LIBRARY SERVICES STRATEGIC PLAN 2012 - 2017

Bringing people and knowledge together

Date of adoption: 20 December 2011
and Effective date: 20 December 2011

City of Canada Bay

The Community Advisory Group (CAG) consisted of invited experts, community representatives and Council representatives. The terms of reference for the CAG were to:

- Provide advice and direction for the development of the Strategic Plan
- Assist in the communication of the strategic planning process and ultimate outcome
- Encourage broad ownership of the Strategic Plan and
- Be actively involved in the formation of strategies in response to community comments.

Council would like to acknowledge and thank the Advisory Group members for their contributions:

- Diane Anderson (Community Representative)
- Natelle Ball (Community Representative)
- Lisa Benham (Client Services Coordinator)
- Mary Anne Cartwright (Community Representative)
- Seb Chan (Digital Social and Emerging Technologies, Powerhouse Museum)
- Stephanie Colman (Student representative, Domremy College)
- Philip Edney (Manager, Library Services)
- Debbie Gillman (Acting Director, Community Development)
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- Cr Helen McCaffrey (City of Canada Bay)
- Lisa Miscamble (Director, Community Development)
- Cameron Morley (Public Libraries and Community Learning, State Library of NSW)
- Jeanette Muir (Student representative, Domremy College)
- Mayor Angelo Tsirekas (City of Canada Bay)

Appendix A: Methodology used in the development of *Bringing people and knowledge together*

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Our Vision… Bringing people and knowledge together

The City of Canada Bay Library Service facilitates lifelong learning by connecting the community, collections, programs and technology.

We will achieve this by enabling free access to information, sharing knowledge, providing inclusive and accessible services for all, improving the popular traditional services while adapting to innovations; striving to be ethically, financially, socially and environmentally sustainable as a resilient community resource, providing adaptable and flexible spaces and services, and reflecting and enhancing the culture of the City of Canada Bay.

Over the next five years our service will focus on delivering the following outcomes:

Outcome 1: Bringing our community and library services together

Strategy:
- Promote what we do
- Create enticing spaces
- Offer inclusive and accessible activities
- Propagate partnerships and connect library services to new communities

Outcome 2: Relevant and responsive collections

Strategy:
- Tailor collections for our community
- Promote collections
- Deliver a digital branch

Outcome 3: Knowledgeable and skilled staff

Strategy:
- Implement ongoing training programs
- Draw on local capacity

Outcome 4: Delivering through technology

Strategy:
- Maximise technology
- Keep pace with technology trends

The actions that have been developed to deliver on these outcomes are outlined in the tables on pages 18 to 22.

Strategic Context

Planning Framework

The City of Canada Bay has developed a 20 year community strategic vision, FuturesPlan20 (2008) through significant consultation with community members, partners, stakeholders. FuturesPlan20 provides direction to support a City that is Engaged, Green, Healthy, Liveable, Moving, Prosperous and Vibrant.

These directions guide the priorities for our City and the services and projects delivered over the next 20 years, which will be implemented through the four year delivery plan, annual plans and budgets.

Bringing people and knowledge together supports the achievement of the key directions in FuturesPlan20 in particular in supporting a Liveable and a Vibrant City.

Bringing people and knowledge together has also been developed in line with the Library Act 1939 No 40 and Regulations made under this Act. This Act provides the legislative framework for the provision of library services in New South Wales. Specifically, Section 10 - Requirements which sets out the services to be provided by local libraries. These include:

- Residents and Ratepayers entitled to free membership
- Free access to certain materials on library premises
- Free loans of certain materials to library members
- Free delivery to sick or disabled members
- Free basic reference services to members
- Restriction on use of state subsidy.

City of Canada Bay - our people

The changing demographics of the City of Canada Bay will influence the library services that the community will need and want. Attention has been and will continue to be given to changes in the age structure, cultural and linguistic background and growth areas within the community.

Appendix B: provides a summary of the City of Canada Bay Community Profile.

The City of Canada Bay is experiencing growth in population, mainly due to the development of land, previously industrial sites, to meet NSW State planning requirements, under the Metropolitan Strategy. This relates to development along major public transport corridors and in close proximity to retail and other services, in particular, Cabarita - Mortlake - Breakfast Point, Liberty Grove - Rhodes and North Strathfield - Strathfield areas. This growth will contribute to the increasing demand for library services. The ability for community members in these areas to access to library services will need to be monitored.

The growth in population of the suburbs of Cabarita - Mortlake - Breakfast Point, Liberty Grove - Rhodes and North Strathfield - Strathfield is due to inwards migration. Anecdotal evidence from off the plan sales for residential units in the Liberty Grove - Rhodes area is that many of these sales are to people of South-East and North-Asian backgrounds. In response to this the library is increasing collections of Korean and Chinese material. Library services required by these emerging communities will continue to be monitored, with further adjustments anticipated after the release of the 2011 Census data.

The City of Canada Bay age structure is changing with numbers in the 75 years and over age group stable but significant growth in numbers of the 0-4 and 20-49 age groups. This would seem to indicate a growth in the number of young families. This is evident in the current demand for children's library programs, with further investigation of appropriate collections, programs and services to be undertaken.

The high level of technology use in the City of Canada Bay community was also evident from both ABS data (2006 Census) and the library's community survey. There is a higher than average take up of internet, online services and mobile technology which will influence the way many members of the community will want to engage with and use services.

"Concord Library has a great feel. Keep up the great work!"

A snap shot of our current service

The City of Canada Bay Library Service is provided through two libraries, Five Dock and Concord.

Five Dock Library opened in 2004 within a mixed development (retail and residential) and consists of 1600m^2 of open plan library, including a range of collections, 24 public access PCs, a children's area, youth area, study seating, a Local Studies collection, archives and research area and a meeting room. In 2010/11 Five Dock Library received approximately 250,000 visits.

Concord Library opened in 2008 and replaced two smaller branch libraries at Concord and Concord West. It consists of 2030 m^2 over two levels co-located with a Council managed long day care centre and a community based occasional care centre. The Library includes a Café, a range of collections, 30 public access PCs, a children's area, youth area, study seating and a meeting room equipped with a kitchen and AV system. In 2010/11 Concord Library received approximately 220,000 visits.

Investment in library services

The annual total expenditure (operating expenditure, including overheads plus capital expenditure) on library services for the financial year 2010/2011 was $3,166,355.08. This equates to $41.66 per capita, per annum based on a population of 75,999 (Estimated Resident Population of local government areas as at 30 June 2009 as supplied by the Australian Bureau of Statistics).

The operating income for 2010/2011 included $205,244 of annual funding provided by the State Government in the form of Library Subsidy and Local Priority grant funding, representing 6.48% of the total cost of provision. In addition, a one off grant of $31,900 was received from the State Government.

Annual adjustments for CPI and population growth may be considered when planning budgets. Variation in the per capita amount expended on library services when population growth occurs rapidly. Examples of this would be areas such as Rhodes and North Strathfield where population expands quickly within large developments on former industrial sites. This expansion in population brings additional demands on Council services, including library services.

Adult Lending Collections:

Non-fiction

Fiction

Paperbacks

Large Print

Audio books

DVDs

Music CDs

Magazines

Junior Lending Collections:

Non-fiction (Interfiled with adult non-fiction)

Fiction

Readers

Easy Picture Books

Board Books

DVDs

Youth Collections:

Fiction

Audiobooks

Magazines

Manga

Specialised Collections:

Multicultural collections, currently collecting in the main community languages, Italian, Greek, Chinese and Korean

Parenting collection

Non-lending Collections:

Reference (now interfiled with adult non-fiction)

Local Studies

Genealogy

Newspapers

Electronic Collections:

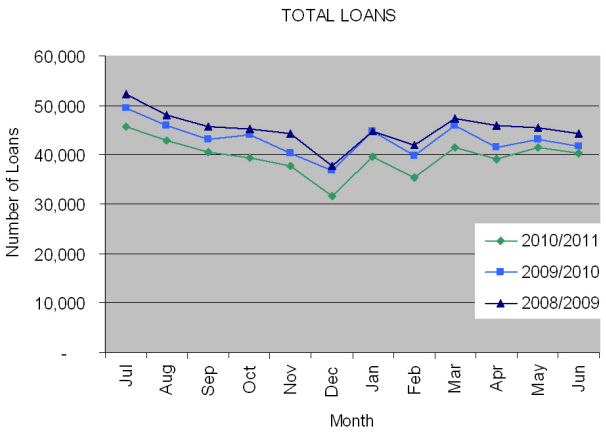
eLibrary - ebooks and e-audio books for all age groups, remote access

Databases of full text journal articles and reference works, in-library and remote access

Online collections of encyclopaedias and reference works, in-library and remote access

Loans and use of electronic collections

Following the opening of the two libraries, loans initially increased significantly, but the last two financial years have seen reductions in the number of loans at both libraries. The age and size of the collections may be a significant factor in this drop in loans. Comments and satisfaction rates in the community consultation indicated this may be the case, along with other issues such as availability of current and popular titles.



In the future my ideal library will... "get newer books in a lot quicker" - Male, aged 45-64

The recent increase in the popularity of e-book formats within the community may also have had some influence on the drop in loans of printed books. E-books were introduced in partnership with four other Inner West councils in January 2010. There have been 1,395 loans to City of Canada Bay library members up to June 2011 and the loans appear to be gradually increasing. As the e-book collection grows, loans may increase further.

Other electronic information sources may also be influencing a decline in the use of printed resources. Use of the internet, including resources such as Google and Wikipedia as well as online resources provided by the library, is becoming increasingly popular. The online resources provided by the library were searched 13,461 times in the 2010/11 financial year, compared to 9,491 times in the 2009/10 financial year.

Membership

In 2011 there are approximately 42,000 members - 55% of the resident population. This percentage is higher than the baseline standard of 45% as set by the State Library NSW.

Appendix C: State Library of NSW Analysis of City of Canada Bay Library Services and Statistics)

Visits

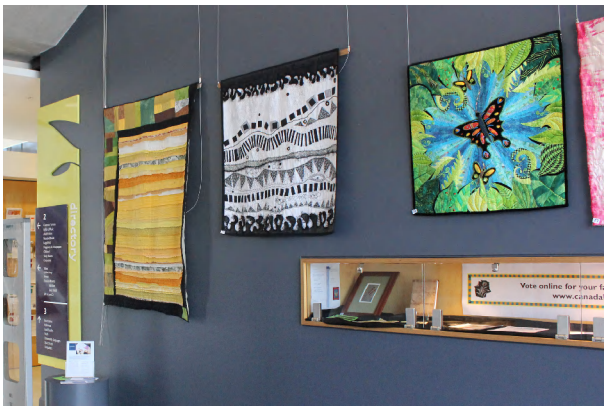
Visits to the libraries have increased since the new buildings have opened, reaching a peak of 517,000 in the financial year 2008/2009. Since then visits have dropped, with 470,000 in 2010/2011, although the people counters used have been unreliable, new counters were installed with the self-check system in March 2011 and this data continues to be analysed.

Activities

A range of activities are provided for the community. In 2010/11 this included:

- Children's Activities: Baby Rhyme Time, Toddler Time, Pre-school Story Time, School Holiday Activities, Children's Book Week activities and Summer Reading Program, with 451 individual activities conducted, 15,547 participants (including parents) attending.

- Youth Activities: Game Space and a drop in program run jointly with Council's Community Services section: 160 sessions with approximately 1,040 young people attending per annum
- Adult's Activities: Author Talks, Book Groups, Exhibition Launches and related events: 50 sessions with approximately 800 attending per annum
- Community Access Art Exhibitions: 11 exhibitions held ranging from an urban nature photography exhibition, paintings by Clare Hooper, a local artist with special needs to Janice Calder's watercolour botanical illustrations.



- Business training and networking events: 31 events with 327 participants run in the libraries by Council's Economic Development Unit.

Technology

Technology provided includes:

- A customer self booking system for public access PCs and automated print management system was introduced in 2008. 51,312 hours of PC use were booked through this system in the 2010/2011 financial year.
- Member self check out technology was introduced in December 2010 and has been well received with approximately 90% of loans being made by members through the self check units.
- Blogs and Flickr accounts are being used to promote local studies photograph collections along with a digital image storage system.
- Wireless internet access (installed at both libraries in July 2011) replacing a system that was only available at Five Dock Library.
- The library management system (upgraded in September 2011) enabling email and SMS messaging to members and improved catalogue access.
- A federated search engine (introduced in September 2011 which allows one simple search across a number of the library's resources including its catalogue and online collections. 13,461 searches were done on the library's online databases in the 2010/2011 financial year.
- Access to the library's web pages via mobile device compatible formats, including the catalogue search and federated search functions is being developed, assisted by a State Library of NSW grant.

Further information on the Library Service's performance is contained in Appendix C. This report prepared by the State Library of NSW analyses data on the City of Canada Bay library service against the State Library's *Living Learning Libraries: Standards and Guidelines for NSW Public Libraries.*

Facilities

There is a need to provide adaptable and flexible spaces. This will involve installation of furniture and equipment that may be moved or have a number of uses to maximise efficient use of space within the libraries. This is critical given the number of events, programs and activities. For example some shelving may be mobile with the addition of lockable wheels, enabling it to be moved aside to make space for events during times when the library is not being used intensively for study or browsing.

Growth areas within the City of Canada Bay are currently providing challenges to service provision. The consideration of population growth and consultation with the Rhodes/Liberty Grove community during the development of the Community Facilities Resourcing Strategy found a demand for library services and recommends examining some alternative service delivery options within flexible community facilities.

Demand for library services and recent developments in electronic publishing are changing the way the community is engaging with the library. The need for study space, access to electronic library resources and the level of need for a variety of printed resources can be analysed when more accurate data on the community in these suburbs is available. Alternative models of library service delivery will also be examined to find the best fit for these new communities.

In the future my ideal library will... "be open 24/7 ... I realise this is unrealistic, but one can dream" - Female, aged 15-19 years

Partnerships

The library has a number of partnerships in place that are providing services or adding value to services include Dymocks bookshop attending author talks with books for author signings, CSIRO providing information for the EnergyMark discussion group at Five Dock Library, Homework Help for Culturally and Linguistically Diverse (CALD) community provided by the Smith Family, *Wrap with Love* meet weekly in both libraries and the Small Business Book Club was provided through Council's Economic Development Unit and Industry and Investment NSW.

This is an area that will be further enhanced through development of further partnerships to progress key strategies, including volunteering opportunities.

What the community said…

Bringing people and knowledge together is based on the findings of community consultation and research. Community consultation undertaken focussed on what the community wanted its library service to deliver into the future. To achieve a survey was provided to both current users and non users to gain feedback. In addition focus groups were held with key target groups as well as in depth interviews.

Questions posed to our community included:

- What is the community's perception of libraries?
- Why do people use or not use libraries?
- How does the community want to interact with libraries?
- What does the community want the library to be in the future

The survey resulted in 902 completed surveys being returned for analysis, 14 focus groups were conducted which captured 130 people's input including community members and in depth interviews conducted by a PhD candidate studying "Third Place".

Following is a summary of what you said as part of this process:

Satisfaction with current programs

Satisfaction with services was investigated in order to find out if there are any popular services that could be improved to attract more community members to use them. The results included these observations:

- People who used library services reported high satisfaction rates overall
- Lower satisfaction with collections and opening hours
- Higher satisfaction with helpfulness of staff, signage and access to technology

Collections

A significant number of survey respondents and focus group participants asked for collections to be improved in quality and quantity. The need for the collection to be more responsive was frequently expressed by requests for speedy access to bestsellers and newly released titles. Comments related to hard copy books, a range of formats were mentioned, including talking books, DVDs and e-books.

The community's response to the library's collections can be illustrated through a number of the survey questions and from the focus groups:

- Books received the strongest response to “When I hear the word ‘library’ I think of…?” – 97.9%
- While satisfaction with collections was at 94.6% it was second lowest of the specific services and received the most number of suggestions for improvement
- Quality of the collections was rated the second highest reason to use a particular library – 55.9%
- Three of the top four reasons people like to use libraries were collection related – borrowing books 85%, Borrow DVDs, CDs or audio books 65.4%, read or browse magazines/newspapers 47.2%
- Three of the top four things that would encourage people to use our libraries more were collection related (the number 1 was “I’m happy with current services”) - Bestsellers available more quickly 37.3%, the collections were improved 32.9%, I could access e-books from home 20.2%
- Young persons focus groups thought the non-fiction collection was too old and wanted more DVDs particularly documentaries
- CALD focus group appreciated language books as well as readers and finding homework related material for children
- Older men’s focus group identified newspapers and magazines as being of interest
- Older people’s focus group identified more non-fiction talking books, Australian talking books and magazines and more craft books

Technology

The responses that related to technology cover a range of issues including access to technology within the libraries, for example PCs and wifi internet access, the availability of e-resources including e-books and full text databases as well as access to collections and services from home.

The community's response to technology and related library services emerged in a number of the survey questions and in the focus groups

- 50.9% of the respondents found out what is happening in the community from the Internet
- 94.9% of respondents had a computer or laptop connected to the internet, 27.7% had a smart phone and 10.3% had iPads or similar. The percentage of respondents having devices and multiple devices were particularly high in some suburbs for example Breakfast point, Liberty Grove and Mortlake
- Email and Facebook rated very high as tools for keeping in touch at 88% and 52.1% respectively. This varied significantly between age groups and suburbs although 20.9% of 65-74 year olds reported using Facebook
- Internet access rated fifth as a response for "When I hear the word Library I think of…? – 47.6% But rated higher for the younger groups eg 60.3% for 15-19 year olds
- Access to technology, online access to library services from home and Library's web pages gained fair satisfaction rates from those that used them with only a few suggestions for improvement relating to technology, mostly for wifi access, more computers and more time on computers
- 29.8% of respondents gave accessing computers and broadband as a reason for using a library
- Young people referred to technology: more PowerPoints and turbochargers for laptops, compatibility between software loaded on their laptops and library PCs, catalogue easy to use, wifi, laptops and iPads for loan, smartboards and touchscreens, language labs, digital imaging software, staff need to be knowledgeable about technology and computers.
- Young families suggested iPads for children to use in the library
- Men under 50 suggested high bandwidth broadband, online access from home, information that is easy to find and use and collections online, eg one search facility for everything.

Physical spaces enabling activity

A range of uses of the library space emerged and often related to demographic characteristics. There were requests for quiet spaces for individuals, noisy spaces for small and large groups of different types and community gathering spaces to enable networking and socialising. The amenity of the buildings was also raised in both the survey and focus groups, including physical access, for example the long walk from the carpark to the library entry at Concord was commented on particularly by older groups and parking at Five Dock was also referred to. Longer opening hours, including on weekends were often raised in survey responses

The library was seen as a gathering place for the community to meet and interact, with events and activities provided. 54 references related to a community hub concept and an additional 12 comments were classified as 'one stop shop' as they saw the library as a place to come to access a number of activities, services, collections and community networks.

Older people thought the library was an ideal place for meetings, found it easy to find what they were looking for but thought the architecture of Concord Library unappealing. People from CALD backgrounds wanted more chairs to sit and read and more meeting rooms. Young people wanted soundproofing and better signage at Five Dock, a teenage lounging area with bean bags, individual study carrels and moveable tables for group study – indicating a need for flexible spaces and furniture. Other suggestions from young people included a set area for art and craft and a café or vending machine. This group also discussed not liking to ask staff to gain access to the toilet at Five Dock Library.

Activities

Responses to this question varied between different demographic groups so a tailored program of events to appeal to specific target audiences may be a suitable solution. Some comments in the survey responses related activities in the library to connecting with the local community.

The programs and events section of the satisfaction question elicited 562 responses and the satisfaction rating was fair, with 94.6% either very satisfied or satisfied but only eight suggestions were received to improve them. The 65-84 year olds rated their satisfaction with programs and events at 100%. The lowest satisfaction was reported by the 20-24 years age group with 11% either dissatisfied or very dissatisfied. Cantonese, Greek and Korean language groups recorded higher levels of dissatisfaction with programs and events. 15.4% of respondents reported that they choose to use a library because they can attend programs and events

A range of suggestions were made for additional activities including:

- a better program of events
- offering workshops
- sharing stories about the past to contribute to the oral history program
- being advised of events by email.

Promotion

While there were no questions in the survey or focus groups which directly addressed the issue of how well the library promotes itself it became evident that a lot more promotion is required as a significant number of suggestions were made for events, services and collections that the library already provides.

A range of suggestions were made including:

- email me events
- advertise events more and promote activities better
- wider promotion of HSC talks and Your Tutor online
- promoting that the Bayrider bus stops at the libraries to older people.

"I find that a library is a place of serenity, where a person can delve into their imagination and quiet time just for themselves. I love a library with endless possibilities of information that is absolutely mind blowing and for one person is just exciting. I love the library that I currently go to, but I would love a library to be a place where more people thought to go."

In the future my ideal library…

908 Comments were provided by 772 respondents.
In response to 'In the future my ideal library… '

Collections…generated the greatest number of comments which included:

- Young persons focus groups thought the non-fiction collection was too old and wanted more DVDs particularly documentaries
- CALD focus group appreciated language books as well as readers and finding homework related material for children
- Older men's focus group identified newspapers and magazines as being of interest
- Older people's focus group identified more non-fiction talking books, Australian talking books and magazines and more craft books
- The children's focus group also referred to borrowing books and DVDs

Technology….generated the second greatest number of comments. This related to e-book or virtual collections and use of laptops in the library (wifi and PowerPoints) as well as communication by email and sms.

Young people referred to technology: more PowerPoints and turbochargers for laptops, compatibility between software loaded on their laptops and library PCs, catalogue easy to use, wifi, laptops and iPads for loan, smartboards and touchscreens, language labs, digital imaging software, staff need to be knowledgeable about technology and computers.

Young families suggested iPads for children to use in the library

Men under 50 suggested high bandwidth broadband, online access from home, information that is easy to find and use and collections online, eg one search facility for everything.

Physical spaces…. many people referred to a comfortable or relaxing place where they could read or study. Longer opening hours or greater access was also mentioned for evenings and weekends.

Reponses also focussed on the library as a 'community hub' being seen as a gathering place for the community to meet and interact, with events and activities provided.

The Summary Consultation Report is provided in Appendix D.

"Be a vibrant community meeting place offering free (or low cost) activities for the aged, families and kids e.g. computer literacy courses, Asian language learning courses. Give me a space to study in, be inspired and will help me learn new things."

Trends and future directions of library services

Information on trends in library services was also gathered from a range of articles and websites.

Major trends identified included libraries:

- developing as an active space where the community attend activities and expand networks
- using social networking tools (eg Facebook, Twitter); use of LibraryThing to expand libraries' web presence, communicate about services and connect with members.
- enhancing catalogues that allow people to put their own tags on catalogue records, create and share lists and connect with other members
- enabling greater technology access including wireless access to the internet, tools to assist members create their own digital content (eg digital sound and images) as well as devices such as Microsoft Surface, a multi user tabletop touch screen
- evolving in the way content may be accessed remotely (eg e-books and downloadable content) as well as access to content on a library's website using a range of different devices, laptops, tablets and smartphones is becoming more important to library members
- promoting life long learning.

"Provide things that I can access on my laptop and iPhone. As a mum, it is quite hard to get to the library with 2 kids and have time to browse. So online works best for me!"

The following literature and websites were used as inspiration by the Community Advisory Group during the development of the Draft Library Strategic Plan:

Examples of Great Libraries

The Edge, State Library of Queensland
http://www.theedge.slq.qld.gov.au/

Yarra Plenty Regional Library
http://www.yprl.vic.gov.au/

Christchurch City Libraries, New Zealand
http://christchurchcitylibraries.com/

Bright Ideas Blog, School Libraries Association of Victoria
http://slav.global2.vic.edu.au/about/

Museum of Modern Art
http://www.moma.org/

Library makeovers draw seniors
http://www.aarp.org/personal-growth/life-long-learning/info-05-2011/library-makeovers-draw-seniors.html

The broader context for library services

Australian Library and Information Association (ALIA) – Public Libraries Advisory Committee
http://www.alia.org.au/governance/committees/public.libraries/

A number of projects have emerged from ALIA that have aimed at raising the profile of public libraries and ensuring a coordinated approach to supporting and promoting public libraries. The Public Libraries Summit and National Vision and Framework (see the executive summary) are particularly relevant.

Bookend Scenarios
http://www.sl.nsw.gov.au/services/public_libraries/publications/docs/bookendsscenarios.pdf

Some thought provoking possible future scenarios for public libraries were developed in this project. While they might never happen, they'll challenge you to think through the "what ifs".

This video clip outlines the growth of the internet, social networking and the move to mobile devices and the influence this has had on recent world events
Global, Local, Personal: http://symposium.elisa.fi/video/

Key Focus Areas

From the research and consultation undertaken four key outcomes have emerged:

Outcome 1: Bringing our community and library services together

Outcome 2: Relevant and responsive collections

Outcome 3: Knowledgeable and skilled staff

Outcome 4: Delivering through technology

These outcome areas encompass a range of strategies that align with FuturesPlan20.

Outcome 1: Bringing our community and library services together

STRATEGY	ACTION	PRIORITY	RESOURCING			
		1: 2011-12 2: 2012-14 3: 2014-16	Existing	Additional	Grant Funding	Partnerships
Promote what we do	Develop and implement a communication and engagement strategy	1	●			
	Promote library services to the community	2	●			
	Develop innovative methods of sharing knowledge with the community	3	●	●	●	
	Introduce email and SMS alerts for events as well as reserves	1	●			
	Establish Twitter for the library	2	●			
	Create a Facebook presence for the library, including photos, events and links to services	2	●			
Create enticing spaces	Review the floor plans for both libraries to improve flexibility to include: • Mix'n'match units for movement • Increased study spaces and study carrels	2	●		●	
	Establish physical and time zones for different usage patterns within the libraries including: • Produce a coloured timetable of events that are available to different groups • Introduce seniors gaming • Offer morning teas / discounted coffee at particular times to ensure seniors to visit on particular days	2	●		●	●
	Enhance study spaces through interactive technology that supports group work eg interactive white boards	2	●	●	●	
	Continue with the exhibitions of local cultural and community organisations	1	●			●
	Introduce a program of displays to highlight various collections and programs offered through the library	2	●	●	●	
	Explore opportunities for innovative technology/mediums to highlight library local studies collections eg large screen/Microsoft surface for local studies photos in heritage browser	3			●	

STRATEGY	ACTION	PRIORITY	RESOURCING			
		1: 2011-12 2: 2012-14 3: 2014-16	Existing	Additional	Grant Funding	Partnerships
Create enticing spaces (continued)	Explore opportunities to introduce a multi media lab which enables video and music mixing	3			●	
Offer inclusive and accessible activities	Ensure events and programs are targeted for our community including contact publishing houses to identify opportunities to hold book launches	2	●			●
	Visit local service clubs and associations to promote services of the library	2	●			●
	Build networks within the community	2	●			●
	Recognise and build on community culture	3	●			●
	Establish partnerships to deliver activities	3	●			●
	Continue to enhance programs on offer for young people including online interactive spaces, and online role playing games (gaming site)	2	●			●
	Trial e book readers/ audio book readers for loan	2			●	
	Taking knowledge out through a technology 'petting zoo' to nursing homes	3			●	
Propagate partnerships and connect library services to new communities	Work in partnership with local meals on wheels providers to expand the home library services	2	●			
	Conduct an annual knowledge based program in partnership with local organisations around: • adult literacy • digital literacy (eg using your iPad, online shopping and banking, using the internet, how to download items, using digital cameras, Photoshop) • information literacy	2	●		●	
	Build networks within the community through: • Joining community groups • Conducting workshops with local community groups annual to explore their needs and where the library can respond	3	●			

STRATEGY	ACTION	PRIORITY	RESOURCING			
		1: 2011-12 2: 2012-14 3: 2014-16	Existing	Additional	Grant Funding	Partnerships
Propagate partnerships and connect library services to new communities (continued)	Recognise and build on community culture: • Trial shopping centre story time • Offer bilingual story time sessions in conjunction with local cultural organisations	2	●		●	●
	Continue with the existing partnerships with: • Vision Australia • Drummoyne Community Centre • Smith Family • City of Canada Bay Museum	1	●			●
	Meet with local schools annually to discuss curriculum for the coming year and ways in which the library service can support students including: • Continuing with HSC lectures • Provision of reference material • Visit schools to promote resources, including online resources • Visit schools to promote information literacy	2	●			●

Outcome 2: Relevant and responsive collections and programs

STRATEGY	ACTION	PRIORITY	RESOURCING			
		1: 2011-12 2: 2012-14 3: 2014-16	Existing	Additional	Grant Funding	Partnerships
Tailor collections for our community	Undertake annual analysis of the collection to ensure is it relevant and responsive to our community	1	●	●		
	Enable client input through: • Introduction of a chat widget in the catalogue search screen asking' Did you find what you were looking for?' • focus groups/on line input from key target groups (e.g. CALD, home library service, children) regarding events and collection • link to Amazon wish list - open for community suggestions	2	●			
	Implement methods for continuous improvement of collections and programs including: • providing an online system for members to provide feedback	1	●			
	Introduce a roving reference service through the use of iPads	2		●	●	
Promote collections	Promote the specialist skills through: • Introducing 'Librarian picks' this month's recommendations are….. - both in library and on line • Profiling award winning books - children's, fiction and non-fiction	2	●			
	Highlight collections through: • innovative display and discovery methods • linking events with collections	2	●		●	
Deliver a digital branch	Introduce the ability to join online to enable access to online resources	2	●			
	Pilot a 6 month program to offer instant responses to reference inquiries	3			●	
	Introduce reviews of books, movies, music from staff and clients	2	●			
	Expand the collection to include NLA and SLNSW online content	2		●	●	

STRATEGY	ACTION	PRIORITY	RESOURCING			
		1: 2011-12 2: 2012-14 3: 2014-16	Existing	Additional	Grant Funding	Partnerships
Deliver a digital branch (continued)	Extend the use of the catalogue via the library face book page	3	●	●	●	
	Add pod casts to the library website of lectures and visiting author talks	3	●	●	●	●
	Introduce capacity to down load music from the library website	2	●	●	●	
	Expand the availability of eBooks	1		●	●	
	Highlight YouTube tutorials to increase knowledge for clients on how best to access data basses and e-books	3	●			
	Offer topics of interest via the web around: • Finding information for school assignments easily • Online information relating to hobbies and interests	2	●			

Outcome 3: Knowledgeable and skilled staff

STRATEGY	ACTION	PRIORITY	RESOURCING			
		1: 2011-12 2: 2012-14 3: 2014-16	Existing	Additional	Grant Funding	Partnerships
Implement ongoing training programs	Expand and maintain staff knowledge of services, collections and technology	1	●			
	Implement an ongoing program of customer service review	2	●			
	Provide an annual training program that includes opportunities to attend: • non-library training on issues for key target groups (i.e. young people, children, people with a disability, older people, ATSI and people from culturally and linguistically diverse backgrounds • customer services training and offering roving reference • presentation and communication skills to target audience (for example how to target information to children/young people) • visual merchandising skills	2	●			
Draw on local capacity	Increase local partnerships through an organised program of making contact with local groups to explore partnerships and highlight library services	2	●			●
	Hold an annual 'Turning the Tables' event inviting children and young people to present what they are into and the programs and technologies they are using	2	●			●
	Invite local high school students to work with the Library team	3				

Outcome 4: Delivering through technology

STRATEGY	ACTION	PRIORITY	RESOURCING			
		1: 2011-12 2: 2012-14 3: 2014-16	Existing	Additional	Grant Funding	Partnerships
Maximise technology	Develop and implement a library technology plan	1	●			
	Work with Council's Information Services team to integrate the Library Technology Plan with the Information Systems Strategy	1	●		●	
	Conduct quarterly information sessions for library staff on emerging trends and new technologies	1	●			
	Ensure accessibility to library resources and information through: • Different device compatibility • Providing of information in languages other than English for key language groups • Enabling on line registration for inter library loans, request for purchase, booking for events/programs)	2	●	●	●	●
Keep pace with technology trends	Improve access to technology within the libraries through: • Increased power points/charge stations • Introducing download stations for movies, music and e books • offering education links through the library • trail a program to borrow mobile devices in library for use	3	●	●	●	●
	Improve remote access to collections, services and knowledge		●	●	●	
	Facilitate six monthly information sessions on new technology in partnership with SLNSW, inviting other Inner West libraries to attend	1	●			●
	Introduce QR codes and associated technology within the library signage and promotional material to promote online resources and events	3		●	●	
	Offer roving reference service within the library thought use of iPads	2		●	●	

References

Australian Bureau of Statistics
www.abs.gov.au

City of Canada Bay FuturesPlan20, 2008

Guidelines for Local Government Authorities including Guidelines to Section 10:
http://www.sl.nsw.gov.au/services/public_libraries/legislation/guidelines_local_government_authorities

Library Council of NSW Living Learning Libraries: Standards and Guidelines for Public Libraries, August, 2011
http://www.sl.nsw.gov.au/services/public_libraries/policies/docs/living_learning_libraries_2011.pdf

State Library of NSW (2011),
Public Library Statistics 2009/10
http://www.sl.nsw.gov.au/services/public_libraries/statistics/docs/2009_10statistics.pdf

Profile Id. City of Canada Bay Community Profile. 2011
http://www.canadabay.nsw.gov.au/community_and_culture/community_programs/community_profile_statistics_page.html

Literature and web sites

Examples

The following literature and websites were used by the Community Advisory Group during the development of the Draft Library Strategic Plan:

The Edge, State Library of Queensland
http://www.theedge.slq.qld.gov.au/

Yarra Plenty Regional Library
http://www.yprl.vic.gov.au/

Christchurch City Libraries, New Zealand
http://christchurchcitylibraries.com/

Bright Ideas Blog, School Libraries Association of Victoria
http://slav.global2.vic.edu.au/

Museum of Modern Art
http://www.moma.org/

Library makeovers draw seniors
http://www.aarp.org/personal-growth/life-long-learning/info-05-2011/library-makeovers-draw-seniors.html

Australian Library and Information Association (ALIA)
http://www.alia.org.au/governance/committees/public.libraries/

A number of projects have emerged from ALIA that have aimed at raising the profile of public libraries and ensuring a co-ordinated approach to supporting and promoting public libraries. The Public Libraries Summit and National Vision and Framework (see the executive summary) are particularly relevant.

Bookend Scenarios
http://www.sl.nsw.gov.au/services/public_libraries/publications/docs/bookendsscenarios.pdf

Some thought provoking possible future scenarios for public libraries were developed in this project. While they might never happen, they'll challenge you to think through the "what ifs".

This video clip outlines the growth of the internet, social networking and the move to mobile devices and the influence this has had on recent world events.
Global, Local, Personal: http://symposium.elisa.fi/video/

Appendices

Appendix A: **Methodology used in the development *of Bringing people and knowledge together***

Appendix B: **City of Canada Bay Community Profile**

Appendix C: **State Library NSW Analysis of City of Canada Bay Library Service and Statistics**

Appendix D: **Summary Consultation Report**

Appendix A
Methodology used in the development of *Bringing people and knowledge together*

The Library Services Strategic Plan was developed following input from a Community Advisory Group consisting of Community Members, Councillors, industry experts from the State Library NSW, Powerhouse Museum and Library staff. A survey was developed with feedback given by Advisory Group members. Focus groups were run to gain additional information from groups that the survey may not have captured as well as with internal stakeholders.

The survey was developed to gather information on the perception of libraries generally, people's use of information technology and social media, why people do or do not use libraries and their satisfaction with library services. The questions were mostly multiple choice, with the opportunity to provide comments, particularly when the question related to satisfaction with services. One final open question was posed to gather ideas about libraries generally.

The survey questions were:

Q1: I find out what's happening in the community from…

Q2: The information I am interested in is about…

Q3: When I'm online at home I use…

Q4: I like to stay in touch online with…

Q5: When I'm online at home I've seen or used…

Q6: When I hear the word 'library' I think of…

Q7: I currently… (use of City of Canada Bay Library service)

Q8: I rate my satisfaction with the library services at Concord Library or Five Dock Library as…

Q9: I currently use… (use of other libraries)

Q10: I use these libraries because…

Q11: I don't use a library because…

Q12: I use or would like to use the library to…

Q13: I would use Concord or Five Dock Library more if…

Q14: I have heard of these library events before…

Q15: Would you like to attend different kinds of events at the library…

Q16: In the future my ideal Library will…

Surveys were distributed in printed form in both Concord and Five Dock Libraries, Council Customer Services counter at Drummoyne, and Five Dock Leisure Centre. An electronic version was also set up in Survey Monkey and flyers with the link were also available in all of the locations listed previously as well as handed out at Rhodes and North Strathfield railway stations, Drummoyne and Five Dock bus stops and ferry wharves at Cabarita, Abbotsford and Wolseley Street.

902 completed surveys were returned. 736 or 81.6% were from residents of the City of Canada Bay with 349 or 38.7% reporting that they currently did not use a library, providing a good sample of current library members and non members. An analysis of the survey respondents showed there was a reasonably close correlation to the City of Canada Bay demographics from the 2006 Census.

Focus groups posed similar questions but were informal discussion that tended to explore these topics as they arose.

Focus groups were conducted with the following demographic groups and internal stakeholders:

- Men under 50
- Culturally and Linguistically Diverse Communities
- Older people
- Parents
- Young people
- Children
- City of Canada Bay Library Services, Information Services and Community Services Teams.

From March to May 2011, Library Services staff hosted 14 focus groups as part of the consultation process for development of the Library Strategic Plan. One hundred and thirty community members and Council staff attended the focus groups.

The data from the surveys was analysed comprehensively by reformatting the results by age groups, Language spoken at home, suburb of residence and gender. This meant that the differing responses from various demographic groupings could be identified and presented along with the overall survey results and information from focus groups in a Library Services Strategic Plan Community Consultation Report.

Individual interviews were conducted with 12 members of Concord library by a PhD Student from the Urban Informatics research group at Queensland University of Technology undertaking research in the impact of networked social interactions on the design of public urban spaces. The focus of this research is the function of public spaces as 'third places.' These are places not defined as 'home' (first place), not 'work' (second place), but those other places we 'hang out' at (Oldenburg 1989); a place that is familiar, comfortable, social, and meaningful for everyday life. The 12 interviews with library members provided qualitative information to add depth to the survey and focus group data. The interviews reinforced the notion of the library as much more than books and magazines. The inclusion of a café, internet access, author talks and children's services were all emphasised as key elements to the success of the library. But there was something more, the library offers a tangible, authentic place, with real books and real people, physical interactions with knowledge and information.

Information on trends in library services was also gathered from a range of articles and websites. Major trends identified included libraries developing as active spaces where the community attend activities and expand networks. Technology is also a major influence in a range of different ways. Social networking tools is one influence and included using Facebook, Twitter and LibraryThing to expand libraries' web presence, communicate about services and connect with members. Enhanced catalogues that allow users to put their own tags on catalogue records, create and share lists and connect with other members is rapidly developing. Technology access in libraries is still important and includes wireless access to the internet, tools to assist members create their own digital content, for example digital sound and images. Devices such as Microsoft Surface, a multi user tabletop touch screen could be implemented to expand these services. The way in which members access libraries remotely is constantly evolving with the way digital content is being made accessible. E-books and downloadable content is one component of this, but easier access to all the content on a library's website using a range of different devices, laptops, tablets and smartphones for example, is becoming more important to library members.

Appendix B
City of Canada Bay Community Profile

The changing demographics of the City of Canada Bay will influence the library services that the community will want provided. Attention will need to be given to the age structure, cultural and linguistic background and growth areas within the community and consideration given to the needs these changes will create.

The use of technology by the City of Canada Bay's community was also evident from both ABS data (2006 Census) and the library's community survey. There is a higher than average take up of internet, online services and mobile technology which will influence the way many members of the community will want to engage with and use services.

The City of Canada Bay is currently experiencing a growth in population, mainly due to the development of a number of estates on parcels of land that were previously industrial sites. This is evident in the data below, particularly in the Cabarita - Mortlake - Breakfast Point, Liberty Grove - Rhodes and North Strathfield - Strathfield areas. These last 4 suburbs are expected to continue this growth pattern. Please note that the data for Liberty Grove and Rhodes will be separated once the 2011 census data is available.

Forecast Population City of Canada Bay Suburbs

Area name	2006	2011	2016
Abbotsford - Wareemba	6,584	6,801	6,814
Cabarita - Mortlake - Breakfast Point	4,230	5,773	7,170
Chiswick	2,576	2,865	3,091
Concord	13,863	14,107	14,004
Concord West	5,665	5,758	5,724
Drummoyne	10,936	11,181	11,219
Five Dock - Canada Bay	9,956	10,106	10,092
Liberty Grove - Rhodes	3,844	8,074	11,962
North Strathfield - Strathfield	4,952	6,291	7,652
Russell Lea - Rodd Point	6,117	6,054	5,907
City of Canada Bay	**68,723**	**77,010**	**83,635**

The growth in population of the suburbs of Cabarita - Mortlake - Breakfast Point, Liberty Grove - Rhodes and North Strathfield - Strathfield is due to inwards migration. The table below shows projection estimates of net migration for the City of Canada Bay by suburb. Anecdotal evidence from off the plan sales for residential units in the Liberty Grove - Rhodes area is that many of these sales are to people of South-East and North Asian backgrounds.

Net Migration City of Canada Bay Suburbs

Area	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total 2006-2016
Abbotsford-Wareemba	-49	25	-3	-35	82	-26	-11	-36	-24	-19	-24	-120
Cabarita-Mortlake-B'fast Pt	495	-57	-71	879	161	287	202	235	198	194	191	2714
Chiswick	227	-23	-12	-23	-28	107	108	-29	16	17	-29	331
Concord	-69	-45	-40	-49	-36	-125	-152	-87	-119	-110	-100	-932
Concord West	-39	-12	12	-44	-11	-36	-51	-40	-34	-38	-39	-332
Drummoyne	21	-28	14	-40	-101	-93	-95	-94	-82	-87	-61	-646
Five Dock-Canada Bay	30	-87	-73	-64	-57	-119	-91	-126	-116	-124	-115	-942
Liberty Grove-Rhodes	300	823	717	542	889	492	557	614	597	479	359	6369
North Strathfield-Strathfield	122	-137	684	311	-174	264	303	246	139	100	97	1955
Russell Lea-Rodd Point	-44	-30	-27	-31	-57	-65	-46	-40	-47	-46	-42	-475
City of Canada Bay	**994**	**429**	**1201**	**1447**	**666**	**685**	**723**	**644**	**527**	**365**	**237**	**7918**

The 2006 census indicated that the main language spoken at home, other than English were Italian, the Chinese languages, Greek, Korean, Arabic and Spanish, with a further 4,720 people speaking a range of other languages. It is difficult to determine how this data would have changed in the last five years until the 2011 census data is released.

Language Spoken at Home in the City of Canada Bay

Area	Males	Females	Persons
Speaks English only	19,496	21,089	40,585
Italian	3,151	3,502	6,653
Cantonese	992	1,184	2,176
Mandarin	843	944	1,787
Other Chinese Language (b)	78	80	158
Total Chinese Languages	*1,913*	*2,208*	*4,121*
Greek	937	991	1,928
Korean	681	755	1,436
Arabic	553	537	1,090
Spanish	275	348	623
Total "Top 5" languages	*7,510*	*8,341*	*15,851*
Speaks other language:	2,256	2,464	4,720
Total	*9,766*	*10,805*	*20,571*
Language spoken at home not stated	2,373	2,214	4,587
Total	**31,635**	**34,108**	**65,743**

The age structure of the population of the City of Canada Bay is undergoing change with numbers in the 75 and over age group stable but significant growth in numbers of the 20 to 49 and 0-4 age groups

Forecast age structure, City of Canada Bay

	2006		2011		2016		2006 to 2016	
Age group	number	%	number	%	number	%	number	% Change
0-4 years	4,330	6.3	5,151	6.7	5,505	6.6	1,175	27
5-9 years	3,421	5.0	3,932	5.1	4,412	5.3	991	29
10-14 years	3,331	4.8	3,491	4.5	3,788	4.5	457	14
15-19 years	3,441	5.0	3,939	5.1	4,135	4.9	694	20
20-24 years	4,590	6.7	5,380	7.0	6,020	7.2	1,430	31
25-29 years	5,739	8.4	6,741	8.8	7,505	9.0	1,766	31
30-34 years	6,651	9.7	7,018	9.1	7,719	9.2	1,068	16
35-39 years	5,962	8.7	6,708	8.7	6,954	8.3	992	17
40-44 years	5,311	7.7	5,864	7.6	6,392	7.6	1,081	20
45-49 years	4,913	7.1	5,306	6.9	5,659	6.8	746	15
50-54 years	4,286	6.2	4,799	6.2	5,066	6.1	780	18
55-59 years	4,148	6.0	4,151	5.4	4,524	5.4	376	9
60-64 years	3,146	4.6	3,870	5.0	3,871	4.6	725	23
65-69 years	2,577	3.7	2,946	3.8	3,560	4.3	983	38
70-74 years	2,196	3.2	2,431	3.2	2,759	3.3	563	26
75-79 years	2,042	3.0	2,022	2.6	2,216	2.6	174	9
80-84 years	1,476	2.1	1,705	2.2	1,732	2.1	256	17
85 years and over	1,165	1.7	1,555	2.0	1,821	2.2	656	56
Total Persons	**68,725**	**100.0**	**77,009**	**100.0**	**83,638**	**100.0**	**14,913**	**22%**

Appendix C
State Library NSW Analysis of City of Canada Bay Library Service and Statistics

Introduction

The State Library of NSW is linked to local council public libraries by the Library Act 1939. The State Library's roles and services under the Act include:

- Provision of advice to councils and the Minister for the Arts on public library matters.
- Making careful inquiry into the management of every local library
- Administration of the State funding for public libraries.

Canada Bay Library Strategic Planning

In 2011 the City of Canada Bay Council invited the State Library of NSW to participate in strategic planning for the Canada Bay Library Service.

The State Library has prepared the following information describing NSW library trends and comparing Canada Bay Library's current statistics and services with Statewide benchmarks documented in the Library Council of NSW Guideline *Living Learning Libraries: standards and guidelines for NSW public libraries*[1]

Public Library Trends

Background

Public libraries enjoy a high level of popularity amongst local government services and are the most accessible and frequently used cultural institution in Australia. In New South Wales there are 3.3 million registered members and many more use public library services. In 2009/10, in excess of 37 million library visits were recorded across NSW.

Developments impacting upon library service provision

In times of rapid change, public libraries are expanding traditional roles of information provision, recreational reading, children's programming and support for lifelong learning into the digital age, and taking on critical roles to ensure that all members of our communities have free access to services and resources that allow them to engage with the online world and enhance their quality of life including:

- Internet connectivity, including the availability of broadband in rural and regional communities
- Access to online services (eg. e-government, Council information, job seeking, websites, social media communication)
- Assistance in using online services: (eg. technology training, expert searching help)
- Provision of online information sources via subscription databases and library services delivered online
- Information about online services (eg. internet safety for children)
- Books, journals and newspapers delivered by electronic download
- Demand for print collections continues to grow with particular emphasis on fiction, children's and large print collections.

There are other factors impacting on the development and management of library services across NSW which include environmental, social, technological and regional impacts.

[1] *Please note that the 2011 pre-publication version of the Guidelines has been used*

Increasing use of public libraries in NSW

The key indicators of public library use[2] show that the public are using libraries more than ever. 2010 figures show:

- over 37 million visits to NSW public libraries (up 15% over the past 5 years)
- over 50 million loans (up 7% over the past 5 years)
- over 2.4m internet hours used by the public (up 30% over the past 5 years)
- 3.3 million library members (46% of the NSW population).

Some observations by the State Library on library trends include:

- NSW is in the midst of a sustained "public library boom" with upward trends in use over at least the last 10 years. NSW Councils have built or extensively refurbished more than 60 library buildings since 2000.
- Despite significant growth in internet demand and alternate format collections (such as DVDs), loans of books are still increasing. This highlights the need for a continued focus on quality lending collections. Notably, fiction, large print, talking books and children's books are the growth areas. Non-fiction and reference demand is static, probably due to the growth in information available online. This stasis is offset by the growth in internet use in public libraries.
- There is a double-ended demographic shift occurring in NSW. The ageing population coupled with an increase in birth rates is resulting in a higher proportion of retirees and children in many communities. Older people and children are the heaviest users of public libraries.
- Library spaces are increasingly being used for activities over and above book lending and study. Current community demand for programming and events, community space, meeting rooms for community groups and technology access points are reconstituting libraries as community hubs, and driving growth in the size of library buildings.

[2] *State Library of NSW (2011) Public Library Statistics 2009/10*

City of Canada Bay Library Service – Living Learning Libraries analysis

Standards and Guidelines

The standards and guidelines presented in *Living Learning Libraries: Standards and Guidelines for NSW Public Libraries* have been developed in consultation with the NSW Public Library network. *Living Learning Libraries* uses current NSW *Public Library Statistics to* set evidence-based targets for public library collections and services and is updated annually. These guidelines were endorsed by the Library Council of New South Wales in October 2008. These guidelines were updated in October 2009 and August 2011.[3]

Living Learning Libraries contains performance measures to facilitate comparison among library services, and targets to assist in the development of library services. These measures are presented as *Standards* and *Guidelines.*

For the purposes of this document the following definitions are used:

- Standards: *quality levels and goals for attainment*
- Guidelines: *sets of principles for developing levels of performance which lead to quality library services*.

This document also contains strategies from library practitioners for tailoring services to the needs of local communities based on such factors as age, disability, socioeconomic status, cultural diversity and affordability.

Living Learning Libraries is not intended as a 'one size fits all' procedure manual, nor as a substitute for the experience and judgement of public library managers. Instead, the standards and guidelines need to be tempered in their application by the exigencies and possibilities of local conditions.

Part A presents standards with objectives. Targets are given where appropriate, along with measurement techniques. Part B presents a set of principles and practices for areas of library service provision and offers guidelines and checklists. This checklist approach, often adopted for library standards, is similar to that used in the statistical compilation tables in *People Places*, for which *Living Learning Libraries* is intended as a companion volume.

Additional information may be found in the appendices, and the end matter includes a glossary, bibliography and index.

The evidence base for the target figures derived for the Standards in Part A is *Public Library Statistics 2009/10.*

- Baseline target: Derived from the median value. This is judged to be a reasonable minimum target for libraries.
- Enhanced target: Derived from the midpoint value of the third quartile. This target indicates the minimum enhanced level that higher performing libraries might achieve.
- Exemplary target: Derived from the value at the bottom of the fourth quartile (point immediately above the third quartile point (Q_3). This target indicates the minimum exemplary level that leading libraries might achieve.

Median is the middle value of a series of numbers arranged in order from lowest to highest. The median in the data set is the value for which half the observations are lower and half are higher.

Quartiles measure the relative position of the data values by dividing the data set into four equal segments. The first quartile (Q_1) cuts off the lowest 25% of data at the 25th percentile. The second quartile (Q_2 or the median) cuts the data set in half at the 50th percentile. The third quartile (Q_3) cuts off the lowest 75% of data at the 75th percentile.

Measurement parameters provide definitions for the components within each standard and outline any limitations or boundaries which apply to the standard.

Variables to consider: a number of local factors will have an impact on the capacity of a library service to achieve the stated standard. These factors should be considered when applying the standard to your library service.

[3] *Pre-publication Library Council of NSW (2011) Living Learning Libraries: Standards and Guidelines for NSW Public Libraries [Accessed 04 August 2011] http://www.sl.nsw.gov.au/services/public_libraries/living_learning_libraries/index.html*

Library management standards

Objective

To provide the community with a library service that is equitable, accessible, cost effective and efficient.

S1. Library expenditure per capita

City of Canada Bay Library Service	**$41.48** *Library expenditure/LGA population*
Baseline	**$44.74**
Enhanced	**$50.04**
Exemplary	**$55.66**

Measurement parameters:

Library expenditure includes operating expenditure and library materials (print and non-print) expenditure by library service, and excludes all capital expenditure except library material.

'Eligible population' for per capita analysis is the population of the area/local government area served by the library service. Data is sourced from the Public Library Statistics 2009–10 and the Australian Bureau of Statistics.

Commentary

City of Canada Bay's expenditure per capita is slightly below the NSW median.

S2. Borrowers (registered library members) as percentage of population

City of Canada Bay Library Service	52.21%
Baseline	**46**
Enhanced	**51**
Exemplary	**58**

Measurement parameters:

Borrowers (registered members); eligible population.

Borrowers are those members of the community who have joined their local public library and hold a membership card. Membership records are maintained on computer databases and these records are updated every two years (from Public Library Statistics 2007–08, p. vi)

Eligible population is the population of the area/local government area served by the library. Data is sourced from the Australian Bureau of Statistics.

Variables to consider

Non resident membership: some Local Government Areas (LGAs) are likely to show a very high percentage of membership because members include non-residents who travel to the LGA to work or for holidays. These non resident members are not considered in the base 'eligible population'.

Commentary

Canada Bay's membership figure of 52.21% of the LGA population is above the NSW median and falls into the enhanced benchmark. This figure shows that the library is well-used by the people of the City of Canada Bay.

S3 and S4. Opening hours

Objective

To open at times which enable the community to make the most effective use of the library service and to ensure that the library's resources and services are as widely available as possible.

Public libraries should be open at times when their customers might reasonably expect them to be open.

S3. Central Library opening hours

Population	Central Library Hours per week
75,999	**57.5 *hours***
<10,000	30
10,000 – 20,000	42
20,000 – 50,000	48
50,000 – 100,000	53
>100,000	62

Measurement parameters:

Central Library is either a single site library service point or the operational centre and central service point of a multiple site library service, is operated by permanent paid library staff; is usually where the principal library collections are housed, processing is centralised, AND where the public have direct access to a full range of library services and facilities.

Unless otherwise specified the main branch library of the Administering Council of a Regional Library service is taken as the Central Library.

'Eligible population' is the population of the area/local government area served by the library. Data is sourced from the Australian Bureau of Statistics.

S4. Total opening hours

City of Canada Bay Library Service

Eligible Population= 75,999 (ABS June 2009)[4]

Suggested average opening hours per branch per week (excluding Central library hours)	Suggested total opening hours per week = central library opening hours per week + (no of branches x average branch opening hours per week)
50,000 – 100,000	50,000 – 100,000 = 53+ (no of branches x 31) = 84
Current total opening hours =115	

Measurement parameters:

The targets in S4 are suggested minimum total opening hours for libraries with at least one branch other than their central library.

'Eligible population' is the population of the area/local government area served by the library. Data is sourced from the Australian Bureau of Statistics.

[4] *ABS June 2009 Figures have been used to ensure consistency with the 2009/10 Public Library Statistics. It is noted that the LGA population increased to 78,735 in June 2010 (ABS)*

Total library opening hours include all central and branch opening hours, and mobile library stops (that is, the number of hours that mobile libraries are accessible to the public, but not the travel time between stops). Libraries with a central library and no branches should use S3, Central opening hours.

Branch is a service point that is an auxiliary facility with separate quarters from the Central Library, a permanent collection of books, permanent paid staff present during all hours of opening, offers a broad range of public library services and a regular schedule of public service hours. (Public library statistics, 2008)

Public service outlets and deposit stations should not be included in this calculation.

Suggested opening hours per week are based on average number of opening hours per branch including mobile libraries within the nominated population ranges because, in general, the more branches the greater the total number of opening hours.

Variables to consider

Variables which may influence opening hours include:

- Structure and service models: Central and/or branch/branches and/or mobile library/libraries and/or other service points
- Number of branches and size (area and population) of the community/region served
- Central library and branch library locations and degree of geographic isolation
- Staff numbers
- Location of other community service points
- Local shopping and school hours.

Commentary

City of Canada Bay's library opening hours exceed the standard.

S5. Visits to library per capita

City of Canada Bay Library Service	***6.92***
Baseline	5.0
Enhanced	5.6
Exemplary	6.3

Measurement parameters:

- 'Visits' is visits in person, and includes all visits to all service points (i.e., library buildings and mobile libraries).
- 'Eligible population' is the population of the area/local government area served by the library. Data is sourced from the Australian Bureau of Statistics.

Note: Virtual visits or visits to a library website have not been considered within the targets presented in this standard

Variables to consider

Many more people use public libraries than are registered members. This standard includes the use of library services by customers who consult the reference collection and information resources, read newspapers and magazines, use computers and Internet in the library, attend library events and programs, as well as borrow library materials. Again, numbers for city or regional centre LGAs are likely to be higher since they include travellers to work – and to shops.

Commentary

Visits per capita per annum exceed the exemplary benchmark, suggesting very high community use of Canada Bay libraries.

Staffing standards

Objective

To ensure that the size and mix of library staff support a range of services and programs which meet the needs of the community.

Each public library has paid qualified staff of one or more persons including a fully qualified library manager. Please refer to the Australian Library and Information Association recognised library and information qualifications at http://www.alia.org.au/education/qualifications/ for definitions of library staff.

Section 10 of the *Library Act* sets out the core components of public library services to be provided free of charge. The Guidelines to Section 10[5] provide principles and examples to assist local authorities in provision of core, non-core and value-added services appropriate for the library's community.

A library service's commitment and responsiveness to its community is reflected in the mix of library staff selected to offer library programs and services. It is assumed that in any library, responsibility for reference services and technical services is assigned to appropriately qualified staff. In addition, responsibility for special and targeted services is also explicitly assigned.

The standards S10 and S11 are recommended as the minimum requirement for numbers of staff (S10) and qualified staff (S11), to encourage consistency of service delivery across the state.

S6. Staff members

Calculated using the following population data
Eligible Population =75,999

Minimum no. of staff members per 3,000 eligible population			
	Baseline	**Enhanced**	**Exemplary**
	1 per 3,000	1.1	1.3
Minimum targets for *City of Canada Bay Library Service*	25.3	27.83	32.89
Current no. of staff members	**23.06**		

Measurement parameters:

Staff members means paid staff, ancillary staff (e.g. attendants and cleaners), casuals and volunteers are not included. Population data is sourced from the Australian Bureau of Statistics. Include established positions regardless of whether or not they are currently occupied. 'Eligible population' is the population of the area/local government area served by the library service. Data is sourced from the Australian Bureau of Statistics

Variables to consider:

Some larger libraries which use automated means for check-out and check-in, stock-take and collection management tasks may find their staff requirements can be rationalised, freeing-up staff for additional professional services and programs, and/or reducing the staff requirement for routine materials handling.

5 Guidelines for Local Government Authorities including Guidelines to Section 10: http://www.sl.nsw.gov.au/services/public_libraries/legislation/guidelines_local_government_authorities.html

Other factors which affect staff requirements include the number of self-check units, and the degree of patron acceptance of them (that is, the percentage of loans which are self-checked).

S7. Qualified staff members – minimum level

Population	**Qualified staff staffing level:**		
	Minimum qualified staffing level:	**Enhanced qualified staffing level:**	**Exemplary qualified staffing level:**
<50,000	For every 7,500 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.	For every 5,000 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.	For every 4,000 people or part thereof, one of the full-time equivalent staff should be a qualified staff member
>50,000	For every 10,000 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.	For every 7,500 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.	For every 5,000 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.
City of Canada Bay Library Service	**Minimum target**	**Enhanced target**	**Exemplary target**
	8	10.67	16
Current no. of qualified staff	**11.6**		

Measurement parameters:

'Qualified staff members' means paid members who are eligible for professional membership of the Australian Library and Information Association (ALIA). Population data is sourced from the Australian Bureau of Statistics.

Staff members with specialist responsibilities (see S8) are included in this count.

It is acknowledged that many rural libraries have significant difficulties in recruiting qualified staff members. Local authorities should seek to employ the most appropriate mix possible of professional and paraprofessional library staff. (Para-professional staff are those eligible for Library Technician membership of ALIA.)

Variables to consider

Many libraries, particularly those serving large populations and populations including significant numbers of people from culturally diverse backgrounds, require a higher proportion of qualified staff because the range of programs and special services offered is both more varied and greater in number. Such libraries are likely to exceed these standards.

Commentary

City of Canada Bay is below the benchmark for total staff numbers per capita, but is above the enhanced target for qualified staff.

S8. Staff members – special responsibilities for targeted services

Data not collected in Public Library Statistics – may be completed by Canada bay.

Population	**Assign responsibility to a suitably qualified staff member for:**	
75,999	***City of Canada Bay Library Service***	*Select from drop down list*
35,000 or more	Young people's services (children and young adults)	Yes
	Older people's services	No
	Home library services (major duty)	Yes
Up to 50,000	Information technology/library systems (major duty)	Yes
50,000 or more	Information technology/library systems (full-time equivalent)	Yes
	Home library services (1 full time equivalent)	Yes
110,000 or more	Young adult services specialist (1 full time equivalent)	Yes
20–40% speaking language other than English at home City of Canada Bay: 31.5% as at 2006	Multicultural services specialist (1 full time equivalent)	No
>40% speaking language other than English at home	Multicultural services specialists (2 full time equivalent)	Not applicable

Measurement parameters

Note: Staff members with special responsibilities for targeted services are included in the overall count for S6 and S7.

Reference services are considered core components of public library services which will be provided by all public libraries across NSW. It is assumed that in all libraries, responsibility for reference services and technical services is assigned to appropriately qualified staff, however the model and level of staffing have been left to the discretion of the library manager so that local conditions can be applied.

Responsibility has been assigned to various specialist areas. Numbers of staff assigned to these areas have been specified only when the population is above 35,000. Library services with smaller populations are likely to have fewer staff resources and therefore staffing targets have been developed to allow more flexibility in these circumstances.

Collection standards

Objective

To provide access to a current and relevant collection which meets the needs of the community.

Note that S10, S11, S12, S13 and S14 are related measures and should be used in conjunction with each other to assess collection quality and performance. 'Items per capita' alone is not a sufficient measure of quality. Items per capita may be artificially inflated if the collection is not regularly weeded and the age of stock drifts out, or if the library maintains a large 'stack' collection. Given that the strength of a collection usually lies with its currency rather than its size, stock turnover (S13) and circulation (S14) are important measures of the appeal of collection items.

S9. Expenditure on library materials per capita

City of Canada Bay Library Service	**$2.45**
Baseline	**$4.23**
Enhanced	**$4.70**
Exemplary	**$5.65**

How to calculate

Divide the Expenditure on library material by the eligible population

Measurement parameters:

'Library materials' is defined as 'any book and non book material, including but not limited to videos, talking books, DVDs, computer games, toys, magazines, CDs, newspapers, CD-ROMs, maps, plans, manuscripts. Expenditure on licensed access to electronic resources is not included. This exclusion is made in line with the definition used in statistics collection for Public Library Statistics.

'Eligible population' is the population of the area/local government area served by the library service. Data is sourced from the Australian Bureau of Statistics.

Commentary

Expenditure on library materials is well below the baseline target.

S10. Items per capita

	Populations up to 100,000	**Populations 100,000 and over**
City of Canada Bay Library Service	**1.5**	
Baseline	2.4	1.5
Enhanced	2.6	1.8
Exemplary	3.1	2.0

How to calculate *items per capita*

Divide the ***library material*** by the ***eligible population***

Measurement parameters:

'Library materials' is defined as 'any book and non book material, including but not limited to videos, talking books, DVDs, computer games, toys, magazines, CDs, newspapers, CD-ROMs, maps, plans, manuscripts. Expenditure on licensed

access to electronic resources is not included. This exclusion is made in line with the definition used in statistics collection for Public Library Statistics.

'Eligible population' is the population of the area/local government area served by the library service. Data is sourced from the Australian Bureau of Statistics.

Commentary

Items per capita are below the baseline target. City of Canada Bay's collection in 2009/10 totalled approximately 113,771 items, 99,246 of which was bookstock. In order to meet the baseline target of 2.4 items per capita, City of Canada Bay would need a total of 182,398 items.

S11. Acquisitions per capita per annum

	Populations up to 100,000	Populations 100,000 and over
City of Canada Bay Library Service	0.12	
Baseline	0.25	0.19
Enhanced	0.27	0.21
Exemplary	0.32	0.24

How to calculate *acquisitions per capita per annum*

Divide the no. of acquisitions purchased in 2008/09 by the eligible population

Measurement parameters:

Acquisitions per annum are items of library material (stock) purchased over a one year period. 'Library materials' is defined as 'any book and non book material, including but not limited to videos, talking books, DVDs, computer games, toys, magazines, CDs, newspapers, CD-ROMs, maps, plans, manuscripts. Expenditure on licensed access to electronic resources is not included. This exclusion is made in line with the definition used in statistics collection for Public Library Statistics

'Eligible population' is the population of the area/local government area served by the library service. Data is sourced from the Australian Bureau of Statistics.

Commentary

Acquisitions per capita are below the baseline target.

S12. Age of collection

% of library collection purchased in last 5 years

City of Canada Bay Library Service	**44.5%**
Baseline	47%
Enhanced	50%
Exemplary	53%

% of library collection purchased in last 10 years

City of Canada Bay Library Service	**82.9%**
Baseline	73%
Enhanced	76%
Exemplary	83%

How to calculate the a*ge of your collection*

Use your library management system to identify the % of your collections purchased within the last 5 and 10 years.

Measurement Parameters

Age is the % of the collections purchased within the last 5 or 10 years.

Library collection is the total number of items of library material (stock) owned by the library service. 'Library materials' is defined as 'any book and non book material, including but not limited to videos, talking books, DVDs, computer games, toys, magazines, CDs, newspapers, CD-ROMs, maps, plans, manuscripts.

Variables to consider

Family history and local studies library material may not be included when applying this standard. These resources have usually been collected over long periods and are intended to be retained indefinitely regardless of age.

S13. Turnover of stock

	All libraries	**Optional targets for population 100,000 and over**
City of Canada Bay Library Service	**4.86**	
Baseline	3.7	4.8
Enhanced	4.0	5.3
Exemplary	4.8	5.7

How to calculate the t*urnover of stock*

Turnover is obtained by dividing the total circulation by the total library lending stock to provide an indication of stock use.

Measurement parameters:

'Circulation' is total number of loans (items) from all service points.

'Total library lending stock' is the total number of items of library material (stock) owned by the library service which is available for loan. 'Library materials' is defined as 'any book and non book material, including but not limited to videos, talking books, DVDs, computer games, toys, magazines, CDs, newspapers, CD-ROMs, maps, plans, manuscripts.

Commentary

Turnover of stock is above the exemplary target, which shows the collection is well-used.

S14. Circulation per capita

City of Canada Bay Library Service	**6.81**
Baseline	6.5
Enhanced	7.3
Exemplary	8.3

Measurement parameters:

'Circulation' is total number of loans (items) from all service points.

'Eligible population' is the population of the area/local government area served by the library. Data is sourced from the Australian Bureau of Statistics.

Variables to consider

Transient and seasonal populations

Length of circulation period

Number of items allowed to be borrowed at one time

Renewal policy

Commentary

Circulation per capita is above the baseline target.

Information technology standards

Objective

To ensure the accessibility of all library resources and services to the community served by the Library. (Information Technology Standards include all aspects of ICT: Information and Communication Technologies).

S15 Provision of multiple use public Internet workstations

Minimum standards: 1 PC for public access to the Internet per 3,000 residents or part thereof. Libraries serving populations of less than 20,000 at least 5 PCs with Internet access.	
Minimum target for ***City of Canada Bay Library Service***	**25 PCs for public access to the Internet**
Current no. of PCs for public access to the Internet	**51**

Commentary

Number of PCs available for public use is above the minimum target, which is appropriate given the growing demand for these services, and Canada Bay Library's leadership in adopting technology for the community.

Other Information technology standards

Data not collected in Public Library Statistics. Canada Bay may enter data.

	City of Canada Bay
Public and staff PCs less than 3 years old	No
Application software less than 3 years old	No
At least one printer accessible from each public workstation	Yes
Wireless Internet provision and power outlets so that patrons can use their own personal computers in the library	Yes

Programs

Objective

To provide the community with a range of activities related to library services and collections.

Definition

A library program is an ongoing series or sequence of activities provided by library staff or library staff in partnership with other community or business organisations and usually related to a particular library service, library collection or population demographic eg children's storytimes, homework help, book discussion groups or reading clubs, learning activities related to library user education programs, English language conversation classes, parent education seminars. Library programs are usually delivered in library buildings but can be conducted in other community spaces eg schools, senior citizens' centres etc.

A library event is a 'one off' activity or performance or occasion that is usually held in the library, and is usually related to a library program, thus targeting particular sections of the library's community of users – for example, Easter hat parade, Christmas carols in the library, celebrating local community festivals.

S16. Library programs

Data not published in Public Library Statistics. Canada Bay may enter data.

75,999		***City of Canada Bay Library Service*** *Select from drop down list*
<10,000	1 Children's storytime per week	Not applicable
10,000 – 30,000	Children's storytime offered more than once per week	Not applicable
	1 library program suitable for adults or seniors or culturally diverse community, per week	Not applicable
	1 user education program offered more than once per week	Not applicable
30,000 – 50,000	Children's storytime offered more than once per week	Not applicable
	Young persons library program on regular basis	Not applicable
	Library program suitable for adults or seniors or culturally diverse community	Not applicable
	Reader/customer education library program offered more than once per week	Not applicable
50,000+	A mix of library programs to meet population demographics and other variables, particularly staff skills; some offered more than once per week.	Yes

Measurement parameters:

Attendees at library programs are counted by type of program

Attendees at each library event are counted, as well as being recorded (counted) in the context of the library service or program to which the event belongs.

Evaluations of all library programs and events are regularly conducted.

Variables to consider

The guidelines below relate to library programs offered across a library service as a whole. For larger library services replication of some library programs in some or all branches may be appropriate.

- Size of library
- Size and composition of community demographics
- Physical spaces in library buildings that can accommodate groups
- IT equipment that can accommodate group learning
- Library staff skills
- Community and business organisations appropriate for relevant partnerships
- Activities provided by other similar community organisations.

Appendix D
Summary consultation report

Aims

The aim of the community consultation was to gauge what the community wanted its library service to deliver into the future.

To achieve this, a number of questions were posed and developed into a survey and focus groups to gain the community's response.

These questions included:

- What is the community's perception of libraries?
- Why do people use or not use libraries?
- How does the community want to interact with libraries?
- What does the community want the library to be in the future.

The survey resulted in 902 completed surveys being returned for analysis, 14 focus groups were conducted which captured 130 people's input including community members and council and library staff as well as 12 in depth interviews conducted by a PhD candidate studying "Third Place".

The emerging messages from the consultations included the following:

Satisfaction

Satisfaction with services was investigated in order to find out if there are any popular services that could be improved to attract more community members to use them. The results included these observations:

- People who used library services reported high satisfaction rates overall
- Lower satisfaction with collections and opening hours
- Higher satisfaction with helpfulness of staff, signage and access to technology.

Throughout the survey responses and focus groups a number of significant themes emerged:

- Collections
- Technology
- Physical space enabling activity
- Activities
- Promotion.

Collections

A significant number of survey respondents and focus group participants asked for collections to be improved in quality and quantity. This was evident in the survey from questions relating to satisfaction with current services, the reasons people use or would use a library as well as in their expression of an ideal library. The need for the collection to be more responsive was frequently expressed by requests for speedy access to bestsellers and newly released titles. The comments gathered did not only relate to hard copy books, a range of formats were mentioned, including talking books, DVDs and e-books. Comments did vary when analysed by language spoken at home, age and gender therefore collections tailored to the community's demographic profile and interests would be a suitable response to this need.

The community's response to the library's collections can be illustrated through a number of the survey questions and from the focus groups:

Books received the strongest response to "When I hear the word 'library' I think of…?" – 97.9%

- While satisfaction with collections was at 94.6% it was second lowest of the specific services and received the most number of suggestions for improvement
- Quality of the collections was rated the second highest reason to use a particular library – 55.9%
- Three of the top four reasons people like to use libraries were collection related – borrowing books 85%, borrow DVDs, CDs or audiobooks 65.4%, read or browse magazines/newspapers 47.2%
- Three of the top four things that would encourage people to use our libraries more were collection related (the number 1 was "I'm happy with current services") - Bestsellers available more quickly 37.3%, the collections were improved 32.9%, I could access e-books from home 20.2%
- The analysis of the final question "In the future my ideal Library will be…?" showed that collections generated the greatest number of comments on one topic – 252 comments
- Young persons focus groups thought the non-fiction collection was too old and wanted more DVDs particularly documentaries
- CALD focus group appreciated language books as well as readers and finding homework related material for children
- Older men's focus group identified newspapers and magazines as being of interest
- Older people's focus group identified more non-fiction talking books, Australian talking books and magazines and more craft books
- The children's focus group also referred to borrowing books and DVDs

Technology

The responses that related to technology cover a range of issues including access to technology within the libraries, for example PCs and wifi internet access, the availability of e-resources including e-books and full text databases as well as access to collections and services from home. Lack of access to wifi internet at Concord Library was a major issue for people who use that library and lack of access to power points for laptops in both libraries also emerged as an issue.

The community's response to technology and related library services emerged in a number of the survey questions and in the focus groups

- 50.9% of the respondents found out what is happening in the community from the Internet
- 94.9% of respondents had a computer or laptop connected to the internet, 27.7% had a smartphone and 10.3% had iPads or similar. The percentage of respondents having devices and multiple devices were particularly high in some suburbs for example Breakfast Point, Liberty Grove and Mortlake
- Email and Facebook rated very high as tools for keeping in touch at 88% and 52.1% respectively. This varied significantly between age groups and suburbs although 20.9% of 65-74 year olds reported using Facebook
- A fair proportion of respondents had encountered many of the libraries online services although this varied significantly with 48.1% of respondents using the online catalogue (a further 19.3% had seen it) while Canada Bay Connections scored 6.4% used, and 11.6% seen. Again usage varied by age group although genders also showed surprising differences with "my account" being more significant for males, but generally males used all of the online services less.
- Internet access rated 5th as a response for "When I hear the word Library I think of…? – 47.6% But rated higher for the younger groups eg 60.3% for 15-19 year olds

- Access to technology, online access to library services from home and Library's web pages gained fair satisfaction rates from those that used them with only a few suggestions for improvement relating to technology, mostly for wifi access, more computers and more time on computers
- 29.8% of respondents gave accessing computers and broadband as a reason for using a library – ranked fifth
- "I use the internet instead" was the number one reason given for not using a library – 45.6%
- 29.9% would like to use a library to access computers, 26.9% to access internet and email and 26.4% access wireless internet, ranked sixth, seventh and ninth.
- Ranked 4th and 5th for reasons to use Five Dock or Concord library more were "I could access e-books from home" 20.2% and "I could access online services from home" – 15.4%
- The analysis of the final question "In the future my ideal Library will be…?" showed that technology generated the 2nd greatest number of comments on one topic – 197 comments, many of which related to ebook or virtual collections and use of laptops in the library (wifi and powerpoints) as well as communication by email and sms
- The young peoples focus group referred to technology: more powerpoints and turbochargers for laptops, compatibility between software loaded on their laptops and library PCs, catalogue easy to use, wifi, laptops and iPads for loan, smartboards and touchscreens, language labs, digital imaging software, staff need to be knowledgeable about technology and computers
- Young family's focus group suggested iPads for children to use in the library
- Men under 50 suggested high bandwidth broadband, online access from home, information that is easy to find and use and collections online, eg one search facility for everything.

Physical Spaces Enabling Activity

A range of uses of the library space emerged and often related to demographic characteristics. There were requests for quiet spaces for individuals, noisy spaces for small and large groups of different types and community gathering spaces to enable networking and socialising. The amenity of the buildings was also raised in both the survey and focus groups, including physical access, for example the long walk from the carpark to the library entry at Concord was commented on particularly by older groups and parking at Five Dock was also often referred to. Longer opening hours, including on weekends were often raised in survey responses

The survey questions did not directly relate to physical space, but many of the responses included reference to the use of space within the libraries. This was particularly evident from the "In the future my ideal library will…?" question. 82 suggestions directly relating to space were made, many referring to a comfortable or relaxing place where they could read or study. Many respondents indicated they would like the library to be quieter, while others suggested separate zones for quiet and noisy activity. A number also referred to study rooms and meeting rooms.

Reference to opening hours have been included here as it relates to convenient access to the library as a space. 53 references were made to opening hours with most requesting longer opening hours in the evenings and particularly weekends.

Other responses to the ideal library question included "community hub" responses where the library was seen as a gathering place for the community to meet and interact, with events and activities provided. 54 references related to a community hub concept and an additional 12 comments were classified as "one stop shop" as they saw the library as a place to come to access a number of activities, services, collections and community networks.

The older people's focus groups thought the library was an ideal place for meetings, found it easy to find what they were looking for but thought the architecture of Concord Library unappealing. The CALD focus group wanted more chairs to sit and read and more meeting rooms. The young people's focus group wanted soundproofing and better signage at Five Dock, a teenage lounging area with bean bags, individual study carrels and moveable tables for group study – indicating a need for flexible spaces and furniture. Other suggestions from this group included a set area for art and craft and a Café

or vending machine. This group also discussed not liking to ask staff to go to toilet at Five Dock. This issue was also raised in the survey.

Activities

Programs and events did not appeal to all community members, but a sizeable minority of people did want to attend activities at the library, including positive comments about the existing program of events and making suggestions about other alternatives. The response to this question varied between different demographic groups so a tailored program of events to appeal to specific target audiences may be a suitable solution. Some comments in the survey responses related activities in the library to connecting with the local community.

A range of suggestions were made for additional activities:

- Story time was chosen by 35.7% of respondents, author talks 24.8%, reading groups 21.2%, knitting club 4.7%, in responses to "When I hear the word library I think of…?"
- The programs and events section of the satisfaction question elicited 562 responses and the satisfaction rating was fair, with 94.6% either very satisfied or satisfied but only eight suggestions were received to improve them. The 65-84 year olds rated their satisfaction with programs and events at 100%
- The lowest satisfaction was reported by the 20-24 years age group with 11% either dissatisfied or very dissatisfied
- Cantonese, Greek and Korean language groups recorded higher levels of dissatisfaction with Programs and events
- 15.4% of respondents reported that they choose to use a library because they can attend programs and events
- In response to the question "I use or would like to use the library to…?" 26.8% indicated attending children's programs and 25.1% to attend events
- 15.4% of respondents indicated I would use Concord or Five Dock library more if… there were a better program of events
- 22.4% of respondents indicated they hadn't heard of any of the library's events while 52.4% had heard of the author talks and 39.6% had heard of school holiday activities
- When asked "Would you like to attend different kinds of events at the library?" 60.9% answered no. The remainder made a number of suggestions with 14.7% suggesting workshops.
- Young Families focus group liked school holiday activities
- The Older peoples focus group liked the idea of sharing stories about the past to contribute to the oral history program, have attended various events at the library and want to hear about events by email

Promotion

While there were no questions in the survey or focus groups which directly addressed the issue of how well the library promotes itself it became evident that a lot more promotion is required as a significant number of suggestions were made for events, services and collections that the library already provides. A number of survey respondents made comments such as "email me events", "advertise events more" and "promote activities better". In addition many suggestions for services that are already provided were made making it evident that better promotion is required, and variations in responses between different demographic groups point to the need for effectively targeting promotion.

- Young people's focus group did not know about recent HSC talks or Your Tutor online although emails had been sent to the school and other promotion done.
- Bayrider bus stopping at the libraries was not well known by older people
- The information gathered about how the community finds out what is going on and their preferred communication methods will assist in developing promotional strategies

Summary of overall results

Overview:

- 902 completed surveys were returned.
- 736 or 81.6% were from residents of the City of Canada Bay.
- Demographic data was collected in order to compare the responses against the ABS data in order to ensure the data reflects Canada Bay's population or that the responses are weighted when considering responses from data sets that do not match.
- **Age:** The number of responses by age roughly corresponded with the percentage of that age range within the community as shown in the table below. The age groups 10-14 and 15-19 were slightly over-represented, 25-44 year olds were significantly over-represented. 65-74 year olds were slightly under-represented and 75-84 and 85+ were significantly under-represented. This should be taken into account when assigning importance to responses.

Table A: Respondents by Age

Age Group	Response Count	Response %	ABS Data
10-14 years	78	8.6%	5.7%
15-19 years	68	7.5%	5.7%
20-24 years	44	4.9%	7.1%
25-44 years	411	45.6%	38.2%
45-64 years	239	26.5%	27.4%
65-74 years	48	5.3%	7.9%
75-84 years	13	1.4%	6.0%
85+ years	1	0.1%	2.0%

- **Language:** Responses to the survey generally aligned with the proportion of the population speaking particular languages at home. While the response rate for those speaking English at home was significantly higher than the ABS data this could be that this survey allowed for multiple responses whereas the census question isolates those that speak *only* English at home. Notably Cantonese, Hindi, Korean and Mandarin had significantly higher response rates for the survey. This aligns with the anecdotal evidence that these language groups form part of the newly emerging communities in the City of Canada Bay. Greek and Italian were under-represented.

Table B: Respondents by Language Spoken at Home

Answer Options	Response Count	Response %	Population	Population %
English	828	91.8%	40226	61.5
Arabic	21	2.3%	1106	1.7
Cantonese	73	8.1%	2189	3.3
Greek	15	1.7%	1936	3.0
Hindi	19	2.1%	308	0.5
Italian	53	5.9%	6641	10.2
Korean	32	3.5%	1442	2.2
Mandarin	53	5.9%	1793	2.7
Other	103	11.4%		

- **Gender:** The number of responses from women was far larger than for men: 66.2% from women and 33.8% from men.
- **Suburb:** The number of responses by suburb roughly corresponded with the percentage of that suburb's population as shown in the table below. Abbotsford, Chiswick, Concord, Drummoyne and Russell Lea were over-represented and Breakfast Point was under-represented. This should be taken into account when assigning importance to responses.

Table C: Respondents by Suburb

Suburb	Response Count	Response %	Population	Population %
Abbotsford	41	4.5%	4,947	7.6%
Breakfast Point	55	6.1%	1,704	2.6%
Cabarita	33	3.7%	2,233	3.4%
Canada Bay	20	2.2%	1,228	1.9%
Chiswick	15	1.7%	2,411	3.7%
Concord	148	16.4%	13,309	20.4%
Concord West	67	7.4%	5,853	9.0%
Drummoyne	93	10.3%	10,307	15.8%
Five Dock	100	11.1%	7,954	12.2%
Liberty Grove	14	1.6%	2,042	3.1%
Mortlake	8	0.9%	485	0.7%
North Strathfield /Strathfield	65	7.2%	3,280	5.0%
Rhodes	24	2.7%	1,670	2.6%
Rodd Point	5	0.6%	1,245	1.9%
Russell Lea	33	3.7%	5,067	7.8%
Wareemba	15	1.7%	1,390	2.1%
			65,125	100.0%

Results

Q1: I find out what's happening in the community from…

Overall results

Table D I find out what's happening in the community from… survey totals

Answer Options	Response Count	Response Percent
Local Newspapers	652	72.3%
The Internet	459	50.9%
Friends and Family	429	47.6%
Notices/Notice Boards at places I visit	275	30.5%
Council Newsletter	253	28.0%
Other	59	6.5%

The top three responses to this question were the *local newspapers*, i*nternet* and *friends and family*. With 2,172 responses given altogether from the 902 surveys returned it is clear that many people rely on multiple sources of information (between 2 an 3 different sources) to find out what is happening in their local community. It is notable that of the 59 '*other*' responses 28 listed information from the library as their information source, with 23 of these respondents from the 25-64 years categories.

Q2: The information I am interested in is about…

Overall Results

Table E: The information I am interested in is about… survey totals

Answer Options	Total Response Count	Total Response Percent
News and current affairs	491	54.4%
Stories (fiction and biographies)	414	45.8%
Activities (craft and hobbies)	398	44.1%
Travel	321	35.5%
Real estate	293	32.4%
Sport	286	31.7%
Personal development and motivation	257	28.5%
Assignments for school/college/TAFE/university	235	26.1%
Local History	212	23.5%
Technology and technical information	205	22.7%
D.I.Y. repair and maintenance	189	21.0%
Professional development	176	19.5%
History	168	18.6%
Celebrities and famous people	132	14.7%
Ancestry and family histories	88	9.8%
Other	79	8.7%
	902	

The range of interests of the community is obviously broad with an average of 4 to 5 subject areas selected per response. The analysis of this question will be more meaningful by age and gender. Of the 79 "*Other*" responses 26 were related to

children, children's activities, families or parenting. Cooking and gardening received several mentions each. Some caution may be needed in interpreting the results of this question as it may be somewhat leading.

Q3: When I'm online at home I use…

Overall Results

Table F: When I'm online at home I use… survey totals

Answer Options	Total Response Count	Total Response Percent
A computer or laptop	856	94.9%
A smartphone - Android, blackberry, iPhone etc	250	27.7%
An iPad or similar	93	10.3%
I'm not connected to the internet	25	2.8%
Other	17	1.9%
	902	137.6%

Overwhelmingly the community indicated that they use a computer or laptop at home when online, with smartphones coming in at second. It was also clear that a number of people used more than one device.

Q4: I like to stay in touch online with…

Overall Results

Table G: I like to stay in touch online with… survey totals

Answer Options	Total Response Count	Total Response Percent
Email	794	88.0%
Facebook	470	52.1%
Youtube	250	27.8%
Twitter	80	8.9%
Webcasts	65	7.2%
Other	56	6.2%
RSS feeds	44	4.9%
Not Answered	25	2.8%
I don't know how to use these but would like to know more	18	2.0%
None of the above	6	0.7%
	902	200.6%

The overwhelming majority of respondents used email to stay in touch with Facebook and Youtube running more distant 2nd and 3rd choices. It is also evident that respondents use an average of 2 methods of staying in touch online, and only a minority of 5.5% do not use online services to stay in touch.

Q5: When I'm online at home I've seen or used …

Overall Results

Table H: When I'm online at home I've seen or used… survey totals

Answer Options	Total Response Count	Total Response Percent
Library catalogue		
Have used this	396	45.2%
Seen this	159	18.1%
Never seen this	268	30.6%
Total responses	823	93.8%
My library member account		
Have used this	371	42.3%
Seen this	117	13.3%
Never seen this	311	35.5%
Total responses	799	91.1%
Library web pages promoting services		
Have used this	277	31.6%
Seen this	239	27.3%
Never seen this	290	33.1%
Total responses	806	91.9%
Encyclopaedias and reference books		
Have used this	238	27.1%
Seen this	169	19.3%
Never seen this	351	40.0%
Total responses	758	86.4%

Answer Options	Total Response Count	Total Response Percent
Full text journals		
Have used this	160	18.2%
Seen this	133	15.2%
Never seen this	439	50.1%
Total responses	732	83.5%
Overdrive e-library 24/7 (e-books)		
Have used this	80	9.1%
Seen this	145	16.5%
Never seen this	501	57.1%
Total responses	726	82.8%
YourTutor online tutoring		
Have used this	57	6.5%
Seen this	85	9.7%
Never seen this	574	65.5%
Total responses	716	81.6%
Canada Bay Connections digital photographs		
Have used this	46	5.2%
Seen this	84	9.6%
Never seen this	592	67.5%
Total responses	722	82.3%
Total number of respondents	**877**	
Not answered	**25**	

The *library catalogue* and *my library member account* were the online library services most used by respondents, although a higher proportion of respondents had seen the *library's web pages*. Least used and recognised were *Canada Bay Connections digital photographs* and *Your Tutor online tutoring.*

Q6: When I hear the word 'library' I think of…

Overall Results

Table I: When I hear the word 'library' I think of… survey totals

Answer Options	Total Response Count	Total Response Percent
Books	883	97.9%
Study	584	64.7%
Learning	541	60.0%
Quiet time	502	55.7%
Internet access	429	47.6%
Community	420	46.6%
Children	409	45.3%
Literature	359	39.8%
School students	339	37.6%
Storytime	322	35.7%
Local history	237	26.3%
Author talks	224	24.8%
Reading groups	191	21.2%
Meeting friends	141	15.6%
Training	63	7.0%
Computer games	52	5.8%
Knitting club	42	4.7%
Other:	32	3.5%
Noisy	31	3.4%
Never go there	10	1.1%
	902	

The overwhelming majority of respondents, 97.9%, thought of *books* when they heard the word 'library' There was a significant gap before the next response: *Study* with 64.7% and *learning* not far behind on 60%. *Internet access* rated relatively highly at 47.6%.

Q7: I currently… (use of City of Canada Bay Library service)

Overall Results

Table J: I currently… survey totals

Answer Options	Total Response Count	Total Response Percent
use Concord Library	576	63.8%
use Five Dock Library	400	44.4%
don't use these two libraries	97	10.7%
	902	

This result reflects the same proportion visits and loans between the libraries. It also indicates that 8.2% of members use both libraries.

Q8: I rate my satisfaction with the library services at Concord Library or Five Dock Library as…

Overall Results

Table K: I rate my satisfaction with the library services at Concord Library or Five Dock Library as… survey totals

Answer Options	Total Response Count	Total Response %
Helpfulness of staff		
Very satisfied	543	68.8%
Satisfied	230	29.2%
Dissatisfied	9	1.1%
Very dissatisfied	7	0.9%
	789	
Signage		
Very satisfied	251	37.0%
Satisfied	412	60.7%
Dissatisfied	14	2.1%
Very dissatisfied	2	0.3%
	679	
Access to technology		
Very satisfied	326	47.8%
Satisfied	336	49.3%
Dissatisfied	17	2.5%
Very dissatisfied	3	0.4%
	682	
Online access to library services from home		
Very satisfied	255	44.7%
Satisfied	292	51.2%
Dissatisfied	21	3.7%
Very dissatisfied	2	0.4%
	570	

Answer Options	Total Response Count	Total Response %
Library's web pages		
Very satisfied	171	31.0%
Satisfied	358	64.9%
Dissatisfied	21	3.8%
Very dissatisfied	2	0.4%
	552	
Programs and events		
Very satisfied	176	31.3%
Satisfied	356	63.3%
Dissatisfied	27	4.8%
Very dissatisfied	3	0.5%
	562	

Collections (Books, DVDs, etc)		
Very satisfied	319	42.5%
Satisfied	391	52.1%
Dissatisfied	37	4.9%
Very dissatisfied	4	0.5%
	751	
Opening hours		
Very satisfied	303	39.0%
Satisfied	396	51.0%
Dissatisfied	71	9.1%
Very dissatisfied	6	0.8%
	776	
Overall		
Very satisfied	398	51.9%
Satisfied	356	46.4%
Dissatisfied	9	1.2%
Very dissatisfied	4	0.5%
	767	31.0%

Reported 'do not use'	
Collections (Books, DVDs etc)	4.9%
Helpfulness of staff	0.9%
Access to technology	12.5%
Online access to library services	27.1%
Library's web pages	28.2%
Programs and events	26.5%
Opening hours	1.8%
Signage	10.9%

User satisfaction was high, with 98% of respondents either *satisfied* or *very satisfie*d with the service overall. The highest levels of dissatisfaction were with opening hours with 10% of respondents either *dissatisfied* or *very dissatisfied,* followed by collections and programs and events both with 5% of respondents either *dissatisfied* or *very dissatisfied.* The highest levels of satisfaction were with helpfulness of staff and signage, both with 98% of respondents either *satisfied* or *very satisfie*d, followed by access to technology with 97% of respondents either *satisfied* or *very satisfie*d.

Respondents could select 'do not use' for each of the services listed and were not included in the satisfaction rating. Library's web pages, online access to library services from home and programs and events all recorded a high percentage of do not use responses, with access to technology also recording a higher than average level of *do not use* responses.

Q9: I currently use… (use of other libraries)

Overall Results

Table L: I currently use… survey totals

Answer Options	Total Response Count	Total Response Percent
None of these libraries	349	38.7%
School Library	179	19.8%
University Library	138	15.3%
Other	83	9.2%
Burwood library	69	7.6%
Strathfield Library	69	7.6%
Ashfield Library	36	4.0%
TAFE Library	32	3.5%
Haberfield Library	30	3.3%
Ryde library	28	3.1%
Gladesville Library	14	1.6%
	595	

The most commonly used 'other' libraries were school and university libraries with 19.8% of respondents indicating that they used school libraries, 15.3% used university libraries. The most commonly used other local libraries were Burwood and Strathfield.

Q10: I use these libraries because…

Overall Results

Table M: I use these libraries because… survey totals

Answer Options	Total Response Count	Total Response Percent
it is close to home	499	56.9%
I can access quality collections (books, DVDs)	490	55.9%
I can find information	439	50.1%
I can go at a time that suits me	365	41.6%
I can access computers and broadband internet	261	29.8%
I receive quality customer service	249	28.4%
it has good parking	192	21.9%
it is close to school/ education	162	18.5%
of the ambience	151	17.2%
I can access wireless internet	146	16.6%
I can go to programs and events	135	15.4%
it is a good meeting place	127	14.5%
Other:	124	14.1%
it is close to work	101	11.5%
it is close to public transport	87	9.9%
	877	

This question was intended to find out why residents used libraries other than those in the City of Canada Bay, but the number of responses indicates that most people answered this question regardless of whether they were currently using a library, using a City of Canada Bay Library or using other libraries.

The majority of respondents indicated they use a library because it is close to home, has quality collections or can find information there.

Q11: I don't use a library because…

Overall Results

Table N: I don't use a library because… survey totals

Answer Options	Total Response Count	Total Response Percent
I use the internet instead	140	45.6%
I don't have the time	95	30.9%
I buy the books/magazines that I want	69	22.5%
Opening hours don't suit me	67	21.8%
Libraries don't have what I want	60	19.5%
Other	30	9.8%
I can't access transport to get there	23	7.5%
I don't like reading	9	2.9%
The staff aren't helpful	4	1.3%
Total responses	**307**	**161.8%**
Not answered	563	

Almost half of the respondents that don't use libraries gave using the internet as the reason they don't use libraries as well as not having enough time to use a library. The number of responses indicates that many respondents gave more than one reason for not using libraries

Q12: I use or would like to use the library to…

Overall Results

Table O: I use or would like to use… survey totals

Answer Options	Total Response Count	Total Response Percent
Borrow books	767	85.0%
Borrow DVDs, CDs or audiobooks	590	65.4%
Do study or research	457	50.7%
read or browse magazines/newspapers	426	47.2%
Photocopy or print documents	299	33.1%
Access computers	270	29.9%
Access internet or email	243	26.9%
Attend children's programs	242	26.8%
Access wireless internet	238	26.4%
Attend events	226	25.1%
Meet friends or socialise	176	19.5%
Not answered	28	3.1%
Other	23	2.5%
	902	

The overwhelming majority of respondents still relate use of a library with more traditional services with 85% indicating borrowing books as the reason they would like to use a library, although accessing computers and wireless internet had a significant number of responses

Q13: I would use Concord or Five Dock Library more if …

Overall Results

Table P: I would use Concord or Five Dock library more if… survey totals

Answer Options	Total Response Count	Total Response Percent
I'm happy with the current services	354	39.2%
bestsellers were available quickly	336	37.3%
the collections were improved	297	32.9%
I could access ebooks from home	182	20.2%
I could access online services from home	139	15.4%
there was a better program of events	139	15.4%
it was easier to find what I wanted in the library	132	14.6%
Other	120	13.3%
I could share book reviews and rate books on the library website	64	7.1%
nothing would encourage me to use the libraries more	23	2.5%
	902	197.90%

The number of responses indicates on average each respondent had more than one item that might encourage them to use the libraries more. A significant number of the responses indicated improved collections would attract them, while the number of responses regarding ebooks and online services might also attract more library users. Of the *other* responses 17 indicated opening hours, 16 wi-fi and 15 provided more details on specific collections.

Q14: I have heard of these library events before…

Overall Results

Table Q: I have heard of these library events before… survey totals

Answer Options	Total Response Count	Total Response Percent
Author talks	473	52.4%
School holiday activities	357	39.6%
Book groups	278	30.8%
Preschool storytime	257	28.5%
None of the above	199	22.1%
Toddlertime	197	21.8%
Knitting group - Wrap with Love	184	20.4%
Baby Rhymetime	182	20.2%
Summer reading club	105	11.6%
Afterschool book group	101	11.2%
	902	258.6%

Many of the high profile and well established programs have a high level of recognition within the community, with the Afterschool book Group receiving the lowest recognition, being one of the library's newer programs.

Q15: Would you like to attend different kinds of events at the library?

Overall Results

Table R: Would you like to attend different kinds of events at the library? survey totals

Answer Options	Total Response Count	Total Response Percent
No	549	60.9%
Yes, I am listing the events that I would like to attend at the library	353	39.1%
	902	

While the majority of respondents indicated that they were not interested in different kinds of events at the library there was a significant minority that were. The second part of the question gave these respondents the opportunity to make suggestions about the type of events that they would like to attend at the library. Most suggestions were for the type of events already run at the library with a few suggesting more frequent sessions, particularly for children's events.

The most frequently suggested event that the library does not have regularly was for 'workshops'. These suggestions came in a variety of forms for example information sessions or presentations on particular topics (DIY, energy saving, parenting, culture, current affairs, art music etc) as well as workshops on craft, photography painting. Similar suggestions include more locally themed topics and social groups which have been separated into their own categories. Within these topics some related issues were evident - eight suggestions for events to be held at times to suit working residents - evenings and weekends were made as well as four suggestions to promote events better.

Answer Options	Total Response Count	Total Response Percent
Author talks	75	21.2%
Children's activities	74	21.0%
Workshops/information sessions	52	14.7%
Book groups	33	9.3%
Local information sessions	13	3.7%
Knitting groups	9	2.5%
Youth related events	7	2.0%
Social groups/activities	6	1.7%
Conversation groups	4	1.1%
other	41	10.5%
NA / no comment	66	18.7%
	353	

Q16: In the future my ideal library will…

Overall Results

908 comments were provided by 772 respondents. These were broken down into a number of categories for analysis. Collections was the category mentioned most often, followed by comments regarding technology (these were about computers in the library, wifi, remote access to library services or ebooks). In third place were statements about the libraries staying similar to the way they are or to continue improving as they have been recently. Comments about cafes, quiet spaces, study spaces and the general amenity of the interior of the library were classified as 'Space' and ranked fourth in frequency.

- Collections 252
- Technology 197
- Same 105
- Space 82
- Service 71
- Activities 56
- Community hub 54
- 24/7 53
- One stop shop 12
- Find info 9
- Learning 6
- Childcare 4
- Drummoyne 4
- Tutors 2
- Rhodes 1

TOTAL 908