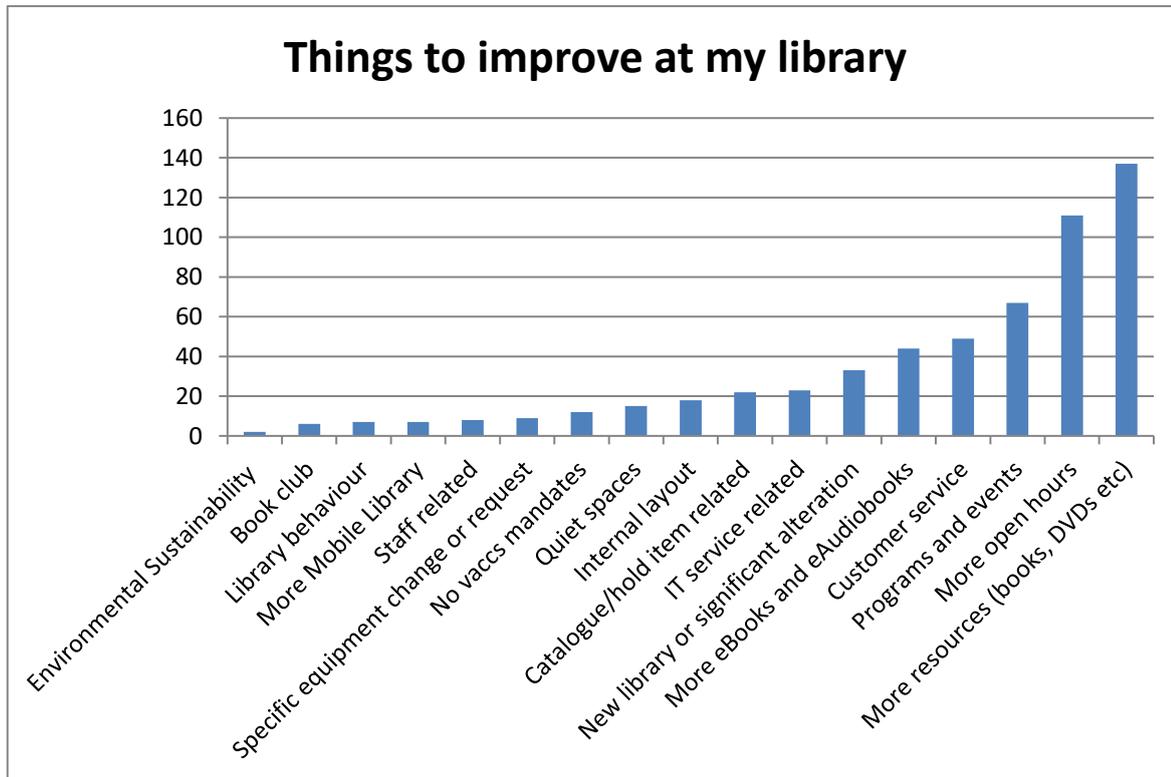
Challenges and Opportunities

"Libraries will have to continue to reinvent themselves and make themselves relevant to the communities they serve. But actually, that's been the history of the library."[6] Professor Andrew Pettegree.

Libraries must grow and evolve to meet local community needs, whilst at the same time responding to global trends. Library staff will continue to learn and adapt to those evolving needs and trends.

Challenges

- The new Local Government Act 2020 has been enacted and Regional Library Corporations have until 30 June 2029 to transition to a new governance model.
- Resetting after Covid, proving services and programs that the community needs to attract them back to the library
- Providing facilities for remote workers
- Expanding access – reviewing opening hours
- Adapting to climate change – ensuring the environmental sustainability policy is adequate. Providing refuge for patrons outside standard hours due to extreme weather events and adapting hours to meet these needs.
- Serving our indigenous/first nations communities
- Inclusivity – providing welcoming spaces for diverse communities and ensuring we continue to develop a mature reconciliation process.

6 The Library: A Fragile History by Professor Andrew Pettegree

- Meeting the needs of expanding regions – population growth, refugees and migrants/ tree changers and the ageing population.
- Digital literacy, affordability and reliability

Opportunities

- Develop a governance model for the library service that will ensure councils can deliver service effectively and efficiently into the future.
- Develop a staff Enterprise agreement that ensures staff conditions and responsibilities align with the new governance model.
- Libraries are being acknowledged as places that contribute to communities overall Health and Wellbeing. This is being recognised through state government funding and PLV and SLV strategic plans.
- Develop partnerships with relevant government agencies, not for profit groups and community groups to deliver programs and services.
- Victoria's-infrastructure-strategy-2021-2051is an opportunity to seek funding to improve ICT infrastructure and plan for climate change.
    - Fund regional libraries to provide better *internet access*
    86 In the next year, start a five-year funding program for libraries in regional towns and rural areas to improve community access to fast, free internet services, leveraging existing library infrastructure.[7]
    - Create climate-adapted facilities for rural communities
    90 In the next five years, fund local governments to plan and help deliver a network of designated, accessible climate-adapted community facilities, to manage the health impacts of extreme heat and bushfire smoke.

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7 Victoria's-infrastructure-strategy-2021-2051 pgs 235 &245

The Library Plan

This Library Plan details our goals and ambitions for Goulburn Valley Libraries from 2022-2026.

Our Vision

What we want the future to look like!
Connected, empowered and inspired communities

Our Purpose

Why we exist!
To deliver services and activities through the library network that are inclusive and respond to the social, economic and cultural needs of our communities.

Our Values

How we operate!

Service	We will respond to community need and provide great services.
Teamwork	We will take pride in shared achievements and outcomes.
Respect	We will actively listen to each other and appreciate our difference.
Innovation	We will be proactive to change and embrace new ideas.

Strategic Objectives

What we want to achieve!
We have built our Library plan around the achievement of the following strategic objectives:

1. Libraries that grow with, adapt to and meet community needs.

2. Highly valued well-used contemporary community spaces.

3. A sustainable, capable and service-focused organisation.

4. Develop a governance model for the future

Action Plan

1	**Libraries that grow with, adapt to, and meet community needs.**						
	Goals	**Actions**	**22/23**	**23/24**	**24/25**	**25/26**	**Measures**
1.1	**Improve collection usage**	Undertake annual review of collection management plan Ensure staff are well trained to use Collection HQ Review digital/print collection usage to ensure correct spilt between collections Expand the reach of the Home Library Service Increase promotion of collection. Action 3.5	Review Plan training and implement Develop Plan	Review Plan training and implement Implement	Review Plan training and implement Ongoing	Review Plan training and implement Review	Turnover Rate Age of collection % digital, % physical Home library users Total loans
1.2	**The library is inclusive**	Partner with indigenous and minority community groups to determine appropriate services and programs for groups. Develop Partnership Plan. Complete initial review Reconciliation Action Plan. Approval by Reconciliation Australia.	Develop Plan Complete Complete	Implement Implement	Ongoing Implement	Review Review	Partnerships developed. Membership RAP approved by Board RAP approved by Reconciliation Australia
1.3	**Programs that meet community needs**	Align programs and events to local Branch priorities. All programs to be supported by a business case to ensure alignment with GVL's vision, purpose, values and strategies Develop a Community Input process for program development	See action 3.2 Plan	 Implement	 Ongoing	 Ongoing	New programs implemented. Business cases developed. Process developed
1.4	**Strong Community Partnerships**	Partner with local community groups, not for profits and government agencies to deliver relevant library programs. Local Plans to support local groups. i.e. Local History, Car Clubs, Crafts, Games, Social, Cooking, IT etc	Plan and implement.	Ongoing	Ongoing	Ongoing	Local Partnerships developed.
1.5	**Health and wellbeing**	Develop a plan to target socially isolated community members with targeted H&W services and programs. Develop H&W partnerships to deliver services and programs. Seek external H&W funding for programs.	Plan Implement	Implement Implement	Ongoing Implement	Review Implement	Plan completed H&W Programs delivered Funding achieved.
1.6	**Improved Customer Experience**	Undertake an Opening Hours Service Review Consolidate "Open Library" at Tatura. Implement "Open Library" at new sites. Numurkah, Violet Town, Nathalia. Implement an improved event booking system. i.e. Eventbright, Trybooking etc Improved payment options	Review Implement Plan Review implement Review	Implement Review Plan Ongoing Plan	Ongoing Ongoing Implement Ongoing Implement	Review Review Implement Review Implement	New Opening Hours implemented. System implemented and sustainable. Visits New system implemented. EFTPOS and EFT available for all services
2	**Highly valued well-used contemporary community spaces.**						
	Goals	**Actions**	**22/23**	**23/24**	**24/25**	**25/26**	**Measures**

	Goals	Actions	22/23	23/24	24/25	25/26	Measures
2.1	**Modernised library spaces**	Renew and Re-fresh Library Spaces Euroa & Numurkah projects Shepparton Stage 2 Mooroopna	Complete Plan	Ongoing Plan	Implement Plan	Implement Implement	Projects successfully completed Plan developed, Council support achieved Plan developed, funding achieved
		Monitor Victoria's Infrastructure Strategy 2021-2051, action 86, Living Libraries Infrastructure Program and seek grant/funding opportunities as they become available.	Ongoing	Ongoing	Ongoing	Ongoing	Funding achieved.
2.2	**Accessibility**	Develop Policy and Plan for the use of library spaces during extreme weather events.	Plan	Implement	Ongoing	Ongoing	Policy and Plan developed and implemented.
		Undertake ASD and Dementia accessibility reviews	Plan	Implement	Review		Reviews completed.
2.3	**Well used community spaces**	Develop policy for use of library spaces as event venues for local organisations and the community.	Develop Policy	Implement	Ongoing	Ongoing	Policy developed and communicated. Visits
2.4	**Improve remote community access to library services**	Review replacement of Mobile Library	Review	Plan	Implement	Implement	Complete review - Mobile Library future determined
		Complete review of Improved Services for Small Rural Communities - Assess service options Avenel, Murchison	Implement	Review	Plan	Implement	Avenel and Murchison Pilot projects successfully implemented
		Undertake a 6 month trial to deliver a library service to small communities i..e.Ruffy as part of the review.	Plan and implement	Review			Trial implemented and reviewed

3 A sustainable, capable and service-focused organisation.

	Goals	Actions	22/23	23/24	24/25	25/26	Measures
3.1	**Meaningful statistics**	Develop value and output focused metrics based on ALIA Guidelines Standards and Outcomes Measures 2016.	Develop metrics	Implement	Implement	Review	New metrics developed and monitored.
		Support development of improved and consistent Know Your Council (LGRF) measures with PLV and LGV.	Plan	Implement			New measures monitored and reported.
3.2	**Programs that meet community needs**	Increase Programming Resources to meet needs.	Plan	Implement	Implement	Review	Increase in Budget and FTE Visits
		Develop a business case template for programs and services	Develop template	Implement	Ongoing	Ongoing	Template developed
		Review current programs using the template to ensure they meet minimum requirements		Review	Ongoing	Ongoing	Programs reviewed
3.3	**Environmental sustainability**	Implement Environmental Sustainability Policy	Implement	Review	Review	Review	Environmental metrics - Energy, Fuel, Paper, Plastic consumption.
		Review current suppliers sustainability practices. Implement in Procurement Policy i.e. James Bennet Sustainability Project for management of the print collection	Review	Plan	Implement	Implement	Procurement Policy reviewed .
3.4	**Upgrade ICT Infrastructure**	Complete Server Replacement project Transition to MS 365	Implement	Ongoing	Review		Transition completed successfully
		Develop new CIT Strategy Plan	Develop Plan	Implement	Ongoing	Review	New Plan completed

	Goals	Actions	22/23	23/24	24/25	25/26	Measures
3.5	**Well promoted library service**	Develop a library marketing and promotions plan across all media channels and third party opportunities.	Plan Implement	Implement	Implement	Review	Memberships, Loans, Visits Budget
3.6	**Improved staff capabilities**	Workforce for the future plan – succession and skills	Plan	Review	Implement	Implement	Complete review
		Review 2019 Victorian Staff Skills Audit and determine the skills required for library staff for the future. Develop a training plan for all library staff.	Review Plan Review	Implement Plan	Implement Implement	Implement Implement	Staff participation rates Community satisfaction with staff Training Budget
3.7	**Improved staff conditions and work environment**	Develop an Enterprise Agreement that ensures staff conditions and responsibilities align with potential new governance model.	Implement EBA 2022	Ongoing	Develop EB 2025	Implement EB 2025	EBA 2022 approved by FWC EBA 2025 successfully negotiated
		Review the Central Administration and Support model. Including – potential location and decentralisation.		Review	Plan	Implement	Future model selected and implemented.
4	**Develop a governance model for the future.**						
	Goals	Actions	22/23	23/24	24/25	25/26	Measures
4.1	Agree on a new governance model	Develop detailed options paper – Green paper Engage and consult Councils and stakeholders Develop a detailed proposal paper – White paper Seek agreement from Councils	Plan	Plan	Plan	Implement	Options Paper completed Council engagement White paper completed Agreement reached on future model
4.2	Transition to new governance model	Develop transition plan Resource project and commence transition			Plan Plan	Plan Implement	Transition Plan developed Transition commenced.

Strategic Indicators and Targets

Indicator	18/19 Actual[3]	21/22 Vic Ave[1]	21/22 Actual[1][4]	22/23 Target	23/24 Target	24/25 Target	25/26 Target
NEW LOCAL GOVT REPORTING FRAMEWORK INDICATORS[2]							
Measure LB1 –Utilisation Total loans per capita	4.61		3.6	4.0	4.2	4.4	4.6
Measure LB2 – Resource Standard % Collection purchased in last 5 years	50.01%		50%	51%	52%	53%	54%
Measure LB3 – Service Cost Direct cost to Council per capita	$18.86		$15.81	$16.05	$16.29	$16.53	$16.78
Measure LB4 – Participation Library members per capita	30.0%		24%	25%	26%	28%	29%
Measure LB5 – Participation Visits per capita	3.24		1.54	3.0	3.1	3.2	3.3

1. Estimate based on current YTD data. To be updated when available.
2. Local Government Reporting Framework Indicators changed in 18/19 and are currently the subject of review by Local Government Victoria. It is anticipated that new indicators will be adopted for 22/23 thatwill be more reflective of modern library practice.
3. Pre Covid 19 Pandemic.
4. Impacted by Covid shutdowns.

STRATEGIC INDICATORS							
Population	106,451		108,080				
Memberships as % of population	30.0%		24%	25%	26%	28%	29%
Attendance at library programs per 1000	290		54	200	220	280	300
Loans per capita	4.61		3.6	4.0	4.2	4.4	4.6
Expenditure on Library materials per capita	$3.70		$3.74	$4.16	$4.24	$4.33	$4.41
Staff EFT	25.76		26.5	27	27	27	27
No of Public PC's	52		54	56	60	60	60
Collection size	161,990		170,510	166,000	170,000	172,000	175,000
Physical collection size	154,903		155,070	150,000	150,000	150,000	150,000
eCollection size	7,087		15,440	16,000	20,000	22,000	25,000
eResources as % of total resources	4.37%		8.9%	9.6%	11.7%	12.7%	14%
Opening Hours (scheduled/f'night)	334		305.5	310	310	310	310
Customer Satisfaction	8.84%	8.74%	9.32%	9%	9%	9%	9%

ENVIRONMENTAL INDICATORS	20/21		21/22				
Energy consumption kWh	56,479	N/A	53,000	51,000	49,000	47,000	45,000
Fuel consumption Vehicle km's / Mobile	109,036 / 77,826	N/A	107,000 / 76,000	105,000 / 75,000	103,000 / 73,000	101,000 / 71,000	100,000 / 70,000
Paper consumption kg	1092	N/A	1000	950	900	850	800
Water consumption kL	80	N/A	75	72	70	68	65