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**City of Ballarat
Libraries and Learning
Strategy
2022-2027**

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City of Ballarat Libraries and Learning Strategy 2022-2027

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Acknowledgement of Country

The City of Ballarat acknowledges the Traditional Owners of the land we live, work, learn and play on. Within our Council boundaries, the Wadawurrung People are the Traditional Owners south of the Great Dividing Range and to the north the Dja Dja Wurrung People are the Traditional Owners. We recognise their continuing connection to the land and waterways. We pay our respects to their respective Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

The City of Ballarat Libraries also acknowledges and respects the rich history of tens of thousands of years of Aboriginal and Torres Strait Islander culture and storytelling.

We commit to providing culturally safe public spaces and services in the City of Ballarat Libraries for Aboriginal and Torres Strait Islander people and we recognise and understand our responsibility in relation to the sensitivity and significance of some of our collection materials.

Through this strategy we will work to ensure that we always deliver culturally respectful services to Aboriginal and Torres Strait Islander people.

CITY OF BALLARAT LIBRARIES AND LEARNING STRATEGY 2022-2027

Vision

Your Library. Your Stories. Your Community - Learning for Life

Our commitment

The City of Ballarat Libraries are committed to working with our community and our partners to:

- recognise and pay respect to the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people
- improve community outcomes
- enhance service access, reach and quality.

We are welcoming, safe, and inclusive.

We encourage learning, participation and fun.

We are professional and accountable.

Our priorities 2022-2027

Reach out	<ol style="list-style-type: none">1. Engage with the Ballarat community to increase library use and service impact.2. Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion and wellbeing.
Branch out	<ol style="list-style-type: none">3. Increase the size, quality and accessibility of the branch library network.4. Explore use of alternative models that increase community access to library services.
Stand out	<ol style="list-style-type: none">5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.6. Demonstrate regional and industry leadership in provision of community-focused public library services.

Message from the Mayor

The City of Ballarat Libraries are highly valued, welcoming, and inclusive spaces that can be used by all



of our community, to read, study, work, play or relax in. In the past five years we have loaned 2,768,019 items, welcomed 1,672,781 people, delivered 10,288 programs for 104,693 attendees, and provided 206,272 hours of Wi-Fi and PC accessibility. Our libraries encourage connection, participation and celebrate the diverse community that is uniquely Ballarat.

Our future libraries will be places that inspire, surprise, and delight the people using them, with a strong focus on fostering lifelong learning and the recognition that our community needs to constantly adapt, evolve, and learn new skills to navigate the enormous amounts of information we have access to in our everyday lives.

Our library spaces will grow and become multifunctional, developing into places that are co-located with other Council areas providing an integrated service approach. Outreach library services will expand to the whole of the Ballarat community through flexible and innovative service delivery models.

Our Ballarat library will be transformed during this strategy period. This library will be expanded by a further 700sqm and the addition of many more accessible spaces such as a maker space, bookable meeting rooms, community kitchens and a children's section that encourages play and participation will be valuable additions to this flagship building.

Our Libraries and Learning Strategy 2022-2027 has been developed in consultation with our community and provides a vision for a community focused library service that will plan for future growth in Ballarat and continue to provide relevant and responsive services.

Using the latest data and research on best practice in public library services in addition with extensive community and stakeholder consultation the following 6 strategic priorities were identified for our City of Ballarat library services into the future.

"I feel libraries are the backbone of our communities - they offer so many opportunities for learning, connectedness and for many, an introduction to literacy"

1. Engage with the Ballarat community to increase library use and service impact.
2. Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion and wellbeing.
3. Increase the size, quality and accessibility of the branch library network.
4. Explore use of alternative models that increase community access to library services.
5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.

6. Demonstrate regional and industry leadership in provision of community-focused public library services.

We look forward to seeing you in our libraries in the future.

Cr Daniel Moloney – Mayor of the City of Ballarat



21st century libraries

The City of Ballarat Libraries are constantly evolving in response to a growing and more diverse community, changes in society and the ever-increasing role of technology in our everyday lives. We collaborate with other regional, Victorian, Australian, and international public libraries to share insights and best practice to benefit the Ballarat community.

"The story times were an integral part of my early months of being a mother and offered me so much quality time in a safe space and to meet other families"



ALIA Statement on public library services

The Australian Library and Information Association's (ALIA) statement on public library services clearly articulates the important role that contemporary public libraries play in the lives of millions of Australians.

"Freedom of access to Australian public library and information services is essential:

- *to enable all community members to participate in and contribute to society, including the democratic process*
- *to actively contribute to social inclusion*
- *to enable people to contribute to the economic wellbeing of their families and the nation."*¹

"Public libraries welcome everyone. Core services are free at the point of delivery, and the aim of library teams is to reduce any barriers to engagement for people from diverse backgrounds and to promote equity of access to information, activities, and resources.

Public libraries are agile and embrace a variety of roles. They support literacy and reading for pleasure; lifelong learning; arts, culture, and local heritage; cybersafety and digital inclusion. They promote the work of Australian writers and creators; provide safe spaces for meetings, study, work, and relaxation; ensure that people have freedom of access to the information they need for personal development, health, wellbeing, and active participation in our democratic society, and help people connect with egovernment.

¹ ALIA Statement on public library services, <https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-public-library-services>.

Australian public libraries are staffed by qualified library and information and other professionals and benefit from the employment of people from related disciplines, such as IT, marketing, teaching and community engagement in support roles.

While reading and book borrowing (in all formats) remain at the heart of public libraries, new technologies play an increasingly important part in the service, both behind the scenes, with developments in library management and support systems, eBook and electronic resource platforms, and front of house, with PCs, tablets, and other devices available for library users.

More space is being made available for individuals, families, and groups. Study pods, technology-enabled meeting rooms, sound studios and other makerspaces support creative, digitally inclusive, learning communities. Library users are no longer passive consumers of content. They want to participate in programs and activities and create new works, whether literary, artistic, musical, or functional.

Programs, exhibitions, and other activities encourage library users to build on their existing skills and experiment with new ideas. Public libraries use the latest communication techniques and social media channels to promote the many opportunities they create for local people, contributing to recreational enjoyment, education outcomes, creativity, economic participation and prosperity.”



United Nations Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) agenda is a framework of 17 Sustainable Development Goals which span economic, environmental, and social development. The Goals are an urgent call for action by all countries – developed and developing – in a global partnership. They recognise that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur economic growth, all while tackling climate change.

The City of Ballarat recognises the importance of the realisation of these goals and will use them as a reference for future planning.²

“They are a key resource - particularly for those who can't afford to buy books or access digital programs otherwise. I relied heavily on my local library growing up and developed a lifelong love of learning because of this access.”



Our libraries offer a range of resources and services that promote the achievement of each of the 17 Sustainable Development Goals (SDGs) from promoting literacy, to offering free access to information, libraries are safe, welcoming spaces, at the heart of communities. They come with the indispensable support of a dedicated staff with a deep understanding of local needs. They advance digital inclusion through access to Information and Communication Technology (ICT), internet connection and skills. They promote innovation, creativity, and access to the world's knowledge for current and future generations.³ A

They are a comfort zone for a diverse range of people. Where else do so many people consistently share a community space? They also provide such a variety of resources.

² Council Plan 2021-2025, City of Ballarat, 2021, <https://mysay.ballarat.vic.gov.au/ballarat-our-future1>

³ Libraries and the Sustainable Development Goals: a storytelling manual, IFLA, 2018

number of our actions specifically relate to individual goals and these are featured in the section - A vision for the future – Actions 2022-2027

Like all public libraries, City of Ballarat Libraries are in a unique position to create initiatives which promote the SDGs and foster change in our community. Since 2017, ALIA has worked with Federal and Local Governments, cultural institutions, library leaders and relevant organisations to promote and further these goals.⁴

⁴ *Libraries and the UN 2030 Agenda*, Australian Library, and Information Association, 2021, <https://www.alia.org.au/advocacy-and-campaigns/think-global-act-local>

A plan for our community

The Libraries and Learning Strategy 2022-2027 sets a bold direction for the City of Ballarat Libraries at a time of significant challenges and uncertainties.

A growing and more diverse population

Ballarat is Victoria's largest inland city: leading the way as a sustainable, innovative and inclusive community.⁵ The City's population of 113,725 (2021) has grown by almost 20% in the past 10 years and is forecast to grow by a further 27% to more than 144,000 by 2036.⁶ Much of this population growth will be in the Ballarat West Growth Area, with forecast growth of over 20,000 people concentrated in Delacombe (an extra 7,200 people), Cardigan/Lucas/Bunkers Hill (+6,700), Bonshaw/Smythes Creek (+4,000) and Alfredton (+3,900).

113,725 Estimated population 2021	144,108 Forecast population 2036	1.4% Identify as Aboriginal or Torres Strait Islander	9.5% Population born overseas
60+ Suburbs and localities	22.9% Aged 0 to 17 years	23.1% Aged 60 years or more	28.0% Lone person households
16.0% Households with no internet access	6.2% Require assistance due to a severe or profound disability	14.5% School starters at risk or vulnerable on language/ cognitive development	981 SEIFA Index of Disadvantage (above average disadvantage)

Notably, the City's population is characterised by the disparity in socio-economic status (SES), with some suburbs having relatively high levels of education, employment, and income, while others (e.g., Wendouree, Sebastopol, Redan) are among the 2.5% most disadvantaged areas in the state – with low levels of employment, literacy, income, and wellbeing.

"It (the Library) offers a way for everyone, regardless of demographic, age or finances, access to knowledge. This to me is the foundation of empowerment."

The City of Ballarat Libraries are open to everyone and used by a wide cross-section of the community – approximately 40% of the population are library users. In planning for the future, the library service must continue to cater for the reading, learning and the social needs of people of all ages, backgrounds, abilities, and interests.

⁵ Council Plan 2021-2025, City of Ballarat, 2021, <https://mysay.ballarat.vic.gov.au/ballarat-our-future1>

⁶ City of Ballarat Community Profile, profile.id, <https://profile.id.com.au/ballarat>

An expanding library network

The City of Ballarat has three library branches at Ballarat, Sebastopol and Wendouree, and five outreach service points – as well as the library website (the library service's '4th branch'). All three physical branches offer the full range of contemporary public library services:

- physical and digital collections for people of all ages and interests
- information and reference services
- community programming, including the popular early years' literacy programs
- digital literacy assistance and training programs
- free access to computers, the internet and Wi-Fi services
- places and spaces where people can read, relax, study, work, meet and create.

The library also operates a Home Library Service that delivers books and collection items to housebound and residents living in aged care facilities.

On average, each year the library network has:

- more than 30,000 members
- 300,000 branch visits
- 250,000 website visits
- 500,000 loans of physical items
- 50,000 downloads of eBooks and digital resources
- 10,000 Wi-Fi sessions
- 15,000 program participants.



Our libraries are also multi-functional facilities that can be quickly adapted for other purposes especially in community emergency situations such as acting as cooling centres during heatwaves and recently during the COVID crisis serving as a donation's hub for emergency food relief.

The recent upgrade of Sebastopol Library has produced an excellent community library with engaging spaces for a variety of users.

By comparison, the Wendouree Library is quite small given the needs of the local community and lacks staff facilities.

The Ballarat Library is scheduled for redevelopment commencing in 2021, which will see a significant increase in programming and community meeting spaces. This refurbishment has come about from past engagement and consultation with the community. The library will be completely transformed into the City of Ballarat's flagship library through the upgrade of existing and the addition of new spaces including a large 300sqm children's section and a further 700sqm of public space on the first floor of the library. Welcome additions will also include a coffee cart, community kitchens, more meeting rooms and a dedicated technology and maker space.

By industry standards, however, the City of Ballarat's current library network is under-sized in terms of available public access floor space. Without further growth it would be 50% under-sized by 2036.

Our strategic preference when planning for the future is to not be a standalone institution, but an integral part of Council services. Opportunities exist for colocation of other Council services within our library network, especially in areas where resourcing has been a challenge regarding both space and staffing. Our libraries can provide collegiate support for these services while giving the community better outcomes in terms of access to Council services.

Future planning for suitable library infrastructure is crucial for the Wendouree area and this strategy and the Council plan highlights the need to identify a suitable location for a new purpose built Wendouree library. Planning will also be undertaken for a future library to serve the Ballarat West growth area located in the Delacombe Town Centre.

The actual build of both the Wendouree and Delacombe Library and Community Hubs sit outside the scope of this strategy, however initial groundwork around concept plans is crucial to take advantage of possible future funding opportunities.

The City of Ballarat Libraries – through the Central Highlands Library Network's shared services model – also provides a range of library services to more than 200,000 people across nearly 20,000 km² in seven Local Government Areas in western and central Victoria. This includes the Shires/Cities of Southern Grampians, Ararat, Northern Grampians, Pyrenees, Central Goldfields, Hepburn, and Moorabool.

"In Sebastopol it is one of the main community places that we have, so it is valuable and provides a safe place to learn and to relax and enjoy."

A well-loved community service

A 2021 survey of more than 500 library users indicated that the City of Ballarat Libraries are a well-loved community service.

- Average customer satisfaction rating of 8.3 out of 10, with 74% of respondents rating the library at 8 or more out of 10.
- 63% of library users favour the library closest to their home, with others having preferences based on better access to parking, better collections, and better facilities.
- 77% typically borrow something when they come to the library, mostly books and magazines.
- 54% use the library website to browse the catalogue, reserve items, download ebooks or find out what is on at the library.
- 44% ask the library staff for assistance in reading suggestions, using computers, or finding information.
- 29% sometimes bring children to the library to attend a program or borrow books and DVDs.
- 29% use the library computers, WIFI or printers and scanners.
- 16% participate in library programs.

“They (libraries) are the heart of an inclusive, literate, and vibrant community.”

When asked how they thought the library service could be improved, the overwhelming response was to improve access to parking at Ballarat Library. Increased opening hours and access to more study, work and casual spaces were also highlighted. 38% of respondents indicated that they would be open to using the library if it were accessible outside of normal hours.

Living in a COVID world

The global COVID pandemic has changed the way we live, work and play. It has also changed the way the public engage with library services and the way that library services are delivered to the community. As we come to terms with living in a ‘COVID-normal’ world there are some changes that will continue to influence the City of Ballarat Libraries.

- Use of eBooks and digital resources increased by more than 50% during COVID lockdowns. For the first time many library users experienced downloading and reading books online. Some have continued to use this option, while many others are glad to have a book back in their hands.
- Social distancing and space limitations led to redesign of library layouts, especially in the placement of casual seating and individual/small group workspaces.

- The importance of the library as a place of social connection was recognised, especially for young families attending Storytime sessions, Book Clubs, Home Library Service members and those who live alone and come to the library to be around other people.
- The significant increase in people 'working from home' has for some become a case of 'working from the library'.
- People moving to regional areas from metropolitan Melbourne are coming to the library with high expectations of the scope of services they can access.



Connecting with the community

The City of Ballarat Libraries and Learning Strategy 2022-2027 has been developed at the same time as and in the context of Ballarat City Council's community consultation on its vision for the future. The library strategy is consistent with:

- the *Community Vision 2021-2031*, describing the community's aspiration for the future of Ballarat
- the *Council Plan 2021-2025*, which outlines the Council's strategic direction and objectives and the initiatives to be delivered over the next four years to achieve the Community Vision
- the *Municipal Public Health and Wellbeing Plan 2021-2031*, which describes initiatives to improve the health and wellbeing of the Ballarat community over the next 10 years.
- the *Arts and Culture infrastructure Report 2021*, this report supports this strategy in several areas including identifying the need for a future Wendouree library relocation, the service provision gap in library services in the west of the municipality and the need for a future library at Delacombe Town Centre and an upgraded library outreach services model.

The development of the Strategic Plan has also been informed by:

- current research on best practice in public library services and emerging trends in society
- benchmarking data and analysis of current library collections and usage
- demographic statistics and population forecasts for the City of Ballarat
- library user and stakeholder views on current library services and future service opportunities.

During the consultation process the City of Ballarat Libraries:

- conducted an online survey of library users, with more than 500 responses
- hosted multiple open community consultation sessions in all three library branches
- interviewed current and potential library partners among community, education, human services, and cultural organisations
- spoke with Councillors and with library partners within Council business units
- workshopped improvement opportunities with library managers and staff
- connected with other libraries in the Central Highlands Library Network.

"They are great hubs for the community and provide so many learning and social opportunities. Plus, it is great to be able to provide me and my son with many books!"

A vision for the future – Actions 2022-2027

Vision

Your Library. Your Stories. Your Community - Learning for Life

Our commitment

City of Ballarat Libraries are committed to working with our community and our partners to:

- improve community outcomes
- enhance service access, reach and quality.
- recognise and pay respect to the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people.

We are welcoming, safe, and inclusive.

We encourage learning, participation and fun.

We are professional and accountable.

Our priorities 2022-2027

Reach out	<ol style="list-style-type: none">1. Engage with the Ballarat community to increase library use and service impact.2. Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion and wellbeing.
Branch out	<ol style="list-style-type: none">3. Increase the size, quality and accessibility of the branch library network.4. Explore use of alternative models that increase community access to library services.
Stand out	<ol style="list-style-type: none">5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.6. Demonstrate regional and industry leadership in provision of community-focused public library services.

Key actions – 2022/2027

The key actions against each of the City of Ballarat Libraries' six strategic priorities are outlined below. The library will release an annual action plan and progress report for the life of this strategy.

Reach out	1. Engage with the Ballarat community to increase library use and service impact.
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Victorian public library services deliver on average a net return to the community of \$4.30 for every \$1 invested.⁷ The higher the level of use, the greater the return for individuals and the community. The City of Ballarat Libraries will strive to:

- raise community awareness of the services on offer at a modern public library
- engage the community to ensure that the services offered respond to community needs
- offer inclusive programs to the entire community
- increase library visitation (onsite and online), participation, use and impact.

Action	Due	Measure
Develop and implement a marketing and promotions strategy which uses a variety of media and communication channels to increase awareness and understanding of available library services.	2022/2023	Increased enews subscribers. Popup library events. Increased library membership. Feedback reported from library users.
Develop a new Ballarat Libraries website to provide a seamless online experience for library users and increase the use of online resources and services.	2022	Website developed and live. Increased use of online resources.
Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding. Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs.	2022-2027	Connections with the Intercultural community. Participation in the Harmony Festival. Regular conversation café events.
Conduct two-yearly community surveys and feedback processes to inform, shape and improve the range and quality of the City of Ballarat Libraries' collections, programs, services, and spaces.	2023, 2025	Surveys conducted and reported to Council.

⁷ *The Value of Public Libraries in Victoria*, SGS Economics and Planning, 2017. <https://www.sgsep.com.au/maps/2018/victoria-value-of-public-libraries/>

Reach out	2. Promote Learning for Life through the delivery of programs, print and digital collections and activities that focus on literacy, lifelong learning, digital inclusion and wellbeing
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Public libraries have demonstrated their capacity to change people's lives in many ways. The City of Ballarat Libraries can maximise the impact of our resources and staff capability by targeting our programming and partnership efforts to those areas of greatest need in our community.

Action	Due	Measure
Develop and deliver, in partnership with adult education providers, lifelong learning programs and resources to improve skills in adult literacies, digital literacies, financial literacies, health literacies and information literacies.	2022-2027	Collaborative programs delivered. Technology Hub programs reviewed against community need. Grow the number of diverse Programs established with community partners – min 2 per annum.
Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community.	2022-2027	Program framework developed A minimum of 4 programs delivered by each library site.
Work with Council business units and community organisations to provide Ageing Well library programs and resources that promote social connections and physical and mental wellbeing.	2022-2027	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.
Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community.	2022-2027	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.
Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies.	2022-2027	Establish regular meetings with the Youth Services unit. Collaborative programs established and delivered.
Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience)	2022-2027	Establish regular meetings with disability providers and consult with Council's Disability Action Committee.

		Collaborative programs established and delivered
Work in partnership with Family and Children's services to ensure that all early year's literacy programs are evidence based in all libraries	2022-2027	Ensure best practice approaches in line with SLV (State Library of Victoria) Reading and Literacy for all and Professional development and training in literacy support for EYL staff
Investigate the City of Ballarat becoming a UNESCO Learning City.	2022-2023	Investigation carried out and reported to Council for consideration.

These actions align with the following Sustainable Development Goals



Branch out**3. Increase the size, quality and accessibility of the branch library network.**

The City of Ballarat is focused on ensuring that our libraries are in areas that are accessible to our growing community. Work will be undertaken over the next 10 years to ensure access to library facilities – located in activity centres and aligned with other civic, community, cultural, educational and/or recreational services.

Action	Due	Measure
Commission concept design work for a future Delacombe Town Centre Library and Community Hub.	2022-2023	Concept design work commissioned and reported on to Council.
Commission a feasibility study and concept design work for a future Wendouree Library and Community Hub.	2022-2023	Feasibility study commissioned and reported on to Council.
Completely refurbish the current Ballarat Library by 2023, commencing in 2021.	2022-2023	Refurbishment of Ballarat Library completed and delivered on by 2023
Complete a business case for the expansion of the public library services at the Eureka Centre, in addition to the Ballarat Research Hub at Eureka services for the Ballarat East community	2022-2023	Business case completed and presented to Council



Branch out**4. Explore use of alternative models that increase community access to library services.**

Public libraries continually adapt their service models to utilise the power of emerging technologies and increase community access to local library services. To accommodate people who are unable or prefer not to visit library branches during standard working hours we can extend access via open library models (e.g., safe, and secure 24/7 access to partially unstaffed facilities) and take services out into the community.

Action	Due	Measure
Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations.	2023	Review of outreach model and programs undertaken and completed. Investigation undertaken and business case for acquisition completed.
Investigate the use of express library models that provide local access to the latest and popular collections and reserved collection items through library kiosks, click and collect and library collection lockers.	2023-2027	Review of outreach model and locations against a needs and gap analysis report undertaken and completed. Investigation undertaken and business case for acquisition of library kiosks completed and presented to Council.
Investigate expansion of opening hours at Ballarat and Sebastopol Libraries through an open library model.	2022/2023	Investigation undertaken and reported on.
Investigate extended library opening hours in conjunction with Council customer service and Visitor Information services.	2022/2023	Costings and investigation undertaken to increase opening hours using an integrated library/customer/visitor information service approach.



These actions align with the following Sustainable Development Goals

Stand out**5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.**

Public libraries collaborate with community, education, and government agencies to improve the reach and accessibility of library services, improve the efficiency of service delivery, and minimise service duplication. By partnering with groups and organisations that provide specific knowledge, skills or connections, the City of Ballarat Libraries can increase their ability to embrace contemporary issues and trends, providing valuable insights and opportunities to strategically engage with the community and enhance visibility of library services.

Action	Due	Measure
Work closely with the Community Wellbeing Directorate and associated community organisations to support Ballarat City Council's strategic objectives in relation to Community Engagement, Family and Children Services, Youth Services, Ageing Well and Intercultural Services.	2022-2027	Council plan objectives met, and collaborative projects designed and co delivered.
Work in partnership with other heritage and cultural organisations to preserve the City of Ballarat's historical collections and stories and increase the accessibility of these collections.	2022-2027	Preservation needs assessment undertaken. Heritage & history section of the collection development plan updated. Digitisation plan completed.
Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the ATSILIRN Protocols for Libraries, Archives, and Information Services.	2022-2023	ATSILIRN protocols adopted and in use in all City of Ballarat Libraries

Stand out**6. Demonstrate regional and industry leadership in provision of community-focused public library services.**

The City of Ballarat is looked to as a regional centre and cultural hub in central western Victoria, and the library service is already acknowledged as an industry leader through the Central Highlands Library Network. We will, through investment in our people and processes, continue to lead our industry and the Ballarat community in celebrating our rich cultural heritage.

Action	Due	Measure
Grow and develop the knowledge, skills, and capabilities of library staff so they are familiar with, and demonstrate best contemporary practice, in provision of public library services.	2022-2027	Number of opportunities for staff to gain experience in higher duties.
Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services.	2022-2027	Regular meetings with the Central Highlands Libraries group. A minimum of 1 library staff combined training day per annum.



These actions align with the following Sustainable Development Goals

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The City of Ballarat Libraries would like to acknowledge the assistance of I&J Management Services in developing this document.

“The staff are amazing. Always friendly and I’ve witnessed so many examples of inclusive behaviours that tells the community that everyone is valued and welcome.”

