



Woollahra Library and Information Services Strategy

Development of 'The Way Forward' Strategy

Woollahra Municipal Council

November 2007

**Adopted by Woollahra Municipal Council
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Executive Summary

The intent of this Review is to strategically position Woollahra Library and Information Service to be the best that it can be for the community it serves. The process of the Review involved extensive consultation with the community, staff and key stakeholders through a survey, focus groups and selected interviews. Research was also undertaken on demographic trends and population projections, business performance of the library, the strategic operating environment, as well as national and international public library industry trends. The key aim of the study was to develop a strategy, which will see the Woollahra Library and Information Service go forward to meet the ongoing needs, and expectations of its community. The recommendations of this Strategy will now feed into an Operational Plan for the Woollahra Library and Information Service.

Globally, the world of information and communication is going through a period of exponential and accelerating change. The role of libraries is significantly changing, with a stronger focus emerging on playing a key role in lifelong learning and community development, as well as preserving and sharing the heritage and identity of the community. The needs for library service delivery have evolved considerably and there is an increasing desire for flexibility to meet some key challenges. Libraries need to position themselves for the impact of the baby boomers and an ageing population as well as being key players in developing a range of literacies across all age groups. Mobile telephony and changes in technology have also changed the whole concept of service delivery, particularly to younger people.

Trends in Library service delivery highlight the increased focus on community engagement and the provision of community and cultural programs to support community capacity building and informal learning. There is a need for adequate social space in libraries as well as space to house collections and technology.

KEY FINDINGS

Demographic Implications

Woollahra's population has remained relatively stable compared to the Sydney and NSW averages, with population projections suggesting an average annual population growth of 0.1% to 2031. This will see an extra 1,960 persons living in Woollahra over this period.

Census 2006 data identifies higher proportions of older persons in Woollahra, particularly in the Double Bay catchment. Woollahra's labour force participation is higher than both Sydney Statistical Division (SD) and NSW. Future retirees are expected to be a more educated group and more demanding on information services. Given the ageing of the community, it is anticipated that there will be a greater demand for large print books and talking books as well as a demand on software and equipment to assist older persons/persons with a disability. Accessibility and alternative forms of delivery including mobile and special needs services, and the provision of virtual services will also be an increasingly important issue for libraries given the projected demography of the area.

Strategies will also be required to meet the needs of youth and young families in the area. Young people aged under 25 years comprise 25.7% of the Woollahra population. This age cohort is significant users of public libraries and are also high users of new technology in libraries. It is expected that there will be an increased need for flexible study space and reading areas to cater for this group. The Internet and technological change will continue to have an impact on the way library services are delivered. The level of Internet and computer usage in Woollahra further supports the need for an increased focus on information literacy skills and in particular supporting seniors in technical literacy.

Although the proportion of persons who speak another language in Woollahra is not high in comparison to Sydney SD and NSW, there are opportunities for the library to provide materials in a range of community languages and to provide other programs and resources (such as outreach programs and specialist collections) to engage people from different CALD backgrounds. **(Refer Section 3, Page 5)**

Consultation findings

Extensive consultation was undertaken with current users and non-users of the Woollahra Library and Information Service. This included a random telephone survey of 400, including users and non-users, and targeted workshops with community organisations, interest and resident groups and Council staff.

There was general consensus over what the community considered the role of the library is and what it should be. In summary, the library is a highly valued asset in the Woollahra community. There was strong agreement among workshop participants that the library fulfils a variety of functions such as a place to access information and learning, a place to access recreation, a 'multi-functional' meeting place, and most importantly, a 'cultural centre' or 'community space' that links the community through a variety of cultural events and activities.

Making the library as a place 'beyond books' was also indicated as a changing need. This included the ongoing need for increased and improved programming and activities, as well as the promotion of internal and external programs and events.

Users were asked to rate their level of satisfaction with library elements and services relative to the Woollahra Library branch used most frequently. The key elements of satisfaction at a Woollahra Library are location of library, customer service/helpfulness of staff, and atmosphere & surrounds. Access to parking, physical access and access to facilities were the least satisfied elements relative to the Woollahra Library used most frequently.

Throughout the consultation, participants were invited to nominate areas that they thought the Woollahra Library and Information Service could improve upon. Predictably, 'space' was identified as the key issue of concern, particularly at the Double Bay Central Library. Providing increased space such as meeting rooms, training rooms, study areas, social spaces and designated space for events were commonly highlighted throughout the consultations. However, many respondents were interested in conservation of the Double Bay Central Library as it is a heritage building. There was certainly widespread agreement that the existing library could be improved. Many participants noted that adequate space and room for expansion is fundamental to effective service delivery.

Physical access, particularly parking and access to public transport, was acknowledged as a barrier in the effective delivery of library services. Suggestions such as increasing parking opportunities, being close to public transport and locating libraries in or close to local shopping centres were suggested to improve library access issues. Strategic locations central to population and retail were seen as critical.

The need for improved planning for events and programs for the year ahead was highlighted. Increased outreach to pre-schools and various groups, and sufficient space for events was identified as essential. There were a number of strategies recommended in attracting non-users. Firstly, creating convenience was identified as extremely important. This included ensuring sufficient space, parking, location, access, and improving and updating the collection of books and services offered. Developing the library as an 'experience' was seen as a critical factor in attracting non-users. Incorporating facilities such as a coffee shop, greater space for personal study and improving the physical access elements to create a dynamic, stimulating environment were noted. Promotion of the services provided such as the Home Library service, activities for all ages, and generally what is happening in the library were seen as critical success factors.

The community repeatedly highlighted concerns relating to the inadequacy of the Double Bay Central Library during consultation. The lack of adequate space was considered in the consultation with the community to be an element that affected every aspect of library service delivery. Some participants described Double Bay Central Library as depressing and dark. Participants in the consultation stressed that the inability to browse, relax and read, and access computers negatively impacted on their library experience. Younger people in particular indicated that they needed study and research space, adequate computer facilities and space to engage in a range of activities.

People who regularly used the library computers and printing facility were very aware of the impact this activity had on the quiet enjoyment of others. In particular this aspect affected young people seeking to study or conduct research in the library.

Participants in the consultation also confirmed that although they have a preference to use a local library, they would travel elsewhere to access services from more attractive and accessible locations.

Overall, consultation highlighted the need for attractive spaces that are light and airy, with adequate space for the competing needs of a diverse clientele, including small children, students, and the elderly. The need for meeting rooms, study spaces, adequate computer facilities, noise amelioration, space between aisles, lower shelves, ease of access and enough space to adequately house the collection and conduct programs was a recurring theme.

(Refer Section 7, page 51 and Section 8, Page 53)

Benchmarking & Business Performance

The benchmarking analysis highlighted several significant issues that impact on the Woollahra Library and Information Service. Over the past five years, the Double Bay Central Library has experienced an increase in performance in terms of loans, averaging an annual loan growth rate of 0.7% (or 2,200 loans). However, business performance will continue to be inhibited by the limited space. Comparative performance of the Woollahra Library, particularly usage and membership, shows that business performance is being restricted by the operating environment.

In terms of usage, the library is not well patronised for a Central Library relative to other Central Libraries in comparative areas. The lack of appropriate facilities, spaces and services has constrained the ability for the library to increase usage and deliver desired service levels. In its current form the library cannot be expected to increase patronage. These issues were highlighted and confirmed by the library survey.

The library is well below standard in relation to the NSW State Library public library space guidelines, and fails to meet any standards in relation to access, and internal space configuration. It also does not provide the opportunity for staff to implement service improvements adopted by other innovative public libraries, such as retail merchandising, displays, and the provision of social spaces for community engagement and lifelong learning.

It is clear that an improvement of the library infrastructure is needed to increase the library's efficiency and effectiveness, staffing and work practices.

(Refer Section 5, Page 19 & Section 6, Page 41)

KEY STRATEGIES

In summary, the recommended strategies include a Service Delivery Model and Service Delivery Outcomes, which are summarised below. See Section 14, Page 78 for the detailed recommendations of this Strategy.

Service Delivery Model

Libraries need to be accessible, strategically located and attractive destinations and need adequate space for well-displayed collections and activities and events that will bring the community to the library. At Woollahra, three service points operate from heritage-listed buildings, which present significant operational difficulties including spatial limitations and access issues. It is clear that an investment in infrastructure will be required to meet the existing and projected needs for library services in the municipality.

Double Bay Central Library

The significant finding from the review is that there is a critical need to replace the Double Bay Central Library (St Brigid's) within the next five years. The continued provision of library services in the limited space provided at the Double Bay Central Library is not an option. While the current library offers ambience and history, the current physical form and existing space at the Double Bay Central Library is totally inadequate to deliver the broad range of activities and programs that is expected by the Woollahra community.

Double Bay is the largest catchment in Woollahra with 38,625 residents in 2006. The lack of appropriate facilities, space, services and parking has constrained the ability for the Double Bay Central Library to increase patron usage and deliver desired service levels. This is evident in diminishing registration figures and the need was clearly articulated by the community in the consultation process. The Double Bay Central Library, with adequate space, access and facilities has the potential to become the hub in the community.

Community consultation and space analysis have identified Double Bay Central Library as the critical priority. Based on both population and service benchmarks there is a requirement for a 2200 - 2340 sq m facility¹. The existing library is just 468.27sqm, more than 1,750sqm smaller in size than the suggested benchmark. Central libraries in comparative Council areas with populations of 50,000 – 60,000 persons are generally at least 2,000 sq m in size and sometimes as large as 4,000 sq m in size (depending on the number of branches in the network). The total capital costs to establish a new central library are estimated at up to \$7.22 million (inclusive of GST and include a contingency of 10%). The findings of this study support the findings of the previous library accommodation report undertaken by *Australia Street Company* identifying the need for a new central library.

It is recommended that a new central library of no less than 2,230 sq m be provided in the Double Bay Town Centre within the next 5 years and that a feasibility study be undertaken to determine options for the use of St Brigid's after relocation of library services into the new Library. The feasibility study should consider the costs to bringing St Brigid's up to standard for potential uses identified in the feasibility study, as well as ongoing maintenance costs.

Paddington Library

Consultation with the community and analysis of usage patterns indicates that the Paddington Library should be retained. The Paddington Library continues to be a highly valued and well-used facility serving a catchment of approximately 11,502 residents. Given that the provision of a new library at Double Bay is the most significant priority, it is in the best interest of Woollahra Library to retain the Joint Library Service Agreement with the City of Sydney. However, there will need to be a reinvigoration of the Paddington Library, which has the most potential for improvement in the short-term. Opportunities to engage local residents and groups in the library through displays and programs in the library should also be considered.

Watsons Bay Library

The Watsons Bay Library occupies 44.18 sqm which falls well below the standard of 139 sq m based on the population benchmark. The Watsons Bay catchment is also the smallest catchment at 2,649 residents. The possibility of expansion would not be an option due to space constraints in the existing building. There is an opportunity, however, for the Watsons Bay Library to be relocated and/or re-configured to provide a more accessible and appealing destination point that will act as a community hub and consideration should be given to transforming the library into a community lounge room focusing specifically on young families and older persons. A community lounge room is a small service point working on just in time service delivery, rather than a just in case

¹ Based on *People Places* Guidelines.

model which requires larger collections of stock. Collections and programs are tailored to the needs of the local area.

Consideration should be given to relocating the Watsons Bay Library to the nearby Watsons Bay Tea Gardens, which is slightly larger and is a popular destination for parents of young families.

Partnership option with Waverley Library

The option of providing a partnership model with Waverley Library was also investigated. The market research revealed that the Waverley Library was the most commonly used library outside the Woollahra LGA due to the lack of space to house collections and services at St Brigid's and the relative ease of access at Waverley. However, consultations highlighted the community view that the library played a key role in the social and cultural development of the Woollahra community and that the residents of Woollahra Municipality deserved a quality library. Concern was also expressed that the needs of the Woollahra community for tailored collections and services would not be adequately met through a dependency on Waverley Library. It is expected that usage of Waverley Library by Woollahra residents will decline substantially with the provision of adequate space, facilities and access in a new Central Library at Double Bay.

Service Delivery Outcome Strategies

Consultation and research have identified the following key outcomes for the Woollahra Library and Information Service:

- ***Community needs mapped***

Staying attuned to the needs of customers and adapting services to meet patron needs is a critical success factor. This should include ongoing mechanisms to identify community needs for library services and the analysis of existing market research.

- ***Service Delivery Relevant and Efficient***

This should include:

- The development of a *whole of life* asset management approach to collection management to ensure that the collection meets the needs of various groups in the community, particularly in light of changing demography and expectations and changes in media. Analysis of business performance also highlights the need to review the product mix to meet local needs, particularly non-fiction and reference materials. Opportunities for library staff to play a stronger role in developing specifications and profiles for their collections should also be maximised;
- A more efficient collections procurement model (including shelf-ready supply of collections and consortia purchasing to leverage better discounts), review of the stack collection and collection layouts, the floating of lending collections (i.e. remain at point of return) and the development of a collection asset replacement strategy;
- Increasing the online presence through investigating additional online resources, developing and promoting existing resources, developing Information Literacy programs, further developing the website, and training staff in Library 2.0 and its applications. There is a need to clean up the existing database and to review the overall role and service delivery for community information provision. Industry trends highlight the overall need for the library to increase its online and interactive services.

- ***Programs focused on Community Learning and Engagement***

Community consultation supported a continued focus on lifelong learning and the development of literacy, including information literacy for all ages. This will continue to be delivered through the provision of relevant and up-to date

collections, including online content, information services provided at the point of need in the format required, efficient lending services, and the provision of formal and informal learning programs for all age groups. The key role of the library in building cohesive and creative communities and community connections was also endorsed. In particular, the community placed a high value on children's and cultural programs, which have been very successful. Market research has also identified the importance that community members placed on access to community and cultural activities and programs in the Municipality.

It is recommended that programming be based on strategic outcomes for the community with a focus on facilitating information and lifelong learning and community engagement. Strategies should include investigation of concepts such as Learning Lounges for the new Double Bay Central Library and e-learning products. The option of using volunteers to support outreach and programming should also be further pursued. There is also the opportunity to further develop the children's community engagement program at Watsons Bay to cater to the needs of the younger population in the area. Overall, existing children's story time programs need to be reviewed.

- ***Mutually Beneficial Partnerships***

Strategies should include engagement with potential partners (such as Holdsworth Community Centre & Services, local schools and other community and cultural networks) in the planning and delivery of outreach programs, as well as consideration of shared opportunities for Library Management Systems with neighbouring LGAs. As noted previously, opportunities should be pursued for consortia purchase of resources with other LGAs. The role of the Library Friends should also be reviewed and relationships be developed with Book Clubs and the Historical society to create greater participation in Library service delivery.

- ***The Library as a Community Hub***

Opening hours for all libraries need to be reviewed in consultation with the community. Strategies should also include a strong focus on the importance of the inclusion of social spaces in the planning and design of the new Double Bay Central Library. Innovations such as Library dispensing kiosks and partnership opportunities to provide a café in the new Double Bay Central Library need to be further explored. Models for the provision of spaces to attract youth also need to be further investigated for potential application in the new Library.

As the research illustrates, there are opportunities to attract a significant number of non-users and lapsed users to the library through the provision of attractive social and learning spaces in the library. In particular, developing the library as an 'experience' was seen as a critical factor in attracting non-users.

- ***Library Services highly Visible and Well-Used***

Given the comparatively lower library registration rates, it is necessary to develop a strategic marketing plan with a strong focus on outreach services and programming. A retail merchandising approach should be adopted to better present and display library collections. Opportunities should be pursued to engage local residents and groups in the library through displays and programs.

- ***Highly Skilled Staff focused on Common Outcomes***

Market research findings revealed that the top area of satisfaction for users of Woollahra Libraries was customer service and helpfulness of staff. Staff are highly valued by the community and this Review has found that the library is well managed, and staff are committed to excellence in service delivery.

A workforce plan will need to be developed for the next five year period identifying levels and skills required. This will also need to be supported by a staff

training plan. Structure follows strategy, with an enabling structure put in place through consultation with staff.

- ***A Culture of Continuous Improvement***

There will need to be an ongoing focus on improving systems and processes to release staff from back of house activities to higher value add activities at the customer interface. The opportunity to improve collections procurement has already been identified as part of the whole of life collections asset management. Other specific process improvements identified in this review include the further refining of serials processes and investigation of alternative models for serials acquisitions, and updating the database to provide an online catalogue of all serials. The donation policy for serials also needs to be rigidly enforced to ensure that content is relevant and that unnecessary processing and costs are not incurred. There is an overall need for review of existing measures of performance and a need to maintain a watching brief on innovative practices in library service delivery.

- ***Enabling Technology***

A technology plan will need to be developed and adequate numbers of PCs provided in each library based on the standard of 1 PC per 5,000 persons and existing best practice. The Library's online presence and access to databases also needs to be enhanced. There is a need to migrate to a self-help environment for customers and to increase access to downloadable data. Process improvements such as the use of sms, phone and email for overdue notices should also be pursued and the overdue process streamlined.

CONCLUSION

In *2020 Vision: Towards the Libraries of the Future*, Colin Mercer stated that libraries must position themselves strategically within massively expanding cultural and content industries and develop new emphases on client service in response to rapidly changing needs.² The Woollahra Library and Information Service is currently a well-resourced and highly valued service that has the opportunity to position itself as one of Sydney's leading library services. However, despite a history of innovation and strong reputation in the library industry, Woollahra Libraries are now currently falling behind, particularly in the areas of space provision and online and interactive services.

It is evident that community members regard the library service as the focus of *community revitalisation and civic life* and a place that can make a significant contribution to the active development of community through a range of cultural and social activities and programs. Market research, community consultation and analysis of the standards clearly highlight the critical need for a significant investment in infrastructure for the Double Bay Central Library to meet existing and projected needs. The Library plays a key role in lifelong learning and community engagement and with appropriate space, design and functionality the Double Bay Central Library has the potential to become the hub in the community, helping deliver on Council's social planning outcomes. It is time now for an investment for the Woollahra community in its library infrastructure, recognising the identity, needs and aspirations of the community.

Due to space restrictions, the current Double Bay Central Library cannot deliver the appropriate services of a central library in terms of size, range of services, functionality and safety. There is an urgent need to relocate the Double Bay Central Library to provide adequate space. The Paddington and Watsons Bay Libraries also need to be tailored to local community needs. With only 33.1% of the population registered and a general lack of understanding in the community of what the library provides, an integrated marketing and branding strategy is also required.

² Mercer, Colin *2020 Vision: Towards the Libraries of the Future*. Libraries Working Group of the Cultural Ministers Council. 1996 p.iv.

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1. Introduction

1.1 Purpose of the Report

The objectives of the study was to critically examine current services, establish best practice library services and develop strategies for the ***'The Way Forward- Library Study'***. This strategy is to maximise the potential of the Woollahra Library and Information Services and to meet the ongoing needs and expectations of the Woollahra community – now and in the future.

The scope of the project was to:

- Measure actual usage levels of current Library and Information Services and facilities, in terms of types, frequency of use and satisfaction;
- Measure current and future demand, needs and aspirations for Library and Information Services, including latent demand;
- Identify and target groups that are disadvantaged by the existing provision of Library and Information Services, and what limits their accessibility to these opportunities;
- Identify barriers to increased usage of library services, including hours of operation, suitability of services and programs, etc;
- Assess the work practices of the Library and Information Services, identify appropriate standards of service and staff levels and recommend methods to improve efficiency and service quality; and
- Develop recommendations for sustainable facilities and services.

1.2 Methodology

The Project was conducted in the following stages:

Stage 1: Research and Literature Review

This stage involved the identification and analysis of relevant documents as well as background research into library services both nationally and internationally. It also included an evaluation of the current and future demographic trends in the Woollahra LGA.

Stage 2: Market Research

This stage involved a direct community survey of 400 residents in the Woollahra LGA to identify current usage patterns, needs, expectations and gaps in current service provision and preferences.

Stage 3: Consultation

This stage involved consultation with local residents, partners including learning providers (providing services to older adults), key stakeholders and Library and relevant Council staff.

Stage 4: Process and system analysis and preferred service delivery model

This stage involved the identification of opportunities for process improvement. It also included the determination of a preferred service delivery model within a 10-15 year frame and a review of accommodation requirements to determine optimal location for a Central Library.

Stage 5: Draft and Final Report and presentation

This stage involved the preparation of a draft report for consideration, discussion and editing and the provision of a final report. It also included the presentation of findings to key stakeholders. This stage also included working with staff in the development of draft agreements and procedures to support the delivery model.

1.3 Report Structure

Chapter 1: Purpose of the report, methodology, report structure and disclaimer

Chapter 2: Existing Library Service

Chapter 3: Demographic Summary

Chapter 4: Literature Review

Chapter 5: Benchmarking

Chapter 6: Business Performance

Chapter 7: Consultation Summary

Chapter 8: Market Research Summary

Chapter 9: Summary of Trends in Public Library Service Delivery

Chapter 10: Service Delivery Model

Chapter 11: Review of Library Sites and Facilities

Chapter 12: Need for a New Central Library

Chapter 13: Branch Libraries

Chapter 14: Outcomes and Strategies for Improved Service Delivery

Chapter 15: References

Attachment A: Space Needs – Double Bay and Paddington

Attachment B: Statistics Table

Attachment C: Weighted Average

1.4 Disclaimer

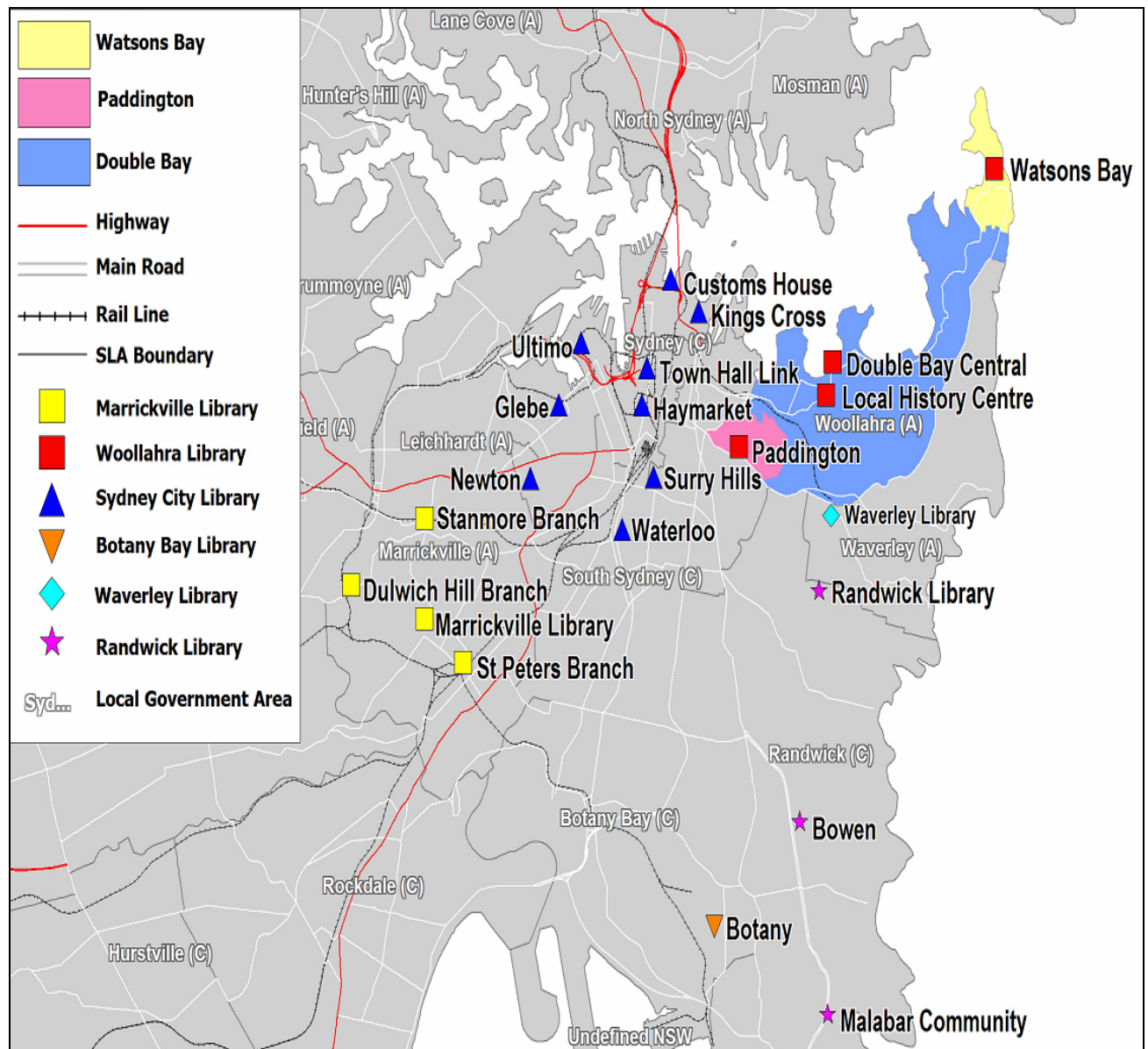
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2. Existing Library Service

2.1 Location and Features

The Woollahra Library and Information Service currently contains three (3) library service points, a Local History Centre, and a Home Library Service (eligibility based) servicing the Woollahra Local Government Area (see **Table 2.1**). The Paddington Library branch is jointly funded with the City of Sydney Council. **Figure 2.1** below illustrates the location of library services within the Woollahra LGA.

Figure 2.1: Location of Library Services



Source: C-Data 2001

Table 2.1: Location of Existing and Surrounding Library Services

Library	LGA	Location
Double Bay Central Library	Woollahra	548 New South Head Road, Double Bay
Paddington Library	Woollahra	Paddington Town Hall, 247 Oxford Street, Paddington
Watsons Bay Library	Woollahra	Dunbar House, Clovelly Street, Watsons Bay
Local History Centre	Woollahra	Sherbrooke Hall, Sherbrooke Avenue, Double Bay
Waverley Library Service	Waverley	32-48 Denison St., Bondi Junction 2022
Randwick Branch Library	Randwick	Level 1 Royal Randwick Shopping Centre, Randwick
Bowen Library	Randwick	669-673 Anzac Parade Maroubra NSW 2035
Malabar Community Library	Randwick	1203 Anzac Parade, Matraville NSW 2036
Botany Library	Botany Bay	Westfield Shoppingtown, Ground Floor. Banks Avenue, East Gardens, 2035
Marrickville Library	Marrickville	Marrickville Town Hall, Cnr Marrickville and Petersham Roads
Surry Hills Library	Sydney City	Crown St, Surry Hills (under construction – due for completion in mid 2008)
Kings Cross Library	Sydney City	Level 1, 50 - 52 Darlinghurst Road. Kings Cross NSW 2011
Customs House Library	Sydney City	31 Alfred Street Circular Quay NSW 2001
Glebe Library	Sydney City	186 Glebe Point Road (cnr Wigram Road) Glebe NSW 2037
Haymarket Library	Sydney City	744 George Street, Sydney NSW 2000
Newtown Library	Sydney City	8- 10 Brown Street, Newtown NSW 2042
Ultimo Library	Sydney City	Level 1, Ultimo Community Centre 40 William Henry Street, Ultimo NSW 2007
Waterloo Library	Sydney City	Waterloo Town Hall 770 Elizabeth Street, Waterloo NSW 2017

Source: Relevant council websites

2.2 Opening Hours

The libraries' opening hours are as follows:

Table 2.2: Library Opening Hours

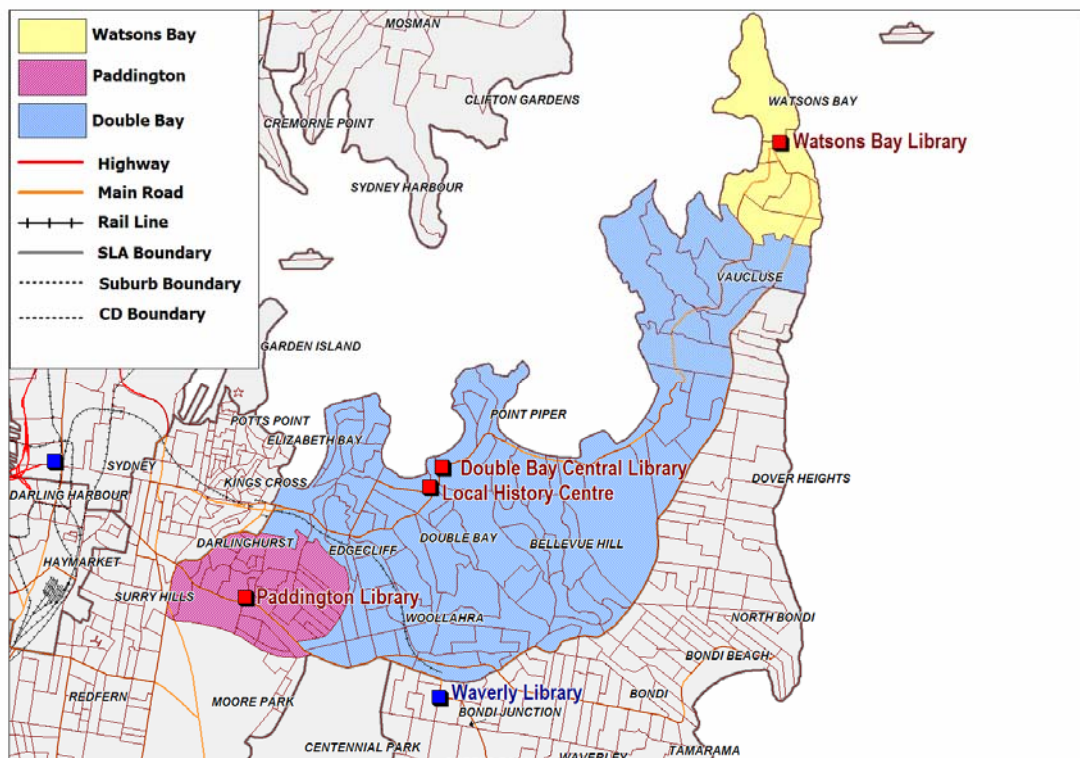
Library	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Double Bay Central Library	10.00am - 8.00pm	10.00am - 8.00pm	10.00am - 8.00pm	10.00am - 8.00pm	10.00am - 8.00pm	10.00am - 4.00pm	10.00am - 4.00pm
Paddington Library	10.00am - 6.00pm	10.00am - 6.00pm	12.00pm - 8.00pm	10.00am - 6.00pm	10.00am - 6.00pm	10.00am - 4.00pm	Closed
Watsons Bay Library	3.00pm - 5.00pm	Closed	12.00pm - 7.00pm	Closed	3.00pm - 5.00pm	Closed	Closed
Local History Centre	10.00am - 5.00pm	10.00am - 5.00pm	Closed	10.00am - 2.30pm	10.00am - 2.30pm	Closed	Closed

Source: Woollahra Municipal Council Library Website

3. Demographic Summary

The demographic profiling in this report provides an overview of the demographic characteristics of three (3) library catchment areas in the Woollahra Local Government Area (LGA) based on ABS 2006 Census data where available. ABS 2001 Census data was also used in areas where 2006 data has not presently been released. Comparisons are made to the Sydney Statistical Division (SD) and New South Wales averages. A detailed table of these indicators is provided in **Attachment B**. The catchment areas defined for the Double Bay Central, Paddington and Watsons Bay Libraries using ABS Census Collection Districts are outlined in **Figure 3.1**.

Figure 3.1: Library Catchment Areas



Source: CDATE 2001, AECgroup

3.1 Population Trends

Each library generally services a catchment. A catchment is generally defined based on the library's size and range of services, location of other libraries, location of the library relative to community nodes, road corridors, public transport and geographic barriers. The 2006 Census population for each catchment is presented in **Table 3.1**. Double Bay is the largest catchment with 38,625 residents in 2006, averaging marginal growth of 0.2% per annum from 2001. The Paddington catchment contained 11,662 residents and recorded the highest growth from 2001, averaging 0.3% per annum. The Watsons Bay catchment contained just 2,610 residents, down slightly from 2001.

Table 3.1: Catchment Populations 2006

Catchment	2001	2006	Actual Change	Avg % change 2001-2006
Double Bay	38,205	38,625	+420	0.2%
Paddington	11,502	11,662	+160	0.3%
Watsons Bay	2,649	2,610	-39	-0.3%

Note: Population figures exclude overseas visitors - Source: CDATE 2006

The population in the Woollahra LGA has recorded moderate growth during recent years. The population was estimated to have increased by 665 people in the last 5 years (see **Table 3.2**). This growth is in contrast to average population growth over the last 5 years in Sydney (1.0%) and NSW (0.7%). ABS population estimates are based on Census data though often differ due to visitors present in the area.

Table 3.2: Population Trends

Year	2001	2005 ^(a)	2006 ^(a)	% change 2005-2006	Avg % change 2001-2006
Woollahra LGA	53,002	53,282	53,667	0.7%	0.2%
Sydney SD	4,069,093	4,217,342	4,284,379	1.6%	1.0%
NSW	6,575,217	6,758,272	6,817,182	0.9%	0.7%

Note: (a) 2005 & 2006 data is provisional based on the 2006 Census

Source: ABS 3218.0 Regional Population Growth

The NSW Department of Planning projects an additional 1,960 residents in Woollahra between 2006 and 2031, representing only marginal average annual growth of 0.1% (see **Table 3.3**), below the projected population growth in Sydney (0.8%) and NSW (0.7%).

Table 3.3: Population Projections, NSW Department of Planning

Year	Woollahra LGA	Sydney SD	NSW
2006	53,440	4,335,330	6,868,900
2011	54,070	4,554,210	7,164,700
2016	54,360	4,762,220	7,450,360
2021	54,700	4,965,380	7,734,930
2026	55,100	5,161,500	8,012,570
2031	55,400	5,345,310	8,271,930
Avg. % Growth (2006-2031)	0.1%	0.8%	0.7%

Source: NSW Department of Planning (2004), AECgroup

3.2 Double Bay

Age distribution

Double Bay recorded a relatively older resident age distribution with an average age of 40.9 years in 2006 compared with Sydney (36.6 years) and NSW (37.5 years). This was reflected by 17.0% of residents being over the age of 65 compared with the state average of 13.8%.

Family and Household Structure

Lone person households were the most common household type in Double Bay accounting for 32.3% of total households in 2006, followed by couple families without children reflecting the older age distribution in the area. The average household size in Double Bay was 2.2 persons.

Country of Birth

Double Bay revealed the highest proportion of residents born overseas in Woollahra in 2006 of 32.0%. This was in line with Sydney (30.8%) though significantly higher than NSW (25.6%). The most common countries of origin included the United Kingdom (5.9%), South Africa (4.4%) and New Zealand (2.5%).

Language Spoken at Home

Double Bay recorded the lowest proportion of residents only speaking English at home with 72.5% in 2006. Chinese languages (2.1%), Greek (1.2%) and Hungarian (1.1%) are the most common foreign languages spoken at home.

Labour Force

Double Bay recorded an unemployment rate of 3.7% in 2001, well below Sydney and NSW averages. The participation rate in Double Bay was 68.0%, higher than both Sydney (64.8%) and NSW (62.2%). Full time employment accounted for 65.7% of the labour force and part time employment accounted for 28.0%, in line with both Sydney and NSW.

Qualifications

Over half of the residents of Double Bay (50.5%) have a non-school qualification in 2001. Only 8.0% of people had a certificate, well below the state average of 16.4%. People with a bachelor degree or higher comprised 34.2% of residents, in line with Woollahra (35.1%) though over double Sydney (16.5%).

Vehicle Ownership

The population of Double Bay recorded motor vehicle use similar to Sydney in 2006. Households without a motor vehicle made up 14.9% of the total with an average of 1.37 motor vehicles per household.

Computer and Internet Usage

Slightly over half of residents in Double Bay regularly used a computer at home with 56.1% regularly accessing the Internet in 2001.

3.3 Paddington

Age distribution

The age distribution of Paddington was the youngest in Woollahra with an average age of 38.1 years in 2006. This was largely due to a relatively high 27.5% of residents in the age group of 25-34 years; almost double the NSW average of 13.6%. The number of children under the age of 15 accounted for only 11.0% of residents compared with Woollahra (14.5%) and Sydney (29.5%).

Family and Household Structure

The household structure in Paddington is dominated by lone person households in 2006, which made up 37.6% of the total. This was almost double the average in Sydney of 22.6%. Couple families without children were the next most common household type comprising 27.1%. Couple families with children accounted for only 17.4% of households. Overall, a lower average household size was recorded in Paddington of 2.0 persons, the lowest in Woollahra.

Country of Birth

Paddington comprised 57.5% of residents that were born in Australia, lower than Sydney (60.4%) and NSW (74.4%). Residents born in the United Kingdom represented 10.7% of the population with 4.2% from New Zealand.

Language Spoken at Home

Residents who speak a language other than English at home are not very common in Paddington. Other languages are spoken at home by 10.9% of residents, which is

considerably lower than the Sydney average of 29.3% and NSW with 20.1%. The most common foreign languages spoken at home in Paddington were Greek (1.4%) and French (1.2%).

Labour Force

The labour force participation in Paddington was high at 79.1% in 2001. This was considerably higher than Woollahra (70.0%), Sydney (64.8%) and NSW (62.2%). The unemployment rate was 4.0%, slightly higher than Woollahra though well below Sydney and NSW averages. Full time employment accounted for 70.9% of the labour force with 23.3% employed part time.

Qualifications

Residents of Paddington have a high level of educational attainment with 56.1% of residents having a non-school qualification in 2001. People with a bachelor degree or higher accounted for 38.7% of residents in Paddington, almost three times the NSW average of 13.6%.

Vehicle Ownership

The level of motor vehicle ownership in Paddington was relatively low with 23.9% of households not having a motor vehicle in 2006. This was above the Woollahra (16.2%) and Sydney (13.2%) averages. The average number of motor vehicles per household was 1.04, also considerable lower than regional and state benchmarks.

Computer and Internet Usage

Paddington recorded the highest level of Internet use in Woollahra with 61.4% of residents indicating regular access in 2001. This was higher than the level of use in Sydney (40.5%) due largely to almost three times as many residents accessing the Internet at work. Computer use at home was reported by 48.0% of residents, higher than in Sydney (43.7%) and NSW (41.2%).

3.4 Watsons Bay

Age distribution

Children under the age of 15 years is the largest age group in Watsons Bay accounting for 21.3% of residents, considerably higher than the Woollahra average (14.5%) though in line with Sydney (19.5%) and NSW (29.8%). The proportion of people in the 25-34 age group comprised 7.1% of residents in comparison with 18.0% in Woollahra. The average age of residents in Watsons Bay was 38.2 years in 2006.

Family and Household Structure

The most common household type represented in Watsons Bay was couple families with children accounting for 42.1% in 2006. The general breakdown of household types is similar to that of Sydney and NSW. The average household size is 2.7, which is the largest in Woollahra and in line with both Sydney (2.7) and NSW (2.6).

Country of Birth

Watsons Bay has the highest proportion of residents born in Australia in the Woollahra area with 63.4%. The most common countries of origin are the United Kingdom (6.8%), South Africa (3.6%) and New Zealand (2.2%).

Language Spoken at Home

Residents who speak a foreign language accounted for 11.4% of the population compared with Sydney (29.3%). Chinese and Greek were the most common foreign languages spoken in Watsons Bay comprising 1.7% and 1.5% of residents respectively.

Labour Force

The unemployment rate in Watsons Bay was recorded at 3.0% in 2001. This was the lowest recorded rate in Woollahra and was significantly lower than Sydney (6.1%) and NSW (7.2%). The labour force participation rate was 67.2%, higher than both Sydney and NSW averages. The employment breakdown included a high proportion of part time workers accounting for 31.2% of the labour force.

Qualifications

Over half of the residents in Watsons Bay (51.5%) had a non-school qualification in 2001, in line with Woollahra (51.8%) though higher than Sydney (38.7%). People with a bachelor degree or higher comprised 33.2% of residents, below Woollahra (35.1%) though almost double Sydney (16.5%).

Vehicle Ownership

Motor vehicle use in Watsons Bay was relatively high, with only 6.9% of households not having a vehicle, about half the proportion of households in Woollahra (16.2%). Households recorded an average of 1.5 vehicles, higher than the Sydney average of 1.71.

Computer and Internet Usage

Watsons Bay recorded computer use at home by 60.0% of residents in 2001, higher than Sydney (43.7%) and NSW (41.2%). Internet use at home was not as high with 7.6% indicating regular use at home and 14.5% reporting regular use at home and work.

3.5 Demographic Summary – Implications for Delivery and Planning

Woollahra's population has remained relatively stable compared to the Sydney and NSW averages, with population projections suggesting an average annual population growth of 0.1% to 2031. This will see an extra 1,960 persons living in Woollahra over this period.

Census 2006 data identifies higher proportions of older persons in Woollahra, particularly in the Double Bay catchment. Woollahra's labour force participation is higher than both Sydney SD and NSW. Future retirees are expected to be a more educated group and more demanding on information services. Given the ageing of the community, it is anticipated that there will be a greater demand for large print books and talking book as well as a demand on software and equipment to assist older persons/persons with a disability. Accessibility and alternative forms of delivery including mobile and special needs services, (including Home Library services and services to residents of aged care and nursing homes) and the provision of virtual services will also be an increasingly important issue for libraries given the projected demography of the area.

Strategies will also be required to meet the needs of youth and young families in the area. Young people aged under 25 years comprise 25.7% of the Woollahra population. This age cohort are significant users of public libraries and are also high users of new technology in libraries. It is expected that there will be an increased need for flexible study space and reading areas to cater for this group. The Internet and technological change will continue to have an impact on the way library services are delivered. An ongoing training strategy to upskill library staff will be required to meet customer demands. The level of Internet and computer usage in Woollahra further supports the need for an increased focus on information literacy skills and in particular supporting seniors in technical literacy.

Although, there are some very good programs in place, there will be a need to identify additional resources to further develop partnerships and extend programming, particularly into target groups such as children and families, youth and older persons.

Areas such as literacy, navigating information, and using technology need to be further explored.

Although the proportion of persons who speak another language in Woollahra is not high in comparison to Sydney SD and NSW, there are opportunities for the library to provide materials in a range of community languages and to provide other programs and resources (such as outreach programs and specialist collections) to engage people from different CALD backgrounds.

It is expected that the population levels for the Double Bay catchment will continue to be significantly higher than the Paddington and Watsons Bay catchments. The current physical form and location are not able to deliver the broad range of activities and programs that is expected of a central library, thereby supporting the need for adequate space to meet increasing library service needs of its residents.

4. Literature Review

The following section provides a detailed summary of the key literature and previous research as part of the review. A brief overview of the key findings of each piece of literature is provided below, including their implications for the Woollahra Library and Information Services Strategy.

4.1 Relevant Legislation and Policy

Changes to the NSW Local Government Act and associated regulations in the 1990s formalised requirements on Councils in NSW to prepare social or community plans. The *NSW Local Government (General) Amendment (Community and Social Plans) Regulation 1998* requires Councils to “develop a social or community plan in accordance with departmental guidelines.”³ Social and Community Planning and Reporting Guidelines issued by the NSW Department of Local Government in December 2002 state that both a demographic profile and a needs assessment of the (area based) community are essential components of a social or community plan. Social Plans must be prepared every five years and be taken into account each year in the preparation of a council’s management plan.

These plans are expected to assist Councils meet various responsibilities under the *Local Government Act 1993*, including to:

- Provide ‘adequate, equitable and appropriate services and facilities for the community’;
- ‘Exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism’;
- ‘Promote and to provide and plan for the needs of children’; and
- ‘Ensuring that those services and facilities are managed efficiently and effectively’ (Clause 8).

Additionally, governance of public libraries in New South Wales operates under the provisions of the *Libraries Act 1939*. Under the current provisions of the *Libraries Act 1939*, Councils (through public libraries) have a duty to service the community through the provision for the establishment, maintenance and management of libraries, library services and information services.

The Library Council of New South Wales has policy responsibilities to ‘promote, provide and maintain library services and information services for the people of New South Wales through the State Library and through co-operation with local libraries and other libraries and information agencies’⁴. Under section 5 of the Act, the Council is responsible for the administration and management of every local library, library service and information service which is provided, controlled and managed (either directly or under an agreement to which it is a party) by a local authority which has adopted this Act.

4.2 Social and Community Plan 2002-2007

The *Local Government (General) Regulation 1999* requires all Councils in NSW to develop a social/community plan and report on identified access and equity activities in their annual reports. Under the *Local Government (General) Amendment (Community and Social Plans) Regulation, 1998*, Woollahra Council is required to report annually on its Social Plan in its Management Plan, specifically identifying the Social Plan projects it will undertake.

³ (DLG Circular 98/10).

⁴ *Libraries Act 1939 (part 2 – 4a)*.

Social Planning is the process of ensuring that social well-being and welfare of individuals and the community is protected and enhanced in all aspects of service delivery and the allocation of financial and in-kind resources.

Woollahra's Social Plan articulates Council's vision to 'support and promote active community participation to achieve a healthy social environment, appropriate cultural services and an efficient infrastructure'.⁵

It is anticipated that the revised Social Plan will be completed before the end of June 2008.

The current Plan consists of 15 Strategies, seven addressing population groups and eight addressing policy issues affecting the whole community. The Social Plan addresses issues where library services interact with other community services in its Community Information, Community Facilities and Community Cultural Strategies. Under the proposed Community Facilities Plan, library space needs can be taken into account.

The following sections extract the most relevant areas for consideration for the review of library and information services.

4.2.1 Community facilities for community activities and services

Local issues impacting on the use of Council's community facilities and centres include:

- There are too few venues;
- Lack of community facilities in many village centres;
- Facilities for older people are not distributed across Woollahra LGA; and
- More accessible venues are needed for people with disabilities.

The most relevant strategy and action for the review are:

- Need for long-term Community Facilities Plan, which takes into account needs identified with the Social Plan, Council priorities and resources and existing usage of Council facilities.

4.2.2 Cultural development

Woollahra Council supports recreation and culture for its residents through the provision of community and cultural facilities, including the Library.

Woollahra Council has facilitated a range of community arts events and supported cultural activities run by community groups, including⁶:

- Poet's Picnic organised by Library staff;
- Council libraries provided storytelling and activities for children;
- 'Writer's and Reader's' talk organised by Friends of the Library in conjunction with Library staff; and
- Book Fairs, Children's Book Week.
- Street Fairs
- Carols by Candlelight

4.2.3 Community information

Council's annual survey conducted in 2000 indicated that the library was the most contacted section of Council.

Council supports the provision of information to the community by providing library services to all sections of the community. Of particular note, the Library employs a Community Information Librarian to meet the needs and requests from the community and to maintain Council's directories.

⁵ Woollahra Municipal Council, Woollahra Social Plan 2002-2007, 2002 p. 1

⁶ Woollahra Municipal Council, Woollahra Social Plan 2002-2007, 2002 p. 96

4.3 Cultural Plan 2003-2008

Woollahra Council adopted a Cultural Plan in January 2003 in line with recommendations in its Social Plan and according to State Government requirements. The Cultural Plan defines the strategic role that Council can play in cultural development and provides information, direction and links to other key areas of Council activity. A number of key issues relating to library services were identified in the plan, which are:

- The Woollahra Library and Information Service is well regarded by the community and plays a critical role in supporting the quality of life in its community;
- Woollahra Central Library is housed in cramped accommodation on a busy main road with limited parking;
- The Central Library in Double Bay is unsuitable as a Library building due to severe space constraints;
- Core library services such as information access, youth services, technology and local studies are compromised due to space constraints;
- Based on population projections, the main library requires an area of at least 2000 sq m.

The most relevant strategy arising from the Cultural Plan relevant to this project include:

- Ensure that maximum consideration is given to modern public library needs including ground floor access, meeting room space, flexibility and high visibility when determining the location of central Library Service;
- Identify and develop a range of adaptable, accessible and multi purpose cultural facilities that encourage community participation in the arts and cultural development;
- Undertake a feasibility study for the current refurbishment of the Central library as the Woollahra Heritage and Cultural Resource Centre incorporating the Local History Collection when current library operations are relocated.
- Increase in corporate and in-kind sponsorship for Council cultural projects;
- Develop a diverse, annual cultural program including Writers and Readers Services, Poet's Picnic and Chamber Proms.

The Cultural Plan is being revised in 2007 and it is anticipated that the revised Cultural Plan will be completed before the end of June 2008.

4.4 Management Plan 2007 – 2010

The Management Plan, developed in accordance under the *Local Government Act 1993 (Sections 402-406)*, presents a three-year plan for providing services, facilities and projects. The Plan provides a strategic summary of Woollahra Council's proposed activities to reflect community needs and expectations. Proposed expenditure and income is identified in the plan with their principal activities, which are:

- Built environment;
- Natural environment;
- Roads, traffic and transport;
- Parks and public space;
- Community services;
- Customer service and communication;
- Organisation support; and
- Environment, infrastructure and stormwater works program.

The Management Plan recognises that Council has a responsibility to plan for the provision of community facilities that meet the identified priority needs of the local community. The principal activities that are of most relevance to the provision of library and information services are reproduced below.

4.4.1 Community Services

The Management Plan outlines the overall objectives for community services:

To plan, facilitate and provide a range of community services and activities responsive to the needs of people who live and work in the area.

Library and Information Services

The objectives of the Library and Information Services are to “provide library services that meet the recreation, information, cultural and life-long, self-education needs and expectations of the community and to ensure the recorded history of Woollahra is preserved and access is provided”.

The performance measures for the Library and Information Services are:

- Circulation statistics;
- Membership;
- Library visits; and
- Community satisfaction.

4.5 Library Accommodation Review

In late 2001, Australia Street Company with Stephenson and Turner was commissioned by Council to undertake the Library Accommodation Review. The objective of the review was to identify the Library's current and future accommodation needs, identifying potential sites for a new Central Library and to identify future directions for the Library Service including the potential impacts that may be presented by the development of a new Central Library.

Key recommendations arising as a result of this review include⁷:

- Need for a new central library of 2,000 sqm to meet the needs and expectations of Woollahra's community, particularly children and families, young people, students and older adults;
- Technology access is a critical core service as is adequate and flexible space for a wide range of technology services to address user needs;
- The preferred site for the new Central Library is the Kiaora Lane development; and
- That the optimal model for the Woollahra Library is based on an integrated development including lending, information, technology, open stack, local studies, cultural and community programs.

4.6 Social Needs Study - Discussion Paper (2005)

The Social Needs Study was conducted in August 2005 as a result of a review of Woollahra's Social Plan. The main objectives of the study are to:

- Provide a 10-year framework for the provision of social services in Woollahra;
- Identify high priority target groups whose needs are not currently being met;
- Identify the role that Council will take in relation to social services; and
- Provide a sound basis for use in the Community Facilities Strategy.

A number of priority needs were identified as a result of the study, including:

- Coordination of information to community members in relation to community services;

⁷ Australian Street Company (2002) *Library Accommodation Review Final Report*. p.7

- Accessible community facilities for delivery of programs and services;
- Services and programs for older people with a disability;
- Opportunities for people with a disability to participate in community life;
- Increased services for children and young people with a disability; and
- Education, life skills and recreation services for young people.

4.7 Children's Services Strategy (2005)

The Children's Services Strategy⁸, conducted in 2005, provides a 10-year framework for the provision of Children and Family services in the Woollahra LGA.

Council's vision for families and children under the age of 11 years is:

To support and provide a diverse range of quality and accessible services and facilities for the families and children of the Woollahra LGA.

The objectives and strategies of the Plan that are pertinent to the review include:

- Investigate the use of non-Council owned venues in the community for family support services and children's services program delivery space;
- Improve family support services and access to facilities to deliver programs;
- Improve services for socially isolated new mothers; and
- More equitable distribution of children's services across the LGA.

4.8 Ageing and Disability Services Strategy

In 2005 Council undertook a major strategic project on ageing and disability as a result of a review of Woollahra's Social Plan. The primary purpose of the Ageing and Disability Services Strategy is to identify priority issues, needs and service gaps in the Woollahra LGA in relation to older people aged 55 years and over and people with a disability.

Council's vision for older people aged 55 years and over and people with a disability is:

To enable older people and people with a disability to actively participate in community life through the provision and support of a diverse range of high quality, accessible services, facilities and programs.

Strategies and actions arising from the project include:

- Improve the accessibility of community facilities;
- Redesign library space at HSCC as accessible program delivery space for local service providers;
- Increase community awareness and participation for people with a disability;
- Improve access to information for older people and people with a disability and their carers;
- Improve accessibility in the public domain;
- Increase healthy and positive ageing strategies and recreation activities for older people;
- Reduce social isolation for older people and people with a disability;
- Ensure appropriate support for respite and recreation services for younger people and their carers; and
- Review Council funded respite and recreation disability services and respite services for older people to ensure they are targeting priority groups in the community.

⁸ Woollahra Municipal Council, *Children's Services Strategy*, 2005

4.9 Recreational Needs Assessment Strategy

This study was completed by Stratcorp Consulting in August 2006 on behalf of Council to identify open space and recreational facility and service supply and demands of the community.

Council's vision in driving the development of the Recreational Needs Assessment Strategy is:

Woollahra Municipal Council will contribute to residents achieving a high level of physical and mental well-being by ensuring there are equitable and accessible facilities for residents of all ages, skill levels, cultures and abilities to participate in a diverse range of recreation and sporting pursuits.

The principles and strategies that are relevant to the review include:

- Council will implement a planned approach to the delivery of recreation services;
- Recreation services, infrastructure and opportunities will be provided equitably having due regard to age, gender, skill level, cultural background and ability;
- Council will encourage and facilitate community participation in recreational activities in recognition of the health, well-being and social benefits they provide;

4.10 Woollahra Community Profile 2004

Council produces a new Community Profile every five years in line with the five yearly ABS Census. The Community Profile has been prepared in accordance with the 'Department of Local Government (General) Regulation 1999' that requires all Councils in NSW to develop a social/community plan every five years. The community profile has two sections:

- SECTION 1: An area wide overview of the Woollahra Local Government Area (LGA).
- SECTION 2: An overview of Council's five wards.

The Community Profile was revised in May 2004 by the Public Practice Pty Ltd on behalf of Council and is one of Council's key community planning tools.

4.11 Local History User Satisfaction Survey 2006

The Local History User Satisfaction Survey was conducted in November 2006, targeting the four library service points of Paddington, Watsons Bay, Double Bay and the Local History Centre over a two-week period. The survey aimed to gauge use and awareness of the Local History Centre by the community and to advise of improvements and future developments for the service. A total of 564 respondents participated in the survey.

Key findings from the survey included:

- 81% of respondents were members of the Woollahra Library and Information Service;
- The majority of survey respondents were unaware of the Local History Centre (74% or 418 persons);
- Of the 26% that were aware of the Local History Centre, 11% had used it;

Key recommendations from the survey included:

- Need for greater promotion of activities undertaken by the Local History Centre and enhancement of its web content;
- Better signage of the Local History Centre;
- Council consider allocating funding for signage in the 2007/08 budget.

4.12 People Places- Public Library Buildings for the Future – 2nd edition (2005)

*People Places: a guide for library buildings in New South Wales- second edition (2005)*⁹ provides detailed standards for library facility provision and planning. This guide is a result of extensive community consultation and collaborative planning containing guidelines for public space needed to meet community needs as well as practical advice on assessing these needs. This revised edition provides information on:

- The importance of public libraries in our community;
- Future trends which impact on library design;
- How to determine the need and size for a new or extended library building;
- What issues need to be considered in planning for a new or extended library building;
- Establishing a process which will take the library development project from inception to completion; and
- Designing and building a public library, which meets current and future community needs.

The Guide highlights that libraries:

- Provide a cultural hub and focal point for the community;
- Are functional and multi-purpose accommodating a range of activities and uses;
- Enable access to the latest in technology in a user-friendly manner;
- Attract a wide range of users providing areas for relaxation, research, leisure and learning;
- Are effective and efficient in the delivery of services; and
- Develop from a cooperative approach between all stakeholders to ensure that the changing needs of the community are met.

In particular, special emphasis is on people and how people perceive and use buildings, how accessible the buildings are for people of varying mobility and the impact of safety and security issues. The needs of older persons and persons with a disability are assessed under these guidelines when planning or designing a new library. Issues addressed include layout, access and approach, entry, disability car parking, mobility, proper clearances, lift and stair design, shelving, furniture and equipment selection and floor space designed to cater for this group of users. Reference is given to spacing requirements for young adults, children and significant cultural groups.

4.13 Libraries and Social Capital (2000)

There has been a significant amount of discussion around the role of public libraries in developing and sustaining social capital. Eva Cox's work on *"A safe place to go: libraries and social capital"*¹⁰ for the State Library of NSW (2000) considers libraries as public spaces and the impact they have in building social connections, specifically investigating how municipal libraries can, and do, contribute to the production of social capital in the communities in which they are located.' Cox argues that some of the most important roles of public libraries, as safe spaces for diverse groups to meet, as public spaces where trust can be built, and as community centres that draw people in through various formal and informal activities, is notably under-reported.

Ten public libraries were selected from the Sydney suburban and New South Wales rural areas. Information was gathered by observation, a user and non-user survey and recorded interviews with library staff.

The key findings of the research include:

⁹ www.sl.nsw.gov.au/plb/policies/build/guide.pdf

¹⁰ A safe place to go: libraries and social capital (2000) Eva Cox, editor. State Library of NSW. <http://www.sl.nsw.gov.au/plb/publish/safe.pdf>

- While the economic roles of public libraries are well documented (in terms of core business and performance measurement), determining the ways in which libraries function as community centres have been largely underreported.
- Libraries play an important role in community development– as communal gathering places as well as outreach centres.
- Most libraries are felt to be safe places where high levels of trust between staff and users operate.
- The majority of users during weekday openings are older persons and school-aged children. Both user groups access a library as a source of information and for social networking purposes. In particular, older persons view the library as a ‘significant outing where they gain important social interaction and human contact’¹¹, especially for those living in isolation.
- Public ownership and free use of libraries create a sense of equity and entitlement to all users, regardless of backgrounds or circumstances. Most libraries provide resources for different CALD groups in the community.
- Survey results revealed that the majority of persons felt that it was important that the community were aware of the library location and free access. There was high awareness of the location of local library among non-users.
- It was recognized that library staff are one of the library’s most important resources as they contribute to ‘social experience’ of users.
- The design of the building and spacing requirements is important as it influences the types of groups using them. Sharing of public space in libraries serve to increase trust and tolerance between different groups within a community.

Key recommendations arising as a result of this research include:

- Libraries consciously advocate and articulate the recognition of their social role within a community as an important site that has value, including by its physical presence;
- Libraries explore ways in which they can increase their visibility and reach within a community as part of the social structure of shared space and interaction for people from diverse backgrounds living together;
- Library reports on the business of libraries include in their research and analysis some accounting of factors that enhance the ways libraries contribute to the social capital of a community; and
- Trust-building be seen as a core function of local libraries so that libraries will actively be part of developing local community capacities, particularly in areas where lack of social capital is affecting the resilience of networks and capabilities for collective problem solving.

¹¹ A safe place to go: libraries and social capital (2000) Eva Cox, editor. State Library of NSW.
<http://www.sl.nsw.gov.au/plb/publish/safe.pdf> p.8

5. Benchmarking

5.1 Public Library Statistics

The data used to prepare this section is available from Public Library Statistics (PLS). The PLS contains statistical summaries of reports submitted by NSW public libraries to the State Library of NSW. The summary provides an overview of NSW public library income, expenditure, services and staffing and provides comparisons of libraries serving like populations. The benchmarks provide comparisons of the Woollahra Library and Information Services and tracking of library performance measures over a four year period (2002/03 to 2005/06 period).

Based on the Australian Classification of Local Governments, Woollahra is classified as “Urban Developed Medium” (UDM) and is grouped with Waverley, Botany Bay, Manly, Canada Bay, North Sydney, Lane Cove and Leichhardt.

In order to provide a broader basis to the benchmarking analysis, two separate benchmarks of Library Services have been undertaken:

- Neighbouring Libraries: Including Waverley, Randwick, City of Sydney, Botany Bay and Marrickville.
- Comparative Council Libraries: Including Mosman, Manly, Canada Bay, North Sydney, Lane Cove and Leichhardt.

It is recognised that these Councils have varying levels of population, and this is accounted for in benchmarks that provide per capita comparisons.

The following key operational indicators are examined:

- Population;
- Membership;
- Staff;
- Expenditure; and
- Library stock.

Please note that caution should be used when comparing data between the neighbouring and comparative Council benchmarks, as there are varying geographic location and social factors. It should be noted that these conditions create differing demands and needs which affect the type and scope of public library services provided.

5.2 Neighbouring Library Benchmarking

Woollahra Library and Information Service was benchmarked against the following Neighbouring Libraries with a brief summary of results as follows:

- Waverley Library: consists of only one Library service point, its centrally located 4,000 sqm Central Library is open 7 days per week. It has a high staffing level for a single Library. When benchmarked, it recorded the highest increase in Library membership per capita in 2005/06, holds the highest number of library materials per capita and recorded the highest loans per capita.
- Randwick City Library and Information Service: consists of a 2,000 sqm Central library and two branch libraries. The Central Library is open 7 days per week. Randwick has a lower staffing level per capita and associated low salary expenditure per capita. Randwick has the highest total membership levels, but this is not sustained when examined on a per capita basis. It has a low expenditure on Library materials per capita, resulting in the smallest Library stock per capita and the second lowest circulation per capita.

- City of Sydney Library: does not have a Central Library but has eight branch libraries which range in size from 700 sqm to 2,500 sqm. It has a high membership level, but on a per capita basis recorded a significant fall in membership in 2005/06. Due to its many service points, the City has the highest number of staff, the highest expenditure on library materials per capita and the largest library stock. The service has the third highest circulation per capita.
- City of Botany Bay Library and Museum Service: consists of a 1,326 sqm Central Library and one branch library. The Central Library is open 6 days per week. It has the lowest level of Library membership, the lowest staffing levels and recorded the lowest expenditure on Library materials per capita. The service reported the lowest circulation level per capita.
- Marrickville Library Services: consists of a 1,085 sqm Central Library and three branch libraries. The Central Library is open 7 days per week. Its results show the Library service sitting in the middle for most of the benchmarked indicators.

Woollahra Results

Woollahra recorded comparatively lower levels of population¹² (2nd lowest) compared to many of the benchmarked neighbouring libraries. In line with stable population growth and staff levels, the population per staff member remained relatively stable in Woollahra over the four year period.

The Woollahra Library also recorded comparatively lower staff levels (2nd lowest) and comparatively lower levels of population per staff member ratio compared to the benchmarked average. Declines in qualified staffing levels were recorded for all neighbouring libraries (including Woollahra) with the exception of the City of Sydney (increase) and Marrickville (stable). Woollahra recorded the lowest ratio of population per qualified staff member than many of the benchmarked libraries.

Woollahra Library and Information Service has a comparatively lower level of registered members than many of the benchmarked neighbouring libraries. Woollahra Library and Information Service recorded a below average ratio of borrowers in the population (at 33.5% in 2004/05). Notably, this ratio has however fallen over time for all these library areas, resulting in only one library (Waverley) meeting the four year average benchmark in 2004/05.

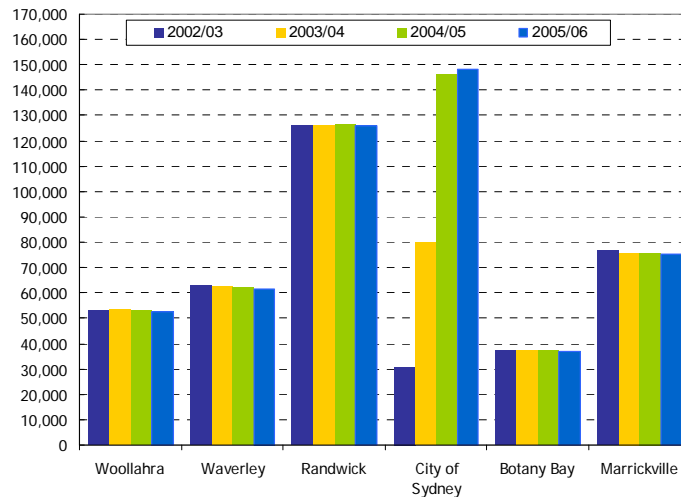
Despite above average expenditure on library materials and salaries, the Woollahra Library recorded the 2nd lowest level of total library expenditure.

5.2.1 Population

The population of Woollahra as at 2005/06 was reported to be 52,747, down slightly from 2004/05.

¹² The population of Woollahra as at 2004/05 was reported to be 53,095.

Figure 5.1: Population



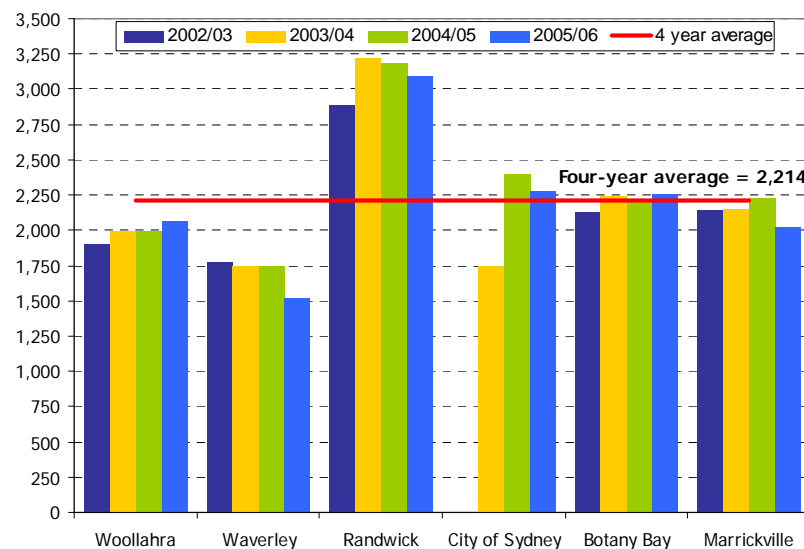
Source: State Library of New South Wales

5.2.1.1 Population per staff member

This indicator shows the population served per staff member across benchmarked libraries over a four-year period. As can be seen in **Figure 5.2**, the population per staff member remained relatively stable in Woollahra, in line with stable population and staff levels. However, Waverley recorded the lowest number of population per staff member for the period ended 2005/06, a decrease compared to the previous financial year. The City of Sydney increase in population is due to the amalgamation of many parts of South Sydney Council area during 2004/2005.

Woollahra recorded the third lowest level of population to staff ratio (2,063) compared to the benchmarked average (2,214) while Randwick served the highest number of population per staff member for the period ended 2005/06 due to lower staffing levels.

Figure 5.2: Population per staff member



Note: No data was applicable for the City of Sydney in the 2002/03 period.
Source: State Library of New South Wales

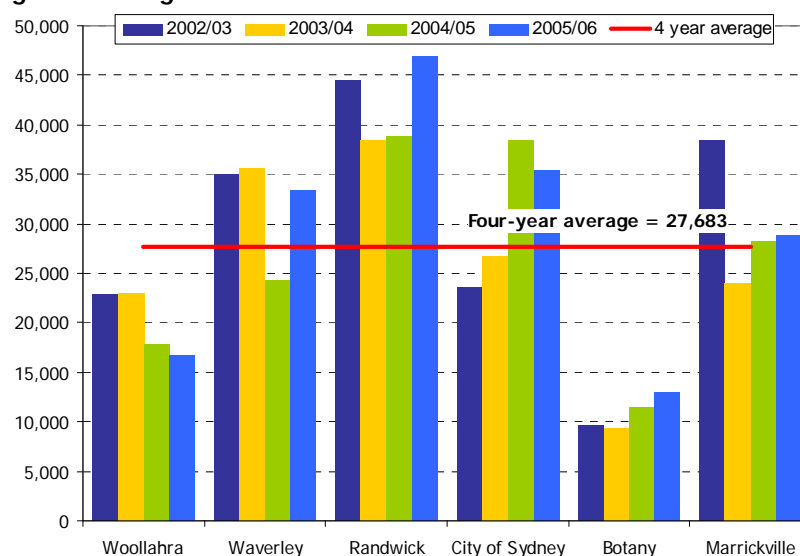
5.2.2 Membership

5.2.2.1 Registered members

In 2005/06, Woollahra has a total of 16,606 registered members, a decrease compared to the previous four years (see **Figure 5.3**). Although Botany Bay has the lowest membership levels (13,030), the figures show a steady increase over the past four years.

Randwick recorded the highest membership levels at 46,865 followed by the City of Sydney (35,429) and Waverley (33,399). The large increases/decreases across years can be accounted for, in some instances, by the annual deletion of inactive borrowers being competed at disparate times in each yearly cycle.

Figure 5.3: Registered Members



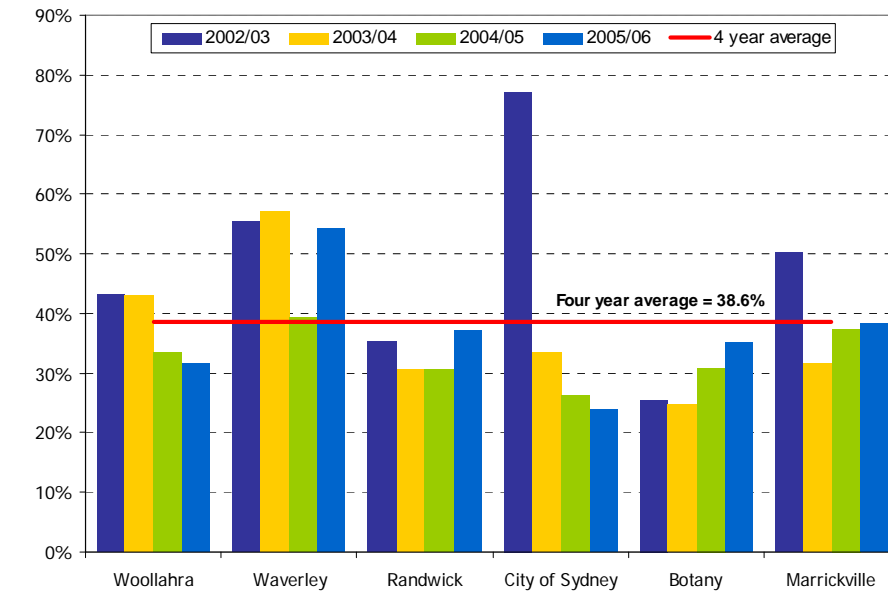
Source: State Library of New South Wales

5.2.2.2 Borrowers as a percentage of the residential population

This indicator shows the number of people who borrowed books and other items during the year, expressed as a percentage of the resident population. It is important to note that many people use public libraries and do not necessarily become registered members.

The percent of population who are library members in Woollahra was reported to be 31.5% in 2005/06, representing a slight fall from previous years (see **Figure 5.4**). Waverley recorded the highest increase in membership over the four-year period, with membership levels at 54.2% for the 2005/06 period. Slight increases are evident in Marrickville, Randwick, and Botany in 2005/06 while the City of Sydney recorded the highest fall in membership of 2.4 percentage points from the previous year. As reflected in the consultation, users are increasingly dissatisfied with the cramped facilities and poor access at the Double Bay Central Library which is impacting on utilisation levels.

Figure 5.4: Ratio of Borrowers to Population



Source: State Library of New South Wales

5.2.3 Staff

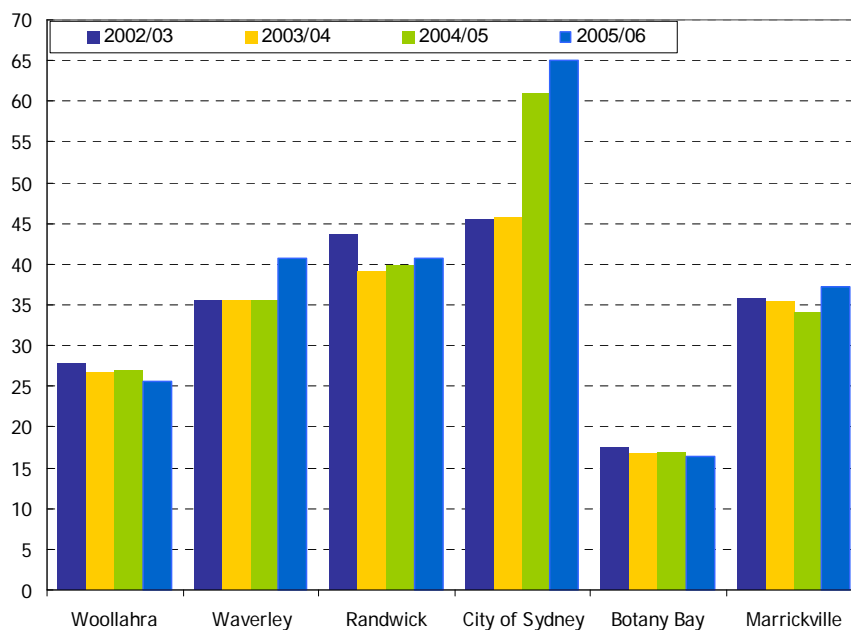
5.2.3.1 Total Staff

This indicator reports the number of staff employed over the four-year period. Woollahra reported an FTE of 25.57 library staff serving their population in 2005/06, a slight fall over the four-year period (see **Figure 5.5**).

With the exception of Woollahra and Botany Bay, the total number of employed staff in other benchmarked libraries has steadily increased in the four years since 2002/03. In 2005/06, Waverley recorded the highest increase of 5.05 FTE staff from the previous financial year, followed by the City of Sydney (up 4.15 FTE staff).

This data needs to be interpreted in relation to circulation and population levels as well as number of service points and service levels.

Figure 5.5: Total Staff



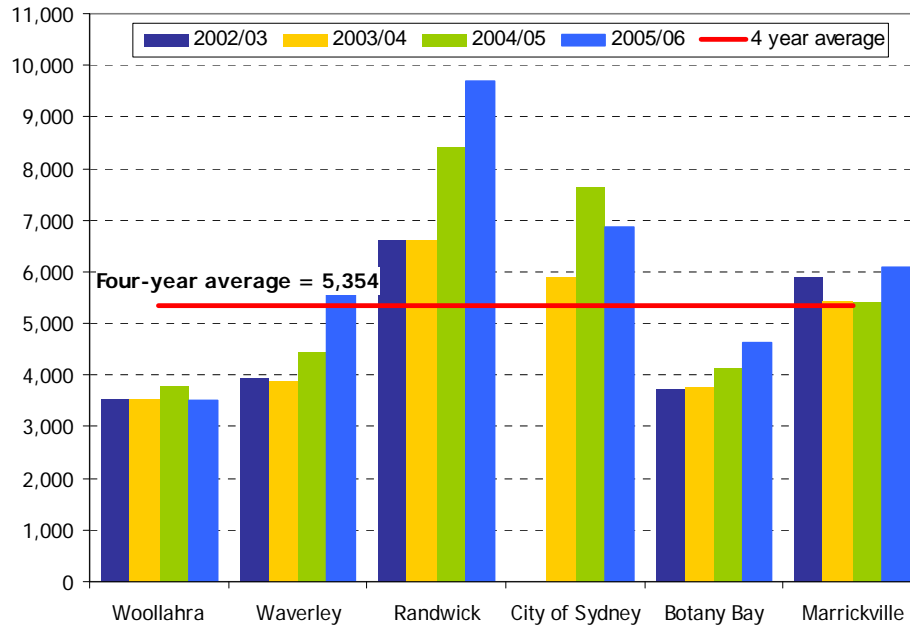
Source: State Library of New South Wales

5.2.3.2 Population per qualified staff member

Woollahra recorded the lowest ratio of population per qualified staff member over the four-year period (average of 3,500 persons per staff member), compared to the other benchmarked neighbouring libraries (see **Figure 5.6**). Meanwhile, Randwick (9,700) recorded the highest population served per qualified staff member, followed by the City of Sydney (6,900), Waverley (5,600) and Marrickville (6,100), all with population per qualified staff member ratios above the four-year average (5,354).

The lower qualified staffing levels within the larger libraries is due to economies of scale and better use of technology. It is recommended that Woollahra review its staffing structure, to take advantage of all improvements in technology.

Figure 5.6: Population per Qualified Staff Member



Source: State Library of New South Wales

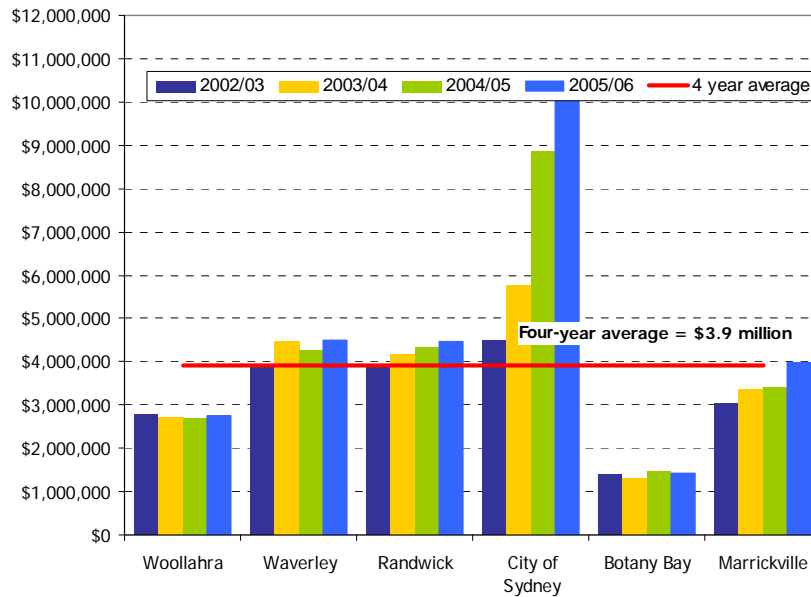
5.2.4 Expenditure

5.2.4.1 Total Expenditure

As Councils differ in regard to the inclusion of expenditure items in the calculation of their total expenditure, caution should be exercised when interpreting the benchmarked comparisons.

Figure 5.7 shows the yearly totals of actual expenditures by benchmarked neighbouring libraries over the four-year period. It can be seen that the Woollahra Library and Information Service reportedly spent approximately \$2.7 million in 2005/06, second lowest level of expenditure in comparison to the benchmark libraries and below the four-year average for all areas (see **Figure 5.7**). The most significant increase has occurred in City of Sydney which now records just over \$10.6 million expenditure while Botany Bay reported the lowest total expenditure at \$1.4 million.

Figure 5.7: Total Expenditure

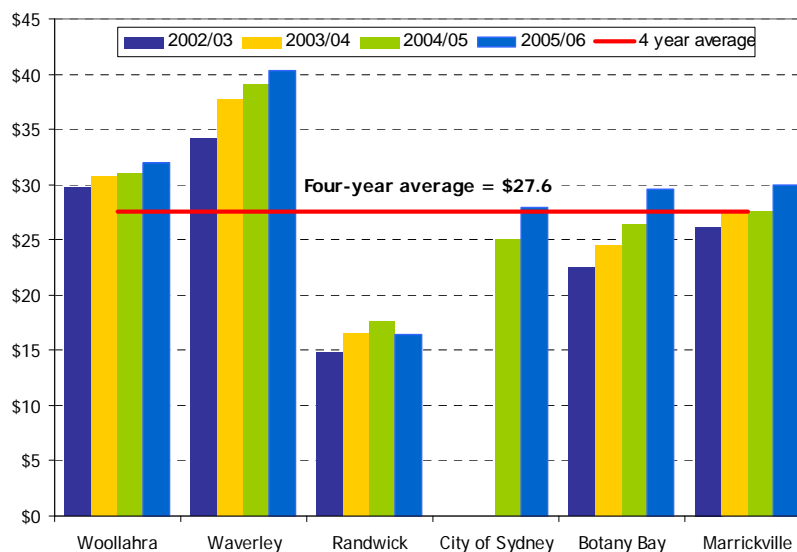


Source: State Library of New South Wales

5.2.4.2 Expenditure on salaries per capita

An increase in expenditure on salaries per capita has been recorded for all benchmarked libraries over the four-year period (see **Figure 5.8**). Waverley recorded the highest expenditure on salaries per capita at \$40.4 while Randwick reported the lowest (\$16.4). The Woollahra Library and Information Service recorded the second highest expenditure on salaries per capita at \$32.0. With the exception of Randwick, all benchmarked libraries recorded an above average expenditure per capita. As stated previously, Randwick has lower staffing levels, this is emphasised when staffing is expressed on a per capita basis. Once again, this data needs to be interpreted in terms of the relative number of service points.

Figure 5.8: Expenditure on Salaries per capita



Note: No data for City of Sydney available for 2002/03 and 2003/04 periods.

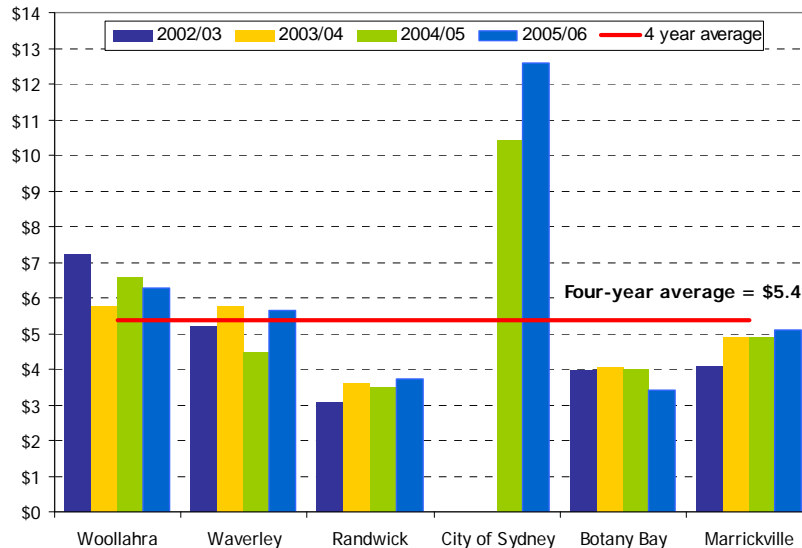
Source: State Library of New South Wales

5.2.4.3 Expenditure on library materials per capita

The City of Sydney (\$12.6) reported the highest expenditure on library materials per capita, followed by Woollahra at \$6.3. Meanwhile Botany Bay (\$3.4) and Randwick (\$3.7) recorded the lowest expenditure on library materials per capita (see **Figure 5.9**).

Although Woollahra has the second highest expenditure on library material per capita, the figures show a steady decrease over the past four years.

Figure 5.9: Expenditure on Library Materials per capita



Note: No data available for the City of Sydney in the 2002/03 and 2003/04 periods.
Source: State Library of New South Wales

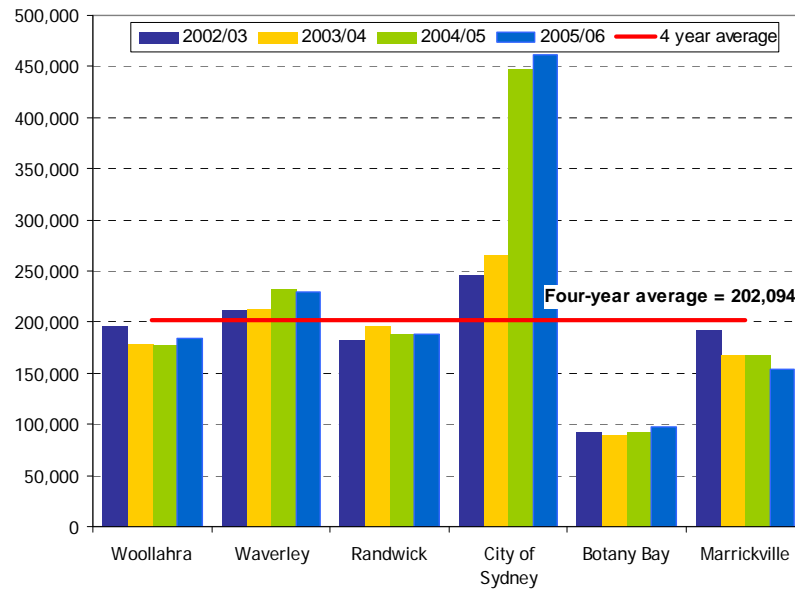
5.2.5 Library Stock

5.2.5.1 Total Library Stock

Woollahra recorded 184,714 units of library stock in the 2005/06 period, below the benchmarked average of 202,094 but above the NSW average of 140,113 units (see **Figure 5.10**). The largest increase has occurred in City of Sydney, which doubled its library stock in the last four years, and its total stock of 461,395 remains the highest.

Botany Bay has consistently recorded the lowest levels of stock over the four-year period, at approximately 98,000 as at 2005/06.

Figure 5.10: Total Library Stock



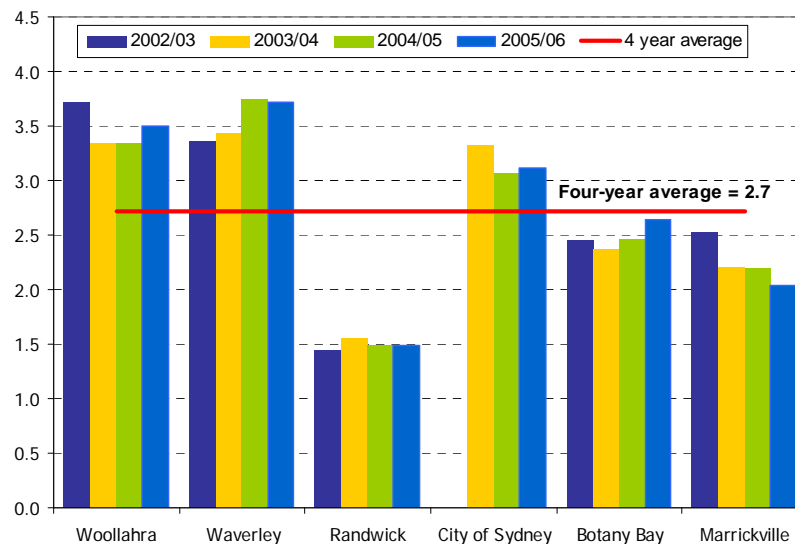
Source: State Library of New South Wales

5.2.5.2 Library materials per capita

Woollahra recorded the second highest level of library stock per capita (3.5), comparatively higher than the benchmarked average (2.7) and the State average of 2.5 items per capita (**Figure 5.11**). However, it needs to be noted that there has been no stocktake of the library materials in the past 20 years so the figures are not as accurate as the other benchmarked Councils.

With the exception of Marrickville, library materials per capita have generally increased across these libraries over the four-year period. On available 2005/06 data, Waverley has the highest number of library materials per capita (3.7) and Randwick has the lowest at 1.5.

Figure 5.11: Library Stock per capita



Note: No data was available for the City of Sydney in the 2002/03 period.

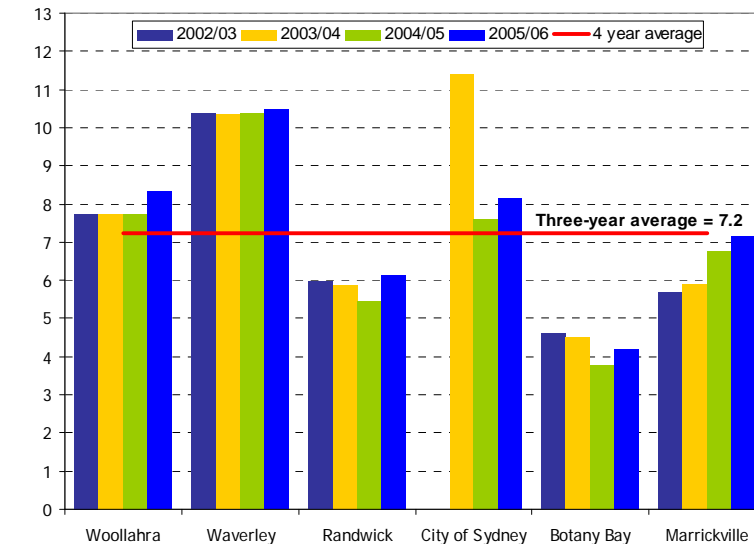
Source: State Library of New South Wales

5.2.5.3 Circulation per capita

The highest loans per capita for the 2005/06 period are recorded in Waverley (10.5) and Woollahra (8.3). Woollahra figures also show a steady increase over the four-year period, and is above the benchmarked (7.2) and NSW (6.9) averages.

Meanwhile Botany Bay (4.2) and Randwick (6.1) reported the lowest circulation per capita for the period ended 2005/06.

Figure 5.12: Library Stock Circulation per capita



Source: State Library of New South Wales

5.3 Comparative Council Benchmarking

Woollahra Library and Information Service has been benchmarked against the following Comparative Council Libraries with a brief summary of results as follows:

- **Mosman Library:** consists of only one Library service point with a 1,349 sqm Central Library, open 7 days per week. It has the highest ratio of borrowers as a percentage of their population, a high staffing level when examined on a per capita basis and as a result the highest expenditure on salaries. Mosman has had an increase in expenditure on library materials per capita over the four year period, and it has resulted in increasing circulation, with Mosman having the second highest circulation per capita.
- **Manly Library:** consists of only one Library service point with a 1,750 sqm Central Library, open 7 days per week. It has a high level of library borrowers, on a per capita basis, only second to Mosman. In this benchmarking exercise, it has the lowest staffing levels, but not on a per capita basis. Manly has been increasing its expenditure on Library materials, when examined on a per capita basis, over the four year period.
- **City of Canada Bay Library Service:** consists of a 1,750 sqm Central library and two branch libraries. The Central Library is open 7 days per week. It has the largest population of the benchmarked areas and the highest level of population per staff member. It has recorded the largest increase in total Library expenditure, over the four year period, but still has the lowest expenditure on Library materials per capita and the lowest level of library stock per capita. This has resulted in the lowest circulation per capita.

- Stanton Library (North Sydney): consists of only one Library service point with a 2,927 sqm Central Library, open 7 days per week. North Sydney has the highest number of registered borrowers. This represents the third highest on a per capita basis. It also has the highest number of staff, including the highest number of qualified staff. North Sydney has the highest total expenditure on Libraries and the largest total library stock, but not on a per capita basis.
- Lane Cove Library: currently has a 1,203 sqm Central Library and one branch library (a new 3,300 sqm Library will commence in early 2008). The Central Library is open 7 days per week. Its main point of note is that Lane Cove has the highest expenditure on Library materials per capita, largest library stock per capita and subsequently the highest circulation per capita.
- Leichhardt Library Service: consists of a 1,570 sqm Central library and one branch library. The Central Library is open 7 days per week. Leichhardt has the second highest population per staff member. Most of its other indicators sit in the middle of the benchmarked libraries.

Woollahra Results

The Woollahra Library recorded the 3rd highest population whilst remaining relatively stable over the three-year period. Woollahra has the lowest level of registered members in comparison to the other benchmarked Council areas and the lowest ratio of borrowers as a percentage of the residential population.

The Woollahra LGA also employed the 2nd greatest number of staff of the benchmarked areas due to the number of service points with a below average population per staff member ratio.

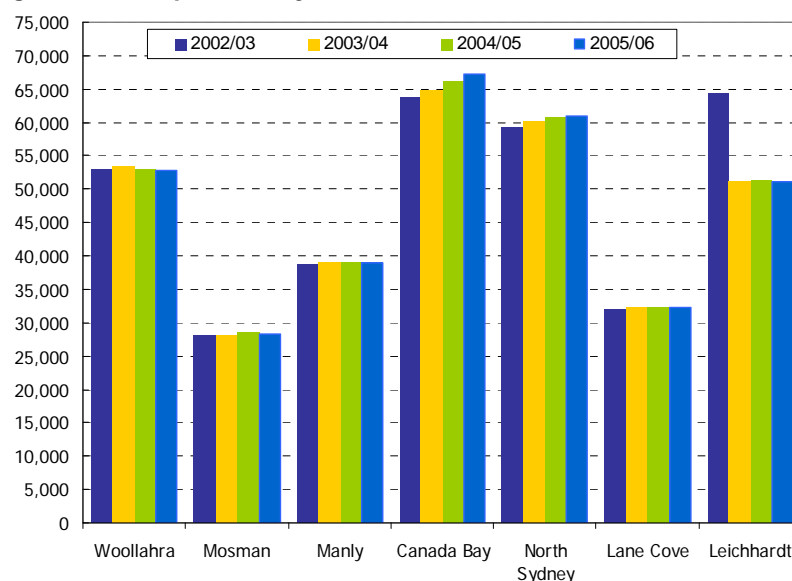
Woollahra recorded an increasing expenditure on salaries per capita over the four year period whilst reporting a below average total expenditure. In line with a lower level of total expenditure, Woollahra also recorded a below average expenditure on library materials per capita.

Finally, despite recording the 2nd highest level of stock, an above level of library stock per capita and the lowest proportion of aged library material, the Woollahra Library recorded the 2nd lowest circulation of library material per capita. This can be attributed to the amount of stock stored in the stack collection and not readily available for use and the extremely poor access to the Double Bay Central Library.

5.3.1 Population

The population of Woollahra has remained relatively stable over the four year period, with similar experiences recorded by Mosman, Manly and Lane Cove. Meanwhile, Canada Bay and North Sydney recorded a growing population.

Figure 5.13: Population by Council Area



Source: State Library of New South Wales

5.3.2 Membership

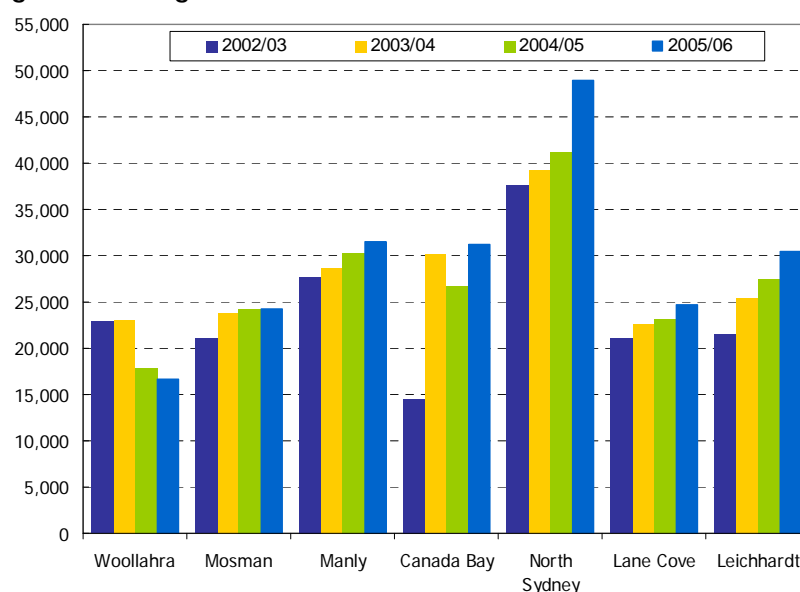
5.3.2.1 Registered members

Woollahra recorded 16,606 registered library members in 2005/06, representing a decline of approximately 1,200 members from the previous financial year (see **Figure 5.14**). At this level of membership, Woollahra has the lowest level of members of the benchmarked Council areas.

With the exception of Woollahra, increases in membership levels are evident in all other Council areas over the four-year period. North Sydney (49,000) and Manly (32,000) recorded the highest numbers of registered members for the period.

As noted previously, the relatively poor membership can be attributed to poor access and cramped conditions in the Double Bay Central Library, and the inability to provide the range of services that the community expects. This was certainly confirmed during the consultation process.

Figure 5.14: Registered Members



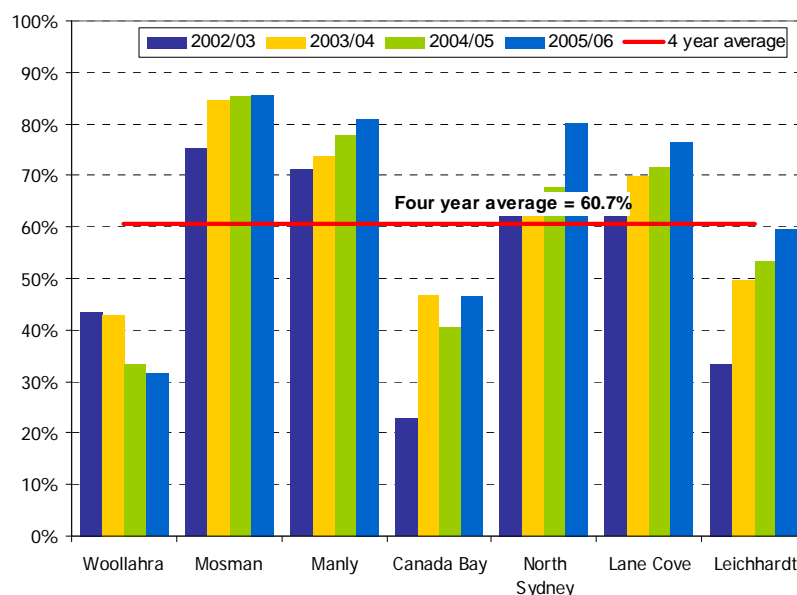
Source: State Library of New South Wales

5.3.2.2 Borrowers as a percentage of the residential population

Woollahra recorded the lowest ratio of borrowers as a percentage of the residential population at 31.5% in 2005/06, which represented a decline of 2.0% from the previous year. At this level, Woollahra's rate of borrowers to population is below the benchmarked average of 60.7%. This result is consistent with Woollahra recording the lowest number of registered members in comparison to benchmarked libraries.

Mosman recorded the highest level of higher resident library registration at 85.7%, followed by Manly (81.1%) and North Sydney (80.3%).

Figure 5.15: Ratio of Borrowers to Population



Source: State Library of New South Wales

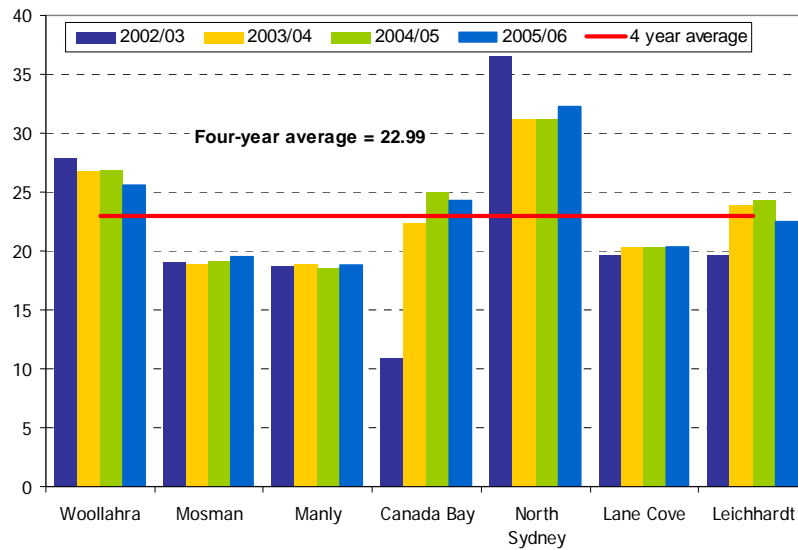
5.3.3 Staff

5.3.3.1 Total Staff

Woollahra recorded the second highest staffing levels (25.6) of all benchmarked libraries, second to North Sydney (32.2) (see **Figure 5.16**). By comparison, Manly recorded the lowest staffing levels at 18.9, followed by Mosman (19.5).

It should be noted that diversity in service points, spread of opening hours and service provided would impact on the number of staff provided at each Council library.

Figure 5.16: Total Staff

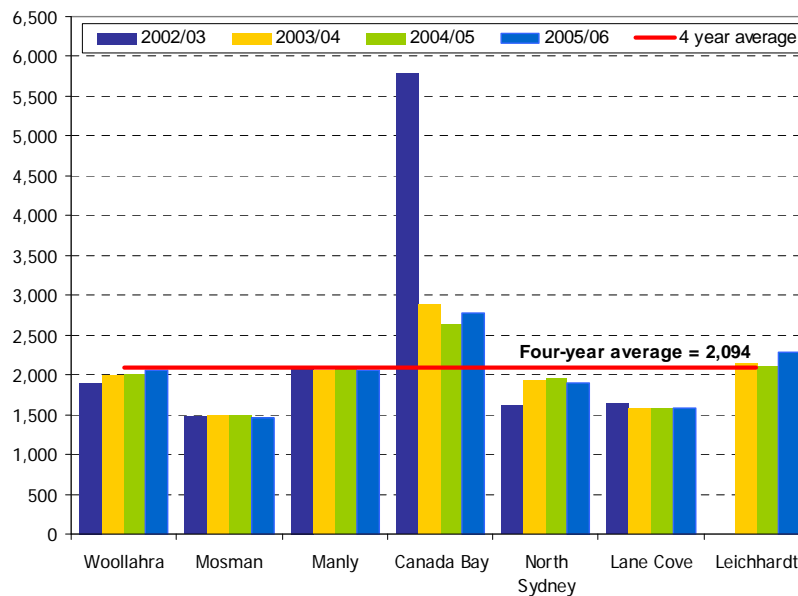


Source: State Library of New South Wales

5.3.3.2 Population per staff member

The population per staff member in Woollahra (2,063) was slightly below the four-year average recorded for all benchmarked Councils (2,094) in 2005/06 (see **Figure 5.17**). However, with the exception Canada Bay (2,768) and Leichhardt (2,277), all other Councils recorded below average levels of population per staff member.

Figure 5.17: Population per staff member

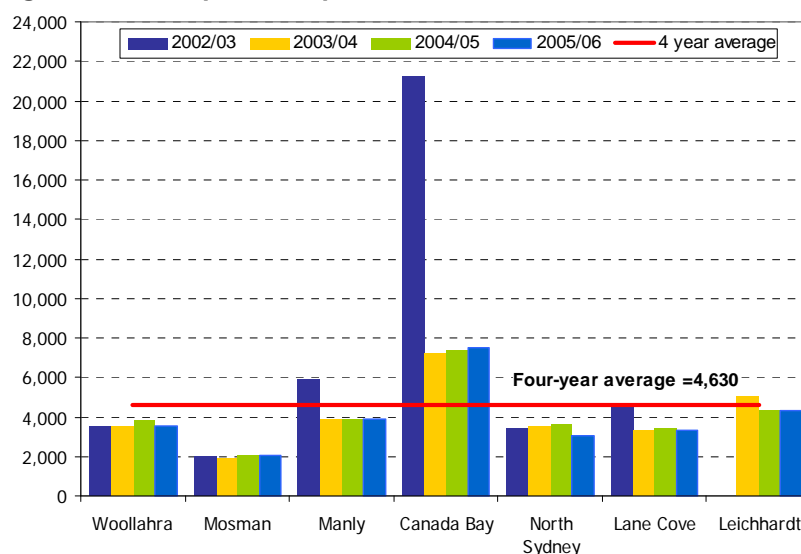


Source: State Library of New South Wales

5.3.3.3 Population per qualified staff member

Woollahra recorded a stable level of population per qualified staff member over the four-year period, recording 3,516 in 2005/06 (see **Figure 5.18**). Canada Bay recorded the highest population served per qualified staff member with an average population of 7,500 per qualified staff member, comparatively higher than all other benchmarked libraries. Once again, it is assumed that this is an input error.

Figure 5.18: Population per Qualified Staff



Note: No data was available for Leichhardt in the 2002/03 period.
Source: State Library of New South Wales

5.3.4 Expenditure

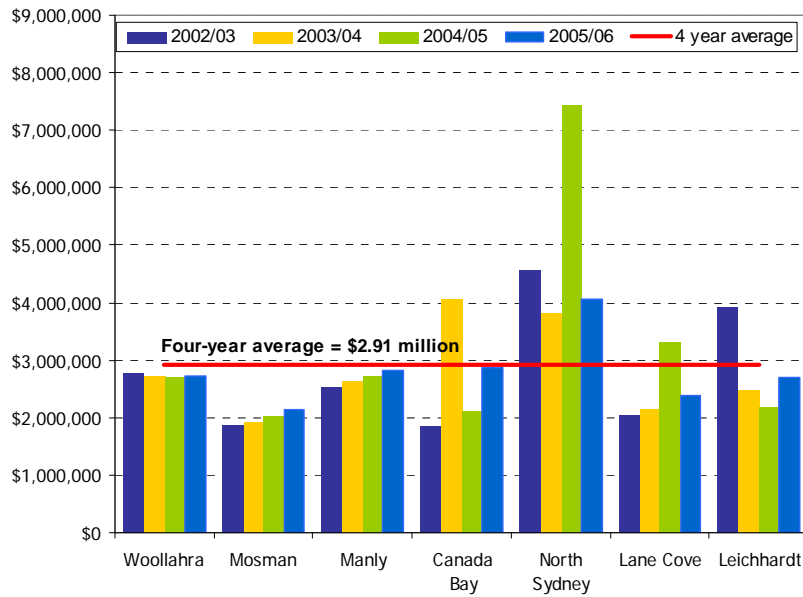
5.3.4.1 Total Expenditure

As stated previously, Councils differ in regard to the inclusion of expenditure items in the calculation of their total expenditure, caution should be exercised when interpreting the benchmarked comparisons.

With the exception of North Sydney and Lane Cove, all Councils recorded a steady increase in total expenditure over the four-year period. Although North Sydney recorded the highest total expenditure (\$4.1 million) in 2005/06, it recorded the largest decrease compared to the previous financial year (down \$3.4 million) while the largest increase has occurred in Canada Bay (up \$1m since 2002/03).

Total expenditure in Woollahra was recorded at \$2.73 million in 2005/06, coming in under the benchmarked average of \$2.91 million (see **Figure 5.19**).

Figure 5.19: Total Expenditure

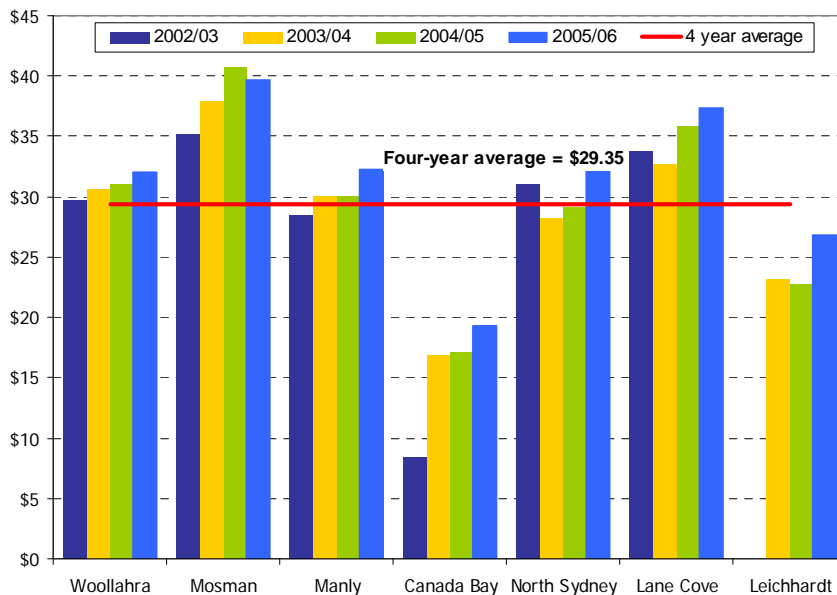


Source: State Library of New South Wales

5.3.4.2 Expenditure on salaries per capita

Woollahra recorded an increasing expenditure on salaries per capita over the four-year period, recording \$32.03 in 2005/06. Mosman reported the highest expenditure on salaries at \$39.7 per capita expenditure on salaries while Canada Bay recorded the lowest at \$19.4.

Figure 5.20: Expenditure on Salaries per capita



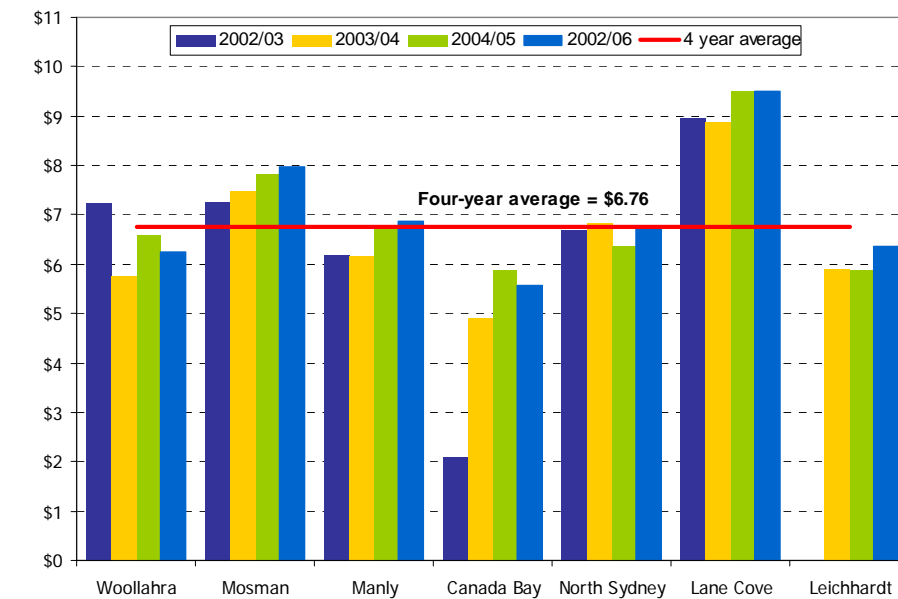
Note: No data was available for Leichhardt in the 2002/03 period.

Source: State Library of New South Wales

5.3.4.3 Expenditure on library materials per capita

Woollahra recorded \$6.26 per capita expenditure on library materials in 2005/06. This figure is below the four-year benchmark of \$6.8. Over the four-year period, increases in expenditure on library materials per capita have occurred in Mosman, Manly, Lane Cove and Leichhardt. The highest costs are recorded in Lane Cove (\$9.5) and the lowest (\$5.6) in Canada Bay.

Figure 5.21: Expenditure on Library Materials per capita



Note: No data available for Leichhardt in 2002/03 period.
Source: State Library of New South Wales

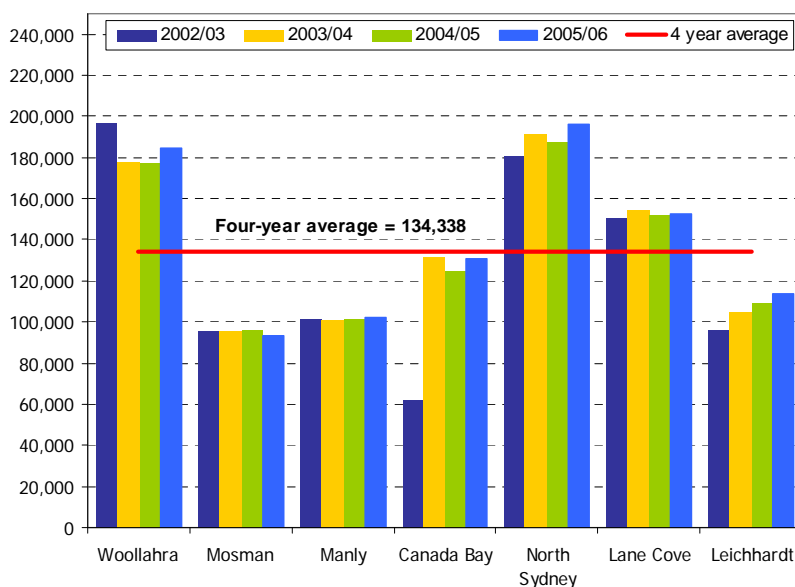
5.3.5 Library Stock

5.3.5.1 Total Library Stock

Woollahra recorded the second highest stock level at approximately 185,000 in 2005/06, well above the four-year average of 134,338 and the NSW average of 140,113 units. Meanwhile, Mosman recorded the lowest levels of library stock at 93,282 items, followed by Manly (102,147) (see **Figure 5.22**).

It should be noted that no stocktake has been undertaken in Woollahra over the last 20 years so caution should be exercised when interpreting these results as the stock levels will not be accurate.

Figure 5.22: Total Library Stock

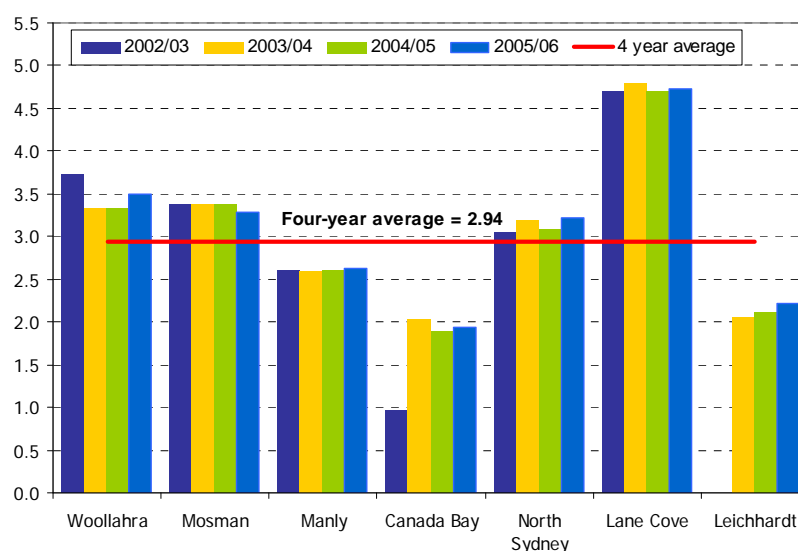


Source: State Library of New South Wales

5.3.5.2 Library stock per capita

Woollahra reported an increase in library stock per capita since 2003/04, with levels similar to that of Mosman. The level of library stock per capita in Woollahra was 3.5 in 2005/06, above the benchmarked (2.9) and NSW (2.5) averages. Meanwhile, Canada Bay and Leichhardt consistently recorded the lowest levels of library stock per head of population over the four-year period (see **Figure 5.23**).

Figure 5.23: Library Stock per capita



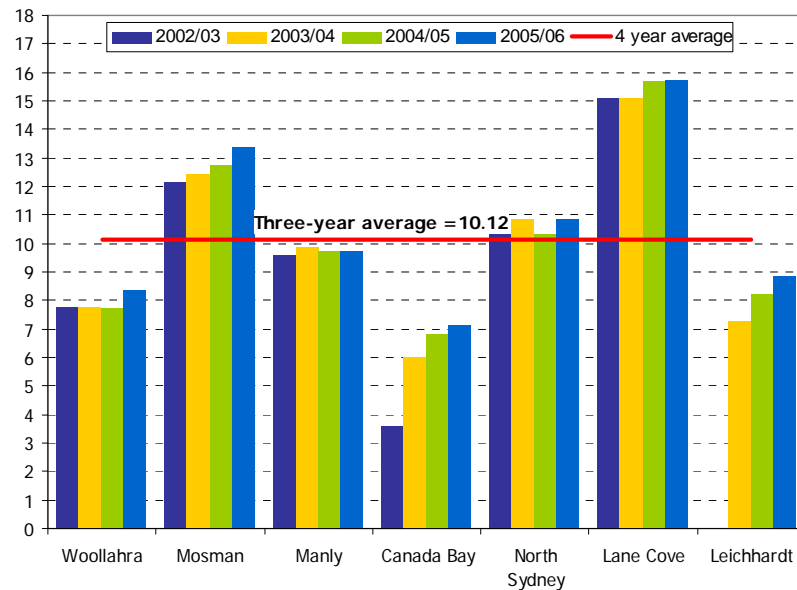
Note: Data for Leichhardt in 2002/03 is unavailable.
Source: State Library of New South Wales

5.3.5.3 Circulation per capita

While circulation per capita is a direct measure of community use, it should be interpreted in relation to the extent of opening hours and library infrastructure development.

Woollahra recorded the second lowest circulation per capita at 8.34 loans per head of population, comparatively lower than the benchmarked average of 10.12 but above the NSW average (6.9) (see **Figure 5.24**). Lane Cove has consistently recorded the highest level of circulation per capita followed by Mosman and North Sydney over the four-year period.

Figure 5.24: Circulation per capita



Note: Data for Leichhardt in 2002/03 is unavailable.
Source: State Library of New South Wales

5.4 Implications for Planning and Service Delivery

In summary, the benchmarking analysis highlights several significant issues that impact on the Woollahra Library and Information Service and their delivery. Woollahra recorded a below average ratio of borrowers in the population with only 33.5% of the population registered. Woollahra's membership level is low at 16,606 in 2005/06 in comparison to the neighbouring and Council benchmarks. Consultation with community and staff attribute this performance to the lack of adequate facilities and poor access at the Double Bay Central Library. Additionally, with only 2.5 loans per collection item, the level of stock turnover in Woollahra is well below the NSW State average of 3.39 and the benchmarked average of 3.8 loans per collection item. However, this statistic needs to be treated with caution as there has not been a recent stocktake and the turnover figure could be substantially higher.

However, in terms of circulation per capita, the Woollahra library recorded a steady increase over the four-year period, and is above the neighbouring (7.2) and NSW (6.9) averages but below the comparative Council benchmark (10.1).

Woollahra recorded an increasing expenditure on salaries per capita over the four-year period at \$32.0 in 2005/06, significantly higher than the NSW average of \$20.7 and the neighbouring and Council benchmarked averages, which is consistent with the higher level of qualified staff to population ratio at Woollahra. Containing staff costs, while at the same time continuing to meet new demands for services, will be an ongoing issue, and strategies such as RFID self check technology need to be implemented as a matter of priority.

The number of total qualified staff in Woollahra remained relatively stable over the four-year period, reporting 15.0 qualified staff in the financial year ended 2005/06. Woollahra recorded a stable level of population per qualified staff member over the four-year period, recording 3,516 in 2005/06. Neighbouring benchmarks suggest that Woollahra has adequate numbers of qualified staff as it recorded the lowest ratio of population per qualified staff member over the four-year period. Consideration should be given in the development of a forward workforce plan to changing the mix of qualified and unqualified staff. The appropriate mix should be determined in conjunction with the identification of competencies required to deliver on the Library Strategic Plan.

The figures also show a steady decrease over the past four years in expenditure on library material per capita. Woollahra recorded 184,714 units of library stock in the 2005/06 period, well above the NSW (140,113) and Council benchmarked (134,338) averages. The findings of the neighbouring and comparative Council benchmarks suggest that Woollahra currently has an ageing collection with only 29.2% of library materials purchased within the last five years, significantly lower than the NSW average of 50.2% and the benchmarked averages. The Library has recently implemented a culling process to reduce the amount of obsolescent stock.

The circulation per staff member for Woollahra (17,200) was above the neighbouring benchmark but below the comparative Council benchmark. However it should be noted that circulation levels per staff member has increased over the four-year period.

This exercise suggests a range of strengths and potential weaknesses within the Woollahra library's structure and operations requiring further investigation. The most significant issue impacting on performance is the poor accommodation at the Double Bay Central Library. A review of the library's accommodation (refer **Chapter 12**) and consultation outcomes (refer **Chapter 7**) indicates that the Double Bay Central Library is too small to provide an adequate collection, study spaces, reading areas and meeting rooms. The lack of library space and access significantly impact on the library statistics, particularly community usage levels. The library service will need the appropriate infrastructure to meet existing and emerging needs. Recreational space such as space for children's programs and displays also require adequate and flexible floor space. There is insufficient room to house new technology or to provide adequate recreational space with the current available space.

It is clear that an improvement of the library infrastructure is needed to increase the library's efficiency and effectiveness, staffing and work practices.

¹⁵ **Multimedia items** include CD, DVD, Spoken Word CD, Videorecording, Adult music cassette, Adult music CD, Adult Spoken Word Cassette, Adult Spoken Word Compact Disc, Hear-a-book, Junior Spoken Word Cassette, Junior Spoken Word Compact Disc, and Junior Music CD.

6. Business Performance

An analysis of the key business performance indicators for the Woollahra Library and Information Services is presented in this section. The information presented will include:

- Collection information
 - Stock level; and
 - Stock mix.
- Member information
- Loans information
 - Total loans;
 - Loans by branch; and
 - Loans by collection category.
- Electronic Information Services access
- Local History Centre Enquiries
 - Total enquiries; and
 - Area of enquiry.

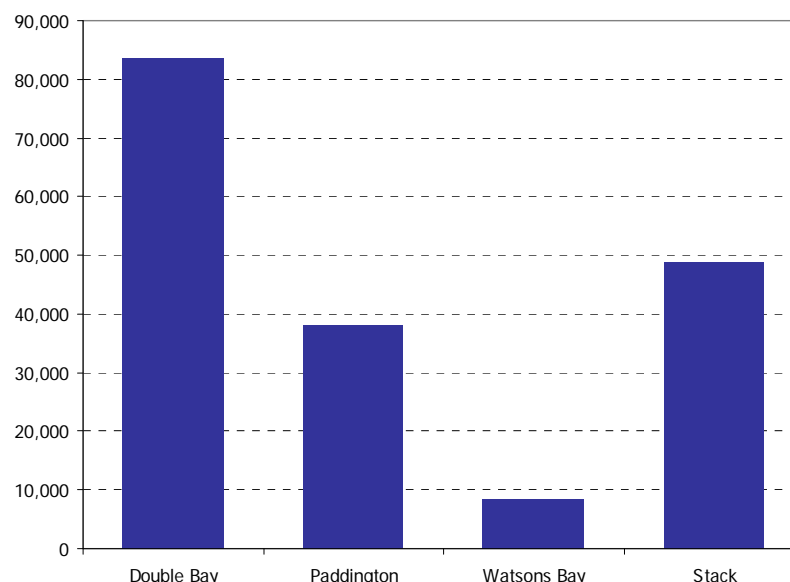
The supply of library materials and demand/interest indicators are key to understanding the overall outcomes of the business performance of the libraries.

6.1 Collection Information

6.1.1 Stock level

There were approximately 130,000 total stock units recorded in the Woollahra library branches as at March 2007, with 64% of these located at the Double Bay, 29% at Paddington and 7.0% at Watsons Bay. Additionally, approximately 49,000 total stock unit were at 'Stack'.

Figure 6.1: Stock Level by Branch



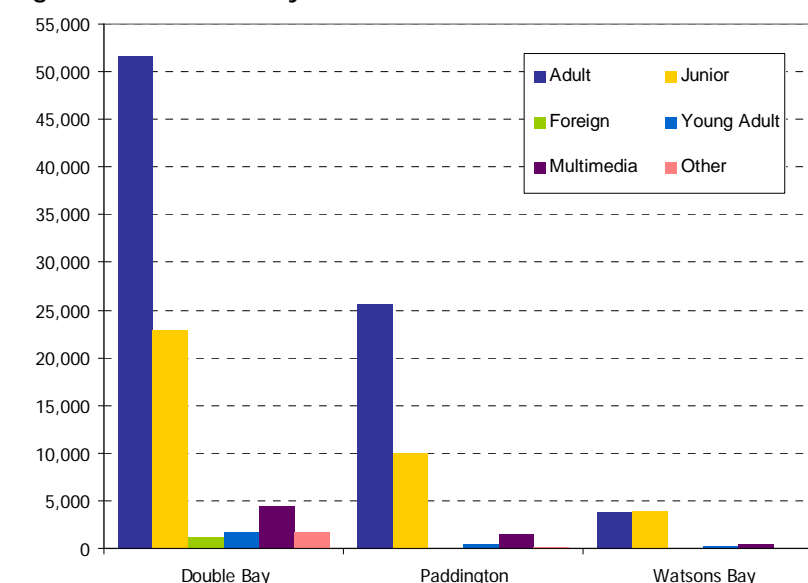
Source: Woollahra Municipal Council

6.1.2 Stock mix

Figure 6.2 shows the level of stock item by collection groupings by library branches as at 6/03/07. The stock consisted largely of 'Adult materials' (62.5%) followed by 'Junior materials', which comprised 28.4% of stock and 'Multimedia' (4.8%). 'Foreign material' was the least represented stock item, accounting for 1.0% of total stock, followed by 'Other' (1.5%) and 'Young Adult' collection (1.9%).

Within the Double Bay and Paddington branch, 'adult' items accounted for 62% and 68% of total stock while 'junior' items comprised 27% and 26% of total stock. Watsons Bay branch stocked 47% of 'junior' items followed by 'adult' collection (45%). Foreign materials were the least represented stock item, accounting for 1.5% of stock at Double Bay, 0.02% of stock at Paddington and 0% of stock at Watsons Bay.

Figure 6.2: Stock Mix by Branch



Source: Woollahra Municipal Council

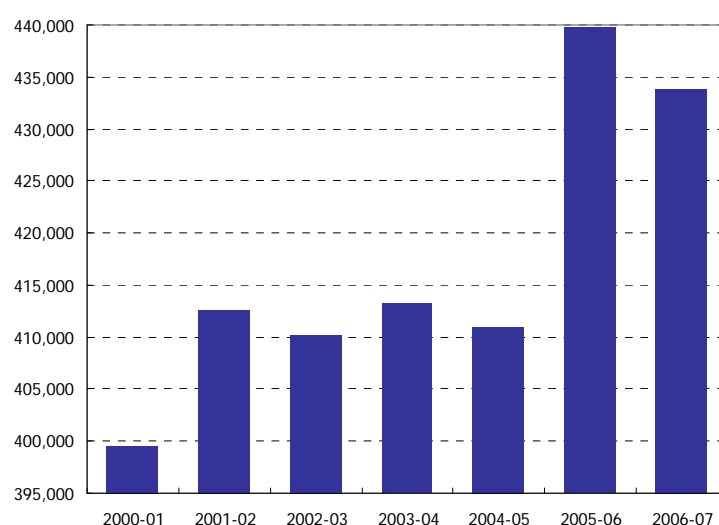
6.2 Loans

6.2.1 Total Loans in Woollahra

Figure 6.3 shows the total number of loans made by all library branches from 2000/01 and 2006/07. In 2006-07, the number of loans was reported to be 433,833, down 1.4% or about 6,000 loans from the previous financial year.

Overall, the number of loans made by the Woollahra Library and Information Services between 2000/01 and 2006/07 has increased by over 34,000 loans, representing an increase of 1.7% or 6,851 loans per year. Notably, the Woollahra Library and Information Service recorded a significant increase in loans between 2005/06 and 2006/07 (increase of 7.0% or 29,000 loans).

Figure 6.3: Total Loans



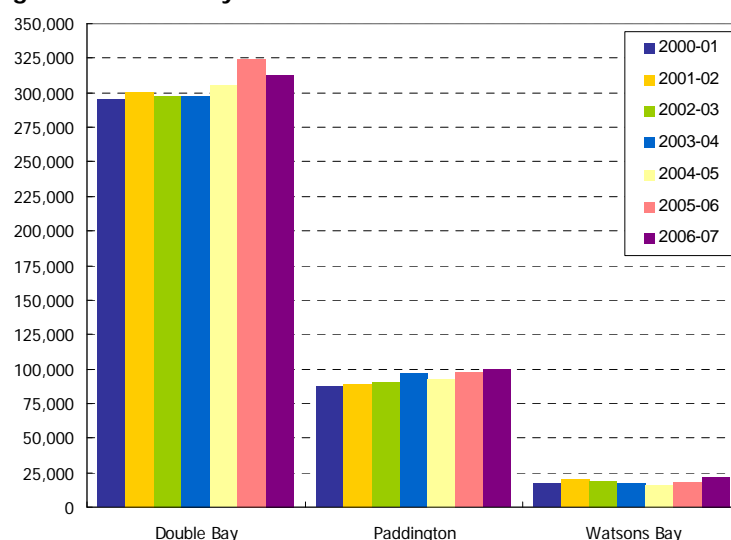
Source: Woollahra Municipal Council

6.2.2 Loans by Branch

Over the past seven years, the Double Bay and Paddington libraries have experienced an increase in performance in terms of loans, averaging an annual loan growth rate of 1.2% (or 3,692 loans) and 2.7% (or 2,461 loans), respectively. Meanwhile Watsons Bay recorded an average annual increase in loans of 4.7% (or 882 loans) (see **Figure 6.4**).

However, Watsons Bay recorded a 21% increase in loans for the period 2006/07 when compared to the previous financial year (or increase of 3,652 loans) while Paddington increased by 1% (or over 1,200 loans) over the same period.

Figure 6.4: Loans by Branch



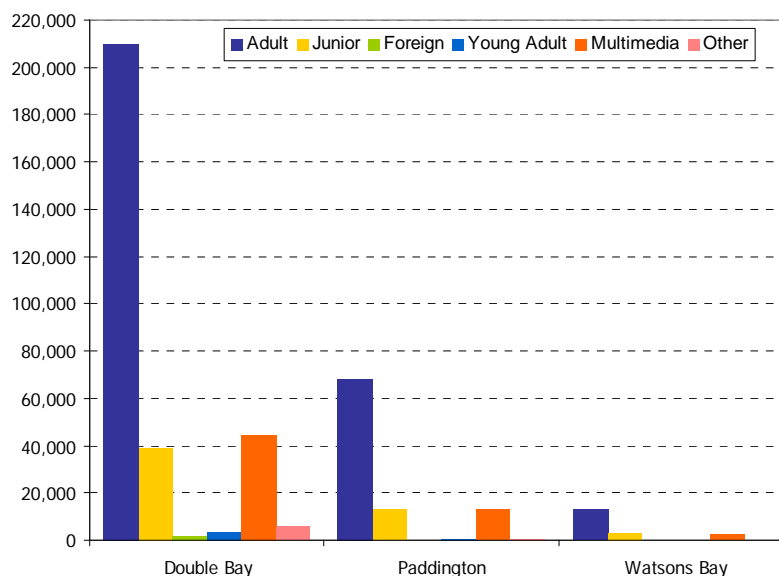
Source: Woollahra Municipal Council

6.2.3 Loans by Collection Grouping

Figure 6.5 shows the total number of issues from Branch Libraries in Woollahra between 1/01/06 to 1/01/07 by collection groupings. In line with stock levels, Adult materials were the most popular item loaned with each branch library recording approximately 70% of loans being for this category. This was followed by Multimedia (14%) and Junior (13%) items.

The level of Multimedia loans is particularly notable given that they comprise only 5% of total library stock, whilst Adult and Junior materials comprise 60% and 28% of total library stock, respectively.

Figure 6.5: Loans by Collection Grouping, Year Ended January 1st, 2007



Source: Woollahra Municipal Council

6.2.4 Turnover rate by category

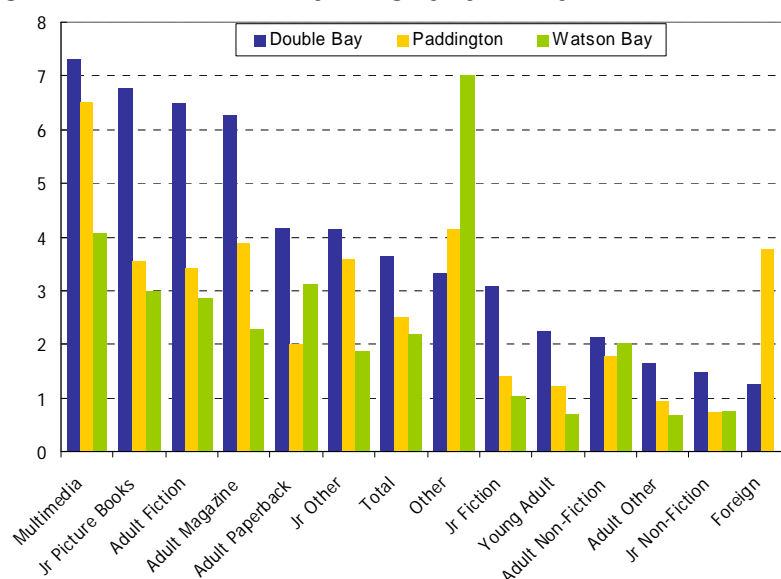
In terms of loans per collection item, as at 6 March 2007, the Double Bay Central Library recorded 3.64 loans for every collection item, above the 2.51 loans per collection item recorded by the Paddington Library and 2.19 loans per collection item recorded by the Watsons Bay Library (see **Figure 6.6**).

Based on loans per collection category, the 'Multimedia'¹⁵ category was the best performing category in terms of loans per collection items in Woollahra Library and Information Service, recording 7.01 loans for every item, followed by 'Junior picture books' (5.49), 'Adult' fiction' (5.08) and 'Adult magazine' at 4.90 loans for every item.

In line with the level of loans, 'Multimedia' items had the highest rate of turnover with Double Bay (7.33) recording the greatest level of turnover of the three branch libraries. Within the Paddington branch, 'Multimedia' items had the highest rate of turnover at 6.52 items per collection item, followed by 'Other'¹⁶ items and 'Adult Magazine' (3.88). However, 'Multimedia' items recorded a high rate of turnover at the Watsons Bay library, 4.1 loans per collection item. The turnover rate does need to be qualified, however, given the lack of confidence in the stock numbers due to the lack of a recent stocktake.

¹⁶ **Other items** include Anime, Inter library loans, Local history catalogue, Literacy (ESL), language learning kit, manga, magazine reference, toys.

Figure 6.6: Turnover Rate by Category by Library



Source: Woollahra Municipal Council

6.3 Member Information

The Woollahra Library and Information Services produces a quarterly report that enables it to track its progress and to review the library operation for that quarter. The report also provides a summary of key statistics for the Woollahra Library and Information Service. These provide an indication of the level of utilisation of library services by the community, and the performance of library services over time. The following statistics have been taken from the data compiled in the Library Annual Report for the year 1 July 2006 to 30 June 2007.

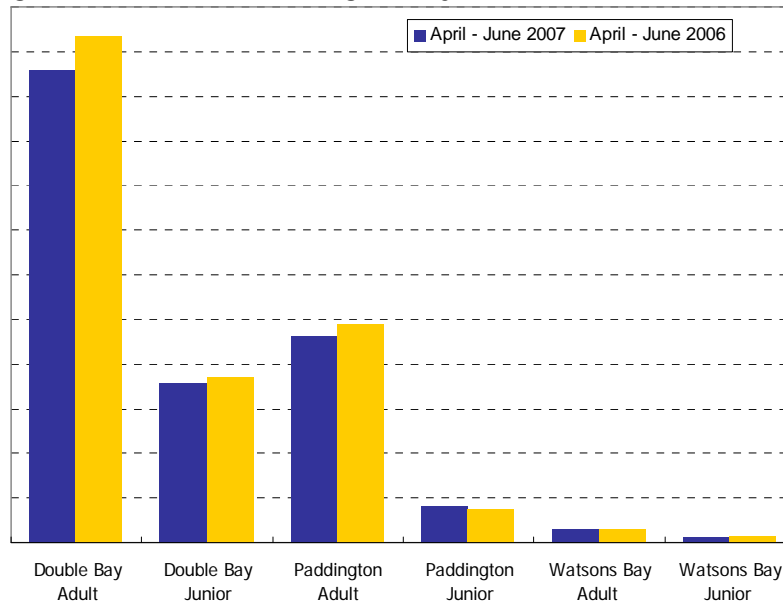
6.3.1 Total Active Registered Members

As at 30 June 2007, there were 20,081 total active¹⁷ registered library members, representing a decrease of 5.2% in membership from the previous year in which 21,175 library members were registered in Woollahra (or a decline of 1,094 members).

There has been a decline in active member activity in all branches with the exception of 'Junior' borrowing activity at Paddington (up 61 members or 8.2%) and 'Adult' borrowing at Watsons Bay (up 6 members or 2.0%) (see **Figure 6.7**). Notably, Double Bay recorded the largest decline in 'adult' member activity (6.6% decrease), followed by Paddington (5.7% decline in adult member activity) while Watsons Bay recorded an decline of 4.1% in 'junior' member activity.

¹⁷ Members who have borrowed over the last three-year period.

Figure 6.7: Member borrowing activity, June Quarter



Source: Woollahra Municipal Council

6.4 Electronic Information Service

6.4.1 Library and Remote Access

Figure 6.8 depicts the level of logins to the Electronic Information Service for Quarter 1 of the 2005/06 financial year (July – September) to Quarter 4 of the 2006/07 financial year (April – June).

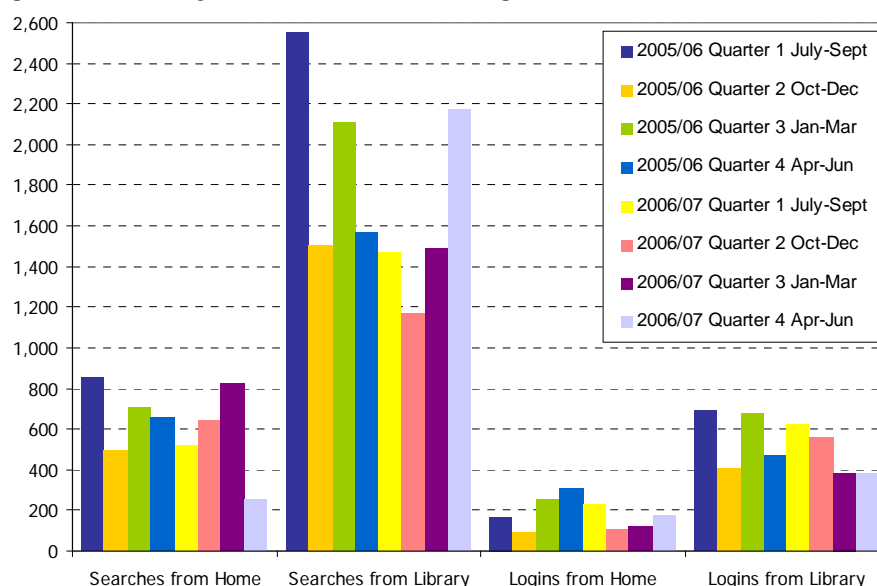
All searches and logins demonstrate a highly volatile nature, with significant changes between quarters and no visible pattern discernable.

Searches from home peaked in Quarter 1 of 2005/06 and again in Quarter 3 of 2006/07. Searches from the library also peaked in Quarter 1 and Quarter 3 of 2005/06 and again in Quarter 4 of 2006/07. There would seem to be a similar pattern between searches from home and from the library, i.e. Quarter 1 of 2005/06 precedes a fall in the next quarter, then a rise to Quarter 3 of 2005/06 followed by two quarters of decline to Quarter 1 of 2006/07. The pattern stops here with a rise in home searches but a fall in library searches. Nevertheless the pattern again picks up with a rise in Quarter 3 2006/07, however again the pattern stops with home searches falling and library searches rising.

Meanwhile, logins from home and the library did not appear to follow any particular pattern or mimic each other. The results suggest some relationship between searches done from home and from the library, however no particularly noticeable relationship between logins done from home and the library. The results also illustrate no visible pattern of searches or logins by library or home users.

Notably, all searches and logins for home and library users declined over the long term (from Quarter 1 2005/06 to Quarter 4 2006/07) with the exception of logins from home, which increased marginally by 11 logins over the period.

Figure 6.8: Library and Home Searches/Logins



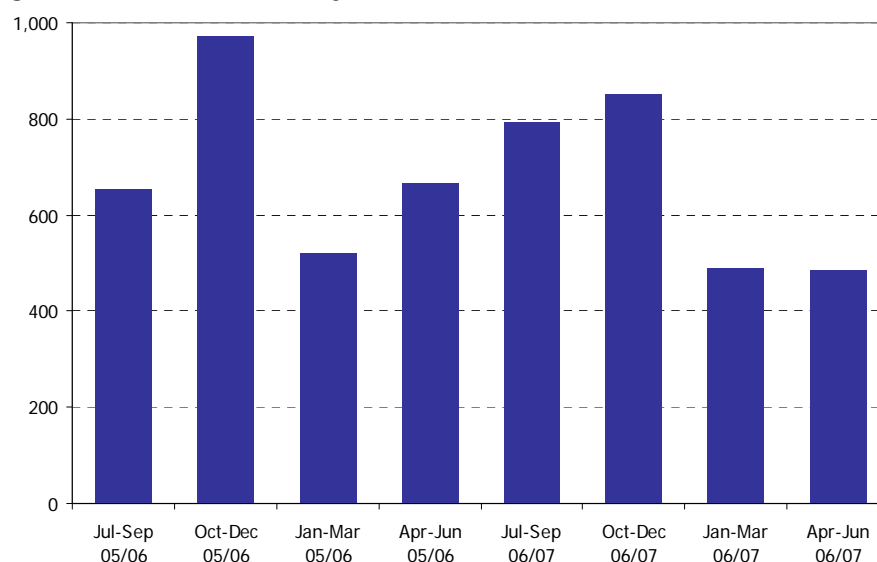
Source: Woollahra Municipal Council

6.4.2 Community Information

Data for LINC's logins below is recorded for the period Quarter 1 of the 2005/06 financial year (July to September) to Quarter 4 of the 2006/07 financial year (April to June), reflecting the same time period as that for library and home searches and logins, above.

Interestingly, LINC's access does not reflect any pattern of home or library searches or logins, instead increasing in Quarter 2 of 2005/06, then decreasing in Quarter 3 of 2005/06 to increase over the next three quarters and finally declining in Quarter 3 of 2006/07 and maintaining the level of LINC's access to Quarter 4 of 2006/07.

Figure 6.9: LINC's Community Information Database



Source: Woollahra Municipal Council

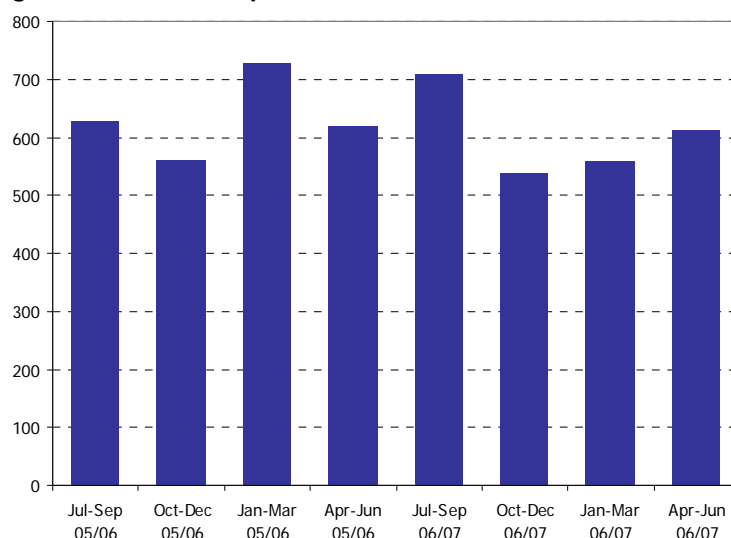
6.5 Local History Centre Enquiries

6.5.1 Enquiries

Figure 6.10 shows the level of enquiries made at the Local History Centre for Quarter 1 of the 2005/06 financial year (July to September) to Quarter 4 of the 2006/07 financial year (April to June).

Enquiries peaked in Quarter 3 of 2005/06 and Quarter 1 of 2006/07 at over 700 enquiries, with Quarter 2 of 2006/07 recording the lowest level of enquiries over the period. No discernible pattern appears in the level of enquiries over the period, indicating that the enquiries are relatively volatile.

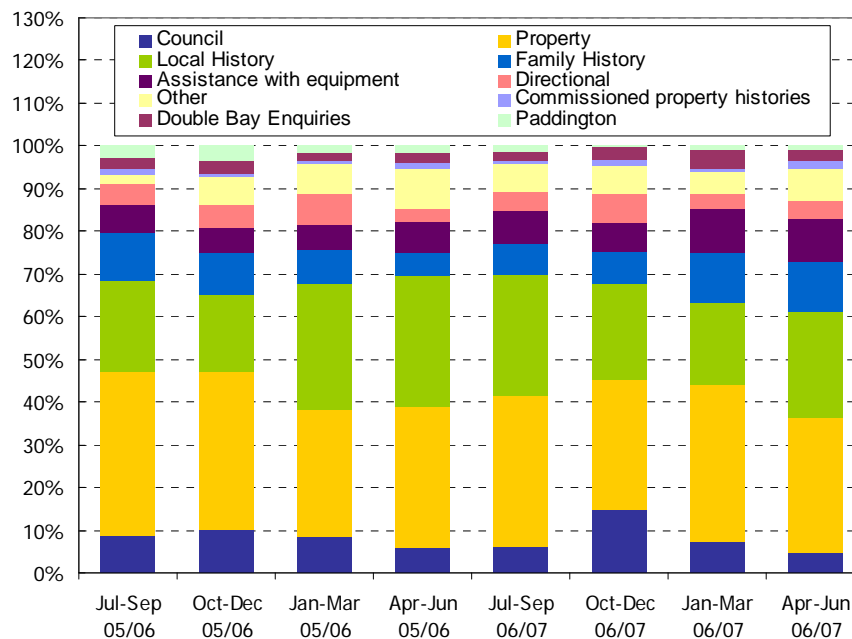
Figure 6.10: Total Enquiries



Source: Woollahra Municipal Council

6.5.2 Areas of Enquiry

The most popular areas of enquiry at the Local History Centre include 'Property' (representing 34% of enquiries on average over the eight periods) and 'Local History' (representing 25% of enquiries average over the eight periods) enquiries, accounting for over 50% of enquiries on average over the past eight periods. The area of least enquiry is 'Commissioned Property Histories', which accounted for only 1% of enquiries over the four periods. 'Other' enquiries recorded the greatest growth in the number of enquiries, increasing by 220% from Quarter 1 2005/06 to Quarter 4 2006/07 (see **Figure 6.11**).

Figure 6.11: Area of Enquiry


Source: Woollahra Municipal Council

6.6 Implications for Planning and Service Delivery

Based on business performance statistics, it can be seen that the Woollahra Library and Information Service recorded an increase in loans over the past five years, with the majority of the collection items housed at the Double Bay Central Library. Levels of loans are increasing across Woollahra, with all libraries recording positive average annual growth.

Currently, registrations are low at only 33.1% in 2006 and it is significant that there has been a decline in total active member activity in all libraries, with the exception of junior borrowing at Paddington and adult borrowings at Watsons Bay. In the latest comparative data available from the NSW Public Library Statistics, it can be seen that Woollahra had the second lowest registered borrowers per capita than other neighbouring libraries. It will be necessary for the library to develop a strategic marketing plan to attract non-users and new users into the library. It is clear that there needs to be a stronger awareness developed (both within Council and the community) of the services and activities currently available. Most importantly, will be the provision of adequate infrastructure at the Double Bay Central Library to meet the needs and expectations of the community.

In line with stock levels, the 'adult' collection was the best performing category, with each library recording approximately 70% of loans for this category, followed by 'junior' and 'multimedia'. However, in terms of loans per collection category, the 'Multimedia' category recorded the highest turnover rate in Woollahra Library and Information Services, recording 7.01 loans for every item in stock while the 'junior' and 'adult fiction' performed at a comparatively slower rate. The level of Multimedia loans is particularly notable given that they comprise only 5% of total library stock, whilst Adult and Junior materials comprise 60% and 28% of total library stock, respectively. It can be seen that the Double Bay Central Library continues to experience the highest circulation levels, recording the highest rate of turnover for 'multimedia' items.

Over the past seven years, the Double Bay and Paddington libraries have experienced an increase in performance in terms of loans, averaging an annual loan growth rate of 1.2% (or 3,692 loans) and 2.7% (or 2,461 loans), respectively. According to the latest Annual Report, Watsons Bay recorded a notable increase in loans for the period 2006/07 when compared to the previous financial year (up 21% or over 3,600 loans).

Utilisation of stock, and in particular turnover rates also suggests that some review of the collection mix is required, particularly in relation to adult and junior non-fiction collections, which are experiencing a downturn internationally in public libraries.

For Quarter 4 of 2006/07, there were a total of 2,991 virtual visits to the Woollahra Library and Information Services library site. In-house website searches have increased 40% compared to the same quarter in 2005/06 while logins from the library and home however decreased 18% and 43%, respectively, over the same period. Similarly, there has been a decline in the number of searches to the LINCS community information database for the same quarter, suggesting the need for some review of this service. The lowered levels of electronic website searches and logins suggest that strategies will need to be implemented to increase the levels of logins to the Electronic Information Service.

7. Consultation Summary

There was general recognition that Woollahra is unique and distinguished by a rich history and heritage, and that this heritage needed to be preserved and showcased. The community strongly embraces and appreciates the community and cultural facilities and activities that are provided by Council, including the library and information services. Commonly participants talked about cultural activities as *“bringing the community together”* and promoting equity and understanding.

There was general consensus over what the community considered the role of the library is and what it should be. In summary, the library is a highly valued asset in the Woollahra community. There was strong agreement among workshop participants that the library fulfils a variety of functions such as a place to access information and learning, a place to access recreation, a ‘multi-functional’ meeting place, and most importantly, a ‘cultural centre’ or ‘community space’ that links the community through a variety of cultural events and activities.

Library staff and the quality of customer service, expertise and knowledge were cited as one of the key assets of the Woollahra Library and Information Service. The co-location of the Double Bay Central Library with the park and the view was highly valued. Other areas, which were appreciated by residents, included access to computers and the Internet as well as a place, which provides ‘free’ access to resources and activities.

Respondents reflected an interest in the active development of community through a range of cultural and social activities and programs. Existing programs, such as the Tea Topic Day Time Series run in conjunction with Community Development were highly appreciated. Suggestions from the community included linking the library to festivals and fairs being held in the community and providing additional targeted programs such as selected author talks appealing to different target groups in the community. In addition, respondents made a range of suggestions for activities that the library could conduct including ‘outreach programs’ (in particular to the Holdsworth Community Centre & Services), ‘computer classes’ for seniors, ‘book club’ and ‘multicultural focused programs’. The need to build closer links with schools to break down the sense of competition, as well having greater links with Council, such as providing access to other Council services was recommended by library staff.

The library staff consultations highlighted the challenges that ‘technology’ would provide for libraries in the coming decade. This includes the need to improve access to technology within libraries, to include more PCs, providing e-books/ CD/ DVD/ MP3/ talking books and increased Internet access. Library staff also noted that there is a need for greater education about technology and Internet use, including using technology more effectively with self-check technology and wireless. It was noted that libraries might have to look to alternative delivery channels to meet changing behaviours in information access longer term.

Making the library as a place ‘beyond books’ was also indicated as a changing need. This included the ongoing need for increased and improved programming and activities, as well as the promotion of internal and external programs and events. The change in demographic was indicated as a significant area that needed to be addressed, with a perceived increase in Culturally and Linguistically Diverse (CALD) residents, older persons, single person families and grandparents as carers for grandchildren. This would impact on the variety of the collection provided to include changes in CALD (including emerging communities such as Chinese, South African and European) and more programs for older people and young children. The development of Private School libraries was also signified as a trend, with the need for school aged children to access public libraries perceived to be decreasing.

Throughout the consultation, participants were invited to nominate areas that they thought the Woollahra Library and Information Services could improve upon. Predictably, ‘space’ was identified as the key issue of concern, particularly at the Double Bay Central Library. Providing increased space such as meeting rooms, training rooms, study areas, social spaces and designated space for events were commonly highlighted throughout the

consultations. However, many respondents were interested in conservation of the Double Bay Central Library as it is a heritage building. Overall, community members have an 'attachment' to the Double Bay Central Library and felt that the existing space should be retained. There was certainly widespread agreement that the existing library could be improved. Suggestions included creating more space for activities (reading newspapers/magazines), creating more space for computers and more programs for young children and older persons, particularly with an emphasis on 'learning'. Many participants noted that adequate space and room for expansion is fundamental to effective service delivery.

Physical access, particularly parking and access to public transport, was acknowledged as a barrier in the effective delivery of library services. Suggestions such as increasing parking opportunities, being close to public transport and locating libraries in or close to local shopping centres were suggested to improve library access issues. Strategic locations central to population and retail were seen as critical.

The opening hours were considered by most participants to be reasonable allowing a good range of access although it was noted that working people would probably access the Double Bay Central Library because of the 8pm closing each weekday and the Sunday opening. Young people suggested that a later Sunday closing time would be beneficial, as Saturdays tend to be very busy with sporting and some part-time work commitments, while Sunday is the day most likely to be used for study and use by families. Opening hours were perceived by many as in need of review, with seasonal variations suggested, as well as earlier starts.

Story time sessions were certainly appreciated by families with children, particularly in relation to the access to a network for parents and carers. Importantly, many participants believed these sessions exposed children to literature at an early age and encouraged children to read and appreciate books. The *"Writers and Readers"* program was also considered to be a great success. However, participants suggested that this program should expand to include daytime presentations as well.

Partnerships were identified by participants through various consultation mechanisms. There was substantial support for the strategic networking and partnering with the Holdsworth Community Centre & Services to carry out joint library based projects (e.g. seminars) as well as actively participate in promotion of library services. Participants with families and children also supported strategic alliances and partnerships with playgroups, in particular playgroups operating out of Holdsworth Community Centre & Services.

Further, service providers supported the partnering with outreach services targeted at young people to introduce disadvantaged youth to the benefits of the library. Most participants supported the partnering with educational institutions such as schools to promote the exchange of relevant information and resources between educational institutions based in the Woollahra LGA. In addition, participants suggested that the library allocate some space for young art students to exhibit their work. In particular, it was seen that the library needed to expand its creative base by interacting more effectively with museums and cultural bodies. Library staff also expressed a desire for partnering with community transport that would enable them to collect people and take them to the library, particularly at specified quiet times.

The need for improved planning for events and programs for the year ahead was highlighted. Increased outreach to pre-schools and various groups, and sufficient space for events was identified as essential. There were a number of strategies recommended in attracting non-users. Firstly, creating convenience was identified as extremely important. This included ensuring sufficient space, parking, location, access, and improving and updating the collection of books and services offered. Developing the library as an 'experience' was seen as a critical factor in attracting non-users. Incorporating facilities such as a coffee shop, greater space for personal study and improving the physical access elements to create a dynamic, stimulating environment were noted. Promotion of the services provided such as the Home Library service, activities for all ages, and generally what is happening in the library were seen as critical success factors. **(Refer Appendix 1)**

8. Market Research Summary

A telephone survey was undertaken with 400 residents in the Woollahra local government area (LGA), including users and non-users to identify community and cultural service needs, formal and informal learning needs, current usage patterns, expectations and gaps in current library service provision and preferences. The proportion of surveys actually collected is directly comparable to the proportion of persons in the area (by age and suburb), indicating a representative sample.

Survey participants were asked how important they perceived access to community and cultural activities and programs in their local area. Approximately 71% of survey respondents rated access to community and cultural activities and programs as 'important' or 'very important'. The weighted average score¹⁸ to this question is 3.92, indicating that respondents were tending towards 'important'.

Respondents were then asked to rate the importance of access to a range of community and cultural activities and programs. Overall, *children's cultural events* (w/a of 3.66), *Story time programs* (w/a of 3.49), *Open-air concerts / activities* (w/a of 3.47), *informational talks/discussions* (w/a of 3.45) and *multicultural celebrations* (w/a of 3.36) were the most important community and cultural activities and programs.

Participants were further asked how likely they would be to use or access cultural and community activities and programs if they were provided by Council. *Open-air concerts/activities* (w/a of 3.20), *streets festivals and fairs* (w/a of 3.16), *touring exhibitions* (w/a of 3.03), *informational talks /discussions* (w/a of 2.96), and *multicultural celebrations* (w/a of 2.90) recorded the highest weighted average scores for likelihood of usage if it was provided by the Council.

Respondents were then asked to nominate learning opportunities of importance for all age groups in the community. The closer the weighted average is to five, the more important the learning opportunity. *Access to information regarding our community and heritage* (w/a of 3.64), *online resources* (w/a of 3.63), *computer courses* (w/a of 3.61) and *Internet courses* (w/a of 3.59) are the most important learning opportunities for all ages. Participants were further asked how likely they would be to use or access learning opportunities if they were provided by the library. *Informational talks/discussions* (w/a of 2.80), *access to informal learning opportunities* (w/a of 2.77), *online resources* (w/a of 2.71) and *access to computer courses* (w/a of 2.62) recorded the highest weighted average scores for likelihood of usage if it was provided by the Library.

Residents were asked to specify 'other' community activities and programs that they would like to see provided by Council. The most commonly nominated 'other' community activities and programs were *arts and cultural related programs* (41.0%) (e.g. art exhibitions/programs, open-air cinemas / concerts and library programs) environmental related programs (20.5%) (e.g. clean-up/recycling days and community garden activities) and *sports programs* (9.4%) and *elderly/seniors/pensioners activities /programs* (9.2%) (e.g. health talks and Internet lessons).

Over half the survey sampled (51.1%) indicated that they would be 'likely' to 'very likely' access the library if meeting and social spaces were provided. The weighted average score to this question was 3.30 indicating that respondents were midway between 'average' and 'likely'.

Respondents were asked to nominate factors of importance to the individual or members of the family over the next ten years regarding learning opportunities. *Access to informal learning for all ages* (w/a of 3.14), *access to information about our community and its heritage* (w/a of 3.08), *access to university courses* (w/a of 2.92) and *access to opportunities for people to come together to meet, socialise and learn informally* (w/a of 2.86) are the most important learning opportunities for either respondents or their family members over the next 10 years.

¹⁸ A full definition of weighted average can be located in **Section 6: Attachment C**.

Over half of all respondents (62.0%¹⁹) currently use a library (includes the Woollahra Council libraries and other public libraries). Users were asked to nominate which libraries they used. Just over half the survey sample (50.3%) indicated that they used a Woollahra public library while 11.8% of respondents used 'other' libraries outside the Woollahra library network.

The highest proportion of Woollahra users indicated that they used the Double Bay Central Library (65.0%) of all Council libraries in Woollahra, followed by Paddington Library (27.5%) and Watsons Bay Library (5.5%). The Local History Centre (2.0%) was the least frequented library branch in the Woollahra LGA.

The majority of Woollahra library users indicated they used a Woollahra Library on a 'monthly' basis (30.5%), followed by every 'fortnight' (22.0%) while 16.0% of respondents indicated they used a Woollahra Library branch on a 'weekly' basis.

Users were asked to rate their level of satisfaction with library elements and services relative to the Woollahra Library branch used most frequently. The key elements of satisfaction at a Woollahra library are *location of library* (w/a of 4.49) *customer service/helpfulness of staff* (w/a of 4.37), and *atmosphere & surrounds* (w/a of 4.28). *Access to parking* (w/a of 2.69), *physical access* (w/a of 3.42) and *access to facilities* (w/a of 3.53) were the least satisfied elements relative to the Woollahra library used most frequently.

Respondents aged 15 –24 years (w/a of 4.59) and 25-44 years (w/a of 4.59) are most satisfied with the 'location of library' at their most regularly used Woollahra branch while residents aged 65 years and over are particularly satisfied with the 'customer service/helpfulness of staff' (w/a of 4.33). Respondents aged 15-24 years are least satisfied with 'range of library cultural programs and events' (w/a of 3.67), 'online research resources' (w/a of 3.77) and 'access to library resources via catalogue/ online' (w/a of 3.81) in comparison to other age groups. In addition, 'access to technology' recorded relatively lower weighted average scores amongst the younger age cohorts (i.e. 15-45 years age bracket) while older aged respondents recorded relatively low satisfaction levels with 'physical access' in comparison to the younger age group.

Woollahra library users were invited to provide comment as to what sorts of things they tell their friends about the library. The most common 'positive' comments (78.6%) included *atmosphere and surrounds*, *location*, *customer service* and *children's collection and programs*. *Size and space*, *access to parking*, *quality of collection* and *access to technology* were the most common 'negative' things that respondents revealed to their friends relative to the Woollahra library.

More than a third of the total sample (35.0%) indicated they used a public library outside Woollahra LGA. The most common other libraries used are Waverley Library (51.4%), University library (24.3%) and State Library of NSW (12.1%). 'Quality of collection' (40.0%), 'location' (25.7%) and 'transport and parking' (22.1%) were the most commonly cited reasons for using other libraries apart from the Woollahra Library and Information Service. 'Other' specified reasons (46.2%) for using other libraries include other libraries offering larger space (10.7%) and, larger collection/more variety (5.0%).

For non-users, the most common reasons for not using a Woollahra Library were 'access - transport/parking' (11.6%), 'quality of collection' (9.5%) and 'location' (7.5%). The most common 'other' factors for not using any of the Woollahra public library branches were 'I don't have time' (12.6%) 'I buy my own books' (10.1%) and 'I don't have the need' (8.5%).

Non-users were invited to indicate the facilities or services that would encourage them to use the Woollahra library. The top five services/facilities that would encourage a non-user to use the Woollahra Library and Information Service are *convenient transport / parking options* (40.2%), *coffee shop at the library* (26.1%), *services* (21.6%), *good location* (21.1%) and *more social meeting spaces at the library* (18.6%).

¹⁹ Or 248 respondents out of a sample of 400 residents.

Respondents aged 15-24 years would be more likely to use the Woollahra Library and Information Service if 'study or research facilities' were provided at the library (22.7%) while 'convenient transport or parking options' are more important to residents aged 45 years and over. Non-users aged 45-64 years (36.5%) and 25-44 years (25.3%) would be encouraged to use a Woollahra Library with the provision of a 'coffee shop' at the library. 'Attractive layout/ atmosphere' is relatively more important to younger aged respondents (i.e. respondents aged 15-24 years and 25-44 years) in comparison to older aged groups. Further, 'good location' is particularly important to non-users aged 25-44 years (24.0%) and 45-64 years (23.8%) with 'proximity to home' as the highest ranked locational criteria.

Of the non-users that nominated *good location*, a relatively high proportion of respondents nominated 'proximity to home' (14.1%) and 'proximity to work' (4.5%) as central factors that would encourage library usage. Of the respondents that nominated *services* as a key influence in encouraging library visitations, the more commonly specified elements included Internet access (12.6%), programs / events (9.5%) and newspapers / magazines (8.5%).

Overall, library usage still tends to be very traditional with 'borrowing books' as the predominant reason for use/perceived use (93.3%), although there are an increasing number of residents who use or would use the library to 'read and browse magazines and newspapers' (34.0%), use Internet / research (31.0%) and 'borrow multimedia' (w/a of 22.3%). Other reasons for using a public library included 'accessing research/reference materials/facilities' (5.3%) and *access children's activities/programs* (5.0%).

The top three services that respondents would consider accessing via the Internet are *browse the library catalogue* (69.5%), *reserving / renewing items* (64.0%) and *being advised on new items of interest* (53.8%).

Overall, the key locality features for a new library in Woollahra are *close to public transport* (59.8%), *near or in a shopping centre / retail area* (35.8%) and *near or in a park* (22.8%). Of the respondents who nominated that a library should be located in a particular area in Woollahra, a number of respondents indicated that a library should be located in a central area in the Woollahra LGA. Suggestions for preferred locations were Double Bay, Bondi Junction, Blackburn Park and Rose Bay. 'Other' specified important criteria (26.3%) for location included the need for adequate and free parking and public transport.

Respondents were asked to nominate challenges or barriers in accessing library services. *Lack of time* (21.8%), *diminishing health / eyesight* (14.4%), *lack of personal transport* (11.0%), *poor public transport* (10.8%) and *poor opening hours* (10.0%) are the most prominent anticipated challenges/barriers in accessing library services over the next five to ten years. The most common 'Other' specified (19.8%) challenge in accessing library services over the next five to ten years was 'lack of parking' (10.5%).

All survey participants were invited to nominate the most convenient / preferred times to visit a library. A relatively high proportion of respondents made comments relating to 'general hours' of opening (45.3%) such as anytime, after work, during the day, after school hours, and afternoon and night availabilities. Of the respondents who made comments in regards to preferred hours of opening (35.5%), a high proportion made comments in regards to 10am as a convenient time for them to access a library followed by 5pm and 9am. In regards to weekend openings (19.3%), 'anytime' was the most frequently cited convenient time to access a library on the weekend followed by Saturdays. **(Refer Appendix 1)**

9. Summary of Trends in Public Library Service Delivery

9.1 Industry trends and developments

Social and Industry trends were analysed as part of this research (see **Appendix 2**). Models of excellence in the provision of library services, which have focused on the promotion of social cohesion and partnering and the development of lifelong learning, and some examples of innovation in libraries, have been favoured. Some examples of alternate methods of service delivery have also been noted. A section has also been provided detailing innovations in new library buildings.

In summary, survey of the library literature and case studies show that increased community engagement is a critical success factor in library service provision across a range of target groups. The development of innovative partnerships to support outreach and programming in several libraries has made a significant difference in communities. There has been a trend towards libraries becoming more involved in community development and in developing strategies to build more cohesive and inclusive communities. Brisbane City Library provides an exemplary model in its focus on strategic partnerships and programming and the strategic positioning of the library to play a broader role for Council in the community to deliver on Council's outcomes. This same concept is expressed in Auckland City Libraries as the *"Community Anchor"* which is a key strategic planning outcome, driving forward planning around community engagement, cohesion, outreach and programming. *"The Community Anchor"* is embedded in the planning model for the library. The keywords for this role are: *People, Place, and Participation*. The Community Anchor supports people feeling they belong to and are in touch with their local community. It is a meeting place and focal point for community participation, relaxation, fun and engagement. The community anchor is a neutral environment that crosses over gender, age, ethnic, cultural, and economic boundaries. It encourages recognition and celebration of diversity.

Certainly, library trends and models that have been developed point to the need for the public library to become more flexible as a centre for community engagement and development, which can include the development of citizenship, strategies to break down isolation, engaging youth, focus on special needs in the community and bringing people together to celebrate and foster stronger identity and social cohesion. Libraries are moving from passive information keepers to playing a more active role in the community, increasingly focused on connecting with community needs across the spectrum of information, education, leisure and social interaction. Services are increasingly being delivered beyond the walls of the library, such as storytelling on site at preschools, childcare centres and local communities and engagement in community and cultural activities. Increased competition from commercial business in areas that have been traditionally a library only service (such as storytelling at local bookshops, commercially run book clubs and video product delivered to your door) has meant that libraries need to broaden their focus and engage and partner with local businesses to provide opportunities to showcase library services and product.

Another key theme emerging is the increased focus on the development of lifelong learning and the building of learning communities. With the exponential pace of change and growth in information, there is a need to facilitate competencies in information gathering and navigation. Changes in the workplace mean that skills often rapidly become obsolete and individuals need to continue to learn in order to maintain their employability. A learning community aims to promote lifelong learning for all through partnership and a shared vision. Libraries are well positioned to play a key role in lifelong learning, particularly in partnership with learning providers. Models such as the *Hume Global Learning Village* in Broadmeadows, Victoria, the *Pathways Library* in Pine Rivers, Queensland and the Brisbane City Library *Learning Lounges* provide excellent examples of the development of learning partnerships. (Hume City has to date identified over 300 learning partners in its vision for a learning community.) The importance of early childhood learning is also driving an emphasis on early childhood literacy in many libraries.

Certainly, investment in formal education and non-formal learning has been proven to be the best means of combating poverty, increasing overall health, and eliminating social exclusion. The Singapore Library strategy is also based on the precept that an investment in libraries as learning providers can bring increased economic return to a community. While the Woollahra community is well educated with significant investment in education evident, community learning opportunities in areas of reskilling, new technology skills, investment and lifeskills would benefit individuals, business and the community as a whole. There is also a need to provide a coordinated approach to learning opportunities that are already available within the community both formal and informal. The library can play a key information role in this area.

There are several innovative partnership models that have provided sound outcomes for the community, such as increased literacy, including computer literacy, and the development of lifeskills. Several libraries, such as the Canadian *Oaklands Library* in Richmond, Vancouver, the *Idea Stores* in the Docklands area of the UK, and the *Pathways Library* in Queensland have also partnered with learning providers to progress learning opportunities. Some formal partnerships have also been developed such as that between Education Queensland and the *Pathways Library* and the Department of Education in WA with *Belmont City Library Service*. Several innovative partnerships and models of delivery have also been developed in the United Kingdom. Of particular interest are the "Idea Stores", London's new libraries in Tower Hamlets, a disadvantaged inner borough comprising most of London's East End. The "Stores" combine traditional library services with adult education, performance space and day-care. The buildings are carefully positioned in high-density shopping areas and marketed as "street corner universities." They aim to integrate library service with a community that has traditionally shied away from them. (70% did not use the libraries). The new concept is very much back to public library roots - providing opportunities for learning and recreation. The Stores offer credit and non-credit courses and provide Web-based instruction.

Libraries provide a range of activities for community enrichment and well-being from literacy development to training in Internet/Email as well as seminars, author events, exhibitions, homework help and book clubs. Navigating and packaging information has become vital in an age of information overload as well as preserving resources of value so they are available to future generations. Demand for instantaneous services has influenced the development of electronic services and resources, such as electronic requests and eBooks. And there is a trend to downloading resources such as audio books, and DVDs directly onto the PC at home. Web2.0 technology also allows libraries to apply interactive, collaborative and multimedia web based technologies to build library-based applications. Instant messaging chat, local history wikis and library blogs are all examples of this. The Yarra Plenty Library Service has led the way in Australia in this area, and in particular in training staff in Web2.0 technology.

Engaging (or indeed retaining young people) from the start of high school is an issue for Woollahra Library and Information Service as with most Australian public libraries. Yarra Melbourne Regional Library has been working on this issue for the last four years by involving young people in the selection of materials for the young adult collection through its Teen Library Club (TLC), a book group for 12-16 year olds. This group grew out of the need to retain young people using libraries after they hit their teens and to maintain the habit of library usage and reading. However, one of the best international examples would have to be *Library 10* in Helsinki, which won the first annual Bill Gates Access to Learning Award for its outstanding practices in increasing access for all people to computers, and the Internet. (This award included a \$1 million grant.) The library focuses on the needs of young people with cutting edge technology and media as well as opportunities for young people to create in their preferred media with sound and image editing facilities. The staff are young and dress like their younger clients and there is a strong focus on music in the library. Band recitals and theatre are commonplace in the Library. The library is also arranged by themed collections rather than traditional arrangements.

There are also several innovative models for the delivery of library services emerging. Technology is being used to harness customer power and streamline procedures such as PC/print management systems. New technology facilitating easy self-check of materials by patrons has also been introduced in many libraries now, with some libraries reaching

97% of transactions by self-check, thus freeing library staff for more valuable customer assistance. The Community Lounge Room model emerging is also of interest. The concept of the Community Lounge Room is based on the premise that libraries can add significant value through the provision of opportunities for interaction in smaller spaces providing a point of presence and just-time service delivery. The key elements are: popular library and magazine collections targeted to specific groups (particularly young families and older persons) themed collections similar to bookshop format, lounge areas and proximity to café spaces. Text material is primarily recreational with an orientation to health, well-being, parenting and learning with a *"just in time"* approach to broader collections. To promote inter-generational connections, there could be a strong focus on early childhood and parenting and learning through play facilities, and the provision of collections and programs. Opportunities to engage older members of the community in storytelling and assisted learning for literacy could also be investigated with a view to promoting inter-generational support. Programming with other agencies and access to materials in other locations rather than a traditional repository would be the key to a successful community lounge room.

The concept of the lounge room is strongly underpinned by the belief that opportunities for interaction promote social cohesion and that partnering will provide the best opportunity to provide residents with a range of access opportunities. The model is not a silo concept of library service delivery only, but could be done in partnership with a private provider such as a local café.

The most recent model has been opened by the City of Sydney in May 2005; a *Library Link*, providing just-in-time access to collections through ordering materials and having them delivered for collection in a lounge-room setting in less than 150 sq metres of space. The research has highlighted the development of the *"Community Lounge Room concept"* or the *"tailored library"* with a focus on small library collections (tailored to identified community needs), access to technology and learning and a *"just in time"* philosophy of stock delivery rather than just in case. The Pine Rivers *"Pathways"* Library and the Adelaide City *"tailored"* libraries provide relevant models.

There have been some significant developments in providing built forms that facilitate innovative service delivery to meet the changing needs of the community. Libraries are becoming destinations. Facilities are becoming bigger and busier than ever, with the provision of spaces for the community to gather. More space is being devoted to leisure, training and cultural activities, including meeting and exhibition spaces, training rooms, storytelling rooms and spaces for target groups, such as youth and seniors. Lounges and cafes are becoming part of the library landscape. Overall, there is recognition that it is not enough to build great libraries. What makes the difference is what happens when the library engages strategically in the community to assist in the delivery of Council outcomes. There is certainly increasing emphasis on the development of libraries as community destinations that foster social cohesion and engagement and that promote learning in the community. Key mechanisms are partnerships and strategic outreach and programming.

Increasingly the libraries of the new millennium are no longer simply repositories for books but serve as a civic gathering place and stimulus for neighbourhood and community revival. Public libraries are being designed as part of larger public spaces making the library space more open to opportunities for sociability. The Brisbane Square Library brings together world best practice in innovative and environmentally sustainable design. Service delivery has been designed to accord with the diverse needs of the clientele. Opened in November 2006, the dynamic public space integrates Council Customer services and Library services in a way that *"makes sense to the customer."*

Generally, the research shows that the libraries that are attracting high levels of non-users are those that are stepping outside traditional modes of delivery. Most of the changes identified are those that enhance access for time poor residents or that meet specific needs.

Research was also conducted into best practice models of procurement and **Appendix 2** provides a case study from the Brisbane City Library detailing the cost benefits of a partnership approach to the supply of local library materials. There are significant cost

savings to be made by the transition to a full shelf ready model for procurement. Analysis of Best Practice in processing of stock has identified the industry trend to full shelf-ready provision. Full shelf ready means that an item can be procured by the nominated supplier/suppliers and processed to the specification of the library, and delivered directly to the branch library, rather than being processed internally. Records are also downloaded directly into the library catalogue. Larger and more efficient suppliers are now providing a full shelf ready service and costs are coming down. It is clear that suppliers that do not offer this service will become increasingly less competitive.

In the UK, PKF Consultants have completed their in-depth national stock procurement and funding review to find the best and most cost-effective way to operate the book supply chain, and to look at budget issues and efficiency in public library services.

Recommendations from the report included:

- Supplier selection
- Standardised processing
- Flat management structure within Library Services - more staff for customer facing roles
- Libraries purchasing books together

A.T Kearney also investigated the procurement model at Brisbane City Library, which has now been operating with full shelf ready for five years and identified it as “world’s best practice for library materials procurement”.

9.2 Implications for planning and service delivery

Industry trends and best practice support the direction that Woollahra Municipal Council is taking with its strong focus on community engagement and lifelong learning. Experience in other libraries and feedback from the Woollahra community have identified cultural and informal learning programs as critical success factors. The Library can take a key enabling role for the community in developing, coordinating and informing the community of both informal and formal learning opportunities. Partnering with existing educational institutions, community organisations and government departments will progress this strategic direction and cement the library’s lead role.

Trends also highlight the need for the library to develop online and interactive services and the quality and awareness of the library’s online presence. Web2.0 technology should feature in the development of this online presence and models such as those developed by the Yarra Plenty Regional Library Service in Victoria should be further investigated.

New developments such as the emergence of Community Lounge Rooms provide some opportunities to explore, particularly in relation to the Watsons Bay and Paddington Libraries. Consideration could also be given to bussing clients in and providing fee for service delivery to the doorstep. New methods of collections procurement releasing staff from back of house activities provides an opportunity to provide higher value add activities. Additionally, technology supporting migration to customer self-help is now becoming commonplace in libraries and should now be pursued.

Evaluation of local competitor’s services will also need to be undertaken and strategies developed for partnering opportunities with local businesses such as bookshops and other providers. Mutual benefit should underpin any partnering opportunities.

Trends in the planning and design of new libraries, provides significant opportunities for Woollahra in the planning of the new Double Bay Central Library. Brisbane Square Library is the national benchmark and aspects of its design could be considered, particularly the Learning Lounge, children’s area, Technology Centre and the “Zoo” or youth area. Developments overseas focusing on youth, such as Library 10 in Helsinki should also be further investigated.

Case studies, as provided in **Appendix 2**, should also further investigated and a watching brief maintained on developments in library content and medias, service delivery innovation and developments in the planning and design of new buildings.

10. Service Delivery Model

10.1 Summary of Service Delivery Model

Consultation with the community, analysis of standards and usage patterns indicates that the most critical priority is the provision of an accessible and adequately sized central library at Double Bay. A feasibility study will be required to determine options for the use of St Brigid's after the relocation of the Double Bay Central Library.

The Paddington Library should be retained and the most efficient and sustainable model will be through a joint service agreement with the City of Sydney. There is also an opportunity to reinvigorate the interior of the Paddington Library to make it a more attractive destination tailored to the needs of local residents using the community lounge model.

Although the catchment for Watsons Bay is small there is a very loyal and dedicated clientele, and the library is playing a valuable role in early childhood development. Services should be further tailored so that the library becomes a community lounge room focusing on young families and older persons. There is the opportunity to relocate the Library to the nearby Watsons Bay Tea Gardens (which provides a popular local meeting point (particularly for parents of young children) to provide a community lounge in this area.

The service delivery model will also underpinned by a strong online presence and access to online services and databases through enhancement of the library website.

10.1.1 Option of a partnership model with Waverley Library

Consideration was also given in this review to a partnership model with Waverley Library. There was considerable commentary in the consultations and the market research about the Waverley Library. More than a third of the total sample (35.0%) in the survey undertaken indicated they used a public library outside Woollahra LGA, primarily because of the inadequacy of the facilities. 'Quality of collection', 'location' and 'transport and parking' were the most commonly cited reasons for using other libraries apart from the Woollahra Library and Information Service. 'Other' specified reasons for using other libraries include other libraries offering larger space and, larger collection/more variety. The most common other library used was Waverley Library (51.4% of those that used another library).

The consultation also provided commentary on why the Waverley Library was preferred. These included:

- I think Waverley has better resources for primary school kids;²⁰
- We have teenagers and toddlers and a new baby on the way – the teenagers prefer Waverley so we go there for everything;
- We walk to Paddington library most times but do use Waverley sometimes – the parking is good there and they have space and are located along with other things I use;²¹
- Double Bay Central Library is dark and cold and scary – Waverley is big and new and open and light and attractive – guess where I would rather go?²²
- The participants used Waverley library because it was big with a variety of appropriate spaces for different uses, plenty of light and space to move around;²³

²⁰ School Librarians focus group

²¹ Community Consultation Holdsworth Community Centre & Services

²² Secondary School students

²³ Consultation with Youth Committee

- Waverley library was considered to be a more pleasant environment for study and learning;²⁴
- Waverley library was considered to be less intimidating;²⁵

Commentary on the preferred use of Waverley Library was generally predicated on the lack of space to house collections and services at St Brigid's and the relative ease of access at Waverley, which is located in the Ron Lander Centre in Denison St, Bondi Junction and has free car parking available for library users up to an hour and a half. The community, however, were quite clear that there needed to be an investment in Woollahra's facilities and that there was a preference to use local facilities if adequate collections could be housed and access facilitated. The community stated quite clearly that residents deserved a quality library service.

There was also considerable commentary relating to the uniqueness of the Woollahra community, which has been reflected to date in its collection and the nature of programming in place. There is certainly a need to have the ability to develop collections and services and design and deliver programs that are tailored to the needs of the local community.

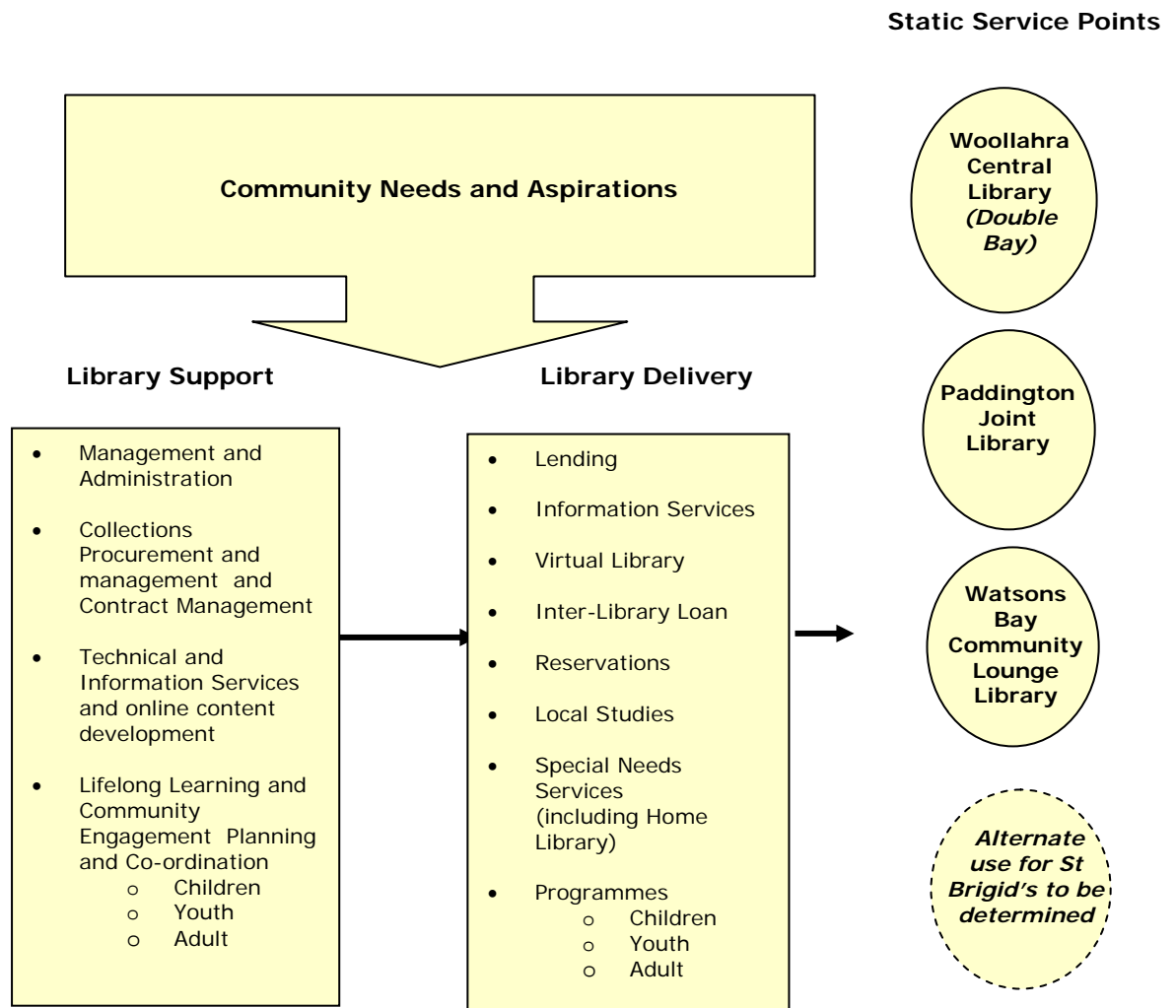
The fact that there was a \$50,000 contribution to service delivery from Woollahra Council to Waverley Council in the past is not an argument for continuing such an agreement. This review confirms that there is a need to replace the Double Bay Central Library as a matter of some urgency. It can be expected with the provision of a new library in Double Bay (based on minimum standards for public libraries) that library usage will increase and the use of Waverley Library by Woollahra residents will decline. As is the case whenever a new, attractive and accessible library facility is provided, there will be continue to be an element of cross border usage, but it is anticipated that this will be reciprocal when the new Double Bay Central Library is provided.

The Library plays a key role in lifelong learning and community engagement and with appropriate space, design and functionality the Double Bay Central Library has the potential to become the hub in the community, helping deliver on Council's social planning outcomes. It is time now for an investment for the Woollahra community in its library infrastructure, recognising the identity, needs and aspirations of the community.

²⁴ Consultation with Youth Committee

²⁵ Consultation with Youth Committee

Figure 10.1 Proposed Service Delivery Model



11. Review of Library Sites and Facilities

The Woollahra library network contains four libraries:

- Double Bay Central Library – New South Head Road, Double Bay;
- Paddington Library – Oxford Street, Paddington;
- Watsons Bay Library – Clovelly Street, Watsons Bay; and
- Local History Centre – Sherbrooke Avenue, Double Bay.

The Customs House Library (Circular Quay), Waverley Library (Bondi Junction) and Bowen Library (Randwick) are the nearest Central Libraries in adjacent Council areas.

11.1 Catchments

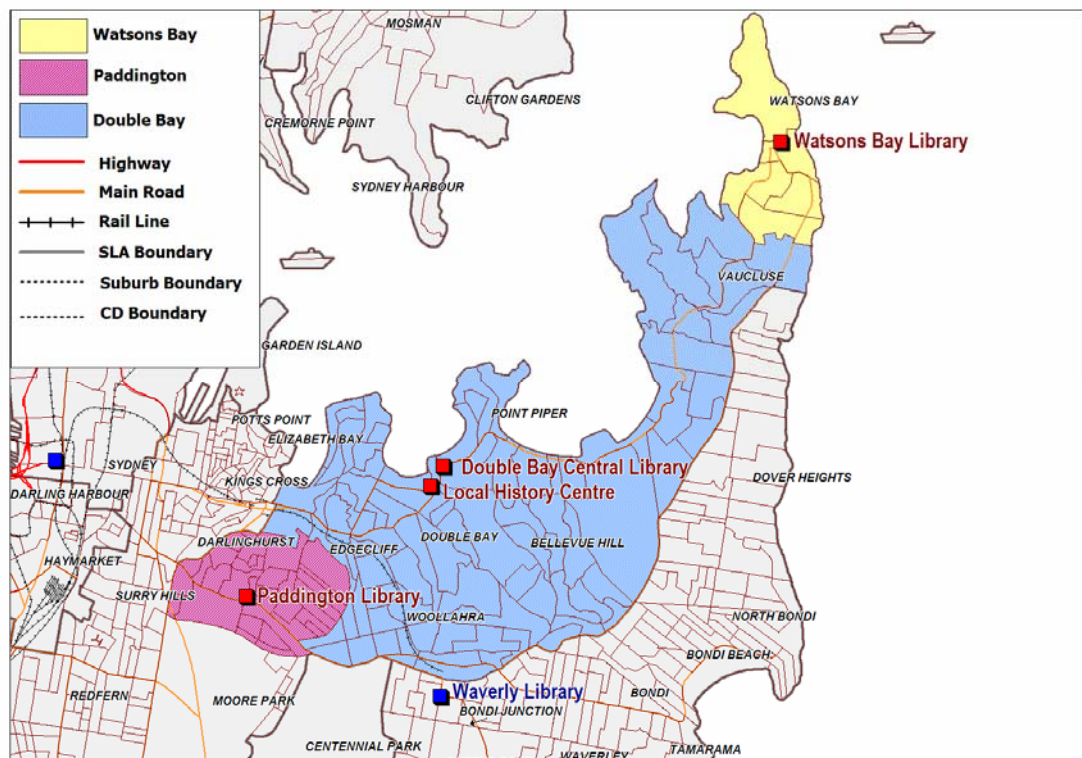
Each library generally services a catchment. A catchment is generally defined based on the library's size and range of services, location of other libraries, location of the library relative to community nodes, road corridors, public transport and geographic barriers. Three broad catchment areas have been defined for the Double Bay Central, Paddington and Watsons Bay Libraries using ABS Census Collection Districts (see **Figure 11.1**). The 2006 Census population for each catchment is presented in **Table 11.1**.

Table 11.1: Catchment Populations 2006

Catchment	2001	2006	Actual Change	Avg % change 2001-2006
Double Bay	38,205	38,625	+420	0.2%
Paddington	11,502	11,662	+160	0.3%
Watsons Bay	2,649	2,610	-39	-0.3%

Note: Population figures exclude overseas visitors
Source: CData 2006

Figure 11.1: Library Catchment Areas



Source: CData 2001, AECgroup

11.2 Floor Areas

The spatial characteristics of the libraries are outlined in **Table 11.2**. The Double Bay Central Library is the largest library (468.27sqm). The Paddington Library is of comparable size (462.44sqm). The Watsons Bay Library is very small (44.18sqm) and well below the minimum standard for a public library.²⁶

Table 11.2: Floor Areas of Existing Library Facilities, Woollahra

Area	Double Bay Central Library sqm	Paddington Library sqm	Watsons Bay Library sqm	Local History Centre sqm
Collection	263.10	294.99	41.66	62.40
Reading and Study	43.10	75.00	-	-
Resource	42.16	29.97	-	10.00
Staff	88.79	47.48	2.52	158.14
Amenities	31.12	18.00	-	38.04
Other	-	-	-	-
Total	468.27	462.44	44.18	268.58

Source: Woollahra Municipal Council

To determine the appropriate size of each of the Woollahra libraries, the New South Wales State Library has developed area benchmarks (as published in *People Places*). People Places provides two methodologies used to set the parameters for determining the need for, and resultant size, of a public library building:

- Service-based benchmark: This method is used to determine the required size of the library based on the future collection size of the library and the type and range of services and core functions that the proposed library building will incorporate.
- Population-based benchmark: This method assumes that users primarily use their closest library and this defines the library catchment. The benchmark is then based on the size of the future population who are likely to use/or have access to a new/expanded library.

The existing floor areas can be compared with the benchmarks to identify over/under supply and possible service gaps (see **Table 11.3**). The calculations of the floor area benchmarks are presented in **Attachment A**. The analysis suggests that two of three cases, the libraries are less than half the recommended size.

Table 11.3: Comparison of Existing Floor Area with Benchmark Floor Areas, Woollahra

Library	Existing Floor Area	Floor Area Benchmark	
		Population-Based	Service-Based
Double Bay Central Library	468.27	2,234.00	2,360.00
Paddington Library	462.44	699.00	604.00
Watsons Bay Library	44.18	139.00	139.00

Source: CDATE 2001, AECgroup

²⁶ The minimum standard is 150 sq m regardless of population size.

11.3 Sites

According to the guidelines presented in *People Places*, the desirable site characteristics for public library buildings in New South Wales includes:

- Main street or shopping area location;
- High visibility from the street and shopping area;
- Street frontage for the ground floor of the library;
- High level of personal and property safety;
- Close to and/or accessible from educational facilities;
- Walking distance from public transport;
- Full accessibility for people with limited mobility;
- Potential for outdoor area;
- Priority pedestrian access;
- Access to convenient and safe car parking;
- Access to community buses, mobile libraries and deliveries; and
- Potential for future expansion.

A site assessment has been completed for the Double Bay Central Library. Relative to the factors above, the library is considered to have the following site/location advantages:

- Location proximate to Council administration building and other civic functions;
- Location on the waterfront with sweeping views of Double Bay/Sydney Harbour;
- Location on a major road arterial – New South Head Road – with high visibility;
- Location proximate to educational facilities and local schools;
- Location within walking distance to public transport;
- Street frontage on the upper floor of the library; and
- Outdoor areas and landscaped gardens.

On the other hand, the major site/location disadvantages are considered to be:

- Limited accessibility for people with limited mobility;
- Inadequate access to off and on street car parking;
- Lack of association with major community nodes such as shopping centres;
- Does not meet DDA requirements;
- Inadequate access for community buses, delivery vehicles and mobile services; and
- No potential for future expansion.

In summary, the Double Bay Central Library is located centrally in an accessible location close to other civic functions. However, the location does not provide for the necessary expansion of the library, the provision of appropriate parking and opportunities to co-locate the library with complementary uses to achieve synergies and increase patronage.

11.4 Facilities

According to the guidelines presented in *People Places*, the desirable facility characteristics for public library buildings in New South Wales includes:

- Size and range of services;
- Image and identity;
- Flexible and multifunctional buildings;
- Order, orientation and functionality;
- Accessibility and mobility;
- Smart technology;
- Marketing;
- Ecological sustainability;
- Lighting;
- Acoustics;
- Occupational health and safety;
- Personal and property security;
- Shelving;

- Furniture and fittings; and
- Asset management.

A facility review has been completed for the Double Bay Central Library. Relative to the factors above, the library is considered to have the following facility advantages:

- Image and identity of the library, including ambience, history and heritage listing.

On the other hand, the major facility disadvantages are considered to be:

- Lack of size, being more than 1,750sqm less than recommended benchmarks;
- Heritage listing and added complexity of redeveloping the library;
- Age of the buildings and furniture, negatively impacting on amenity;
- Lack of flexible floor areas and functionality for staff and patrons;
- Inadequate space for collections;
- Lack of accessibility and mobility, particularly for people with limited mobility;
- Limited space to provide desired range of services, spaces and technology;
- Limited space for appropriate programming;
- No consideration in planning for ecological sustainability;
- Occupational health and safety issues, including risks relating to shelving heights;
- Inadequate personal and property security given access points and security;
- Inappropriate heights and density of shelving;
- Older and tired furniture, fixtures and fittings; and
- Costly annual asset management for the building.

In summary, the ambience and history of the Double Bay Central Library is its greatest advantage. However, when rated against the basic criteria and requirements for any library, the building is rated poorly across almost every aspect, particularly size, which places pressure on the range of services, functionality, amenity and safety.

12. Need for a New Central Library

12.1 Needs Assessment

There is a clear need for a new and expanded Central Library in Woollahra. Physical access, including space, barriers, location, parking and transport availability was by far the most talked about negative aspect of the library service in the Market Research. While the current library offers ambiance and history and has a certain community attachment, the library does not deliver the appropriate services of a Central Library in terms of size, range of services, amenity and safety. This conclusion and the need for a new Central Library is demonstrated in many ways and using many techniques, including:

- **Identified need:** Expressed by stakeholders, by service providers, practitioners and consumers such as library staff, community groups and Council officers.

Consultation with library staff and Council officers provides expressed and identified need for a new Central Library. The existing arrangements are unworkable, impractical and potentially dangerous to staff and patrons. The current services do not provide the required service level, amenity, functionality or safety.

Participants in the market research report used strong language in describing the current physical situation of the library service (appalling, disgraceful etc) The lack of disabled access was noted and stressed as needing immediate attention. 23.9% of the participants in the Market Research noted the physical limitations of library buildings as the reason for rating the libraries less than satisfactory. Specific comments regarding Double Bay Central Library from the Market Research included:

- *The library is hampered by the lack of space – it is a triumph of the human spirit of the borrowers and the staff that it works well at all;*
- *I am appalled at how cramped everything is;*
- *Delightfully intimate and horribly cramped;*
- *They don't have enough accommodation for all the books;*
- *The library should be light and open and inviting not musty and dark – that only attracts sad and depressed people; and*
- *Double Bay has no disabled access.*

Overall, consultation highlighted the need for attractive spaces that are light and airy, with adequate space for the competing needs of a diverse clientele, including small children, students, and the elderly. The need for meeting rooms, study spaces, adequate computer facilities, noise amelioration, space between aisles, lower shelves, ease of access and enough space to adequately house the collection and conduct programs was a recurring theme. The library is well below standard in relation to the NSW State Library public library space guidelines, and fails to meet any standards in relation to access, and internal space configuration. It also does not provide the opportunity for staff to implement service improvements adopted by other innovative public libraries, such as retail merchandising, displays, and the provision of social spaces for community engagement and lifelong learning.

There is also a financial argument that supports the need for a new library. The refurbishment of the library would be at a cost exceeding \$1.5 million based on recent preliminary estimates provided to Council, which would represent a large proportion of the cost of a new purpose-built facility. The operational expenses at the current library and asset maintenance processes are also considered expensive relative to those for a new Central Library.

In terms of usage, the library is not well patronised for a Central Library relative to other Central Libraries in comparative areas. The lack of appropriate facilities, spaces and services has constrained the ability for the library to increase usage and deliver desired service levels. In its current form the library cannot be expected to increase patronage. These issues are likely to be confirmed by the library survey.

- **Comparative need:** Based on comparing service provision with other communities with similar socio-demographic characteristics.

Central Libraries in comparative Council areas, such as, Willoughby and North Sydney with populations of 50,000-60,000 persons, are generally at least 2,000sqm in size and sometimes as large as 4,000 sq m in size depending on the number of branches in the network. They also provide for a wide range of community services and “people places”, have been designed as community nodes, are often co-located with other complementary uses such as retail and education facilities, and are located in purpose-built buildings.

- **Benchmark-based need:** Based on service provisions and population benchmarks developed specifically for libraries.

The service and population benchmarking methodology suggest the need for a library with an approximate floor area of 2,230-2,360sqm including a local history section. The existing library is just 468.27sqm, more than 1,760sqm smaller in size than the suggested benchmark.

12.2 Planning for a New Central Library

The planning for a new Central Library in Woollahra involves:

- **Establishing the required size (floor area):** The required size of the new library has been calculated at **2,230-2,360sqm** based on New South Wales library planning benchmarks. This calculated size is consistent with the size of Central Libraries in comparable Council areas of at least 2,000sqm. The planning for a new Central Library could also consider the opportunities for a “hybrid” library and community centre model to reinforce the community node. This would further increase the size of the required facility.
- **Identifying possible sites** (given the expanded library cannot be accommodated on the current site): The selection of sites for a new Central Library in Woollahra has previously been investigated and included:
 - Wilberforce Street Car Park Rose Bay;
 - The Hugh Latimer Centre and Foster Park Site Double Bay;
 - Kiaora Lane Car Park Double Bay;
 - Kiaora Lane and related Lands Development Double Bay;
- **Assessing and selecting a site:** Based on the site selection criteria for libraries discussed above, the Kiaora Lane and Related Lands Development Double Bay has been identified as the leading site. The option provides the following advantages:
 - Ability to locate a purpose-built library within a mixed-use development;
 - Location in a central and accessible area;
 - Site is owned by Council;
 - Ensures adequate parking possibly at little or no cost to Council;
 - Provides profile and synergies with major community nodes and uses; and
 - Provides Council with the ability to recover costs for the development.

12.3 Construction Costs

The raw construction costs for a new 2,360sqm (upper limit) Woollahra Central Library is estimated at \$7.28 million inclusive of GST and a 10% contingency, which is based on an average construction rate of \$2,200/sqm for a 2-3 storey building with a good standard finish, air conditioning and lift. The cost estimate includes landscaping costs, architects fees and consultant/contract costs, fit-out and shelving. Parking costs are excluded.

Table 12.1: Estimated Construction Costs of New Central Library

Component	\$
Building	\$5,190,000
Landscaping	\$60,000
Professional fees	\$520,000
Fit-out	\$470,000
Stock	\$0
Shelving	\$60,000
Contingency	\$320,000
GST	\$660,000
Total	\$7,280,000

Source: Rawlinsons Construction Cost Handbook, AECgroup

12.3.1 Implications for Planning and Service Delivery

This report supports the findings of the previous report undertaken by *Australia Street* identifying the need for a new central library. Double Bay is the largest catchment in Woollahra with 38,625 residents in 2006. The Double Bay Central Library houses 64% of the City collection in premises that, although providing spectacular views, can only be described as sub-standard in terms of space, access, and facilities for public library service provision. Library staff have worked on improving services despite cramped conditions. Over the past seven years, Double Bay Central Library has experienced an increase in performance in terms of loans, averaging an annual loan growth rate of 1.2% (or 3,692 loans). However, business performance will continue to be inhibited by the limited space. Comparative performance of the Woollahra Library, particularly usage and membership, shows that business performance is being restricted by the operating environment.

The community repeatedly highlighted concerns relating to the inadequacy of the Double Bay Central Library during consultation. The lack of adequate space was considered in the consultation with the community to be an element that affected every aspect of library service delivery. Some participants described the Double Bay Central Library as depressing and dark. Participants in the consultation stressed that the inability to browse, relax and read, and access computers negatively impacted on their library experience. Younger people in particular indicated that they needed study and research space, adequate computer facilities and space to engage in a range of activities.

People who regularly used the library computers and printing facility were very aware of the impact this activity had on the quiet enjoyment of others. In particular this aspect affected young people seeking to study or conduct research in the library. *People Places* guidelines suggest that the library should be at least 2,230 sq m. Only 468.27 sq m is currently provided with collections crammed into various rooms in the two-story building, lack of logical collection runs, inadequate space for basic library functions and technology.

Participants in the consultation also confirmed that although they have a preference to use a local library, they would travel elsewhere to access services from more attractive and accessible locations. A new central library for the Woollahra Library and Information Service is required as a matter of priority.

13. Branch Libraries

13.1 Paddington Library

Since January 1994, Paddington Branch Library which is housed in the Paddington Town Hall in Oxford Street, has been operating as a joint library service between Woollahra and the then South Sydney Council, with Woollahra Municipal Council having the managerial control for the service. The City of Sydney now provides and maintains the building, and the staff for the joint service are employed by Woollahra Council. The costs of electricity are shared. Under the existing agreement, Woollahra funds 55% and South Sydney funds 45% of the total cost of operating the Library Service. (The funding was based on the use of the Library by the respective residents of the two Councils.)

Since inception, there have been three cooperative agreements. The current agreement under discussion is for a three-year period only (2006/2007, 2007/2008 and 2008/2009) as the City of Sydney will be reviewing the long-term future of the Paddington Branch Library, in view of the re-opening of the Surry Hills Library. A Planning Group will also be established under the Agreement to monitor and review the Library operations, which will consist of staff from both Councils and meet quarterly. The functions of the Planning Group will be to oversee the operation of the Paddington Library, review the Budget, and to monitor the Service Levels. The proposed service levels for the new agreement are:

- Improve the number of members over the previous year;
- Improve the number of loans over the previous year;
- Improve the number of visitors over the previous year;
- Improve the number of participants in programs over the previous year;
- Maintain the collection at its 2005/2006 size as a minimum;
- Maintain and improve customer satisfaction as determined by user satisfaction surveys; and
- Maintain the minimum opening hours as follows:
 - Monday – Tuesday: 10am – 6pm
 - Wednesday: 12 noon – 8pm
 - Thursday – Friday: 10am – 6pm
 - Saturday: 10am – 4pm

The total cost for the operation of the Paddington Branch Library for the year 2006/07 was \$389,759 (ex GST). At 55% this represents \$214,367 for Woollahra Council and \$175,390 for the City of Sydney Council.

In the budget for 2007/08, the operational costs total \$407,964, (ex GST) with Woollahra's costs being \$224,380 and the City of Sydney's associated costs representing \$183,584.

The City of Sydney undertook an analysis of the service. The current Agreement expired in June 2005 and has been operating since that time on the basis of the original Agreement. The analysis compared the cost per loan for the Paddington Library with the other libraries in its network and concluded that the cost per loan demonstrates that the cost per loan is at the lower end of the range for the City of Sydney's Library network. It was also noted by the City of Sydney that the Paddington Library currently meets the objectives of the Library Network Strategy in relation to standards for minimum size and location, and it provides a significant collection for children and families, which is well used by the community. It was noted, however, by the City of Sydney that they forego revenue of approximately \$66,000 by providing free use of the building for the library.

13.1.1 Implications for Planning and Service Delivery

The Paddington Library continues to be a highly valued and well-used facility serving a catchment of approximately 11,502 residents. The library has experienced an increase in performance in terms of loans, averaging an annual loan growth rate of 2.7% (or 2,461 loans).

Opening hours provide reasonable access, although it is considered that these hours should be reviewed with input from users. The library houses approximately 29% of the Woollahra collection.

The City of Sydney will review the long-term future of the Paddington Branch Library, in view of the re-opening of the Surry Hills Library, which is planned to have some 800 sq m of space. Preliminary investigations indicate that this space allocation was planned to serve the Surry Hills catchment and it could be assumed that there will not be a significant amount of leakage to the new facility. The current library is well positioned in the heart of the Paddington Community in a heritage building and it is considered that there would be considerable community agitation should the service be removed.

However, if the City of Sydney were to withdraw from the Joint Service based on the shift in usage to Surrey Hills, consideration would need to be given to the continued viability of a library service in Paddington. It is seen that the Paddington community is a distinct community and that a service should be maintained. This could be done by either retaining the service in the current location and paying a negotiated rental to the City of Sydney, or providing an alternative service point, both of which would come at considerable cost. Should the City of Sydney withdraw from the Agreement, a cost benefit analysis would need to be undertaken in relation to these or other options as identified.

It is clear that it is in the interests of Woollahra Municipal Council to retain the Joint Library Service Agreement with the City of Sydney. Consultation with staff from the City of Sydney and Woollahra library staff have confirmed that the Paddington Library presents a range of opportunities. It is agreed that the transition of the Paddington Library into an up to date attractive facility tailoring services to meet local needs provides a short-term opportunity. The Library needs to become the hub of the community, increase its visibility and market penetration. The Agreement has a better chance of continuity if the expectations of all customers are met and exceeded where possible. Concerns as to the inequities in contribution by the City of Sydney could potentially be met through value adding on future Service Agreements through targeted programming to the catchment population or other specific services or co-operative activity.

Paddington Library provides the best opportunity in the short term for significant improvement. Recommendations have been made in the body of this report in relation to the tailoring of collections based on local profiles, the floating and better distribution of collections, more attractive presentation of collections including the theming of collections, the migration to self-check technology and a stronger focus on lifelong learning and community engagement. These strategies will be a critical part of the re-invention of the Paddington Library. The library is very traditional and the space has not been maximised. Furniture is old and tired and the flow of the collection could be significantly improved. Additionally, opportunities to use the meeting room more effectively need to be investigated. Overall, a concerted community engagement program needs to be put in place whereby local residents and groups and the local creative community are engaged in displays, design and activities in the library.

13.2 Watsons Bay Library

The Watsons Bay Library is located in Dunbar House, Clovelly Street, Watsons Bay, and occupies only 44.18 sq m, which falls well below the standard of 139 sq m based on the population catchment. The library is opened for only 11 hours per week and does not provide weekend or evening hour access. Usage is high by young mothers and older persons, with many older residents walking to the library. Watsons Bay Library has seen an increase in loans of 4.7% (or 882 loans) over the past seven years and is highly valued by users who like the location and the community feel of the Library.

The area has a high number of children under the age of 15 years accounting for 21.3% of residents, which is considerably higher than the Woollahra average (14.5%). The proportion of people in the 25-34 age group comprised 7.1% of residents in comparison with 18% in Woollahra. There is also a high level of mobility with households recording an average of 1.5 vehicles, which is higher than the Sydney average of 1.4. There is also

a high level of computer use. Watsons Bay recorded computer use at home by 60.0% of residents, which was significantly higher than Sydney (43.7%).

13.2.1 Implications for Planning and Service Delivery

The Watsons Bay catchment contains just 2,610 residents and only 7.0% of the library stock is held at Watsons Bay, of which 47% is 'junior' items.

The building is limited and expansion would not be an option. If additional space were required, consideration would need to be given to the provision of 139 sq m in conjunction with the retail precinct. However, it is considered that with the provision of a new library at Double Bay and the high level of mobility that residents could travel to access more in-depth material. Existing users prefer the existing location given the ease of parking and the personal service. It will be important to ensure that the building is maintained to an adequate standard and existing moisture problems will need to be dealt with.

A possibility for the provision of a community lounge in Watsons Bay is the relocation of the existing Library to the nearby Watsons Bay Tea Gardens. This will provide a space more than double the existing space and, as it is adjacent to the café, will facilitate the community lounge outcome desired by the local community.

It is proposed that a review of Library hours is undertaken to ascertain the preferred opening hours by the community and that a more targeted service be provided to the key target groups, given the limitations of space. The Library could become more of a community lounge room, providing a focus on children's materials and popular recreational collections.

A watching brief should be maintained on the usage of Watsons Bay Library after the provision of a new central library at Double Bay.

14. Outcomes and Strategies for Improved Service Delivery

Consultation and research have identified the following key outcomes for the Woollahra Library and Information Service:

- New Service Model;
- Community needs mapped;
- Service delivery relevant and efficient;
- Programs focused on community learning and engagement;
- Mutually beneficial partnerships;
- The Library as a community hub;
- Library services highly visible and well-used;
- Highly skilled staff focused on common outcomes;
- A culture of continuous improvement; and
- Enabling Technology.

The following outlines identified issues relating to these outcomes, implications for service delivery and recommended strategies.

14.1 Service Model

There is a clear need for a new Service Model for the Woollahra Library and Information Service, with the Central Library pivotal to enabling the service to meet the current and changing needs of the Woollahra community. **(See Section 12 & 13 for detailed analysis)**

14.1.1 Strategies

- A new central library of no less than 2,230 sq m be provided in the Double Bay Town Centre within the next 5 years;
- A feasibility study be undertaken to determine options for the use of St Brigid's after relocation of library services into the new Double Bay Central Library and that the feasibility study consider the costs to bringing the facility up to standard for potential uses identified in the study as well as ongoing maintenance costs;
- A service point be retained in Paddington, preferably through a Joint Library Service Agreement with the City of Sydney, and that opportunities to modernize service delivery at the Paddington Library be investigated based on best practice models of service delivery, including self check technology, tailored collections to meet local needs, targeted programming, retail merchandising and theming of collections;
- The Watsons Bay Library be relocated to the nearby Watsons Bay Tea Gardens and converted into a Community Lounge Room with collections tailored to the needs of local residents with an emphasis on younger children and recreational material for older residents;

14.2 Community needs mapped

The consultation highlighted the need for ongoing feedback from the community as regards needs and aspirations for library services. The unprecedented and exponential pace of change (particularly in technology and the increasing diversity in content and how it is delivered) will require sophisticated and ongoing means of tapping into the community and identifying needs. This will also include the recurrent analysis of existing research and data including ABS data, Council planning data, and industry trends.

14.2.1 Implications for planning and service delivery

Mechanisms to identify community needs through a range of formal and informal processes will need to be put in place. These will include the application of a user and non-user survey and focus groups every 5 years, targeting particular groups such as children and young families, youth, time poor, and older persons. Ongoing mechanisms will also need to be put in place to obtain feedback as regards collections and programs. This could include exit surveys, lapsed user surveys, evaluation sheets as well as customer suggestions for collections and programs. Focus groups should also be held annually with identified target groups in conjunction with Community Services Division consultation.

The results of the 2007 user and non-user survey will also need to be further analysed to assist collection and program development as well as infrastructure planning.

Additionally, Census data will need to be analysed every four years, as well as planning data as available from Council and other agencies.

14.2.2 Strategies

- Ongoing mechanisms to identify community needs for library services be put in place, including user non-user surveys every 5 years, annual focus groups with target groups, customer suggestions and exit and lapsed user surveys;
- The results of the 2007 user and non-user survey be further analysed to assist collection and program development;

14.3 Service delivery relevant and efficient

14.3.1 Develop whole of life asset management approach to collections

Public libraries have witnessed an increasing demand for broader collections to meet the needs of various groups, including collections for persons with a visual or other disability, materials in languages other than English, and resources to support the development of literacy in communities. Changing demography and expectations and changes in media have certainly impacted on collection development.

Recent research in Victoria (*The Strategic Assets Audit*) confirms the expectation that demand for collection items diminishes as items age and obsolescence progressively increases as items age.²⁷ Business analysis shows that Woollahra Library and Information Service has an ageing collection. There will be a need to ensure that the collections budget keeps pace with acquisitions needs, particularly in the light of increasing book prices.

Analysis of turnover of stock shows that there is an opportunity to review the product mix in the libraries in relation to needs at the local level, particularly non-fiction content and the level of text based reference materials. Popular materials such as DVDs should also be increased. Opportunities to maximise online content should also be further pursued, particularly in the reference area.

There is also an opportunity for library staff to play a stronger role in developing specifications and profiles for their collections. Utilisation data, turnover, age of stock, and user satisfaction with collections could also be used more effectively at the branch level to manage collections.

Collections need to be reviewed on an ongoing basis, using Library Management System information and turnover rates as well as user feedback. A whole of life approach to asset management needs to be put in place, including an asset replacement plan.

²⁷ *Strategic Asset Audit of Victorian Public Libraries*. J.L Management Services, 2006. p.6; 57-58. Liddle notes the experiences of the United Kingdom's public libraries where the key message was that if collections are allowed to deteriorate, there will be a corresponding and significant deterioration in the use of public libraries.

Trends in the presentation of collections also provide some opportunities for Woollahra libraries. For example, libraries such as Castle Hill Library in NSW and Joondalup Library in WA have been theming collections and providing attractive display environments that are more akin to bookshops. Moveable shelving is also an option as can be seen in the flexible environment created in the Parkland Library in New Zealand. (Refer **Appendix 2**).

14.3.1.1 Implications for planning and service delivery

Inspection of the collection indicates that there is a need for significant culling of outdated stock. The number and level of duplication of titles acquired under the subject specialisation scheme for a library the size of Woollahra is certainly questionable. Many titles would be better located in a State Library collection or similar. The content of the serials collection also needs to be reviewed in light of the broad needs of the community. (For example, there are currently subscriptions to 37 art magazines).

Collections also need to be accessed easily through the library catalogue. Currently, some collection records are not linked to titles. The integrity of the database is critical to access. There is currently a culling exercise underway and after substantive work on this process has been completed a concerted effort will be required to clean up the database.

The collection mix at branches should be reviewed using utilisation and turnover data, customer feedback and demographic data. There is currently limited use of the Library Management System (Libero) reporting to make informed decisions about collection performance. System capabilities need to be better utilised. Supplier performance also needs to be more closely monitored, which would form part of contract management in a new procurement model.

Opportunities to better promote existing online resources also need to be explored, as well as additional online content for consideration. Using branch staff expertise, specifications for selection for each branch (Branch Profiles) should be developed to facilitate selection and ordering.

The “floating” of lending collections between Paddington and Double Bay libraries should also be put in place, whereby items from collections are retained at the point of return, providing for a refreshment of collections and reducing manual handling. All items can be accessed through the catalogue and a stronger network approach to collections should be developed. Opportunities to theme selected collections and present in bookshop format should also be further investigated. Alternative housing for some collections should also be pursued, particularly for multimedia collections.

The high level of material currently housed in stack and issues in relation to access was commented on in the community consultations. A clear criteria for retention in a stack collection needs to be developed. Stack collections are increasingly being eliminated in modern libraries and closed access collections minimized. The stack collection needs to be critically reviewed for retention according to a criteria, relocation into the new Double Bay Central Library, or disposal.

The Collection Development Policy is over 5 years old and needs to be updated. Overall, an asset replacement strategy for collections is required as part of the Collection Development Policy and Plan.

14.3.1.2 Strategies

- Develop whole of life asset management approach for collection management:
 - Profiles for collections be developed at the local level based on Library Management System data, Census data, and customer feedback;
 - Specifications for supply of collections be developed and tenders be called for collections;
 - Procurement of collections be aligned to best practice through full shelf-ready supply of material, standard specifications for supply and supplier aided selection;

- Opportunities to leverage better discounts and processing fees be maximised through participation in LGSA Collections Procurement or through consortia purchase with willing LGA partners;
 - The collection mix and in particular the level of non-fiction be reviewed based on turnover of collections and customer feedback;
 - The stack collection be reviewed based on clear criteria for transfer and deselection, and that closed access stock be eliminated as far as possible;
 - Lending collections be “floated” (i.e. remain at point of return) to better refresh collections;
 - A collection asset replacement strategy be developed identifying forward budget requirements to maintain the collection asset;
 - Opportunities to theme collections and use retail merchandising to display and promote collections be maximised.
- The layout of the collections in the Double Bay Central Library be reviewed to identify opportunities for improvement in the short-term.

14.3.2 Increase the online presence

Woollahra area has a high level of Internet and computer usage from home and opportunities to increase the online presence need to be pursued. Delivery mechanisms need to be aligned to changing needs. This will require an increased focus on online delivery and facilitating transactions online. Online databases also need to be more heavily promoted with the community. There has been an international trend in declining non-fiction, and particularly junior non-fiction usage, which has been attributed to the use of online content, particularly for younger people.

14.3.2.1 Implications for planning and service delivery

There is a need to identify the range of materials available in online databases and to be able to facilitate access to reliable sources of information on the Internet. Staff also needs to be well-trained and confident in the use of online resources, and a process is required to pass on these skills to users. Most importantly, the resources need to be more effectively promoted with users and non-users alike. A watching brief also needs to be maintained on new online databases and useful websites. Opportunities to upskill staff in maximising the Library 2.0 environment should also be pursued. There has been significant development of the library website, and upgrading will need to be ongoing, particularly in the provision of additional interactive services and links to other websites.

Consideration should also be given to the most appropriate location for the management of the LINC database. Overall, there needs to be a broader review of the role and delivery of community information. Consideration should be given in this analysis as to whether or not it may be better placed in the Community Services team.

14.3.2.2 Strategies:

- Online resources be investigated such as:
 - Your Tutor,
 - Downloadable media,
 - Online learning
 - Online membership
 - Collaborative interactive services such as *Go Ask Alice* and *Ask a Librarian*
- Existing online resources further developed and promoted;
- Information Literacy programs for the community be further developed and promoted;
- Library staff be trained in Library 2.0 and its applications;
- The Library website and virtual library be further developed;

- The integrity of the Library database be improved through a concerted cleanup of the database;
- The overall role and service delivery for community information provision be reviewed and the location of the management of the LINCS database be considered as part of this review.

14.3.3 Showcase the history and heritage of Woollahra

Woollahra Library and Information Service plays a key role in collecting and preserving the social and documentary heritage for current and future generations, and sharing the memory of the community. Community consultation clearly highlighted the importance of this role. The Local Studies unit also completes a significant amount of work for Council, and there would be benefits in having staff and resources in closer proximity to Council staff. Grant funding has also facilitated some important projects, such as the indexing of Council minutes, which should be further funded internally to ensure completion. The *Women of Woollahra* project has also seen the collection of valuable content through oral studies. The Management Plan also lists the completion of a multicultural project, which will look at the contribution of multicultural groups to Woollahra. These projects have added significantly to the workload of staff in the area, but are important and need to be continued and funded as required.

However, space, opening hours and staffing constraints currently limit the level of service delivery. There has also been limited opportunity to progress initiatives. Making local history resources more accessible online will be an important strategy. There has also been limited opportunity to showcase the local history treasures of the City.

14.3.3.1 Implications for planning and service delivery

Additional space and a higher profile for the Local Studies collection will be required. The library also needs to further develop its status as the focal point and source of local information, as well as a facilitator of the production of local content in the community, particularly in digital format. The valuable research role that the Library can undertake for Council in local studies also needs to be further promoted. Opportunities longer term should be explored to provide access to resources online and some alternative funding sources may need to be identified to facilitate digitisation and the provision of online content. Specifically, funding will need to be identified to complete Local Studies projects identified in the Management Plan. Getting local history material on to the library website needs to be progressed. Given funding constraints it is important that opportunities to maximise revenue for local history research be further explored through a clear user pays structure.

There will need to be a stronger investment in local studies and adequate and accessible space provided. The existing location is not appropriate or functional, and the service should be integrated with the mainstream of service delivery in the new Double Bay Central Library to maximise visibility of the service and the use of labour. There is also a need to integrate the Paddington local studies material with the Local Studies collection and to better expose the collection through the display of material and the provision of programs that focus on the rich history and heritage of the area. The showcasing of Local Studies and heritage needs to be maximised and a higher focus needs to be placed on sharing Woollahra's rich history. Images from Woollahra's past could be displayed on plasma screens in the new library and exhibitions mounted in public spaces where the community comes together. A stronger relationship with schools around local history should also be developed.

There is also a need for a more collaborative and strategic approach to the collection, description, preservation and sharing of history and heritage. Opportunities to attract grant funding and sponsorship should be further explored.

There are also opportunities with new medias to facilitate content creation at the local level and to assist local families, communities and organisations to capture and share their stories, as well as ensure accessibility for future generations. As the Online Computer Library Centre (OCLC) research confirms, we are increasingly seeing quality

content finding its way to the open web, facilitated by self-publishing tools.²⁸ Social publishing, or open content, such as wikis and blogs are arenas of content production that public libraries have not engaged in extensively to date.²⁹

14.3.3.2 Strategies:

- The profile of the Local Studies unit in the collection, preservation and sharing of local history and heritage be increased;
- The Local Studies unit provide Corporate Library services to Council and the valuable research role that the Library can undertake for Council in local studies and other areas be further promoted;
- A concerted effort be undertaken to increasing the amount of Local Studies content on the website;
- Opportunities for funding for the digitisation of Local Studies material and access through the website be identified and pursued;
- Opportunities to showcase local history and heritage in libraries and in the community be maximised, particularly through the use of digital technology;
- Opportunities to facilitate content creation at the local level using new medias be promoted and facilitated (for example, assisting local groups to develop online histories and developing blogs);
- Funding be identified to complete Local Studies projects identified in the Management Plan;
- Opportunities to maximise revenue for local history research be further explored through a clear user pays structure.

14.3.4 Provide services to persons with special needs

State Library of NSW research tells us that there will be an increased demand for public library facilities, collections, technologies and programs with the ageing of the population.³⁰ Evans and Kelly also note that older people read more and are more frequent visitors to public libraries with people over 65 visiting libraries five times more a year than younger people.³¹ There will be an increasing proportion of the population that will experience deteriorating vision and hearing, reduced mobility, and an increasing incidence of disability, which will increase the number of clients with special needs and the need for accessible service delivery. Carers in the community will also increase, as well as grandparents as carers.

Consideration will also need to be given to how the needs of older persons can be met into the future, including the projected increase in Home Library borrowers. Physical access will also become increasingly important with the ageing of the population.

There are currently 161 Home Library clients in Woollahra and deliveries are completed by an internal courier as well as by 6 volunteers who service 25 clients. Because of the nature of the Woollahra community a higher than average number of Inter-library loans are sought for Home Library clients. Profiles for clients are also broad, with many clients well educated and discerning in reading material. It should be noted that a survey / review of the Home Library Service is currently being undertaken.

²⁸ 2004 *Information Format Trends: Content, not Containers*. OCLC 2004. The OCLC report noted in the U.S. 23 million fewer new print books were sold in 2003 than in 2002 and that according to a Book Industry Study Group report there is continued trend of increasing production and declining demand.

²⁹ Eric Wainright reminds us that 28% of Internet users are members of Myspace. Eric Wainright. Presentation to State Library of Queensland Senior Executive, Feb 2007.

³⁰ *Active, Engaged, Valued, Older People and NSW Public Libraries*. State Library of NSW. 2006 p.8

³¹ Evans HDR and Kelly, J. *Analytical Report for the National Strategy for an Ageing Australia*. Melb; 1999.

It is also recommended that the community development role of the Home Library Service be further developed and strategies for greater social interaction of the aged and ways of reducing social isolation be identified, working closely with the Community Development team.

There is also a need to change the model for community languages. Staff consultation has identified a need to discontinue the existing collections as they are now read out, poorly used and taking up valuable space. There is now the opportunity to move to a more efficient access model whereby community language boxes are sourced from the State Library of NSW on demand.

14.3.4.1 Implications for planning and service delivery

With increased ageing and decreasing mobility, it will be important to provide services that are accessible. This will include not only physical access but also the provision of services accessible on public transport routes and in co-location with other services, particularly retail. St Brigid's was repeatedly identified as problematic in terms of physical access in the consultations. Consideration will need to be given to access criteria such as building standards, parking and public transport at the new Double Bay Central Library.

Additionally, there is likely to be an increase in the number of Home Library borrowers and strategies will need to be put in place to ensure that latent and increased needs can be met.

Processes in the Home Library Service at Woollahra are currently primarily manual and there is a need to have all paper records stored and made available digitally. There is also a high level of administrative work being completed by a highly skilled staff member whose time could be better used liaising with clients and building a broader service delivery model for the aged and persons with a disability that extends beyond the lending of resources. It should also be noted that with such a highly computer literate clientele that opportunities for clients to self select resources online should be further encouraged. There are also more opportunities to work with nursing and retirement homes in the delivery of tailored services. This should be done through an agreement identifying mutual obligations.

Currently a staff member is accompanying the courier on visits twice a week as part of risk management. Longer-term servicing arrangements need to be determined. The option of increasing the number of volunteers was discussed in staff consultation. This could be further pursued, although the benefits of volunteer labour would need to be assessed against increased co-ordination and administration of volunteers. Certainly, the experience of libraries such as Brisbane City, who reviewed their Home Library Service delivery model in 2002, suggests that retention and extension of a courier model, streamlining of processes and decentralisation of the selection process to branches (Double Bay and Paddington) would be the most strategic model. This can be facilitated through process improvement and the sharing of profiles online. Consideration should also be given to the relocation of the Home Library Service, as the current housing is inappropriate. With process improvements, increased decentralisation, and the undertaking of some administrative tasks by administration staff, a more strategic and broader focus as well as a service development role can then be facilitated.

More large print material may be required to service increased demand. Adaptive technology will also be increasingly required, and available products need to be reviewed for consideration for purchase and a watching brief maintained on new technology for persons with a sight, hearing or other disability. Better use will need to be made of facilities such as AudioRead through increased promotion.

Opportunities for alternative service delivery should also be considered including bussing in clients (using Retirement Village buses) to access collections and programs and working in conjunction with other community service programs and service clubs utilising buses.

14.3.4.2 Strategies

- The cost/benefits of courier as opposed to (or in conjunction with) volunteer delivery services be examined and the most effective service delivery model for deliveries be identified and implemented;
- Process improvements be undertaken in the Home Library Service area to include (but not be restricted to):
 - Digitisation and storage of all Home Library records to make records accessible to all staff, and the elimination of all paper records;
 - Decentralisation of the selection process to Double Bay Central Library and Paddington staff using Home Library profiles;
 - More strategic and service development role for Home Library Officer with a broader role in relation to service to special needs clients, particularly the aged and persons with a disability;
- The need and options for adaptive technology for persons with special needs be further investigated;
- Existing special needs services such as AudioRead be better promoted;
- Opportunities to bus elderly clients into the new Double Bay Central Library and Paddington Library be explored with existing service providers such as Service Clubs and Retirement Homes with private buses, staff and facilities;
- The community development role of the Home Library Service be further developed and strategies for greater social interaction of the aged and ways of reducing social isolation be identified, working closely with the Community Development team;
- A more efficient access model for community languages be put in place, whereby the existing small outdated and poorly used collection is discontinued and community language boxes are sourced from the State Library of NSW on demand.

14.3.5 Support Information needs of the community

The increased use of online databases has changed the way that reference services are provided in public libraries. Through subscriptions and access through the State Library of NSW, all branches can now take advantage of a wide range of resources. All staff need high level information navigation skills with both text and online content.

Inter library loans have trebled since Woollahra's collection holdings have been made available through Libraries Australia. This has had a significant impact on workloads. Given the specialised nature of some of Woollahra's collection, they have become a high net lender to other libraries in the country. This may be alleviated with some rationalisation of the collection. There is a trend in many large libraries, such as Brisbane City Library, to decentralise the inter-library loan process into the branches, whereby the reference interview, the checking of Libraries Australia, inter-library loan request, receipt and despatch is done from the branch.

The most significant finding of the review of the Information Services area is the opportunity for process improvements in the reservations area. There is currently a dedicated position handling reservations and the process is time-consuming, with a high degree of double handling. Consultation with Bankstown Library (who are also using the Libero Library Management system with a multi branch system) has identified several opportunities to reduce the level of labour input into reservations.

The use of the LINCS database is highly regarded in the community and mechanisms to ensure adequate support of the database need to be put in place.

14.3.5.1 Implications for planning and service delivery

Staff will need ongoing training in the use of online databases and there will be a need for continual updating in websites and content that supports the reference and information finding function. With the increasing amount of reference information available online, the need for the aggregation of reference hard copy texts in a central library diminishes. There is certainly a movement to a stronger access model, rather than the traditional repository model. Woollahra Library and Information Service has a strong text based reference section. A transition strategy to online content should be developed in conjunction with the development of a virtual presence and the provision of an adequate number of PCs in the branches. *People Places* indicates that there is a minimum requirement of 1 PC per 3,000 population. Where the community is less than 20,000 a minimum of 3 public PCs is required.³² This would indicate that the Woollahra municipality would require a minimum of 20 PCs based on existing and estimated population. However, it is generally accepted that best practice libraries with a focus on learning and online access (such as Brisbane City Library) require a higher level of access, and it is suggested that Woollahra will require at least 1 public PC at Watsons Bay (given space limitation), 10 public PCs at Paddington; and up to 40 public PCs at the new Double Bay Central Library. (Brisbane City has 80 public PCs in its Brisbane Square Library which has approximately 4,000 sq m of space.

Inter-library loans and reservations functions should also be decentralized to the branches. The experience at Brisbane City Library has shown that these functions are best undertaken at the customer interface and there are adequate tools and information available at each branch to facilitate this process. With adequate training and guidelines, the decision as to Inter-Library loan or purchase can be made by staff at the service point. Process mapping of Bankstown Library's reservation needs to be undertaken as a matter of urgency. Bankstown, in line with the majority of public libraries, provides a decentralised open holds approach. There are much simpler ways to complete the process by blocking the ability to reserve an item if it is on the shelf, changing the status of in transit items and generating notices centrally when the item has been wanted in at the point of collection.

14.3.5.2 Strategies

- A transition strategy to online content for selected reference material be developed in conjunction with the development of a virtual presence and the provision of an adequate number of PCs;
- Inter-library loans functions be decentralized to all branches as per the Brisbane model;
- The Bankstown Library decentralised / open holds reservations process be mapped and used by Woollahra Library, and that any labour freed up be re-allocated to front of house activities such as reader's advisory services.

14.3.6 Provide efficient circulation services

Circulation Services have been refined over many years. The biggest opportunity lies in the opportunity to migrate lending service to patron self-help through the use of self-checkout facilities. Singapore Library Services have been the most innovative internationally; introducing 100% self check to provide the opportunity for staff to concentrate on higher value add activities. Brisbane City Library is achieving 80% of materials loaned through self check in the new Brisbane Square Library used barcodes and Castle Hill Library is now achieving 97% self check using Radio Frequency Identification Technology (RFID). This provides the opportunity for staff to be on the floor of the library and a higher focus on Reader Services. It also reduces the need for large desks with transactions able to be conducted from self-service units, and only a need for small information pods.

³² *People Places*. p.39.

Self-help facilities also provides the opportunity for process improvements such as the provision of customer reserves and holds on open access and the design of more customer friendly spaces, reducing the need for large circulation desks. Libraries such as Brisbane City and the new Ellenbrook Library in Western Australia have provided customer pods at strategic locations rather than large centralised desks.

Staying attuned to the needs of customers and adapting services to meet needs is a critical success factor. Market research has shown that the top area of satisfaction for users of Woollahra Library and Information Services was customer service and helpfulness of staff. A key strategic focus will be to retain and build on this. This will involve the development and maintenance of a culture that focuses on the needs of customers. This will also be achieved through effective induction and training and policies and procedures and that facilitate ease of access to services.

14.3.6.1 Implications for planning and service delivery

A self-help migration strategy should be developed with consideration given to an interim strategy using barcodes at Double Bay and Paddington branches with a long-term view to the implementation of RFID technology across the library service. This will facilitate the use of staff for higher value activities such as collections management, community liaison and engagement and lifelong learning programs. The desk at Double Bay should also be redesigned with a view to the provision of 2 self-check units.

Consideration should also be given to placing customer reserves and holds on open access and to more innovative design of customer service points in new libraries with the introduction of self help facilities. A separate returns room should also be provided in the new library to avoid congestion at the desk.

Policies and procedures need to preserve Council's assets and ensure a safe environment, but should be reviewed in the light of making *doing business* with the library easy.

A targeted membership drive should be also be initiated and any barriers to lending identified and assessed in a cost benefit analysis, taking into consideration the need for accessible and user friendly services.

14.3.6.2 Strategies:

- A self-help migration strategy be developed with consideration given to an interim strategy using barcodes at Double Bay and Paddington branches with a long term view to the implementation of Radio Frequency Identification Technology (RFID) across the library service;
- The desk at Double bay be redesigned with a view to the provision of 2 self-check units in the short-term;
- Customer reserves and holds be placed on open access with the introduction of self-help facilities;
- A targeted membership drive be undertaken with specific target groups;
- Barriers to active membership be identified, including an analysis of the cost/benefit of fines in relation to usage.

14.4 Programs focused on community learning and engagement

14.4.1 Lifelong Learning

A Learning Community is one that creates formal and non-formal lifelong learning opportunities for individuals and groups to acquire the knowledge, skills, attitudes and values that will enable sustainable economic development and build social inclusion and

cohesion.”³³ Lifelong learning includes acquiring and updating all kinds of abilities, interests, knowledge and qualifications, from the pre-school years to post-retirement.

Learning starts in infancy, long before formal education begins and continues throughout life. James Heckman, who was the Nobel Laureate in Economic Sciences 2000 provides a compelling argument for investing in early childhood development and literacy: He writes: *“The real question is how to use the available funds wisely. The best evidence supports the policy prescription: Invest in the Very Young”*.³⁴ Heckman advocates early exposure to storytelling and the need for programs for the very young and argues for a re-allocation of budgets recognizing that this investment can reduce other social costs throughout the human life cycle.

Similarly, research by *Comedia* in the United Kingdom has identified the major, and potentially life-changing, contribution that library outreach work is making in supporting basic literacy among older children and computer skills. These projects are observed to have a marked impact on participants’ self-confidence and aspirations: *“The self-motivated learning which libraries promote is central to the creation of a lifelong learning culture in which people expect and want to learn throughout their lifetime.”*³⁵

The public library also plays a key role in developing literacy for persons from culturally and linguistically diverse backgrounds. Libraries also play a key role in supporting participation in community life and democracy as a fundamental right. Acting as community nodes they can disseminate and gather community information and act as a marketplace for ideas. They can also provide a forum for conversations that add to the understanding of the community and assist community members make informed decisions. Providing access points to governments, they can connect people with information and resources necessary for strengthening citizenship.

14.4.2 Engaging with the Community

Public libraries help build communities and provide the connections that develop cohesion and inclusion, and break down isolation and the barriers for the disenfranchised or marginalized groups in our communities. They are safe, neutral and non-judgemental, and remain free and democratic spaces welcoming all. They are, indeed, the *Third Place*.

Many libraries are now seeing the impact of investing in diverse programs that facilitate connections within the community in increased visitation and use, as well as higher profiles within their communities. Woollahra Library and Information Service is well positioned to provide a local anchor for a plethora of community well-being outcomes.

Market research has identified the very positive response to the focus on programming initiated over the past year.

Community and capacity building is based on harnessing the strengths and assets within communities and building on these strengths to develop healthy, co-operative and sustainable communities. It also includes the development of competencies to strengthen communities and individual capabilities. The *Libraries Building Communities* (LBC) project in Victoria was the first comprehensive study of the contributions that public libraries make to their communities. Specifically, the study identifies and documents how public libraries build their communities, what the potential barriers to this process might be, and how they can be overcome.³⁶ The research is underpinned by an understanding that social capital is the glue that holds the community together.³⁷

Libraries act as community hubs providing opportunities for connection, inclusion, and community engagement: the building blocks of a strong and resilient society.

³³ *Learning-based Community Development: Lessons learned for British Columbia*. Ron Faris Ph. D. and Wayne Peterson July 12, 2000 (<http://members.shaw.ca/rfaris/docs/lbcd.PDF>).

³⁴ James Heckman, “*Invest in the Very Young*”. The Ounce of Prevention Fund and the Irving B. Harris Graduate School of Public Policy Studies. University of Chicago. 2006.

³⁵ *Libraries Building Communities: the vital contribution of Victoria’s public libraries – A research report for the Libraries Board of Victoria and the Victorian Public Library Network*. State Library of Victoria 2005. p.20.

³⁶ *LBC Report 1: Setting the scene* p.7.

³⁷ *LBC Report 1: Setting the scene* p.10.

Libraries also provide a wide range of programs attracting people from all walks of life. Research by Eva Cox found that public libraries play an important role in promoting social inclusion and giving isolated people greater connection to their community.³⁸ Certainly, libraries contribute to the well-being of their communities by facilitating connections and linking people from all backgrounds with opportunities to engage in community and creative activity.

14.4.2.1 Implications for planning and service delivery

One of the key roles, which Woollahra Library and Information Service and other libraries have undertaken is facilitating information literacy in the community. Community consultation highlighted the popularity of programs such as the Writers and Readers program, and certainly identified the opportunity to extend activity in this area. However, there are currently limited performance measures for programs and programs need to have clear objectives and identified inputs and outputs. Evaluation sheets should also be used where relevant.

Access to off the shelf on line learning products also provides more opportunities for self-paced and group learning, for a range of areas including business and computing skills, English as a second language and basic learning modules. Certainly, the growth in e-learning provides significant opportunities. The Learning Lounges in place in Brisbane City Libraries provide an excellent model to emulate in a new library.

The Library should continue to support a range of literacies across age groups, but it is clear that the work with children, young families and youth has a very positive impact on the community and is highly regarded. Early childhood learning in particular is facilitated through storytelling programs and children's reader services. Lapsit and Pyjama storytelling and scheduled and holiday story times should be continued and extended. The high number of children under 15 in Watsons Bay supports further development of the children's community engagement program at Watsons Bay, including regular story time programs.³⁹ There is also a need to review existing children's story time programs overall and to introduce age specific programmes such as Lapsit programs for the 3-5 years, school aged and young adults.

Similarly, the provision of high quality programs, particularly the Cultural Program which has been highly appreciated by the community should be continued and further developed. Potential partners such as Holdsworth St, local schools and other community and cultural networks should be consulted and /or engaged in the planning and delivery of outreach programs.

Technology and communications advances now provide new mediums and vehicles for learning content, and delivery. The Library is well placed as a community access point for the Internet and can assist in skills development in this area. Similarly, through provision of reading for pleasure and informal learning programs, particularly informal reading club programs, they also develop understandings, literacy skills and knowledge. Opportunities to use volunteers in outreach programs should also be further explored, recognizing and utilising the skills and talents resident in the community.

Best Practice research internationally has shown that libraries that are providing a wide range of learning and community engagement programs are attracting high levels of usage. Adequate space will be required to conduct learning programs and to facilitate community engagement. This will require some adaptation of existing spaces, and the need for social, learning and meeting space built into the design for new libraries.

It was noted in the consultation that there is a strong desire to retain a children's library presence at St Brigid's. This would need to form part of the feasibility study for options for the use of St Brigid's after the new Double Bay Central Library has been completed. If this option is viable, opportunities to partner with Holdsworth St and local pre-schools should be explored to provide an active early childhood development presence at this

³⁸ *A Safe Place To Go*, Eva Cox. 2000.

³⁹ Children under the age of 15 years are the largest age group in Watsons Bay accounting for 21.3% of residents, considerably higher than the Woollahra average (14.5%). ABS 2006 Census Data.

site, through storytelling, lapsit programs, early childhood development and parenting workshops. This could be supported by the children's collection in the new library.

14.4.2.2 Strategies:

- The Library continue its focus on lifelong learning and community engagement through outreach services and programming;
- The concept of the Learning Lounge and e-learning packages be incorporated in the new Double Bay Central Library;
- The option of using volunteers to support outreach and programming be further pursued;
- The children's community engagement program at Watsons Bay be further developed, including regular story time programs (and other programs as identified) to cater to the needs of the younger population at Watsons Bay;
- Existing children's story time programs be reviewed and age specific programmes such as Lapsit programs.

14.5 Mutually beneficial partnerships

Sustainability in all levels of government will increasingly become a focus of attention. Shared service delivery is increasing, as evidenced by services such as AskNow. There are also opportunities for collective action to acquire and manage collections and technology. Online databases are already being purchased co-operatively through the State Library of NSW. Collective purchasing has been in operation in Western and South Australia and at a regional level in some areas for decades and the cost benefits have been proven. The Local Government and Shires Association (LGSA) collections procurement project as well as opportunities provided by consortia purchase with larger libraries such as the Brisbane City Library will also provide for collegiate action in the purchase of collections. Standardization of processing specifications will become a priority in order to move in this direction.

Longer term, consideration could be also given to shared Library Management Systems. John Binion notes the numerous examples of collaborative management systems and for portal software by groups of libraries. For example, *Shorelink* in Sydney comprises the libraries of the five lower North Shore Councils of Lane Cove, Manly, Mosman, North Sydney (Stanton) and Willoughby provides a good model. The Victorian *SWIFT* consortium sharing a Library Management System is also of interest. Thirteen public library services are currently involved and it is estimated that within a couple of years almost half of the network will be in this consortium.⁴⁰

The recent focus on lifelong learning and community engagement in the Library involved a range of collaborative activity with members of the community and beyond.

⁴⁰ SWIFT – The Future Library System for Victoria's Communities. John Binnion and David A Cochrane. 2006.

14.5.1 Implications for planning and service delivery

The opportunities for partnerships are innumerable. These include, but are not limited to partnerships with seniors groups, informal learning organisations (such as the University of the Third Age) and special needs providers such as *Vision Australia*.

Programs should be continued and built upon, working in partnership with key partners, internal and external. Holdsworth Community Centre & Services in particular has been identified as a key partner. With the increased focus on programming and community engagement there is also an opportunity to work with a range of community groups and organisations. There are a range of educational, cultural and community groups that the Library can work with to promote mutual outcomes. In particular, stronger partnerships should be forged with local schools at all levels.

There is also an opportunity to link in more effectively with other groups, agencies and government departments. Opportunities to work collegiate across local government areas should also be pursued for a range of activities, including resource sharing. The LGSA procurement partnership model or opportunities to partner with a large library (such as Brisbane Library) to procure collections should be pursued as a priority. Longer-term opportunities to work with neighbouring libraries in the provision of library management systems should also be investigated.

The role of Library Friends needs to be reviewed and relationships should be developed with Book Clubs and the Historical society to create greater participation in Library services.

There is already a culture of strong partnership across the Council in the Community Services areas. For example, the existing joint calendar of events provides a holistic approach to programming. Internal partnering in the provision of services and programs should be continued and further developed. Develop the Library as a community hub.

14.5.2 Strategies

- Potential partners such as Holdsworth Community Centre & Services, local schools and other community and cultural networks be consulted and /or engaged in the planning and delivery of outreach programs;
- Consideration be given to shared opportunities for Library Management Systems with neighbouring LGAs when the system is due for replacement;
- Opportunities for consortia purchase of resources with other LGAs, including online content, collections, self-check technology and other resources be maximised for cost efficiencies;
- The role of the Library Friends be reviewed to achieve greater participation in Library activities and fundraising;
- Relationships be developed with Book Clubs and the Historical society to create greater participation in Library service delivery.

14.6 The Library as a Community Hub

The concept of the public library as the “*third place*”⁴¹ has gained increased prominence with the development of new and innovative library spaces facilitating interaction, comfort and a sense of community ownership. There are many examples of dynamic new and refurbished libraries in Australia and New Zealand. The libraries that are

⁴¹ Coined by Ray Oldenburg for places at the heart of a community. Oldenburg, Ray. *The great good place*. N.Y; Marlowe, 1999.

attracting attention are those that have moved away from a single minded repository focus to flexible places and spaces that attract people to enjoy the library in new ways, whether it be to access library and other agency services, enjoy sight and sound, browse collections, study or research, attend a program or just relax and catch up with friends over a coffee.

As can be seen from the experience of the *Ideas Stores* in the United Kingdom, the way a library is conceived, designed, located, branded and presented can have significant impacts on communities. Successful libraries are now in the business of providing positive enriching experiences. Design of spaces is increasingly focused on the multiplicity of functions that have emerged for public libraries and is informed by preferences for how people like to engage with each other and with collections. New media and technology has had a huge impact on how spaces are articulated and how messages are provided in libraries. Retail merchandising is increasingly used to present product attractively.

Certainly, experience has shown that the provision of dynamic, accessible and vibrant library spaces that are designed around the needs and behaviours of users and potential users are attracting significantly increased levels of utilisation. With the increased emphasis on community engagement, libraries are emerging as community living rooms, and several libraries have explored this concept psychologically in the use of colour, furniture, lighting and a welcoming ambience to provide social and learning spaces. *"Increasingly the libraries of the new millennium are no longer simply repositories for books but serve as a civic gathering place and stimulus for neighbourhood and community revival. Public libraries are being designed as part of larger public spaces making the library space more open to opportunities for sociability."*⁴²

*People Places: a guide for library buildings in New South Wales*⁴³ provides a complete methodology for local authorities planning new or extended library facilities and provides guidance on a range of 'key design factors' with prominence given to spacing requirements. Special emphasis is on people and how people perceive and use buildings, how accessible the buildings are for people of varying mobility and the impact of safety and security issues.

The Market Research report highlights the fact that residents are visiting libraries for more than just borrowing materials. Reasons for visitation include attending special programs and events, viewing displays and exhibitions, reading or researching in the library, using the Internet and/or just relaxing and meeting with friends. There is an international trend for libraries to be used increasingly as places of social engagement and informal learning. Space and places need to be accessible and have adequate space to house collections as well as social and learning spaces.

In the Market Research users also indicated that better parking options, and increased and more attractive space would encourage them to use libraries more. There is a critical need to provide a new library for Double Bay. At the same time it will be critical that residents do not feel that they are losing a much-loved facility.

Ongoing work will need to be done to implement retail merchandising in libraries and to continued excellence in displays, in partnership with community members. The potential for themed collections in libraries, such as those used in Joondalup in WA and Castle Hill in NSW should also be investigated.

14.6.1 Implications for planning and service delivery

Libraries need to be strategically located in highly visible locations and provide adequate space to meet guidelines. Experience has shown that co-location or proximity to retail or other high traffic generators is a critical success factor.

Libraries also need to be accessible with adequate parking and design needs to be in accordance with access criteria. There also needs to be an emphasis on the provision of

⁴² *Better Public Libraries*, London: Commission for the Architecture and the Built Environment (CABE) and Resources (MLA), 2003.

⁴³ www.slnsw.gov.au/plb/policies/build/guide.pdf

social spaces, including lounge areas and meeting rooms as well as adequate space to accommodate technology and to facilitate learning. There also needs to be adequate space to accommodate collections with appropriate shelf heights and aisle widths.

The Double Bay Central Library needs to be relocated to provide adequate space and Paddington and Watsons Bay Libraries need to be tailored to local community needs. Opening hours also need to be reviewed at all locations, and some consideration needs to be given to seasonal opening hours, as well as opening Paddington on Wednesday mornings. This would need to be done with further community input.

Innovations such as Library dispensing kiosks, as used in the Pine Rivers *Pathways Library* in Queensland, need to be considered longer term in appropriate locations. Partnership opportunities to provide a café in the new Double Bay Central Library should be explored with private providers, using the Castle Hill Library café as a model.

14.6.2 Strategies:

- Opening hours for all libraries be reviewed in consultation with the community, with consideration given to earlier opening hours and longer weekend hours, (particularly on Sundays), greater consistency of opening hours between service points, and the provision of additional hours at Paddington (preferably on a Wednesday morning) and Watsons Bay (preferably on a morning weekday);
- The importance of the inclusion of social spaces, including lounge areas and meeting rooms as well as adequate space to accommodate collections and technology and to facilitate learning be considered in the planning and design of the new Double Bay Central Library;
- Innovations such as Library dispensing kiosks, as used in the Pine Rivers *Pathways Library* in Queensland, be considered longer term in appropriate locations;
- Partnership opportunities to provide a café in the new Double Bay Central Library be explored with private providers, using the Castle Hill Library café as a model;
- Models for the provision of spaces to attract youth, such as the Library10 model in Helsinki be further investigated for potential application in the new Double Bay Central Library.

14.7 Library services highly visible and well-used

Competition for dollars will continue to be a real challenge. Overall market research has shown that whilst the value of libraries is rated very highly for persons over the age of 55 there is a lower level of satisfaction in the 25–35 year bracket, with a lower perception of the relevance of the library to everyday life.⁴⁴ Internal thinking and reliance on traditional markets is a risk. In any business shoring up future markets, testing the brand (and refreshing it where necessary) are vital ingredients of success. There is also need for effective marketing and a need to ensure that the investment is adequate to bring a strong return.

As noted by OCLC, brand rejuvenation is also required. *When prompted, information consumers see libraries' role in the community as a place to learn, as a place to read, as a place to make information freely available, as a place to support literacy, as a place to provide research support, as a place to provide free computer/ Internet access and more. These library services are relevant and differentiated. Libraries will continue to share an expanding infosphere with an increasing number of content producers, providers and consumers. Information consumers will continue to self-serve from a growing information smorgasbord. The challenge for libraries is to clearly define and market their relevant*

⁴⁴ Surveys conducted by AECgroup with over 30 libraries 2004 - 2007

place in that infosphere—their services and collections both physical and virtual. It is time to rejuvenate the “Library” brand.⁴⁵

Currently, Woollahra has only 33.1% of the population registered, which is well below the average for similar libraries. The low market penetration of the library was identified as a key weakness in the consultations. Stereotypical perceptions of libraries and a lack of knowledge of what they provide were also noted.

14.7.1 Implications for planning and service delivery

There is a need for an integrated marketing and branding strategy targeted at the community and decision makers at all levels. Opportunities to share information on trends and innovations in library services and to showcase services through presentations, displays and talks should also be explored. Most importantly, there is a need to tell good stories about what libraries can do at the individual and community level. The philosophy of the public library as a gateway to knowledge and life-long learning and providing the conditions for independent decision-making and cultural development of the individual and social groups, as articulated by UNESCO needs to be more widely disseminated among decision makers.⁴⁶

There is also a need to incorporate retail merchandising strategies to better present and display library collections. Engaging the local community in displays and exhibitions provides an excellent vehicle for higher visibility. Residents and local interest groups should be encouraged to participate in displays and presentations. The Brisbane City Library “storybox” program provides an excellent model. Opportunities to incorporate public art through the Public Art Advisory Committee in the new library and to engage the artistic community in the library should also be maximised.

14.7.2 Strategies:

- An integrated marketing plan and branding strategy be developed;
- A retail merchandising approach be adopted to better present and display library collections;
- Opportunities to engage local residents and groups in the library through displays and programs be maximised.

14.8 Highly skilled staff focused on common outcomes

The pace of technological change has been exponential and we can only assume that communication systems and technologies will further evolve and demand for global information will continue to grow. Our client base is also changing with the *Baby Boomers* and the predominance of *Generation Y* as confident players in an online world. Both groups will bring new expectations for service delivery from public libraries.

Public libraries will need to have good scanning mechanisms to continually redefine their offer in the information society. They will need good intelligence to better understand the emerging environment of changing expectations and to position themselves through embracing new technologies, tapping into the content of their communities and developing creative physical and virtual spaces that become an experience and a destination. Libraries must have the capacity to respond flexibly to existing and emerging trends. To do this we must better understand what our potential futures are, looking both within and outside our own industry.

⁴⁵ *Perceptions of Libraries and Information Resources: A Report to the OCLC Membership*, Dublin, Ohio, OCLC, 2005.

⁴⁶ *The UNESCO Manifesto for the public library, prepared in conjunction with the International Federation of Library Associations (IFLA)* <http://www.unesco.org/webworld/libraries/manifestos/libraman.html> accessed on 17 March 2004.

Certainly the OCLC Report⁴⁷ has confirmed the way that *Google* has changed the way information consumers interact with content. A common thread in the consultations was the recognition that a better understanding of new technologies and innovation is required, and in particular, how they can be harnessed to facilitate access to content. The need to understand our changing role as enablers and facilitators of content in participatory environments was also highlighted. Keeping abreast of the trends and maintaining an awareness of what is happening internationally in areas that may impact on libraries, and particularly on library collections and access to content, was seen as fundamental. The changing face of libraries, and the emergence of the “community librarian” concept, has meant that staff, new and long term, need training in programming and community development as well as the more traditional areas of stock management, technology and customer service. There is a need for virtual and physical forums for exploring issues, trends and new technologies in different industries, as well as the facilitation and development of centres of excellence that could showcase innovation widely. Opportunities for coaching and mentoring also need to be further explored. The opportunity to expose staff to new ideas and to foster innovation could be explored through the attendance at conferences and site visits.

The capacity of our workforce to assist the community with ICT, navigate new mediums of content, deliver customer focused services and develop innovative and efficient services requires investment. There is a need for ongoing training and skills development to ensure staff have the capability to deliver to expectations. There is a need for more efficient means of ongoing upskilling. For example, creative approaches to training staff have been used at the Yarra Plenty Regional Library Service (YRPLS) in Victoria, where an online learning program, devised by the Public Library of Charlotte Mecklenburg County has been used by YPRLS to take staff through Web 2.0 technology training.⁴⁸

14.8.1 Implications for planning and service delivery

The level of skill of our workforce is the moment of truth. There will need to be a good understanding of the competencies required of library staff into the future. There will also need to be an audit of existing skills and competencies and skills gaps. An integrated training plan for all staff needs to be developed linked with Council’s corporate training needs. Opportunities to link in with the State Library of NSW and neighbouring LGAs in meeting training needs should be maximised. Staff also need opportunities to be exposed to new developments and best practice in library service delivery through conferences, forums and workshops as well as access to relevant literature on library trends. Staff need to work together towards a common vision with a clear focus on common outcomes.

The most efficient means of allocating labour resources should be used. Consideration should also be given to an automated rostering system.

Most importantly, the strategy for the library will require an enabling structure. A workforce plan over the next five years should also be developed identifying the number of staff required at each service point. Projections for staff need to be considered in the light of opportunities that self-check technology provides.

14.8.2 Strategies:

- A workforce plan be developed for the next five year period identifying levels and skills required;
- The staff training plan be further developed and opportunities to link in with training with other LGAs and State Library be maximised;
- An appropriate structure to enable strategy be developed and implemented with input from library staff.

⁴⁷ *Perceptions of Libraries and Information Resources. A Report to the OCLC membership.* www.oclc.org/reports/ accessed 20 April, 2006

⁴⁸ Christine McKenzie *Skilling staff for Library 2. Incite. December 2006 Vol. 27. p. 7.*
Refer <http://plcmcl2-things.blogspot.com/>

14.9 A culture of continuous improvement

“The future of libraries is being shaped today by emerging technology that is transforming the way information is created and disseminated. The mantra will be: ‘Everything, everywhere, when I want it, the way I want it.’”⁴⁹ Content is becoming less format-dependent and consumers are not tied to traditional distribution channels for access. Delivery mechanisms in all areas of business enterprise are adapting to this ongoing evolution and there will be increasing demand for the delivery of services and information in innovative ways. Clients increasingly require tailored solutions according to their choice. Technology, such as Radio Frequency Identification Technology (RFID) needs to be maximised to enable efficient delivery and there needs to be a high level awareness of current trends and adaptation of new technology initiatives and ways of working.

Given the labour constraints there will need to be ongoing focus on improving systems and processes to release staff from back of house activities to higher value add activities at the customer interface.

14.9.1 Implications for planning and service delivery

Serial acquisitions have been streamlined over the past few months and processes will be further refined. The Brisbane City Library and Yarra Plenty Regional Library Service models for serials acquisitions should be further investigated and further efficiencies identified. The database also needs to be updated to provide an online catalogue of all serials. (Currently, several titles including stack and reference services are not accessible on the catalogue.) The database also needs to provide information indicating that full text content is also available. The donation policy for serials also needs to be more rigidly enforced to ensure that content is relevant and that unnecessary processing and costs are not incurred. Problems with missing items also need to be resolved.

Process analysis of the procurement process for collections has identified significant opportunities for improvement. There is currently a highly labour intensive process used for the selection, ordering, acquisition and processing of monographs. There is a high level of variation in the process chain and the library is not deriving the best value for money. There is not a formal tendering process in place and there is currently a significant over-processing of items.

There is a need to move towards full shelf-ready supply for monographs and multimedia where possible. Woollahra Library and Information Service should now expedite the implementation of this process, whereby material ordered can be delivered direct to the branch fully processed, eliminating the need for a central collections processing area, which will in turn have implications for the amount of space required centrally for back of house operations. **Appendix 2** provides a case study of supplier assisted procurement and full shelf ready supply of materials. The opportunity to use common processing standards and tender templates, which have now been developed by the Local Government and Shires Association, should also be pursued. Opportunities should also be pursued with Brisbane City Library to leverage off their best practices procurement process. An ongoing review of existing systems and processes should also be implemented.

It is also important that meaningful measures are in place and that standards drive and maintain quality services. Measures need to be meaningful and go beyond stock circulation figures given the changing use of libraries. Turnover of stock in different categories and the age of collections also need to be monitored. Key performance indicators for all levels of activity need to be developed and monitored to assess performance.

Once again, exposure to innovative practices will be important. There is also a need to recognise innovative practice and to promote a culture of continuous improvement.

⁴⁹ *Content, Not Containers* OCLC 2004 p.7.

14.9.2 Strategies:

- Continue to refine serials processes and identify further efficiencies;
- Investigate the Brisbane City Library and Yarra Plenty Regional Library Service models for serials acquisitions;
- Update the database to provide an online catalogue of all serials and to provide information indicating that full text content is also available;
- Ensure that the donation policy for serials is rigidly enforced to ensure that content is relevant and that unnecessary processing and costs are not incurred;
- Process improvements such as the use of sms, phone and email for overdue notices be pursued and the overdue process streamlined;
- Review existing measures of performance to ensure measures are meaningful and provide effective evaluation of business performance;
- Maintain a watching brief on innovative practices in library service delivery and continually promote a culture of continuous improvement.

14.10 Enabling technology

There has been exponential change in the delivery of library services through technology. This has included more sophisticated Library Management Systems, interactive applications through the web, hand held devices for staff to check the catalogue, automated booking systems for internal computer use, downloadable content and e-books and readers, and a range of new adaptive technology. The most recent development, which has had a high take up rate among libraries, is the use of self check technology and in particular, radio frequency identification technology (RFID). There will need to be a watching brief on new technologies and applications to ensure that the library is able to maximise efficiencies through technology.

14.10.1 Implications for planning and service delivery

A Technology Plan will need to be developed. This should include strategies relating to the ongoing development and maintenance of the Library Management System, and the provision of technology in libraries including adaptive technology and bookings software for the Internet. It should also include information about technology asset replacement as provided by the Information Technology Services section of Council.

The Technology Plan should also include the development of the Library's online presence and access to databases through an enhanced and interactive web site. The opportunity to migrate to a self-help environment for customers should also be maximised to release staff for reader's advisory services and higher value activities. The increasing prevalence of downloadable data will also require a strategic response in flexible formats for delivery.

Library staff also need to work closely with the IT section of Council in the planning for provision of up-to-date technology and communications systems. Consultation with library staff identified the need for a review of the current outsourced support model to address ongoing problems.

In the short-term process improvements such as the use of sms, phone and email for overdue notices need to be pursued and the overdue process streamlined. Libero does have the capability for email overdue notices but there have been considerable difficulties. Staff may need to be dedicated to these tasks in the short-term. Overdues are currently labour intensive and some efficiencies may be found even within the existing system.

Consultation with staff also identified the need for an increased focus on public training sessions such as Internet searching, creating web sites and using online databases.

14.10.2 Strategies:

- A technology plan be developed including strategies relating to:
 - The development and maintenance of the Library Management System;
 - The provision of adaptive technology and bookings software for the Internet;
- Provide an adequate number of PCs in each library based on existing standards and existing best practice as detailed in this Review;
- Develop the Library's online presence and access to databases be through an enhanced and interactive web site and increased access to downloadable data.

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15. Attachment A: Space Needs – Double Bay & Paddington

Double Bay

Service-Based Benchmark							
How many printed items will there be in the collection of your new library?				77250			
What percentage of the total items is likely to be on loan at any one time?				20			
How many audiovisual items will there be in the collection of your new library?				8497.5			
What percentage of the total audiovisual items is likely to be on loan at any one time?				20			
How many current periodical titles will you accommodate?				277			
How many public computer terminals (excluding terminals solely used as OPACs) will there be?				20			
With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.							
Functional Area				Quick Area Guide	Omit % sign		
Collection Area: Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources				100% (mandatory)	100		
Reading and Study Areas							
Meeting Areas				10%	15		
Study Areas				15%	20		
Browsing, Display, Information				5%	5		
Resource Areas							
Catalogues, photocopiers etc				10%	10		
Vending machines, telephones				5%	5		
Staff Areas							
Service Desk				15%	15		
Staff Work Area				15%	15		
Storage				5%	5		
Amenities							
Foyer, Lobby, corridors etc				10%	10		
Toilets, restrooms, storage etc				5%	5		
Plant equipment, maintenance				5%	5		
Additional service Areas							
Children's Storytelling Area				5-10%	15		
Young Adult Area				5-10%	15		
Specialist Room, Local and Family History				10-15%	0		
Multi-Purpose, Training, AV Room				20-25%	25		
Bookshop, Coffee Shop				10-15%	15		
Toy Library				10-20%	0		
Community Services, Bank Services				5%			
Mobile Library Services Area				5%			
Central or Regional Work Area				5%	5		
Central or Regional Community Offices				5%			

Home Library Service						5
Exchange						
Children's Services						
Other (please specify)						
Other (please specify)						
Population-Based Benchmark						
What is the ten-year population forecast for the local catchment of the proposed library?						39289.35
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?						5000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?						54360
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?						5000
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. Otherwise leave as "1"						1
Floor area required						
Service-Based Benchmark				2360	square metres gross	
Population-Based Benchmark				2234	square metres gross	

Paddington

Service-Based Benchmark			
How many printed items will there be in the collection of your new library?			23324
What percentage of the total items is likely to be on loan at any one time?			20
How many audiovisual items will there be in the collection of your new library?			2565.64
What percentage of the total audiovisual items is likely to be on loan at any one time?			20
How many current periodical titles will you accommodate?			200
How many public computer terminals (excluding terminals solely used as OPACs) will there be?			15
With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.			
Functional Area	Quick Area Guide	Omit % sign	
Collection Area: Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100	
Reading and Study Areas			
Meeting Areas	10%	0	
Study Areas	15%	15	
Browsing, Display, Information	5%	5	
Resource Areas			
Catalogues, photocopiers etc	10%	10	
Vending machines, telephones	5%	5	
Staff Areas			
Service Desk	15%	15	
Staff Work Area	15%	15	
Storage	5%	5	
Amenities			
Foyer, Lobby, corridors etc	10%	10	
Toilets, restrooms, storage etc	5%	5	
Plant equipment, maintenance	5%	5	
Additional service Areas			
Children's Storytelling Area	5-10%	5	
Young Adult Area	5-10%	5	
Specialist Room, Local and Family History	10-15%	0	
Multi-Purpose, Training, AV Room	20-25%	0	
Bookshop, Coffee Shop	10-15%	0	
Toy Library	10-20%	0	
Community Services, Bank Services	5%		
Mobile Library Services Area	5%		
Central or Regional Work Area	5%		
Central or Regional Community Offices	5%		
Home Library Service		0	
Exchange			
Children's Services			
Other (please specify)			

Other (please specify)					
Population-Based Benchmark					
What is the ten-year population forecast for the local catchment of the proposed library?					11862.59
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?					2000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?					
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?					
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. Otherwise leave as "1"					1
Floor area required					
Service-Based Benchmark		604	square metres gross		
Population-Based Benchmark		699	square metres gross		

16. Attachment B: Statistics Table

Table B.1: Demographic Indicators, 2001 & 2006 Census

Indicator	Double Bay	Paddington	Watsons Bay	Woollahra LGA	Sydney SD	NSW
Age Distribution						
0-14 years	14.7%	11.0%	21.3%	14.5%	19.5%	19.8%
15-24 years	11.4%	9.9%	13.7%	11.2%	13.8%	13.3%
25-34 years	16.8%	27.5%	7.1%	18.0%	15.3%	13.6%
35-44 years	14.2%	18.2%	16.4%	15.1%	15.3%	14.6%
45-54 years	12.8%	11.2%	14.1%	12.6%	13.5%	13.8%
55-64 years	13.0%	12.1%	12.7%	12.9%	10.2%	11.0%
65+ years	17.0%	10.1%	14.7%	15.8%	12.3%	13.8%
Average age (years)	40.9	38.1	38.2	40.4	36.6	37.5
Country of Origin						
Australia	53.9%	57.5%	63.4%	55.9%	60.4%	74.4%
Born Overseas	32.0%	31.2%	27.2%	30.8%	31.7%	25.6%
Bosnia and Herzegovina	0.0%	0.0%	0.2%	0.0%	0.2%	0.1%
Canada	0.4%	0.4%	0.3%	0.4%	0.2%	0.2%
China (excludes SARs & Taiwan Province)	0.9%	0.5%	0.7%	0.8%	2.6%	1.9%
Croatia	0.1%	0.2%	0.0%	0.1%	0.4%	0.3%
Egypt	0.3%	0.2%	0.2%	0.3%	0.4%	0.3%
Fiji	0.1%	0.2%	0.2%	0.1%	0.7%	0.5%
Former Yugoslav Republic of Macedonia (FYROM)	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%
Germany	0.9%	1.0%	1.1%	1.0%	0.5%	0.5%
Greece	0.3%	0.5%	0.6%	0.4%	0.8%	0.6%
Hong Kong (SAR of China)(a)	0.8%	0.3%	0.6%	0.8%	0.9%	0.6%
India	0.4%	0.3%	0.7%	0.4%	1.3%	0.9%
Indonesia	0.3%	0.2%	0.4%	0.3%	0.5%	0.4%
Iraq	0.1%	0.0%	0.0%	0.1%	0.5%	0.3%
Ireland	0.6%	0.9%	0.5%	0.6%	0.3%	0.3%
Italy	0.6%	0.6%	0.1%	0.6%	1.1%	0.9%
Japan	0.5%	0.6%	0.1%	0.5%	0.2%	0.2%
Korea, Republic of (South)	0.3%	0.2%	0.1%	0.3%	0.8%	0.5%
Lebanon	0.2%	0.0%	0.0%	0.1%	1.3%	0.9%
Malaysia	0.4%	0.5%	0.5%	0.5%	0.5%	0.4%
Malta	0.1%	0.2%	0.1%	0.1%	0.4%	0.3%
Netherlands	0.2%	0.4%	0.5%	0.3%	0.3%	0.3%
New Zealand	2.5%	4.2%	2.2%	2.8%	2.0%	1.8%
Papua New Guinea	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%
Philippines	0.3%	0.3%	0.1%	0.3%	1.3%	0.9%
Poland	0.9%	0.2%	0.2%	0.7%	0.3%	0.3%
Singapore	0.4%	0.3%	0.3%	0.4%	0.2%	0.2%
South Africa	4.4%	0.9%	3.6%	3.4%	0.7%	0.5%
South Eastern Europe	0.1%	0.1%	0.2%	0.1%	0.2%	0.2%
Sri Lanka	0.1%	0.1%	0.0%	0.1%	0.4%	0.3%
Thailand	0.2%	0.4%	0.2%	0.2%	0.3%	0.2%

Indicator	Double Bay	Paddington	Watsons Bay	Woollahra LGA	Sydney SD	NSW
Turkey	0.2%	0.1%	0.0%	0.1%	0.3%	0.2%
United Kingdom	5.9%	10.7%	6.8%	7.0%	4.3%	4.4%
United States of America	1.3%	1.5%	1.1%	1.4%	0.4%	0.4%
Viet Nam	0.1%	0.2%	0.0%	0.1%	1.5%	1.0%
Born elsewhere overseas	7.8%	4.8%	5.5%	6.7%	5.8%	4.5%
Not stated	14.0%	11.4%	9.4%	13.3%	7.9%	7.8%
Language Spoken at Home						
Speaks English only	72.5%	78.7%	79.6%	75.0%	64.0%	74.0%
Speaks other language: Total	14.5%	10.9%	11.4%	12.8%	29.3%	20.1%
Arabic (including Lebanese)	0.3%	0.1%	0.0%	0.2%	3.9%	2.5%
Aust Indigenous Languages	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Chinese Languages	2.1%	0.9%	1.7%	1.8%	5.7%	0.0%
Croatian	0.1%	0.1%	0.0%	0.1%	0.5%	2.0%
Dutch	0.1%	0.3%	0.0%	0.2%	0.1%	1.5%
Filipino	0.1%	0.1%	0.0%	0.1%	0.4%	0.2%
French	0.9%	1.2%	1.1%	1.0%	0.3%	3.7%
German	0.7%	0.8%	0.4%	0.7%	0.4%	0.4%
Greek	1.2%	1.4%	1.5%	1.3%	1.9%	0.1%
Hindi	0.1%	0.1%	0.0%	0.1%	0.9%	0.3%
Hungarian	1.1%	0.2%	0.2%	0.8%	0.2%	0.2%
Indonesian	0.2%	0.1%	0.0%	0.2%	0.4%	0.3%
Iranic Languages	0.2%	0.1%	0.2%	0.1%	0.5%	0.3%
Italian	1.1%	1.0%	1.1%	1.1%	1.7%	1.3%
Japanese	0.4%	0.6%	0.0%	0.4%	0.3%	0.2%
Khmer	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%
Korean	0.3%	0.2%	0.3%	0.2%	0.9%	0.6%
Macedonian	0.0%	0.0%	0.0%	0.0%	0.5%	0.4%
Maltese	0.0%	0.1%	0.2%	0.0%	0.3%	0.2%
Polish	0.5%	0.2%	0.2%	0.3%	0.3%	0.2%
Portuguese	0.3%	0.4%	0.3%	0.3%	0.3%	0.2%
Russian	1.1%	0.2%	1.3%	0.6%	0.3%	0.2%
Samoan	0.0%	0.0%	0.0%	0.0%	0.3%	0.2%
Serbian	0.2%	0.1%	0.8%	0.2%	0.5%	0.3%
Sinhalese	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%
Spanish	0.6%	0.7%	0.8%	0.6%	1.1%	0.8%
Tagalog (Excludes Filipino)	0.1%	0.1%	0.0%	0.1%	0.7%	0.4%
Tamil	0.0%	0.0%	0.0%	0.0%	0.4%	0.2%
Turkish	0.1%	0.1%	0.0%	0.1%	0.5%	0.3%
Vietnamese	0.2%	0.1%	0.0%	0.1%	1.8%	1.1%
Other (a)	2.5%	1.5%	1.3%	1.9%	4.0%	2.8%
Not Stated	13.0%	10.4%	9.0%	12.2%	6.8%	5.9%
Labour Market ^(a)						
Full-time employment (% labour force)	62.9%	65.7%	70.9%	66.9%	63.5%	61.0%
Part-time employment (% labour force)	31.2%	28.0%	23.3%	27.0%	27.5%	29.0%
Total employment (% labour force)	97.0%	96.3%	96.0%	96.4%	93.9%	92.8%

Indicator	Double Bay	Paddington	Watsons Bay	Woollahra LGA	Sydney SD	NSW
Unemployment rate (% labour force)	3.0%	3.7%	4.0%	3.6%	6.1%	7.2%
Participation rate (% of population > 15 years)	67.2%	68.0%	79.1%	70.0%	64.8%	62.2%
Household Type						
Couple family with children (% of households)	24.3%	17.4%	42.1%	23.7%	36.1%	33.5%
Couple family without children (% of households)	27.7%	27.1%	25.5%	27.3%	24.3%	26.1%
One parent family (% of households)	7.2%	5.0%	7.4%	6.8%	11.4%	11.7%
Lone person household (% of households)	32.3%	37.6%	22.7%	33.3%	22.6%	23.8%
Group household (% of households)	7.0%	11.5%	1.6%	7.5%	4.1%	3.7%
Average household size (households)	2.2	2.0	2.7	2.2	2.7	2.6
Qualifications ^(a)						
% of persons with non-school qualification	51.5%	50.5%	56.1%	51.8%	38.7%	36.1%
% of persons with Bachelor or higher	33.2%	34.2%	38.7%	35.1%	16.5%	13.6%
% of persons with Certificate	8.6%	8.0%	8.6%	8.1%	15.3%	16.4%
Computer/Internet Usage ^(a)						
Uses the Internet at Home	7.6%	11.3%	17.4%	12.4%	20.3%	18.9%
Uses the Internet at Work	7.8%	11.6%	17.9%	12.7%	6.5%	5.4%
Uses the Internet at Home and Work	14.5%	13.7%	17.0%	14.5%	8.2%	6.7%
Total Internet Users	57.4%	56.1%	61.4%	57.3%	40.5%	36.4%
Total Computer Users at Home	60.0%	50.8%	48.0%	51.0%	43.7%	41.2%
Motor Vehicle Use						
% of Households with no Motor Vehicles	14.9%	23.9%	6.9%	16.2%	13.2%	11.6%
Average Motor Vehicles per Household	1.37	1.04	1.71	1.33	1.49	1.54

Note: (a) Data is from the 2001 Census (2006 data is not yet available)

Source: CData 2006, AECgroup

17. Attachment C: Weighted Average

The weighted average is the sum of the option multiplied by the percentage of the category achieved divided by 100, i.e.:

Option * % of Category

$$1 * 20\% = 20$$

$$2 * 30\% = 60$$

$$3 * 20\% = 60$$

$$4 * 20\% = 80$$

$$5 * 10\% = 50$$

$$\text{Total} = 270$$

$$\text{Weighted average} = 270/100 = 2.7$$

That means that the most popular option lies between option 2 and option 3, tending more towards option 3. It is similar in nature to the median.

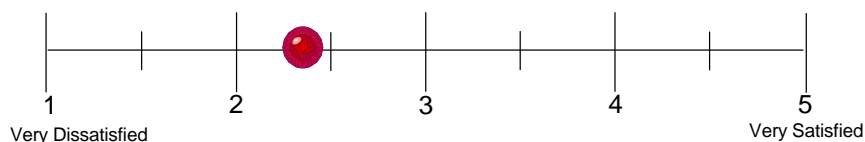
The mode on the other hand is the most popular response, in this case option 2.

When the rating scale is segmented with 1 being the lowest / or worst score and 5 being the highest / or best score – the weighted average corresponds to the category or rating it represents.

For example:

The rating scale from 1 to 5 is: 1 as Very Dissatisfied, 2 as Dissatisfied, 3 as Average, 4 as Satisfied and 5 as Very Satisfied. With a weighted average of 2.37, the most popular option lies between ratings 2 and 3, tending more towards rating 2.

The image below shows a visual representation of the weighted average (2.37 w/a) on the five-point scale.





AEC*group*

- › BRISBANE
- › SYDNEY
- › CANBERRA
- › TOWNSVILLE
- › CAIRNS

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