Clarence Regional Library Strategic Plan 2012 – 2022: Action Plan

Our Purpose
The Clarence Regional Library Service aims to provide: a contemporary, welcoming, responsive and inclusive library service to the communities of Clarence Valley and Bellingen Shire; and provide services that are sustainable, equitable and accessible.

Our Vision
A recognised and valued provider of services, collections and programs that help build community cohesion and capacity and provide opportunities to connect to the community and the world

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities

- Helps connect the community with the past, the present and the future

- Is committed to the free flow of information and ideas to inform, inspire and feed the communities' imaginations

- Is a trusted and valued source of information

- Is considered an investment in the well-being and success of the community – not a cost

- Focuses on social inclusion of individuals including target groups, and their needs and aspirations

- Builds and strengthens partnerships to enhance service delivery and engage the community

- Embraces technological trends and makes them available to the community

Strategic Focus

1. Community Service Delivery: collections, programs and activities, service delivery and charters, marketing, promotion, community information, community identified needs and access

2. Learning and Growth: staff professional development, skill and competency identification, staff recognition, celebrating success and team focus

3. Business Systems and Management: standards, policies, procedures, guidelines, communication and organisational structure

4. Resourcing: financial management and performance, asset management, staffing (human resources), building partnerships

Strategic Focus 1:   COMMUNITY SERVICE DELIVERY

Ensuring that we provide a friendly, welcoming, efficient, focused and valued service for our communities

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.1.1 Conduct a user/non-user survey	• Engage a consultant • Review and amend 2012 survey • Conduct random interviews • Analyse data • Prepare report	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. $12000 per survey	Aligns with each new committee and acts as a review for the strategic plan and work plans.	Undertake in 2016
1.1.2 Review the spread of library opening hours to address community and professional development needs	• Refer to survey feedback • Staff feedback • Seek council approval	Public access maintained or enhanced. All library staff to undertake a range of collective professional development.	Each Council	Commence 2012 Annual review		Each Council undertakes in respect of local community needs.	High
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	• Review online service usage • web enhancements • Participate in NSW.net • LMS Spydus initiatives • Education program to increase and improve community access to the library's website and catalogue • Promote/advertise online services	Increased use of online services	CRL – Initial training & future upgrades Council – backfill for training	2012 ongoing	Staff training budget Backfill for CRL staff (6X$200 = $1,200) Future enhancement to Spydus approx. $1,000 Backfill for Branch staff ($200 per day)	Occur annually All staff need to be trained. Some training can be delivered by CRL staff.	High
1.1.4 Mobile library services: - Expand in CVC	• Monitor usage of new routes and stops • Amend as appropriate • Investigate complementary service delivery from the mobile library	• Increased access • Additional outreach services	CVC			Current changes proved successful. Pilot of other services well received.	High
1.1.5 Develop relevant and targeted outreach services	• New part time officer to investigate needs / opportunities for Housebound services across the Clarence Valley • Scan all outreach services provided in other public libraries • Investigate possible partnerships & funding eg: Dept of Ageing • Contact Vacation care providers with a view to supporting their programs	• Feasibility study results • Funding opportunities identified • Deliver feasible outreach services • Partners for delivery identified	New part time officer to investigate housebound services Each Council investigate local opportunities for outreach	Ongoing	WER Possible sponsors, grants, in-kind	Local initiatives may proceed, but common services across the region are preferred.	High - Medium
1.1.6 Increase community awareness of Library services	• CRL website well positioned in member councils' websites • maintain relationships with schools / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings • Develop a community (Regionally branded) library newsletter (online and printed) to keep the community informed of activities • Open days at libraries	• Increased use of library website • Regular contact with schools • Quarterly newsletter template developed with content provided from across the CRL network	Each Council CRL & Branches CRL: develop collate info distribute Branches: input	ongoing	WER - Internal process WER - staff time	CRL continuing with website enhancement. 'Events' section to be further developed on the website.	High

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.1.7 Support access to collection by improved inventory management	• Continue to Investigate and cost RFID • Identify & source funding • Implement	• Updated costings • Funding sought • RFID introduced	CRLC: support CRL: investigate options and costs and models of provision	Ongoing investigation 2013 / 2014	WER Consider CRL contribution to funding implementation/maintenance of the system	Continue to pursue a library development grant	High
1.1.8 Collection arrangement	• implement best practice collection presentation (layout; stock arrangement; and furniture/fittings • where feasible in local branches implement • integrate reference into nonfiction • integrate quarto collections into nonfiction • integrate junior nonfiction with nonfiction • create separate local studies collection both lending and no lending • identify how DVD collections will be displayed • monitor how technological trends impact on arrangement	• Collection Arrangement design guidelines adopted in local branches	CRL: guide Branches: adopt	ongoing	WER Potential costs local branches		High - Medium
1.1.9 Implement wireless internet access	• Investigate library Hotspots to avoid the need for logon and passwords	• Reduced demand on staff for access	CRL: investigate Councils implement	2013	WER		High - Medium

Objective 1.2 Well managed, relevant and timely and up-to-date collections that meet community needs and demands

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.2.1 Regional Collection Management Plan	• Identify and review key collection management information and performance indicators • Collection Development Policy regularly reviewed • Procedures and guidelines developed and agreed by all • Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication • Develop a collection profile for each branch to integrate into a comprehensive regional profile • Implement equitable and effective stock rotation program for all • Develop standards for cataloguing (Collection Management Plan.) • Reintroduce floating collections	• User-driven collection • Collection meets Living Learning Library baseline Standards • Common procedures and guidelines • Branch collections profile meet needs of local community • Stock rotation program is implemented • Floating collections reintroduced	CRLC: support CRL: lead Branches: input	ongoing	Library Service Agreement to address member contributions WER	Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups.	High

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate **Funding Source** (WER – within existing resources)	Comment	Priority **High: yrs 1-3** **Medium: yrs 4-6** **Low: yrs 7-10**
1.2.2 Implement a Local History & Family History Strategy (print and non-print resources)	• Implement Local Studies Strategic Action Plan	• Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan.	Refer to Local Studies Strategic Action Plan
1.2.3 Community collection needs survey	• Review previous survey and amend • Distribute through local libraries • Analysis to inform collection development and purchasing	• User-driven collection	CRLC CRL to develop and analyse Branches to distribute	2014	WER	Internally developed, delivered and analysed with existing software	High – Medium
1.2.4 Develop comprehensive digital collection resources eg eBooks & eAudio Books	• Allocate a portion of book vote to continuous development • Review impact on state wide statistical data • Continue to monitor satisfaction • Promote collections • Continue to monitor industry developments • Investigate purchase of ereaders for loading selected titles for lending purposes • Review outcomes of the purchase of retail versions of talking books	• Enhanced and relevant collection	CRLC CRL	Ongoing	$10 000pa (annual subscription)	Usage monitored through existing systems Investigate benefits and costs in the interim.	Medium
1.2.5 Develop a DVD Collection	• Allocate a portion of book vote to continuous development • Monitor usage figures	• Enhanced and relevant collection	CRL	Ongoing	$10,000		High
1.2.6 Increased databases	• Review existing usage of databases • Determine growth areas and unmet need • Cost the preferred database access • Review distribution of collection funds • Secure membership to Ancestry.com	• Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction with online services • Addresses a key growth and interest area as identified in the user survey	CRL	Ongoing	WER approx $3,000 for Ancestry.com	Without additional funds need to reallocate book vote	High
1.2.7 Process streamlining and restructure	• Continue to streamline processing of stock. • Continue to identify and implement potential operational and service delivery improvements • Review staff structures to achieve improvements • Develop costings • Implement agreed actions	• Decreased processing time • Decreased waiting time for stock delivery to branches • Increase in client satisfaction	Executive Council: lead	Ongoing		Costs of outsourcing continuing to decline with some companies indicating they will process items at no cost.	High

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.2.8 Focus on expansion on Aboriginal resources	• Identify aboriginal resources in varying formats • Allocate a portion of the book vote to purchase • Promote the sub collection	• Increase aboriginal access to the library • Promote social inclusion • Raise awareness and understanding of aboriginal culture and heritage	CRL	2012	$10,000	Limited range of aboriginal materials and we have twice the average representation in our population.	High
1.2.9 New technologies	• Investigate purchase of ereaders with loaded titles for a lending trial. • Proceed with a 2 yr trial • Monitor and evaluate • Implementation of Ipad use at Branch and Regional Level • Provide a range of new technologies for clients to experience • Investigate introduction of electronic gaming technologies Ie) software only	• Provision of contemporary library services for public	CRL	2013	WER $2,000(approx. 10)	Focus on individual branch capability and budgetary requirements	High Medium
1.2.10 Develop a Corporate Library Service	• Determine the level of interest in establishing a corporate library service. • Scope the range of materials that might be provided • Determine the gaps between what does and doesn't exist • Identify suitable locations • Catalogue materials • Develop a corporate catalogue • Develop procedures for purchase, borrowing etc • Allocate funding • Implement • Monitor and review	• Interest will be identified • Existing resources may be identified for broader use • Materials for professional development will be more economically and equitably available	CRL	2016	WER	There are numerous resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.	Low

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.3.1 Comprehensive marketing / promotional plan.	• Set context within member councils' strategic directions eg: management, social, cultural plans • Identify priority target groups (now & future) • Produce comprehensive marketing strategy • Produce associated Action Plan • Determine opportunities WER in CRL and Councils • Cost additional delivery actions • Develop sample bag for new members	• Marketing plan and associated action plan • A recognised Regional Library identity • Increased awareness and recognition of the range of library services	CRL: Lead & manage Council: input delivery	2014	WER	In interim all members will work towards using common templates and sharing of materials.	High – Medium
1.3.2 Develop a visible Regional Library identity including signage	• Develop visual tools to improve Library visibility and status (logo, branding, style) • Members agree to use naming format in future signage • Develop common templates for shared use • Produce stick on logos	• Increased awareness and recognition of all Libraries and their services • Consistent and professional identity	CRL Councils	2013	WER		High – Medium
1.3.3 Educational and recreational programs and activities.	• Review user/non-user survey results. • Review current Best practice in libraries • Facilitate programs and activities. • Seek partners to fund • Promote to target groups • Structure programs to enhance their outcomes • Investigate introduction of electronic gaming hardware/infrastructure	• Relevant educational and recreational programs and activities are delivered for the local community. • CRL provides contemporary library services • Those programs have specified outcomes	CRL: develop promote CRL & Branches: seek funds deliver	2012/2013	WER		High

Objective 1.4 Optimum, recognised and transparent customer service standards and practice

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.4.1 CRL library customer service charter	• Develop an agreed regional customer service charter including KPI's • Promote the charter • Monitor and review	• Common standards of service across all branches • Common approach to customer feedback, suggestions and responses to requests	CRL	2013	WER	Being developed in 6 monthly workshops Refer 2.2.2	High

Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	• Develop consultation plan • Target particular groups on an annual basis • Build results into future budget allocations • Train staff or engage consultant • Analyse results	• Results inform future collection development and purchasing	CRL Local Branches to assist	2013 Ongoing	WER	Keen interest in Youth being the first targeted group;	High – Medium
1.5.2 Establish 'Friends of Library' for each branch	• Investigate community interest • Investigate best practice in libraries • Obtain establishment advice from FOLA • Develop draft FOL guidelines • Gain Councils' approvals. • Establish FOL.	• Improved community relations. • Potential funding partner • Regular consultation reference	CRL: Investigate Branches: adopt establish	2014	WER	Many friends groups operate in different circumstances. Management of them is critical to their success. Will seek advice from the NSW FOL.	High – Medium
1.5.3 Greater customer interaction, social networking and information access	• Investigate incorporation of tool for client input into the catalogue • Explore opportunities for Web 2.0 tools • Promote tools	• Client participation in the online catalogue • Increase the Library's opportunities and capacity to deliver improved Reader Advisory services	CRL	2012/13	WER	Technology training and skills identification and training Review each council's social media policy as well as State Library sample policies	High

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
1.5.4 Annual target group 'book selection' activities	• Investigate partnership arrangements with local bookstores • Investigate same with current suppliers • Arrange days for community to select items • Arrange for library suppliers to visit local schools for stock selection by youth • Consider future opportunity for future FOL to manage selection days	• Client –driven collection • Enhanced supplier appreciation of local interests.	CRL	2012/13 ongoing	WER		High
1.5.5 MOU with community groups to enhance access to information e.g. visitor information in libraries; U3A activities; help from the historical groups; drug information, story time to playgroups	• Identify appropriate ranges of information that may be welcomed at each branch • Identify potential partners and determine their interest • Determine how partners will participate • Prepare MOU's • Deliver • Evaluate • Link community information from CRL website	• Easier access to a range of resources for the community and visitors	CRL: Lead Branches: Input & delivery	2013 On-going	WER	Community information was one of the highest priority areas in the user/non user survey 2012.	High
1.5.6 Pilot Library supported Book Clubs (including online Book Clubs)	• Investigate public library best practice • Investigate costs (including staff costs) • Promote existing Book Clubs • Pilot a club • Evaluate • Develop procedures to guide expansion	• Book clubs established in areas of interest where capacity exists.	CRL: investigate Branches: adopt	2014	WER	May be limited by space. FOL group may be instrumental in establishing and managing	High - Medium
1.5.7 Increasing volunteer base	• Identify appropriate tasks for volunteers • Development statement of duties for various volunteering opportunities • Promote volunteering opportunities • Support and recognise volunteers	• More engaged community • Enhanced services	CRL & Branches	2013 Ongoing	WER	May need small budget allocations for reimbursement and or recognition	High

Strategic Focus 2: **LEARNING AND GROWTH**

Ensuring we have the right mix of skills and expertise to deliver contemporary, sustainable and targeted services to be responsive to community needs now and into the future

Objective 2.1 **Professional, experienced and skilled library staff that meet the ongoing needs of CRL and each member Council service**

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
2.1.1 Staff professional development plans.	• Identify skill requirements for CRL and Branch staff, now and into the future. • Conduct a skills gap analysis • Development individual and team training plans • Members agree specific programs and make staff available • Training delivered. • CRL to seek to host State Library training locally	• Comprehensive individual and team skills more efficiently deliver current and future library services. • Greater professional opportunities for staff • Increased job satisfaction. • 4 days per year agreed for training purposes • Provision of study leave, flexible rostering, recognition of staff participation etc • Develop a positive learning environment	CRL: Lead Coordinate opportunities where appropriate Develop tools Councils: participate	2013 Ongoing	SLNSW – free training and reimburses travel costs for Sydney based training. Backfill per officer per day – approx $200 per day	Preference for a Regional Level approach and assistance in developing tolls for identification of skills and training.	High and ongoing
2.1.2 Staff are well informed and engaged in emerging public library trends	• CRL membership of ALIA and PLC • Professional journal articles discussed at team meetings. • Active membership to working groups is encouraged where viable • Lobby State Library to have more regional meetings and training opportunities	• Contribution to staff professional development • Future library directions informed by current and emerging trends.	CRL Councils	Ongoing	WER	.	High Ongoing
2.1.3 Staff sharing of knowledge, expertise and experience	• Regular team meetings formalised with agenda topics and minutes • Provide opportunities for working groups to undertake projects • Promote staff only area on the website • Where appropriate staff training days incorporate staff sharing and networking	• Greater sense of involvement in the decision making and planning process by team members from across the library network • A reduction in the level of duplication through resource and knowledge sharing	CRL & Branches	Ongoing	WER	Wiki has been introduced and variously used, continue to explore its value.	High Ongoing .

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
2.1.4 Work experience opportunities	• Identify opportunities for staff to fill other library roles apart from their own • Develop plans to realise those opportunities • Monitor and evaluate	• Increased skills and knowledge • Staff can rotate positions and locations • Means of addressing shortages at critical times	CRL & Branches	2013 ongoing	WER excepting any travel reimbursements	Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes	High

Objective 2.2 Regional communications and networking

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
2.2.1 Participative team based planning process	• Hold six (6) monthly regional staff meetings (face-to-face or video link or teleconference) • Utilise web 2.0 technologies • Measure and report effectiveness and efficiency	• Collaborative decision making and development	CRL & Council	2012 Ongoing	WER	.	High Ongoing

<u>Strategic Focus 3:</u>   **BUSINESS SYSTEMS AND MANAGEMENT**

Ensuring that we have well informed, efficient and effective policies, procedures and guidelines; that we have the right communication protocols and organisational structure in place to work well individually and as a team; and that we represent best value to the community

Objective 3.1 A library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	• Nominate review teams • Agreed timeframe and outcomes • Comment on drafts • Finalise and adopt reviewed policies	• Contemporary standards adopted • Greater implementation with increase levels of ownership	CRLC: Lead Branches: input	Ongoing as required	WER	Progress Volunteer Policy Develop a Working Alone in Libraries Policy Adopt Disaster Planning Procedures	High
3.1.2 Review library service model and structure	• Indentify and detail all new responsibilities & workflows • Identify opportunities to reduce workloads through improved practices and viable outsource options and volunteers • Maximise opportunities for integration of workflows • Implement • Monitor and review	• Efficient and effective delivery of CRL services	CRL	2012 ongoing	WER	Changes in roles and staffing levels as a result of Nambucca Shires departure necessitate significant review of current work practices as well as monitoring new processes. Further restructure may be required if a further partner leaves	High

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
3.1.3 Assess current infrastructure standards against contemporary New South Wales library standards	Refer 4.3		Council Branches	As required		Completed for CVC sec94 plans to deal with future growth BSC undertaking review	Medium - Low
3.1.4 Review of Library Management System	• Evaluate current LMS system • Identify alternative systems and their adoption • Assess alternative systems suited to our library service • Evaluate and cost options • Recommend option • Implement	• User friendly comprehensive LMS that will address future growth and changing needs	CRL	2014	WER	Currently entering into a new 5 year contract, evaluation process is lengthy.	Medium
3.1.5 Integration of CRL staff into new Grafton Library	• Indentify and detail all workflows • Workspace layout to maximise workflow outputs • Maximise opportunities for integration of workflows between CRL and Branch processes • Implement • Monitor and review	• Service outcomes maximised through service integration and collaboration	CRL & CVC branches	2014	WER		High - Medium

Strategic Focus 4:   RESOURCES

Ensuring that the library's services, programs, activities and staff are well resourced, sustainable and meet community expectations; and are seen to provide excellent return on investment by all stakeholders

Objective 4.1 Responsible and accountable financial/resource management

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
4.1.1 Budget preparation is informed by the strategic plan	• Review state-wide data Determine agreed standards of delivery • Prioritising strategic planning objectives • Develop 10 year budget plan	• Strategically driven budget bids • Long term planning	CRLC	2012 Ongoing	WER		High
4.1.2 Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council's budgeting process	• Meeting/workshop scheduled prior to member councils budget deliberations • Set priorities in line with strategic plan • Agree standards of delivery	• Common and robust approach	CRLC	2012 Ongoing	WER	Part of staff 6 monthly meeting cycle	High
4.1.3 Increase the library's income	• Exploit DGR status opportunities • Develop a list of priority projects	• Increased awareness of donation opportunities • Increased donations	CRL & Council	2012 Ongoing	WER	All staff need to promote DGR Status and list of local priority projects	High

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
4.1.4 Library stock is appropriately insured	• Value of collection is monitored annually and adjusted accordingly		CRL	Ongoing			High
4.1.5 Evaluate staffing levels to ensure appropriate levels of service	• Review industry benchmarks • Increase/maintain funding to meet the minimum standard – (living learning libraries) • Prepare project plans/business cases • Review existing operational activities [and organisational structure] to maximise benefits	•	CRL , Council	2012 Ongoing	Additional staff will incur additional budget	Any increased staff levels will require a business case	Medium

Objective 4.2 A safe and accessible workplace

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
4.2.1 Review staff working alone practices in line with relevant OH& S and risk management standards	• Identify single person branches • Compare current strategies • Develop risk management plans • Determine necessary actions • Prepare budget bid	• Enhanced safety for those in single person branches • Reduced risk for Council	Councils	2012	WER	Developing a new Working Alone/After Dark SWMS Include Mobile Library operations	High
4.2.2 Develop and implement emergency and disaster preparedness and management plans	• Identify the risks at each branch • Assess the risks • Develop mitigating strategies • Prepare budget bids where appropriate • Incorporate business continuity plans • Train staff	• Enhance safety for staff, equipment and collection. • Savings to Councils and CRL • Continuity of service	Councils	2013	WER	Adapt and adopt disaster management plan in association with Local Studies Strategic Plan	High

Objective 4.3 Safe, attractive and useful library facilities

Strategy	Key Actions	Outcomes	Who	Timeframe	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10
4.3.1 Identify and prioritise library infrastructure needs for each branch now and into the future	• Assess current standard of infrastructure against contemporary standards • Determine level of provision • Develop building design briefs • Prepare costings • Prepare business case • Identify potential sources of funding	• Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations.	Councils	As required		CVC section 94 plans developed mobile library replacement to be considered in future BSC consider refurbishments	Medium