



Eurobodalla Library Strategic Plan

(DRAFT)

Eurobodalla Council recognises Aboriginal people as the original inhabitants and custodians of all land and water in the Eurobodalla and respects their enduring cultural and spiritual connection to it.

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| | |
|--------------------|---|
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MAYOR'S MESSAGE

“ Our libraries will play their part in helping our community to learn and exercise our imaginations, connect and create, and provide welcoming, safe spaces for everyone to be and to have fun. ”



It is with much pleasure that I present to you the Library Strategic Plan 2020-2025.

This plan will set the agenda for our libraries for the next five years. It will continue to build on the excellent service they continue to provide as we reach toward the future and embrace the changing and emerging needs of our community.

Libraries are not just physical buildings but places where people meet face-to-face and hold books in their hands and connect with others. Books and stories simultaneously bring comfort, security, adventure and openness to children and adults alike.

You can learn just about anything through the library. From computer courses to languages and craft and wellbeing programs, your local library offers so much to the community.

Library programs such as story time, book clubs and wellbeing activities foster true friendships between people and, in a time where we need connection more than ever before, libraries are the unsung heroes of our communities.

Social infrastructure provides the setting and context for social participation, and the library is among the most critical forms of social infrastructure that we have.

Reading for pleasure is one of the most important things we can do. Libraries not only provide us with free choices to read, but freedom of ideas, supporting us to communicate and tell our stories. They are about life-long education, about entertainment, about making safe spaces, and about access to information.

Our libraries will play their part in helping our community to learn and exercise our imaginations, connect and create, and provide welcoming, safe spaces for everyone to be and to have fun.

As the Mayor, I look forward to the future development of our libraries as critical spaces in our community that help us all to thrive.

*Councillor Liz Innes
Mayor*



“ OUR LIBRARIES CONTINUE TO BROADEN THE ROLE THEY PLAY AS COMMUNITY HUBS, PROVIDING THE SPACES AND PLACES FOR PEOPLE TO READ AND RESEARCH, COME TOGETHER TO ENGAGE AND CONNECT... TO HAVE FUN. ”

EXECUTIVE SUMMARY

“ Under this strategy we will continue to build on our strengths and the attributes our community value, ensuring we offer a wider range of services and contemporary facilities to support growing and diversifying community needs ”

The Library Strategic Plan 2020-2025 (The Plan 2025) will guide future library services and infrastructure development and ensure that we continue to meet and anticipate the needs of a continuously adapting and evolving region.

Our libraries continue to broaden the role they play as community hubs, providing the spaces and places for people to read and research, come together to engage and connect, and access the technology, resources and information to learn and create.

Our libraries continue to offer core services, however, under this strategy we will continue to build on our strengths and the attributes our community value, ensuring we offer a wider range of services and contemporary facilities to support growing and diversifying community needs.

Communities that have the capacity to continuously learn, adapt and innovate, are resilient and more likely to thrive. Our Libraries are well placed to assist our community to build the resilience needed to meet challenges. Lifelong learning and the ability to acquire new skills and literacies is essential in an era of change and uncertainty. Lifelong learning underpins all our library service elements.

The Library Strategic plan is evidence-based and innovative, drawing on national and international research, informed by local community engagement. The Strategy develops a vision for a community and customer focused library service that provides a wider range of relevant, flexible and interesting services and learning activities, as well as welcoming, accessible library facilities for our community to enjoy and thrive in.



vibrant



evolving



OUR LIBRARY SERVICE



Our libraries

Batemans Bay Library

Beach Road, Batemans Bay

610m² | Built 1999

Refurbished 2019

Moruya Library

Vulcan Street, Moruya

557m² | Built 1998

Refurbished 2019

Narooma Library

Field St, Narooma

430m² | Built 2003

Refurbished 2016

Our library service is a valued and important community asset operated by the Eurobodalla Shire Council.

The library service plays a vital role in the learning, creativity and connectivity of our communities and operates at three locations; Moruya, Batemans Bay and Narooma as well as providing a range of outreach and online services.

Our three libraries are co-located with other key community services. In Batemans Bay we are a part of the education campus at Hanging Rock which houses a University of Wollongong annex along with a NSW TAFE access centre where we provide student support and specific reference material as a part of the total range of services. The education hub is also nestled in the sporting precinct.

In Moruya we are co-located with the Basil Sellers Exhibition Centre next to the Council Administration Office. The Moruya Library has recently been extended and has new making and meeting spaces on site.

At Narooma, the library shares the facility with Community Health Services, Meals on Wheels and the Youth Café.

Over the next five years each library will continue to respond to the key characteristics of their local catchment communities and develop a unique place and approach to providing services, with each branch complementing and supporting the whole service.

We will continue to update existing facilities, and plan for improvements in accordance with infrastructure requirements and industry best practice.

We will look to the future and address the need for improved and evolving technology capabilities to ensure a vibrant and contemporary library service.



“ OUR LIBRARY SERVICE IS A VALUED AND IMPORTANT COMMUNITY ASSET OPERATED BY THE EUROBODALLA SHIRE COUNCIL ”

OUR STRATEGIC PRIORITIES 2020-2025

CONNECTING

COLLECTING

CREATIVITY AND
LEARNING

CULTURE





A SNAPSHOT OF LIBRARY SERVICES 2019



233,276 ITEMS
BORROWED (INCLUDING
E-RESOURCES)

89,332 PHYSICAL ITEMS
AVAILABLE ACROSS ALL
LIBRARY COLLECTIONS.

197,321 VISITS TO **3**
LIBRARY BRANCHES
(BATEMANS BAY, MORUYA,
NAROOMA)

43% OF THE COMMUNITY
(MORE THAN **16,869**
PEOPLE) ARE REGISTERED
MEMBERS OF
EUROBODALLA LIBRARIES

122 TOTAL OPENING
HOURS ACROSS **3** LIBRARY
BRANCHES EACH WEEK

12,806 COMPUTER
BOOKINGS



19,449 EBOOKS
ACCESSIBLE ONLINE

9,840 WI-FI SESSIONS
HELD ACROSS THREE
LIBRARY BRANCHES

16,478 INFORMATION
REQUESTS



" OUR LIBRARY SERVICE IS VALUED AND WELL PATRONISED BY OUR COMMUNITY, WITH SERVICES AND RESOURCES TO MEET THE NEEDS OF ALL AGES AND INTERESTS "



A VALUED COMMUNITY SERVICE

Our library service is valued and well patronised by our community, with services and resources to meet the needs of all ages and interests.

Feedback given to us via customer satisfaction surveys and program evaluation forms reflect a consistently high level of customer satisfaction being achieved.

A continuous improvement process is in place, using feedback from library members and community partners to improve existing programs as well as create new initiatives.

Role and purpose of public libraries

The Australian Library and Information Association (ALIA) outlined the public library's role and purpose in their National Vision and Framework:

- Offer universal free access to information, knowledge and ideas
- Support formal and informal learning, especially literacy, through all stages of life
- Provide a place for people to meet, share and be inspired
- Ensure programs, events and collections are recreational and fun
- House, protect and promote community heritage
- Provide access to technology to address the digital divide.



KEY ACHIEVEMENTS 2014-2018

The previous strategic plan set a strong foundation for the current library service.

Under this framework key achievements in those four years include:

- The establishment of a standalone Eurobodalla based service, with all cataloguing and acquisitions managed locally
- The establishment and expansion of the newly refurbished Moruya Library and Basil Sellers Exhibition Centre (the Bas) including new public spaces and workshop rooms
- Introduction of a new collections officer position and collection software management software resulting in improved collection management procedures and data integrity
- A growth in services at Batemans Bay, resulting in increased numbers of University of Wollongong students
- Increased technology training options delivered across the Shire (programs like 'Tech Savvy' for seniors training and 'Be Connected')
- Introduction of new electronic resources, including products like Mango Languages, and StoryBox Library
- All libraries connected to the NBN resulting in improved internet speeds for staff and customers
- Refurbishment of the three libraries via State Library grant funding
- Consortia agreement with the South East Zone of Public Libraries to deliver expanded e-resources
- Introduction of a new printed promotional booklet – Library Link and redesign and enhancement of the website.
- Reorganising the non-fiction collections into subject zones to facilitate better access points and present a more retail, customer focused approach
- 50 percent increase in public program attendance, with over 300 events annually

The Library Strategic Plan 2020-2025 aims to build on these achievements as we implement our priorities over the next five years.

“ A POSITIVE EXPERIENCE FOR OUR SHIRE. HELPFUL STAFF, CALM, FRIENDLY ATMOSPHERE. PLENTY OF CHOICE ”

Library user survey 2018



DEVELOPING OUR STRATEGIC PRIORITIES

Engagement and feedback from stakeholders on potential improvements to our collections, spaces, programs and technology and future opportunities has been vital to the development of our future priorities. Key input and ideas came from:

- User feedback, obtained via an online library member survey, program evaluations and feedback garnered through suggestion feedback garnered through suggestions from visitors
- Recommendations received via suggestion boxes in each library
- An online survey completed by both permanent and casual library staff
- Library staff planning days in 2018 and 2020, providing staff the opportunity to respond to the outcomes of the feedback received and contribute to the development of priorities and themes
- Input and plans from other service areas of council.



“ I HAVE WATCHED THIS
LIBRARY GROW INTO AN
INVALUABLE COMMUNITY
RESOURCE ”

Library user survey 2018



WHAT WE HEARD

Users are actively involved in all aspects of our libraries, and regularly provide feedback on what's working well, and what improvements they would like to see in the libraries.

The feedback told us that:

- Our print collections remain a high priority
- Accessible spaces are important
- Our community feels a strong sense of ownership of library spaces
- Our libraries connect communities and reduce social isolation
- Library spaces need to cater for a variety of uses and community members
- Our libraries are relied on as an access point to new and existing technologies
- Programs, collaborations and partnerships are highly valued
- Partners are keen to build and increase activities delivered within and outside libraries
- Our libraries are valued as an engagement and contact point for council services

RESEARCH

Background research and peer review have played an important role in the development of the Library Strategic Plan 2020-2025. We have looked at:

- Our community profile – understanding our current community demographics and population forecasts through ABS Statistics.
- Best practice benchmarks – we reviewed our own data and benchmarked it against State Library of NSW reports and compared information about other NSW public library services and national peak bodies such as Australian Library and Information Association (ALIA) and Global Guidelines such as United Nations Sustainable Development Goals (SDG). International Federation of Library Associations and Institutions (IFLA) and ALIA have both adopted the UN's 17 SDGs.
- Other Council strategies and plans including One Community – Community Strategic Plan 2017, Creative Arts Strategy 2019, Aboriginal Action Plan 2020, and Advancing Eurobodalla: Economic Development Strategy 2019-2028.

The State Library of NSW has a core statutory obligation to support public libraries in NSW. Its role is to:

- collect documentary heritage
- preserve materials for future generations
- ensure people know how to access what is on offer
- partner with public libraries to support and improve their services
- ensure the Library is provided quality organisational support

Its strategic plan 2019-2023 'Inside Out' has three key strategic priorities. These are:

1. Put the reader and visitor first
2. Expand our audiences
3. Staff culture

The Eurobodalla libraries seek to play our part in supporting the broader frameworks and reference these in order to improve and more effectively serve our readers and visitors.



“ I VALUE BOTH THE COMPETENCE AND AVAILABILITY TO HELP IN ADDITION TO THEIR FRIENDLY ATTITUDE. ”

Library user survey 2018



“ YES! WHERE ARE THE
T-SHIRTS THAT SAY
I LOVE THE LIBRARY
IT IS A VALUABLE ASSET
FOR ANY COMMUNITY. ”

Library user survey 2018

OUR COMMUNITY— A SNAPSHOT

The Eurobodalla Shire population is 39,369 and is forecast to grow by 16% during the next 15 years. The Eurobodalla community (compared to NSW as a whole) is characterised as follows:

- Lower percentage of pre-schoolers (4.0% Compared to 6.2%)
- Higher percentage of older couples without children (18% compared to 10%).
- Higher percentage of 'empty nesters' and retirees (19.7% Compared to 10.8 %)
- Higher percentage of seniors aged 70 to 84 years (16.8% Compared to 8.9%)
- A level of relative disadvantage with low average household incomes and social conditions (reflected in the socio-economic indexes for areas (seifa) index score of 962)
- Lower percentage of young workforce (7% compared to 11.0%)
- Growing percentage of lone person households (28.3% Compared to 22% in nsw)
- Higher levels of disability and people needing assistance with core activities (7.7% Compared to 6.3%)
- Lower percentage of people over 15 years who have completed year 12 schooling or equivalent (36.3% Compared to 52.1%)
- 5.6% Identify as aboriginal or torres strait islander (2.9% NSW)
- Higher levels of car ownership and lack of public transport

Source: population and household forecasts, 2016 to 2036, prepared by .id, the population experts, December 2017.



OPPORTUNITIES, CHALLENGES AND TRENDS

Our library service is well placed to address the key challenges that face our community with a positive, strengths-based approach to service delivery.

The current and projected characteristics of the Eurobodalla community indicate some specific areas of focus for Library planning:

- ageing of the population provides an opportunity to develop and expand the provision services and programs for older people. For example, tailored programs, an increased focus on large print and audio-visual items in the collection, respond to anticipated increases in demand for home library services and learning options to provide technology skills for seniors. The aim will be to address issues of isolation, connectivity and access
- provision of healthy and active ageing activities enable the ageing population to enjoy a good quality of life
- opportunities for improvement and expansion of online content and access and the enhancement of accessible spaces
- encouraging more people to bring their own devices to the library to access information and services
- provision of free, inclusive and accessible services to all members of the community and that provide opportunities for lifelong learning
- maintaining and expanding technology services, public computers, Wi-Fi access, technology learning and skills support
- provision of library facilities and infrastructure at industry best practice levels
- promoting libraries as spaces and places for individuals, groups and communities to visit, spend time and to feel a sense of ownership and belonging
- build on the opportunities created by the addition of new spaces and functions at Moruya Library and the refurbished library at Batemans Bay
- options to expand Narooma Library and utilise outdoor spaces
- opportunities to attract new users.

“ I REALLY ENJOY HAVING ACCESS TO A LIBRARY - FRIENDLY PEOPLE - GREAT STAFF. ”

Library user survey 2018

LIBRARY BENCHMARKS AND VALUE FOR MONEY

We monitor our statistics against the latest State Library of NSW Benchmarks 2018/19. This helps us to understand how we are tracking against industry best practice, and to identify areas for further focus. For the purpose of this plan, Eurobodalla Shire Council is in the cohort of 'urban small'. Categories are based on population sizes.

Libraries today are much more than book lending institutions and they cater for a community's cultural, social and economic situations, which in turn can contribute to a feeling of belonging and ownership by local communities.

A report from the Australian Library and Information Association (ALIA), 2013, National Welfare & Economic Contributions of Public Libraries, conducted by SGS Economics, found a return of \$2.90 for every \$1 invested. By these calculations Council's investment of \$52.85 per capita yields a return of \$153.26 per person to our community.

| | ESC LIBRARIES | BENCHMARK FOR NSW |
|---|---------------|-------------------|
| Total expenditure per capita (\$) | 52.85 | 53.88 |
| Membership percentage of population (%) | 41 | 42.25 |
| Visits per capita (%) | 3.82 | 4.49 |
| Library material per capita | 2.37 | 2.27 |
| Expenditure of library materials per capita (\$) | 5.77 | 4.99 |
| Acquisitions per capita | 0.18 | 0.23 |
| Circulation per capita | 5.72 | 5.72 |
| Percentage of library collection purchased in the last 5 years (%) | 40.53 | 48 |
| Percentage of library collection purchased in the last 10 years (%) | 68.88 | 77 |

Capita is based on the Eurobodalla Shire's 2018 population figures of 38,083.



OUR STRATEGIC PRIORITIES

CONNECTING

COLLECTING

CREATIVITY AND
LEARNING

CULTURE

In response to what our community told us, our demographic analysis, and research into best practice in libraries, four key strategic priorities have emerged which will guide our library services over the next five years.

“ EXCELLENT
CUSTOMER SERVICE!
ALL STAFF ARE HELPFUL
AND FRIENDLY. ”

Library user survey 2018

CONNECTING

“ IT'S WONDERFUL! GREAT FACILITY, WONDERFUL STAFF - ALWAYS HELPFUL. EVEN THE PARKING IS EXCELLENT NOW. ”



Libraries play a vital role in connecting and engaging the community and making people feel part of something larger.

Libraries are community hubs for learning, creating, studying, relaxing, accessing technology, connecting with others or the broader world or finding some personal space.

Our library spaces are evolving to reflect the different ways that people want to use them and connect with their local and wider communities. For some, this might be reading in the company of others, while other people might want to meet like-minded people to share skills, knowledge and conversation.

Public libraries provide a safe space where people can feel a part of the broader community, irrespective of their circumstances. The provision of public access computers and free WiFi at each library supports locals and visitors with the means to connect with others, supported by our skilled staff.

We also have opportunities to support our isolated community members with outreach services to ensure access to contemporary and classic materials. The recent requirements for isolation have highlighted that our ageing and disadvantaged population are not as electronically connected as others. Our library service will explore ways in which it can play an important role to support access to technology.

Our libraries are more than the physical library space. We reach into homes with e-resources. We run programs in accessible locations - in schools, hospitals, community halls, and in local parks through various programs and pop-up events. Increasingly, our libraries are online and virtual and therefore 24/7.



| Aim | Action | Measure |
|---|--|--|
| <p>1.1 Increased engagement with the community outside the library walls</p> | <p>1.1.1 Explore options for creating a home library service</p> <p>1.1.2 Seek opportunities to provide pop-up libraries and library events in a range of local places and spaces</p> <p>1.1.3 Explore opportunities to develop intergenerational programming for linking our older and younger community members</p> <p>1.1.4 Seek funding to provide opportunities for the community to borrow technology</p> <p>1.1.5 Expand the range of online resources and programs</p> | <p>Project plan developed</p> <p>Number of pop-up and external library events held</p> <p>Range of, and satisfaction with events provided</p> <p>Funding secured and resources available for borrowing</p> <p>Percentage increase in online visitations, e-range and items</p> |
| <p>1.2 Libraries are contemporary, connected and relevant</p> | <p>1.2.1 Apply for state library and other funds that support capital improvements to facilities, resources and spaces</p> <p>1.2.2 Explore use of smart phone apps to enhance customer services</p> <p>1.2.3 Seek opportunities to increase the use of technology to support operational efficiencies eg, EFTPOS, bookings, Radio Frequency Identification (RFID)</p> <p>1.2.4 Advocate for improved public transport options that better connect community with the libraries</p> <p>1.2.5 Develop use of outdoor spaces of libraries to provide a range of experiences the libraries can offer</p> <p>1.2.6 Explore options for introducing charging stations and wireless printing technology</p> <p>1.2.7 Review accessibility of each library and develop a plan for implementing improvements</p> <p>1.2.8 Investigate options to add café options at libraries</p> | <p>Funding achieved Resources and spaces improved</p> <p>App/s identified and being utilised</p> <p>New technologies introduced Efficiencies gained</p> <p>Bus stop at Hanging Rock Transport activities that connect with libraries</p> <p>Outdoor spaces upgraded and developed</p> <p>Charging stations in place Wireless printing available</p> <p>Accessibility improved</p> <p>Cafes established</p> |
| <p>1.3 New audiences participate in libraries</p> | <p>1.3.1 Create and implement a library Communications and Marketing plan</p> <p>1.3.2 Deliver programs for specific target groups of seniors, youth, children, people with a disability and Aboriginal people</p> <p>1.3.3 Introduce live streaming of cultural events such as live streamed museum exhibition tours, seminars, musical and other performances</p> <p>1.3.4 Seek funding and sponsorship for innovative services and programs to increase participation and inspire social connections.</p> | <p>Plan developed and implemented Percentage of increased membership Increased visitations Number of new programs for target groups</p> <p>Number of participants Number of new programs</p> <p>Funding achieved a number of new programs funded</p> |

COLLECTING

“WE WILL CONTINUE TO LOOK AT INNOVATIVE WAYS TO MAXIMIZE OUR COLLECTIONS THROUGH CONSORTIUMS AND OTHER ARRANGEMENTS WITH OUR PUBLIC LIBRARY NETWORKS. ”



Our collections underpin everything we do. They evolve and grow as we respond to our community’s diverse needs. Community interests drive our collection development and we encourage feedback about what people want to see and use.



The Library’s collection development policy is reviewed annually to monitor changing trends and balance customer preferences, ensuring our collections remain accessible, relevant, and dynamic. Audio and e-book collections have been expanded and are popular with many customers, while others prefer traditional formats for their reading.

We will continue to look at innovative ways to maximize our collections through consortiums and other arrangements with our public library networks. As a stand-alone library service, we are now able to selectively determine our suppliers and acquisition opportunities which includes the support of local writers and authors.

The library welcomes comments and suggestions from members who wish to recommend titles to purchase. We will look to provide more opportunities for our users to do this to ensure our collection is community driven.

The physical collection in each library has recently been re-zoned to provide more of a retail experience for our readers which has seen the grouping of themes that relate to each other being co-located for ease and providing a more contemporary approach to housing the collection.

Our collection covers a range of offerings that include books, magazines, newspapers, CDs, DVDs, games, large print, audio and e-books and collections for readers with dyslexia. The libraries also offer access to wider reference collections, online data bases and programs. We will seek to renew our collections and improve the age and turnover rates to work towards NSW benchmarks.

The library service has an important role to play as a collector and creator of local content, as well as supporting local writers and storytellers. We aim to increase our commitment to local heritage by creating better access to our current collections, leading the active collection of new content, creating linkages with local history groups, museums and others, and by providing the community opportunities to showcase artefacts and tell their stories.

| Aim | Action | Measure |
|---|--|---|
| <p>2.1 A collection that inspires and responds to the needs of the community.</p> | <p>2.1.1 Actively float collections between each library to provide different choices to communities</p> <p>2.1.2 Explore options for improving workflows for library users recommending purchase of titles online</p> <p>2.1.3 Expand dyslexic font and Large Print collections</p> <p>2.1.4 Increase the range of resources on offer to the community through consortia purchasing</p> | <p>Number of rotations across libraries number of books</p> <p>Online feedback enabled</p> <p>Percentage increase in available titles</p> <p>Percentage increase of resources Percentage increase in borrowings</p> |
| <p>2.2 Collect and preserve the historical and cultural heritage of the Eurobodalla</p> | <p>2.2.1 Develop and implement a Local Studies Collection Plan</p> <p>2.2.2 Partner with local history, writers' and other groups and implement digitisation projects to showcase our unique local stories</p> | <p>Plan developed and implemented Collection increased</p> <p>Digitisation projects in place Number of partnerships</p> |
| <p>2.3 Create local stories</p> | <p>2.3.1 Support and promote local writers and authors</p> <p>2.3.2 Work with the local Aboriginal community to increase participation and satisfaction</p> <p>2.3.3 Deliver the annual Mayors Writing Competition</p> | <p>Number writers and authors supported</p> <p>ATSI data collected Increased participation and satisfaction reported</p> <p>Competition implemented Number of participants</p> |
| <p>2.4 Manage and maintain print and electronic collections in accordance with best practice</p> | <p>2.4.1 Improve collection age and turnover rates</p> <p>2.4.2 Improve ability to track and manage collection items throughout the library, including easier and faster loan and return, stocktaking, and materials handling.</p> <p>2.4.3 Annually review the collection development policy and collection management tools</p> | <p>Increased turnover rates Collection age improved by 3%</p> <p>Collection HQ implementation completed Turn-around times decreased</p> <p>Policy reviewed annually Collection gaps identified Collection supports borrowing trends</p> |

CREATIVITY AND LEARNING

"COLLABORATION, COMMUNITY AND CO-CREATION LIE AT THE VERY HEART OF CREATIVE SPACES."



Libraries have transformed themselves beyond their traditional roles of lending and reading to include activity-orientated, flexible spaces. Increasingly libraries are bringing diverse groups of individuals and communities together for a variety of social, cultural and economic purposes.

Libraries are also incubators of ideas, learning and innovation – where informal and self-directed learning outside formal education programs takes place, generating knowledge and facilitating the exchange of ideas. Collaboration, community and co-creation are at the heart of creative spaces and reflect the needs and passions of its community.

Libraries are “technology trendsetters” showcasing educational, experimental and entrepreneurial technologies and spaces – and making them accessible.

Our libraries are dedicated to supporting the community’s learning and creative needs at all stages of life and in bridging the digital divide. From creative play to scheduled learning activities, and from basic to advanced skill levels, everyone can find an opportunity to learn and grow. Lifelong learning underpins all our library service elements with a large focus on literacy.

Australians today are living in a knowledge economy where technology has increasingly transformed communication. Far more sophisticated literacy skills than those that have been needed in the past are required.

Through activities such as story time programs and by partnering with other educational institutions and strategic partners, our libraries will continue to improve opportunities for training and education as part of lifelong learning.

We see a growing interest in the science, technology, engineering and mathematics (STEM) areas. To support these challenges, the library service will focus on including innovative and engaging programs that support STEM learning outcomes and learning partners to develop exciting learning experiences.

The trend for public libraries to provide spaces for the community to come together for creativity and learning is now well established. Eurobodalla libraries will continue to expand and enhance creativity and learning opportunities. Supporting creativity in partnership with others will help both individuals and groups to embrace imaginative curricula and make our local creative sector more sustainable.



| Aim | Action | Measure |
|--|--|--|
| 3.1 People seek out libraries to participate in creative and learning activities | <p>3.1.1 Feature and promote local creatives and authors</p> <p>3.1.2 Develop and implement an early literacy plan</p> <p>3.1.3 Develop and activate library workshop rooms and spaces with programs in line with strategic priorities</p> <p>3.1.4 Review current Library programs and identify gaps</p> <p>3.1.5 Explore opportunities to support microbusinesses for arts, cultural and heritage</p> | <p>Number of local creatives and authors showcased in libraries</p> <p>Plan developed and implemented Increased participation of early learners and families Usage statistics and revenue User satisfaction</p> <p>Gaps identified</p> <p>Opportunities identified and established</p> |
| 3.2 Advance digital literacy and engage users across the spectrum of technology proficiency | <p>3.2.1 Partner with local schools to develop and facilitate robotics and coding programs</p> <p>3.2.2 Improve technology access, including faster internet download</p> <p>3.2.3 Expand the range of technology, equipment and programs to assist in Science, Technology, Engineering and Maths education</p> | <p>Number of schools participating in partnership programs</p> <p>Faster internet speeds achieved Number of options available for users</p> <p>Equipment and programs sourced and implemented Number of and satisfaction with programs</p> |
| 3.3 Support Lifelong Learning | <p>3.3.1 Provide curriculum appropriate resources for local students</p> <p>3.3.2 Introduce opportunities for volunteers to support library programs eg digital mentors and gardening</p> <p>3.3.3 Deliver programs that improve skills in financial and health literacies, living sustainably and general wellbeing</p> <p>3.3.4 Build on opportunities with facility partners such as NSW Health, University of Wollongong and the Bas to value-add and improve service provision.</p> <p>3.3.5 Explore opportunities for delivering after school programming (eg. Homework clubs) for a range of abilities</p> | <p>Schools engaged Increased borrowings</p> <p>Volunteer program/s introduced Number of volunteers</p> <p>Number of and satisfaction with programs</p> <p>Number of collaborative initiatives Service improvement evidence</p> <p>Number of and satisfaction with programs</p> |

CULTURE

" CREATION OF A GREAT WORKING ENVIRONMENT FOR STAFF AND VISITORS ALIKE WILL PROMOTE ENJOYMENT AND PERFORMANCE."



Our Libraries have built a culture of capability, professionalism and satisfaction in customer service as evidenced in our service and organisational feedback processes.

Continuing to build on an internal culture of learning, collaboration and support, will ensure our library teams are skilled and able to adapt to new and changing needs of our community. Having a great culture inspires and nurtures our people.



Our Libraries are well placed to assist our community to build a culture of resilience needed to meet the challenges posed by the 2019-2020 summer bushfires, and COVID-19 pandemic related impacts. Communities that have the capacity to continuously learn, adapt and innovate, are resilient and more likely to thrive.

We build community capacity and resilience by providing information, services, programs and technology that empower people to take part in society.

Creation of a great working environment for staff and visitors alike will promote enjoyment and performance. Options for flexibility, collaboration, trust, acknowledgement and fun also add to the identity of the service and translates into a range of positive outcomes and experiences. It is also essential to ensure we have spaces and processes in place that support safe approaches to content, practices and participation.

Importantly it is the relationships we have with each other and our service stakeholders that contribute to successful partnerships, appreciation and honest and constructive feedback. Respecting people's backgrounds and engaging in authentic interactions help build appreciation and genuine care for the people we interact with.

Our Library team will be supported to deliver the actions in this strategy through investment in continuous skills development and considered leadership to ensure its success and boost efficiencies for everyone.

| Aim | Action | Measure |
|--|--|---|
| <p>4.1 Staff thrive in a culture of innovation, learning and excellence</p> | <p>4.1.1 Review staffing structure and skills to facilitate delivery of strategic priorities</p> <p>4.1.2 Identify core and specialist skills and competencies required for the future</p> <p>4.1.3 Create and implement a staff training plan that includes cultural competency</p> <p>4.1.4 Strengthen our team’s digital literacy, relationship building and communication skills</p> <p>4.1.5 Direct staff resources to best meet identified community needs and emerging trends.</p> | <p>Structure supports service delivery best</p> <p>Skills and competencies identified</p> <p>Plan created and implemented</p> <p>Training sourced and undertaken Staff demonstrate and report Increased competency Increased staff engagement</p> <p>Staff satisfaction User satisfaction</p> |
| <p>4.2 Our libraries demonstrate excellence in customer service</p> | <p>4.2.1 Measure community satisfaction with the library and respond to user feedback via annual stakeholder satisfaction surveys</p> <p>4.2.2 Provide opportunities for staff to provide feedback and contribute to library continuous quality improvement</p> | <p>Surveys undertaken Reported improvement in service Satisfaction rates are >90%</p> <p>Staff planning events held Staff satisfaction with opportunities to contribute</p> |
| <p>4.3 Our libraries are safe places to work, create and play</p> | <p>4.3.1 All staff participate in review, and identification of new, safe working practices</p> <p>4.3.2 Implement systems for all to communicate concerns and ideas</p> <p>4.3.3 Develop and implement tools to regularly review facilities, service delivery and resources to identify safety issues</p> | <p>SWMS identified, updated and reviewed Reduced WHS incidents</p> <p>Systems in place Tools developed</p> <p>Reduced WHS incidents Staff satisfaction rates</p> |
| <p>4.4 All staff have leadership opportunities</p> | <p>4.4.1 Set learning and development goals with all staff</p> <p>4.4.2 Provide equitable opportunities for staff to act in higher roles and secondments</p> <p>4.4.3 Develop collaborative and inter-library forums for service development</p> <p>4.4.4 Identify opportunities for staff to identify and/or lead library tasks or projects</p> | <p>All staff have L&D goals in place Staff goals supported</p> <p>Number of staff undertaking higher duties and secondments</p> <p>Forums and groups functioning well Staff collaborations</p> <p>Number of opportunities provided</p> |

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