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EXECUTIVE SUMMARY

1.0 INTRODUCTION

Bathurst is Australia’s oldest inland settlement and enjoys steady growth as a significant regional centre with an estimated population of approximately 30,000. It has a thriving rural economy and is recognised as a “City of Learning”, with education well established as the city’s largest single industry. Tourism is a growing sector of the Bathurst economy with a focus on the city’s dynamic cultural life, its rich built heritage and its world-renowned motor racing events.

As part of its commitment to planning and service quality, a preliminary review of library operations was undertaken during 1998/99. One outcome of that review was the introduction of all day Saturday opening. A rationalisation of staff numbers was also achieved at this time in cooperation with Library staff.

Other recent initiatives include:
- a review of the Home Library Service
- replacement of carpet
- installation of new automated front doors
- installation of new air conditioning
- patron self-check loans
- technology system upgrade
- improved camera and video based building security system
- introduction of a collection security and stock control system

In order to further consolidate the Bathurst City Library’s role as one of the city’s key institutions, Council recently commissioned a review of Library operations.

Bathurst City Library provides information, educational and recreational resources for adults and children who live, work or attend school in the Evans Shire as well as Bathurst local government area. Since Evans Shire contributes to the cost of Bathurst City Library providing services to its local government area, the review also focused on the mobile service provided to the small schools and villages in that Shire.

2.0 PROJECT METHODOLOGY

The Library Review was planned as a three-stage process. Stage One required research, analysis and broadbased stakeholder and community consultation, culminating in the development of an Issues Paper discussion document identifying key issues for consideration. Following receipt of feedback and comment, Stage Two refined the discussion paper into a draft Report with recommendations for service improvements based on quality performance standards and identified future strategic directions. Stage Three provided for feedback and comment and preparation of the Final Report for
presentation to Council. Ongoing liaison and meetings with the Steering Committee were an integral component of the Study.

3.0 PROJECT CONTEXT

Public libraries have provided a fundamental public good to the people of Australia for over 100 years. They have played a key role in “defining what it is to be a citizen in Australia, in promoting literacy, in developing a sense of intelligent inquiry, in providing universal access to formal and informal educational resources and in making available facilities and resources which enable people to make better informed decisions about their lives.”¹

Rapid advances in technology have dramatically changed the way libraries service their clients, and public libraries have had to keep an eye on the future in order to remain relevant to their communities. Libraries face an array of possibilities and challenges which have seen the library increasingly shift from being the premier information source towards being the resource of last resort. The Internet has transformed how people look for and find information. Libraries are the places where people seeking information turn to when the Internet has failed them or is beyond their reach for reasons of skill or money.

As well as being recognised cultural centres, public libraries play a crucial role in providing free access to services and resources with a particular emphasis on programs which encourage social inclusion.

Research both in Australia and overseas confirms that, in order to provide effective and efficient services to customers, libraries must balance their more traditional role of acquiring and organizing collections with new roles which reflect trends in service delivery to diverse customers and target groups in the community. In order to ensure the delivery of a quality service to clients, public libraries must focus their activities strategically and ensure that they are responsive to and meet customer demand and expectations.

4.0 KEY TRENDS

4.1 LEARNING CITIES

One of the distinctive impacts of the convergence of telecommunications and technology on cities has been their vigor in repositioning themselves as livable, competitive and creative in the global marketplace. Around Australia, towns and cities

are rethinking their future in the face of the challenges of sustainability and technological innovation.

Technology and access to information are key success factors in distinguishing the stagnant or declining city from one that is vibrant and growing. Such cities have been described as “learning cities” since they encourage strategic, creative, imaginative and intelligent solutions to new problems. The concept of learning cities recognises that an informed community and a vital urban life are essential components of a good city and of civic identity.

The Bathurst community prides itself on its educational infrastructure. It markets itself as the City of Learning and is a key regional centre for education, boasting a number of high schools both public and private as well as higher education facilities such as Charles Sturt University and the Western Institute of TAFE.

Bathurst could also be described as a “Library City”. It is rich in school libraries, it has a TAFE Library as well as the CSU library. It has a number of special or corporate libraries as well as the public library. In the new information environment there will be increased emphasis on networking, strategic alliances and resource sharing.

4.2 GATEWAYS TO CULTURE

Recent research into the social and economic impacts of public libraries indicate that as well as their key role in delivering diverse and relevant information in the technological age, public libraries also play an essential role in nurturing and enhancing a sense of community. ² For many people, the local public library is regarded as the council’s cultural flagship, providing free and efficient access to services and programs to all who are interested. In many communities the public library attracts more visits per annum than any other local service.

A Cultural Plan is in development for Bathurst and presents an opportunity for the Library to develop active partnerships with the City’s other cultural institutions and organisations such as local museums, theatres, arts councils etc. In particular, the Bathurst City Library is co-located with the Regional Art Gallery not too far from the town centre. The co-location of the two facilities presents significant opportunities to transform the Keppel Street area of town into a vibrant cultural hub.

Recent initiatives by the Council to support a city-wide cultural collection management focus also provide strategic opportunities for the Library in partnership with the Bathurst Historical Society in relation to the local studies collections. The Library also has a mandate to better deliver programs to the young people of Bathurst in keeping with directions identified in relation to the needs of young people highlighted in the Social Plan. Opportunities to work in creative partnership with other Bathurst cultural

² Lane Cove: the social role and economic benefit of a public library, 1996. Sharon Briggs and Hans Guldberg for Lane Cove Council.
and educational facilities should be seized in order to centrally position the Library as one of Bathurst’s key cultural assets.

4.3 W I R E D  C I T I E S

“Globalisation” is an overused but nevertheless relevant word in the context of local government services in Australia. It has come to stand for the fragmentation of modern life, whilst at the same time providing opportunities to connect distant people and places. Councils increasingly recognise that the creation of local community identities and the fostering of local economic networks are essential for competitiveness and economic and social sustainability. The harnessing of technology is one key to successfully addressing the impacts of globalism at the local level.

At present Bathurst Council’s technology focus is on the development of an IT infrastructure to best manage its own operations and services. It has recently upgraded its network to ensure that staff have access to technology-based services regardless of where they are located.

The Council recently boosted the ISDN line to the Library to provide fast access to digital data, and it has supported installation of a number of Internet terminals on open access in the Library.

The Council is also a member of “NSW.net” and recognises and supports the strategies being developed by the NSW State government to provide a whole-of-government approach to accessing public sector services online.

Information about the levels of technology take-up in Bathurst is not available. Although the community is generally well educated, it is not clear if it is technologically smart with a high level of household and business access to computers. It is known however that there are residents in Bathurst and surrounds who are either socially or economically disadvantaged.

In this context it seems that Council does not have a specific vision for Bathurst as a “Wired City”. Community access to diverse online services is not a declared Council priority.

O P E R A T I O N A L  P L A N N I N G

The following aspects of Library management and operations are presented in order to highlight future planning issues.
5.0 CORE SERVICES

Central to the planning of any library service is the identification of key roles and responsibilities or core services. Local government requires that the public libraries they support demonstrate value for money and are clearly focused on quality service provision, concentrating on the delivery of relevant services which are efficient and effective.

Core services are profiles of services which the public library emphasises. Since no library has all the resources to meet every service need of its community and no library can fulfill all roles with excellence, libraries must focus their resources on a limited number of roles. In selecting which roles to emphasise, the library should have access to criteria for making its decisions.

Based on a consideration of customer expectations, technology trends, target community group needs, resource capacity and quality service visions, the following draft core services provide a basis for Bathurst City Library service planning:

The Bathurst City Library provides the following services as part of its commitment to provide an exceptional customer focused library service to its community:

INFORMATION AND LEARNING SUPPORT Provision of access to a wide range of up-to-date reference and information services from diverse sources in a variety of formats including print, multi media and digital which supports the information needs of primary and secondary school students, lifelong learning and independent living and which supplements post secondary education and training needs.

POPULAR MATERIALS CENTRE Lending services which include the provision of a balanced collection of popular and quality materials including print, video, audio tape, DVD and CD formats for all sections of the community including children, young people, adults and seniors.

FOCUS ON YOUTH Provision of programs and activities which support the educational and career development needs of young people aged 12 – 19 including young people from NESB and Aboriginal and Torres Strait Islander communities

PRESCHOOLERS DOOR TO LEARNING Activities and programs for children and for parents and children together focusing on encouraging the joys of reading and learning through story time, reading clubs and competitions.

EQUITY OF ACCESS SERVICES Services for people with special needs including housebound services, mobile services for rural communities, literacy support and services for the hearing and sight impaired.

LOCAL HISTORY RESEARCH CENTRE Provision of access to specialised and unique research resources relating to Bathurst’s history which encourages research and promotes a better understanding of Bathurst’s cultural heritage and distinctive local history.
TECHNOLOGY ACCESS CENTRE Development of technology based services and programs which provide access and training support on up to date and functional technology hardware and software including workstations, printers, photocopiers, microfiche and film and facsimile technologies.

COMMUNITY CULTURAL HUB Outreach programs in partnership with other Bathurst institutions and organisations including book launches, Friends Group, seminars, guest speakers and cooperative database developments.

6.0 QUALITY CUSTOMER SERVICE

Technologies and telecommunications have transformed many public library environments and will continue to do so. Public libraries have always boasted of their customer service focus, and of their capacity to deliver reference and lending services to a diverse customer base. This boast is under increasing challenge as resources decline, as customer expectations increase and as technology and communities become more complex. Public libraries are being challenged to reengineer their services and structures to better respond to their customers.

This Study has focused on strengthening Council’s stand-alone service provision philosophy. This direction has been taken based on available data, on Council’s longstanding commitment to supporting an accessible public library service demonstrated by its investment over decades and on the renewed focus on the provision of a quality service specifically targeting the needs of the Bathurst community. It is critical that Library management focuses on achieving the service targets identified, on demonstrating operational efficiencies and in particular on actively seeking opportunities to develop collaborative programs with nearby libraries such as the CSU and TAFE, as well as public libraries in Orange, Lithgow and Oberon.

Today’s library customers need new services, they need leadership and professionalism and they need systems which provide seamless information access whilst delivering service which goes the extra step. “If public libraries are to survive, they must give users much more than they expect and not merely try to meet present expectations about service levels”.

Bathurst City Library provides traditional collection-based services to its customers. It uses technology to provide more efficient access to its collection and to global information sources. Its children’s services and services to the housebound reflect its commitment to serving target and disadvantaged groups.

However, feedback from the community and from key stakeholders received as part of this Review, indicates that the Bathurst City Library must improve its performance in the delivery of collection based services as well as its provision of traditional reference and information support for students and the general public. It must also enhance its delivery of services and programs to Bathurst’s young people if it is to remain relevant.

3 Goldhor, Herbert, in Library Trends Summer 1997, p.4
Further, to make an impact and to ensure survival, Bathurst City Library will need to shift its focus from the acquisition and organisation of information to one where it analyses and contextualises information; sifts and applies meaning to information so that it is transformed into knowledge. As a first step towards this, selection, acquisition and processing procedures will need to be reviewed.

In order to improve the Library’s performance, staff and management will need to work together to make a commitment to quality service delivery. Quality service is more than being friendly and helpful. In recognition of this, all library staff must be urgently supported in developing their skills and competencies in the delivery of a quality service to the Bathurst community.

In order to provide direction for the Bathurst City Library and a planning framework for the future, the following draft Vision is proposed. The draft Vision statement is based on feedback from the community, Library staff and management and key stakeholders.

**The Bathurst City Library provides exceptional service as a local gateway for innovative library and information services which inform and inspire Bathurst’s diverse community.**

### 7.0 BENCHMARKING

As pressure in the workplace increases to develop newer, better and faster technologies which improve services and operations, public library staff must be able to build a solid and effective case for how their library adds value to the community. Benchmarking remains an area of research and debate in the library profession. In recent years the collection of comparative data which measures performance has moved from the collection of raw input data such as number of loans per annum to the development of performance indicators which apply a mix of measures, such as customer satisfaction, service targets and the efficiency of a range of administrative procedures. Public libraries in Australia, and in particular in New South Wales and Victoria, have moved towards the measurement of specific aspects of performance by developing a variety of ways to assess the comparative performance of their libraries with other comparable library services offering similar services to a similar demographic base.

In assessing benchmarking opportunities for this Review, a scan of public library services across the country was undertaken. Ultimately, and in order to avoid comparing apples with oranges, and to ensure that comparative data would be meaningful now and in the future, relevant public libraries in NSW only were identified. Comparative data included size of population, nature of library service (single and/or joint service (not regional), limited number of branches and category of council as per LGSA analysis. The Library services maintained by Queanbeyan and Wollondilly councils were ultimately selected for preliminary consideration.
In general, the collection and analysis of available in-house performance data provides a useful guide to performance over time. When introducing a performance measurement program for the first time it is generally most useful to begin the process with a limited number of measures. Based on the specific Bathurst City Library environment a focus on collection management, request satisfaction and special project management would be appropriate. The following measures should therefore be considered:

- Information request completion rate with an objective to satisfy 85% of all information requests within 5 days (sampled for 1 week every 3 months)

- Time taken to process all new non-fiction material with an objective to process all new non-fiction material within 3 weeks of receipt. (based on random assessment one day per month).

- Average cost of purchase of library material is reduced by 5% in 1 year. (Evaluation every 6 months of Australian and overseas fiction and non-fiction material). Note: The BCL focus for the next 3 years should be on establishing a quality collection. Therefore, although savings may be made through efficiencies in purchasing, the budget should remain constant but including CPI for the triennium to 2003 and then reviewed in order to assess processes and to evaluate the impact of the GST.

Based on comparative data provided by the State Library of NSW, analysis of the core business of the Bathurst Library service indicates that:

- The number of items in the collection is high on a per capita basis
- Total expenditure is high for the standard of service provided
- The average age of the collection is high and material is generally out of date
- Average cost of library material is high
- Visitation levels are low

| TABLE 1 |
|------------------|------------------|------------------|
| **MEASURE 1998/99 DATA** | **BATHURST** | **WOLLONDILLY** | **QUEANBEYAN** |
| Collection size | 115,000 approximately | 43,759 | 77,692 |
| Expenditure per | | | |

LIBRARY REVIEW FINAL REPORT

AUSTRALIA STREET COMPANY

6 JULY 2000
<table>
<thead>
<tr>
<th>MEASURE 1998/99 DATA</th>
<th>BATHURST</th>
<th>WOLLONDILLY</th>
<th>QUEANBEYAN</th>
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<tr>
<td>Capita</td>
<td>$46.09</td>
<td>$17.76</td>
<td>$32.69</td>
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<tr>
<td>Age of collection (% purchased in last 5.5 years)</td>
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<td>25.86</td>
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<td>Average cost of library material</td>
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<td>$17.42</td>
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<tr>
<td>Visitation levels</td>
<td>102,026</td>
<td>58,000</td>
<td>147,884</td>
</tr>
</tbody>
</table>

- Note includes statistics related to joint services provided for Evans & Yarrowlumla Shires.
- Source: Public Library Statistics 1998/99 provided by State Library of NSW.

Factors which can influence the apparent cost of the provision of library services include:
- An ongoing and adequate annual level of investment in collection development
- The factoring in of collection and building depreciation, internal costs and overheads into operating budgets. (Libraries with large collections and new buildings such as Bathurst carry a significant depreciation factor. 1998/99 depreciation for Bathurst was $567,655 whilst Queanbeyan was $122,962).
- Staff numbers and in particular numbers of qualified staff impact on costs. (Bathurst Library Service staff structure provides for a mix of qualified and unqualified staff maintaining a relative balance between professional, technical and administrative skills in keeping with the City’s status as a City of Learning.)

8.0 ORGANISATIONAL DEVELOPMENT AND WORK REDESIGN

The past decade has seen managers in most libraries struggle to deal with an environment with shrinking resources, increased competition from other service providers, skyrocketing costs of resource material, new costs associated with online searching and outmoded work practices.

The new information environment has led to significant organisational structural reform over the past few years, particularly in the local government sector. Flatter organisations are now encouraged since they are more flexible and innovative than vertical decision making structures. Flatter structures can also provide more proactive customer services and a career path for staff.
8.1 TEAMS

In libraries this has meant a shift to team based work where the focus is on information access and provision via the use of technology rather than a focus on the housing and storage of material. Continuous improvement and learning has been a hallmark of this shift in approach and structure and the “that’s the way we have always done it” approach is no longer effective.  

An environment of continuous improvement brings its own unique management challenges. Staff need support and information to develop ownership of the process and a tolerance for ambiguity and uncertainty. Department heads and managers require high levels of leadership and vision in order to maintain staff loyalty, morale, commitment and stability.

In order to reposition the Bathurst City Library as a leading public library providing a quality service to the Bathurst community, Library staff at all levels must be engaged in providing continuous service improvement. A team approach is an effective way to achieve this. Thus the establishment of process led teams with an emphasis on the core Bathurst Library services forms the basis for the structural model proposed.

8.2 QUALITY SERVICE MODEL

The flattening of organisations generally, trends towards outsourcing and contract work and the employment of casual staff has produced leaner organisations with less defined and hierarchical career structures. The organisational structure proposed in this review shifts the focus of the Library from routine lending services and administration to one where the provision of quality library and information services to the Bathurst community is the principal focus of the Library. This reflects increased responsibility for library staff as knowledge workers as managers in a learning organisation.

Current staffing numbers in the Library total 11.23 FTE.

This staffing model proposes the introduction of a flattened organisational structure to better respond to the more complex needs and expectations of the Bathurst community, to provide career opportunities and improved job satisfaction for staff and to ensure value for money. The structure proposed identifies a number of core staff positions at the middle management, specialist and office coordination level. The total number of staff proposed is 10.7 EFT and indicative estimates do not present an additional impact on the salary budget.

MANAGEMENT

City Librarian has overall responsibility for the management of Bathurst City Library services.

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4 Diaz, Joseph R "Helping teams work" in Library Administration and Management Vol. 13, No 1 Winter 1999, pp.27
• City Librarian Band 3 Level 3

**INFORMATION AND LENDING SERVICES TEAM**

Team members focus on core service delivery including information and lending services, home library service, local history, family history, children’s services, mobile library service and services to young adults.

• Information and Lending Services Librarian Band 3 Level 2

• Outreach Programs Officer (children, youth, older persons, special needs, rural) Band 2 Level 2

• Outreach Assistants (Band 2 Level 1/1.4 FTE

• Library Assistant Band 1 Level 4 .4FTE

• Mobile Library Driver Band 1 Level 3 .5 FTE (17.5 hrs p.w. - 8.5 hrs p.w. mobile/ 9 hrs p.w. Home Library Service)

**COLLECTION AND TECHNOLOGY MANAGEMENT TEAM**

Team members focus on the management of the policies and procedures associated with collection management and technology planning and implementation.

• Collection and Technology Management Librarian Band 3 Level 2

• Cataloguing Officer Band 2 Level 2

• Technology Support Assistant Band 2 Level 1

• Serials Assistant Band 2 Level 1

• Library Assistant Band 1 Level 4 P/T .4FTE

**OFFICE COORDINATION UNIT**

Unit Coordinator supports the functions and staff of the Bathurst City Library including the City Librarian and the members of the Library Management Group.

• Office Coordinator Band 2 Level 1

**8.3 SKILLS AND COMPETENCIES**

Competencies for the library industry reflect the dramatic changes which have taken place in the library and information sector over recent years. As well as the focus on the delivery of information in digitized formats, library workers are increasingly required to evaluate, plan, manage and operate new and complex information systems. Information and knowledge based work has been identified as critical to the Australian economy,
and the ability to strategically manage knowledge is increasingly recognised as a significant influence in building efficient and effective organisations.

The following Bathurst City Council Award Classifications are proposed under the Quality Customer Service Model:

- Band 3 Level 3 (1)
- Band 3 Level 2 (2)
- Band 2 Level 2 (2)
- Band 2 Level 1 (4.4)
- Band 1 Level 4 (.8)
- Band 1 Level 3 (3.5 includes 3 casuals)

Note: the proposed model provides for entry level in the Library at Band 1 Level 4 with the Driver and casuals only being on Band 1 Level 3. This reflects trends in library customer service standards requiring staff with increased skills and competencies.

### 8.4 Authority and Accountability

Significant change within an organisational structure often leads to weakened lines of accountability and authority. This can happen when key staff are off line on special projects, acting in other roles or when there has been retirement, redundancies and/or resignations. Although the introduction of flattened structures generally encourages autonomy, delegations and customer focused responsibility, in the early stages of reorganising it is essential to be specific about roles and responsibilities, about goal setting, and about feedback reporting and coordination mechanisms.

In the Quality Service model proposed, the Information and Lending Services Librarian and the Collection and Technology Management Librarian report to the City Librarian. All staff in the Information and Lending Services Team report to the Information and Lending Services Librarian. All staff in the Collection and Technology Management Team report to the Collection and Technology Management Librarian. Staff rostered on the Circulation Desk report to the nominated senior on duty.

### 8.5 Structural Reform

Whilst this Review has specifically focused on the Library and its current operations and potential future directions, research indicates that Bathurst City Council is taking an increasingly active role in facilitating and providing services in the community and cultural areas. Responsibility for this area is allocated to the Corporate Service Department of Council which also oversees cultural facilities including the City Library, Regional Art Gallery and the Entertainment Centre, community services, childcare, social policy and Property and Administration. A Cultural Plan for Bathurst is currently in development.

During workshops and interviews associated with this Review it was suggested that in recognition of the workload of the current Directors, Council could consider establishing a new Department within its senior management structure. The Department could have responsibility for providing leadership and advocacy in the area of...
community services including social and community development and services, cultural services and programs and recreation and leisure services and facilities.

Alternatively, and in response to the broad span of responsibilities currently allocated to the Manager, Administration, Council could create a new position of Manager, Community & Cultural Services reporting to the Director, Corporate Services with responsibilities for the overall integrated management and direction of the City’s community, cultural and recreation services and facilities.

At the same time, Council could consider amalgamating the facility and program management positions of Chief Librarian and Director, Bathurst Regional Art Gallery in order to achieve salary economies. This, on the surface, is an attractive option since the two services share a building and are co-located. However experience has shown that generally with this arrangement, one of the services is disadvantaged since it is rare to find a Manager with the professional skills and experience to expertly manage both specialist programs.

9.0 FINANCIAL PLANNING

The following Section provides indicative financial planning information only. It is based on information available including annual budget statements, Library cost centre reports and Council’s Management Plan 2000-2001. It is broadly related to the Bathurst City Library’s operational costs. The Library’s budget at present is managed by the Chief Librarian.

The budget proposed does not take into account the impact of the GST on library services in particular the purchase of library resources, inter library loan transaction, events support and general administration. The ability of the Library to provide improved services and programs from 2000/2001 will be dependent on the level of special project funding approved particularly in the area of collection management. The current Library budget is unnecessarily complex and needs to be reviewed.

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<td><strong>REVISED ANTICIPATED</strong></td>
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<tr>
<td>Operating expenses</td>
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AUSTRALIA STREET COMPANY

6 JULY 2000
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<thead>
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<tbody>
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<td>Capital expenditure</td>
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<td>120,496</td>
<td>117,808</td>
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<td>Total Library Service Expenditure</td>
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<td>859,580</td>
<td>883,363</td>
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<tr>
<td>Operating income</td>
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<td>118,730</td>
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<td>Capital income</td>
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<td>5,561</td>
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<td>-</td>
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<tr>
<td>Total Library Service Income</td>
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<td>118,730</td>
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<td>NET LIBRARY SERVICE COST</td>
<td>(664,600)</td>
<td>(725,132)</td>
<td>(740,850)</td>
<td>(763,542)</td>
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Note: * sourced from Bathurst City Council Management Plan 2000/2001

### 10.0 BATHURST CITY LIBRARY – 3 YEAR FORECAST

The following “snapshot” forecast identifies key data relevant to Bathurst City Library planning and provides performance targets to 2002/3. Note: this forecast does not include data relating to depreciation of the Bathurst Library collection.
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<thead>
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</thead>
<tbody>
<tr>
<td>Population</td>
<td>35,500#</td>
<td>38,800#</td>
<td>41,166#</td>
<td>42,902#</td>
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<tr>
<td>Library expenditure</td>
<td>$823,243</td>
<td>$848,356</td>
<td>$859,580</td>
<td>$883,363</td>
</tr>
<tr>
<td>Expenditure per capita</td>
<td>$23.18*</td>
<td>$21.86*</td>
<td>$20.88*</td>
<td>$20.59*</td>
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<tr>
<td>Average cost of library material</td>
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<td>$19.01</td>
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<td>Loans</td>
<td>243,336 (projected)</td>
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<td>309,157+</td>
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<td>Loans per capita</td>
<td>6.85</td>
<td>6.59</td>
<td>6.83</td>
<td>7.21</td>
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<tr>
<td>Collection size</td>
<td>113,000 approx.</td>
<td>107,000</td>
<td>100,580</td>
<td>94,540</td>
</tr>
<tr>
<td>Estimated age of collection (% purchased in last 5.5 years)</td>
<td>22.47%^</td>
<td>22.8%^</td>
<td>23.99%^</td>
<td>25.78%^</td>
</tr>
<tr>
<td>Total weekly opening hours</td>
<td>47</td>
<td>50 includes Sunday opening 2-5</td>
<td>50 includes Sunday opening 2-5</td>
<td>50 includes Sunday opening 2-5</td>
</tr>
<tr>
<td>Visits per annum</td>
<td>106,816 projected</td>
<td>112,157</td>
<td>123,373</td>
<td>135,710</td>
</tr>
</tbody>
</table>

#includes Evans Shire
*does not include depreciation factor
^based on current age and 5000 new items p.a.
EVANS SHIRE LIBRARY SERVICE

Evans Shire is located on the New South Wales western slopes and surrounds Bathurst City. The Council is in a sound financial position but resources for community and cultural development are limited. The population is expected to increase by 10.9% by 2006 to 5500.\(^5\)

In April 1961, Bathurst City Council (then the City of Bathurst) and the Shire of Turon (now Evans Shire) signed a Joint Agreement under the terms of the Library Act 1939-59 to form a joint library service with the intention of providing library facilities for the residents of the Municipality and the Shire. The Agreement was reviewed in November 1963 with the then Shire of Abercrombie (now Evans Shire). It appears that the Joint Agreement has not been formally reviewed since that time.

Until 1999 both Councils were represented on a Library Management Committee constituted as a committee of Bathurst City Council. Following the 1999 Local Government Elections and as part of legislative requirements, Bathurst City Council reviewed its governance arrangements. The Library Committee was restructured and its functions transferred to the Council’s Policy Committee. Evans Shire Council is not represented on that Committee.

Evans Shire Council is very concerned that it no longer has formal opportunities to participate in planning and policy matters in relation to the Library Service and recently raised the issue of representation in writing to Bathurst City Council. Bathurst City Council resolved in April 2000 not to reconstitute the Library Management Committee at this time.

By arrangement with Bathurst City Council, Evans Shire Council makes an annual contribution to Bathurst City for library services. The contribution is based on a population base for the Shire of 5125. In 1998/99 the Evans Shire contribution to Bathurst City Council was $42,517 consisting of a $18,820 State government subsidy and $23,697 from Evans Shire operating funds. From time to time Evans Shire also contributes Special Grant project money to the Bathurst City Library service for a specific project or program. The Evans Shire annual contribution represents 4% of Bathurst City library expenditure.

Evans Shire residents have access to the Bathurst City Library in Keppel Street. 7.4% of total library members are Evans Shire residents with an additional 1.6% being Mobile Service members. Total Evans membership of the Bathurst City Library is 9% or 2,840.

Bathurst City Council maintains a mobile library service which delivers library material to Evans Shire residents. (The mobile van is also used to deliver library material to Bathurst library’s home library service clients.) Users of the Evans Mobile Service are adults, children, primary school students and teachers. A particular focus of the Mobile Service is the service provided to the small schools and villages in the Shire. It has been noted that 25% of the Mobile Service users are over 70 years of age. Estimated staff cost is $38,658 pa.

40% of the vehicle costs are apportioned to the Mobile Service based on total kilometres traveled each year estimated at 4200 kms consisting of 42 weeks of service at an average 100 kms per week or $1200pa. Vehicle replacement costs should also be apportioned @ 40% of $4000 or $1600. Administrative support costs including laptops, stationery, book maintenance are estimated at $1500 pa. On-costs such as workers compensation, superannuation is approximately $4,500 p.a. Depreciation on books is estimated at $56,765 p.a.

Resources used on the Mobile Service are also available in the Main Library and by the Home Library Service. Fiction and non-fiction material is circulated as individual and as bulk loans to teachers. Collection development costs are estimated at 10% of total library book/resource expenditure ($11,200 p.a.) although system problems prevent the collection of accurate collection acquisition data.

Estimated direct cost for the maintenance of the Evans Mobile Library Service is $54,158. Indirect costs approximate $61,265.

The Department of Education and Training advises that there are 9 schools in the Evans Shire catering for 189 students. School population sizes range from 5 pupils to 48 with an average size of 21. All schools have access to the Internet.

Rural disadvantage is a key issue for Evans shire residents and in particular children and students. At present the Mobile Library Service to isolated communities has a social and cultural impact which without core data can only be estimated.

A recent study of 47 mobile library services by the Victorian Office of Infrastructure indicates that mobile libraries average 40 loans per hour of service and average 44,700 loans per vehicle per year. The survey suggests that a density of less than 1.5 per kilometre would not sustain a viable mobile library service.7 Evans Shire population density is 1.2 people per sq.km. based on 4278 sq.kms and a population of 5125 persons.

RECOMMENDATIONS

1. That Bathurst City Library develop a Strategic Plan to provide a blueprint for future directions including the identification of actions which support the Library’s role in encouraging information access in a “City of Learning”.

2. That Bathurst City Library make representations to the Bathurst Educational Advancement Group (BEAG) to consider the establishment of a cross-sectoral (school/TAFE/CSU/public library/special) Bathurst Library Network under the auspices of BEAG with a brief to develop project-based strategic alliances between library services in Bathurst.

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3. That Bathurst City Library take the lead in encouraging an annual Library Forum which brings together the City’s library managers to consider strategic networking opportunities for coordinated planning, resource sharing, project collaboration and partnerships.

4. That Bathurst City Library management ensures that the Bathurst Cultural Plan and strategic actions reflect and are in synergy with the Library’s current and proposed role as a key cultural facility.

5. That Bathurst City Council commission a Strategic Masterplan for the Keppel Street precinct as part of the CBD Beautification Scheme in order to identify economic, social, cultural and urban design opportunities which could transform the area into a vibrant cultural hub.

6. That Bathurst City Council develops a Public Art Policy and Strategy with a view to developing a landscape plan incorporating decorative art and designworks for the entrance/forecourt of the Bathurst Regional Art Gallery and City Library.

7. That active liaison between the City Library and the Regional Gallery be established in relation to the recently initiated Citywide Collection Management Project in order to ensure curatorial coordination and resource sharing of projects including, in particular, the Library’s digital image project.

8. That a Friends of Bathurst City Library be established under the auspices of Library management to provide advocacy and support for the Library Service including a Volunteers Program and an annual programme of cultural events for members.

9. That a joint Project and Events Staff Task Force be established to provide Library and Art Gallery Staff with opportunities for strategic collaboration, promotion and evaluation on joint events, projects and programs.

10. That Bathurst City Council establish an across-Council Technology Task Force with Councillors, management, staff (including Bathurst City Library staff) and external representation to consider strategic issues relating to the management and planning of technology infrastructure and services in the City.

11. That Council consider undertaking a technology audit of the City in order to better understand the social, cultural and economic impacts of technology and provide a strategic planning framework for the delivery of online Council services including e-commerce services to the community.

12. That, based on the outcomes of Council’s technology focused research, a submission be prepared for Networking the Nation funds to progress Bathurst’s wired future.

13. That Bathurst City Library establish a Technology Task Force in order to develop a 5 year IT Strategic Plan for the Library.
14. That Bathurst City Library actively liaison with the Bathurst Information and Neighbourhood Centre regarding issues associated with the design, management and access to the community information database currently in development.

15. That remote interactive online access to the Library’s catalogue be introduced urgently particularly to local schools and educational institutions.

16. That the Bathurst City Library develop an online email gateway inquiry and reference service with appropriate policies and protocols as part of its web site upgrade currently underway.

17. That Bathurst City Library review the management and marketing of the Internet Training Institute program with a view to improving the service’s profile and in particular usage by disadvantaged groups in the Bathurst community.

18. That the core services proposed in this Review be adopted by the Library Service.


20. That the core services are reviewed every two years in order to reflect changes in local government and the dynamic public library technology environment.

21. That Bathurst City Library Service establish a separate Help Desk staffed by a library professional to provide information assistance on weekday afternoons from 3.15pm to 6.00pm.

22. That in order to provide a one-stop-shop for Library users of all ages the junior and adult non-fiction collections are integrated.

23. That as part of the Library’s services to young people, a Homework Centre is established with the support of Friends of the Library Volunteers on weekday afternoons during term time.

24. That the Bathurst City Library develop a Customer Charter which presents its commitment to the delivery of quality public library services.

25. That Bathurst City Library develop a Learning Plan which complements individual staff Training Plans and provides a framework for the development of a “Learning Organisation” committed to enhancing and developing Library staff skills in order to deliver an exceptional quality library service in an environment of continuous improvement.

26. That Bathurst City Library base its Strategic Plan on an agreed Vision which is developed in consultation with the Council, management, staff and the community using the draft Vision developed as a component of this Review as a foundation.

27. That Bathurst City Library establish a Collection Management Task Force with a view to urgently developing a Collection Management Policy in consultation with the staff and the community.

LIBRARY REVIEW FINAL REPORT

AUSTRALIA STREET COMPANY

6 JULY 2000
28. That Bathurst City Library establish a Collection Management Special Project with a Project Coordinator to develop a 12 months management schedule to urgently weed the collection, to process the cataloguing backlog and to purchase new material to fill gaps in the collection.

29. That Bathurst City Library review its purchasing arrangements and consider purchasing Australian non-fiction material via Approval Plans from established Australian suppliers, overseas fiction and non-fiction material direct from suppliers based in Britain and the United States and popular, in demand, new publications from local Bathurst bookshops.

30. That all Library staff be encouraged to participate in the selection of material from pre publication lists, publishers catalogues, reviewing journals and book reviews and that visits from booksellers are discouraged.

31. That Council note that the gross floor area of the current Library is adequate for Bathurst’s present population but that the building size will need to be reviewed in 5 years based on recent population projections for the local government area.

32. That the layout and internal design of the Bathurst City Library be urgently reviewed by Library management and staff in consultation with a specialist library design expert in order to provide improved access to the collection, a friendly and welcoming environment and to better promote new services and programs.

33. That weekday circulation desk rosters are reviewed in order to improve efficiency and productivity on the Circulation Desk and in the Workroom.


35. That a review of Library Service polices and procedures be undertaken urgently in order to develop policies which will provide a foundation for Library Service planning and management.

36. That the Library Service actively introduce a systematic performance evaluation procedure which initially focuses on a) information request completion rates, b) rapid processing of all new material and in particular, new non-fiction material and c) the overall reduction in the average cost of library material.

37. That the Bathurst City Library book and resources budget remains constant including any annual CPI increases until 2003 in order to build a quality collection. Collection management processes to be evaluated in 2003 to assess efficiencies achieved and general performance against benchmarks.

38. That the Bathurst City Library establish a joint benchmarking project with Queanbeyan and Wollondilly Library Services in order to provide useful and relevant data for management decisions and for performance evaluation.
39. That Bathurst City Library develops an active program and events evaluation procedure in order to promote an environment of continuous improvement and to ensure Council and the community are receiving value for money.

40. That Bathurst City Library carry out a User Survey in 2000/2001 over a 2 week period and continues to survey users on an annual basis.

41. That Bathurst City Council review the terms and conditions specified in the 1999 Industrial Agreement as a matter of priority and that in particular all staff are encouraged to participate on the weekend roster.

42. That Bathurst City Library adopt the Quality Service staffing model in order to improve productivity, to enhance customer service and to provide career opportunities for staff.

43. That Council maintains the Chief Librarian and the Director, Bathurst Regional Gallery as separate positions but requires that each facility works closely together.

44. That to better reflect the professional responsibilities associated with the management of the Bathurst City Library as a key community cultural facility the position title of Chief Librarian is changed to the City Librarian.

45. That revised duty statements are developed based on models provided in Appendix 3 and positions are evaluated based on Council evaluation and industry standard procedures.

46. That Council consider reviewing its overall corporate structure and establish the position of a Manager, Community and Cultural Services in recognition of Council’s increasing role in the facilitation and provision of services in these areas.

47. That Library management in consultation with the Finance Manager undertake a comprehensive review of the Library Cost Centre in order to simplify the budget by consolidating small item expenditure, clustering relevant activity costs and separating program expenses (e.g. Evans Mobile, home library service, children’s services etc.).

48. That funds be allocated for Special Project support and in particular the Collection Management Task Force. Indicative funds required for project management services $25,000.

49. That funds be allocated to support the implementation of the revised Library organisational structure.

50. That funds be allocated for Library management system upgrade ($20,000 indicative) in order to improve customer service.

51. That the Information Technology Plan identifies new and upgraded PC hardware and software requirement for staff and Library users over the next 3 years and that Council commit funds to implement the Plan in 2001/2002.
52. That a Special Library Staff Task Force be established to prepare a Feasibility Study into outsourced contract cataloguing and processing of new and backlog Library material and in particular non fiction material. Approaches to be made to Charles Sturt University Library, CAVAL, UNILINC, the Central Western Regional Library and relevant library suppliers. A Report to be prepared for Council by November 2000.

53. That the 3 year forecast provide a basis for service level targets in the Bathurst City Library.

54. That based on the outcomes of this Study, Bathurst City Council and Evans Shire Council urgently review the 1963 Joint Agreement in order to better reflect contemporary public library service provision.

55. That Bathurst City Council invites formal representation from Evans Shire Council when relevant library matters are under consideration.

56. That the relevant Directors of Bathurst City Council and Evans Shire Council establish quarterly meetings to consider strategic library matters.

57. That in order to better utilize the skills and experience of Bathurst City Library technical staff, a Part time Van Driver be employed to carry out delivery duties to clients on the Home Library service and the Evans Mobile service.

58. That Bathurst City Council and Evans Shire Council jointly prepare a Special Grant Proposal to undertake a Library User and Non Library User Needs Survey of Evans Shire residents. The Study to identify resident’s library needs. Issues to be addressed to include primary school needs, older adult mobility and access issues, shopping patterns and visits to Bathurst, quality of current service, bulk loan options, potential mini-Branch library locations, library bus options, contracting out of services. (Indicative cost $10,000)

PART 1 INTRODUCTION AND KEY ISSUES

1.0 INTRODUCTION

Bathurst is Australia’s oldest inland settlement and enjoys steady growth as a significant regional centre with an estimated population of approximately 30,000. It has a thriving rural economy and is recognised as a “City of Learning” with education well established as the city’s largest single industry. Tourism is a growing sector of the Bathurst economy with a focus on the city’s dynamic cultural life, its rich built heritage and its world-renowned motor racing events.

As part of its commitment to planning and service quality, a preliminary review of library operations was undertaken during 1998/99 and one outcome of that review was the introduction of all day Saturday opening with a rationalisation of weekday evening hours. A rationalisation of staff numbers was also achieved at this time in cooperation with Library staff.

Other recent initiatives include:
- a review of the Home Library Service
- replacement of carpet
- installation of new automated front doors
- installation of new air conditioning
- patron self-check loans
- technology system upgrade
- improved camera and video based building security system
- introduction of a collection security and stock control system

Along with the introduction of extended opening hours, Bathurst City Library is recognised as a leader in the delivery of programs to pre school and primary school children in the Bathurst region. Professional staff in the Library also take an active role in providing mentoring and regional leadership in the area of service planning and delivery. The Library has a track record in successfully applying for special project grants from the State Library of New South Wales. Current special project funds are focused on the digitization of the Library’s local history pictorial resources.

In order to further consolidate the Bathurst City Library’s role as one of the city’s key institutions, Council recently commissioned a review of Library operations. The objectives of the Review are:

- To evaluate the efficiency and effectiveness of the current Bathurst City Library against Australian Library benchmarks
- To define core services, together with the feasibility of partnering opportunities
To define levels and relevant performance indicators and the identification of internal benchmarks to measure current and future performance

To identify emerging public library trends and to translate these trends for service delivery in Bathurst City Library

To identify roles and responsibilities for key positions including skills and competencies

To provide a preferred internal structural model, together with the rational to undertake identified benchmark customer service delivery to a projected residential population of 50,000 in 2015.

Bathurst City Library provides information and recreational resources for adults and children who live, work or attend school in the Evans Shire as well as Bathurst local government area. Since Evans Shire contributes to the cost of Bathurst City Library providing services to its local government area, the review also focused on the mobile service provided to the small schools and villages in that Shire.

2.0 PROJECT METHODOLOGY

The Library Review was planned as a three-stage process. Stage One required research, analysis and broadbased stakeholder and community consultation culminating in the development of a discussion document identifying key issues for consideration. Following receipt of feedback and comment, Stage Two refined the discussion paper into a draft Report with recommendations for service improvements based on quality performance standards and identified future strategic directions. Stage Three provided for feedback and comment and preparation of the Final Report for presentation to Council. Ongoing liaison and meetings with the Steering Committee were an integral component of the Study.

In order to provide Bathurst Council with strategic advice regarding the Library Service the following tasks were undertaken as part of Stage 1 of the Study:

- A desktop analysis of current Bathurst City Library related policies and procedures
- Two informal staff briefings
- One hour interviews with each individual library staff member and additional one hour face individual interviews with two staff.
- Ongoing liaison with Library management.
- Key stakeholder interviews
- Three focus group workshops with the community, the education and library sector and all Library staff.
- A preliminary assessment of the Library collection
- An audit and assessment of services and equipment
- The development of proposed core services
- An analysis of national and international trends in the field of public library management and services
Stakeholder consultation formed a crucial component of the development of the Issues Paper.

Stage 2 of the Project comprised feedback from the Steering Committee and the preparation of a Summary Issues Paper for distribution to all Library staff and to all interested stakeholders and workshop participants.

Following finalisation of the Issues Paper, material was refined into a draft Report to include:

- Identification of draft core services and draft service vision
- Identification of appropriate service levels, performance indicators and benchmarking standards
- Identification of potential service partners, outsourcing opportunities and value added services
- Preferred organisational model including roles and responsibilities, competencies for library management and support services.

Stage 3 provided for Steering Committee and senior management feedback. At this stage, feedback from the Summary Issues Paper was also received from Library staff and workshop participants. An informal briefing on the Issues Paper was provided to all available Library staff in order to clarify information, make factual corrections and to outline next steps and the Project timeframe.

Based on feedback received from discussions, by fax and correspondence, a revised draft Report was prepared for consideration by the Steering Committee prior to finalisation of the Report and presentation to Council.
3.0 PROJECT CONTEXT

Public libraries have provided a fundamental public good to the people of Australia for over 100 years. They have played a key role in “defining what it is to be a citizen in Australia, in promoting literacy, in developing a sense of intelligent inquiry, in providing universal access to formal and informal educational resources and in making available facilities and resources which enable people to make better informed decisions about their lives.”

Public libraries also provide an accessible source of diverse recreational material for all age groups. This material is freely available to read, listen to and view and makes a significant contribution to the quality of leisure life for many people.

For many years the functions of libraries have remained unchanged. Books, journals and an increasing variety of material in many formats have been selected, purchased and organized to serve a particular community of users. “Libraries have been built, outfitted and staffed to house these collections, to provide services for locating and using them, and to provide a social heart and hub for the community.” However that is no longer enough.

Rapid advances in technology have dramatically changed the way libraries service their clients, and public libraries have had to keep an eye on the future in order to remain relevant to their communities. Libraries face an array of possibilities and challenges which have seen the library increasingly shift from being the premier information source to the resource of last resort. The Internet has transformed how people look for and find information. Instead of going to the library for assistance, now most people with online access will start with the Internet due to its convenience, speed of delivery and range of current sources of information. Libraries are the places where people seeking information turn to when the Internet has failed them or is beyond their reach for reasons of skill or money.

The information revolution, globalism and the convergence of telecommunications and technology have all contributed to the widening of the divide between rich and poor, between the have and have-nots or the “know and know-nots”. As well as being recognised cultural centres, public libraries play a crucial role in providing free access to services and resources with a particular emphasis on programs which encourage social inclusion.

The explosion in information has also led to an information glut where librarians have gone from being confident in their awareness of all information sources to one where they are no longer certain that they are covering the territory. At the same time, librarians have had to take on roles as brokers or intermediaries navigating the Internet and digital collections. The barrier of distance has disappeared, but there is an increasing need for librarians to move from collecting and accessing information to

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8 Tennant, Roy, Determining our digital destiny, January 2000 in American Libraries.
analysing, filtering and packaging information to meet clients’ needs. This information could be found on the physical shelves or in a virtual library of digital material.

Research both in Australia and overseas confirms that, in order to provide effective and efficient services to customers, libraries must balance their more traditional role of acquiring and organizing collections with new roles which reflect trends in service delivery to diverse customers and target groups in the community. In order to ensure the delivery of a quality service to clients, public libraries must focus their activities strategically and ensure that they are responsive to and meet customer demand and expectations. They must focus on quality, accountability and improvement. Dial in access to the library catalogue, on line reservations, email requests, accessible opening hours and professional staff are all services which customers want and expect.

4.0 KEY TRENDS

A number of trends and common issues have emerged in relation to this Review and they are summarised below. Each issue is accompanied by recommendations for consideration by management and Council. The recommendations present opportunities for the Bathurst City Library to reposition itself as a key cultural facility providing quality public library services relevant to customer needs.

4.1 LEARNING CITIES

One of the distinctive impacts of the convergence of telecommunications and technology on cities has been their vigor in repositioning themselves as livable, competitive and creative in the global marketplace. Around Australia - from Canberra to Ipswich, from Adelaide to Wollongong - towns and cities are rethinking their future in the face of the challenges of sustainability and technological innovation.

Technology and access to information are key success factors in distinguishing the stagnant or declining city from one that is vibrant and growing. Such cities have been described as “learning cities” since they encourage strategic, creative, imaginative and intelligent solutions to new problems. “Learning cities look at their potential in a far more comprehensive way….seeing competitive edge in the seemingly insignificant, turning weaknesses into strengths.”

The concept of learning cities recognises that an informed community and a vital urban life are essential components of a good city and of civic identity. Such cities focus the impact of information technology for the benefit of the community: to secure democratic rights, to ensure equitable access to services

and facilities, to provide opportunities and hope, whilst at the same time providing the city with an economic edge.

The Bathurst community prides itself on its educational infrastructure. It markets itself as the City of Learning and is a key regional centre for education, boasting a number of high schools both public and private as well as higher education facilities such as Charles Sturt University and the Western Institute of TAFE. The Charles Sturt University is the largest distance education provider in Australia, and TAFE is shifting its curriculum focus from a traditional skills base to knowledge-based training. These institutions are supported by eight childcare centres/pre-schools and 19 primary schools in Bathurst and the surrounding district. The Central West specialises in adult education in a range of subjects. Government and the education sector work together in a cooperative way via the Bathurst Educational Advancement Group.

Bathurst could also be described as a “Library City”. It is rich in school libraries, it has a TAFE Library as well as the CSU university library. It has a number of special or corporate libraries as well as the public library. In the new information environment there will be increased emphasis on networking, strategic alliances and resource sharing. Bathurst City Library’s participation in the School Library Network and its representation on the Country Public Library Association provides a useful foundation in this regard.

The issues are: (a) the Bathurst City Library’s ability to identify its key roles in Bathurst as an emerging “City of Learning”

(b) the Bathurst City Library’s strategic responsibilities in the coordination of formal and informal networks between Bathurst’s numerous library services.

RECOMMENDATIONS

1. That Bathurst City Library develop a Strategic Plan to provide a blueprint for future directions including the identification of actions which support the Library’s role in encouraging information access in a “City of Learning”.

2. That Bathurst City Library make representations to the Bathurst Educational Advancement Group (BEAG) to consider the establishment of a cross-sectoral(school/TAFE/CSU/public library/special) Bathurst Library Network under the auspices of BEAG with a brief to develop project-based strategic alliances between library services in Bathurst.

3. That Bathurst City Library take the lead in encouraging an annual Library Forum which brings together the City’s library managers to consider strategic networking opportunities for coordinated planning, resource sharing, project collaboration and partnerships.
4.2 GATEWAYS TO CULTURE

Recent research into the social and economic impacts of public libraries indicate that as well as their key role in delivering diverse and relevant information in the technological age, public libraries also play an essential role in nurturing and enhancing a sense of community.  

For many people the local public library is regarded as the council’s cultural flagship providing free and efficient access to services and programs to all who are interested. In many communities the public library attracts more visits per annum than any other local service.

Further, research conducted during 1999 by Saatchi and Saatchi for the Australia Council for the Arts provides insights into Australian attitudes to the arts and culture which is relevant to this Review. The research was part of a national study aimed at gaining a greater awareness and appreciation of the value of the arts and culture to the Australian community and how arts and culture contribute to social and economic development and individual well being.

The research revealed that the general public is more comfortable accepting a broad definition of arts and culture rather than the usual traditional and narrow focus on ‘the arts’. In its narrow context ‘the arts’ includes opera, ballet, orchestral music, theatre, painting and sculpture. According to the research, culture in the Australian context on the other hand can include food, drink, fashion, language, music, writing, sport, customs and traditions, design, heritage, popular entertainment and mass media, crafts, dance and drama and can include specific aspects of local experience or tradition that define a community or an individual.

Further the research found that when asked about the value they would place on the arts and culture, 50% of those Australians asked gave it a high or fairly high value rating, while the remaining 50% attributed a low or fairly low value. But those with a low or fairly low value were not hostile and indicated that they would appreciate the opportunity to be a part of the arts and culture in ways that suited their own lives and circumstances. 

In particular Australians were keen to break down barriers which have traditionally inhibited access to the experience of arts and culture and they welcomed opportunities to access the arts at various levels particularly in contexts which mix so called ‘high’ and ‘low’ arts.

A Cultural Plan is in development for the Bathurst and presents an opportunity for the Library to develop active partnerships with the City’s other cultural institutions and organisations such as local museums, theatres, arts councils etc. In particular, the Bathurst City Library is co-located with the Regional Art Gallery not too far from the town centre. The co-location of the two facilities presents significant opportunities to

10 Lane Cove: the social role and economic benefit of a public library, 1996. Sharon Briggs and Hans Guldberg for Lane Cove Council.
transform the Keppel Street area of town into a vibrant cultural hub. Bookshops, cafes and specialty shops are already located in the precinct. The Library now has a chance to enhance its focus on local history and identity through the digital image project; it has feedback from the community indicating support and enthusiasm for development of an active program of authors talks and visiting lecturer series linked to a Friends of the Library.

Recent initiatives by the Council to support a city-wide cultural collection management focus also provide strategic opportunities for the Library in partnership with the Bathurst Historical Society in relation to the local studies collections. The Library also has a mandate to better deliver programs to the young people of Bathurst in keeping with directions identified in relation to the needs of young people identified in the Social Plan. Opportunities to work in creative partnership with other Bathurst cultural and educational facilities should be seized in order to centrally position the Library as one of Bathurst’s key cultural assets.

*The issue is:* the Library has an opportunity to adopt a bold and innovative approach to service delivery in partnership with diverse Bathurst organisations in order to create a vibrant cultural hub around the Keppel Street precinct.

**RECOMMENDATIONS**

4. That Bathurst City Library management ensures that the Bathurst Cultural Plan and strategic actions reflect and are in synergy with the Library’s current and proposed role as a key cultural facility.

5. That Bathurst City Council commission a Strategic Masterplan for the Keppel Street precinct as part of the CBD Beautification Scheme in order to identify economic, social, cultural and urban design opportunities which could transform the area into a vibrant cultural hub.

6. That Bathurst City Council develops a Public Art Policy and Strategy with a view to developing a landscape plan incorporating decorative art and designworks for the entrance/forecourt of the Bathurst Regional Art Gallery and City Library.

7. That active liaison between the City Library and the Regional Gallery is established in relation to the recently initiated Citywide Collection Management Project in order to ensure curatorial coordination and resource sharing of projects including, in particular, the Library’s digital image project.

8. That a Friends of Bathurst City Library under the auspices of Library management is established to provide advocacy and support for the Library Service including a Volunteers Program and an annual programme of cultural events for members.
9. That a joint Project and Events Staff Task Force be established to provide Library and Art Gallery Staff with opportunities for strategic collaboration, promotion and evaluation on joint events, projects and programs.

4.3 WIRED CITIES

Globalisation is an overused but nevertheless relevant word in the context of local government services in Australia. It has come to stand for the fragmentation of modern life, whilst at the same time providing opportunities to connect distant people and places. “Think global, act local” has emerged as an attractive strategy for governments and communities. They increasingly recognise that the creation of local community identities and the fostering of local economic networks are essential for competitiveness and economic and social sustainability. The harnessing of technology is one key to successfully addressing the impacts of globalism at the local level. In light of this, the Federal Government’s Networking the Nation Program provides funds for technology initiatives at the local level. The Program has focussed in particular on the technology needs of rural Australia.

At present Bathurst Council’s technology focus is on the development of an IT infrastructure to best manage its own operations and services. It has recently upgraded its network to ensure that staff have access to technology-based services regardless of where they are located. Council is not however developing a one-stop-shop for accessing Council services. Council’s Internet web page is currently being re-developed as a new site which will provide access to an up-to-date calendar of events and Council is in the process of assisting the Neighbourhood Centre to develop and design a community information database.

The Council recently boosted the ISDN line to the Library to provide fast access to digital data, and it has supported installation of a number of Internet terminals on open access in the Library. However remote user online access to the Bathurst City Library catalogue is still under consideration.

The Council is also a member of “NSW.net” and recognises and supports the strategies being developed by the NSW State government to provide a whole-of-government approach to accessing public sector services online. Council does not yet have an Information Technology Plan which could provide a framework for the implementation of its technology priorities over the next five years. The Council has also not actively promoted the social and economic benefits of cable networks to commercial and residential developers in the city.

In this context it seems that Council does not have a specific vision for Bathurst as a “Wired City”. Community access to diverse online services is not a declared Council priority.

Information about the levels of technology take-up in Bathurst is not available. Although the community is generally well educated, it is not clear if it is technologically
smart with a high level of household and business access to computers. It is known however that there are residents in Bathurst and surrounds who are either socially or economically disadvantaged.

The issue is: Council’s capacity to provide leadership in the development of Bathurst as a technology city where diverse information is readily available and widely accessible in a variety of online formats through Council’s Library as well as through other Council services.

RECOMMENDATIONS

10. That Bathurst City Council establish an across-Council Technology Task Force with Councillors, management, staff (including Bathurst City Library staff) and external representation to consider strategic issues relating to the management and planning of technology infrastructure and services in the City.

11. That Council consider undertaking a technology audit of the City in order to better understand the social, cultural and economic impacts of technology and provide a strategic planning framework for the delivery of online Council services including e-commerce services to the community.

12. That, based on the outcomes of Council’s technology focused research, a submission is prepared for Networking the Nation funds to progress Bathurst’s wired future.

13. That Bathurst City Library establish a Technology Task Force in order to develop a 5 year IT Strategic Plan for the Library.

14. That Bathurst City Library actively liaise with the Bathurst Information and Neighbourhood Centre regarding issues associated with the design, management and access to the community information database currently in development.

15. That remote interactive online access to the Library’s catalogue be introduced urgently particularly to local schools and educational institutions.

16. That the Bathurst City Library develop an online email gateway enquiry and reference service with appropriate policies and protocols as part of its web site upgrade currently underway.

17. That Bathurst City Library review the management and marketing of the Internet Training Institute program with a view to improving the service’s profile and in particular usage by disadvantaged groups in the Bathurst community.
PART 2 OPERATIONAL PLANNING

The following aspects of Library management and operations have been presented in order to highlight future planning issues. The library service provided by Bathurst City Council to Evans Shire Council is presented here. Also of particular importance are the proposed core services for the Bathurst City Library which provide a policy framework on which to base future management directions.

5.0 CORE SERVICES

Central to the planning of any library service is the identification of key roles and responsibilities or core services. Local government requires the public libraries that they support to demonstrate value for money and to be clearly focused on quality service provision, concentrating on the delivery of relevant services which are efficient and effective.

Core services can be identified once a library’s operating environment has been examined and analysed. The analysis would include consideration of the corporate strategic mission and core business, the development of an understanding of staffing and financial resource capacity, an analysis of social and demographic trends, an awareness of trends in technology and communications and, most importantly, an understanding of customer needs and expectations.

Public sector resources are increasingly allocated according to demonstrations of effective performance and the delivery of quality service. Strategic planning and management skills are essential considerations. Providing an “all things to all people” library-based information service will no longer suffice. By focusing on a core base of quality service planning and delivery, management can ensure that the library adds value to the organisation and contributes to organisational objectives in meeting customer service standards.

Core services are profiles of services which the public library emphasises. Since no library has all the resources to meet every service need of its community and no library can fulfill all roles with excellence, libraries must focus their resources on a limited number of roles. Many library staff feel uncomfortable making choices about service priorities. However library staff make choices on a daily basis which define the library. Decisions which impact on services include which book to process quickly, where to add a new computer and whether to hold a special event or not. By selecting which roles to emphasise, the library has access to a criteria for making its decisions.

To develop its range of core services Bathurst City Library staff met in a workshop environment to consider a range of service options roughly based on a menu of roles identified by the American Library Association. These included community activities...
centre, community information centre, formal education support centre, independent learning centre, popular materials library, pre schoolers’ door to learning, reference library and research centre. These services were used as a basis for discussion and it was recognised that they do not describe all possible library services. Library staff worked to balance their vision with a clear recognition of which roles the Library could realistically fulfil.

Based on a consideration of customer expectations, technology trends, target community group needs, resource capacity and quality service visions, the following draft core services provide a basis for Bathurst City Library service planning:

The Bathurst City Library provides the following services as part of its commitment to provide an exceptional customer focused library service to its community:

INFORMATION AND LEARNING SUPPORT Provision of access to a wide range of up-to-date reference and information services from diverse sources in a variety of formats including print, multi media and digital which supports the information needs of primary and secondary school students, lifelong learning and independent living and which supplements post secondary education and training needs.

POPULAR MATERIALS CENTRE Lending services which include the provision of a balanced collection of popular and quality materials including print, video, audio tape and CD formats for all sections of the community including children, young people, adults and seniors.

FOCUS ON YOUTH Provision of programs and activities which support the educational and career development of young people aged 12 to 19 including young people from NESB and Aboriginal and Torres Straight Islander communities

PRESCCHOOLERS DOOR TO LEARNING Activities and programs for children and for parents and children together focusing on encouraging the joys of reading and learning through story time, reading clubs and competitions.

EQUITY OF ACCESS SERVICES Services for people with special needs including housebound services, mobile services for rural communities, literacy support and services for the hearing and sight impaired.

LOCAL HISTORY RESEARCH CENTRE Provision of access to specialised and unique research resources relating to Bathurst’s history which encourages research which promotes a better community understanding of Bathurst’s cultural heritage and distinctive local history.

TECHNOLOGY ACCESS CENTRE Development of technology based services and programs which provide access and training support to up to date and

functional technology hardware and software including workstations, printers, photocopiers, microfiche and film and fax.

COMMUNITY CULTURAL HUB Outreach programs in partnership with other Bathurst institutions and organisations including book launches, Friends Group, seminars, guest speakers and cooperative database development (Bathurst Information and Neighbourhood Centre and Visitors Information Centre).

RECOMMENDATIONS

18. That the core services proposed in this Review be adopted by the Library Service.


20. That the core services are reviewed every two years in order to reflect changes in local government and the dynamic public library technology environment.

21. That Bathurst City Library Service establish a separate Help Desk staffed by a library professional to provide information assistance on weekday afternoons from 3.15pm to 6.00pm.

22. That in order to provide a one-stop-shop for Library users of all ages the junior and adult non-fiction collections be integrated.

23. That as part of the Library’s services to young people, a Homework Centre is established with the support of Friends of the Library Volunteers on weekday afternoons during term time.

6.0 QUALITY CUSTOMER SERVICE

Technologies and telecommunications have transformed many public library environments and will continue to do so. Changes have brought unprecedented improvements in access to information and many efficiencies in work processes and procedures. Librarians are generally recognised for their integrity, for their commitment to service and for their capacity for community building through the provision of accessible, equitable services. Contemporary public sector management themes such as technology access, social inclusion, cultural development, best value, networking and evaluation are not new concerns for library managers - rather they have been important considerations for some years.

However, as public libraries move into the digital age they must balance their role as “key institutions and networks for addressing – and preventing – the gap between the
information rich and the information poor" and their role as community centre, leisure centre, education centre and as a gateway to the electronic global web of information and knowledge.\textsuperscript{14} They must balance these two roles, as knowledge navigator and as symbols of community care and public good, reinforcing social cohesion and community identity, if they are to remain relevant into this century. The themes identified above must move from just being on the agenda to being strategic actions.

Public libraries have always boasted of their customer service focus, and of their capacity to deliver reference and lending services to a diverse customer base. This boast is under increasing challenge as resources decline, as customer expectations increase and as technology and communities become more complex. Public libraries are being challenged to reengineer their services and structures to better respond to their customers.

Options to incorporate the Bathurst City Library service with an established regional service such as the Central West Regional Service based in Orange were considered as part of this Study particularly as a component of the stakeholder interviews. Consideration of options to establish a joint university/public library with Bathurst City Council and Charles Sturt University were also considered during the early stages of the research associated with the Study. However based on available data, on Council’s longstanding commitment to supporting an accessible public library service demonstrated in its investment over decades and on the renewed focus on the provision of a quality service specifically targeting the needs of the Bathurst community, this Study has focused on strengthening Council’s stand alone service provision philosophy.

It is critical that Library management focus on achieving the service targets identified, on demonstrating operational efficiencies and in particular on actively seeking opportunities to develop collaborative programs with nearby libraries such as the CSU and TAFE, as well as public libraries in Orange, Lithgow and Oberon.

Contemporary library customers need new services, they need leadership and professionalism and they need systems which provide a seamless information trail whilst delivering service which goes the extra step. Increasingly, the focus will need to be on the needs and interests of current non-library users – researching and analysing demographic data and quantitative and qualitative research in order to develop services which traditional non-users will find relevant. There is no room for complacency in planning the public library of the future. “If public libraries are to survive, they must give users much more than they expect and not merely try to meet present expectations about service levels”.\textsuperscript{15}

Bathurst City Library provides traditional collection-based services to its customers. It uses technology to provide more efficient access to its collection and to global information sources. Its children’s services and services to the housebound reflect its commitment to serving target and disadvantaged groups.

\textsuperscript{14} Mercer, Colin, 1996, 2020 Vision. Canberra: Libraries Working Group,

\textsuperscript{15} Goldthor, Herbert, in Library Trends Summer 1997, p.4
However, feedback from the community and from key stakeholders received as part of this Review, indicates that the Bathurst City Library must improve its performance in the delivery of collection based services as well as its provision of traditional reference and information support for students and the general public. It must also enhance its delivery of services and programs to Bathurst’s young people if it is to remain relevant.

Further, to make an impact and to ensure survival, Bathurst City Library will need to shift its focus from the acquisition and organisation of information to one where it analyses and contextualises information; sifts and applies meaning to information so that it is transformed into knowledge. As a first step towards this, selection, acquisition and processing procedures will need to be reviewed.

Traditionally the Bathurst City Library has used standing orders, bookseller visits and local bookshop purchases to develop its collection. Until November 1999 all processing was undertaken in-house by staff. In November 1999 some exploratory steps were taken to assess the value in using contract library processing services provided by library suppliers. This pilot project will need to be progressed and an evaluation of benefit made as soon as possible.

In order to improve the Library’s performance, staff and management will need to work together to make a commitment to quality service delivery. Quality service is more than being friendly and helpful. In recognition of this, all library staff must be urgently supported in developing their skills and competencies in the delivery of a quality service to the Bathurst community.

In order to provide direction for the Bathurst City Library and a planning framework for the future, the following draft Vision is proposed. The draft Vision statement is based on feedback from the community, Library staff and management and key stakeholders.

The Bathurst City Library provides exceptional service as the local gateway for innovative library and information services which inform and inspire Bathurst’s diverse community.

The issue is: Bathurst City Library management and staff face an urgent challenge to respond to customer feedback, to evaluate collection-based as well as online services and to review and refine overall service standards in order to deliver relevant, high level, quality library and information services and cultural programs to the Bathurst community.

RECOMMENDATIONS

24. That the Bathurst City Library develops a Customer Charter which presents its commitment to the delivery of quality public library services.

25. That Bathurst City Library develops a Learning Plan which complements individual staff Training Plans and provides a framework for the development of a “Learning Organisation” committed to enhancing and developing Library
staff skills in order to deliver an exceptional quality library service in an environment of continuous improvement.

26. That Bathurst City Library base its Strategic Plan on an agreed Vision which is developed in consultation with the Council, management, staff and the community using the draft Vision developed as a component of this Review as a foundation.

27. That Bathurst City Library establish a Collection Management Task Force with a view to urgently developing a Collection Management Policy in consultation with the staff and the community.

28. That Bathurst City Library establish a Collection Management Special Project with a Project Coordinator to develop a 12 months management schedule to urgently weed the collection, to process the cataloguing backlog and to purchase new material to fill gaps in the collection.

29. That Bathurst City Library review its purchasing arrangements and consider purchasing Australian non-fiction material via Approval Plans from established Australian suppliers, overseas fiction and non-fiction material direct from suppliers based in Britain and the United States and popular, in demand, new publications from local Bathurst bookshops.

30. That all Library staff are all encouraged to participate in the selection of material from pre publication lists, publishers catalogues, reviewing journals and book reviews and that visits from booksellers are discouraged.

31. That Council note that the gross floor area of the current Library is adequate for Bathurst’s present population but that the building size will need to be reviewed in 5 years based on recent population projections for the Bathurst local government area.

32. That the layout and internal design of the Bathurst City Library is urgently reviewed by Library management and staff in consultation with a specialist library design expert in order to provide improved access to the collection, a friendly and welcoming environment and to better promote new services and programs.

33. That weekday desk rosters are reviewed in order to improve efficiency and productivity on the Circulation Desk and in the Workroom.


35. That a review of Library Service polices and procedures is undertaken urgently in order to develop policies which will provide a foundation for Library Service planning and management.
7.0 Benchmarking

As pressure in the workplace increases to develop newer, better and faster technologies which improve services and operations, public library staff must be able to build a solid and effective case for how their library adds value to the community. The challenges of effectiveness and efficiency are embedded in most organizational cultures and the measurement of performance in these areas is a standard business requirement.

Benchmarking remains an area of research and debate in the library profession. In recent years the collection of comparative data which measures performance has moved from the collection of raw input data such as number of loans per annum to the development of performance indicators which apply a mix of measures, such as customer satisfaction, service targets and the efficiency of a range of administrative procedures. Public libraries in Australia, and in particular in New South Wales and Victoria, have moved towards the measurement of specific aspects of performance by developing a variety of ways to assess the comparative performance of their libraries with other comparable library services offering similar services to a similar demographic base.

In assessing benchmarking opportunities for this Review, a scan of public library services across the country was undertaken. Ultimately and in order to avoid comparing apples with oranges and to ensure that comparative data would be meaningful now and in the future, relevant public libraries in NSW only were identified. Comparative data included size of population, nature of library service (single and/or joint service (not regional), limited number of branches and category of council as per LGSA analysis. Preliminary data indicated that similar library services to Bathurst such as that provided by Great Lakes and Queanbeyan would be relevant. All three are Category 4 councils for funding and performance data purposes. Queanbeyan has a population of approximately 28,584 plus 9,360 in Yarrowlumla. Great Lakes has an approximate population of 29,551.

However further research and in particular, information based on feedback from the State Library of New South Wales, indicated that Great Lakes Library Service was not an appropriate benchmark due to its significant use of volunteers and its use of five deposit stations. This service is also regarded as under funded.

It was also noted that, due to its proximity to Canberra, Queanbeyan users had more options to access a variety of library services including the ACT Library Service and the National Library of Australia. Bathurst’s position as a “City of Libraries” as noted earlier in this Study is relevant here and Queanbeyan is regarded as an appropriate benchmark for Bathurst.

Further discussion with the State Library identified Wollondilly is an appropriate public library service to use as a preliminary benchmark. It has a population of over 35,000 and operates a stand alone library service based in Picton on the outskirts of Sydney. Wollondilly is a category 6 council. The Library service was established in 1989 and operates a central library and a mobile service. Its recent establishment impacts on performance data in the area of collection management including age of library
collection and financial estimates associated with the depreciation of the collection. It presents an appropriate service for overall benchmarking with Bathurst.

In general the collection and analysis of available in-house performance data provides a useful guide to performance over time. When introducing a performance measurement program for the first time it is generally most useful to begin the process with a limited number of measures. Based on the specific Bathurst City Library environment a focus on collection management, request satisfaction and special project management would be appropriate. The following measures could therefore be considered:

- Information request completion rate with an objective to satisfy 85% of all information requests within 5 days (sampled for 1 week every 3 months)

- Time taken to process all new non-fiction material with an objective to process all new non-fiction material within 3 weeks of receipt. (based on random assessment one day per month).

- Average cost of purchase of library material is reduced by 5% in 1 year. (Evaluation every 6 months of Australian fiction and non fiction material and overseas fiction and non fiction material.) Note: The BCL focus for the next 3 years should be on establishing a quality collection. Therefore, although savings may be made through efficiencies in purchasing, the budget should remain constant but including CPI for the triennium to 2003 and then reviewed in order to assess processes and to evaluate the impact of the GST.

Analysis of the core business of the Bathurst Library service indicates that:

- The number of items in the collection is high
- Total expenditure is high for the standard of service provided
- The age of the collection is high and material is generally out of date
- Average cost of library material is high
- Visitation levels are low

<table>
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<tr>
<td><strong>MEASURE 1998/99 DATA</strong></td>
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<tr>
<td>Collection size</td>
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<tr>
<td>Expenditure per capita</td>
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<tr>
<td>Age of collection (% purchased in last 5.5 years)</td>
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### Measure 1998/99 Data

<table>
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<th>Bathurst</th>
<th>Wollondilly</th>
<th>Queanbeyan</th>
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<tr>
<td>Average cost of library material</td>
<td>$30.69</td>
<td>$17.42</td>
<td>$32.69</td>
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<td>Visitation levels</td>
<td>102,026</td>
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<td>147,884</td>
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</tbody>
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- Note includes statistics related to joint services provided for Evans & Yarrowlumla Shires.
- Source: Public Library Statistics 1998/99 provided by State Library of NSW.

Factors which can influence the apparent cost of the provision of library services include:
- An ongoing and adequate annual level of investment in collection development
- The factoring in of collection depreciation, internal costs and overheads into operating budgets. (Libraries with large collections such as Bathurst carry a significant depreciation factor. 1998/99 Collection depreciation for Bathurst was $567,655 whilst Queanbeyan was $122,962).
- Staff numbers and in particular numbers of qualified staff impact on costs. (Bathurst Library Service staff structure provides for a mix of qualified and unqualified staff maintaining a relative balance between professional, technical and administrative skills in keeping with the City’s status as a City of Learning.)

*The issue is:* that the efficiency of Bathurst City Library operations and its contribution to community quality of life should be demonstrated through the effective use of established performance evaluation methods.

### Recommendations

36. That the Library Service actively introduce a systematic performance evaluation procedure which initially focuses on a) information request completion rates, b) rapid processing of all new material and in particular, new non-fiction material and c) the overall reduction in the average cost of library material

37. That the Bathurst City Library book and resources budget remains constant including any annual CPI increases until 2003 in order to build a quality collection. Collection management processes to be evaluated in 2003 to assess efficiencies achieved and general performance against benchmarks.

38. That the Bathurst City Library establish a joint benchmarking project with Queanbeyan and Wollondilly Library Services in order to provide useful and relevant data for management decisions and for performance evaluation.

39. That Bathurst City Library develops an active program and events evaluation procedure in order to promote an environment of continuous improvement and to ensure Council and the community are receiving value for money.
40. That Bathurst City Library carry out a User Survey in 2000/2001 over a 2 week period and continues to survey users on an annual basis.

8.0 ORGANISATIONAL DEVELOPMENT AND WORK REDESIGN

The past decade has seen managers in most libraries struggle to deal with an environment with shrinking resources, increased competition from other service providers, skyrocketing costs of resource material, new costs associated with online searching and outmoded work practices. A variety of solutions have been found to these problems including the introduction of new automated library management systems, the commissioning of management studies of library administration and reviews of organisational structures.

The new information environment has led to significant organisational structural reform over the past few years particularly in the local government sector where new legislation has led to the development of increased managerialism with the clear separation of the roles of the elected council from management. An increased focus on value for money and quality customer service has led to organisations moving from ‘a dominance base to one based on linkages and there has been a shift from power to partnerships’. Flatter organisations are now encouraged since they are more flexible and innovative than vertical decision making structures. Flatter structures can also provide more proactive customer services and a career path for staff.

8.1 TEAMS

In libraries this has meant a shift to team based work where the focus is on information access and provision via the use of technology rather than a focus on the housing and storage of material. Continuous improvement and learning has been a hallmark of this shift in approach and structure and the ‘that’s the way we have always done it’ is no longer effective.

An environment of continuous improvement brings its own unique management challenges. Staff need support and information to develop ownership of the process and a tolerance for ambiguity and uncertainty. Department heads and managers require high levels of leadership and vision in order to maintain staff loyalty, morale, commitment and stability.

An emphasis on the use of teams and a focus on process, practices and outcomes is a radical shift from more traditional hierarchical structures. Hierarchies are tidy management structures where everyone generally knows their place, where decision

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17 Diaz, Joseph R "Helping teams work" in Library Administration and Management" Vol. 13, No 1 Winter 1999, pp.27
making is made up-the-line and control is the basis for relationships. On the other hand, process focussed teams encourage adaptive behaviour and decision making where individuals and teams make decisions for which they have the appropriate information, knowledge and skills base. At the team level the group’s capacity is valued, a diversity of approaches are canvassed and solutions sought which will result in the greatest benefit to customers.

The focus of any staffing review should be on improved customer service and value for money based on the identification of core services, the emphasis on opportunities for staff development, the recognition and utilization of staff talent, the need to continually improve work practices in order to streamline and avoid duplication of work and the desire to be flexible to accommodate future customer demand. In small public libraries, structural reform can be especially challenging since staff numbers are often small and options for creative restructuring and career progression are limited.

In order to reposition the Bathurst City Library as a leading public library providing a quality service to the Bathurst community, Library staff at all levels must be engaged in providing continuous service improvement. A team approach is an effective way to achieve this. Thus the establishment of process led teams with an emphasis on the core Bathurst Library services forms the basis for the structural model proposed.

8.2 QUALITY SERVICE MODEL

The flattening of organisations generally, trends towards outsourcing and contract work and the employment of casual staff has produced leaner organisations with less defined and hierarchical career structures. The organisational structure proposed shifts the focus of the Library from routine lending services and administration to one where the provision of quality library and information services to the Bathurst community is the principal focus of the Library. This reflects increased responsibility for library staff as knowledge workers in a learning organisation and as managers. Current staffing numbers in the Library total 11.23 FTE.

The Bathurst City Library’s proposed organisational structure reflects the factors indicated above. The skills and competencies required should reflect national industry standards whilst also responding to Bathurst City library circumstances. The Library Industry Qualifications, National Competency Standards and Assessment Guidelines (CREATE Australia, 1999) are proposed as the Bathurst City Library’s assessment and evaluation model. These Standards have been used to develop core job descriptions for key positions in Appendix 3.

This staffing model proposes the introduction of a flattened organisational structure to better respond to the more complex needs and expectations of the Bathurst community, to provide career opportunities and improved job satisfaction for staff and to ensure value for money. The structure proposed identifies a number of core staff positions at the middle management, specialist and office coordination level. Appendix 3 provides Job Descriptions for key positions only and indicative classification levels. Each position should be subject to a formal Council evaluation which will inform decisions about classification level according to knowledge and skills required. The total number
of staff proposed is 10.7 EFT and indicative estimates do not present an additional impact on the salary budget.

The Bathurst City Library employs a number of Library Assistants at the Band 1 Award Classification. These staff carry out duties at the Circulation Desk undertaking loans and returns, providing basic information services and shelving library material. Some are part time employees. In order to improve the quality of the Library’s information services and to provide more interesting and challenging work for Library Assistants it is proposed to rationalise part time employment and to provide more varied and responsible positions at the Band 2 Award Classification in keeping with career directions in the library and information sector.

Throughout the year, the Library Service employs casu als on an as-needs basis as relief staff to cover for staff absences due to annual leave, attendance at training, meetings, conferences etc. Casuals undertake rostered desk duties and shelving. All casuals are classified at Band I Level 3. The employment of casuals provides continuity of service and staffing flexibility.

Note: Appendix 4 includes an organisation plan for the Quality Customer service model with indicative duties.

MANAGEMENT

City Librarian has overall responsibility for the management of Bathurst City Library services. Responsible for ensuring that the Library is efficient and effective in the delivery of its services, in the management of its collection, databases and special projects and for advocacy, promotion, networking and liaison with Council, the community, other libraries and organisations, Coordinates Friends of the Library operations. Chairs the Library Management Group whose members are the City Librarian, Collection and Technology Management Librarian and the Information and Lending Services Librarian.

- City Librarian Band 3 Level 3

INFORMATION AND LENDING SERVICES TEAM

Team members focus on core service delivery including information and lending services, home library service, local history, family history, children’s services, mobile library service and services to young adults. All team members contribute to collection development through selection activities and all staff are rostered onto the public counter.

- Information and Lending Services Librarian Band 3 Level 2
- Outreach Programs Officer (children, youth, older persons, special needs, rural) Band 2 Level 2
- Outreach Assistants (Band 2 Level 1 /1.4 FTE)
- Library Assistant Band 1 Level 4 .4FTE
- Mobile Library Driver Band 1 Level 3 .5 FTE (17.5 hrs pw - 8.5 hrs pw mobile/ 9 hrs pw Home Library Service)
COLLECTION AND TECHNOLOGY MANAGEMENT TEAM

Team members focus on the management of the policies and procedures associated with collection management and technology planning and implementation. They ensure that the selection, acquisition and withdrawal of all library material is carried out according to the Collection Management Policy including liaison with suppliers to ensure value for money. This Team coordinates the Bathurst City Library IT functions including maintenance of the library operating system, as well as other technology interfaces such as internet access, in order to provide users with a responsive, reliable and high quality IT system and service. All staff are rostered onto the public counter.

- Collection and Technology Management Librarian Band 3 Level 2
- Cataloguing Officer Band 2 Level 2
- Technology Support Assistant Band 2 Level 1
- Serials Assistant Band 2 Level 1
- Library Assistant Band 1 Level 4 P/T .4 FTE

OFFICE COORDINATION UNIT

Unit Coordinator supports the functions and staff of the Bathurst City Library including the City Librarian and the members of the Library Management Group. Provides office support including key board, spreadsheet and desktop skills. Provide central switchboard support and administrative coordination for rosters, membership system maintenance, meeting room bookings and Friends of the Library support. Participates on front counter roster.

- Office Coordinator Band 2 Level 1

8.3 SKILLS AND COMPETENCIES

Rapid developments in technology and enhanced telecommunications capacity have transformed the traditional workplace. Multi-skilling and lifelong learning are essential elements for organisations which value customer service, and productivity, skills and competencies which define roles and tasks have become critical.

Competencies for the library industry reflect the dramatic changes which have taken place in the library and information sector over recent years. As well as the focus on the delivery of information in digitized formats, library workers are required to evaluate, plan, manage and operate new and complex information systems. Information and knowledge based work has been identified as critical to the Australian economy, and the ability to strategically manage knowledge is increasingly recognised as a significant influence in building efficient and effective organisations.
CREATE Australia recently adopted Library Industry National Competency Standards which reflect trends in the library and information sector. They place an increased emphasis on personal competencies, skills, attitudes and values such as striving for efficiency, effective communication, commitment to mutual respect and trust and taking responsibility for personal lifelong learning and career planning. The Australian Library and Information Association’s (ALIA) Board of Education has also recently revised its Work Level Guidelines for Librarians, Library Technicians and Library Assistants. The Guidelines provide an approach to competence which identifies key features of complex work based on an increasing depth and/or breadth of knowledge and skill base.

Both publications emphasize the increasing complexity of work and careers in the library and information industry and highlight the shift in focus from experience based classifications to knowledge based individual competencies in attaching salary levels to positions.

Bathurst City Council bases its Work Level Standards/Award Classifications on the Wyatt System which is widely used across local government in NSW. The current Bathurst City Council Award Classifications are currently utilised in the City Library:

- Band 3 Level 3 (1)
- Band 3 Level 2 (1)
- Band 2 Level 2 (2)
- Band 2 Level 1 (4)
- Band 1 Level 4 (1)
- Band 1 Level 3 (5.23 includes 3 casuals)

The following Bathurst City Council Award Classifications are proposed under the Quality Customer Service Model:

- Band 3 Level 3 (1)
- Band 3 Level 2 (2)
- Band 2 Level 2 (2)
- Band 2 Level 1 (4.4)
- Band 1 Level 4 (.8)
- Band 1 Level 3 (3.5 includes 3 casuals)

Note: the proposed model provides for entry level in the Library at Band 1 Level 4 with the Driver and casuals only being on Band 1 Level 3. This reflects trends in library customer service standards requiring staff with increased skills and competencies.

### 8.4 AUTHORITY AND ACCOUNTABILITY

Significant change within an organisational structure often leads to weakened lines of accountability and authority. This can happen when key staff are off line on special projects, acting in other roles or when there has been retirement, redundancies and/or resignations. Although the introduction of flattened structures generally encourages autonomy, delegations and customer focused responsibility, in the early stages of reorganising, it is essential to be specific about roles and responsibilities, about goal setting, and about feedback reporting and coordination mechanisms. These are critical for teams on a steep learning curve and assists with their training and development.
also reduces anxiety whilst encouraging the development of confident and empowered staff.

In the Quality Service model proposed, the Information and Lending Services Librarian and the Collection and Technology Management Librarian report to the City Librarian. All staff in the Information and Lending Services Team report to the Information and Lending Services Librarian. All staff in the Collection and Technology Management Team report to the Collection and Technology Management Librarian. Staff rostered on the Circulation Desk report to the nominated senior on duty.

8.5 STRUCTURAL REFORM

Whilst this Review has specifically focused on the Library and its current operations and potential future directions, research indicates that Bathurst City Council is taking an increasingly active role in facilitating and providing services in the community and cultural areas. Responsibility for this area is allocated to the Corporate Service Department of Council which also oversees cultural facilities including the City Library, Regional Art Gallery and the Entertainment Centre, community services, childcare, social policy, Property and Administration. This is a large portfolio with complex responsibilities which will inevitably be impacted by Council’s legislative requirements to implement the recently adopted Social Plan. A Cultural Plan for Bathurst is currently in development.

During workshops and interviews associated with this Review it was suggested that in recognition of the workload of the current Directors, Council could consider establishing a new Department with responsibility for providing leadership and advocacy in the area of community services including social and community development and services, cultural services and programs and recreation and leisure services and facilities.

Alternatively, and in response to the broad span of responsibilities currently allocated to the Manager, Administration, Council could create a new position of Manager, Community & Cultural Services reporting to the Director, Corporate Services with responsibilities for the overall integrated management and direction of the City’s community, cultural and recreation services and facilities. This option would provide a focus for coordinating related activities across Council and could provide a crucial communication centre for the complex social/cultural and recreational issues Council faces in the next 5 years.

At the same time, Council could consider amalgamating the facility and program management positions of Chief Librarian and Director, Bathurst Regional Art Gallery in order to achieve salary economies. This, on the surface, is an attractive option since the two services share a building and are co-located. At present Council requires both the Library service and the Art Gallery to be managed by specialists in their respective fields. Both positions require compulsory professional qualifications which reflect education and training in the specific disciplines of librarianship and cultural facility management. Both positions manage specialist staff such as exhibition curators, readers services officers and children’s officers. Amalgamations such as this have occurred in
recent times across Australia with downsizing, competitive tendering and with the growth of the community/cultural sector in local government generally. Generally in this arrangement, one of the services is disadvantaged since it is rare to find a Manager with the professional skills and experience to expertly manage both specialist programs.

The issues are: (a) that the Library’s staffing structure needs to be reviewed and updated to better fit its role in the 21st century and

(b) that Bathurst Council’s overall corporate structure may need to be reviewed in recognition of the enhanced role that Council is playing in the provision of community, cultural and recreation services to the Bathurst community.

RECOMMENDATIONS

41. That Bathurst City Council review the terms and conditions specified in the 1999 Industrial Agreement as a matter of priority and that in particular all staff are encouraged to participate on the weekend roster.

42. That Bathurst City Library adopt the Quality Service staffing model in order to improve productivity, to enhance customer service and to provide career opportunities for staff.

43. That Council maintains the Chief Librarian and the Director, Bathurst Regional Gallery as separate positions but requires that each facility works closely together.

44. That to better reflect the professional responsibilities associated with the management of the Bathurst City Library as a key community cultural facility the position title of Chief Librarian is changed to the City Librarian.

45. That revised duty statements are developed based on models provided in Appendix 3 and positions are evaluated based on Council evaluation and industry standard procedures.

46. That Council consider reviewing its overall corporate structure and establish the position of a Manager, Community and Cultural Services in recognition of Council’s increasing role in the facilitation and provision of services in these areas.

9.0 FINANCIAL PLANNING

The following Section provides indicative financial planning information only. It is based on information available including annual budget statements, Library cost centre reports and Council’s Management Plan 2000-2001. It is broadly related to the Bathurst
City Library’s operational costs. The Library’s budget at present is managed by the Chief Librarian.

The budget proposed does not take into account the impact of the GST on library services in particular the purchase of library resources, inter library loan transaction, events support and general administration. The ability of the Library to provide improved services and programs from 2000/2001 will be dependent on the level of special project funding approved particularly in the area of collection management.

**TABLE 2**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses</td>
<td>684,443</td>
<td>727,860</td>
<td>774,172</td>
<td>762,610</td>
<td>Note: Supplementary funds required 2000/2001 Total $45,000. I.e. $20,000 system upgrade, $25,000 special project. (Collection Management Special Project. (Evans Survey &amp; Review funded by SLNSW grants.) Sunday opening costs have been excluded.</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>138,800</td>
<td>120,496</td>
<td>117,808</td>
<td>120,753</td>
<td></td>
</tr>
<tr>
<td>Total Library Service Expenditure</td>
<td>823,243</td>
<td>848,356</td>
<td>859,580</td>
<td>883,363</td>
<td></td>
</tr>
<tr>
<td>Operating income</td>
<td>119,460</td>
<td>117,663</td>
<td>118,730</td>
<td>119,821</td>
<td></td>
</tr>
<tr>
<td>Capital income</td>
<td>39,183</td>
<td>5,561</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Library Service Income</td>
<td>158,643</td>
<td>123,224</td>
<td>118,730</td>
<td>119,821</td>
<td></td>
</tr>
<tr>
<td>NET LIBRARY</td>
<td>(664,600)</td>
<td>(725,132)</td>
<td>(740,850)</td>
<td>(763,542)</td>
<td></td>
</tr>
</tbody>
</table>
The current Library budget is unnecessarily complex. For example it contains over 41 expense lines including related expenses such as Stationery, Photocopier Supplies and Advertising, Promotion etc. and also small expenses such as Freight and Cartage $600, Other Administration Expenses $606. These items could be merged.

Some activities such as Evans Library Service, Home Library Service, Children’s Services and Technology Support e.g. could warrant their own income and expenditure lines. These budgets could be managed by appropriate library staff. This would streamline the budget process, assist with planning and would support staff development whilst also heightening an awareness amongst Library staff of broad resource management issues.

**RECOMMENDATIONS**

47. That Library management in consultation with the Finance Manager undertake a comprehensive review of the Library Cost Centre in order to consolidate small item expenditure, cluster relevant activity costs and separate program expenses (e.g. Evans Mobile, home library service, children’s services etc.).

48. That funds to be allocated for Special Project support and in particular the Collection Management Task Force. Indicative funds required for project management services $25,000.

49. That funds are allocated to support the implementation of the revised Library organisational structure.

50. That funds be allocated for Library operating system upgrade ($20,000 indicative) in order to improve customer service.

51. That the Information Technology Plan identifies new and upgraded PC hardware and software requirement for staff and Library users over the next 3 years and that Council commits funds to implement the Plan in 2001/2002.

52. That a Special Library Staff Task Force be established to prepare a Feasibility Study into outsourced contract cataloguing and processing of new and back log Library material and in particular non fiction material. Approaches to be made to Charles Sturt University Library, CAVAL, UNILINC, the Central Western...
Regional Library and relevant library suppliers. A Report to be prepared for Council by November 2000.

## 10.0 bathurst city library -3 Year Forecast

The following “snapshot” forecast identifies key data relevant to Bathurst City Library planning and provides performance targets to 2002/3. Note: this forecast does not include data relating to depreciation of the Bathurst Library collection.

### Table 3

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>35,500</td>
<td>38,800</td>
<td>41,166</td>
<td>42,902</td>
</tr>
<tr>
<td>Library expenditure</td>
<td>$823,243</td>
<td>$848,356</td>
<td>$859,580</td>
<td>$883,363</td>
</tr>
<tr>
<td>Expenditure per capita</td>
<td>$23.18*</td>
<td>$21.86*</td>
<td>$20.88*</td>
<td>$20.59*</td>
</tr>
<tr>
<td>Average cost of library material</td>
<td>$22.42</td>
<td>$19.01</td>
<td>$18.12</td>
<td>$17.68</td>
</tr>
<tr>
<td>Loans</td>
<td>243,336 (projected)</td>
<td>255,502+</td>
<td>281,052+</td>
<td>309,157+</td>
</tr>
<tr>
<td>Loans per capita</td>
<td>6.85</td>
<td>6.59</td>
<td>6.83</td>
<td>7.21</td>
</tr>
<tr>
<td>Collection size</td>
<td>113,000 approx.</td>
<td>107,000</td>
<td>100,580</td>
<td>94,540</td>
</tr>
<tr>
<td>Note target should be 88,750 based on general standard of 2.5 items per capita.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated age of collection (% purchased in last 5.5 years)</td>
<td>22.47%^</td>
<td>22.8%^</td>
<td>23.99%^</td>
<td>25.78%^</td>
</tr>
<tr>
<td>Total weekly opening hours</td>
<td>47</td>
<td>50 includes Sunday opening 2-5</td>
<td>50 includes Sunday opening 2-5pm</td>
<td>50 includes Sunday opening 2-5.</td>
</tr>
<tr>
<td>Visits per annum</td>
<td>106,816 projected</td>
<td>112,157</td>
<td>123,373</td>
<td>135,710</td>
</tr>
<tr>
<td>Includes Evans Shire</td>
<td>#includes Evans Shire</td>
<td>#includes Evans Shire</td>
<td>#includes Evans Shire</td>
<td>#includes Evans Shire</td>
</tr>
<tr>
<td>----------------</td>
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<td>-----------</td>
</tr>
<tr>
<td></td>
<td>*depreciation not factored in</td>
<td>*depreciation not factored in</td>
<td>*depreciation not factored in</td>
<td>*depreciation not factored in</td>
</tr>
<tr>
<td></td>
<td>^based on expenditure on library materials divided by no of acquisitions (5,000 p.a.)</td>
<td>+based on 5% increase pa.</td>
<td>+based on 10% increase pa.</td>
<td>+based on 10% increase pa.</td>
</tr>
<tr>
<td></td>
<td>^based on collection size &amp; purchase of 6,000 Pa.</td>
<td>+ based on 5% increase</td>
<td>^based on collection size &amp; acquisition of 6,500 items p.a.</td>
<td>+based on 10% increase.</td>
</tr>
<tr>
<td></td>
<td>+ based on 5% increase</td>
<td></td>
<td>^based on collection size &amp; acquisition of 7,000 items Pa.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>^ + based on 10% increase</td>
<td></td>
<td>+ based on 10% increase.</td>
<td></td>
</tr>
</tbody>
</table>

**RECOMMENDATION**

53. That the 3 year forecast provide a basis for service level targets in the Bathurst City Library.
PART 3 EVANS SHIRE LIBRARY SERVICE

Evans Shire is located on the New South Wales western slopes and surrounds Bathurst City. It is a region of national historical significance – settled and farmed in the early 1800s. Gold and copper mining also influenced its development in the mid to late 1800s. The Council is in a sound financial position but resources for community and cultural development are limited. The population is expected to increase by 10.9%% by 2006 to 5500.  

In April 1961, Bathurst City Council (then the City of Bathurst) and the Shire of Turon (now Evans Shire) signed a Joint Agreement under the terms of the Library Act 1939-59 to form a joint library service with the intention of providing library facilities for the residents of the Municipality and the Shire. The Agreement was reviewed in November 1963 with the then Shire of Abercrombie (now Evans Shire). It seems that the Joint Agreement has not been formally reviewed since that time.

Until 1999 both Councils were represented on a Library Management Committee constituted as a committee of Bathurst City Council. The Committee met regularly to consider issues in relation to the services and programs offered by the Bathurst Library Service. Following the 1999 Local Government Elections and as part of legislative requirements, Bathurst City Council reviewed its governance arrangements. The Library Committee was restructured and its functions transferred to the Council’s Policy Committee. Evans Shire Council is not represented on that Committee.

Evans Shire Council is very concerned that it no longer has formal opportunities to participate in planning and policy matters in relation to the Library Service and recently raised the issue of representation in writing to Bathurst City Council. Bathurst City Council resolved in April 2000 not to reconstitute the Library Management Committee at this time.

Recent correspondence from the State Library of NSW indicates that, in recognition that the Sections of the Library Act 1939 dealing with joint and regional library services does not always provide a satisfactory management framework. A revision of the Act is currently underway and the identification of alternate management structures will be priority.

By arrangement with Bathurst City Council, Evans Shire Council makes an annual contribution to Bathurst City for library services. The contribution is based on a population base for the Shire of 5125. In 1998/99 the Evans Shire contribution to Bathurst City Council was $42,517 consisting of a $18,820 State government subsidy and $23,697 from Evans Shire operating funds. From time to time Evans Shire also contributes Special Grant project money to the Bathurst City Library service for a specific project or program. The Evans Shire annual contribution represents 4% of

Bathurst City library expenditure but Evans Shire Council has no formal opportunity for input into the management, operations or planning of the Bathurst library Service.

Evans Shire residents have access to the Bathurst City Library in Keppel Street. 7.4% of total library members are Evans Shire residents with an additional 1.6% being Mobile Service members. Total Evans membership of the Bathurst City Library is 9% or 2,840. All services offered from the Keppel Street facility are available to Evans Shire users except for the Home Library Service which is restricted to eligible Bathurst residents who live in the specific areas serviced by the mobile housebound service. Accurate data is not available regarding loans to Evans residents but indicative data indicates that loans to Evans Shire residents represent 9% of total Bathurst City Library circulation.

Bathurst City Council maintains a mobile library service which delivers library material to Evans Shire residents. (The mobile van is also used to deliver library material to Bathurst library’s home library service clients.) Users of the Evans Mobile Service are adults, children, primary school students and teachers. A particular focus of the Mobile Service is the service provided to the small schools and villages in the Shire. It has been noted that 25% of the Mobile Service users are over 70 years of age.

The Mobile service is scheduled on a 6 weekly cycle to visit Burraga, Hill End#, Kirkonnell*, Lagoon*, Meadow Flat*, O'Connell*, Rockley, Sofala, Trunkey#, Turondale and Wattle Flat.*( * indicates a school visit only. # indicates a deposit station). 40% of the Children’s Services Officer’s time on average is focused on the operations of the Mobile Service and an additional 2 staff are available to travel on the van for deliveries on a rostered basis. Relief staff is also required to cover for leave, illness etc. Estimated staff cost is $38,658 pa.

40% of the vehicle costs are apportioned to the Mobile Service based on total kilometres traveled each year estimated at 4200 kms consisting of 42 weeks of service at an average 100 kms per week or $1200pa. Vehicle replacement costs should also be apportioned @ 40% of $4000 or $1600. Administrative support costs including laptops, stationery, book maintenance are estimated at $1500 pa. On costs such as workers compensation, superannuation is approximately $4,500 p.a. Depreciation on books is estimated at $56,765 p.a.

Resources used on the Mobile Service are also available in the Main Library and by the Home Library Service. Fiction and non-fiction material is circulated as individuals and as bulk loans to teachers. Collection development costs are estimated at 10% of total library book/resource expenditure ($11,200 p.a.) although system problems prevent the collection of accurate collection acquisition data.

Estimated direct cost for the maintenance of the Evans Mobile Library Service is $54,158. Indirect costs approximate $61,265.

The Department of Education and Training advises that there are 9 schools in the Evans Shire catering for 189 students. School population sizes range from 5 pupils to 48 with an average size of 21. All schools have access to the Internet but schools report that they are often plagued by telecommunications problems as well as resourcing issues for support equipment and material such as printers and copy paper. The mobile service
visits 7 Evans Shire schools only. Information relating to category and numbers of items borrowed (fiction or non-fiction) by school members is not available.

A national inquiry into rural and remote education currently being conducted by the Human Rights and Equal Opportunity Commission noted that students were particularly critical of the library and sporting facilities at their country schools. In particular the Inquiry noted that “despite the many positive programs, access to appropriate technology infrastructure and maintenance support remains problematic for many rural and remote students in Australia.” Also of particular interest to this Review is the record of meeting held at Bathurst in relation to the Inquiry. At that meeting it was noted that “there are significant transport problems throughout much of [the Bathurst] area. The township of Hill End is now isolated following the end a year ago of the weekly bus service to Bathurst for shopping”.

Rural disadvantage is a key issue for Evans shire residents and in particular children and students. At present the Mobile Library Service to isolated communities has a social and cultural impact which without core data can only be estimated. There are a number of options which could be researched in relation to library service delivery to the Evans community. These could include utilisation of a community bus to bring school children into Bathurst City Library, development of a mix of delivery and static depot arrangements or courier delivery of library material to Evans via existing services such as Australia Post. Victorian public libraries have experience in tendering such services out to local businesses and/or community groups and/or schools and could provide details on best practice models.

A recent study of 47 mobile library services by the Victorian Office of Infrastructure indicates that mobile libraries average 40 loans per hour of service and average 44,700 loans per vehicle per year. The survey suggests that a density of less than 1.5 per kilometre would not sustain a viable mobile library service. Evans Shire population density is 1.2 people per sq.km. based on 4278 sq.kms and a population of 5125 persons.

The issues are: (a) lack of accurate data relating to the Mobile Library Service is preventing Bathurst City Council from confidently identifying the costs and benefits of the service which they maintain on behalf of Evans Shire. Data relates to current transactions and costs as well as to user and non-user needs.

(b) that there is currently no formal mechanism for joint library service planning and management by Bathurst City Council and Evans Shire Council which reflects contemporary mobile library practice in small, remote communities.

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RECOMMENDATIONS

54. That based on the outcomes of this Study, Bathurst City Council and Evans Shire Council urgently review the 1963 Joint Agreement in order to better reflect contemporary public library service provision.

55. That Bathurst City Council invites formal representation from Evans Shire Council when relevant library matters are under consideration.

56. That the relevant Directors of Bathurst City Council and Evans Shire Council establish quarterly meetings to consider strategic library matters.

57. That in order to better utilize the skills and experience of Bathurst City Library technical staff, a Part time Van Driver be employed to carry out delivery duties to clients on the Home Library service and the Evans Mobile service.

58. That Bathurst City Council and Evans Shire Council jointly prepare a Special Grant Proposal to undertake a Library User and Non Library User Needs Survey of Evans Shire residents. The Study to identify resident’s library needs. Issues to be addressed to include primary school needs, older adult mobility and access issues, shopping patterns and visits to Bathurst, quality of current service, bulk loan options, potential mini-Branch library locations, library bus options, contracting out of services. (Indicative cost $10,000)

APPENDIX 1 LIBRARY SERVICE SNAPSHOT

The Bathurst City Library was established in 1956 when it acquired the collection of the former Bathurst School of Arts Library. Services operated out of the Civic Centre in central Bathurst until 1990 when the present purpose built building housing the City Library and the Regional Art Gallery was opened. The Library operates as a city wide service with one central library. It is not part of a regional library network, however it does provide mobile outreach service to the residents of Evans Shire.

Bathurst City Council is a designated Group 4 local government area based on Local Government and Shires Association data. For indicative comparative purposes, library services serving similar populations with similar management structures and roles and responsibilities and which are not part of a regional or joint use service were identified using Group 4 local government area data prepared annually by the Local Government and Shires Association. Annual statistical data prepared by the State Library of New South Wales was also analysed.

<table>
<thead>
<tr>
<th>SERVICE OR OPERATION</th>
<th>CURRENT DATA</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lending services – the library provides traditional lending services including fiction and non-fiction books, magazines, audio tapes and videos. Lending services are available to all who present proof of identity and current address.</td>
<td>Standard loan period is 28 days. <strong>Annual loans</strong> 1997/98 302,625* 1998/99 239,124 1999/2000 Jul- April 182,502 1997/98 Average annual turnover per item 3.87 98/99 not yet available.</td>
<td>Turnover of stock compared to other Category 4 LGAs and Library services of a similar size e.g. Queanbeyan 3.70 Wollondilly 3.01</td>
</tr>
<tr>
<td>Reference &amp; information services – traditional reference and information services are available using local and online resources.</td>
<td>Average number of requests for information per annum is 12,515. Satisfaction rate 80.89%</td>
<td>A number of staff and users commented that a Reference/Information Desk at least during after school weekday hours (3.15pm – 6.00pm ) would be helpful.</td>
</tr>
<tr>
<td>Inter library loans includes the loan of Bathurst Library material to other libraries and the borrowing by Bathurst of material from other libraries.</td>
<td>1998/99 Requests sent to other libraries 194/ 182 satisfied. (94%) 1998/99 Requests received from other libraries 63/54 satisfied. (84%)</td>
<td>Average for country public libraries 97/98 – 344 requests sent p.a/198 received p.a.</td>
</tr>
</tbody>
</table>
### Library Visits

<table>
<thead>
<tr>
<th>Service or Operation</th>
<th>Current Data</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library visits. The Library last conducted a Library Visits Survey in 1997.</td>
<td>1997/98 106,816, 1998/99 105,026, July 99/March 00 89,435</td>
<td>Library visit statistics are a good indicator of the role the library plays as a community centre and active hub. Visits to Bathurst City Library seem low compared to other similar services. e.g. 98/99 Queanbeyan 147,854, Wollondilly 97/98 58,000</td>
</tr>
</tbody>
</table>

### Opening Hours

| Opening Hours | 10am – 6 p.m. Monday – Friday, 10am – 5pm Sat, Closed Sunday and Public Holidays | The opening hours were reviewed in 1998/99 and new hours established which reduced weeknight opening hours and extended Saturday opening. Feedback from workshops indicates that customers would use the Library if it was open on Sundays. |

### Online Catalogue

| Online Catalogue | In 1988 Bathurst City Library introduced an automated system using the WCS library software package. The system was updated to URICA (now Spydus) in 1995. Recently upgraded. | Records for approximately 85,000 items are available online. About 30,000 records were not converted to the automated system when it was launched and the bulk of these records relate to material held in Stack and not on public access. Records for these items are found in the card catalogue. These items must be lent using a manual system. Therefore a dual system is operating. |

### Children’s and Young Adult Services

| Children’s and Young Adult Services | Monthly storytelling programs. Special Book Week events including writing competitions, special events throughout the year. School projects and homework support. 6.7% of the Bathurst population are under 4. 43.4% of Bathurst’s population is under 25 years of age with 25.4% being young people between 12 and 24 years of age. | Evaluation surveys has been developed for school holiday storytime and Book Week special events but results have not been collated or analysed. Children’s programs are highly valued by the community and the service has a high profile. The Library does not provide an active program of activities for the 12 – 19 (teen) age group. |

### Family History

<p>| Family History | Material is stored on behalf of the Family History Group of |</p>
<table>
<thead>
<tr>
<th>SERVICE OPERATION</th>
<th>CURRENT DATA</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Library Service</td>
<td>120 active members receive fortnightly deliveries. YTD 1999/00 loans 7673. Loans = est. 10% of overall circulation/loans. 85% of the Home Library Officers duties relate to HLS. Estimated cost of the service in 1998 = $58,098 (includes staff, 60% van running costs, collection, computer support etc).</td>
<td>Bathurst. FHGB provide access help and training to Library users. Fortnightly visits are made to clients living in retirement villas, nursing homes and in their own homes in designated areas of Bathurst City. There are over 20 people on the waiting list. Since not all clients are housebound, opportunities to bring them into the Library could be pursued and a review of Home Library Service policy and procedures undertaken in order to address current inequities.</td>
</tr>
<tr>
<td>Internet Training Institute Project</td>
<td>Income</td>
<td>The Library provides fee for service Internet training based on courses developed by the Institute for the interested public.</td>
</tr>
<tr>
<td>Technology Support</td>
<td></td>
<td>Technical support is provided to the Library as a remote user by Council’s IT Branch. Over the past 12 months a range of technology hardware and software upgrades have been introduced including the upgrade of the Library Management System. A further major upgrade is planned subject to the availability of State grant funding. The Library does not have an IT Strategic Plan. User support is below grade with 3 out of 5 Internet access terminals Pentium and both public access word processing stations using Windows Version 3.11 software. Users commented on dysfunctional peripheral printers and microfiche readers. A review of printer support for users and staff is required. At present, due to</td>
</tr>
</tbody>
</table>
Organisational structure – the Bathurst Public Library is located in the Corporate Services Division of Council and the Chief Librarian reports to the Manager, Administration. The staff are employed under an Industrial Agreement which specifies terms and conditions. It was due for review in March 2000.

<table>
<thead>
<tr>
<th>SERVICE OR OPERATION</th>
<th>CURRENT DATA</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>LMS (Spydus) system constraints the Library does not offer a remote dial in service to the catalogue and remote on line requests or reservations are not available although online reservations can be made in the Library. A formal e-mail reference service is not available.</td>
</tr>
<tr>
<td></td>
<td>Librarians 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Library Technicians 3</td>
<td>A weekly roster for all Library staff provides details on desk rosters, shelf tidying, shelving, special events, the van roster and RDO/leave information. All staff except the Admin Officer are rostered on the front desk during weekdays. Two only permanent full time staff are rostered on Saturday on a regular basis. The rosters are as follows: Weekdays 10am – 1pm, 1pm – 4pm and 4pm – 6pm. Saturday: 10- 5 with ½ hour break for lunch. During weekdays staff are also rostered to carry out shelf tidying duties. 6 staff are rostered onto the weekly van run as drivers and to loan and return material. A hierarchical reporting structure is in place whereby all Library staff report to the Chief Librarian. However some staff work in informal service teams relating to Children’s Services and the Home Library Service.</td>
</tr>
<tr>
<td></td>
<td>Library Assistants 5.23</td>
<td>Total staff comparisons:</td>
</tr>
<tr>
<td></td>
<td>Admin Assistant 1</td>
<td>1997/98 Queanbeyan 20.00. It understood that many of these staff are casual.</td>
</tr>
<tr>
<td></td>
<td>TOTAL 11.23</td>
<td>Wollondilly 8.00</td>
</tr>
<tr>
<td></td>
<td>• 4 Casual relief staff are also utilised as needed.</td>
<td>Ratio of circulation (loans) per staff member compared to libraries of a similar size e.g. Queanbeyan 13,759.</td>
</tr>
</tbody>
</table>

Circulation of materials per staff member

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997/98</td>
<td>26,000</td>
</tr>
<tr>
<td>1998/99</td>
<td>19,753</td>
</tr>
</tbody>
</table>
### Service or Operation

#### Current Data

<table>
<thead>
<tr>
<th>Financial resources – budget allocated annually by Council. Library also receives annual subsidy from NSW State government plus contribution from Evans Shire. 8% of income is generated through fees and charges.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999/2000 Operating $662,442</td>
</tr>
<tr>
<td>Salaries $383,249</td>
</tr>
<tr>
<td>Capital $172,405</td>
</tr>
<tr>
<td>Income $154,780</td>
</tr>
<tr>
<td>NET $680,067</td>
</tr>
</tbody>
</table>

#### Comment

- NSW average 21,952.
- Capital includes Book/resource budget ($112,132)
- 50% of purchases are in the Adult Fiction category. A significant % (50%) represent standing orders for Large Print and light fiction material.
- YTD 1999/2000 $46,260 Adult fiction $20,352 Adult non-fiction $16,795 Junior material $19,521 Reference material $6,326 newspapers and periodicals

#### Facility assessment – the Library moved into a purpose built building in 1990.

- Signage and general layout has been criticised during the Review.
- Library 1300 sq. m
- Shared facilities 420 sq. m
- Total Library 1720 sq. m.

Based on current population and services the Library is adequate in size. A review of gross floor space will need to be undertaken in 5 years based on current population projections. Many users and staff commented that layout could be improved.

### Policies and planning

- Sponsorship Policy n.d.

The Bathurst City Library does not have a Strategic Plan or a Collection Management Policy. Both documents are regarded as essential planning and policy tools for management. A number of policies are in place which provide a basis for procedural decisions in the Library e.g. inter library loans, meeting room, membership, loans and circulation etc.
APPENDIX 2 COLLECTION EVALUATION

The Bathurst City Library's collection was established in 1956 and it has been growing steadily since then. It has moved twice since its original establishment in the former School of Arts building and is currently housed in a purpose built building opened in 1990. The move to the new building provided the Library with much needed public and backroom space.

The collection is made up of the following:

- Approximately 115,000 books
  (85,000 on the database and 30,000 not on the database.)
- 820 videos
- 65 journals
- 7 newspapers
- Approximately 3000 spoken word tapes
- 30 CD ROMs
- Approximately 3,000 historical prints

A range of collection evaluation techniques were discussed with Library management at the outset of the Review. Due to time constraints and the absence of a Collection Development Policy with stated goals and objectives, it was agreed that a comprehensive evaluation was not feasible and that a Conspectus approach was not appropriate. A preliminary assessment was therefore undertaken using the following criteria.

Content:
Quality, up to date, authoritative, contains and index/ bibliography.

Availability from other sources
Online, ILL, journal articles

Usage patterns:
Loans data, in house surveys of use (Reference material, newspapers, current journals)
Note: in house surveys have not been used at the BCL.

Purchase cost:
Note: purchase cost was not quickly available and the use of this element was abandoned.

21 Conspectus is a standardised approach to the management of library collections developed by the National Library of Australia which provides a methodology for systematically defining collection levels according to basic, intermediate and research needs. Needs roughly relate to local, regional, state and national needs e.g. Bathurst City Library would generally have a basic collecting standard except for its national responsibilities to collect unique local studies material which would be of national research interest.
**Physical condition:**

State of repair, age of publication

Note: a computer generated analysis was used to assess age of the collection based on year of publication. A cross check in relation to the age of the collection was also made with the State Library of NSW’s annual library statistics.

<table>
<thead>
<tr>
<th>DEWEY NUMBER OR FORMAT</th>
<th>NO OF ITEMS ON SHELVES</th>
<th>UP TO DATE</th>
<th>ALT SOURCE</th>
<th>USAGE</th>
<th>PHYS. COND.</th>
<th>COMMENT</th>
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<tbody>
<tr>
<td>Reference</td>
<td>Approx. 3000</td>
<td>Average age 9 years</td>
<td>Some items could be in CSU Library and school libraries</td>
<td>No data available</td>
<td>✓</td>
<td>Community feedback indicated that new up to date items are needed.</td>
</tr>
<tr>
<td>Microfilm</td>
<td>Bathurst Times on microfilm. Historical Records on mfiche.</td>
<td>Collection seems complete</td>
<td>Perhaps at CSU</td>
<td>No data available</td>
<td>✓</td>
<td>Access valued by the community.</td>
</tr>
<tr>
<td>ABS</td>
<td>N/A</td>
<td>Yes – part of ABS Extension Program</td>
<td>Some ABS material at CSU &amp; TAFE</td>
<td>No data available</td>
<td>Not interfiled with REF</td>
<td>Contains pamphlet files, year books etc.</td>
</tr>
<tr>
<td>Annual Reports</td>
<td>50 approx.</td>
<td>Seems random</td>
<td>Unlikely</td>
<td>Not known</td>
<td>✓</td>
<td>Collection seems to be ad hoc. Material not catalogued.</td>
</tr>
<tr>
<td>Council</td>
<td>2 shelves in REF collection</td>
<td>Recent Minutes, agendas, reports, studies, plans</td>
<td>Council offices</td>
<td>Not known. State of shelves indicate well used.</td>
<td>✓</td>
<td>Improved organisation and promotion needed.</td>
</tr>
<tr>
<td>Historical Prints</td>
<td>2 x 4 drawer filing cabinets</td>
<td>Collection of historical images.</td>
<td>Bathurst Hist Socy.</td>
<td>State of filing system indicates well used</td>
<td>Poor.</td>
<td>Files need to be upgraded. The collection of photos is indexed by subject and generally accessible. Special Grant received in mid 1990s to transfer to digital. Project is expected to be completed by end</td>
</tr>
<tr>
<td>DEWEY NUMBER OR FORMAT</td>
<td>NO OF ITEMS ON SHELVES</td>
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</tr>
<tr>
<td>Family History Collection</td>
<td>4 filing/storage cabinets and open shelving</td>
<td>Complete</td>
<td>No</td>
<td>High</td>
<td>✔</td>
<td>Collection and access managed by Family History Group of Bathurst.</td>
</tr>
<tr>
<td>Adult Fiction</td>
<td>20 bays – full shelves. 25,000/30% of the active collection.</td>
<td>Average age 12 years</td>
<td>No</td>
<td>Moderate</td>
<td>Items on shelves old and in poor condition.</td>
<td>Few best selling authors on the shelves. Considerable number of light fiction in comparison to popular fiction by well known authors. Purchase of large print and light fiction is by Standing orders.</td>
</tr>
<tr>
<td>Adult Non Fiction</td>
<td>14 bays – full shelves 12,460 items/14.6% of the active collection.</td>
<td>Average age is 11 years.</td>
<td>Perhaps at CSU and TAFE</td>
<td>Moderate</td>
<td>Below average condition</td>
<td>It is difficult for the BCL to present as a key player in the information age with such old material.</td>
</tr>
<tr>
<td>Large Print</td>
<td>5 bays. 7530 items</td>
<td>Average age 9 years</td>
<td>No</td>
<td>Heavily used</td>
<td>The books look old but they are in good condition.</td>
<td>Few paperback items on the shelves.</td>
</tr>
<tr>
<td>Children's Easy Picture Books</td>
<td>1500</td>
<td>7 years</td>
<td>Primary school libraries</td>
<td>Moderate</td>
<td>Average.</td>
<td>Mostly filed A-Z by author and very few on display.</td>
</tr>
<tr>
<td>Junior Fiction</td>
<td>Approx. 2500 generally hard cover.</td>
<td>Seem old. System indicates 14 years?</td>
<td>School libraries</td>
<td>Moderate</td>
<td>Average but children could be put off because the books look old.</td>
<td>New edition of classics and popular series needed.</td>
</tr>
<tr>
<td>Junior Non Fiction</td>
<td>3000</td>
<td>Average age 15.5 years</td>
<td>School libraries</td>
<td>Average</td>
<td>Tired and old looking.</td>
<td>Many items from the 1960s. This is not appropriate for a public library marketing itself as</td>
</tr>
<tr>
<td>DEWEY NUMBER OR FORMAT</td>
<td>NO OF ITEMS ON SHELVES</td>
<td>UP TO DATE</td>
<td>ALT SOURCE</td>
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<tr>
<td>Teenage Paperback</td>
<td>4 bays + stands</td>
<td>Average age 6 years</td>
<td>HS libraries</td>
<td>Appears well used</td>
<td>Old and dog-eared</td>
<td>New editions of classics needed.</td>
</tr>
<tr>
<td>Teen magazine</td>
<td>10 titles</td>
<td>Current</td>
<td>HS libraries</td>
<td>Well used</td>
<td>✓</td>
<td>Good selection but worn and torn.</td>
</tr>
<tr>
<td>Teachers Packs</td>
<td>Filing Cabinet</td>
<td>1980s</td>
<td>School libraries</td>
<td>Never used. Obsolete</td>
<td>✓</td>
<td>Review packs, interfile current material and discard the rest.</td>
</tr>
<tr>
<td>Videos</td>
<td>500</td>
<td>4 years</td>
<td>No. Most items are non fiction/ how to/ documentaries</td>
<td>Average</td>
<td>✓</td>
<td>Could be interfiled to provide one-stop-shopping.</td>
</tr>
<tr>
<td>Special cassette</td>
<td>1000</td>
<td>7 years</td>
<td>No</td>
<td>Average</td>
<td>✓</td>
<td>Sourced mainly from Australian Listening Library for people with print disabilities.</td>
</tr>
<tr>
<td>Adult Cassettes</td>
<td>500</td>
<td>8 years</td>
<td>No</td>
<td>Average</td>
<td>✓</td>
<td>Talking Books and single cassettes</td>
</tr>
<tr>
<td>Pamphlet File</td>
<td>1 x 4 drawer cabinet</td>
<td>Material from the 1960s &amp; 70s mainly</td>
<td>Vertical files at schools</td>
<td>Not used</td>
<td>✓</td>
<td>This should be discarded.</td>
</tr>
<tr>
<td>Journals</td>
<td>Approx. 60 titles</td>
<td>Current + back copies</td>
<td>Not for more popular back copies. CSU could have some titles such as the Bulletin, New Yorker etc.</td>
<td>Seems well used.</td>
<td>✓</td>
<td>Pamphlet file boxes work well but need to be standardised.</td>
</tr>
<tr>
<td>Home Library collection</td>
<td>N/A</td>
<td>9 years</td>
<td>No</td>
<td>Well used</td>
<td>✓</td>
<td>Popular material can be on longer loan to home library service clients and therefore</td>
</tr>
<tr>
<td>DEWEY NUMBER OR FORMAT</td>
<td>NO OF ITEMS ON SHELVES</td>
<td>UP TO DATE</td>
<td>ALT SOURCE</td>
<td>USAGE</td>
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</tr>
<tr>
<td>Mobile library collection</td>
<td>N/A</td>
<td>Average age of material seems to be much lower than rest of the collection. E.g. adult fiction is 1 year. Adult non fiction is 5 years.</td>
<td>Main Library and school libraries.</td>
<td>Moderate</td>
<td>✓</td>
<td>Provision of current popular material to Mobile Library clients is an issue for users of the Main Library who want to access best sellers etc.</td>
</tr>
<tr>
<td>Adult Stack Fiction</td>
<td>2000 / 5 bays.</td>
<td>15 years</td>
<td>ILL</td>
<td>Usage is minimal.</td>
<td>Very old and musty.</td>
<td>Compactus storage. Regularly requested but out of print Australian classic fiction plus copies of the classics maybe useful to keep.</td>
</tr>
<tr>
<td>Stack Adult Non Fiction</td>
<td>12,000</td>
<td>22 years</td>
<td>ILL</td>
<td>Minimal usage</td>
<td>Old</td>
<td>This collection is mainly redundant and should be discarded.</td>
</tr>
<tr>
<td>Catalogue backlog</td>
<td>Approx. 8,000 items (including 4,000 paperback items mainly donated) 10% of collection.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>This material is stored in the compactus and on Workroom shelving. Includes recent material plus items from the 1950s, 1960s, 1970s, 1980s. The backlog includes Adult and Junior material – mainly non-fiction and mainly adult. Paperback material has mainly been donated.</td>
</tr>
<tr>
<td>Toy Library</td>
<td>Donated to the Library in</td>
<td>Not relevant</td>
<td>Not in Bathurst</td>
<td>Not accessible</td>
<td>Generally OK</td>
<td>Bathurst Family Support has indicated</td>
</tr>
<tr>
<td>DEWEY NUMBERS OR FORMAT</td>
<td>NO OF ITEMS ON SHELVES</td>
<td>UP TO DATE</td>
<td>ALT SOURCE</td>
<td>USAGE</td>
<td>PHYS. COND.</td>
<td>COMMENT</td>
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</tr>
<tr>
<td>mid 1990s</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs</td>
<td>2000 items</td>
<td>1970s and 1980s material. Less than 1% published in the 1990s.</td>
<td>N/A</td>
<td>Not accessible</td>
<td>Very poor</td>
<td>Majority could be discarded and new editions purchased.</td>
</tr>
<tr>
<td>Children’s Story Time material</td>
<td>11 bays</td>
<td>Yes</td>
<td>No</td>
<td>Specialist resource</td>
<td>✓</td>
<td>Compactus storage.</td>
</tr>
</tbody>
</table>
APPENDIX 3 POSITION DESCRIPTIONS

The following Position Descriptions and Selection Criteria are provided for information only. Once Council has adopted the new organisational structure, detailed descriptions for each position will need to be developed as a basis for evaluation according to the Wyatt system.

POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE
City Librarian

REPORTS TO
Manager, Administration

OBJECTIVES
Manage the Bathurst City Library human and financial resources and assets in order to position the Library as a key Bathurst cultural facility.
Provide leadership to Library staff in the development of library policies, programs and plans.
Position the Bathurst City Library as an efficient and effective, customer focused public library service.

PRINCIPAL ACCOUNTABILITIES
Responsible for overall management of the Bathurst City Library including

- financial management and planning
- human resource management
- asset development and control

Responsible for strategic planning and trends analysis in relation to public library services.
Responsible for the development of policies, guidelines and procedures in relation to the Library service.
Responsible for the management of the joint Library Service with Evans Shire Council.
Participate in the development and management of the Library collection.
Responsible for providing leadership to the members of the Library Management Team and to Library staff.
Responsible for the overall management of special Task Forces.
Responsible for advocacy, collaboration and cooperation on Library matters with Council, senior Council management, Council staff, community organisations, library related organisations and members of the Bathurst community.
Responsible for the evaluation of library services and meeting and reviewing performance targets.
Responsible for management of the Friends of Bathurst City Library.
Responsible for marketing Bathurst City Library services to diverse users and non-users.
IMPORTANT SELECTION CRITERIA

Degree or post graduate qualification in Library Science/Eligible for membership of ALIA
Demonstrated experience in planning and managing a major public library service.
Demonstrated knowledge of and interest in public library trends.
Experience in the development of plans and policies for public libraries including strategic plans, business plans and collection development policies.
Demonstrated commitment to public library performance review and benchmarking.
Demonstrated experience in facility management
Excellent analytical and report writing skills.
Demonstrated experience in the successful preparation of grant applications.
Knowledge of marketing principles with a demonstrated track record in promoting library and information services.
Excellent communication skills and experience in the effective management of teams.
POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE
Information and Lending Services Librarian

REPORTS TO
City Librarian

OBJECTIVES

To manage customer focused public library programs and services in the areas of lending and information.
To provide leadership to the Information and Lending Services Team.
To contribute to the strategic planning and policy development of the Bathurst City Library.

PRINCIPAL ACCOUNTABILITIES

Participate and contribute to the Bathurst City Library Management Team in the area of policy development and strategic planning.
Manage the Information and Lending Services budget including the Evans Shire Library mobile service, home library service and children’s services.
Supervise the day to day activities of the Information and Lending Services Team including rosters and Help Desk.
Participate on Special Task Forces as required.
Represent the Bathurst City Library in meetings and forums related to library matters.
Develop and manage performance targets.
Manage special programs and events in relation to youth services and children’s services and develop evaluation methodology.

IMPORTANT SELECTION CRITERIA

Degree or post graduate qualification in Library Science/ Eligible for membership of ALIA
Demonstrated experience in planning and managing diverse library services including services to special groups and general and electronic information services.
Demonstrated experience in and commitment to effective collection development.
Demonstrated understanding of circulation and lending services.
Knowledge of continuous improvement principles and the management and evaluation of quality customer service programs.
Experience in managing teams.
Knowledge of team based training and development programs.
Demonstrated understanding of policy development & excellent report writing skills.
Excellent communication skills.
POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE
Collection and Technology Management Librarian

REPORTS TO
City Librarian

OBJECTIVES
To manage customer focused public library programs and services in the areas of collection development and technology.
To provide leadership to the Collection and Technology Management Team.
To contribute to the strategic planning and policy development of the Bathurst City Library.

PRINCIPAL ACCOUNTABILITIES
Participate and contribute to the Bathurst City Library Management Team in the area of policy development and strategic planning.
Coordinate the development of the Collection Management Policy.
Coordinate and manage the IT Strategic Plan in order to provide customers with responsive, reliable and high quality IT systems and services.
Participate on special Task Forces as required.
Manage the Collection and Technology Management services budget including the collection development budget, inter library loans, technology planning and support.
Supervise the day to day activities of the Collection and Technology Management Team including technical services and technology maintenance.
Liaise with suppliers in order to ensure value for money.
Represent the Bathurst City Library in meetings and forums related to library matters.
Develop and manage performance targets which ensure that the Library’s technology is operating at maximum potential.

IMPORTANT SELECTION CRITERIA
Degree or post graduate qualification in Library Science or equivalent/ Eligible for membership of ALIA
Demonstrated high level experience in collection management including collection evaluation.
Demonstrated understanding of and interest in library IT trends including the development of text and digital collections.
Experience in leading a team.
Experience in the strategic management of library automated management systems and technology support.
Demonstrated experience in the development of strategic technology plans in a library environment.
Demonstrated knowledge of project evaluation and change management. Excellent communication skills including high level report writing skills.
POS SESSION DESCRIPTION AND SELECTION CRITERIA

TITLE Outreach Programs Officer
REPORTS TO Information and Lending Services Librarian

OBJECTIVES

To provide quality library outreach programs to the Bathurst and Evans community.
To ensure that Bathurst City Library services are creative, innovative and encourage increased usage.

PRINCIPAL ACCOUNTABILITIES

To supervise the Outreach services team including Outreach Assistants and the Mobile Driver to ensure customer focused library programs in the area of youth services, mobile library, housebound, children’s services and special needs.
To undertake circulation desk duties including early evenings and weekends.
To administer the operational budgets for the mobile library service, home library service, youth services and children’s services.
Administer the Library calendar of special events.
Evaluate programs and services to children, young people, housebound, mobile in order to provide a framework for continuous improvement.
Participate in collection development activities.
Ensure that team members have access to training and development opportunities.

IMPORTANT SELECTION CRITERIA

TAFE Associate Diploma in Library Practice or equivalent
Demonstrated experience and commitment to the provision of library based recreation and information programs and services for young people, children, housebound and elderly, rural and isolated communities and people with special needs.
Experience in supervising a small team.
Demonstrated experience in community liaison.
Demonstrated knowledge of youth culture and delivery of innovative services.
Experience in planning, managing and marketing library related events.
POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE
Cataloguing Officer

REPORTS TO
Collection and Technology Management Librarian

OBJECTIVES

To provide quality cataloguing and classification services to the Bathurst City Library.
To ensure that Bathurst City Library’s collection is accessible according to annual performance targets.

PRINCIPAL ACCOUNTABILITIES

To supervise the acquisition and organisation of all Bathurst City Library material including ordering, cataloguing and classification and processing.
Ensure the efficient and effective use of Kinetica and other online services.
The supervision of collection supplier invoices for payment and supplier reports.
Provide support to the Collection and Technology Management Librarian.
Participate on rostered circulation desk duties including early evenings and weekends.
Participate in meeting collection management performance targets according to annual indicators.
Supervise staff in the cataloguing and processing team.
Participate in collection development activities.

IMPORTANT SELECTION CRITERIA

Completion of TAFE Associate Diploma of Library Practice or equivalent.
Demonstrated experience in efficient library cataloguing and classification duties including knowledge of bibliographic tools.
Ability to pay attention to detail and to work with a high degree of accuracy.
Demonstrated experience with an electronic ordering system.
Experience in supervising a small team.
Demonstrated experience in customer service.
Experience in supplier liaison.
POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE
Serials Assistant

REPORTS TO
Cataloguing Officer

OBJECTIVES
To provide quality serials acquisition and processing services to Bathurst City Library
To provide quality customer focused library service to the Bathurst community.

PRINCIPAL ACCOUNTABILITIES
To provide a timely serials acquisitions and processing service including newspapers, journals, annual reports, Council papers, reference and online subscriptions.
To support to the Cataloguing Officer and the Information and Lending Services Team.
Participate on rostered circulation desk duties including early evening and weekends.
Participate in collection development activities.

IMPORTANT SELECTION CRITERIA
Higher School Certificate.
Demonstrated experience in the acquisition and processing of library materials.
Ability to pay attention to detail and to work with a high degree of accuracy.
Experience in customer service in public libraries.
Demonstrated experience in online acquisition systems.
POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE Technology Support Assistant
REPORTS TO Collection and Technology Management Librarian

OBJECTIVES
To provide quality technology support to the Bathurst City Library.
To contribute to ensuring that Bathurst City Library technology services are reliable, cost effective and up to date.

PRINCIPAL ACCOUNTABILITIES
To provide technology and systems support to the Bathurst City Library.
To liaise on a day to day basis with Council’s IT Branch regarding technology matters.
Provide support to the Collection and Technology Management Librarian.
Participate on Circulation Desk rosters including early evening and weekends.
Participate in collection development activities.

IMPORTANT SELECTION CRITERIA
Higher School Certificate and relevant short courses.
Demonstrated experience and commitment to the provision of library based technology and systems support.
Demonstrated effective communication and interpersonal skills.
Demonstrated ability to handle more than one job at a time.
Demonstrated ability to meet deadlines and complete tasks.
Experience in networking support and maintenance.
Demonstrated experience in customer service.
POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE
Outreach Assistants

REPORTS TO
Information and Lending Services Librarian

OBJECTIVES
To assist in the provision of quality library outreach programs to the Bathurst and Evans community.
To provide a creative and innovative contribution to Bathurst City Library services which encourages increased usage.

PRINCIPAL ACCOUNTABILITIES
To participate as a member of the Outreach services team
To assist in the delivery of customer focused library programs in the area of youth services, mobile library, housebound, youth and children’s services and special needs.
To participate on the circulation desk rosters including early evening and weekends.
To contribute to the evaluation of programs and services to children, young people, housebound, mobile in order to provide a framework for continuous improvement.
Participate in collection development activities.

IMPORTANT SELECTION CRITERIA
Higher School Certificate
Demonstrated experience and commitment to the provision of library based recreation and information programs and services for young people, children, housebound and elderly, rural and isolated communities and people with special needs.
Experience in a customer related environment.
Demonstrated ability to organise and handle more than one job at a time.
Demonstrated experience in community liaison.
Demonstrated knowledge of youth culture and delivery of innovative services.
Experience in the organisation and marketing of events.
POSITION DESCRIPTION AND SELECTION CRITERIA

TITLE: Mobile Library Driver
REPORTS TO: Information and Lending Services Librarian

OBJECTIVES
To deliver quality mobile library services to the Bathurst and Evans community.
To ensure that Bathurst City Library services are efficient, effective and customer focused.

PRINCIPAL ACCOUNTABILITIES
To provide delivery services to housebound library customers.
To provide a mobile library service to remote schools and villages in Evans Shire. To keep records and statistics in relation to the Mobile service.
Act as liaison point between remote customers and the Library service.
Provide support to the Outreach services team.

IMPORTANT SELECTION CRITERIA
School Certificate and valid Driver’s license.
Demonstrated experience in mobile services including packing, delivering and collecting material.
Ability to work to a tight schedule and to handle more than one task at a time.
Demonstrated interest in the provision of library based outreach programs. Experience in working as a member of a small team.
Demonstrated experience in community liaison and customer service.
Excellent written and verbal skills and experience in basic clerical duties.
APPENDIX 4 PROPOSED STRUCTURE

RESPONSIBILITIES

City Librarian
- Management of Library Service; policy and planning; Special Task Forces; advocacy, marketing and promotion.

Collection and Technology Management Team
- Management of collection including selection, acquisition and weeding; technology planning and maintenance.

Information and Lending Services Team
- Management of information requests, lending services, community programs, outreach programs, youth, children’s and aged services; mobile library service.

LIBRARY REVIEW FINAL REPORT
AUSTRALIA STREET COMPANY
6 JULY 2000