LIBRARY
Strategic Plan
2015-2020

Wyong Shire Council | Library Services

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MESSAGE FROM THE MAYOR

Libraries are not what they used to be a decade ago, but their role in providing free access to information is just as important. Wyong Shire Council libraries are adopting new technologies and offering a dynamic range of in house and online resources for recreation and learning, anytime, anywhere.

Your library's role in lifelong learning in our community is vital as they play an important role in giving everyone a chance to succeed. Staff are dedicated to creating active and flexible learning and education spaces for all ages and walks of life and we will do this by meeting emerging trends from social, economic and cultural perspectives.

The libraries will continue to offer educational programs and events to support an improved quality of life helping our customers connect, learn and create from the moment they're born and through all stages of life in a safe and interactive environment. Our library services provide assistance with job seeking and career development as well as improving health, wellbeing, literacy and numeracy.

Inspiring and renowned culturally significant exhibitions, like the 'Anne Frank – A History for Today' exhibition and The Australian War Memorial's 'A camera on Gallipoli' digital exhibition, will continue to be showcased to share our history and stories as well as celebrate our cultural diversity.

Satisfaction with our libraries in a recent independent customer satisfaction survey showed very positive feedback, with 94 per cent of respondents that used our library services either very satisfied (61%) or quite satisfied (33%). As we continue to provide more and more online services you can rest assured high customer service won't just remain intact, but improve, especially on the digital front.

This plan, developed with feedback from our community, provides a strong vision and direction for our library services to ensure opportunities are embraced and emerging trends are integrated. Through ongoing investment and collaborative partnerships, library programs, events and services will become integrated with other forms of culture, the arts, sport and local services, helping the community have a positive and engaged life.

I'd encourage everyone to connect with their local library, whether in branch or online. You will be pleasantly surprised by the innovative range of services available at your fingertips – there is no limit to what can be discovered.

Cr Doug Eaton, OAM
Mayor

SUMMARY

Wyong Shire Council Library Service has been going through a period of change over the last ten years, including a move into Council's Customer and Community Relations team, more proactive community engagement, the introduction of Radio Frequency Identification (RFID) and eBooks, and several branch revitalisation projects. These developments follow both national and international trends in innovative public library design and service delivery.

Wyong Shire Library Service, like all Australian public libraries, is experiencing pressure to change, innovate and restructure to meet the contemporary needs of the community it serves, within a fiscally tight / resource scarce environment.

The role of libraries is pivotal in supporting communities with access to the global digital network, helping to support learning, innovation, collaboration and important transitions for the digital future at any age.

The development of this Strategic Plan included a review of the current library service to identify a contemporary customer focused service model and the development of a concept for a knowledge centre in the University Precinct at Warnervale. It is envisaged that the new library service will:

- be innovative and focused on improving the education and employment outcomes for Shire residents;
- fully utilise technology;
- integrate with other services;
- provide best value to Council; and
- be sustainable.

The Library strategic plan has the overarching objective to provide welcoming, creative, and enabling library spaces where people can meet, connect, learn, access information, use and explore new technology, and enjoy recreational activities; and a place to keep and share our history, stories and culture.

The library is in a strong position to meet this objective by focusing on 8 key priorities:

1. Create active and flexible learning and education spaces
2. Introduce a new library service model
3. Improve learning and educational programs and market what we do
4. Expand our customer service reach and market what we do
5. Balance collection of print and online resources that match community needs
6. Foster and invest in technology and online learning
7. Expand collaborative partnerships to deliver education outcomes
8. Engage and reach out to the community

Over the next five years we plan to re-imagine how and where we deliver services, how we bring programming to life, how we engage people throughout Wyong Shire. We will do this by focusing on the key priorities in this plan ensuring we deliver a modern, relevant and sustainable library service.
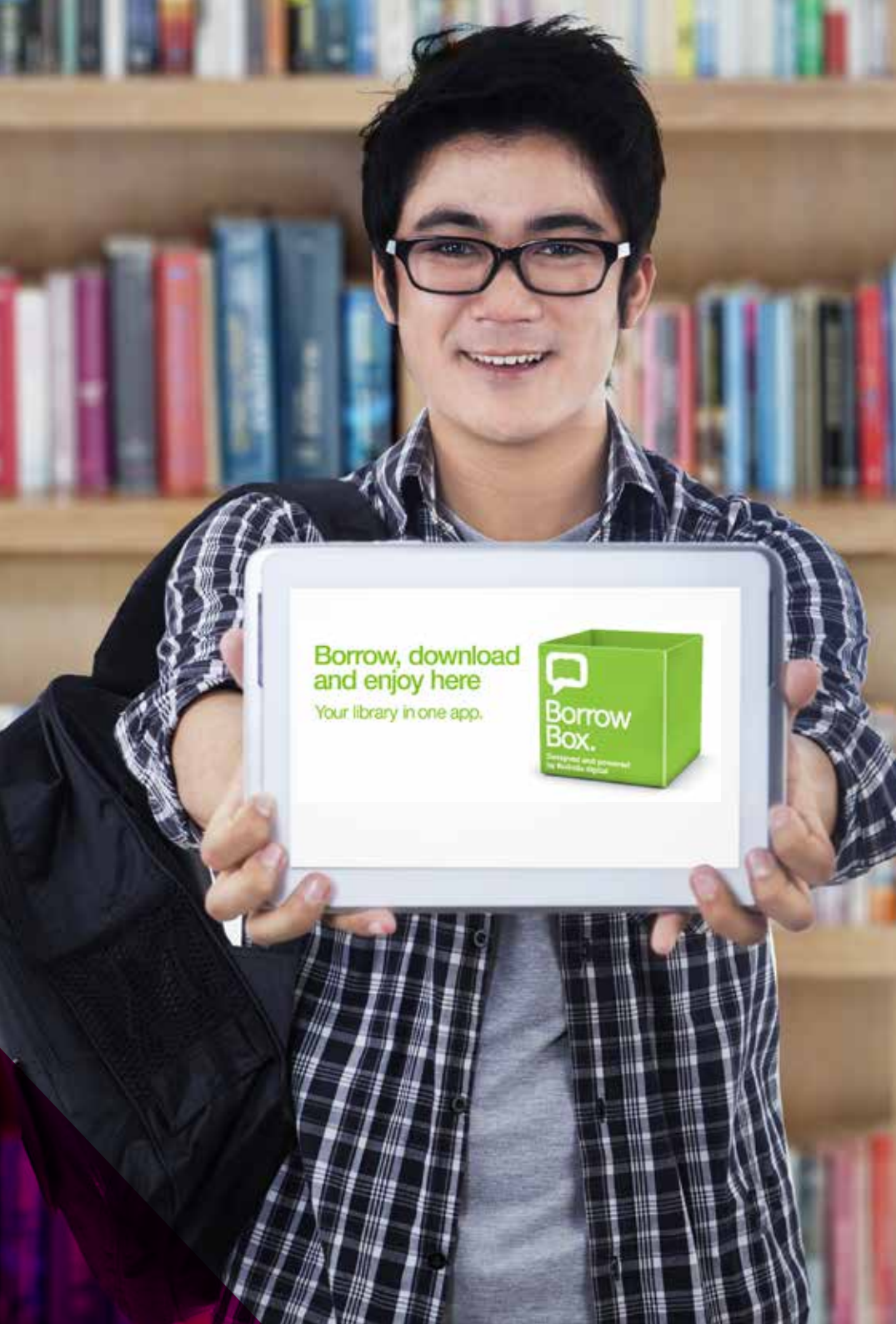
INTRODUCTION

In 2013/2014 over 603,000 people visited our library branches, an additional 54,530 accessed the service online, 16,000 adults and children participated in our programs and over 800,000 items were borrowed.

Wyong Shire Library Service has been endeavouring to adopt some of the more recent and popular innovations in service delivery, including:

- reorganisation of collection materials to provide an improved 'bookshop' feel for customers
- the introduction of RFID technology
- increasing public access computers
- introduction of online resources such as eBooks, magazines, film and databases for learning
- expanded variety of library programming and shared services.

Council adopted the 1939 NSW Library Act in 1959. The Library Act was landmark legislation that established the provision of free access to information and recreational reading. Throughout its 56-year history, staff have always been innovative in finding new ways to serve changing patron needs. But that evolution is most successful when it is planned.

Our population will expand with an additional 70,000 residents by 2031, most of this is in the northern part of our Shire, so planning these future growth areas and keeping pace with new developments in technology is critical, as much as how we deliver services and interact with our community.

This strategy is intended to guide WSC's Library Service evolution over the next five years by:

- Remodelling our library service to deliver best value for our community, focusing on cost efficiency, better practice, innovation, and excellent customer service
- Address the Shire's growth areas and assess library assets to create welcoming and flexible spaces for lifelong learning, reading, cultural and leisure activities
- Plan for a new smart learning centre that can meet a range of purposes for the long term.

STRATEGY DEVELOPMENT

Library services are identified as important support services for a range of learning and educational outcomes in the Wyong Shire Community Strategic Plan, under the planning theme of Our Community, library services play an important role in achieving the following:

- Objective 1: Communities will be vibrant, caring and connected with a sense of belonging and pride in their local neighbourhood
- Objective 2: Communities will have access to a diverse range of affordable and coordinated facilities, programs and services.
- Objective 4: The community will be well educated, innovative and creative; people will attain full knowledge potential at all stages of life.

The Library Strategic Plan also plays a role in supporting the following key strategies:

- Learning Communities Strategy
- Economic Development Strategy
- Positive Ageing Strategy
- Community Facilities Strategy
- Youth Engagement
- Warnervale Education Precinct

As key partners in the delivery of these strategies the library service provides information, educational programs and resources and a space for everyone to support social cohesion, whilst facilitating the creation of knowledge in our communities.

This plan provides an integrated framework for strategies and initiatives already underway; all of the initiatives and actions, performance targets contained in the strategy are designed to support achievement of the three objectives in the Wyong Shire Community Strategic Plan.

How do we compare

In 2014 the review of the current library service undertook benchmarking to compare comparative ratings of the Library Service against a number of other NSW library services then compared these with NSW Public Library Standards. The libraries used for comparison were Campbelltown, Gosford, The Hills Shire, Hornsby, Liverpool and Penrith (all category 13, Urban Fringe Very Large Local Government Areas).

The results tell us that:

- Our collection has a strong baseline and continued focus on collection development will lead to further improvement for the community
- We rate favourable in how hard our collection is working and that it is well used but is slightly below baseline against the NSW library standard
- Circulation per capita is below the standard baseline which is largely attributable to the lower percentage of registered borrowers and an area we need to focus on
- Our acquisitions per capita annually is also below baseline and should be considered in our future planning for population growth.

It was apparent from this that Wyong Shire Library Service is underperforming in a small number of areas such as size of our buildings, low membership levels and resourcing when compared to similar library services. Our opening hours of 237 hours per week places us on par with Gosford and well above the other five councils, our circulation per capita again places us on par with Gosford and higher than three other library services in the benchmarking group, highlighting that the Wyong collection is 'working hard'.

Council recognises that these comparative ratings and guidelines for library buildings would be an ideal situation to deliver library services, but the reality is our community cannot afford, nor is it a priority, to meet these guidelines without significant investment away from areas such as roads, footpaths and parks.

CONSULTING OUR CUSTOMERS

The Library Strategic Plan has been developed by an interdisciplinary team with representatives from the Library, other departments in Council and industry experts as well as previous and current engagement undertaken with the community.

The review included:

- 2012 community survey results - through interviews, focus groups, round tables discussions, and online and written feedback, listening to the community's needs for learning and education
- 2013 results of consultation undertaken in the development of the following strategies: Learning Communities Strategy, Positive Ageing Strategy and Economic Development Strategy
- 2014 market research to determine why people go to a particular branch of the library service and consultation with people in the Wyong Shire as to why they do not currently use the service.

Overall our libraries are highly valued by our customers and the community, most people who visit a library branch choose one that is close to where they live, with the exception of our Tuggerah branch.

The Library Services team has leveraged this feedback and discussions with Council in the development of this Library Strategic Plan. In total, over 900 people were engaged in the process.

OUR COMMUNITY

Our population in early 2014 was at 156,927and grew to 159,113. Our customers vary from those that choose to use the library as a registered user to borrow books and use research and educational services, to those that frequent our branches for social connection or to do business with Council or to use the library space for recreation.

Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census. Wyong Shire's score of (951.7) on the SEIFA index indicates the area is more disadvantaged than the national average.

Our library opens its doors to those that wish to access the internet, learn something new, get help with a resumé or job search, and seek referrals to other community resources. Our service does a great job in providing a safe place to support those who may have missed out on access to learning, need assistance to increase their potential or need help navigating the changes happening in the digital environment.

There are currently 44,602 registered library members in our service, which equates to 26% of the population of the Wyong Shire Local Government Area. Yet we know many use the service, those that live and visit here, without registering for membership, the focus for the future of the service is to ensure we capture those users and transform them into active members using our service and reach out to those that know little of what we provide.

Key information from the ABS data also tells us that in Wyong Shire:

Nearly **30%** of households are low income (below $600 per week)

Less than **15%** of residents have tertiary qualifications

30% of households have no home Internet access

Higher proportion of population aged **>15 and 65+**

33% of residents who work travel outside of the Central Coast for employment

30% of residents aged 15 and over have completed year 12

63% of homes have broadband internet connection

14% of population are engaged in some form of volunteer work

EMERGING TRENDS AND KEY DRIVERS

A number of global emerging trends and challenges facing library services have been identified during the review and have provided insight into the development of this strategic plan. Some of these trends and challenges are:

- Visitation numbers in libraries are stable however lending is declining particularly in non-fiction, with a small increase in eResource use
- Co-location of services, commercial partnerships, eKiosk delivery of services and the extension of outreach services – taking the library out to the community
- Flexible spaces that are both cultural and community hubs, multi-purpose, functional and encouraging lifelong learning
- Public access to technology, opportunity to explore and learn technology and connecting through social media platforms
- Economic advantage for a community
- Growth of digital materials, challenges with access to latest and greater variety of publications and authors
- Social cohesion through information, resources, expert staff and community spaces
- Catalyst for knowledge creation and creativity in the community – the library as a publisher

- Less reference information, more 'how to' material, unique local studies and collaborative/consortia purchasing and shelf ready outsourcing
- Partnerships with educational institutions, regional programming, resource sharing, use of volunteers and connections with other council services
- Revenue or resourcing opportunities such as Café, book store, stationery outlet, professional services e.g. information/research for local business.

Innovative practice and service delivery in public libraries has centred around the development of larger public spaces, more focus on community and learning programming, community outreach, and technology, Internet and eServices, programs, activities and events e.g. author talks, recreational activities are demonstrably the major areas of growth for public libraries.

PROPOSED NEW MODEL AND DESIGN

The future library service delivery model is based around redefining the number of service points, redeploying staff, smarter use of technology, a higher focus on programming and outreach (community learning and recreation), maintaining and improving community access to collections, developing the skills base of staff, and developing a more contemporary organisational structure i.e. one that is strategically aligned with Council, and supports the focus of the service delivery model.

Library services required by our emerging and growing communities will continue to be monitored and balanced with the reality of remaining effective and efficient with funding resources.

The proposed Library Services Model for Wyong Shire is based upon the establishment of library and information centres which would provide a full range of high quality library services, learning facilities and programs and access to a variety of services and resources for Wyong residents. These would be supported throughout the local government area by a number of smaller or pop up facilities, located in high traffic areas such as shopping centres and transportation hubs depending on the catchment size.

The design and operation of each library and information centre is based on the following four spatial elements:

- **The Learning Space** based on discovering and learning something new. It offers informal learning courses, eLearning facilities, talks, access to knowledge resources and question and answer services
- **The Inspiration Space** based on experiences. It will typically offer access to materials including literature, art, films, music, entertainment and games as well as events with artists and similar
- **The Meeting Space** based on participation. Offers range from participation in events about (local) political questions or current issues, over reading and study circles to facilitate connections and networks
- **The Performative Space** is the designation for imaginative, creative activities that challenge the users. Workshops, writers' workshops, activities with in-house artists, innovation workshops, film workshops etc. Some of these will also be undertaken in other community facilities such as the new Arthouse.

These physical facilities would also be supplemented by a Home Library Service providing library services directly into the homes of housebound residents, a range of Outreach programs taking the Library to the community, and also by a comprehensive online library providing all residents with access to a range of key library services 24/7, creating a library service that is available to all residents anywhere, anytime.

The plan describes the essential role our libraries play in supporting literacy and reader development and providing universal access for all members of the community. Each year, Wyong Shire library branches receive over 603,000 visitors who study, reflect, borrow books, use eResources, attend activities and access the internet.

Visits to virtual services, which are already an integral part of our profile, will continue to increase as online innovations emerge. WiFi and internet access, portable technologies, and flexible spaces for individual study and group activity all reinforce and reinterpret the well-established role of the local library as a centre for lifelong learning, cultural and economic development.

OUR VISION

To create dynamic learning environments that connect and inspire lifelong learning.

OUR PURPOSE

Deliver a public library network that provides resources and services to meet the community's education, learning and recreational needs.

OBJECTIVE

The Library strategic plan has the overarching objective to provide welcoming, creative, and enabling library spaces where people can meet, connect, learn, access information, use and explore new technology, and enjoy recreational activities; and a place to keep and share our history, stories and culture.

The library is in a strong position to meet this objective by focusing on 8 key priorities as shown in this plan.

PRINCIPLES

How we get there is as important as our objective and priorities. Our principles for the service include:

- Customer centred services
- Integrity and transparency
- Equitable access and social inclusion
- Creative and innovative
- Diversity
- Teamwork and professionalism
- Sustainability

STRATEGIC PRIORITIES

Supporting Wyong Shire residents learning opportunities remain the core function of the service. The service needs to keep pace with community demand and proactively expand digital resources, whilst also guaranteeing patrons have access to material in formats they are comfortable with.

The library service will prosper in the long term by adapting to the changing environment. This strategic plan seeks to expand and strengthen the library's role in supporting education and learning opportunities for the Wyong Shire community, through enhanced service offerings, collaboration and adapting to emerging technologies.

Lower community participation in the library service is challenging. By increasing membership rates Council's investment will be shared more widely. The library service offers something for everyone from newborns to mature age users, to take away or enjoy in-house. It is vital that the community is aware of and makes use of library services, resources and programs to increase return on investment.

PRIORITIES

The recommended priorities are aligned with other Council strategies as noted previously, build on existing initiatives, encourage partnerships where feasible, and attempt to strike a balance between the needs of residents and customers, and the Council as an organisation. Some of our initiatives and opportunities that were identified as important will be advanced as opportunities arise or partners come forward.

PRIORITY
01
CREATE ACTIVE AND FLEXIBLE LEARNING AND EDUCATION SPACES

PRIORITY
02
INTRODUCE A NEW LIBRARY SERVICE MODEL

PRIORITY
03
IMPROVE LEARNING AND EDUCATIONAL PROGRAMS

PRIORITY
04
EXPAND OUR CUSTOMER SERVICE REACH AND MARKET WHAT WE DO

PRIORITY
05
BALANCE COLLECTION OF PRINT AND ONLINE RESOURCES THAT MATCH COMMUNITY NEEDS

PRIORITY
06
FOSTER AND INVEST IN TECHNOLOGY AND ONLINE LEARNING

PRIORITY
07
EXPAND COLLABORATIVE PARTNERSHIPS TO DELIVER EDUCATION OUTCOMES

PRIORITY
08
ENGAGE AND REACH OUT TO THE COMMUNITY

01

CREATE ACTIVE AND FLEXIBLE LEARNING AND EDUCATION SPACES

A high level of adaptability in the spaces and the furniture and equipment available to the library is needed for future planning and design of libraries in Wyong Shire. There is potential here to consider a community space that during the day is a library and in the evening is a community centre, targeting offerings and activities to a great variety of users.

Whilst our current facilities do not meet the emerging trends in terms of co-location of services, there is opportunity to redesign the internal spaces to provide greater flexibility and link to existing Council facilities to deliver programs, improve learning and expand technology services i.e. ekiosk, lending of mobile devices (iPads, tablets, laptops) and café culture. As opportunities arise through iconic sites developments, future location of branches will be undertaken.

Library spaces can provide new opportunities for partnerships and sponsorship as we support technology, meeting spaces and connections and learning spaces that enable creativity such as maker spaces and technology hubs, ensuring they are alive with potential.

SPACES

ACTION	TIMEFRAME
Develop an infrastructure plan and design brief for each current and proposed site based on four spatial elements	Short term
Implement new front of house space layout for Tuggerah Library and Information Centre	Short term
Investigate library space needs for smaller communities and develop a plan of optional delivery methods	Short term
Construct and implement SMART Hub and business plan	Medium term
Determine physical service needs as use of online services increase and opportunities arise to redevelop existing branch structure in line with current masterplans for iconic sites and any VPAs entered into by Council.	Medium to long term

02

INTRODUCE A NEW LIBRARY SERVICE MODEL

Securing Wyong's Library service ongoing position as a financially sustainable and relevant service is a key priority that ensures we can achieve our role in achieving the objectives of the Community Strategic Plan and other key strategies.

By 2031, Wyong Shire is projected to receive a population increase of 70,000. This growth will place increased demand on the existing library service delivery network. A focus of continuous improvement and driving efficiencies will ensure we continue to provide best value offerings.

SUSTAINABILITY

ACTION	TIMEFRAME
Design and implement self-service and information kiosks for Council transactions at all branches	Short term
Expand Council Customer Services into both Toukley and Bateau Bay libraries	Short term
Phase out cash handling for both library and Council Service Centre transactions	Short term
Install self-service events management system with capacity for electronic payments	Short term
Trial change to opening hours to maximise use of resources, programs and facilities to suit commuters and office workers	Short term
Investigate opportunities for pop up libraries, letterbox libraries, commuter library services and book vending machines	Ongoing
Develop Library Workforce Development Plan to address skills gaps, succession planning and emerging skills	Medium term
Investigate joint purchasing agreements with other Councils	Long term
Develop project based teams with the Library for service delivery improvement and team building skills	Long term

03

IMPROVE LEARNING AND EDUCATIONAL PROGRAMS AND MARKET WHAT WE DO

Facilitating programs which support an improved quality of life such as job seeking, career development, health/wellbeing, literacy, numeracy and evaluate regularly to ensure they enhance reader development and lifelong learning outcomes.

Engaging, learning and working in today's digital world calls for new skills and new competencies. The strategy identifies the need for library services to continue to support the educational and learning outcomes of the community.

SERVICES AND PROGRAMS

ACTION	TIMEFRAME
Develop a volunteer program that builds skills and supports library programs and events and quality of life outcomes	Short term
Expand author talks and interactive learning programs	Short term
Develop interactive touchscreen technology promoting local history that can be networked to all libraries	Medium term
Develop a suite of programs for job seekers, career development, health/wellbeing, literacy, numeracy and evaluate regularly to ensure they enhance reader development and lifelong learning outcomes	Medium term
Introduce new reading programs to support culture of reading within the community (e.g. Paint the Town Read, Stories on the Street, One Book One Wyong)	Medium term
Develop an online Readers' Advisory service	Medium term
Expand local studies resources through collecting and digitising historical photographs to provide open access to collection	Medium term
Investigate maker spaces particularly for new sites to support exploration and development projects	Long term

04

EXPAND OUR CUSTOMER SERVICE REACH AND MARKET WHAT WE DO

Within current resources the plan is to develop a strategic marketing framework to increase membership and meet as a minimum the NSW State Baseline Benchmark of 46% of population as library members over a period of time. By increasing membership the benefits of the investment in library services will be shared more widely.

We need to market how relevant libraries are to our community, giving them a reason to engage with us. Show how useful libraries can be to their everyday lives. Understand and speak to the values that represent happiness, passion, diversity, sharing and discovery. Help our community to understand how relevant libraries are to their lifelong learning.

MARKETING

ACTION	TIMEFRAME
Develop a three year Marketing Plan with particular focus on non-users, multicultural and Indigenous Groups	Short term
Undertake annual customer survey to plan for service improvements and collections	Short term
Develop customer service standards and communicate to users	Short term
Undertake data analysis and marketing research of the membership database	Medium term
Develop an annual library youth engagement program which links to WSC's broader youth engagement strategy	Medium term

05

BALANCE COLLECTION OF PRINT AND ONLINE RESOURCES THAT MATCH COMMUNITY NEEDS

Maintain dynamic well balanced collections that are organised to meet and reflect the needs of library users and the community.

Historically, the most widely recognised role of a public library has been its collections and lending. While this role is still valid, it is changing, even with the introduction and growing popularity of eBooks. This trend does not diminish the importance of libraries maintaining print collections, however it does mean that collection management and development are more important than ever ensuring the need for the library to match its collections, and format choices to local needs, and the need to ensure cost and time effective procurement.

COLLECTIONS

ACTION	TIMEFRAME
Review and update community focused collection management plan that reflects community requirements in all formats	Short term
Review and update collection profiles for core and special collections to improve procurement and increase purchase of shelf ready resources	Short term
Improve online services for easy to use and accessible 24/7 access to services and learning for all customers	Short term
Update Library Management System to meet customer and administrative needs	Short term
Lobby for improvement and access to eBook content	Short term
Expand technology circulation program specifically ipads, notebooks and tablets	Medium term
Investigate opportunities to collaborate with local self publishers	Medium term
Investigate option of "sensory wall" for interactive learning for children and teens.	Medium term

06

FOSTER AND INVEST IN TECHNOLOGY AND ONLINE LEARNING

In proposing a new model for the service it is critical to ensure we have a long term view of new and emerging technology take up and usage. There needs to be a greater balance of basic computer literacy and robust infrastructure to allow our community to fully realise their potential – not only for social and recreational purposes, but also for economic development and regional sustainability objectives.

As more people adopt new technology and with increasing access in homes, workplaces and schools, demand for and expectation of access at libraries, along with the latest technologies will continue to increase. Those without access will continue to expect the public library to be their point of access. As new technologies are adopted by library services, more specialist knowledge is required as patrons expect library staff will be expert users and able to assist and teach them.

INFORMATION TECHNOLOGY

ACTION	TIMEFRAME
Develop a technology plan for operations, eResource management, digitisation, changing staff roles and taking into account the NBN rollout schedule	Short term
Upgrade service wide public access computer booking system	Short term
Identify core staff IT knowledge and responsibilities, induct all staff in library IT standards and practice, and provide regular technology training	Short term
Identify customer digital learning needs and deliver targeted technology learning programs with a focus on the digital divide	Medium term
Further develop telework facilities and investigate partnerships in service delivery	Medium term
Undertake feasibility of virtual exhibitions and interactive learning resources and service	Medium term
Explore experimental technology service through partnership model to provide access to new technology	Medium term
Develop smart technology applications for mobile and remote access	Long term
Investigate 3D printing options for use in libraries	Long term

07
EXPAND COLLABORATIVE PARTNERSHIPS TO DELIVER EDUCATION OUTCOMES

To continue to be relevant and viable into the future there will be a number of beneficial collaborative and commercial partnerships maintained and or developed in the future to support the ongoing delivery of library service. Additionally there will be partnerships with other Council agencies (in particular children's and young people's services), health care providers and State and Federal government agencies.

Our service does a great job in providing a safe place to support those who may have missed out on access to learning, need assistance to increase their potential or need help navigating the changes happening in the digital environment.

Working with collaborative partners provides an opportunity for the Library Service to continue to provide access to new programs and services and reduce the cost for the wider community.

PARTNERSHIPS

ACTION	Timeframe
Investigate commercial partnerships leasing of café space and merchandising to offset costs	Short term
Develop partnerships with local schools and youth services to increase engagement with young people	Short term
Establish partnership and collaboration guidelines and evaluate co-location partnership opportunities and community hub models in line with local community needs and sustainable management	Medium term
Finalise Library Trust set up to receive community donations to the library service	Medium term
Investigate implementation of a "Buy It Now" button option in the catalogue enabling users to purchase books via the library catalogue in partnership with booksellers	Medium term
Assess the creation of Friends of the Library group; develop framework for the operation and membership of the group	Long term

08

ENGAGE AND REACH OUT TO THE COMMUNITY

We are committed to delivering library services and programs where people live, especially if they have difficulty getting to our branches. We need to tailor our services, collections and programs to serve unmet community need and engage them to ensure they feel informed and involved.

There are also many opportunities that exist to further outreach learning programs that would support the Positive Ageing and Learning Community Strategies.

The Library could include programs that help non-English speaking immigrants understand and interact with the culture, government, and educational system of Australia and their local neighbourhood.

ENGAGEMENT

ACTION	TIMEFRAME
Implement and develop annual plan for portable library station and market locations through social media	Short term
Develop social media strategy to engage, inform, invite and celebrate to raise awareness of library services	Short term
Establish an "open mic" program for writers/readers	Short term
Develop "smart card from the library" engagement and marketing program	Short term
Develop and implement Neighbours in the Library program to support new residents	Medium term
Work with Community Partnerships and Planning Unit on cultural programs in the libraries and connect to events and programs	Ongoing

MEASURING CHANGE

The strategy and action plan provides a clear road map to improving the service and planning for change. The following measures are designed to determine our success in achieveing the prioritites and objectives

PRIORITY	MEASURE
Marketing	Increase in membership and in active membership
	Increase in awareness of library services
	Increase in users accessing multiple services
Spaces	Increase in customer visits
	Increase in bookings for spaces
Technology	Increase in use of self service options
	Increase in number of mobile devices
Sustainability	Increase in staff satisfaction
	Improvement in staff skills in use of technology
	Internal efficiency gains and increased income
	Increase in customer satisfaction
Collections	Increase usage of the collections online and onsite
Programs	Increase in education outcomes
	Increase creative programs
	Repeat participation in different programs
Engagement	Increase in visitation
	Increased use of library services at library
Partnerships	Increased number of partnerships

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INFORMATION

Interested in a partnership opportunity or helping us realise the vision
of Library Services? Talk to us today
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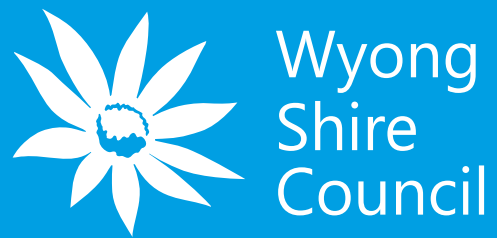
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