Woollahra Libraries Strategic Plan

Co-designing Library Strategic Plan 2021-2026

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Mayor's message

Woollahra Libraries are much-loved by our residents and visitors and integral to the community's sense of wellbeing and social cohesion. Our library staff are all dedicated to providing welcoming and accessible spaces, delivering on our vision of *connecting people and ideas* and the opportunity to continuously improve our services.

I am therefore very pleased to present the Library Strategic Plan 2021-2026.

This plan will set the agenda for our Woollahra Libraries over the next five years to deliver a world-leading library service for the Woollahra community. It will continue to build on the 'state of the art' service we currently deliver across the library network of Double Bay, Paddington and Watsons Bay Libraries.

Our libraries need to respond to the changing and emerging needs of our community as well as to the challenges presented through rapid technological advancement. This plan outlines our priorities, strategies and initiatives to be undertaken over the next five years to achieve a dynamic and responsive public library service.

The four strategic priorities are:
• Nurturing lifelong learning, discovery, and creativity;
• Building an engaging and intuitive digital library;
• Enriching social cohesion and community wellbeing; and
• Contributing to local cultural and economic development.

Thank you to the many community members who contributed to the development of the plan whether via survey, by participating in focus groups or talking to staff at one of the 8 pop-up stalls held across the local government area. Community feedback has set the direction of this plan.

I was thrilled to read the community's response to the question 'What the Library means to you?' with answers including 'A hub for the community'; 'It helps me stay curious, knowledgeable and develop new interests'; 'It revitalises and sustains communities'; and provides 'Access to creativity, imagination and information'.

I look forward to the future development of our libraries as vital community spaces that value innovation, excellence and community connection.

Mayor of Woollahra
Councillor Susan Wynne

Introduction
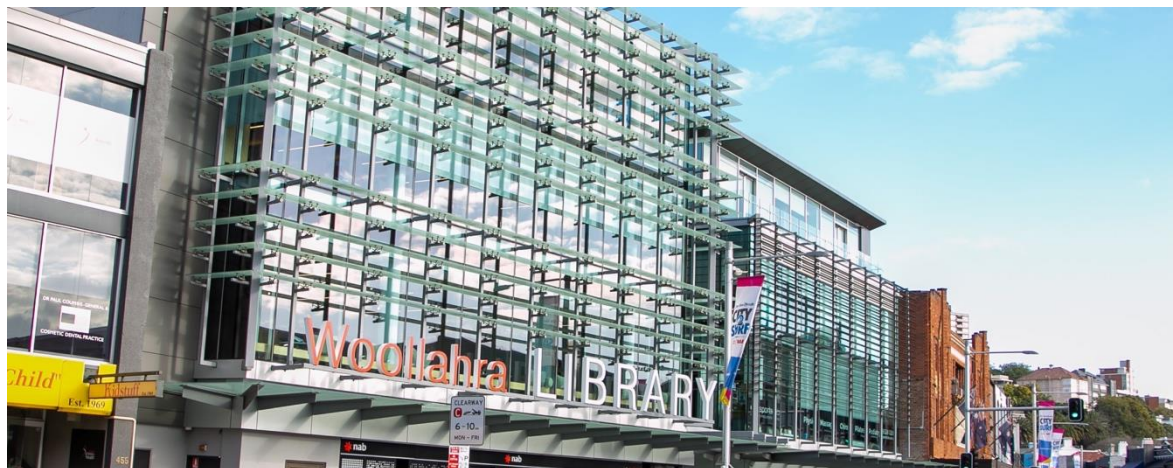
UNESCO and the International Federation for Library Associations and Institution (IFLA)'s third version of the Public Library Manifesto was published in 1994.

It is internationally recognised as a clear statement of the fundamental principles of the public library service. The Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women.

The United Nations 2030 Agenda for Sustainable Development is a framework of 17 goals for global development across economic, environmental and social development. Libraries are in a unique position to create initiatives that promote these universal goals and foster positive change in their communities.

The NSW Library Act was passed by State Parliament on 3 November 1939. This landmark legislation led to the provision of free public library services for the people of NSW. Woollahra Council adopted this Act in 1949 and has provided its community with a free library service since 1956.

Woollahra Libraries strives to 'connect people with ideas' and create opportunities for lifelong learning.

It took a collaborative design (co-design) process to develop its new five year Library Strategic Plan for 2021-2026 and engaged customers, Library staff, Council staff, Councillors and the broader community for their input to shape the future direction, services and programs of Woollahra Libraries.

Purpose of this Plan

This strategic plan sets out how Woollahra Libraries defines and continues to provide a 'state of the art' library service for its community. It describes the priorities, sustainable strategies and initiatives the Library will undertake in the next five years to achieve a dynamic and responsive public library service.

It also articulates Woollahra Libraries' role and path towards delivering and maintaining value-driven and world-leading library service provision for its community.

The vision

A 'state of the art' library service connecting people and ideas.

Woollahra Libraries values innovation, excellence and having a community focus in its service delivery, embracing these as guiding principles for achieving its vision.

Innovation

– Innovative and technology-enabled services to meet and exceed the demands of the community

– Aligns to Woollahra Council's values of *Professional, quality service*

Excellence

– Striving for outstanding customer experience enabled by the knowledge and expertise of our staff and quality of services

– Aligns to Woollahra Council's value of *Integrity and excellent performance*

Community focus

– Delivering services in close, continual engagement with the community to empower the community

– Aligns to Woollahra Council's value of *Respect for people* and *Open, accountable communication*.

A timeline of key events

Woollahra Library
Strategic Plan – titled
"The Way Forward"
2007

Watsons Bay Library
move and renovation
2010

Opening of Woollahra
Library at Double Bay
2016

Began drafting
new strategic plan
2021

2009
Just-in time
collection model

'Operating model for
the proposed new
Double Bay Library'
2013

Digitising of
local history
collection
began

Introduction of new
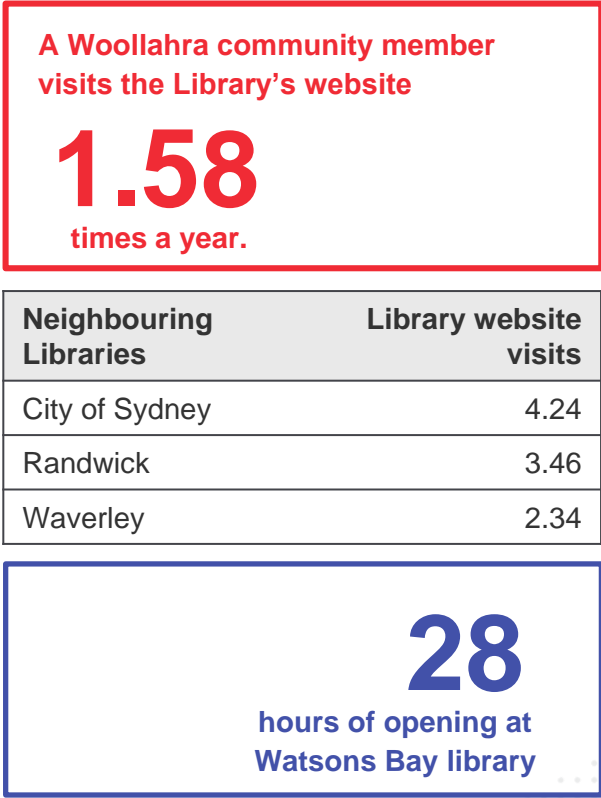Service Model

2020
Launched the
Library app

Paddington Library
renovations
2015

A snapshot of Woollahra Libraries

Woollahra Libraries has a large and diverse collection that is well-utilised. Other strengths include its high level of customer satisfaction, high visitation and use of services, including wi-fi.
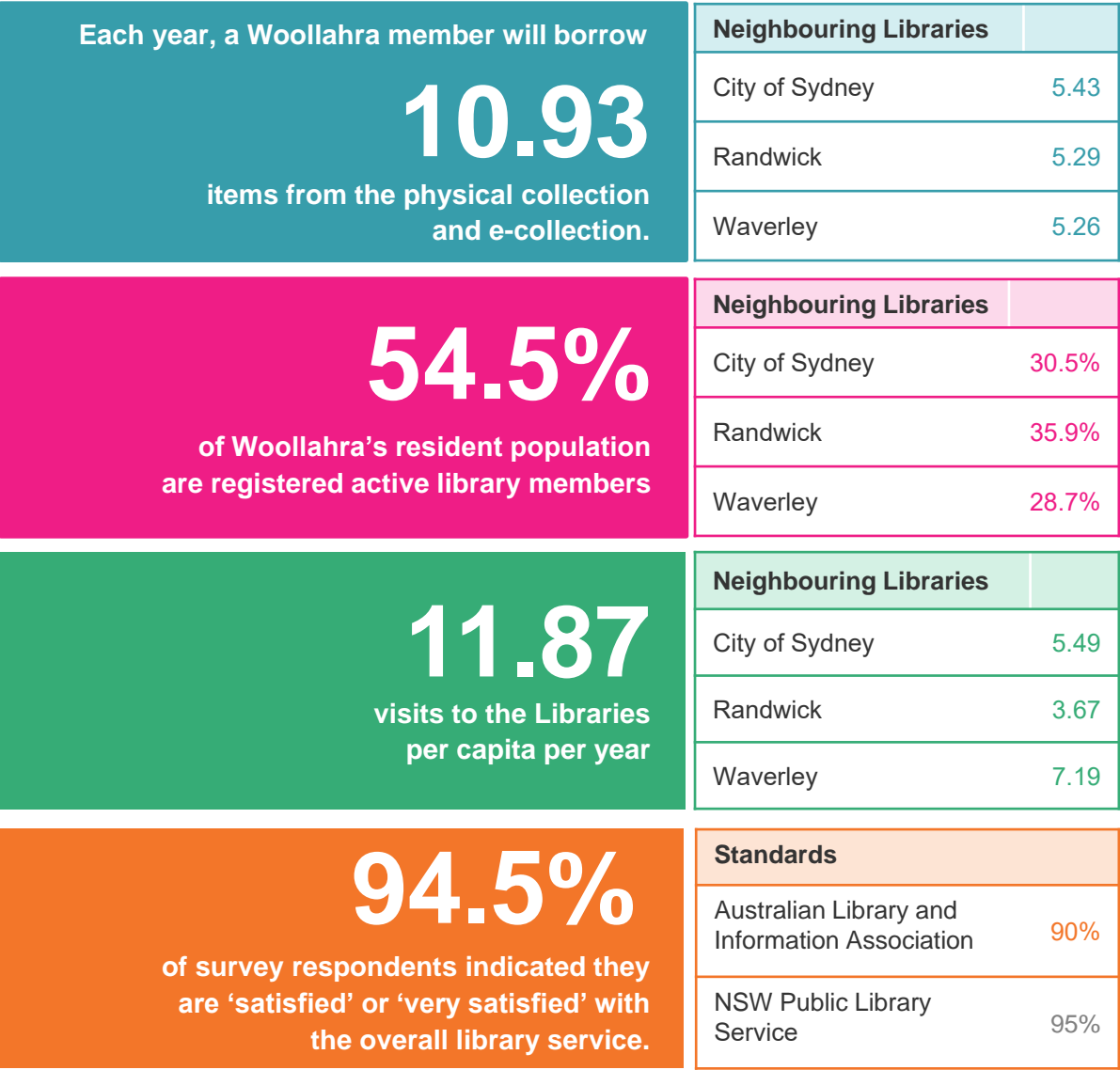
Areas of improvements identified through benchmarking are increasing website visitation and increasing hours of operation at Watsons Bay Library.

Each year, a Woollahra member will borrow

10.93

items from the physical collection and e-collection.

Neighbouring Libraries	
City of Sydney	5.43
Randwick	5.29
Waverley	5.26

54.5%

of Woollahra's resident population are registered active library members

Neighbouring Libraries	
City of Sydney	30.5%
Randwick	35.9%
Waverley	28.7%

11.87

visits to the Libraries per capita per year

Neighbouring Libraries	
City of Sydney	5.49
Randwick	3.67
Waverley	7.19

94.5%

of survey respondents indicated they are 'satisfied' or 'very satisfied' with the overall library service.

Standards	
Australian Library and Information Association	90%
NSW Public Library Service	95%

A Woollahra community member visits the Library's website

1.58

times a year.

Neighbouring Libraries	Library website visits
City of Sydney	4.24
Randwick	3.46
Waverley	2.34

28

hours of opening at Watsons Bay library

Recommended minimum hours per week for population 20,000-49,999 locally (Eastern catchment) — 40

Based on data from the State Library of NSW's Public Library Statistics 2018-2019 (published June 2020).
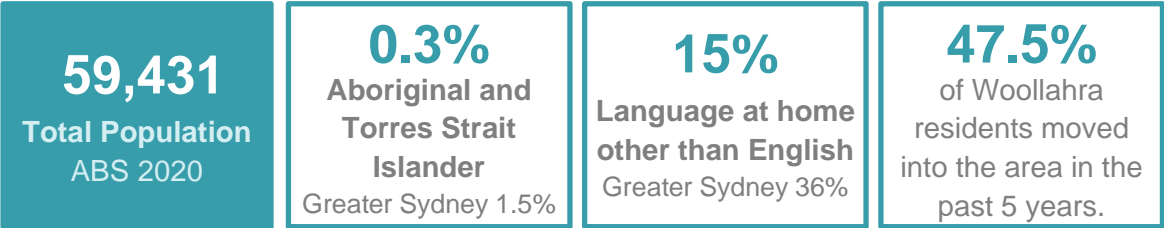
Profile of Woollahra community

Demographic trends and patterns, including qualitative data obtained through engaging with the community, provides a community profile that will inform the Library's strategy for meeting current and future demands, needs and aspirations and will contribute to better literacy and improved social outcomes for the community.
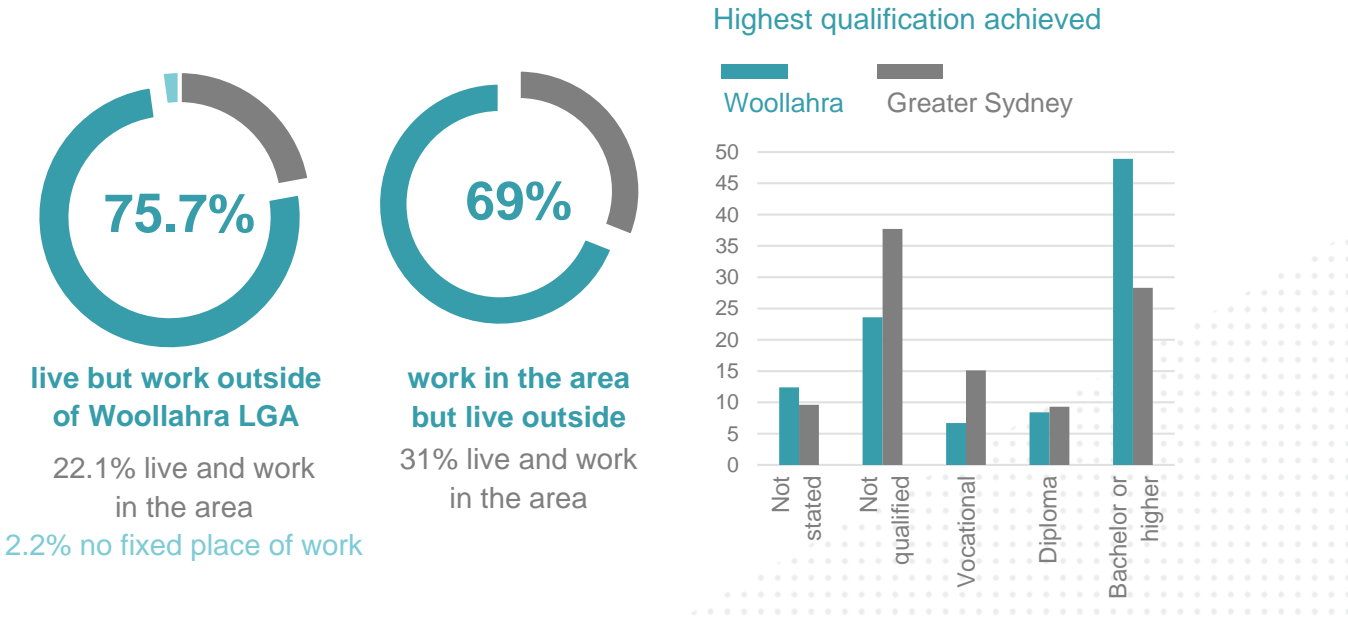
Data on the demographics of Woollahra from the 2016 Census highlights:

– A highly educated and employed community (defined by population with tertiary qualifications and population employed higher than Greater Sydney average)

– There are pockets of disadvantage with 9.2% of households earning less than $600 a week (compared to 15% in Greater Sydney)

– A higher proportion of residents over the age of 60 than the Greater Sydney average

– A community with fewer children than the Greater Sydney average (based on percentages of households with dependent children)

WOOLLAHRA'S POPULATION

59,431
Total Population
ABS 2020

0.3%
Aboriginal and Torres Strait Islander
Greater Sydney 1.5%

15%
Language at home other than English
Greater Sydney 36%

47.5%
of Woollahra residents moved into the area in the past 5 years.

EMPLOYMENT & EDUCATION

96.7%
Employed full time or part time
Greater Sydney 94%

Top 3 industries the community works in		Greater Sydney
Professional, scientific & technical services	19.2%	9.8%
Financial & Insurance services	12.1%	6.4%
Health Care & Social Assistance	10.5%	11.6%

Highest qualification achieved

75.7%
live but work outside of Woollahra LGA

22.1% live and work in the area
2.2% no fixed place of work

69%
work in the area but live outside

31% live and work in the area

Woollahra   Greater Sydney

Profile of Woollahra community

The growth rate of Woollahra's population over the next 20 years is expected to be modest. The NSW Department of Planning and Environment has predicted an average annual growth rate of 0.2% with a predicted population in 2041 of 60,750.

The working age population (aged 15-64) is estimated to remain stable, moving from 38,300 in 2016 to 37,100 in 2041 – a change of 1,200. The number of children aged 14 and under is estimated to change by 650 children, from 9,000 in 2016 to 9,650 in 2041.

The number of people aged 65 and over is estimated to increase from 10,450 in 2016 to 14,000 by 2041 - a change of 3,550.

According to Woollahra's Community Facilities Study, the key demographic trends that continue to shape and influence the local community in the near future are:

– Modest population growth

– Ageing population

– Declining household size

– Increasing lone persons households

These trends have been considered in shaping the direction of Woollahra Libraries' future service provision as part of the development of this strategic plan.

POPULATION CHANGE BY AGE

2016 2041
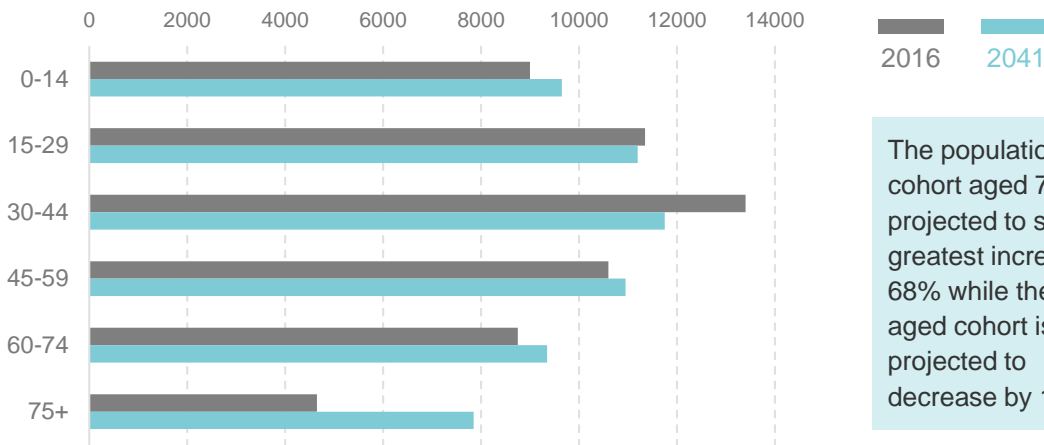
The population cohort aged 75+ are projected to see the greatest increase at 68% while the 30-44 aged cohort is projected to decrease by 12.3%

HOUSEHOLD BY TYPE

Lone Person	Family with children	Couple-only	Group & other
9,350	**8,700**	**5,950**	**1,900**
2016: 8,000	**2016:** 8,550	**2016:** 5,750	**2016:** 2,050

2016 **2041**
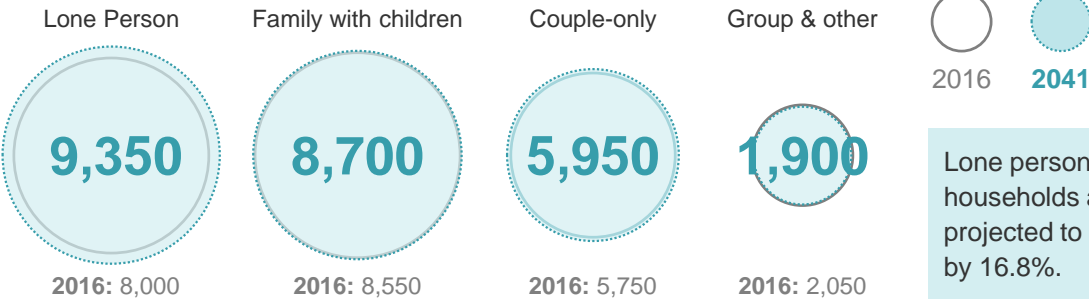
Lone person households are projected to increase by 16.8%.

Looking forward

Libraries in the 21st century

Library staff participated in a futures thinking exercise to explore different futures as part of the development of this strategic plan. As we have seen with the COVID-19 pandemic, disruptions occur and will force libraries around the world to become more resilient to change.

We reflected on the library's current role and services, and questioned assumptions we held about the future. We aimed not to predict the future, but to develop an awareness of where changes might come from and the agility to respond to them.

Trends impacting libraries in the future

Nurturing learning, discovery and creativity

Trends include personalised learning, the rise of audio content, streaming service giants, growing demand for soft skills, the widening digital divide and a STEM skills shortage.

Enriching social cohesion and community wellbeing

Trends include demographic shifts, the promotion of health and wellbeing, climate change and user generated content.

Building an engaging and intuitive digital library

Trends include internet-of-things (IoT) enabled experiences, on-demand expectations, natural language processing and diverse uses of AI.

Contributing to local cultural and economic development

Trends include localisation, the sharing economy, 24-hour economies and the circular economy.

Changes we are seeing

City of Sydney Library Waiving Overdue Fines

Overdue fines act as a barrier to customers reengaging with the library and don't serve as a strong influence in getting customers to return books on time. Waiving fines encourages customers to return to the library even if they have an overdue loan, keeping the relationship between the library and customer open into the future.

Lane Cove Library to Your Door

Lane Cove Library has been delivering books to all Lane Cove residents for a small fee since 2019. Users can choose to "Reserve and Deliver" a book straight from the library catalogue and the items will be delivered to their door within 3 business days of it becoming available.

The Connection Rhodes

The Connection in Rhodes is a community facility that provides ample spaces and resources for students, businesses and community members to work, study and research. It meets the need of providing a third space for a community that has high housing density.

Library at The Dock Recording Studio

Library at The Dock in Melbourne has invested in recording studio equipment with audio production hardware and software to allow customers to record music, voiceovers and podcasts. As audio content engagement increases, audio production will be a skill in increasingly high demand into the future.

Cockburn Libraries Autism-Inclusive Programming

Libraries need to serve the wide needs of their diverse community. Autism-inclusive programming considers how to create library events that are safe and engaging for people living with autism. This can include autism-specific events like multi-sensory story times and baseline inclusions like autism friendly signages and quiet zones.

The Yarn Library Outpost

The Yarn in Hunters Hill is an innovative library that has created a flexible, on-demand operating model in a small, long-term untenanted shopfront in the Hunters Hill shopping precinct. As Hunters Hill Council doesn't operate a library, residents can order books through Lane Cove Library and pick them up from The Yarn. It has study desks, reading nooks, a small rotating collection and hosts frequent community events.

Newcastle Libraries Podcast

Newcastle Libraries builds connection and celebrates its local community with Newcastle themed podcasts. This allows the library to engage the local community with stories about the people, place and history of Newcastle in a format that is becoming increasingly popular.
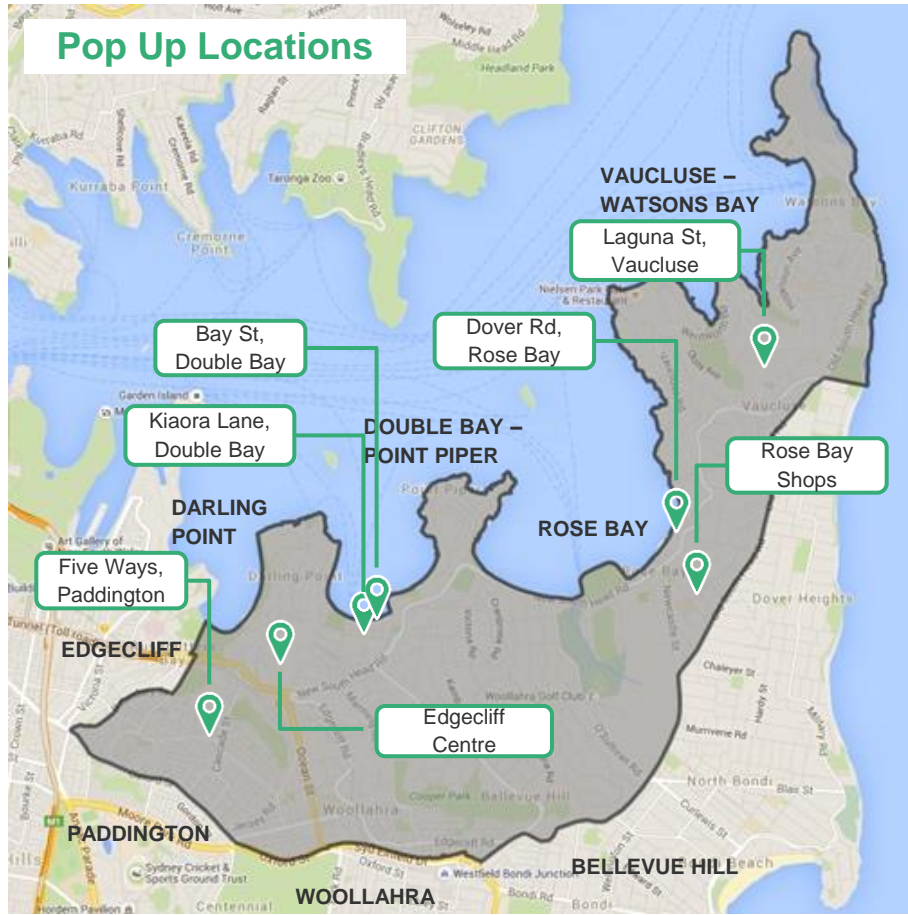
UTS Library Decentralised Library

UTS opened a new library in 2019 with a goal of expanding beyond the library gates. Located centrally to student services, classrooms and social spaces, the library operates study spaces and service desks throughout the campus to extend its reach to a larger proportion of the student population. To include students studying remotely, it aims to make all its services equally accessible digitally and in-person.

Newcastle Libraries Interactive Spaces

Newcastle Libraries has taken a large step towards integrating digital experiences into its physical library space. The library has interactive screens that allow customers to easily read digital newspapers and engage with local history content in exciting new ways.

Community engagement process

Pop Up Locations

VAUCLUSE – WATSONS BAY

Laguna St, Vaucluse

Bay St, Double Bay

Dover Rd, Rose Bay

Kiaora Lane, Double Bay

DOUBLE BAY – POINT PIPER

Rose Bay Shops

DARLING POINT

ROSE BAY

Five Ways, Paddington

EDGECLIFF

Edgecliff Centre

PADDINGTON

BELLEVUE HILL

WOOLLAHRA

How we developed this plan

Woollahra Libraries adopted a co-design approach for the development of the Library strategic plan to ensure we work closely with staff and the community for their input into the plan. Co-design is an approach to designing that actively engages diverse perspectives in the process to ensure the end results meet the needs of each group.

Engaging the community

Library staff and the project team ran pop-up engagements in different locations over the course of a week to reach community members outside of Library locations.

An online survey and ideas board was put up on Your Say Woollahra and this was promoted via the Library's e-newsletter and on the Library's social media channels. Through Your Say, we also invited community members to participate in a focus group to gain deeper insight into their perceptions, needs and ideas for the library.

8 pop-up stalls held

1,247 responses to the survey (1195 members, 52 non-members)
Results from this sample are statistically valid within a 3% margin of error

5 focus groups were held with library members, youth and seniors in the community

63 engaged in focus groups held at Double Bay and Paddington library's as well as virtually

What did we hear from the community?

We heard a large amount of positive feedback from the community about the current Woollahra Libraries services as well as eight key themes related to improving Woollahra Libraries over the next five years.

A selection of positive responses from the community survey

Overall satisfaction with Woollahra Libraries

57% Very Satisfied
39% Satisfied
2% Dissatisfied
2% Very Dissatisfied

Helpfulness of staff

77% Very Satisfied
20% Satisfied
1% Dissatisfied
2% Very Dissatisfied

The community's responses to "*What does Woollahra Libraries mean to you?*"

Maintain high collection utilisation and satisfaction

The community recognises that Woollahra Libraries has a strong physical collection and eCollection. Increasing awareness of the eCollection within the community is likely to increase the amount of new customers interacting with the library.

I rate my satisfaction with online access to library services from home as…

Very satisfied	47%
Satisfied	48%
Dissatisfied	4%
Very Dissatisfied	1%

"Expand eBooks and audiobooks"

"More access to more online newspapers"

Demonstrate inclusivity for all

There are a number people in Woollahra with varying abilities who need to be able to access the breadth of library services. The library has an opportunity to promote library initiatives that demonstrate its commitment to being inclusive and a service for everyone in the community.

Key community-supported areas of focus for the strategic plan

Provide engaging and effective programs and events for the community
Maintain a quality collection that the community enjoys
Have flexible library spaces that are used for different activities
Meet the needs of different groups in the community

"Help me use new technology"

"I have a disability and want to know where books are for quick access"

What did we hear from the community?

Optimise the experience for different activities

Each library is used in various ways by diverse groups which can create conflicts between the actions and intentions of different library customers. Addressing current pain points in customers' experiences will lift satisfaction in the library's services. This will contribute to more active members and higher visitation at each library.

What do you use the library for?

Borrow from the collection in the library	82%
Browse or read in the library	31%
Study or do research	25%
Borrow from the Library eCollection	24%

"It can be hard to find a quiet space to sit and work"

"Increase the amount of study spaces"

Uplift the digital experience

The Woollahra community has responded well to the Woollahra Libraries app and its eCollection. In saying this, some community members struggled to interact with the library online and wanted to see improved usability of the Library web pages, eCollection platform, catalogue and app.

Visits to library home page per capita per annum

Neighbouring Libraries	Page visits
City of Sydney	4.24
Randwick	3.46
Waverley	2.34
Woollahra	1.58

"The website is not very user friendly"

"The new app is fantastic"

"Encourage the librarians to post book reviews on the website like a bookshop"

What did we hear from the community?

Draw on the strengths of the community

The Library is a space where community members come to write, read and create and has the opportunity to promote culture, arts and skills with the Woollahra community. The community want the library to celebrate the creative culture within Woollahra and provide the spaces, resources, programs and events that enable them to collaborate with and learn from other members of the community.

A snapshot of some ideas from focus groups

Using local people's knowledge to enrich the local community
Tap into local arts and cultural knowledge with rotating events
Creative writing workshops facilitated by local acclaimed authors

"More creative classes"

"Continue with events based on local history"

Improve communication with the community

The community often don't know about the new things that the library is doing including new additions to the collections, events, programming and other changes. The community also want to have a greater input into contributing to the library through avenues of content creation like book reviews.

How the community hears about events

Facebook
Friends / word of mouth
Newsletters / emails
Local newspaper
Community noticeboard

"I'd like to see more marketing material so I know if there are any events or speakers that are of interest to me"

"Letting people know of the library's events"
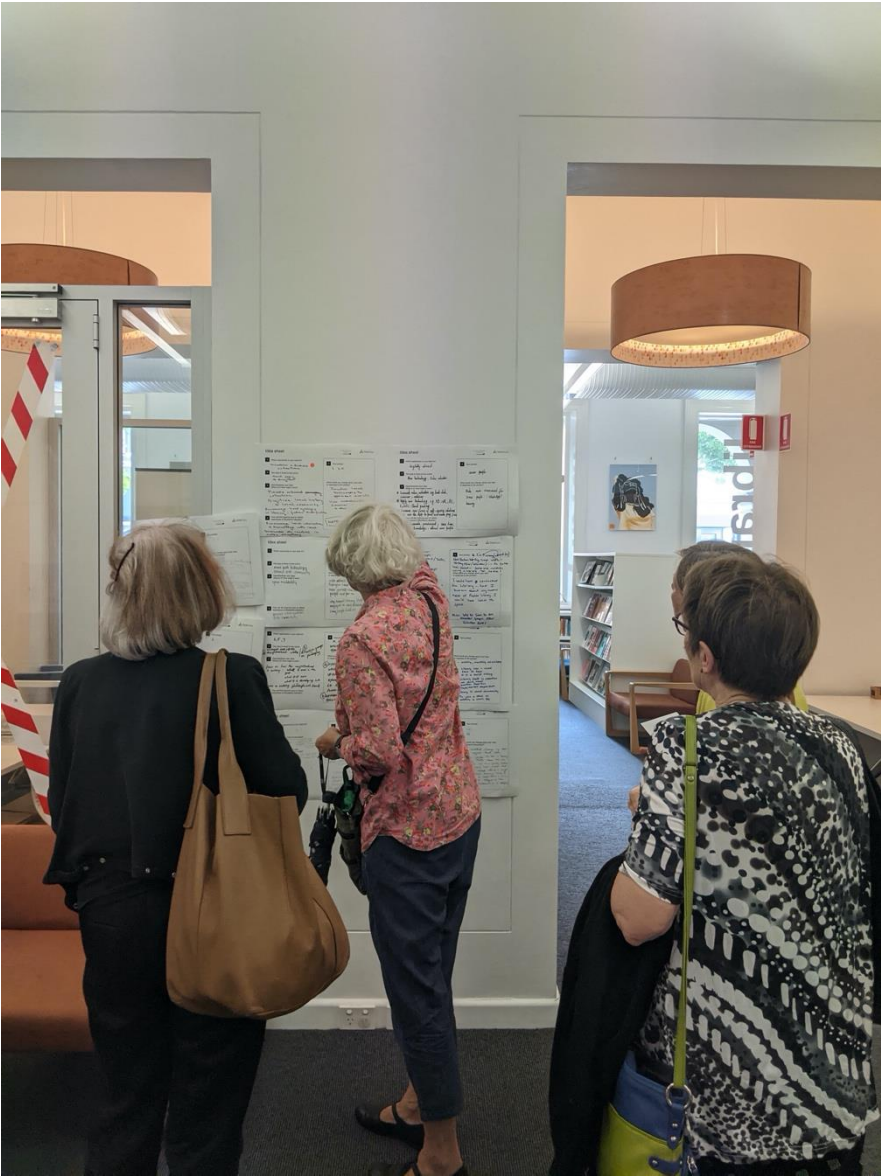
What did we hear from the community?

Partner locally and globally

There is a potential for Woollahra Libraries to build mutually beneficial relationships with local businesses that strongly aligns with the strategic priority of contributing to local cultural and economic development. This would complement Woollahra Libraries' core services and provide new avenues to reach current library non-users.

Snapshot of some ideas from focus groups

Partner with Sister Libraries from around the world on events
Partner with libraries from other local councils to put on larger online events
Create a forum for bibliophiles from around the world to interact

"Workshops and events related to local businesses"

"We should link up with sister libraries around the world"

Make the library more convenient to interact with

The community want to be able to interact with the library when it suits them and are deterred by current barriers like access to parking, opening hours and driving to physical library locations. New pop-up library locations and outreach programs can make the library more convenient to interact with.

Initiatives that would encourage non-users to use Woollahra Libraries

Greater access to eCollection from home
There were more programs or events that interested me
Longer opening hours

"Postal or home delivery books"

"Longer opening hours on the weekend"

Overview of Strategic Plan

Strategic Priorities

Nurturing lifelong learning, discovery and creativity

Libraries are a hub for learning that the community engages with in different ways over their lifetimes. They will continue to support the community's need for research, study and play into the future.

Lifelong learning and development

Building an engaging and intuitive digital library

Libraries have an impetus to create effective and engaging "fourth spaces" that allow customers to navigate library services within a digital environment.

A seamless physical and digital experience

Enriching social cohesion and community wellbeing

Libraries are safe and welcoming spaces that feel like an extension of home. They play a key part in promoting community wellbeing, integrating with Council's network of community facilities.

Strengthened social connections

Contributing to local cultural and economic development

Libraries are uniquely positioned as a cultural institution to lead development in local culture, history and arts into the future.

A creative and vibrant community identity

Strategic Plan Overview

The strategic plan was developed from the community's feedback and our exploration of the future of libraries to achieve the strategic goals of Woollahra Libraries.

Each initiative within the strategic plan has been categorised as short-term, medium-term, and long-term. The listed initiatives are additional to the current and ongoing library practices.

- Short-term initiatives (S) can be implemented within the first year without significant expenditure

- Medium-term initiatives (M) can be completed after the first year and are larger in scale than short-term initiatives

- Long-term initiatives (L) span over multiple years and require ongoing investment for successful implementation

Strategic Priorities	Initiatives	S	M	L	Measures
Nurturing Lifelong Learning, Discovery and Creativity	Balance library spaces for learning, creativity and play			▓	• Collection utilisation • Active members • Active members by age group • Use of study spaces by age group • Internet usage at each library
	Expand Library's collection to promote digital literacy		▓		
	Expand the Library's programming for all ages	▓			
	Advance the Library as a writer's centre	▓			
Building an Engaging and Intuitive Digital Library	Expand, improve and promote the digital library		▓		• Website and app engagement • eCollection utilisation • Local history digital archive utilisation
	Integrate the digital library within new and existing library spaces			▓	
Enriching Social Cohesion and Community Wellbeing	Create programming that is community-led, inclusive and celebrates diversity	▓			• Event and program attendance • Utilisation of accessible technology/resources • Volume of community feedback collected • Engagement with library service points
	Establish two-way communication with the community		▓		
	Develop new service models to interact with the library			▓	
Contributing to Local Cultural and Economic Development	Promote skills development and re-training for economic development in the community		▓		• Number of programs in partnership with councils and other organisations • Number of corporate sponsors and donors • Event and program attendance
	Develop new revenue streams to fund service improvements		▓		
	Engage local community to develop programming that celebrates Woollahra's community			▓	
Enablers	Increase efficiencies within libraries	▓			
	Invest in more infrastructure			▓	
	Further enhance a culture of continuous improvement	▓			

Nurturing lifelong learning, discovery and creativity

Providing the resources, spaces and technology required for every member of the community to learn new skills, discover new ideas and be creative is a core function of any public library.

Woollahra provides access to a strong physical and digital collection that will continue to adapt as the tastes and needs of the community change in the next five years.

Nurturing lifelong learning, discovery and creativity

Challenge and opportunity

In the future, Woollahra will experience an increased ageing population that have shown mixed preferences for the physical and eCollection.

The increase in online study will further increase the demand for study spaces within Woollahra Libraries.

In order to cater to these changes, Woollahra Libraries needs to provide enough study spaces for the community that are available to access at the times the community needs.

It also needs to ensure it offers collection, spaces and technology that allows the community to develop new hard and soft skills whatever stage of life they are in.

With technological improvements and changing the shape of the Australian economy there will be an increased need for reskilling and stronger demand for STEM skills as well as softer skills like creativity.

Initiatives	Our partners
Balance Library spaces for learning, creativity and play	
• Review supply and utilisation of study spaces across the libraries and investigate the opportunity to expand Woollahra Library at Double Bay • Promote the libraries as a space for all and explore ways to manage expectations around sound levels for different activities within the libraries • Investigate the provision of spaces, technologies and facilities within the libraries for individual remote working and learning • Integrate access to the eCollection within Library spaces • Upgrade AV equipment for Paddington and Watsons Bay	Council IT Department
Expand Library's collection to promote digital literacy	
• Update the Library Collection Development Plan to anticipate increasing demand for digital literacy and STEM skills • Add maker kits and STEM material to the Library's collection	
Expand the Library's programming for all ages	
• Review and update the Library's annual events and program to ensure a responsive approach for Library programs and events • Investigate regular after school clubs e.g. Minecraft club • Investigate program options for youth	
Advance the Library as a writer's centre	
• Revitalise Library's key literary and cultural events including the Digital Literary Award and the inaugural cultural event at Blackburn Gardens • Collaborate with authors in the community to establish a writer ambassador and/or community-led writing programs	Woollahra Gallery at Redleaf Sydney Writers Festival and Writing NSW Local authors Academic institutions and cultural groups

Building an engaging and intuitive digital library

Public libraries have existed as a "third space" for their community, a place where the community can come outside of home and work to learn, relax and socialise.

As more people choose to interact digitally with public libraries, there is an impetus for libraries to create effective and engaging "fourth spaces" that allow customers to gain the benefits of third space libraries within a digital environment.

Libraries will need to provide robust digital collections to meet the needs of customers who choose to engage with collections digitally. They will need to engage people with online events and programming and archive these programs for people to access on demand.

In order to facilitate this, the library needs digital touchpoints including a website and app that are accessible, engaging and intuitive to ensure all community members can access digital services if they choose. The library needs strong digital infrastructure to support these touchpoints including adequate digital storage.

Building an engaging and intuitive digital library

Challenge and opportunity

Woollahra Libraries also needs to grow the eCollection and continue to monitor and adapt its physical collection to meet demand.

The library will need to provide better user friendly experiences to enable the community to easily access the eCollection.

To support the growth of the digital library, Woollahra Libraries needs an efficient and usable digital infrastructure to support services they are required to provide digitally.

Staff need to be well trained in how to deliver library services in a digital environment.

Libraries could also benefit from integrating social elements into their fourth spaces through initiatives like community generated content and digital book clubs.

Initiatives	Our partners
Expand, improve and promote the digital library	
• Continue to expand the digitised local history collection with donations from the community and promote on the Library website • Develop a new library website to optimise the online Member experience • Continue to expand the eCollection and easy access to Library online content to meet growing demand • Build staff capability to assist customers with accessing and using the digital library • Explore additional capabilities and facilities (including storage) required for digital content creation such as podcasts, video production, and live streaming digital events • Further develop programs in digital skills, knowledge and experience	Local history societies and groups Council IT Department Vendors
Integrate the digital library within new and existing library spaces	
• Create a seamless experience between the digital library and physical library spaces with the use of the Library app and QR codes • Upgrade the Library Management System • Investigate iPad/laptop loans within the library • Explore options to enable smart spaces within the library including embedding sensors and interactive screens • Explore technology options to introduce interactive experiences into library spaces e.g. interactive local history displays	Council IT Department Smart Places, NSW Dept. of Planning, Industry and Environment Delivery partners in the private sector

Enriching social cohesion and community wellbeing

Libraries are a key presence in a local community's social landscape. They provide a location where people can have planned or incidental social interactions that strengthen social ties within the community.

As the library is an organisation funded by the community, is crucial that all the services that a library provide, both in-person and online are accessible by all community members.

Providing spaces and services that are accessible to all community members and allow community members to socialise is key to improving the overall wellbeing of the community by reducing instances of social isolation and loneliness.

The issues of social isolation and loneliness are expected to continue into the future as the Woollahra population ages and the proportion of lone-person households increases.

Enriching social cohesion and community wellbeing

Challenge and opportunity

Woollahra Libraries needs to provide programming and events that are community driven and connect members of the community together in a meaningful way.

This will include intergenerational programming that looks to connect seniors with younger generations.

Woollahra Libraries will look to integrate with Council's place-based approach to programming and coordinate more events across council.

This could include running outreach services and interactions that increase the library's presence outside the Library building.

Woollahra Libraries will ensure its services are accessible to all members of the community.

Initiatives	Our partners
Create programming that is community-led, inclusive and celebrates diversity	
• Introduce new ways to measure effectiveness and experience of programs and events • Review annual events program to consider timing of programs • Develop an events and program strategy with a hybrid model including in-Library and digital delivery, as well as outreach activities, for accessibility and inclusion • Develop and promote inclusive and culturally diverse programming • Introduce and provide support for community-led programming • Promote and undertake intergenerational programming • Develop a series of book clubs that reflect members interests and backgrounds	Culture Counts
Establish two-way communication with the community	
• Develop a holistic Library marketing strategy to increase reach and Library membership within the community • Pilot live chat on the Library website to increase ways the community can interact with the Library • Engage new Library members with a welcome email to inform and connect them to Library services, programs and events • Develop a new members program to improve customer experience, both in-person and digitally • Enhance feedback systems to improve customer response management • Facilitate community connections on the Library website, such as promoting book reviews from community members and staff	Council IT Department Council Communication and Engagement Department
Develop new service models to make it easier to interact with the Library	
• Review standardisation and increase of opening hours to meet demand • Investigate perception and awareness of the Home Library Service • Launch a 12 month pilot for a paid book delivery service • Create a plan for new service points at community hubs across the LGA including at Edgecliff commercial centre and Rose Bay community centre and other opportunities that might arise • Explore options for an integrated Library and Council customer experience model • Explore outreach options for stronger ongoing community engagement e.g. Bus to Books. • Continue the Paddington Library Agreement and maintain the relationship with the City of Sydney	Council Strategic Planning Department City of Sydney Council Council Customer Experience Department

Contributing to local cultural and economic development

Woollahra Libraries is part of a vibrant local ecosystem that consists of other council organisations, local businesses, schools, not for profits and larger businesses.

The library has a role to play in providing resources, spaces and connections for organisations within the community to thrive so that they can help improve the overall community wellbeing within Woollahra.
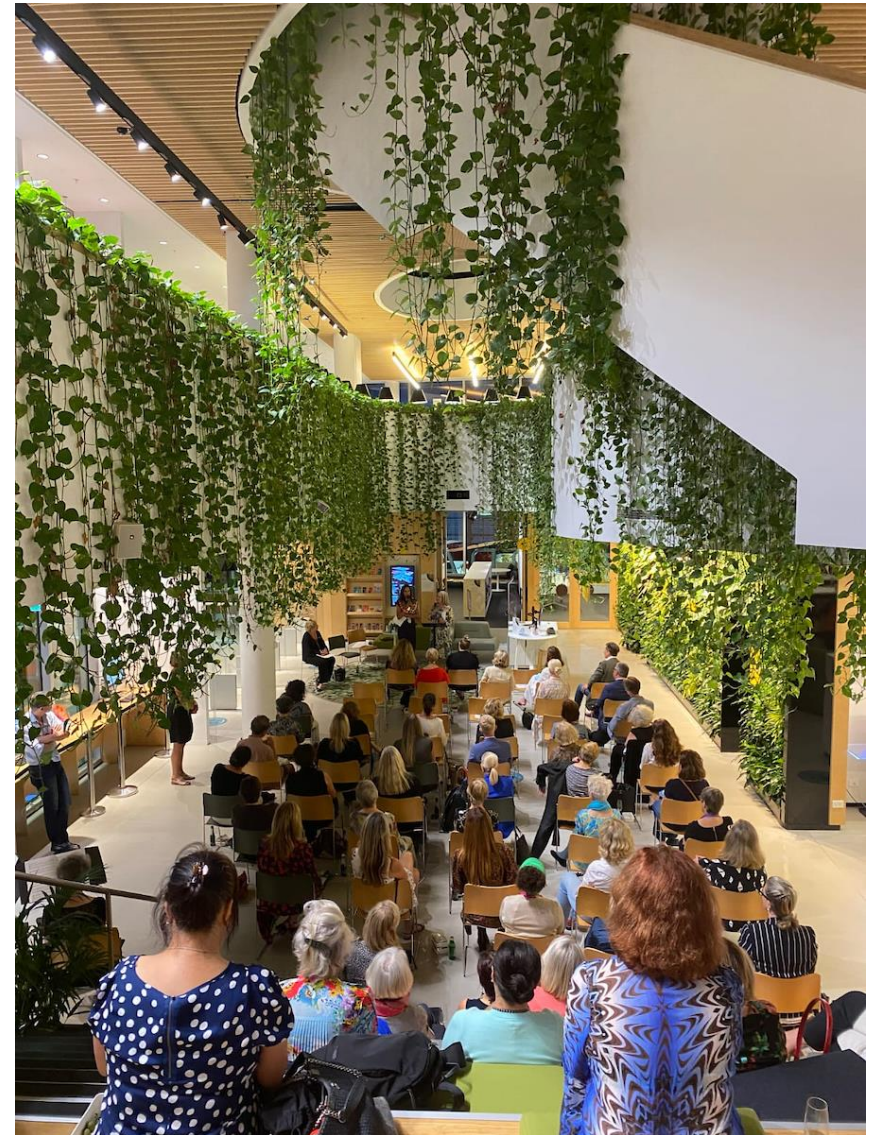
Contributing to local cultural and economic development

Challenge and opportunity

Woollahra Libraries stands to benefit by partnering with other organisations to improve its reach, the cost-effectiveness of its operational activities and its ability to provide engaging programming and events.

Woollahra Libraries has the opportunity to expand its connection with local and global libraries to raise its profile and standing as an innovative library.

Woollahra Libraries can continue to celebrate Woollahra's unique history and culture with continued local history programming and collections driven by technological improvements.

It is important to have the appropriate IT infrastructure and storage capacity to adhere to National Film and Sound Archive Standards.

Initiatives	Our partners
Promote skills development and re-training for economic development in the community	
• Provide digital resources for upskilling and employment skills, such as Lynda.com • Develop programs and events in partnership with local businesses that promote economic development within the community • Explore opportunities for partnerships or sponsorships from local businesses, start-ups or entrepreneurs to run programs or events • Collaborate with Tourism Australia and relevant local partners to promote Woollahra community such as World Pride Month 2023 • Investigate viability of extended late-night opening hours in libraries to align with NSW government's 24-hour economy strategy	Local business chambers Small businesses Start-ups and entrepreneurs Council Placemaking Department Tourism NSW
Develop new revenue streams to fund service improvements	
• Develop and promote a donation and sponsorship model utilising existing DRG status • Review and promote venue hire across libraries as part of a new Library marketing strategy • Actively explore all grant options to fund new initiatives	State Library of NSW NSW Government
Engage local community to develop programming that celebrates Woollahra's community	
• Continue local history programming and partnerships with local history and cultural organisations • Enhance Indigenous representation as speakers or facilitators at library events and programs • Explore options to crowd source local history and cultural content • Review the current Local History model to improve access to collection and staff expertise • Review and collaborate with Council IT Department to improve IT infrastructure and storage capability for Local History Digital Archive • In partnership with La Perouse Land Council, investigate options for reflecting the Indigenous history of Woollahra	Local History organisations Local community partners Council IT Department La Perouse Land Council

Enablers

Woollahra Libraries aims to work smarter to continue to deliver a quality Library service for its community.

Initiatives	Our partners
Increase efficiencies within libraries	
• Establish an online member identity verification system to provide an option for a digital-only library experience • Investigate an auto renewal system to reduce need for staff to be involved in manual processes and improve the customer experience • Implement a new rostering system • Introduce Office 365 and Teams to enable easier staff collaboration	Vendors Council IT Department
Invest in more infrastructure	
• Collaborate with Council to improve IT infrastructure and storage capacity to adhere to National Film and Sound Archives resolution standard for digitisation • Consider expanding Library IT Reserve to cover all Library service points	Vendors Council IT Department Council Finance Department
Further enhance a culture of continuous improvement	
• Explore the possibility and build a business case for waiving reservation fees and overdue fines • Continue to investigate and implement sustainable initiatives, such as removing use of plastic on new additions to the collection and introduction of welcome email	Sustainability Vendors – James Bennett