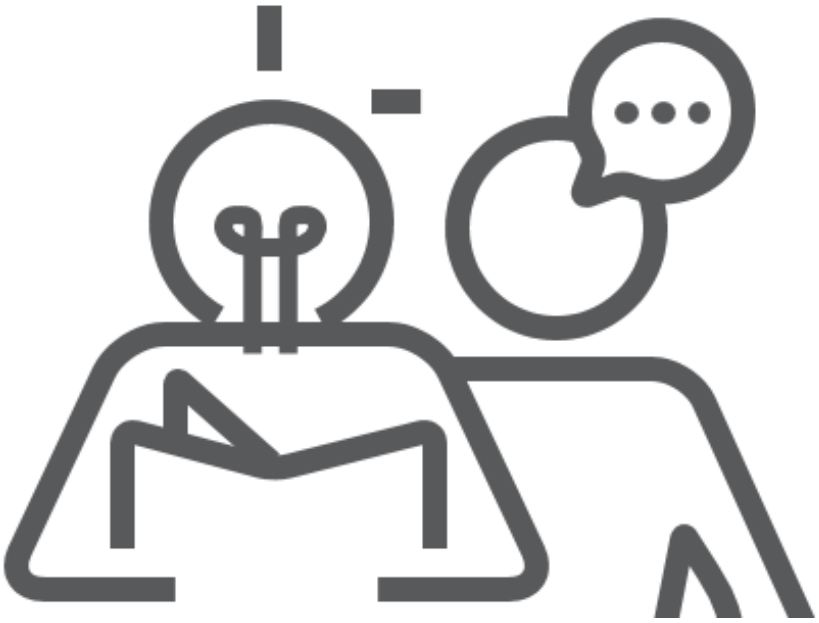
Bayside Library Services

Future Stories

Strategic Plan 2018-2022

Modern Library Services for the Bayside municipality



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Executive Summary

Introduction

Libraries have been a core local government service in Bayside since 1910. The role and community expectations of libraries in Bayside, as in other parts of the world, have been evolving over time. People still expect their libraries to lend books, but now libraries have broader roles, involving literacy, education, social connections, access to technology, and supporting economic activity.

The Library Services Strategic Plan 2018-2022 has been developed based on the recommendations brought forward in the Library Services Strategic Service Review Parts One and Two, which was conducted in 2016 and 2017 and endorsed by Council in 2016 and 2018 (See Appendix 2). Key influencers in the strategic plan align with Wellness for All Ages and Abilities Strategy 2017-2021 and the Digital Transformation Strategy 2018-2021.

Structure of the Strategy

The Library Services Strategic Plan is divided into four strategic goals with clear objectives for each goal. Three of the four goals were identified in the Library Services Strategic Service Review with the view of providing greater clarity over the current and future direction of the library service, and more effectively communicating the library's purpose and role to the community. The fourth goal 'Customer First' recognises the customer service provision of the library service and aligns with Council's objective to ensure customers are at the centre of how we design and deliver our services.

Purpose

The purpose of the Library Services Strategic Plan 2018-2022 is to ensure that Council delivers the highest public value through the delivery of library programs, services and infrastructure that will meet community needs now and into the future.

Scope

The strategic plan incorporates a program of improvements resulting from the Strategic Library Services Review Parts One and Two (which were noted by Council at the July 2016 and February 2018 Council meetings. Council resolved a number of the recommendations in relation to infrastructure).

The remaining actions have been identified through alignment with cross organisational strategies such as the Wellness for All Ages and Abilities Strategy and the Digital Transformation Strategy.

The recommended actions promote the ongoing provision and improvement to infrastructure, customer experience and community programs.

Key principles

The key principles that underpin this plan are;

1. 24/7 access for library members
2. A place to gather, work, live and play
3. Seamless user experiences
4. Opportunities for learning
5. Increasing literacy
6. Digital inclusion

Key issues and findings

Service Review

The key issues and findings that resulted from the Strategic Service Reviews were;

- The library service is important to the Bayside community with high levels of community satisfaction.
- Bayside libraries provide a comparatively low cost service delivering value for money.
- Users want more space for ‘activities that encourage children to read and learn’.
- Users of the Brighton, Hampton and Sandringham branches want more areas to read, study and work quietly.
- The location of Bayside’s libraries does not provide easy access to all residents.
- Taking books out to the community and reading programs for children are high priorities for library services.
- Increased outreach services would provide a highly accessible entry to language and learning programs for disadvantaged families.

Vision statement

Vision: *Enriching the community*

Purpose: The library service provides access to information, resources, programs and spaces for all ages to learn, imagine, create and connect; contributing to a sense of belonging, enriched social life, wellbeing and liveability in Bayside.

Strategic goals and objectives

Strategic goal one: Supporting Lifelong Learning and Enhancing Literacy

We will provide resources and programs that promote, engage and support learning and literacy to people of all ages and abilities within the community.

1.1 Develop an approach to support literacy and learning within the community

1.2 Ensure programs and collections are right for our community.

Strategic goal two: Providing access to information

We will provide modern library facilities and services that meet the needs of the community.

2.1 Ensure Infrastructure supports service delivery.

2.2 Provide systems that support access and service delivery.

2.3 Ensure that programs and services are promoted to the community.

Strategic goal three: Strengthening Community Connection

We will promote and support the health and wellbeing of our community through increasing opportunities for social connectivity.

3.1 Support opportunities that build social networks and community connections.

3.2 Improve access to affordable, appropriate and inclusive services.

3.3 Develop approaches to encourage community volunteering, including opportunities to reward and recognise community leaders and volunteers.

Strategic Goal four: Customer First

We will put our customers first in the design and delivery of our services.

4.1 Develop an approach that ensures customers are a central consideration in decision making and policy development.

4.2 Adopt existing organisational methodologies for service design that incorporates the appropriate tools to improve end to end service delivery.

4.3 Provide workforce and resources that meet service level requirements

4.4 Assess and develop staff competencies to meet customer needs.

4.5 Measure customer satisfaction to improve service delivery

Action Plan

Goal one – Supporting Lifelong Learning and Enhancing Literacy: *We will provide resources and programs that promote, engage and support learning and literacy to people of all ages within the community.*							
1.1 Develop an approach to support literacy and learning within the community 1.2 Ensure programs and collections are right for our community							
	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance indicator
Develop an approach to support literacy and learning within the community	1.	Develop a plan to support lifelong learning and enhance literacy	Year 1		Consultant	Services and programs are aligned with the needs of the community	Plan is completed by June 2019
Develop an approach to support literacy and learning within the community	2.	Deliver actions from the Literacy and Learning Plan	Years 2-4		Internal resources	Programs promote and increase learning and literacy within the municipality.	70% of those surveyed feel more confident using computers and the internet 70% of those surveyed plan to spend more time reading to their child

	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance indicator
Ensure programs and collections are right for our community	3.	Review and benchmark each program type and attendance to ensure they meet community needs and industry standards	Year 2		Internal resources	The Programs delivered are relevant and the needs for lifelong learning	Attendance at each program at a minimum 80% of capacity
	4.	Benchmark adequacy of collection resourcing to ensure collection meets community needs and industry standards	Year 3		Internal resources	Collections are relevant and meet community needs	A stock turnover rate of 5.6+ or above.
	5.	Ensure print and digital collections continuously updated and refreshed.	Year 1-5		Internal resources		Percentage of collection that is less than 5 years old 65%

Goal two – Providing access to information: *We will provide modern library facilities and services that meet the needs of the community.*							
2.1 Provide Infrastructure that supports service delivery 2.2 Provide systems that support access and service delivery 2.3 Ensure that programs and services are promoted to the community.							
	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance Indicator
Provide Infrastructure that supports service delivery	1.	Brighton Library - Upgrade toilet facilities to improve public amenity	Year 1	To be determined	External	Improved facilities for Brighton library patrons.	Maintain or improve current satisfaction with library services (Score 8.78)
Provide Infrastructure that supports service delivery	2.	Sandringham Library – Redevelop library to increase floor space and improve the amenity	Year 1-2	$3.88m capital	External	Improved facilities that meet the needs of Sandringham library patrons	
Provide Infrastructure that supports service delivery	3.	Hampton Library - Present options for a library service in Hampton to the community	Year 3-4	To be determined	External	Improved facilities that meet the needs of Hampton library patrons	
Provide Infrastructure that supports service delivery	4.	Develop a Business Case for a library At the CSIRO site to satisfy the demand for library services.	Year 2	$7m capital $900K operating per annum	External	Increased outreach to Highett residents to access Bayside library services	

	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance indicator
Provide systems that support access and service delivery	5.	Review and assess options for the Library Management System and undertake tender process	Year 1-2		Internal resources	Increased capacity for Bayside library customers to interact and self-serve via digital channels	Library Management System renewed by September 2020

Goal three – Strengthening Community Connection: *We will promote and support the health and wellbeing of our community through increasing opportunities for social connectivity.*							
3.1 Support opportunities that build social networks and community connections 3.2 Improve access to affordable, appropriate and inclusive services 3.3 Develop approaches to encourage community volunteering, including opportunities to reward and recognise community leaders and volunteers 3.4 Ensure that programs and services are promoted to the community 3.5 Raise awareness of the work and value of public libraries in Victoria							
	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance Indicator
Improve access to affordable, appropriate and inclusive services	1.	Review Library late fees and charges to ensure fines do not impact adversely on marginalised community members and run a trial to assess the value of fines in the return of materials	Year 1-2		Internal resources		Maintain or improve current satisfaction with library services (Score 8.78)
Ensure that programs and services are promoted to the community	2.	Implement actions from the Bayside Library Marketing Plan	Year 1-4		Internal resources	Increased usage by identified non-users i.e. Men age 55+	Membership 45% Visits 630,000 Attendance at each program at 80% of capacity

	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance indicator
Raise awareness of the work and value of public libraries in Victoria	3.	Participate in the State-wide Public Libraries Advocacy Campaign “Libraries Change Lives” by incorporating actions from the campaign into Library Marketing and Promotions	Year 1-2		Internal resources	A set of testimonials and stories developed about the library service that capture the “Libraries Change Lives” theme.	Twenty stories shared on social media
Develop approaches to encourage community volunteering, including opportunities to reward and recognise community leaders and volunteers	4.	Provide opportunities for volunteers to attend technology training, dementia training and other training relevant to their role	Year 1-2		Internal resources	Volunteers feel valued and supported	Number of volunteers maintained or improved

Goal four – Customer First: *We will put our customers first in the design and delivery of our services.*							
4.1 Develop an approach that ensures customers are a central consideration in decision making and policy development 4.2 Adopt existing organisational methodologies for service design that incorporates the appropriate tools to improve end to end service delivery. 4.3 Ensure workforce and resources meet service level requirements 4.4 Assess and develop staff competencies to meet customer needs 4.5 Measure customer satisfaction to improve service delivery							
Customer First	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance Indicator
Assess and develop staff competencies to meet customer needs	1.	Adopt corporate Human Centred Design (HCD) methodologies and provide training for all relevant library staff	Year 1	$12,000	External and internal resources	Training delivered by March 2019	All staff trained
Develop an approach that ensures customers are a central consideration in decision making and policy development	2.	Take a customer centred approach to designing the touchpoints in the development of Sandringham Library.	Year 1	$15,000	External	Customer co-design the various touchpoints at the library to optimise on the customer experience.	Consultation completed and results used in the design of the library spaces.

Customer First	Action Item No	Action/s	Time frame	Costs	Resourcing	Deliverable	Performance Indicator
Adopt existing organisational methodologies for service design that incorporates the appropriate tools to improve end to end service delivery.	3.	Conduct pilot service design sprints at each branch.	Year 2		Internal resources	One trial project to be implemented at each branch by December 2019	Trail projects completed
Ensure workforce and resources meet service level requirements	4.	Develop and implement actions arising from Staff Engagement Survey results	Year 2		Internal resources	Increase in staff engagement	Maintain or increase Staff Engagement score of 60%
Ensure workforce and resources meet service level requirements	5.	Review staff structure and resourcing needed to deliver services to the community	Year 3	Potential change to operating to be determined		Improved services and programs that address community needs	Maintain or improve current satisfaction with library services (Score 8.78)
Measure customer satisfaction to improve service delivery	6.	Develop a set of outcome measures and reporting mechanisms to ensure services continue to meet the needs of the community.	Years1-4			Relevant measures for Library Service developed	300 surveys completed per annum

Council's Better Place Strategic Planning Framework

The Library Services Strategic Plan addresses the People, Service and Efficiency principles within the Organisation Strategy and is aligned with goals within the Council Plan.

Better Place Strategic Framework

KRA 1 Service

We deliver services and advocacy based on the needs and expectations of the Bayside community and its stakeholders.

KRA 2 Efficiency

We are financially sustainable and accountable organisation that demonstrates how it maximises public value

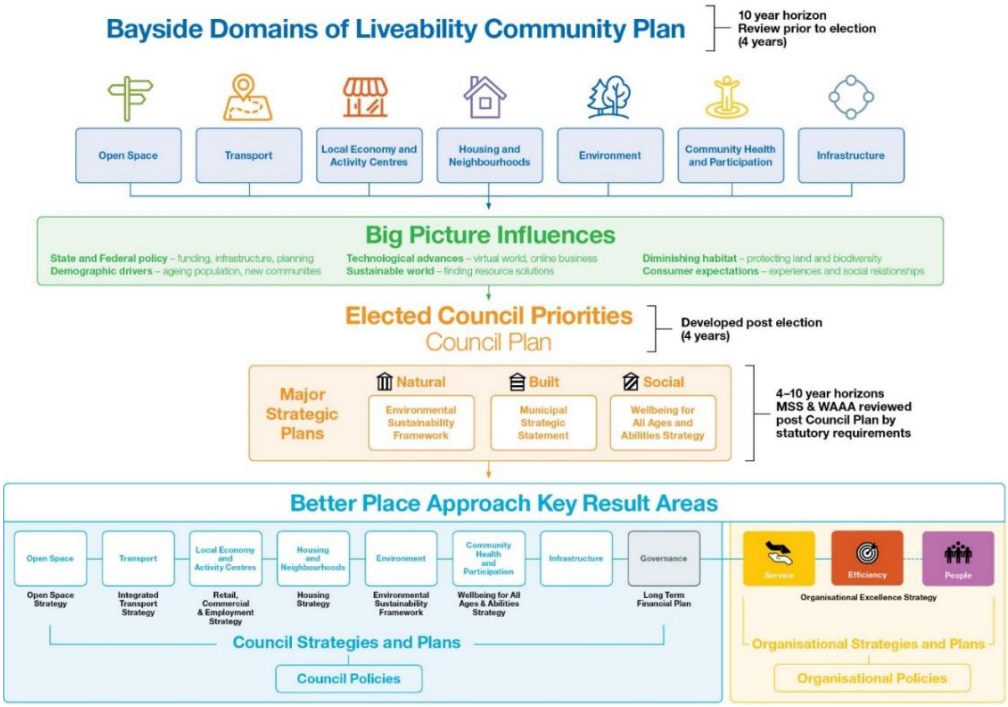
KRA 3 People

We have a great place to work with an engaged and skilled workforce.

Council Plan

Goal one – Infrastructure: Council will work together with the Bayside community to plan and deliver community infrastructure that responds to the changing needs of the Bayside community.

Goal seven – Community health and participation: Bayside's community will be supported and engaged to live an active and healthy lifestyle regardless of age, geographical location, personal circumstance or physical ability.



Vision statement

Vision: Enriching our community

Purpose: The library service provides access to information, resources, programs and spaces for all ages to learn, imagine, create and connect; contributing to a sense of belonging, enriched social life, wellbeing and liveability in Bayside.

Goals and strategic objectives

Four strategic goals were developed during the Library Services Strategic Review. These goals were identified with the view of providing greater clarity over the current and future direction of the library service, and more effectively communicating the library's purpose and role to the community. Upon review Supporting Lifelong Learning and Enhancing Literacy have been combined due to similarity in objective and actions.

With the recent review of Council's Customer Experience Policy and development of the Digital Transformation Strategy, the strategic goal of Customer First has been included to ensure library services is continuously improving the experience of our customers.

1. **Supporting Lifelong Learning and Enhancing Literacy:** We will provide resources and programs that promote, engage and support learning and literacy to people of all ages within the community.

2. **Providing Access to Information:** We will provide modern library facilities and services that meet the needs of the community.

3. **Strengthening Community Connection:** We will promote and support the health and wellbeing of our community through increasing opportunities for social connectivity.

4. **Customer First:** We will provide services that put our customers first.

Key issues and findings

Public Consultation

Extensive consultation undertaken as part of the strategic service review and during the development of the Bayside Community Plan affirmed that the library service is important to the Bayside community with high levels of community satisfaction.

Benchmarking data confirmed that Bayside libraries provide a comparatively low cost service delivering value for money. For a relatively small metropolitan library service unable to realise the economies of scale of larger municipalities and Regional Library Corporations, the Bayside Library Service is performing consistently well both within the benchmark group and State-wide across all but a few key indicators.

Key Issues

The key issues discovered through the consultation and benchmarking processes were;

1. Bayside libraries are not accessible across the municipality

The location of Bayside's libraries does not provide easy access to all residents. In particular the eastern suburbs of Highett, Hampton East and Cheltenham are not well served. There are major new residential developments under construction and planned in Hampton East/ Moorabbin and Highett and Council have identified the opportunities to locate a new library in association with the CSIRO site in Highett.

2. Provision of spaces in branch libraries could be improved

Users of every branch identified there should be more space for 'activities that encourage children to read and learn'. The majority of users of the Brighton, Hampton and Sandringham branches wanted more areas to read, study and work quietly.

3. Outreach services need to be increased

The community identified 'taking books out to the people' and 'reading programs for children' as high priorities for library services. Increased outreach services would provide a highly accessible entry to language and learning programs for disadvantaged families.

4. Increased focus on literacy required

While the library service generally performs well in delivering programs and services across the lifelong learning, information services and community connection areas, services across the complex literacy spectrum are not as well developed as other leading public library services in Melbourne.

Although educational attainment within Bayside is above the Melbourne metropolitan average, there appear to be substantial pockets where relatively low levels of print literacy exists across all ages, while digital literacy continues to be challenging particularly across the aging community.

Findings

Public Value

As a part of the strategic service review process it was considered that the Bayside Library Service can deliver public value by;

- Enriching the lives of individuals within the Bayside Community by presenting an equal opportunity for social inclusion and engagement, and by developing and fostering reading and literacy skills for people of all ages.
- Delivering access to, and leadership in, information provision and technological advancements whilst adapting to changing societal demands.
- Nurturing community identity by preserving local history and offering a centrepiece at the heart of the community that shapes our public realm and maximises our shared value whilst simultaneously connecting individuals to the wider world.

The Bayside library experience

The community have provided feedback in relation to what they expect from the library service which is highlighted in the below infographic. The feedback is an opportunity to shape how library infrastructure, programs and service are designed in the future.

Infrastructure
The physical space is an important component for library visitors who have expressed the need for infrastructure that is inviting, light filled, sustainable, contemporary and reflects a sense of community. There is high demand for group work and study places.

Programs
The community support a diverse range of programs being available from the library inclusive of interactive programs that support social connectivity. Resources were highlighted as important in relation to the provision of computers and internet for those learning and working within the library space. Social connectivity through digital literacy also presents an opportunity for the libraries for future programs.

Service
As customer expectations shift with the advancement of digital channels, the community expressed a preference for 24/7 access to library services. This highlights the alignment with the Digital Transformation Strategy that aims to ensure our customers can access any of our services from whatever channel they choose at any time.

Recommendations

The key recommendations from the Strategic Library Services Review and from aligning with the relevant organisational strategies are;

- That library service use is raised by introduction of a promotional campaign targeted at current users and non-users to increase awareness of the benefits of library services.
- That a review of library programs be undertaken with the identified benchmark partner libraries.
- That a review be conducted into:

    - The adequacy of collection resourcing, utilising most recent data from the benchmark group to provide a comparative context, and
    - The size of the current collection with regard to the benchmark group and the level of annual collection discards.
- That outcome measures be established based on the recommendations of the Standards, Guidelines and Outcome Measures for Australian Public Libraries published by the Australian Library and Information Association.
- That Council re-focusing the library's strategic direction around the four themes of Supporting Lifelong Learning and Enhancing Literacy, Providing Access to Information, Strengthening Community Connection, and Customer First
- That the Library Service develops a Bayside Library Literacy and Learning Plan. The plan would identify the current and future print and digital needs of the Bayside community and would recommend programs and services and staff and other resources to be delivered to various age groups and segments as part of a prioritised, phased program of implementation.
- That a minor restructure of the library team is developed in order to align library leadership positions and relevant staff teams with recommended library strategic objectives.
- That the library service adopts and implements Human Centred Design methodologies.
- That the library services develops programs and services that put our customers first.
- The library service disseminates information on services and programs for Council departments.
- Enhances the library Volunteer program.
- Expansion of the Sandringham Library floor space, either through expanding in the space currently occupied by the Sandringham Historical Society and Seniors Centre or through adding a first floor
- It is recommended that, following expansion of the Sandringham Library that a delivery point in a central location in Hampton should be explored
- It is recommended that potential partnership opportunities and service models are explored with Kingston for library service provision to service residents in Highett, Hampton East and Cheltenham.
- That Council investigate opportunities and funding options for a new library site associated with residential developments in Highett and Hampton East/Moorabbin.
- That council increase outreach programs in Highett and Hampton East with a focus on developing children's literacy.

Methodology

Strategic Service Review

The Bayside Service Review process has been the determinate methodology used to develop the recommendations and actions, The purpose of service reviews is to systematically evaluate and analyse services to ensure that Council is delivering the right services, in the most effective and efficient way and at the right price. Further recommendations come from the recent organisational strategies Wellness for All Ages and Abilities and Digital Transformation.

Key drivers

The key drivers for the review of library services were to:

- Identify the purpose and role of the library service as it relates to community well-being, lifelong learning and social connectedness.
- Identify a service model that provides equitable access for residents and enhances the liveability of Bayside within a culture of continuous improvement.
- Consider the nature of Bayside's library services and capacity to meet current and future needs of the community. Specifically:
    - Delivery locations / options
    - Strategic partnership / alliance opportunities
    - Service offerings and options for delivery
- An objective review of the library service conducted by staff across the organisation.

Review process

The review and the process involved:

- Examining the findings of previous reports and studies of Bayside library services including the Library Services study 2015 prepared by K2 Planning.
- Reviewing state, national and international studies of library service provision and trends.
- Consulting with 984 community members, both users and non-users, via a survey.
- Consulting with 632 library users through on-site survey interviews.
- Compiling information on assets, finances and personnel.
- Compiling feedback from the Customer Request Management System (CRMS).
- Benchmarking with other Councils.
- Site visits by the review team.

Service review report structure

The library service review reported in two stages:

Stage 1: Library infrastructure

This stage focused on the location of library services and the infrastructure required for delivery to meet the current and future needs of the Bayside community.

Stage 2: Library programs and services

This stage examined operational issues regarding the service offer, particularly specific programing and services offered at each location. Extensive community consultation and feedback gathered through the review informed this stage.

The combined information and recommendations from the Service Review Parts One and Two were presented to Council in February 2018 as the Library Futures Paper.

Background

Previous strategies

Since 2007 the library service has undergone a number of strategies, reviews, and reports.

Outlined is a summary of these.

Bayside Library Service: Future Stories 2007-2011 - The Library strategy, endorsed by Council in 2007, recommended the expansion of book clubs, more children's programs, more technology training and providing outreach programs to areas of the municipality in which library services were not near-by.

Library Arts and Culture Strategy 2012-2017 - This strategy and action plan was endorsed by Council in 2012. The strategy recommended that the library maintain its traditional role of lending books while building on programs to enhance digital literacy, showcase new and emerging technologies and continue to expand outreach programs.

Hampton Hub - The idea for the library to locate to a Hub model in Willis Street has been explored a number of times since 2007.

In 2007 a project was undertaken by Root Projects to determine the feasibility of a Community Hub in Willis Street Hampton incorporating the library, the community centre, the seniors centre and maternal & child health centre, with some of the funding to come from selling the sites that were no longer required. The report was presented to Council but was not progressed.

In 2013 the Hampton Willis Street Precinct Urban Design Framework was confirmed by Council as its preferred urban development vision. In addition to the built form and planning guidance provided by Council's Hampton UDF, it identifies a number of strategic opportunities within the Precinct that can deliver long term community benefit. Commercial feasibility studies had been undertaken to explore the strategic options for Council in establishing and funding a new Community Hub facility, however Council resolved in 2014 not to progress such work in the short term.

Council has a comprehensive strategic framework for planning for land use and development in the Hampton Major Activity Centre (MAC). An action from the review of the Hampton Major Activity Centre Structure Plan Review in 2015 is to prepare an approach to managing community infrastructure and public land in the area. At its 19 June 2018 Ordinary Meeting, Council considered its approach to implementing the actions from the Structure Plan Review and resolved to undertake this work in the 2019/20 financial year.

When considering the Social Needs Assessment to inform a future Hampton Hub project at its 21 August 2018 Ordinary Meeting, Council resolved to bring this forward and commence a master plan to guide the future development of Council owned property within the MAC and to facilitate an integrated approach to identify a suitable site that meets community needs for a future hub. A detailed community engagement plan will be prepared to inform how the community and stakeholders are involved in the project.

Bayside Library Services Study - 2015 - The Bayside Library Services Study undertaken by K2 Planning in 2015 provided the following recommendations which went on to inform the Library Services Review:

1. The following principles should inform future planning for library services at Bayside:
    - Walking distance from public transport which is typically 400–500 metres with minimal gradient;
    - Main street or shopping area location;
    - Highly visible location particularly from the shopping area;
    - Street frontage with library on ground floor and not hidden from the road by trees or another building
2. Bayside library services should continue to be delivered through expanded library facilities.
3. Bayside Library Services should continue to develop a Library Plan that clarifies the following for each branch library:
    - Community role
    - Vision
    - Strategies and Actions to achieve Vision.

Library Industry Trends

The library service has multiple reference points for research and benchmarking that influence strategic decisions in the future of the service. These reference points include the Australian Library and Information Association (ALIA) and Victorian Public Libraries.

Some of the research coming out of these organisations include;

The Future of the Book

Books in print format are still very important and are still the library's core business. The future of print is changing but for the foreseeable future print will remain the dominant format for recreational reading. The latest data on the reading habits of Australians comes from the Australia Council.

In 2015 the Australian Library and Information Association (ALIA) produced a strategic document on the future of print material called "80:20 by 2020". This prediction was based on the slowdown of eBook sales, as reported by the booksellers and other agencies, and a levelling out in the market to around 20%- 30% of sales.

80:20 by 2020

"In November 2013, ebooks were, metaphorically speaking, flying out of the door and we made a bold statement that 'library print and ebook collections will establish a 50:50 equilibrium by 2020 and that this balance will be maintained through to 2040, when the last print-only generation hits 50'. In less than two years, the initial ebook sales boom has settled and the book industry is predicting the ebook phenomenon will plateau at around 20-30% of books sales, with print books remaining the dominant format."

Unlike academic institutions, where digital content is becoming more dominant, the public libraries lending collections primarily consist of popular non-fiction, popular fiction and children's fiction and picture books, which customers prefer in print. It is predicted these items will continue to be more popular in print than digital format for the general population. Anecdotally it is noted that even the digital natives still prefer to read a book in print when reading for pleasure and picture books are one of the libraries biggest 'sellers'.

The Victorian Public Libraries 2030 Strategic Plan

Framework (VPL 2030) suggests two possible models of library services that will meet changing community needs and expectations:

Creative Library - Offering a suite of products, services and programs for creative development, expression, skills development and collaboration.

Community Library - Providing more active learning opportunities including classes, workshops and training for lifelong learning and social connection.

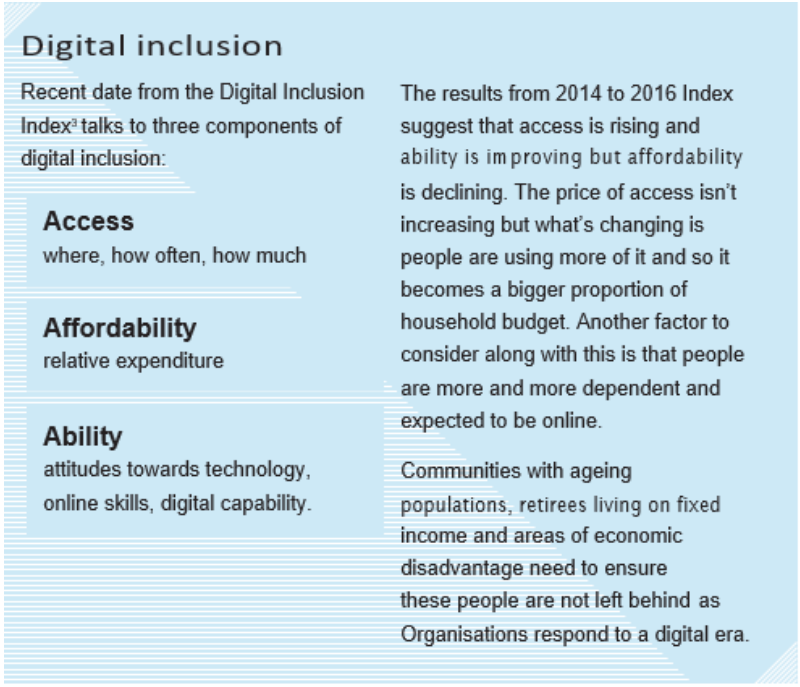
These emerging models of library services respond to changing social trends including:

- Increased numbers of people working from home and working part time.
- An older population with high levels of participation in voluntary activities and adult learning.
- Technological changes resulting in increased use of e-resources.
- Growth in creative industries.
- An increase in community expectations for 'third spaces' that are separate from work or home.

The VPL 2030 also notes that library staff numbers will be greater in the future due to the additional programs and services on offer, which will create a strong need for people management and coordination. With increased self service activities the role of the librarian is increasingly one of facilitator and educator and a linking person between resources and the community, as opposed to policing the library or finding/checking out books.

A key role for public libraries is to bridge the digital divide between those who have access, and those who do not, to a rapidly increasing digital world. A proactive, targeted approach to the digitally disadvantaged seems warranted. Referencing the Digital Transformation Strategy in the development of Strategies ensure a whole of Council approach.

Ensuring digital inclusion is an important pathway to promoting lifelong learning, community skills development and sustaining social cohesion.



Australian Public Library Standards, Guidelines and Outcome Measures

The 2016 Australian public library standards, guidelines and outcome measures document describes six key outcomes from the work of libraries. The six outcomes promote more than just traditional measures such as the number of loans or visits. These individual and community outcomes result from libraries helping people to improve their knowledge and skills or change attitudes and behaviours.

1. **Literacy and lifelong learning -** For a long time public libraries have played a valuable role in helping children to learn to read through Story Time programs and children's collections. While this continues to be a cornerstone of library programming, libraries also offer programs and resources to support adult literacy and digital literacy. Collections, programs and facilities enable and encourage people of all ages and interests to pursue formal and informal study and lifelong learning.

2. **Stronger and more creative communities -** Public libraries strengthen communities and build social capital by providing an inclusive forum and support for expression of creativity and cultural identity. They preserve the past, celebrate the present and embrace the future by ensuring free and equitable access for all people, collecting and promoting local cultural content, and celebrating diversity and promoting tolerance.

3. **Digital inclusion** Technology access is becoming a prerequisite for effective participation in society. Today, the only way to access some information, government and business services is through the internet. Libraries play an important role in supporting digital inclusion and providing a safety net across the digital divide.

Libraries provide free access to computers and the internet, technical support to computer users, and training to people with low levels of digital literacy.

4. **Informed and connected citizenship -** Many people come to their neighbourhood library to connect with one another and find out what is happening in their community. The library is becoming the new 'town square', a non-commercial place in a busy central location close to or integrated with other community facilities, education and cultural organisations.

5. **Personal development and wellbeing.** Everyone is welcome to use the library as they choose, be this reading for pleasure, meeting friends and people with common interests, accessing everyday information, accessing information that supports health and wellness, managing personal finances or being somewhere safe where there are other people.

6. **Economic and workforce development -** Public libraries support economic and workforce development by providing access to the internet to allow people to search and apply for jobs online and access to computers to allow people to write job applications. Libraries are increasingly providing spaces where start-ups and small businesses can work, research, communicate and collaborate with customers and business partners.

Public Libraries and the United Nations Sustainable Development Goals

Other influences come from an international perspective and public libraries are at the forefront of delivering on the UN Sustainable Development Goals. (See Appendix 3)

Key stakeholders

Internal Stakeholders	**Involvement**
Council and Executive Team	Endorses strategic direction
Council departments	Collaboration with departments such as Family Services, Aged and Disability and Customer Experience/Digital to deliver programs. Use the library to disseminate information to the community
Council staff	Library services provided to council staff along with dedicated corporate librarian
External Stakeholders	**Involvement**
Customers of the library service Library members and users, Community groups, visitors, students, home based businesses, technology users, house bound, CALD communities, Social housing	Uses the Physical space – a place to be, non-commercial space to meet, Study space, Quiet spaces, program spaces Books and other library materials that meet diverse community needs

residents, studiers, children, parents, readers, information seekers, participators in democracy, virtual users, retires, low-cost/no cost event attendees, literature lovers, technology trainees.	Connection within the community, access to a service that they are unable to visit in person, participation in a cultural life Low or no cost availability of the internet, PCs, Printing, scanning and copying facilities, Low or no cost entertainment - Wide range of programs Programs aligned with their interests, programs delivered at times they can attend, Low/no cost programs Capability development - digital literacy skills, keeping up with new and emerging technology Access to comprehensive collections aligned to their interests, access to digital collections, and no cost for access to reading materials in many formats. Local and council information Low or no cost entertainment - Wide range of programs, programs aligned with their interests, programs delivered at times they can attend, low/no cost programs
Suppliers	Work with suppliers to ensure that products and services acquired met the needs of the community
State Government	Funding provider
State Library	Partner with public libraries to deliver project of benefits to all libraries across the state
Public Libraries Victoria Network	Advocates for public libraries and provides opportunities for libraries to work together

Demographics

Bayside City Council serves over 100,000 residents. The population is characterised by a rapidly ageing, older population with particularly high numbers of people aged 85 and over.

The Bayside Library Services Study conducted by K2 Planning in 2015. The study identified a range of significant social trends evident across Bayside contributing to increased demand for library services including;

An ageing population

- Population forecasts anticipate a 59.9% increase in the proportion of the Bayside population that is aged 70 – 84 years by 2030.
- An older population is most evident in the southern areas of the municipality particularly in Black Rock and Beaumaris.
- Elderly people, and isolated elderly in particular, contribute significantly to demand for a range of library services including computer training programs and social connection events and programs.

A homebased workforce

- Increasing numbers of home, and part time, workers.

- Significant numbers of people work from home in Brighton, Brighton East, Beaumaris and Hampton.
- Recent research shows that home workers and people working part time, are increasingly looking for access to library services such as meeting rooms, reading spaces, quite work areas and access to e-resources and information.

A changing housing profile

- While Bayside residents mainly live in separate dwellings, the proportion of dwellings that are high density in Bayside has increased from 1.9% in 2006 to 3.1% in 2011.
- A further 29.1% of dwellings in 2011 were medium density dwellings.
- It has been noted that increased housing densities contribute to increased demand for library services such as study and reading areas.

Increasing social isolation in pockets across Bayside

- There are significant pockets of socio-economic disadvantage particularly around Hampton and surrounding localities.
- Significant proportions of the Bayside community live on low incomes with 32.9% earning less than $600 per week in 2011.
- The trend towards an increasing number of smaller households.

Transport

- Public transport may not provide adequate access for all members of the Bayside community. In particular, the increasing aging of the Bayside population, will lead to changing levels of mobility. Older years residents are currently located across Bayside and particularly in the south of the municipality. This location may contribute to the high level of Beaumaris and Black Rock residents using Sandringham, rather than the Brighton library.
- Lower incomes also restrict access to public transport. Significant proportions of residents of Hampton East and Highett are low income households with limited disposable incomes to spend on transport. It should also be noted that the current location of the Hampton library is beyond the 400 metre catchment from the areas of Hampton East and Highett which have high proportions of low income residents. This distance is not considered a walkable distance.

Legislative and policy and context

Legislation and funding

There is no legislation requiring Council to run a library service; however the State Government provides grant funding to assist councils with running library services with the grant tied to meeting conditions as defined in the funding agreement. This grant funding currently constitutes around 17% of the costs of running the service and in 2017/18 was $630,000.

In addition the State Government provides an additional grant to library services to purchase books for the Premiers' Reading Challenge (PRC) and access to the Living Libraries Infrastructure Fund (LLIF) grant funding for library renovation and infrastructure programs. Council received $15,800 for the PRC, and $315,000 for LLIF to undertake renovation works at Brighton Library in 2017/18 and $700,000 in 2018/19 for the redevelopment of Sandringham Library.

Council resolutions 26 July 2016 and 20 February 2018 see Appendix 1

Key trends

The Service Review identified the following trends:

Technology

- Assisting the community to navigate the appropriate channels to information services.
- Balancing print and digital collections to ensure the community needs are met.

Economic

- Impacts of rate capping on an operational budget which is 70% salaries.

Social

- Ageing population – addressing social isolation and digital literacy.
- Higher density living – ensuring library spaces respond to increased community demand.

Staff

- Ageing workforce - planning for retirements.
- Ensuring staff are at the forefront of technology and library practices.
- Digital literacy skills
- The service is highly reliant on staff with 70% of the budget directly related to staff.

Services

- Ensure fit for purpose for current and anticipated needs.

Infrastructure/ assets

Services are provided to the community through four physical locations, outreach locations at Elsternwick, Bluff Road and Dunkley Fox public housing estates, Keith Street Community House, Highett Neighbourhood House and the internet.

Brighton, Sandringham and Beaumaris libraries are each open for 58 hours a week, Hampton for 35 hours a week and a further two hours per fortnight outreach service is provided at the Community Centre on the Elsternwick estate.

Social trends in Hampton, Hampton East and Highett are distinct from other areas of Bayside in a number of ways. Census data shows that residents in these areas are more likely to be socially disadvantaged:

- Significant proportions of low income households, Bayside has higher proportions than Greater Melbourne as a whole

- Particularly high numbers of residents with no internet connection in Hampton East (21.9%), Highett (17.6%) and Cheltenham (16%)
- Significant numbers of people with no car ownership (13% of Hampton residents 2011);
- More individuals in the younger age groups who are in need of assistance, compared to Bayside overall.

Hampton East is classified as a relatively socially disadvantaged area according to the Socio-Economic Index for Areas (SEIFA) constructed by the Australian Bureau of Statistics (ABS). For disadvantaged communities, libraries can play a crucial role in supporting language and learning, particularly in relation to early childhood literacy. Regular reading experiences develop early literacy skills which are highly correlated to school achievement and graduation rates. Young children from disadvantaged families are less likely to be read to by their parents on regular basis

The location of Bayside's libraries does not provide easy access to all residents. In particular the eastern suburbs of Highett, Hampton East and Cheltenham are not well served, but in the western side of bayside, there are two libraries within one and a half kilometres of each other along the Sandringham railway line: Sandringham and Hampton branches.

The catchment areas and distances travelled to each branch have been analysed using library members' residential addresses and branch from which they have borrowed books. This shows the catchment area for Hampton largely being overlapped by the Brighton and Sandringham catchments as shown below

Industry standards and benchmarking studies suggest that in order to meet the needs of users a contemporary library should be approximately 1,000 square metres or greater in size. Currently Brighton meets this standard. Beaumaris at 900 square metres is close to this and has been assessed, based on visitation and population forecasts as acceptable. Sandringham has 525 square metres and Hampton 180 square metres, or less than one fifth of the space suggested for a modern library.

Financial analysis

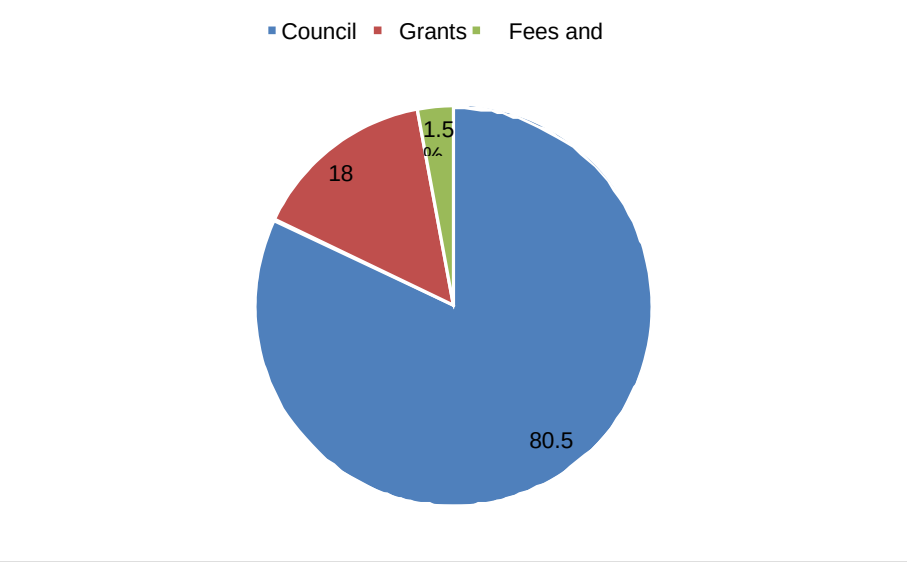
Budget

Budget	18/19	19/20	20/21	21/22
Operating	$3.9m	$4m	$4.25m	$5.1m
Capital (Resources)	$400K	$420K	$430K	$460K
Capital (Redevelopment)	$2m	$1.8m		$18m

Note: The Hampton Hub project and implications for staff resourcing and operating budgets are yet to be costed.

Council contributes 82% of the costs of running the library service as shown below.

Library funding source



Implementation and reporting

Actions will be recorded in the four year service plan and will be reported on a quarterly basis in CAMMS for review of the Executive Team and in the Council Annual Report.

Program of capital works

Priority (or timeframe)	Capital project	Estimated costs	Resourcing
May 2018-July 2019	Sandringham Library redevelopment	$3.88m	Council
2022	Highett Library (inc other services)	$18m	Council
TBD	Hampton Hub (inc Library Service)	TBD	Council

References

Bayside City Council, Council Plan 2017-2021

Library Services Study 2015

Bayside Library Service Strategic Service Review Parts One and Two 2016/17

Victorian Public Libraries 2030

People Places: A Guide to Public Library Buildings

Australian Public Library Standards, Guidelines and Outcome Measures

UN Sustainable Development Goals

Bayside City Council Digital Transformation Strategy 2018-2021

Bayside City Council Organisation Strategy 2018-2021

Bayside City Council Wellness for All Ages and Abilities Strategy 2017-2021

Appendices

1. ALIA Statement on Public Library Services
2. Council Resolutions
3. United Nations Sustainable Development Goals

Appendix 1 ALIA Statement on Public Library Services

Open access resources > Policies, standards and guidelines >

Statement on public library services

ALIA objects addressed

To promote the free flow of information and ideas in the interests of all Australians and a thriving culture and democracy.

To promote and improve the services provided by all kinds of library and information agencies.

Principle

Freedom of access to Australian public library and information services is essential:

- to enable all community members to participate in and contribute to society, including the democratic process;
- to actively contribute to social inclusion; and
- to enable people to contribute to the economic wellbeing of their families and the nation.

Statement

Public libraries welcome everyone. Core services are free at the point of delivery, and the aim of library teams is to reduce any barriers to engagement for people from diverse backgrounds and to promote equity of access to information, activities and resources.

Public libraries are agile and embrace a variety of roles. They support literacy and reading for pleasure; lifelong learning; arts, culture and local heritage; cybersafety and digital inclusion. They promote the work of Australian writers and creators; provide safe spaces for meetings, study, work and relaxation; ensure that people have freedom of access to the information they need for personal development, health, wellbeing and active participation in our democratic society, and help people connect with egovernment.

While funded by local, state and territory governments, Australian public libraries are part of an informal national and international network. Through the ALIA Australian Public Library Alliance, public libraries collaborate to produce national standards, guidelines and impact measures. They jointly advocate for the role of libraries in delivering local, state and national government priorities.

Through the Public Libraries Section of the International Federation of Library Associations and Institutions (IFLA), Australian public libraries connect with their counterparts overseas, sharing insights and best practice, to the betterment of libraries and communities worldwide.

Australian public libraries are staffed by qualified library and information and other professionals and can benefit from the employment of people from related disciplines, such as IT, marketing, teaching and community engagement in support roles.

While reading and book borrowing (in all formats) remain at the heart of public libraries, new technologies play an increasingly important part in the service, both behind the scenes, with developments in library management and support systems, ebook and electronic resource platforms, and front of house, with PCs, tablets and other devices available for library users.

More space is being made available for individuals, families and groups. Study pods, technology-enabled meeting rooms, sound studios and other makerspaces support creative, digitally inclusive, learning communities. Library users are no longer passive consumers of content. They want to participate in programs and activities and create new works, whether literary, artistic, musical or functional.

Programs, exhibitions and other activities encourage library users to build on their existing skills and experiment with new ideas. Public libraries use the latest communication techniques and social media channels to promote the many opportunities they create for local people, contributing to recreational enjoyment, education outcomes, creativity, economic participation and prosperity.

The success of Australia's public libraries relies on commitment from all three levels of government. At the same time, libraries must ensure they have policies, guidelines, and procedures in place to respond to and meet relevant legislative requirements.

Related documents

- ALIA statement on free access to information
- ALIA core values statement
- ALIA statement on information literacy for all Australians
- ALIA statement on online content regulation

Other resources

- ALIA and public libraries
- ALIA Australian Public Library Alliance
- ALIA APLA Guidelines standards and outcomes for public libraries

Adopted 2004. Amended 2009 and 2018

Like 3

Appendix 2 Council Resolutions

26 July 2016

10.13 LIBRARY SERVICE REVIEW

Communications, Customer & Cultural Services - Library Services

Moved: Cr Stewart **Seconded: Cr Evans**

That Council:

1. notes the Library Services Review Report;

2. resolves, subject to a detailed financial assessment to:

a) expand the floor space of Sandringham Library, either through utilisation of the current building or through redevelopment on the site;

b) retain the Hampton Library. Upon upgrading the Sandringham Library the Hampton Library will be transitioned to an innovative centre for learning. Multiple options will be presented for community consultation including a centre of Wi-Fi excellence and community meeting spaces.

c) based on the findings of the library services review resolves to build a new library in the Highett/Hampton East area within close proximity to the train station within 4 years.

The justification for a new Highett/ Hampton East Library is:

· The lack of any Bayside library services in the eastern half of the municipality;

· The inadequate capacity of library services in Highett/Moorabbin/Cheltenham to meet Bayside Library user's needs;

· The population of Highett/ Hampton East is expanding. In the last two years 302 units and apartments have been approved in this area, this will continue to grow in the future, particularly with the new Highett Grassy Woodland development. This additional population requires a proper library to service their needs; and

· Highett/ Hampton East have pockets of the highest socio-economic disadvantage in Bayside. These communities would benefit most from the education and social connection benefits of a library.

d) notes that further operational improvements to library services and programs will be subject to finalisation of Stage Two of the Service Review.

CARRIED

10.9 LIBRARY FUTURES AND LIBRARY SERVICE REVIEW: PART TWO

Communications, Customer & Cultural Services - Library Services

Moved: Cr del Porto Seconded: Cr Long

That Council:

1. resolves to expand Sandringham library through a moderate upgrade and considers a budget allocation of $3.88 million in the 2018/19 budget process;

2. maintains the Hampton Library service in its current state whilst the feasibility of a Hampton Hub is finalised and receives a further report at this time;

3. continues to explore opportunities to build a library at the CSIRO site in Highett as a potential multi-purpose community facility, and authorises the Chief Executive Officer to commence discussions with potential not-for-profit providers, the City of Kingston as a nearby provider of library services and other relevant parties; and

4. notes the Library Service Review Part Two.

CARRIED

Appendix 3 United Nations Sustainable Development Goals

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We acknowledge the Boonwurrung people of the Kulin Nation as the traditional owners of this land and we pay respect to their Elders past and present.

We acknowledge that together we share a responsibility to nurture this land, and sustain it for future generations.