

LIBRARY SERVICES **STRATEGY**

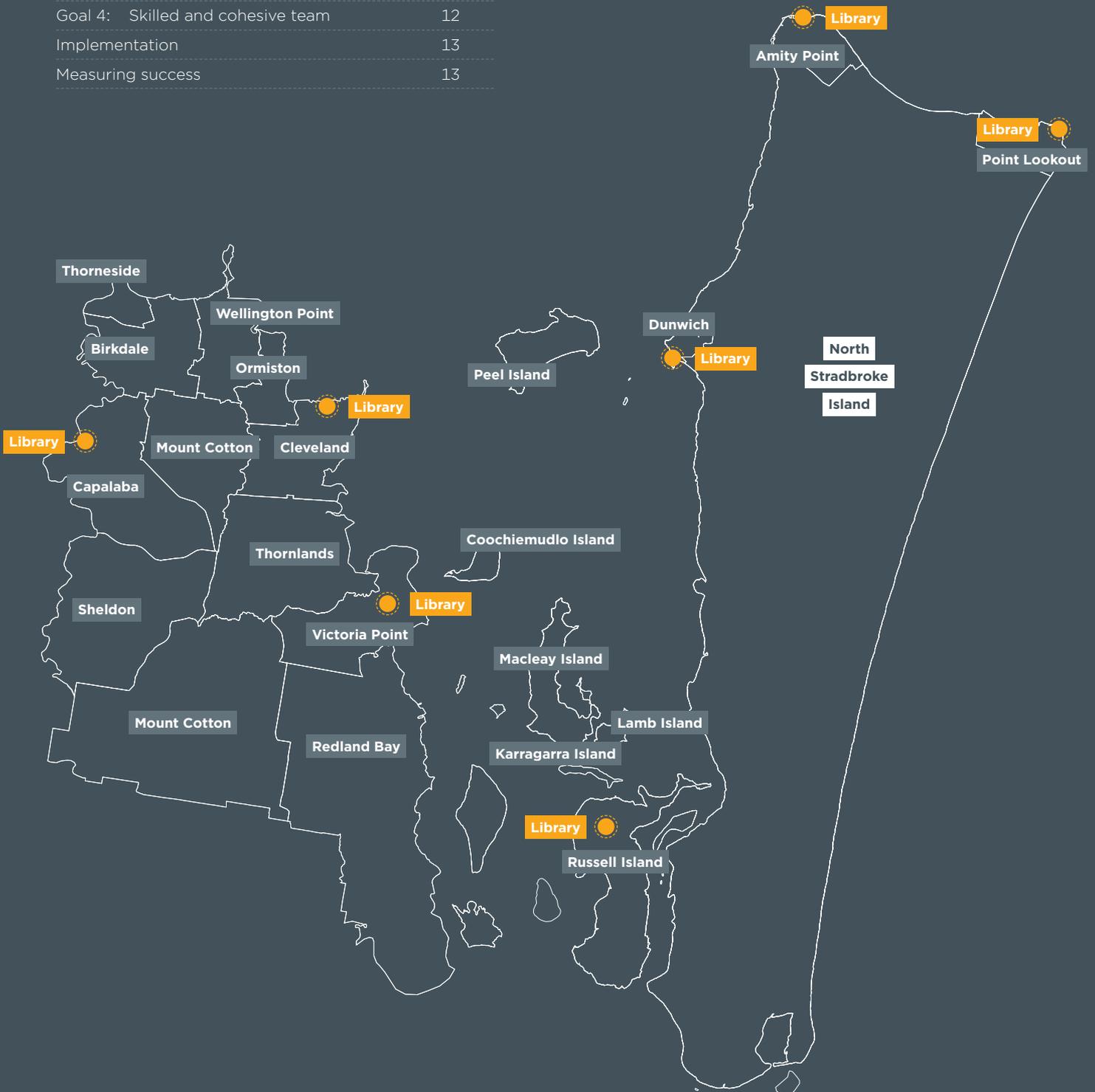
2017 2022

Redland Libraries



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MAYOR MESSAGE

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 have 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.

Our libraries are comfortable spaces designed for learning, working or simply experiencing the joy of reading. They provide access to internet and free learning opportunities, including literacy and work skills help for those who are new to our city.

We keep our history here and enjoy staying attuned to current affairs. Our libraries are places of wonder and fun for children and parents alike, as they engage with the diverse array of programs on offer.

Our libraries have become centres for wellbeing since they play a great 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.

A handwritten signature in black ink, appearing to read 'Karen Williams'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Karen Williams
Mayor, Redland City

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 a clear direction in how we will achieve that vision.

49,196 active borrowers

at 31 July 2017 (who have accessed library services within two years)

247,388

books

268,384

items owned, including physical and digital (8.46% digital)

23,496

electronic items

54,350 visits per month

(on average) using Redland Libraries in 2016/17



1,213,217

items borrowed in 2015/16 (financial year)



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

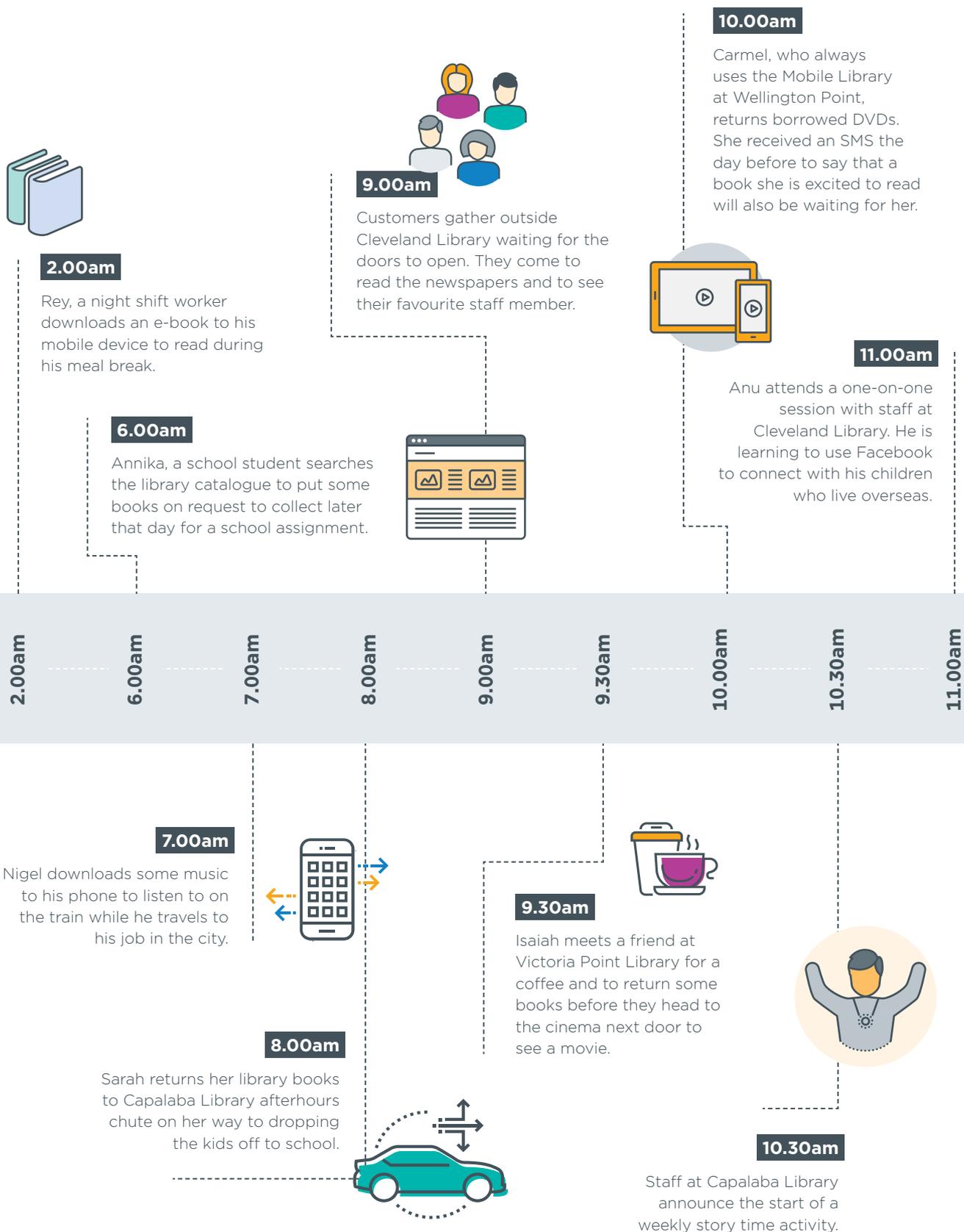
PRINTING

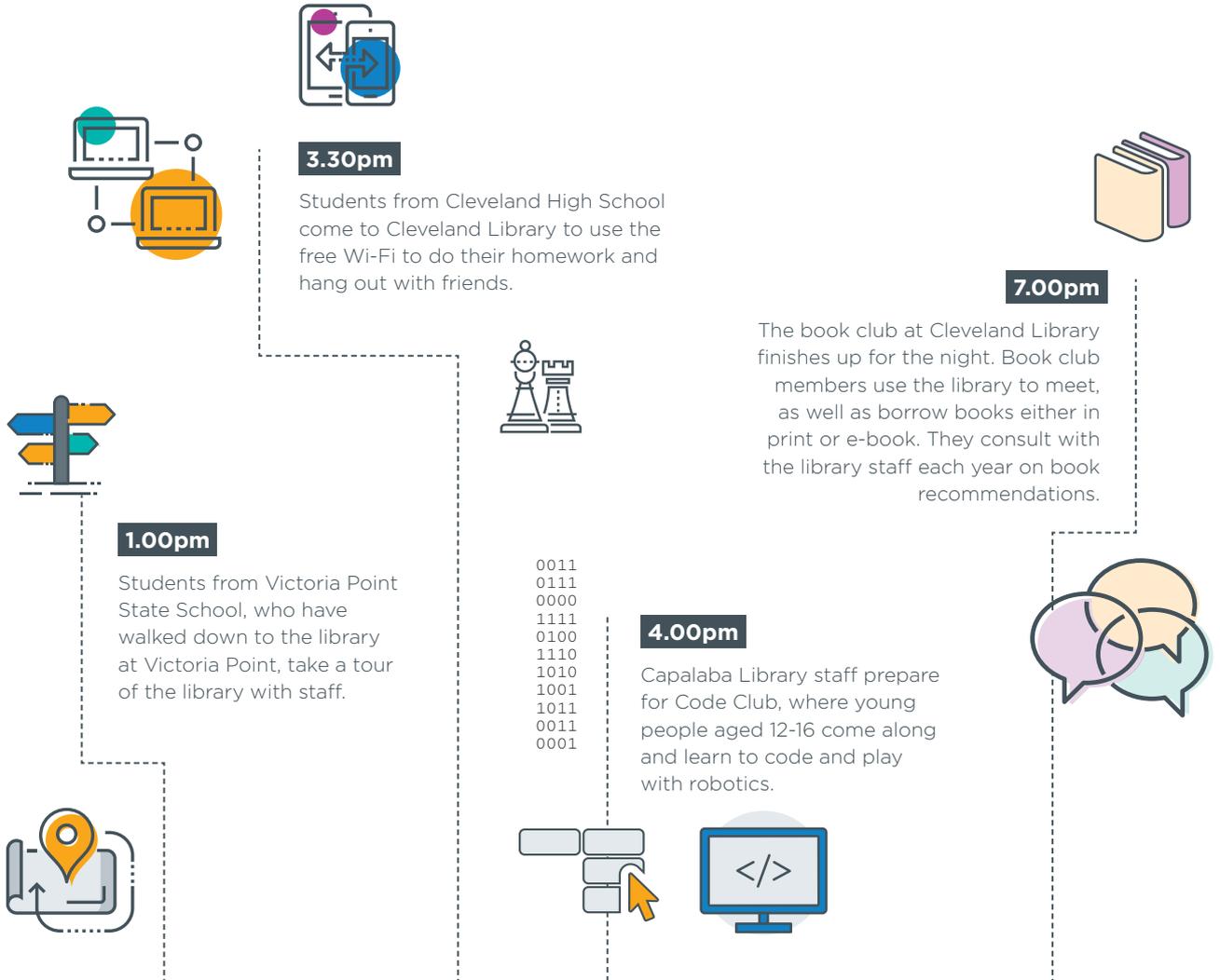
- ▶ Printing, photocopying and scanning facilities available in all libraries (except Amity Point Library)

PROGRAMS

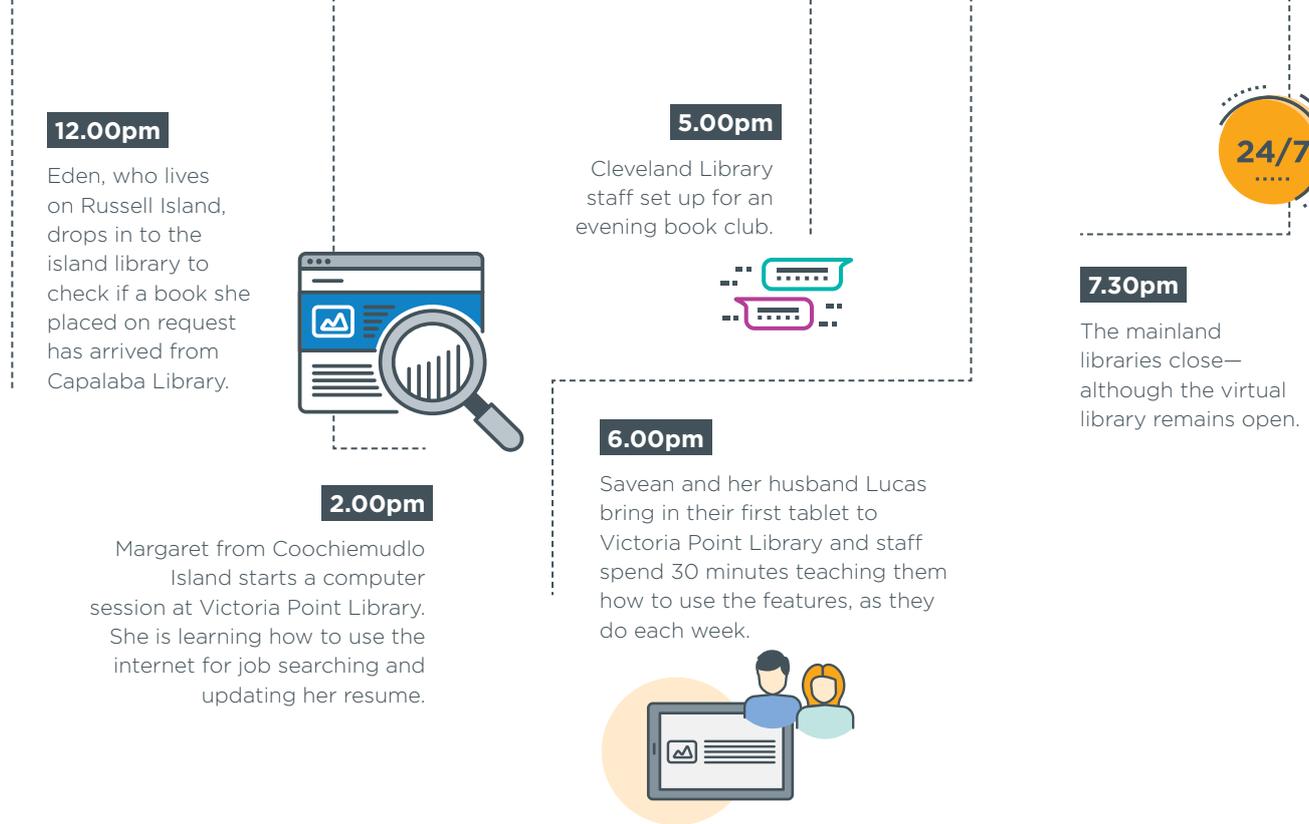
- ▶ Storytelling sessions: fun learning experiences for young children
- ▶ School holiday program: free activities for school age children
- ▶ First 5 Forever: literacy development for children aged 0–5 years, emphasising the importance of early literacy education for parents and caregivers. Externally 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





12.00pm 1.00pm 2.00pm 3.30pm 4.00pm 5.00pm 6.00pm 7.00pm 7.30pm



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 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 relevant and in demand as a social space. Libraries today continue to provide what we might call 'traditional' services. However, it is clear 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. As we intentionally explore 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, innovation and a centre of information sharing and knowledge creation.

SETTING OUR DIRECTION

Redlands Libraries' future direction is influenced by external factors and Council's strategic guidelines.

Contributing to all eight outcomes of the Corporate Plan 2015–2020, Redland Libraries has a key role in supporting the delivery of the Redland City Councillors' strategic priorities.

EXTERNAL

Library legislation

- ▶ *Libraries Act 1988* (Queensland)

Australian Library and Information Association (ALIA)

- ▶ Guidelines, standards and outcome measures for Australian Public Libraries (July 2016)

State Library of Queensland (SLQ)

Vision 2017 for Queensland public libraries

- ▶ Queensland public libraries
- ▶ Spaces to learn, work and create
- ▶ Creative community spaces
- ▶ Connectors—physical and virtual
- ▶ Technology trendsetters
- ▶ Incubators of ideas, learning and innovation

Global library trends

- ▶ Redefining library spaces
- ▶ Programs and partnerships
- ▶ Libraries as urban place makers
- ▶ Innovation and creativity
- ▶ Pop-up concept

REDLAND CITY COUNCIL

Redland 2030 Community Plan

Corporate Plan 2015–2020

- ▶ Healthy natural environment
- ▶ Green living
- ▶ Embracing the bay
- ▶ Quandamooka Country
- ▶ Wise planning and design
- ▶ Supportive and vibrant economy
- ▶ Strong and connected communities
- ▶ Inclusive and ethical governance

Councillors' strategic priorities

Council policy

Library Policy POL-2876

- ▶ Cultural Policy POL-20706
- ▶ Economic Development Strategy POL-2884
- ▶ Social Infrastructure Policy POL-3088
- ▶ Community Engagement Policy POL-3053
- ▶ Strong Communities Policy POL-3087



REDLAND LIBRARIES

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

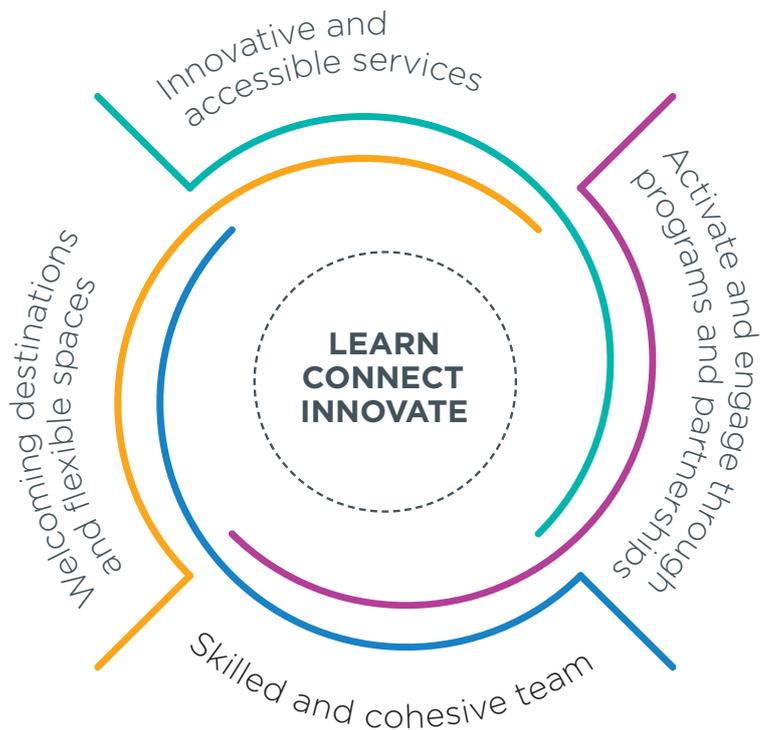
Redland Libraries will continue to provide a range of facilities, services and programs over the next five years to enable our clients to **learn, connect and innovate**.

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.

- ▶ Collaborate with stakeholders to develop Capalaba Place as a thriving, creative, community hub
- ▶ 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
- ▶ Develop Victoria Point Library as a key service and community hub, delivering convenient access to service and engaging community program
- ▶ Develop services on North Stradbroke Island to highlight Quandamooka Country and support the North Stradbroke Island Economic Transition Strategy
- ▶ 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.

- ▶ 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 through 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.

- ▶ Review collection management processes including technological enablements (e.g. Radio Frequency Identification Technology)
- ▶ Streamline processes to improve customer experience

2.2

Enhance access to technology and online services.

- ▶ Improve free public access to technology in libraries
- ▶ Develop and improve online services
- ▶ 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.

- ▶ Deliver adult literacy programs
- ▶ Deliver the First 5 Forever program to support early literacy
- ▶ Deliver Author in Action program

3.2

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

- ▶ Explore new ways for libraries to facilitate networking and support local business and the community sector

3.3

Activate libraries and other community spaces.

- ▶ Collaborate with partners to deliver events, activities and services outside library buildings
- ▶ 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.

- ▶ Promote the use of the welcoming space and Elders Room within Cleveland library for cultural activities
- ▶ Promote visual recognition of Quandamooka culture through art and collection
- ▶ 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.

- ▶ Develop and deliver programs which support corporate values and culture

4.2

Agile and flexible team that enables accountability and collaboration.

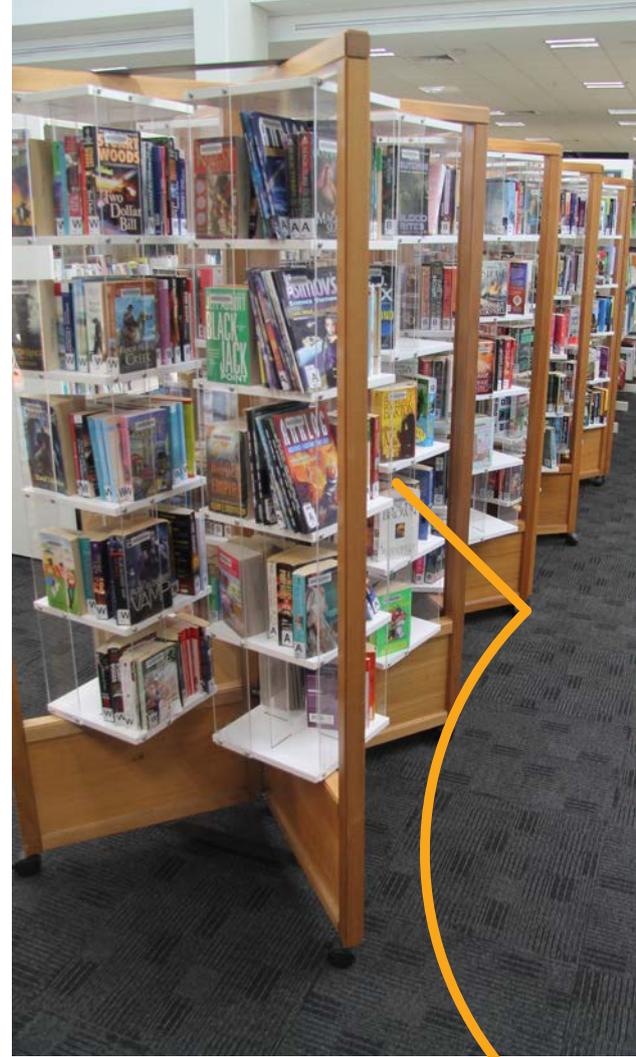
- ▶ Build the library leadership team and develop a leadership program for current and emerging leaders within the library service
- ▶ Ensure all library staff are skilled and enabled to develop new skills to deliver programs and services and support career pathways of non-qualified staff within Council
- ▶ 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 report monthly on key performance indicators.

Key performance indicators

| Key performance indicators | 2016/17 |
|--|---|
| Number of active library members (<i>active members are those who have accessed library services within two years</i>) | 49,196 |
| Library membership as a % of population | 67.37% (Queensland average is 47%) |
| 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) 3 island libraries (Russell Island, Dunwich and Point Lookout) |
| Customer feedback | Qualitative feedback and survey data to be monitored throughout plan |
| Staff feedback | Qualitative feedback and survey data to be monitored throughout plan |

Redland Libraries