



Library and Information Services Strategy (2017 – 2021)

“Flexible, innovative, creative, inclusive”

Division	Community Development
Team	Library and Information Services
Created by	Ms Alison Oliver, Manager Library Services
Updated	November 2016
HPRM	CSV/3323 D16/112915



www.rockingham.wa.gov.au



Contents

1. Executive Summary	3
2. Strategic Objective	4
3. Background.....	5
3.1 Definition.....	5
3.2 International, National and State trends	6
3.2.1 International	6
3.2.2 National	8
3.2.3 State.....	8
3.2.4 Local	10
3.3 Community Consultation	11
4. The Way Forward	12
Key Element 1: Resources	13
Key Element 2: New and Emerging Technology	14
Key Element 3: Services	15
Key Element 4: Infrastructure	16
5. Measuring success	17
6. Risk Management	17
7. Actions	17
New Actions	17
Key Element 1: Resources	17
Key Element 2: New and Emerging Technology	17
Key Element 3: Services.....	18
Key Element 4: Infrastructure	18
Ongoing actions	18
8. Stakeholder Engagement.....	19
9. References	19
Appendix A – IFLA/UNESCO Public Library Manifesto	21
Appendix B – Standards, Guidelines and Outcomes	23
Appendix C – Vision 2025 Framework for Strategic Action	25
Appendix D – Community Consultation Report	39

1. Executive Summary

The changing face and nature of libraries makes this an exciting time for their future. Where libraries have focussed on process in the past the time is right to adapt and change the services and structures and focus on a more outcomes based measure of success. The old definition of a library being 'a room to house books and other items for loan' is no longer relevant and therefore we need to look for new ways to identify the value of the library service.

The strategic direction of the Library and Information Services Strategy 2017 - 2021 is to move the City's Libraries into flexible, innovative, creative and inclusive spaces which reinforce the concept of Rockingham as a Learning Community. The actions in this strategy will support this by revitalising existing library buildings, creating new and innovative ways to provide library services and streamlining services in order to focus on the customer and community.

The City of Rockingham Strategic Community Plan 2015-2025 lists as one of its four Community Aspirations "A Strong Community" and aims to achieve this aspiration through the areas of mobility and accessibility; services and facilities; building capacity and awareness; and safety and support. While the Library Services Strategy belongs in the key area of services and facilities, the City's libraries maintain a presence in all of these areas in some way. Libraries don't just provide community spaces they create and foster a sense of community, by allowing people to come together at the library and online, to join a book club, bring their children to a storytelling session or craft activity, or participate in a monthly computer class.

Rockingham as a Learning Community is one where all residents can create, participate in and support opportunities to acquire knowledge and skills through study, experience or being taught, resulting in the enhanced potential of individuals creating a more vibrant community. Libraries provide the facilities and support services to bring this concept to life.

City libraries currently have a total membership base of 53,162. Of these members 47,151 are Rockingham residents with the remainder being residents of other Local Government Areas. Therefore 35% of the total Rockingham population are currently members of the library service. This information sets the usage trends which are expected to increase through the life of the strategy.

The 2015 City of Rockingham Satisfaction Survey showed that the libraries received an 85% satisfaction rating and while many who answered the survey were not members of the library they felt that having a library service in the City was of importance to the community. Since 2013 the satisfaction score has risen from 77%.

Building on the good work currently being achieved in the Library Services the City has set the following key elements for implementation over 2017 – 2021 to deliver a strategic outcome for the community:

Key Element 1 - Resources

- Creating a collection development policy and/or procedure to provide more strategic approach to library stock purchases
- Entering into contracts with suppliers for supplier selection of library stock

- More rigorous reporting to assist with stock management
- Trial 'floating stock' to allow collections to move between City libraries
- Reduce and where necessary refresh collections to provide space for more interactive library activities.

Key Element 2 – New and emerging technology

- Identify and purchase relevant new and emerging technology for demonstration and training in the libraries, become early adopters of new technology
- Attain eSmart Accreditation
- Create Maker Spaces in the libraries – a Maker Space is a collaborative and creative space in the library which provides 'tech' and 'non-tech' equipment for use by the community.
- Develop information literacy programs to contribute to the National 'GoDigi' initiative

Key Element 3 – Services

- Finalise new 20 year Agreement for the management of the Warnbro Community Library
- Develop and deliver programs integrating STEAM (Science, Technology, Engineering, Arts and Math) principles into the libraries
- Work with the South West Metropolitan Shared Library Services Group (SWMSLSG) to work towards collaborative service delivery model
- Investigate home delivery service
- Review and where necessary change library opening hours.

Key Element 4 – Infrastructure

- Plan and construct Rockingham Central Library
- Plan for the future Secret Harbour Library
- Develop a roadmap for the development of future and refurbishment of current libraries
- Renovate and refit Safety Bay Library to meet current and future community needs

Library services across the world are rapidly changing and the City's libraries are no different. Development over the past two years has seen the opening of a new library and community centre in Baldivis and the transformation of the Murdoch University joint use library into a dedicated public library. In order to meet the needs of the community and provide services that are relevant the Library and Information Services Strategy (LISS) has been developed using identified key library trends locally, nationally and internationally and with feedback identified from community consultation carried out with the Rockingham community.

2. Strategic Objective

This strategy aligns to Aspiration B 'A Strong Community' in the City of Rockingham Strategic Community Plan 2015 – 2025, specifically:

Services and Facilities – Community facilities and services that accommodate contemporary community expectation and are justified, well used, cost effective and, where appropriate, multi-functional.

3. Background

3.1 Definition

The International Federation of Library Associations and Institutions (IFLA)/UNESCO Public Library Manifesto, updated in 1994, provided a new definition and mission for public libraries. The Manifesto defines public libraries as follows:

The Public Library is the local centre of information, making all kinds of knowledge and information readily available to its users.

The services of the public library are provided on the basis of equality and access for all, regardless of age, race, sex, religion, nationality, language or social status. Specific services and materials must be provided for those who cannot, for whatever reason, use the regular services and materials, for example linguistic minorities, people with disabilities or people in hospital or prison.

All age groups must find material relevant to their needs. Collections and services have to include all types of appropriate media and modern technologies as well as traditional materials. High quality and relevance to local needs and conditions are fundamental. Material must reflect current trends and the evolution of society, as well as the memory of human endeavour and imagination.

Collections and services should not be subject to any form of ideological, political or religious censorship, nor commercial pressure.

Further to this the Manifesto sets out the Missions of the Public Library as follows:

The following key missions which relate to information, literacy, education and culture should be at the core of public library services:

- 1. creating and strengthening reading habits in children at an early age;*
- 2. supporting both individual and self-conducted education as well as formal education at all levels;*
- 3. providing opportunities for personal creative development;*
- 4. stimulating the imagination and creativity of children and young people;*
- 5. promoting awareness of cultural heritage, appreciation of the arts, scientific achievements and innovations;*
- 6. providing access to cultural expressions of all performing arts;*
- 7. fostering inter-cultural dialogue and favouring cultural diversity;*
- 8. supporting the oral tradition;*
- 9. ensuring access for citizens to all sorts of community information;*
- 10. providing adequate information services to local enterprises, associations and interest groups;*
- 11. facilitating the development of information and computer literacy skills;*
- 12. supporting and participating in literacy activities and programmes for all age groups, and initiating such activities if necessary.*

The full version of the manifesto has been provided as Appendix A

Public libraries are places where the community can come to learn and gain knowledge, strengthen literacy and develop reading habits at a young age. They can develop life skills

and be creative amongst other things while reducing social isolation and increasing social inclusion.

We are not talking of creating a community centre with books but a library that is activated, vibrant, welcoming and that has a clear focus on the concept of a learning community for all ages.

3.2 International, National and State trends

Trends in the provision of library services across the world are not entirely unique with the concept of lifelong learning (community learning), literacy and community building at the core of service provision. How libraries are going about achieving the development, or in many cases, redevelopment of services has a degree of uniqueness and libraries worldwide are tailoring their library services to meet the specific needs of their communities. The City is no different with four diverse libraries all delivering services tailored to meet the needs of their quite unique local communities. This is achieved by offering choice to residents rather than a one size fits all service. Libraries are embracing the concept of 'upsizing', providing increased services, programs and facilities to meet growing demand and encouraging greater use of services and facilities beyond the traditional role. Retail outlets have been utilising this concept for many years, the 'would you like fries with that' approach which can also be relevant to library services.

Increasingly libraries are taking measures to remove the many manual handling and repetitive processes inherent in libraries. The use of self-service and technology based sorting options is growing to allow staff to create, develop and deliver programs and services rather than concentrating on what is often referred to as 'back room busy work'. The focus is on the customer rather than the process.

Collaboration and partnerships are important factors in providing library services. Whether this be with neighbouring library services, educational institutions or local sporting teams the concept of utilising the skills of others to help deliver a variety of services is something that is being used widely on a global level.

Researching strategies, programs and practices from library services worldwide has seen the following trends emerging.

3.2.1 International

Increasingly in the international realm public libraries are becoming more diverse in the services and resources they are offering to their clientele. Rather than paring back the size of libraries and number of library staff, instead they are increasing their floor size to provide spaces for community events and new services and employing specialist staff to develop and deliver those services and programs.

The 'Maker Space' revolution has seen many libraries transformed. A Maker Space (sometimes referred to as a hackerspace, hackspace or fablab) is a space in the library designed to include craft and technology rooms where patrons can make use of various pieces of equipment from a 3D printer to a lathe for woodturning to a sewing machine for learning to sew. Maker Spaces can contain 'tech' and 'non-tech' equipment, the ultimate goal being to provide a collaborative and creative outlet for the community. These Maker Spaces are designed not only to provide an educational resource but in some cases are also used as a start-up space for small businesses, providing them a place to work yet not outlay money on expensive equipment. In terms of community development the ability for a small

start-up to have access to this type of facility is vital in creating opportunities. Maker Spaces are anything from a small room in the library to, for example, Chattanooga Public Library's '4th Floor', an entire library floor dedicated to technology, collaboration and creativity.

The development of new library services, which is evident in Scandinavian countries, is incorporating community spaces as a major component of the library space. The integration of creative spaces such as music studios, business incubators, arts spaces are just some of the new initiatives being included which allows the community to integrate their library use with other creative and business endeavours.

Partnerships are an important part of the international public library scene with the integration of programs delivered by outside organisations with support from the library. Kista Public Library in Sweden have partnered with a number of organisations including the local soccer team, Intel, Apple, arts organisations and more in order to run targeted programs to the community. The option to utilise the expertise of others in the community is seen as a key part of the library service and allows them to deliver better service to their users.

Further examples of partnerships can be seen at the Dokk1 Library in Aarhus, Denmark. While on a much larger scale than any of the City of Rockingham libraries Dokk1 has entered into partnerships with more than 70 organisations (NGOs, associations, educational institutions and other public service providers) and between 35 and 45 activities and events occur at the library every week. It is impossible for most libraries to maintain multiple activities with the limited staff available and therefore partnerships are seen to be the solution.

The International Federation of Library Associations and Institutions (IFLA) identify five key trends relating to information services, in particular as a result of the sheer volume of information that is now being created online. These trends influence the development of library services, as libraries are often the bridge between the customer and the content. The trends identified are:

- *New technologies will both expand and limit who has access to information* – an ever expanding digital universe will bring a higher value to information literacy skills such as basic reading and competence with digital tools. People who lack these skills will face barriers to inclusion in a growing range of areas. The nature of new online business models will heavily influence who can successfully own, profit from, share or access information in the future.
- *Online education will democratise and disrupt global learning* – the rapid global expansion of online education resources will make learning opportunities more abundant, cheaper and more accessible. There will be increased value on lifelong learning and more recognition of non-formal and informal learning.
- *The boundaries of privacy and data protection will be redefined* – expanding data sets held by governments and companies will support the advanced profiling of individuals, while sophisticated methods of monitoring and filtering communications data will make tracking those individuals cheaper and easier. Serious consequences for individual privacy and trust in the online world could be experienced.
- *Hyper-connected societies will listen to and empower new voices and groups* – more opportunities for collective action are realised in hyper-connected societies – enabling the rise of new voices and promoting the growth of single-issue movements

at the expense of traditional political parties. Open government initiatives and access to public sector data will lead to more transparency and citizen-focused public services.

- *The global information economy will be transformed by new technologies* – proliferation of hyper-connected mobile devices, networked sensors in appliances and infrastructure, 3D printing and language-translation technologies will transform the global information economy. Existing business models across many industries will experience creative disruption spurred by innovative devices that help people remain economically active later in life from any location.

While these are high level trends relating to information services as a whole, breaking this down to the local public library level shows that these trends can directly relate to the actions being proposed in this strategy - for example the importance of literacy; new and emerging technology; flexible library services; community learning; cyber-safety to name a few.

3.2.2 National

There are many similarities to trends at the national level that relate to those at the international level in the development of new libraries, the importance of lifelong learning (community learning) and the need to embrace technology in the library service. Trends that are specific to the national library landscape are:

In 2016 a new set of Standards, Guidelines and Outcomes for Public Libraries was developed. This was an initiative led by the Australian Library and Information Association (ALIA) and the Australian Public Library Alliance (APLA) and provides libraries with baseline targets to meet in both the physical library building and its components and in the programs and events being offered. The provision of a number of online tools complements the standards document and will be utilised by the City when considering new facilities, services and programs through the life of this strategy. The inclusion of outcomes measures is a new initiative and will be utilised when determining the impact of new initiatives. A summary of the document is provided as Appendix B.

Nationally public libraries are also challenged by the lack of a sustainable model for the purchase of eBooks and other online publications. Publishers are placing significant restrictions on both the sale and use of online resources and this is a barrier for the City's libraries in the development of this format for our community. Approximately 3% of total loans are 'e' materials; this is a fairly standard figure across libraries in Australia.

Again, as with the international scene, libraries across Australia are either repurposing or building libraries as interactive spaces incorporating creative and entrepreneurial spaces for community use. The incorporation of local history centres into public libraries is also considered important as the library is best positioned to provide effective research skills and have the qualifications to build and maintain collections.

3.2.3 State

At a state level the public library industry is in a state of great change as new governance measures are being developed and the future of public libraries is debated in a wider capacity. Again, the international and national trends are all relevant to Western Australian public libraries. The current 'big issues' being debated at the State level include:

Future of Inter Library Loans

A recent paper presented to the State Library and Public Libraries Western Australia outlines an out-dated and unsustainable model for the delivery of inter library loans to library patrons through the state. The subsequent options for a new system will dramatically change the way libraries purchase stock and develop library collections as less material is available to the user from the state-wide collection without the need for a user pays system. At the heart of this is the determination that the original intention of the inter library loans system was for the distribution of 'hard to get' items mainly for research and educational purposes, over time as needs changed the system was extended to include fiction items and further extended in recent years to include all library stock. While this was sustainable for a time, increased demand on library services has seen this system now means it is both too expensive and too expansive to continue in its current form.

Public Libraries Vision 2025

Again public libraries have developed over time yet many practices and processes have not effectively developed alongside them. The process for structural reform of public libraries commenced in 2007 with the publication of the Lunn Report which outlined a number of changes required for public libraries to remain sustainable and relevant and to better utilise the resources available through state funding and local funding. Unfortunately this process stalled with no long-term project management and while some changes occurred many were considered unsustainable and a new process commenced in 2015 in partnership with WALGA and Public Libraries Western Australia Inc. (PLWA). The Vision 2025 report has again outlined a number of required changes for public libraries, most of which are supported by both state and local government agencies and many of which will allow for greater flexibility on a local level if implemented. A working group (Public Library Services Working Group) chaired by the Director General Culture and Arts with representation from various State Government Departments, State and Public Libraries has been formed to further the strategic outcomes of the review and to initiate changes to the Library Board Act of Western Australia 1951 to better reflect the current and future state of public libraries.

A copy of the strategic outcomes identified in the new Vision 2025 document is provided as Appendix C.

Funding

State Government funding for the supply of public library materials has come under scrutiny in 2016 which has resulted in a decision to reduce, over a two (2) year period, approximately 10% for the purchase of physical stock. Currently library stock is deemed to be capital expenditure by Treasury and is subject to annual depreciation which skews the actual costs to maintain the collections. This current practice makes costs appear to be rising when, in fact, they are remaining quite static. Investigations are occurring in order for this to change and instead library stock will become recurrent funding and can be provided in the form of a grant to local governments to spend according to their own needs. This would free libraries to have the ability to better maintain their collections and resources and remove the need to rely so heavily on the State Library for operational requirements, instead maintaining a more strategic focus and partnership.

South West Metropolitan Shared Library Services Group (SWMSLSG)

In order to better utilise resources and create sustainable networks public libraries have commenced working in a zone capacity aligned with the WALGA zones. While this is not a formal requirement either under the Library Board Act 1951 or within the constitution of Public Libraries Western Australia the benefits of zone cooperation are likely to be many and varied. Progress within the South West Metro Zone has seen the library managers commence regular meetings, commenced drafting a business case for funding for external

consultancy to progress projects, and determined a number of key focus areas to develop. There is a strong sense of the continuing importance on focusing our services on our community however the benefits of inter library loans within a smaller area, funding for better community programs and services and the harnessing the skillsets of staff in neighbouring LGAs will also see benefits to the local Rockingham community.

The City will work towards achieving a formal agreement with the SWMSLSG by the end of 2017; if agreement cannot be reached by this time then the partnership will not be pursued further.

Customer Service Models

Customer service models in many libraries are being reviewed and changed as the move to automate many processes occurs and libraries move towards more outcomes based measures of success. Roving librarians, the removal of large circulation desks and the use of mobile technology to assist library customers is gaining momentum in many services.

3.2.4 Local

The City currently maintains four branch libraries across the municipality. Mary Davies Library and Community Centre in Baldivis; Rockingham Central Library at the Murdoch Rockingham Campus; Safety Bay Library; and Warnbro Community Library at the Warnbro Community High School.

The libraries continue to be busy and relevant to the local community. Usage figures for the 2015/16 financial year show:

- 1,044,574 circulation transactions (loans, returns, renewals and requests)
- 76,746 reference enquiries to library staff
- 28,189 inter library loan requests
- 6,874 new members
- 365,543 physical visits by community members*
- 69,693 public internet bookings*
- 19,950 downloads of eResources
- 26,631 attendees at library events

The diversity of the City's four branch libraries is one strength of the network. While the libraries work as a single system the ability to offer choice to the community is valued. Services and programs are provided across the system but are also tailored to meet the needs of individual communities.

2016 saw the withdrawal of Murdoch University and Challenger TAFE from the joint use Rockingham Campus Community Library. Council agreed that a public library service was required in this area and as such Rockingham Central Library remains located in the library building at the Murdoch Rockingham Campus with the City having entered into a sub-lease to allow continued operation. As the lease is for a three year period with an option to renew for one, the need to develop a new library in the centre of the City has been identified and planning has commenced. Identified in the Community Infrastructure Plan 2015-2025 (CIP) with a development window of 2017-2022 the concept for Rockingham Central is to include a library, youth space, community centre along with space for not for profit, office space and the possibility of other Council facilities.

* Figures do not include Rockingham Central Library

The need for a further library in the Secret Harbour area has also been identified in the CIP with a development window of 2019-2023. The Secret Harbour Library is being considered for integration with the Stage 2 development of the Secret Harbour Shopping Centre. A small shopfront library, planning for this branch will need to take into consideration the significant challenges of a small space which will be flexible enough to cater for young families with children attending events along with general community use. This is an opportunity to create new library model for the City.

The implementation of a new Library Management System (Spydus) in 2016 came about due to the withdrawal of Murdoch University and Challenger TAFE from the Rockingham Campus Community Library. This has provided the City opportunities to expand online services including single click access to eBooks, eMagazines and eAudio along with offering a more streamlined and tailored library catalogue to the community. Further developments in the reporting modules and integration with other City systems will allow the City to better analyse usage and customer requirements in order to further expand services in the future.

3.3 Community Consultation

Community consultation has taken place in the form of an online survey (with hard copies available at the libraries) along with small focus group sessions held at each library branch. A total of 994 surveys were completed and 12 community members attended or contributed to the focus group sessions.

Key findings from the consultation were that the City's libraries:

- provide a high level of customer service
- provide a fundamental community service
- provide an excellent range of programs and activities for children
- provide high quality community events
- need to advertise more widely
- need to provide more training in the use of online services
- need to provide more programs for the 20 – 30 year age group
- should increase community groups using library space
- should provide more technology for loan
- should implement an email newsletter to maintain contact with readers

The majority of respondents to the online survey were female (71%) while 29% were male. The largest proportion of respondents were over the age of 60 (30%), followed by respondents in the 40-49 age bracket (20%). The percentage of respondents under the age of 29 was relatively low with a total of 13%. Residents in Safety Bay, Rockingham and Baldivis were the largest group of respondents with 78% however when asked to identify their preferred library branch the responses showed a fairly equal spread across the network, proving that customers will travel to their preferred library.

When asked specific questions relating to the importance of multi-purpose library buildings; that eResources should complement physical collections; and whether access to technology supports the fundamentals of the library service the majority of respondents agreed these were priority areas. Of these areas eResources rated lower, whether this is due to the current challenges libraries face in obtaining high quality resources or is just generally a lower priority will need to be investigated further.

There was an opportunity for respondents to include a free text comment in their survey. Generally comments were favourable toward the library service, with a focus on the library providing high quality facilities, services and programs to the community and providing a

high level of customer service. Many comments were to suggest areas of the collection for development and in general the negative comments included issues such as opening hours, use of computers (number available, time limits on usage) and the changes that have occurred since the withdrawal of Murdoch University and Challenger TAFE.

A full copy of the report is included as Appendix D.

4. The Way Forward

It is clear from the engagement with the community that the role of public libraries is considered important but that there is room to improve and change some current practices. While there is still an identified need for the more traditional library roles and responsibilities such as the loaning of books and other physical resources, there is a push for the City's libraries to provide a greater diversity of services that offer a range of programs and events in order to attract the next generation of library users, all the while taking care not to alienate the current, loyal customer base.

The concept of the City of Rockingham as a 'Learning Community', or promoting 'community learning' will be included in numerous City Strategies with the libraries being a key contributor to the promotion and delivery of this concept. Therefore, the City is presented with a good opportunity to position libraries at the forefront of facilitating community learning.

With the population of the City showing continued rapid growth and expansion into outlying areas, in particular Baldivis and the southern corridor of Secret Harbour, Golden Bay and Singleton there is a growing need to further expand the library service. The City is liaising with the City of Mandurah around their development of a shopfront library in Lakelands which is likely to draw usage from the Singleton catchment. Library developments in neighbouring localities will be considered when developing the City's new facilities and may impact on size and service requirements.

While building new libraries is an option, financially this may not be a sustainable strategy. The City needs to look to new and innovative ways to expand the library service offering to the community and investigate different opportunities. Mobile library services, pop up libraries or library drop zones in local train stations, community centres and shopping centres are ways to provide services to the wider community. Greater utilisation of the Community Transport Service is another way to bring patrons to the library, something that is considered important particularly for the older population who still want to visit the library but are unable due to lack of transport options. All of these options will be investigated through the term of this Strategy.

State Government funding, which libraries rely on for the provision of library stock (both physical and virtual) and for the delivery of the state-wide inter library loans service was cut in 2016 and will continue to be cut in coming years. The City's libraries need to have a strategy in place to counter these budget reductions and be ready to implement new practices and procedures in order to continue to provide service to the community.

Technology has been and will continue to be a key driver for public libraries. Libraries are seen as a facilitator not only to bridge the digital divide, but also to showcase and highlight new technologies to the community and teach computer literacy skills.

The City has identified four key elements that will set the strategic direction of the Library and Information Service for the next five years. These key elements have been identified

through community consultation and by researching library services and strategies on an international, national and state level.

Key Element 1: Resources

A collection development policy and/or procedure will be developed to guide the purchase and management of library resources. This will include focus areas such as profiles for local library stock, the development of a new approach for the purchase of 'e' resources and general guidelines for the resources required to service the library system in Rockingham. Collection development is an area that requires significant review in order to effectively meet the needs of the Rockingham community; currently there is no policy and/or procedure in place to assist in decision making.

The City's libraries are resourced by both local funding and state funding. The majority of library stock is purchased via a centralised purchasing system managed by the State Library of Western Australia (SLWA) with funding allocated based on the Rockingham population. The remaining stock is purchased through local supply chains with orders placed with various bookshops and book suppliers operating in the metropolitan area. In conjunction with the development of a collection policy and/or procedure a streamlined and more strategic approach to ordering library stock will be developed in two ways:

- fully utilised supplier selected ordering of SLWA stock – a single supplier selects and supplies library stock based on a profile supplied by the City with little or no ongoing ordering by library staff
- partial supplier selected ordering of local stock – entering into contracts with suppliers to assist with the ordering of stock based on profiles supplied by the City. Library staff will continue to have input to ensure state and local collections complement each other

While traditional library services and the need for physical items is still high in the community there is an opportunity to review current resources and collections in order to maximise usage and free up space to provide new services. Approximately 50% of the library stock is more than six years old and while age is not the only factor in the retention of items the renewal of library stock is important in order for it to remain relevant. The collections in the libraries will be reviewed and:

- Reduced by approximately 10% - under-used or items in poor condition
- Refreshed where need is identified – classic literature or popular items in poor condition
- Increased where need is identified – popular items, new collections

Throughout this strategy a more rigorous reporting structure will be introduced and a more centralised process for maintaining stock will be investigated and implemented if appropriate. The implementation of the new Library Management System (Spydus) in 2016 has already provided many more options for the City's libraries to better manage current and new resources with improved flexibility for circulating stock and better utilisation of reporting measures available.

A trial of floating stock will be undertaken with a discrete collection for a six month period and if successful the remainder of the collection (other than specialised collections held at Warnbro Community Library for use by teachers and students) will be floated throughout the service. Floating stock is the practice of library stock remaining at the branch it was last returned to rather than returning to its 'home' branch, or the branch that originally ordered or

purchased it. The opportunity to 'float' library stock will see library items 'find' their way to the location they are most required and will reduce the reliance on a courier system to move items from one library to the other. It is often the case that the item returns to the shelf and waits to be borrowed, or to be reserved and moved to another library again. The success of floating stock will rely on the development of robust collection strategies in order to meet the needs of the local community.

Key Element 2: New and Emerging Technology

Technology plays a key role in libraries as both a learning, recreational and organisational management tool. With the increasing demand and reliance on technology in the community the library can be a facilitator to bridge the digital divide and provide a safe space for experimentation in technology. City libraries need to position themselves to be early adopters of technology, providing the community opportunities to try new things and increase their own technology skills and knowledge. In order to do this, library staff also need to increase their skills and understanding of new and emerging technology to have the ability to promote to and educate library customers. The City's libraries will do this by purchasing new technologies, and also employing external providers to demonstrate technologies through computer classes and library workshops.

This strategy supports the concept of Maker Spaces and therefore spaces will be made available in the libraries to develop these. Maker Spaces provide opportunities for the community to use technology (not just computers but also tools and equipment) to further their skills and be creative. Maker spaces within library branches will allow the community to use these spaces to develop their ideas; create projects; and increase their skills and knowledge of various forms of technology and equipment.

Given the increased use of technology by younger people in particular, and the inherent risks associated with a lack of knowledge of cybersafety, this is a focus for libraries. The eSmart Libraries program funded by Telstra through the Alanna and Madeline Foundation will be implemented in the City's libraries. This will also complement the directions being taken by Community Support and Safety Services, particularly the Youth Services team in relation to cyber safety in the community. Setting up an internal working group, libraries will complete the eSmart Libraries Accreditation process which includes focus areas of:

1. Vision, strategy and leadership - ensuring the library has the capacity to foster smart, safe and responsible use of digital technologies in the community.
2. Library agreements and procedures - library practices and agreements are discussed, reviewed and aligned to reinforce cybersafety and wellbeing values so that day-to-day operations in the library exhibit a smart, safe and responsible environment.
3. Staff knowledge and capabilities – library staff have the knowledge of digital technologies, training in cybersafety practices and are capable of responding to inappropriate cyber-behaviours consistently and effectively.
4. Guidance and learning for users – libraries offer information, guidance and lessons on how users can utilise the benefits of technology, avoid online pitfalls and be able to embody positive, smart, safe and responsible behaviours online.

5. Community connections – libraries enhance connections and reach out to the wider community to promote eSmart behaviours, helping to embed cybersafety and wellbeing principles.

The City's libraries will create and deliver a range of programs aimed at providing digital literacy skills to the community and will continue to provide access to free public access internet computers to ensure the community has access to and knowledge of the use of online technologies. 2016 is the National Year of Digital Inclusion and following on from that a GoDigi program will run for the next three years. Supported by Infoxchange and Australia Post, GoDigi is a national four year digital literacy program with the goal of supporting more than 300,000 Australians to improve their digital skills. City's libraries will contribute to the program with the development of programs and events relating to digital literacy and cyber safety. One in five Australians are not online (i.e. connected to the internet) and therefore libraries can be the driver of opportunity for inclusion in this space.

Key Element 3: Services

Warnbro Community Library is a joint use community/school library located at the Warnbro Community High School and has been in operation for 20 years. The contract for the management of the library for a further 20 years is currently under negotiation.

Population growth into outlying areas has increased the need for library services to extend beyond the current locations. The City needs to develop innovative solutions to meet demand in these areas while understanding that physical infrastructure is not a short or medium term possibility. New and innovative outreach services will be developed and delivered to areas with limited accessibility to branch libraries and to find new ways to connect with the community.

Libraries need to evolve in order to meet customer demand and will do this by implementing new and innovative programming ideas. The integration of STEAM (Science, Technology, Engineering, Arts and Math) programming is rapidly becoming an area of focus for public libraries and there are opportunities for the City's libraries to create programming and services in this area. STEAM programming is designed to improve literacy skills in young people and to introduce them to arts and sciences in a fun, creative way.

It is necessary to consider new ways of delivering library services with a view to be more efficient across the board. The City's libraries will work in collaboration with the neighbouring LGAs of Fremantle, Melville, Kwinana and Cockburn to provide a more coordinated service all the while keeping our local community as the most important component in decision making. The possibilities of consortia purchasing, integrated staff training, shared events and library management systems creates a better, more expanded service for our customers. It also may be necessary to combat the changes occurring in the State-wide system. A period of two (2) years will be set aside to trial this collaboration and develop an agreement. If a suitable agreement cannot be reached and signed by all parties by the end of 2018 the City will no longer pursue this.

Creating outreach programs for retirement villages, aged care facilities and offering housebound services and transport services to residents unable to visit the library will be a focus in this key element. With an ageing population more and more people are physically unable to visit the library and therefore are missing out on the service. People become socially isolated due to lack of transport options. Expanding on this the implementation of a home delivery scheme will be investigated as a way to increase use of the City's libraries

and reach new members – for example a busy family unable to visit the library during opening hours may opt to receive items by post as a fee for service from the library.

Library opening hours will be reviewed and where necessary changed, to ensure access to facilities is available at times convenient to the community. This may impact on library budgets in future as more resources may be required to achieve this.

Key Element 4: Infrastructure

Rockingham Central Library has been identified in the Community Infrastructure Plan 2016 – 2026 with proposed planning, design, construction and activation to occur during the 2016/17 – 2019/2020 financial years. Discussions have commenced with a facility concept to be presented to Council for approval prior to detailed design and planning. While the library will be part of a multi-purpose building it is important to plan a facility able to maintain programs, events and spaces to service not only the current day but also future requirements. The inclusion of Maker Spaces, community meeting rooms, space for children's activities which connect with the main library space are all important components. The development of the new library facility will utilise the ALIA/APLA Standards, Guidelines and Outcomes for Public Libraries to ensure community needs are being met and clear outcomes can be achieved in the space. Development of new services and programs is already occurring in the temporary building in order to ensure a new facility will meet the needs of the current service.

There is an identified need for a public library facility in the Secret Harbour area with a growth in population, increased development and a contingent of current and potential library users identified in this area. Outreach to Secret Harbour already occurs in the form of Rhyme Time and Story Time sessions held at a local Church; therefore it is necessary to develop a library that can accommodate the services already in place. The opportunity to create a library service in a leased space (proposed to be 10 years) in the Secret Harbour town centre is being investigated and this will create the challenge to develop a new model of library service in this area. Space will be limited and this will be the catalyst to develop 'boutique' library services and utilise highly flexible space planning.

The development of two new libraries and the need to deliver library services in new ways provides the opportunity to create a roadmap for the development of library buildings in the City. This roadmap will deal with new buildings and options to redevelop and modify existing buildings to adapt to the changing library landscape, and the development of different models to draw on for future library developments.

Safety Bay Library will undergo a renovation and shelving refit to provide a service to meet the changing needs of the community. The current library layout and space is not suitable for the creation of flexible spaces as outlined in the strategy. Based on a build cost of \$3,500 per square metre for the extension of the current meeting room in order to create a multi-purpose room, recarpeting of the whole library space and purchase of new shelving an estimated cost of \$400,000 would be required in 2018/2019 financial year.

Financial understandings associated with the development or operation of new libraries needs to be considered as part of this strategy. Rockingham Central Library has an established budget which will carry over to the new building with the possibility of minor increases depending on the services offered and the final design of the space. Secret Harbour Library is not proposed for completion within the timelines of this strategy however there will be an ongoing financial impact on the City in future years once the library is operating. An estimated operating cost taking into account staffing, stock, provision of

events and services and general ongoing costs would require annual budgeting of approximately \$900,000.

5. Measuring success

Measuring the success of public library services includes but is not as simple as a statistical measure of items loaned, physical library visits and attendances at events. While these are important in assessing staff, services and opening hours required to service the library community there needs to be a more outcomes based measure of success which is sometimes hard to determine.

The use of a survey tool Culture Counts will allow a measurement of satisfaction of library users and will benchmark against other public libraries in Western Australia. A survey will run throughout the year to determine general satisfaction with the service. Quarterly surveys will also measure satisfaction with opening hours, and services and facilities which will provide the justifications for adapting and changing the service to meet the outcomes of this strategy.

General outcomes and changes to the library service will be reported regularly through the bulletin.

6. Risk Management

There are no identified risks in the implementation of the Strategy.

7. Actions

New Actions

Key Element 1: Resources

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
<i>Create a Collection Development Policy</i>	<i>Nil*</i>	<i>LIS</i>	<i>2016/2017</i>	<i>2017/2018</i>
<i>Develop collection profiles for branch libraries</i>	<i>Nil*</i>	<i>LIS</i>	<i>2016/2017</i>	<i>2017/2018</i>
<i>Implement 'supplier assisted' selection and purchase of library stock</i>	<i>Nil*</i>	<i>LIS</i>	<i>2016/2017</i>	<i>2017/2018</i>
<i>Implement 'floating stock' to all or part of the library collection</i>	<i>Nil*</i>	<i>LIS</i>	<i>2016/2017</i>	<i>2017/2018</i>

**Note: while these have been identified as nil cost the implementation will require allocation of staff resources to complete*

Key Element 2: New and Emerging Technology

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
<i>Purchase a suite of new technology products for branch libraries to use for demonstration and education</i>	<i>\$12,000</i>	<i>LIS Information Systems</i>	<i>2017/2018</i>	<i>Ongoing</i>
<i>Develop and deliver a suite of new and emerging technology workshops</i>	<i>\$8000</i>	<i>LIS</i>	<i>2017/2018</i>	<i>Ongoing</i>
<i>Complete eSmart Library accreditation</i>	<i>\$1500</i>	<i>LIS</i>	<i>2016/2017</i>	<i>2018/2019</i>

<i>Develop programs to participate in the Go Digi Program</i>	<i>\$2000</i>	<i>LIS</i>	<i>2017/2018</i>	<i>2019/2020</i>
<i>Create new technology programs for Seniors to complement the Seniors Strategy</i>	<i>\$2000</i>	<i>LIS</i>	<i>2017/2018</i>	<i>Ongoing</i>

Key Element 3: Services

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
<i>Implement a regular survey program to monitor user requirements</i>	<i>\$2000</i>	<i>LIS</i>	<i>2016/2017</i>	<i>Ongoing/ quarterly</i>
<i>Review and if required implement new library opening hours</i>		<i>LIS</i>	<i>2016/2017</i>	<i>2017/2018</i>
<i>Review current and implement new customer service model</i>	<i>Nil</i>	<i>LIS</i>	<i>2016/2017</i>	<i>2017/2018</i>
<i>Implement a new process for provision of the inter library loans service</i>	<i>Nil</i>	<i>LIS</i>	<i>2016/2017</i>	<i>2016/2017</i>
<i>Investigate home delivery service</i>	<i>Unknown*</i>	<i>LIS</i>	<i>2017/2018</i>	<i>2017/2018</i>

**Cost will form part of decision based on feasibility*

Key Element 4: Infrastructure

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
<i>Planning and construction of Rockingham Central Library</i>	<i>\$6 – 8m indicative cost</i>	<i>LIS CIP</i>	<i>2016/2017</i>	<i>2019/2020</i>
<i>Planning Secret Harbour Library</i>	<i>Nil*</i>	<i>LIS CIP</i>	<i>2016/2017</i>	<i>2020/2021</i>
<i>Renovate building and refit carpet and shelving at Safety Bay Library</i>	<i>\$400,000¹</i>	<i>LIS</i>	<i>2018/2019</i>	<i>2020/2021</i>
<i>Develop a roadmap for new and refurbished library models for future building needs</i>	<i>\$10,000</i>	<i>LIS</i>	<i>2017/2018</i>	<i>2018/2019</i>

**Note: while this has been identified as nil cost the implementation will require allocation of staff resources to complete*

Ongoing actions

<i>Task</i>	<i>Cost</i>	<i>Team</i>
<i>Review library staffing structure</i>	<i>Nil</i>	<i>LIS</i>
<i>Continued development of programs and events to support the concept of a Learning Community as relates to various Community Development Strategies</i>	<i>Nil</i>	<i>LIS</i>

¹ Inclusive of design, construction and fit-out, including replacement of library shelving.

8. Stakeholder Engagement

Various stakeholders were consulted in the development of the Strategy as listed below. A total of 1015 responses were received from library patrons via an online survey and face to face consultation.

<i>Key Stakeholders invited to participate</i>	<i>Contributed? (Yes/No)</i>	<i>Engagement method used</i>
<i>Library staff – Branch Librarians, Assistant Librarians, Young People's Services Librarians</i>	<i>Yes</i>	<i>Face-to-face planning sessions</i>
<i>Library staff – Library Assistants</i>	<i>Yes</i>	<i>Team meetings</i>
<i>Library customers – users and non-users</i>	<i>Yes</i>	<i>Online survey, hardcopy survey, focus group sessions</i>
<i>Community Development Managers</i>	<i>Yes</i>	<i>Comment on draft strategy</i>
<i>COR – The Executive</i>	<i>Yes</i>	<i>Discussion paper/draft for comment</i>
<i>COR – Councillors</i>	<i>Yes</i>	<i>Councillor Engagement Session</i>

9. References

ARUP, 2015 'Future libraries: workshops summary and emerging insights'. ARUP University, London.

Chattanooga Public Library '4th Floor' Maker Space: Available from: <http://chattlibrary.org/4th-floor>

Definition of Library. Available from:
<http://www.unesco.org/webworld/libraries/manifestos/libraman.html#1>

Dokk1 Library Case Study. Available from:
<http://modelprogrammer.slks.dk/en/cases/cases/dokk1/#c126327>

eSmart Libraries. Available from: <https://www.esmart.org.au/esmart-libraries/>

Garner, Amy K, 2014. 'Rising to the challenge: re-envisioning public libraries'. Aspen Institute Dialogue on Public Libraries, Washington DC.

GoDigi. Available from: <https://www.godigi.org.au/>

IFLA Trends Report 'Riding the Waves or Caught in the Tide? navigating the evolving information environment'. Available from: <http://trends.ifla.org/insights-document>

I & J Management Services, APLA, ALIA 'Guidelines, Standards and Outcome Measures for Australian Public Libraries', July 2016. Available from www.alia.org.au

'Let's make: a guide for promoting making in libraries'. Available from:
<http://www.letsmakeguide.com/>

Lunden, I 2015, 'Exciting times for library professionals – facing challenges of externally driven change'. Paper presented at the PLWA Biennial Conference 2015, PLWA, Perth.

McDonald, M 2011, 'Library makeovers draw seniors'. AARP Bulletin

Public Libraries Vision 2025: Strategic Outcomes. Available from:
<http://walga.asn.au/getattachment/Policy-Advice-and-Advocacy/Community-Development/Arts-and-Culture/Public-Libraries/WALGA-Vision-2025.pdf.aspx?lang=en-AU>

Public Libraries Vision 2025: Research and Consultation Findings. Available from:
<http://walga.asn.au/getattachment/Policy-Advice-and-Advocacy/Community-Development/Arts-and-Culture/Public-Libraries/Public-Library-Services-in-2025-Research-and-Consultation-Findings-25-06-2015.pdf.aspx?lang=en-AU>

Appendix A – IFLA/UNESCO Public Library Manifesto

IFLA/UNESCO Public Library Manifesto 1994

Freedom, prosperity and the development of society and of individuals are fundamental human values. They will only be attained through the ability of well-informed citizens to exercise their democratic rights and to play an active role in society. Constructive participation and the development of democracy depend on satisfactory education as well as on free and unlimited access to knowledge, thought, culture and information.

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups.

This Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women.

UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries.

The Public Library

The public library is the local centre of information, making all kinds of knowledge and information readily available to its users.

The services of the public library are provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status. Specific services and materials must be provided for those users who cannot, for whatever reason, use the regular services and materials, for example linguistic minorities, people with disabilities or people in hospital or prison.

All age groups must find material relevant to their needs. Collections and services have to include all types of appropriate media and modern technologies as well as traditional materials. High quality and relevance to local needs and conditions are fundamental. Material must reflect current trends and the evolution of society, as well as the memory of human endeavour and imagination.

Collections and services should not be subject to any form of ideological, political or religious censorship, nor commercial pressures.

Missions of the Public Library

The following key missions which relate to information, literacy, education and culture should be at the core of public library services:

1. creating and strengthening reading habits in children from an early age;
2. supporting both individual and self-conducted education as well as formal education at all levels;
3. providing opportunities for personal creative development;
4. stimulating the imagination and creativity of children and young people;
5. promoting awareness of cultural heritage, appreciation of the arts, scientific achievements and innovations;
6. providing access to cultural expressions of all performing arts;

7. fostering inter-cultural dialogue and favouring cultural diversity;
8. supporting the oral tradition;
9. ensuring access for citizens to all sorts of community information;
10. providing adequate information services to local enterprises, associations and interest groups;
11. facilitating the development of information and computer literacy skills;
12. supporting and participating in literacy activities and programmes for all age groups, and initiating such activities if necessary.

Funding, legislation and networks

The public library shall in principle be free of charge.

The public library shall in principle be free of charge. The public library is the responsibility of local and national authorities. It must be supported by specific legislation and financed by national and local governments. It has to be an essential component of any long-term strategy for culture, information provision, literacy and education.

To ensure nationwide library coordination and cooperation, legislation and strategic plans must also define and promote a national library network based on agreed standards of service.

The public library network must be designed in relation to national, regional, research and special libraries as well as libraries in schools, colleges and universities.

Operation and management

A clear policy must be formulated, defining objectives, priorities and services in relation to the local community needs. The public library has to be organized effectively and professional standards of operation must be maintained.

Cooperation with relevant partners - for example, user groups and other professionals at local, regional, national as well as international level - has to be ensured.

Services have to be physically accessible to all members of the community. This requires well situated library buildings, good reading and study facilities, as well as relevant technologies and sufficient opening hours convenient to the users. It equally implies outreach services for those unable to visit the library.

The library services must be adapted to the different needs of communities in rural and urban areas.

The librarian is an active intermediary between users and resources. Professional and continuing education of the librarian is indispensable to ensure adequate services.

Outreach and user education programmes have to be provided to help users benefit from all the resources.

Implementing the Manifesto

Decision makers at national and local levels and the library community at large, around the world, are hereby urged to implement the principles expressed in this Manifesto.

The Manifesto is prepared in cooperation with the International Federation of Library Associations and Institutions (IFLA).

Appendix B – Standards, Guidelines and Outcomes

SUMMARY²

This document presents evidence-based guidelines, standards and outcome measures for the planning, development, delivery and review of public library services in Australia.

Guidelines document best practice and are intended as operational suggestions for improving library performance.

Standards are quality levels for benchmarking, comparison and attainment.

Outcome measures indicate the type of impact that provision and use of public library services can have on individuals and communities.

The guidelines, standards and outcome measures presented here recognise current international and Australian trends in provision of public library services and the views of many Australian public Library Managers. The guidelines and standards draw heavily on the 2012 edition *Beyond a Quality Service*, with other major sources including Finland's *Quality recommendation for public libraries*, the *Ontario Public Library Guidelines - For Municipal and County Libraries*, *Standards for New Zealand Public Libraries*, and the latest NSW and Queensland public library guidelines and standards.

There are 16 guidelines, 15 standards and six areas of outcome measurement.

Guidelines

Strategic Community Focus

G1	Ensure universal access to library services within the community
G2	Reflect community needs and aspirations and engage the community in shaping library services
G3	Champion cultural identity
G4	Create partnerships to build community and individual resilience and capacity

Service Management

G5	Governance
G6	Management

Service Offering

G7	Content and collections
G8	Information and Reference services
G9	Programs
G10	Technology access
G11	Places (physical and digital)

Service Delivery

G12	Service points
G13	Staffing
G14	Funding
G15	Partnership and collaboration
G16	Customer service

² Full report available at

<https://www.alia.org.au/sites/default/files/20160714%20Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries%20-%20MANUSCRIPT%20VERSION%202.pdf>

Standards

Service provision

S1	Library expenditure per capita per annum (excluding library materials)
S2	Number of staff
S3	Number of qualified staff
S4	Library materials expenditure per capita per annum
S5	Collection items per capita
S6	Age of collection
S7	Internet computers per capita

Service reach

S8	Membership as a percentage of the population
----	--

Service participation and use

S9	Visits per capita per annum
S10	Website visits per capita per annum*
S11	Circulation (loans per capita per annum)
S12	Turnover of stock (loans per collection item)
S13	Program attendance per capita per annum*
S14	Internet downloads per capita per annum*

Customer satisfaction

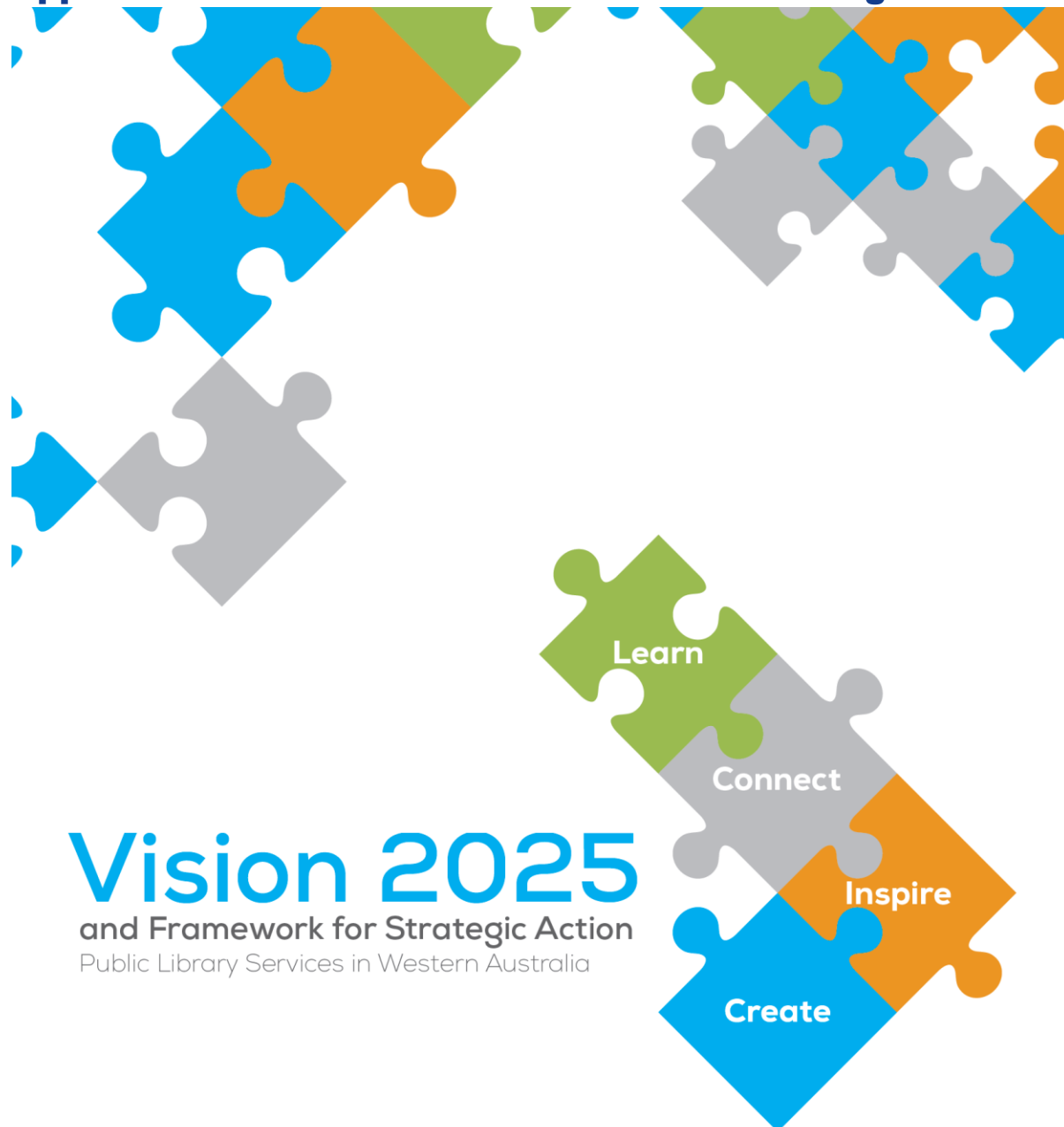
S15	Customer satisfaction
-----	-----------------------

*new standards in 2016

Outcomes measures

O1	Literacy and life-long learning, including early childhood development
O2	Informed and connected citizens
O3	Digital inclusion
O4	Personal development and wellbeing
O5	Stronger and more creative communities
O6	Economic and workforce development

Appendix C – Vision 2025 Framework for Strategic Action



Vision 2025

and Framework for Strategic Action
Public Library Services in Western Australia

Building Connection, Creativity and Learning





Foreword

Public library services in Western Australia facilitate access to resources, knowledge and technology and help build stronger communities by contributing to social inclusion, creativity, lifelong learning and literacy.

However, it is evident that emerging technologies, changes in media and how it is consumed, as well as social and cultural change will have a significant impact on the delivery of public library services in the future.

This *Vision 2025 and Framework for Strategic Action* has been based on in-depth research and consultation over late 2014 and early 2015, which has been captured in the *WALGA report Public Library Services in Western Australia in 2025: Research and Consultation Findings*.



Vision 2025: Building Connection, Creativity and Learning

Our vision recognises the key role that public library services in Western Australia play in developing stronger communities.

We will do this by:

- Building capacity and fostering community engagement
- Promoting learning and literacy
- Preserving, sharing and celebrating our rich heritage
- Inspiring new ideas and creativity

Vision 2025
and Framework for Strategic Action



3



Building Capacity and Fostering Community Engagement

Public library services build connections and community engagement.

They break down isolation and bring people from diverse backgrounds together to engage, learn and play together in safe and welcoming spaces.

They build resilience and capacity in our communities.



Promoting Learning and Literacy

Through access to diverse collections and new technology, and a myriad of programs and events, our libraries bring people, ideas and knowledge together to provide opportunities for life-long learning.

They build stronger communities by developing traditional and new digital literacies, providing access to knowledge and promoting the love of reading.



Capturing and sharing our community memory

Our rich cultural heritage is captured and preserved across the state.

With the digitisation of our images and records the history of our communities and their people will be accessible globally.



Inspiring New Ideas and Creativity

Public library services build creative communities.

They enrich our lives and develop our appreciation of the arts and culture.

They foster creative expression in all its forms and inspire new ideas and innovation.



Framework for Strategic Action

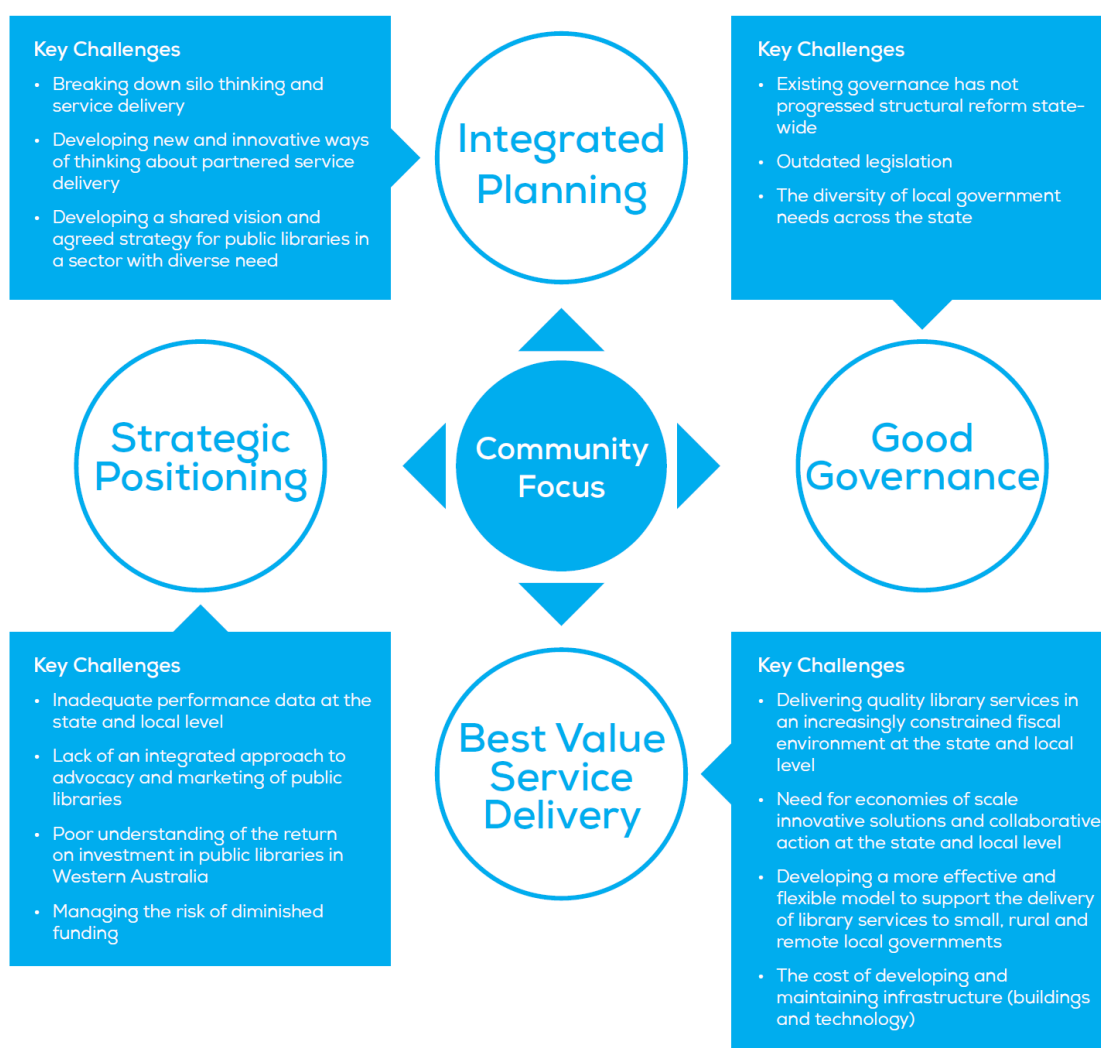


Strategic Pillars for Change

Research and consultation in late 2014 and early 2015 have highlighted the need for significant transformational change at both the state and the local level to deliver more efficient and flexible public library services that meet diverse community needs. The high level of participation by decision makers across local government and government sectors has elevated the discussion to provide some broader and innovative perspectives on how public libraries need to be positioned to meet the challenges of tighter fiscal constraint at both the state and the local level and changes in our social and technological environment.

To enable the vision there will need to be strong and collegiate action to progress the structural reform of public libraries in Western Australia. This will require some cultural change and a willingness to look at new ways of doing things.

Four key pillars have emerged to provide the building blocks of the Framework for Strategic Action. This will provide the template for the development of the *Public Libraries 2025 Strategic Plan*.





1. Integrated Planning

Objectives	Strategies
1.1 Library service delivery aligned with the strategic direction of the council	<ul style="list-style-type: none"> Promote integrated planning for library asset management and service planning and delivery, (including workforce planning) within councils to facilitate alignment of strategies with identified council outcomes Support evidence and outcome based planning for library service delivery at the local level
1.2 Cross sector collaboration at the state and local level to drive cost efficiencies in delivery	<ul style="list-style-type: none"> Identify opportunities for partnerships, integrated delivery or collaborative action at the state level Showcase models of local collaboration between state government, not-for-profit, community groups and businesses at the local level
1.3 A clear and shared vision and strategic direction for public libraries as the framework for collaborative action	<ul style="list-style-type: none"> Strengthen the vision and strategic framework through an action plan that enables implementation through clear roles and responsibilities and timeframes and the identification of necessary resources Develop a strong, robust network of public libraries aligned to the vision

2. Good Governance

Objectives	Strategies
2.1 An effective governance model with dynamic leadership	<ul style="list-style-type: none"> Establish a Public Libraries 2025 Taskforce as a matter of priority to develop an effective governance model including legislative requirements Implement the preferred governance model and transitional arrangements as required
2.2 Relevant and enabling Legislation and Regulations enabling the provision of contemporary public library services	<ul style="list-style-type: none"> Provide input and advocate for changes to the governing Legislation and Regulations based on recommendations of the Public Libraries 2025 Taskforce
2.3 Secure and transparent funding and flexibility at the local level to apply funding to best meet local needs	<ul style="list-style-type: none"> Develop a Funding Model that provides greater flexibility for diverse local governments Investigate alternate funding sources



3. Best Value

Objectives	Strategies
3.1 Sustainable, effective and efficient library service delivery providing products and services that meet diverse community needs	<ul style="list-style-type: none"> • Develop agreement on core public library services state-wide and embed in the Funding Agreement • Develop agreed standards for public library service delivery using models in other states as guidelines • Advocate for a high level review of the State Library's service delivery to public libraries to identify more efficient or alternative methods of meeting identified outcomes • Facilitate the reform agenda for public libraries at the local level • Develop collections (state and local, text and digital) based on identified needs and format preferences • Develop programs and events aligned with identified outcomes (state and local) maximising opportunities for partnered delivery with a range of providers
3.2 Public library services benefit from economies of scale	<ul style="list-style-type: none"> • Advocate to progress reforms state-wide to provide increased efficiencies maximising capabilities of the on-line environment • Maximise opportunities for collaboration at the local level to deliver economies of scale
3.3 Small and remote communities supported effectively	<ul style="list-style-type: none"> • Identify and implement a more effective delivery model/s to support small and remote libraries
3.4 Public library services are delivered through innovative models	<ul style="list-style-type: none"> • Identify and showcase innovative models of service delivery and collaborative partnerships state-wide • Promote public libraries as a partner or provider of choice
3.5 Accommodation and technology infrastructure costs shared across stakeholders	<ul style="list-style-type: none"> • Investigate opportunities for rationalization of the number and locations of public libraries with a regional approach • Investigate opportunities to share building infrastructure with other sections of council, state government departments, community groups and agencies and commercial providers • Develop a state-wide technology strategy to optimise cost efficiencies

4. Strategic Positioning

Objectives	Strategies
4.1 Public libraries are highly valued and supported through effective marketing and advocacy at the state and local level	<ul style="list-style-type: none"> • Develop meaningful measures of performance (including learning and literacy, community and cultural development activities) and share across sectors to demonstrate delivery on broader outcomes and the evolution of modern public libraries • Determine the return on investment for public library services in Western Australia • Develop a state-wide advocacy and marketing strategy



This project has been funded by WALGA and
overseen by the Future of Public Libraries Advisory Group

Ms Ricky Burges – CEO, WALGA

Mr Garry Hunt – CEO, City of Joondalup

Mr Ian Cowie – CEO, City of Gosnells

Dr Shayne Silcox – CEO, City of Melville

Mr Stan Scott – CEO, Shire of Toodyay

Cr. Carole Frost – Councillor, City of Armadale

Ms Allison Hailes – Executive Manager, WALGA

Ms Jodie Holbrook – Policy Manager

Mr Chris Green – Acting Policy Manager

with the invaluable assistance of:

Michelle Brennand – President, PLWA

Debbie Terelink – Chair, Operational Management Group



CITY OF ROCKINGHAM LIBRARY SERVICE

2016 Library Review

Data and Insights - Culture Counts™

52,500

MEMBERS

994

RESPONDENTS

11

QUALITY METRICS

1.0

Evaluating the Public Library

City of Rockingham used Culture Counts to survey people attending the library. 994 members of the public were surveyed to find out what they thought of the library.

Each survey contained 11 'dimension' questions, asking the public about their experience of the library. These library quality dimensions have been developed with the sector to measure the impact and value of these services.

1. Information

The library has met my informational and reading needs

2. Literacy

My library experience has encouraged me to read more

3. Safe and Trusted

I feel safe and welcome when using the library service

4. Enterprise

My business or employment opportunities are helped by the library

5. Representative

The library reflects the needs and make up of the local community

6. Skills

The library service has enabled me to learn and gain new skills

7. Role

The library is an important part of the place where I live

8. Connection

The library helps me to feel connected to my local community

9. Understanding

The library helps me to better understand the place and people where I live

10. Emerging Technology

The library plays an active role in providing opportunities to learn about and use emerging technology and equipment

11. Relevance

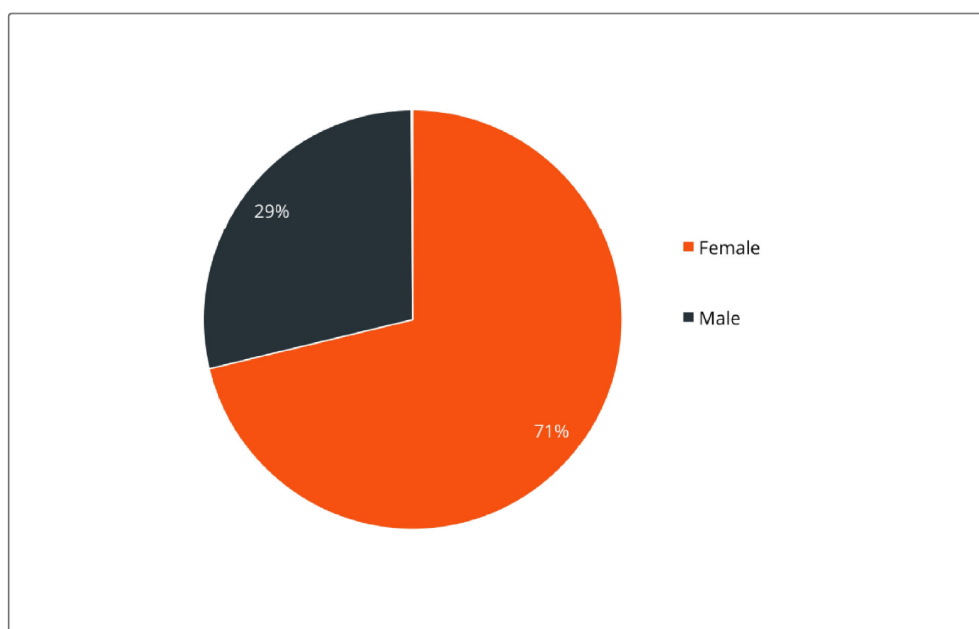
The library is changing in ways that increase its relevance for me

2.0

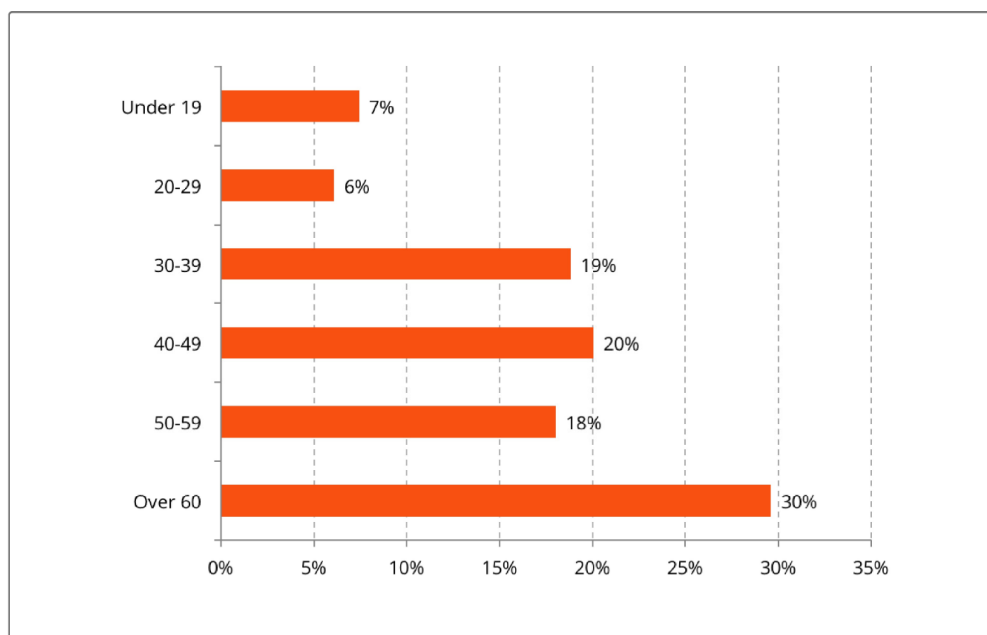
Who completed the survey?

Survey respondents were asked to provide their age, gender and postcode at the end of the survey. This enables data to be matched to the wider population and responses to be filtered to understand differences in demographics. The charts show the proportion of survey responses captured for each of the age and gender demographics, and the ten postcodes in which the largest number of respondents reside.

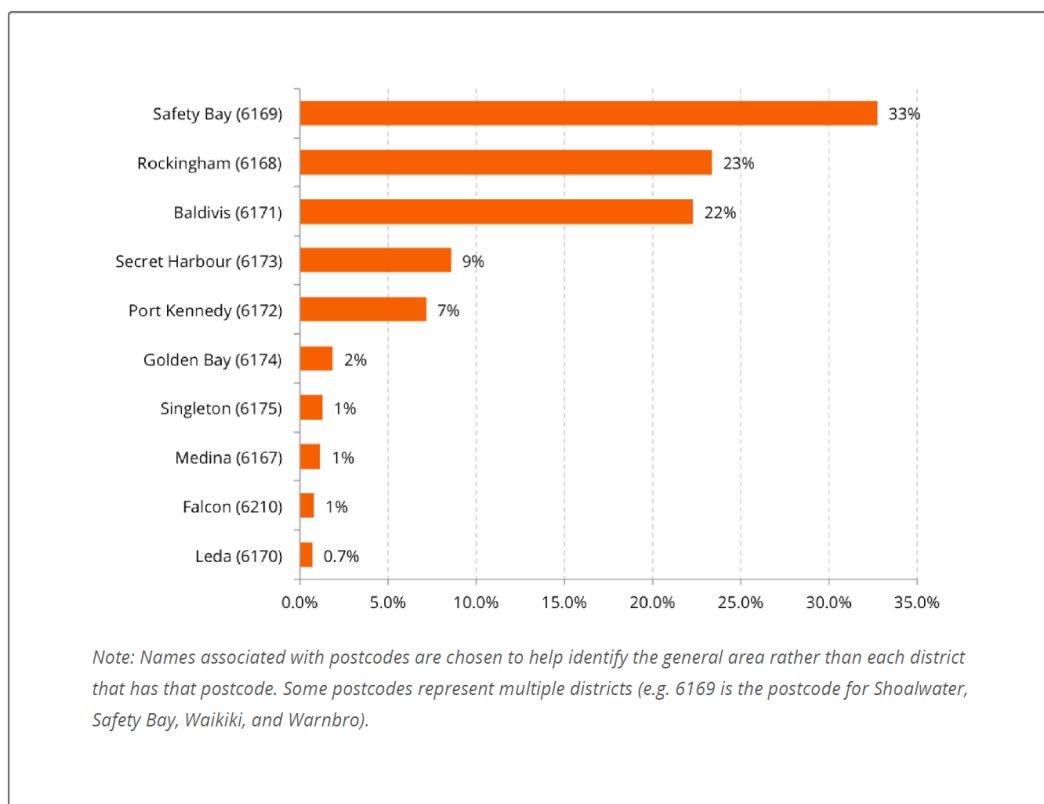
GENDER



AGE



POSTCODE

**Insights:**

The majority of respondents were female (71%), while 29% were male. Responses were captured through the library's e-newsletter database, as well as through the City of Rockingham's Libraries website and Facebook page. As a result, the responses can be assumed to be broadly representative of library users.

The largest proportion of respondents were over the age of 60 (30%), followed by respondents in the 40-49 age bracket (20%). The percentage of respondents was relatively low for the two age cohorts under 29 (total 13%). High representation from the older age cohort indicates that the library had a strong appeal to adults over the age of 60. Further surveying is encouraged so that a large dataset from younger age groups can be collected. Due to the high proportion of older respondents and the low number of younger users, there could be a survey bias – the respondents were skewed more toward the older age segments because the older age groups are the majority in the e-newsletter database.

The greatest proportion of respondents lived in the 6169 postcode which includes the suburbs of Shoalwater, Safety Bay, Waikiki, and Warnbro (33%). The next highest postcode recorded was 6168 which includes Rockingham, Cooloongup, Garden Island, Hillman, and Peron (23%). The third most popular postcode was 6171, which includes the suburb of Baldivis (22%). This illustrates that the Rockingham library caters predominantly to residents living in these three general vicinities.

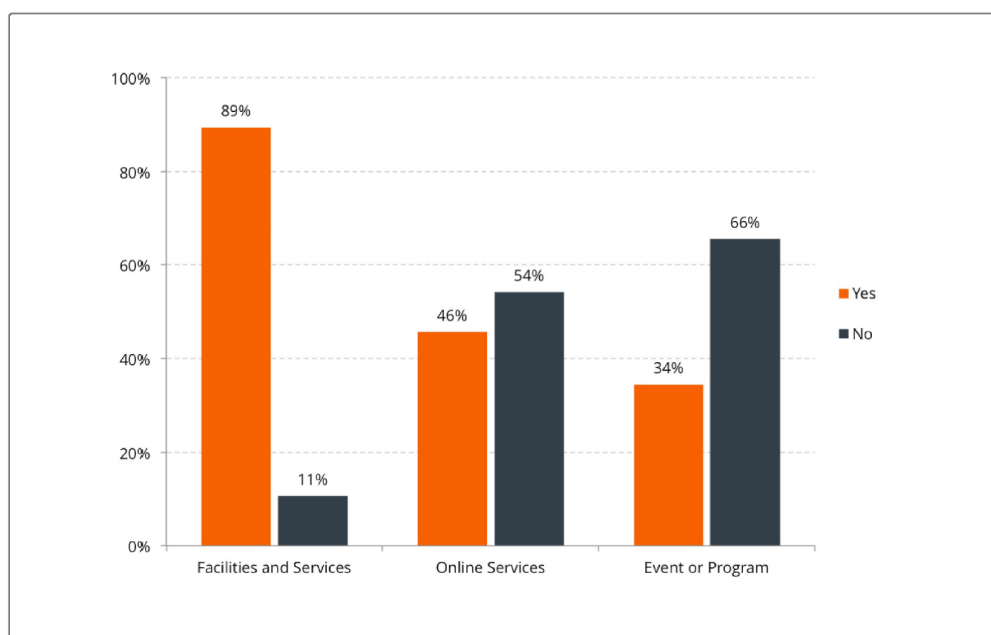
3.0

How do public respondents use the library?

The surveys contained additional custom questions regarding library membership and use. Public respondents were asked if in the past 12 months they had:

- Attended an event or program at the library
- Used the facilities or services at the library
- Accessed library services online from home

This chart identifies the percentage of public respondents that have and haven't attended events, used facilities and accessed online services.



Insights:

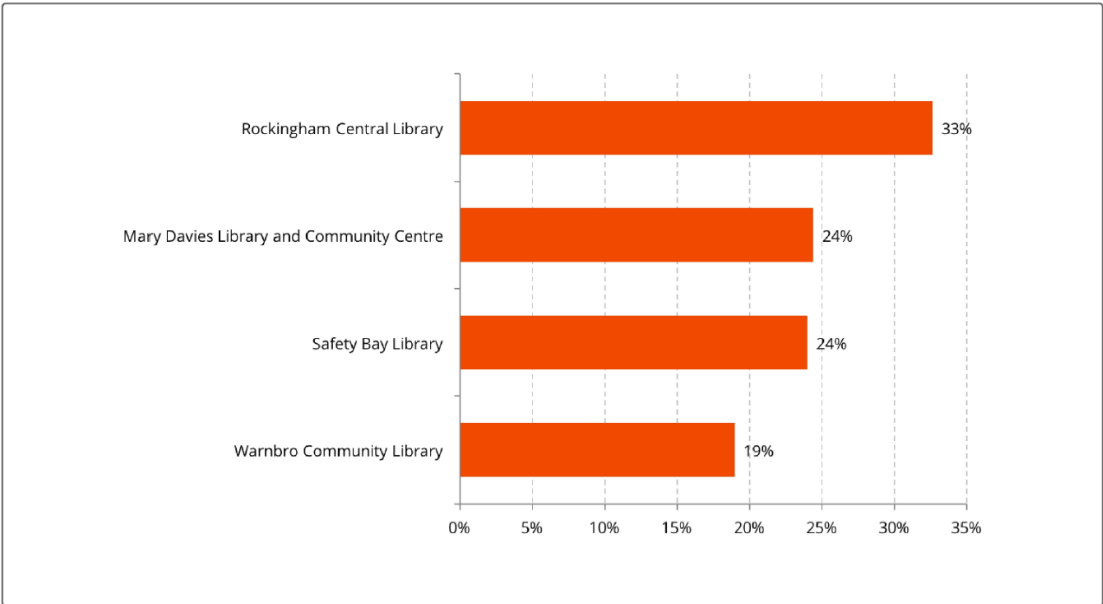
34% of the respondents had attended an event or program at the library, while 89% had used the facilities or services at the library before. This means that 11% of respondents had not been to or used the library facilities in the past 12 months. 46% of respondents answered that they had accessed library services online from their home. This illustrates that the City of Rockingham Library Service has been relatively successful in generating public interest towards the library homepage and services outside of the facilities, while also being able to encourage significant participation in events and programs within the library.

4.0

Which of the libraries did people primarily use?

At the end of the survey, respondents were asked to select which of the following libraries they primarily use with a choice of four options.

This chart shows the percentage of respondents that listed a library within these four options.



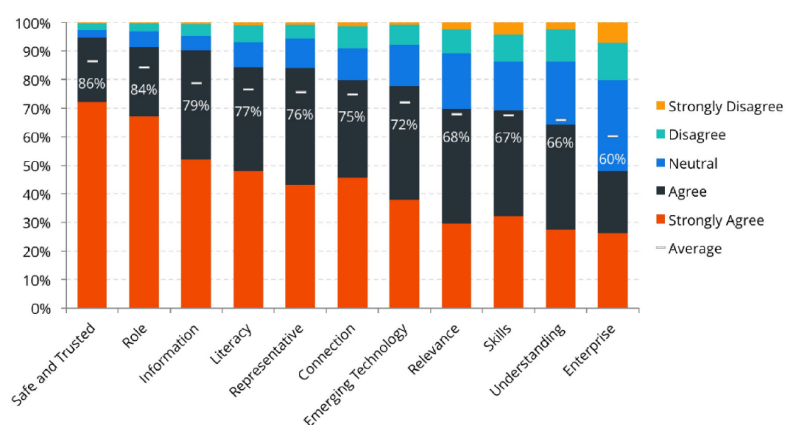
Insights:

33% of respondents stated that they most frequently use the Rockingham Central Library, while 24% of people responded that they used the Mary Davies Library and Community Centre or the Safety Bay Library. The least used library was the Warnbro Community Library, in which 19% of people stated that they used this facility as their primary library.

5.0

What did the public think of the Rockingham Library?

Survey respondents moved a slider to indicate whether they agreed or disagreed with the dimension statement using a likert scale. The chart contains data for all public responses, showing the average score and the percentage of people that agreed or disagreed with each of the statements.



Insights:

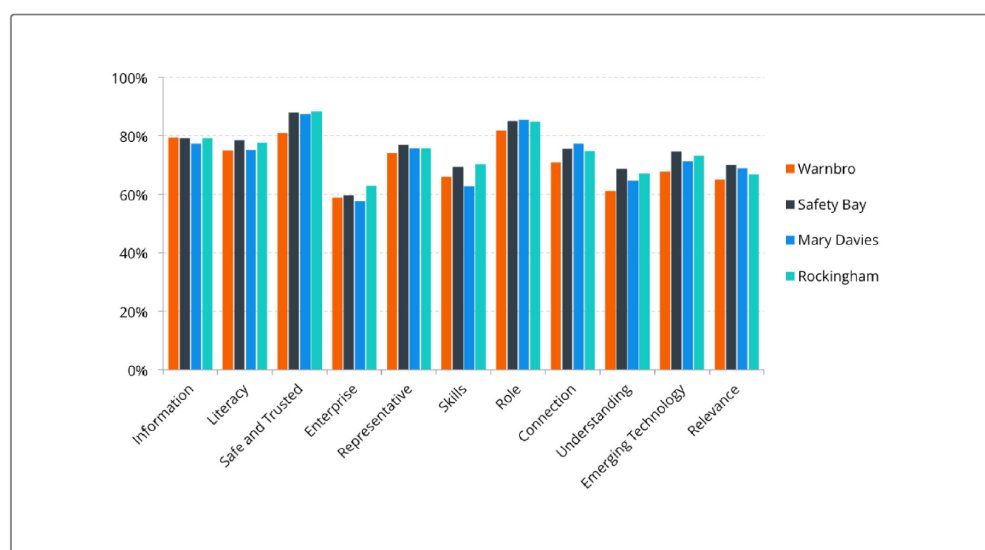
The majority of people agreed or strongly agreed with ten of the eleven dimensions, with high average scores above 80% received for seven of the eleven dimensions. The highest scores were recorded for Safe and Trusted (86%), Role (80%), and Information (79%). Enterprise received the lowest average score (60%), indicating that while some respondents agreed that the library service has helped their business or employment opportunities, 52% were neutral or disagreed with this statement.

As a whole, these scores indicate that the City of Rockingham Library is performing very well in areas which libraries are traditionally known for - a place for seeking information and meeting the needs of their communities. Conversely, the library received lower scores for emerging strategy areas, such as contributing to employment opportunities or helping people better understand the place or people where they live, which indicates that the Library Service is still finding ways to best engage their communities in these areas.

6.0

How did different branches compare?

Survey responses were filtered by the branch which respondents used most often. This allows each library to be compared and address any service gaps.



Insights:

Dimension scores were fairly consistent across the four libraries, with all dimension scores falling in a similar range. The Safety Bay and Rockingham libraries typically received the highest dimension scores, while the Warnbro Library generally scored the lowest. The largest positive difference was for Enterprise, in which the Rockingham library scored 4% higher than the other libraries on average. The largest negative difference was for Safe and Trusted, where Warnbro scored 7% lower than the other libraries on average. Warnbro also received lower scores for Connection (-5%), Understanding (-6%) and Emerging Technology (-5%), representing a challenge for the Library to build better relationships with the community.

7.0

How did people rate the importance of different dimensional aspects of a library?

Survey respondents moved a slider to indicate whether they agreed or disagreed with the custom question using a likert scale. Respondents were asked the following questions:

1. E-resources

E-resources, such as eBooks, eMagazines and eAudio, should complement physical collections.

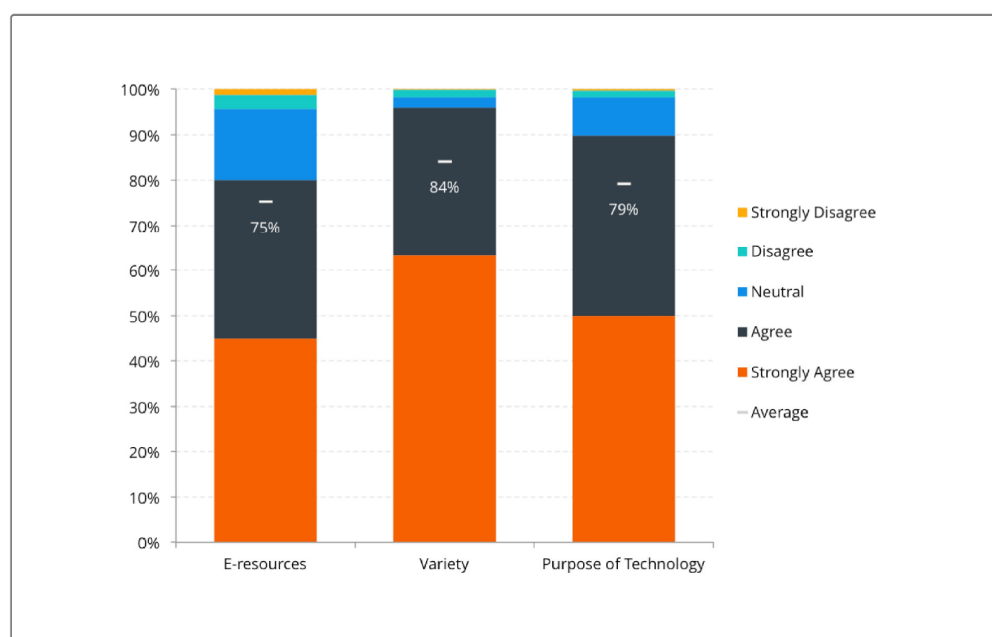
2. Variety

The library can be used for a wide variety of purposes (e.g. reading, internet, meeting space, events).

3. Purpose of Technology

Access to technology supports a fundamental library purpose, that of connecting people and knowledge.

The chart contains data for all public responses, showing the average score and the percentage of people that agreed or disagreed with each of the statements.



Insights:

The majority of people agreed or strongly agreed with the three custom questions, with high average scores above 70% received for all three and over 80% of respondents agreeing or strongly agreeing with those three associated statements. The highest score was recorded for Variation (84%), indicating that people most strongly agreed that the library can be used for a wide variety of purposes (e.g. reading, internet, meeting space, events).

E-resources received the lowest average score (75%), indicating that while many respondents agreed that E-resources, such as eBooks, eMagazines and eAudio, should complement physical collections, 20% of people were neutral or disagreed with this statement.

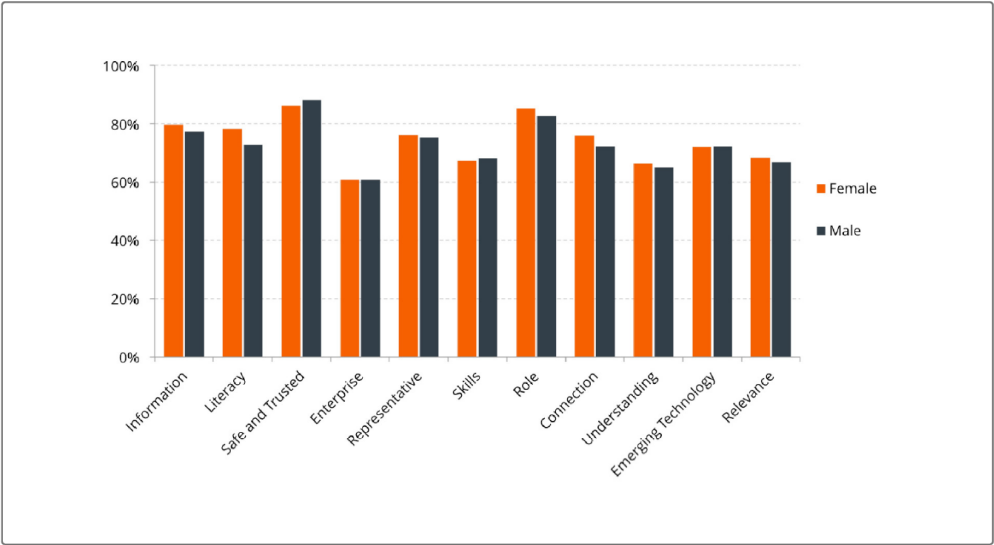
8.0

Does gender or age influence public scores?

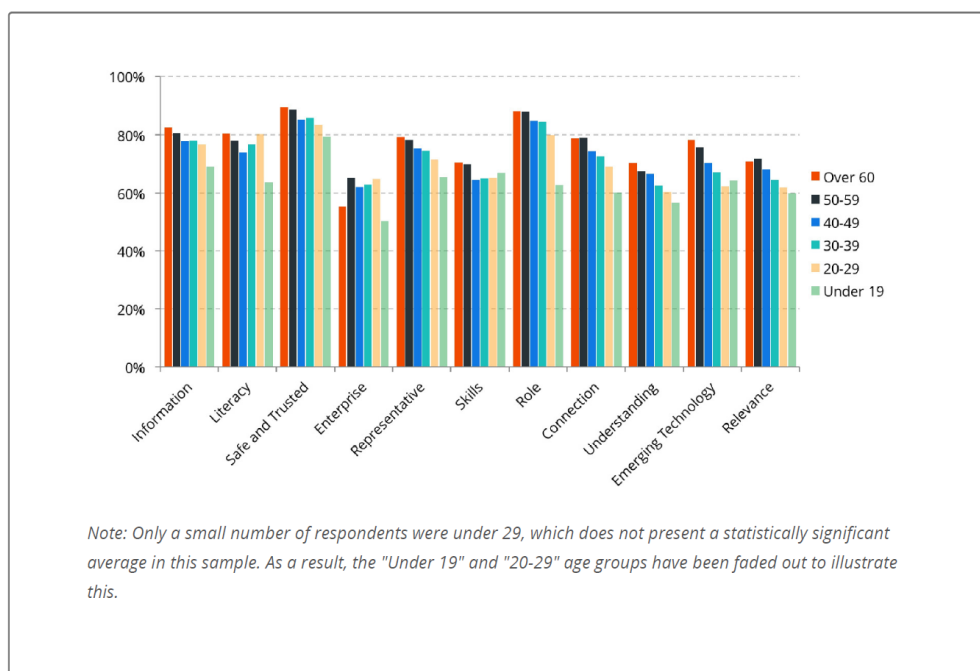
Every respondent was asked to provide their age, gender and postcode at the end of the survey. This enables scores to be filtered to understand differences in demographics.

These charts show average scores for each of the dimensions based on the gender that each respondent most closely identifies with, and based on age cohort.

AVERAGE SCORE BY GENDER



AVERAGE SCORE BY AGE

**Insights:**

Female respondents tended to score higher than males, with more positive scores for seven of the eleven dimensions. The largest gap between female and male respondents was for Literacy (5%), and Connection (4%), indicating that females felt more strongly than their male counterparts that their experience at the library has encouraged them to read more and that the library helps them feel more connected to the local community.

The experience of the library had some variation across the different age groups. Respondents under the age of 19 gave lower average scores for all dimensions except Skills and Emerging Technology in which they scored 2% higher for both dimensions than the lowest scoring age group. The low average dimension scores could be attributed to the low number of responses received for this age bracket. Across the older age brackets (40-60+) which received the majority of responses, the scores had little variation.

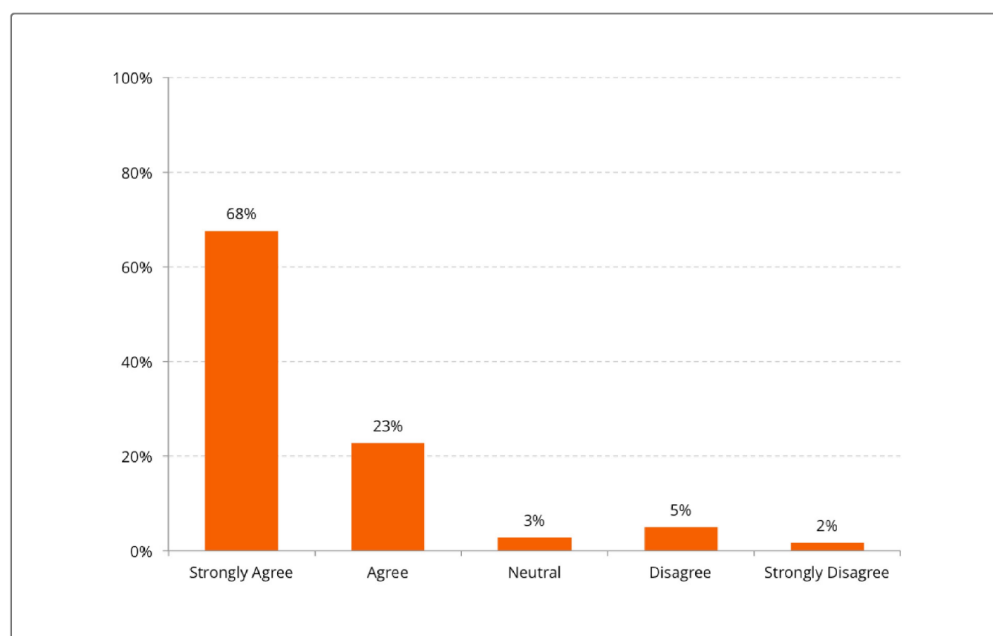
9.0

Do people have access to a City of Rockingham Library close to work or home?

While completing the survey, respondents were asked to rate whether they have access to a City of Rockingham Library by their home or work by moving the slider to indicate whether they agreed or disagreed with the statement.

This chart shows the percentage of respondents that rated the event within these five options.

I HAVE ACCESS TO A CITY OF ROCKINGHAM LIBRARY CLOSE TO WHERE I LIVE/ WORK



Insights:

91% of respondents agreed or strongly agreed that either their home or work was in close proximity to a City of Rockingham Library. Just 3% of people responded that they were neutral (equating to 30 respondents), and 7% of those surveyed disagreed or strongly disagreed. Based off this feedback, most people feel that they live by or work close to a City of Rockingham Library and therefore can conveniently visit without having to travel too far of a distance.

10.0

Comments

Each survey also contained a free text box, in which respondents were asked to share additional comments. A selection of comments is displayed here.

PUBLIC

I love that the library supports creative events

I like the fact that the library sends informative monthly emails regarding planned activities that cater for young children, elderly and the community. Great work, keep it up City of Rockingham!

The staff are always polite and welcoming, the reading selection is wide enough, and the I made use of their computers to write up my CV to apply for several jobs which was successful!

Information and events cater for a wide range of community members from early years to seniors

I use the library a lot and the staff are always very helpful. There is a huge variety of books that I enjoy and the staff can nearly always order books that they don't have on the shelves. I love using the library and am very pleased with the services provided

My family and I greatly value the services that the library provide including access to reading material, magazines and the internet. We have used it for work and recreational purposes

Warnbro gives you comic books which is good

I have young children. For me the services and events are important and well used by myself and friends. We thoroughly enjoy crafts, reading, movies and the story times and the school program

I would like to see the library stock more books from our wonderful Aussie authors

The library is connected to the community and holds regular events. It's downfall is that it needs more adventure books

Love the feel of our new library, the staff are fabulous and always there to lend a helping hand. However, I wish better dvds were available but realize it is a new library...maybe more English and Australian series should be more available and better movies

The Warnbro staff are lovely and helpful, but I'm not as comfortable coming to the library in the evening

I personally find the library hours a bit frustrating. Not being able to get to the library throughout the week, as work hours don't permit. The opening times are very limited on the weekends

The current library has too many children using the computers to watch TV series or play games on the Internet. This is very disruptive to other library users

Uni students are at a disadvantage since the changeover and not being able to book computers for longer than 30mins is not practical

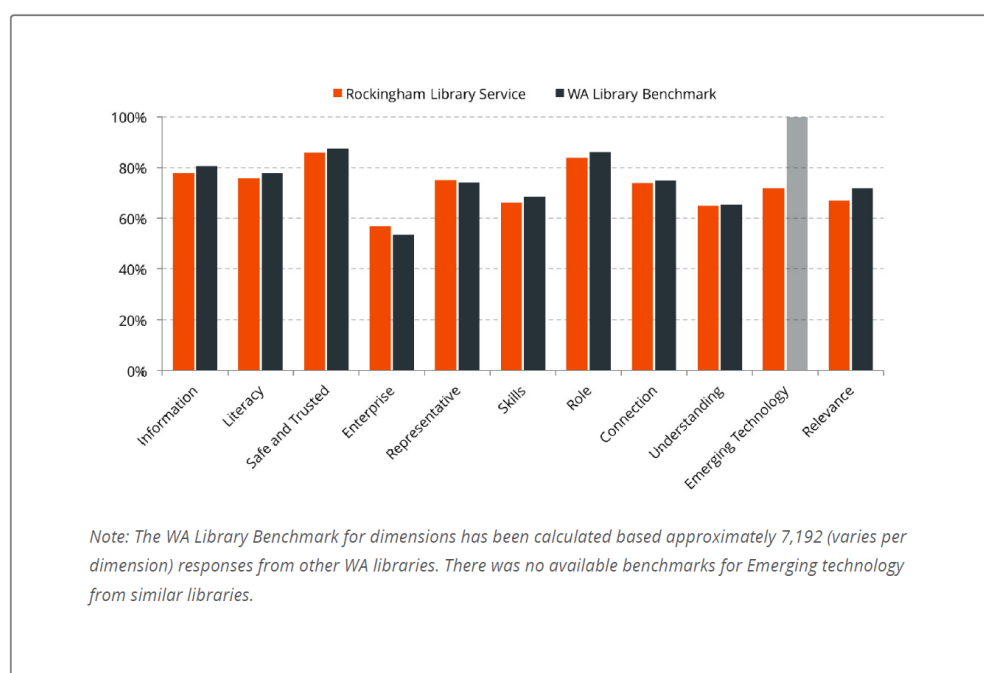
11.0

How did City of Rockingham libraries compare to others in West Australia?

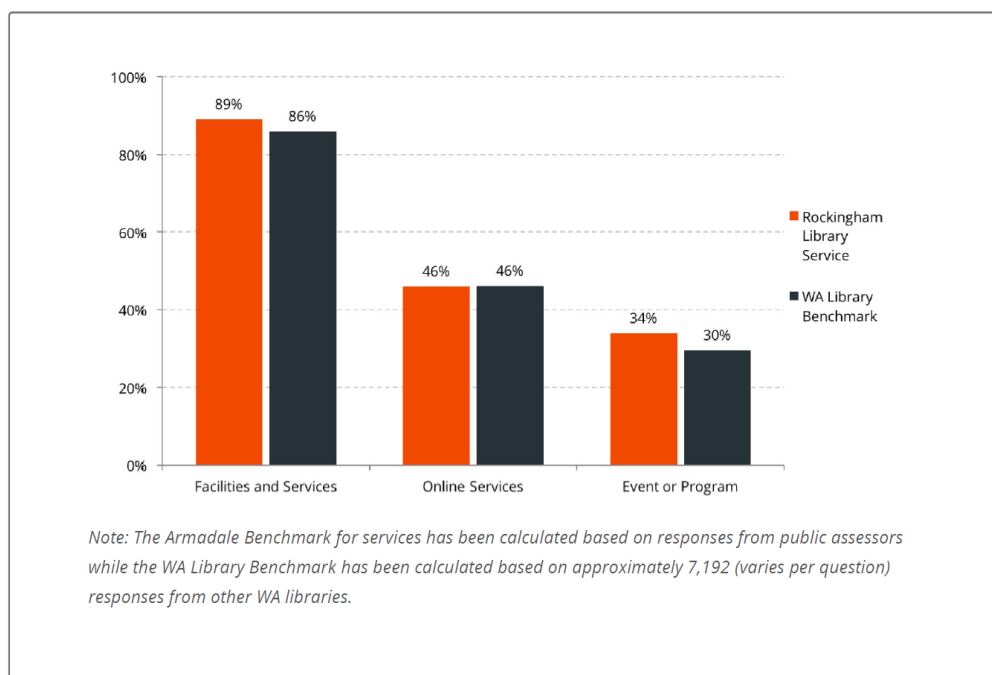
Culture Counts dimensions are standardised globally, and can therefore be used for comparisons. Culture Counts uses anonymous aggregate data to calculate relevant benchmarks so that organisations can see how they are performing relative to the sector or other key organisations.

The graphs below show the City of Rockingham libraries' dimension scores and the percentage of respondents who answered "Yes" to using particular services, and how they compare with other West Australian libraries (total of 6 other library evaluations).

WA LIBRARY DIMENSION COMPARISON



WA LIBRARY SERVICES COMPARISON

**Insights:**

The City of Rockingham Libraries scored higher or slightly higher than the average WA library for two of the eleven dimensions. High scores for Enterprise in particular show that Rockingham libraries are generally more helpful to library users in regard to their business or employment opportunities than the average WA library (+3%). All other dimension scores were very similar to the benchmark scores, showing they are performing in line with the sector for all other categories - the largest deficit being for Relevance (-5%), indicating a potential area to improve in the future.

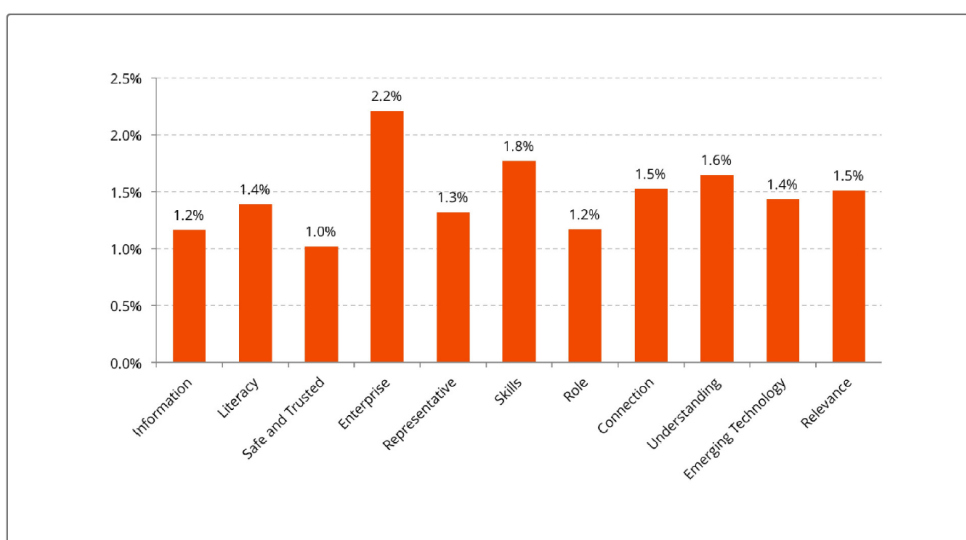
The City of Rockingham Libraries had a slightly greater percentage of respondents indicate that they had used the facilities and services more than that of online services in the past 12 months - perhaps indicating a slightly larger proportion of active library users than other libraries in WA. Furthermore, the libraries received a slightly higher rate of respondents who indicated that they had attended events at City of Rockingham Libraries over this time period as well.

12.0

Was the survey sample representative of the audience population?

The Culture Counts digital platform aims to capture survey responses via various methods at minimal marginal cost. Achieving larger samples enables organisations to be confident that the average scores and opinions of the survey group are representative of the total audience.

This chart shows the margin for error for each dimension from the sample.



Insights:

At a 95% confidence interval, the margin of error for dimensions ranged from 1.0% to 2.2%. This means that we can be 95% confident that if we surveyed the entire audience population, the average score for Information would fall within 1.2% of the sample average.

Margins of error under 5% are considered reasonable representations of the opinion of the population. Although variation in scoring was quite high, capturing over 990 responses enabled the Library to achieve a strong significant sample and an accurate representation of the City of Rockingham Libraries' membership - although more targeted sampling toward younger age groups is recommended in the future to provide greater insights into that particular demographic.