

CUMBERLAND
COUNCIL

Cumberland Library Strategy

2018-2021

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Introduction

Mayor's foreword



On behalf of Cumberland Council, I am pleased to introduce the **Library Strategy 2018-2021**.

Libraries are an essential service in our community and play an important role in enhancing the lives of Cumberland's residents through improving literacy, access to technology, information, lifelong learning programs and activities that contribute to our community life.

This Strategy will guide the direction and delivery of Library services to our community over the next 3 years. Cumberland is a diverse community and will continue to grow and change. Our Library Services need to reflect these changing needs.

The development of this Strategy gave Council an opportunity to listen to what you as our community wants from a modern Library Service, and this feedback has helped us shape the direction of our Libraries.

I welcome any feedback you may have on the Library Strategy and thank you for your support of Council's Library Service.

Cllr Greg Cummings
Mayor, Cumberland Council

General Manager's message



I am proud to introduce Cumberland Council's first Library Strategy. This Strategy was developed with input from the community.

At Cumberland Council, we know the value of our Library Services to the community and aim to deliver the programs and service you want in your Libraries. I am excited by the changes taking place in all of our libraries as they continue to evolve and respond to changing community needs. We are committed to providing a more effective and improved Library experience, including the delivery of self service, increased online services and lifelong learning programs for all ages.

This Strategy outlines a framework for even greater community engagement and customer focused ways to deliver a quality Library Service. Our strong commitment to the provision of excellent Library Services is supported by Council's Community Strategic Plan, available on Council's website.

Hamish McNulty
General Manager, Cumberland Council

Cumberland Library Network

Cumberland Council's Libraries operate as busy and lively community spaces. They are highly valued, with over 800,000 visitations to our libraries annually. Our Libraries appeal to people across all age groups and backgrounds and cater for the diversity that exists in Cumberland. Access to public libraries is free and our library spaces are open and welcoming.

The role of the traditional public library is shifting, as people change the way they seek information and much of their daily lives require an online presence and digital literacy.

Our libraries are increasingly seen as community hubs, where connections are built, and where people can learn, find information, use technology and access a broad range of lifelong learning programs.

VISION STATEMENT

Our vision for the Cumberland Libraries network is to offer vibrant and inviting destinations, by connecting and enhancing our community through access to information, literacy, education, lifelong learning and creativity.

To ensure our library services remain relevant in our fast changing community, the Cumberland Library Strategy has been developed with the following objectives:

1. Ensure the Library Service is meeting the goals and objectives set within the broader Cumberland Council planning framework:
Cumberland Community Strategic Plan 2017-2027
Cumberland Council Operational Plan 2018-2019

2. Provide a framework to provide free access to Library and Information Services which assist in meeting the recreation, information and education needs of the Cumberland community.
3. Provide Library facilities appropriate to the current and future population requirements of Cumberland.
4. Provide access to online services, innovation and technology for the Cumberland community.
5. Ensure that Library services and resources continue to maximise responsiveness to community needs.

Public libraries operate in line with the *Library Act NSW (1939)* with key focus areas and activities addressed in this strategy, including:

Programs



Collections



Buildings & Facilities



Technology



Service Delivery



The Library Strategy will be implemented over a three-year period with progress tracked annually.

About Cumberland Library Service

Cumberland Council's Library network is one of the largest in NSW, with 8 locations and over 800,000 visitations annually.



COLLECTION SIZE
257,871
Including eCollections



MEMBERS
163,004



ITEMS LOANED
760,507
(2017-2018)

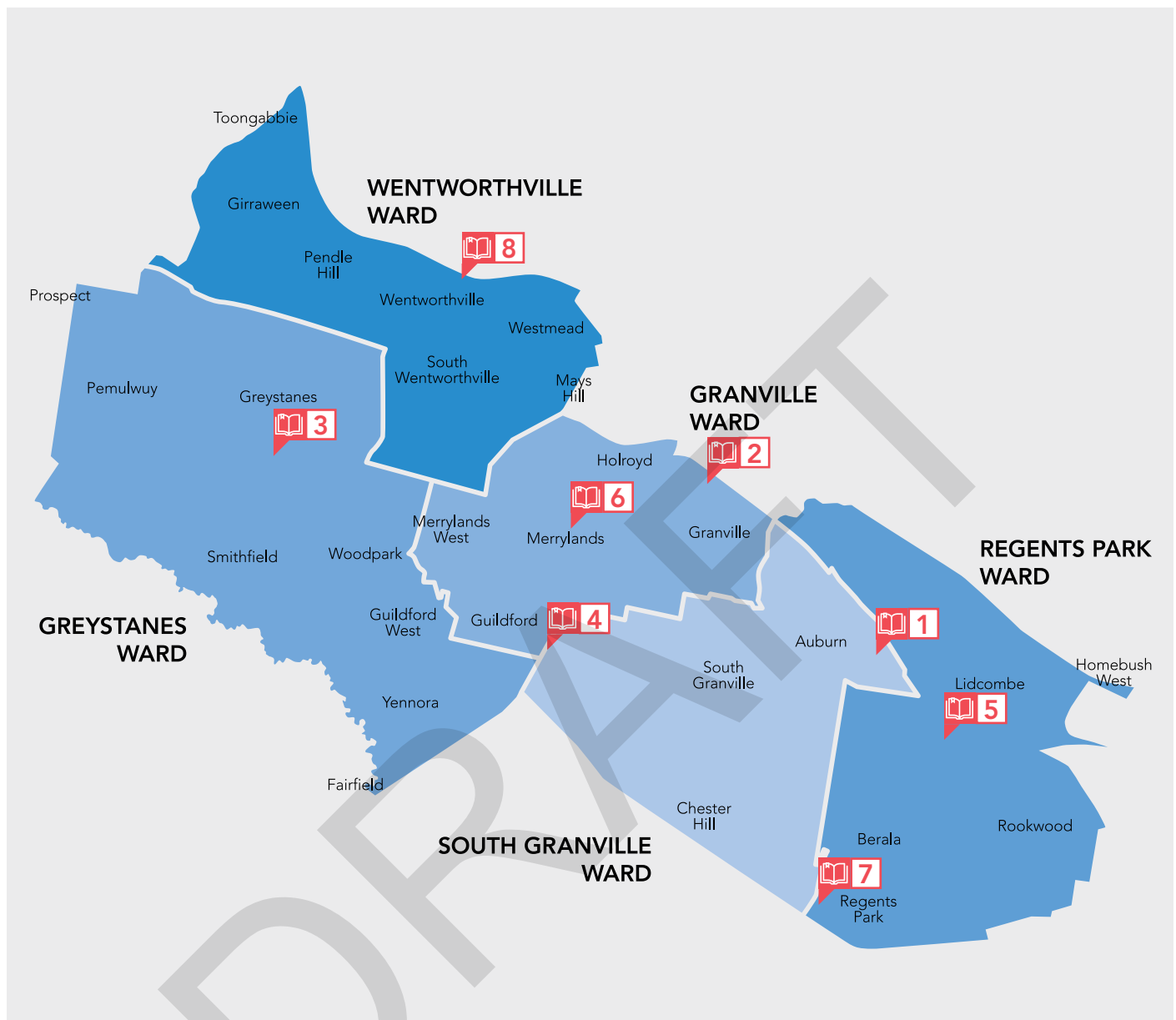


ANNUAL VISITATION
848,965
(Library gate count)



USE OF TECHNOLOGY
315,965
(Individual logins)
Includes Library PC logins, wifi
usage and online collections access

Cumberland Council's Libraries



- 1. Auburn Library**
Civic Place, 1 Susan Street,
Auburn NSW 2144
- 2. Granville Library**
8 Carlton Street, Granville NSW 2142 (next
to Granville Town Hall)
- 3. Greystanes Library**
732 Merrylands Road,
Greystanes NSW 2145
- 4. Guildford Library**
Railway Terrace, Guildford NSW 2161
- 5. Lidcombe Library**
Bridge Street, Lidcombe NSW 2141
- 6. Merrylands Library**
Corner of Miller and Newman Streets,
Merrylands NSW 2160
- 7. Regents Park Library**
1 Amy Street, Regents Park NSW 2143
- 8. Wentworthville Library & Toy Library**
2 Lane Street, Wentworthville NSW 2145

About our Libraries – 2018 Library Service Snapshot



AUBURN LIBRARY

OPEN **60** HRS PER WEEK

FLOOR SPACE **1825**M²

RECOMMENDED FLOOR SPACE 2400m²*

TOTAL % OF VISITORS **28%**



GRANVILLE LIBRARY

OPEN **45** HRS PER WEEK

FLOOR SPACE **402**M²

RECOMMENDED FLOOR SPACE 1281m²*

TOTAL % OF VISITORS **6.15%**



GREYSTANES LIBRARY

OPEN **45.5** HRS PER WEEK

FLOOR SPACE **179**M²

RECOMMENDED FLOOR SPACE 1368m²*

TOTAL % OF VISITORS **3.53%**



GUILDFORD LIBRARY

OPEN **45** HRS PER WEEK

FLOOR SPACE **444**M²

RECOMMENDED FLOOR SPACE 1454m²*

TOTAL % OF VISITORS **6.9%**



LIDCOMBE LIBRARY

OPEN **41** HRS PER WEEK

FLOOR SPACE **360**m²

RECOMMENDED FLOOR SPACE 1051m²*

TOTAL % OF VISITORS **7.08%**



MERRYLANDS LIBRARY

OPEN **62.5** HRS PER WEEK

FLOOR SPACE **2000**m²

RECOMMENDED FLOOR SPACE 2346m²*

TOTAL % OF VISITORS **24.5%**



REGENTS PARK LIBRARY

OPEN **41** HRS PER WEEK

FLOOR SPACE **380**m²

RECOMMENDED FLOOR SPACE 978m²*

TOTAL % OF VISITORS **6.8%**



WENTWORTHVILLE LIBRARY

OPEN **49.5** HRS PER WEEK

FLOOR SPACE **671**m²

RECOMMENDED FLOOR SPACE 1811m²*

TOTAL % OF VISITORS **17.04%**

* Recommended floor space based on 'People Places – a Guide for Public Library Buildings in NSW' (2012) and catchment population figures (2018)

Developing our Strategy

Council appointed an external consultant to assist with the development of this strategy by providing an independent review and detailed analysis of all statistics, solutions and programs run by our Library Service. This included a full benchmarking exercise, as well as staff and key stakeholder consultation.

What our staff told us

STAFF PRIORITIES FOR SERVICE DEVELOPMENT

PRIORITY	SERVICE	% OF RESPONSES
1	More space in libraries for activities, programs, study and meeting rooms	37%
2	More effective promotion of Library services that reflect community needs	17%
3	Increased number of PCs and access to technology for our community	11%
4	Increased community engagement to provide CALD programs	10%
5	Capability to increase technology training programs for the community	10%
6	Increase technology and Customer Service training for staff	8%
7	Continue to develop a unified, integrated and cohesive single Library service	4%
8	Other	3%

What our key stakeholders told us

Our key stakeholders include our Senior Management, community organisations that we work with, and the Library Advisory Committee. Feedback and consultation with these stakeholders has provided us with a list of priorities for our libraries.

Priorities include:

- Increased input from the community into the makeup of the Library Collection.
- Continue to strengthen opportunities for community organisations to partner with the Library Service in providing programs and services.
- Increase the visibility of the Library Service as an important Council service where information on other areas of Council's activities can be promoted.
- Ensure that our libraries continue to reflect their surrounding communities with tailored services, programs and collections.
- Prioritise a review of the libraries' opening hours to provide more consistency and to inform increases in opening hours, particularly for Wentworthville Library.



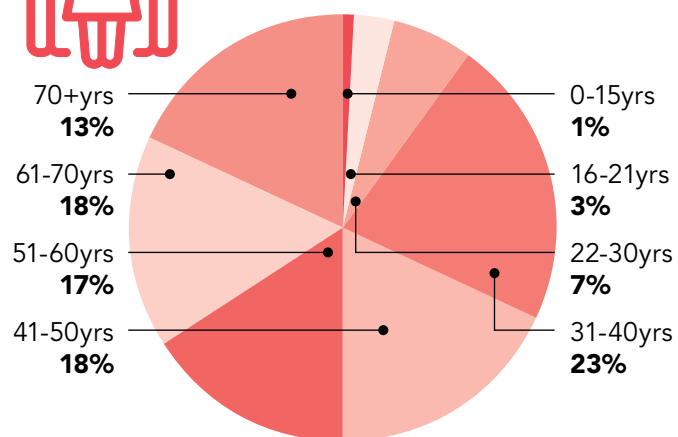
How we engaged you

A comprehensive Library Customer Satisfaction survey was conducted in May / June 2018 and more than 400 responses were received. The survey asked questions about the users themselves, their Library experiences and their vision and needs for Library services in the future.

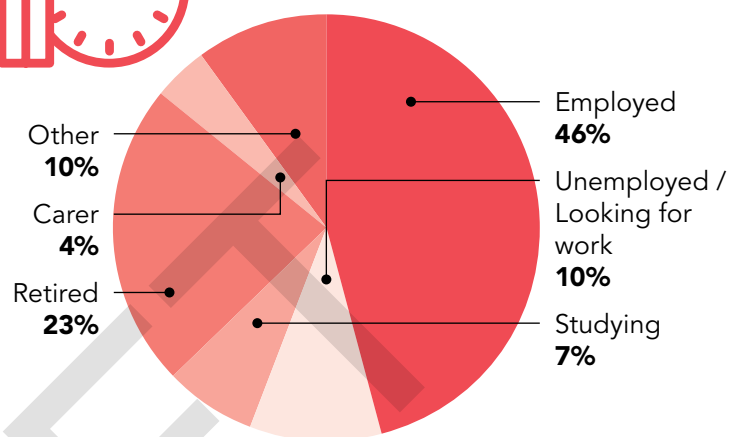
Who are our customers?



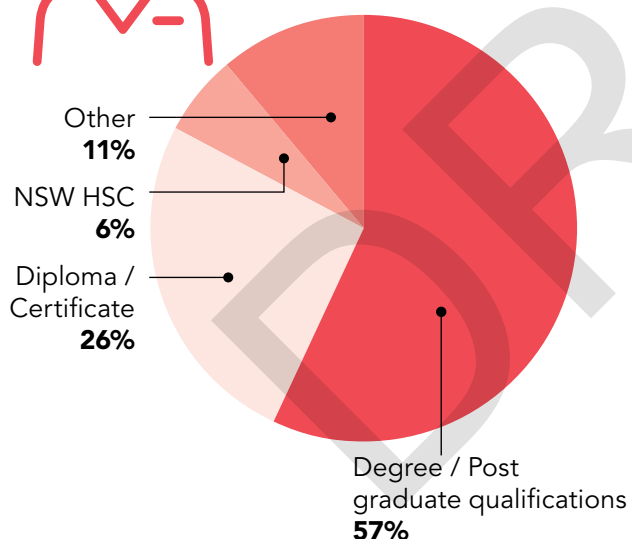
AGE OF RESPONDENTS IN THE CUSTOMER SATISFACTION SURVEY



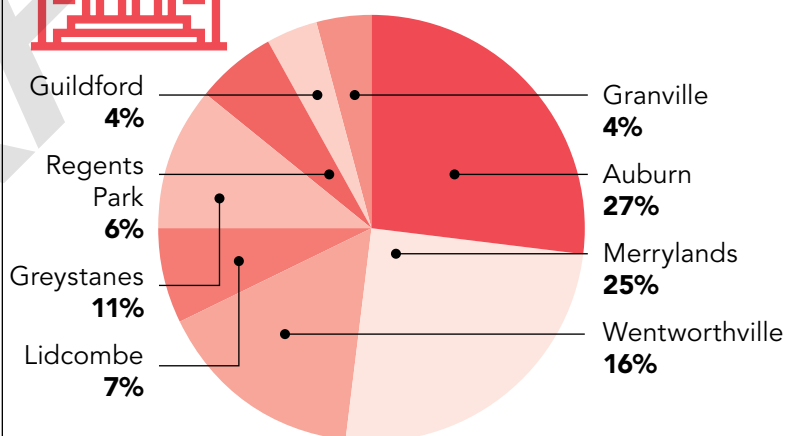
EMPLOYMENT STATUS



EDUCATION



WHICH LIBRARIES DID OUR RESPONDENTS VISIT?



84% of our respondents had visited or used online services within the last 6 months and **76%** indicated that they use a library each week.

HOW DID OUR CUSTOMERS GET TO THE LIBRARY?



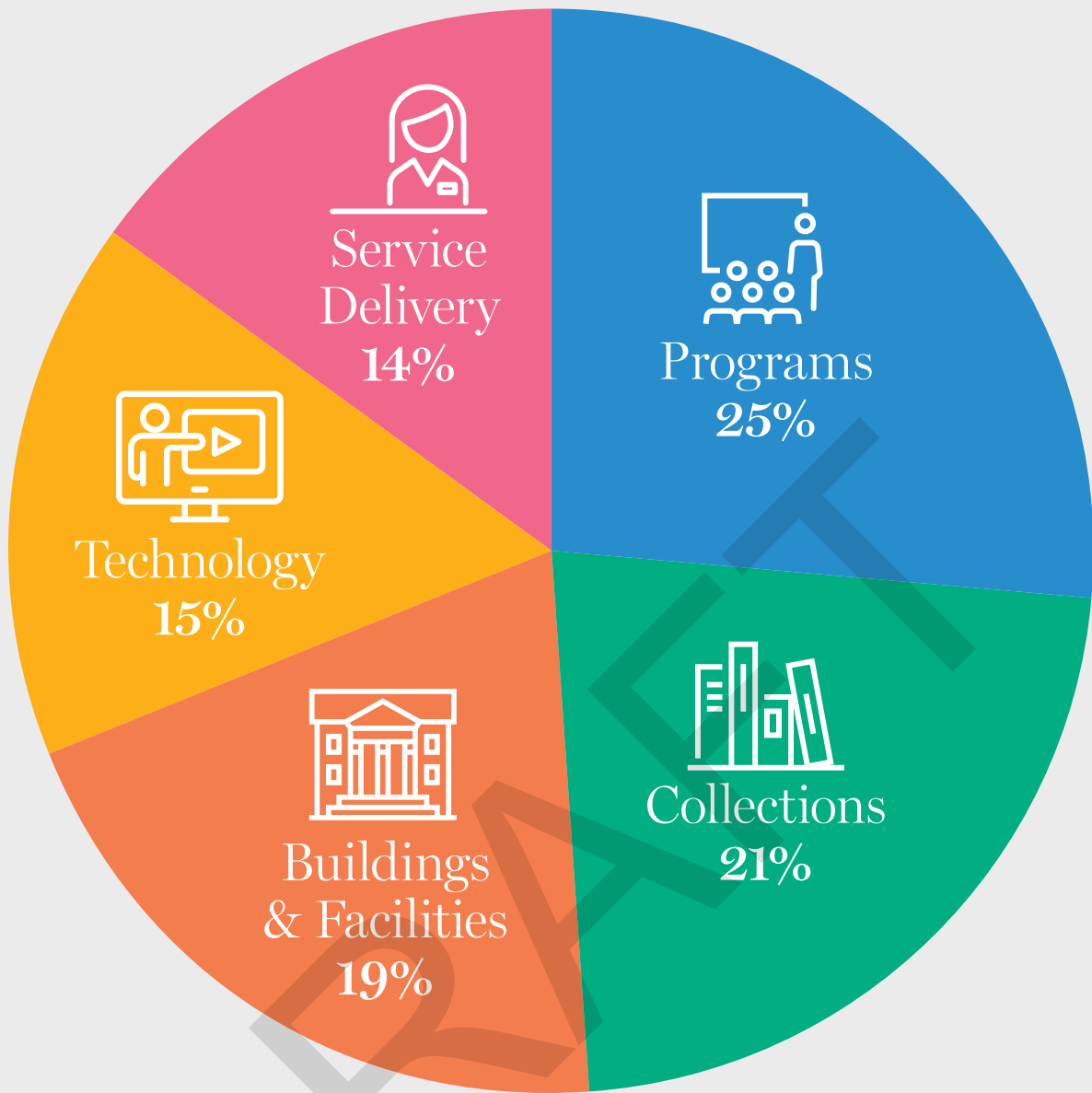
54%
TRAVELLED
BY CAR



34%
WALKED



12%
TRAVELLED
BY PUBLIC
TRANSPORT



Improving our Library Services

We asked our customers about three main aspects of the Library Service:

1. What would make our Libraries and their Services better?
2. What is missing or frustrating about our Libraries and their Services?
3. What programs would they like to see in the future?

The most frequent comments in each category are represented in the chart above.

What would make our Library and its Services better? *(continued)*

Programs



Our customers ranked their priorities for increased programs and activities as follows:

1. Children's programs
2. Reading and language practice in mother languages
3. Programs over all locations, particularly evening programs
4. Adult lifelong learning programs in libraries
5. Adult reading programs i.e. book clubs
6. Arts and crafts programs in libraries
7. Writing and creative pursuits
8. Seniors activities
9. Homework and study help

Cumberland Library Service aims to build strong community connections by collaborating to provide diverse programs, improved access and learning opportunities that meet the needs of the community.



Collections



Our customers ranked their priorities for the libraries' collections as follows:

1. Greater choice and more new titles as they are released
2. Greater choice and more DVDs
3. Increased books in community languages
4. Increased eBooks and eAudio books
5. More magazines and newspapers
6. Improved completion / replacement of book series
7. Update and increase number of children's books

Cumberland Library Service aims to provide relevant, accessible and current collections in formats that meet the needs of our diverse community.



Buildings & Facilities



Customers commented and prioritised their requirements for our current buildings and facilities as follows:

1. More tables and seating
2. Extended opening hours, particularly earlier opening hours
3. Improved lighting and brighter colour interiors
4. More parking, particularly at Merrylands
5. Additional space at Greystanes and Wentworthville Libraries
6. More power points for device charging
7. Café facilities at Libraries
8. Better signage

Cumberland Library Service seeks to create flexible, open and inviting Library spaces and design that meets the current and future needs of our growing community.



Technology



Our customers ranked their priorities for technology services and improvements as follows:

1. More PCs for public use at all locations
2. More staff to provide digital literacy and device training / troubleshooting
3. Resolving printing / copying and scanning issues
4. Improved software interfaces for searching catalogue and eResources
5. Training in the use and capabilities of the Library Management System

Cumberland Library Service aims to offer innovation, knowledge and access to technology through the use of digital resources.



What would make our Library and its Services better? *(continued)*

Service Delivery



Our customers commented on their priorities for staff service delivery as follows:

1. Staff to improve the Library environment by managing noise and behaviour with a clear set of customer guidelines
2. Staff to continue to strengthen their understanding of diverse and emerging groups, and their needs
3. More staff to assist, particularly during after-school hours, and with technology and digital literacy

Cumberland Library Service aspires to provide a knowledgeable and customer focused workforce to deliver our services.

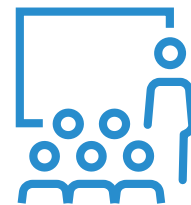




Our Action Plan

Based on the key analysis, review of demographics and extensive community consultation the following strategies and actions have been developed to address the key areas of the Library Service in:

- Programs
- Collections
- Buildings & Facilities
- Technology
- Service Delivery



Priority 1:

Programs

STRATEGY	ACTION	PRIORITY
Provide quality programs that cater to community needs	<ul style="list-style-type: none"> • Develop a coordinated annual schedule of Library programs and activities. • Continue engagement and monitor demographics to ensure Library events and programs meet community needs. • Establish new partnerships to deliver events and programs. • Implement an adult reading program across the whole library service. 	Y1 Y1-Y3 Y2
Promote our services and activities	<ul style="list-style-type: none"> • Develop and implement Library communication and engagement strategies focusing on new ways to share information with the community such as targeted newsletters. 	Y2





Priority 2:

Collections

STRATEGY	ACTION	PRIORITY
Provide responsive and diverse library collections	<ul style="list-style-type: none"> Undertake annual analysis of the collection in line with demographics to ensure it is relevant and responsive to our community. 	Y1
Engage the community and stakeholders in collection building	Enable more client input through: <ul style="list-style-type: none"> Introduction of a chat capability in our catalogue search screen asking if the enquiry was successful. Ongoing input from the Library Advisory Committee on collections. 	Y1
	<ul style="list-style-type: none"> Establishment of Community Reference Groups for each branch to provide advice on collections and services appropriate to each branch. 	Y2
Review collection practices	<ul style="list-style-type: none"> Review current procedures in acquisitions and cataloguing to streamline collections from order to shelf ready. 	Y1





Priority 3:

Buildings & Facilities

STRATEGY	ACTION	PRIORITY
Create flexible Library spaces	<ul style="list-style-type: none"> Review layouts of Libraries to improve flexibility of spaces. Find opportunities for mobile shelving units. Increase study spaces where space can be maximised. 	Y1
Review opening hours	<ul style="list-style-type: none"> Implement consistent morning opening times for all libraries. Extend operating hours on evenings and weekends for Wentworthville Library. Identify additional staffing arrangements and budget required to undertake any recommended extension to services. 	Y1
Deliver Library expansions and refurbishments	<ul style="list-style-type: none"> Continue with the development and implementation of the Granville Branch Library as part of the Multipurpose Centre, and the Auburn Library expansion. Commence planning of a new or extended branch at Wentworthville as part of Cumberland's Community Facility Strategy. Conduct an audit of floor space across all branch libraries in accordance with State Library guidelines to program further building upgrades to meet current and projected population increases. 	Y1–Y3 Y2



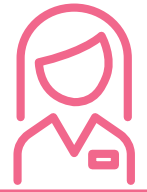


Priority 4:

Technology

STRATEGY	ACTION	PRIORITY
Be a leader in educating the community through digital resources and technologies	<ul style="list-style-type: none"> Expand customer technology training and digital literacy programs such as: Tech Savvy Seniors, Digital Dabblers, employment activities. 	Y1
Increase access to technology for the Cumberland community	<ul style="list-style-type: none"> Improve spaces to increase PC numbers and access. Provide increased access to Library services online. 	Y2
Develop efficiencies by maximising use of technology	<ul style="list-style-type: none"> Develop and implement a Library Technology Plan. Work with Council's Information Services team to integrate the Library Technology Plan with the Information Systems Strategy. 	Y2
Optimise use of Library Management System	<ul style="list-style-type: none"> Conduct internal review of the use of the Library Management System and implement all available and best practice modules. 	Y3





Priority 5:

Service Delivery

STRATEGY	ACTION	PRIORITY
Provide ongoing training programs for staff	<ul style="list-style-type: none"> Expand and maintain staff knowledge of services, collections and technology through public library networking and attendance at State Library provided training and seminars. 	Y1-Y3
Provide consistent Customer Service and Library Operations	<ul style="list-style-type: none"> Develop consistent guidelines of behaviour for our Library customers. Review locations of backroom Library operations to maximise efficiencies. Complete consolidation of procedures and rotate staff between locations to improve the perception of a single library service. Fill library service vacancies on library staff establishment. Establish a reliable statistical baseline for future performance reporting. 	Y1
Provide customer focussed service in Libraries	<ul style="list-style-type: none"> Analyse 2018 Library Customer Satisfaction Survey results for the purposes of fine tuning practices, understanding customer perceptions and issues, and identifying opportunities for volunteers. Implement an ongoing program of customer service review. Expand training for library staff in providing Customer Service. Add a regular customer satisfaction survey to the library catalogue screen. 	Y1 Y2



Monitoring and evaluation

Implementation of the Library Strategy is incorporated into Council's Delivery Program and Operational Plan with timeframes identified.

An annual report of the implementation actions and progress of the Strategy will be provided to the Executive Team and Council each year. The Library Strategy will be reviewed by library management at quarterly intervals and if necessary adjusted to reflect operational and funding considerations. A review and evaluation of the Strategy will be undertaken at the completion of the three year term (2018-2021). The results will be reported to Council and the community. A further Library Customer Survey will be undertaken at the end of the three year term to measure progress.

Performance indicators

Indicators are important in demonstrating progress in the implementation of the strategy as well as maintaining the commitment to quality Library Services. These indicators are reported regularly to the Library Advisory Committee, and to the NSW State Library annually to enable Council to benchmark its Library Services alongside other public library services.

FOCUS AREA	INDICATORS
Programs	<ul style="list-style-type: none">• Number and diversity of programs run• Attendance at programs• Customer satisfaction with programs
Collections	<ul style="list-style-type: none">• Collection usage• Collection requests• Age of collection
Buildings & Facilities	<ul style="list-style-type: none">• Visitation numbers• Customer feedback regarding Library facilities• Library refurbishment and development projects completed
Technology	<ul style="list-style-type: none">• Access statistics for wi-fi• Access statistics for public PCs• Access statistics for online resources• Customer satisfaction with technology
Service Delivery	<ul style="list-style-type: none">• Number of customer complaint/ feedback forms received• Number of information requests completed

ACKNOWLEDGEMENTS:

Council would like to thank and acknowledge all of our customers, staff members, Library Advisory Committee members and other stakeholders for their input and involvement in developing the Cumberland Library Strategy.



CUMBERLAND
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