

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

### Action and Implementation Plan

Reach out						
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders
<b>Engage with the Ballarat community to increase library use and service impact.</b>	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.	Increased enews subscribers. Popup library events. Increased library membership. Feedback reported from library users.	2022/2023	Recurrent	Library Marketing Library Leadership Media and Communications	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.	Website developed and live. Increased use of online resources.	2022/2023	Recurrent	Library Leadership Library Marketing Media and Communications Information Service	Library Users
	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.	Connections with the Intercultural community. Participation in the Harmony Festival. Regular conversation café events.	2022-2027	Recurrent	City of Ballarat Libraries Intercultural Services Youth Services	Library Users BRMC – Ballarat Regional Multicultural Council Specific Cultural Groups Specific faith groups The Centre for Multicultural Youth

	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.	Surveys conducted and reported to Council.	2023, 2025	Recurrent	Library Leadership City of Ballarat Libraries	Library Users Council staff Councillors
<b>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</b>	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.	Collaborative programs delivered. Technology Hub programs reviewed against community need. Grow the number of diverse Programs established with community partners – min 2 per annum.	2022-2027	Recurrent	Community Programs Team Library Leadership Digital Programs Team Ageing Well	Library Users Community Houses Adult Education Providers
	Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community.	Program framework developed A minimum of 4 programs delivered by each library site	2022-2027	Recurrent	Reader Development Team	Library Users
	Work with Council business units and community organisations to provide Ageing Well library	Establish regular meetings with the Ageing Well unit.	2022-2027	Recurrent	Community Programs Team Digital Programs Team	Library Users Ageing Well clients

	programs and resources that promote social connections and physical and mental wellbeing.	Collaborative programs established and delivered.			Ageing Well	
	Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community.	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.	2022-2027	Recurrent	Community Programs Team Digital Programs Team Ageing Well	Library Users Ageing Well clients
	Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies.	Establish regular meetings with the Youth Services unit. Collaborative programs established and delivered.	2022-2027	Recurrent	Community Programs Team Digital Programs Team Youth Services	Library Users Youth organisations and advisory groups
	Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience)	Establish regular meetings with disability providers and consult with Council's Disability Action Committee. Collaborative programs established and delivered	2022-2027	Recurrent	Early Years Team Community Programs Team Digital Programs Team Ageing Well Family and Children's Services Engaged Communities	Library Users specifically families with children or adults with special needs

	Work in partnership with Family and Children's services to ensure that all early year's literacy programs are evidence based in all libraries	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	2022-2027	Recurrent	Early Years Team Community Programs Team Digital Programs Team Family and Children's Services	Library Users specifically families with children in their early years. Education providers
	Investigate the City of Ballarat becoming a UNESCO Learning City.	Investigation carried out and reported to Council for consideration.	2022-2023	Recurrent	Reader Development Team Community Programs Team Library Leadership Team	Library Users Educational providers

- The programs listed in the **Reach out** action areas will be delivered using in house expertise through existing channels and using our current operational budget.
- A number of these programs will be delivered in collaboration with other organisations within the Ballarat community.
- Where possible we will take advantage of available grants to support delivery of specific programs

Branch Out						
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders
Increase the size, quality and accessibility of the branch library network	<p>Commission concept design work for a future Delacombe Town Centre Library and Community Hub.</p> <p>Further Planning for the building of this Library and Community Hub is scheduled in Council's future infrastructure plan in 2026/2027.</p> <p>Prepare scoping, charter, and other relevant documentation to support the proposed concept.</p>	Concept design work commissioned and reported on to Council.	2022-2023	Prior approval has been obtained for the concept plans for the Delacombe Town Centre Library and Community Hub and this work will be delivered using current operational budgets.	<p>City of Ballarat Libraries</p> <p>Engaged Communities</p> <p>Family and Children's Services</p> <p>Major Projects</p> <p>Parent Place</p>	<p>Library Users</p> <p>Delacombe Community</p> <p>Delacombe Town Centre business owners</p> <p>Ballarat South Neighbourhood House</p> <p>Education Providers in Delacombe</p> <p>Community organisations in Delacombe</p>
	<p>Commission concept design work for a future Wendouree Library and Community Hub.</p> <p>Further Planning for the building of this Library and Community Hub is scheduled in Council's future infrastructure plan in 2030/2031.</p>	Concept design work commissioned and reported on to Council.	2022-2023	Prior approval has been obtained for the concept plans for the Wendouree Library and Community Hub and this work will be delivered using	<p>City of Ballarat Libraries</p> <p>Engaged Communities</p> <p>Family and Children's Services</p> <p>Wendouree Library</p> <p>Major Projects</p> <p>Parent Place</p>	<p>Library Users</p> <p>Wendouree Community organisations</p> <p>Wendouree Neighbourhood House</p> <p>Education Providers in Wendouree</p>

	Prepare scoping, charter, and other relevant documentation to support the proposed concept.			current operational budgets.		
	Completely refurbish the current Ballarat Library by 2023, commencing in 2021.	Refurbishment of Ballarat Library completed and delivered on by 2023	2022-2023	refurbishment of the Ballarat Library has been approved by Council and work on the Ballarat library will be undertaken over 2022/2023 costing approximately \$6.96M.	City of Ballarat Libraries Family and Children's Services Major Projects Ballarat library Youth Services Intercultural Services Parent Place	Library Users Central Ballarat businesses Community organisations in Central Ballarat GovHub Market St Businesses Education Department BADAC Civic Hall Education Providers in Central Ballarat
	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	Business case completed and presented to Council	2022-2023	The business case for expanded library services to the Eureka Centre will be undertaken in addition to a workforce planning report.	City of Ballarat Libraries Eureka Centre	Public Records Office Victoria Research Hub users Ballarat East Community members Ballarat Genealogical Society Ballarat Historical Society Library Users

<p><b>Explore use of alternative models that increase community access to library services.</b></p>	<p>Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations.</p>	<p>Review of outreach model and programs undertaken and completed.</p> <p>Investigation undertaken and business case for acquisition completed.</p>	<p>2023</p>	<p>The feasibility study for a fit for purpose mobile library vehicle will be undertaken in 2022/2023 and a business case and budget submission will be developed for 2023/2024 financial year. The City of Ballarat will apply for funding through the Living Libraries Infrastructure Program to assist with costs associated with this vehicle. It is anticipated that the budget request to Council will be approximately \$120,000.</p>	<p>City of Ballarat Libraries Library Outreach team</p>	<p>Library Users Outreach Library Users Community organisations Local progress organisations</p>
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	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.	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.	2023-2027	The investigation into the express library models will be undertaken using in house expertise in 2022/2023 and a business case and budget submission will be developed for the 2023/2024, 2024/2025, 2025/2026 financial years. It is anticipated that the budget requests to Council will be \$45,000 on each of these years.	City of Ballarat Libraries	Library Users Outreach Library Users Community organisations Local progress organisations
	Investigate expansion of opening hours at Ballarat and Sebastopol Libraries through an open library model.	Investigation undertaken and reported on.	2022/2023	Recurrent	Library Leadership Team Ballarat Library Team Sebastopol Library Team	Library Users Federation University ACU University
						Library Users



	Investigate extended library opening hours in conjunction with Council customer service and Visitor Information services.	Costings and investigation undertaken to increase opening hours using an integrated library/customer/visitor information service approach.	2022/2023	Investigations into extended opening hours will be carried out using in house expertise and a business case including workforce planning and budget submission will be developed for the 2022/2023 and 2023/2024 financial years.	Library Leadership Team Ballarat Library Team Council Customer Service Visitor Information Team	Council customers All Council units Visitor and Tourism organisations
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Stand out						
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders
<b>Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.</b>	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.	Council plan objectives met, and collaborative projects designed and co delivered.	2022-2027	Recurrent	City of Ballarat Libraries	Engaged Communities Family and Children Services Youth Services Ageing Well Intercultural Services
	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.	Preservation needs assessment undertaken. Heritage & history section of the collection development plan updated. Digitisation plan completed.	2022-2027	Recurrent	City of Ballarat Libraries Eureka Centre	Ballarat Historical Organisations Research Hub users Library Users
	Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the ATSILIRN Protocols for Libraries, Archives, and Information Services.	ATSILIRN protocols adopted and in use in all City of Ballarat Libraries	2022-2023	Recurrent	City of Ballarat Libraries	Wadawurrung Corporation Dja Dja Wurrung Corporation KEAG (Koorie Engagement Action Group)

<b>Demonstrate regional and industry leadership in provision of community-focused public library services.</b>	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.	Number of opportunities for staff to gain experience in higher duties.	2022-2027	Recurrent	Library Leadership Team	Library staff
	Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services.	Regular meetings with the Central Highlands Libraries group. A minimum of 1 library staff combined training day per annum.	2022-2027	Recurrent	Library Leadership Team Technical services team	Central Highlands Libraries staff Central Highlands Libraries LGAs key responsible Council Officers

- The **Stand out** action areas will be delivered using in house expertise through existing channels and using our current operational budget.
- A number of these actions will be delivered in collaboration with other Council units, organisations within the Ballarat community and through the Central Highlands region.
- Where possible we will take advantage of available grants to support delivery of specific programs.