COMHAIRLE CONTAE CHIARRAÍ

KERRY COUNTY COUNCIL

Plean Forbartha na Leabharlanna
Library Development Plan

2016 - 2021

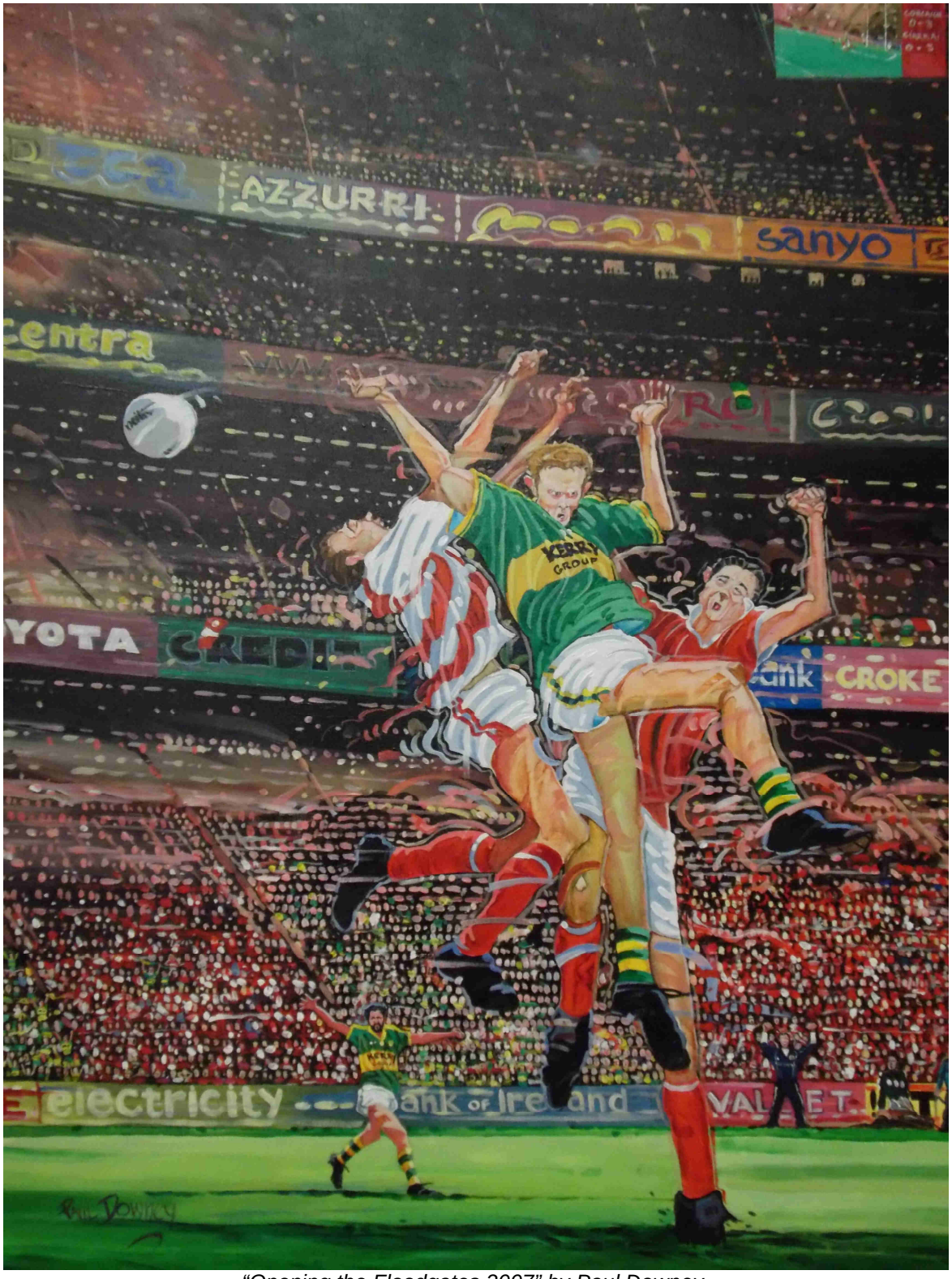
Leabharlann Chiarraí
Kerry Library

www.kerrylibrary.ie

Seirbhís de chuid Chomhairle Contae Chiarraí
A service of Kerry County Council

Kerry Library

Development Plan 2016 – 2021



"Opening the Floodgates 2007" by Paul Downey.
Kindly donated by the owner, Jim O'Sullivan, on long term loan to Kerry Library, March 2014.

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Adopted by Kerry County Council, November 2015

Library Buildings

1. Introduction

1.1 Background

Kerry Library operates nine full time branch libraries throughout the county - at Ballybunion, Caherciveen, Castleisland, An Daingean, Kenmare, Killarney, Killorglin, Listowel and Tralee. In addition, 2 Mobile Libraries serve 93 communities throughout rural and urban Kerry and a dedicated Local History and Archives section operates from Library Headquarters.

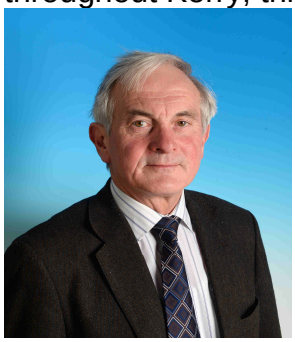
Usage of the core adult and children's book lending service continues to grow. In 2014 the number of items borrowed was **647,533** items, the 8th consecutive year of increase. Usage of other areas of the service is reflected in the **435,529 individual visits** to the 11 service points during 2014.

Kerry Library works at many levels with communities throughout the county, ranging from the various Mobile Library stops to the provision of block loans and classroom novels to schools, working with community and family resource centres, open days, an exhibition and events programme, children's services, book club support and local history material.

The library website www.kerrylibrary.ie facilitates 24/7 access to the library catalogue and a range of online resources, including national and international newspapers, e-books, online language courses. Public internet access and WiFi is available at all 9 branch libraries.

1.2 Foreword

The Library service is a very important element of Kerry life. It contributes to the cultural, social, recreational and educational needs of its countywide public. Users range from children to the aged, across all social boundaries and they have access to a wide range of both traditional library services and an expanding selection of new programmes. Kerry County Council funds and supports a vibrant library service throughout Kerry, through both the branch and mobile libraries service.



Cllr. Pat McCarthy
Cathaoirleach, Kerry County Council

The Kerry Library Development Plan 2016 – 2021 will build on the Corporate Policy adopted by Kerry County Council in 2015 and it acknowledges the importance of library services to the people of Kerry. It will consolidate the strong existing library service and point the way forward for the development of library services throughout the county over the next six years.

Cllr. Robert Beasley
Chairperson of the Strategic Policy Committee for Tourism, Arts & Culture

This plan sets out the vision and detail for the development of the Library service over the coming years. Our Library services reach into all of our communities in Kerry and provide a vital community facility where the buildings are used for community purposes and the contents therein inform and educate.

Through extensive consultation we seek to ensure that our service fits a modern society and is available and responsive to the needs of our customers who continue to increase year on year.

Our dedicated staff are committed to providing excellent customer service in all of our libraries. The events held in our libraries also contribute to the use of libraries as focal points in our communities. Over the coming 5 years we aim to improve the customer experience and this plan sets out our actions to achieve this aim.

Moira Murrell
Chief Executive, Kerry County Council

The Library service continues to attract increasing numbers of customers to avail of all the services it has to offer the communities in Kerry.

This plan which has been prepared following extensive consultation with our customers sets out the future vision for the development of our fixed and mobile library services over the coming 5 years.

We have listened to our stakeholders and being also cognisant of the National Policy on Library Developments we are seeking to provide the people of Kerry with a modern, efficient and responsive Library service which is open and available when customers need us to be, and stocks a wide range of material for modern lifestyles.

We aim to continuously improve our services and will review this plan on a regular basis over its lifetime to ensure our service delivery is one which adds to the community and quality of life in Kerry.

John Breen,
Director of Services, Sustainable Communities/Quality of Life

Figure 1 *Writer in Residence at Kerry County Council, Máire Holmes at a Poetry Day event at Tralee Library*

2. Executive Summary

The Library Development Plan (2007 - 2014) delivered significantly on its stated aims. Since that plan was formulated, the economic situation has impacted severely on public services, including library services nationally, where the main impacts have been on reduced staffing levels with the ongoing recruitment embargo and on library book funds. Kerry Library has been affected by the staffing embargo as experienced staff who have retired have not been replaced. The available book fund has been very positive and ensured that the range of resources available to the public has increased and is commensurate with a modern library service.

This current plan is largely aimed towards consolidating the progress that has been made over the past seven years while also reviewing traditional services, making available the technology to better utilise existing resources and exploring new ways of linking with communities and developing partnerships. While many of the recurring provisions within this plan can be carried out within the annual budget resources, some capital provision will be necessary.

The main strategic aims of the Kerry Library service over the 6 years, 2016 – 2021 are centred around the following aims:

• Improved library buildings, accessible to all, with the appropriate levels of comfort, space, access and opening hours for all related community needs.

• Wide access to library resources across a range of formats, from the traditional book to online resources and new and developing technologies.

• Support for life long learning through the provision of relevant resources to all sectors of the community.

• Provision of a range of cultural, arts, heritage and community programming across the library network.

• Preservation of Kerry's published and archive record through the ongoing collection of material and making it accessible in various formats for public use.

• Continuing development of the library I.T. infrastructure.

• Develop cross sectoral partnerships to enhance access and promote usage of library services by both the existing and non traditional library users.

• Continue to review existing programmes, develop new services, up skill staff and be open to the adaptation of external best practice in libraries.

Figure 2 *Organisers and speakers of the O'Connell Summer School at Caherciveen Library*

Context

The Kerry Library Development Plan 2007 - 2014, which was adopted by Kerry County Council on 15 October 2007, expired at the end of 2014.

Under Section 78 of the Local Government Act 2001, all County Libraries are required to prepare and adopt programmes for operation and development. The Act sets down the broad content of such plans, which must include:
An outline of existing services

- The objectives and priorities for the future
- The measures needed to meet the objectives
- The financial implications of the programme as a whole.

A decision was made in late 2015 to align the Library Plan with the Arts Plan and to cover the years 2016 – 2021. This Plan for Kerry Library will provide a framework for action that will allow the Library to meet its obligations under the Act and provide a strategic framework for developing and operating its services over the 2016 - 2021 period.

The preparation of this Development Plan has been influenced by the following strategic reports:

- 'Opportunities for All': A strategy for Public Libraries 2013 – 2017
- Kerry County Development Plan 2015 – 2021

Figure 3 *Tai Chi workshop as part of the Bealtaine Festival at Listowel Library*

Kerry County Development Plan

It is the policy of Kerry County Council to continue to expand and improve the library service to meet the needs of the community, in line with the objectives and priorities of the Library Development Plan. (Reference: Kerry County Council Development Plan 2015 – 2021).

Objective	It is the Objective of the Council to:
SC-35	Support, expand and promote the services provided by the County Library to local communities across the county.
SC-36	Provide and improve access to library facilities and services and to encourage an integrated approach to the delivery of library, arts and other related services.
SC-37	Continue the sustainable development, upgrading and improvement of library infrastructure.
SC-38	Make provision for new library facilities at appropriate locations, or extensions and refurbishment of existing facilities, sufficient in their overall extent, quality and distribution to meet the needs of the library services.

3. Kerry Library: Review 2007 - 2014

Achievements based on the 9 Strategic Objectives as outlined in the 2007 - 2014 Library Development Plan:

Strategic Objective 1: Promote and foster reading.

- Library usage has increased significantly during the period 2008-2014
- *424,173* items were borrowed in 2008 while *647,533* items were borrowed in 2014. [Appendix 1]
- Book stock has increased from *296,408*, items in 2008 to *382,746* in 2014. [Appendix 1]
- Book club system [See Appendix 8] computerised, operating from HQ, brochure published & distributed.
- Reader Development programme [See Appendix 8] agreed and being implemented since 2014.

Strategic Objective 2: Continue the development and improvement of Library infrastructure.

- New Killorglin Library and Area Services Centre was officially opened to the public in 2007.
- New Castleisland Library & Area Services Centre was officially opened to the public in April 2010.
- Caherciveen Library re-opened to the public in March 2012 after extensive renovation.
- Energy efficiency upgrade projects, part grant aided with S.E.A.I. funding, were carried out at Library Headquarters, Tralee, Killarney and Listowel libraries (2011-12).
- A self service book issue system was installed at Tralee Library in 2012.
- Compact mobile storage shelving was installed in the archives section and reserve stock area at Library Headquarters, Tralee (2007).

- Disability access, including internal automatic doors, library issue desks, ramps, access and parking has been improved at a no. of libraries.
- Public WiFi was made available in all libraries.
- A replacement Library Delivery Van was purchased in 2009 (grant aided by DoEHLG).
- An EU Direct Information Service was contracted to Killarney Library from 2009 – 2012.
- An SMS texting project was put in place to enhance communication with library members.

Strategic Objective 3: Develop and refine services for socially excluded and marginalised communities.

- Links were developed with second level schools, in particular with the Kerry Education & Training Services schools.
- At the National Chambers Excellence in Local Government Awards 2014, the Kerry Mobile Library Service was 'Highly Commended'.
- Stock purchase has developed to include recommended primary school classroom novels and junior and leaving certificate English curriculum texts.

Strategic Objective 4: Be a resource for children and young people.

- There has been increased liaison and usage from primary schools, pre-schools, Montessori schools and crèches countywide.
- There are ongoing reading promotions such as Children's Book Festival, the Summer Reading Challenge together with remote website access to a range of online sources.
- Kerry Library published two guides to support the Classroom Novels Collection in 2014.

Strategic Objective 5: Develop cultural, arts and heritage programming

- Library events and exhibitions policy was adopted in 2012.
- A wide ranging events programme is planned annually and details are available on the library website www.kerrylibrary.ie

Strategic Objective 6: Contribute to the preservation of the Irish language

- Kerry Library aims to work at all times within the framework of the Irish Language Scheme 2014-2017.
- Business may be conducted bi-lingually, primarily at Leabharlann an Daingin.
- A range of both adult and children's books in the Irish language is added to stock each year.

Figure 4 *Donation of Ballyroe N.S. school registers to Local Studies & Archives Department*

Strategic Objective 7: Collect and make accessible the local history and archival heritage of Kerry

- The McGillycuddy papers have been digitised in a collaborative project with the University of Limerick.
- St. Finan's Hospital (Killarney) archive was procured and is stored at Library H.Q.
- Copies of all current Kerry local history titles are purchased annually and retrospective material is acquired on availability.
- Several small archive collections have been donated as part of a proactive acquisitions policy.

Strategic Objective 8: Promote and market Kerry Library service

- A new Kerry Library branding was put in place in 2007.
- Additional external and directional signage was erected at Ballybunion, Killarney, Killorglin, Listowel and Tralee libraries.
- A staff member was assigned to P.R. & Marketing, with an associated increase in number of media contacts.
- A range of promotional leaflets, book marks, pencils, pencil cases, etc. are available for publicity purposes.

Strategic Objective 9: Develop the managerial framework

- The Performance Management and Development System [PMDS] was introduced in 2007 and is now firmly embedded into the system.
- Ongoing staff training is provided.
- Staff were supported under the Kerry County Council Open Learning Policy to pursue professional library qualifications.

In order to provide an accessible and satisfactory service to the public, Kerry Library continues to provide extensive opening hours, including all day Saturday opening from 10a.m. to 5p.m. The 2015 opening hours are as outlined below.

LIBRARY	OPENING HOURS	
Ballybunion Library	Tuesday – Saturday	10 am – 1:30 pm & 2:30 pm – 5 pm
Caherciveen Library	Tuesday, Wednesday, Friday, Saturday Thursday	10 am – 5 pm 10 am – 8 pm
Castleisland Library	Tuesday - Saturday	10 am – 5 pm
Leabharlann an Daingin	Monday - Saturday Thursday	10 am – 5 pm 10 am – 8 pm
Kenmare Library	Tuesday – Thursday Friday & Saturday	10 am – 5 pm 10am – 1:30 pm & 2:30 pm – 5 pm
Killarney Library	Monday, Wednesday, Friday, Saturday Tuesday, Thursday	10 am – 5 pm 10 am – 8 pm
Killorglin Library	Tuesday - Saturday	10 am – 5 pm
Listowel Library	Monday, Tuesday, Wednesday, Friday & Saturday Thursday	10 am – 5 pm 10 am – 8 pm
Tralee Library **Local History Section**	Monday, Wednesday, Friday & Saturday Tuesday, Thursday Monday – Friday	10 am – 5 pm 10 am – 8 pm 10 am – 5 pm

4. National Strategy

OPPORTUNITIES FOR ALL; A STRATEGY FOR PUBLIC LIBRARIES 2013 – 2017

Minister for the Environment, Community and Local Government, Phil Hogan T.D., launched the **"*Strategy for public libraries 2013-2017, Opportunities for All: the public library as a catalyst for economic, social and cultural development*"** in 2013. The five year strategy is a joint initiative of the Department of the Environment, Community and Local Government, the County and City Managers' Association and the Local Government Management Agency.

Opportunities for All aims to deliver a new public library service to meet the needs of citizens and communities in a rapidly changing economic, social and cultural environment in Ireland by 2017.

National Vision
Ireland's public libraries promote community cohesion and well-being, economic growth, and cultural identity. They will enhance self-worth and confidence. Ireland's public libraries will enable learning, deliver information and skills and animate culture, both in the community and online, with a skilled workforce working with citizens and partners, locally and nationally. (Reference: A Strategy for public libraries 2013 - 2017)

Figure 5 *Art Exhibition, 'Celebrate Young People & Creativity', part of the Kerry Traveller Health & Community Development Project at Tralee Library*

5. External and Internal Factors

Kerry Library Mission Statement

The main or overarching strategy which provides the basis for individual strategies, taking into account Kerry County Council corporate plan objectives and '*Opportunities for All - A Strategy for Public Libraries 2013 – 2017' is:*

'Kerry Library will promote community cohesion and well-being, economic growth, and cultural identity. Kerry Library will enable learning, deliver information and skills and culture, arts and heritage, both in the community and online, with a skilled workforce working with citizens and partners.'

Key external factors

Geography & Demography

Kerry is characterised by its coastal, mountainous and peninsular nature. It is the fifth largest county in Ireland, covering an area of 4,701 sq km.

The population is 145,502 (Census 2011). Of the 145,502 residents, 49.9% (72,629) were male and 50.1% (72,873) were female. [Appendix 2]

There were 116,150 persons aged 15 and over, 31.4% (45,663 persons) under 25 years old and 14.4% (20,988 persons) are over 65 years.

Tralee has the highest young population (under 25's) at 34.2% whereas Dingle has lowest under 25's population at 25.9%.

Tralee also has the lowest over 65 population at 13% whereas Listowel has the highest of this age group at 16%.

Kerry is a predominantly rural county with 64.6% of the population classified as living in rural areas.

Key internal factors

Position within Kerry County Council

Kerry Library is a service of Kerry County Council. There are 6 service directorates. Kerry Library reports to the Director of Community & Enterprise & Quality of Life and works thorough the Tourism, Culture, Arts & Recreation S.P.C.
[Appendix 3]

Figure 6 *Children visiting the Mobile Library*

PESTLE Analysis
[Reference: Census 2011]

Political

- The Electoral Area Boundary Committee Report 2013 has reconfigured the County into four Municipal Districts for electoral and local government purposes. The four new Districts are: (a) Tralee (b) Killarney (c) Listowel and (d) South and West Kerry.

Economic Status

- The hub towns of Tralee and Killarney are promoted as anchors for regional growth. These towns are located in a growth corridor which provides locational advantages in terms of access.
- The labour force at 59.7% of Kerry's over 15's (69,286 persons) was 2.2% below the state labour force at 61.9%.
- The percentage retired was noticeably higher for Kerry (15.4%) than the state (12.7%) and South West (13.5%). Kerry was 3rd highest (15.4%) of retired persons in the country.

Social

- 10.1% of Kerry's over 15's were students – the national average was 11.3%. At third level there were 27,903 individual qualifications recorded for Kerry in Census 2011.
- The top 5 fields of study were: **1.** education & teacher training, **2.** nursing & caring,
  3. business and administration, **4.** accounting & taxation and **5.** other social sciences. Business and law subjects account for 35.6% of all 43 fields.
- 45.9% of Kerry people can speak Irish, 5.3% more than the state figure of 40.6%.

Figure 7 Art Exhibition in aid of Kerry Stars Special Olympics Club, Killarney Library

Technology

- Broadband internet access in Kerry (54.6%) was significantly lower than the State average at (63.8%).
- Computer ownership at 66.8% for Kerry was 4% lower than the State average at (72.7%).
- There is internet and WI-FI available at all library service points except for mobile libraries.
- SMS texting has been implemented in all libraries including the mobile libraries. This facility allows borrowers to be alerted to books that are on request, overdue, library events etc.
- One of the recommendations in the Public Library Strategy, 2013-2017, 'Opportunities for All' is to implement a single library management system [LMS] nationally. Kerry will link with this project during 2016.
- Kerry Library has a social media presence with an active Facebook and Twitter accounts which is used to promote the service.
- Online sources are widely available to Kerry Library users through the library website. There were 77,126 usages in 2014.

Legal

The main legislation relating to the provision of Library services is the Local Government Act 2001. Other legislation relating to public library provision is in the areas of:

- Health & safety
- Safeguarding and care of children and vulnerable adults
- Disability access
- Irish language
- Intellectual property rights

Existing Infrastructure

Kerry Library operates nine full time branch libraries throughout the county - at Ballybunion, Caherciveen, Castleisland, An Daingean, Kenmare, Killarney, Killorglin, Listowel and Tralee. In addition, 2 Mobile Libraries serve 93 communities throughout rural and urban Kerry and a dedicated Local History and Archives section operates from Library Headquarters. [Appendix 4]

Existing Workforce

Staff numbers and grades at Kerry Library are as follows (2014):

County Librarian	1
Senior Executive Librarian	1
Senior Executive Librarian (Acting)	1
Executive Librarian	1
Assistant Librarians	2
Archivist	1
Staff Officers (Library)	3
Senior Library Assistants	11
Assistant Staff Officer	1
Library Assistants	9
Part-time Library Assistants	6
Clerical Officers	2
Driver Assistants	3
Caretakers	2.25
TOTAL	**44.25**

A workforce plan for libraries is being negotiated at national level at present.

Local Authority, Community & National Collaboration & Partnerships

Kerry Library develops ongoing links with a range of organisations, businesses, communities, clubs, societies and individuals. [Appendix 5]

Funding

There has been considerable investment by the local authority in the Kerry Library service over the period of the last Library Development. This plan will be funded by way of the annual local authority budget and with the support of national grant aid where available.

6. The next 6 years

Kerry Library Strategic Objectives 2016 – 2021
The Kerry Library Development Plan will cover six years 2016 - 2021. The following core objectives have been identified to form the basis for actions.

Service provision, access and physical space
Kerry Library will provide attractive and accessible libraries and develop and review its services.

Learning, skills, the economy and enterprise
Kerry Library will support the transition from childhood to adulthood and equip people to be active in the world of work.

Culture and community
Kerry Library will be a cultural space, a meeting place for both people and ideas, creating opportunities to enhance community life.

The virtual library
Kerry Library will exploit new and emerging digital technologies for management, service delivery and creative learning for the economic and social benefit of users and communities.

Workforce development
Kerry Library will provide leadership, effective management and service to meet the economic, social and cultural needs of the community.

Cooperation, partnerships and promotion
Kerry Library will deliver a coordinated service based on cooperation and partnership.

Research and innovation
Kerry Library will review and evaluate its services and performance.

Implementation: Key actions

Figure 8 *The Home Library service from Killarney Library delivering books to a borrower*

Service provision, access and physical space

Aims

1. Provide optimum opening hours for individuals and the community and review though consultation with various stakeholders.

2. Enhance accessibility to specialist services, including local history and archives sources and seek alternative methods of service delivery to rural and urban areas.

3. Provide a well-located, modern and attractive library network, open and welcoming to all. Kerry Library will implement an annual facilities maintenance programme.

4. Progress building access improvements at Killarney, Killorglin, Dingle and Listowel libraries.

5. Ensure that all new library developments include a multipurpose space for community, economic, cultural and educational programming and to consider the expansion of the usage of existing library activity spaces.

6. Implement the national policy of automatic registration for universal public library membership for all children born in Ireland and to implement free access to core services from 2016.

7. Improve the landscaping and exteriors of library buildings on a phased basis.
Kerry Library will develop an annual maintenance plan to include the painting, carpet replacement, signage and cleaning of libraries.

8. Participate in the plan for shared acquisitions for libraries including a national acquisitions consortium for public library print and electronic resources.

9. Continue to develop existing and new strategic partnerships.

10. Develop new and review various service strands including children's services, complex needs services, housebound services, age friendly services, business & information services and build on the success of the rural mobile library services.

11. Continue reader development initiatives through the facilitation, support and implementation of county wide literacy and reading programmes.

12. Ensure a safe library environment for both public and staff members.

Figure 9 *Presentation of a portrait of Con Houlihan to Castleisland Library*

Figure 10 *Science Week Roadshow at Tralee Library*

Learning, skills, the economy and enterprise

Aims

1. Support lifelong learning and return to learning through the provision of online sources and book collections. Kerry Library will liaise with various stakeholders including colleges, schools and community groups to put in place and promote usage of relevant educational resources.

2. Develop literacy, numeracy and communications skills by building and expanding literacy collections. Kerry Library will invest in adult and children's literacy resources on an ongoing basis and support the national Right to Read literacy programme.

3. Expand the Classroom novels collection for both primary and secondary schools.

4. Provide access to targeted services and programmes for children and adults with learning difficulties. Kerry Library will liaise with Kerry intervention & disability services and aim to put in place a range of relevant programmes and sources.

5. Promote and facilitate Irish language reading and conversation. Kerry Library will liaise with parent groups, gaelscoileanna and Irish language advocates on their requirements. Kerry Library will continue to provide a range of Irish language titles for both adults and children.

6. Support those seeking employment through the provision of online and in-library employability and skills development resources. Kerry Library will work with national programmes and Kerry Local Enterprise Office in delivering local authority economic and job creation objectives.

Figure 11 *Launch of Mc Monagle Photography Centenary Exhibition at Killarney Library*

Culture & community

Aims

1. Provide a range of cultural, arts, heritage and community programming across the county. Kerry Library will work with community groups and societies to draw up an annual programme of events for Kerry Library.

2. Build on collections of local studies and archives and promote access locally and nationally. Kerry Library will welcome donations of Kerry historical archives from individuals, historical groups and educational and commercial establishments.

3. Facilitate groups and community activities in libraries appropriate to their location, scale and the local community. Kerry Library will put in place an events programme for the exhibition areas at Tralee, Killarney and Caherciveen libraries and as appropriate for all other locations.

4. Liaise with communities countywide with a view to delivering library services as extensive as possible and to explore more efficient access to existing and any new resources.

Figure 12 *Launch of online requests at Tralee Library*

The virtual library

Aims

1. Follow standards and guidelines for ICT in public libraries as set down by the national standards committee. Kerry Library will migrate the current Management System to the national Library Management System.

2. Ensure that high quality broadband and internet access is available at all libraries.

3. Extend self service and RFID provision on a phased basis to each library. Kerry Library will develop a business plan for the implementation of self service at each library.

4. Continue to implement a digitisation programme for unique Kerry local studies material.

5. Deliver online sources and learner support in virtual learning environments.

6. Continue to exploit opportunities that social media, mobile and creative technologies offer for engaging with and delivering services to the public.

7. Research and utilise technological advancements to enhance the library service.

8. Continue the development of online and 24 hour virtual services.

Workforce development

Aims

1. Support ongoing training opportunities via the PMDS and Competency Framework and liaise with the Training Dept of K.C.C. to deliver as necessary.

2. Develop the managerial framework and succession planning.

3. Deliver essential training to meet the needs of a modern library service. Kerry Library will support continuing professional development programme for library staff and for ongoing relevant library staff training and development.

Cooperation, partnerships and promotion

Aims

1. Strengthen relationships with other Kerry County Council services in particular with the Arts, Tourism, Heritage and Community sections.

2. Deliver enhanced services through cooperation and partnerships with government departments, agencies and national bodies.

3. Participate in national working groups relevant to the delivery of objectives within ‘Opportunities for All’.

4. Develop shared services and maximise opportunities provided by natural linkages.

5. Kerry Library will revise and further develop templates for an ongoing marketing strategy.

6. Build on existing partnership projects and shared service approaches e.g. Kerry Local Enterprise Office. Each library will liaise and inform local community / voluntary and business groups of the services offered by Kerry Library on an ongoing basis.

7. Renew links at local library level with all primary and secondary schools in each catchment area.

8. Each library to liaise with, inform and continually promote the library services available with local community, voluntary and business groups.

9. Work with the LGMA (Libraries Development) unit to deliver national programmes.

Figure 13 *Launch of Toys & Sensory resources collection at Castleisland Library*

Research & innovation

Aims

1. Review existing organisation structures to establish stronger, more effective and efficient public libraries in the context of local government reform and shared services.

2. Liaise with users, non users, individuals, families, communities and national organisations to inform library service development.

3. Engage in consultation process with various stakeholders to inform service delivery.

4. Engage in a process of continuous improvement, actioned in the annual library operational / business plan.

5. Review national and international best practice to inform a better local library service.

6. Work with professional library staff to review, research and implement enhanced library services and pilot new initiatives.

7. Stakeholder consultations

Four groups of stakeholders were consulted

- Kerry County Council members
- Library staff
- General public
- Special interest groups

Kerry County Council members
County Librarian made a presentation to the Community Culture & Tourism S.P.C. Members were informed through the Municipal District report process.

Library Staff
A Senior Executive Librarian at Library HQ was responsible for the delivery of the Plan. Consultations were undertaken with library staff in April and May 2015 and with the Library Partnership Forum. The Draft Plan was further referred back for feedback to the Library Partnership Forum in September 2015. The Director of Service updated the Kerry County Council Senior Management Team.

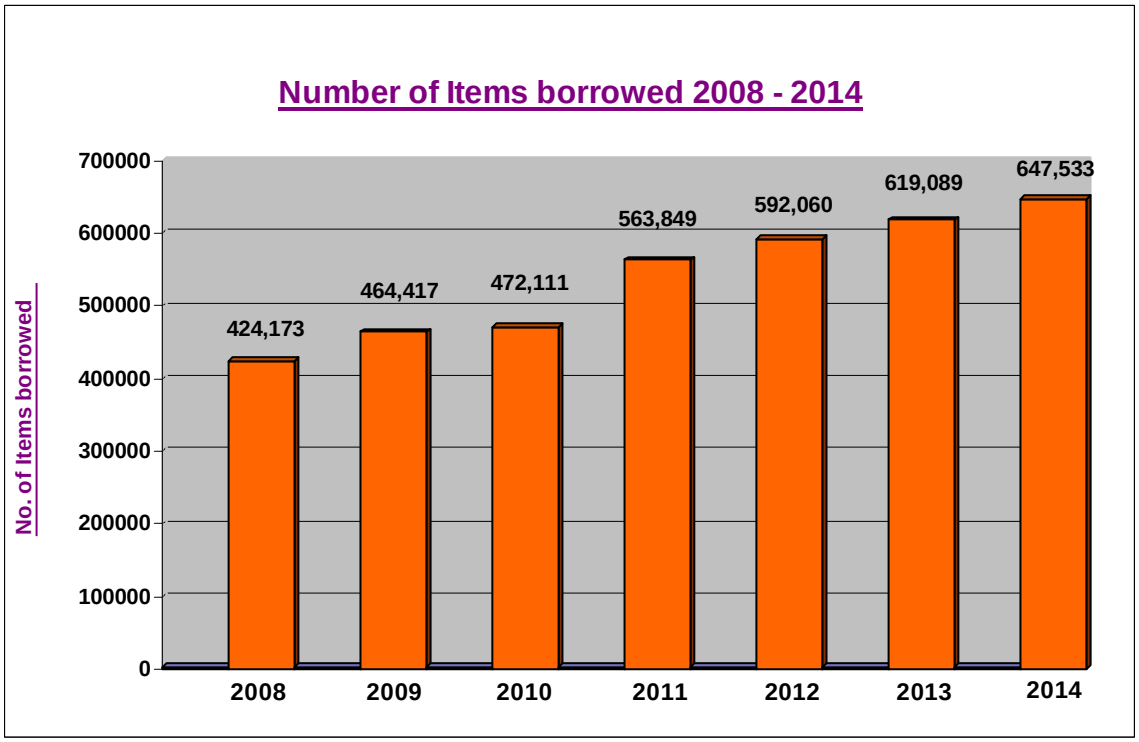
General Public
Advertisements were placed in local newspapers, on the library website, on social media and on the Kerry County Council Intranet seeking submissions on the development plan.

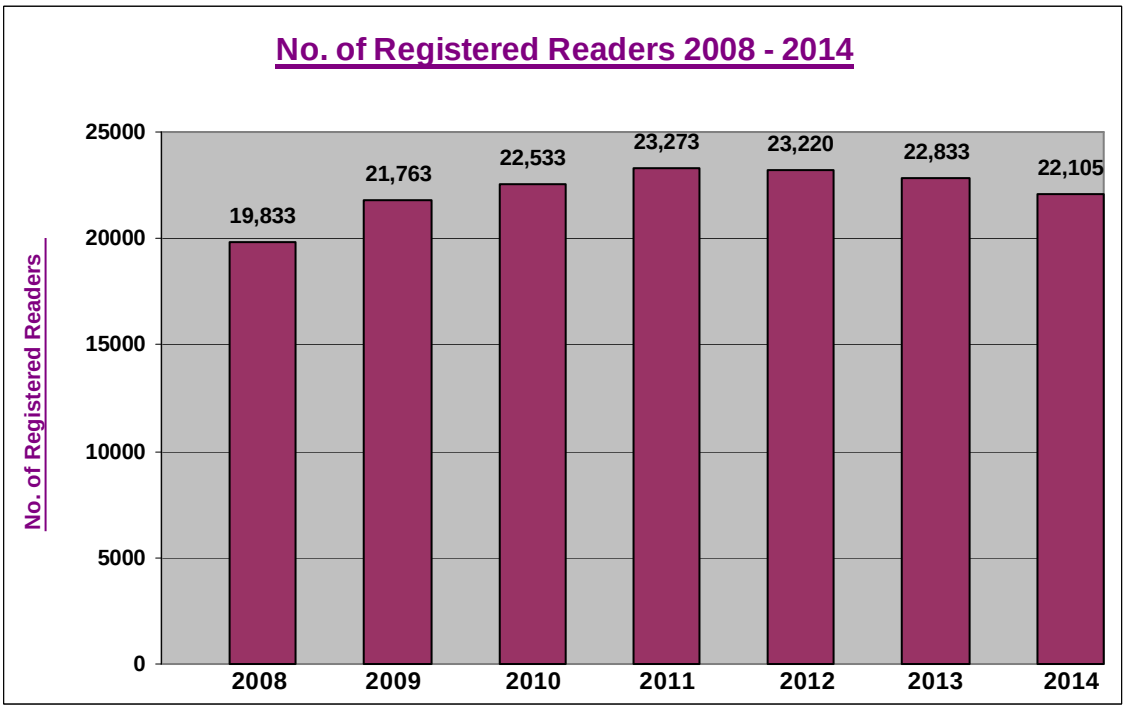
A designated e-mail address librarydevelopmentplan@kerrylibrary.ie, was made available to facilitate responses, as well as telephone and in-library submission box to allow the public to contribute to the plan.

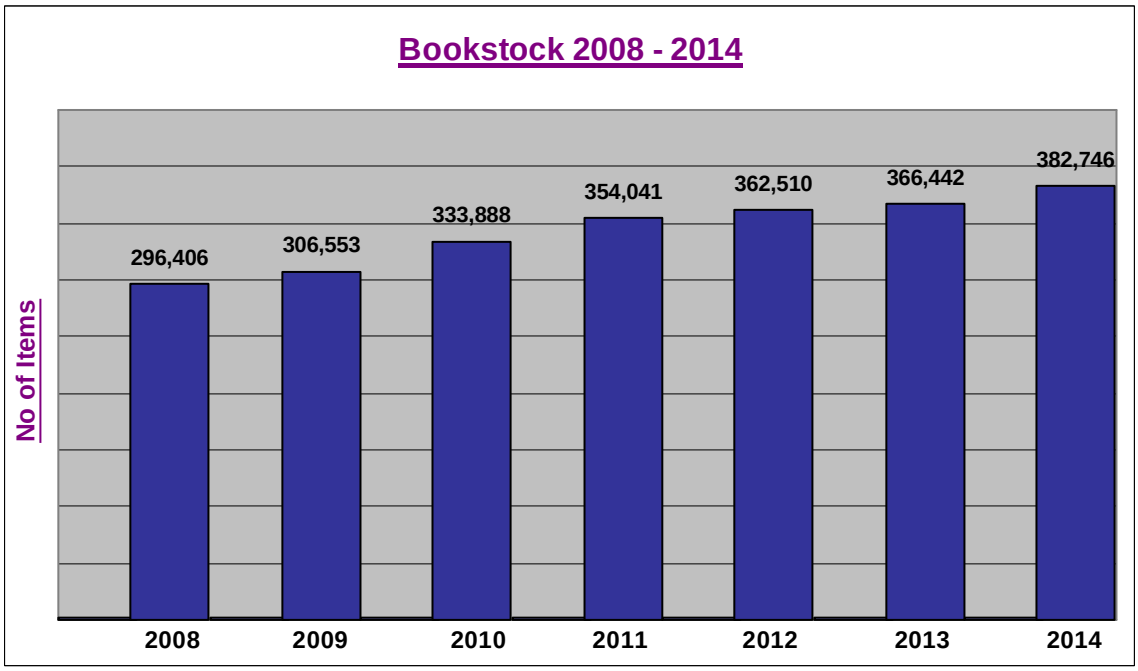
Press releases were sent to the newspapers, radio stations and local advertising bulletins. Public consultations were held at Listowel, Killorglin, Caherciveen and Tralee, the two former in conjunction with the consulting for the Local Community Development Plan.
[Appendix 6]

Special Interest Groups
Public Participation Network
Arts Office, Kerry County Council
Heritage Office, Kerry County Council
Kerry Education & Training Board
Kerry Childcare Committee
Killarney Asylum Seekers Initiative (K.A.S.I.)
Tralee International Resource Centre (T.I.R.C.)
Kerry Archaeological & Historical Society (K.A.H.S.)

Appendix 1: Library Statistics 2008 - 2014



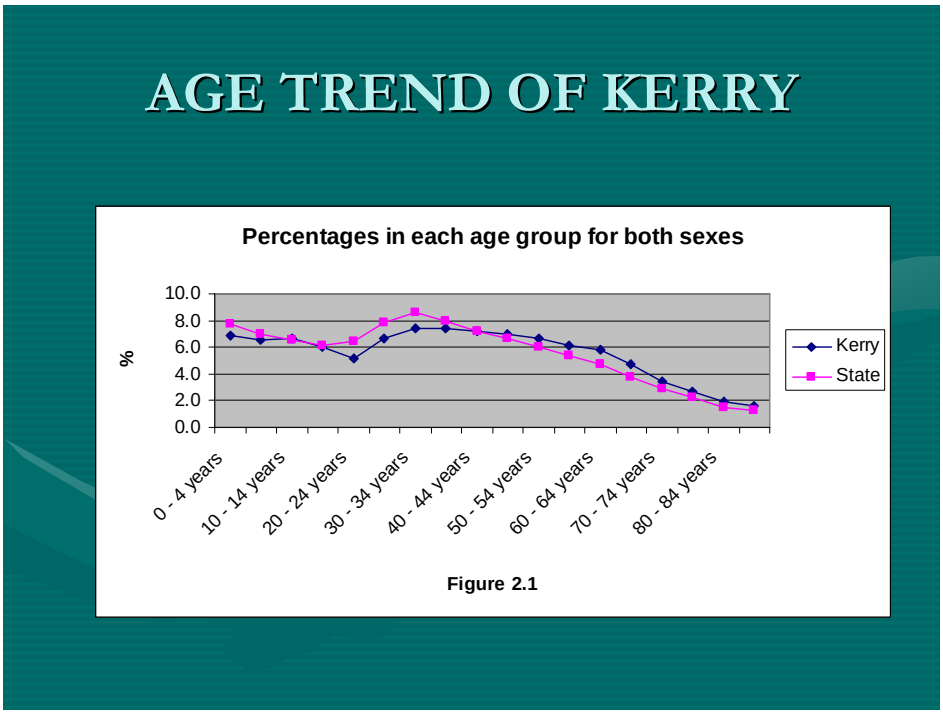

No. of Registered Readers 2008 - 2014
No. of Registered Readers
25000
20000
15000
10000
5000
0
19,833
21,763
22,533
23,273
23,220
22,833
22,105
2008
2009
2010
2011
2012
2013
2014


Bookstock 2008 - 2014
No of Items
296,406
306,553
333,888
354,041
362,510
366,442
382,746
2008
2009
2010
2011
2012
2013
2014

Appendix 2: County Kerry Population and Trends

Municipal District	Existing Population 2011	Population Growth
Tralee	40,051	3,480
Killarney	38,040	2,525
Listowel	28,538	890
South/West	36,873	1,213
Total Population Growth		8,108

Source: ***Kerry County Development Plan 2015 – 2019***



Source: ***Kerry County Council Community Department 2015***

EDUCATION

One important result when data from census 1996 through to 2011 are compared with regards to highest level of education attained is that educational standard of people has improved significantly over these 15 years. This is true for Kerry and the state as a whole.

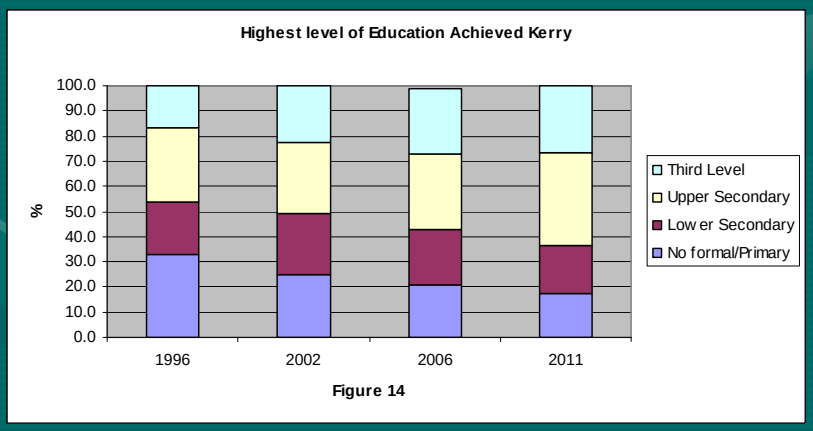


Figure 14

Source: ***Kerry County Council Community Department 2015***

Appendix 3: Membership of Strategic Policy Committee

Community, Culture & Tourism

Councillors
Cllr. Robert Beasley (SF) **Chairperson**
Cllr. John Brassil (FF)
Cllr. Patrick Connor-Scarteen (FG)
Cllr. Michael Gleeson (SKIA)
Cllr. Donal Grady (Non-Party)
Cllr. Mike Kennelly (FG)
Cllr. Sam Locke (Non-Party)

Representatives	Sectors Represented
Marian Relihan	Environmental / Conservation
Tadgh O'Donoghue	Community / Voluntary
Seán Lyons	Business / Commercial
John O'Sullivan	Social Inclusion
Pádraig MacFheargusa	Irish Language Representative

Appendix 4: Kerry Library Infrastructure

Kerry Libraries :
Ballybunion - Listowel - Castleisland -
Tralee – An Daingean - Killorglin - Killarney - Caherciveen -
Kenmare - Mobile Libraries 1 & 2 serve in excess of 90 locations over a 2 week schedule

Appendix 5: Kerry Library collaborations / partnerships

Kerry Library collaborates with a wide range of groups and agencies. These include:

- The Arts Office, Oifig na Gaeilge, Sports Partnership and Heritage Office of KCC
- The Arts Council of Ireland
- Forfás (National Science Week)
- Engineers Ireland
- Poetry Ireland
- Children's Books Ireland (Children's Book Festival)
- Community Groups - (Tralee Diverse Writers, Tralee Art Group, Probus, etc.)
- Kerry Archaeological & Historical Society
- Age and Opportunity Ireland (Bealtaine Festival)
- National Library of Ireland
- Ardfert & Killarney Camera Clubs
- Kerry County Childcare
- Tralee Women's Resource Centre
- Dingle Historical Society
- Rattoo Heritage Society
- Aontas (Options for Adults)
- Listowel Writers Week
- Mitchel's Boherbee Community
- Grow It Yourself–Ireland
- Kerry Education and Training Board
- Gortbrack Organic Farm & Education centre
- The Carnegie Arts Centre, Kenmare
- KADE (Kerry Action for Development Education)
- The European Recycling Platform (ERP)
- Dogs Trust, Ireland
- Festivals including: Festival of Kerry & Dingle Foodfair
- Kerry County Museum
- Kerry Volunteer Centre
- Kerry Education & Training Board
- Department of Arts, Heritage & Gaeltacht Affairs
- The European Commission
- Tralee International Resource Centre (TIRC)
- Kerry Action for Development Education (KADE)
- Kerry Travellers Health and Community Development Project
- Tralee Education Centre
- K.C.C. Residencies (Writer, Film-maker)

Appendix 6: Development Plan Public Consultation Documents

Kerry Library is at present preparing its Development Plan 2015-2019.

Customers, members of the public and interested groups are invited to give their views on the future direction of the Library service in Kerry.

This is your opportunity to let us know what you want from your library service.

Areas for consideration include the following:

- Library buildings
- Library technology
- Library collections
- Library service to rural areas
- Library service to schools
- Children's services
- Local studies and archives
- Library website www.kerrylibrary.ie
- Irish language support & services
- Literacy
- Opening hours and library charges

If you wish to make a submission please e-mail: librarydevelopmentplan@kerrylibrary.ie or write to: Nóirín O'Keeffe, Senior Executive Librarian, Kerry Library, Moyderwell, Tralee, Co. Kerry.

Closing date for submissions: Tuesday, 30 June 2015

Faoi láthair, tá Leabharlann Chiarraí á réitiú Plean Forbartha na Leabharlainne 2015-2019.
Iarrtar ar chustaiméirí, baill an phobail agus grúpaí uile atá suim acu, scéal a gcuid dtuairimí a chur i bhfios dúinn faoi todchaí na leabharlainne i gcontae Chiarraí.
'Sé seo do dheis a chuir in iúil dúinn do mholtaí faoin seirbhís leabharlainne.

Seo leanas roinnt de na réimsí taighde thíos:

- Foirgnimh leabharlainne
- Teicneolaíocht leabharlainne
- Bailiúcháin leabharlainne
- An seirbhís leabharlainne tuaithe
- An seirbhís leabharlainne scoile
- An seirbhís leabharlainne do pháistí
- Staidéir áitiúla agus cartlanna
- An suíomh idirlíon www.kerrylibrary.ie
- Seirbhísí tacaíochta Ghaeilge
- Litearthacht
- Uaireanta oscailte agus taillí leabharlainne

Más mian leat moladh a dhéanamh seol ríomh-phoist chuig: librarydevelopmentplan@kerrylibrary.ie nó scríobh chuig: Nóirín O'Keeffe, Leabharlannaí Sinsearach Feidhmiúcháin, Leabharlann Chiarraí, Tobar Muí Doire, Trá Lí, Co. Chiarraí

Dáta deiridh don moltaí: Dé Máirt, 30 Meitheamh, 2015

Kerry Library is at present preparing its Development Plan 2015-2019

Customers, members of the public and interested groups are invited to give their views on the future direction of the Library service in Kerry.

Submissions can be made by:
Completing the form at the library desk
or
E-mailing:
librarydevelopmentplan@kerrylibrary.ie
or
Online: www.kerrylibrary.ie
or
Writing to: Nóirín O'Keeffe, Senior Executive Librarian, Moyderwell, Tralee, Co. Kerry
or

Attending public consultation organised as follows:

- **Listowel**: Tuesday, 9 June at Listowel Family Resource Centre, Listowel, 7.30 pm– 9.00 pm
- **Killorglin**: Thursday, 11 June, at Killorglin Area Services Centre, 7.30 pm– 9.00 pm
- **Killarney**: Thursday, 18 June at Killarney Library,7.30pm – 9.00 pm
- **Caherciveen**: Wednesday, 24 June at Caherciveen Library, 11.00 – 1.00 pm
- **Tralee**: Thursday, 25 June at Tralee Library, 6.30 pm– 8.00 pm

Closing date: Tuesday, 30 June 2015

Tommy O'Connor,
County Librarian

Faoi láthair, tá Leabharlann Chiarraí á réitiú Plean Forbartha na Leabharlainne 2015-2019

Iarrtar ar chustaiméirí, baill an phobail agus grúpaí uile atá suim acu, scéal a gcuid dtuairimí a chur i bhfios dúinn faoi todchaí na leabharlainne i gcontae Chiarraí. 'Sé seo do dheis a chuir in iúil dúinn do mholtaí faoin seirbhís leabharlainne.

Is féidir moladh a dhéanamh mar:
Líonadh isteach an foirm sa leabharlann
nó
R-phoist:
librarydevelopmentplan@kerrylibrary.ie
nó
Ar líne: www.kerrylibrary.ie
nó
Scríobh chuig: Nóirín O'Keeffe, Leabharlannaí Sinsearach Feidhmiúcháin, Tobar Muí Doire, Trá Lí, Co. Chiarraí
nó
Freastal ar comhairliúchán poiblí atá eagraithe mar seo a leanas:

- **Lios Tuathail:** Déardaoin, 9 Meitheamh in Ionad Acmhainní Teaghlaigh, Lios Tuathail, 7.30pm–9.00pm
- **Cill Órglan:** Déardaoin, 11 Meitheamh Lárionad Seirbhísí Chill Orglan, 7.30pm–9.00pm
- **Cill Áirne:** Dé Máirt, 18 Meitheamh i Leabharlann, Chill Áirne, 7.30pm – 9.00 pm
- **Cathair Saidhbhín**: Dé Céadaoin, 24 Meitheamh I Leabharlann Cathair Saidhbhín, 11.00 – 1.00 pm
- **Trá Lí:** Déardaoin, 25 Meitheamh i Leabharlann, Trá Lí, 6.30 pm – 8.00 pm

Dáta deiridh: Dé Máirt, 30 Meitheamh 2015

Tomás Ó Conchubhair,
Leabharlannaí an Chontae

Areas for consideration include the following:

1) Library buildings
2) Library technology
3) Library collections
4) Library service to rural areas
5) Library service to schools
6) Children's services
7) Local studies and archives
8) Library website www.kerrylibrary.ie
9) Irish language support & services
10) Literacy
11) Opening hours and library charges

Seo leanas roinnt de na réimsí taighde thíos:

1) Foirgnimh leabharlainne
2) Teicneolaíocht leabharlainne
3) Bailiúcháin leabharlainne
4) An seirbhís leabharlainne tuaithe
5) An seirbhís leabharlainne scoile
6) An seirbhís leabharlainne do pháistí
7) Staidéir áitiúla agus cartlanna
8) An suíomh idirlíon www.kerrylibrary.ie
9) Seirbhísí tacaíochta Ghaeilge
10) Litearthacht
11) Uaireanta oscailte agus taillí leabharlainne

****

Appendix 7: SWOT Analysis

Kerry Library SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
• Positive profile of the library service, good customer service / positive feedback from public / welcoming space	• Lack of space in some libraries	• Funding – European, philanthropy etc	• National consortia / national policy in a local context
• Experienced staff	• Need more laptop / plug points	• Partnerships : links with community groups	• Technological advances and keeping up with them
• Accessibility – opening hours / branch locations	• I.T. support, outdated PC's, printing issues	• Improvements in infrastructure - new LMS	• Government policies
• Book fund	• Staffing – no recruitment	• Digital connection access	• Limited scope of national service indicators
• Buildings- library infrastructure strategically located throughout the county	• Mobiles: age profile of vehicles, location of some libraries	• Events programmes – more author events, music, arts and crafts events, teenage book clubs	• Overall annual funding
• Mobile library service	• Reduction in staff numbers	• Opportunity to enhance business services	
• Online services	• Not all schools engage with the service	• Mobile library service	
• Local history and archives / maintain collection policy	• Some libraries require meeting rooms.	• Economic recovery	
• Events programme	• Lack of awareness of special services	• Staff training and promotion	
• Schools service & services to housebound	• Advertising for the younger generation	• Collections & book stock - enhance classroom novels, book clubs services	
• Reader development	• Parking / accessibility at some libraries	• Public engagement	
• VFM	• Unavailability of e-books and e-magazines	• Better profiling	
• Good social inclusion programme	• Age profile of customers	• Self-service update	
• Scheduled delivery van	• Outdated stock	• VFM in tendering process	
• Student study spaces (local availability)	• Shortage of space for archival material		
• Website			
• WiFi / internet availability			
• Well managed			
• SMS texting			
• Ability to re-invent the service ourselves			

Appendix 8: Explanation of terms used

Reader Development
The term reader development encompasses the work libraries do to encourage reading for pleasure and to support lifelong learning. Kerry Library has put an annual programme in place since 2013.

Book Club
A book club is a group of people who meet regularly to discuss books that all members of the group have read. Kerry Library supports many book clubs countywide through its branch library network. A dedicated book club collection is available for loan and a guide book and catalogue is also provided.

Library Collection Development Policy
The Library Collection Development Policy provides a framework for the development and management of the Library book and non book holdings. It ensures that the collection is developed in accordance with the Library Mission Statement.

RFID
Radio-frequency identification (RFID) is the wireless non-contact use of radio-frequency electromagnetic fields to transfer data, for the purposes of automatically identifying and tracking tags attached to objects. The tags contain electronically stored information.

Figure 14 *Presentation of the painting 'Opening the Floodgates, 2007', Killarney Library*