

**Redland City Council**

# **Library Services Strategy**

**2017-2022**

DRAFT

## **A message from Mayor Karen Williams**

Our libraries are at the heart of our community; remarkable places where people come to meet, learn, network, be entertained or simply escape into a good book.

They are also among those institutions which have not only adapted to rapid technological and social change but thrived on it.

In an era of easy access to information, e-books, films and news, our libraries continue to provide something the internet cannot – social connection. And as such they have taken on greater significance as hubs where people can learn and connect.

They provide free education and internet access, a place where you can work or learn. They help those new to our city learn literacy and work skills, as well as being comfortable and comforting spaces to simply experience the joy of reading. They are also where we keep our history and can keep up with current affairs. And they are places of wonder and fun for children, engaging them and their parents with a diverse array of programs.

It can be argued that they have indeed become centres for wellbeing, so great is their role in supporting the health of our community. In recognition of this, Redland City Council is plotting the course for our libraries over the next five years. This strategy sets our priorities for the future - essentially, it is our vision for what we want our libraries to be by 2022.

This vision is an exciting one, with plans for modernisation and, above all, building on the excellent customer service that has so endeared our libraries to Redlanders.

I know you will find it an engaging read.

Karen Williams

Mayor, Redland City

## Introduction

This document provides direction for Redland Libraries over the next five years. It explains where we will focus our efforts and how we will develop our services. It is not intended to be a comprehensive catalogue of individual services and programs. Rather, it sets the broad direction and establishes priorities for the Redland Libraries team. This strategy provides the vision for what we want our Redland Libraries to be by 2022, and clear direction in how we will achieve that vision.

## Background information

- 47,630 active borrowers at 31 July 2017 (who have accessed library services within two years)
- 1,160,990 items borrowed in 2016/17 (financial year)
- 268,384 items owned, including physical and digital (8.46% digital)
- 247,388 books
- 23,496 electronic items
- 54,350 visits (on average) per month using Redland Libraries in 2016/17

## Our services

Redland Libraries provides spaces, library collections (print and virtual), and community services and programs.

### Spaces

- Three large libraries: Capalaba, Cleveland and Victoria Point
- Mobile Library: eight mainland locations, plus visits to schools, early learning centres and day care centres
- Four smaller island libraries: Dunwich, Point Lookout and Amity Point on North Stradbroke Island and Russell Island
- Macleay Island Library: Council supports a volunteer-staffed community library

### Collections for all ages

- Print:
  - fiction, non-fiction, graphic novels and magazines
  - large print items
  - material in languages other than English
- Audio visual:
  - talking books
  - DVDs
  - MP3s
  - specialist collection for visually impaired people
- Digital:
  - e-books
  - e-magazines
  - music
  - graphic novels
- Specialist:
  - local history resources
  - music scores
  - reading development resources

### Online access

- Library catalogue available online, providing access to physical, digitised and e-book collections, with personal preferences managed through client accounts.
- Free Internet computers available in each library (except Amity Point Library).
- Free public Wi-Fi available in mainland libraries.

### Printing

- Printing, photocopying and scanning facilities available in all libraries (except Amity Point Library).

### Programs

- **Storytelling sessions:** fun learning experiences for young children.
- **School holiday program:** free activities for school age children.
- **First 5 Forever:** literacy development for children aged 0-5 years, emphasising the importance of early literacy education for parents and caregivers. Externally funded until December 2018.
- **Local history and heritage programs:** promoting the rich heritage of the Redlands; used by students and researchers, and includes access to professional reference services.
- **Genealogical Society:** operates in Cleveland Library and used by family history researchers; operates as a partnership between Redland Libraries and the Redlands Genealogical Service.
- **Author in Action events and programs:** promoting both local and nationally recognised authors such as Paula Weston, Candice Fox, Tony Park and Judy Nunn. These are well attended and connect readers with writers.
- **Technology Training programs:** includes robot and code clubs as well as individual training (Ask IT).
- **Home delivery service:** delivering books and other materials to house-bound residents and nursing homes.

## A day in the life of Redland Libraries

- 2.00am** Rey, a night shift worker downloads an e-book to his mobile device to read during his meal break.
- 6.00am** Annika, a school student searches the library catalogue to put some books on request to collect later that day for a school assignment.
- 7.00am** Nigel downloads some music to his phone to listen to on the train while he travels to his job in the city.
- 8.00am** Sarah returns her library books to Capalaba Library afterhours chute on her way to dropping the kids off to school.
- 9.00am** Customers gather outside Cleveland Library waiting for the doors to open. They come to read the newspapers and to their favourite staff member.
- 9.30am** Isaiah meets a friend at Victoria Point Library for a coffee and to return some books before they head to the cinema next door to see a movie.
- 10.00am** Carmel, who always uses the Mobile library at Wellington Point, returns borrowed DVDs. She received a SMS the day before to say that a book she is excited to read will also be waiting for her.
- 10.30am** Staff at Capalaba Library announce the start of a weekly story time activity.
- 11.00am** Anu attends a one-on-one session with staff at Cleveland Library. He is learning to use Facebook to connect with his children who live overseas.
- 12.00pm** Eden, who lives on Russell Island, drops in to the island library to check if a book she placed on request has arrived from Capalaba Library.
- 1.00pm** Students from Victoria Point State School, who have walked down to the library at Victoria Point, take a tour of the library with staff.
- 2.00pm** Margaret from Coochiemudlo Island starts a computer session at Victoria Point Library. She is learning how to use the internet for job searching and updating her resume.
- 3.30pm** Students from Cleveland High School come to Cleveland Library to use the free Wi-Fi to do their homework and hang out with friends.
- 4.00pm** Capalaba Library staff prepare for Code Club, where young people aged 12-16 come along and learn to code and play with robotics.
- 5.00pm** Cleveland Library staff set up for an evening book club.
- 6.00pm** Savean and her husband Lucas bring in their first tablet to Victoria Point Library and staff spend 30 minutes teaching them how to use the features, as they do each week.
- 7.00pm** The book club at Cleveland Library finishes up for the night. Book club members use the library to meet, as well borrow books either in print or ebook. They consult with the library staff each year on book recommendations.
- 7.30am** The mainland libraries close – although the virtual library remains open 24/7.

## Library trends

When considering our future plan, we need to take account of what is happening across other public library services and identify key issues and challenges for the future.

**Redefining library spaces:** Libraries and the communities they serve are always evolving and changing. Population growth and new technologies place demands on library services and influence facility design and maintenance. The way people use libraries is changing, so the design and function of libraries must evolve to meet these emerging challenges. Public libraries have embraced their role in strengthening communities and bringing people together from diverse backgrounds through a shared interest in library programs. Library spaces are being increasingly occupied by informal social activities as well as providing venues for structured group activities. Wi-Fi and e-resources are enabling library spaces to become multifunctional. Once, shelves governed floor space, but there is now a new level of flexibility. The demand is for more interactive environments and our customers now need innovative library configuration. Library automation is impacting on design and layout, as online services enable people to access collections and resources at home. With the financial constraints placed on councils to maintain public buildings such as community halls, there is a growing emphasis on engaging with communities in new ways. Libraries, through their close connection to their communities, are well placed to play an important role in developing a new model for community spaces.

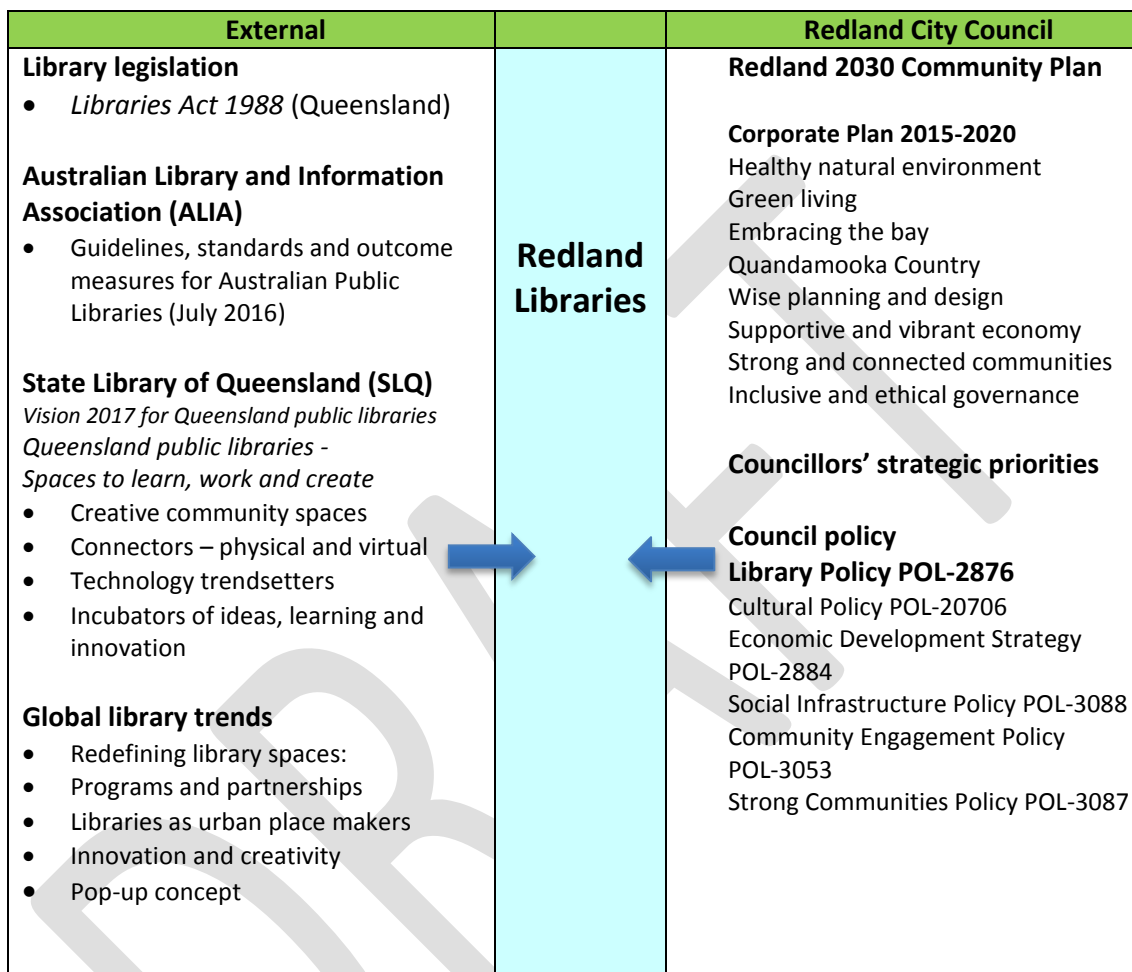
**Programs and partnerships:** Public libraries are focused on programs and partnerships, as well as maintaining their more traditional role. The physical implications of these programs and partnerships include an emphasis on flexible spaces that can be accessed out of hours, such as meeting rooms, training rooms and multi-purpose spaces. The rising popularity in programs and partnerships is an indication that, despite the growth of digital and online resources, the physical library is very relevant and in demand as a social space. Libraries today continue to provide what we might call 'traditional' services. However, it is clear that our local communities expect public libraries to also provide services that reflect the role of the modern public library as a community facility where people can socialise and experience lifelong learning outside schools and tertiary institutions. The demand for resources and services to support lifelong learning activities is expected to increase.

**Libraries as urban placemakers:** Libraries draw a significant level of visitors who, by simply going to the library, activate surrounding spaces, which in turn provides economic benefit to nearby shops and businesses. As a result, libraries are seen as key anchors or placemakers in urban planning or regeneration. New public libraries are being built using inspirational design and architecture with the view of placing an urban centre on the map, and, when co-located with other venues, a valuable community hub is created. Libraries can be seen as economic growth engines in the community, with increasing opportunities to become 'urban placemakers'.

**Innovation and creativity:** There is considerable interest and pressure for public libraries to take a lead in experiential learning spaces, now popularly known as Makerspaces. Fostering a culture of innovation and creativity is critical to our strategy for relevance. While libraries have traditionally played a role in knowledge creation, these spaces provide facilities for users to become the creators themselves. They can provide interactive digital learning environments and technologies for content creation such as filmmaking, music (recording studios), programming/coding and innovative activities around 3D printing. Because of their public accessibility, libraries as creative spaces enable users to share their knowledge while creating and learning simultaneously. In intentionally exploring how to best use library resources to create these spaces, our library service has the opportunity to further fulfill its role in the community as a social space: a place that fosters creativity and innovation and a centre of information sharing and knowledge creation.

## Setting our direction

The future direction for Redland Libraries is influenced by external factors, as well as through our contribution to Council's strategic direction, as outlined in the Corporate Plan 2015-2020. Redland Libraries contributes to all eight outcomes within the Corporate Plan and has a key role in supporting delivery of Redland City Councillors' strategic priorities.



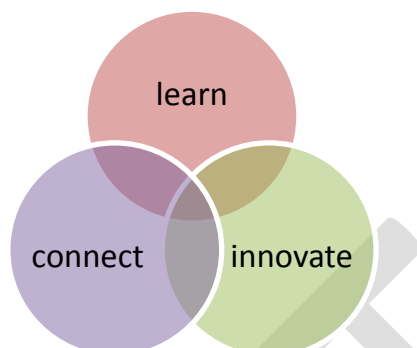
Redland Libraries provide busy and lively community spaces that are highly valued by the visitors who walk through the doors each year. The Library aspires to be a place in the community for engaging in lifelong learning and literacy. Through the development of quality spaces, services and programming, the library seeks to engage with the community and stakeholders to promote the key outcomes of connection, innovation and learning.

The Redland City Council Library Services Strategy 2017-2022 is a framework for achieving our purpose of delivering quality library services and programs that meet the shifting needs of the community. To develop this strategy, we have conducted a review of the previous plan – Redland Shire Library Service: a ten year plan 2007 – considered global trends, national and state frameworks and local priorities. Consultation with staff, stakeholders and clients has informed this new strategic direction. This strategy will enable us to meet changes in libraries and local government.

It also supports Council's Library Policy POL-2876 and will positively contribute to Council's vision, Corporate Plan and strategic priorities.

## Our purpose: learn connect innovate

Redland Libraries will continue to provide a range of facilities, services and programs over the next five years in order to enable our clients to **learn, connect and innovate**.



The purpose of the library service is to provide opportunities for people to access information and resources that enable them to gain knowledge and learn. This learning may be through reading, research, or programmed activities that focus on skill development, or by accessing online material. Our particular focus is literacy, in all forms and for all ages: from very young children learning through storytelling and singing, to adults gaining technological, reading, writing and creative skills.

Increasingly, libraries are seen as important places for community connection. In the same way that public open spaces provide a place to meet, socialise and connect with other parts of the community, libraries can provide a safe and welcoming space for community members. Libraries can play a role in connecting individuals to each other, connecting them to relevant services, and connecting them outside the physical spaces, through online services.

Innovation is a key part of this strategy, and we aim to encourage individuals, businesses and community organisations to see Redland Libraries as a partner in innovation. We provide spaces, technology, information, support and resources to facilitate the development of new ideas. Libraries have a key role to play in supporting innovative approaches that lead to environmental, social and economic outcomes.

We will achieve this through a program of change structured around four goals:





## **Goal 1 – Welcoming destinations and flexible spaces**

### **By 2022:**

- Our libraries are open, flexible, multi-use venues that attract people across our community of all ages and from all walks of life.
- In keeping with national and global trends, our libraries are welcoming, engaging all sections of the community by providing a range of quality events, activities and services.
- Our libraries are highly visible with strong street appeal and are seen as a destination in their own right.
- An innovative and balanced program of events and activities across all branches encourages people to spend more time in our libraries.
- Our libraries provide a range of flexible spaces where people can connect and engage with each other and with other services.
- Our libraries are recognised as a key supporter of our local business community, providing new services to support small business and entrepreneurs.

### **Actions:**

#### **1.1 Develop all our libraries as attractive, welcoming destinations and flexible, multi-use spaces.**

- 1.1.1 Collaborate with stakeholders to develop Capalaba Place as a thriving, creative, community hub.
- 1.1.2 Develop Cleveland Library as a high profile destination within the urban centre, driving economic and social benefits through increased activation in and around the library and business partnerships.
- 1.1.3 Develop Victoria Point Library as a key service and community hub, delivering convenient access to service and engaging community program.
- 1.1.4 Develop services on North Stradbroke Island to highlight Quandamooka Country and support the North Stradbroke Island Economic Transitions Strategy.
- 1.1.5 Service delivery to Southern Moreton Bay Islands is enhanced in consultation with community and in partnership with key stakeholders.

#### **1.2 Ensure Redland Libraries can meet future social infrastructure needs through long term planning.**

- 1.2.1 Ensure future plans for library services are considered in long term social infrastructure planning.

## **Goal 2 – Innovative and accessible services**

### **By 2022:**

- Our systems and business processes enable effective management of our collections, which are easily accessible to our customers.
- Our libraries provide reliable, high quality and secure systems that allow customers to learn, connect and innovate, both within library buildings and via online services.
- Our services are supported by technology, equipment and vehicles that enable delivery of an innovative program of activities and events.

### **Actions:**

#### **2.1 Develop a robust approach to business improvement driven by increasing value to the customer.**

2.1.1 Review collection management processes including RFID (Radio Frequency Identification Technology).

2.1.2 Streamline processes to improve customer experience.

#### **2.2 Enhance access to technology and online services.**

2.2.1 Improve free public access to technology in libraries.

3.1.1 Develop and improve online services.

3.1.2 Provide services and programs to develop digital literacy skills.

### **Goal 3 – Activate and engage through programs and partnerships**

#### **By 2022:**

- Our team is active within the local community, engaging through programs, services and activities outside branches and attracting new people into libraries.
- Our team has formed strong partnerships with local organisations to contribute to Council's corporate outcomes, in particular Quandamooka Country, strong and connected communities and supportive vibrant economy.
- Public places and spaces are activated through an innovative program of events, activities, storytelling, pop-up libraries and mobile services.
- Libraries are at the forefront of innovation and support the business community through a range of services and programs.

#### **Actions:**

##### **3.1 Develop programs to encourage reading and all forms of literacy:**

- 3.1.1 Deliver adult literacy programs
- 3.1.2 Deliver the First 5 Forever program to support early literacy
- 3.1.3 Deliver Author in Action program.

##### **3.2 In partnership with community and stakeholders, facilitate access to programs and services that meet evolving community needs.**

- 3.2.1 Explore new ways for libraries to facilitate networking and support local business and community sector.

##### **3.3 Activate libraries and other community spaces.**

- 3.3.1 Collaborate with partners to deliver events, activities and services outside library buildings.
- 3.3.2 Develop an enhanced mobile library program to activate places and engage clients.

##### **3.4 Explore ways to celebrate and increase community awareness of Quandamooka culture:**

- 3.4.1 Promote the use of the welcoming space and Elders Room within Cleveland library for cultural activities
- 3.4.2 Promote visual recognition of Quandamooka culture through art and collection
- 3.4.3 Participate in NAIDOC and Reconciliation events and activities.

## **Goal 4: Skilled and cohesive team**

### **By 2022:**

- Our team is recognised as passionate, resilient and flexible , offering varied career opportunities.
- Our team structure drives successful delivery of outcomes and creates a culture of excellence and improvement.
- Strong leadership capability throughout the service supports development of team members, and emerging leaders are supported with development opportunities, feedback and challenging projects.
- Our team offers a positive workplace culture, with particular focus on teamwork, accountability and recognition.
- All team members have increased skills in teamwork and collaboration, leading to strong networks and delivery of effective outcomes.

### **Actions:**

#### **4.1 Develop a positive, values-driven, team culture.**

4.1.1 Develop and deliver programs which support corporate values and culture.

#### **4.2 Agile and flexible team that enables accountability and collaboration.**

4.2.1 Build the library leadership team and develop a leadership program for current and emerging leaders within the library service.

4.2.2 Ensure all library staff are skilled and enabled to develop new skills to deliver programs and services and support career pathways of non-qualified staff within Council.

4.2.3 Use workforce planning to ensure Library Services can meet current and future community needs.

## Implementation

We will develop annual action plans, outlining the key programs, projects and tasks to be undertaken to achieve the goals outlined in this five-year strategy. Where additional resources are required, these will be sought through external funding opportunities, partnerships and Council's budget processes.

Projects will be managed effectively and benefits tracked as part of each project. The delivery of this strategy is dependent on the commitment of our Library Services team, and also on support from other parts of Council and our external partners.

## Measuring success

To measure the success of this strategy, we will monitor a range of different indicators, both quantitative and qualitative. Customer feedback, visitation, membership and borrowing will all provide an indication of success. We are required to submit annual returns to the State Library of Queensland and also report monthly on key performance indicators.

Key performance indicators	2016/17
Number of active library members (active members are those who have accessed library services within two years)	49,196
Library membership as a % of population	67.37.82% (Queensland average is 47%)
Number of visits to libraries	639,514
Number of items borrowed	1,213,217 by July 2017
Attendance at programs	27,127
Number of items available electronically	24,510
Number of items borrowed from electronic collection	11,604 a month
Number of branches offering Wi-Fi	3 (mainland only) 1 island library (Russell Island)
Customer feedback	Qualitative feedback and survey data to be monitored throughout plan
Staff feedback	Qualitative feedback and survey data to be monitored throughout plan